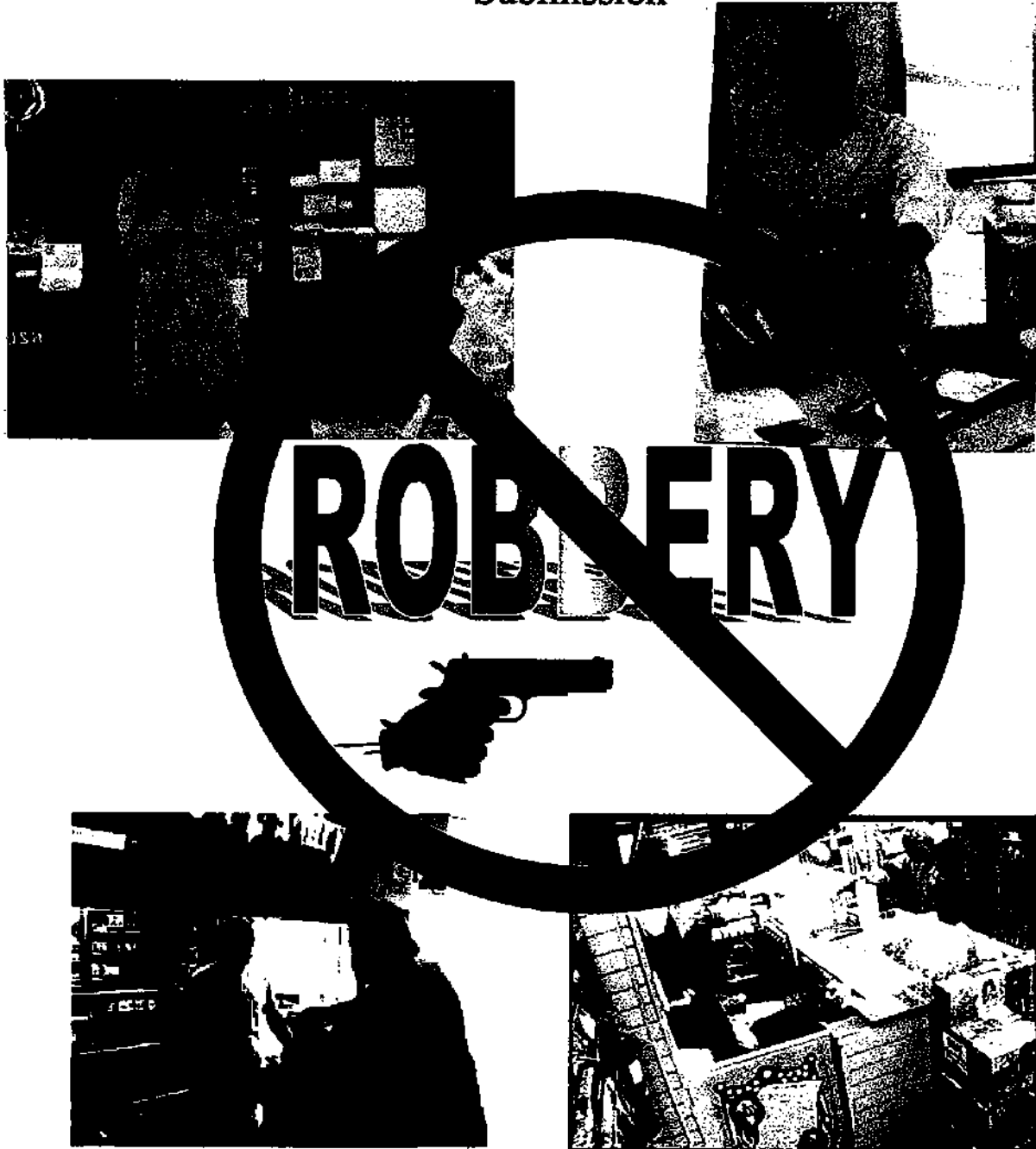


HERMAN GOLDSTEIN A
For Excellence
in Problem Oriented Policing

98-69

San Diego Police Department
Submission



OPERATION B.E.A.R.



ABSTRACT

Mid City Division is one of nine patrol divisions within the San Diego Police Department. It is bordered by three major interstates and the City of La Mesa. For the past ten years, the area policed by Mid City has led the department in calls for service and violent crime. The communities within the division are very diverse; a multitude of languages and cultures abound. Because of the various cultures represented, the businesses tend to mirror those individuals they serve. There are two major thoroughfares that extend along the expanse of the division. They are El Cajon Boulevard and University Avenue. These corridors provide business and job opportunities to the community, as well as serving them in their daily needs.

Unfortunately, these businesses also suffer a high occurrence of commercial robbery. The traditional police response to robbery is to locate and arrest the suspect. Statistically this approach is ineffective for long-term robbery prevention. We identified the environmental and behavioral components of the robbery problem to address in our project.

We did not want to have a traditional P.O.P. project with a beginning and an end. We wanted to change the mind set of the officers from that of traditional policing to one that combined innovative prevention tactics with improved apprehension techniques. In essence, what we planned to do was to break the robbery crime triangle through hardening the potential crime locations and educating the stakeholders while apprehending suspects. Robbery is considered a crime of opportunity, where the victim's behavior and surroundings allow the robber to complete the crime. It is a fact that communities will never run out of robbers, conversely, unless something else is done we will never run out of victims. We also knew that the design and location of the

location of the businesses were often limited due to monetary constraints. Despite this, we noted a substantial number of environmental issues to address when attacking commercial robbery in our area.

We developed Operation B.E.A.R. - Business Education Against Robberies. This comprehensive approach to reducing commercial robbery through a philosophy change for police and a training partnership with the community has enjoyed great success and continues to develop. The project was developed within the SARA model framework.



Leah Rowlands, Victim

Crime Alert, Cozard Nebraska Police Department

At approximately 10:30 a.m., on March 10, 1997, a 41 year old female convenience store clerk (pictured at left) was shot and killed in an apparent robbery at the Amoco Service Station just off 1-80, 801 South Meridian in Cozard, Dawson County. The suspect is described as a white approximately 6'0"-6'1" tall, approximately pounds, possibly in his early 20's or 30's, with hair and the suspect is possibly a smoker. At the time of the homicide, the man was barefooted, wearing black or dark gray sweatpants pushed up to his knees, a black or dark gray hooded sweatshirt, a brown or dark colored, possibly leather, bomber style jacket and he was not wearing glasses. The suspect was traveling alone in a red colored Pontiac Grand Am, (probably 1993 model), 2-door, with no front plate and unknown rear license plate.

SCANNING

Commercial robbery is one of the most serious and potentially dangerous crimes committed in the United States. Unfortunately, every year some employees are injured or even die in commercial robberies. In 1996, store clerks comprised nearly half of the 900 people killed on the job. Most victims are completely unprepared to deal with a potential robbery. The standard method of operation of most police agencies is to catch robbers after they have committed the crime. Historically, little has been done to prevent robberies or to educate victims (or police) on what to do before, during and after the crime.

**In 1996, store clerks
comprised nearly half
of the 900 people killed
on the job.**

Commercial robberies seemed to increase in our area in the spring of 1997. To verify or disprove the apparent trend, Mid City investigators conducted a review of commercial robberies in our area. The detectives discovered a substantial rise in the number of commercial robberies along the two main business corridors over the prior several months. Although numerous robbery suspects were arrested, the crime numbers continued to rise. In addition to the rise in the number of cases, the degree of violence was also escalating. One robbery resulted in the cold-blooded murder of a young employee at a taco shop who was shot as the suspects were fleeing the scene. There was no motive for the murder; the victim offered no resistance to the robbers. Other robbery victims were attacked during the crimes even though they complied with the suspects' demands.

Our preliminary review revealed a robbery problem in our area. The initial problem statement was:

Commercial Robberies along El Cajon Boulevard and University Ave.

We began our feet finding by having organized meetings with area detectives, robbery detectives, gang investigators, police department command staff and crime analysis personnel. The scope of these meetings was without precedent in our agency.

Like many police departments across the country, our investigators were specialized. Gang detectives focused on gangs, robbery detectives were reactive in nature and responded to robberies after the fact, area investigators were generalists. It was uncommon for groups of investigators to work together on specific non-emergency problems. Another reason for the initial



Investigators meetings

meetings was to establish an investigative focus and procedure before reaching out to stakeholders in the community.

During these meetings we explored the events that take place prior to police involvement in an investigation as well as and the frustration investigators felt when working with robbery victims. The first call a victim makes is often not to the police; managers, relatives and friends are often called before dialing 911. This delay virtually eliminates any chance of catching the suspect right after the crime. Another concern is a lack of good suspect information. Descriptions sometimes varied so much that they were of little use in identifying suspects. One of the most troubling concerns the police had was the perception that victims did not care. Dispatchers reported that after a robbery

victims would continue doing business while reporting the crime. One dispatcher told us that when she ordered the clerk to stop waiting on a customer, he told her he could not because if the customer complained he would be fired. The police department also played a part in the lack of success in apprehension of suspects; investigators felt they lacked staffing needed to conduct proper investigations. An interesting outcome was a lack of responsibility for the investigatory response to robberies. The businesses were at fault for the lack of assistance. The command staff was at fault for not allotting enough personnel to catch robbers. These meetings focused entirely on enforcement.

One dispatcher told us that when she ordered the clerk to stop waiting on a customer, he told her he could not because if the customer complained he would be fired

We continued *Scanning* by identifying community and business stakeholders. A local citizen group was the first identified. This group had many members and was already active along the two main thoroughfares of our target area. Another group contacted was the local Business Improvement District (BID). The BID had the power to raise money and put pressure on uncooperative businesses if the need arose. Local government officials were invited to our stakeholder brainstorming session. City council members had the power to implement laws and, because of their position, afforded the project credibility within the business community. Last but not least were the business owners and employees themselves. True problem identification could not occur if the actual people involved were not present at our meetings.

Several meetings were held at the police station, local businesses and a community church. Law enforcement and community members attended the meetings and discussed their concerns. The community members voiced concerns about owners letting their businesses decay. They felt

business owners were more interested about the prospect of making money than improvements to their businesses. Robberies were not a major concern to the average citizen because they were not directly affected by them. Business owners' main concerns were centered around their costs. They also felt they were doing everything within their means to make their businesses safe. The actual victims of the robberies believed they were in the middle of the problem. They felt helpless to influence company policies and that they felt the police were of little or no help to them. In summary the following problems were identified during the meetings:

- ◆ **Businesses being robbed and employees being injured by the robbers**
- ◆ **Decaying businesses**
- ◆ **Belief by employees that they were powerless to implement change**
- ◆ **Belief that the police were not interested in the business**
- ◆ **Business owners concerned about the cost of change**

Apparently the community felt the police were more interested in catching the criminals than preventing robberies.

During the meetings the main stakeholders of the problem were identified as the police, local government, local business associations, national business associations, community members (both organized groups and store customers), business owners and employees, retired senior volunteers and citizen patrols. We would continue to search for other stakeholders as the project evolved.

- STAKEHOLDERS***
- ◆ **Police**
 - ◆ **Local government**
 - ◆ **Local business associations**
 - ◆ **National business associations**
 - ◆ **Community members**
 - ◆ **Business owners**
 - ◆ **Employees**
 - ◆ **Volunteers**

ANALYSIS

It was clear that the problems we identified during the *Scanning* phase of the project needed immediate attention. By October 1997, the total number of commercial robberies within the division had increased dramatically to one-hundred-fifty-nine. Since the entire Mid City area was too large to evaluate each of its roughly 4000 businesses individually, we began our efforts by narrowing the focus of our project to one specific service area that experienced an exceptionally high rate of robbery. This service area would serve as a control group for the overall project. If positive results occurred in the service area, the project would be expanded throughout the division.

We divided our analysis into areas of concern using the crime triangle as our guide. We began by learning the exact magnitude of the crime problem. Our crime analysis unit charted crime patterns and supplied us with updated information on the robbery cases and their specific trends. We chose the period from January 1, 1997 to July 6, 1997, as the initial control period (we reviewed several years of crime information prior to starting the project). During this time span, there were sixty-nine commercial robberies in the Mid City area. Twenty-nine of the cases were along University Avenue, and forty cases were reported on El Cajon Boulevard. Our review revealed several similarities. On both University Avenue and El Cajon Boulevard there were four businesses that had been repeat robbery victims (one business had been a robbery victim *eleven* times by different



[REDACTED]

suspects). The predominant time of occurrence on both thoroughfares was between 8:00 p.m. and midnight (38%). The predominant day for robberies on University Avenue was Sunday (24%), while Thursday (25%) was most popular on El Cajon Boulevard. The predominant robbery location types were different for the two target blocks. On University Avenue retail stores (34%) were the most likely targets, whereas on El Cajon Boulevard fast food restaurants (45%) were the location type most robbed. We also noted that the predominant suspect profile was of a black male (81%), around thirty years old and armed with a handgun (77%). The actual victims of the robberies were equally mixed between male and female. The average age group of the victim was between twenty and twenty-five years old. We felt that this was more of a coincidence than a significant factor; employees under thirty years old tended to work during the hours with the highest number of robberies.

**77% of all the robberies
were committed with
handguns**

After analyzing the general information about the robberies, we conducted a closer examination of each side of the crime triangle. We began with the suspect. The majority of the robberies were committed by one suspect (52% on University Avenue, 58% on El Cajon Boulevard). However, it was common for two or more suspects to be involved. The majority of the robberies were completed in less than two minutes. Violent acts by one suspect were rare. The majority of violence occurred when more than one suspect was involved, including the homicide of a counter person at the taco shop. We also noted that sexual assaults on female employees, although rare, increased when more than one suspect was involved in the robbery. A review of arrested suspects' backgrounds confirmed a belief held by investigators that, in general, persons who commit robberies have extensive violent criminal histories.

What made the suspect select a particular location? To explore the question we looked at several efforts by other groups: Spokane, Washington (1991); San Diego Police (1992); and probably the most extensive study to date concerning commercial robberies - Gainesville, Florida. All of the studies had similar conclusions about the suspect behavior. Robbers look for profit, concealment, resistance, and escape. Robbers ask themselves:

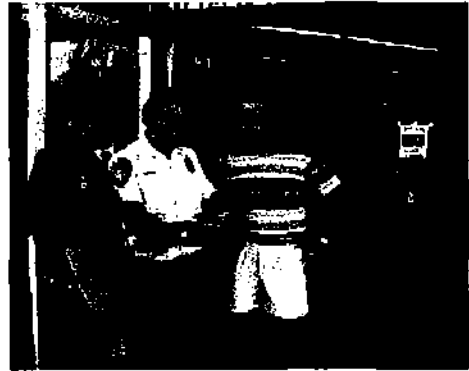
- ◆ Will I be able to get money from the location?
- ◆ Will someone see me committing the robbery?
- ◆ Will I face active resistance while committing the robbery?
- ◆ Will I be able to escape after I complete the crime?

The police played a very small part in the concerns of the robbers. It appeared that location and victim behavior was what the suspect considered before committing the crime.

Police departments across the country had limited success in apprehending robbers. The San Diego Police Department arrests suspects in approximately 40% of our robbery cases (SDPD, 1997). More than half go unsolved.


We continued our *Analysis* by looking at each business' location and employee behavior. We believed that location and victim behavior were equally important sides of the triangle. We wanted to learn as much as we could about each location and its employee's practices before drawing any conclusions. A survey was the tool we would use to gather the most location and behavior data. Problem Oriented Policing training taught us that the SARA Model is circular. It is acceptable to move back and forth through the stages of the model if appropriate. We needed to make a decision that would have a long- lasting effect on the outcome of the project. Who would administer the

survey? We decided that uniformed patrol officers and Retired Senior Volunteers in Policing (RSVP) would team up and administer the survey. The feeling was that the benefits of having patrol officers complete the survey outweighed the extra time it would take. The survey compelled the officers to enter each business and talk to the employees. RSVPs were included because they have become such an important resource in our agency that they were a natural fit to work with the officers.



RSVP's and patrol officers administered the survey

We gathered a group of experts together and developed a survey (Attachment). The survey needed to address the operation of the business and the behavior of its employees for comparison to what we learned about suspect behavior. Crime Prevention Through Environmental Design (CPTED) principals were used as a guide while we designed the survey. One of the past police failures was in treating all businesses similarly. When past community business meetings were held, certain business types dominated the discussion. Liquor stores, pornography shops and bars were a minority that received most of the attention at the meetings. To address this issue, we divided the businesses into twelve categories (Attachment). It was apparent to us that the corner "mom and pop" convenience store was not going to have the same problems of a large corporate franchise (not to mention the availability of funds to make changes). Because of this, we traversed the entire length of each corridor, making notes on each specific business. Factors we considered when dividing the businesses were location, number of entrance / exits, number of registers available, number of employees, languages spoken and customer



demographics. A concern raised while developing the survey had to do with who was going to administer it. There were potentially one hundred-seventy officers and RSVPs that would be administering the survey. What would they look for and what should they tell the employees were just two questions that had to be answered before administering the employee.

To encourage consistency we developed training for the officers on CPTED issues. An expert was brought into the division to develop a training course (Attachment) for the officers and RSVPs. At the time of this submission, over 60% of the division's patrol officers and all of the RSVPs have been trained. As the officers and

CPTED principals were taught to the officers and RSVPs administering the survey

As the officers and RSVPs were trained, they were assigned areas in which to conduct the surveys. At the initial contact, the businesses were evaluated on various topics. The areas in question were the type of business, exterior, interior and associated factors. The exterior evaluation included addressing, gates and fencing, lighting, shipping and receiving, parking and business watch signs. The interior evaluation included the number and locations of doors, height markers, lighting, surveillance cameras, mirrors, safe locations, counters and display areas, lines of sight through the store, alarms and telephones. Additional factors included previous robbery training, prior victimization, specific policy for crime incidents, greeting policies, money drops, insurance, personnel staffing, languages spoken and willingness to assist police. General comments were then made on the form and a diagram of the business was drawn with particular notations on alarms, lighting and other factors. As the forms were completed, they were put into a robbery survey book that was maintained by the investigative sergeant.

Patrol officers and RSVPs administering the survey made no suggestions to the specific business owners. The suggestions would be made at a later meeting where all business owners could benefit from the comprehensive survey results. These meetings would be facilitated through the interactions of the community relations officer and the business improvement districts.

The survey of the businesses in the control area was completed in twelve weeks. Several meetings were held with stakeholders to compile the results. Based on the results of the survey (Attachment) a list of recommendations (Attachment) was presented to the business community. The list of recommendations included several important factors. Willingness of the business to make the recommended changes, ease of implementation of the changes, and the financial impact on the business were just a few we considered. The recommendations were accepted without change.

As is often the case in a problem solving effort, the data collected during our analysis did not validate the problem statement we developed during the *Scanning* phase of our project. Our analysis yielded a new problem statement:

A business environment that allowed robberies to occur.



RESPONSE

Stakeholders were gathered and the results of the analysis were discussed. Everyone understood that we would never be able to prevent all robberies from occurring. Our response had to be realistic, balanced and obtainable. During these meetings we set a long range goal for our project:


To create a long term balance between enforcement and prevention of commercial robberies within our division

To obtain our goal we created objectives to act as a guide for our *Response*.

- ◆ To create a team approach to robbery prevention and investigation
- ◆ To use proactive techniques to arrest robbery suspects
- ◆ To educate patrol officers and the business community in prevention techniques
- ◆ To facilitate the use of outside resources to harden targets
- ◆ To take advantage of available community resources to reduce robberies

To create a team approach to robbery prevention and investigation

If we were serious about having a long term impact on robbery enforcement, a change in philosophy would have to take place with both the police and the business community. Involvement from all levels of the police department had to be established.



The Mid City Division included all personnel from the Captain to the patrol officers in this change to a team philosophy about combating commercial robbery. We also included retired senior volunteers, citizen patrols and community relations officers. The role of the Mid City Captain was to provide a liaison with field and special operations units within the police department, coordinate divisional resources and coordinate outside personnel. The Lieutenants coordinated divisional personnel and acted as a liaison with the robbery section's commanding officer. The investigative sergeants were a liaison with the service area lieutenants and patrol sergeants. They also provided a direct line between the community relations officers and the neighborhood policing section, as well as coordinating the Crime Prevention Through Environmental Design (CPTED) training. The area detectives were the liaisons to the robbery detectives, and acted as an informational and response base for the project. The community relations officer was a liaison with the investigative sergeants, the neighborhood policing section, and the business community as a whole. The patrol officers were each trained in CPTED issues (and the subsequent business-site evaluations) and would be the direct connection to the community following a robbery. The role of the crime analysis unit was to keep up-dated statistics on all robbery cases, both within the target area and the division as a whole. The project stakeholders were kept up to date via maps and reports on crime locations, suspect descriptions, apparent trends and types of businesses victimized. Large scale maps were created and displayed to make the information readily available.

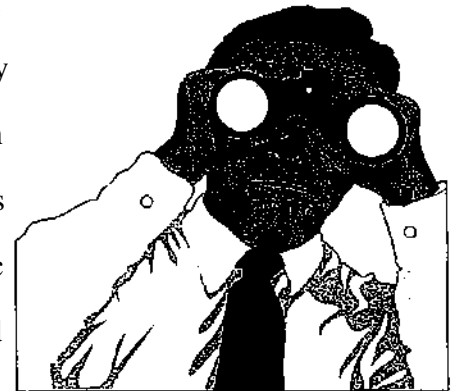
**Investigative sergeants
coordinated the
CPTED training**

The business community joined the police department in an organized response to robberies. Similar business types needed to work together to address specific problems associated with their businesses. It was essential that business associations take the lead to organize meetings and coordinate the monthly robbery training.

To use proactive techniques to arrest robbery suspects

The robbery unit was tasked to take the lead in developing proactive ideas on suspect apprehension, forming alliances with federal and other municipal agencies.

This alliance would work to target convicted robbers before they committed a robbery. Parole officers alerted the alliance when a robber was being released in the area. In reviewing hundreds of robbery cases we learned that individual robbers have specific techniques when they commit a robbery. The way they acted during the robbery and the words they spoke to the victims were



some of the items documented in police reports. The alliance would review and document the *modus operandi* (MO) of the person being released from prison. If a new robbery series began, the alliance would target specific suspects having the same MO that was occurring in the new series. Informants were to be used to identify persons committing robberies. The alliance was to use every legal means available to them to remove the person from the street. Fourth Amendment searches of their homes, surveillance and seeking vertical prosecution of arrested suspects were just a few techniques available.

To educate patrol officers and the business community in prevention techniques

Training employees in ways to deal with a robbery can reduce the victims' psychological trauma. As a result, trained victims may sooner return to full productivity. Exposing employees to robbery response training can also increase their confidence and better prepare them for hazards, reducing physical risk and resulting in a safer work environment. The police also benefit from businesses who train workers in robbery response. When employees have been trained, investigators can respond to crime scenes that have effectively been secured. Additionally, police officers should receive better suspect descriptions from victims.

One Spokane, Washington, case documented the robbery of two victims by the same criminal in less than an hour. The first employee was robbed at a theater ticket window. The victim had received no robbery training, and could provide no description of the suspect and few other details after the robbery. The same robber held up an employee of another business a short time later. This employee participated in a robbery

training program only two weeks prior to the incident.

The second victim provided a complete description of the suspect and had all observable details written down before the arrival of the police. Based on the

The second victim provided a complete description of the suspect and had all observable details written down before the arrival of the police.

information provided by the second victim, and from evidence secured at the crime scene, investigators arrested the suspect within two days. Certainly it would seem that the second victim's training had a dramatic impact on her performance during and after the robbery.


We decided that it was appropriate for the police to conduct the robbery training. A two-hour training course was developed (Attachment). The session began with a mock robbery in the classroom. The students (employees and business owners) were then asked to document what had taken place and explain their observations to the rest of the class. Robbery and other theft related laws were discussed. We explained the police response procedures to robbery crimes. Students were told what to say to police dispatchers when reporting a robbery.



Mock Robbery during training

The crime of robbery is very hard to defend against in court. It is difficult to explain why the suspect was pointing a gun at the employee. Unfortunately for the police, robbery is also a very hard crime to prosecute. Usually the crime is only witnessed by the victim who is traumatized during the crime. In court we ask our victims to identify suspects whom they saw under stressful circumstances sometimes months before. The training also intended to ensure effective prosecution of suspects through their identification by the employee victims.

During our analysis we reviewed business robbery procedures from many locations. Most businesses do not have a crime plan, much less procedures. We learned that persons under stress usually remain focused on what can cause them harm. In a robbery, it is often the gun. The stress sometimes confuses the victim and they forget what to do after the crime. This could explain why so many victims fail to call the police. To assist victims we developed a robbery procedure kit (Attachment). The kit is to remain next to the telephone. After the suspect leaves the business, the victim performs the instructions on each of the six cards. A plastic drop cloth is included in



the kit to cover any area the suspect might have touched. We attempted to remove the identification problem by including a suspect identification form in the kit. This form is completed by the victim at the time of the robbery and is included with the police report. When the victim testifies in court, he or she can review the report to refresh their memory just as police officers do on a daily basis.

During the second portion of the training employees were exposed to CPTED concepts and each of the recommendations were discussed in detail.

To facilitate the use of outside resources to harden targets

To obtain data about the businesses along our target area, investigators documented each business by walking the entire area. The investigators realized that less than 5% of the businesses had exterior numbers on the front of their buildings or suites. The investigators had to ask the clerk the address. Several times the business license had to be read because the clerk did not know the address of the business.

A city council member agreed to arrange for the City's Graffiti Abatement Paint Detail to paint numbers on the front of the businesses.

Addressing was just one of the problems noted during the analysis. The problems were discussed with stakeholders in subsequent meetings. A city council member agreed to arrange for the City's Graffiti Abatement Paint Detail to paint numbers on the front of the businesses.

The Business Improvement District agreed to work with the police department to arrange the monthly robbery training sessions. The group also offered to work with businesses to locate contractors to make CPTED-related improvements.



Vol. 2, No. 3

the BOULEVARD



Spring 1998

Newsletter of the El Cajon Boulevard Business Improvement Association

The Mid-City Robbery Project

by Howard Passin

In January 1997, there was a rash of commercial robberies along University Avenue and El Cajon Boulevard. In response to that, the Mid-City SDPD created the "Mid-City Robbery Project."

As part of the project, the SDPD surveyed hundreds of businesses on El Cajon Boulevard and University Avenue. The survey asked business owners and employees some key questions such as the nature of their businesses and what they have done since the robbery. The police analyzed the business' physical layout to determine if the layout could actually enhance the possibility of a "successful" robbery.



Covered windows, cluttered counter tops, and a lack of cameras increased robbery chances. Criminals look for these factors because they reduce their chances of being caught and identified.

The goal of this project is two-fold: to prevent robberies from happening by making businesses less physically hospitable to robbers and, in the event of a robbery, to apprehend as many criminals as possible in a relatively short period of time.

Currently, the project encompasses only a small segment of El Cajon Boulevard. Eventually, it will be expanded to cover a larger part of the Boulevard. This project will educate businesses and their employees how to work with the police to prevent robberies and

(ROBBERY - Continued on page 2)

(ROBBERY - Continued from page 1) what to do in the case of actual robberies. A critical part of this process is business involvement.

Our BIA will be helping with the project in a number of ways. Along with our neighboring Associations, we will be sponsoring production of "Robbery Kits", designed to help the robbery victims help themselves and police in the aftermath of a robbery. We will also be co-sponsoring prevention workshops and developing a plan to make sure that every Boulevard business has their address clearly marked, on both the front and back sides of the building.

Our members meet every month at the East End Community Forum to talk about crime, maintenance, street improvements and other issues facing Boulevard businesses.

To take advantage of available community resources to reduce robberies

Helping small businesses prevent robberies must be a community effort. The Mid City division is committed to working with owners and workers to improve security and design their spaces to reduce risk. Small and large businesses and organizations also must commit to work together to maintain the momentum of this project. Several efforts such as business alert and ongoing business meetings are being discussed to keep the philosophy of robbery prevention active.



ASSESSMENT

After approximately one year of collaborative efforts between the police and the community, several accomplishments have been realized. The monthly robbery training sessions have been opened up to the businesses throughout the division. CPTED lessons are being applied to other service areas in our division. We developed a robbery project operations manual and shared it with two other patrol divisions in our department. Both have indicated that they are planning to implement the approach to reduce commercial robbery in their areas.

Though the overall response has not been as great as we had hoped from the community, many businesses were very responsive and were actually taking the initiative themselves by pressuring their neighboring businesses to adopt suggested changes.

The efforts of the patrol officers in their response to robbery calls and their subsequent reports were improved. As a result of the CPTED training, the reports showed a marked improvement

The efforts of the patrol officers in their response to robbery calls and their subsequent reports were improved.

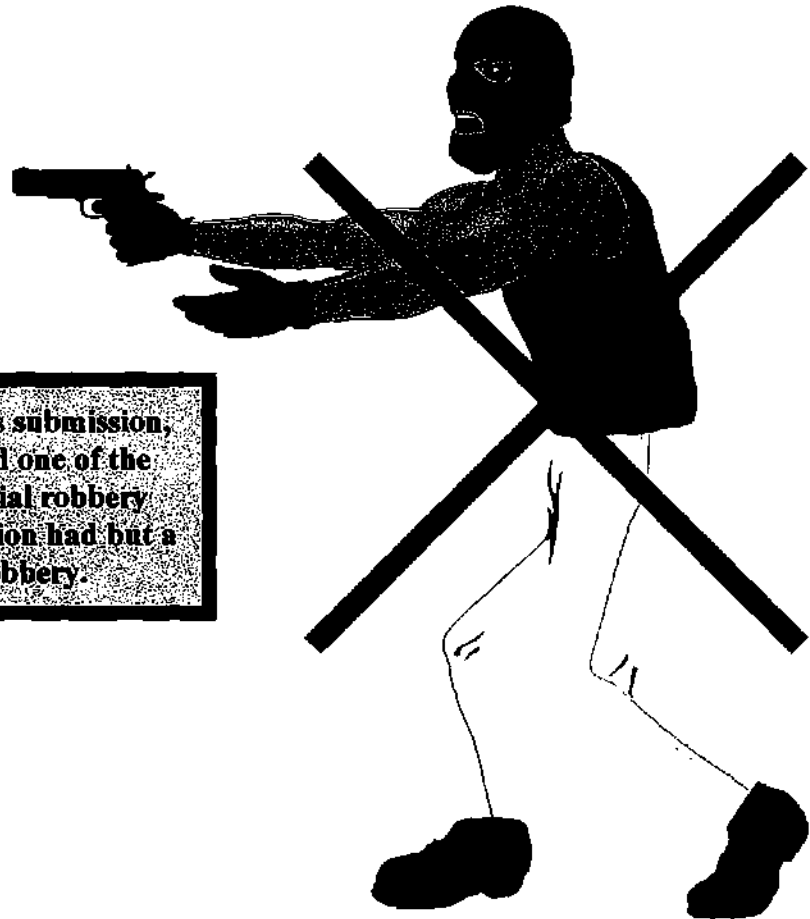
in crime scene explanation and the interviews of victims and witnesses. This enabled the detectives to delve into suspect identification and apprehension without first having to re-interview all parties involved.

The overall number of robberies has decreased measurably. Since the completion of the surveys and the implementation of the training in the control group (from January 1, 1998 to April 20, 1998) there were thirty-three commercial robberies in the division. This was an average of 8.25 robberies per month, as compared to 15.9 robberies per month in 1997. We expect to see

even more improvement through 1998 as robbery classes continue and the project's philosophy strengthens the alliances between police and the community.

For the month prior to this submission, the area that had suffered one of the highest rates of commercial robbery before this project's inception had but a single commercial robbery. This success drives us to continue analyzing and adjusting our response as we incorporate our philosophy into policing other areas. This project's great strides are not laurels to rest on but rather incentives to work harder with and within the community to combat one of the most dangerous crimes in today's society.

For the month prior to this submission, the area that had suffered one of the highest rates of commercial robbery before this project's inception had but a single commercial robbery.






AGENCY AND CONTACT INFORMATION

The project was initially identified and orchestrated by the Mid City Investigative Unit that covers the 840 Service Area, (that area which was utilized as the primary control group for the project). The supervisor responsible for the investigative service area had extensive prior knowledge and background in the ideology of problem oriented policing and problem solving. Although the service area detectives were responsible for the initial investigative work on the project, any questions that arose were promptly answered by the lead supervisor.

As the project progressed and the stakeholders were identified, patrol officers and investigators were brought on board to receive specific training in the ideas of Crime Prevention Through Environmental Design, (CPTED). These officers then set out to conduct the site surveys, as well as to conduct preliminary robbery investigations at crime scenes, using the ideals set forth by the project. The officers were not given any incentive to do so, other than the newly acquired knowledge to better themselves as police officers, and out of pride for the Mid City Division that they serve.

Resources utilized in the inception of the project were previously completed problem oriented policing projects, such as that used in Gainesville Florida, and a local project completed in 1992 by the project supervisor. There were no specific manuals used, as we set out to change the traditional form of robbery crime scene investigations from the initial point that the call was received by police communications, until the point of a case closure or suspect apprehension by the detectives.



We did not encounter any major issues or problems throughout the project. Officers and civilians alike were more than willing to take part in the project, and offered their time without question. One problem we did encounter was the initial participation of various business owners. Some of the problems arose out of specific language and culture barriers. Several meetings were held for the business owners / directors, in which a very poor showing was made. Those individuals present vowed to "encourage" their fellow Business Improvement District members to provide their support to the project. As time passed, the numbers grew increasingly at each meeting.

Throughout the project, a minimal amount of financial resources was used, beyond that of normal wages. Department personnel from all watches were sold on the project and were more than willing to give their all to the work required. Because of this, no overtime was required as all hours of the day were covered. Civilian employees from crime analysis worked fervently on tracking and detailing robberies from within the project control group, and the Retired Senior Volunteers in Policing, (RSVP), were very helpful in voluntarily using their own time to follow up on actual sight surveys. The Business Improvement District supplied \$5,000.00 for the reproduction of the "Robbery Kit." The kit is to be used by business owners, employees, and witnesses following a commercial robbery.

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HERMAN GOLDSTEIN AWARD
For Excellence
in Problem Oriented Policing

Submission Attachments

San Diego Police Department Security Survey Form

NAME OF BUSINESS	ADDRESS	DATE OF SURVEY
PERSON CONTACTED	TITLE	PHONE
MANAGER	ON SITE?	PHONE
OWNER	ON SITE?	PHONE

TYPE OF PREMESIS

<input type="checkbox"/> 1 SMALL RETAIL	<input type="checkbox"/> 4 PERSONAL CARE	<input type="checkbox"/> 7 CHECK CASHING	<input type="checkbox"/> 10 PROFESSIONAL OFFICE
<input type="checkbox"/> 2 LARGE RETAIL	<input type="checkbox"/> 5 RESTAURANT (eat in)	<input type="checkbox"/> 8 CONVENIENCE STORE	<input type="checkbox"/> 11 SERVICES
<input type="checkbox"/> 3 PAWN SHOPS	<input type="checkbox"/> 6 RESTAURANT (fast food)	<input type="checkbox"/> 9 RECREATIONAL	<input type="checkbox"/> 12 CHURCH/RELIGIOUS

EXTERIOR	COMMENTS
Addressing (#'s visible from street?)	<input type="checkbox"/> Y <input type="checkbox"/> N
Gates and Fencing	<input type="checkbox"/> Y <input type="checkbox"/> N
Lighting (all working? proper coverage?)	<input type="checkbox"/> Y <input type="checkbox"/> N
Business watch signs (posted? readable?)	<input type="checkbox"/> Y <input type="checkbox"/> N
Vehicle parking/access (traffic flow adequate?)	<input type="checkbox"/> Y <input type="checkbox"/> N
Shipping/receiving	<input type="checkbox"/> Y <input type="checkbox"/> N
Pay Phones (working? location)	<input type="checkbox"/> Y <input type="checkbox"/> N

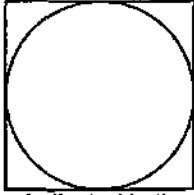
INTERIOR	COMMENTS
Doors (number _____, not obstructed, height markers present?)	<input type="checkbox"/> Y <input type="checkbox"/> N
Windows (not obstructed? covered?)	<input type="checkbox"/> Y <input type="checkbox"/> N
Lighting (working? proper coverage?)	<input type="checkbox"/> Y <input type="checkbox"/> N
Cameras (working? proper coverage?)	<input type="checkbox"/> Y <input type="checkbox"/> N
Mirrors (proper coverage? type: normal, convex, two-way)	<input type="checkbox"/> Y <input type="checkbox"/> N
ATM's (number _____, working?)	<input type="checkbox"/> Y <input type="checkbox"/> N
Counters (location, displays, height, printable surfaces?)	<input type="checkbox"/> Y <input type="checkbox"/> N
Clear line-of-sight down aisles/throughout store	<input type="checkbox"/> Y <input type="checkbox"/> N
Door opening alarm (present? working?)	<input type="checkbox"/> Y <input type="checkbox"/> N
Employee property (location, security)	<input type="checkbox"/> Y <input type="checkbox"/> N
Phone (working? location, emergency numbers)	<input type="checkbox"/> Y <input type="checkbox"/> N
Gun on premises	<input type="checkbox"/> Y <input type="checkbox"/> N
Alarm (working? city permit?)	<input type="checkbox"/> Y <input type="checkbox"/> N

OTHER FACTORS	COMMENTS
Previous robbery training (type: _____)	<input type="checkbox"/> Y <input type="checkbox"/> N
Previous robbery victim (number _____, when? _____ reported)	<input type="checkbox"/> Y <input type="checkbox"/> N
Policy for robbery (in writing, employees trained?)	<input type="checkbox"/> Y <input type="checkbox"/> N
Greeting policy (employees greet each customer? how greeted?)	<input type="checkbox"/> Y <input type="checkbox"/> N
Money counting policy	<input type="checkbox"/> Y <input type="checkbox"/> N
Money drop policy	<input type="checkbox"/> Y <input type="checkbox"/> N
Insurance	<input type="checkbox"/> Y <input type="checkbox"/> N
Policy for taking money to bank/home	<input type="checkbox"/> Y <input type="checkbox"/> N
Personnel staffing (number: am _____, pm _____, night _____)	<input type="checkbox"/> Y <input type="checkbox"/> N
Language	<input type="checkbox"/> Y <input type="checkbox"/> N
Opening/closing policy or routine (time open _____, time closed _____)	<input type="checkbox"/> Y <input type="checkbox"/> N
Willing to assist police	<input type="checkbox"/> Y <input type="checkbox"/> N

GENERAL COMMENTS

REPORTING OFFICER / RSVP	ID#	DATE OF REPORT	TIME
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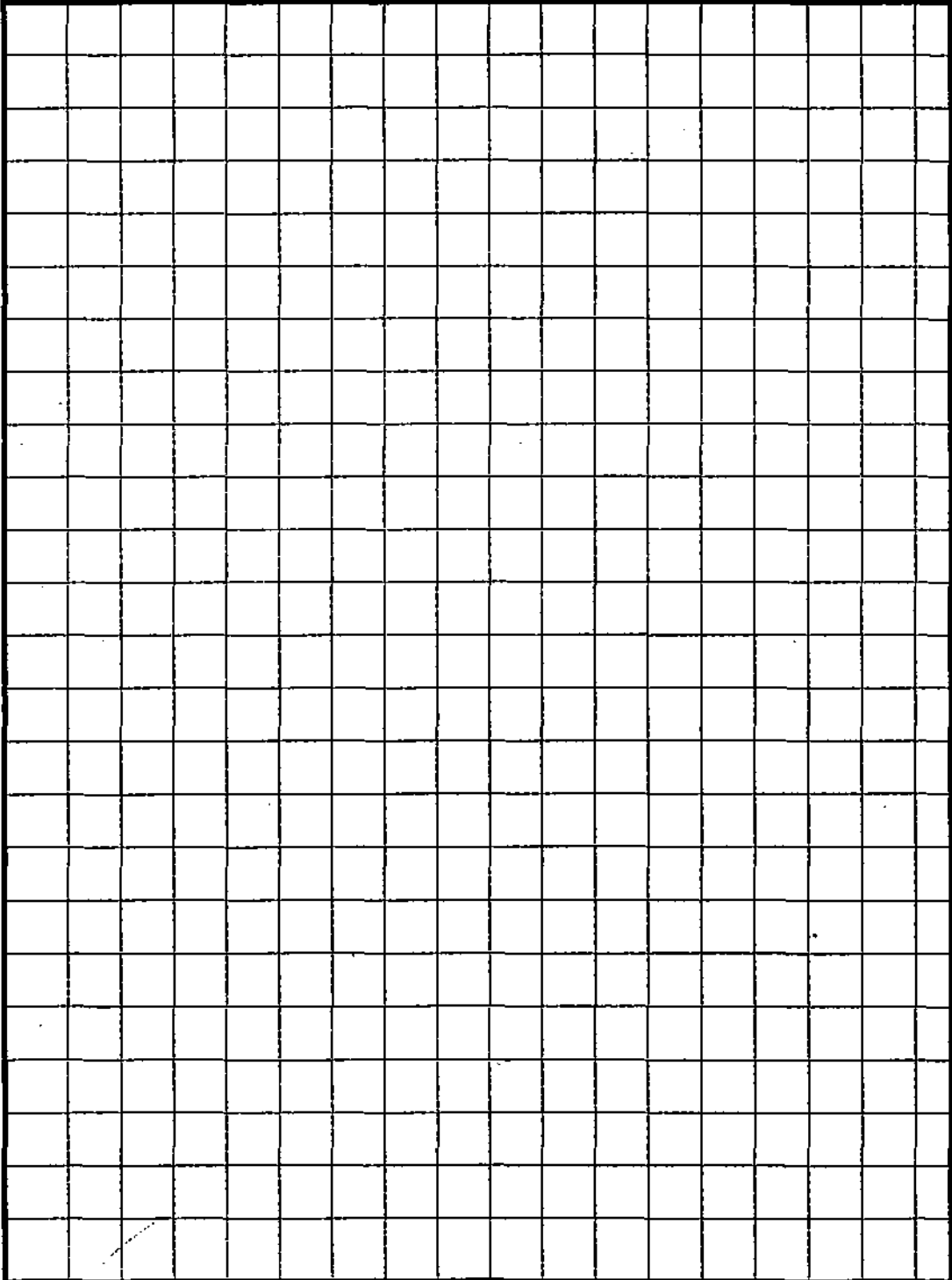
DIAGRAM



Indicate North
(NOT TO SCALE)

BUSINESS NAME: _____

ADDRESS: _____



BUSINESS CATEGORIES

The following are the individual categories designed, and their basic definition; We learned each group had their own concerns and crime issues.

1. **Small Retail** - Small businesses with two or fewer cash registers. Non-corporation owned. Often family owned and operated. (Example: Bud's .99 cent store);
2. **Large Retail** - Corporation owned and operated, with multiple registers and high volume sales. (Examples: K- Mart or Pep Boys);
3. **Pawn Shops** - police regulated pawn brokers;
4. **Personal Care** - Businesses including hair salons, nail care, massage parlors;
5. **Restaurant (Dine - In)** - In-house-dining. May be corporation owned such as El Toritos, Denny's, etc;
6. **Restaurant (Fast Food)** - Take out or delivery only dining. May or may not be corporate owned. (Examples: Jack in the Box, McDonald's, Taco Bell, etc;)
7. **Check Cashing** - Any business involved in the transfer of money, be it via check cashing, or Western Union style transactions. (Example: "Money Express";)
8. **Convenience Stores** - Small Businesses, generally corporation owned. (Example: 7-1 1's, Liquor stores, and AM-PM Minimart, etc;)
9. **Recreational** - Businesses would include pool halls, bowling alleys, arcades, gymnasiums, etc;
10. **Professional Offices** - Businesses would include law offices, travel agencies, real estate, etc;
11. **Services** - Businesses would include auto repair, car washes, tire shops, dry cleaners, plumbing supply, and hardware stores;
12. **Church or Religious** - Self explanatory;

(* **Banks** - Financial establishments may or may not be included within specific projects. This would be left up to individual locales. (In our specific project, we chose not to include banks in the overall analysis, or the actual CPTED training).

**CPTED
EIGHT HOUR TRAINING OUTLINE**

I OPENING

- A) Welcome
- B) Reason for training

II CPTED / REPEAT VICTIMS

- C) This class will look at how business design influences robbery.

III CASE STUDY / PROBLEM SOLVING

- A) Closed project - Robberies at convenience stores
- B) Open Project - Robberies at Mid City Division

IV TARGET HARDENING

- A) Locks and hardware
- B) Computer locks
- C) Doors; location and height markings
- D) Fire doors
- E) Alarms
- F) Security cameras and mirrors
- G) Lighting
- H) Glass and glazing

LUNCH

V HOW TO CONDUCT A SITE VISIT

- A) The class will learn a systematic way of conducting a security check

VI VISIT PROBLEM SITE

- A) The class will visit a business and conduct a security check with the instructor.

OPERATION B.E.A.R.

Survey Summary

Category Number

One Two Three Four Five Six Seven Eight Nine Ten Eleven Twelve

EXTERIOR

	One	Two	Three	Four	Five	Six	Seven	Eight	Nine	Ten	Eleven	Twelve
Manager on site?	87%	100%	100%	67%	83%	82%	67%	84%	100%	80%	78%	67%
Addressing adequate?	75%	71%	100%	72%	61%	55%	67%	54%	80%	100%	85%	67%
Gates/fencing present?	51%	71%	100%	33%	22%	9%	0%	23%	0%	60%	57%	67%
Lighting adequate?	68%	100%	100%	67%	83%	91%	67%	85%	80%	80%	85%	67%
Business Watch signs present?	11%	0%	0%	0%	0%	0%	33%	0%	0%	0%	7%	0%
Parking adequate?	79%	86%	100%	50%	100%	91%	67%	77%	40%	100%	93%	67%
Shipping/Receiving areas?	72%	100%	50%	28%	83%	100%	33%	85%	40%	60%	65%	0%
Pay phones present?	17%	57%	0%	22%	33%	91%	0%	69%	40%	20%	37%	0%

INTERIOR

Height markers present?	11%	29%	50%	17%	6%	18%	33%	0%	0%	0%	72%	0%
Windows obstructed?	23%	14%	50%	6%	33%	9%	0%	8%	20%	0%	11%	67%
Lighting adequate?	100%	100%	100%	89%	85%	100%	67%	92%	40%	100%	87%	100%
Cameras present?	34%	43%	50%	6%	6%	64%	67%	62%	40%	20%	13%	33%
Mirrors present?	36%	43%	50%	39%	17%	36%	67%	77%	0%	20%	20%	0%
ATM present?	6%	29%	0%	89%	11%	0%	0%	15%	0%	0%	2%	0%
Counters - printable?	83%	86%	100%	67%	89%	82%	67%	92%	40%	60%	65%	0%
Clear line-of-sight?	83%	86%	100%	83%	89%	82%	67%	77%	40%	60%	70%	33%
Door opening alarm?	36%	57%	50%	17%	33%	27%	67%	38%	20%	60%	28%	33%
Employee property secure?	38%	43%	100%	61%	56%	82%	67%	38%	20%	40%	52%	33%
Working telephone?	98%	100%	100%	89%	94%	100%	67%	100%	80%	100%	93%	100%
Working alarm?	77%	57%	100%	39%	89%	64%	67%	85%	40%	60%	61%	67%

OTHER FACTORS

Previous robbery training?	9%	14%	50%	0%	11%	45%	0%	15%	0%	20%	9%	0%
Previous victim?	25%	29%	50%	28%	28%	55%	0%	38%	0%	40%	22%	0%
Established robbery policy?	13%	57%	0%	0%	28%	64%	0%	31%	20%	0%	13%	0%
Greeting policy established?	68%	71%	100%	78%	72%	64%	67%	77%	20%	100%	72%	67%
Money counting policy?	40%	86%	100%	28%	44%	73%	67%	31%	40%	40%	31%	67%
Money drop policy?	34%	71%	100%	11%	22%	64%	67%	54%	40%	20%	26%	0%
Insurance?	68%	86%	0%	55%	63%	82%	67%	92%	40%	60%	50%	33%
Policy for taking \$ to bank/home?	66%	71%	50%	55%	67%	82%	67%	54%	60%	100%	60%	67%
Willing to assist police?	82%	100%	100%	83%	94%	100%	67%	100%	80%	100%	92%	100%

NOTE: Due to space requirement of submission only positive responses are listed

Category List

- | | |
|---------------------------|-------------------------|
| 1) Small Retail | 7) Check Cashing |
| 2) Large retail | 8) Convenience Stores |
| 3) Pawn Shops | 9) Recreational |
| 4) Personal Care | 10) Professional Office |
| 5) Restaurant (Dine-In) | 11) Services |
| 6) Restaurant (Fast Food) | 12) Church or Religious |

Operation B.E.A.R.

Recommendation List

- 1) Business Addressing
- 2) Door Height Makers
- 3) Clear Window Obstruction
- 4) Install Cameras (for other than employee surveillance)
- 5) Place Mirrors in strategic Locations throughout the business
- 6) Install Printable Counters
- 7) Install Door Opening Alarms (Locations with only one employee)
- 8) Conduct un-going Robbery Response Training
- 9) Insist on a Employee - Customer Greeting Policy
- 10) Create a Specific Money Drop Policy

Robbery Procedure Package

A procedural guide for
victims and witnesses



OPERATION B.E.A.R.

ROBBERY PROCEDURES

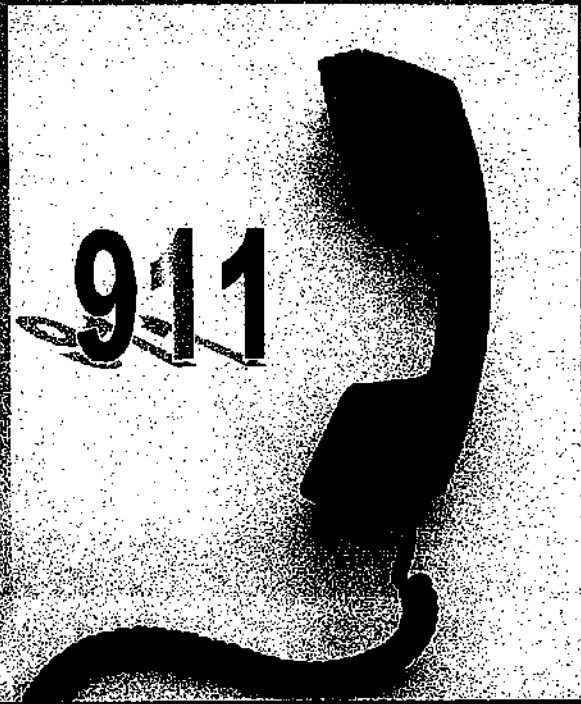
Employees should be advised that robbery is a violent crime and the business should be closed if the safety of the personnel and additional employees are in jeopardy. Employees should be advised to follow the guidelines and other procedures.

All employees should be familiar with these procedures. This package should be immediately available in case of a robbery.

Procedures

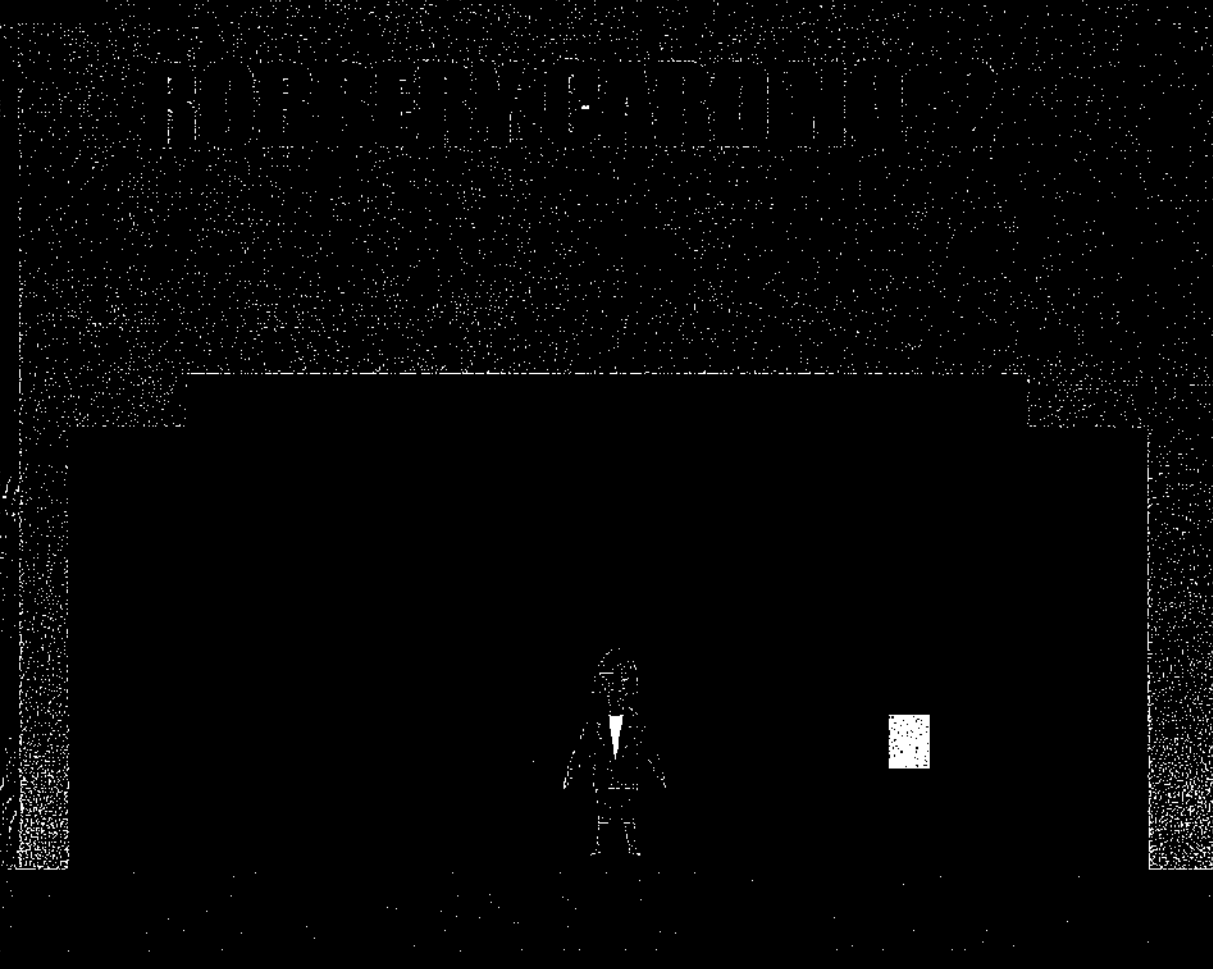
- **Avoid actions that might increase danger to yourself or others.**
- **Activate the robbery alarm during the robbery if it can be done safely without the suspect(s) knowledge.**
- **Carefully observe the robber's physical features, voice, accent, mannerisms, dress, type of weapon, etc..**
- **If the robber leaves evidence (such as a demand note), try to put it aside and out of sight, *if it can be done safely.***
- **Do not touch evidence. Any item touched by the robber should be brought to the attention of the police.**
- **Comply with all of the robbers commands. Only give the robber what is asked for. Give half money if available.**
- **Try to observe the robber's escape route, including the description if one is used.**

ROBBERY CARD NO. 1



The silent alarm is to be activated. If it has not been done, do so now. Pick up the telephone and call 911. Give your store's street address. Tell the dispatcher "I have just been robbed." Stay on the line and answer all questions from the dispatcher.

When instructions have been completed return the card to the Robbery Kit.



If it is safe to do so, and the robber has left the store and law enforcement has not arrived, have a staff member wait at the front door of the business to inform arriving law enforcement that the robber has left.

When instructions have been completed return the card to the Robbery Kit.

EMERGENCY CARDING



Lock the entrance door. If possible try not to let any customers leave until police have arrived. If a customer must leave, obtain his/her name, address, and their home and work telephone numbers.

Place the *"WE ARE CLOSED TEMPORARILY DUE TO AN EMERGENCY"* sign on the front entrance door.

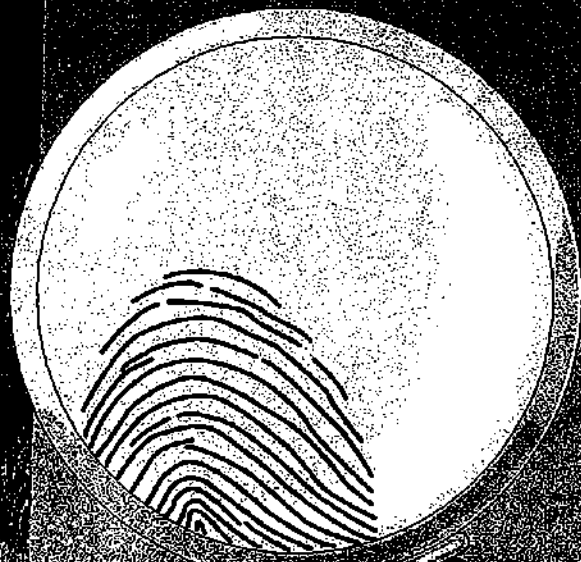
When instructions have been completed return the card to the Robbery Kit.

**WE ARE CLOSED
TEMPORARILY**

DUE TO AN

EMERGENCY

COVERED BY BRITANNICA



Cover any glass, doors, fixtures, drawers, etc., which may have been touched by the robber(s) with the plastic drop cloth from the Robbery Kit.

When instructions have been completed return the card to the Robbery Kit.

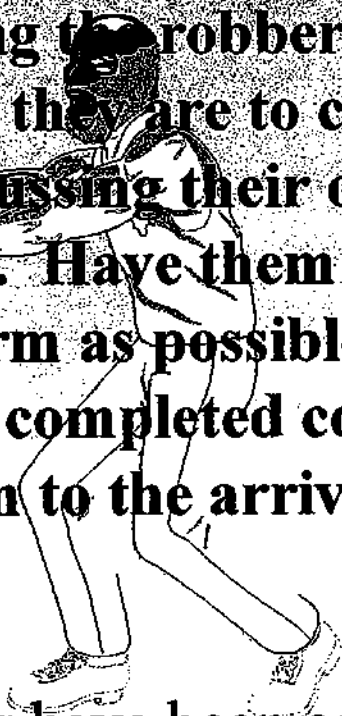
ROBBERY CARD NO. 5



Age
Sex
Height
Weight
Build
Hair color
Hair style
Eye color
Glasses
Facial hair

Build
Eye color
Hair color
Hair style
Shirt color
Shirt type
Pants color
Pants type
Shoes color
Shoes type

Distribute *“suspect description forms”* to anyone witnessing the robbery with instructions that they are to complete the form before discussing their observations with anyone else. Have them fill in as many blanks on the form as possible without guessing. When completed collect the forms and present them to the arriving police officers.

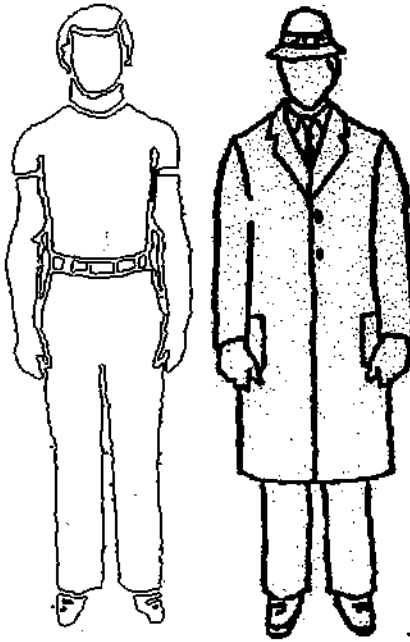


When instructions have been completed return the card to the Robbery Kit.

Victim/Witness Identification Form

Suspect

Sex: _____
Race: _____
Age: _____
Height: _____
Weight: _____
Build: _____
Hair Color: _____
Hair Length: _____
Hair Style: _____
Eye Color: _____
Glasses: _____
Facial Hair: _____



Clothing

Hat Type: _____
Hat Color: _____
Jacket Type: _____
Jacket Color: _____
Shirt Type: _____
Shirt Color: _____
Pants Type: _____
Pants Color: _____
Shoe Type: _____
Shoe Color: _____

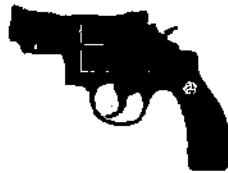
Markings: _____
(Scars, Tattoos Etc.)

Vehicle

Color: _____
Make: _____
Style: _____
License #: _____
State: _____

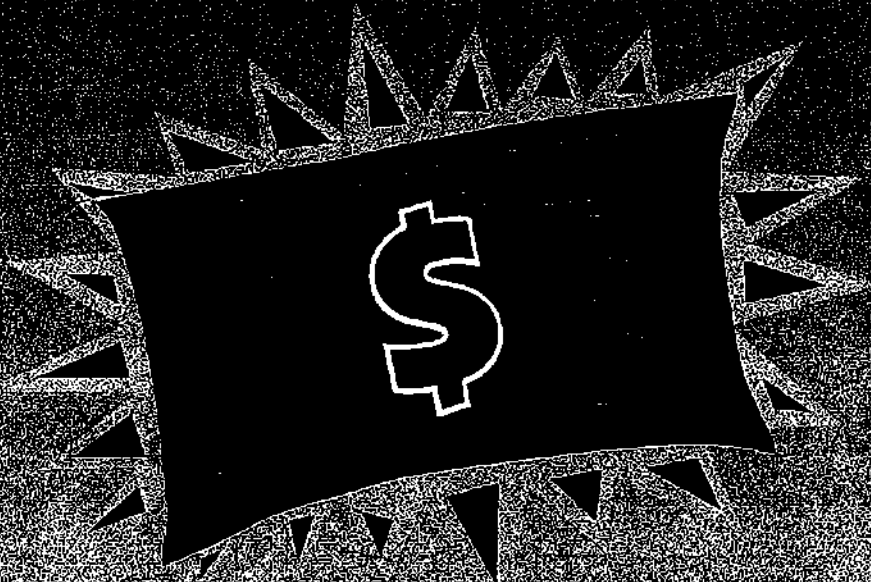
What did the Suspect Say?

Weapon Type



Victim/Witness Name: _____ Date: _____ Time: _____
Officer: _____ ID# _____ Date: _____ Time: _____

ROBBERY CARD NO. 6



Refer all inquires to the manager of the business. If asked for the amount of loss, by other than the police. Answer, that you do not have that information. Do not give out names of employees or other witnesses to anyone other than the police. You could be placing them in *danger*.

When instructions have been completed return the card to the Robbery Kit.

Employee Robbery Response Training Course Outline

Hour One

I Mock Robbery Exercise

- B) Complete suspect description form
- C) Discuss individual observation

II Introduction of Instructors and Course Goal

*To make employee's aware of their surroundings
and to make them better prepared to become witnesses of robberies*

III Appropriate Robbery and Theft Laws

IV Employee Robbery Reporting Procedures

- A) Who to call
- B) What to say
- C) What not to say

V Police Response Procedures to a Robbery

- A) Police Dispatchers Communication to Officers
- B) Police Response to Robbery Location
- C) First Officer Contact with Victim // What Will be Asked by the Police

VI Robbery Kit Demonstration

Hour Two

WHAT IS CPTED

- A) Surveillance
- B) Access Control
- C) Territoriality
- D) Maintenance

II SLIDE SHOW

- A) This slide show will depict good and bad design as it pertains to robbery

III CLASS PROJECT

- A) The class will receive an example of an existing small business with lots of CPTED issues. Class input and solutions will be requested.

IV EVALUATION SHEETS

- A) This section will look at the evaluation forms for each business and how these forms tie into the listed anchors.

Off-duty CHP officer also takes part in arrest after store owner wounded.

EL CAJON -- Just before 2 p.m., the 38 year old manager of the American College of Karate in a shopping center at Bradley and Magnolia Avenues, heard a thud against his office wall. It sounded like kids with skateboards or bicycles slamming into things, he said.

So he grabbed his mailbox key and strolled outside to ~ he thought ~ give the kids a stern lecture, then pick up his mail.

Within the next couple of minutes, he had confronted a burly woman suspected of robbing a nearby liquor store and shooting its owner. He had chased her through the parking lot, and — with the help of an off-duty Highway patrol Officer wrestled her to the ground.

The two men then relieved the woman of a large black handgun that she reportedly pulled out and pointed at him.

The thud, it turned out, was the liquor store owner's body slamming against the wall after he was shot twice in the abdomen with a .357- caliber pistol. The 36-year-old victim was listed in critical but stable condition yesterday at a local hospital.

San Diego Union