

An update on the
Chicago Alternative
Policing Strategy

CAPS News

Chicago Police Department • August 1993



This spring, the Chicago Police Department introduced its own unique strategy for community policing. While the new strategy is being implemented on a prototype basis this year, it will bring historic changes to the entire Police Department and the people of Chicago.

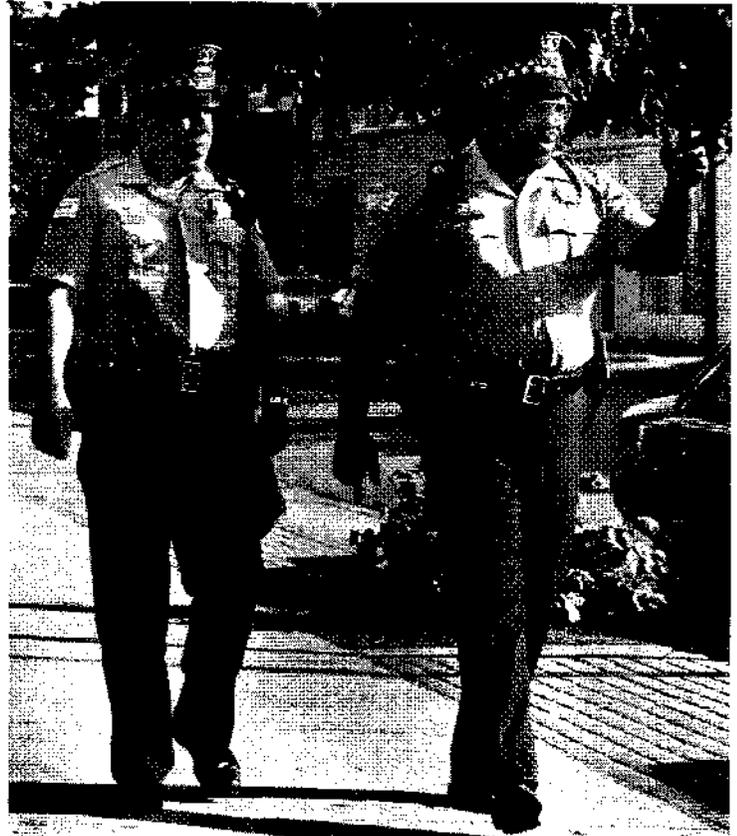
Community Policing in Chicago

On April 29th the Chicago Alternative Policing Strategy (CAPS) rolled out in five of the City's 25 police districts: Englewood (7th), Marquette (10th), Austin (15th), Morgan Park (22nd) and Rogers Park (24th). These districts, diverse in their racial, ethnic and socioeconomic compositions and their crime problems, provide a unique laboratory for evaluating and improving the CAPS model before it is expanded Citywide.

Under CAPS, police and community residents are working together to identify and solve crime problems, not simply treat their symptoms. On each watch, beat officers conduct foot patrols, meet with community members and engage in other problem-solving activities that don't involve constantly responding to 911 calls.

These beat teams work with rapid response officers who handle most of the emergency calls in the district.

Training, computerization and the consistent delivery of other City services are all important elements of the CAPS model. This spring, 1,750 patrol officers and their supervi-

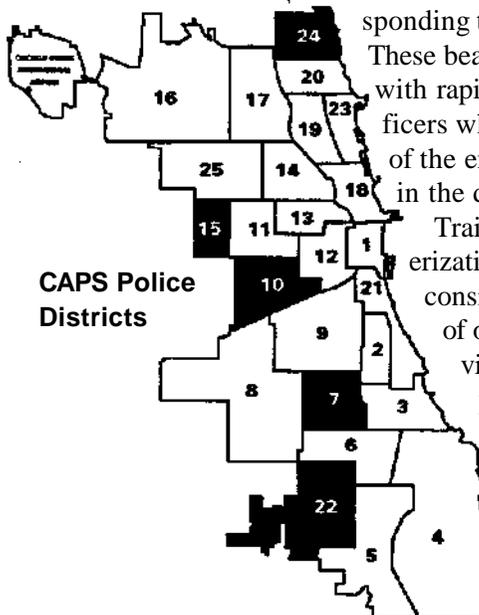


Officers Carlos Lozano and Chocoby Sargent walk a beat in the 24th District. See the beat profile on page 8. (Photo by PhS Molotii)

sors completed CAPS training. A new computer system is being installed in each prototype district to help officers identify and analyze crime problems, and new handheld computers will help them retrieve information more quickly in the field. In addition, other City agencies are working closely with the prototype districts to ensure the timely provision of City services.

CAPS is being thoroughly evaluated, both by the Department and by a team of independent university

researchers. Using surveys, focus groups and other techniques, the CAPS project staff is finding out what's working and what isn't from officers, field supervisors, dispatchers and other Department members. A new CAPS Policy and Planning Committee—co-chaired by Deputy Chief of Patrol (and CAPS Project Manager) Charles Ramsey and Barbara McDonald, Director of the Research and Development Division—is analyzing these early findings and planning for CAPS expansion next year. •



Superintendent's Message

"All of you have the tools you need to make CAPS work: ingenuity, objectivity, initiative, flexibility, bravery and compassion. The issue now is putting those tools to work in preventing crime and solving problems in our neighborhoods."

CAPS News

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Mission Statement
The Chicago Police Department, as part of, and empowered by the community, is committed to protect the lives, property and rights of all people, to maintain order, and to enforce the law impartially. We will provide quality police service in partnership with other members of the community. To fulfill our mission, we will strive to attain the highest degree of ethical behavior and professional conduct at all times.

Welcome to CAPS News. This newsletter is a vehicle for all department members—sworn and civilian. Patrol and non-Patrol, and personnel from both prototype and non-prototype CAPS districts—to share ideas and learn more about our new Chicago Alternative Policing Strategy.

This newsletter is also a way to recognize the achievements of Department members who are making our unique vision of community policing a reality here in Chicago. In that spirit, I want to take this opportunity to thank Department members in the five prototype districts for their cooperation during CAPS training and the early implementation phases of our alternative policing strategy. By talking openly about your concerns, you offered a greater understanding of our strengths and weaknesses as a police force and an organization. This information is important to the success of CAPS, and I invite all members of the Department to continue the dialogue as we expand CAPS in the future.

Looking over the many questions that were asked during training, the underlying concern seemed to be "What exactly is the CAPS program?" Many of you expected the training to provide all the answers: a detailed explanation of CAPS operations, more

information about the Department's expectations of you, and specific solutions to community policing problems. That's normal, because that's what the Department has provided in the past in our training and our rules and regulations. We have a "general order" mentality, and one of the first steps we all need to take is to change that way of thinking.

All of you already have the tools you need to make CAPS work: ingenuity, objectivity, initiative, flexibility, bravery and compassion. The issue now is putting those tools to work, in partnership with the community, to prevent crime and solve problems in our neighborhoods. The Department—and the entire City government—is committed to giving you the support and latitude you need to make CAPS work.

This newsletter is one way for members in the CAPS prototype districts to communicate with one another, with members from those districts that will soon begin implementing CAPS, and with the Department's management personnel. I encourage everyone to contribute CAPS success stories, as well as questions and problems, for inclusion in the newsletter. The information you provide will give supervisors and managers a deeper under-



Superintendent Matt L. Rodriguez

standing and appreciation of CAPS, and will give Department members in the non-prototype districts a head start in implementing the program. CAPS News will help educate everyone—including community leaders and other people in City government—about our new strategy.

The Department has established a variety of other ways members can air their questions, concerns and ideas about CAPS. The suggestion form on the back of this newsletter, focus groups, surveys, discussions with CAPS training staff and your supervisors, and the CAPS Hotline (747-CAPS) are vehicles for keeping the information flowing between you and the Department members who are analyzing CAPS and planning for its expansion Citywide.

This is an exciting time for the Department and the communities we serve. CAPS is not a panacea or quick-fix. But it is a necessary first step toward developing a strong partnership with the community in tackling serious problems of crime and neighborhood disorder. Together we can make a difference.

CAPS in the Classroom

One lesson the Department learned from other cities that have implemented community policing is not to shortchange training. The Department made a large investment in training 1,750 police officers, sergeants and lieutenants from the five prototype districts in a range of skills critical to CAPS. Throughout the training, the Department solicited feedback from the trainees and the trainers. Their evaluations are being used to design and improve follow-up training for CAPS districts, which begins this fall.

The CAPS training program proved to be a challenge for everyone involved—the trainees, the trainers and the managers and consultants who designed it. It's no wonder: the program introduced a non-traditional approach to police training for a diverse police force charged with implementing a unique policing strategy.

Yet through flexibility and cooperation on the part of the trainers and the trainees, a workable training curriculum was developed and tailored for CAPS. CAPS managers have examined both the evaluation forms completed by the trainees and reports from the trainers in assessing the program's strengths as well as its weaknesses.

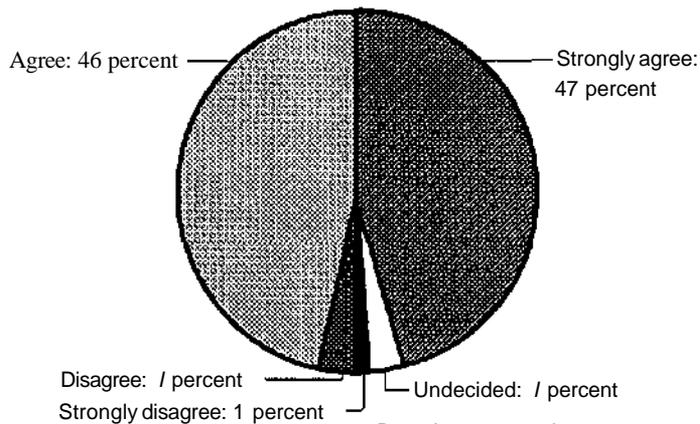
All personnel in the prototype districts received a minimum of 32 hours of training. A one-day orientation session introduced CAPS personnel to the philosophy behind community policing and provided an overview of everyone's new roles and responsibilities under CAPS. Next, all sworn personnel attended three days of CAPS skill-building classes, and sergeants and lieutenants received one additional day of leadership training. Trainees completed evaluation forms at the end of each class, which provided immediate feedback about the trainers, the training methods and the curriculum.

Preparing for Training

While the orientation provided important information about CAPS, nearly half the

Figure 1. Trainee Evaluation

The instructors wanted my opinions and attitudes.



Based on 1,382 trainee responses

participants felt it could have done more to prepare them for the skill-building workshops that followed. Trainers quickly learned that the whole philosophy of CAPS and CAPS training took some getting used to.

"The trainees assumed that we were going to tell them in the skill-building classes exactly what they were going to do on the beat, what forms to fill out, what their responsibilities were," said Officer Jim Marino, a Training Academy instructor and a member of the CAPS training team. "What we were asking them to do was to be creative and develop the proper courses of action themselves—they're the ones who are going to shape CAPS.

"In your traditional police academy training course, you come here, you get lectured to, and then you leave. This

is the first time we've really asked police officers to participate," Marino continued.

To foster participation and to demonstrate that this was not your ordinary training course, a decision was made early on to shift the classes from the Academy to the South Shore Cultural Center. Early information from the independent consortium evaluating CAPS suggests most trainees appreciated the more relaxed setting and informal dress.

It Takes Time to Adjust

Many of the trainees felt that the skill-building training was too long, but according to the instructors, it took most people a few days to warm up to the program.

"There were a lot of people who didn't want to participate initially," recalled Marino. "But as they felt

Continued on next page

Another prevalent misconception was that community policing means being soft on crime.

CAPS in the Classroom

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more comfortable, they opened up more."

The invitation to open up—to get involved in the discussions and feel that their opinions were valued—was the strongest aspect of the training for most of the trainees. On the evaluation forms, class participation and dis-

"We have a tremendous amount of talent in the organization, but we've cut ourselves off from it by not listening."

—Deputy Chief Charles Ramsey

CAPS training in the prototype districts was paid for through a combination of City funds and a federal grant awarded by the Illinois Criminal Justice Information Authority.

cussion were most frequently mentioned among the things most liked about the classes. And nearly 94 percent agreed or strongly agreed that the instructors truly wanted their opinions (see Figure 1).

Sharing personal stories became the most effective tool in the classroom, according to Valencia Coar, a professional facilitator on the CAPS training team.

"We discovered that there are enough real-life, existing examples of CAPS-style techniques and skills in the field to demonstrate that CAPS can work," said Coar. "The challenge was to encourage different viewpoints—even if they are out in left field—to get people to share approaches that are outside the norm."

Clearing Misconceptions

A basic goal of CAPS training was to clear up some misconceptions that trainees brought with them. One of the first things the participants needed to know, according to the trainers, was that the training was intended to enhance existing skills, not to build completely new ones.

Another prevalent misconception was that community policing means being soft on crime.

"One reason for that misconception is the media—the media is not dealing with what CAPS is about," said Officer Regina Banahan, one of the CAPS trainers. "The media shows us being Officer Friendly—P.O.'s holding babies. It doesn't portray us as crime fighters."

"We had to explain that we're not asking them to be soft; we're asking them to use their heads," added Marino. "At no time did I ask police officers to surrender their survival skills to implement the program."

"CAPS is a strategy, it's going back to the beat concept, ownership: this is my beat, I want to make it a better place," said Banahan. "We're not talking about shaking hands with the gang bangers; if we need to lock them up, we will."

Curriculum Adapted in Progress

According to the trainee evaluations, the overall quality of instruction was strong. Most participants agreed with the statements that the train-

ers worked well together, were familiar with the concepts, and communicated them clearly. The participation of a community representative in one day of training was cited repeatedly in the evaluations as a strong feature.

The workbook materials and exercises, on the other hand, need some improvement, according to the trainee evaluations. Common criticisms were that materials did not promote understanding of the skills and concepts, and the case studies did not represent real-life situations. Many trainees were uncomfortable with the role-playing exercises.

As the training progressed, the trainers experimented with the curriculum to bring out the relevance of the skills to community policing.

"The success of the skill-building training really depended on the ability of the trainers to bring out the relationship between the material and CAPS. The workbook materials seemed simplistic until they were applied to the beat and the CAPS context through the case studies and role playing," said Coar.

Once adapted, the case studies and role playing exercises proved to be effective learning tools. Instead of breaking up into small groups, a community meeting context was introduced and the whole class got involved. Case studies became the scripts for the citizen roles, and other roles were added when necessary.

"The case studies were boring if they just read them,



CAPS trainees and their instructor discuss how to prioritize problems on their beats. The invitation to open up—to get involved in the discussions and feel that their opinions were valued—was the strongest aspect of the training for most of the trainees. (Photo by Harry Schmuei)

but when they articulated them, they became very interesting. Many of the trainees were excellent at assuming the personalities of citizens," said Coar. "One of the officers who had written a paper about the Guardian Angels knew exactly what to say to antagonize his fellow officers."

Changing the order in which the skills were presented also helped smooth out some of the rough edges in the training. According to the trainers, police officers had trouble accepting the importance of alliances, or building partnerships, until communication skills were presented first. "Communication is the whole foundation for any type of relationship with anybody. If you don't have that, you have absolutely nothing," said Banahan. "When we put communication first, we saw a big change. On the second or third day, the trainees

would bring up alliances themselves."

The Process of Change

The instructors noticed a change in attitudes about CAPS among many of the participants over the three days of training.

"At the beginning of the training, one officer wanted to transfer from the beat team to the tactical unit. After the skill-building training, he teamed up with a tact unit and went out and solved some problems on his beat. Then he decided he'd rather stay where he was and get the job done," reported Coar. "Our informal survey at the beginning and end of the classes showed a marked shift from people questioning CAPS to believing it can work."

But even the officers who believe CAPS can work expressed frustration with what they perceive as slow change at the management level.

"CAPS is placing new demands on everyone—including Department supervisors and managers," said Deputy Chief of Patrol and CAPS Project Manager Charles Ramsey. "This new strategy requires a more flexible management style, and it will take time for managers to develop new skills."

A critical component of the new management style, according to Ramsey, is listening. To begin opening up the lines of communication between the officers and managers, question and answer sessions with Ramsey became a regular part of the CAPS training.

"I came away from the Q & A sessions with a tremendous appreciation for the work our police officers are doing. It's remarkable how they keep performing well given the pressures and demands of the job," said Ramsey.

The training curriculum is continuing to be fine-tuned, based in large part on input from the trainee evaluations. According to Ramsey, this is just one example of the Department's intention to respond to input from all ranks.

"We have a tremendous amount of talent in the organization, but we've cut ourselves off from it by not listening," said Ramsey. "Just as we tell the officers in the CAPS prototype districts, 'If you're in your beat car, you're losing touch,' we downtown need to remind ourselves that the same idea applies to us." •

7th District Officers Sharing Information, Easing Fears on South May Street

In 30 years they never felt the presence of the police as much as they did during the first weeks of May, say the residents of South May Street in Englewood. In a letter to Deputy Chief Charles Ramsey, dated 26 May 1993, the residents

ventive measures such as better locks and brighter lighting. Such efforts show the officers care about the community, say the residents.

The Daily Watch Assignment Record (or activity sheet), a new form used under CAPS, is a major reason for the round-the-clock consistency in police protection. With this new form, officers record all their radio assignments, arrests, observations about potential trouble spots, and community contacts and concerns. Police officers review the activity sheet with the relief officers on the next watch, who initial it to show they have read it. The form is also reviewed by their supervisors. From this exchange of information, officers can follow through on citizen requests for service and sometimes spot developing crime patterns.

In the past, such situations would have been handled by entering a special attention in the beat book, according to Lieutenant Banahan.

"But the problem was that

the beat book was left in the car and relief officers wouldn't understand what was written in the book or they wouldn't read it at all. The field lieutenants might not see it for 30 days," he explained.

The exchange of information between watches is one of the best things about CAPS, according to Officer Murphy. "Before CAPS I'd never get anything from days and I'd never give anything to midnights," he said.

Long-time residents of South May Street say there are a lot of things that go on in the neighborhood now that didn't go on 30 years ago. They're all-too-aware of the drug dealers on the corner and the noisy flop house across the street. But they're also beginning to see how CAPS can make things better.

"When these officers are on duty, the bad guys know it, and we rest a lot better," wrote the residents. "Their constant efforts and our taking a stand will make our everyday living better." •



Officers Bryant Neely and Roger Murphy (left to right) of Beat 733 exchange information through the Daily Watch Assignment Record. (Photo by Steve Herbert)

extended their appreciation to the 7th District police, who, they say, "have given the CAPS program real meaning and life" in their community.

The residents contacted the police when they heard rumors from neighborhood children that their cars would be stolen from their garages and sold for parts. Third Watch Lieutenant Dennis Banahan alerted Officers Roger Murphy and Patricia Thibault, and police patrol was quickly stepped up on Beat 733.

The residents reported that police were visible on the street, introduced themselves and talked to them in their homes, checked their garages and suggested pre-



Lieutenant Dennis Banahan inspects 7th District officers on the 3rd Watch during roll call. (Photo by Steve Herbert)



With the help of a squad car parked in the intersection, Crossing Guard Arteiia Morgan stops traffic outside a school at Central and Fulton. (Photo by Steve Herbert)

Squad Car Slows Traffic Near School

Officer Rocco Colucci of the 15th District found the only way to slow down cars that were speeding through the intersection at Central Avenue and Fulton Street where school children cross was to park a squad car in the middle of the street and turn on all the flashing lights. Though only a temporary solution to a serious problem, Colucci's effort shows that a little ingenuity goes a long way toward demonstrating that the police care about the safety of Chicago's citizens.

After a child was killed crossing Central Avenue in early June, citizens stepped up their demands for a street light at the corner. The citizens obtained 1,500 signa-

tures on a petition that they presented to the alderman and held a demonstration at the site. As a result, a request for a street light is now pending with the Department of Transportation.

Colucci said in the six years he's worked on the beat he knows of eight accidents, including two fatalities, there. A few minutes' observation proves that few drivers pay attention to the small 20 m.p.h. speed limit sign that is posted.

Arteiia Morgan, who has been a crossing guard at Central and Fulton for 20 years, said cars don't slow down for her or the children. "It's the same thing every day, over and over," she sighed.

Officer Colucci pointed out that the flashing squad car

lights demonstrate that a stop light is the only solution to the traffic problem. In one week police ticketed six cars, and Colucci spent some time talking to the drivers about the importance of driving slowly and carefully in a school zone.

"He made one boy come back to the corner to look at me when I'm in the street, so he can see why it's important to stop," said Morgan. "We hope it will help."

Hattie Spires, the principal of Ellington Elementary School on Central Avenue, and Dorothy Jones, chairperson of the local school council, sent a letter to District Commander LeRoy O'Shield to express their gratitude for Colucci's efforts. •

Beat Profile: Rogers Park's 2422

An important element of the CAPS model is the beat profile—a quantitative and qualitative description of a beat, its people and its problems. Beat profiling and action planning will be covered in a future addendum to the CAPS Special Order, 93-10. Each issue of CAPS News will highlight a particular beat and some of its beat profiling and action planning activities.

One look at his resume tells you Carlos Lozano is not your typical police officer. A successful counselor, family therapist and community organizer for more than 12 years, Lozano joined the Department in 1990 at age 42.

The territory he patrols, Beat 2422, is not your typical beat either. Wedged in the far northeastern corner of the City, Beat 2422 is an amalgam of cultures, economic classes and serious crime problems such as drug trafficking, gangs and street violence.

"This is the best place on earth for community policing because you have some of every nationality known to mankind," Officer Chocoby Sargent, Lozano's partner on the 3rd Watch, said in a recent newspaper interview. "If it can work here, it can work anywhere."

A street cop for more than six years, Sargent previously worked narcotics and school security in the Rogers Park neighborhood. "The pairing

of Lozano and Sargent is seen by some as a 'dream team,' one that links the worlds of law enforcement and social service," wrote the *News-Star*, the local Lerner Communications newspaper, in a recent front-page profile of the officers.

Howard Street: The Heart of the Community

Beat 2422 is a truly multinational community. Nowhere is this more evident than on Howard Street, the area's chief business district. English, Spanish, Korean, Persian, Urdu and French are among the languages spoken by both customers and proprietors of the small, mostly owner-operated businesses on Howard between Clark Street and Sheridan Road.

Howard Street has always had its share of problems, but in recent years loitering, drug dealing and street crime have begun to chase away more and more of the area's law-abiding customers. Helping the merchants make Howard Street safer, and thus more attractive to shoppers, has been identified as a top priority by the 3rd Watch. In addition to Lozano and Sargent, Officer Edward Frohnauer and Sergeant Timothy Brophy work Beat 2422's 3rd Watch (1600 hours to midnight).

"The reason we're focusing on the merchants is our belief that Howard Street is the heart of the community," said Lozano. "Business has been hurting lately. And while some say it's been the economy, I think the real reason was the fear factor—people

were apprehensive about shopping here," he said.

Getting the area's merchants together—and organized—was the first step. Lozano compiled a directory of four dozen Howard-area businesses, which he then shared with the other beat officers and the community.

Since May, the beat team has held four meetings with the merchants to identify crime-related problems and to begin developing solutions. Merchants started a newsletter and began work on a range of problems, including garbage, parking and other concerns.

An Action Plan Against Loitering

More than anything else, merchants felt that loitering on Howard Street was driving away business. In response, the beat team and the business owners got together to work on an action plan.

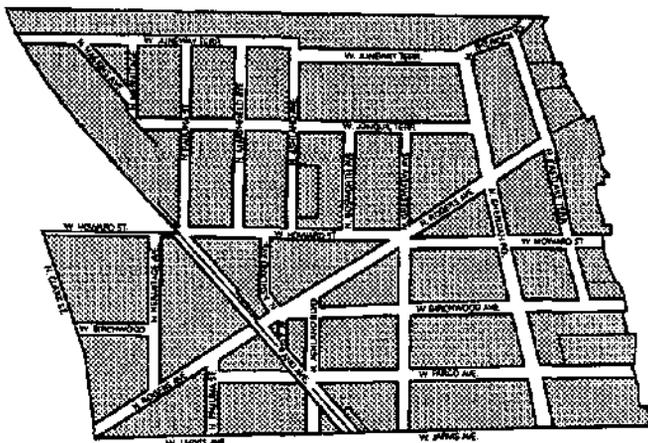
Merchants developed a sign to discourage loitering and began displaying it in their storefronts. Officers on foot patrol began warning loiterers they would be arrested for disorderly conduct or related offenses if they persisted.

When informed that many of the loiterers were clients of the soup kitchen operated by the Good News Community Church, 7649 N. Paulina St., Lozano invited Tony Scott, head of the soup kitchen, to meet with the merchants. Officer Lozano describes the soup kitchen as a "necessary social service" in the North of Howard area, where unemployment is high and more than one-third of the house-

QuickProfile: Beat 2422

- ^ The smallest—and among the most active—of the nine beats in the 24th District
- * Densely populated, culturally diverse area of 22,000 people: approximately 40% white, 35% African American, 20% Latino, 5% Asian or other.
- ^ Median household income: \$22,300 (13% less than Citywide median); 20% live below the poverty level.
- ^ Housing stock includes both large, multi-unit apartment buildings and older single-family homes.
- * Key problems identified by the community: (1) drug dealing in residential areas; (2) loitering and crime on main business district; (3) park and beach security.

Beat 2422



Wedged in the far northeastern corner of the City, Beat 2422 is an amalgam of cultures, economic classes and serious crime problems.

holds live below the poverty level. But he said many in the community have negative perceptions of the facility.

By bringing the neighbors together, beat officers were able to change some of those perceptions and to make concrete improvements. For example, the soup kitchen began registering its 125 to 150 daily clients and warning them not to loiter. Scott also agreed to deny service to problem clients.

Merchants along Howard Street are hopeful their renewed alliance with each other and with the police will help ease loitering and other crime-related problems. "I've been here for 10 years and seen different things get started," said Dorin McCalla, owner of the Caribbean American Baking Co., 1539 W. Howard. "But this time we have the involvement and presence of the police. I think things are going in the right direction now," he said.

Other Priorities

While the 3rd Watch has been focusing largely on Beat 2422's business district, beat

teams on the 1st and 2nd Watches are concentrating on another major problem identified by the community: drug dealing in and around area parks, beaches, schools and residential areas.

Beat Team members on the 1st Watch (midnight to 0830 hours) generally have the least opportunity to interact with law-abiding community residents. But there is plenty of opportunity to engage drug dealers during this watch, particularly in the often rough-and-tumble North of Howard area. Spearheading these efforts are two veteran officers, Ben Pfaller, with more than 31 years on the Department, and Diane Strouse, who has 13 years.

"Here are two veteran officers who chose to work midnights," said Neighborhood Relations Sergeant Bruce Rottner. "They had enough seniority that they could have easily qualified for days. But they felt they were a good team, and they knew and cared about the community." Rottner said that by combining their knowledge of the area with improved cooperation from residents, the team (which also includes Officer John Swanson and Sergeant William Frapolly) has "made a ton of drug arrests up there."

A top priority of the 2nd Watch (0800 to 1630 hours) is security in and around Gale Academy, 1631 W. Jonquil Terrace. Gale is a year-round school, so security is a full-time job, even in the summer. The 2nd Watch beat team includes Officers Michael Nash and Val Roytman and Sergeant James Healy.

An Organized Community

Sharing information across watches is a priority on all beats. On Beat 2422 this is being accomplished through new CAPS forms such as the Daily Watch Assignment Record and through special reports such as the business directory created by Officer Lozano. The active involvement of an organized community has also been critical.

"One benefit to us is that community groups up here have a long history of organizing," said Lozano.

"They've been doing a lot of things and solving a lot of problems long before community policing" officially rolled out in late April, he said.

Recently, residents of Beat 2422 have been working with all three watches to develop a beat-wide problem statement and action plan. The group has identified three main problems: drug dealing in residential areas, loitering and street crime on Howard Street, and park and beach safety.

Thus far, the community's action plan has focused largely on short-term ideas, such as increased foot patrols in the parks and on Howard Street, and compiling a list for landlords of tenants who have been evicted for drug dealing and other illegal activity.

Officer Lozano praises the community's efforts but adds that longer-term approaches still need to be developed by the police and residents.

"We've got to organize the parents to use the parks the way they used to, not just during foot patrol hours. That's when we'll be successful," he said. •

CITY SERVICES

Mayor Daley has made crime prevention and neighborhood problem solving a top priority of all municipal agencies, not just the Police Department. Each issue of CAPS News will illustrate how Department members are working creatively with other City agencies to identify and solve crime-related problems.

City Agencies Help Officer Clean Up His Beat

TA. Then street cleaning V V signs went up on North Pine Street in the 15th District one evening in May, excited residents went out and dug the mud out of the gutters so the street sweepers could do a thorough job. When they found five cars still parked on the street the next day, they called the police to get help. Officer Rocco Colucci, on Foot Post 1586, responded to the dispatcher's call.

"With traditional policing, you write tickets and the cars still sit there," said Colucci. "But I thought to myself, maybe I'll see if this CAPS idea really works."

Colucci called in and explained to the dispatcher that the situation was urgent. The dispatcher called the Department of Streets and Sanitation radio room, the towing dispatcher called the abandoned vehicles section, the supervisor sent an abandoned vehicle officer to the scene to verify that the cars were abandoned, and a tow truck was soon on its way. The street sweeper arrived first, but waited until the tow truck came to move the cars to the other side of the street.

"When it was all over, it looked like a suburb out there," reported Colucci. "Two of the ladies on the block were so happy they grabbed me and hugged me and invited me in for coffee. It made me feel like I did have some power over things."

CAPS Calls Are Priority

Towing dispatcher Jimmy Murphy said when the request came in for the CAPS district, he gave it top priority, as he and the other towing dispatchers have been trained to do. Streets and Sanitation is geared up to respond quickly to requests for services that have an anti-crime element, such as removing graffiti, fixing street lights that are out, or trim-



ming a tree if it's blocking a light, according to Terry Levin, the spokesperson for Commissioner Eileen Carey. But they're also prepared to expedite services to help police build positive relationships with the community, as they did for Officer Colucci and the residents of North Pine Street.

"We'll let the police decide what's top priority," says Levin. "We trust them to determine what's most important for the safety of the communities they serve."

24-Hour Number for CAPS Emergencies

For emergencies like an auto accident blocking traffic, a street cave-in in the middle of an intersection, a downed power line, or even an incident like the one on North Pine Street, supervisors in the CAPS districts can call a 24-hour number at the Mayor's Office of Inquiry and Information.

"We published the phone number of the supervisor's desk in telecommunications for police department supervisors in the CAPS districts as another way to support Chicago's community policing strategy," said Genevieve Brown, director of Inquiry and Information.

While the number has been used successfully in numerous instances, Streets and Sanitation reported that some of the districts have been compiling lists of all their problems and calling them in at the end of a watch, tying up the supervisor's line for more than an hour.

Many of these requests, such as emptying garbage cans, removing abandoned vehicles, and fixing potholes, would be more appropriately handled through the CAPS service request, according to Streets and Sanitation.

"We leave it up to the supervisor's discretion," said Brown. "But problems that pose a public safety hazard should be our first priority." •

CAPS Q&A

As with any new policing strategy, the implementation of CAPS has generated a number of questions and concerns among Department members. In this section, Deputy Chief of Patrol and CAPS Project Manager Charles Ramsey answers questions called into the CAPS Hotline (747-CAPS) or raised during CAPS training sessions.

Q Police officers don't always seem to get the support we need from some of our supervisors. What's being done about this problem under CAPS?

A Lack of support from your supervisors is probably due to one of two reasons: the first is that CAPS is a major transition for everybody, and some people don't adapt easily to change. The second, and more unfortunate, reason is that some Department members don't agree with the Department's new strategy and don't want to see it succeed. The reality is that some people will never adapt to the changes taking place. But we intend to give our members every opportunity to succeed.

For example, the Department is committed to continue providing the necessary training. We have been conducting focus groups with sergeants and lieutenants to

get their perspective on how CAPS is working. Based on their input we are making some adjustments, and the Department will be providing additional leadership training in the fall. I ask all of you to be patient and supportive in this process.

Q Some COS dispatchers are assigning low-priority calls to rapid response cars, instead of holding them until beat officers are available. How are these and other problems being resolved?

A General Order 93-8, effective 11 June, lays out a new dispatch priority and gives dispatchers the ability to hold low-priority calls and inform the public if the police are not going to be dispatched immediately. We are continuing to monitor the Communication Operations Section to ensure that officers remain on their beats and that they have sufficient time to address ongoing community issues. We will also be looking into the use of a new non-emergency number and how to educate the community about when to use it and when to use 911.

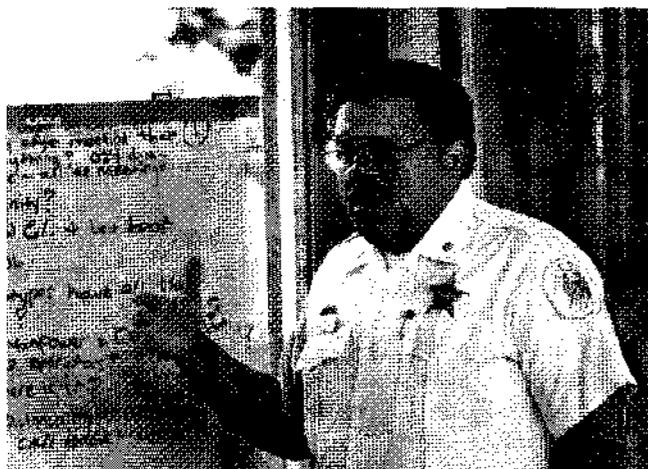
I recently visited COS roll calls and had the opportunity to speak with dispatchers concerning CAPS. It's important to realize that COS is also adapting to this new strategy. Their job is difficult to begin with, and now with CAPS, dispatchers on zones covering prototype districts are being asked to dispatch under our new strategy in one district and under the

traditional method in non-prototype districts. It will take time for dispatchers to become comfortable with the new procedures.

Q What kind of cooperation is CAPS getting from other City agencies? Are they receiving any training?

A Mayor Daley has made JTX interagency support of CAPS a top priority of his entire administration. R & D Director Barbara McDonald, the commanders from the prototype districts and I attend monthly meetings with the managers of other City agencies to discuss ongoing problems and solutions. The Mayor's Office of Inquiry and Information provides us with weekly printouts of all CAPS service requests and their dispositions, and we pass these on to the prototype districts. Let us know through your supervisors or the CAPS Hotline (747-CAPS) if you're not receiving this information in a timely way.

In terms of training, Streets and Sanitation has made an enormous effort to orient their staff to CAPS. CAPS training staff and the Commissioner's office are working together to promote a good relationship between the ward superintendents and the police in the CAPS districts. We're not asking you to be ward committeemen or aldermen, but we encourage you to continue requesting services that will help prevent crime and contribute to public safety in your neighborhoods. I



Deputy Chief Charles Ramsey answers questions from trainees during a CAPS training session at the South Shore Cultural Center. (Photo by Harry Schmuell)

DISTRICT ROUNDUP

A roundup of news and notes from the five CAPS prototype districts.

7th District
A BEAT CAR AND TWO RAPID response units combined efforts to capture the offenders in an armed robbery on Beat 711 on 20 July. After being forced from their car at gun-point, the victims fled the scene and encountered 3rd Watch Officers **Mark Mora** and **Kevin Osbourn**. Officers arrived at the scene, saw the offenders flee, and gave a flash message via COS. Officers **Brenda Ellerson** and **Leroy Horton** of rapid response Unit 773 and Officers **Ron Colyar** and **James Sangster** of Unit 774 joined the chase and arrested the offenders. Before CAPS, according to 3rd Watch lieutenant **Dennis Banahan**, these units may have been occupied with other calls, such as a domestic disturbance or recovering a stolen car, instead of being immediately available to chase the offenders.

ON 3 MAY AN ENGLEWOOD resident arrived at the 7th District station to report the assault on his sons by youths wielding ax handles. At the station the resident recognized Officers **Kevin Johnson** and **Randolph Riley**, who had recently introduced themselves while patrolling their beat. The officers returned with the resident to his neighborhood and arrested one youth. Prompted by a report from Banahan, Mayor **Richard M. Daley** sent a letter to officers Johnson and Riley commending them for their "prompt and professional response"

and their "enthusiasm and commitment" to CAPS.

7TH DISTRICT OFFICERS RECEIVED A standing ovation from more than 300 members of the community who took part in the official CAPS roll-out on 20 May.

*t /1th District

-L \S RESPONDING TO CITIZEN complaints about ongoing gang activity between 3600 and 3800 West 24th Street, Officers **Phillip Guerrero** and **Christine Rolnik** stepped up patrol in the area. On 12 May the officers pulled over a vehicle that had committed a traffic violation and was occupied with known gang members. The officers noticed an automatic handgun on the back seat, and a custodial search of the occupants produced a plastic bag containing a substance suspected to be marijuana. Charges were brought against two of the occupants.

INFORMATION OBTAINED FROM citizens at a **Beat 1022** community meeting led officers to the supplier of vendors who were selling beer from coolers in a neighborhood park on weekends. Citizens had complained frequently about drinking and fighting in Douglas Park, which is used heavily on weekends by soccer teams and families. Officers **Patrick O'Donovan** and **Larry Wolfer** of Beat 1063, who were assigned to Beat 1022 during the Cinco de Mayo Festival, arrested the supplier and confiscated 1,470 cans of beer.

WATCH OPERATIONS LIEUTENANT **Ron Kelly** coordinated the efforts of City agencies to answer complaints from local businesses about the illegal sale of vehicles in their lots and on Cermak Road on the weekends. On 16 May, 19 vehicles marked "For sale" were towed by the Department of Streets and Sanitation. An investigator from the Department of Revenue waited at the tow yard to issue citations and Cease and Desist orders for Limited Business Licenses to the car owners as they claimed the vehicles. In all, four Cease and Desist orders and nine citations were issued.

15th District

BY SHARING INFORMATION between watches, officers from Beat 1532 were able to identify the suspects in a recent Lavergne Avenue burglary and to quickly recover the victim's property. At check-off on 20 May, 1st Watch Officers **James Jorgenson** and **Todd McCarty** informed Officers **Kimberly Lewis** and **Alex Ramos** of the 2nd Watch that a suspect had been arrested the night before for aggravated battery with a handgun in a property dispute with another man. When the 2nd Watch was dispatched later that day to a burglary on North Lavergne, officers immediately recognized the stolen goods as the same property over which the two men had been fighting the night before. Both men were charged with bur-

DISTRICT ROUNDUP



Officers Art Munin (left) and Bob Pelham (far right) of Foot Patrol 228S discuss CAPS with Vice President Al Core, business leader Beverly Martin, U.S. Representative Bobby Rush (standing), and Mayor Richard M. Daley (Printed with permission of The Beverly Review)

glary, and hundreds of dollars' worth of electronic equipment and other property was returned to the victim.

A TIP FROM A BUSINESS MERCHANT who had attended CAPS community meetings resulted in the arrest of a strong-armed robber (and the implication of two accomplices) who had been snatching jewelry from women exiting CTA buses in the vicinity of Laramie and Madison. After the merchant complained about "chain snatchers" loitering near his business, Neighborhood Relations compiled and distributed a Crime Analysis Pattern of five such incidents that had occurred during the last week of June. Special police attention to bus stops in the vicinity paid off when Officers **Pat Conroy** and **Mary O'Toole** of Beat 1533 responded to an on-view robbery and subsequently apprehended the offender. When Neighborhood Relations Officer **Larry Merriweather** confronted the suspect with the crime pattern, he admit-

ted to being involved in two other incidents and implicated two other offenders.

DISTRICT COMMANDER **LEROV O'Shield** and his officers were profiled by national columnist George Will in the 17 May issue of *Newsweek*. "The embattled enclave that is the 15th District will eventually be much better," Will concluded, "because the community is energized by involvement with O'Shield's extraordinarily patient and determined officers."

Q Q n d District

NEIGHBORHOOD RELATIONS is aggressively targeting repeat false burglar alarms in an effort to free up officers for more proactive police work under CAPS. Using a monthly Patrol Division listing of addresses with three or more unfounded alarms, Neighborhood Relations officers are visiting those businesses and residences with the most repeat incidents and working on solutions to lower the number of unfounded alarms. Between January and May, reports Sergeant **William Ross**, the number of locations with six or more false alarms decreased by 22 percent, and locations with 10 or more calls dropped from four to two.

A BLOCK CLUB, A BEAT OFFICER and a tactical team recently worked together to identify and arrest an offender who had been exposing himself in the 9400 block of South Vanderpoel—although a more timely exchange of informa-

tion could have resulted in a quicker arrest. The incidents had been discussed at block club meetings but were not immediately reported to the police. As soon as Beat 2211 Officer **Richard Deckman** heard of the ongoing complaints, he contacted the tactical unit, which quickly made an arrest. "If the block club had requested the beat officer attend their meeting, or had they attended the monthly beat team meeting and shared this information with the police, a possible arrest could have come sooner," said lieutenant **David Dougherty** of the tact unit.

VICE PRESIDENT AL GORE GOT A first-hand look at CAPS when he visited the 22nd District on 6 May. The Vice President applauded community policing because it encourages communication between the police and citizens. He said President Clinton is committed to putting 100,000 more police officers on the streets in cities across the country.

TO HELP RESIDENTS AND OFFICERS OF the 22nd District more effectively participate in the CAPS program, District Commander **Dennis Lesniak** prepared a two-page brochure listing facts about the district, as well as important police and other City government phone numbers.

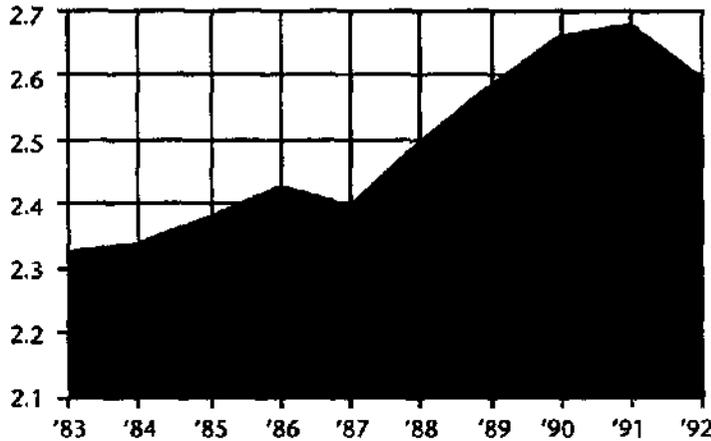
24th District WHEN OFFICERS ATTENDING the monthly beat team meeting in 2433 heard citizens complain about

Continued on back page

STATISTICAL SNAPSHOT

Calls for police service Calls for Service (in millions)

declined last year for the first time since 1987, but still increased 20 percent over the last decade. Effectively managing calls for service will be critical to the success of CAPS,



District Roundup

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heavy foot traffic in and out of a local tavern, they became suspicious. Knowing that the tavern did not carry package goods, the officers followed up on the complaints and turned their preliminary findings over to the Narcotics Division. A narcotics investigation revealed an intricate drug-dealing operation inside the tavern—and a bartender who was fully aware of the il-

licit activities. Six arrests were made, including one for delivery, and the case is scheduled for a hearing by the Mayor's License and Local Liquor Control Commission.

OFFICERS JAMES VANVRANKEN and Kevin Reppen of Beat 2433 are targeting not only drug offenders but also the landlords who provide them with a base of operations. Recently, the officers learned from the community about a building owner with a history of "safehousing" criminals involved in drug dealing

and prostitution. By working with the law-abiding residents of the building on the 1200 block of West Granville, the officers identified those apartments that had become hotbeds of criminal activity, resulting in five drug arrests. In addition, the officers reminded the building owner of the financial consequences he faced (including the temporary loss of his building) under the state's tough nuisance abatement laws. The community reports the owner has become much more responsible about the condition of his properties.

WITH ITS LARGE NUMBER OF multi-unit apartment buildings, residential security is a major concern in **Beat 2422**. Commonwealth Edison recently chipped in to help ensure adequate and consistent lighting by donating 375 light bulbs to landlords and building managers. In distributing the light bulbs, beat officers took the opportunity to remind landlords and managers to put street numbers on their alley garages to assist in emergency responses. •

Question, comment or suggestion about CAPS? Complete and return this form to the Research and Development Division, Unit 127, at Police Headquarters. Or call the CAPS Hotline (747-CAPS). Your ideas are important to the success of this program.
