

Accountability Systems in Problem Solving

Richard Thomas

Chief of Police

Port Washington, Wisconsin



Accountability Systems

- Deployment Model
- Alignment of resources
- Briefing room /bulletin boards
- 3 month status reports using SARA model:
 - S (Jan-March)
 - A (April-June)
 - R (July-Sept)
 - A (Oct-Dec)
- Annual department meetings

Accountability Systems

First Line Supervisor evaluations

Problem Solving:

1. recognize interrelationships of problems and relate to ultimate goal
 2. be perceptive, see major parameters and requirements of problem
- 

Accountability Systems

First Line Supervisor evaluations

Problem Solving:

3. handle diversity of problems
 4. take appropriate action and establish priorities
- 

Accountability Systems

Annual Officer evaluations

Problem Solving:

1. perceive/identify beat problem's using current stats, call history, supervisory or citizen input
 2. come up with a plan of action
- 

Accountability Systems

Annual Officer evaluations

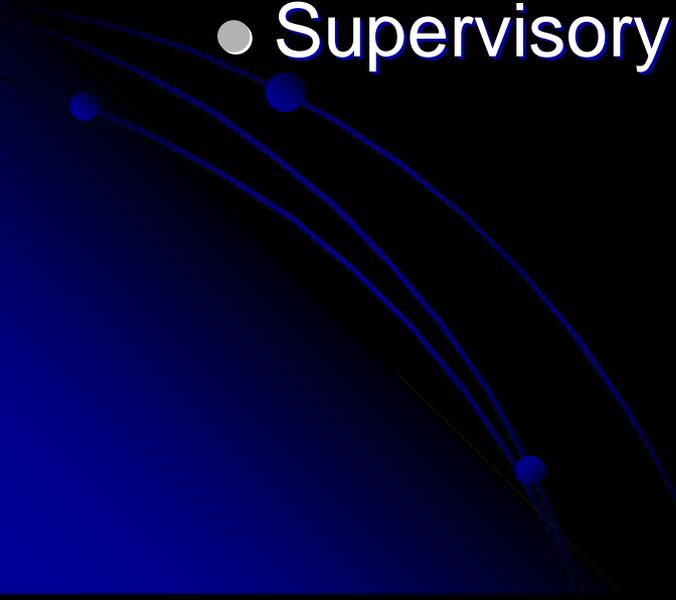
Problem Solving:

3. identify measurable goal
4. develop brief plan to address the concern
5. decode if changing the course of action is needed
6. measure success

Accountability Systems

- Officer monthly ride alongs
- Web Site: www.pwpcd.org

Accountability Systems

- Handouts
 - Officer evaluations
 - Supervisory evaluations
- 

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Lincoln Police Department & POP Accountability

Making it Part of the Culture

What we believe

- Community Policing is the way we do business
- Every person we contact is a “client”. Some happy to see us, some happy to see us go.
- We treat everyone with respect
- Problem Orientated Policing projects are integral to community policing
- Thinking “outside the box” is encouraged

Right From the Start.....

- Recruit Officer training
- Police Teams invested



Commendations in team area

LINCOLN POLICE DEPARTMENT
Problem Oriented Policing Project Summary

Team/Unit: Employee:

Project Location:

Project Dates:

Organizations and Persons Involved:

Problem Description:

Strategies Employed:

Results:

POP Project Form

Part of Daily Operations

- Daily Briefing
- Problem Resolution Team
- Stronger Safer Neighborhoods
- Community collaborations
- ACUDAT Analyzing Crime Using Data About Trends



Sliding Glass Door Burglary

- ACUDAT Analyzing Crime
- Involve others
- 22 Apartment Complexes
- 100 informational fliers
- Tenant newsletters
- Police patrol
- News Media
- 24 offenses prior to the detail 8 after
- One beat 9 prior 2 after
- Number of offenses in the city did not change

The Chief's Corner

Monday, December 24, 2007

Proactive policing

Last Thursday, [Capt. Kim Koluch](#), who commands our [Southeast Team](#), handed me a Lincoln Police Department [Problem-Oriented Policing](#) Project Summary. I was on my way out the door at the time, to a speaking engagement at the [Lincoln Chapter](#) of the Association of Information Technology Professionals.

The POP Project Summary gave me a great example to demonstrate how we use information and analysis to inform good police work. At our November 21st [ACUDAT](#) meeting, we had discussed a rash of burglaries occurring at apartment complexes, with entry through sliding glass doors. In many of these, the simple expedient of a broomstick in the track would have prevented the burglary. Capt. Koluch's team was already on top of this trend before the meeting, and three of her officers had initiated a POP Project two days earlier. It had just concluded when Capt. Koluch handed me the summary.

In the parking lot of the restaurant where the AITP meeting was being held, I cracked open my laptop, and used [CrimeView](#) to make a year-to-date map of these offenses, and a bar chart by month. For once in my life, I was actually five minutes early, and a good current example is always so much nicer than a PowerPoint.

Here was the strategy employed by officers Spencer Behrens, Matt Tangen, and Joe Yindrick: They contacted managers at 22 large apartment complexes, to make sure they were aware of the pattern. They handed out over 100 informational fliers for posting at entryways and communal mailboxes. Some complexes publish tenant newsletters, and included this information in the next issue. The information provided included the advice of a bar in the door track-- something several complexes make available for their residents. The Southeast Team also beefed up patrol time in these complexes, as workload allowed. Finally, we got this information out to the news media, and several stories highlighting prevention resulted.

The results are impressive. In the six weeks prior to the project, 24 of these burglaries occurred. In the six weeks after, there were 8. On Matt, Spencer, and Joe's beat, where they did the door-to-door work, these burglaries fell from 9 to 2. Whereas there were 16 sliding glass doors citywide in October, and 20 in November, as of today there have been only three in December.

[Dr. Susan Welch](#), who taught my research methods class, would point out the problems with the methodology of this simple pre-post test. First, the n is quite small, making statistical significance hopelessly elusive. Second, the effect of [history](#) compromises the internal validity of this quasi-experiment. I'm a huge believer in basing strategies on sound scientific evidence, but in the real world you must sometimes act on incomplete information and imperfect knowledge.

"Nothing will ever be attempted if all possible objections must first be overcome."

-Samuel Johnson

Posted by Tom Casady at [5:35 AM](#)

Problem Resolution Team

- Mayor Sponsored Committee
- Worst Properties
- All Regulatory Agencies city and community
- Cooperative Effort
- Work as a team



Football Detail

- A few people show up every year for a Nebraska football Game
- 90,000 people converge on a 2 block area
- Cooperative project multiple governments



Prostitution

- Undercover operation conducted by street cops
- Training
- Community Involvement
- Prostitutes and Johns arrested

InterLine lincoln.ne.gov

 City of Lincoln
Mayor's Office

2007 Media Releases

Date: May 7, 2007
For More Information Contact:
Diane Gonzolas, Citizen Information Center, 441-7831

MAYOR PRESENTS AWARD OF EXCELLENCE FOR APRIL

Mayor Coleen J. Seng today presented the Mayor's Award of Excellence for April to a team from the Lincoln Police Department: Sergeant Michael Bassett, Officers Cassandra Johnson and Megan Schreiner and former Officer Zachary Byers. The monthly award recognizes City employees who consistently provide exemplary service and work that demonstrates personal commitment to the City. The award was presented at the beginning of today's City Council meeting.

The team was nominated by Police Captain Bob Wilhelm in the categories of productivity and customer relations for their efforts to reduce prostitution and narcotics activity in the Everett, Near South and Capitol Avenue neighborhoods. After the problems were discussed in a 2006 sergeants' meeting, Bassett stepped forward to lead his night shift officers and the southwest team in the enforcement effort.

Schreiner, Johnson, and Byers were trained and equipped to take on the problems. Undercover officers, both male and female, worked to arrest prostitutes and their customers. Wilhelm wrote that these details are extremely dangerous and distasteful for the officers. They are placed in one-on-one situations with people who can be desperate, and they are required to think on their feet and improvise. They must conduct themselves in ways that don't expose their cover, compromise safety or jeopardize prosecutions.

In a five-month period, the team made ten arrests for prostitution, 18 arrests for soliciting prostitution and pandering and one arrest for the sale of a controlled substance. Wilhelm said the team's efforts and hard work had a tremendous and noticeable impact on the activities in the targeted areas. Neighborhood residents commented that the street-side transactions had stopped or dramatically decreased, and one wrote a letter thanking the officers for their effort. Wilhelm said the attitude of cooperation and team work resulted in an successful detail.

Other categories in which employees can be nominated are loss prevention, safety and valor. All City employees are eligible for the Award of Excellence except for elected officials and some managers. Individuals or teams can be nominated by supervisors, peers, subordinates and the general public.

Nomination forms are available from department heads, employee bulletin boards or the Personnel Department, which oversees the awards program. All nominations are reviewed by the Mayor's Award of Excellence Committee, which includes a representative with each union and a non-union representative appointed by the Mayor. Award winners receive a \$100 U.S. savings bond, a day off with pay and a plaque. Monthly winners are eligible to receive the annual award, which comes with a \$500 U.S. savings bond, two days off with pay and a plaque.

Transients Downtown

- Community complaints
- Partnerships
Downtown Lincoln Association,
University of Nebr
Lincoln
- Enforcement,
education,
involvement



To best help the panhandling situation, refer to the following organizations within the Lincoln community.

 PEOPLE'S CITY HOUSING	475-1303 110 Q St.
 Matt Talbot LIFE OF GRACE	477-4116 1911 R St.
 CORNERSTONE PLACE A House of Hope	477-3951 721 K St.
 LSC LINCOLN SHELTER HOMELESS COALITION	477-3951 1448 E St.

Designed and implemented by IPR, College of Journalism and Mass Communications students in partnership with The Downtown Lincoln Association and The University of Nebraska-Lincoln. Special Thanks to Competitive Pricing.



CAMPAIGN - The Student Affairs/Downtown Lincoln Association homeless campaign includes this promotional piece, which directs people to give donations to Lincoln agencies that help the homeless rather than give loose change to panhandlers. Courtesy image.

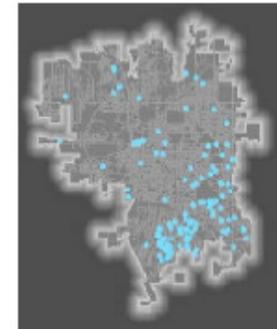
Open Garage Door

- 2000-2008 18% of all Burglaries
- 2,048 Offenses
- Routine Patrol
- Knocking on doors in the middle of the night
- Thanks for waking me up

EXEMPLARY PROGRAM INNOVATIVE BURGLARY PREVENTION

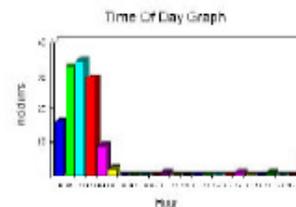
Each year, Southeast Team police officers work hundreds of residential burglaries resulting in hundreds of thousands of dollars in loss to the victims. In many of these cases, the perpetrators didn't have to work to enter these houses, they simply walked in through an open garage door. About 25% of all residential burglaries involve an open garage door, a crime of opportunity that increases exponentially with good weather. Leaving your garage door open is an easy invitation for thieves to take golf clubs, bicycles, tools, the beer in the spare refrigerator, or the family van.

With that in mind, late shift Officers Keith White, Paul Akramit, Tony Ortiz, John Hudac, Tim Abele, Eric Runge, Chad Hein, Alan Grell, and Jesse Hilger, led by Sergeant John Walsh developed a project to reduce the opportunity for this crime. The project is simple: during uncommitted time officers drive through the neighborhoods looking for open garage doors, when they find one they knock on the door, wake up the owner and educate them about the dangers of leaving the garage door open overnight. It's a great project that has a lasting effect, because when a police officer is talking to you on your front stoop at 3:00 a.m., it will cause you to double check your garage door before bedtime for the rest of your life.



LOCATIONS OFFICERS MADE CONTACT

During Spring 2007, within a month and a half, these officers knocked on 101 doors in the Southeast Team area and the results speak for themselves. Open garage burglaries were down this year: from 80 at that point in 2006, to 34 in 2007. That is a one third reduction. This is an outstanding example of Southeast Team Officers seeing a problem and taking the initiative to educate the community and prevent these crimes from occurring.



TIME OF DAY
CONTACT WAS MADE
BY OFFICERS

Recognition

- Mayors Awards
- LPD Awards
- Web Site
- Evaluations
- Thank You Notes
- EIR Commendations

Officers are honored with the Mayor's Award of Excellence for their POP community project on prostitution

Newsletter to all city employees

MAYOR PRESENTS AWARD OF EXCELLENCE FOR APRIL

A team from the Lincoln Police Department – Sergeant Michael Bassett, Officers Cassandra Johnson and Megan Schreiner and former Officer Zachary Byers – was presented the Mayor's Award of Excellence for April by Mayor Coleen J. Seng at the May 7 City Council meeting.

From left, Megan Schreiner, Michael Bassett and Cassandra Johnson.



The monthly award recognizes City employees who consistently provide exemplary service and work that demonstrates personal commitment to the City.



Police Chief Tom Casady, left, with the winning LPD team at the May 7 City Council meeting. The officers honored are from left, Cassandra Johnson, Megan Schreiner and Michael Bassett.

The team was nominated by Police Captain Bob Wilhelm in the categories of productivity and customer relations for their efforts to reduce prostitution and narcotics activity in the Everett, Near South and Capitol Avenue neighborhoods. After the problems were discussed in a 2006 sergeants' meeting, Bassett stepped forward to lead his night shift officers and the southwest team in the enforcement effort.

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Evaluation

2	<p>4. Community – Develops an awareness of community needs and addresses it through problem-solving activities. Utilizes citizen contacts to educate the public about crime prevention strategies.</p>	<p>a. Actively interacts with the community served.</p> <p>b. Performs various public services on request and informs citizens, homeowners, business persons, etc., of precautions for avoiding criminal victimization when appropriate.</p> <p>c. Makes referrals to other agencies, organizations, and persons to provide additional service to citizens in need of assistance.</p> <p>d. Maintains knowledge of activity occurring in area of assignment by reading reports and communicating with others.</p> <p>e. Identifies trends in police incidents in area of assignment and formulates plans for dealing with trends when appropriate.</p> <p>f. Implements alternative and non-traditional measures for dealing with police problems.</p>
2	<p>5. Officer Specific/goals</p>	<p>a. Officer will complete a POP project each fiscal year.</p> <p>b. Officer will conduct at least three tavern checks a month.</p> <p>c. Officer will address traffic problems on the team by issuing officials and warnings for traffic violations.</p>

From the top down

- Chief's Staff maintains file of POP projects
- Review of unfinished projects
- Featured in Annual Report
- Selected POP projects available on public web site


lincoln.ne.gov



CITY OF LINCOLN
NEBRASKA
MAYOR CHRIS BEUTLER

City of Lincoln
Police Department

POP Projects 2008

Problem Oriented Police Projects ([POP Projects](#)) are designed to impact unique or repetitive issues by implementing specific strategies to target the problem. This is a form of community policing in which the Department actively works with the others to understand and address the issues that lead to crime within our city. The Lincoln Police Department tries to be proactive and stay aware of developing crime trends within the city. These highlighted POP Projects are just a few that our officers have undertaken in 2008. In 2007, 160 projects were completed by officers city-wide.

Problem Oriented Policing Projects 2008				
Employee	Location	Date Started	Project Description	Stage of Completion
Center Team Second Shift	Center Team	July 2008	Ice cream vendors failing to obtain vending permits, which is required by City Ordinance . Officers will contact ice cream truck drivers during their normal course of business to ensure that they are complying with vending laws.	In Progress
SE Team Second Shift LPD Traffic Unit Media Relations	Normal Blvd/ S 27th-S 56th and other high accident locations	June 2008	With schools letting out for the summer months, more motorists will be on the road which can result more accidents. Officers obtained a wrecked motor vehicle from Capital Towing to display on the south side of Normal Blvd. at Sumner Street. A sign reading "Arrive Alive" stood next to the vehicle. The LPD Traffic Unit and SE Team officers increased traffic enforcement in the project locations. The public was made aware of the project through a media release which resulted in a front page newspaper article in the Lincoln Journal Star highlighting the objectives of the project. Positive feedback was received from the public.	Project Complete
NE Team Third Shift	Northeast Team	May 2008	Northeast Team officers received information concerning minors drinking in certain taverns within their team area. All of the NE Third Shift Officers have a goal of four Tavern Checks per month. It is important to hold these businesses accountable to the liquor license rules and regulations as well as the City and State laws. The checks will be tracked to ensure that all NE taverns and businesses that sell alcohol are visited.	In Progress
Of. J. White Of. Abele Lincoln Police Union	Lincoln Children's Zoo	May 10, 2008	Each summer, numerous bicycles are stolen after being left unlocked. Most owners do not record the bicycle's serial number, making it nearly impossible to trace a recovered bicycle back to its owner. During Safety Day at the Lincoln Children's Zoo, officers promoted bicycle security and awareness through presentations and flyers. Twenty-five locks purchased from the Bike Rack by Lincoln Police Union were raffled off to children attending the event. Officers coordinated with Three Eagles Radio to promote the raffle along with	Project Complete

POP Projects by Street Officers

- 2006---181
- 2007---160
- 2008---125 as of 8-19-2008 Projecting another 50 projects for the year
- Lincoln Street Officers are responsible for the department's POP projects
- Look for QUALITY not QUANTITY

Part of Our Culture

- It is what we do everyday
- Creativity is encouraged
- Problem Solving with the community creates trust and shared responsibility
- Residents become partners
- It does take a community to deal with crime
- Neighborhood Revitalization effective tool

The Future

- Stronger Safer Neighborhoods
- Intense effort in core neighborhoods

Web Addresses

- Lincoln Police Web Page

<http://www.lincoln.ne.gov/city/police/index.htm>

- Chief's Corner <http://lpd304.blogspot.com/>

- Lincoln Police POP Projects

<http://www.lincoln.ne.gov/city/police/info/pop.htm>

POP Accountability

Making it Part of the Culture

For additional information, documents, PowerPoint or references contact

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