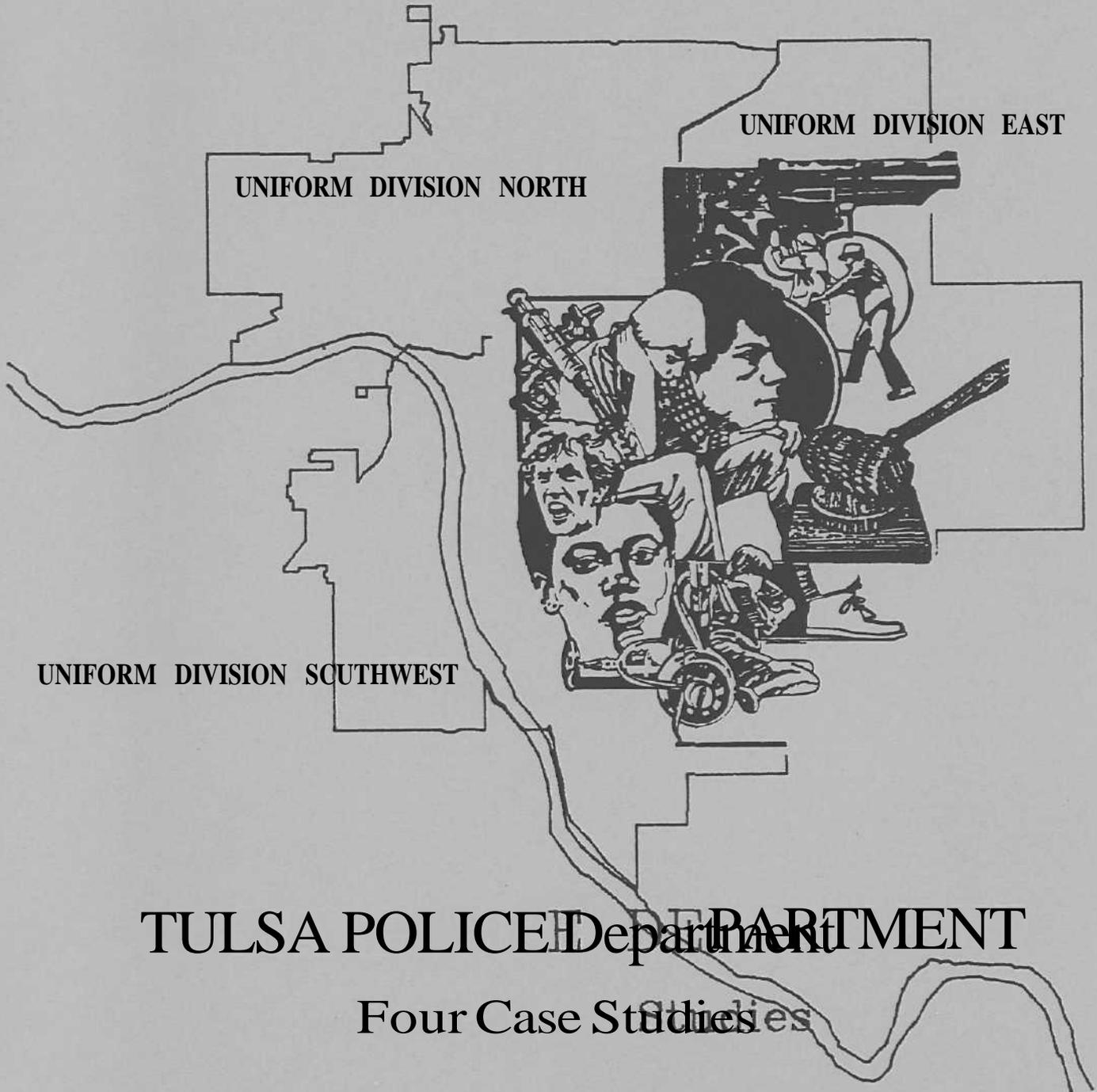


# PROBLEM - ORIENTED APPROACH TO DRUG ENFORCEMENT



TULSA POLICE DEPARTMENT

Four Case Studies

DRUG-RELATED CRIME PROBLEMS IN PUBLIC HOUSING

Tulsa, Oklahoma Police Department

The Problem-Oriented Approach to Drug Enforcement project  
funded by the Bureau of Justice Assistance  
administered by the Police Executive Research Forum

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## The Problem-Oriented Approach to Drug Enforcement Project

The Police Executive Research Forum has a cooperative agreement with the Bureau of Justice Assistance to conduct a two-year project applying the principles of problem-oriented policing to drug problems of five cities. The objectives of the project are three-fold:

- . To increase the effectiveness of police in battling drug problems by addressing the underlying problems that give rise to incidents that drive patrol time.
- . to increase the reliance on the knowledge and creative approaches of line officers to analyze problems and develop solutions; and,
- . to develop a closer involvement with the public to see that police address the needs of citizens.

Five cities are participating in the project -- Atlanta, Tampa, Philadelphia, Tulsa, and San Diego. Each of these project sites has targeted a portion of its city that faces severe problems with a dimension of the comprehensive drug problem; street level dealing of crack cocaine is a major concern in each site. Four of the project cities have also focused predominantly upon areas which include large public housing complexes. Those cities are implementing project strategies that include an active role for both residents and management of the housing authorities. All of the cities are developing a cooperative interagency response to maximize the benefits of both public and private resources.

Each of the cities in the Problem-Oriented Approach to Drug Enforcement project has a formal task group or management committee that has conducted an inventory of the city's drug problem in a target area. In addition, those task groups are guiding the organizational application of the problem-oriented policing techniques. The strategies are being used by officers and supervisors involved in the project who were trained by the Forum staff. In each city, a Field Technical Assistance Coordinator provides technical assistance to the task group and to the officers who are using the problem-solving techniques.

The following four case studies were documented by officers from the Tulsa Police Department named within each case. This report was produced and the case studies written by Karen Allen, Field Technical Assistance Coordinator for the Problem-Oriented Approach to Drug Enforcement project in Tulsa, Oklahoma. Lt. Steve Smith is the Project Director for the Tulsa project.

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SEMINOLE HILLS: EFFECTIVE NETWORKING WITH HOUSING AUTHORITY  
REDUCES BLATANT STREET DEALING OF DRUGS  
A Case Study  
Tulsa, Oklahoma

The Tulsa Housing Authority (THA) was established in 1969 to provide low-cost, government-subsidized housing for people in need in Tulsa, Oklahoma. The Seminole Hills Apartments, the first of 20 housing complexes, were also built that same year. The complex consists of two units <Seminole Hills I and the Seminole Hills II Annex) that are separated by two city blocks. The apartments are located at 1624 East Virgin in the northern section of the city of Tulsa, Oklahoma. Seminole Hills consists of 145 garden-style apartments with five additional units, which are four-bedroom individual apartments.

The northern section of Tulsa has been regarded as a depressed area for many years, as most of the residents of the area are low-income, and predominately black. Of the people living in the Seminole Hills Apartments, 90% are black single female heads of households. Until the mid to late 1980s, Seminole Hills was normally 100% occupied. During this period of time, reported crime began to increase and the management states that most of the incidents were drug-related. In 1988 the occupancy rate was 65% and the management believes that the drop was due to an increase in drug trafficking. When the Tulsa Police Department received a grant from the Bureau of Justice Assistance and administered by the Police Executive Research Forum (June 1988) to target drug trafficking in a specific area of the city, the Seminole Hills complex was selected as one of five complexes to target. This complex had the highest rate of crime of all the five target sites. In fact, the rate of crime exceeded the occupancy rate. This meant that a person living at the Seminole Hills Apartments had over a 100% chance of being victimized by some type of crime.

The Tulsa Police Department (TPD) decided to address the problem of drug trafficking at Seminole and the other four complexes by assigning two uniformed police officers to foot patrol at each apartment. The officers were first assigned to attack drug trafficking in each of their complexes by using the problem-oriented approach. The first phase of the approach included gathering data on the people involved (criminals, victims, third parties). Other duties consisted of gaining rapport with the management and the residents in the complex.

Officers Darren Carlock and Brian Comfort volunteered for the new foot patrol under the supervision of Cpl B.C. Leonard and were assigned the Seminole Apartments in late October of 1988. Carlock and Comfort were trained in the concept of Problem-Oriented Policing. Seminole Hills and three of the other target complexes are located in the Adam Area of Uniform Division North of the Tulsa Police Department. All Adam Area Supervisors at Uniform Division North were also trained in the Problem-Oriented Policing concept and made frequent stops to the complex whether on call or just driving through.

At first, Carlock and Comfort felt that the complex needed two teams

of officers because of the two-block separation between Seminole I and II. This separation made the observation of drug trafficking difficult. In the past, officers report that the Seminole Hills Apartment beat was not a pleasant place to serve. Many times when apprehending criminals at Seminole, crowds would form and the residents would shout names at the officers and throw rocks and bottles. There was a constant flow of traffic at the complex and the parking spaces were normally full of cars. A resident survey administered by the officers had revealed that only 19% of the residents owned their own vehicle so it was obvious that the traffic was a result of nonresidents. The two pay phones located in the courtyards of Seminole I and II usually had crowds of people standing around waiting to receive calls or make calls. The officers identified most of these people as being involved in the drug trade. Officers believe that many of the residents were fearful of using the phones, especially to report on drug deals that were observed.

A computer analysis was ordered to show place of residence for those people arrested at Seminole. Of those arrested, 70% did not live at the Seminole apartments but were coming to the complex to sell drugs either on the street, in vacant apartments, or in friends apartments. Other crime statistics on Seminole Hills bore out the fact that the complex had a high rate of crime. From January through October of 1988 the following crime stats were provided:

15	Misdemeanor Assaults	3	Homicides	43	Drugs
35	Felony Assaults	32	Burglaries	15	Larcenies
18	Robberies	14	Auto Thefts		

The officers' long term goal was to eliminate drug trafficking at Seminole that was occurring openly in the parking lots and on the perimeter of the complex. The objectives that the officers established to accomplish this task included arresting the dealers coming to Seminole to sell and working with the manager of the complex to help identify problem tenants suspected of selling drugs.

A vacant apartment was given to the officers to set up surveillance. The officers were able to serve warrants on the problem tenants by obtaining "probable cause" in drug involvement. The Investigative Unit at Uniform Division North worked with the officers in obtaining and serving the warrants. The officers also requested training on the TRACIS system that allowed them to personally pull up information on known criminals to obtain information on criminal history and outstanding warrants. In addition, the Special Investigations Department supplied the foot patrol officers training on field drug testing.

The Seminole complex has a Tenant Association and the officers began meeting with this group to inform them of their plans to rid the complex of the drug traffic. Although the tenants seemed reticent to cooperate at first, the officers felt that cooperation was greater once the people believed the foot patrol was at Seminole to stay. Because of this fact, the officers felt that the residents became more active in identifying residents who were known to be selling drugs. The officers continued to gain the support and cooperation of the residents and after five months

they started coming to the officers on their own to report problem residents and drug traffickers.

The officers decided to have the pay phones removed on the grounds of the complex to eliminate the crowds that gathered to sell drugs over the phone. This was accomplished by agreement with the Tulsa Housing Authority and the phone company. At the same time, the officers asked the management to post "No Trespassing" signs on the premises. Once the signs were in place, the foot patrol officers as well as the district officers were able to write citations to people who had no apparent relationship with any of the residents. This act gave the police control of keeping people out of the complex who had possibly come in to sell or buy drugs. The management at Seminole was always available to accompany the officers to the courtroom to testify to the trespassing of the nonresidents. Because the drug dealers were aware of the time of day that the foot patrol usually came on duty, drug activity at first would slow down before the 2:30 p.m. shift start up, and would pick up when the officers went off duty at 10:30. Carlock and Comfort were given the freedom to change their hours to surprise the criminals and keep them off guard.

The management of the Seminole Apartments cooperated with Carlock and Comfort by evicting people who had been arrested for selling drugs or if drugs were found on the resident or in his/her apartment. Even if just one family member or that family member's visitor was involved in drugs, the entire family was evicted. The officers felt that this sent a strong message to people who were aware of family members selling drugs. The message is, "If I or any member of my family sell drugs and get caught, I'll be without a place to live." The officers received court-room testimony training by the city prosecutor during this period of time.

From the beginning of their assignment, the officers spent a good deal of time knocking on doors, telling the tenants that their goal was to remove the drug traffic, and asking the residents what they could do for them. The officers were able to help residents with personal problems by referring them to social service agencies, medical care units, and job training facilities. Many times, by gaining their confidence, the officers would be able to turn residents into informants who would make undercover buys from those suspected of selling drugs. The officers feel that a great deal of the fear has been removed from people living in Seminole. For example, when the foot patrol project was first begun, many of the residents did not want to be seen talking to a police officer for fear the dealers would think they were giving information to the police. , Carlock and Comfort now report that people come up to them while they are walking their beat, not only to visit, but to report drug activity of certain individuals.

The enforcement record of this team had the following results for a 30 week period:

## ARRESTS

95	Misdemeanor
83	felony (75% for controlled drugs)
178	Total Arrests
70	Search Warrants
30	Evictions
89	Tickets for loitering, trespassing, and interference

Along with increased enforcement, the officers helped to plan three parties for the children in their complex. At Christmas time, 65 children were supplied with food and toys. The officers helped to give a valentine party with a church group that came to rap with the young people living in the complex. The officers also assisted with an Easter party where the children participated in an egg hunt.

The district officers who patrol the Seminole Hills area report that drug activity has markedly decreased at the Seminole Hills complex. One officer recently reported that the complex seemed like a dust bowl for a lack of activity. Most of the supervisors of the area, keep expecting the activity to pick up with warmer weather, however, Seminole has remained quite through the end of May 1989. On a recent late night drive through Seminole, two hours after the foot patrol had gone off duty, there was only one person visible on the grounds of Seminole I and II. There was no traffic coming into or going out of the complex and very few cars were parked in the lots. Officers say that this is now the norm for Seminole Hills.

Grass is again growing around the posts where the pay telephones once stood, but there are no crowds huddled in the area. The foot patrol officers and the Street Crimes Unit report that when informants are sent in to buy drugs, they return empty handed because they cannot find anyone selling.

A computer analysis was made in mid May 1989 to compare the violent crime activity that was taking place six months before the advent of the foot patrol and the problem-oriented approach to drug enforcement project to the six months since its inception. A decrease of 73% in reported violent crime has occurred in the Seminole Hills I and II complex in the six months from November 1988 through April 1989. The combination of district officers in the Adam Area on all shifts, the Street Crimes Unit, the foot patrol officers, and the management have made a concentrated effort to eliminate drugs and crimes of violence at Seminole Hills. The Seminole Hills complex has lost its status as the complex with the highest rate of crime, however, it now has the new status of the complex with the lowest rate of crime.

The management at Seminole Hills have applauded the efforts of the Tulsa Police Department, especially Carlock and Comfort, in their work to reduce drug trafficking at the complex. (See attached letters) At a meeting held on May 23, 1989 at the Task Force for Drug Free Public Housing, the foot patrol officers gave a presentation of their work, their

methods, and their results before a group of directors representing substance abuse treatment centers, state-wide networking agencies for chemical abuse treatment, Tulsa Public School officials, and the State Department of Mental Health. At this meeting, Helen Ward, Special Project Chairman for the Tulsa Housing Authority, reported that Seminole Hills is a changed community. Because of the success of this venture, Ward has applied for a grant that will fund foot patrol officers in every THA complex in Tulaa.

We the MANAGEMENT of Seminole Hills would like to thank the Tulsa Police Department and the foot patrol officers for there continuing efforts to rid Seminole Hills of illicit drug trafficking, Car theft, Vandalism and other crimes that have plagued this community. Officers Carlyle and Comfort should be commended for a job that has been well done. The introduction of the foot patrol program in this community has had a enormous effect on our occupancy level. Prospective tenants who were once afraid to move in to Seminole for fear of being preyed upon by drug dealers, and other criminals are now returning again. Vandalism, assaults, illicit drug trafficking, and break-ins have decreased one-hundred percent.

Lets keep ~~this~~ program going.

Kenny Jackson  
COUNSELOR

5/26/89

## Jo / & it May Concern:

I've been living in Seminole for 19 years, I've grown to love this area, as my life reached adulthood I sought housing within the same area because of the community, I was located at North Rockford only to find that the area had out grown me, there were problems that resulted in me moving into the East section of Seminole, and it seemed to me that I had moved from one problem to a far more less attractive area, I now reside on North Utica. Upon entering the new area I found so many problems, there were Drug Dealers, illegal dealings such as car theft, vandalism, and people living in complex whose names wasn't on leases, the area was so bad the children couldn't even play on the playground. The time came along to put things into action, We voted for a new Smart President along with that ideas and problems started to surface, We contacted the Tulsa Police Dept. and started a foot Patrol, Our Officers are highly commended for the outstanding job done here at Seminole. Carlock and Comfat without you our community would have been totally destroyed, we appreciate the time you spent in getting to know us & care for us We Love You & God Bless You  
Julius Jackson

May 25, 1989

TO WHOM IT MAY CONCERN:

I am the on site Manager and has been for almost two years. Seminole Hills has been an unsafe place to live. Families were afraid to bring their children here. Thanks for the two officers Comfort & Carllock have done a outstanding job here. I personally have really appreciated working with them. The work they have done is very effective, patrolling, and getting to know every tenant.

We hope Comfort & Carllock can stay here at Seminole. Without their help this project would be unsafe to live in.

Sincerely,

Esther Cannon, Project Manager

COMANCHE PARK: DOMESTIC VIOLENCE AND DRUGS  
Case Study  
Tulsa, Oklahoma

The Comanche Park Apartments were built in north Tulsa in 1969 by the Tulsa Housing Authority to house low-income families in transition. Of the families that live in Comanche Park, 93% are headed by single black females. Originally, there were 300 apartments available to renters at Comanche, however, today a large portion of the complex is fenced off with six-foot high chain link fencing. The fence was necessary to separate off a section of apartments made vacant by numerous drug busts in 1987. The garden-style apartments are located at 3608 North Quaker in a depressed section of the city that today is besieged with many economic and crime-related problems. As with several of the other low-income public housing complexes located in north Tulsa, Comanche has been the site of overt drug trafficking, especially crack cocaine.

The Tulsa Police Department has assisted the residents at Comanche in developing a Tenant Association, in the hiring of a Tenant Services Coordinator, and in the establishment of church-supplied transportation for the residents. In October of 1988, two foot patrol officers were assigned to Comanche to assist the regular patrol officer in controlling the drug traffic as well as assess the causes of the blatant dealing. The foot patrol officers estimate that 60% to 80% of the adults and teenagers at Comanche are drug addicts.

During late March and through April of 1989, Patrol Officer G.K. (Greg) Smith, a four and one-half year veteran of the Tulsa Police Department at Uniform Division North/Adam Three Squad, was part of a response team answering repeat calls to 1329 E. 36th Street North in Comanche Park. All calls that Officer Smith answered at this address were for domestic disturbance. Although district officers take many calls to Comanche, they are not usually to a reoccurring address. Smith was aware that several man-hours had been spent at this residence and because of his Inservice Training on Problem-Oriented Policing decided to try the approach to solve the problem at Comanche Park.

Smith determined through personal observation and talking to other field officers, that over 60 man-hours had been spent in a four week period at the Comanche Park address. The male suspect was a very large individual who was usually high on drugs, belligerent, and quite violent. The man's arrest history included assault, damage of property, obstruct-police, and weapons. The apartment at Comanche is rented to the one-time common law wife of this individual and together they have two children. The male suspect lives at the Mohawk Park Apartments with the two children. The wife did not have custody of the children because she had recently been released after three years in prison and was also under Child Welfare Services supervision due to an incident where she used corporal punishment on her children. Officers say that the apartment was ill-kept and dirty. The wife's arrest history included assault, drugs, and weapons.

The Department of Human Services allowed the children to visit the mother at her residence under the father's supervision. The children recently told Officer Smith that they were afraid of their father and

wished to stay with their mother. Smith discovered that when the father was ready to leave with his children after their visit with the mother, the children would refuse to go with him. The mother would not insist that the children go with their father, resulting in the father becoming angry. These circumstances would lead to a domestic squabble that became a reoccurring police problem. Because the father was a very large man and because of his violent nature, several officers (three to four) were usually needed to make an apprehension. Smith reported that normal police response to domestic violence calls would not work with this individual. The father was usually intoxicated on drugs or alcohol and could not be reasoned with, nor would he identify himself or tell the officers how the argument developed.

The Tulsa Police officers are required to fill out a Domestic Violence Intervention Service (DVIS) form on all domestic violence calls. After the officer fills out the card, the data is entered into the computer. It is reported that domestic violence tends to escalate over time and the TPD domestic violence form indicates a progression of assault. Officers can run checks on individual histories to determine if domestic violence is progressing at a given address or on a particular individual. Each time a form is filled out, the officer tears off a perforated card at the bottom and hands it to the victim of domestic violence (see attached). The woman at Comanche Park was given the tear-away card on the bottom of the DVIS card each time a call was made to her apartment. The card lists the DVIS hotline number, a rape line, and the Domestic Violence Intervention Service number. Each time the officers assisted the woman, she refused to make any of the calls listed on the card. Smith encouraged the mother to get a Protective Order against the father, but she refused. Officer K. L. Jones gave the mother bus fare to go to the courthouse to obtain the order, but she still did not go. The police can only arrest for domestic assault on probable cause if there is a visible injury, which occurred once on April 21, 1989. Most of the time the mother stated she had been threatened or battered, but with no sign of injury. The father could still be arrested in these cases if the mother would have made a citizen's arrest. She would be expected to go to the main station with the officers to make the citizen's arrest in the presence of a deputy court clerk. She did not want to pursue this option either. Smith had three major concerns about the possible outcome of this problem:

1. possible injury to the father, mother, children, or the officers responding to calls
2. lack of a safe, happy, and wholesome environment for the children
3. drain on available manpower due to police response to this location

Smith structured his response into both a short term and a long term goal. Short term, he wished to provide officers with a means to remove the man from the woman's apartment quickly and end any violent confrontation.

The children's visitation to their mother's apartment always took place on Fridays. On Friday, April 28, Smith called the Protective Order desk at the District Attorney's Victim/Witness Center at the county courthouse to find that it normally takes two scheduled daily sessions to issue Protective Orders. The officer, however, received permission to personally take the woman to this office for immediate processing of a Protective Order at 4:00 pm. The woman left the District Attorney's office with the document in hand.

On that same evening of the 28th, Smith and three fellow officers were called to the Coraanche Park Apartments for a disturbance call. Smith found the husband in the apartment making his usual violent threats. The officer served the man with the Protective Order and it immediately became effective. The man then left the apartment with minimal argument.

Officer Smith's long term goal was then initiated: to eliminate the need for police services at 1329 E, 36th Street North. The officer provided the mother with information about available social services, including legal aid. He advised the woman that a divorce or legal separation would remove the legal obstacles keeping the police from enforcing property crimes, including trespassing against the husband. He also informed her of a church bus which was being provided for fifty cents each ride as transportation for the Comanche Park residents to access needed services. Smith also encouraged the woman to attend parenting classes to regain custody of her children.

Officer Smith assessed the cause of the conflict to be the father-supervised visitation of the children to their mother's apartment. Officer Smith then contacted a counselor at the Department of Human Services/Child Welfare Unit. The counselor promised to look into the case and possibly remove the children from the father's custody because of his involvement with drugs and alcohol. The counselor immediately stopped the visits and said he would counsel both parents until one showed a willingness to provide a suitable environment for the children. The officer provided the counselor with written statements on all the calls and contacts he had made at the woman's apartment.

On May 26 Officer Smith reported that the police have not had to return to the apartment during the month since the April 28 issuance of the Protective Order. Also on this same date, Officer Smith called the Department of Human Services (DHS) to assess the status of the children. The counselor reported that DHS had put the children with the mother and that the whereabouts of the father was unknown. On DHS visits to the mother's apartment to check on the children, they found her to be sober and the apartment clean. The mother is scheduled to begin parenting classes in the near future.

Smith reports that he spent less than five man-hours resolving this problem. The officer's plan for future assessment is to monitor calls to the mother's address to prevent the old problems from starting up again.



DRUG TRAFFICKING AMONG BLACK JUVENILES  
IN LOW-INCOME PUBLIC HOUSING  
Tulsa Case Study

The city of Tulsa north of Admiral has been a depressed area for a many years. When the city was first beginning to grow, in the early 1920s, some of the nicer homes were found north along Denver and on Reservoir Hill. Many of the older and nicer homes today, however, have become the site of communal living situations and deteriorated/abandoned dwellings. Further north, the area becomes more depressed with predominately poor black families. In the late 1960s, Northland Shopping Center was built and was a thriving enterprize. Today, there are no shops at Northland except for a flea market, bar, and a day care center. A few federally-funded agencies are located in the center such as a state employment office and The Private Industry Training Council. The center is fenced off with ten foot high chain link fencing to protect these businesses from burglary and vandalism.

About the same time as the Northland Shopping Center was thriving, approximately 20 years ago, the Tulsa Housing Authority was established and along with it the advent of low-income public housing. Other low-income apartments were also built and subsidized by the Department of Housing and Urban Development during this same time period. Several of these federally subsidized facilities were located in north Tulsa and at the time seemed to be an ideal accommodation for the needs of the poorer predominately black families. However, home values fell for many of the people who owned homes in areas near the housing complexes, crime rates began to soar, and by the mid 1980s drug trafficking had begun to be a serious problem. It appeared as if the concentration of people with low incomes and their associated problems might have a relationship to the rising crime rate and the economic decline in north Tulsa.

In June of 1988, the Tulsa Police Department received a grant to study the drug problem in the city, specifically north Tulsa. An inventory of the drug problem was begun by a special Management Team of police officials to provide the police department with explicit data on the magnitude of Tulsa's drug problems, especially in the northern section of the city where blatant street dealing was taking place. As a part of the drug inventory, officers at Uniform Division North administered a resident survey to better understand the concerns of the residents in five complexes. These five complexes were chosen to target because of the high crime rate and the blatant street dealing of drugs: Morning Star, Vernon Manor, Seminole Hills I & II, Comanche Park, and Osage Hills. The results of the survey revealed that 86% of the residents were single black female heads of households with two to five children. It was also determined that even though 54% of the heads of household had graduated from high school, only 11% worked full time. Over 54% of the families were living well below the poverty threshold and over 90% received some form of government assistance. When the residents were asked what the biggest problem was in the complexes, 60% said, "drugs,"

Police officials also collected drug-related data from various agencies in the city as well as drug violation arrest information from the department. It was learned that there had been a 736% increase in black

male juvenile arrests for drug violations between 1978 and 1988. Today, officers working the north area verify these figures and are aware of an increasing number of black juveniles visible and/or involved in criminal activity, especially drug trafficking. In 1988 blacks represented 43% of all drug violations, even though their numbers represented 11.6% of the city's population.

Officers assigned to the target area report that drug violations are based on charges of possession and/or sales of crack cocaine more than any other type of drug. The police department was able to confirm that of the people treated for drug abuse in Tulsa County in 1988, 17% of those were black. Blacks represent 12% of the county's population. The numbers for blacks were most disproportionate for cocaine addiction—38% of those treated were black.

The officers were also told to report their observations of the people involved in drug traffic in the target complexes. The officers found that large groups of young people were in the complexes during school hours who appeared to be involved in drug trafficking. The police department therefore decided to study the drop out and suspension rate in north Tulsa schools compared to other schools in the city. It was discovered that the city's most northern high school (92% black) had the city's highest suspension rate in 1986/1987; 4.3% of the total enrollment was suspended. Although blacks represented 28% of the Tulsa Public School's high school enrollment in 1986/1987, 42% of the suspended students were blacks. All high schools north of 31st Street, had the highest percentages of high school drop outs in 1987/1988; 9.6%-11.3% of the total enrollment dropped out of school. In this same year, 7% of the black student enrollment in the city's high schools dropped out of school.

Officers believe that few (maybe 10%) of the young black people they encounter have jobs. Also, when asked to produce identification, very few of the black juveniles have social security cards or a driver's license. The officers feel that the black juveniles are attracted to drug trafficking by the glitter of gold jewelry, large rolls of money, expensive cars, and other material goods. The officers say that coming from homes that exist below the poverty level, with several children, and dependent on government assistance, it is not surprising that drug trafficking would seemingly be attractive to these youth. On a recent Tulsa television station one youth who lives in one of the target complexes stated it quite well, "Why should I work for minimum wage at McDonalds when I can make \$400 to \$1400 a day selling dope."

In October 1989 the Tulsa Police Department asked for ten volunteer officers to address the problem of underlying conditions that give rise to drug trafficking in the five target complexes. The officers were told to investigate the drug problem in the target complexes using the "problem-oriented" approach. They were supplied with the data contained in the drug inventory on drug violation arrests, substance abuse treatment, school dropout and suspension records, and told to use their own observations to address the problem. Supervisors at Uniform Division North decided to use the presence of the ten officers in two-man teams

(foot patrol officers) in the complexes on an eight-hour shift to begin building rapport with the residents. The officers visited with the residents while walking their beat in the complexes to let them know that the police were there to provide a safe place to live\* Having started their work in late October, the foot patrol officers took advantage of the holiday season by holding parties and providing food baskets for the families living in their complexes.

Within a month the officers were able to verify the juvenile involvement in drug trafficking. As the officers would approach various "drug hangouts" within the complexes, very young black males (age 12 to 16) would call out "Rollers." This was an alert to the drug dealers to ditch the "caine" and disperse. Many of these scenarios would develop into a foot chase and often times the youths were arrested. Before the chase would start, a bag or vial of crack would be thrown down to disprove possession. Many times when arrests were made, the young people would be back in the complex and out on the street dealing the next day. The foot patrol officers have been able to deter some drug trafficking by working with the management of the complex to get evictions on people living in units where drugs were found and arrests made on people dealing drugs. When the officers were not able to get the management's cooperation, they personally made calls to the Tulsa Housing Authority or the private owners to press top management officials to be more proficient in the interpretation of eviction guidelines.

The Juvenile court system in the state of Oklahoma has presented another problem to officers working with youths in drug trafficking. In the late 1970s and early 1980s, the state legislature mandated that the institutionalizing of juveniles be stopped. Three state incarceration facilities for juveniles were closed. The Lloyd E. Rader Diagnostic Center in Sand Springs now houses the more serious juvenile offenders for the state, but this facility only has 25 beds, and some of the inmates receive weekend passes. Because of the limited space at the Rader Center, only the more severe cases are incarcerated and the others are turned back over to their parents to be put on probation. Juveniles are said to commit delinquent acts, not crimes. Those acts that would qualify as an adult felony crime result in the juvenile being taken to the juvenile detention center where the youth stays one or two nights. Car thieves and drug traffickers would qualify in this category. Because the courts are ill-equipped to handle the juvenile offender, officers feel that the deterrents for drug trafficking are few. Officers, therefore, arrest some of the same juveniles over and over again.

The officers learned that the five targeted housing complexes are situated within a two mile radius of one another, providing a high concentration of young black people in a small area with only one city park and recreation facility to serve the residents. The programs offered by this facility are almost nil and what is offered is not well attended.

With the knowledge of a lack of support from the criminal justice system and support programs to keep the youth busy and dissuade them from

drug trafficking, the foot patrol officers in the target complexes began to develop a strategy. The goal of the officers was to prevent drug trafficking among juveniles by providing programs that would deter their involvement in drugs in public housing and provide them with good living skills.

Officers Steve Slaughter and Rufus Newsome felt strongly that the boys needed programs that would improve their self esteem, provide positive role models, and teach good values and good decision-making skills. The officers began to spread the word among the 11 through 17 year old boys that they were going to start a Boy Scout Troop in the Morning Star Apartments. Officer Newsome is a qualified Boy Scout leader and he and Officer Slaughter began meeting with the boys on Saturdays in a vacant apartment provided to the police by the Morning Star management. The officers felt the scouting program would help achieve the goal of providing better living skills through the development of moral values and goal achievements. Newsome and Slaughter stated that some of the boys who were not attending the meetings accused them of meeting with the boys to get them to "snitch" on the dealers. The accusations ceased, however, and the troublemakers eventually left the troop alone. Because 86% of the boys come from homes without fathers, the officers wished to serve as positive role models to the young men. In addition, they plan to invite other men to take part in the scouting program. Recently, a member of the Juvenile Bureau agreed to work with the officers in the Boy Scout Troop.

In May while meeting with members of the Kansas City Police Department and members of the Kansas City Housing Authority, Slaughter and Newsome were asked if they could arrange summer sports activities for the youth in their complex. Officer Slaughter answered, "We want these boys to know that blacks can do more than play ball. We want to instill values and goals in the youths<sup>1</sup> lives, and we feel that Boy Scouts is the best program to do this." Officer Ken Johnson, foot patrol officer at the Comanche Park Apartments, spoke to the Southside Rotary Club about the police programs in the complexes and the club donated \$1300 for equipment and uniforms for the Troop. Officer Dwight Cole of the Street Crimes Investigation's Unit at Uniform Division North has worked with some of these same boys in a tutoring program after school.

Officers Nancy Blades and Dean Finley also developed plans for the young people in their complex, Vernon Manor, who did not have a job. Officer Blades began to develop a program called The Young Ladies Awareness Group. Each week different speakers are invited to come to Vernon Manor to teach different skills. Some of the programs teach the women how to dress for a job interview and the workplace. Officers also conduct "role playing" with the young women to show them how to go through a job interview. In addition, they are shown how to write a resume'. Makeup, hair care, and personal hygiene are also taught at the meetings. Blades developed her program to include several of the other complexes so that the young women living there could benefit from the program as well.

Finley began working with a government program called the Private Industry Training Council (PITC). The officer would get young people to

agree to go to sessions on goal setting and self-esteem building. These programs would prepare the young people to enter the job training programs offered by PITC. The officers also helped with the birth certificate applications needed to enter the PITC program. However, some of the youth were unable to attend because they lacked the \$5 fee. Finley also set up driver's training classes by obtaining volunteer help from an Oklahoma Highway Patrol Officer and a school teacher. He worked with the youths who were interested in the driver's training by getting birth certificate forms and assisting them to complete the form. Again, there was the problem of obtaining the \$5 fee to attach to the driver's license application. Several times the officers would provide the fee out of their own pockets.

Finding suspended school youths loitering in the complexes during school hours, Blades and Finley would often attempt to get them back into school. Many times when the officers would tell the parents that their children were out of school, the parents voiced unconcern. The officers would also act as an advocate for the school system in trying to get suspended kids back in school.

All officers in the target complexes handed out flyers on the Mayor's Summer Jobs program and the Job Fair offered by PITC. The officers have made themselves aware of the alternative school programs available in the city and have invited representatives to attend their squad meetings to share information about their program. For example, representatives from the Student Training and Reentry program (STAR), PITC, and Job Corp have attended the foot patrol squad meetings. Officers are encouraging youths whom they encounter to enter these programs to finish their education or learn job skills. Investigative Detective, Doug Cash, of Uniform Division North donates time each week talking to young people enrolled in the Job Corp Training Center about the affects of drugs and alcohol in fulfillment of his volunteer work as a Master Patrol Officer.

Officers Ken Johnson and Van Ellis who are foot patrol officers at the Comanche Park complex are also starting a Boy Scout Troop and looking for a Scout Master. These officers have started a SHARE group (Stand, Help, and Rid Evil). Through this program Johnson has been able to raise money for some of the projects that the other officers are promoting in their complexes. Johnson speaks at civic group meetings throughout the city and in local churches to raise money and other needed items to make the community more aware of the needs of the young people on the city's north side. The money is used to help people buy food, clothing, and pay bills. In exchange for the monetary gift, the recipient agrees to take part in programs geared to improving life and job skills. Volunteers who teach these life and job skills come from the churches and the civic groups where Officer Johnson speaks.

Several police officers are involved in a program that is scheduled to start in mid June of 1989. This program is being developed by the police department, the school system, and the urban 4-H Club. It is designed to recruit youth who live in the target complexes to provide programs to build self-esteem by using positive role models. The program is being

developed on north-side property that was confiscated from a drug dealer and will provide a day camp for disadvantaged youth. The property consists of a house and barn, 20 acres, and a pond. It is planned to bring over 100 young people from the complexes to the day camp in the summer of 1989. The police department proudly calls the facility the "Ranch."

Officer Keenan Meadors has started a program at the Ranch with ten black youths, ages 11 to 16, from the complexes. Meadors described the young boys as being on a path leading to destruction. Meadors meets with the boys three times a week and is helping them plant garden plots. Each youth has been given his own garden plot with his own sign. The plots have been developed for the youth to plant, cultivate, and harvest their own food to be consumed by their families. The boys are being taught how to plan the garden, prepare the ground, plant the seeds, cultivate, harvest, and cook the produce.

During each phase of planting, the youth will be taught lessons in living that correspond with that phase of gardening. A volunteer sponsor listens, encourages, and provides positive influence on a weekly basis while tending the garden. The Mayor, the Chief of Police, Drew Diamond, and other people such as psychologists, ministers, celebrities, and well-known sports stars are participating in the endeavor by coming to the meetings to talk to the young people about the value of productive and drug-free lives. Recently, during a rap session at the Ranch, the boys were asked what they would like to do when they grew up. One of the boys whom Officer Meadors has termed his most "hardened" youth answered, without looking up but pointing in the direction of Keenan Meadors, "I want to be a police officer, like Keenan." A highlight to the boy's program, will be an overnight campout later in the summer at the Ranch.

During the summer of 1989, Master Patrol Officer Angie Moore who is the leader for the Police Explorer Scouts has planned for the Explorers (who have taken Drug Abuse Resistance Education (DARE) training) to start the first DARE program for youths in public housing ever offered in the United States. Sergeant Fred Morrow is head of the DARE program in Tulsa and is assisting Moore in the project. Both Morrow and Moore are members of the Management Team that assisted in the collection of the drug inventory data.

Uniform Division North of the Tulsa Police Department will also be developing a plan to work with McLain High School, the school where most of the youth in the complexes attend. The program is called, "Adopt a School." This school has the highest suspension rate in the Tulsa Public School System and the highest rate of teen-age pregnancies. Individual officers will become involved through just volunteering or through the Master Patrol Officer Program. These programs are still in the initial stages and will not be developed until June of 1989.

The Tulsa Police Department has also applied for a grant to fund Tenant Services Coordinators in three public housing complexes. If Tulsa receives the grant, these coordinators will assess the needs of the juveniles and adults living in the complexes and help them access services

such as substance abuse treatment, parenting skills, education skills, and job training skills.

Lt. Carolyn Robison met with the Editor of the Oklahoma Eagle in late May 1989 to take action on the many needs of the young people living in north Tulsa. Future plans will involve getting business owners on the city's north side to unite for the cause of the black youth to help deter them from drug involvement. Lt. Robison also was able to get funding to send 60 young people from the Morning Star Apartment to a summer day camp at the northside Y.W.C.A.

Monitoring the success of these responses will be ongoing to include the following:

- observing the trend of black juvenile drug violation arrests
- observations by officers of youths involved in street sales of drugs
- tracking the numbers of black juveniles suspended and dropping out of school on the north side
- evaluating the effectiveness of the programs offered by the police department and other organizations
- monitoring, over time, the lives of the youths who participate in the programs that are being offered

It is felt that the police department has been instrumental in addressing the problems of the youth in north Tulsa. Foot patrol officers are now meeting with the Task Force for Drug Free Public Housing to apprise the different city, county, and now state-wide agencies of the needs of the youth in public housing. Many other social service agencies are beginning to coordinate with the police department in scheduling programs as well as establishing satellite offices on the north side of the city.

NORMANDY APARTMENTS: A STRATEGY FOR DETERRING DRUG TRAFFICKING  
A Case Study  
Tulsa, Oklahoma

The Normandy Apartments are located five miles east and four miles south of the central business district in Tulsa, Oklahoma. These garden apartments were privately developed using a Below Market Interest Rate (BMIR) loan in 1968. The department of Housing and Urban Development now has control of Normandy and sets the rental rates for the 212 units. The complex is set among middle income homes and low to medium income apartments. Interstate Highway 44 is adjacent to the apartments on the east and several large and small businesses border the complex along the service road. Two major shopping centers are located within five blocks of the Normandy Apartments.

The Normandy does not appear to be low-income housing by most standards. The manager reports that the apartments are 90% occupied and from outside appearances, seem to be in good repair. However, a closer look reveals a playground that is empty. There are no swings. Poles where basketball goals once hung are bare. The area is littered with broken glass and trash. Older and disabled vehicles fill the parking spaces in front of the units. Each unit has a brick planter on either side of the apartment doorway, but the soil is bare even in the spring and summer.

Tulsa Police Officers from the Ida Squad of Uniform Division Southwest are familiar with the Normandy because of the numerous calls for service that the department answers on a daily basis. Because the Normandy is on the border of the Southwest Division and Uniform Division East, dispatchers often mistakenly send the East Division Officers to the complex.

Southwest Division Officer Tim Stadler, 3rd Shift (1430 to 2230) Ida Squad, was aware of several problems existing at the Normandy. He knew that it was a haven for drug dealers, burglars, car thieves, and vandals. The officer was also aware of the stepped-up police enforcement in public housing on the city's north side to rid the area of blatant street dealing of drugs.

Stadler thought there was a good possibility that Normandy would experience an influx of drug dealers and other criminals moving south to escape the north-side crackdown against drug dealers. Tulsa had also just added extra police enforcement to another area on the south side of the city that had begun to experience stepped-up drug trafficking. Supervisors at Uniform Division Southwest felt strongly that the stepped-up enforcement with the foot patrol beats on the northside had moved several of the drug dealers to the city's southside low-income housing complexes.

Stadler had just learned of the new concept of Problem-Oriented Policing that the Tulsa Police Department had adopted and decided to try alternative methods to deal with the problems at Normandy. The officer,

proceeding with the authority from his supervisors, Sgt. Richard White and Lt. Jim Carroll, addressed the problem by using a strategy that had not been used before on the Tulsa Police Department. Because the officer anticipated an increase in drug-related problems at the Normandy, he developed a program to thwart those events from happening. He began his work in January 1989 to shut down the potential for stepped up drug-related problems at Normandy and to clean up the existing problems by developing a two-pronged approach. First, the officer wanted to create an environment through education and enforcement which would not allow the drug traffickers to take a foot hold in Normandy in the spring and summer of 1989. His second and long-term goal was to build an apartment community which would play a major role in keeping a safe and crime free complex, specifically drug-related crimes.

The manager of the complex supplied Stadler with information and a vacant apartment for his use to write up reports and for high police visibility in the complex. The manager told Stadler that there were 700 children living in the Normandy in the spring of 1989, consisting of a racial breakdown of 50% white, 40% black, and 10% Oriental/Hispanic and American Indian. A list of five residents with a potential for leadership was supplied to Stadler, along with a list of 15 problem residents whom the management felt might be involved in criminal activities, specifically drug trafficking.

Police volunteer, Wanda Harmon, supplied Officer Stadler with a computer printout of the crime statistics at the Normandy for 1988. The statistics show that 9% of the residents of the complex had been the victim of auto theft, while 15% had been victims of burglary in the last year. In addition, approximately 50% of the people living at the Normandy had been the victim of other crimes during 1988. The statistics also revealed that many of the large and small businesses surrounding the Normandy had been the target of vandalism, auto theft, burglary, and shoplifting.

Stadler met with one of the residents identified as a potential leader, who drives a truck and is a part-time minister. This gentleman, who also taught Sunday School for the young people at the complex, pledged to work with the officer to establish a community association at the Normandy. He also requested that Stadler and the police department educate the residents on ways to identify drug-gang members and how to know if they were witnessing a drug transaction.

Because the manager had been told about problem tenants or had overhead conversations of some of the residents, she was able to identify problem residents ranging from burglary and auto theft suspects to possible drug dealers. Stadler immediately ran record checks on the problem tenants and found three residents with outstanding warrants. Five misdemeanor warrants were served by Officers Stadler and Gregory on one female resident living in the complex next door to the now newly named Problem-Oriented Policing or P-OP office. Stadler explained to the woman about the program he had

designed to clean up the Normandy. Through this arrest, the resident was able to obtain work hours at the local Y.M.C.A. on a court-order community service work program. After the woman worked out her fines she was later hired by the Y.M.C.A. as a full-time employee. The woman consequently became an intelligence source for the police department. For example, she reported which apartments were having a large number of visitors- which Stadler thought might be an indicator for drug dealing. Word of this arrest quickly spread through the complex and the other two residents who had three or more outstanding warrants went to the prosecutor's office to clear their obligations to the court. One evening late in March 1989, Stadler set up an informant to make a "drug-buy" out of an apartment, in Normandy. Later when Stadler and other officers entered the apartment with a search warrant to make the arrest, only one man was present, the uncle of a young drug offender. The uncle was arrested, and the next day the young offender was warned that if he continued to sell drugs that he too would go to jail. No further drug sales have been identified with this apartment.

Officer Stadler and Lt. Jim Carroll designed a survey to be administered to the tenants living in the complex. Officers Tim Stadler, Jean VanLandingham, and Novale Thompson conducted the resident survey. As the survey was administered, the officers relayed the message that they intended to build a strong and secure environment at the Normandy. At least two apartments in each building unit were surveyed. The survey was designed to help the police department determine what problems the tenants believed existed at the complex. In addition, demographic and personal information was gathered to determine the social needs of the residents.

The results of the survey revealed that even though 70% of the residents had graduated from high school, less than half (40%) were working full time. In addition, approximately 50% of the families were living below the poverty threshold. Of the residents living at Normandy, 50% had lived in the complex less than one year. The residents said that drugs and burglaries were the most serious crime problem existing at the Normandy. There were 45% to 50% of the residents who were very worried about being assaulted and feared that their apartment would be burglarized.

Officers began to patrol the Normandy regularly, visiting with the residents and instilling confidence in an effort to provide a secure neighborhood. One evening while Stadler was visiting with residents of the Normandy, two automobile thieves bailed out of two stolen cars when Stadler put his spot light on the vehicles driving side-by-side. One week later, upon investigating a break-in call to the Scottish Rite Temple south of the Normandy, Stadler learned who had Btolen the cars as well as broken into the Scottish Rite building. The thieves were residents of the Normandy, and the "ring leader" was a former resident and known drug dealer at Vernon Manor, a northside complex being targeted for drug traffic. With the aid of the Normandy residents and parents of one of the youths, Stadler was able to make the two arrests within a week of the break-in.

Stadler began meeting with area businesses to get their support and to involve them in the program to build a strong sense of community around the Normandy. The Evans Furniture store is a large business located just to the north of the Normandy complex that became involved in the project by donating basketball backboards to replace the missing ones on the playground. Two convenience stores, Git-N-Go and Circle K, located to the east of Normandy donated 20 swing sets. These two convenience stores had been the target of numerous "beer runs" (a local term for the shoplifting of six-packs of beer) and people stealing gasoline by driving off without paying.

The Scottish Rite Temple, site of the break-in and vandalism, is a very large and impressive establishment that contains an auditorium. Stadler approached the Executive Director for use of the auditorium to hold the resident association meetings. The Executive Director was somewhat hesitant to loan the use of the facility until Stadler explained his mission to build a strong community association and how the benefits of such an association could mean positive results for the entire neighborhood. The director then agreed to let the Normandy residents use the auditorium.

In late March of 1989, Officers Stadler and Vanlandingham held the first resident association meeting at the auditorium. There were 75 residents in attendance at the meeting. Officer Vanlandingham obtained free Teddy Bears from Shoney's Restaurant for each child in attendance as an incentive for parents to come to the meeting. Stadler was able to get the movie theatres in the area to donate 30 show tickets to give away. A drawing was also held to give away stuffed Easter bunnies. Stadler's new Area Commander, Lt. Steve Smith, welcomed the residents and gave the support of the police department to make the Normandy a safe community. Jeannie McDaniels of the Citizen's Crime Commission gave a presentation on how the residents could ensure the safety of their family and neighborhood. Because the resident survey revealed that only 40% of the residents were employed, Stadler invited a case worker from the Private Industries Training Council to speak to the residents about her organization and the help they offer to train and obtain jobs for people in need of employment.

Because Officer Stadler believes in the old adage that "Idle Minds Breed Trouble," he announced a contest for the young people living in the complex. The Police Sertoma Club had given him copies of the Bill of Rights and the Constitution which were given to each of the young people wishing to participate in the contest. The challenge for the older youth was to write an essay on "What These Documents Mean to Me." The younger children were to draw a picture of "What Freedom in America Means to Me." The prizes for the contest came from area businesses and organizations including a \$25 gift certificate from Sam's Wholesale. Three basketballs were donated by Oshman's and George Frazier's Sporting Goods Stores. Games and puzzles were donated by the Lady Sunshiners (an older ladies club specializing in assistance to low income apartment residents). One older lady and member of the Sunshiners has offered to buy and help the

residents plant flowers in the brick planters at the entrance to the apartment doorways. The General Manager of the Tulsa Drillers (minor league baseball team) donated eighty complimentary tickets to bring the children of the Normandy Apartments to a baseball game in June.

Officer Stadler has initiated and seen results in both the long and short-term goals that he proposed for the Normandy. A recent conversation with the Toyota dealership adjacent to the complex revealed that since Stadler began his program, vandalism and break-ins to their business had totally ceased (see attached letter). In addition, a letter was received (see attached) on May 24 from an insurance company stating that vandalism, break-ins, and other criminal activities had decreased in his shopping center in the past two months.

Crime statistics have revealed an over 50% reduction in beer runs and gasoline pump drive off theft at the two convenience stores near the Normandy. A recent analysis of incident reports comparing the first three months of 1988 to 1989 in the area surrounding the Normandy gave the following results:

Jan 1988 - Jan 1989 = 30% decrease in reported incidents  
Feb 1988 - Feb 1989 = 200% decrease in reported incidents  
Mar 1988 - Mar 1989 = 157% decrease in reported incidents

In addition, officers from Uniform Division East (the adjacent substation that often got calls to the Normandy) report that they have not received calls to the Normandy Complex since the first of April 1989.

In early May, Officer Stadler learned that a group of apartments just south of the Normandy had become aware of his project through the news media. He was told that the management for these apartments have begun to work with the youth and have planned summer outings that are structured for learning, and yet fun.

A survey is being considered to compare with the results of the first survey. Later in the summer, Officer Stadler plans to bring Drug Abuse Resistance Education (DARE) and a Red Ribbon Campaign structured after the national Red Ribbon Drug Campaign that was kicked off in October 1988. Stadler designed the program so that if a new officer takes over this district at shift change in September, the program will continue.

*C. Karen*

INTER - OFFICE      CORRESPONDENCE

FROM: Sgt. Cliff Bowen, HQ  
False Alarm Reduction

DATE: April 6, 1989

TO: Drew Diamond  
Chief Of Police

SUBJECT: P-OP Benefits

Re: Toyota of Tulsa, 3500 South Sheridan road (actual address)  
Larry Phillips. Assistant General Manager,  
Phone 622-3555, Pager 745-4055.

On April 3, 1989, I spoke with Larry Phillips at Toyota of Tulsa in reference to their past false alarm problem. Larry pointed out the new steel alarm cable which they have recently installed on their chain link fence, saying, this has solved their problem of vandals cutting the previous alarm cable, and climbing over the fence to vandalize and steal their cars.

Larry went on to say that their vandalism and theft problem has virtually ceased in the past two or three months. Prior to this, someone was entering the fenced lot and ramming cars together.

Toyota of Tulsa has had such a problem with auto theft in the past that they have spent much time daily, blocking cars in and re-inforcing the

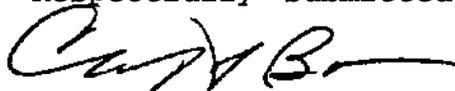
Toyota of Tulsa has a second entrance which is on East 36 Street adjacent to the northeast corner of the Normandy Apartments. Their car lot shares 36 street as a dividing line with the Normandy apartment complex.

While Larry was explaining the benefits of the new steel alarm cable, it dawned on me what had actually caused their problems to cease. I explained to Larry about the recent P-OP session I attended wherein Officer Tim Stadler explained the work he was doing at the Normandy Apartment Complex\*

I told Larry that it was not the steel alarm cable, but the efforts of Officer Stadler which had resulted in the reduction, if not elimination, of their vandalism problem. Larry is obviously relieved by the elimination of their troubles and stated that their insurance company should be happier because insurance claims they were paying to Toyota of Tulsa have virtually ceased also.

Larry stated he would like to meet and speak with Officer Stadler

Respectfully submitted.



Sgt. Cliff Bowen, HQ

cc: Lt. C. Robison, UDN



# Farmers Insurance Group OF COMPANIES

Terry Wilson Agency  
6121 E 32nd St  
Tulsa, Okla 74135  
(918) 627-7141

May 24, 1988

Karen Allen, POP Coordinator  
Tulsa Police Dept./UDN  
3411 N Columbia  
Tulsa, Ok 74110

Subject: POP Normandy Apts 6300 E 38th

Dear Ms. Allen:

Since the opening of the Super Saver Cinema at 6970 E 31st on December 9, 1988 in Mall 31, a marked increase in criminal activities have occurred. Such activities included car thefts, burglary from vehicles, vandillisms, burglary, and araed robbery of Mall tenants.

As a business owner in this Mall, I've kept a listing of the activities to present to the nail management to Justify the hiring of a Mall Security Force.

As a result of ay 17 year affiliation with the Tulsa Auxiliary Police, I attended a Problem- Oriented Police Prograa at the Tulsa Police Acadeay on May 18, 1988. I heard you, Lt. Robison, and field officers present facts of declining crlalnal activities in areas of POP programs.

I listened intently to an officer concerning the POP success In the Noraandy Apartments Just 4 blocks south of ay office. As I heard the positive effects of the program that began in January 1989, I realized that criminal activities had decreased at the Mail in the last 60 days.

It becomes apparent that successful POP Programs can have a dynaalc postive affect in the targeted area, and several blocks away, as well. I Just wanted you to know that I and other businesses in this area sincerely appreciate the excellent results that such POP Programs can have on an area once plagued with crime. At this time, I do not feel Mall Security will be a necessary expense burden of the area businesses. For that too, we are grateful. Keep up the excellent work!

Sincerely,

Terry Wilson, PUA  
cc: D. Diamond, Police Chief



World staff photo by Steve Crane

Officer Tim Stadler and children at Normandy Apartments play with a newly donated basketball hoop. Stadler is coordinating efforts to keep crime out of the complex.

# Police Working to Keep Crime Out of Complex

By Wayne Green\*  
World Staff Writer

There won't be any trouble at the Normandy Apartments this summer, if Officer Tim Stadler can help it.

Stadler, a Tulsa police officer nearly five years, is coordinating a community effort to keep criminals out of the low-income housing complex and keep community spirit high.

With police efforts to push drug dealers out of north Tulsa, low-income housing complexes, officials realized the criminals would be looking for a new home.

Stadler didn't want that new home to be central Tulsa.

"We knew as foot patrols that the drug dealers and thieves would be going elsewhere," Stadler said. "We did not want them to come to Normandy."

Normandy, 6221 E. 38th St., seemed a prime spot for the dealers. Stadler's preliminary study of the complex showed:

- The residents are poor. More than 50 percent make less than \$12,000 a year. More than 27 percent make less than \$6,000 a year. While 99 percent said they would report a crime if they saw it, only

58 percent have telephones. The privately owned complex is rent-controlled under an agreement with the U.S. Department of Housing and Urban Development.

- The residents are young. The 212-unit complex has some 700 children.

- The residents are afraid. Some 52 percent of the parents said they were very worried their children would become involved in drugs; 50 percent said they were very worried they would be the victim of a burglary.

The same combination of poverty, youth and fear were factors in the open lawlessness of drug dealers operating in the porthside complexes, under the police analysis of the situation.

But Stadler said that need not happen at Normandy.

Using the department's Problem-Oriented Policing program as a guide, Stadler organized a three-pronged attack to the potential problem, involving:

- Strict, high-profile law enforcement.
- Organizing area businesses to support residents.
- Organizing residents to resist criminals coming into the community.

Beginning in January, Stadler worked at clearing outstanding See Complex on A-4

Continued from A-1  
arrest warrants for Normandy residents to capture criminals and get the word out that the police were keeping an eye on the complex.

The apartment manager agreed to give the police department an apartment in the building, which will act as a place residents know they can go to report crimes.

Several area businesses have donated goods to make life better in the apartments. Basketball goals that have been missing for more than a year are being replaced. Long barren swingsets are being equipped with new seats.

Last week, Stadler held the first meeting of the Normandy Residents Association. About 70 people attended, 40 of them children.

With the cooperation of local businesses and the apartment management, Stadler offered to help bring public services, including jobs programs, into the complex and asked for the help of residents in keeping crime out.

The lawful residents of Normandy seem committed to doing their part, Stadler said.

"I know it's going to succeed. The tenants want it to and we want it to," Stadler said.

One resident, who has been a supporter of Stadler's work, said drug dealers invading the complex have been stopped in their tracks.

"I appreciate what he's done so far," said James Vivian, 40, a minister and four-year resident of the complex. "Gangs were moving in, but since he's been here I've been seeing less and less of the gangs."

Stadler's project has been the first time police have seemed to be interested in the Normandy residents except when they were there to arrest them, Vivian said.

The police interest has made law-abiding residents more willing to resist the criminals, he said.

Top police officials say Stadler's work will pay off, both for the residents of Normandy and the city.

"I don't think the drug dealers

will gain a foothold in Normandy," said police Lt. Steve Smith, who is set to be the commander of the central Tulsa "Ida" district, which includes the apartment complex.

By rousting drug dealers out of their comfortable positions in the north Tulsa complexes and keeping them from resettling, Smith said they can keep the criminals disorganized and weak.

"Each time they move, they lose strength," Smith said. The ultimate goal is to move them out

of the city."

But Stadler said he is concentrating on his part of the big picture, Normandy. This sort of problem-oriented policing, which has been ordained as official departmental philosophy, does not go against traditional police work, Stadler said.

The Normandy project is motivated by the same things that got Stadler into police work in the first place: community service and crime fighting, he said.