



NATIONAL LEAGUE OF CITIES
Institute for Youth, Education, and Families

Keeping Young People Safe: Effective Mayor-Law Enforcement Partnerships
November 16, 2006

Moderator: John Calhoun
Senior Consultant
Institute for Youth, Education, and Families
National League of Cities (NLC)

Speakers:

Mayor Steve Larson, City of New Brighton, Minn.

Steve Marans, director, National Center for Children Exposed to Violence, New Haven, Conn.

Lt. Joe Molinar, section commander – crimes against children, El Paso, Texas, Police Department

CALHOUN: Welcome to the National League of Cities' Institute for Youth, Education, and Families audioconference. This is an audioconference on keeping young people safe through effective city-law enforcement partnerships for kids. I am Jack Calhoun, former president and CEO of the National Crime Prevention Council and former commissioner for the Administration of Children, Youth and Families under President Carter, "retired to rights," but I cannot seem to leave the life of crime, so I am deeply involved in a wonderful project of law enforcement partnering with the city for the benefit of kids.

We have three terrific national leaders who I will introduce in a minute and there are many, many of you from across the country who are plugged in. Each speaker will speak for about 10 minutes. There will be a few questions among us and then we will open the lines and get some questions from across the country and the operator will tell you how to ask these questions. You are on mute now and the operator will tell you how to be released from your vow of silence. And this also provides kind of a sneak preview because we will be publishing the results of our study of city-law enforcement partnerships for safety and the well-being of children and youth. The genesis of the idea and for this call is that when we think of kids, most of us think of a child advocacy community, the service community, schools, and parents. We often do not think of the police in this regard, but, yes, the police can and do play a major municipal role. Knowing this, we went to the Justice Department for a small grant to look at what various cities were doing and Katherine McQuay, with the Justice Department, who cannot be here today, helped spearhead that grant.

But, today, we are fortunate to hear from three of these leaders, from El Paso, from Minnesota, from Yale University – a police officer, a psychiatrist, and a mayor. First up is from El Paso, Lt. Joe Molinar, head of the Crimes Against Children section and coordinator of the massive and impressive Youth Initiative Project. He is a 21-year veteran. He has been in

patrol. He has been a detective. He is a former marine and has a Bachelor of Science in criminal justice and is an El Paso native. So, Lieutenant, you are on.

MOLINAR: Mr. Jack Calhoun, Mr. Leon Andrews, and all my other colleagues, thank you very much for having me. I am very excited to be here today on this audioconference call. On behalf of Mayor John Cook, City Manager Joyce Wilson and Chief of Police Richard Wilds, I welcome each and every one of you to El Paso, Texas, the Sun City. We are ranked as the 3rd safest city in the nation with a population of over 500,000 and we also have been ranked previously as the 2nd safest city in 2003 and 2004, and we sit in the very far west of Texas. If you are unfamiliar with El Paso, we are right here with our sister city to the South, Ciudad Juarez and Chihuahua, Mexico and we are at, like I said, west Texas and southern New Mexico, as well. We have a population of probably about 600,000 people. However, that is from the 2000 census and in reality, it is a whole lot more because of the influx of people that come from the south and the military that is established here. We do have a huge population here in El Paso. We recently turned into a city manager form of government and that is about all I can tell you for right now.

CALHOUN: Well, Lieutenant, we would to hear something about the Youth Initiative Program. I think El Paso, by the way, is sort of going to put criminologists out of business. Because your income is not that high there. Many of your folks do not speak English and the housing stock is a little bit down and most criminologists say that there should be really high crime in that city. Yet, you are one of the safest cities in the country. Why don't you say a few words about the Youth Initiative Program and what you are doing to keep crime down.

MOLINAR: The Youth Initiative Program, what we refer to as YIP, started in June of 1995. It is basically under the community policing philosophy. With the El Paso Police Department, we engage the community policing philosophy to its very core. One of the things that we do for YIP is that we have various members. These members come from different community agencies. They are faith-based. We have members from education, the military, civic groups, business, the courts, and what we do is that once a month we meet. We have an average attendance of approximately 90 people and maybe the fact that we serve lunch helps.

But either way, we get them there and we keep them there. We make it simple. The meeting is brief. One hour, maximum. We have an introduction of any new members. People can share and network with one another while they are there. We also want to make sure that we have a goal. We have a speaker there and the speaker gives a presentation and then a 5-10 minute question and answer period, but at the same time, anybody who has announcements, or speaking volunteers of upcoming programs, they can do that at that time. Like I said, half of the meeting, there is a lunch served and we do network. It gives us an opportunity to meet everybody from the different agencies that are there in our community.

Recently, we also had the MARS program, the Multi-Agency Referral System, where we go into the schools and we partner up with the schools, the school counselors and this is for the high schools, the middle schools, and the elementary schools and we network once again, but we also take referrals and case management on all of these referrals to make sure that everything is getting done; services are being provided and no one is overlooked at any time. We are in four different school districts here in El Paso and we are in approximately 160 different schools. The MARS program was recently awarded an IACP award and we were one of the semi-finalists in that category.

CALHOUN: That is the International Association of Chiefs of Police (www.theiacp.org).

MOLINAR: Yes.

CALHOUN: I talked to your colleague, Lt. Alfred Lowe. He said to me that at those meetings, you do whatever is necessary. If you have to buy a family a refrigerator, you do, or if a kid needs cleats for football or track, you do that. He said that it is a real combination of prevention and intervention, as well as enforcement.

MOLINAR: That is correct, sir.

CALHOUN: Would you reflect on that for a minute, before we go to the next speaker?

MOLINAR: Sure. Let's just say that there is a new family that comes into El Paso and they are unfamiliar with the city at all. They are unfamiliar with the city services or any services that are maybe provided, they can contact us or the police department and they will be referred to YIP. One of those coordinators and an officer who staffs the office will get all the information down on whatever is needed, whether it be a family of five or a family of four, English-speaking, Spanish-speaking, where they live, what type of services they need. And they could have whether it is starting up the electricity in their home, or if they need counseling for some types of services, employment, food, clothing, or just anything that might come up and we do not necessarily provide those services but we do have the referral and with our help on directory, we have all our member agencies. We have fax numbers. We have e-mail addresses and telephone numbers, as well as contact people's names, and through our services, we provide that to them. Of course, all of these services are free of charge.

CALHOUN: Who chairs the meetings, Lieutenant?

MOLINAR: It will either be myself, my Sergeant – her name is Nell Tovar – and she is a coordinator for YIP.

CALHOUN: And the city services are all involved too, aren't they? Parks and rec, schools?

MOLINAR: Yes. Parks and recreation. And the military. We have William Beaumont RA Medical Center, Fort Bliss, McGregor Range, the Sergeant-Major Academy, so we have a big influx of military people as well.

CALHOUN: I know you get full support from the mayor, don't you?

MOLINAR: Yes, sir.

CALHOUN: Okay, Lieutenant, we will come back to you during the question and answer period. Steve Marans, who is a friend and a pioneer in this, Director of the National Center for Children Exposed to Violence at Yale, established by the U.S. Department of Justice. He is a

founder of the Child Development-Community Policing program, the first of its kind in the country, a professor of psychiatry at Yale and as I said a real pioneer. Steve, you are on.

MARANS: Well, thanks so much, Jack, and hello to everyone I cannot see. Let me set the stage for a little bit. People, often, when they think about Yale University have a notion of Ivy League and sometimes successful football games, but New Haven is a city of about 125,000 with a high poverty level, and people living below the poverty level in the neighborhood of 24%. In many ways, New Haven is a microcosm of many urban centers around the country, in which there are varying rates of violence and violence exposure that kids experience as a daily part or a regular part of their lives.

In many ways, the Child Development-Community Policing program put together what we knew from our clinical work and research about the impact of childhood violence exposure on behavior, development and longer term outcome. We know that there are as many as 15-17 million children a year in the United States who are exposed to domestic violence and countless numbers of children who are exposed to neighborhood violence and children who are regularly the victims of abuse and serious neglect. What we also know is that there is a real connection between this exposure and the failure to learn in school, the disruption in the development or capacity to relate, to pay attention, to regulate feelings and thinking, often leading to a higher risk for alcohol and drug abuse, delinquency and, in fact, becoming the perpetrators of the very violence that they were exposed to as children.

The cost to our communities is enormous, the cost to these children is enormous, and that is part one of the story. Mental health practitioners and facilities would never be able to touch the tip of the iceberg in terms of making available services and clinical interventions and strategies for the vast numbers of these kids. What we also know is that one of the best predictors for poor outcomes for children exposed to violence is the failure of anyone in the adult world to recognize that the children have been affected at all. That is part one of the story. The second part of the program began in 1991, and is now replicated in 16 cities and other communities around the country.

But the other side of the story was now colleagues in law enforcement realizing that their efforts to respond to a violent crime in their communities, based entirely on a 911 emergency-driven response approach to policing, was also not touching the tip of the iceberg in the goal of impacting, defeating, or breaking the cycle of violence. And it was at that point, that these unlikely partners, “shrinks and cops,” put their heads together. Essentially, because we are very limited for time, I will give you the quick run-down, what we developed over almost a year of getting to know each other and meeting each other was a program that includes the following five components:

- Cross-training for police officers and clinicians, so that officers and supervisory staff would learn about principles of child development and human functioning and trauma and learn about their roles in responding; and that clinicians would learn about the basics of policing, community policing, crime scene, etc.
- There would also be instruction for all rank-and-file members of police departments.
- There would be a 24/7 on-call service, in which clinicians are available to respond with police officers to scenes involving children and families caught up in violence.
- There would be a weekly case conference, in which police and mental health colleagues, along with colleagues from child protective services, juvenile probation, and education

get together and discuss this plan for children that we pick up during the course of the week; and

- There is also ongoing clinical services in addition to coordinated strategies that are developed.

CALHOUN: Just to interrupt you for one second, that cross-training, isn't that woven into new officer's training?

MARANS: It is a part of all officers training, not just here in New Haven, but in others of our partner sites around the country.

CALHOUN: So it is not just a program that is woven into

MARANS: It is part of a philosophy including the fact that basic issues, like report forms, now include presence and absence of children and whether referrals are made and coordinated services are provided. And by the way Jack, it is also true that all of our new trainees coming into our trauma section all go through a relatively comprehensive training with our police colleagues. As a result, we have seen thousands of kids and families in New Haven alone and the same is true in other cities around the country of varying sizes. One of the questions that is always asked is how can you do this if you don't have a Yale University, but in fact, in other communities, the configuration of partners has been quite different and has met with the same success.

We think that two of the most important features of the project are: the ability to roll up our sleeves, scratch our heads, and say we are not doing enough and do not understand enough of what to do. When we are able to come to the table like that, it is the beginning of quite a promising partnership. The second is, the kinds of issues we deal with and, in fact, law enforcement officers, who are some of the only folks still making house calls 24/7, see and hear way more than they feel they are able to control and often, the problem is that for all of us, when we see and hear too much, and are confronted with the worst of our nightmares, we do in fact, in spite of ourselves, want to or need to keep the blinders on and the cotton in our ears. This kind of program, this kind of partnership, where we are bearing the burden of seeing and hearing together, also provides the opportunity of no longer just being passive and helpless in the face of these tragic events, and as a result, we are not only serving this community, but at times, a national crisis has been able to take what we have learned and apply it to mass casualty situations as well.

CALHOUN: You and I talked about this earlier, about the link between enforcement and safety and clinical ability to do clinical work.

MARANS: Right, you know, there are many programs that in the past have talked about trying to get more referrals for clinicians, but what we have learned and what we know about trauma, which can be characterized as a helplessness and absolute loss of control with real changes in brain functioning, in which one of the most prominent aspects that allows us to function normally, executive function, is in remission, there is no better auxiliary functioning or no better person to provide that kind of functioning than a uniformed officer responding to a violent event. So, what we have learned is, is that our partners in law enforcement are more than

just sources or referrals. They are instruments of therapeutic intervention by simply applying law enforcement in a more expanded way and actually thinking about the benign use of authority to help set, contain, and also help plan for one of the crucial elements, which is decreasing the continued threat.

CALHOUN: I know we have about a minute and a half to go, but I wanted to give the listeners sort of a visual picture of the officers and the clinician actually knocking on doors in the neighborhood.

MARANS: Yeah, I will give you a really quick example. We had an armed robber who fled to a neighborhood. He was heavily armed and took refuge in an apartment. There was a SWAT operation that was called out. The neighborhood was evacuated and after several hours, there was a confrontation. The armed robber was wounded and apprehended and later, as the neighbors were able to go back, they were very understandably upset and concerned. There was still a fairly sizable police presence and as is typical in events that affect entire neighborhoods, clinicians and officers went door-to-door with material about the psychological impact, what they might expect, and what they could do to help themselves and their children, but also to be able to answer questions, to give factual information. Because often in the aftermath of terrifying events, it is the time when our fantasies take off in not too helpful ways. This kind of canvassing not only demonstrates to the community that someone cares, but also helps people to get organized and by the way, it is also a time when neighbors or community members are able to give information about events that otherwise would not be forthcoming.

CALHOUN: So, there is both a clinical benefit to this, as well as developing trust to help people to be maybe more willing to report things.

MARANS: Absolutely.

CALHOUN: Before we get to you, mayor, Lieutenant, is the mental health community part of your YIP program? Are they involved?

MOLINAR: Yes sir. They are.

CALHOUN: They are. Steve, any quick wrap? I know that you have been quick throughout and I thank you for that. Any wrap up thoughts before we get onto the mayor?

MARANS: No, I think that we live in a country where there is an American spirit that says that we know how to fix things when we decide that we are ready to and our challenge in dealing with kids and families who are at greatest risk is being able to recognize limitations of each professionals who have had in the past isolated contact with the same folks. And this is about connecting the dots and learning from each other in order to inform the kinds of activities that can be coordinated and be of greatest use to kids and families getting back on their feet, and moving ahead in the most positive directions.

CALHOUN: I know that I am supposed to be moderating and not really intervening, but one of the things that is really stunning to me and I say this to everybody that is listening, I mean, I do

not think that I have ever heard the phrase applied to law enforcement and “instruments of therapeutic intervention” and just that connection between a sense of security and then being able to be open and receptive to treatment. So, I just find that extraordinary inside. I guess just to put it crudely, Steve, if I am looking over my shoulder all the time, scared to death, waiting to be hit again, I cannot really be

MARANS: There is no point in talking to a clinician about what is wrong with you.

CALHOUN: Absolutely. Wow. Thank you. Mayor Larson – who is the mayor of New Brighton, Minn., city councilor for 10 years; mayor is that right?

LARSON: 12 years.

CALHOUN: 12 years. And you serve on the National League of Cities Public Safety and Crime Prevention Steering committee. You serve on the family services board and as I look here, a religious education teacher and a scout master. So, it sounds terrific. And his issue, folks, is a good, relatively calm mid-western city that was suddenly hit with quite a spike in crime and how they dealt with it was very creative. So, mayor, you are on.

LARSON: Jack, it is just a pleasure being on the program and also Lieutenant Molinar, and Dr. Marans, my pleasure. Speaking on behalf of our 22,200 concerned citizens, our city council and the director of public safety, Bob Jacobson, it is indeed a pleasure to tell you about our Poly Partners program. We called it a coalition for quality of life.

CALHOUN: Poly Partners, right?

LARSON: Poly Partners and it has to do with our Polynesian village, which is a 364-unit apartment complex. So, what we noticed and I will get into a little more detail, but we did this Poly Partners program as a result of several issues that I will bring up, but we are recognized by the NLC as the silver winner for the Howland Award and we won in 2004 the IACP award for this program. So, the problem probably started a lot further back than we reacted on it, but we really noticed that from 1995 to 2001, there was a 400 percent increase in crime at this apartment complex and to us, as a city council and police force, that was totally unacceptable. Since 70 percent of the units are basically rented to families with 30% of the median [income] level, they make up 3 percent of our population, but 10 percent of all our police calls were going to this complex.

CALHOUN: Give me those numbers one more time.

LARSON: The numbers... 3 percent of the population produced 10 percent of all of our police calls.

CALHOUN: Wow – Okay.

LARSON: Which is substantial. 1,200 calls a year were going there and it was something as a community you cannot allow to continue at that progress, because we would not have enough officers to handle it then.

CALHOUN: 1,200 calls a year, so that is over three a day.

LARSON: That is a little bit on life. So, we decided to really takes some steps in how to address the issue. First of all, we had to find out from the residents, and we did a residents meeting, and got some information from them on what they felt about their own apartment complex and how safe it was or concerns that they had. One of the items that kept coming up over and over was the kids. The younger kids, basically, did not have any place to go. A lot of them were coming home from elementary school, middle school, and high school to empty apartments so they were using hallways, parking lots, and other people's cars, and other neighborhoods just to hang out and do their little duties. Not only did the people in the surrounding communities feel a threat, but they also had residents that felt threatened by these groups of kids.

We also saw the impact that it had at the middle school and elementary school that were within five blocks of this complex, with their transient populations of kids coming and going, in that there was an English as a Second Language barrier. We had 18 languages being spoken in our elementary school. So, working with the school district, Longview school district and the community partners, the Northwest Youth and Family Services, we had an opportunity neighborhood development corporation, Suburban Ramsey Family Collaborative and Real Estates Equity Incorporated, which is actually the property manager, we formed Poly Partners, and the mission of that was to ensure the quality of life for all children, families, and residents of Polynesian Village and the surrounding communities that is eventually self-sustained by its own community members. So, we had a big project ahead of us that required a lot of cooperative from many different people.

So, the first thing we had to address was the issue of safety within the complex and we decided that we needed some stricter regulations of licensing, so we created provisional licensing and that addresses any complex that exceeds a .5 part one crimes per unit, during a six month period. And if they do that, we have the opportunity to hit them where, I guess, it really counts nowadays, in the pocketbook and make them address the needs of not only the community, but of their residence, to make for a safe environment for the kids.

CALHOUN: I don't want us to walk by this. This is really unique and I want to underscore this and you tell me if I got it right. What I understand is you sort of had the baseline of calls and said, this was the average and if you, the owner, if we have to go in there more times, you are going to pay for that. In other words, you are going to help underwrite our increased service to you. Is that a crude way of translating it?

LARSON: That is absolutely correct. Yes.

CALHOUN: Was that hard to get through?

LARSON: Well, they fought it. They thought we were doing it just against them, but we had several other apartment complexes that had similar issues, that weren't right at .5 or above and

then we had another one within six months that was at or about .5 and we put them on a provisional license, too. So, their legal team went through it and found out that there was no singling out of this one unit. Since, they are our biggest taxpayer in the city, with a net worth of about \$21 million, it saved about \$350,000 a year in taxes.

CALHOUN: How did the owners respond to that?

LARSON: They were upset, but they finally figured out that this was going to help them out in the long run. It was going to be a little more cost to them, but once they found out that by bringing in an organized situation, what happens is that you have a very stable clientele that are going to stick around. They are not going to be intimidated and forced to move and you are not going to have to have all these evictions. We have a program called Multi-Housing Coalition and we actually have an officer that that is his full-time job, to work with all of our apartment complexes, since a third of our community is rental.

CALHOUN: So, this is interesting in terms of what Steve was referencing earlier, is that safety is really the first step here.

LARSON: Oh certainly. Absolutely.

CALHOUN: Okay, you are into the safety and then what else?

LARSON: And then what we did, was we got into the safety issue and started to put all of these programs together, what was unique about it was that we have all of these organizations that started working with kids at one of the churches by the middle school, afterwards, 3rd, 4th and 5th graders, bringing them in there and providing a structured afterschool opportunity for them to be in a study hall atmosphere, get some tutoring since we had the English language being a huge barrier and this whole progress showed up later on with a number of juvenile crimes that almost were cut by 70 percent.

CALHOUN: Wow.

LARSON: You keep people occupied, and it makes a difference.

CALHOUN: Over what period of time?

LARSON: Over a period of four years. In fact, in a period of four years, when we implemented all of these programs and started working with the kids and getting everybody involved, including the management of the facility, and everybody took ownership, and this is at no cost to the taxpayer in New Brighton either. It was just strictly a collaboration with all these different organizations to try to make an impact and we noticed that after four years of implementation, a 58 percent reduction in crime. Now, that is substantial. For us, especially. And what we noticed is fewer phone calls from neighbors saying that there were kids running up and down their streets all night, that were breaking into their homes. We saw this huge decline in that type of activity. And, I believe, all of that stems from giving kids a sense of well-being, so they feel respected and they are not just going to go along with the trend of maybe some of the

older boys and girls that want to go out and do their thing. They felt ownership in the apartment complex. They actually had their own neighborhood watch program within the association. So, that's great.

CALHOUN: Did that start after this initiative? Did also sort of the civic reflex begin along with this, too?

LARSON: – Certainly, yes, and what we found is that we noticed a definite increase in how clean the property was and the number of break-ins decreased, because I think the kids that were around, you know, picking up garbage, and so some of the activities that normally would just be ignored, basically just did not happen any more, because people took ownership. It was like their house. It is not like they are just renting for 2-3 months and then leaving. They actually took ownership and I think that was reflective in the crime reduction. I could go on for about 12 hours on this. I mean this is so near and dear to my heart. Kids are basically our greatest natural resource and we cannot afford to waste them.

CALHOUN: I want to ask really two questions to the three of you and then we are going to open it up in a minute. You each can dive in, and they are separate. One is, what was the city's motivation to do this? And each of you hinted at this, and the other is, I just got back from L.A., I am involved in a multi-city gang prevention initiative and most of the gang activity in each of these 13 cities occurs where there are rental units. Where transience is high, the sense of stake is high, so my second question to the three of you is how, with those who do not have a property stake in the community, do you help give them a civic stake? So, two questions. One motivation and the other stake? So, whoever wants to dive in, do it.

MOLINAR: This is Lt. Molinar. There has to be motivation from the community. Without that motivation from the community, a lot of times what will happen is that we will be spinning our wheels and nothing is going to get done. Your second question again was?

CALHOUN: Was it police motivation or the community's motivation? What was the genesis of this YIP program. Why did it start?

MOLINAR: Well, the genesis was the focus on community policing and the police department is the one that basically started this program. We started very small, back in 1985, but we were able to put this out through the media and we were able to get more and more people involved and once you started getting the school districts involved, they saw different opportunities to help themselves and to help the children, and like what the mayor was talking about in one specific apartment complex, we are doing this in the North, Northeast, Southside, Westside, everywhere. So, it is not one specific area. We are targeting the entire city on that.

CALHOUN: But precinct to community oriented policing is also a question. Did you feel, at that time, that the police may be too far removed from the city and needed to be closer? Was this a reason for the focus on community oriented policing?

MOLINAR: Well, we used to have a centralized location for the police department and what ended up happening was we decentralized, where there are five regional commands in the city of

El Paso, so that we could take the police department out to the community. We still have our headquarters, but we do regional commands and they service a specific area of the city.

CALHOUN: The second question was But why don't we deal with that one first and then go around on the second question. Steve and mayor, on the motivation or the genesis? Steve?

MARANS: Smart leaders, frankly. The ability to recognize a problem, to diagnose it appropriately, and then to diagnose and assess each department's capacity to respond to the problem and be honest about the fact that we were not meeting the demands. And that it was a cost to everyone. So, I think in many ways, anxiety and fear on the one hand and determination to address the problem in a more ingenious way, was what motivated the beginnings of our work and what has been the most successful ingredient in it being replicated and implicated in other communities around the country. Steve?

LARSON: I guess our motivation was that we pride ourselves in having... this year was our 29th town hall consecutive meeting and we also have neighborhood meetings that we go out into the park shelters and recreation centers with the neighborhoods and actually talk to the residence about what is bothering them about their neighborhoods. And the problems associated with, you know, Polynesian Village especially, but all the rest of the apartment complexes came forward loud and clear, talking with the neighborhood officers and we pride ourselves in being very strong in community oriented policing. We have anywhere between 140 and 200 neighborhood watch parties that night, involving at least 20-40 percent of our community.

MARANS: I just wanted to add one more thing there, you know, in terms of the common denominator of community policing into each of these projects. You know, there is a really simple thing that we do day in and day out. It is about relationships and if you do not have relationships with people, then you cannot find out what the mayor was just describing about what it is the community wants. If you do not have relationships, then you cannot get the kind of information that allows you to interrupt the kind of criminal behaviors and to re-establish order in a way that is part of an alliance with the community and I think too often these basic ingredients for what makes for a successful projects, that combine law enforcement interdiction with law enforcement authority and order, are certainly ignored in recent years when it comes to policy and funding.

CALHOUN: That is really good. I mean the willingness to engage and the willingness to listen as opposed to just sitting back and the second question I wanted to ask, before we open it up, is this business of developing a sense of stake in those transient areas, where people do not own and I know that El Paso is very high in rental situations and, Steve, you were talking about in your community that Poly-Village was a lot of transients. So, reflect if you will, the three of you on this where typically high crime occurs is in these areas. So, how does one develop that sense of stake, you know, you are part of that community and we as a civic entity and the service entities are here for you.

MOLINAR: This is Lt. Molinar again. One of the things that the police department here tries to do is establish neighborhood watch problems. I should really just say neighborhood watch, because neighborhood watch programs – that was the end. But, really, you need to go out there

and one of the other speakers was talking about relationships. You also need to make sure that you are fostering those relations through the long term. These renters are not always going to stay there in the same place, so you always need to make sure that even the apartment manager, you are touching base with them. Who are the owners? Things like that.

CALHOUN: Okay. Steve?

MARANS: Well, I think I agree with what the Lieutenant said. You have to establish a program and then you have to follow up with it and encourage everybody to be part of it. They are all owners and, you know, especially when we got the neighborhood watch.

CALHOUN: What does that mean? They are all owners.

MARANS: We all own a part of our community, whether we are a renter or a homeowner. It does not make any difference. It is our community. We all use the parks. We use the streets, so we all have a stake in what it looks like and what it turns out to be.

LARSON: Well, I wish I could agree, but on this one, I don't. I think that you know one of the things when we talk about stakeholders and ownership and transience, there are many different reasons for transients and one of the reasons often go hand-in-hand with high levels of crime, and that is, that some of the kids I was talking about before grow into adults and they did not get the help that they needed. They did not get the education that they needed and they did not have the order in their lives that they needed, and their development did not work out too well. So, their functioning as adults is also severely compromised and they are more prone to violent behavior, being both victims and perpetrators, etc. They are often more unable to maintain a level of stability that could be at least a partial guarantee against transience.

And there are other reasons as well, but I think that the issue, and often, they are not able to invest in their own lives in a way that they would like to, let alone the streets, and parks, and neighborhoods. I think that there is something where, as a society, we have a responsibility, especially to children, but to the adults in the families as well, to be a presence that represents our highest aims and goals as a community and the projects that have been described today do that beautifully by being a presence, by not ignoring and by providing order and structure, which not only has amazing results as was described in the afterschool program situation, which, by the way, is a finding across the country, but it also may help to give the next generation a bigger leg up.

You know, Doctor, going along with that comment, I think one of the things that helped – I probably think it more so helped some of the older residents of the complex was, when we created a police substation within one of the apartments within the complex. So, we had a presence there, where people would go and just block the halls and talk to people and so when some of these young adults were seeing an officer, it was not somebody coming to arrest them. It was somebody that they could talk to about an issue or a problem. It is almost the same thing we do with our liaison officers in schools.

And look at the kids that get the same effect as what happens in the afterschool programs. Even kids who come from some of the most chaotic and disorganized families. Isn't it an amazing thing that their families, in fact, are able to provide them something, via the

afterschool program and that there are adults who are there to keep them safe and to provide a structure and lo and behold, the entire community benefits.

CALHOUN: You know, this whole paradigm of relationships is both personal, but symbolically what you are saying when you are opening a precinct in a tough area or a transient area, you are saying the city is here for you, being in relationship, as opposed to somebody saying, the city does not care and they are elsewhere. I think it is a powerful statement and, boy, we could go on forever, but operator, now how do we open the lines here for questions?

OPERATOR: If anyone would like to ask a question or make a comment, you can press *1 on your telephone key pad and I will access your line.

CALHOUN: Okay, terrific. I want to know and Mayor Steve, I will call you, as opposed to Dr. Steve, I want the three of you to reflect on how you are measuring success. Mayor Steve, I know you have thrown out a few numbers, but floating through your conversations were several indices of success. So, Mayor Steve, why don't you start and then Dr. Steve, and then Lieutenant.

LARSON: Okay. I look at numbers, the first one being the 58 percent reduction in crime. That frees up officers to go somewhere else where they are needed and it also shows that the work that we have done is working. It has been successful. If you can take away all that crime from a community, because it is not just at the apartment complex, it is far-reaching. If there are burglaries going on, they are going out into neighborhoods and taking items out of people's homes and cars.

CALHOUN: Do the citizens feel safer too?

LARSON: They certainly do. Yeah. The whole attitude around the changes have just been remarkable.

CALHOUN: How do you measure that?

LARSON: Well, we actually just did a survey on it.

CALHOUN: You did a survey on that?

LARSON: Oh certainly. Yeah, we try to survey everything else. What we found was that public satisfaction levels in two years of the program went from 75 percent of overall safety issues up to 91 percent in two years. And of the Polynesian Village residents themselves, it went from 55 percent up to 77 percent, that they felt that they were now safe in their communities. And that is substantial.

CALHOUN: That is huge. Can you see it civically? By the use of the parks, involvement in neighborhood watch, or stuff like this?

LARSON: Yeah. What we have seen is less vandalism in our parks and we have also seen the reduction of graffiti, in tagging. I think that has come directly from getting the junior high kids, especially, involved in some of the afterschool programs in the parks and we had one of the employees of Northwest Youth and Family Services actually left there and became a full-time employee of the management company of the apartments to work with these kids.

CALHOUN: Dr. Steve?

MARANS: Well, first it is wonderful hearing these other towns' stories. It is just an impressive outcome, mayor. So, it is just great and I hope that lots of people are hearing about the results. In our work, you know, it is very interesting, because when we first started, there was just real worry amongst a lot of law enforcement folks, not only in New Haven, but around the country that, you know, we are going to try to turn cops into a bunch of social workers, and not that there is anything wrong with social workers, but that is not what they signed on for, right? So, here is this psychoanalyst, me, who is coming in and so the one worry is that I am going to try to shrink their heads or turn them into something that they did not sign on for.

In fact, this whole relation-based policing led to an enormously powerful down-turn in violent crime in the mid-90s and there is a similar response to a recent up-surge that is happening around the country and this down-turn was way ahead of the national curve. This notion of making relationships and being informed about human behavior, child development and human behavior generally also led to a decrease in officer injuries, in crowd events, that typically would have led to much more dangerous confrontations, etc.

CALHOUN: It is like *To Kill a Mockingbird* where Scout with that KKK rally or something, said, "Oh, Mr. Jones, you run the hardware store."

MARANS: Right, right.

CALHOUN: Suddenly, it is personal.

MARANS: Well and then the difference between if you have a crowd of angry people, sometimes one needs to use force and the best of our law enforcement colleagues have taught us a great deal about when those situations arise, but also sometimes, being able to single out the people that you know, because that is the neighborhood that you work in and pulling outside of the crowd, can disperse things sometimes, more effectively and without as many injuries. But the other measure has been the fact that prior to the beginning of this work, the number of children that police referred for mental services in this community and many communities around the country was close to zero, and from that and New Haven alone, we average about 2,000 families that we work with, together each year.

CALHOUN: From zero to 2,000?

MARANS: Yeah, and I think the other measure, as we have specialized in some of our intervention strategies, one of the most impressive findings has been in our work with families who are caught up in domestic violence, which accounts for about 30-40 percent of our calls for service in the police department, and it is similar around the country, in which we have seen a

decrease in the severity of violence that women and children who receive our paired outreach – that is an advocate or a clinician and an officer, who do follow up work, as opposed to women who receive traditional policing services only and the fact that these same women not only experience less violence, but are more likely to wind up getting the clinical, educational, and social services that they or their children need, as opposed to women who have not had the follow up contact with police.

OPERATOR: Pardon me, we do have a question from Ken Whitfield, from IACP.

CALHOUN: Okay. Ken Whitfield, you are on. Question?

WHITFIELD: This question is for the mayor. You said that your crime rate saw a 58 percent reduction. How much did your arrest rate go up?

LARSON: Well, the arrest rate actually dropped with the calls. You know, I can cite some statistics. The complaints, the changes from 2000 to 2004, even just the noise complaints dropped from 182 down to 52, disorderly juveniles was an incredible 67 in 2000 and 7 in 2004. Burglaries were 19 in 2000 and 7 in 2004. Vandalism went from 25 to 9. Theft 49 to 17. Auto theft went from 12 to 5. What happens is that we weren't arresting as many people because the crimes were not being committed. We had people that were actually out there reporting what they saw and by them being out there, it basically stopped people from doing it.

CALHOUN: Does that answer your question?

WHITFIELD: Yes.

MOLINAR: Jack, can I intervene in there now?

CALHOUN: Sure.

MOLINAR: Thank you very much. As far as measurements, we here in El Paso have had an approximately 20 percent decrease in the amount of youth under the age of 18 being arrested. So, that was one measurement, but the other thing too, was our membership who are YIP members. So long as we each have a steady increase, we are going to be thankful for that, and the other thing we are using is our membership. Not necessarily the same people, but the same organizations, the same agencies, the same partners. Their membership has been sustained well over time. Some of these people have been there for eight years, six years, five years, and they continue to do a fantastic job for us.

And a quick example for you: Here in El Paso, last year, with the Hurricane Katrina victims, many of the practices that we had as far as referrals and getting these people help, we put that into place and never before did we have anything like that. Never before did we see anything like that. Here recently, for July and August of 2006, El Paso suffered some severe weather that is highly unlikely, there was flooding here in El Paso, if you can believe that, and the same principles that we had through YIP, the Youth Initiative Program, applied to that, so we could get these people services and it was not just necessarily the children, but you know, entire families. We did have some adults, but we are still talking about the children as well.

CALHOUN: This is for the three of you and I think, Dr. Steve, you really answered this in terms of this being woven into training and that sort of thing. Is YIP now part of how the city does business and mayor, you are the mayor and you help drive this. Is this going to outlast you or is this going to disappear when you go?

LARSON: Oh. It will outlast me. You know, we have it set up with our coalition for our apartment owners. A majority of them are all members, so they are well aware of it. They actually approve partial payment of the salary of our multi-housing officer.

CALHOUN: They are kicking in some money?

LARSON: Yes.

CALHOUN: So, you have an entity that is going to transcend your term, your time, and it is going to go on?

LARSON: This will, mark at the end of my current term, it will be 20 years as an elected official and I hope this lasts for the next 50 years or longer.

CALHOUN: And how about how the police do business?

LARSON: I don't see any changes. I just think it is going to be a positive for everybody.

CALHOUN: Lieutenant, is YIP going to hang around or does it go when you go?

MOLINAR: No, no. It is going to be around. I must say that one of our assistant chiefs of police, Diana Kirk, she was instrumental in many of the programs that we have here to include YIP and like I said, we have been here 11 years now, so it will continue.

MARANS: And I think for us, you know, our project was the first major collaborative between law enforcement and mental health professionals in the country and the fact that it has stuck around for 15 years, says something about its institutionalization. We have been through – we are on our third chief. Francisco Ortiz is now our current chief and he was one of the original partners in the project and Mayor John DeStefano has been involved in the project for the last 10 years. This has become a philosophy and a way of doing our work.

The biggest threat is when the federal dollars are no longer available to support the level of law enforcement that is needed in our communities. Currently, across the country, our law enforcement positions are down 8-15 percent. At the same time, we are seeing a surge in violent crimes, particularly among young people and we are dealing with the effects and costs of billions upon billions of dollars in the after-effects of untreated children and families who have been traumatized by violence. And yet the dollars over the last six years have been cut, cut, and cut again for services that are meant to be of assistance to them. So, that all of the presentations to me today were great and wonderful demonstrations of what can happen, but the country needs to get behind the cost effective analysis that each of us has been talking about today.

OPERATOR: Pardon me, we do have one more question. It is from Lynn Sharpe-Underwood from Gang Prevention.

CALHOUN: Okay. Hello, Lynn Sharpe-Underwood. You have a question?

UNDERWOOD: We have just developed a commission here in San Diego, Calif., on gang violence, prevention and intervention and this talk regarding the mayor's view of the societal responsibility of involving the whole family. I think my question goes more towards the Lieutenant, where they involved apartment managers, but was it something that was already announced in the community that this program was starting up and if that is what was done to bring the neighbors to become more interested in it? It is like the people who come out to a lot of these meetings are people who are not really having problems in their homes, but to get the families that have generational ties to gangs. How do you get those families involved in something like this?

CALHOUN: Well, we have to be quick, because we are running out of time here. So, it is looking again at those who essentially do not have a stake who may be both facing trouble and victimization or the source of them, and how do you get them involved? They are not the ones who normally raise their hands to come to the PTA meetings, as I understand the question. Go ahead. Let's do, Dr. Steve, Mayor, and the Lieutenant. Take it in that order?

MARANS: Yeah, really quickly. It is a wonderful question and it is one of the biggest challenges. It seems to me that the rule of law is always going to need to be in play in terms of setting limits, when people are not able to set limits themselves and that one of the great things is when we are able to combine the law enforcement and the criminal justice side, not just with the notion of punishment as though it is going to change behavior, but limit-setting that also offers an opportunity for new options. And too often those things are kept separate.

CALHOUN: Mayor Steve?

LARSON: I think that what is involved is education, not only for the general public, but for school districts, for the apartment complex owners/managers, as well as the residents, to understand that everybody is going to be involved in finding the bottom line solution. Once everybody is educated, then you go into the enforcement of everything you have to enforce to make sure that happens, and then you have to continue on with the evaluation of these.

CALHOUN: Lieutenant, involving the un-involved?

MOLINAR: Wow, you need to really go out there and reach out to these people because they may not even know about your programs or the initiative that you are trying to do, and you do that in so many ways. You do that through e-mails, you do that through the media and different community members. You bring this up to the different partners that are at your meetings and explain to them, "Hey, this is what we have and this is what we can do," but you need to do the community outreach as well.

CALHOUN: Well, we are at the end of time. I tell you, I would love to have dinner with the three of you and I would also like to beam you guys across the country. You have been fabulous. I really want to thank you. I really look forward to talking with you all again, and keep up your commitments.