Tactics Used by Community Resource Police Officers in Reducing Drug Dealing in Norfolk, Virginia Multi-family Housing Developments

Gilda B. Klein
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Tactics Used By Community Resource Police Officers In Reducing Drug Dealing In Norfolk, Virginia, Multi-family Housing Developments

A Research Paper Presented To The Graduate Faculty Of The Department of Occupational And Technical Studies At Old Dominion University

In Partial Fulfillment Of The Requirements For The Degree Master Of Science In Occupational And Technical Studies

BY

GILDA B. KLEIN

August 2002
SIGNATURE PAGE

This research paper was prepared by Gilda B. Klein under the direction of Dr. John M. Ritz in OTED 636, Problems in Occupational and Technical Studies. The report was submitted to the Graduate Program Director as partial fulfillment of the requirements for the Degree of Master of Science in Occupational and Technical Studies.

Approved By

[Signature]

Dr. John M. Ritz, Advisor and Graduate Program Director

8-3-02

Date
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CHAPTER I

INTRODUCTION

"We have seen the impact of more police. We've seen the impact of the prevention programs; the penalties; the efforts to get guns out of the hands of criminals. And we've seen greater peace of mind coming, probably more than anything else, from the presence of the police on the street, in the neighborhood, in a preventive, cooperative fashion."

President Clinton
January 14, 1999

Over the course of the past years, the Clinton Administration has worked to direct new resources into local efforts for crime fighting, and work hand in hand with local law enforcement and local communities. Six years into this strategy, crime has dropped to its lowest level in a quarter of a century.

Community policing has been at the core of this effort and the Administration has worked quickly and effectively to fund community police officers, training, technical assistance and other support for community policing initiatives nationwide. To date, the Administration has paid for more than 92,000 new police officers and expects to meet the goal of funding 100,000 new police officers

Norfolk, Virginia, is a city of 234,403 people, with a population density of 4,340.8 per square mile. Within this population 58,246 families are considered below poverty level (U.S. Census Bureau, 2000).

Norfolk’s public housing provides a good resource for low-income residents who have average annual incomes of $7,300.00 Currently, Norfolk Redevelopment and Housing Authority (NRHA) subsidized housing programs include 4,085 units for a total area of over 233 acres. Most of these properties were constructed in the mid to late 1950’s. Several have been recently renovated.

Drug markets are most often found in low-income areas where it is extremely profitable for the dealer. Surveillance has shown as many as 26 transactions an hour during peak sales times. With an average of $15 per transaction, estimated gross revenues exceed $2 million dollars tax-free annually. Drug dealing can attract other nuisance behavior that diminishes the residents’ quality of life, such as loitering; littering; trespassing; and prostitution. Additionally common are occurrences of robberies; drive-by shootings; or other violent crime including homicide. This helps explain why successfully
tackling a drug market can bring about substantial decreases in crime in the surrounding area. In 1998, NRHA was awarded an $898,457 Public Housing Drug Elimination Program Grant from the U.S. Department of Housing and Urban Development to continue its already highly successful drug elimination programs.

The program’s goal is to eliminate drug abuse and drug-related criminal activity by offering security services programs in nine multi-family public housing communities: Bowling Green, Calvert Square, Diggs Town, Grandy Village, Moton Circle, Oakleaf Forest, Roberts Village, Tidewater Gardens and Youngs Town. Each public housing neighborhood has a community resource officer from the Norfolk Police Department assigned to the community full-time. The officers assist in implementing NRHA’s drug elimination grant. Police, residents and community leaders credit community police strategies with success in reducing crime and improving safety making city streets and neighborhoods safer.

STATEMENT OF THE PROBLEM

The problem of this study was to identify the tactics used by community resource police officers in reducing drug
RESEARCH GOALS

To guide the solution to this problem, the following goals have been established:
1. Identify procedures used by community resource police officers to reduce drug dealing.
2. Identify the effectiveness of the procedures used.
3. Recommend changes to support the successful tactics in the reduction of drug dealing in Norfolk multi-family public housing developments.

BACKGROUND AND SIGNIFICANCE

In 1991, the U.S. Department of Justice (DOJ) implemented Operation Weed and Seed to address the problems in neighborhoods hardest hit by violence and eroding social and economic stability. Many of these neighborhoods have problems in common - drug markets, prostitution, youth gangs, graffiti and other disorders. This initiative is a comprehensive strategy that stresses collaboration, coordination and community participation which is designed to reduce the impact of violent crime on communities; provide prevention, intervention, and treatment services
for substance abuse and other social problems; and revitalize communities through housing and economic development. (U.S. Department of Justice Programs, March 1999).

The strategy involves a two-pronged approach: law enforcement agencies and prosecutors cooperate in "weeding out" criminals who participate in violent crime and drug abuse, attempting to prevent their return to the targeted area; and "seeding" brings human services to the area, encompassing prevention, intervention, treatment, and neighborhood revitalization (Weed and Seed Manual, 2001, p.5).

A community-orientated policing component bridges weeding and seeding strategies. Officers obtain helpful information from area residents for weeding efforts while they aid residents in obtaining information about community revitalization and seeding resources.

Although it has not been feasible to thoroughly assess the impact of the new strategy, preliminary evidence suggests that the procedures show potential as a way to focus coordinated community efforts against drug dealing.
LIMITATIONS

The following limitations were outline to keep this study manageable:

1. This research study was limited to Norfolk, Virginia, multi-family public housing units under the dominion and control of the Norfolk Redevelopment and Housing Authority (NRHA).
2. This study focused on the reporting years 1999-2001.

ASSUMPTIONS

The following assumptions were made for this study:

1. All eight Norfolk Redevelopment and Housing Authority (NRHA) multi-family public housing units are applying the same new tactics to reduce drug dealing.
2. The data from the Incident-Based Reporting (IBR’s) was accurate.

PROCEDURES

A roster of all the multi-family public housing areas was obtained from NRHA. The research data were obtained from site visits and personal interviews with Norfolk Police Community Resource Officers (CRO’s). The interviews were tape-recorded. Recorded interviews were then transcribed or, at the discretion of the researcher,
copious notes were taken on the interview. Field observation data were recorded through written field notes at times that such recording would not interfere with or bias field operations. In addition, when possible, observational notes were made on tape recorders (while researchers were in the field) and later transcribed.

A survey was designed and conducted on new procedures implemented to reduce drug dealing in Norfolk multi-family public housing developments. The surveys were then reviewed and a profile developed of the effectiveness of the new tactics. Additional information was obtained from Norfolk Police Department Incident-Based Reporting documents (IBR’s).

DEFINITION OF TERMS

The following definitions are provided for a better understanding of this study.

1. “Buy bust” - undercover law enforcement officers buying drugs and immediately arresting the seller.

2. Community Policing - activities focusing on increasing police visibility and developing positive cooperative relationships between the police and citizenry using foot patrols, problem solving and victim referrals to support services.
3. CRO – Community Resource Officer. A uniformed police officer whose duty is to handle both enforcement and nonenforcement situations, including conflict resolution, crisis intervention and assistance with emergency needs of the public housing community.

4. NRHA – Norfolk Redevelopment and Housing Authority

5. PACE – Police Assisted Community Enforcement

6. "Reversals" – undercover law enforcement officers selling imitation drugs and immediately arresting the buyer.

7. Seed – Housing neighborhood restoration accomplished by concentrating a broad array of human services on the target areas to create an environment where crime cannot thrive. Prevention, intervention, and treatment include youth services, school programs, community and social programs, and support groups designed to develop positive community attitudes toward combating narcotics use and trafficking.

8. Weed – Law enforcement suppression activities including enforcement, adjudication, prosecution, and supervision efforts designed to target, apprehend, and incapacitate violent street criminals who terrorize neighborhoods and account for a disproportionate percentage of criminal activity.
OVERVIEW OF CHAPTERS

Chapter I provided an introduction explaining the history of the drug environment in the City of Norfolk's eight public housing areas. It also introduced the reader to the problem of the study as well as why the study was important. Limitations were stated and assumptions were acknowledged. Procedures were outlined to explain how the data were collected and assessed. Definitions were provided to help the reader to better understand any unfamiliar terminology.

Chapter II will review attainable literature that directly related to the study. Chapter III will cover the methods and procedures that were used to collect data. Chapter IV will present the reader with the data that was collected and Chapter V will provide the reader with a summary, conclusions and recommendations.
CHAPTER II

REVIEW OF LITERATURE

The purpose of this chapter was to review literature that related to the problem statement and objectives. This review included information that has been collected from journal articles, periodicals, ERIC reports and documents obtained from Old Dominion University Library and Regents University Law Library. The use of the Internet and e-mail produced reference leads to other literature from Norfolk Redevelopment and Housing Authority, Norfolk Police Department and the United States Department of Justice. In this chapter, the reader will be provided with an overview of the successful tactics used in the reduction of drug dealing in Norfolk multi-family housing developments. The wide scope of the above sources provides a review of the following topics: Procedures Used to Reduce Drug Dealing, Effectiveness of the Procedures Used, Recommend Changes and the Summary.

The first sub-heading deals with a description of current programs and services. The second sub-heading describes the most successful and cost effective initiatives implemented at the community level. The third sub-heading talks about recommendations and specific plans.
of action. The final heading summarizes the chapter and discusses what will be covered in Chapter III.

PROCEDURES USED TO REDUCE DRUG DEALING

Over the course of the past six years, as reported by the Clinton Administration’s Law Enforcement Strategy, the idea of community policing has redefined the relationship between law enforcement and the community. By February 1999, the Department of Justice had provided more than $5 billion in funding to police departments for community policing. Community police officers are now at work in multi-family public housing communities across the country making America’s streets and neighborhoods safer (Law Enforcement Strategy, 1999, p. 5). Locally, the Police Assisted Community Enforcement project was funded through revenue raised from a .03 increase in real estate taxes that generated $1.8 million, effective July 1, 1990. The revenue obtained was used to provide the Norfolk Police Department with 60 new personnel.

Each Norfolk Redevelopment Housing Authority public housing neighborhood has a community resource officer assigned to the community full-time. They walk the beat, meet with neighborhood watch organizations and assist in implementing NRHA’s drug elimination program. Officers
really get to know the community by participating in neighborhood meetings that provide a vehicle to develop beneficial relationships with all sectors of the community. In addition, the citizens have learned that they too, have a vital role to play in fighting crime and improving their community’s quality of life. This joint enterprise between local law enforcement and the community is proving to be invaluable (Virginian Pilot, 1998, p. B12).

NRHA’s drug elimination program together with the City of Norfolk Police Department Weed and Seed program targets specific neighborhoods one by one, starting with the most economically challenged with highest reported incidence of drug use. Based on a decade of experience derived locally and from national efforts, the aim of this program is to identify specific target areas, conduct sweeps to remove and discourage criminal elements and by means of Community Resource Police Officers encourage community involvement in renewing public housing neighborhoods (Eck, 1999).

Target locations are identified through current documentation collected from citizen provided information calls, Norfolk Police Department calls for police service records, police observations and IBR crime statistics. Because poverty and high crime areas are predictive of drug use, such areas are identified and targeted (FBI UCR, 1998,
Based on the aforementioned information, the Norfolk Police Department conducts sweeps as a combined effort between Narcotics Division and Patrol Division officers. Intelligence gathering on specifically identifiable target locations, followed by plain-clothes narcotics operations such as deploying undercover officers, "reversals" and "buy bust" operations are accompanied by special high intensity enforcement operations and saturation patrol of uniform officers in vehicles, on bikes and on foot.

**EFFECTIVENESS OF THE PROCEDURES USED**

President Clinton, Attorney General Janet Reno and others have led a historic effort to reduce crime in our nation's communities. The success of community policing is an important milestone in the Administration's deployment of its comprehensive community crime control strategy. Police, residents and community leaders credit community police strategies with success in reducing crime and improving safety on the streets (Law Enforcement Strategy, p. 1). There is already tremendous support across the country for the Administration's community policing initiative.
"I have to believe our drop in crime, 49 percent since 1992, is almost totally due to neighborhood policing."
(Chief Thomas Windham, Fort Worth Texas).

"We reduced our crime over 22 percent. It is my true feeling that we could not have accomplished that without our community policing effort." (Police Director Thomas R. Maltese, North Brunswick, New Jersey).

According to the National Evaluation of Weed and Seed, programs carried out throughout the United States have been rated as one of the most successful and cost effective initiatives implemented at the community level options (National Institute of Justice, 1999a). Its success is based on activities that target a very specific area, require local law enforcement to work with the community to identify and solve local problems, identify approaches to cleaning up the streets and help the community to identify prevention, intervention and treatment.

Implementation of the Virginia initiative has clearly taken a unique form in each evaluation site, and each locality has faced unique challenges in implementing the program at the local level. All sites emphasized reduction of drug trafficking and drug-related offenses, and obtained
assistance from existing local resources, such as drug task forces and the Virginia State Police. In fact, an examination of the most common arrest types across target areas suggested that narcotic violations were high emphasis offenses. (Evaluation of Virginia's Weed and Seed Initiative, 1999a, p.3)

The lack of appropriate local data on the Community Policing program and its impact to reduce drug dealing precludes this researcher from forming a definitive assessment of long-term effects on target neighborhoods. However, the Norfolk Police Department continues to be optimistic about the program, and reports that the services are affecting target area residents in a number of positive ways.

"I credit community policing strategies for the positive impact on crime in this area. These strategies are largely responsible for our success." (Chief Melvin C. High, Norfolk, Virginia).

"There used to be drug shootings here frequently and you couldn't go outside. The residents would be too frightened. Not now." (Officer A.C. Smith, 3-year CRO of Youngs Terrace, Norfolk, Virginia).
RECOMMENDED CHANGES

Weed and Seed Best Practices, Issue 3, Spring 2000, a national inventory of practical tactics that have been successful suggests:

1. Once a target location has been stabilized, high intensity enforcement efforts should be concentrated at a new location.

2. Sufficient community involvement by way of neighborhood groups and services should be put into place as support systems to ensure continued success in the area. Intelligence gathering should remain a constant factor and active information should be acted upon in the appropriate manner.

3. Develop a plan to change physical conditions. Program evaluation has concluded that there is a direct connection between road design, foot traffic patterns and heavy open air trafficking. This further initiative promotes a strategy that integrates Weed and Seed with Community Policing, builds structural integrity and ensures long-term impact.

Utilizing the aforementioned recommendations and specific plans of action as an organizational blueprint, the Norfolk Police Department’s program’s goal to eliminate drug abuse
and drug-related criminal activity in multi-family public housing communities will realize continued success.

SUMMARY

This chapter highlighted various aspects of program tactics used in the reduction of drug dealing in multi-family housing developments and its use nationwide. Local and state information has also provided a limited but useful insight. This information is limited due to the relatively new Community Policing program that has been put into operation in Norfolk, Virginia. The review of literature set a foundation and framework for understanding the program.

Chapter III will cover the methods and procedures that were used to collect data; it will review the population studied and the instrument used to guide the collection of data.
CHAPTER III

METHODS AND PROCEDURES

In order to carry out this study in an organized manner, the researcher used a descriptive research design. This study was designed to answer the following goals: (1) to identify procedures used by community resource police officers to reduce drug dealing, (2) to identify the effectiveness of the procedures used and (3) to recommend changes to support the successful tactics in the reduction of drug dealing in Norfolk multi-family housing developments. In this chapter the population, instrument design, methods for collecting data and the procedures for analyzing data will be presented.

POPULATION

The population of this study was limited to Norfolk police officers in the First Patrol Division and Community Resources Officers (CRO) assigned in the nine multi-family public housing communities full-time. Each one of these participants have been working within the law enforcement fields for a minimum of two years and a maximum of twenty-five years. The officers assigned to the CRO program have been assigned to their housing areas for at least two years. All the participants have a good understanding of
the NRHA's drug elimination grant and community police Weed and Seed strategies in reducing crime and improving safety to make city streets and neighborhoods safer. A total of 78 policemen were surveyed.

**INSTRUMENT DESIGN**

The survey instrument was designed to answer the research goals. The Likert Scale was chosen as a measuring tool so that participant responses could vary from one extreme to the other ("strongly disagree" to "strongly agree"). Regular uniform Patrolmen were asked to respond to questions pertaining to drug enforcement tactics. For the first section questions, they were queried about actions used to reduce drug dealing. Patrolman could expound on their responses in the last section open-ended questions. These questions sought to conclude what types of new procedures were implemented to reduce drug dealing in Norfolk multi-family public housing developments. Community Resource Officers were separately interviewed. An outline of interview questions was designed so that each individual would be asked the same questions. The interview for this study consisted of a series of open and closed-ended questions. These questions sought to conclude the effectiveness of new procedures implemented to reduce drug
dealing and to recommend changes to support the successful tactics in the reduction of drug dealing in Norfolk multi-family housing developments. By combining responses from the surveys and the interviews a meaningful and relevant analysis could be made of the data.

METHODS OF DATA COLLECTION

The surveys used for this study were distributed alphabetically to Norfolk police officers in the First Patrol Division. The cover letter attached to the survey explained the purpose of the study, guaranteed respondent anonymity and asked recipients to respond within two weeks. A copy of the cover letter and the survey are included in Appendix A and Appendix B, respectively. To those who did not respond after three weeks, a follow-up letter and another survey was sent. The follow-up letter is included in Appendix C. The researcher also separately visited each of the Community Resources Officers (CRO) assigned to the multi-family public housing communities. Each participant was asked the pre-designed interview questions. Data about the community-orientated policing component which bridges weeding and seeding strategies were also provided by each of the participants. Data from previous years were also provided by IBR information so that the researcher had
historical drug arrest information. These combined data were then compiled and used to answer the research goals.

**STATISTICAL ANALYSIS**

Once the data from the surveys were received, statistical analysis was completed. Since the responses were rated from numbers one to five (one being "strongly disagree" and five being "strongly agree"), the numbers were calculated and a percentage of policemen answering each way was determined. Calculations included a mean for each question. Comments that were repeated by many of the policemen in the open-ended portion of the survey were included in the findings. Upon completion of the interview, the researcher complied the data from the interview by analyzing and weighing answers to each of the questions. Similar responses were grouped together in three categories. The first category answered the question pertaining to procedures used by community resource police officers to reduce drug dealing. The second category answered the question pertaining to the effectiveness of the procedures used. The third category answered the question pertaining to recommended changes to support the successful tactics in the reduction of drug dealing in Norfolk multi-family public housing developments.
SUMMARY

In this chapter, the methods and procedures that were used to collect data for this survey were outlined. The survey instrument design and its implementation were described as well as the interviews of the participants. The data and other useful information accumulated by the Norfolk Police Department Incident-Based Reporting (IBR’s) were used to answer the research goals outlined in this paper. Chapter IV will present the reader with the data that were collected.
CHAPTER IV

FINDINGS

The problem of this study was to identify the tactics used by community resource police officers in reducing drug dealing in Norfolk multi-family public housing developments. Participants were asked to either respond to seven survey questions or were separately interviewed by the researcher.

REPORT OF FINDINGS

A cover letter (Appendix A) and a survey (Appendix B) were distributed alphabetically to 78 Norfolk police officers in the First Patrol Division on June 1, 2002. All surveys were returned with 100% completion.

The data were calculated by computing responses for each question using the Likert Scale and dividing the total in each category of agreement/disagreement by the number of responses for that question. The numbers 1 through 5 correspond respectfully with the following responses, which were used to determine the mean of each question:

1. strongly disagree
2. disagree
3. uncertain
4. agree
5. strongly agree
The following seven figures depict responses to the questions on the survey questionnaire. The horizontal axis lists the five responses and the vertical axis represents the percentage of responses.

**PROCEDURES USED**

Question #1: High intensity enforcement operations by uniform officers on bikes deny criminal opportunity.

The majority of officers, 42 percent strongly agree with this issue, 23 percent indicated that they agreed, 7 percent both strongly disagreed and disagreed while 2 percent were undecided. The mean of 4.06 indicated that the officers agreed that high intensity enforcement operations by uniform officers on bikes deny criminal opportunity. See Figure 1.

Question #3: City agencies such as fire, codes, zoning and health enforcement provide assistance to look for
hazards and whatever else might lend itself to criminal activity.

The greater part of officers, 34 percent strongly agree with this issue, 28 percent indicated that they agreed, only 2 percent strongly disagreed, 7 percent disagreed while 10 percent were undecided. The mean of 4.04 indicated that the officers agreed that City agencies provide assistance to look for whatever might lend itself to criminal activity. See Figure 2.

Question #5: Open-air drug trafficking is heavily influenced by road design and foot traffic patterns. The majority of officers, 42 percent strongly agree with this issue, 13 percent indicated that they agreed, 3 percent both strongly disagreed, and 10 percent disagreed while 8 percent were undecided. The mean of 4.12 indicated that the officers agree open-air drug trafficking is
heavily influenced by road design and foot traffic patterns. See Figure 3.

![Drug Trafficking Chart](image)

**Figure 3**

Question #7: Poor lighting, easy access to the property, common areas that do not allow observation affect the level of crime.

![Property Conditions Chart](image)

**Figure 4**

Over 75 percent of officers, 50 percent strongly agree and 25 percent agreed with this issue, 2 percent strongly disagreed, 3 percent disagreed while 1 percent were undecided. The mean of 4.45 indicated the officers agreed poor lighting, easy access to the property, common areas
that do not allow observation affect the level of crime. See Figure 4.

IDENTIFY EFFECTIVENESS

Question #2: Undercover operations such as "reversals" and "buy bust" are effective initiatives implemented to reduce drug dealing at the community levels.

![Undercover Operations](image)

The majority of officers, 42 percent strongly agree with this issue, 17 percent indicated that they agreed, 4 percent strongly disagreed, 10 percent disagreed while 8 percent were undecided. The mean of 4.02 indicated that the officers agreed that reversals and buy bust were effective in reducing drug dealing at the community level. See Figure 5.

Question #4: Joint programs that involve residents in crime-reduction programs eliminate isolation and fear of retaliation enabling law-abiding families to become close allies in solving drug problems.
An overwhelming 64 percent strongly agree with this issue, 11 percent indicated that they agreed, no officers strongly disagreed, and 4 percent disagreed while 2 percent were undecided. The mean of 4.66 indicated that the officers strongly agreed that joint programs eliminate isolation and fear of retaliation enabling law-abiding families to become close allies in solving drug problems. See Figure 6.

Question #6: As crime decreases, residents are more willing to report drug activity.
A margin of officers, 35 percent strongly agree with this issue, 41 percent indicated that they agreed, no respondents strongly disagreed, and only 3 percent disagreed while 2 percent were undecided. The mean of 4.33 indicated that the officers agreed as crime decreases, residents are more willing to report drug activity. See Figure 7.

**INTERVIEW RESULTS**

The researcher also separately visited each of the Community Resources Officers. Of the 9 CRO's interviewed, 6 declined to participate in the study. Each participant was asked the pre-designed interview questions (Appendix D).

The following narrative data and tables indicate the answers of the participants that were interviewed. Each of the participants' replies are grouped together with the question they were asked.

Table 1 shows the question that was asked and the replies that each interviewee gave to the question. Respondents agreed that normal efforts by police against drug houses almost never succeed in shutting them down for good. The greatest deterrent to the drug crime involved specialized tactics such as bicycle sweeps, directed
patrol, high intensity enforcement and undercover operations.

Table 1
What appears to be the greatest deterrent to the drug crime being committed in the housing area?

<table>
<thead>
<tr>
<th>Respondent 1</th>
<th>Bicycle sweeps to remove and discourage criminal elements.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondent 2</td>
<td>Directed patrol and high intensity enforcement.</td>
</tr>
<tr>
<td>Respondent 3</td>
<td>Undercover operations.</td>
</tr>
</tbody>
</table>

Table 2 shows the question that was asked and the replies that each interviewee gave to the question. Overall the Weed and Seed program tactics are one of the most successful and cost effective initiatives implemented at the community level.

Table 2
How has open air drug trafficking been effected by the new Weed and Seed tactics?

<table>
<thead>
<tr>
<th>Respondent 1</th>
<th>Reduced significantly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondent 2</td>
<td>Activity has moved either indoors or in vehicles.</td>
</tr>
<tr>
<td>Respondent 3</td>
<td>Decreased 75%.</td>
</tr>
</tbody>
</table>

Table 3 shows the question that was asked and the replies that each interviewee gave to the question. Respondents conclude that there is a direct connection between the design of a community and crime. Crime
prevention through environmental design is generally based on common sense.

<table>
<thead>
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<th>Table 3</th>
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<tr>
<td>What plan would you develop to change the communities' physical conditions to discourage drug dealing?</td>
</tr>
<tr>
<td>Respondent 1</td>
</tr>
<tr>
<td>Respondent 2</td>
</tr>
<tr>
<td>Respondent 3</td>
</tr>
</tbody>
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Table 4 shows the question that was asked and the replies that each interviewee gave to the question. Diverse enforcement efforts that focus on specific problems or assignments and target particular places can be an effective show of force.

<table>
<thead>
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<th>Table 4</th>
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<tr>
<td>Once target location has been stabilized, what high intensity enforcement efforts should be concentrated at a new location?</td>
</tr>
<tr>
<td>Respondent 1</td>
</tr>
<tr>
<td>Respondent 2</td>
</tr>
<tr>
<td>Respondent 3</td>
</tr>
</tbody>
</table>

Table 5 shows the question that was asked and the replies that each interviewee gave to the question. Including the residents and funding under the Drug Elimination Grant program allows the housing community to
implement quality programs for youth and to keep the neighborhoods safe and drug-free.

<table>
<thead>
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<th>Table 5</th>
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<td><strong>What sufficient community involvement by way of neighborhood groups and services should be put into place as a support system to ensure continued success?</strong></td>
</tr>
</tbody>
</table>

| Respondent 1 | Security services and support programs funded under HUD grants. |
| Respondent 2 | Community youth councils and drug education. Provide positive adult role models. |
| Respondent 3 | NRHA coordinated workshops where residents and business owners share ideas and concerns. |

Table 6 shows the question that was asked and the replies that each interviewee gave to the question. Community participation is a fundamental principle of Weed and Seed. Combined with observation of people and places by trained police officers this collaboration produces evidence of and details of street drug transactions.

<table>
<thead>
<tr>
<th>Table 6</th>
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<tbody>
<tr>
<td><strong>What intelligence gathering strategies should remain a constant factor and active information should be acted upon in the appropriate manner?</strong></td>
</tr>
</tbody>
</table>

| Respondent 1 | Involve residents in crime-reduction programs like community block watch. |
| Respondent 2 | Install surveillance cameras. |
| Respondent 3 | Community policing officers use the new relationships they develop in the community to stay ahead of crime problems. |

**SUMMARY**

32
The problem of this study was to identify the tactics used by community resource police officers in reducing drug dealing in Norfolk multi-family public housing developments. Findings in this chapter document the responses of the participants that were involved in the survey and the interviewing process that was conducted in June 2002. Chapter V presents the reader with the summary, conclusion and recommendations for this research study.
CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the research study and draws conclusions by answering the research goals using the data collected. The researcher will then make recommendations based upon the results of the study.

SUMMARY

The problem of this study was to identify the tactics used by community resource police officers in reducing drug dealing in Norfolk multi-family public housing developments.

To guide the solution to this problem, the following goals have been established:

1. Identify procedures used by community resource police officers to reduce drug dealing.
2. Identify the effectiveness of the procedures used.
3. Recommend changes to support the successful tactics in the reduction of drug dealing in Norfolk multi-family public housing developments.

The significance of this study arose from the idea that community policing has redefined the relationship between law enforcement and the community. Preliminary evidence suggests that this collaboration shows potential
as a way to focus coordinated community efforts against drug dealing.

The data presented in this study was compiled through the use of a survey and personal interviews to answer the research goals. The Likert Scale was chosen as a survey measuring tool and the participants selected from “strongly disagree,” “disagree,” “uncertain,” “agree,” and “strongly agree.” An outline of interview questions was designed so that each individual would be asked the same questions. Based on the results of this data, conclusions and recommendations were made.

CONCLUSIONS

Police credit community police strategies with success in reducing crime and improving safety making city streets and neighborhoods safer.

Goal 1: Identify procedures used by community resource police officers to reduce drug dealing.

Survey questions considered this goal:

High intensity enforcement operations by uniform officers on bikes deny criminal opportunity.

The majority of officers, 42 percent strongly agree with this issue and 23 percent indicated that they agreed.
Increased bike patrols in areas where drug markets are known to exist allows the officers more opportunity to get to know the drug dealers. In addition, police officers walking the streets of a district are likely to give pause to any potential client.

City agencies such as fire, codes, zoning and health enforcement provide assistance to look for hazards and whatever else might lend itself to criminal activity. The greater part of officers, 34 percent strongly agree with this issue and 28 percent indicated that they agreed. Involving the multiple city agencies helps coordinate efforts such as "drug nuisance abatement" statues, eviction and court ordered compliance with building safety.

Open-air drug trafficking is heavily influenced by road design and foot traffic patterns. The majority of officers, 42 percent strongly agree with this issue and 13 percent indicated that they agreed. There is a direct connection between the design of a community and crime. Easy access to the property and common areas that do not allow observation affect the level of crime. If the housing community has entrances and exits that allow traffic to easily drive through, block multiple exits and change traffic patterns to make it difficult to get out of the property.
Poor lighting, easy access to the property, common areas that do not allow observation affect the level of crime.

Over 75 percent of officers, 50 percent strongly agree and 25 percent agreed with this issue. Improved lighting is one of the quickest, easiest and least expensive physical changed that dramatically helps reduce crime. Lights should be placed in dark common areas, especially areas that are known locations of drug trafficking.

Goal 2: Identify the effectiveness of the procedures used.

Survey questions considered this goal:

Undercover operations such as "reversals" and "buy bust" are effective initiatives implemented to reduce drug dealing at the community levels.

The majority of officers, 42 percent strongly agree with this issue and 17 percent indicated that they agreed. A successful strategy includes different tactics used at different times for the greatest impact on drug trafficking.

Joint programs that involve residents in crime-reduction programs eliminate isolation and fear of retaliation enabling law-abiding families to become close allies in solving drug problems.
An overwhelming 64 percent strongly agree with this issue and 11 percent indicated that they agreed. Using organized citizens' groups to shadow the movements of drug dealers and their patrons provide a highly visible and effective supplement to police patrol. Removing the community's sense of powerlessness is essential to driving entrenched drug markets out of residential neighborhoods.

As crime decreases, residents are more willing to report drug activity.

A margin of officers, 35 percent strongly agree with this issue and 41 percent indicated that they agreed. The level of problems in all communities is determined by how much crime the community tolerates. In multi-family housing, if crime increases, law-abiding families tend to move out and problem families want to move in. Problem families tolerate more crime and crime increases.

Goal 3: Recommend changes to support the successful tactics in the reduction of drug dealing in Norfolk multi-family public housing developments.

Community Resource Officers agreed unanimously the key to the continued success of the Weed and Seed program depends on cooperative support from city agencies, law enforcement and the community. Some of the changes recommended include: changing traffic patterns, enacting an
automobile cruising ordinance, installing pay telephones that do not accept incoming calls, youth after school recreational programs and adequate community assessment to provide an inventory of both assets and needs.

RECOMMENDATIONS

Based on the results of the research, the tactics used by community resource police officers in reducing drug dealing promotes a strategy that integrates Weed and Seed with Community Policing, builds structural integrity and ensures long-term impact. The program is slowly evolving and the researcher would suggest the importance of the following:

1. Once a target location has been stabilized, high intensity enforcement efforts should be concentrated at a new location.

2. Sufficient community involvement by way of neighborhood groups and services should be put into place as support systems to ensure continued success in the area. Intelligence gathering should remain a constant factor and active information should be acted upon in the appropriate manner.
3. Develop a plan to change physical conditions. Program evaluation has concluded that there is a direct connection between road design, foot traffic patterns and heavy open air trafficking.

No matter which approach is selected, feedback is essential. Without adequate feedback, agencies can encounter implementation problems that could have been avoided.
REFERENCES


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Norfolk Police Department Pace Manual, City of Norfolk, July 1990.


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a Time, U.S. Department of Justice Programs, March 1999.


June 1, 2002

Norfolk's Finest,

I am writing to ask for your assistance in determining the procedures used by you and your fellow officers to reduce drug dealing in the First Patrol Division multi-family housing developments.

Information from the attached survey will be accumulated and reported in my graduate study research paper to conclude successfulness of these tactics. I have placed a lot of time and effort to accumulate data on a national and regional level and I would now like to obtain like data on a local level from my fellow members of the Norfolk Police Department.

Please find the attached short survey to be completed at your convenience within the next ten days. You may return the completed survey to me via our inter-office mail. I can assure you the answers will remain completely anonymous and will be reported without bias.

This project is part of my fulfillment of the requirements for the degree Master of Science in Occupational and Technical Studies at Old Dominion University.

If you have any questions or concerns, please contact me through my home e-mail account. Thank you for your cooperation in advance.

Sincerely,

Investigator Gilda Klein
Vice and Narcotics Division
Norfolk Police Department

ixoneone@yahoo.com
Drug Dealing Survey

**Purpose:** to identify the tactics used by police officers in reducing drug dealing in Norfolk multi-family public housing developments.

**Directions:** Read each of the following statements and respond by circling the appropriate answer.

High intensity enforcement operations by uniform officers on bikes deny criminal opportunity.

**Strongly Disagree**  **Disagree**  **Uncertain**  **Agree**  **Strongly Agree**

Undercover operations such as "reversals" and "buy bust" are effective initiatives implemented to reduce drug dealing at the community levels.

**Strongly Disagree**  **Disagree**  **Uncertain**  **Agree**  **Strongly Agree**

City agencies such as fire, codes, zoning and health enforcement provide assistance to look for hazards and whatever else might lend itself to criminal activity.

**Strongly Disagree**  **Disagree**  **Uncertain**  **Agree**  **Strongly Agree**

Joint programs that involve residents in crime-reduction programs eliminate isolation and fear of retaliation enabling law-abiding families to become close allies in solving drug problems.

**Strongly Disagree**  **Disagree**  **Uncertain**  **Agree**  **Strongly Agree**

Open-air drug trafficking is heavily influenced by road design and foot traffic patterns.

**Strongly Disagree**  **Disagree**  **Uncertain**  **Agree**  **Strongly Agree**

As crime decreases, residents are more willing to report drug activity.

**Strongly Disagree**  **Disagree**  **Uncertain**  **Agree**  **Strongly Agree**

Poor lighting, easy access to the property, common areas that do not allow observation affect the level of crime.

**Strongly Disagree**  **Disagree**  **Uncertain**  **Agree**  **Strongly Agree**

*Thank You For Your Responses!*

Appendix B
Norfolk's Finest,

I am writing for a second time to ask for your assistance in determining the procedures used by you and your fellow officers to reduce drug dealing in the First Patrol Division multi-family housing developments.

Information from the attached survey will be accumulated and reported in my graduate study research paper to conclude successfulness of these tactics. I have placed a lot of time and effort to accumulate data on a national and regional level and I would now like to obtain like data on a local level from my fellow members of the Norfolk Police Department.

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If you have any questions or concerns, please contact me through my home e-mail account. Thank you for your cooperation in advance.

Sincerely,

Investigator Gilda Klein
Vice and Narcotics Division
Norfolk Police Department

ixoneone@yahoo.com
Interview Questions For The Participants Involved
In Drug Dealing Research

Purpose: to identify the tactics used by police officers in reducing drug dealing in Norfolk multi-family public housing developments. All information will be kept confidential and will not be passed on to any other individuals or organizations without the approval of all participants.

Questions:

1. What appears to be the greatest deterrent to the drug crime being committed in the housing area?

2. How has open air drug trafficking been effected by the new Weed and Seed tactics?

3. What plan would you develop to change the communities physical conditions to discourage drug dealing?

4. Once target location has been stabilized, what high intensity enforcement efforts should be concentrated at a new location?

5. What sufficient community involvement by way of neighborhood groups and services should be put into place as a support system to ensure continued success?

6. What intelligence gathering strategies should remain a constant factor and active information should be acted upon in the appropriate manner?

Appendix D