

Problem- **O**riented **P**olicing



Center for Problem-Oriented Policing

Function of Police: Image

- 👮 To fight crime
- 👮 To enforce the law
- 👮 To protect and serve



Function of Police: Reality

- ★ To prevent and control threats to life and property
- ★ To aid crime victims and protect individuals in danger
- ★ To protect constitutional guarantees
- ★ To facilitate the movement of people and vehicles
- ★ To assist those who cannot care for themselves
- ★ To resolve conflict between individuals, groups, or between citizens and government
- ★ To identify problems
- ★ To create and maintain a feeling of security in the community

Capacity



Capacity

Image

Reality



Policing Strategy



Preventive Patrol



Rapid Response



Investigation

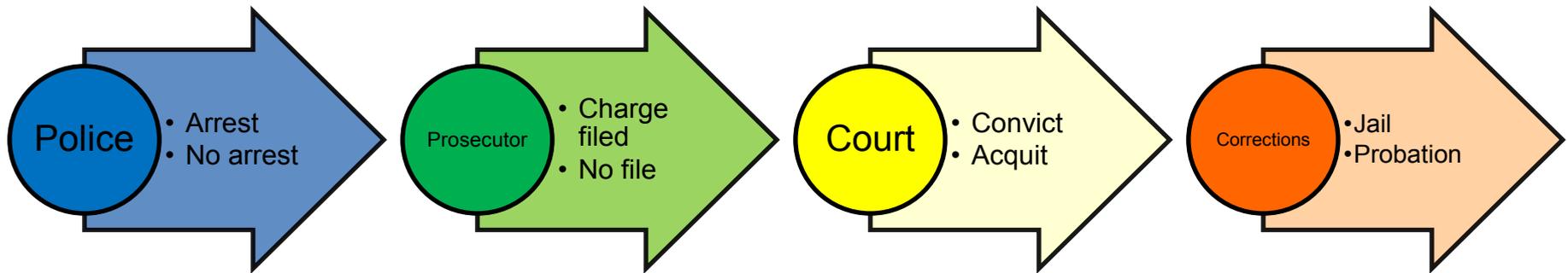


Crackdowns



More Police

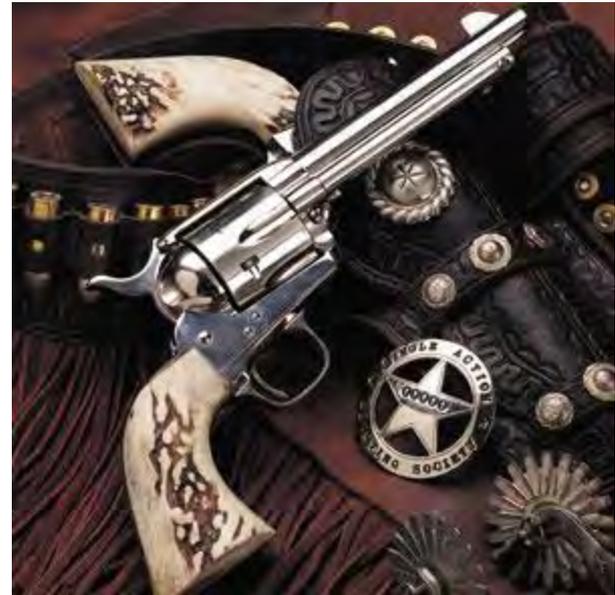
Relationship of Police to Criminal Justice System



Relationship of Police to Other Systems



Citizens' Role in Policing



Identifying & Prioritizing Problems

Limited



Involved

7. What do you perceive to be problems in your neighborhood? A rating of 1 represents the

a. Sexual Assault	<input type="text" value="Select an Answer"/>	h. Burglary / Robbery	<input type="text" value="Select an Answer"/>
b. Domestic Violence	<input type="text" value="Select an Answer"/>	i. Theft	<input type="text" value="Select an Answer"/>
c. Illegal Drug Activity	<input type="text" value="Select an Answer"/>	j. Loitering / Curfew	<input type="text" value="Select an Answer"/>
d. Gangs	<input type="text" value="Select an Answer"/>	k. Vehicle Accidents	<input type="text" value="Select an Answer"/>
e. Physical Assaults	<input type="text" value="Select an Answer"/>	l. Public Drinking	<input type="text" value="Select an Answer"/>
f. Vandalism	<input type="text" value="Select an Answer"/>	m. Traffic / Speeding	<input type="text" value="Select an Answer"/>
g. Child Abuse	<input type="text" value="Select an Answer"/>	n. Loud Parties / Noise	<input type="text" value="Select an Answer"/>
o. List other issues:	<input type="text"/>		



Taking Action



Protesting



Patrolling



Cleaning



Monitoring



Petitioning

Officer Discretion

Image: None



Reality: Lots

- Where to patrol
- What to emphasize
- Whether to investigate
- How to investigate
- Whether to arrest
- How to arrest
- What alternatives to use

Key Elements of Policing

Image

Function

Simple

Capacity

Unlimited

Assistance

Little needed

Methods and Means

Patrol/arrest

Discretion

None

Accountability

Clear & direct

Control

Tight

Organization

Rigid

Personnel

Obedient

Reality

Complex

Limited

Lots needed

Varied

Much

Ambiguous

Loose

Flexible

Adaptive

Resolution

Problem-Oriented Policing

Improving Policing: A Problem-Oriented Approach

Herman Goldstein

The police have been particularly susceptible to the "means over ends" syndrome, placing more emphasis in their improvement efforts on organization and operating methods than on the substantive outcome of their work. This condition has been fed by the professional movement within the police field, with its concentration on the staffing, management, and organization of police agencies. More and more persons are questioning the widely held assumption that improvements in the internal management of police departments will enable the police to deal more effectively with the problems they are called upon to handle. If the police are to realize a greater return on the investment made in improving their operations, and if they are to mature as a profession, they must concern themselves more directly with the end product of their efforts.

Meeting this need requires that the police develop a more systematic process for examining and addressing the problems that the public expects them to handle. It requires identifying these problems in more precise terms, researching each problem, documenting the nature of the current police response, assessing its adequacy and the adequacy of existing authority and resources, engaging in a broad exploration of alternatives to present responses, weighing the merits of these alternatives, and choosing from among them.

Improvements in staffing, organization, and management remain important, but they should be achieved—and may, in fact, be more achievable—within the context of a more direct concern with the outcome of policing.

Complaints from passengers wishing to use the Bagnall to Greenfields bus service that "the drivers were speeding past queues of up to 30 people with a smile and a wave of a hand" have been met by a statement pointing out that "it is impossible for the drivers to keep their timetable if they have to stop for passengers."¹

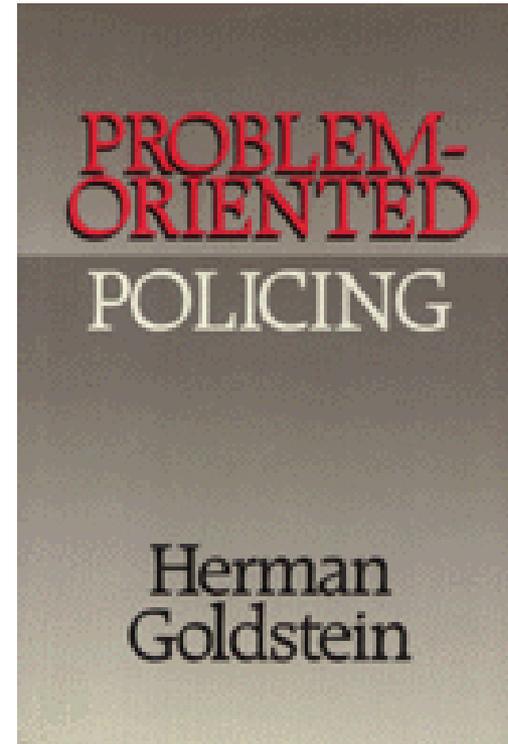
All bureaucracies risk becoming so preoccupied with running their organizations and getting so involved in their methods of operating that they lose sight

HERMAN GOLDSTEIN: Professor, Law School, University of Wisconsin at Madison. The author is indebted to the University of Wisconsin Extension Department of Law for making the time available to produce this article as part of a larger effort to reexamine the university's role in research and training for the police.

1. Newspaper report from the Midlands of England, cited in Patrick Ryan, "Get Rid of the People, and the System Runs Fine," *Smithsonian*, September 1977, p. 140.

236 CRIME & DELINQUENCY, April 1979

1979



1990

What Is Problem-Oriented Policing?

PROBLEM-ORIENTED POLICING (POP) is an approach to policing in which **(1) DISCRETE PIECES OF POLICE BUSINESS** (each consisting of a cluster of similar incidents, whether crimes or acts of disorder, that the police are expected to handle) are subject to **(2) MICROSCOPIC EXAMINATION** (drawing on the especially honed skills of crime analysts and the accumulated experience of operating field personnel) in hopes that what is freshly learned about each problem will lead to discovering a **(3) NEW AND MORE EFFECTIVE STRATEGY** for dealing with it. POP places a high value on new responses that are **(4) PREVENTIVE** in nature, that are **(5) NOT DEPENDENT ON THE USE OF THE CRIMINAL JUSTICE SYSTEM**, and that **(6) ENGAGE OTHER PUBLIC AGENCIES, THE COMMUNITY AND THE PRIVATE SECTOR** when their involvement has the potential for significantly contributing to the reduction of the problem. POP carries a commitment to **(7) IMPLEMENTING THE NEW STRATEGY, (8) RIGOROUSLY EVALUATING ITS EFFECTIVENESS**, and, subsequently, **(9) REPORTING THE RESULTS** in ways that will benefit other police agencies and that will ultimately contribute to **(10) BUILDING A BODY OF KNOWLEDGE** that supports the further professionalization of the police.

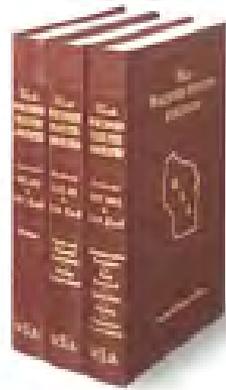
Defining Problems

“...discrete pieces of police business...”



Defining Problems by Behavior

- Panhandling
- Robbery
- Assault
- Speeding
- Drug dealing



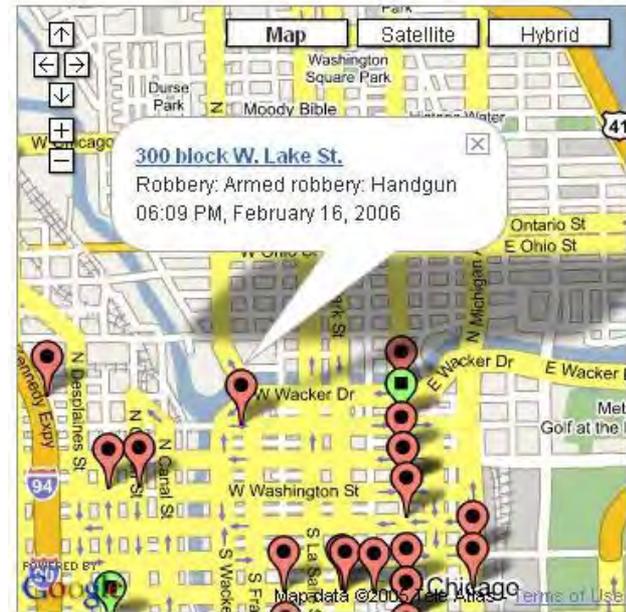
Defining Problems by Persons

- Gangs
- Mentally ill persons
- Chronic inebriates
- Repeat offenders
- Repeat victims



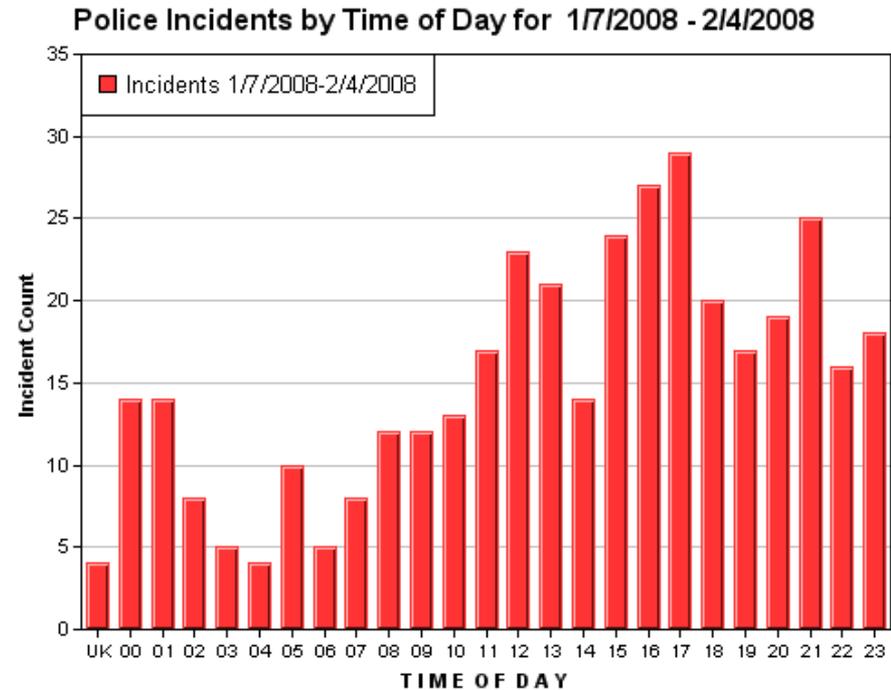
Defining Problems by Location

- Bar
- Intersection
- Neighborhood
- House
- Apartment complex



Defining Problems by Time

- Bar closing time
- Annual festival
- Rush hour



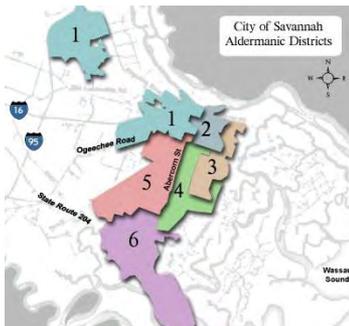
Scope of Problems



Single
location/individual



Neighborhood



District



Citywide

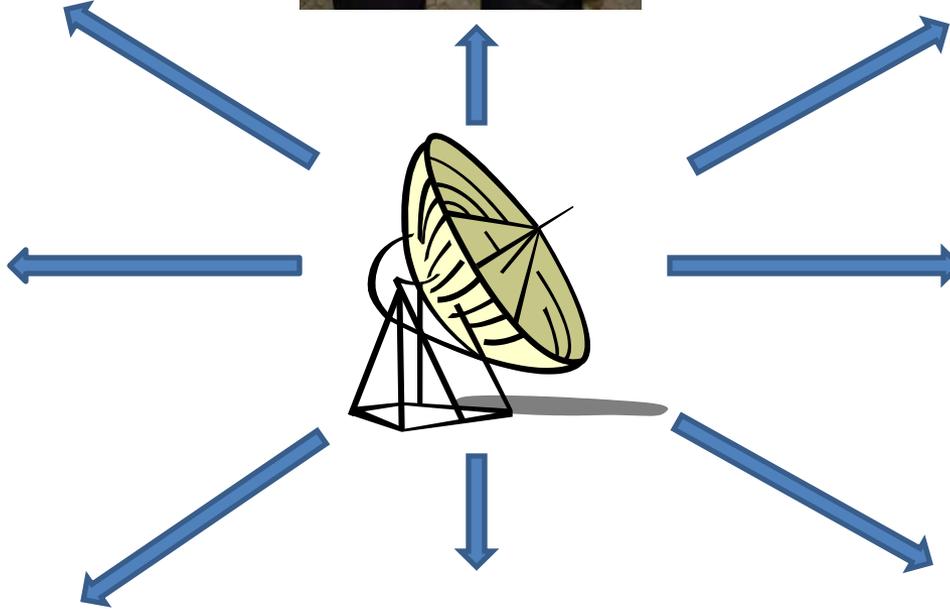
Common Problems from A to Z

- Abandoned buildings
- Abandoned/derelict vehicles
- Assault and battery
 - Aggravated assault (see also Homicide)
 - Gun violence
 - Simple assault
 - Fighting
 - Drug-related assault (see also Drug Trafficking)...
- ...Day laborer problems
- Dignitary and celebrity protection
- Disorderly youth in public places
 - Skateboarding or cycling on streets or sidewalks
- Domestic violence (aka Spousal abuse)
 - Domestic disturbances...

Common Problems from A to Z

- ...Underage drinking
(see also College problems)
- Unlicensed driving (see also Traffic accidents; Drunk Driving)
- Vandalism
 - Criminal damage to property
 - Graffiti
- Vehicle lockouts
- Weapons offenses
 - Trafficking in guns
- Witness intimidation

Scanning for Problems



Analyzing Problems



“...are subject to
microscopic
examination...”

Purpose of Analyzing Problems

“...discovering a new and more effective strategy...”



Emphasizing Prevention

“...places a high value on responses that are preventive...”



Looking for Alternatives to Arrest

“...not dependent on the criminal justice system...”



Sharing Responsibility

“...that engage other public agencies, the community, and the private sector...”



Fire



Police Methods for Shifting Responsibility



Taking Action

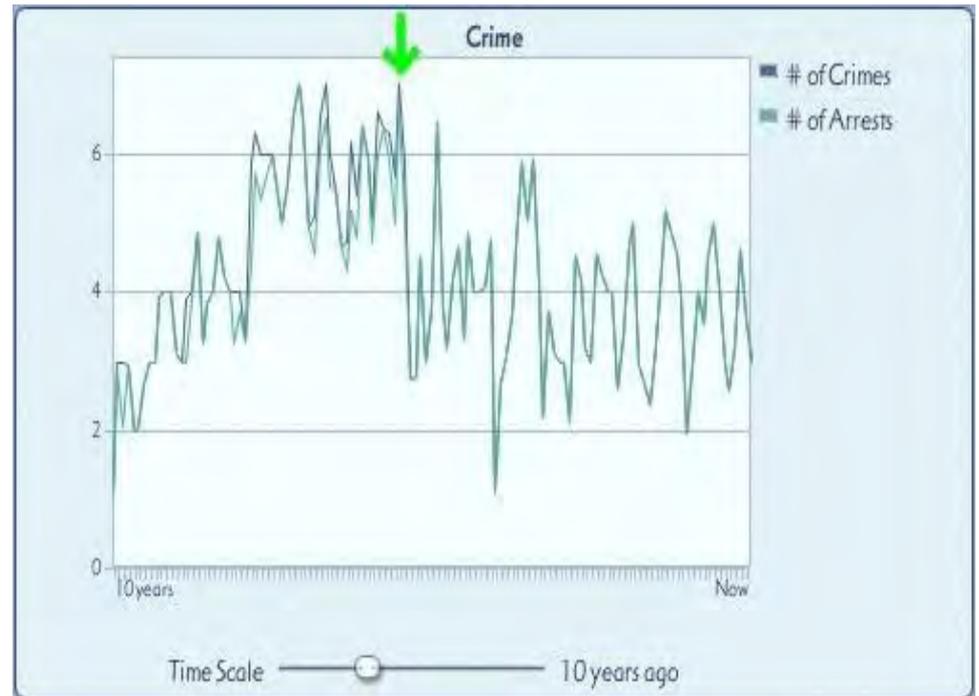
“...carries a commitment to implementing the new strategy...”



just do it.

Assessing Results

“...rigorously
evaluating its
effectiveness...”



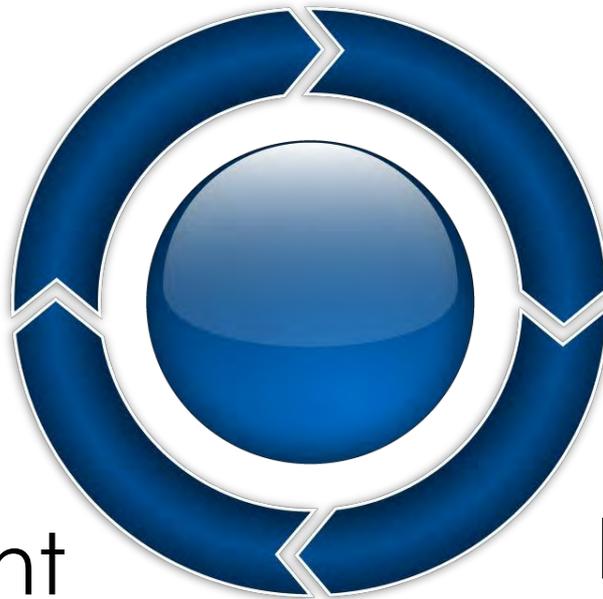
Defining Success

- Eliminate the problem
- Reduce the volume of incidents
- Reduce the harm from incidents
- Shift ownership to those better able to address it
- More humane, fair, equitable responses

Problem-solving Process

Scanning

Analysis



Assessment

Response

SARA

Problem Analysis Triangle



Reporting Results

“...reporting the results to benefit other police agencies...”

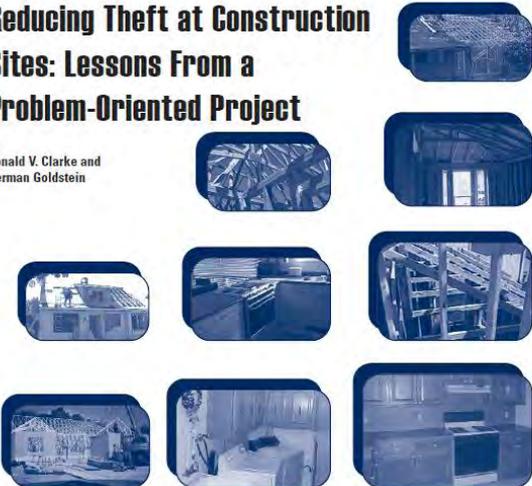
U.S. Department of Justice
Office of Community Oriented Policing Services



COPS
COMMUNITY ORIENTED POLICING SERVICES
U.S. DEPARTMENT OF JUSTICE

Reducing Theft at Construction Sites: Lessons From a Problem-Oriented Project

by
Ronald V. Clarke and
Herman Goldstein



www.cops.usdoj.gov

Furthering the Profession

“...building a body of knowledge...”

The screenshot shows the homepage of the Center for Problem-Oriented Policing. At the top, there is a navigation menu with links for Home, About Us, POP Guides, Translations, Library, POP Projects, and Learning Center. Below the menu is a search bar and a logo for the Learning Center. The main content area is divided into several sections: 'Crime and Disorder Problems' (61 Guides), 'Police Responses to Crime' (10 Guides), and 'Tools for Problem Solving' (10 Guides). Each section lists the latest guide and provides options to browse by year, category, guide number, author, or alphabetically. There are also links to 'POP Conference', 'Goldstein Awards', 'Case Studies', 'Library', and 'Related Links'. A 'Special Publications' section features 'NEW! POP Private Security' and 'Mayor's Guide'. A 'Receive Our Free Newsletter' form is located at the bottom left. The footer contains a navigation menu and copyright information: 'Copyright © 2010 Center for Problem Oriented Policing'.

The image shows the cover of the book 'Speeding in Residential Areas, 2nd Edition'. The cover features a large blue star with a white outline. The title 'Speeding in Residential Areas' is prominently displayed in blue and black text. Below the title, it says '2nd Edition'. The authors' names, 'Michael S. Scott with David K. Maddox', are listed on the right side. The top right corner includes the U.S. Department of Justice Office of Community Oriented Policing Services (COPS) logo. The bottom left corner has the URL 'www.copsandoj.gov'. The bottom right corner features the Center for Problem-Oriented Policing logo.