

ST. PETERSBURG COLLEGE

# Planning a Win for the Good Guys: Crime Prevention through Environmental Design (CPTED)

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Revised - December 2004

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## Who We Are

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The Florida Regional Community Policing Institute (RCPI) at St. Petersburg College (SPC) operates under a cooperative agreement from the Department of Justice, Office of Community Oriented Policing Services (COPS). RCPI provides FREE community policing training to law enforcement officers, community residents, city employees, social services agencies, and private sector representatives throughout Florida.

## Basic Courses

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- Introduction to Community Policing
- Police-Community Partnerships
- Problem Solving for the Community Police Officer and Citizen
- Survival Skills for Community Policing Officers
- Ethical Issues and Decisions in Law Enforcement
- Reaching your Goals Through Code Compliance
- Planning a Win for the Good Guys: Crime Prevention/Crime Displacement and Environmental Design
- Managing Encounters with the Mentally Ill
- Building Bridges: Community Policing Overview for Citizens
- Changing roles: Supervising Today's Community Policing Officer
- Grantsmanship 101
- Sexual Predator and Offender Awareness in Your Neighborhood and on the Internet
- Effective Media Skills for Law Enforcement
- Citizens' Community Policing Academies

## Specialty Courses

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- Protecting, Serving and Supervising through Community Partnerships
- Three-Part Management Series

## Online Courses

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- Ethical Issues & Decisions in Law Enforcement
- Dynamics of Domestic Violence
- Introduction to Community Oriented Policing

## Domestic Violence Courses

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- Dynamics of Domestic Violence
- Resources for Domestic Violence Teams
- Legal Aspects of Domestic Violence

## Course Material

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Course material is provided at no charge to all participants. We can adapt our training to fit your agency/community/business needs. Evening and weekend classes are available. Most training modules are eight or 16 hours but may be modified to allow for limited time allotments.

## Training Locations

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Generally, classes are conducted at our SPC training site. However, we will arrange training at your facility or a training center in your area. Students who travel more than 50 miles may be eligible for lodging reimbursement.

## Who Can Attend?

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- Any law enforcement officer (community policing patrol, crime prevention, campus police), civilian employees, probation officers, and social service agencies
- Community leaders and citizens
- Chiefs and Sheriffs who are interested in starting and maintaining community policing in their communities
- Business managers, executives and employees
- Mayors, City Managers, Council members, trustees and government leaders

## Registration

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To register for classes, schedule on-site training or become part of our mailing list, please call:

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This project is supported by cooperative agreement #2002 HS WXX025, awarded by the Office of Community Oriented Policing Services, U. S. Department of Justice, to St. Petersburg College. Points of view or opinions contained within this document are those of the author and do not necessarily represent the official position or policies of the U. S. Department of Justice.

# Acknowledgements

Dan Bates of the Florida RCPI wrote this course while he was a FCPP, Environmental Design and Business Crime Prevention Officer of the St. Petersburg Police Department (SPPD).

Dan Bates is a second-generation police officer. Dan is a graduate of Marquette University School of Criminal Justice and received his B.A. in 1974, with a minor in Journalism.

He is a 26 year veteran with the St. Petersburg Police Department and was assigned for his first 16 years as both an undercover and plain clothes detective working a variety of assignments to include an undercover crimes in progress unit, vice & narcotics, robbery /homicide, burglary and economic crimes investigations. Dan was also specialized in polygraph examinations /interview techniques and taught Advanced Criminal investigations and the Kinesics Interview Technique. He was also a charter member of the Florida Computer Crimes Investigators Group (FACCI), which still exists today.

He transferred to the Community Awareness Division with the advent of Community Policing in St. Petersburg in 1991, taking an assignment in the Crime Prevention Unit. He is a certified Florida Crime Prevention Practitioner (F CPP) He received his initial instruction in the concepts of CPTED from Internationally known Timothy Crowe, author of the basic text book of CPTED, *Crime Prevention Through Environmental Design*. He has taken several advanced CPTED courses and is currently the chair of the City of St. Petersburg CPTED Taskforce; a multi-disciplinary group representing nearly all of the major disciplines in the city infrastructure. Dan also served as the public information officer and principle

spokesperson for the St. Petersburg Police Department for the last year (January 2000 - March 2001).

Dan developed the curriculum and wrote the training manual for *Planning a Win for the Good Guys: Crime Prevention - Displacement and Environmental Design*. This course is offered by the Regional Community Policing Training Institute, St. Petersburg College and Dan has instructed all over the State of Florida as well as in the States of Kansas, Missouri, Nebraska and Colorado. Dan teaches CPTED /Crime Prevention for the Florida Crime Prevention Training Institute; Attorney General's office State of Florida.

He is a guest lecturer with the University of South Florida College of Criminal Justice and has presented to many professional groups and organizations. Dan is a member of the Tampa Bay Professional Traffic Calmers Group as well as a charter member and officer of the Florida CPTED Network. (FLCPTED.ORG)

Dan also teaches extensively on the subject of Workplace Violence Prevention and Crimes against the Elderly.

This textbook summarizes crime prevention techniques for Community Policing and was supported by the Department of Justice, Office of Community Oriented Policing Services (COPS). The author wishes to acknowledge the staff that envisioned and implemented this textbook for the Florida Regional Community Policing Institute at St. Petersburg College. Finally, the support of COPS personnel who assisted and were committed to the dissemination of this textbook is gratefully acknowledged.

Finally, special thanks to Timothy Crowe CPTED guru and mentor who taught the

author *Crime Prevention Through Environmental Design: A Basic Training Manual*

and exemplified the lesson “Never look at the environment the same way again.”



# Introduction



## *Purpose of the Course*

The overall purpose of this course is to demonstrate to the community officer, in a survey format, the valuable, applicable and practical resources available to him/her that fall under the much maligned and misunderstood heading of crime prevention. Common law enforcement misconceptions regarding the specialty of Crime Prevention, range from visions of handshaking, backslapping, war story telling, good old boys assigned to the public relations function of making the agency look good at all costs, to the overdressed officer speaking at the senior ladies sewing circle luncheon, to police officers dressed in dog costumes entertaining children. In short, crime prevention officers have abandoned the primary mission of enforcement for the luxury day shift and weekends off career of a cop with only memories of the way it was years ago when they were on the street.



Slide # 1

This course will provide the community police officer with an understanding of the body of organized problem solving tools that he/she has, in all probability, only been randomly exposed to, and the application of these tools by category. Reviewing and exposing the police officer to this material will instill him with a desire to accurately diagnose and creatively apply the applicable blend of solutions to his/her own community problem. The police officer will have also been exposed to a keener perspective of viewing the target environment from a design and function viewpoint, rather than just a venue of “criminal event.” Lastly, the police officer will be exposed to the perspective and potential resource represented by the numerous professions that impact any built environment. From traffic engineers, landscape architects, lighting technicians, building architects and community planners, not to mention the myriad of professions within a city government infrastructure, all of these professions impact directly or indirectly the function of law enforcement through their individual actions and decisions.

### *Course Agenda and Outline of Topics*

#### The War on Crime

Slides # 2-9

- Who or what is the real enemy.
- The importance of crime to society.
- The shortfall of reported crime data and excluded areas.
- Crimes against persons vs. property crime, resources expended on each.
- What we know about offenders holds the key.
- Criminal justice and the perceived role of law enforcement/security.

**Opportunity vs. Specific Target Crime**

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- The local perspective—The community police officer's area of assignment.
- Media attention and the ripple effect. The officer's ability to impact that resource.
- What is an opportunity exactly?
- Crime prevention or displacement—examine the variables.
- Squaring with the problem from a community policing viewpoint.

**Options Available To Control Opportunistic Criminal Behavior**

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- Organized
- Mechanical
- Natural

**Organized Controls—Definition**

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- High visibility, police/security/courtesy patrols.
- Neighborhood watch/home owners associations/tenant unions
- Employee safety committees/deed restricted communities.
- Reinforcing organized controls. “When do we get our signs?”
- Fragility of organized controls and frailties of human nature.

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**Mechanical Controls—Definition**

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- Locks—mechanical and electronic including proximity readers, hand geometry and retinal scanners.
- Alarms and the benefits of fear.
- Fences/gates controlled entrances and the controversial gated community.
- Cameras and requirements for making them work.
- Lights (covered as a separate topic under CPTED.)

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**The Natural Approach; CPTED**

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- Definition.
- History and major players.
- Data assessment (crime analysis, demographic, land use, resident input, fear maps and design charetttes.)
- CPTED Principles (natural access control, surveillance, territorial reinforcement and maintenance.)
- Space Assessment—The 3 D Approach (designation, definition and design.)
- Sample neighborhood designs, traffic patterns and traffic calming.
- Lighting—options and changes-it pays to keep up with technology!
- CPTED—Other applications, (Business, Schools, Public Housing, Parks)
- CPTED assessment tools and interdisciplinary teams.

- The rubber meets the road–CPTED Assessment Table Top Exercise.

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**Monitoring and Evaluation of Objectives**

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- Never wait for the mail–Inviting you into the process.
- Promises are made to be kept.
- The dangers of being too good at sales. (Customers and administration)
- Voluntary compliance vs. ordinances and effects of each on CPO.
- Education as behavior management tool. A little knowledge can be a dangerous thing. How much is enough?
- Evaluation of results. “Are we there yet?”

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**The Millennium-Designs of the 21st Century**

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- Celebration City–Leave it to Disney. Another “Mouse” Creation.
- From increased recognition of property rights to adjustable walls and windows to biospheres, electronic implants in construction, behavior-centered products and force fields–it's all on the way.
- The expanding role of the front line–law enforcement.



# Chapter One

## The War on Crime



### Discussion:

The goal of this training module is to examine the common phenomenon that we commonly term “crime” and develop an appreciation of crime from a non-law enforcement perspective. Perception on the parts of the diverse segments that comprise a community is reality. Facts, as law enforcement officers know them, play a diminished and at times non-existent part in decision making and behavioral patterns of our citizens. *Fear*, whether based on eye-witnessed experiences or media generated hype based upon real life television or fear exploiting advertisements, can serve as a catalytic ingredient in a community police officer’s professional interactions with key players in his/her area of assignment. Police Officer’s will explore the data beyond the tip of the iceberg as represented by reported crime, plus the inequities of the decision making process when the entirety of issues are not considered. Idea exchange, horror stories and tools to use when the issues need to be refocused and “How to Keep the Main Thing, *the Main Thing*” will be highlighted.



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**Learning Objective:**

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- Any war needs an enemy. Discuss who or what is the real enemy in the war on crime and the far-reaching implications of the battle.
- Understand that crime is a common phenomenon that serves an important role in our society and others.
- Recognize the shortfall of decision-making based on reported crime and examine the four levels of crime in society.
- Discuss the traditional law enforcement division of reported crime into persons/property and the emphasis, resources and importance placed on each by the agency and media.
- Explore what we really know about criminal offenders and their motivation and hierarchy.
- Understand the perceived role of citizens of criminal justice process/system and that relationship as it pertains to the law enforcement and security professions.



## Who or what is the Real Enemy?

*Now Cain said to his brother Abel, "Let us both go away out to the field," and while they were in the field, Cain attacked his brother Abel and killed him."*

Genesis 4 verse 8

Crime is inherent in every human endeavor. The ever-present possibility, even likelihood, that someone, somewhere, will aggressively prey upon another person or group, has existed since the beginning of time. And where crime goes; so goes the natural by-product of crime—fear. As any law enforcement professional that has strayed out of the donut shop for at least half his career will attest, the pervasive fear of crime will drive good folks to say and do things beyond the bounds of rational thinking. The world famous Investigator, Joe Friday's patented "Just the facts ma'am" seemed to work so well on TV, but it doesn't really apply at a crisis motivated neighborhood meeting in an subdivision where an adolescent child was awakened in the middle of the night by a prowler looking through her bedroom window—or worse. "Where were those high paid cops when we needed them?" "What will the police do about this crisis?" It's been weeks/months/years since any of us have seen even one police car in our neighborhood!" and on and on it goes as the local neighborhood television station announcer does a live shot from the back of the room and promises film at eleven. The sector police commander tries to reassure the press by confidently explaining that the new department regional realignment plan modeled after the very successful Walla-Walla, Washington, "T-bone" program (That stands for "Take Back Our Neighborhoods Enormously") and how that plan will surely be the key to this local crisis. Meanwhile the neighborhood community police officer just exited the side door headed for the parking lot since he's just decided it's high time to check for that persistent oil leak under his cruiser. "Where is that darned oil coming from, anyway?"

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So what is the real enemy in the war on crime? How can we fight something that's been around since time began? Have we watched so many Bruce Willis movies that we actually believe we can really impact this problem? Is it crime itself that scares us or the persistent "fear" of crime and the demonstrated results of fear, on almost all fronts that we are really fighting against? Most importantly, does all crime lead to the dreaded fear response?

## The Importance of Crime to Society

Crime has historically served an important function in all societies. Many industries are "crime" based and capitalize on the ever-present criminal threat. Where would insurance companies, weapons manufacturers, lock and fence businesses, outdoor electrical contractors, security software and hardware developers, video and electronics firms of all types, not to mention yellow pages full of alarm companies and guard services be, if we suddenly found *the* solution to the crime problem and wiped out crime from the world as we know it. Think about a world with no crime and therefore no fear of crime. People would be collecting locks and keys in hopes that they would be worth money someday like shaving mugs, 78-rpm records and Howdy Doody lunch boxes.



But what about those people whose living and investments depend on crime? What would the TV reporters have left to talk about now? What would happen to the police pension plans when a half a million cops simultaneously filed for retirement? Who would be left to frequent the all night donut shops? No more demand for fur lined patent leather ankle holsters and handcuff tie tacks.

Just like the gasoline automobile engine that gets one hundred miles of travel out of a gallon of gasoline or the solar powered air conditioner, any real and lasting solution to global crime would likely suffer a similar fate.

## The Shortfall of Reported Crime

So what is the true scope of “crime” and what defines criminal behavior? Relatively few persons have studied the true nature and scope of crime, loss and criminal behavior. According to *Webster’s New Collegiate Dictionary* crime is much more pervasive than we are led to believe by the local gazette. Crime is defined as “an act or commission of an act that is forbidden or the omission of a duty that is commanded by a public law and that makes the offender liable to be punished by that law.” The definition really broadens the description of crime and includes behavior that is prohibited as well as acts required by law.

James Q. Wilson’s *Crime and Human Nature* reports on the proportions of crimes against property vs. crimes against persons and how these proportions shift as countries develop industrially.

According to Wilson, under developed countries seem to experience a more even breakdown between crimes against property (49%) and crimes against persons (43%). Conversely, industrially developed countries experience a much higher proportion of crimes against property (82%) and a lower proportion of crimes against persons (10%). Interestingly enough, the proportions of drug related crimes did not vary proportionally between developed and developing countries, in this study.

The crime figures for the United States are officially reported in the Uniformed Crime Report (UCR). Most career law enforcement officers have likely questioned the accuracy of numbers reported in the UCR as they pertain to their own area of jurisdiction. Reporting inconsistencies from agency to agency have been the subject of many a newspaper and magazine article. The UCR for 1995 reported nationally nearly 12 million serious crimes including murder, rape, robbery, aggravated assault, burglary, larceny, theft and motor vehicle theft. Not counted are a wide range of “minor” crimes, however the proportional data on the “major” crimes reported breaks down as 89 percent crimes against property and 11 percent crimes against persons.

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Slide # 12

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Slides # 13-16

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General public understanding of crime as well as public policy based upon officially reported crime is really the tip of the iceberg with regard to the actual number of offenses, which occur, and the losses that result.

Retail business owners/managers have much more comprehensive idea about the true nature, impact and cost of crime in their environment; particularly as it relates to the cost of consumer products, however, even they may not be aware of the magnitude of the effect of crime and dishonesty on their business liability.

According to Timothy D. Crowe's *Crime News 1991. Facts about Crime and loss, Criminal Behavior, Crime Prevention and Criminal Justice* there are four levels of crime that must be considered if we are to fully realize the full effect of crime on our communities.

#### **Reported Crime**

Many of our decisions about what to do about crime are based upon *reported crime*, which do not include *security incidents*, which may or may not be reported to the police. The national closure rate (solve rate) for all reported crime is approximately 21 percent.

#### **Unreported Crime**

National Crime Surveys, which are incorporated into census Bureau data, reveal that nationwide victimizations are reported to law enforcement approximately 35 percent of the time. A large number of unreported crimes, according to survey data, fall into the category of property crime and are considered minor by the victim. When unreported crimes are factored into the national closure rate, the law enforcement success rate falls to percent.

**Unacknowledged Crime**

This is a large category of crime that is committed against corporations and organizations. Since it is not acknowledged, it obviously goes unreported. These crimes are measured, albeit poorly, by inventory shrinkage data maintained in accounting and inventory control systems. Inventory losses can be enormous. The commonly accepted shrinkage rate in retail corporations is 10 percent. Employee theft and shoplifting dominate this category. The ratio of employee theft to shoplifter theft is generally accounted as 5:1 to 7:1 depending on the product line. Reported and unreported crime losses were estimated to total \$37 billion. It has been estimated that unacknowledged crime costs consumers in the United States an additional \$100 to \$200 billion.

**Undetected Crime**

Undetected crimes are losses which are yet to be discovered. Theft of time, illegal loans, illegally obtained insurance policies, fraud committed upon governmental agencies including Medicare/Medicaid, false medical insurance claims and overpayment, welfare fraud and defrauding state and federal taxing bureaus. The cost of these losses has been estimated at to be \$650 billion annually or 15 percent of the Gross National Product (GNP).

The real long lasting tragedy is not the monetary loss but the societal loss of confidence in government and business and the elevated cost of some consumer products beyond the ability of a segment of the population to pay for it. Examples include, health insurance, auto insurance, the diminished ability to provide adequate health care, inability to provide livable mid and low-income housing etc.

## Crimes against Persons vs. Property Crime

If we can accept the premise, as outlined in the last segment, that the more developed a country becomes, the higher percentage of overall crime reported is property crime, then why do crimes against persons investigations demand the lions share of police overtime budgets, generate the if it bleeds it leads media attention of the electronic and print media, the book and movie industry, as well as the growing list of real life television shows. Again we must turn to rational, factual analysis of this paradox contained in Wilson's *Crime and Human Nature*.

Several suggested reasons for our societal preoccupation with violence generally, and violent crimes specifically, have been suggested:

- The inherent fear women possess of the potentially aggressive behavior of the male half of the population against the weaker sex.
- The natural human fear of our own mortality and especially facing death in a sudden and violent incident.
- A universally held multicultural belief that causing the wrongful death of another is the ultimate crime for which the ultimate criminal penalty can be levied.



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All roads appear to lead back to the same motivating element that surface more consistently and predominates the crimes against person's investigation and societal demand to solve those cases:





## What we know about Offenders can hold the Key

Criminologists and social scientists have attempted for years to develop explanations for crime and delinquency. Some theories attempt to explain the origin of criminal behavior while others identify approaches to treatment and rehabilitation. Public policy historically responds to the succession of contemporary theories and philosophies about what causes crime and what we can do about it, and remember, those decisions are largely based upon reported crime. As we have already discussed, factual data and rational thought are not necessarily elements that drive public policy.

Whether the crime solution of the day is based on legal, social, psychological, biological or political theory, the fact remains that law enforcement must deal with the immediate results of crime regardless of what motivated the offender to commit the act itself. In the next chapter of this training manual we will carefully sort out the common causal factors among the large majority of criminal offenders and what a focused and blended prevention plan can hope to accomplish.

## Criminal Justice and the Perceived Role of Law Enforcement

Many persons in the public and private sectors have a limited viewpoint as it pertains to law enforcement and security operations and mission. Public officials at all levels of government also are limited in their combined perceptions of the role of police.

“Catching bad guys” is the most visible and popular role for law enforcement/security. McGruff the Crime Dog is a symbolic reference to the traditional watchdog that catches crooks by the seat of the pants and Dudley Do Right; the cartoon Canadian Mountie always “gets his man”. Catching bad guys is the popular image of police and perhaps the image we, as law enforcement officers, want to perpetuate, however if we are honest with ourselves and reread the section on reported crime•we can realize that catching bad guys is the one thing that we fail to do most of the time.



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The National Crime Prevention Institute defines crime prevention as “the anticipation, recognition and appraisal of a crime risk and the initiation of some action to remove or reduce it.” Simply put in a non-collegiate vernacular,

*“If it ain’t about arresting somebody - it’s gotta be crime prevention.”*



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Slide # 21

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Most law enforcement agencies, if they deal with it at all, relegate crime prevention to a few persons who may or may not be law enforcement officers, with at least a part of their reason for existing to serve as a diversion of public attention away from the basic ineffectiveness of law enforcement programs as they deal with common crime. In a traditional policing philosophy, crime prevention seldom goes beyond entertainment; adults dressed in dog costumes and gadget orientation.

Not until the advent and customer driven popularity of a comprehensive community policing/problem solving philosophy has the potential and necessity of a well thought out and logical crime prevention plan been seriously considered.

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Slide # 22

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*The goal of this course is to systematically present crime prevention options in such a way that it enables the law enforcement problem solver to analyze and implement a blend of site specific solutions based upon proven, factually based principles. Read on and finally get “empowerment”... for real!*



## Chapter Two

# Opportunity vs. Specific Target Crime



### Discussion

After considering crime from the varied perceptions of the multitude of persons and professions that make up society, it's time to examine those variables in the microcosm of the community police officer's area of assignment. Somewhere in the problem solving process, we must look beyond the criminal events that make up the reported crime/calls for service quantification of area police effectiveness, and explore the motivation of the offender. The questions to be answered can be "Are all these reported crimes the work of well thought out and highly motivated criminals whose plans include circumvention of standard security precautions?" "Was that victim in possession of some type of valuable(s) that make that particular victim a compelling criminal target and set that victim apart from all other victims?" In other words, what types of crimes make up the bulk of the police officer's workload and what does the offender perceive as an opportunity. The key question: "Is the bulk of my workload made up of Opportunity or Specific Target crimes?" The final question: "Which Crimes can we truly *prevent* and which crimes are we simply *displacing* to another area, zone or city?" The goal of this training module is to examine the local issues and answer these valuable key questions, which can hold the key to, and greatly assist, the community police officer in directing his/her efforts into a workable, practical and impact work product.

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Learning Objectives:

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- Examine crime from the local variables of reported crime in the community officer's area of assignment. Discuss the importance of considering media attention and the officer's ability to input impact and influence that resource.
- Discuss crime from the offender's perspective; examine the offender's beliefs and fears and recognize what components comprise opportunity.
- Define Crime prevention and Crime displacement individually and globally.
- Recognize the root cause of the majority of reported crimes and which can be truly prevented or simply displaced.

## Opportunity vs. Specific Target Crime

*Local perspective - the Community Police Officer's area of assignment*



Community policing applications vary from agency to agency. Some jurisdictions choose to make only certain special or challenged areas, community policing or problem solving areas. Other jurisdictions divide up their entire area of assignment into community policing areas and assign an officer to each area, thereby insuring that every square yard of earth has some community police officer as the first line in addressing long term policing issues.

Most community police officers (CPO) or problem solvers are able to rotate their shift hours and days off to fit the particular problem they are addressing in their area at that particular time. The methods CPO's use to prioritize their work seem to fall into two broad categories; *repeat calls for service* to, or persistent citizen complaints about a particular location or area, or crime analysis or investigative data which indicates a *crime pattern* occurring within their area of assignment.

The new CPO who chooses to aggressively and persistently address the repeat calls for service issue that probably makes up some of the reasons his/her area is considered a special area in the *first* place, can find themselves up against a myriad of issues which, as a 911 responder or zone officer really didn't matter when running from call to call.

Example: A CPO routinely checking for repeat calls for service discovers a low-income motel along the main business corridor of his/her assigned area. This motel business is generating many calls for service linked to prostitution and drug sales and related issues and crimes. Residents in the neighborhoods immediately adjacent to the motel complain loudly and often of finding prostitutes servicing their customers in the alleys and residential driveways and business parking lots as well as people believed to be drug dealers frequenting the corners of street intersections directing their customers to the motel parking lot to complete the drug sale transaction. Evidence of narcotics use as well as used condoms from the prostitutes sexual activity litter the adjacent residential area and comprise a genuine health risk for the residents and especially the children in the area. Children are also at risk when numerous cars, not from the neighborhood, speed along their streets at all hours playing loud music and strangers openly shout vulgar language.

This is obviously an example of a community-policing problem that will not go away by employing the cuff and stuff traditional methods of law enforcement problem solving. Certainly there is and will always be a place for aggressive enforcement action, "round ups" and the like, however to make any *lasting* impact on this particular problem, it's going to take much more than just the sole efforts of one police department problem solver assigned to that area.

Remember the last chapter, "If it ain't about arresting somebody•it must be crime prevention."

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*"Maybe no one will notice me staking the place out, if I wear the dog suit!"*

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*“Thou shalt never, ever speaketh to someone who holdeth a microphone or notepad or camera, lest one desirest one’s head to be handeth to him/her on a platter by the Chief (eth).”*

## Media Attention and the CPO’s Impact on that Resource

Many, many books have been published regarding the effects of media attention on corporations and organizations and these volumes are filled horror stories of a myriad of mistakes made which generated *negative attention* and resulted in lengthy investigations, careers abruptly ruined, cover ups and the like. *Negative attention* is the essence of what sells newspapers, makes careers for investigative reporters and comprises the banner headlines of the tabloids we all read in the check out lines at every large and small grocery store in any town U.S.A.

Is it any wonder that law enforcement officers *always* remember the eleventh commandment handed down on the tablet of stone by whoever taught “dealing with the public” or “public relations” in Police Academy 101?

While this is not the place to conduct an in-depth study of media relations, nor is it the intention of this section to encourage CPO’s to promote themselves and their efforts in the media, it is important to recognize the inherent power of this “opiate of the masses” and encourage the law enforcement problem solving professional to carefully and appropriately consider the media as a tool, sometimes valuable tool, in blending crime prevention options in a customized and site specific crime prevention “plan for a good guy win.”

## What is an Opportunity...Exactly?

Lest we repeat the mistakes of modern education and turn out college graduates who cannot write, read or solve even the most elementary mathematics problems, it is important to, as sometimes law breaker and country music icon, Willie Nelson sings, "Get back to the *basics* of life."

Most of us remember receiving a new shiny symbol of independence as a child; a brand new bike, and before we headed out the driveway getting the sobering sage advice of the gift giver, "Don't leave that bicycle in the front yard or the Nasty kids who live on the corner will *steal* it." When the newness of that gift wore off and we rushed out to the front yard where we left it and it was *gone*, those words we barely heard back on day one, did an instant replay in our minds a few thousand times. "Don't leave your bike in the yard" - The Nasty's have struck again!

As young law enforcement professionals in training we were all introduced to the *most holy icon of crime prevention; the Victimization Triangle* as that seasoned Grey haired veteran of a thousand terror filled, coffee and brownie packed, community meetings (*never* on weekends!) drew a triangle on the blackboard, we all repeated the mantra, "Desire...ability...*opportunity!*" and we immediately thought back to that source of much childhood trauma; The Nasty kids!

*"I wish I could run into one of those Nasty's now; now that I'm a crime fighter!"*

Remember the National Crime Prevention Institute (NCPI) official definition of crime prevention; "the anticipation, recognition and appraisal of a *crime risk* and the initiation of *some action* to remove or reduce it." Opportunity = Crime Risk.

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Recognizing the elements of opportunity in any venue, criminal or legal, can comprise a study in *human nature*. Universally, all humans have a basic drive to satisfy certain needs and desires and all humans want those needs and desires met *in as direct a manner as possible*, no human being wants to *work any harder than they really have to* to accomplish the satisfaction of those needs and desires and all humans believe that the shortest distance between their desires and the goal is a *straight line*.

#### Example One

A widget salesperson must sell widgets to survive. He/she is constantly appraising his/her environment, seeking the *opportunity* to sell widgets. One day, the widget salesperson speaks to two people; both potential opportunities. The first person owns a local company that uses one thousand widgets a month. That local company owner likes the idea that these particular widgets are made locally, are of very high quality and will be available without the usual transportation and communication hassles that he is used to when buying his present widgets from Albania. That local company owner makes all his own decisions, controls his company himself and his company has a long standing policy of operating debt free and paying their bills on time.

That same afternoon, the widget sales person speaks with another company representative whose company also uses one thousand widgets per month. This company is a subsidiary of a Czechoslovakian parent corporation, which is controlled by Saudi oil Baron who temporally lives in Kuwait. This company representative is also impressed with the quality of these particular widgets and it is his feeling that his company would probably be interested in using them, however all his proposals need to be routed through corporate headquarters in Prague where they are translated into Arabic and forwarded, via thoroughbred camel, to the oil Baron and his staff who must approve each expenditure of funds based upon the per barrel cost of Arabian crude which fluctuates daily depending upon the stability of the oil market and the activity of the feuding regional oil barons in neighboring Afghanistan. They will, naturally, pay for the widgets when the currency exchange rates are most favorable which it really *hasn't been* lately, because of the devaluation of the Russian ruble etc. etc.

Which is the better *opportunity* for our needy widget sales person?



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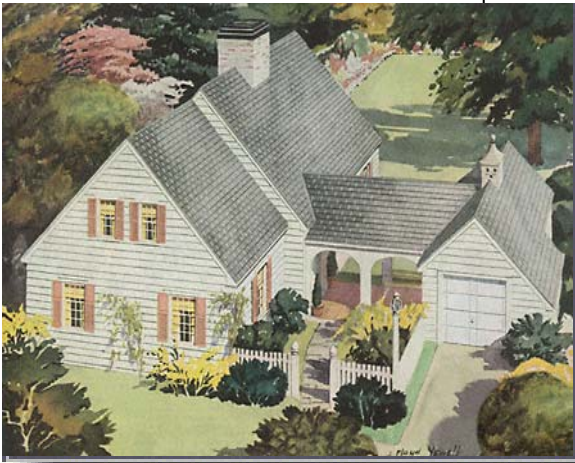
Example two

A home burglar burglarizes homes to survive. He is constantly appraising his environment seeking the *opportunity* to burglarize homes. This morning he is driving through several neighborhoods in the city, one of which is located in *our* community policing area of assignment. A basic and necessary tool this tradesman burglar has developed is a keen sense of observation and the ability to quickly and unobtrusively analyze a large number of ever changing variables within his environment as he looks for his next *opportunity*. As he drives through *our* neighborhood he casually notices “neighborhood watch” signs near the entrance of the sub-division. He locates a home that has no obvious signs of anyone being there. He also observes a good spot to force open a side garage door, where an overgrown shrub partially conceals the door from the street. As he slowly drives by the home, he notices an old lady kneeling down digging in her flowerbed in her front yard. Her eyes never leave his vehicle as he drives by. Her Doberman dog is running around the back and side yard held in by a four foot chain link fence. He turns down the alley and looks at the target house from the rear, but the wrought iron fence surrounding the back yard is locked. Even though the fence is only four feet high and he could easily jump it, the home immediately across the alley has a large glassed in patio area with reflective tint on the windows and there is one car parked near the garage. The burglar can’t really be certain if that is just a spare car or if anyone is home and could be looking out from behind those tinted windows. The burglar keeps on driving through *our* neighborhood looking for another target; an easier, less risky *opportunity* and notices that part of *our* neighborhood is designed with curving streets and cal de sacs, which add to his growing feeling of uneasiness; he just isn’t comfortable here. He drives on thinking there must be an easier place to work.

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He drives a short while and comes to another residential area where the streets are wider and straighter. He notices a home where a six-foot stockade fence surrounds the rear yard. The side fence gate is standing open. A young lady and her toddler are standing on the front porch of a home down the street from the target house and they seem to pay no attention to the burglar's vehicle coming down the street. In fact, they go inside the house as he drives by without even looking. The burglar backs his car into the driveway and knocks on the front door. If someone answers he will use the tree trimmer inquiry to legitimize his being there. When no one answers, no dogs bark inside the home, there are no kids toys scattered about and not even any oil stains on the driveway, he walks in the side yard concealed by the fence, easily lifts the rear sliding glass door off the track and enters the residence and does what burglars have been trained to do. Approximately four minutes later, he is loaded up and back in his car and on the way to his local "fence" where he immediately disposes of the stolen goods, gets his money, satisfies his needs and plans for another day.

No newspaper articles, no film at eleven, no book deal or movie contract. In fact, the people who live in the neighborhood *never even know* about that home burglary until an alarm salesperson knocks on their door and tells them there was a house "robbed" in the neighborhood and the rest of the neighbors are all buying his \$1500 alarm package which coincidentally is on sale this week only for \$999.

What comprised opportunity for the burglar? Was it privacy, speed, noiseless unobtrusive entry and a lack of visible witnesses who could put him at the scene later on? What did he fear? Being caught in the act or identified by witnesses or being stopped with stolen property in his possession.

Whether it is widget sales, burglary, auto sales or auto theft, purse selling, purse snatching, telephone sales, telephone fraud, selling legal drugs to doctors and pharmacies or illegal drugs to kids, it's all about the same thing•*opportunity*.



Crime Prevention or Crime Displacement

*Once again, Willie is still singing, “back to the basics of life.”*

**Here's A Homeowner Example:**

A homeowner is experiencing a homeowner's problem; bugs. Too many bugs around the house, in the house and in the garage; they just seem to be everywhere and when that homeowner does the conscientious thing and spray noxious chemicals all over the place, he's left with the problem of dead bugs everywhere. Time to start cleaning up the yard and getting rid of the bugs where they live. As he cleans up his backyard, he picks up a big rock that has *always been there* in the yard and about fifty of the nasty critters scurry out from where the rock *used to be* and run at top speed as fast as their little bug legs will carry them. They all run in the direction of his neighbor's yard and that's O.K. with the homeowner because at least they are out of his yard. During the next month this homeowner is rewarded for his efforts by a *marked reduction* in the incidence of bugs in and on his property. However, he is now having problems sleeping at night because his usually very quiet neighbors seem to be screaming and shouting a lot during the night and one morning he notices an exterminator truck parked in their driveway.



**Question:**

- Is this an example of bug *prevention* or bug *displacement*?
- Has the overall statistical incidence of bugs *in that neighborhood* gone down, increased or stayed about the same?
- Did the bugs that ran out from under the rock *stop being bugs* and stop doing *bug like* things when they were forced out of their home?

Some police administrators have asked the same question. If my police department, sheriff's office has a crime *prevention* unit, why have the crime stats in my jurisdiction trended upward for the last ten years? If we're *preventing* crime, why don't the statistics reflect it?

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Of course, the answer is simple and relates directly to the bug example. As it pertains to *opportunistic* crime, there is precious little, especially on the short term, which law enforcement can do to *prevent* opportunistic crime from occurring *somewhere*. Auto thieves steal cars, burglars break into homes and businesses, bank robbers rob banks etc.

What we *can and do control* very well and the reader will become especially adept at, as this study progresses, is *displacing* the opportunistic criminal out of selected areas.

Canadian author, criminologist and Crime Prevention Through Environmental Design (CPTED) practitioner, Greg Saville in his book *Crime Problems, Community Solutions: Environmental Criminology*, states that one of the unfortunate trends in law enforcement is the pre disposition to view displacement as always *negative*. "There has been resistance almost from the onset among scholars and policy makers who craft crime prevention research and policy. The resistance is often stated in reference to the *problem* of displacement." Saville goes on to insist that displacement is simply a *tool*, often a powerful tool, in the law enforcement professionals effort to blend and customize an overall site specific crime prevention strategy.

For the sake of completeness, here is a partial list of opportunistic *displaceable* crimes, which are likely occurring somewhere in the CPO's area of assignment. Remember, unless you are working in a very small town where very little crime occurs, opportunistic crime gets *very little* media attention; sometimes it is not even reported to the police:

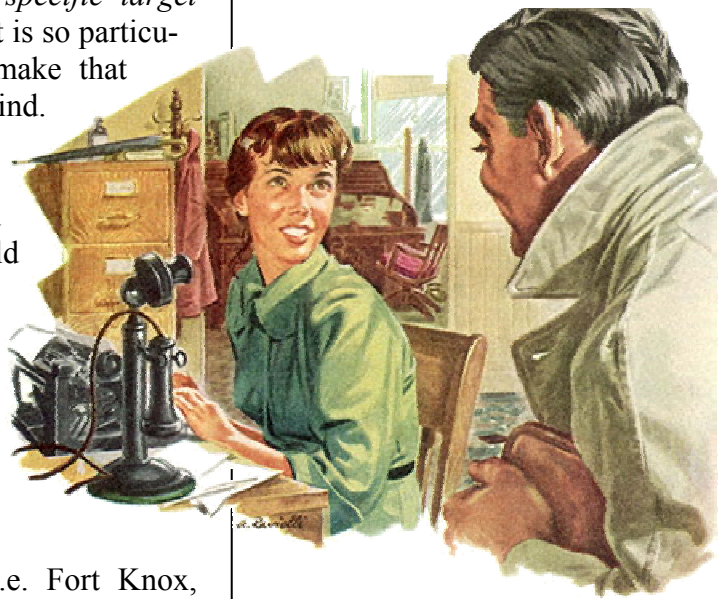
- Auto theft
- Burglary (residential/commercial/auto)
- Purse snatching
- Simple theft (petit/grand)
- Armed robbery (individual and business)
- Illegal drug use/sales
- Vice related activity (prostitution/gambling/boot legging)

Are there any crimes, which law enforcement professionals can prevent, in the purest sense of the word? In other words, can a law enforcement officer attempt to do something to keep that crime from occurring *anywhere*?

Not a random opportunistic crime but a *specific target crime*. *Specific target*; when the crime target is so particularly and significantly compelling as to make that crime target unique; virtually one of a kind.

*Specific target crimes* occur very infrequently but, always make the newspapers, media, books, and movies and create much public attention. Examples could include:

- Kidnapping for ransom
- Workplace Violence
- Contractual murder
- High profile well planned theft (i.e. Fort Knox, Hope Diamond, Great Train Robbery)
- Treason
- Serial Killing (Specific Victim Profile; prostitute, student, waitress)
- Industrial Espionage
- Theft of High profile Intellectual Property and Computer Crime.



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## Squaring with the Problem: Community Policing

As we come to an understanding of what crimes we can prevent and what crimes we can displace, it becomes evident that the overwhelming bulk of work done by a community police professional falls into the category of displaceable *opportunistic* crime. It is time to organize our toolbox and come into a rational understanding of what we can do to *control* opportunistic criminal behavior.

Read on as we systematically organize your toolbox and simply explain the options available to control opportunistic behavior.

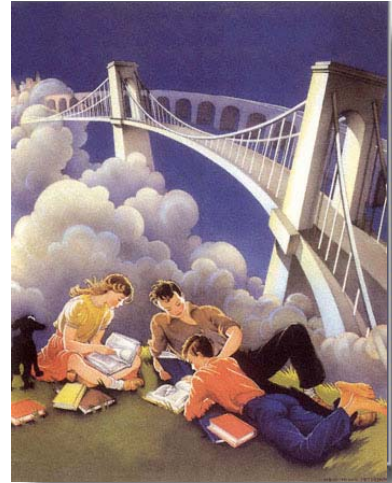


*"Intelligence is not knowing everything no one can. Intelligent people just know where to go to get their answers." Henry Ford*

## Chapter Three

# Controlling Opportunistic Crime

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### Discussion:

In the training modules entitled *Controlling Opportunistic Crime...* the participant officer will develop an overview of the three options available to him/her when the likely issue demands some type of control of opportunistic criminal behavior. The solutions fall into three general categories: *organized, mechanical and natural*. Once the officer is familiar with the components of each category, he/she will develop the ability to customize and blend these options into individualized solution packages, which can be applied, to a variety of circumstances.

### Organized Controls

#### Learning Objectives:

- To identify and discuss the array of people intensive uniformed controls including law enforcement, private security and courtesy patrols.
- To identify and discuss the civilian neighborhood organized controls, which can include neighborhood and other, assorted “watch” groups, homeowners and neighborhood associations, tenant unions and deed-restricted communities.



- Understand the people action groups in businesses such as employee safety committees.
- Explore the motivations of people who participate in organized control groups such as watch groups and home owners associations and the inherently tenuous nature of these groups
- Understand how organized control groups reinforce the concept of their own organization.

## Organized Controls

Community police officer problem solving professionals often find themselves assigned to areas which can present complex and multi-faceted problems much like our motel example in the beginning of Chapter Two. Complicated projects might start with a look at Norman Vincent Peale's often quoted "the more problems a person experiences can only serve to emphasize how alive and vital that person must be," from his book *The Power of Positive Thinking*. This seems like a good place to start a discussion on how to get a *handle* on what can appear at first to be an impossible and unfixable crime and social problem.

Again all solutions to opportunistic crime fall into three broad and basic categories; *organized, mechanical and natural*.

**IMPORTANT:** None of these options "*stand alone*" as the sole method of control.

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Any conscientious law enforcement officer has *some* notion and at least a passing familiarity with the elements of each of these options and each may be studied separately and in-depth in 40-hour courses covering each option. The Florida Attorney General's Office, Florida Crime Prevention Training Institute (FCPTI) regularly offers these courses.

Upon successful completion of this combined 120-hour course of study, the student receives the Florida Crime Prevention practitioner (FCPP) designation, which is renewable every two years upon obtaining continuing education credits from courses also offered by the Attorney General's Office.

## Goal of Organized Control

Organized controls are characterized by *people intensive* methods of controlling opportunistic crime. The *goal* of organized controls is to displace the opportunistic potential offender by capitalizing upon his/her natural fear of being detected and or apprehended during the commission of an opportunistic crime.

## High Visibility Patrol

Law enforcement officers are often tasked with the assignment to be visible. Whether the visibility is in a crowded daytime event with thousands of people or a dark and solitary neighborhood during the midnight shift, the presence of an uniformed *symbol of control* is desired.

Uniformed high visibility patrols can include:

- Professional Law Enforcement Officer (on duty patrol)
- Professional Law Enforcement Officer (working off duty paid by site)
- Proprietary Security Force (owned by site)
- Contractual Security Force (hired by site)
- Courtesy Patrol (uniformed resident of apartment/condominium site)

Selection of the *most effective* source of high visibility patrol often is predicated upon the perceived *displacement value* of the patrol. Comments like “everybody around here knows those courtesy patrols can’t really do anything,” can be indicative of the possibility that the opportunistic individuals in an area are experienced, *system wise*, firmly entrenched or otherwise resistant to being easily or casually displaced. Effectiveness is often equated with the ability to react immediately with force of law, as opposed to witnessing an offense, calling the police and waiting for police to arrive. Armed personnel, whether law enforcement or private security, are generally perceived to have a greater *displacement value* than unarmed persons.

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The economics of high visibility patrols are most evident in the corporate environment. The cost of maintaining a high visibility patrol (proprietary) or hiring a security force (contractual) *never decreases*. In addition to loss control, the effectiveness of the security force in the corporate environment and the amount of attention and support it receives from management is often influenced by employee feedback loops usually called *employee safety committees* who can provide input into implementation and effectiveness of the security personnel.

## Volunteer High Visibility Efforts

### Neighborhood Watch

Neighborhoods often feel a need to organize, usually in response to some type of perceived crime problem or incident, which is of such significance as to shock, or threaten the residents into action. Action is defined as increasing their own communication with each other and the police, along with a heightened awareness of their surroundings and a commitment to each other to call police if something suspicious is observed.

Law enforcement agencies are equipped to assist those neighborhoods who express a desire to organize and insure that the leadership of the watch is checked out criminally. Law enforcement also provides training for the watch members, usually on how to recognize an offender, being a good witness, not fearing calling the police or some other topic, which is felt to increase the effectiveness and encourage the members to become the eyes and ears of the neighborhood. Law enforcement also periodically provides the group with crime data in order that they might assess their own effectiveness. Some crime prevention units have established call in telephone systems where citizens can listen to statistics about crime occurring in their area. When some type of crime pattern presents itself as a possible threat to the neighborhood, Watch members are provided the particulars and expected to communicate to the whole neighborhood in the manner agreed upon (i.e. flyers, telephone tree etc.)



While most watch groups are not encouraged to actively or aggressively “patrol” their own neighborhoods, there has been a trend to provide additional training, signs and even two way radios to certain neighborhoods who wish to establish crime patrols, again with the goal of displacing opportunistic behavior by surveillance, being a potential good witness and possessing the ready ability to call their own law enforcement agency if the need arises.

Some watch groups schedule regular meetings with law enforcement command staff, form coalitions or appoint sector representatives, all with the goal of establishing a feedback loop to law enforcement and providing input into the decision making processes of law enforcement and or municipal government.

#### **Home Owners Association vs. Neighborhood Watch**

In neighborhoods where home owners or property owner associations are in place, there appears to be some difference of professional opinion as to whether a neighborhood watch group should be part of the homeowners association or should each remain separate. The argument seems to center around money. Associations usually charge some type of membership dues while neighborhood watch supported by law enforcement is almost always free of charge.

Association activities center around municipal politics, beautification projects, historic preservation etc., while watch groups are primarily concerned with crime and safety issues. Certainly, a well-kept neighborhood appearance can and does affect opportunistic crime (see natural controls) and a thorough discussion of advantages/disadvantages of each option is not possible here. The professional law enforcement problem solver should be aware of the potential problems regarding this issue and be prepared to use both organizations as displacement tools in his/her comprehensive site specific crime prevention plan.

#### **Tenant Unions/Condominium Associations and Watch Groups**

Tenant unions and condominium associations are organized along the same lines as homeowners associations and are usually found in mid to high-income apartment and condominium communities. Property management companies are influenced by the input they receive from tenant union and condominium association representatives. Often the concern of the residents will center on an actual or per-

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ceived threat of crime and management companies will call upon law enforcement to meet with the residents. This can provide law enforcement with the chance to initiate an “organized” control to opportunistic behavior occurring in that community.

Creating meaningful communication with management as it pertains to an ongoing law enforcement problem can be very beneficial to the law enforcement/problem solver. It is not out of the realm of possibility that management can cooperate to the extent that they provide vacant apartments to law enforcement for short-term surveillance use to curb opportunistic crimes such as auto burglary, auto theft and residential burglary, which can commonly occur in apartment communities.

When meeting with resident groups the law enforcement professional should be especially aware *not* to be manipulated by either the residents or management. The fatal error for the well-meaning law enforcement problem solver is to be perceived as taking sides as an *advocate* for the tenants or management. The law enforcement officer should actively seek to maintain his/her position as *impartial seeker of the truth* and remembering the goal of establishing some type of organized control to displace opportunistic criminal behavior.

#### Apartment/Condo Watch

Apartment or condominium watches groups have been established with the assistance of law enforcement. Unfortunately, apartment and condominium watch groups are usually short lived due to the transient nature of the residents of apartment communities and to some extent condominium communities. Law enforcement problem solvers should make every effort to center the professional relationship *primarily with management*, making certain that management is in full support of the watch group and views the watch group as beneficial to the overall feeling of safety and well being of the residents as well as meeting the law enforcement goal of displacing opportunistic crime.

### Organized Controls; Written Policies/Procedures, Rules and Codes

Another facet of organized people intensive controls which the law enforcement/problem solver has at his/her disposal as a displacement tool are the multitude of rules and proce-

dures generated by people/organizations/corporations as they organize.

When law enforcement professional is called to a site or initiates contact with a location due to a long term policing issue, the officer can find the potential solution to the opportunistic problem has already been addressed in the written policies of the organization or business. Common examples include out of control apartment communities, motels, low-income housing developments and corporations and businesses experiencing employee related inventory losses and breaches of security.

The problem-solving officer should take advantage of these organized controls by assisting management in taking notice of and making appropriate provisions to enforce and reinforce the appropriate policies, which contribute to the goal of displacing opportunistic behavior

**Reinforcing Organized Controls; Signage**

Organized controls are of limited value unless they are reinforced with conspicuously placed signage. Signage can serve as a source of motivation to initiate organizational behavior.

Any law enforcement professional who has assisted in organizing a neighborhood watch group has doubtless heard the question, “When do we get our signs?” as if to say that a sign alone will adequately displace opportunistic behavior.

Rules and regulations, policies and procedures, which spell out expected actions and behaviors, *must be reinforced* with corresponding signage, which communicate simply and explicitly what the expected behavior entails. Examples are numerous:

- Park Closes at Dark
- No Trespassing
- Pool Closed at 8:00 p.m.
- Residents Only
- Neighborhood Watch Area; We report suspicious Activity to Police etc,

- Employees are subject to Search, etc.

#### Deed Restricted Communities

Deed restricted communities can present some interesting challenges and advantages to the law enforcement/problem solver. Deed restrictions are certainly an organized control of human behavior and in many ways can further the goal of displacing opportunistic behavior.

The developer of a geographically defined area initiates deed restrictions. New homes are sold with the restrictions in place and the owner signs an agreement that he/she will abide by the restrictions in the deed.

Typical deed restrictions include; height and type of plant material acceptable in the development, home and trim paint colors acceptable, requirement that any addition or modification of property be consistent with certain neighborhood characteristic and construction material, prohibition against certain types of vehicles/boats being brought into or stored within the development, approved list and placement of children's play equipment and lawn furniture, approved composition of seawall material, approved lawn grass type, approved sprinkler system type, prohibition of vehicles parked on street or in driveways, prohibition of more than one family living in the home, approved roof composition, prohibition of posting yard signs and political campaign materials, etc.

After the area is completely been developed, the developer turns over the deed restrictions to the homeowners association, which gives itself certain powers of enforcement.

Again, it is important for the law enforcement professional who may be experiencing opportunistic behavior to become familiar with the deed restrictions of the target area and encourage enforcement of those restrictions which can serve as displacement tools to opportunistic behavior. Since deed restrictions are civil in nature, law enforcement should avoid taking any direct enforcement action solely based on the restrictions themselves.

**Frailties of Organized Controls and Human Nature**

As was stated in the section titled Neighborhood Watch, humans take action when they are directly threatened and directly motivated. The opposite is also just as true. When the threat is perceived to have diminished, so also diminishes the interest and motivation to organize, and results in interest in watch groups declines.

For that reason, along with reasons pertaining to community leadership, organizational people based controls of opportunistic behavior seem to naturally wax and wane depending upon how immediate the possibility of the threat is perceived to be and the leader's motivational skills. An effective leader's resignation from the watch group can cause the almost immediate collapse of the group and create the need to re-form when the next crisis occurs.

The law enforcement professional should make every effort to seek out purely motivated and dedicated community leadership and realize that some of the best and most *effective* community leaders, *rarely if ever*, attend community meetings. Organizational controls are almost always labor intensive to initiate and the degree of labor intensity involved in maintaining the group is directly related to the officer's ability to identify and motivate true community leaders. Officers must avoid those individuals who talk much and do little or are motivated by things *other than* their ability to participate in displacing opportunistic crime and enhancing the quality of life in their own environment.



## Chapter Four

# Mechanical Controls

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### Mechanical Controls Learning Objectives:

- To identify and discuss the applications and inherent strengths, weaknesses and options of locks. Discuss lock options such as electronic keyless entry devices, which include proximity cards, hand geometry readers and retinal scanners.
- To explore the components, which make up the average residential alarm system and the variables involved in monitoring contracts. Discuss the correlation of *fear* to the alarm company bottom line.
- Discuss the options and applications of fences and gates along with a discussion of gated communities and the unique concerns related to them.
- Discuss applications and limitations of cameras and monitors.
- Outdoor lighting types and applications (Covered as a separate topic under Natural.)



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## Mechanical Controls

The professional law enforcement / problem solver, when formulating a *site specific, blended* crime prevention plan formulated to *displace* the potential opportunistic offender must consider mechanical controls which comprise the *second* general crime prevention option.

Mechanical Controls fall into the following general categories:<sup>1</sup>

- Locks and locking devices and access control systems of all types.
- Alarm systems, both self-contained and monitored.
- Camera systems, both negative film and video.
- Fences and gates both interior and exterior.
- Lighting systems (see Natural Controls, next chapter).

As was stated in the introduction to the *first* general crime prevention option, *organized controls* (previous chapter), it is expected that the law enforcement professional has a passing familiarity with most of the options listed in this chapter and this section is only intended to introduce each option as a possibility for consideration when formulating a site specific crime prevention plan.

In truth, the technological advancements of each option result in product and feature changes, almost monthly. As a result, law enforcement personnel who are not up to date on the most current technological developments in a particular *mechanical* option area may do well to make *general references* to the option (i.e. alarm system, video cameras, etc.) and refer any inquiries regarding specific product capabilities to the potential vendor.

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<sup>1</sup> Important: Mechanical control options are not stand alone and should not be considered as the sole method of control.



As of this printing, the resources listed below are among the most comprehensive available to keep the law enforcement professional *current* on the subject of mechanical product availability and options regarding most *mechanical* options:

- *Access Control and Security System Integration.* This is a monthly publication from PRIMEDIA Intertec located in Atlanta, Georgia and is available by contacting (707) 955-2500. This publication also distributes an annual product buyer's guide which lists mechanical controls by type and lists manufacturer and dealer information.
- *American Society for Industrial Security (ASIS) Product Buyers Guide.* This annual publication is distributed to all members of ASIS and is available by contacting (703) 522-5800.

ASIS members also receive the monthly magazine, *Security Management*, which is an excellent resource for articles concerning specific security problems and applications.

Additional courses which include study on mechanical security applications are available from the Florida Attorney General's Office, Florida Crime Prevention Training Institute (FCPTI).

## Definition and Goal of Mechanical Controls

Mechanical controls are defined as those devices put into place in an environment, which are intended to define, promote and reinforce the physical security of that environment. Different types of mechanical controls can be layered into an environment to primarily *secure* the environment and secondarily *displace* the opportunistic offender away from that environment.<sup>2</sup>

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<sup>2</sup> See appendix on security devices and security assessment.

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## Doors, Doorways and Locking Devices (Residential)

The following items are common things to look for and common mistakes made by homeowners:

### Use of Spring Locks rather than Deadbolt

Exterior doors generally open outward which results in a gap or reveal where the door bolt enters the doorframe. Spring locks are easily accessed and pushed back by placing a knife or similar device against the bolt and pushing it back into the door. Deadbolt locks are fixed into the locked position and therefore are not able to be pushed back. A door latch protector is a metal device, which attaches to the door and covers the latch and prevents the bolt from being accessed from the exterior.

### Use Of Single Cylinder Deadbolt Lock Within 40 Inches of Glass in Door or Door Frame

This is a common error even in new residential construction. The interior of the lock is equipped with a thumb latch, which is easily opened by breaking the glass in the door or doorway, reaching inside and opening the lock.

### Improper Door Application

This is observed most often in low income or rental property where a hollow core interior door is placed in an exterior doorframe. The result is, the thin door veneer facing the exterior starts to peel away when exposed to the elements of rain and harsh sun light since the door was originally made for interior use only.

### Installing High Quality Locks in Low Quality Doors/Door frames

Generally speaking, when force is applied to a door, locks don't fail—the door or doorframe does. Before the law enforcement professional recommends upgrading locks, remember to examine the door and doorframe.

### Exterior doors lack viewing device

Exterior residential doors should be equipped with some type of peep hole or door viewer which enables the occupant to view who is outside the door without opening the door and compromising security.

#### **Rear Sliding Glass Doors not Properly Secured**

There are several simple methods available to properly secure sliding glass doors. These doors are especially vulnerable since they are hinge less and are generally able to be lifted out of the doorframe. (See appendix)

## **Doors and Doorways (Business)**

#### **Compromised Door Security For Convenience**

Employees of corporations and small businesses will often devise methods to peg doors open by blocking complete closure, stuffing paper in the door latch box, or simply unlocking doors which are suppose to stay locked; all for the sake of employee convenience. It is not uncommon to walk behind small businesses in shopping centers and strip malls and find rear doors unlocked or standing open. Restaurants, bakeries and dry cleaners will often leave doors open for the sake of ventilation.

#### **Exterior Doors lack viewers**

As in residential applications, the employees must open the door without knowing if anyone is immediately outside the door waiting to victimize him/her.

## **Other Types of Access Control Methods**

In addition to the traditional lock and key there are other types of access control systems available and in use primarily in the business environment.

- *A keyless lock, which uses a mechanical pin type keypad. The combination can be easily changed thereby eliminating re-keying.*
- *Magnetic Locks, which are, reprogram able and are most commonly seen in motel applications. These locks are stand alone or networked with a record keeping capability for logging employee number, door number and time of access.*

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- *Proximity Cards* that are part of an automated and networked perimeter control system and have the capability of recording employee, door location and time of entry exit. These systems can also be integrated into a video system and may turn on video cameras when card is used.
- *Hand Geometry, Retinal Scanner and other Biometric Controls.* These systems, which were considered “star wars” technology, only a few years ago are now in use in some high profile corporate environments. These systems do not depend on cards, which can be easily lost or stolen, but rather function on biological information specific to the employee only.

## Alarm Systems (Residential)

The most important thing to remember regarding residential alarms is that they are simply comprised of components, which are commonly used by all alarm companies:

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### Common Alarm System Components

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- *Sounding Device*, which is some type of siren or loud electronic noisemaker, which is placed on both exterior and interior of the home and sounds when the alarm is activated.
- *Motion Detector*, which is commonly infrared and ultrasonic which means the device will not activate without both motion and heat, combined. This eliminates false activation due to plant motion or other ventilation related movement. Motion detectors can be modified with lenses called “pet alleys” which limit the detecting ability only above a certain height so that floor-walking pets will not set off alarm.
- *Vibration Sensor* commonly called “glass break” detector, which is usually installed, in rooms with large windows to activate the alarm prior to motion detector being activated.

- *Control Panel*, which can be supplemented with remote panic alarms, which are hand, held and operate much like a remote garage door opener from both inside and outside the home.
- *Battery Backup* which notifies the alarm company when there is a loss of electrical power to the home or there is a discontinuance in the telephone circuit, as would occur if telephone lines to the residence were cut from outside the home.

Residential alarms can be either free standing and depend upon the noise of the sounding device to alert/annoy neighbors to call police and report the alarm, or a monitoring company can monitor the alarm.

Since many city governments require alarms to be registered and assess fines for excessive false alarms, residents can require the alarm company to call as many as three or four contact numbers before calling the police.

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#### Camera Systems

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- *Negative film camera* installations are still fairly common in bank applications and, like any other camera installation, depend upon proper placement angle and camera height in order to be effective. The greatest advantage of the negative film camera is the high quality picture potential using a standard photograph negative versus the grainy appearance of an enlarged video reproduction, especially if a poor quality, old, or badly worn videotape is used. The quality of video reproductions is improving steadily as digital technology becomes more commonplace.
- *Video camera systems* are component systems, which are readily adaptable to many situations. As was stated above, the most important variables to be considered when recommending a video system are proper camera height, angle and an adequate light source for exterior applications. Modern video camera light gathering capabilities are better than they have ever been since the advent of the smaller chip camera, however these cameras will not work without some minimum amount of light being available.

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- *Video camera installations* are commonly networked with simple sequencer, which individually activate the cameras in the system and allow viewing on monitors (television screens), which are also networked. Rather than using a sequencer which shows only one camera view at a time, there exists the option of using the monitor in a “quad plex” or greater, which simply uses the single monitor screen and segments the screen into many individual views of different cameras.

*Video camera technology is one of the most rapidly changing of all the mechanical methods of control.*

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## Fence and Gate Methods of Control

Some of the most common errors law enforcement professionals seem to make regarding the subjects of fences are:

- *Recommending a fence is stockade or other solid material, which blocks the ability to see beyond it.* Creating a private space also creates a criminal opportunity, which an opportunistic offender can hide behind. (See Natural Controls; Surveillance)
- *Recommending fence height above maximum allowable.* Fence height, composition, etc. are regulated by city and county codes. Most cities require a permit to erect a fence, which allows officials to insure fence is complying with code. Frustrated landowners often times express a desire to erect a very tall fence and are looking for agreement from the law enforcement professional. The officer can remind the landowner of the variance process if the proposed fence height exceeds maximum allowable height.
- *Recommending topping fence with barbed wire, razor wire, concertina wire etc.* Frustrated landowners will often express a desire to place some type of formidable material on top of a fence. Again, the proper advice would probably be to consult city, county officials regarding the practicality and legality of such an application. Also, much like guard dogs being left at a business overnight, insurance

companies are taking a hard look at urban installations of material designed for rural application.

- *Automated gates and gated communities.* Use of automated gates is on the increase, especially in apartment and condominium applications where concern about opportunistic crimes such as auto theft, auto burglary and to a lesser extent residential burglary, is a concern. These communities often market entry gates as a security selling point for potential new residents.
  - Obviously, in areas where gates are a new idea and there still exists areas which are ungated, the *displacement value* of gates would appear to be logically high, as long as the potential opportunistic offender lived outside the community and had no ready accomplice allowing the offender inside the gate.
  - The more commonplace gates become, the less they will be considered as a displacement tool. Some residential communities are adding video capabilities to the gates and programming a dedicated cable TV channel to the gate(s) camera so that residents can view the gates from inside their homes and screen potential guests as they enter. Residents are also encouraged to call management or police if they see a problem developing on their television.





# Chapter Five

## Natural Controls

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### Natural Controls

#### Learning Objectives:

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- Define the commonly misunderstood and mispronounced practice of Crime Prevention through Environmental Design. CPTED (pronounced “sep-ted”).
- Discuss the history of building and community design as it related to safety and the history and theories of the major players in 20th Century research, study and development of CPTED.
- Examine the necessity and benefits of examining all the data available in a community including crime analysis, community demographic information, land use and zoning maps, enterprise zones etc, Resident surveys and input, fear maps and design charettes.
- Examine the three basic principles of CPTED (natural access control, natural surveillance and territorial reinforcement) and maintenance. Zones of transition and types of space.
- Define the “3-D” approach used in space assessment and how the use of this approach can be used



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as a diagnostic tool when examining trouble spots in a community.

- Discuss the importance of understanding traffic flow patterns, street designations and the effects of traffic on neighborhoods. Traffic calming; what it really is and how to do it.
- Examine outdoor lighting options and the effect of color and light on human behavior.
- Illustrate CPTED in other applications, (small business, schools, public housing parks.)
- Recognize the importance of developing CPTED assessment tools and Interdisciplinary Teams.
- The rubber meets the road: CPTED Assessment Tabletop Exercise.

## Natural Controls

### Crime Prevention through Environmental Design CPTED

The final category of control for use in displacing opportunistic behavior which the professional law enforcement / problem solver *must* consider is the general subject of natural controls. When formulating a blended crime prevention plan, as is the case with organized and mechanical controls it is important to remember the following: <sup>3</sup>

Law Enforcement professionals know instinctively when an area projects a good or bad image, when an area feels safe or when certain areas just seem to attract trouble or crime. The organized study of natural controls simply isolates, labels and categorizes the environmental elements, which comprise those instinctive feelings, and offers methods of improvement.

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<sup>3</sup> Important: Natural controls are not “stand alone” and should not be considered as a sole method of control.

## Definition of CPTED

The proper *design* and effective *use* of the built environment can lead to a reduction in the incidence and *fear* of crime and an improvement in the *quality of life*.

## History and Major Players in Environmental Study

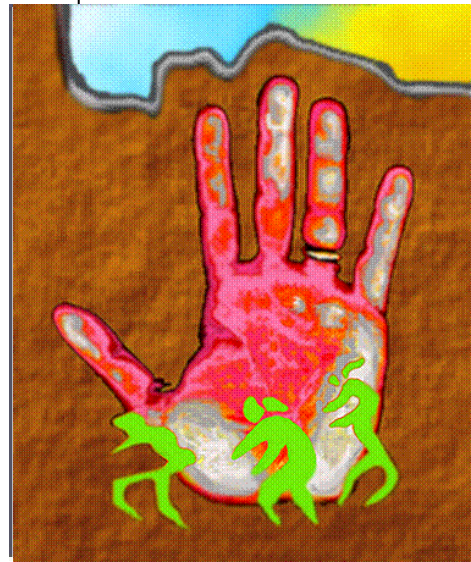
A very large part of the law enforcement training in the field of environmental studies in the last twenty years has been related directly or indirectly to the former director of the National Crime Prevention Institute and author of the text *Crime Prevention Through Environmental Design*; Timothy D. Crowe. His *Basic Training Manual*; *Crime Prevention Through Environmental Design*, originally used by the University of Louisville, National Crime Prevention Institute, is the source document for much of the material contained in this section.

Man has attempted to influence his own environment since the beginning of time. Cave men adorned the walls of their space and by so doing claimed that space for their own. Cave man also assigned certain areas of the cave for specific purposes and tasks. Greek temples were intentionally built to allow very little ambient light inside, to enhance the natural human fear of darkness. Early Italian government buildings designed the interior roof assemblies to give the impression that they were poorly supported, fragile and near collapse; all with the intention of speeding up the legislative processes carried on within those buildings. The cliff dwellers engineered their settlements so that they would never become victims of a sneak attack. Medieval engineers used height to their advantage in building castles and walls around cities and villages and during the reign of Louis XIV the first wide spread use of street lighting is recorded. Napoleon fathered large urban renewal projects in his conquered lands that always included wide paved streets to facilitate movement of military wagons and equipment, and the examples go on and on.

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In the U.S., contemporary environmental approaches to crime prevention started to appear in earnest during the mid to late 1960's during the federal funding of law enforcement research and education. Oscar Newman in his book *Defensible Space: Crime Prevention Through Urban Design* published in 1972, studied environmental approaches to security and demonstrated successfully how to improve safety and productivity in schools, commercial, residential and industrial areas. Dr. C. Ray Jeffrey of Florida State University coined the term "Crime Prevention Through Environmental Design," and he also contributed to the growing body of knowledge in the field of environmental studies and the effects of the environment upon crime during the early 1970's.

Timothy Crowe prepared and published a study he prepared for the U.S. Department of Justice Law Enforcement Assistance Administration, while Crowe was a part of the Westinghouse Electric Project in 1976. Crowe was a criminology student of Dr. Jeffrey at Florida State University and Crowe also studied architecture in Italy, prior to becoming the director of the National Crime Prevention Institute at the University of Louisville, Kentucky.

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## Data Assessment

We have stressed throughout this manual that factual information must be at the base of the professional law enforcement/ problem solvers blended crime prevention plan.

In order to properly assess the problem to be prevented, an environmental (natural) study needs to include input of the following sources of information:

- *Crime Analysis Data*—This data can be plotted on a map in order to determine the areas within the environment that are supporting certain types of offenses and crime patterns.
- *Demographic Data*—Data concerning the nature of the population available from city and county government as well as Census Bureau information.
- *Land Use Information*—City and county planning departments, zoning boards, traffic engineers and city and county commissions maintain zone maps relative to land use which show residential, industrial, commercial, parks, schools and special use ar-

eas. These maps are vital when attempting to get a grasp on the physical setting, natural boundaries and the natural geographic characteristics of neighborhoods, which at times are not congruent with the enumerated boundaries.

- *Observations*—It is very helpful to conduct either formal or informal visual reviews of the physical space in question in order to get a first hand knowledge of how the space is being used, when and by whom and where the problems may be. Observations may include pedestrian and vehicle counts, on and off street parking, maintenance of yards and fences, the degree of proprietary or challenging behaviors exhibited by the residents and users, the presence of either controlling or avoidance behaviors and other more subtle factors such as observing how many homes have their window shades drawn overlooking parks and schools.
- *Resident and User Interviews*—These interviews include people's perceptions of where within the environment they feel safe or endangered. This may or may not be consistent with the crime data maps, which show the occurrence of offenses. Often times this type of data "fear maps" on which residents rate their feelings as they assess their own neighborhood environment can supplement collection. As neighborhood plans become more involved, city planners and designers have the option of calling citizens together for as long as an entire weekend and cooperatively collecting their input into revising the design of their own neighborhood. These types of planning sessions are called design "charettes" (say "share et") which is French for "little cart."

## Classifying People within an Environment CPTED Actors

While studying an environment, the persons who occupy that environment can be classified into three general groups:

- *Normal User*—the desired user of space.

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- *Non-User*—opportunity seeking potential offender
- *Observer*—persons temporarily within an environment for a legitimate reason.

## Goal of Crime Prevention through Environmental Design

The law enforcement professional problem solver's goal is study the target environment and propose changes in that environment which ultimately cause the normal or legitimate user of the environment to feel safe, secure, productive and "in control," thereby exhibiting proprietary, challenging behaviors towards the non-user, opportunistic individual who is continually assessing the environment looking for an opportunity to commit an offense. The non-user will sense that the environmental cues of the target environment are non-productive as he seeks a venue to commit an opportunistic offense and will thus be displaced to another space located elsewhere.

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## CPTED Principles-Strategies: *The Tools*

The *overlapping* CPTED principles and strategies available to accomplish the goal are:

- *Natural Surveillance*—The placement of physical features, activities and people in such a way as to maximize visibility including lighting of public spaces and walkways at night. Purpose: Capitalize upon the fears of the non-user, which are the fear of being observed, identified and apprehended. Simultaneously reinforce the feeling of safety and security of the user; the need to be observed and non-isolated.
- *Natural Access Control*—The physical guiding of persons entering, exiting and occupying an environment by the judicious placement of entrances, exits, fencing, landscaping and lighting. Purpose: Legitimate users of space are reinforced when the purpose and designation of space is readily apparent and obvious and the movement of persons follows a natural and direct route. Non-users find greatly diminished opportunity when natural conflict and

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confusion have been designed out of the environment.

- *Territorial Reinforcement*—The use of physical attributes within an environment to express ownership, such as pavement treatments, fences, signage, art and landscaping. Purpose: Users of space are reinforced by assignment of space and will care for their space and exhibit challenging or territorial behaviors when a non-user presence is detected within the user's space.
- *Maintenance*—Allows for the continued use of a space for its intended purpose and serves as a continued expression of ownership. Purpose: To ensure the effectiveness of the natural controls explained above. Maintenance prevents the reduction of visibility resulting from landscaping overgrowth and obstructed or inoperative lighting.

## Space Assessment - The 3 “D” Approach: *More Tools*

When the professional law enforcement/problem solver is attempting to diagnose a problem or conflict within an environment it is imperative to consider the design and use of the subject space from the legitimate *users perspective*. The 3 D concept is based upon the following three functions (dimensions) of human space as follows:

- All human space has some designated purpose
- All human space has social, cultural, legal or physical definitions, which prescribe the desired and acceptable behaviors within a certain space.
- All human space is designed to support and control the desired behaviors within that space.

By using the 3 D's as a guide, any space may be evaluated by asking the following questions:

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### DESIGNATION

- What is the designated purpose for this space?

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- What was this space's originally intended use?
- How well does this space support its current use?
- How well does this space support its intended use?
- Is there *conflict* between intended and current use?

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**Definition**

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- How is this space defined?
- Is it clear who owns this space?
- Where are the borders of this space? (Where does it start and end?)
- Are there social or cultural definitions that affect how this space is to be used?
- Are there legal or administrative rules clearly set out and reinforced in policy?
- Are those rules (*organized controls*) reinforced with signage?
- Is there some sort of conflict between the designated definition and purpose of the space?

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**Design**

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- How well does the physical design support the intended function of this space?
- How well does the physical design support the definition of the desired or accepted behaviors within this space?
- Does the physical design conflict with or impede the productive use of this space or the proper functioning of the intended human activity within this space?



- Is there confusion or conflict in the manner in which the physical design is intended to control the behavior within this space?

## Some of the Most Common CPTED Strategy Activities: *More Tools!*

The following are some common examples of CPTED strategies “in action” and are meant to provide some illustrations for the law enforcement/problem solver in forming a mental picture of the integrated and overlapping application of CPTED strategies within a subject environment:

- Provide clear border definition of controlled space.
- Provide clearly marked zones of transition which indicate movement from:
  - Public space to semi-public or semi-private space to
  - Private space
- Relocate gathering areas to locations of greatest natural surveillance and access control; or away from the view of would be offenders.
- Place safe activities into unsafe locations to bring along the natural surveillance of these safe activities thereby increasing the perception of safety for normal users and risk for non-users. Remember: People will assume considerable risk if there is an *attraction* and *other people*.
- Place unsafe activities in safe locations to overcome the negative potential of these activities with the natural surveillance and access control of the safe area.
- Redesignate the use of space to provide natural barriers to conflicting activities.
- Redesign or revamp space to increase the perception or reality of natural surveillance in order to in-

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crease the perception of safety for the user and the fear of observation for the non-user.

- Overcome distance and isolation through better communication and design efficiencies such as pedestrian paths and properly placed emergency telephones.

## Lighting

Lighting is a mechanical control for opportunistic behavior which most often finds itself discussed in the formulation of the natural portion of law enforcement/problem solvers development of a blended site specific crime prevention plan.

IMPORTANT: As is the case with the other mechanical options, the discussion of lighting in this manual is a cursory overview of basic lighting considerations and variables. Utility companies and lighting companies can provide the officer with the most up to date information when the time comes to consider specific types and applications of light sources.

Information located in the appendix of this manual is provided to supplement this section.

## Outdoor Light Source Types

### Incandescent

Incandescent light sources can include common filament lamps with which we are all familiar as well as fire, gas lamps, mantle lamps, torches, candles etc.

- Advantages:
  - Low initial cost
  - Instant on•instant restart
  - Compact light source
  - Simple maintenance
  - High color rendering index value (CRI)
  - No ballast

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- Can be dimmed
- Disadvantages:
  - Low Efficiency (Cost v. amount of light)
  - Short Life (2000-3000 hours)
  - Most expensive to own

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**Florescent**

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- Advantages
  - Low initial cost
  - Nearly instant on -restart
  - Very High Color Rendering Index Value (CRI)
  - Low cost ballast system
- Disadvantages
  - Low durability
  - Medium rated efficiency

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**High Intensity Discharge Lamps (HID)**

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*Mercury Vapor (Blue-White color)*

- Advantages
  - Least expensive discharge lamp
  - Long Life
  - Medium CRI (Coated lamps)
  - Low cost ballast system
- Disadvantages
  - Lower efficacy than HPS (High Pressure Sodium)

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- Clear non coated lamps have a low CRI
- Long re-strike time when hot

Metal Halide (Bright White color)

- Advantages
  - High initial efficiency
  - Excellent white light source
  - Very High CRI
  - Temperature unaffected
- Disadvantages
  - High Cost
  - Short Life
  - Lamp to Lamp Color Variation
  - High Cost ballast
  - Require enclosed fixtures

High Pressure Sodium (Amber color)

Most often used in urban applications

- Advantages
  - High efficiency
  - Low maintenance
  - Good value
  - Short restrike time
- Disadvantages
  - Low CRI Value
  - Effected by temperature
  - Cycles at end of life

- High ballast cost

Low Pressure Sodium (Orange color)

- Advantages
  - Long life
  - Excellent maintenance
  - Mercury free
  - High efficiency
- Disadvantages
  - Monochromatic (Nearly zero CRI Value)
  - Not compact
  - Slow warm up and restrike
  - Light distribution is difficult to control (wrapping characteristic)

## Light Installation

Lighting installations can be evaluated on the following simple guidelines:

- Does the light source have excessive glare, which detracts from the light effectiveness and results in discomfort to the eyes?
- Does the light source annoy passing traffic, pedestrians and cause problems for adjacent properties? (Light pollution)
- Does the light cover the prescribed area with an adequate amount of light?
- Provide “corner covering” capabilities? (Proper light pattern distribution) (I to V rating)
- Is the light source unobstructed? (Maintenance).

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## Outdoor Light Source Types

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### Pole Types:

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Include wooden, cement, aluminum, cast metal, fiberglass.

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### Pole Mounted Luminaries

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- Cobra Head
- Coolie Hat
- Acorn
- Lollipop
- Carriage
- Shoe Box

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### Wall Mounted

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- Wall Pak
- Directional Placement
- Tamper Proof

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### Ground Mounted

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- Bollard
- Safety Lighting (Transitional Lighting which encourages movement)
- Theater Lighting
- “Up” lighting or projected Lighting

## Traffic

The professional law enforcement/problem solving community police officer will soon come to realize that no mat-

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ter the demographics of his/her area of assignment, from the high income sparsely populated neighborhoods to the most densely populated and poorest neighborhoods, the one common issue that will surface at virtually any community meeting will be some type of concern regarding traffic. Speed, traffic density, traffic volume and parking problems are mutual concerns of any neighborhood, sub-division or business district.

#### **Neighborhood Roadways**

Neighborhoods and cities are developed along the following street pattern types:

- *Linear*—Most common in rural or undeveloped areas, which use straight roadways with few intersecting roadways.
- *Radial*—Some neighborhoods or city districts have been developed using a wheel pattern of curving streets intersected by straight streets or spokes.
- *Grid Pattern*—a plan using equidistant streets and avenues intersecting at 90-degree angles.
- *Curvilinear*—systems of curving streets and avenues usually named; not numbered and due to the difficulty and lack of an easily discernable pattern, require local knowledge to attain familiarity. These neighborhoods are usually considered less susceptible to high traffic volume, cut through traffic and problems associated with excessive traffic.

#### **Street Systems**

Streets are designated according to their purpose. The law enforcement /professional may find himself/herself wanting to propose certain changes to a roadway and the ability to implement those changes may hinge on designation of the roadway in question. When in doubt, consult your traffic-engineering department. Streets can be designated as one of the following:

- Private
- Residential
- Service Road

- Sub-collector
- Collector
- Arterial
- Limited Access
- Interstate

## Traffic Management and Traffic “Calm-ing”

*See Appendix for Broward County Traffic Management Manual*

### Definition

*Traffic Management*—is the modification of a roadway to make it *less* efficient at transporting large numbers of cars, which travel at, higher than residential speeds. Traffic management is seen as a long term way to re-direct traffic to more efficient thoroughfares and, in the process, restore a sense of livability and safety to neighborhoods that have become high speed commuter speedways. *Broward County Traffic Management Manual*

*Traffic Calming Devices*—A toolbox of devices, which may be employed to reduce vehicular speed on residential streets. Examples include speed humps, speed tables, roundabouts, chicanes, pop-outs, neck downs, and any other device or tactic that can be used to reduce traffic speed in residential neighborhoods as well as discourage cut-through traffic. *Broward County Traffic Management Manual*

On September 2, 1998, Dan Burden, retired State of Florida Director of Bicycle and Pedestrian Traffic, now International Traffic Management Expert and Neighborhood Planning Advisor, presented a three-hour slide lecture on “traffic calming” and Neighborhood Planning to the St. Petersburg Council of Neighborhood Organizations (CONA). This presentation was videotaped in its entirety by St. Petersburg Government cable Channel 15 and 35. The following are several memorable thoughts and quotes from Dan Burden on the subject of integrating traffic into neighborhoods:

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Comments by Dan Burden

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- “People *fear* traffic in residential areas because they sense the very real possibility of death. A vehicle traveling at 40 MPH that strikes a pedestrian will kill that pedestrian 80 percent of the time. At 30 MPH the chances of death are 50/50. A vehicle travelling at 20 MPH that comes into contact with a pedestrian will result in pedestrian death 5 percent of the time.”
- “Stop signs are not traffic calming devices. Stop signs punish the driver. Research shows that excessive and unnecessary placement of stop signs actually increases traffic speed as the driver races from sign to sign.”
- “Neighborhoods which are built to the street, with sidewalks preferably separated from the street by grass and street parking on both sides of the street will naturally calm traffic and reduce fear.” “Short blocks with “T” intersections must be emphasized.”
- “The driver naturally drives at the speeds to which a roadway is designed, not to arbitrarily posted speed limit signs.”
- “A grassy median will cut down crashes on that roadway by 50 percent.”
- “The issue of retrofitting traffic calming and traffic management happens in three steps. The first step is *nothing works*. The next is people start to consider *traffic models that they have helped plan*. The third step is the *voting booth*. ”
- “Retrofitting trail systems into neighborhoods as linking tools encourage pedestrian and bicycle traffic as alternatives to neighborhoods which are sanitized of all commerce and require residents to *drive* to literally anything and everything.”
- “85 percent of the nation wants to live on a street with low traffic volume, low traffic speed and low traffic noise.”

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## CPTED in other Applications

As a part of the appendix of this manual you will find examples of CPTED studies and assessment in different venues. The purpose of this inclusion is to assist the law enforcement / problem solver by illustrating the application of CPTED principles into different environments which include:

- School
- Public Housing
- Shopping Center

For additional information on CPTED applications in other environments please contact the any member of the *Florida CPTED Network*, which maintains a library of CPTED articles and survey data to assist the professional problem solver.

### Cpted Interdisciplinary Teams

City and County governments which have been introduced to, educated on, and found value in, the application of CPTED principles find it necessary to form multi-disciplinary teams of individuals who are interested in CPTED applications from the perspective of their individual professional discipline. These teams meet on a regular basis to provide their professional input and ideas on projects and implementation of CPTED crime prevention ideas.

Most teams strive to have members from the following areas of the municipal infrastructure.

- Planning and Zoning (coordinate with other “boards”)
- Traffic Engineering
- Energy Technology (lighting)
- Legal (drafting of new codes, code conflicts)
- Sanitation and Graffiti Eradication
- Parks and Leisure Services (urban arborist, landscaper)

- Fire
- Codes Enforcement
- Building Review Services (building permitting)
- Neighborhood representatives and problem solvers
- Community Policing Law Enforcement Professionals

Teams also assemble on education projects, on-site reviews and are in mail and telephone contact with each other as they become aware of CPTED related issues developing in their own departments.

## CPTED Assessment Table Top Exercise

A table top exercise will be presented to the class as a practical demonstration of the application of CPTED principles in the real world and the depth of knowledge and understanding the student has attained in the formulation of a *site specific and blended Crime Prevention plan*.

Please don't forget to include tools from all the compartments of your toolbox, which are:

- *Organized*—(labor intensive, people based)
- *Mechanical*—(capital intensive, device based)
- *Natural*—(function based, environmentally influenced)

Here are some anonymous words of encouragement from an office wall:

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### R i s k

- Risks must be taken because the greatest hazard in life is to risk nothing.
- To risk nothing is to do nothing; you will dull your spirit.

- You may avoid suffering and sorrow, but you cannot learn, feel, change, grow or live.
- To be chained by your attitude is to forever be a slave.
- Do not forfeit your freedom.
- Only if you risk are you free.

## Chapter Six

# Monitoring and Evaluation of Objectives



### ***Discussion:***

This concluding training module in addresses the nuts and bolts of implementation. Now that we understand what our options are in long term opportunistic crime solutions, particularly those options that have been considered non-law enforcement, it is vital explore the complexities of getting in the door. It is true that every governmental agency functions uniquely, however the basic elements are pretty much the same. As the community officer identifies issues that require resolution, gains trust and cooperation from citizen/customer and administration, it is vital to monitor and evaluate the fruits of their labor. Effectively communicating with both sides of the issues; building feed back loops for citizens/customers and agency alike and evaluating results both empirically and anecdotally can result in a successful and lasting solution.

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Learning Objectives:

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- Understand the importance of isolating issues and gaining consensus in the customer/citizen arena.
- Exploring voluntary compliance vs. codified forced compliance and the effects on the objective.
- Recognizing the clues when the ship is starting to sink. “Where is all this water coming from?”
- Organizing a team where all sides benefit from rowing the boat.
- Recognizing the critical times when issues are most likely to catch fire and using time to your advantage.
- Understanding when plans are unique or interchangeable. “Not in my neighborhood!”

### Monitoring, Implementing and Evaluating Objectives

Implementing a blended crime prevention plan into a neighborhood, community-policing area, zone, district, city or county is a *process*, which has a definite beginning, but very possibly never has an end. Despite the continuity of the *journey*, it is still important for the law enforcement professional problem solver to periodically assess his/her progress in what is often times a multifaceted problem solving effort. The following areas of discussion are meant to assist the problem solver by pointing out and exploring just some of the strategies, complexities and pitfalls of the road along which we all travel and some of the tools from which we learn in our successes and failures in this political and regulated process.

NEVER WAIT ON THE MAIL-INVITING YOUR-  
SELF INTO THE PROCESS

*“What are you waiting for-an engraved invitation?”*

The above comes from the stock parent to child phrase book that any one of us who have raised a child / children develops along another *journey* in life, called parenthood.

The same holds true for the professional law enforcement / problem solver assigned to a specific community policing area or zone. He/she will constantly be on the search for factual data and community input and leadership as the officer becomes sensitive to the many levels of interaction, which are taking place within his/her area of responsibility.

Successful community officers will tactfully invite themselves into meetings being held on all levels. Some of these areas were mentioned in the section of “Organized Controls” and can include:

- Neighborhood Organizations
- Home Owners Associations
- Condominium/Apartment meetings
- Senior Groups
- Ethnically Centered Groups (German Club, African Club)
- Hobby Clubs
- Civic Organizations
- Business Area Organizations
- Girl Scout/Boy Scout and similar groups
- Church Organizations of all types including worship services

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- Political Groups (Young Democrats, etc)
- Recreation activities

This list does not include the governmental groups and boards which meet and make policy decisions which can influence the problem solver's area of assignment, which are also vital to the problem solver's overall results oriented objective of crime prevention, especially when implementing natural controls (CPTED).

The purpose of this process of becoming exposed to these different facets of community life is not to seek notoriety or membership, but rather to tactfully introduce ideas and direction into these groups while seeking out leadership which is positively and negatively influencing the community and subsequently the law enforcement professional.

**Promises Are Made To Be Kept: The Basic Of Life**

There are times when the law enforcement professional/problem solver will, either out of enthusiasm, pressure of the moment or a lapse of common sense and good judgement, be tempted to say something that is not consistent with fact. In other words, lie or promise something that he/she knows, full well, cannot be delivered.

Experience has proven out, time and again, this is never a successful way to implement change or advance your goal. Even at the risk of never accomplishing even one good thing—never harm yourself or our profession by knowingly promising something that you know you have *no intention* of doing. The community may possibly forgive, but they will never forget an unkept promise.

Law Enforcement professionals/problem solvers should also be ever vigilant for members of the community who make promises to the officer's area of assignment and do not keep those promises, taking measures to professionally dis-associate one's self from those people.

This leads us to the next area of discussion.



**The Dangers of Being Too Good at Sales:  
Overselling**

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*“There is no greater enemy to the success of an idea, than those who vociferously promote it without the first notion of understanding” ... Edison*

There are examples of programs at all levels of government in which programs and ideas have been introduced into areas and communities and in the process been over sold as to their scope and effectiveness. Disadvantaged areas are especially prone to this programmatic approach to problem solving on all fronts.

Every oversold program that fails, makes it that much harder for the next well-meaning program to be implemented. The law enforcement/problem solver, when attempting to introduce new ideas, should be cautious not to oversell that idea as being the cure for all social ills.

Examples of overselling which have caused a negative backlash can include Enhanced 911, some Community Policing and some CPTED plans.

## **Voluntary Compliance vs. Forced Compliance: *Codes, Ordinance***

When formulating a blended crime prevention plan, the professional law enforcement/problem solver will be faced with the necessary implementation step and the cross roads of whether to accomplish this implementation by encouraging voluntary compliance or forcing compliance by proposing a city code or ordinance.

It is generally accepted that the longer but more preferable method of implantation is the way of education and voluntary compliance. This certainly impacts the law enforcement professional however the long term effects are usually more positive than the immediate negative impact of enforcing a good idea on citizens for their own good.

Explanation of displacement as it pertains to opportunistic crime can often times create a sufficient and immediate need in a citizen's mind to illicit some type of compliance response.

## Community Education: How Much Is Enough?

In the transition from traditional policing to community oriented problem solving policing, the question of how much information and education to offer the community is often asked, especially by law enforcement officers not directly involved in the problem solving effort.

This “how much is enough” also finds its way into the disseminating of area specific crime data.

Law enforcement professionals involved in implementing blended crime prevention plans should advantage themselves by seeking to develop, educate and sensitize community leaders by educating them in the field of law enforcement. Involving citizens in the organized methods of control is the first step. Additionally there are other examples of successful methods which include:

- Citizen ride along programs
- Citizen police academy
- Citizen volunteer road patrol
- Citizen volunteer programs

## Evaluating Results of Implementation Plans

Implementation plans should ask important questions such as:

- Is the project necessary for the community and will the whole community benefit?
- What is the best way to communicate and educate the public on the benefits?
- Who are the stakeholders and who will be affected and inconvenienced?
- Are there time lines for implementation?
- What type of authority or approval is needed to proceed?

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- Media involvement: invited or uninvited?
- How do we involve the public in the planning process?
- Where will resistance and support come from?
- What are the real expectations of this project? Who will lead? Who will implement?
- Is real money needed and are there alternative monies available?

*Luck is not a factor in the successful implementation of a potentially controversial project. If you survive the planning and implementation unscathed, it's because you and your well chosen team have worked and worried out every detail and planned a solid strategy for its passage through political and public opinion sectors"... Lt. J. Kronschnabl, Clearwater Police Department "Reaching Your Goals Through Code Compliance" FL RCPI Instructor.*

Perhaps the final evaluation test comes from the book by Robert Fulgum:

*"All I Really Needed To Know... I Learned In Kindergarten"*

"Wisdom is not at the top of the graduate school mountain, but in a sand pile at Sunday school"

- Share Everything
- Play Fair
- Don't hit people
- Put things back where you found them
- Clean up your own mess

- Don't take things that aren't yours
- Say you are sorry when you hurt somebody
- Wash your hands before you eat
- Flush
- Warm cookies and cold milk are good for you
- Live a balanced life—learn some, think some, draw, paint, sing, dance and play and work some—everyday
- Take a nap every afternoon
- When you go out—watch for traffic
- Hold hands and stick together
- Be aware of wonder

## Chapter Seven

# The Millennium Designs of the 21<sup>st</sup> Century



### *Discussion:*

This training module will expand upon the knowledge presented in the preceding modules, where officers were likely to be at least intuitively familiar with the effects of design on the environment. The millennium and the advancement and implementation of CPTED is virtually assured as the educated professionals in the disciplines which effect the built environment expand upon the use of this self evident, common sense practice. We will discuss the necessary activities, which will support the acceptability and use of CPTED and discuss the technological and space management concepts currently in the developmental/experimental stages. A slide presentation of Celebration City; a Disney project currently underway based upon neo-classical design and implementation of CPTED concepts throughout, and a discussion of CPTED influenced changes in many environmental technologies will conclude our study.

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**Learning Objectives:**

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- Identify common sense approaches to community design as exemplified by a slide presentation of Disney's Celebration City.
- Explore the essential activities that must coordinate in order for CPTED to make the transition into wide acceptability. (education, codes, design review, enforcement, litigation.)
- Identify the major areas of change and the effects of each in planning a CPTED compliant community. (Information technology, housing, transportation, institutional, construction materials.)

## The Millennium-Crime Prevention Designs of the 21st Century

### *Celebration City: Leave it to the "Mouse"*

A slide presentation of Disney's Celebration City as the Florida CPTED Network toured this work in progress in 1997. This entire city which includes parks, business district, single and multi-family housing developments, is the product of several years of drawing board work and based heavily upon Neo-Classical design which promotes CPTED principles.

### CPTED in the 21st Century

Included in appendix section of this manual is an article written by Timothy D. Crowe entitled—*"CPTED in the 21st Century—The Past is a Prologue."*

## The Expanding Role of The Front Line-Law Enforcement

There is little doubt that the advent of customer based problem solving community policing has opened the door for the expanded role of law enforcement, especially in the field of crime prevention. Advancing the concepts of community empowerment to actively involved in citizens in developing and implementing crime prevention plans will certainly expand to even the design of the communities themselves.

- *“We cannot change our past... we cannot change the fact that people will act in a certain way.*
- *We cannot change the inevitable.*
- *The only thing we can do is play the one thing we have, and that is our attitude.*
- *I am convinced the life is 10 percent what happens to me and 90 percent how I react to it.*
- *And so it is with you.... we are in charge of our attitudes.”... Chuck Swindoll*





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