

Statement of Core Issue 1: Illegal drug activity is at the core of attracting gang activity, prostitution, thugs, and other criminals to the Salisbury area. Where there is supply there will be demand and where there is demand there will be supply. The solution calls for a multi-faceted approach that deals with suppliers of the drugs and reducing or eliminating the customer base.

Underlying Problem 1	Solution (goals, objectives, timelines, tasks)	Implementation (who, resources)	Success Measures
<p>SPD staffing & retention: Failure to grow the police force in a manner commensurate with the growth of the city and the number of calls for service has led to inadequate manpower and resources to run special operations and support community oriented policing strategies. Consider greater minority hiring to reflect demographics and languages spoken. Consider hiring educated and seasoned officers requiring less training that should result in highly successful rapid deployment. Officer retention is also considered an issue, as seasoned officers have greater knowledge of the community and active criminal forces. There may also be a misalignment of performance measures and goals with leadership and officer perception of goals and objectives.</p>	<p>Goal: To maximize efficiency, staffing, retention and alignment of goals within SPD in support of significant, sustainable reduction of illegal drug markets and the customer base that supports the “business,” while conducting the other essential operations of a municipal police department.</p> <p>Objectives: Increase the SPD force and alignment of resources to add the needed manpower to initiate and maintain the special operations and achieve stellar officer retention (as in Dover). (Note: 8 additional officers were requested in the FY09 budget cycle and were not funded). Step up law enforcement to disrupt and drive out the drug market and the customers who support it and maintain the gain long term.</p> <p>Tasks: Immediate/short-term: 1. Determine required staffing and identify funding. SPD Response: We do an analysis of required personnel at the point of each major city annexation (report to Council). The personnel request consistent with the analysis result is then incorporated into the yearly budget request. (receiving four new officers, down 12)</p> <p>2. Reprioritize and reprogram using current resources to the greatest extent and develop and implement a multi-departmental and multi-jurisdictional approach to fill the gap until funding and hiring can be achieved (feeder programs)</p> <p>SPD Response: Implement a multi-departmental approach; we do this with all allied agencies. When the need arises for a combined effort such as the recent rash of robberies and the one (1) homicide, we work closely together combining our units to accomplish given tasks. We also work with allied agencies when accomplishing special operations and tactical assignments. We are the host of the intelligence center that provides crime analysis and intelligence support</p>	<p>Who: City of Salisbury (mayor & council), SPD, NSCC, WCSO, MSP, State of MD</p> <ol style="list-style-type: none"> 1. Mayor and council 2. SPD chief, Mayor, council, other elected officials (local and state), other law enforcement agencies, ad hoc citizen’s group 3. SPD personnel committee 4. External, perhaps a team from Dover PD, Chamber Crime Task Force, and other law enforcement and administration experts <p>Resources:</p> <ol style="list-style-type: none"> 1. Political will, police resources, reprioritization. 2. Reallocation of funds in budget, grants. ARRA funding. 3. Have retiring officers mentor new hires. 4. Singer Survey (update) 5. Review other PD efforts, reach out to Universities, 6. Review HS ROTC Police, Charlotte, NC. 	<p>Baseline:</p> <p>Measurement: Increased number of special operations (Dover model), increased number of arrests and tracking and constantly improving closure rates. Satisfaction Survey of retired and retiring officers (Ed Cowell), Look at Salisbury Exit Interviews.</p> <p>Desired Outcome: Disruption and disbandment of hubs of illegal drug activity, and making it so difficult to conduct illegal drug business in Salisbury that dealers and customers leave the area. This will also result in the decrease of other crimes that feed off of the drug trade.</p>

	<p>to all regional agencies.</p> <p>Mid-term:</p> <ol style="list-style-type: none">2. Develop a blind survey to determine officer satisfaction and alignment of officer perceptions with goals and objectives <p>SPD Response: We have a personnel committee that meets regularly to address questions and problems and brings those problems to the Chief or Division Commanders for solutions. The problems become a priority. Also, the Chief meets regularly with all personnel to discuss changes and our goals and objectives. Officers speak candidly to address rumors and concerns. The Chief also has an “open door” policy for his office to address concerns with officers. In addition, as a part of our accreditation process, two (2) surveys are distributed to the public every three (3) years. One is a victim/witness survey that addresses the concerns of victims and witnesses and how the SPD met their needs. The second survey is sent to randomly selected citizens of the city to request an assessment of the police department, and for an opportunity to voice their concerns of crime in their neighborhood and in the city.</p> <ol style="list-style-type: none">3. Conduct an efficiency review of SPD, perhaps comparing to Dover maximize alignment of resources with goals and objectives. <p>SPD Response: See above – we utilize the results of the random survey to change and improve our policies and procedures.</p>		
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Underlying Problem 2:	Solution (goals, objectives, timelines, tasks)	Implementation (who, resources)	Success Measures
<p>Social & Economic Factors: A shift in social values, dissolution of core families, dissolution of stable neighborhoods and the social fabric of neighborhoods ... A lack of employers who pay living wages and the need for families to have more than one income or live in poverty has concentrated fragile populations in crime-ridden areas where illegal drug activities have become institutionalized.</p>	<p>Goal: Improve earning opportunities as a tool to stabilize families and the social fabric of Salisbury.</p> <p>Objectives: Increase the number of employers and jobs that pay good living wages and the number of local people who are qualified and ready to fill the jobs when the opportunities are available.</p> <p>Tasks:</p> <p>Immediate/short-term:</p> <ol style="list-style-type: none"> 1. Create a strong and viable plan to retain and grow the good employers that are already here 2. Increased focus on attracting strong new employers to the area (employers look at crime and the strength of the school systems when considering viable locations, so gains in these areas must be part of this strategy). 3. Strengthen and grow mentoring programs and tie mentoring and job opportunities to a pro-active approach that can be a stronger attractant to young people than drug dealing and crime. 4. Bring together all job assistance stakeholders to share and educate on efforts for a one stop Job Market. (Completed) 5. Identify current job assistance efforts and holes with the intent to develop necessary efforts to plug them. 6. Bring together all small business stakeholders (SBA Business Development SU and Chamber) to provide a forum for those interested in starting small businesses, or growing the one they have. <p>Mid-term:</p> <ol style="list-style-type: none"> 7. Provide increased opportunities for local people to train for jobs that could be attracted as a result of having a trained work force available 8. Implement PG county's model that gets the worst criminals off the street and allows the followers an opportunity for employment and mentoring. Add VIP program, Kennedy model, and CSAFE. 9. Explore more trade training to improve skill levels and earning potential. 10. Explore and implement programs from other localities that have successfully broken the cycle of poverty and strengthened families and a sense of 	<p>Who: City of Salisbury (mayor & council), Salisbury Area Chamber of Commerce, US Small Business Administration, SU Perdue School of Business, SPD, SWED, GSC, WCSO, MSP, State of MD, Wor-Wic, SU, UMES, BOE, existing mentoring efforts</p> <ol style="list-style-type: none"> 1. Mayor and council, SWED, GSC, other elected officials, State of Maryland 2. Mayor, council, other elected officials (local and state), other law enforcement agencies, ad hoc citizen's group 3. Existing mentoring programs, Juvenile Services, WCBOE, GSC 4. SU, UMES, others with research experience who are willing to volunteer 5. BOE, DOORS, Wor-Wic, SU, UMES, GSC 6. Multiple enforcement agencies, GSC 7. Wor-Wic, BOE, GSC, SWED 8. LMB, citizen committee, SNHS, Habitat, BOE 9. Shore Up, Family Resource Center, Juvenile Justice Center, One-Stop Job. <p>Resources: Political will, police resources, community agencies, existing schools, colleges, and</p>	<p>Baseline: ?</p> <p>Measurement: Decrease in number of families living at or below the poverty level and a median income for local families that is more in line with the state average, increase in the number of employers who pay living wages (less focus on service level jobs and more on industry and entrepreneurship), increase in new employers, growth in existing businesses, decrease in choices for criminal behavior and gang affiliation by young people, increased sense of connectivity and responsibility to the community by area youth</p> <p>Desired Outcome: Disruption and disbandment of hubs of illegal drug activity, and making it so difficult to conduct illegal drug business in Salisbury that dealers and customers leave the area. This will also result in the decrease of other crimes that feed off of the drug trade.</p>

	belonging in the community (story telling & history model and developmental assets as examples).	universities, grants, State of MD	
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Underlying Problem 3:	Solution (goals, objectives, timelines, tasks)	Implementation (who, resources)	Success Measures
<p>Salisbury has specific areas where crime and drug activity is chronic and flourishing: The presence of institutionalized areas for illegal markets is attributed anecdotally to several causes including a desire to contain the activity within certain areas as a “social norm” or as an alternative to disbursing it to other areas. These areas are blighted and beg the question of the “chicken or egg scenario” although more stable neighborhoods on the fringes of “bad streets” have experienced loss in neighborhood stability (businesses and residences) as the drugs and associated violence become more prevalent or more publicized. Once stable streets in the Church Street and Northern part of Camden Heights are illustrations of the related decline.</p>	<p>Goal: Salisbury becomes known as a place where illegal drug activity will not be tolerated</p> <p>Objectives: Disrupt illegal drug markets to the point where the “business” is unsustainable and breaking the cycle of the relationship between slum and blight and hubs for drugs and crime</p> <p>Tasks: Immediate/short-term:</p> <ol style="list-style-type: none"> 1. Develop or strengthen current strategies to impose automatic jail time for convicted dealers on first offence and a one chance at rehabilitation with second conviction as a buyer resulting in jail time – no nonsense approach. (Send to State Attorney’s Office). 2. Adopt Dover’s lease language requiring mandatory eviction for tenant receiving drug conviction or two convictions for violations of nuisance laws committed within a 12 month period.(on way) 3. Develop a mandatory protocol for collaboration between SPD, SFD & NSCC to respond to unsafe conditions in properties as a pilot in the areas where crime and blight are most prevalent. (on way) <p>SPD Response: We do this at this time. We communicate with NSCC whenever we encounter what we believe to be an unsafe property, whether on a normal call or when executing a search and seizure warrant. We also respond to assist when contacted by NSCC.</p> <ol style="list-style-type: none"> 4. Send curb-crawling letters to owners of cars seen “cruising” in areas where drug activity is known to be a problem (Carol to provide copies) 5. Examine implementation of the ban letters used by Dover as an alternative to “no trespassing signs” Carol to provide copies) 6. Devote necessary time and resources to “sweep” for rental registration compliance (On-going) 7. Pursue nuisance property and asset seizure consequences against property owners of buildings where illegal activity has been allowed on an 	<p>Who: City of Salisbury (mayor & council), SPD, other law enforcement, Juvenile Services, DOJ, State’s Attorney’s office, NSCC, SFD</p> <ol style="list-style-type: none"> 1. ? 2. Mayor, council, city attorney, NSCC 3. NSCC, SPD, SFD, office of the Mayor, council 4. SPD 5. City attorney, Mayor and City Council 6. NSCC 7. State’s Attorney’s office, SPD and other law enforcement, office of the Mayor, City Council & City Attorney 8. Mayor and City Council 9. Multi-jurisdictional cooperation and resources in order to have a high impact effort 10. City (whatever comes after task force) & Chamber’s anti-crime task force members 11. ? 12. Mayor and council, SNHS 13. Mayor & council, SNHS 14. Mayor & Council, Chamber, GSC, SWED 15. City (SPD, NSCC, BPI, Finance), Health Dept. WCSD, MSP, BOE, parole & probation, GSC 16. Group that evolves from task force 	<p>Baseline: ?</p> <p>Measurement:</p> <p>Desired Outcome: Disruption and disbandment of hubs of illegal drug activity, and making it so difficult to conduct illegal drug business in Salisbury that dealers and customers leave the area. This will also result in the decrease of other crimes that feed off of the drug trade.</p>

ongoing basis (commercial and residential) (Must be codified)(Police seizures need to go back to SPD and not general fund)

SPD Response: We have a protocol in place with the State's Attorney's Office to pursue the owners and tenants of nuisance properties both by conventional charging and the Grand Jury. We also regularly meet with local landlords and business owners to discuss issues with the properties and tenants, in an attempt to rectify problems before they escalate.

8. Give residents and businesses in these neighborhoods a reason for hope by making and keeping promises to significantly step up enforcement and consequences.
9. Need new Neighborhood Associations (Accomplishments: East Main Street Neighborhood Association; and ongoing: ctr of Church Street (Clay, Marshall, Jefferson))
10. Use Dover model of stopping cars for violations of all laws along certain drug and crime infested corridors (has resulted in getting known criminals off the street, seizure of guns and drugs, and much more to make a significant dent in disrupting the criminal community and making them feel unwelcome.

SPD Response: The SPD Community Action Team (CAT) accomplishes this by utilizing aggressive enforcement, undercover officers and surveillance. The mission of the CAT team is placement in this type of neighborhood to bring about immediate results. This is accomplished by the aggressive enforcement of criminal and motor vehicle law, and often includes the execution of search and seizure warrants. The CAT team also gathers and utilizes gang intelligence and communicates regularly with the Eastern Shore Intelligence Center and works with other departments to give and receive intelligence and undercover support.

11. Work with the Chamber's anti-crime initiative for shared support of mutual goals.

Mid-term:

12. Do what is needed to fully utilize SPD's ability and utilization of collaboration, intelligence gathering,

Resources: Political will, police resources, grants, work-force housing & revitalization funds

- information sharing with other agencies.
13. Ensure that foreclosure purchase and resale strategies concentrate on areas where a concerted effort to reduce crime is in place.
 14. Enlist support of SNHS to encourage increased home ownership for reduced transiency in all neighborhoods identified during walks. Their current service areas may or may not already include all of these neighborhoods.
 15. Enlist support from the business community and other entities to (SWED, Chamber, GSC, etc. to increase employment opportunities)
 16. Adopt "Top 5" approach from PG County.
 17. Research successful models in other jurisdictions for use of technology such as text messages and cell phone photos and videos to increase intelligence to police agencies.

SPD Response: SPD regularly utilizes video from a number of sources and has the ability to transmit the video where needed to provide intelligence support. We have full text and video enhancement capability and the ability to perform forensic video work for evidentiary purposes. In cooperative agreements with most cellular carriers, SPD has the ability to obtain evidentiary support and "track" suspects using cellular communications.

Underlying Problem 4:	Solution (goals, objectives, timelines, tasks)	Implementation (who, resources)	Success Measures
<p>Redirecting Salisbury's youth through education and outreach programs. Salisbury is known to be generous and caring and there are many programs in place to support children, families, and citizens in need. However, the level of crime occurring evidences a continued deterioration in the social fabric of our community, families, and children.</p>	<p>Goal: Redirecting citizens and our youth toward caring persons exercising responsible behaviors through a citywide education and outreach program.</p> <p>Objectives: Weave together all the outreach and education programs in place, determine shortfalls, and correct them. Member Steve Brewer, WCPS Safe Schools Coordinator, introduced a program, <i>40 Developmental Assets</i>, being used by the WCBOE and the Wicomico Partnership for Families and Children that focus on teaching (reeducating) 40 building blocks of healthy development to young people. This program can be broadened to a Citywide initiative. Close to 600 communities of all sizes have launched grassroots asset-building initiatives across North America. Major cities with asset-building initiatives include New York City, Atlanta, Seattle, Dallas, Houston, El Paso, San Jose, Toronto, and Montreal. Create the support for "It takes a community to bring about the change needed in Salisbury," to reduce crime, poverty, drug dependency and promote jobs, family, and social caring. A second objective is to include working with the Humane Society to bring into the schools and community information on the humane treatment of animals, dog bite prevention, and utilization of the Humane Society's reward of up to \$5,000 for information leading to the arrest and conviction of anyone involved in dogfighting or cockfighting.</p> <p>Tasks Objective 1: Immediate/short term:</p> <ol style="list-style-type: none"> Determine what programs are available and their target audience. Distribute this information to all residents in Salisbury through the media and on-line for the purposes of self-help. (Chamber sponsors Wicomico Mentoring Program with 800 kids, and another program involving 40 at risk students working as interns) (Review changes to Salvation Army Program regarding at risk students vs middle class)(programs to expensive for parents?) (Maxed out? Not listening to needs of Community?)(Identify all groups). Determine if any other organizations are using the <i>40 Developmental Assets</i>, bring them together with known 	<p>Who: City of Salisbury (mayor and City Council.</p> <p>Resources Task One:</p> <ol style="list-style-type: none"> WCBOE All government agencies All outreach programs. Non-profits and for profit daycare and schools. Universities. Businesses Organizations Other groups Everyday citizens. <p>Resources Task Two:</p> <p>In addition to those listed above:</p> <ol style="list-style-type: none"> Wicomico Co Humane Society PAC 14 Wicomico County Sheriff's Office, Chief Deputy Gary Baker Councilwoman Shields Interested citizen Edna Walls 	<p>Baseline:</p> <p>Measurement: <i>40 Developmental Assets</i> is an established program with measurement criteria. Reduction in reported dog aggression, fights, and bites.</p> <p>Desired Outcome: Both children and adults are redirected toward behaviors that reflect a positive identity, social competencies, positive values with a commitment to learning, constructive use of time, feeling empowered, and supported by family, other adults, neighbors, and schools.</p>

users and knowledgeable leadership to develop a Citywide initiative. (Carol to contact WBOE for posters)

3. Package this program with a Citywide policing effort to reduce crime, thus providing a vehicle for all organizations and residents to aid in bringing about change. Charge them with the responsibility.
4. Create link from City website to the DTs article on outstanding seniors and scholarship opportunities
5. City should consider working with SU SGA to create outreach using Facebook or Twitter (and evaluate for effectiveness)

Mid-term:

1. Use the pre-developed survey to evaluate the reach of this message to adults within the community.
2. Work with the schools to ensure these assets have been incorporated into the schools curriculum and culture.
3. Make adjustments in focus as needed.

Long-term:

Need to address young mothers/children in poverty by:

- Providing social skills
- Providing behavioral/ parenting skills
- Job training and education (reading skills)
- Educating on gang lifestyle (gap in perception and reality)
- Providing pre-K program
- Providing gang education program (BOE is providing a character education program)

Consider developing program to do the aforementioned

- Funded by Local Management Board (Linda Hardman, Director)
- Collaboration/ participation by
 - Faith-based orgs
 - Social service orgs
 - BOE

Tasks Objective 2:
Immediate/short term:

	<ol style="list-style-type: none"> 1. Coordinate the adoption of the already developed education programs available from the HSUS on the humane treatment of animals and dog bite prevention programs with the 40 Developmental Assets. 2. Obtain and distribute dog fighting posters at library, and in convenience stores, Department of Social Services, pet stores, and other public places to combat community reported dog fighting. (Mayor Ireton said he would call for the posters, Councilwoman Shields expressed interest in their distribution). 3. Chief Deputy Gary Baker volunteered his agency to work with PAC 14 in developing community education. 		
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Note from Carol: The Daily Times has commenced a new effort to recognize a student of the week. The first student featured is a Michael Tilghman, student at Parkside High, featured on October 6, 2009. This initiative was taken after a chance conversation with Greg Bassett on bringing more local news to the Business and Shorelife sections of the newspaper. On the day of the conversation, the only local news was an interview with a beautiful young lady attending a private school. I asked why the paper did not feature public school students with whom most students could identify. Why not use such an opportunity to help bring about a resolution to the CTF Underlying Problem #4, redirecting our children to be caring and responsible through recognizing them in the paper, momentary fame. Greg said he would get back to me. While the newspaper featured this student, it has not yet announced its new program, which will include scholarship funds to be awarded to three of the featured 52 students. I believe that once this program is fully established and announced, that it just might become "**cool**" to be a good student in addition to being a good jock. <http://mailto:http://www.delmarvanow.com/article/20091006/LIFESTYLE/910060397/1024/Pre-game--it-s-study-time> .

Underlying Problem 5:	Solution (goals, objectives, timelines, tasks)	Implementation (who, resources)	Success Measures
<p>Greed & Status: Pursuit of notoriety and fast money fuel the drug market and associated violence.</p>	<p>Goal: Shift social values</p> <p>Objectives: To offer a positive alternative for gratification and recognition as well as consequences that are a tangible deterrent</p> <p>Tasks:</p> <p>Immediate/short-term:</p> <ol style="list-style-type: none"> 1. Aggressive and consistent prosecution 2. Partner with GSC to implement the other component of the “Top 5” approach that offers “up and comers” in the cycle of greed and status an alternative for a positive outcome <p>Mid-term:</p> <ol style="list-style-type: none"> 3. Identify methods to make those on the fringe of becoming involved feel connected to the community (an example is the history recording project) 	<p>Who: City of Salisbury (mayor & council), SPD, other law enforcement, Juvenile Services, DOJ, State’s Attorney’s office, NSCC, SFD, Parole & Probation</p> <ol style="list-style-type: none"> 1. Law enforcement, State’s Attorney’s Office, Judges, Parole & Probation, Juvenile Services 2. Representatives from above & GSC 3. Post-task force group, Chipman Center, NAB Center, PAC 14 	<p>Baseline: A quantifiable identification of the current magnitude of mid- to low-level “up and comers”</p> <p>Measurement: Number of successful prosecutions of “leaders” in the drug and gang environment and number of mid- to low-level “up and comers” who become gainfully employed and are successfully mentored for a positive long-term lifestyle change</p> <p>Desired Outcome: Breaking the cycle that feeds the leadership voids and perpetuates the cycle of a drug culture where money and status are the driving forces</p>

Underlying Problem 6:	<u>Solution</u> (goals, objectives, timelines, tasks)	<u>Implementation</u> (who, resources)	<u>Success Measures</u>
<p>The relocation of ECI families to this area believed (anecdotally) to be increasing the number of households without a strong male role model. ECI release policies is believed (anecdotally) to have increased the number of households with gang affiliations, and burdening probation or other forms of correctional services and local reentry services that are critical in reducing recidivism rates. The Greater Sal Committee's Crime Survey Report Dtd 01/14/09 identified as a needed structural change, ECI's release policies. See URL at note below for full survey.</p>	<p>Goal: <u>Reduce perception that ECI is contributing to Core Issue 1. Illegal drug activity is attracting gang activity, prostitution, thugs, and other criminals to the Salisbury area.</u></p> <p>Tasks: Immediate/short-term:</p> <p>4. Commission a study (done on a volunteer basis by qualified local people) to establish whether there is a correlation between the location of ECI and the volume of crime in Salisbury. If there is, a nexus can be created to approach the state for additional law enforcement funding to deal with the direct impact of the location of the prison.</p> <p>Mid-term:</p> <p>5. If appropriate, work with the State and ECI to reduce the burden on the local agencies and improve recidivism.</p>	<p>Who: City of Salisbury (mayor & council), Salisbury Area Chamber of Commerce, US Small Business Administration, SU Perdue School of Business, SPD, SWED, GSC, WCSO, MSP, State of MD, Wor-Wic, SU, UMES, BOE, existing mentoring efforts</p> <ol style="list-style-type: none"> 10. Mayor and council, SWED, GSC, other elected officials, State of Maryland 11. Mayor, council, other elected officials (local and state), other law enforcement agencies, ad hoc citizen's group 12. Existing mentoring programs, Juvenile Services, WCBOE, GSC 13. SU, UMES, others with research experience who are willing to volunteer 14. BOE, DOORS, Wor-Wic, SU, UMES, GSC 15. Multiple enforcement agencies, GSC 16. Wor-Wic, BOE, GSC, SWED 17. LMB, citizen committee, SNHS, Habitat, BOE <p>Resources: Political will, police resources, community agencies, existing schools, colleges, and universities, grants, State of MD</p>	<p>Baseline: Study Information, and release information from ECI.</p> <p>Measurement: Decrease in choices for criminal behavior and gang affiliation by previously incarcerated individuals.</p> <p>Desired Outcome: Quantifiable reductions in recidivism rates.</p>

Note: Crime Survey Report can be found at <mailto:http://www.greatersalisbury.org/userfiles/files/090114%20Crime%20survey%20report.pdf>

Statement of Core Issue 2: Street prostitution and its collateral damage. Street prostitution openly exists along the Rt. 13 corridor including neighborhood side streets between Isabella and Olive Streets and in the Newton/Smith St. area. The prostitution attracts a criminal element that supports illegal drug markets and has a detrimental effect on family oriented neighborhoods, legitimate businesses, and public safety in general.

Underlying Problem 1	Solution (goals, objectives, timelines, tasks)	Implementation (who, resources)	Success Measures
<p>Enforcement: is not aggressive enough to deter the activity.</p> <p>Although Dover, DE has similar demographics their crime rate is ½ of Salisbury’s. Additionally, penalties in Maryland are less stringent than those in DE and VA.</p>	<p>Goal: Reduction of street prostitution</p> <p>Objectives: Reduce the appeal of Salisbury that may be a result of more lenient enforcement.</p> <p>Tasks:</p> <p>Immediate/short-term:</p> <ol style="list-style-type: none"> 1. Step up law enforcement. Enlist help from other agencies if needed. 2. Adopt the community policing efforts practiced in Dover including legislative action 3. Pursue billboard opportunity with Clear Channel 4. Advertising through a billboard campaign that johns are no longer welcome in the neighborhoods and if arrested they will be identified in the press and if sentenced will be publically identified. <ol style="list-style-type: none"> a) Sign on other media outlets including television, print media and websites (blogs) as outlets for the information b) Posting the names, pictures, and penalties of convicted johns on a police website and in the media 5. Review Salisbury Charter and Municipal Codes for enforcement opportunities and potential enabling legislation. Craft and adopt legislation creating “no prostitution zones”, increasing penalties, e.g., increased fees for vehicle impoundment. 6. Concentrate zoning and code compliance efforts at addresses where prostitution is centered and pursue legal remedies <p>Mid-term:</p> <ol style="list-style-type: none"> 7. Seek court support for maximizing current penalties and for programs like drug court. <p>Adopt the DOJ findings and recommendations to focus on deterring customers (johns) with tools such as curb crawling initiatives that notify car owners by US mail that their car was seen (and when) in an area known for prostitution and drug activity.</p>	<p>Who: City of Salisbury (mayor & council), SPD, NSCC, WCSO, MSP, State’s Attorney’s office, courts, media outlets</p> <ol style="list-style-type: none"> 4. Mayor, SPD Chief, WCSO, other agencies 5. Mayor and council 6. Clear Channel already on board thanks to subcommittee, WSCO has offered space regarding arrests and convictions, subcommittee is willing to continue to serve as ad hoc citizens group and is willing to sign on other media outlets 7. Mayor, council, and city attorney 8. SPD, NSCC, State’s Attorney’s office 9. Law enforcement, citizens & State’s Attorney’s office working collaboratively 10. City council, city attorney <p>Resources: Political will, police resources, reprioritization of efforts on street prostitution and its collateral damage, DOJ (grants?)</p>	<p>Baseline: Well over 100 prostitutes and johns have been arrested and identified. Use current information to establish baseline.</p> <p>Measurement: Reduction in the total number of prostitutes in the community, increased number of arrests and convictions, community survey to gauge success in increased public satisfaction regarding various efforts to reduce prostitution and increase public safety, adopt closure rate comparisons used in Dover</p> <p>Desired Outcome: Salisbury being known as a community where prostitution is not welcome and the absence of street prostitution. Drive out street prostitution so that there is less traffic and cash to support the drug market, thus reducing the trafficking in the same areas.</p>