



Operation Home Safe

For
**2006 Herman Goldstein Award for Excellence in Problem
Oriented Policing**

**Boston Police Department
Albert E. Goslin, Acting Police Commissioner**

June 30, 2006

Operation Home Safe Summary

Operation Home Safe is a partnership between the Boston Police Department (BPD) and the residents, public and private agencies of the City of Boston. Adhering to the SARA Model, the initiative was developed as a crime reduction strategy utilizing high visibility and saturation police patrols throughout targeted neighborhoods, involving District and Specialized Units, combined with equally intensive distribution of services intended to “clean up” neighborhoods plagued by crime and disorder. Home Safe addresses both crime control and quality of life concerns.

Scanning: Operation Home Safe was created in response to Boston’s recent surge in violent crime. The spike in violence was evident and openly debated in government offices, community forums, and the media alike.

Analysis: During the past year (2005), 341 individuals were victims of shooting incidents in Boston, representing a 28% jump in fatal and non-fatal shootings from 2004, and an overall ten-year high. From 1997 - 2005, shooting incidents jumped a drastic 153%.

Response: Based on findings that the increased state of urban decay and street crime lends itself to an increase in firearm-related crime, the BPD explored alternatives to simply attempting to “arrest its way out” of this trend. Home Safe was developed to offer several simultaneous measures to stem violence and promote healthy communities, utilizing all of the BPD’s available resources and all of the City’s assets to build neighborhoods up to their most livable and safest condition.

Enforcement efforts are initiated through new practices of strategic deployment, and focus on warrant apprehensions - especially those of known violent offenders, prostitution, after-hours parties, executions of search warrants, and firearm and drug seizures. Enforcement efforts are coupled with strategic partnerships. The community, external law enforcement and various city agencies work together with the BPD to increase policing, improve street conditions, and spruce up entire neighborhoods, typically over the course of a 72-hour period.

Assessment: The participation of agencies involved in this aspect of the Operation have produced significant public/private buy-in, as they have adhered to the principle of dually addressing crime and neighborhood blight to achieve success.

The tough BPD-led policing, coupled with the efforts of local service providers, have created a dramatic effect on the communities in which Operation Home Safe is conducted and gained strong support from residents. The assessments conducted to date have demonstrated significant decreases in violent crime in neighborhoods following the Operation.

Operation Home Safe Description

Operation Home Safe is a partnership between the Boston Police Department (BPD), the Mayor's Office, and public and private agencies of the City of Boston. The initiative is a crime reduction strategy utilizing high visibility and saturation police patrols throughout targeted high-crime neighborhoods. It involves District and Specialized Units, joined with equally intensive distribution of services intended to "clean up" these areas and attend to resident concerns. Home Safe addresses crime control and quality of life issues, one neighborhood at a time.

Scanning:

In 2005 the City of Boston noticed an alarming spike in violent crime. The BPD, local government offices, civic groups, community leaders, and the media all pointed to the seemingly constant reports of firearm-related crimes and homicides with increasing concern. Residents of Boston expressed growing fear to walk on their streets and frustration with the City's response. At community meetings, they voiced their desire for heightened police safety initiatives. BPD officials, in the meantime, were exhausting their patrol resources and seeking alternatives to traditional crime reduction strategies.

Intense consideration was given to this issue, as the City had at one time witnessed a remarkable drop in violent youth crime so as to garner national attention. After enjoying incredibly low levels of such crime, Boston has, in the past few years, witnessed a reverse to this trend. The City's primary concern among all stakeholder groups – both public agencies and private citizens – is in keeping its youth safe. In 2005, however, young people were becoming victims and perpetrators of gun violence with startling frequency.

Analysis:

The Boston Police Department relied on crime analysis and community input to thoroughly examine the extent of this problem. During the past year (2005), 341 individuals were victims of shooting incidents in Boston, including 51 fatalities - a 28% jump in fatal and non-fatal shootings from 2004, and an overall ten-year high (*attachment 1*). Moreover, from 1997 to 2005, shooting incidents have jumped a drastic 153%. In 2006, as of March 30th, fatal and non-fatal shootings had increased by 67% percent over the same period in 2005.

Boston Police and Citywide data analysis over the last ten years has found that:

- The vast majority of violence is caused by “impact” offenders
- Violence is concentrated within small sections of inner city neighborhoods
- There are increases in the youth population with increased exposure to violence and lack of alternatives
- Gang activity contributes significantly to the City’s firearm and drug activity

As noted above, prime factors contributing to the increases in violence include the growth of the youth population of Boston as well as the concentration of youth in inner-city neighborhoods where risk factors are high. According to one estimate from the Boston Coalition Against Drugs and Violence, between 1995 and 2005 Boston experienced an increase in its adolescent population of 45% for 10 to 14 year-olds and 38% for 15- to 19-year-olds. Available data show that the highest rate of victimization in non-fatal assault-related gunshots and stabbings was to those in the 15-19-age range (Boston Public Health Commission “The Health of Boston” 2005). Furthermore, the climate of youth and guns has changed. A 2003 Youth Behavior Risk Survey for Boston found that 17.1% of youth

carried a weapon such as a gun, knife, or club on one or more of the past 30 days. The number of guns on the street has risen dramatically. Inclusive in this is the phenomenon of “community guns” – guns that are stashed in public places and available for use by multiple people. In a 2004 Boston Youth Survey, 41% of surveyed youth reported that it would be “very or fairly easy” to get a gun. The growing numbers of gun-related crime contrast with the reductions in Boston Police Officers. Over the past three years, the Boston Police Department’s sworn officer numbers decreased by 5%. The public has recognized this shortage as well. Their call on City leaders to hire additional police officers, however, was met with the grim reality of the City’s current budget constraints. Police and City officials were challenged to find a solution to the spike in violence with fewer available resources.

Patrol saturation is a heavily relied upon crime control strategy in the BPD and other agencies in the law enforcement community. Saturation patrol tactics are *specific deterrence tactics* based on routine activity theory – following known locations where impact players and activity congregate. The Department has utilized this intensive policing method in previous initiatives, with successful results.

The BPD currently implements citywide anti-gang intervention efforts including the Street Violence Suppression Project, which involves regional intelligence-sharing meetings on impact players, gangs, ongoing conflicts, and hot spots. Resultant action plans are implemented through this project in partnership with community agencies. They use proven effective strategies such as Operation Ceasefire and Operation Night Light, which target impact players; Operation Homefront and Operation S.C.R.I.P.T., which target school aged at-risk youth; and the Boston Reentry Initiative, which targets high risk returning offenders.

Extending the reach of these initiatives was explored as a possible solution in addressing Boston's violent crime problem in 2005. However, the call for immediate police presence required an emphasis on *enforcement*, rather than intervention efforts. Additionally, Boston's Operation Ceasefire, still considered one of the nation's best approaches to gang/gun activity, has devolved somewhat over time, as the necessary resources and support in terms of federal sanctions have diminished significantly.

Studies that suggest attacking related low-level street crimes, so community and gang members perceive increased police availability and increased risk of detection (increased guardianship), were also explored. Further, the community – policing model, which encourages problem-solving partnerships between the police and the community, often results in increased intelligence sharing.¹ The key is to combine intelligence collection and strategic assessments of the problem (i.e., hot spot mapping and impact player identification) with the specific deterrence tactics of increased police presence – namely, patrol saturation.

The evaluation of the Indianapolis Police Department's Directed Patrol Project similarly indicates that a targeted deterrence approach that increases surveillance of suspicious individuals in high-risk neighborhoods may be the key ingredient to reducing gun crime and violence. Intensive field interrogations in targeted high-crime areas, with an emphasis on seizing guns, significantly reduced crime in a Kansas City, MO initiative (NIJ 2002). The combination of intelligence-based assessments and patrol saturation leads to:

¹ "Connecting the Dots for a Proactive Approach," Border and Transportation Security,

Increased field interrogation observations (FIOs)



Increased community contact



Increased intelligence gathering



Updated information for investigation & prosecution

& community satisfaction with police responsiveness

Enforcement efforts alone, however, cannot fully amend the impacted communities' feeling of insecurity and fear. The notion that increased smaller street crimes, such as drug activity, robberies, and even car theft, lends itself to an increase in firearm-related crime is supported through the "broken windows" philosophy², which recognizes the connection between disorder, fear, crime and urban decay. By tackling the comparatively smaller, even non-criminal, issues, BPD and City leaders contemplated the impact of certain services – such as the cleaning of vacant lots, repair of streetlights, and removal of graffiti – on violent crime. Moreover, Police and City officials were concerned that a crackdown aimed at street level activity may actually worsen police-community relations. As Herman Goldstein noted: It's one thing to realize a quick dramatic decrease in some types of offenses, but if that's at the cost of creating great antagonism toward the police on the part of youth and future generations, then police departments are going to have to deal with the consequences of that hostility (Rosen 1997). Thus, including improvements to neighborhood streets would demonstrate the City's broader commitment.

² "Fixing Broken Windows: Restoring Order and Reducing Crime in our Communities," Kelling and Coles, 1996.

In consideration of the research findings, and the limitation on resources, the BPD looked at combining community policing with a new intelligence-led patrol saturation strategy, for an all-around comprehensive approach to the problem.

Response:

Operation Home Safe was conceived and developed by the Boston Police Department in collaboration with the community, external law enforcement and various city agencies. The project provides simultaneous saturation of city services and community linkages to complement the Department's enforcement efforts. Combining intensive law enforcement with community involvement and wrap-around city services was a new plan, deemed uniquely suited to meet the challenges Boston faced in 2005.

As previously described, alternative solutions consisted of intervention strategies, or unilaterally-driven, directed patrol strategies. While the BPD's immediate response to the crime surge surfaced through a strategic saturation patrolling initiative dubbed Operation Rolling Thunder, the focus quickly expanded to include neighborhood services. The members of the Department's command staff, District Captains, and Community Service Officers met with residents to discuss the project's goals and implementation strategy. They determined that patrols alone would not necessarily alleviate safety concerns. The name was simultaneously changed to "Home Safe," to reflect the City's goal in creating a secure environment in which residents and youth in particular can live free from constant fear of crime. Since that time, the Department has continued to foster an open and regular dialogue with the community, leveraging partnerships with residents and business leaders, local clergy, and various service providers, to generate much needed support within the targeted neighborhoods of this initiative.

The idea for Home Safe's creation came about within the BPD command staff, who recognized a critical element missing from narrowly focused directed patrols was the overlapping of tough enforcement with restorative service provision. Intervention strategies, though successful in many circumstances, were not considered the best option in addressing the immediate need to take the guns already on the streets off the streets. Police and City officials hoped to demonstrate their commitment to not only making the streets safer but also affording neighborhoods the means to thrive. Home Safe is set apart from other strategic saturation patrol initiatives in its *dual* goals of crime control and community revitalization.

The **goals** of Operation Home Safe are to

- Lower the incidence of firearm and gang violence in the City's most crime-ridden neighborhoods, and
- Increase community satisfaction with the City's response to the recent uptick in violence and neighborhood priorities.

Objectives include two components: law enforcement and public/private investment.

Law Enforcement Component:

Intensive patrols are conducted within each neighborhood using a strategy of high visibility and saturation. Police presence is summarily felt through the joining of officers in traditional patrol vehicles with those on motorcycles, bicycles, and even horseback. Operational plans are set forth from an imposing on-site Incident Command vehicle. The BPD Drug Control Unit, Telecommunications Unit, Youth Violence Strike Force, Tactical Bike Unit, Mounted Unit, Special Investigations Unit, Hackney Carriage Unit, and License Premises Unit are all

involved in operational planning as well (*attachment 2*), performing functions ranging from coordination of search warrants to inspections of liquor establishments.

Operation Home Safe deploys high-visibility patrols in quantities and in a manner not formerly experienced. Patrols are dispatched to neighborhoods with an intention of not only looking for crime but of preventing its occurrence. Uniformed officers on horseback, motorcycle, bicycle, foot patrol, and in motor vehicles collectively converge on one Home Safe neighborhood at a time, in a show of coordination and resolve.

Home Safe's enforcement efforts are initiated through the new practices of strategic deployment, and focus on warrant-apprehensions - especially those of known violent offenders - prostitution, after-hours parties, executions of search warrants, and firearm and drug seizures. The focus on people, locations, and activities is steered according to three determinants:

1. Intelligence and crime analysis
2. Requests for assistance by District Commanders
3. Input from community members

The Boston Police Department is joined on Operation Home Safe's enforcement efforts by the Transit Police, the Bureau of Alcohol Tobacco and Firearms, and other agencies as appropriate. For example, while BPD officers and detectives target residential and commercial areas of the neighborhood, transit police may conduct safety checks on public buses or train stations. With this layered approach, targeted neighborhoods experience

increased policing in residential, commercial, and public transportation locations, typically over the course of a 72-hour period.

Public/Private Component:

Prior to Home Safe, city services were offered in accordance to their own directives, but never deployed in conjunction with law enforcement, and never in a ‘saturated’ manner. The following list names the various agencies currently participating in Operation Home Safe:

1. The Mayor’s Office of Neighborhood Services (ONS) is currently compiling the list of resources it has provided during Home Safe, to be published to the local media, and lists among them: clean-up of vacant lots, identification of neglected property, repair of streetlights, implementation of their “Clean It or Lien It” campaign, among many others.
2. The Boston Centers for Youth and Families participates through their work with at-risk youth in making referrals and finding jobs, schooling, and placement in social activities.
3. Boston’s Inspectional Services Division (ISD) has to date inspected several properties for violations. ISD inspects problem properties to ensure conditions are up to code, in both building and sanitary requirements.
4. Department of Public Works has identified streets in need of repair for scheduling, filling of potholes, and removal of litter and garbage, among other services.
5. The Transportation Department has identified the need for, and made several repairs to, parking and street signs and traffic lights.

6. The Boston Public Library has recently joined the effort, setting up a “Bookmobile” following a February sweep. Their participation will continue to grow with each operation, where they will provide readings, membership information, and links to literacy programs to adults and children.
7. The Boston Public Health Commission offers linkages to drug counseling, literature on sexually transmitted diseases, and basic healthcare information and referrals. While onsite, they have administered tests for blood pressure and diabetes.
8. The Boston School Department provides guidance to families about Boston’s public school system, programs offered, and appropriate contact information.
9. Boston Fire Department has recently joined the effort by handing out Carbon Monoxide detectors to residents.
10. The local clergy, youth workers, and community activists provide further support and outreach to youth in matters such as employment, education, and recreation. Moreover, their participation in the Operation has often helped forge or strengthen partnerships between law enforcement and the areas’ residents.

Operation Home Safe began last winter and has traveled to nine different neighborhoods throughout the City since its inception. During that time, the project’s delivery has continually been refined, based on the needs and assessments of the police, the community, and City agencies. The Operation is fluid by design: **Locations** of operation change; additional agencies join the effort for **project expansion**; and **variation of services** allows for strategic deployment of limited resources.

- *Locations*

The Boston Regional Intelligence Center (BRIC), housed in the Boston Police Department, provides intelligence based on geographic crime patterns in areas identified as “hot spots,” and on known “impact players” who are most often involved in firearm and gang violence. The intelligence gathered through their analysis points to particular locations in the City where the violent crime is most concentrated. The BRIC also tracks the most violent offenders in the City, and briefs members of the Department regarding these individuals’ known whereabouts, outstanding warrants, and criminal histories (*attachment3*).

Analysts assigned to the BRIC review raw intelligence on impact players who are gang members and associates, locations of gang activity and incidents of gang and gun activity in order to place that intelligence into context, looking at known gang disputes and predicting future violence. This information is then communicated to relevant units, who can coordinate and effect deployments and strategies that will have the most impact. The approach exemplifies BPD’s application and commitment to the key principles on Intelligence-led Community Policing.

- *Project Expansion*

Beginning as an initiative involving police and the Mayor’s Office of Neighborhood Services, the list of participating non-law enforcement partners now includes nine separate agencies, as well as local civic groups, businesses, faith-based organizations, and community residents. Plans are currently underway to expand Home Safe to include the Department of Neighborhood Development’s mobile Home Center, and possibly a sports clinic through

the Department of Recreation. The inclusion of additional agencies is consistently revisited and welcomed by project coordinators.

- *Variation of Services*

In the beginning stages of Operation Home Safe’s implementation, several city agencies would *follow up* the patrols and sweeps in the neighborhoods with services ranging from street cleaning to streetlight repair. After consideration of the ability to effectively evaluate this portion of the project, the BPD and Mayor’s Office made the decision to offer the city services on a *concurrent* timeframe to the Home Safe sweeps and patrols. Prior to this change, the Department of Public Works, for instance, would have received a “to do” list following an Operation, to complete according to its own schedule. Now they *join* the weekend’s activities. Street sweepers are removing trash in a neighborhood during the daylight hours, and the heavy police patrols are deployed at night. Combining both components of the initiative in a single space of time allows the project members to track the services offered during the Operation, rather than subsequent to its completion. The joint tasks are both highly visible and highlight the City’s equal commitment to serving its law-abiding residents and holding its offenders accountable.

Assessment:

To measure the success in reaching its goals, the initiative focuses on one specific hot spot at a time. With the narrowed geographic scope of each Home Safe, quantifiable data is generated for both law enforcement outcomes and service provision. Examples include data ranging from arrests made to potholes filled. Qualitative assessments are conducted through before and after questioning at local community meetings. Examples include assessments

ranging from level of fear walking through a neighborhood park to noticeable improvements in street cleaning. The tough BPD-led policing, coupled with the efforts of local service providers, have created a dramatic effect on the communities in which Operation Home Safe is conducted and have gained strong support from residents.

The effectiveness of Operation Home Safe is measured according to four criteria:

1. Reduction of crime and disorder
2. Identification and containment of emerging criminal trends
3. Collaboration with the community and response to neighborhood concerns
4. Efficient and effective management of resources

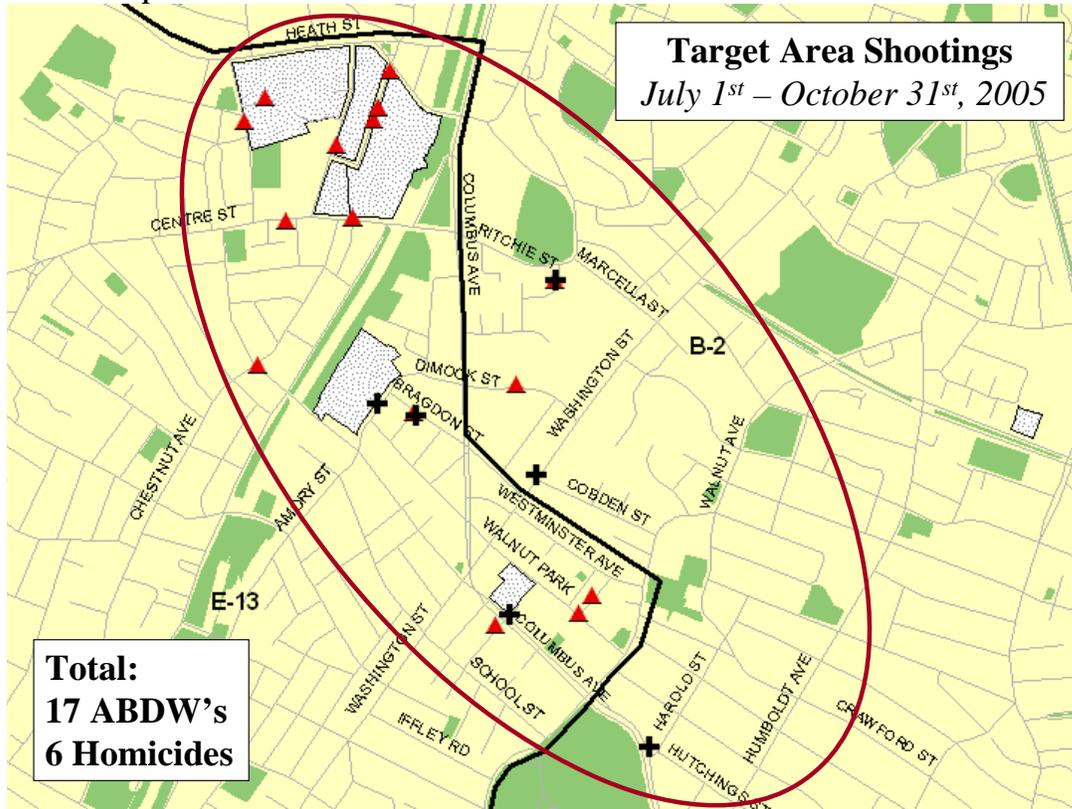
Reduction of Crime and Disorder

To date, Operation Home Safe has been implemented in 16 different neighborhoods from 9 different sections of the City, as well as one citywide warrant sweep. As of April 2006, the number of arrests made as part of Home Safe totals **621** (*attachment 4*).

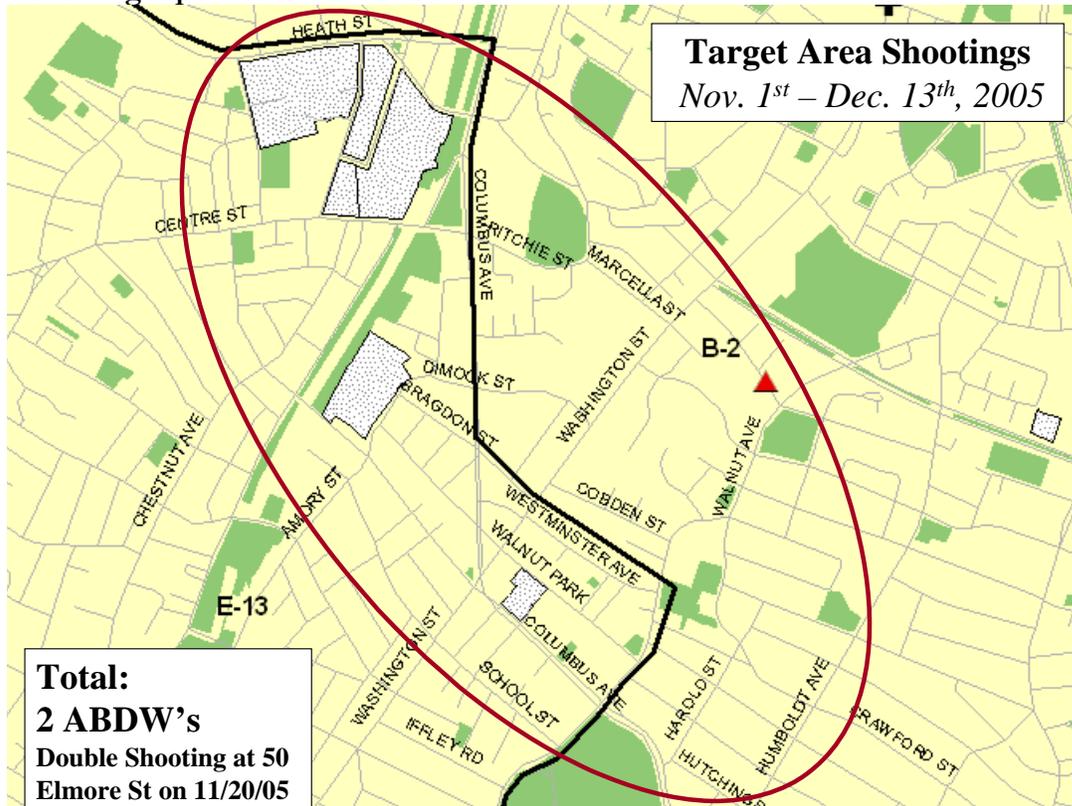
Identification & Containment of Emerging Criminal Trends

Through analysis conducted in the BRIC, intelligence has helped steer police towards evolving crime patterns and develop operational plans to diminish or stop its spread. This intelligence, along with the information obtained from individual District Commanders, and community members, enables the BPD is to target areas for concentrated enforcement and saturate hot spots. Therefore, if displacement of the crime occurs, Home Safe will shift locations to address it, if not eliminate it in advance through intelligence systems. Home Safe has shown measured success in lowering rates of violent crime in several locations (page 14, *attachment 5*).

Prior to Operation Home Safe:



Following Operation Home Safe:



Collaboration with Community & Response to Concerns

Community Service Officers (CSOs) assigned to each District report findings of community satisfaction surveys, or “input forms,” to Commanders of the operations. To date, the findings have reflected very positive assessment; residents report that the project has made their neighborhoods safer and more livable overall. CSOs are also responsible to conduct a “walk through” of the Home Safe neighborhood prior to the operation to take visual stock of needed city services. Beginning recently, ONS workers now make personal contact with hundreds of elderly residents to discuss problems in their area that may be addressed through Home Safe. Word of the initiative is widespread through the local media (*attachment 6*), and provides an additional forum for public reaction and feedback.

Operation Home Safe, City Services

Bowdoin and Geneva neighborhood, 12/22 – 12/24//05:

- ❑ 500 street lights were inspected, and 30 given permanent repairs
- ❑ Over 3 ½ tons of debris were removed from the neighborhood
- ❑ 470 homes were visited by the Elderly Commission, resulting in 103 contacts with seniors, 48 of which will result in follow-up services
- ❑ 7 televisions, 4 computers, 1 refrigerator, construction debris, and tires that were illegally disposed were picked up and removed
- ❑ 4 tons of hot patch were used to repair over 70 potholes

Exhibit 1

Efficient and Effective Management of Resources

The targeted deterrence tactics used in Home Safe involve conspicuous placement of assets such as uniformed personnel and command posts. Where numbers of sworn personnel have been stretched to their limit in most districts, strategic deployment of the following BPD units ensure the most effective use of resources during an operation:

- District personnel: minimal anti-crime units (plain clothes) along with a Sergeant dedicated to the Operation
- Tactical Bicycle Unit
- Mobile Operations (Motorcycle) Unit
- Special Operations Mounted (Horseback) Unit
- Outside District personnel: small numbers from every other District
- Drug Control Unit
- Telecommunications Unit
- Transit Police
- Youth Violence Strike Force (formerly the Gang Unit)
- Special Investigations Unit, in conjunction with the ATF.
- Hackney Carriage Unit
- Licensed Premises Unit

The participation of other governmental agencies involved in this aspect of the Operation, including the Departments of Public Works, Neighborhood Services, Transportation, Graffiti Busters, and Parks and Recreation, have produced significant public/private buy-in, as all participants support the project's guiding principle: a neighborhood that is visibly unwatched or uncared for gives the appearance of a lack of social control, and serves as a breeding ground for criminal activity.

Operation Home Safe, City Services

Grove Hall neighborhood, 11/25 – 11/27/05:

- 292 street lights surveyed
- 16 streetlights repaired
- 39 signs repaired
- 3 vacant lots cleaned
- 4 ½ tons of debris removed from the streets
- 62 pot holes filled, using 2 ½ tons of hot patch

Exhibit 2

According to community feedback following several Home Safe operations, residents of the neighborhoods are pleased with the simultaneous saturation of services, noting that it shows a greater investment in their communities. The combination of public safety and basic city services helps build solid a relationship with the community that a police presence alone does not.

Institutionalization

An NIJ study reveals that although heightened police presence and increased threat of sanctions – when narrowly focused on a particular problem or type of offender – have achieved reductions in gang related crime these tactics can be expensive and difficult to maintain over time (Scott 2004). **Strategic** saturation patrols, however, that focus on hotspots/impact players have also been effective while not as resource draining.

Resources allocated to Operation Home Safe are leveraged strategically, with personnel added in concentrated locations on finite timelines. In shifting personnel resources to directed patrols for comparatively short amounts of time, there is less of a drain on resources than would otherwise occur in permanent assignments or extended overtime for entire Districts. Relying on this method, the City can offer realistic commitment to the Home Safe project for the long term.

Each Home Safe deployment is put into effect through individual operational plans that are drawn up based on intelligence briefings from the BRIC, District and specialized unit manning requirements, and past and present community complaints – as gathered through Community Service Officers and ONS. Specific assignments to individual units are set forth along with specific timelines. The enforcement efforts mostly begin during the evening hours and last through the night.

During the daytime, the Mayor’s Office of Neighborhood Services sends in its coordination of city services. Following the “Broken Windows” theory, vacant lots and poor street lighting - conditions that formerly provided an ideal setting for criminal activity - are now transformed into clean and brightly lit areas. The function of ONS has not drastically changed in implementing Home Safe; rather, services that are ordinarily spread over time and performed separately from one another are coordinated in conjunction with law enforcement - for the first time in the City’s history. The ability of the BPD/ONS partnership to continue this level of synchronization is well within both agencies' means.

Next steps in project implementation include further collaboration among the BPD, ONS, and Public Works and permanent improvements to infrastructure. With this effort, City leaders hope to demonstrate a truly substantial investment in each neighborhood. Such plans will be open for continual adaptation to changing community needs. Maintenance and follow-up on every level are critical to all the Home Safe operations that are conducted. In order to achieve long term impact in creating safe, secure and viable neighborhoods, Police

and City leaders have pledged their full support to this project. Boston's capacity and commitment to the goals of Home Safe ensure its success and longevity.

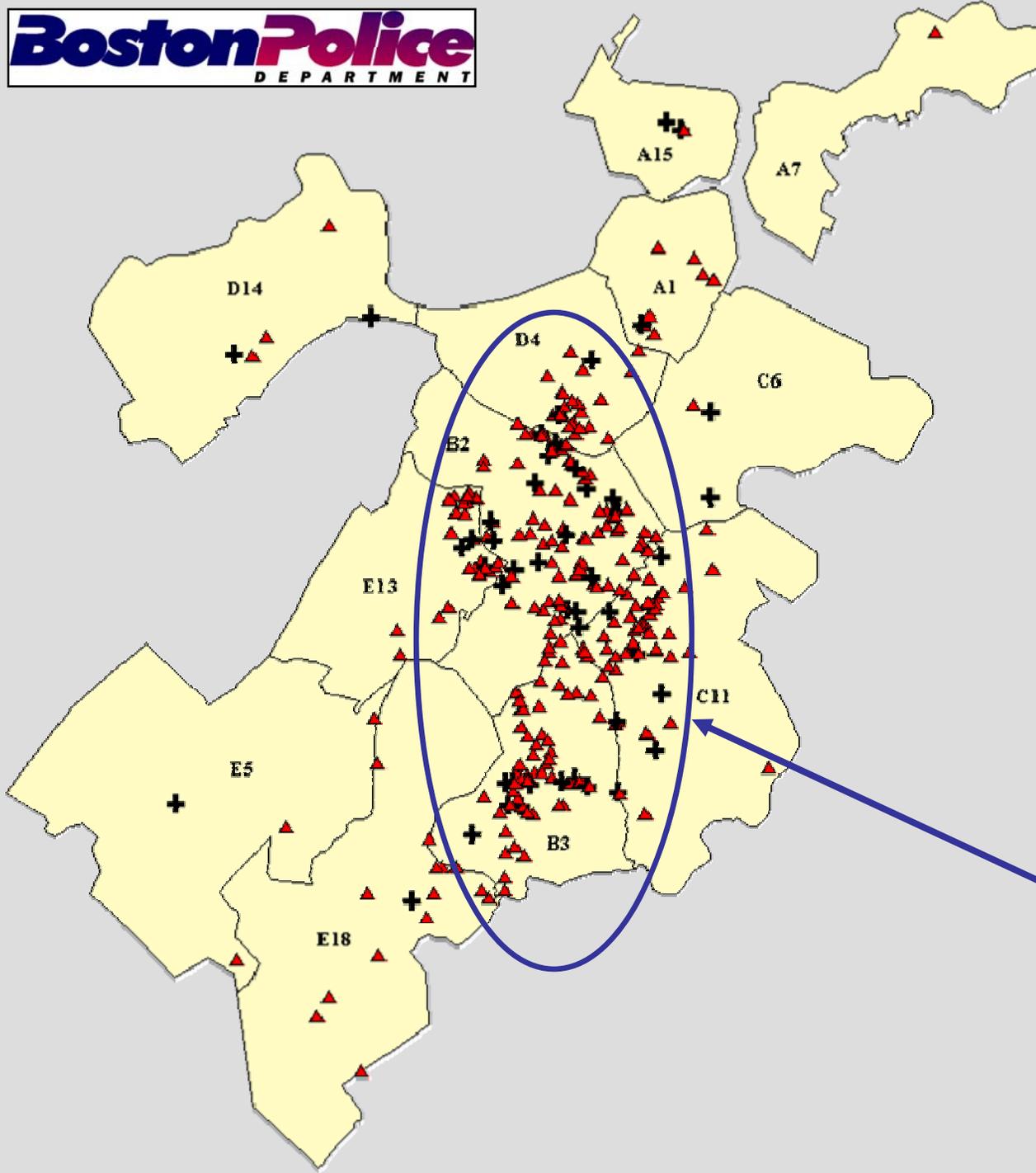
Agency and Officer Information

- The problem solving initiative, known as “Operation Home Safe”, was adopted on a department-wide level. The City of Boston is subdivided into 11 police districts. The initiative may take place in any of these districts, as determined by crime trends, data, and requests for assistance.
- In terms of training and/or familiarity with the concept of Problem Oriented Policing, the BPD Command Staff have all had to take Civil Service Promotional Exams in order to achieve the ranks of Sergeant, Lieutenant, and Captain.

The course study books, from which the promotional exams were based, contained lengthy sections on Problem Oriented Policing and the S.A.R.A. Model. As such, they have all studied these concepts and have passed promotional exams and been promoted based on these study materials.

- Officers were not given special incentives for their participation in this initiative.
- Police officials used several available resources, such as BRIC mapping technology and research findings on crime reduction strategies, to help manage this initiative. Additionally, the officials relied on management structures already in place, such as operational planning for directed patrols and standard procedures for services offered through public works and other city agencies.
- One issue was identified early on with the problem oriented policing model; namely, the city services were offered *following* the law enforcement component. This was changed, however, to combine both efforts for *simultaneous* saturation.
- Additional resources committed to the initiative included the in-kind contributions of public and private agency resources. The City of Boston did not, however, have the ability to increase budgets for such purpose. The Boston Police Department is actively seeking external funding opportunities to commit as many resources as possible towards Operation Home Safe.

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**Citywide
Homicides (w/Gun)
& Non-Fatal
Shootings
(2005)**

51 Homicides with a
Firearm

290 Non-Fatal
Shootings

71% of the shootings
occurred on B2/B3/C11.

90% within blue circle
Borders of D4, E13, E18

OPERATIONAL PLAN
OPERATION HOME SAFE
THURSDAY, February 9, 2006
FRIDAY February 10, 2006
SATURDAY, February 11, 2006

OPERATION: District D-4/, Special Operations, YVSF, DCU, SIU, ATF, the US Marshal Service, police districts organized under Operation Home Safe and the Transit Police, will conduct a joint operation aimed at deterring violent crime, arresting suspects, seizing illegal weapons and drugs. A goal of this program is to reassure the community through a visible display of law enforcement resolve. These goals will be accomplished via warrant sweeps, drug investigations, saturation patrols and conspicuous placement of assets such as command posts.

MISSION STATEMENT: The combined operation will focus on identified hotspots in the Shawmut Ave area from Melnea Cass Blvd. to East Brookline Street and along the Washington Street corridor, and other hotspots(Lenox/1850 Washington Street/Cathedral Housing Development/Villa Victoria) in the general area. Personnel assigned to the operation will coordinate with the Operation Home Safe Commander in their respective districts and will proceed to their predetermined assignments at the commencement of the operation.

PERSONNEL ASSETS: District and specialized units are responsible for fulfilling manning requirements as discussed in the planning phase. The manning requirement begins at 7:30 AM, Thursday, 02/09/2006 and ends at 23:45PM, Saturday 02/11/2006 and is:

DISTRICT D-4 2 additional anti-crime units (four officers total) per shift and a first half tour
1 Sergeant assigned exclusively to the operation

TACTICAL BICYCLE UNIT
16 officers and 2 supervisors on a first half.

MOBILE OPERATIONS PATROL
4 motorcycle and 4 tactical (gun car) officers

SPECIAL OPERATIONS MOUNTED UNIT
3 mounted officers and 1 supervisor

OUTSIDE DISTRICTS
Assign an officer to Operation Home Safe Thursday, Friday and Saturday evenings.

DRUG CONTROL UNIT

Assign officers as appropriate, to coordinate any investigations that may culminate in arrest or search warrants within the area of operations. All plainclothes activities occurring within the area of operations will be coordinated through the commander of the operation.

TELECOMMUNICATIONS UNIT

Will provide sufficient personnel to supply, maintain and position the Command Vehicle, including communications assets.

TRANSIT POLICE will staff its Command Vehicle and provide officers to the operation.

YOUTH VIOLENCE STRIKE FORCE

Will assign squads on day and first half tours.

SPECIAL INVESTIGATIONS UNIT

In conjunction with the Bureau of Alcohol, Tobacco and Firearms, will provide personnel to conduct debriefings of all firearm related arrests, and possible firearm trafficking investigations.

ALCOHOL, TOBACCO AND FIREARMS

ATF will also supply K-9 and K-9 personnel to assist in searching area hotspots for hidden firearms as well as any car stops of Terry stops where the presence of firearms is suspected. They will work in conjunction with the Boston Police K-9 teams.

HACKNEY CARRIAGE UNIT

Will assign units to make checks of all hackney carriages in the target area.

LICENSE PREMISES UNIT

Will assign detectives to conduct Code 35 License Premises inspections of all licensed premises in the target area.

BOSTON PUBLIC HEALTH COMMISSION

Will assign the Boston Public Health van for community outreach on all health related informational packets.

THE READ BOSTON STORYMOBILE

Will assign the storymobile to assist community children and parents in children literacy programs and books.

EXECUTION:

THURSDAY, FEBRUARY 9, 2006

07:30PM-23:45 PM

District Anti-Crime units and YVSE will begin warrant sweeps at pre-selected target addresses.

MOP will commence traffic enforcement and tactical unit patrol.

DCU will continue any ongoing investigations in the area and/or target street level drug distribution or possession.

Community Service Officers (1) community service officer from each District will respond to east Brookline and Washington St. from 12:00 PM to 3:00 PM for a code 19 with Captain Flaherty and D-4 community service office.

At 1700, Operation Home Safe will be tasked to provide increased visibility in the area of operations, as directed by the on-scene supervisors.

At 1700, the **Transit Police Mobile Command Post** will be positioned at 1850 Washington Street on Thursday, February 9, 2006, Friday, February 10, 2006 and Saturday February 11, 2006.

The Commanding Officer of Operation Home Safe will assign one Boston Police Officer from the Home Safe contingent to assist the Transit Police with random safety checks of MBTA busses in the target locations.

At 1700, the **Boston Police Mobile Command Post** will be located at the corner West Newton and Shawmut Ave for roll call of all Home Safe units on Thursday, 02/09/2006.

Special Operations Tactical Bicycle Unit will join the operation and conduct operations exploiting their mobility and stealth, while providing visible reassurance to the community.

Special Operations-MOP will continue their tactical and motorcycle patrol.

DCU will continue to investigate and coordinate actions through the Operation Home Safe Commander.

Thursday, February 9, 2006 into Friday, February 10, 2006

2345, Thursday – 0730, Friday

District Anti-Crime personnel will coordinate with them for maximum effect, concentrating on any violent crime, warrants, trespassing, or other quality of life issues. Units will also focus on licensed premises and the surrounding areas near closing time.

Friday, February 10, 2006

0730-1600

District Anti-Crime units and YVSF will continue warrant sweeps at pre-selected target addresses.

MOP will continue traffic enforcement and tactical unit patrol.

DCU will continue ongoing investigations in the area and/or target street level drug distribution or possession.

Community Service Officers (1) community service officer from each District will respond to East Brookline and Washington Street from 12:00 PM to 3:00 PM for a code 19 with Captain Flaherty and D-4 community service office.

1600-2345

District Anti-Crime units and YVSF will continue warrant sweep or shift focus to street level FIOs, arrests, on-sight warrant inquires, sweep of hotspots and investigation of impact players, as appropriate.

Special Operation Tactical Bicycle Unit will join the operation and conduct operations exploiting their mobility and stealth while providing visible reassurance to the community.

Special Operations MOP will continue their tactical and motorcycle patrol.

At 1700, Operation Home Safe will be tasked to provide increased visibility in the area of operations, as directed by the on-scene supervisors. The Boston Police Mobile Command Post will be at West Newton and Tremont Street.

At 1700, the **Transit Police Mobile Post** will be positioned at 1850 Washington Street **until 2345** each evening.

The Commanding Officer of Operation Home Safe will assign one Boston Police Officer from the Home Safe contingent to assist the Transit Police with random safety checks of MBTA busses in the target locations.

FRIDAY, February 10, 2006 into SATURDAY February 11, 2006

2345 Friday - 0730 Saturday

District Anti-Crime personnel will coordinate with them for maximum effect, concentrating on any violent crime, warrants, trespassing, or other quality of life issues. Units will also focus on licensed premises near closing time.

SATURDAY, February 11, 2006

0730-1600

District Anti-Crime units and YVSF will continue warrant sweeps at pre-selected target addresses.

MOP will continue traffic enforcement and tactical unit patrol.

DCU will continue ongoing investigations in the area and/or target street level drug distribution or possession.

1600-2345

District Anti-Crime units and YVSF will continue warrant sweep or shift focus to street level FIOs, arrests, on-sight warrant inquires, sweep of hotspots, and investigation of impact players, as appropriate.

Community Service Officers (1) community service officer from each District will respond to East Brookline and Wasington Streets from 12:00 PM to 3:00 PM for a code 19 with Captain Flaherty and D-4 community service office.

At 1700, the **Boston Police Mobile Command Post** will be stationed at the intersection of West Newton and Shawmut Ave for roll call of all Home Safe units.

Special Operations Tactical Bicycle Unit will join the operation and conduct operations exploiting their mobility and stealth while providing visible reassurance to the community.

MISCELLANEOUS

All 1-1 incident reports generated throughout the three days of this operation **shall** include the fact that this arrest, investigation, report etc. is a result of **Operation Home Safe.**

Rules of engagement are unchanged for the operation. Rule 303 is incorporated by reference, in its entirety, into this operational plan.

Communication is to be conducted on the respective district channels, which shall be monitored by personnel in the command vehicle.

Maps of the area of operations will be produce by the BRIC and available to all involved.

District D-4 Community Service Officers and Patrol Officers have been instructed to make a list of past and present community complaints, as well as make a visual inspection of the Target Areas to assess the need for other city services, to include but not be limited to: lighting, trash, abandoned cars and any other safety issues such as crosswalks that need repainting etc.

District D-4 and Transit Officers will submit a report listing these issues to Captain Robert Flaherty, District D-4 by 10:00 a.m., Monday, February 13, 2006, so that those services can be attended to by the appropriate city agencies. This list will be made available to Marco Torres Mayor's Office of Neighborhood Services.

Operation HomeSafe
April 13th – April 14th, 2006
Intelligence Packet

Magnolia / Columbia / Fayston Area
REDACTED VERSION



The attached document is produced by the Boston Regional Intelligence Center (BRIC) and contains information on significant law enforcement events and issues from jurisdictions within the Metro Boston Homeland Security region. This information is considered **Law Enforcement Sensitive** and is thereby **For Official Use Only**. It is being disseminated within the Massachusetts law enforcement community to assist in the prevention, investigation and resolution of criminal activity. The release of this information, to the public or other personnel who do not have a valid "need-to-know", without the prior approval of the BRIC is strictly prohibited, and may constitute a violation of BPD Rules and /or Chapter 268A:Sec 23 of the MA General Laws. In addition, unauthorized or improper disclosure and/or receipt of this information may impact ongoing investigations, improperly disclose witness identity information and thereby compromise officer safety as well as that of the public.

OVERVIEW / AREAS OF CONCERN

On-Going Gang Disputes***Impacted Districts***

MIC v. Brunswick / Fayston
 Magnolia St.
 Intervale St.
 Columbia Rd.

B2 – C11

During recent weeks, numerous incidents have taken place in Grove Hall involving associates from both MIC and Brunswick St.

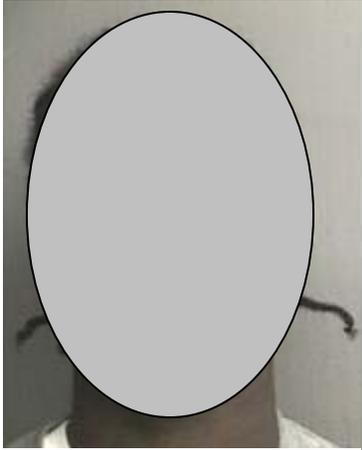
- 3/10/06, 4:07 PM, Columbia Rd. & Stanwood St., Firearm Arrest:
 XXXXX XXXX(XXXXX) & XXXXX XXXX (XXXXX)
- 3/10/06, 9:46 PM, 9 Norwell St, Victim XXXXX XXXX (XXXXXX)
- 3/13/06, 230 Columbia Rd, Non-Fatal Shooting, victim: XXXXX
 XXXXX(XXXXXX).
- 3/15/06, 11:29 PM, 471 Columbia Rd., Shots Fired
- 3/22/06, 8:09 PM, Magnolia St. & Kineo St., shots fired
- 3/24/06, 4:42 PM, Columbia Rd & Washington St, Firearm Arrest:
 XXXXX XXXXX (XXXXXX).
- 3/25/06, 3:27 PM, Quincy & Magnolia, Shots Fired
- 3/27/06, 5:09 PM, 131 Intervale St., FIO of numerous Intervale St
 associates, BB gun recovered.
- 3/29/06 XXXX XXXXX (XXXXXXXX), identified as possible shooter of
 XXXXX associates.
- 3/30/06, Person Shot, Wash & Melville, Victim: XXXX XXXXXXX
 Arrested: XXXXX XXXXX – XXXXXXX associate
 XXXXX XXXXX – XXXXXXX associate
 XXXXX XXXXX – XXXXXXX associate
- 3/31/06, Firearm Arrest, Magnolia St, Arrsted: XXXX XXXX
- 4/1/06, Triple Shooting, 25 Creston St.
 -Possible Target: XXXXXXX – XXXXXXX associate
- 4/12/06, XXXXXXX, found NOT GUILTY of murder
- 4/13/06, Information received of possible retaliation for XXXXXXX
 hooting may occur on Friday, April 14th, 2006.

Information indicates that there a feud is taking place involving associate from XXXX and associates from XXXXXXX

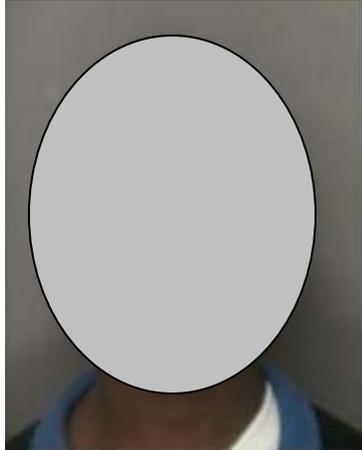
- The XXXXXXX activity seems to be focused around MIC associates XXXXX
 XXXXXXX and XXXXX and XXXXX St associates XXXX XXXXXXX and XXXXXXX XXXXXXX

***** SEE FOLLOWING PAGES FOR ACTIVE GANG ASSOCIATES *****

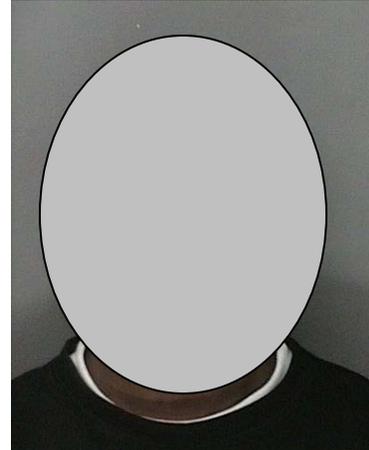
BRUNSWICK / FAYSTON - IMPACT PLAYERS - BRUNSWICK / FAYSTON



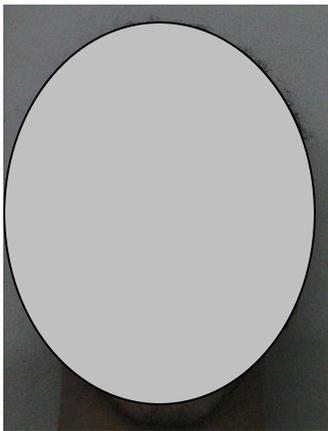
Age 19
Firearm Arrest History
Possibly in possession of .22
No Active License



Age 17
Firearm Arrest History
No Active License



Age 19
Firearm Arrest History
Suspended License
Active Warrant



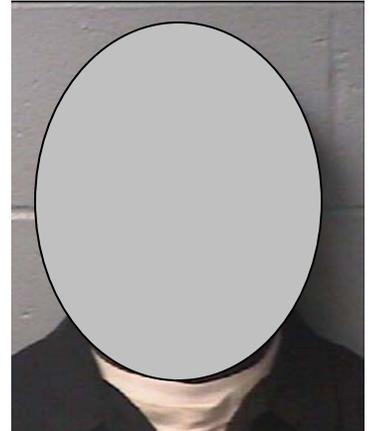
Age 19
Firearm Arrest History
Suspended License



Age 17
Firearm Arrest History
No Active License



Age 21
Firearm Arrest History
Active License



Age 21
Firearm Arrest History
Found NG on Murder
Charges on 4/12/06

MIC - IMPACT PLAYERS - MIC



Age 20

Firearm Arrest History
No Active License



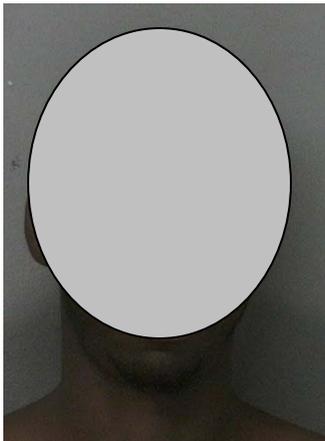
Age 19

Firearm Arrest History
No Active License



Age 23

Firearm Arrest History
Suspended License



Age 19

Firearm Arrest History
No Active License



Age 15

Firearm Arrest History
No Active License



Age 27

Warrant in system is
really for his brother
No Active License



Age 15

Firearm Arrest History
Shot on 4/19/04

ASSOCIATED VEHICLES

MA Reg# XXXXXXX

1996 Honda 4 Door Wagon, Brown/Black

Owner: **XXXXX XXXXXX** (DOB: x/x/xx-XXXXXXX associate)**MA Reg# XXXXXXX**

1995 Dodge Intrepid, Green

Owner: **XXXXX XXXXXX** (DOB: x/x/xx-XXXXX Xx, Dorchester)Mother of **XXXX XXXXXXX** (DOB: x/x/xx-XXXXXX associate)**MA Reg# XXXXXXX**

1997 Jeep Cherokee, Black

Owner: **XXXXXX XXXXXX** (DOB: x/x/xx-XXXXXXX Xx, Dorchester)Mother of **XXXXX XXXXXX** (DOB: x/xx/xx-XXXXXX associate)**MA Reg# XXXXXXX**

1992 Honda Accord, Blue

Owner: **XXXXXX XXXXXXX** (DOB: x/x/xx-XXXXXXX Xx associates)

ASSOCIATED VEHICLES

MA Reg# XXXXXXX

1994 Nissan Maxima, gray

Owner: **XXXXX XXXXX** (DOB: x/x/xx)Girlfriend of **XXXX XXXXXXX** (DOB: x/x/xx – XXXXX Xx associate)**MA Reg# XXXXXXX**

1991 Acura Legend, White

Owner: **XXXXXX XXXXX** (DOB: x/xx/xx, XXXXXXX.)

Operation Home Safe

March 30 - April 1, 2006

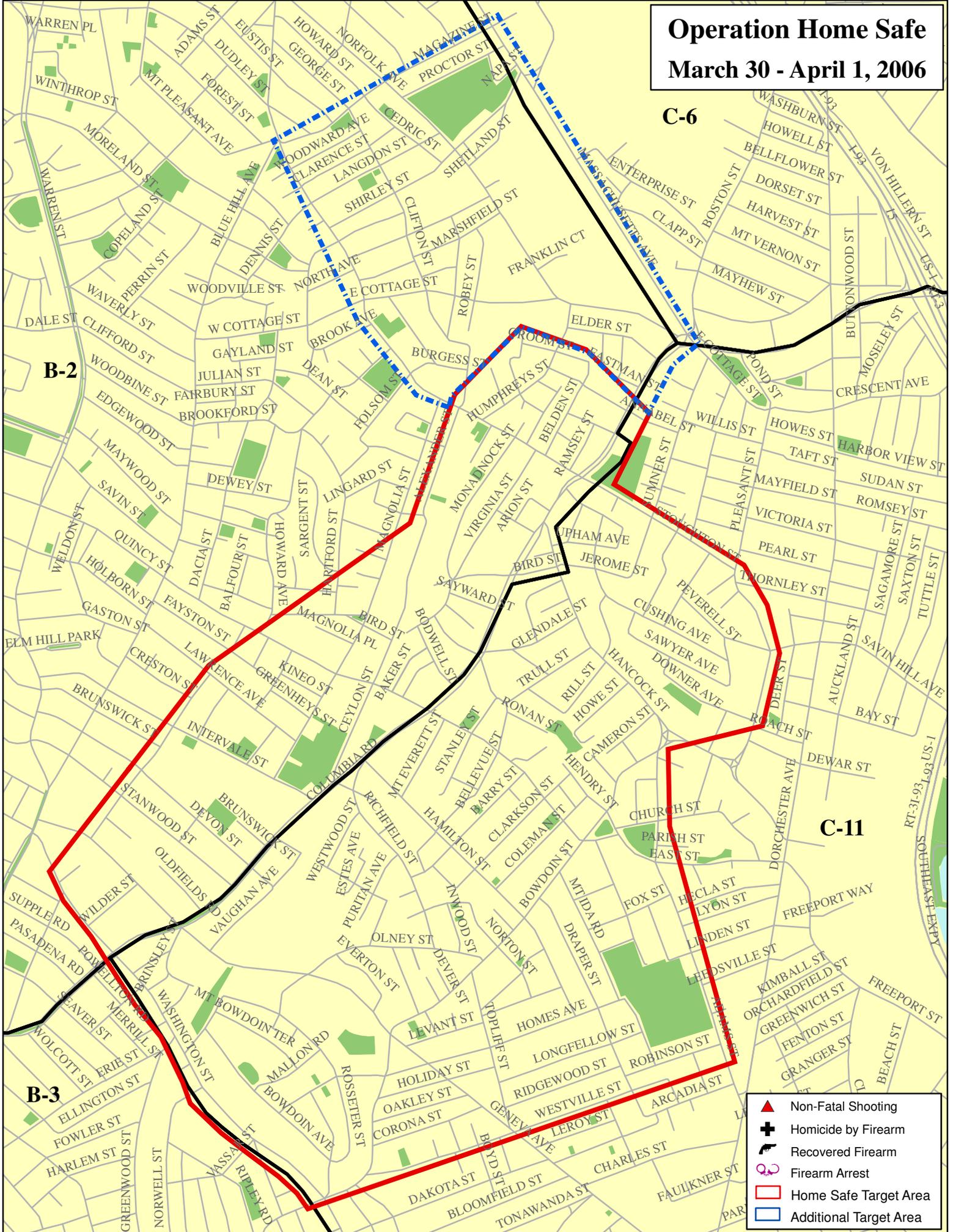
C-6

B-2

C-11

B-3

-  Non-Fatal Shooting
-  Homicide by Firearm
-  Recovered Firearm
-  Firearm Arrest
-  Home Safe Target Area
-  Additional Target Area

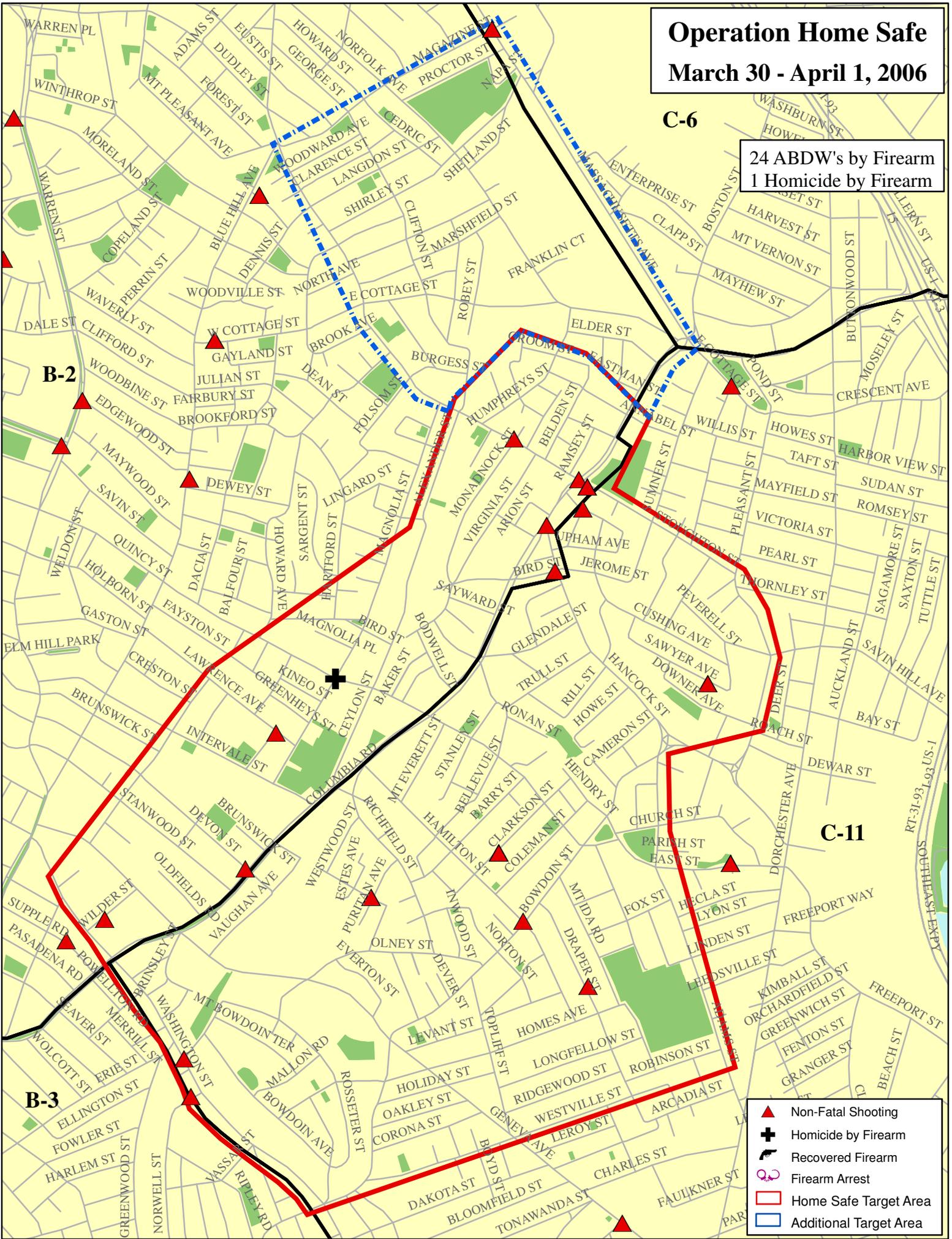


Operation Home Safe

March 30 - April 1, 2006

C-6

24 ABDW's by Firearm
1 Homicide by Firearm



- ▲ Non-Fatal Shooting
- + Homicide by Firearm
- Recovered Firearm
- Firearm Arrest
- Home Safe Target Area
- Additional Target Area

Operation Home Safe

March 30 - April 1, 2006

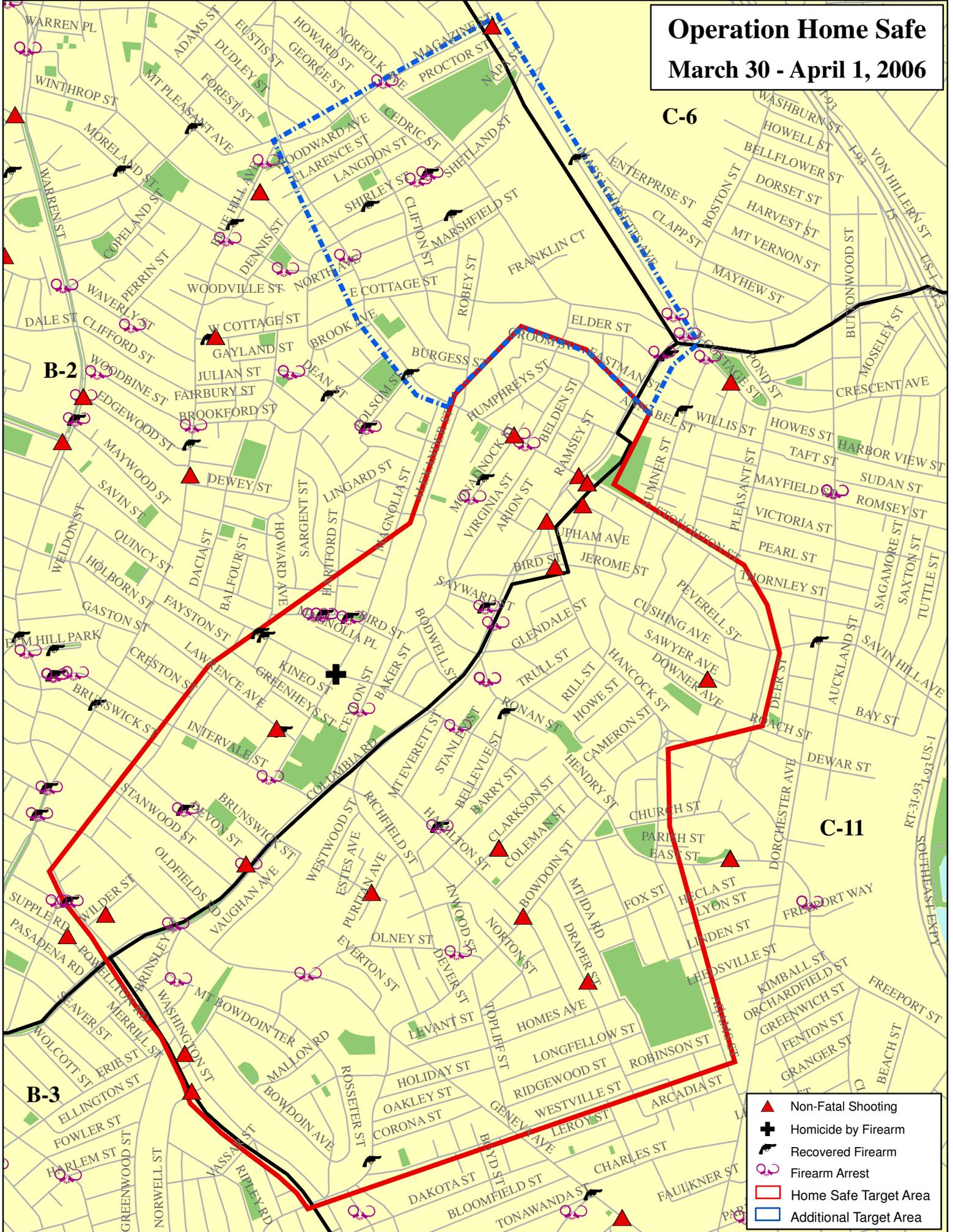
C-6

C-11

B-2

B-3

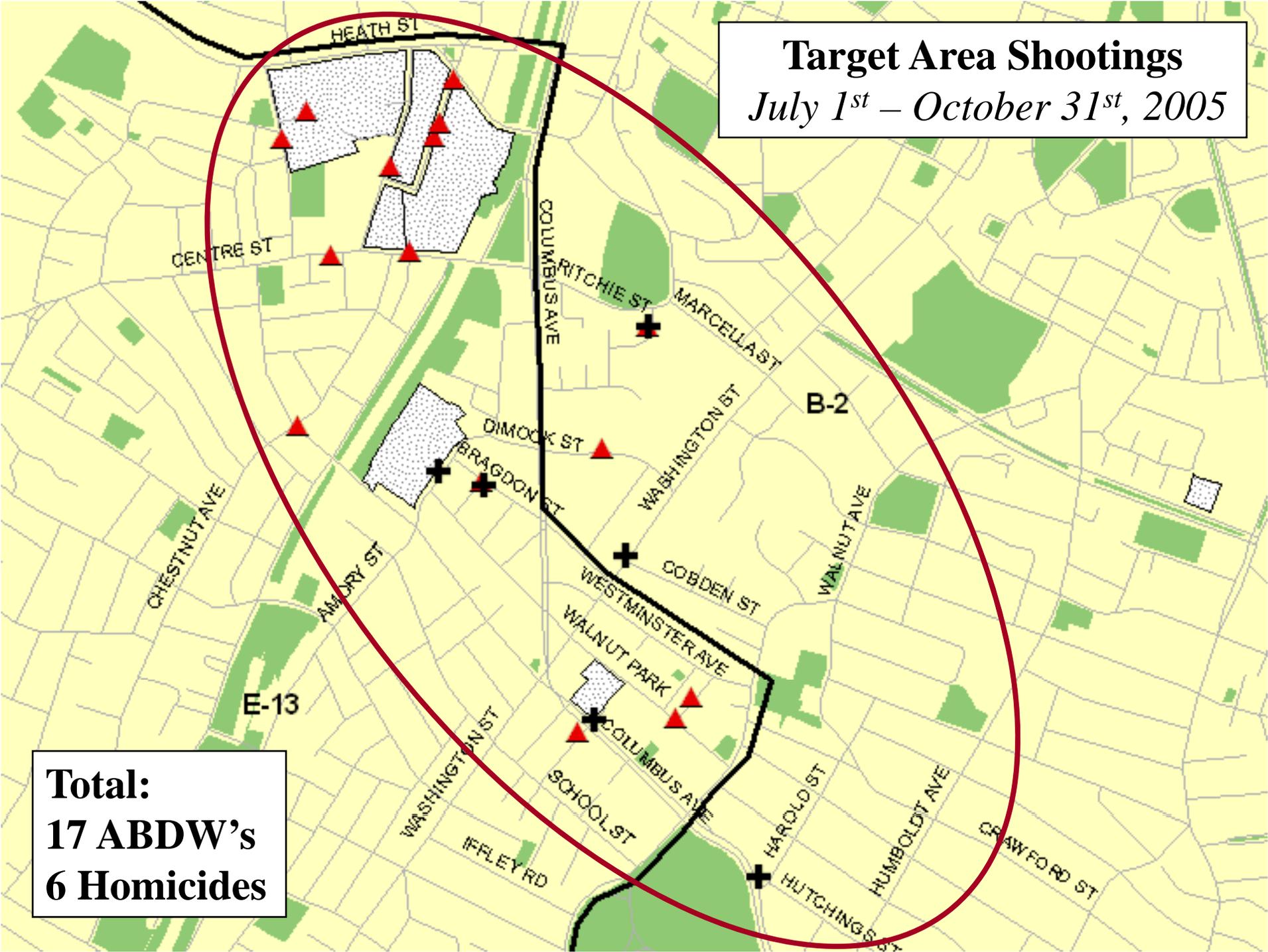
- ▲ Non-Fatal Shooting
- ⊕ Homicide by Firearm
- 🔫 Recovered Firearm
- 🔫 Firearm Arrest
- 🔴 Home Safe Target Area
- 🔵 Additional Target Area



DATES	DISTRICT(S)	NEIGHBORHOOD	ARRESTS	SEARCH WARRANTS	FIOs	GUNS SEIZED	MOVING VIOLATIONS	LICENSED PREMISE INSPECTIONS
10/13/2005	2	Orchard Park	22					
11/1/2005	2	Lower Blue Hill Ave	13					
11/11 - 13/2005	2 & 13	Columbus Ave / Egelston Square	26					
11/25 - 27/2005	2	Grove Hall	43	3		1	365	7
12/2/2005	Citywide	Citywide	113					
12/9 - 11/2005	4 & 2	Lower Roxbury	39		80	3		
12/22 - 24/2005	11	Bowdoin / Geneva	53					19
1/6 - 8/2006	3	Fessenden / Norfolk	33	3		3		
1/12 - 14/2006	11 & 2	Uphams Corner	69			1		
2/1 - 3/2006	2	Dudley / Quincy Street	55	2	65	5	155	
2/9 - 11/2006	4	Lenox/Washington	14		72		166	
2/16 - 18/2006	2 & 11	Uphams Corner	29		62			7
3/2 - 4/2006	2 & 13	Egelston Square / Bromley Heath	42		70		156	3
3/16 - 18/2006	2 & 11	Upper Columbia Road	20		85		103	7
3/30 - 4/2/2006	2 & 11	Lower Columbia Road	41		78	2	290	7
4/11/2006	2	Walnut/Feno Sreet						
4/13/2006	2	Magnolia/Columbia Rd	9		125		149	9
4/16/2006	4	Shawmut Ave/Tremont						
TOTAL			621	8	637	15	1384	59

In addition to the above, 173 parking citations were issued, 85 taxi inspections conducted resulting in 25 violations issued and 7 medallions seized.

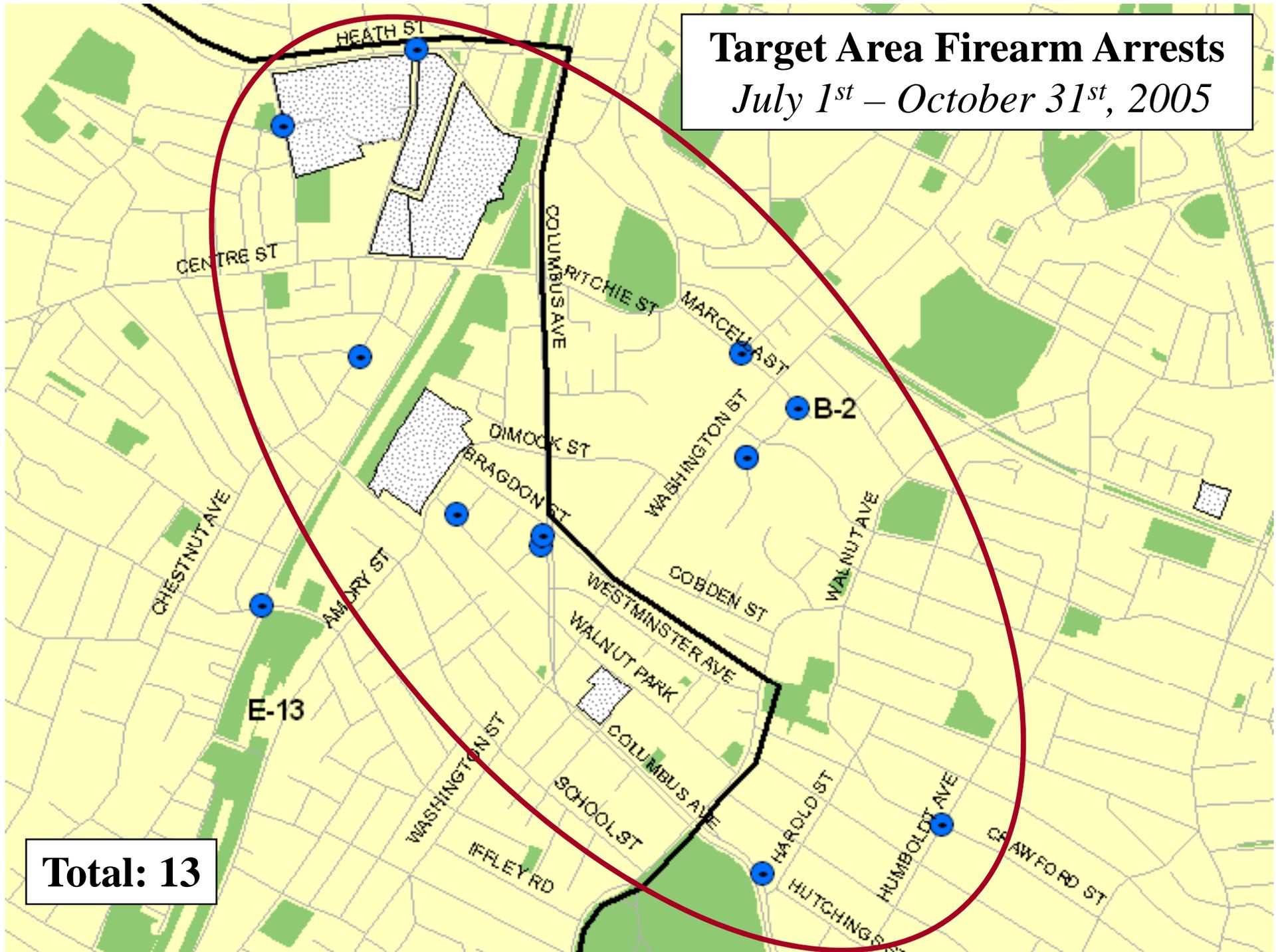
Target Area Shootings
July 1st – October 31st, 2005



Total:
17 ABDW's
6 Homicides

Target Area Firearm Arrests

July 1st – October 31st, 2005



Total: 13

Recovered Firearms
July. 1st – Oct. 31st, 2005

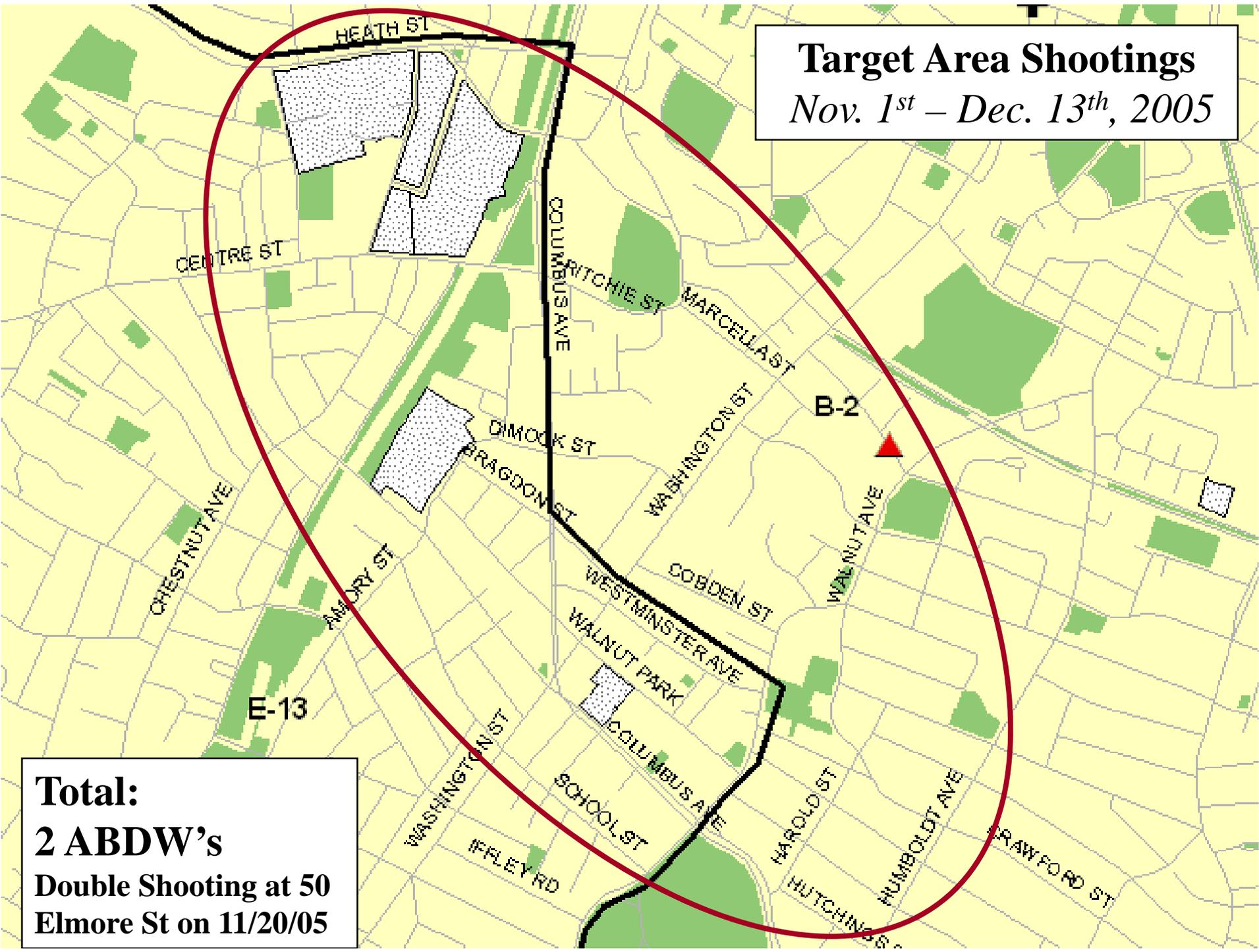


Total: 21

Activity Since the Beginning of Operation
Cross-Town
November 1st, 2005

Target Area Shootings

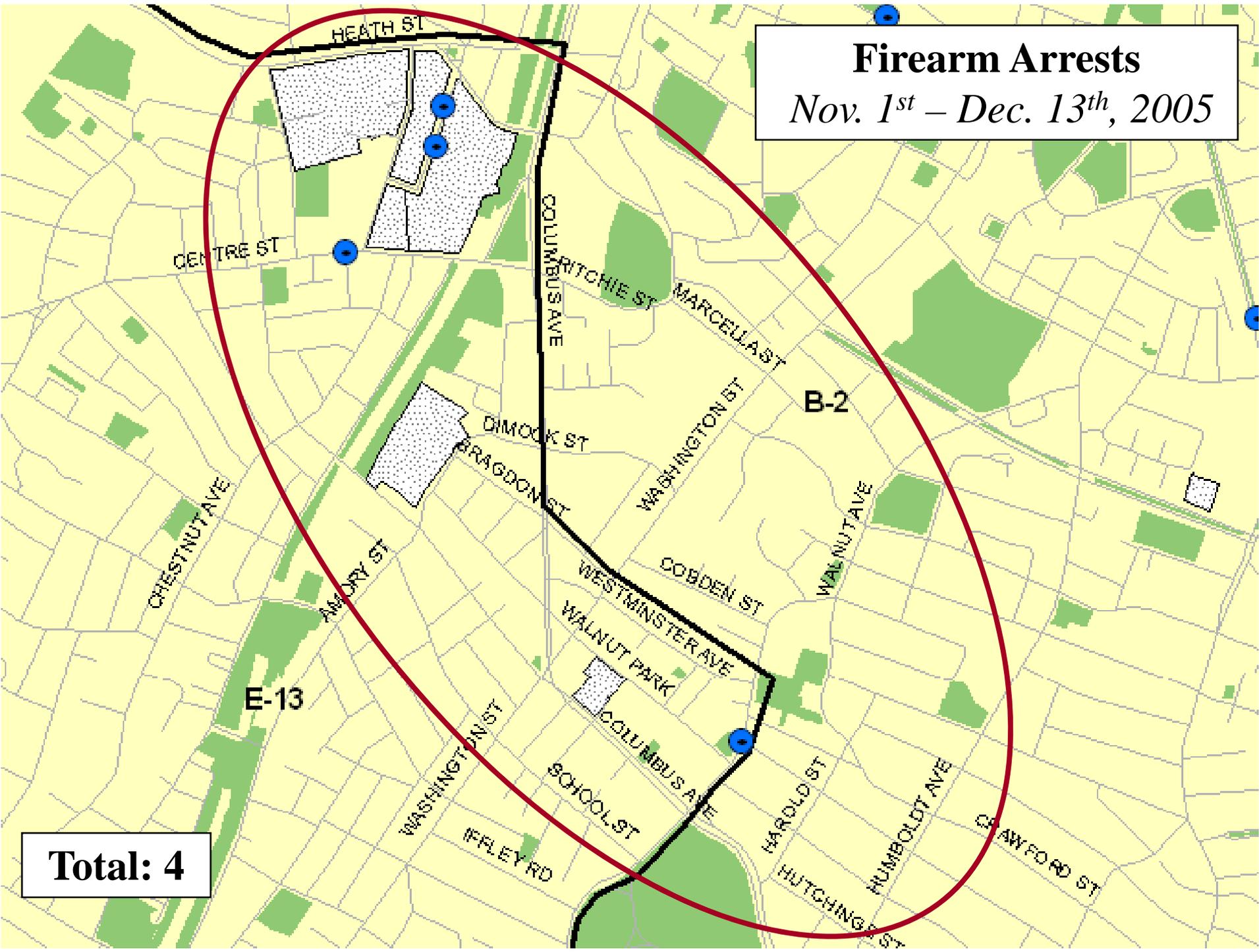
Nov. 1st – Dec. 13th, 2005



Total:
2 ABDW's
Double Shooting at 50
Elmore St on 11/20/05

Firearm Arrests

Nov. 1st – Dec. 13th, 2005



Total: 4

Recovered Firearms
Nov. 1st – Dec. 13th, 2005



Total: 5

Operation Home Safe nets 43 arrests in Roxbury

By: Michele McPhee, Boston Herald, 11/29/2005

They hid in the bushes on Blue Hill Avenue near Lawrence Street, three kids with slingshots. But cops say they were actually wannabe robbers poised to attack passing pedestrians with golf balls about 7 p.m. Sunday. The plan was apparently to hurl the balls at passersby "as an apparent means to rob them," said Officer John Boyle, BPD spokesman. But cops assigned to the BPD's bike unit stepped in, busting two 15-year-olds and their accomplice, Branddon Morgan, 17, of Roxbury. The slingshot-wielding kids were among 43 people arrested in Roxbury this weekend during a weekend-long BPD initiative dubbed Operation Home Safe. The program, which began at 5 a.m. Friday and ended at midnight Sunday, targeted the scourge of Grove Hall, said BPD Superintendent Robert Dunford, commander of the Bureau of Field Services. The area — which has undergone a resurgence as businesses moved in and new homes were built — has been under siege by drug dealers who are believed to be behind many of the 15 shootings that rocked the area this summer, Dunford said. District B-2 Capt. James Hasson has been working closely with the community to address complaints. Cops in B-2 are distributing "community input forms" so residents can anonymously complain about crime and quality of life issues like graffiti. "If the community helps us identify the problems, we will do something about them," Dunford said yesterday. Transit Police and Mayor Thomas M. Menino's Office of Neighborhood Services were also involved in the weekend initiative. Buses were inspected. Broken street lights were fixed. Operation Home Safe will move into other neighborhoods in the near future.

Blue Christmas

By: Bill Forry, Boston Herald, 1/4/2006

It was three nights before Christmas, but already on Bowdoin Street, the clip-clop of hooves could be heard above the din of the evening traffic. Come again? That's right: Hooves. But, instead of Dasher and Dancer, this Christmas brought Mumbo and Shorty, two of the Boston Police Department's finest. With their partners, Officers Jenny Boyce and Denise Schrener mounted up top, they trotted up Bowdoin Street before stopping at the corner of Olney Street for a spell. People waiting for the bus nearby gawked and giggled- and one came over to stoke Mumbo's furry black snout. And if the sight of the straw-eating lawmen failed to impress, the next oddity definitely turned some heads: A phalanx of spandex-clad bicycle cops, more than a dozen deep, whizzed by, saluting their saddled-up comrades with a tip of the helmet as they passed. It was definitely a blue Christmas on the Bowdoin-Geneva corridor, as a police operation aimed at saturating C-11's most troubled streets set up shop in the neighborhood for three consecutive nights. Operation Homesafe, as it was dubbed, started last Wednesday and continued through Christmas Eve morning. It pumped more than 40 additional officers per night into C-11, one of Dorchester's two main police districts, and one that has seen a 200 percent jump in homicides since last year. This week, police credited the operation for as many as 53 arrests, most of them for outstanding warrants. From a temporary police command post set up at the corner of Bowdoin St. and Geneva Ave. last Thursday, BPD Deputy Superintendent Thomas Lee- himself a former commander at C-11- coordinated the night's plan. At about 5:15, Lee held "roll call" with a contingent of about 20 uniformed officers, most of whom had been brought in from other police districts from across the city for the operation. A number of Special Operation officers, including the four horses, were on hand as well. On the other end of Geneva, next to the entrance to the Fields Corner MBTA red line stop, a Transit Police mobile command truck was stationed, along with a couple of cruisers, all rolling their lights. As a sergeant handed out street maps to the cops lined up double-file along the sidewalk, Superintendent Lee explained that the operation would focus on rounding up individuals wanted on warrants in and around Bowdoin-Geneva. The deployment was- in part- Lee said, a reaction to recent shootings in the corridor. As the officers broke ranks and split off to their assigned streets, Lee's earpiece crackled with word that a teen had been spotted carrying a gun onto an MBTA bus. As Lee monitored the search for the alleged gun-toter which came up empty, he said that the command post at Bowdoin-Geneva would stay up until 11 p.m., but added that warrant arrests would continue until the next morning. Meanwhile, inspectors would be entering bars in the neighborhood looking for any code violations. Outside Gigli's Place, a barroom on Bowdoin Street that was recently renovated

with the help of city development loans, three young men watched the parade of cops troop by and debated the merits of the saturation strategy. "It's a good thing and a bad thing," offered Pina, a 22 year-old from Dorchester who said he'd been arrested once in his life, for drunkenness. "As long as they don't come to give us trouble. We get locked for nothing." "They need to get rid of the guns and the crack- but they should leave the weed," laughed Pina's friend. Evelino, a 29 year-old hanging out in the doorway, was more assured in his opinion. "No, this is a good thing," he said. "People are scared. There's mad trouble around here. I don't want to see any more bullets."

Service agencies to join police sweeps of neighborhoods

By: Suzanne Smalley, Boston Globe, 1/31/2006

Service agencies to join police sweeps of neighborhoods By Suzanne Smalley, Globe Staff | January 31, 2006 Boston police Superintendent Robert Dunford and other top police officials are quietly visiting community leaders across the city to tell them that social service agencies will join high-profile sweeps through high-crime neighborhoods. Now, under "Operation Home Safe," a phalanx of officers on motorcycles, bicycles, and horses descends on an area with an imposing command van. The high-visibility operation is designed to arrest people with outstanding warrants and to crack down on crime. In one deployment earlier this month in Mattapan, 33 people were arrested, and three guns were seized, and, in another, 60 were arrested in Dorchester and Roxbury. Since launching the operation last October as part of its response to the surge in violent crime, the department has conducted a half-dozen sweeps and arrested about 360 suspects, officials said. Dunford said the operations typically last for 72 hours and are coupled with intensive follow-up from city agencies to fix broken streetlights and tow abandoned cars. Under the retooled Home Safe initiative, which will be underway by next month, the officers will be joined by Boston Public Library workers in the Bookmobile; Boston Public Health Commission staff members who will offer drug counseling, literature on sexually transmitted diseases, and healthcare; and officials from the Boston School Department armed with information about the city's educational system. Ministers, youth workers, and community organizers will also join the police operations, officials said. "The Public Health Commission will be able to help with blood pressure tests, diabetes tests, things some people in the community will only get an opportunity to do once a year," Dunford said. "What services we provide depends on what's available and how creative we can be. . . . Dealing with the crime in the city is not solely the responsibility of the police. A community response is needed." Jorge Martinez, director of the Grove Hall community organization Project RIGHT, said police are trying to tone down their approach and reach out to people in the hardest-hit neighborhoods. "When you have . . . service providers coming along on the ground with police officials it does soften, kind of, the image," he said. The Police Department had previously launched a similar operation known as "Operation Rolling Thunder," which saturated high-crime areas with officers for one day instead of three. Officials have since honed the operation into Home Safe, which has a friendlier name but otherwise uses the same tactics, albeit with more involvement from the city and more of an emphasis on targeting criminals with arrest warrants. Emmett Folgert, the executive director of the Dorchester Youth Collaborative, said he is happy to see the Police Department adapting. He said that the new approach will help ease fears many people have about approaching officers in front of neighbors. "You could be talking about anything -- 'Can you find me a job? Can you find me a place on the basketball league?' " Folgert said. "There is a lot of witness intimidation now, and some people are fearful of standing and speaking to police. If you have other figures, other civilians there . . . then people can feel free to have conversations because it could be about anything."