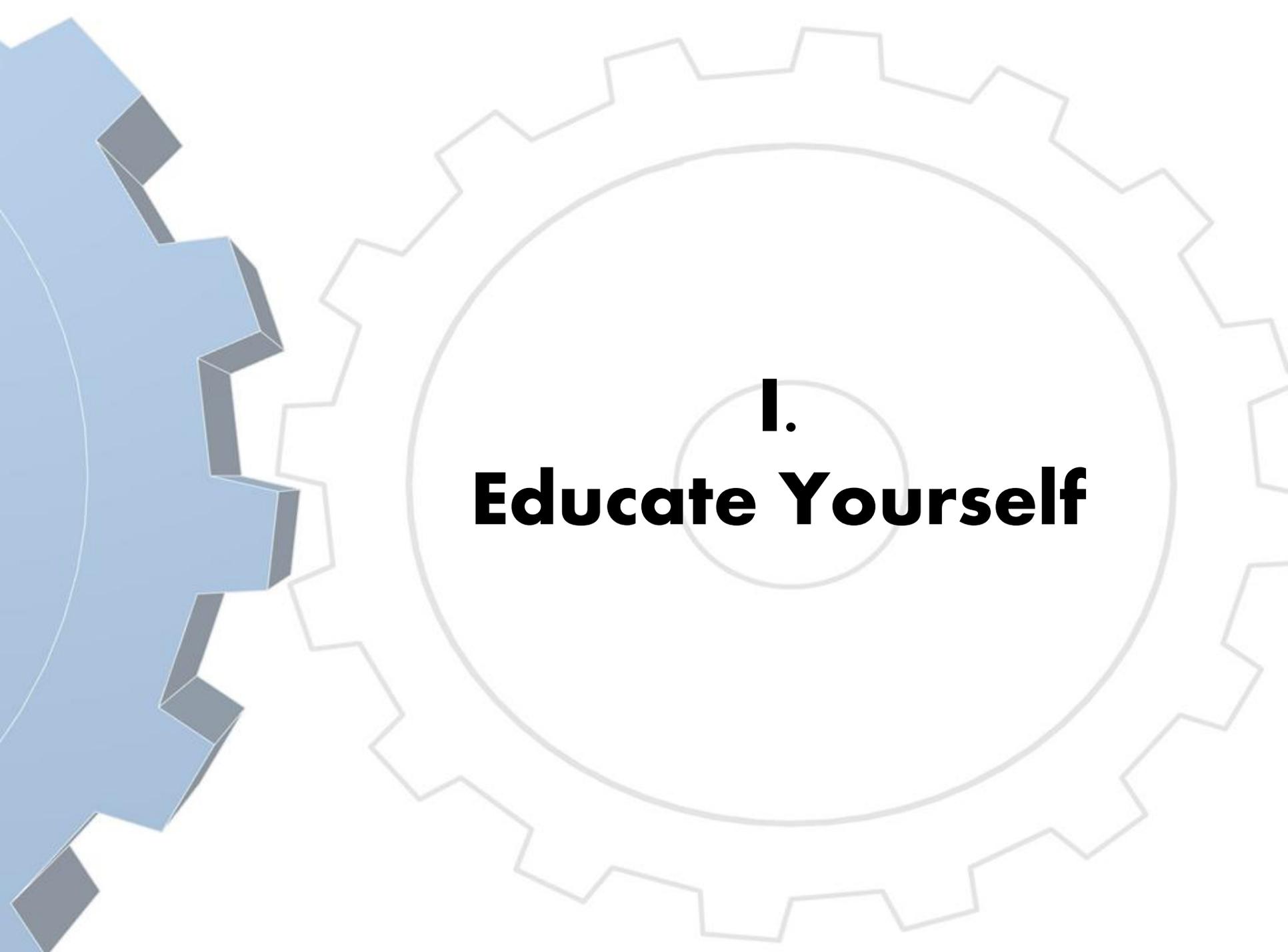


Implementing POP Agency-wide

**Mike Scott
&
Stuart Kirby**



**I.
Educate Yourself**



Understand Your Strategic Options

- **Problem-oriented Policing**
- **Community Policing**
- **Intelligence-led Policing**
- **Evidence-led Policing**
- **Conventional Policing**

Understand How Problem Solving Fits with Other Modes of Policing

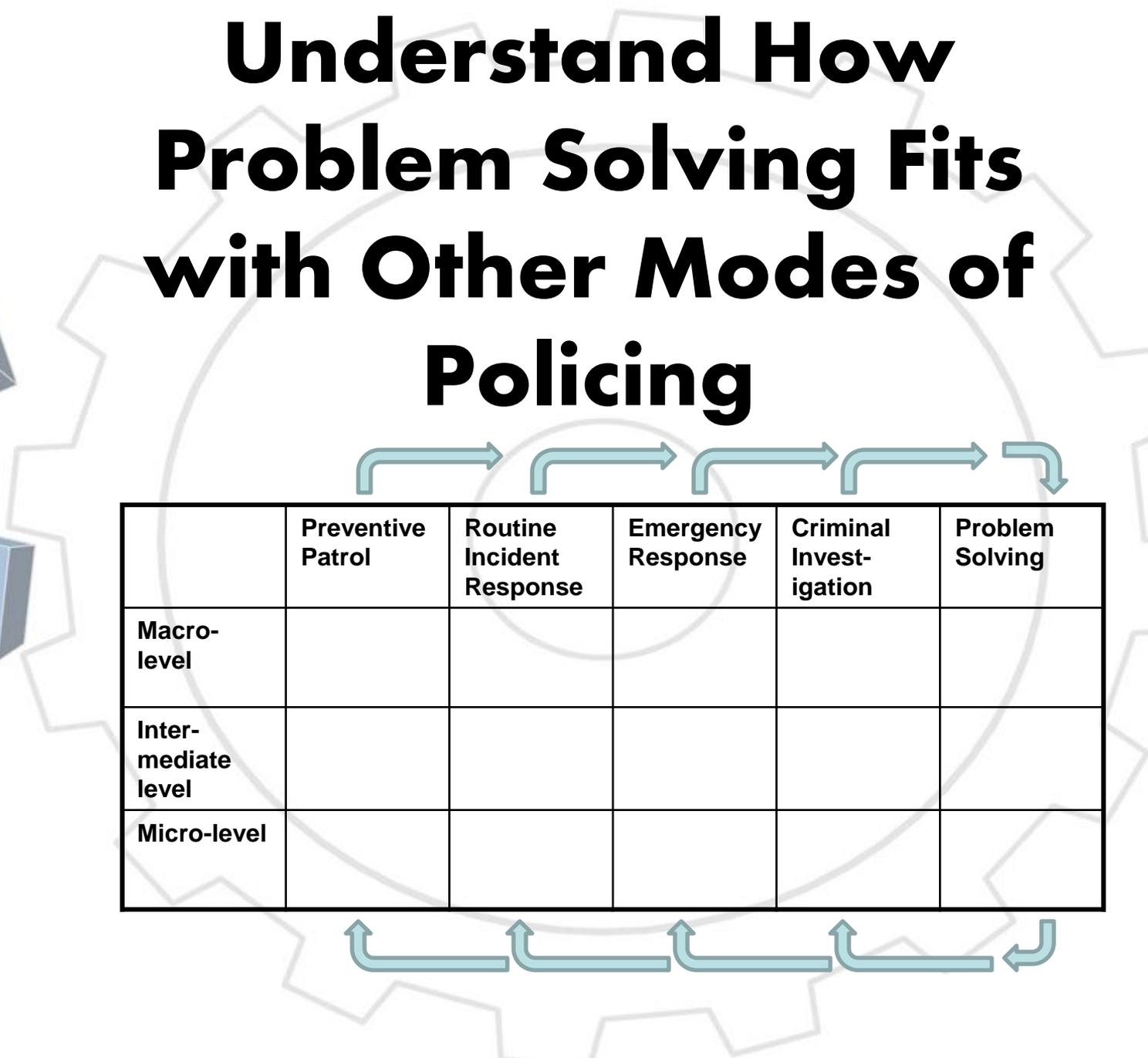
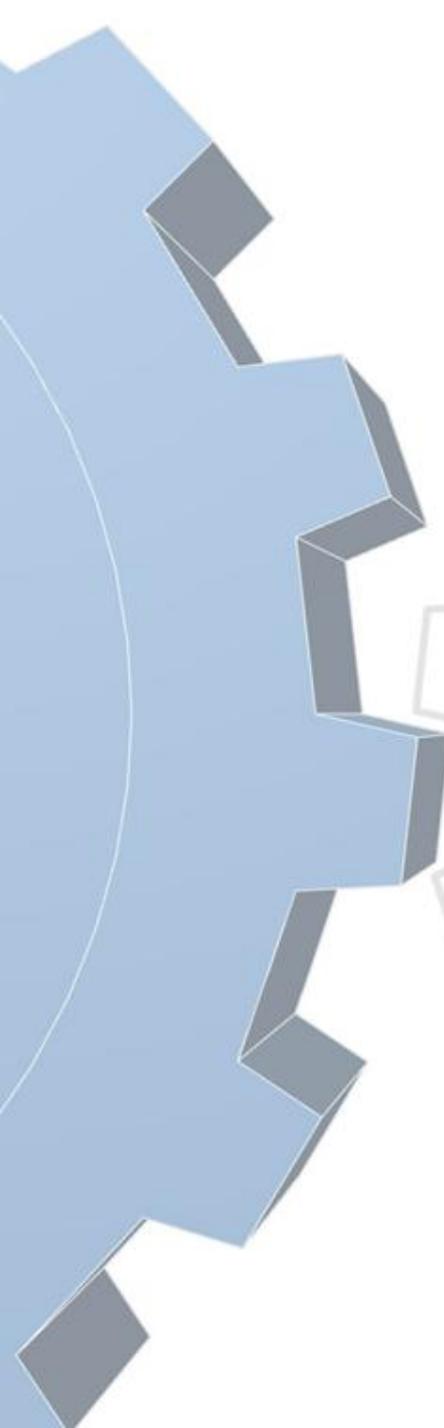
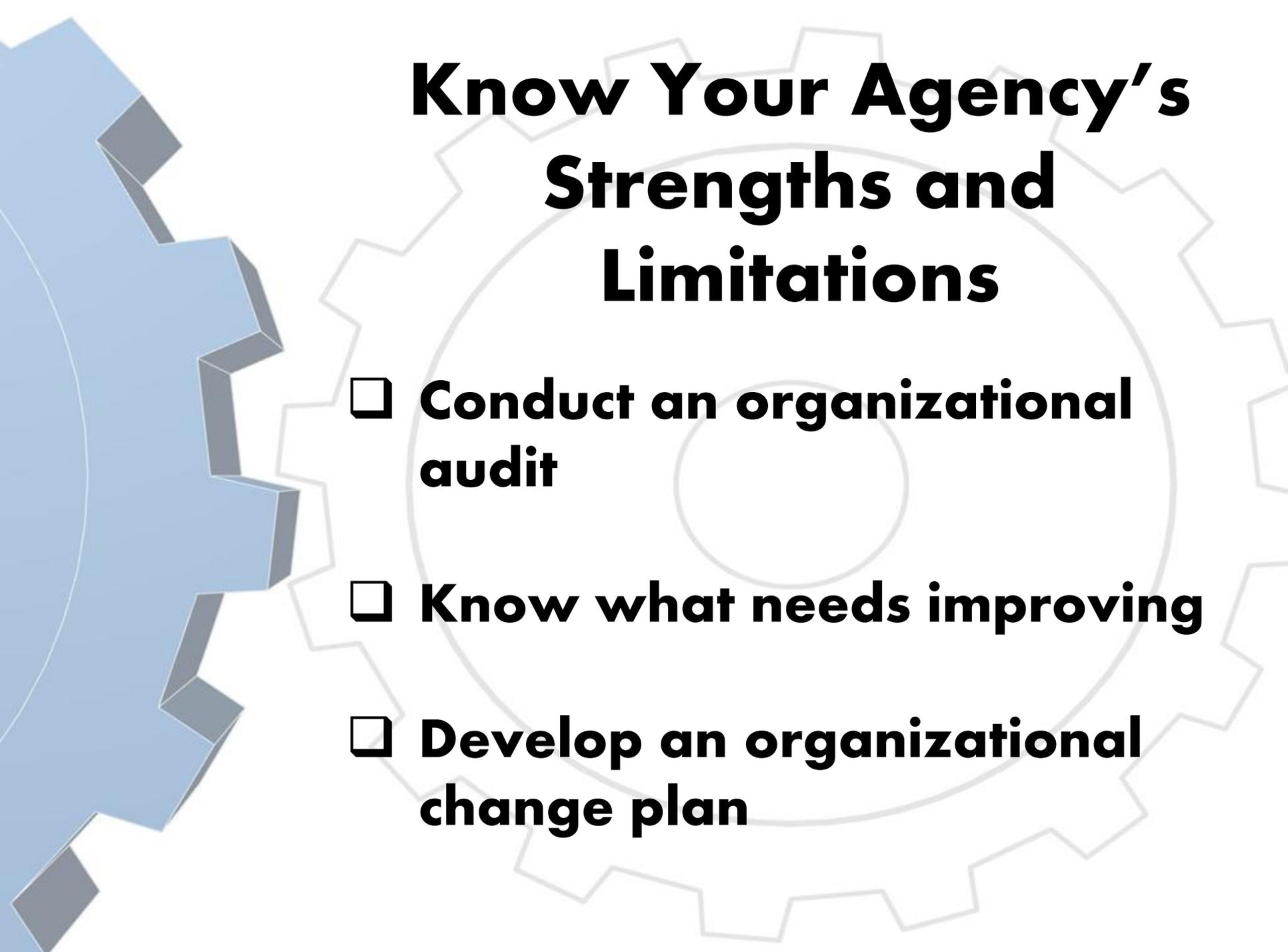


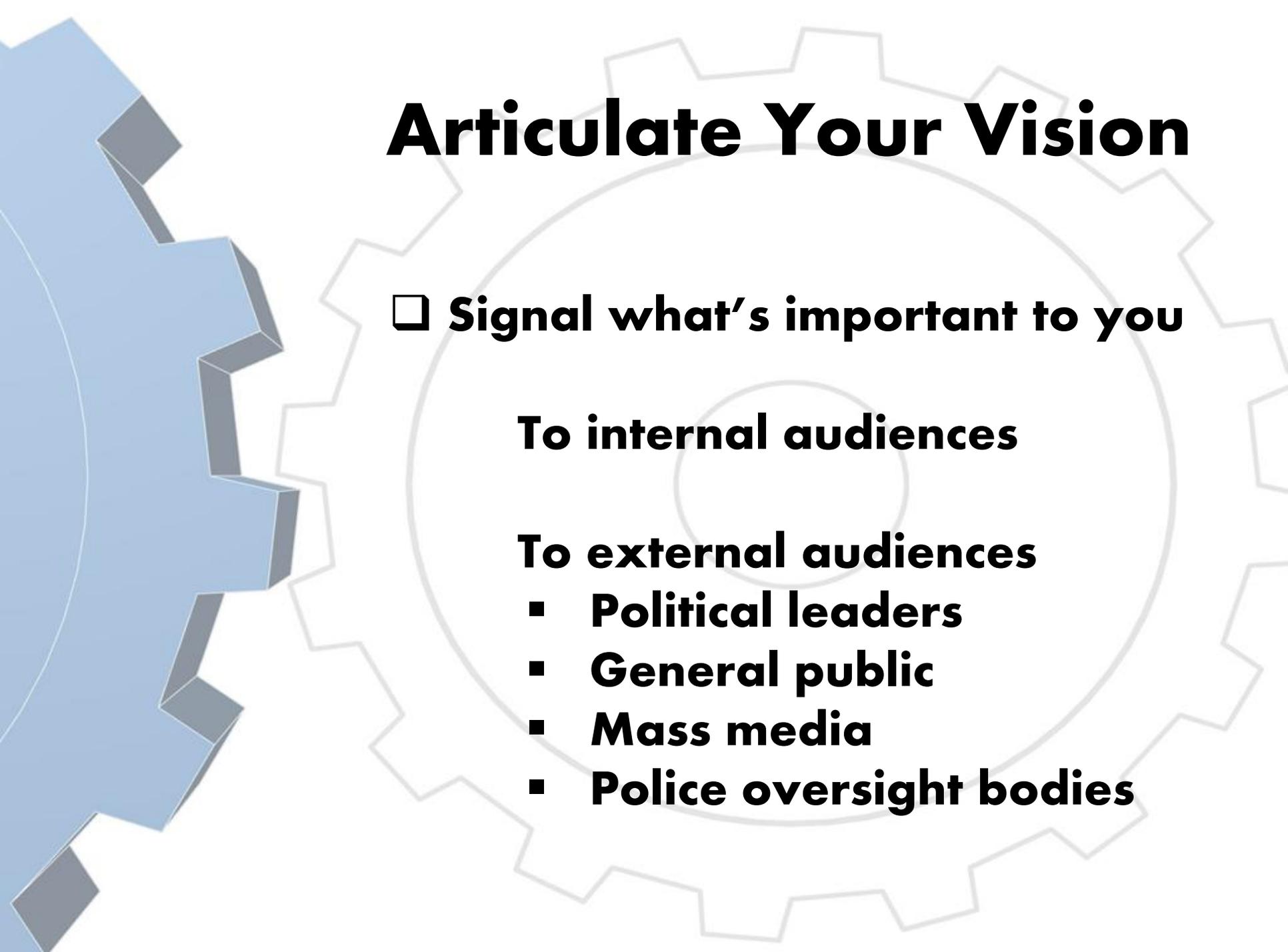
Diagram illustrating the relationship between different modes of policing across three levels: Macro-level, Intermediate level, and Micro-level. The modes are Preventive Patrol, Routine Incident Response, Emergency Response, Criminal Investigation, and Problem Solving. Arrows indicate a flow from left to right across the top and bottom of the table, suggesting a progression or integration of these modes.

	Preventive Patrol	Routine Incident Response	Emergency Response	Criminal Investigation	Problem Solving
Macro-level					
Intermediate level					
Micro-level					



Know Your Agency's Strengths and Limitations

- Conduct an organizational audit**
- Know what needs improving**
- Develop an organizational change plan**



Articulate Your Vision

□ Signal what's important to you

To internal audiences

To external audiences

- **Political leaders**
- **General public**
- **Mass media**
- **Police oversight bodies**



Manage Organizational Change

- Understand what you are committing the organization to**
- Anticipate support and resistance**
- Set ambitious yet realistic goals**



II. Prepare the Organization



Clarify Roles and Responsibilities

- Field officers**
- Specialized unit officers**
- Detectives**
- Supervisors and commanders**
- Support staff**

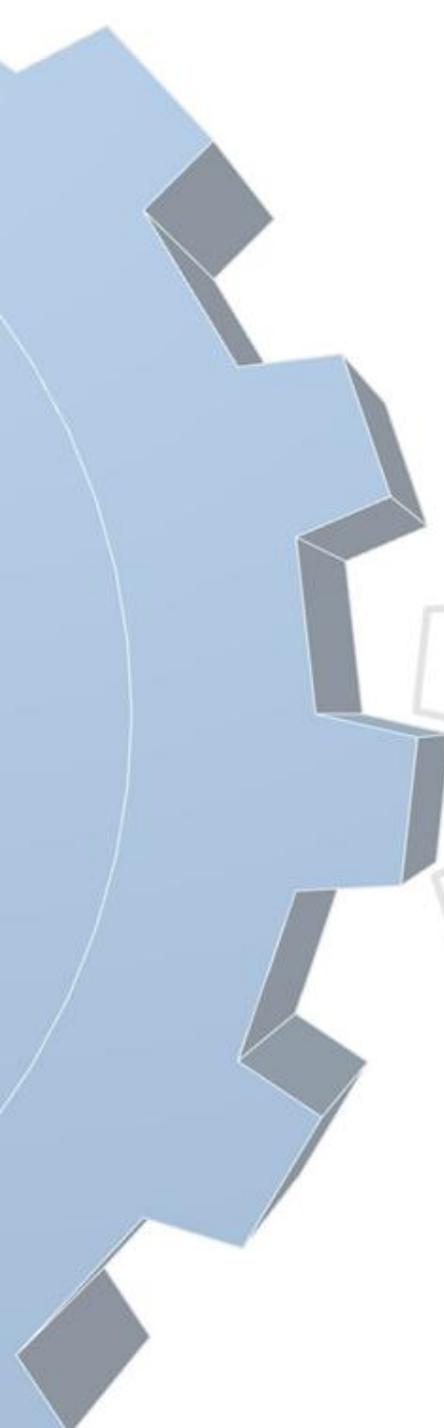
Analysts

Communications



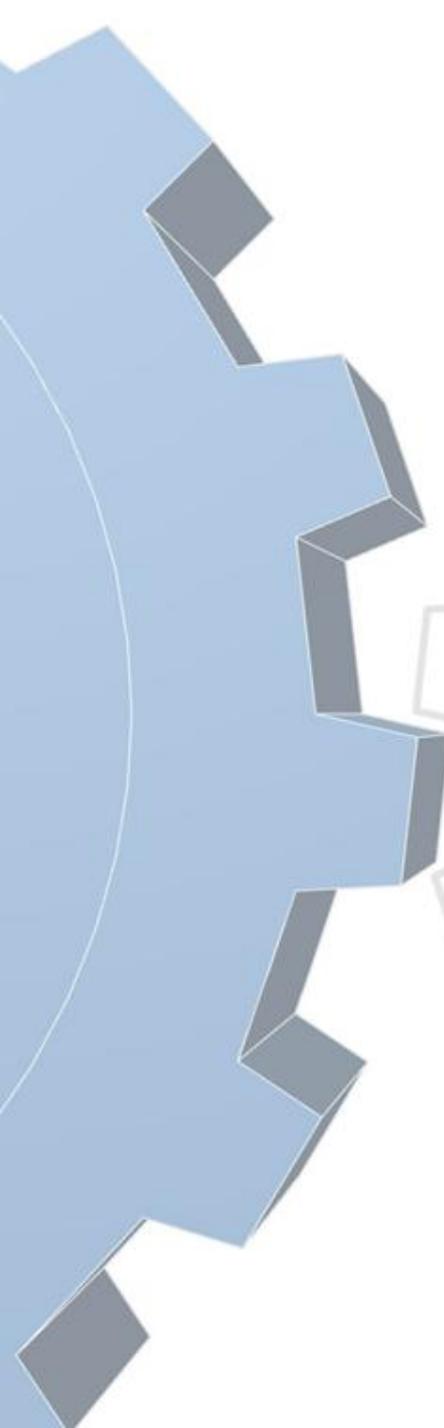
Get the Right People

- ❑ Recruit, hire, and promote problem solvers**
- ❑ Teach recruits to solve policing problems**
- ❑ Teach supervisors to lead and manage problem solving**
- ❑ Identify, cultivate, and support informal champions in the organization**



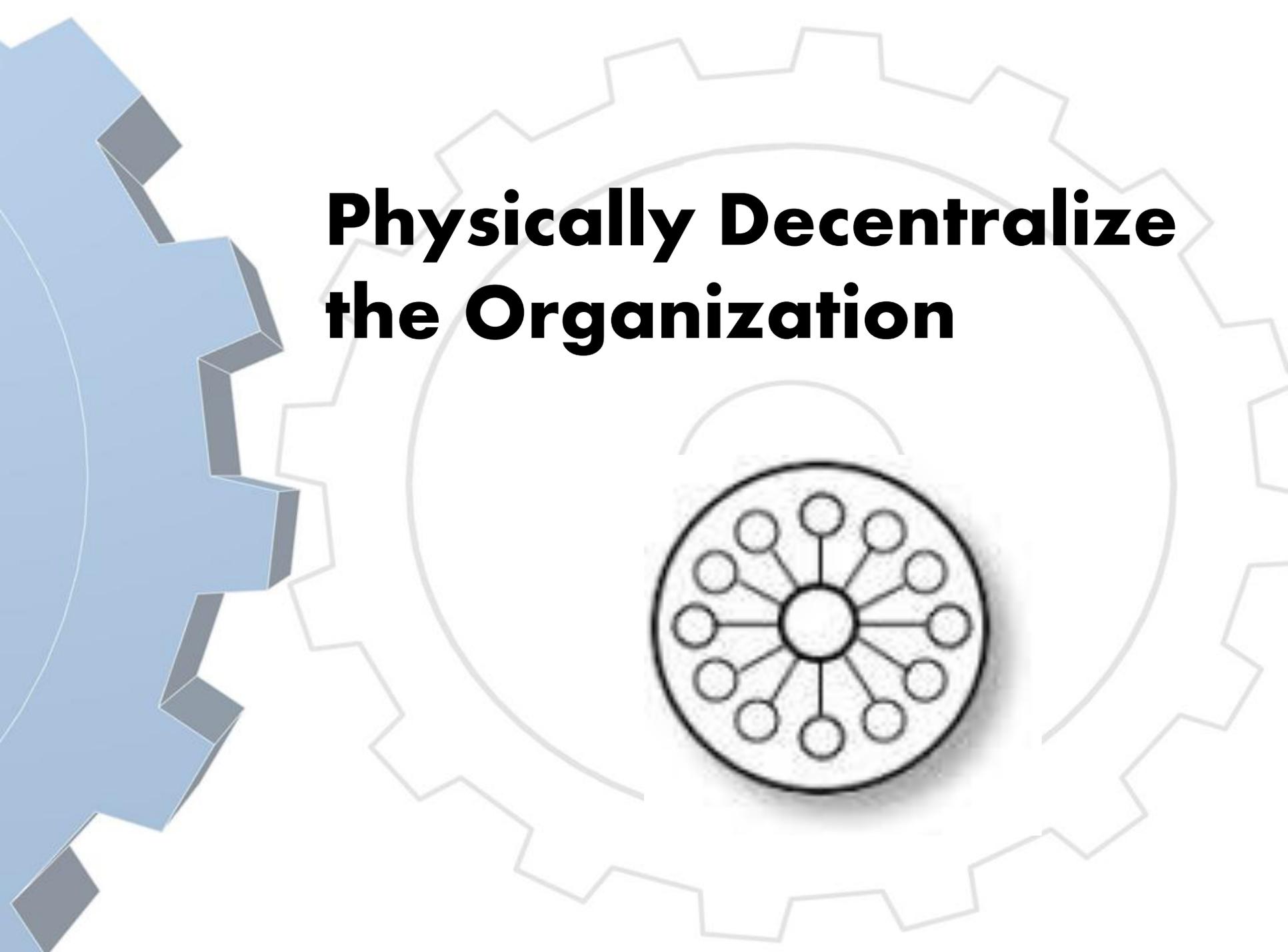
Assess Employee Performance

- Design performance accountability systems**
- Reward and recognize good problem solving**
- Challenge employees to improve performance**



**III.
Structure the
Organization to
Facilitate Problem
Solving**

Physically Decentralize the Organization



Stabilize Work Assignments to Facilitate Problem Solving

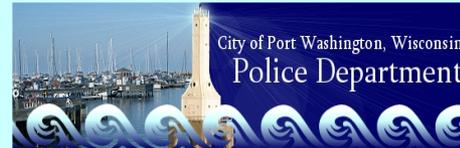
**EXAMPLE OF ACTUAL PATROL DISTRIBUTION (35 MP)
IN 8-HOUR INCREMENTS**

Shift	Percent of Complaints Per Shift	Personnel Available	Average Work Hours	Distriution by Days of Week by Work Hours						
				Sun	Mon	Tues	Wed	Thurs	Fri	Sat
0001-0800 Hours Personnel	20.4	7	280	24 3	32 4	40 5	40 5	40 5	48 6	56 7
0800-1600 Hours Personnel	33.8	12	480	48 6	56 7	64 8	72 9	72 9	80 10	88 11
1600-2400 Hours Personnel	45.8	16	640	64 8	72 9	80 10	96 12	96 12	112 14	120 15
MP Per Day				17	20	23	26	26	30	33
Total	100.0	35	1,400	10.0%	11.5%	12.9%	15.0%	15.2%	17.2%	18.2%

Decide Whether to Specialize or Generalize Problem Solving



Facilitate Intra-agency Communication Through Organizational Structure



Problem-Oriented Policing Initiatives

Problem-Oriented Policing Initiatives - 2010				
EMPLOYEE	LOCATION	DATE STARTED	POP PROJECT	STAGE OF COMPLETION
Officer Tom Kajtna Officer Dan Wolff	Throughout city	03/30/10	Recognizing Persons With Autism handout	Response
Officer Tom Schleg	Possibility Playground	05/06/10	Have "slow" painted on roadway before crosswalk area by Possibility Playground	Completed
Officer Steve Footit	Lincoln Ave.	05/29/10	Speeding on Lincoln Ave. in school zone area	Response
Parking Enforcement Officer Diane Jung	Marina	May, 2010	America's Waterway Watch	Response
Officer Jerry Ilye Officer Jason Bergin	Downtown	05/20/10	Vandalism (2nd year)	Response

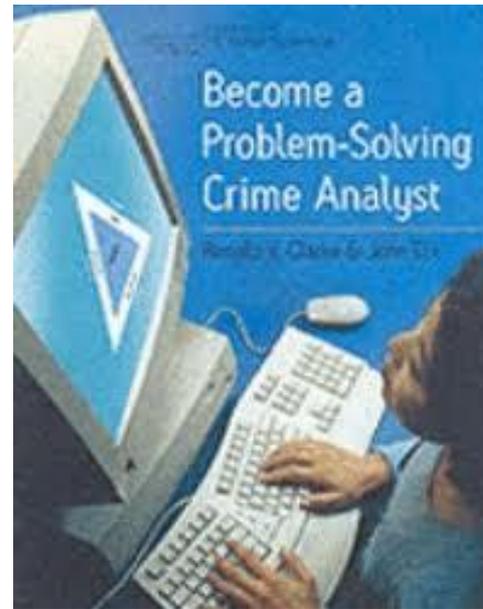
Problem-Oriented Policing Initiatives - 2009				
EMPLOYEE	LOCATION	DATE STARTED	POP PROJECT	STAGE OF COMPLETION
Lt. Mike Davel				

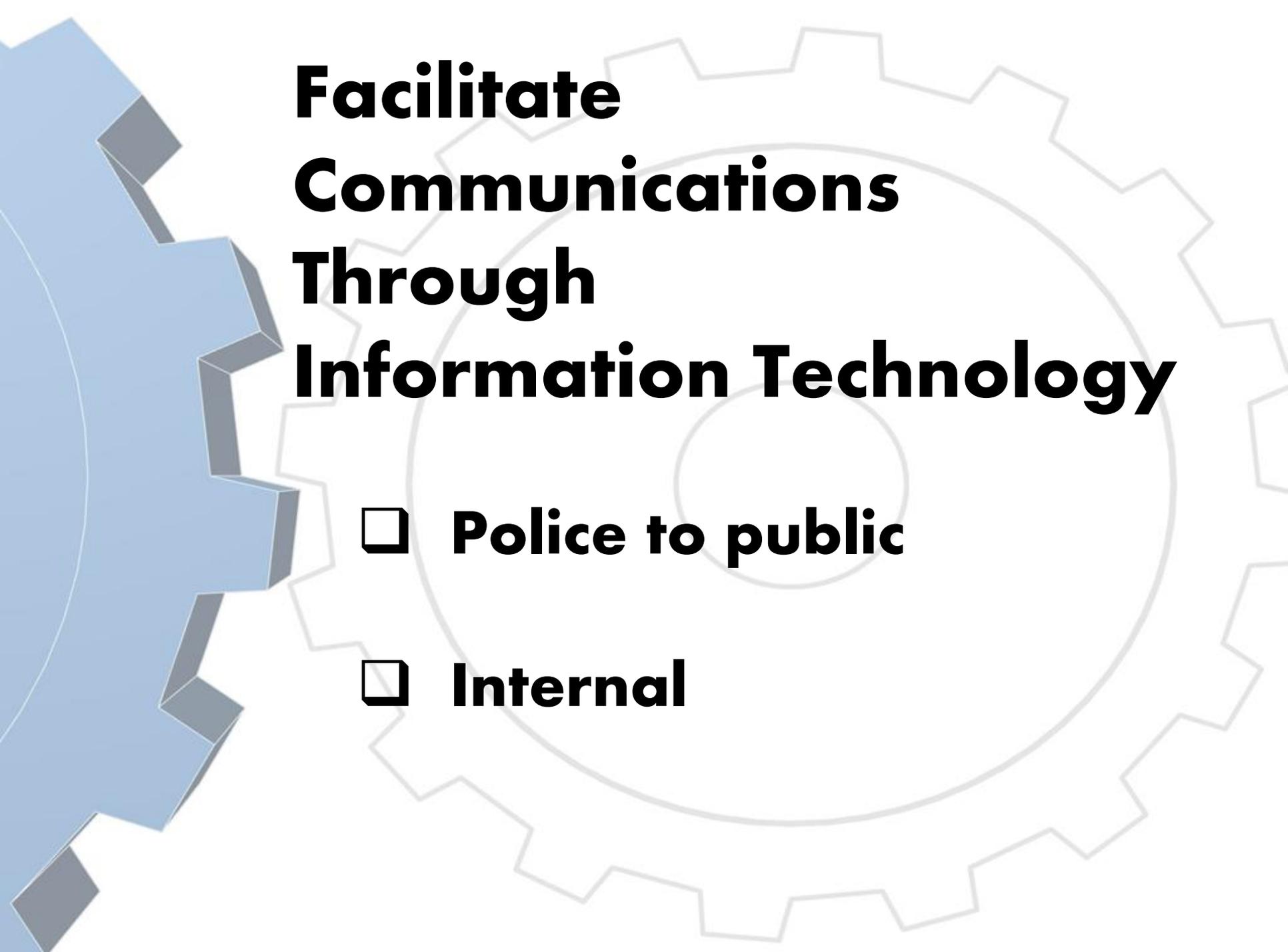
Consider the Rank Structure

Decentralize authority



Promote Problem Solving Among Support Staff



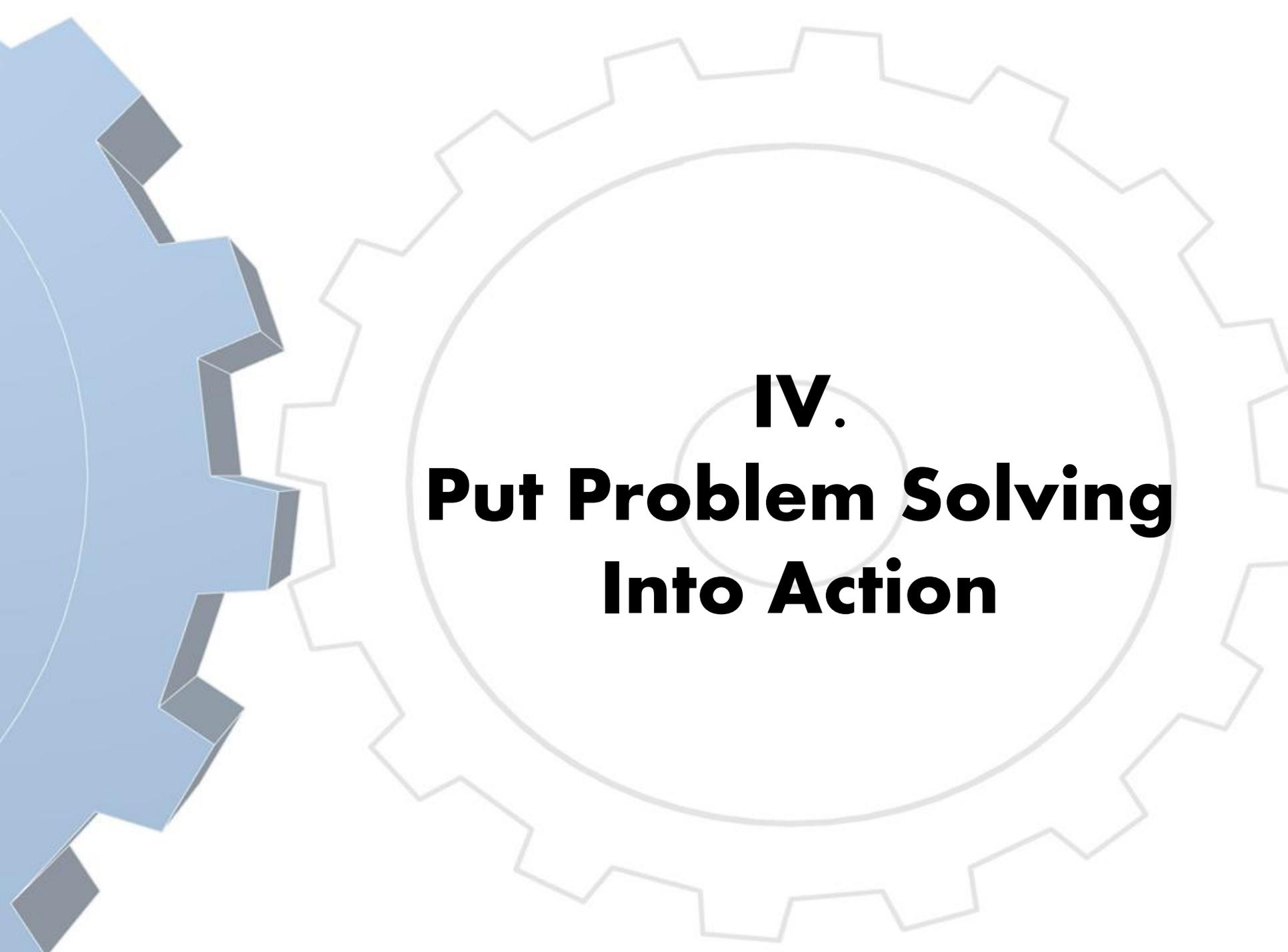


Facilitate Communications Through Information Technology

- Police to public**
- Internal**

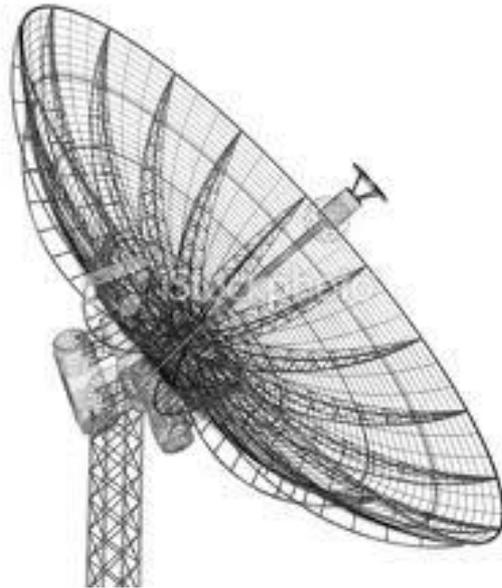
Manage Officers' Time to Facilitate Problem Solving





**IV.
Put Problem Solving
Into Action**

Develop Systems to Identify Problems

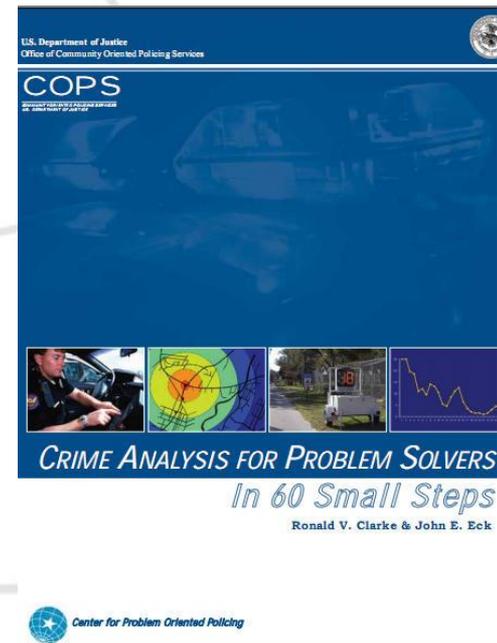
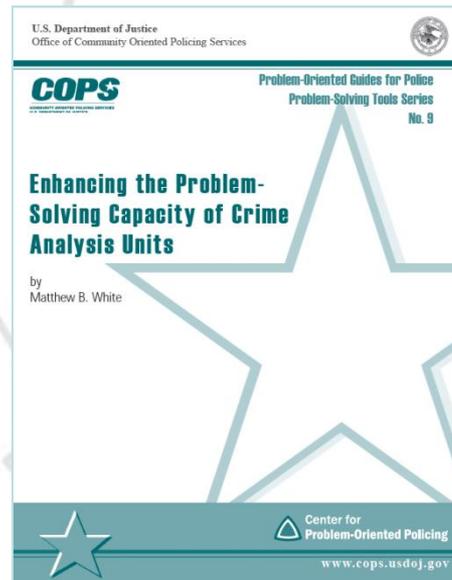


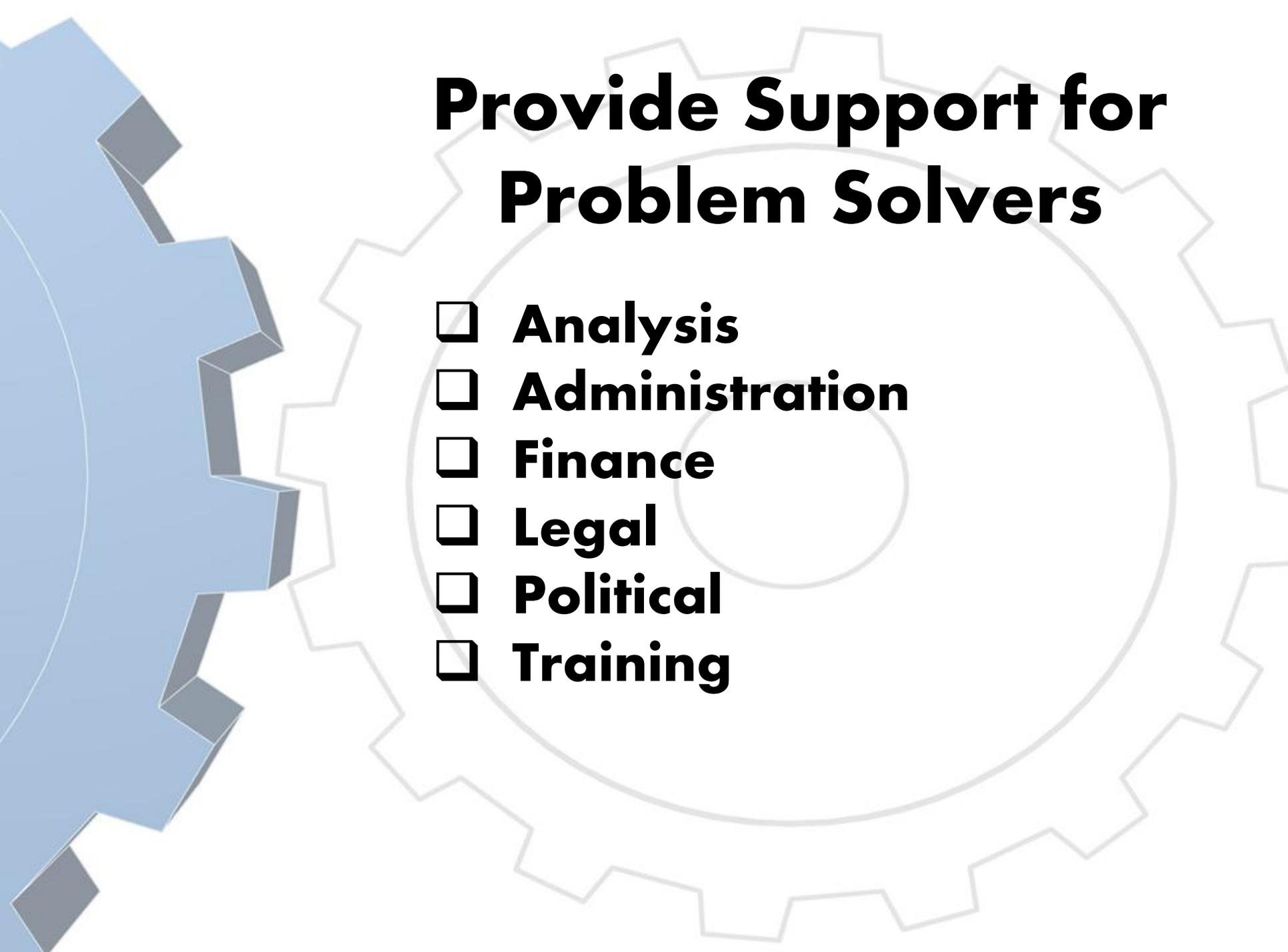


Affix Responsibility for Addressing Problems

- Project tracking and management systems**
- Records management**
- Officer accountability**

Develop the Agency's Problem Analysis Capacity





Provide Support for Problem Solvers

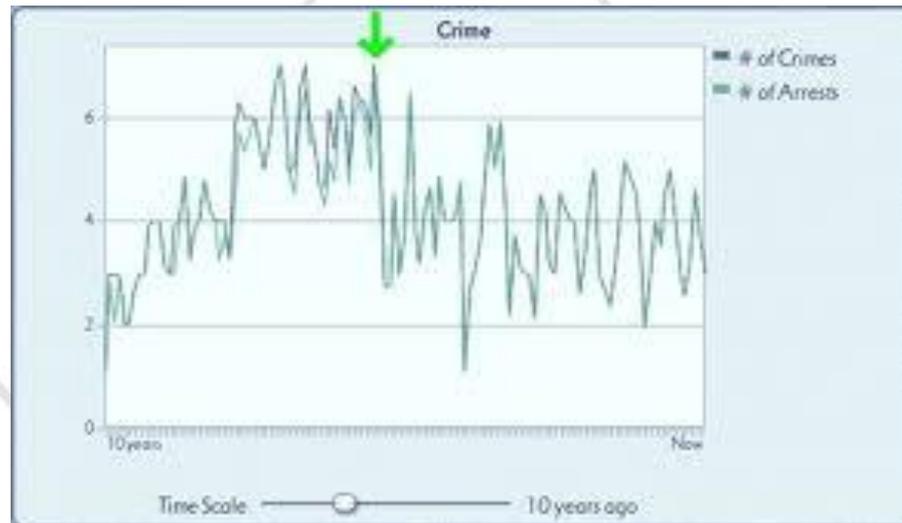
- Analysis**
- Administration**
- Finance**
- Legal**
- Political**
- Training**



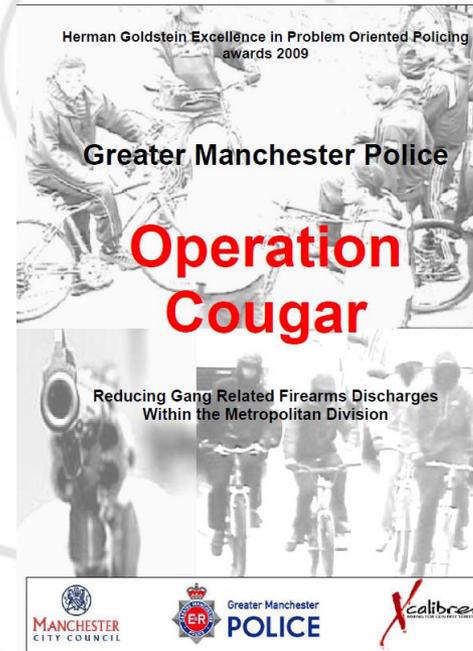
Cultivate and Manage Effective Partnerships

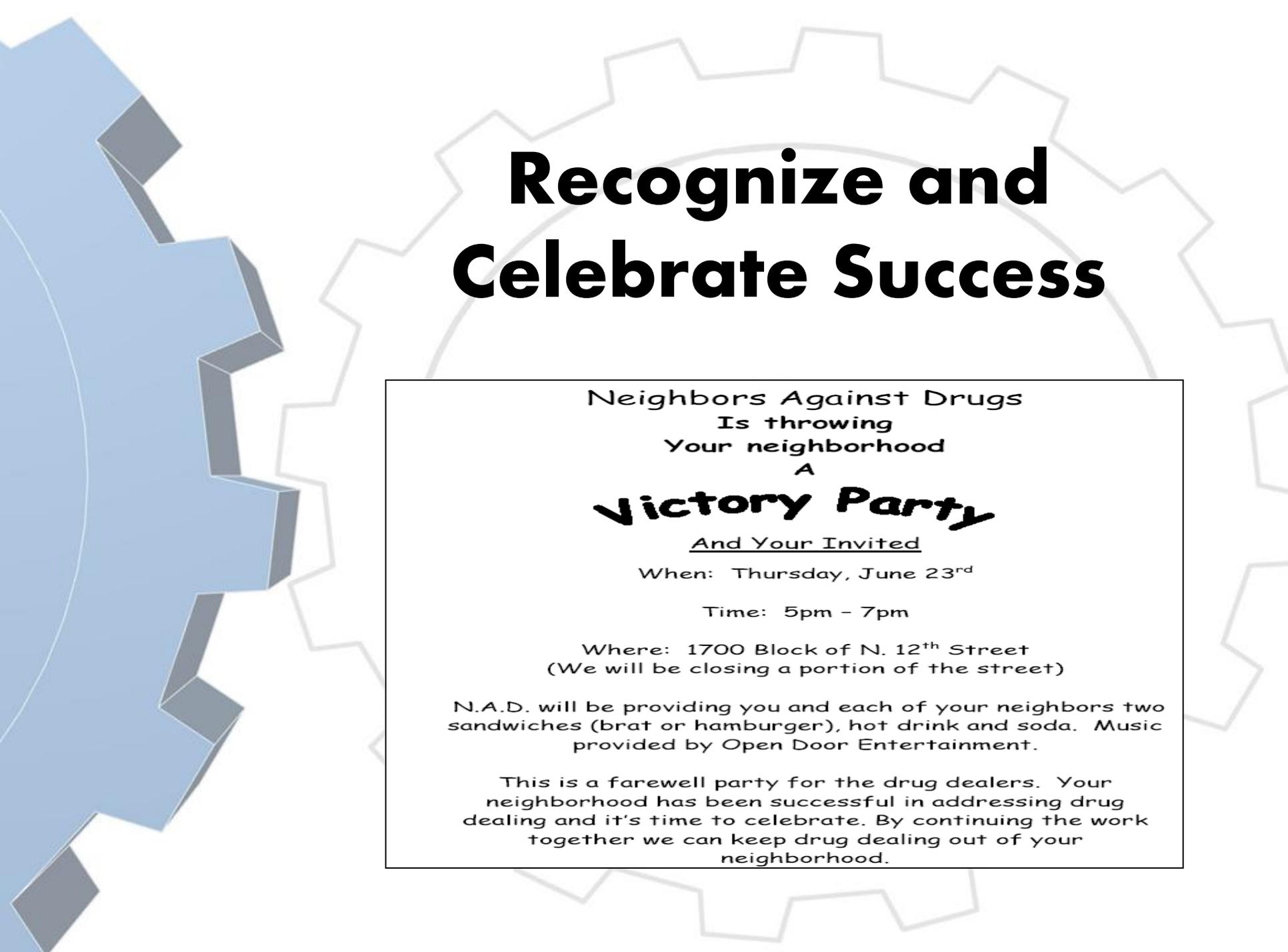
- Local government**
- Prosecutors and
corrections**
- Community organizations**
- Other police agencies**

Develop Credible Problem-based Assessment



Promote Meaningful Documentation of Problem-Solving Efforts





Recognize and Celebrate Success

Neighbors Against Drugs
Is throwing
Your neighborhood
A

Victory Party

And You're Invited

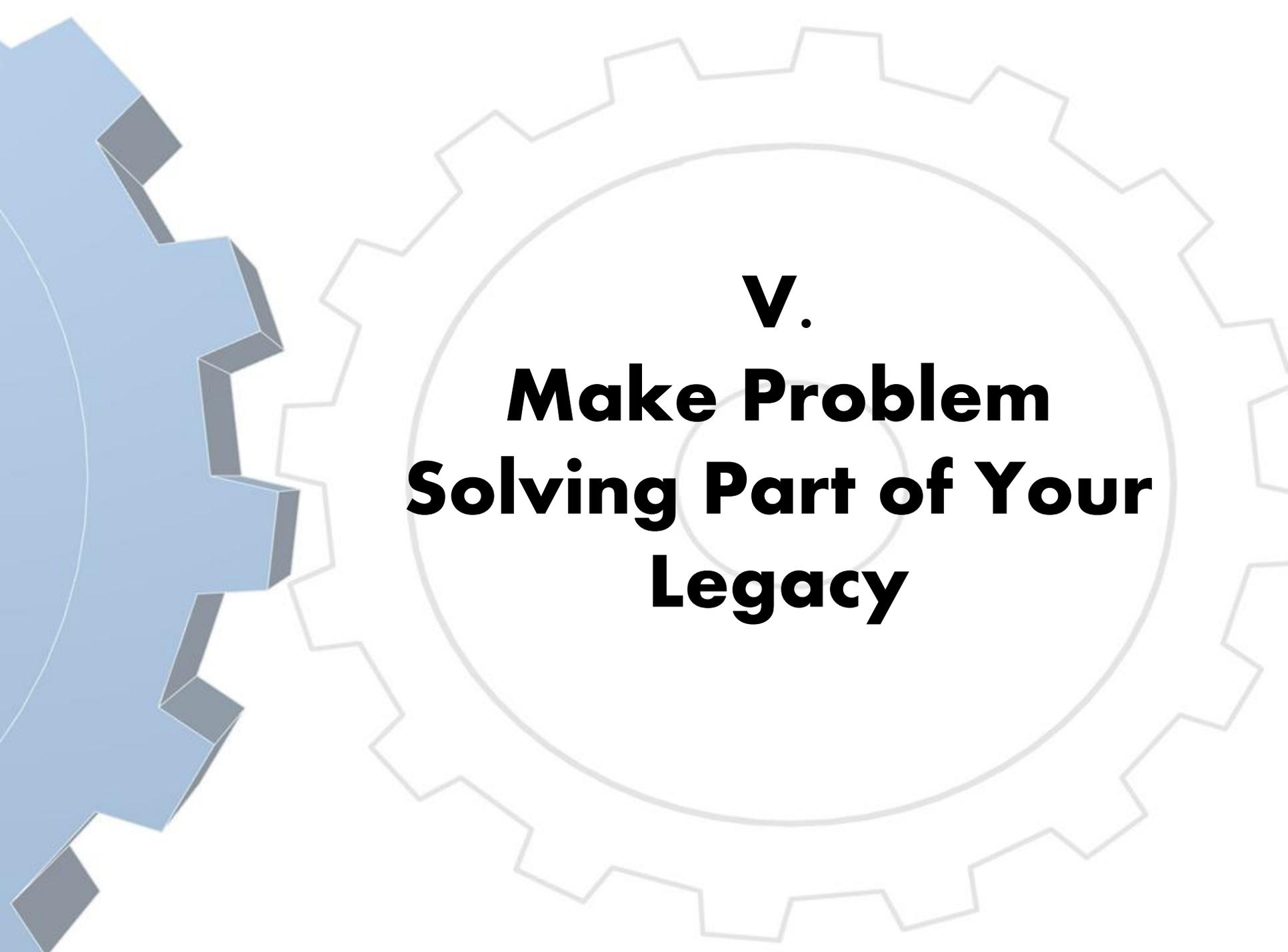
When: Thursday, June 23rd

Time: 5pm - 7pm

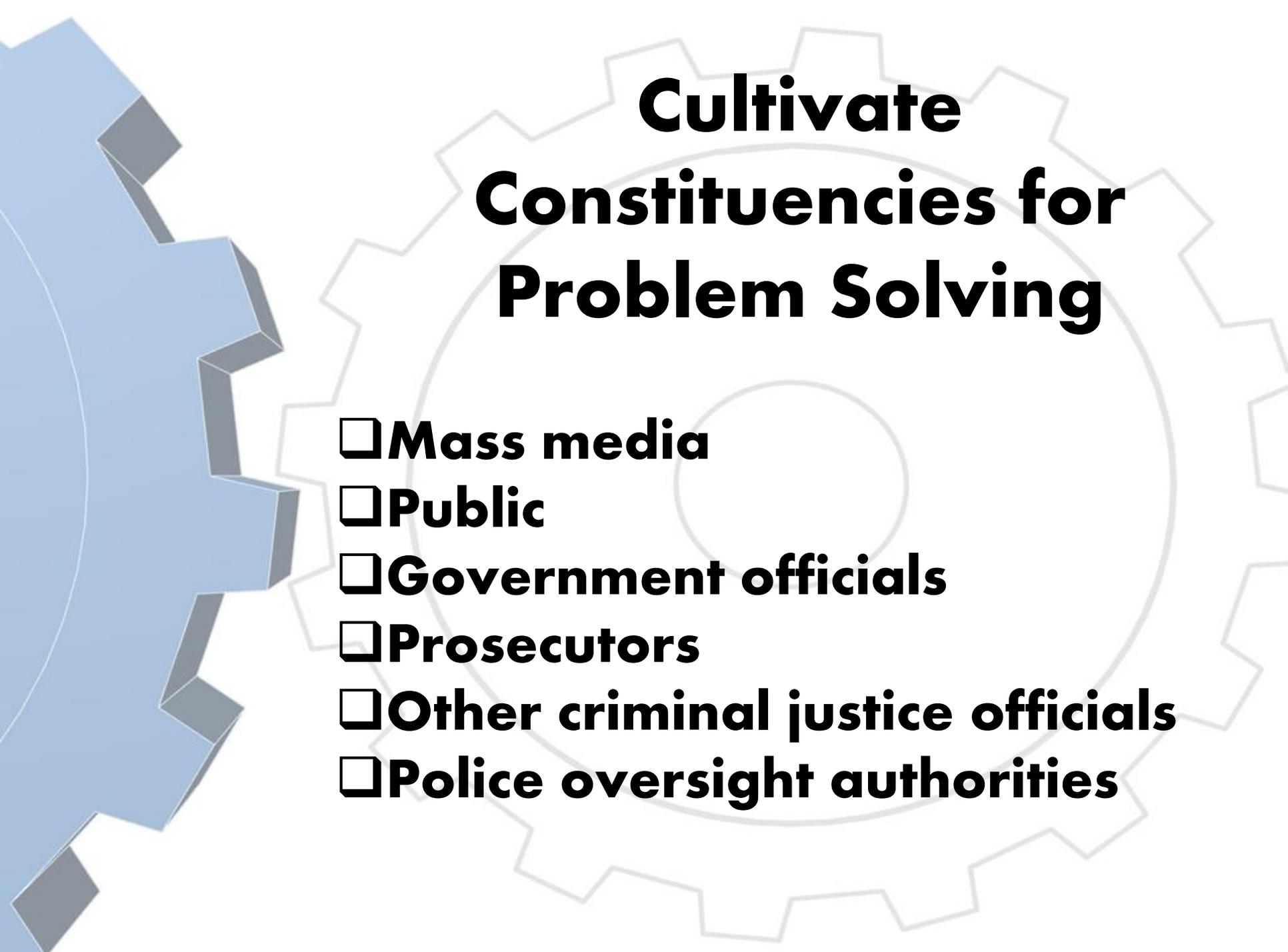
Where: 1700 Block of N. 12th Street
(We will be closing a portion of the street)

N.A.D. will be providing you and each of your neighbors two sandwiches (brat or hamburger), hot drink and soda. Music provided by Open Door Entertainment.

This is a farewell party for the drug dealers. Your neighborhood has been successful in addressing drug dealing and it's time to celebrate. By continuing the work together we can keep drug dealing out of your neighborhood.

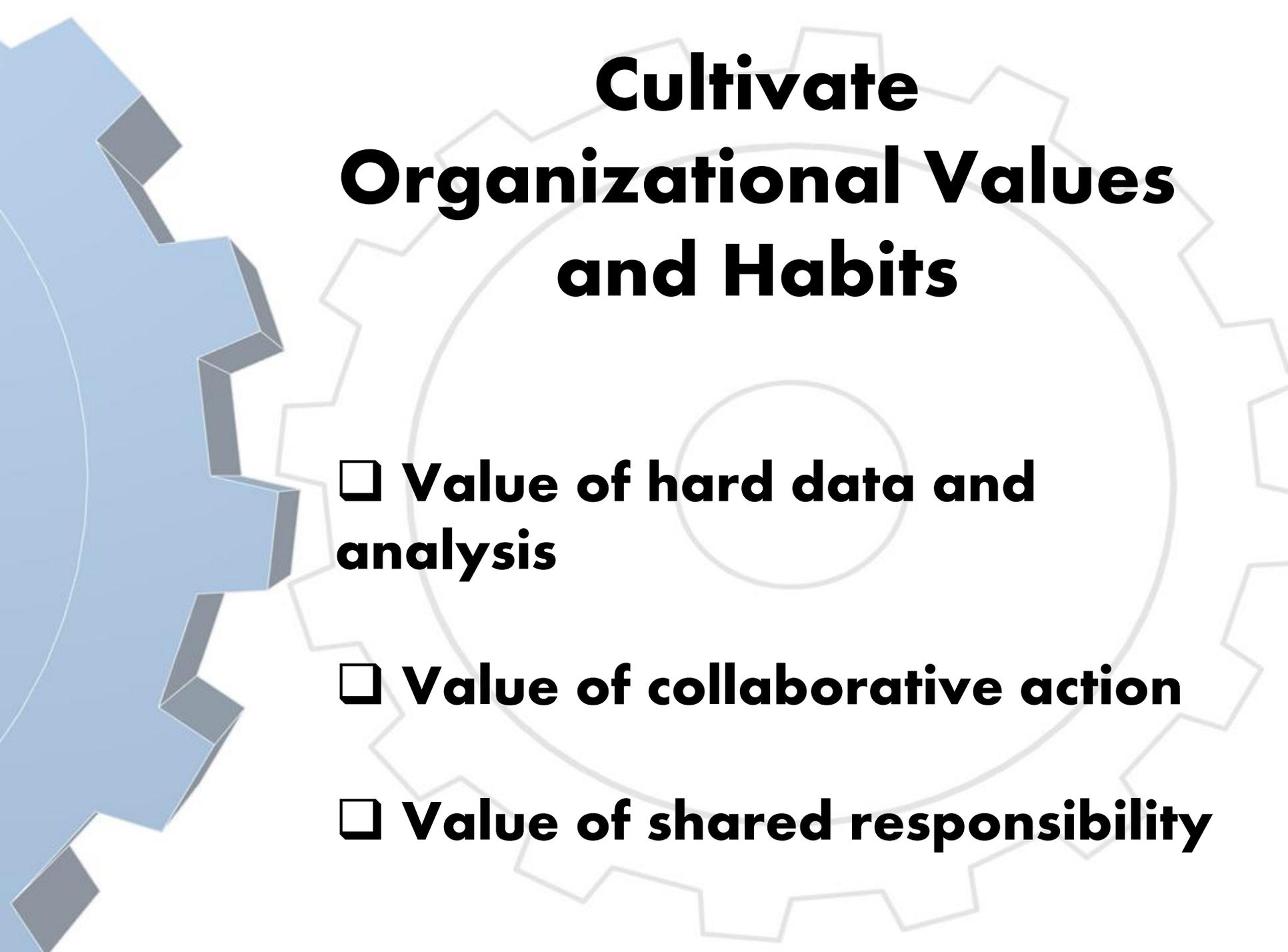


V.
**Make Problem
Solving Part of Your
Legacy**



Cultivate Constituencies for Problem Solving

- Mass media**
- Public**
- Government officials**
- Prosecutors**
- Other criminal justice officials**
- Police oversight authorities**



Cultivate Organizational Values and Habits

- Value of hard data and analysis**
- Value of collaborative action**
- Value of shared responsibility**

Develop Your Successors

