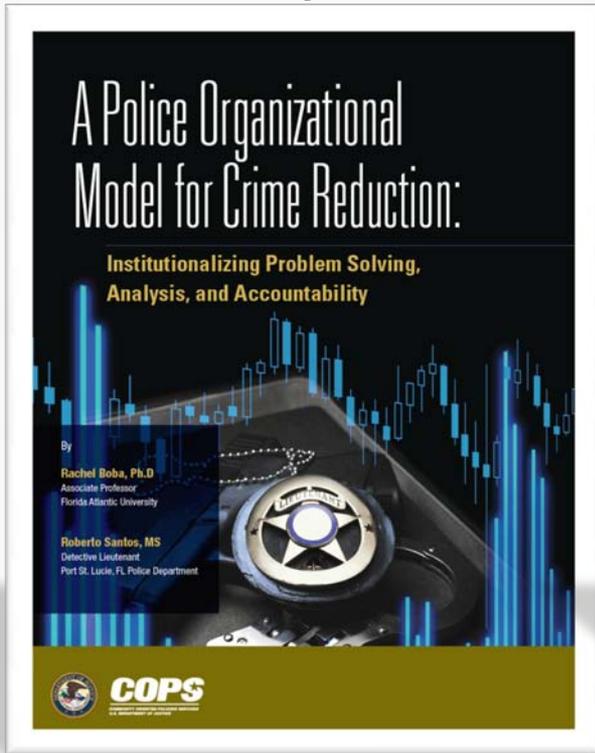
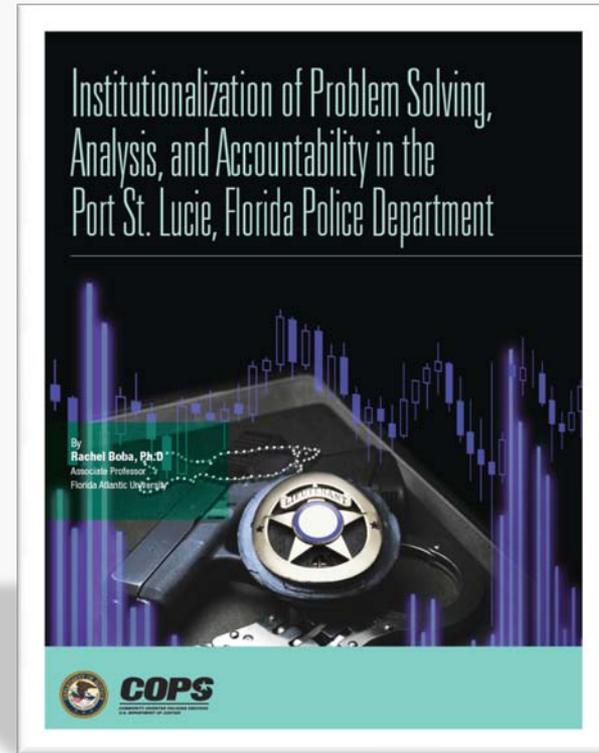


# Integration of Problem Analysis in Response to Crime Issues



**Dr. Rachel Boba Santos**  
**Florida Atlantic University**



**Det. Lt. Roberto Santos**  
**Port St. Lucie, FL Police Department**

**POP Conference**  
**October 2011: Miami, FL**

# Outline

1. Organizational model for integrating and institutionalizing problem solving, analysis, and accountability
2. Highlight: Short-term problem solving
3. Evaluation results of one agency's implementation
4. Implications and considerations for integration

# Evidence-Based Model

- Research results: More focused responses are more effective
- Effective policing strategies:
  - Standard model
  - Problem-oriented policing
  - Disorder policing
  - Hot Spots policing
  - Intelligence-led policing
  - Predictive policing
  - CompStat

# Model Assumptions

1. **Problem solving** is an effective process for implementing crime reduction strategies at all levels
2. **Crime analysis** is useful and should guide police in implementing crime reduction strategies
3. **Systematic accountability** is imperative for organizational change and consistency

# Key Concepts

- Problems are distinguished by complexity
- Stratifies responsibility of problem solving
- Analysis is stratified by purpose
- Institutionalized into the day-to-day operations
- Creates standards
- Increases minimum expectations
- Encourages creativity
- Structure and process for accountability
- Systematic communication and documentation

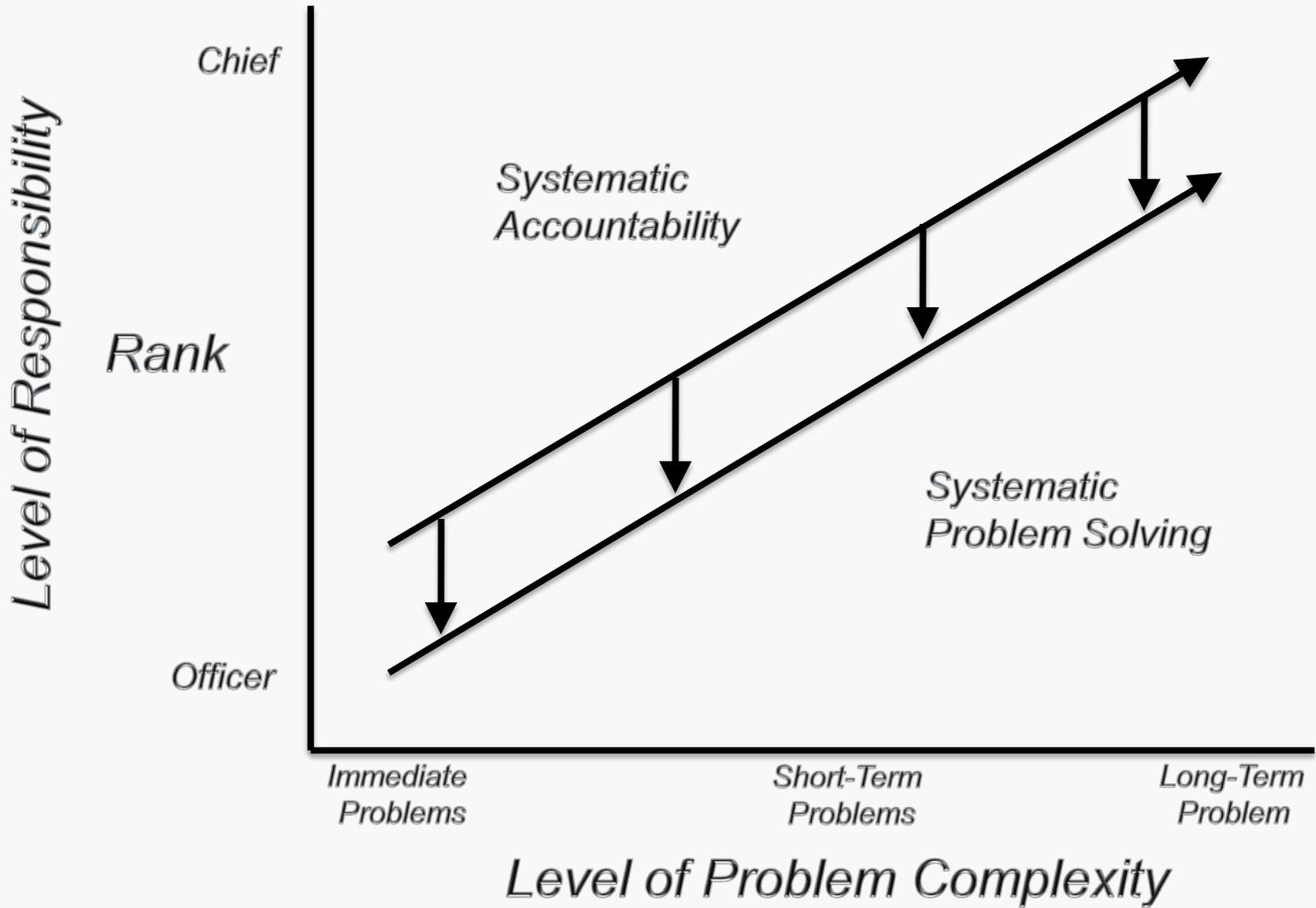
# Types of Problems

Level of Complexity

Important to distinguish among different types of activity so they can be addressed appropriately

Immediate problems:		Calls for service Crime Significant incidents
Short-term problems:		Repeat incidents Patterns
Long-term problems:		Locations Areas Offenders Victims Property Compound problems

# Stratified Model



# Stratification of Accountability

## *Temporal Nature of Accountability Meetings*

*Daily*

*Weekly*

*Monthly*

*Semi-annual*



*Immediate*

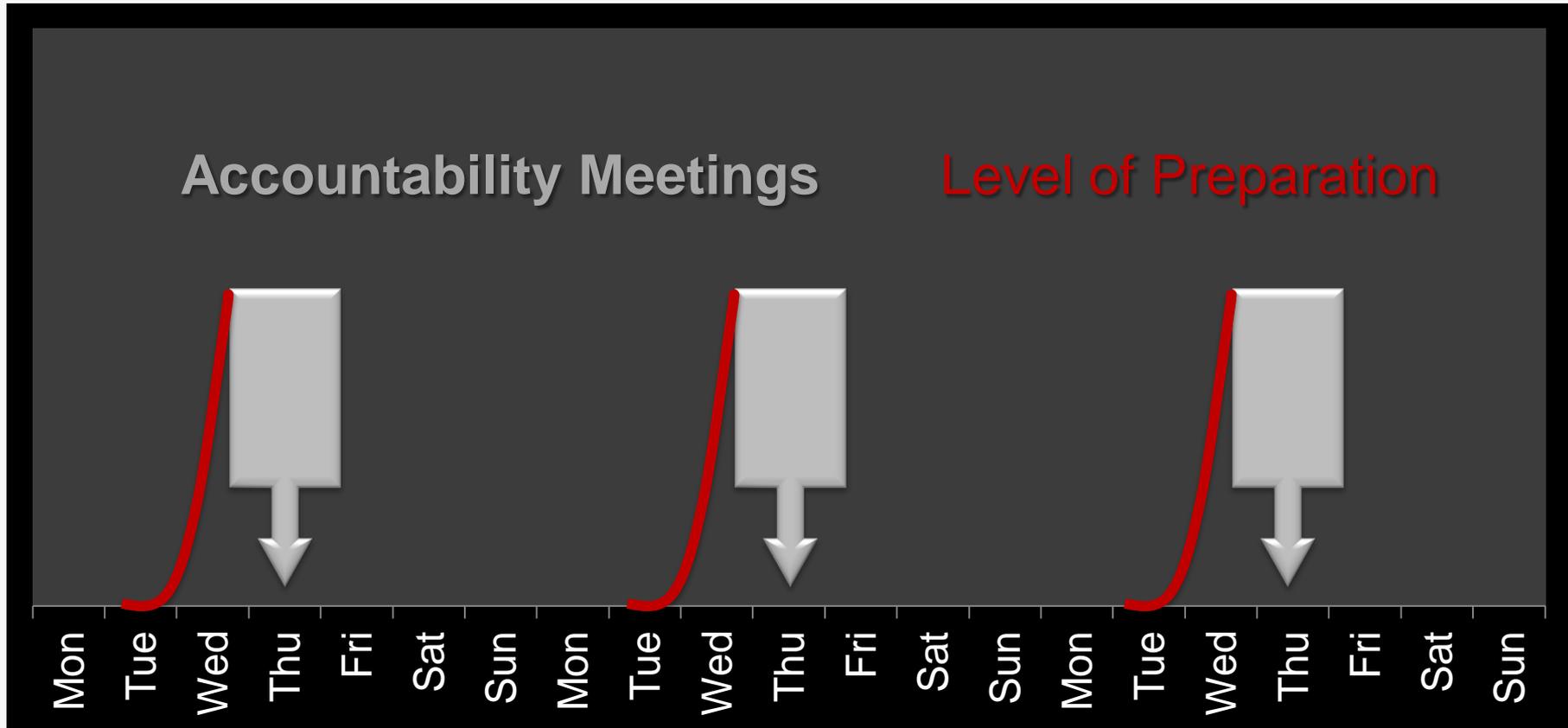
*Short-term*

*Long-term*

## *Temporal Nature of the Problem*

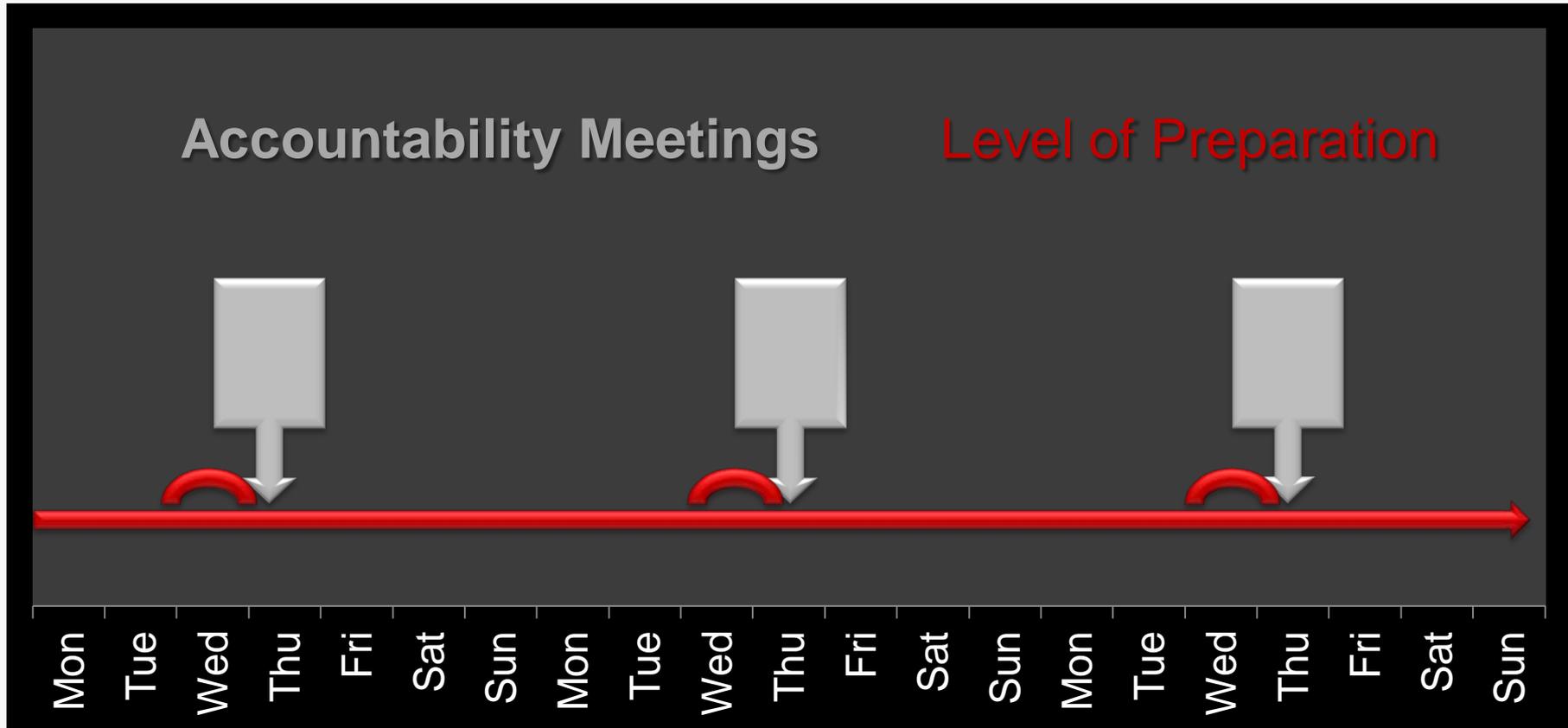
# Current Accountability Practice

Documentation and preparation only for the meeting

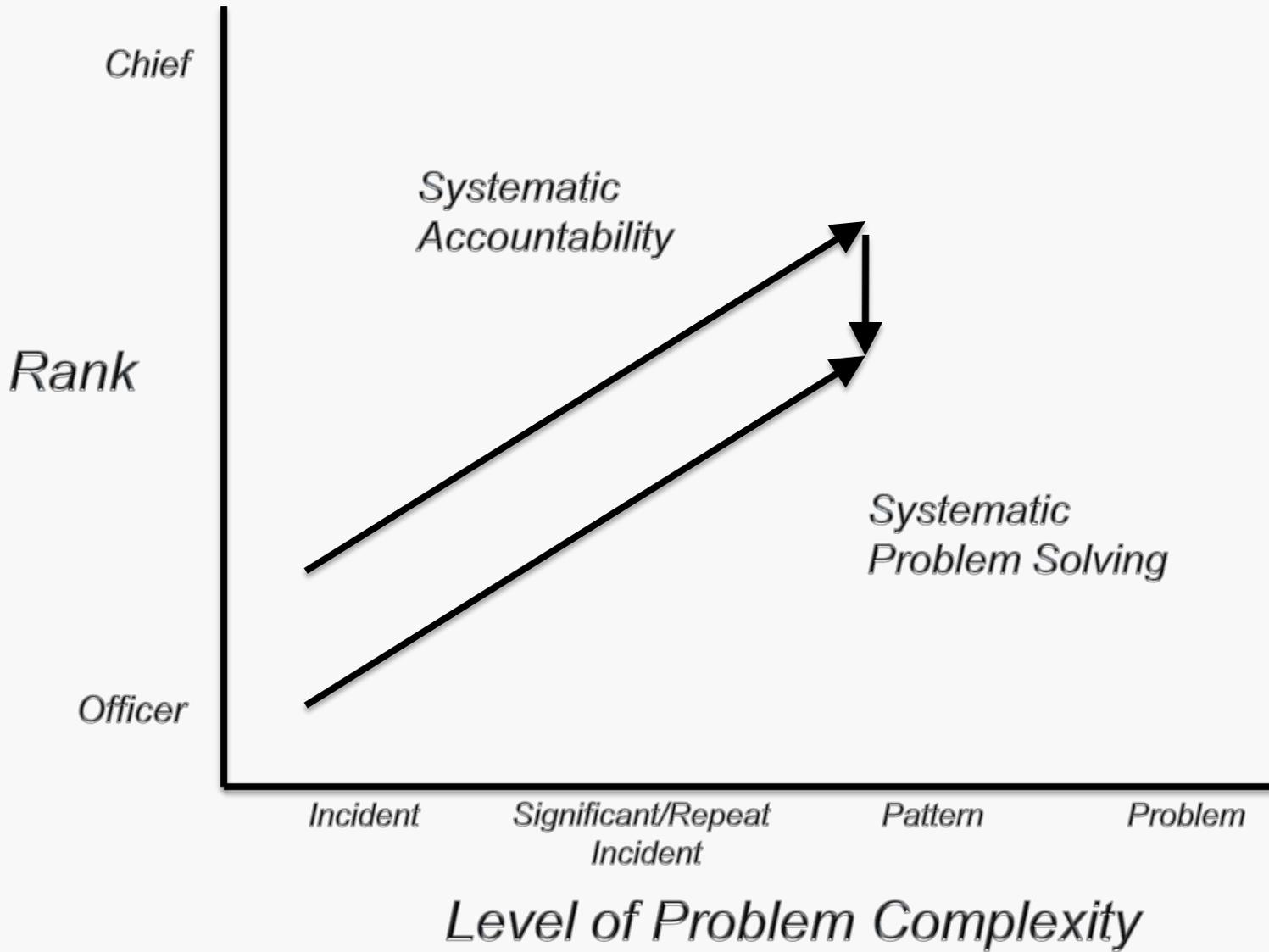


# Integration of Accountability

Documentation /evaluation ongoing and is part of everyday practice.



# Stratified Model: Patterns





## Hotspot: Residential Burglaries in Beat 31

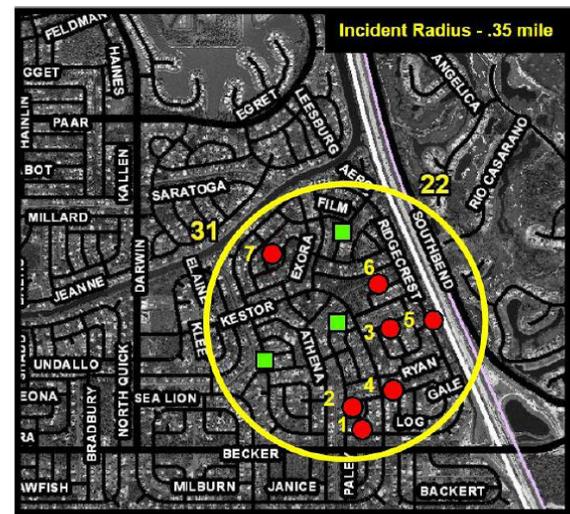
**Number of Incidents:** 7  
**Date Range:** October 22, 2010 – November 3, 2010  
**Time Range:** All incidents occurred during the day (between 0900 and 1620) during the week  
**Target:** Single family homes  
**Property Taken:** TVs, computers, cash jewelry  
**General Location:** North of Becker Rd and East of Darwin Rd; Beat 31  
**MO:** Forced entry in all incidents, either front or rear slider/cabana door

■ **Known Burglary Offenders:**

**John Smith**  
210 S. Mablen St.  
W/M, DOB: 01/15/90, 20 yrs

**Mike Jones**  
420 E. Midland Rd.  
W/M, DOB: 05/16/92, 18 yrs

**Jake Evans**  
519 E. Rail Av.  
B/M, DOB 09/01/84, 26 yrs



Map #	Case #	Date	Time	Day	Address	Entry	Property Taken
1	09-10591	10/22/10	1000-1215	Fri	4600 S Tacture Ter	Front door-forced	N/A Ransacked
2	09-10593	10/22/10	1000-1530	Fri	4401 S Lander Ln	Front door-forced	TV; Jewelry
3	09-10798	10/28/10	0945-1245	Thu	451 W Treebird Dr	Rear screen cut	Jewelry, Cash
4	09-10825	10/28/10	1340-1620	Thu	337 W Gale Dr	Rear slider-pry	TV, Computer
5	09-10829	10/29/10	0930-1500	Fri	200 S Ridgecrest Dr	Cabana door-pry	N/A
6	09-10874	11/02/10	0900-1400	Tue	4815 W Boxing Ci	Rear slider-pry	Cash
7	09-10875	11/02/10	1000-1200	Tue	109 W Chadwick Ct	Front door-forced	N/A Ransacked

*All data presented in this bulletin (e.g., incidents, names, and addresses) are sample data and do not represent actual crime, people, or places.*

# Pattern Responses

- Research shows traditional responses most effective in the short-term
- Limited number of responses to choose from
- Responses selected vary by:
  - Priorities of the agency
  - Pattern characteristics
  - Resources

# Pattern Responses

Responses when and where pattern is occurring

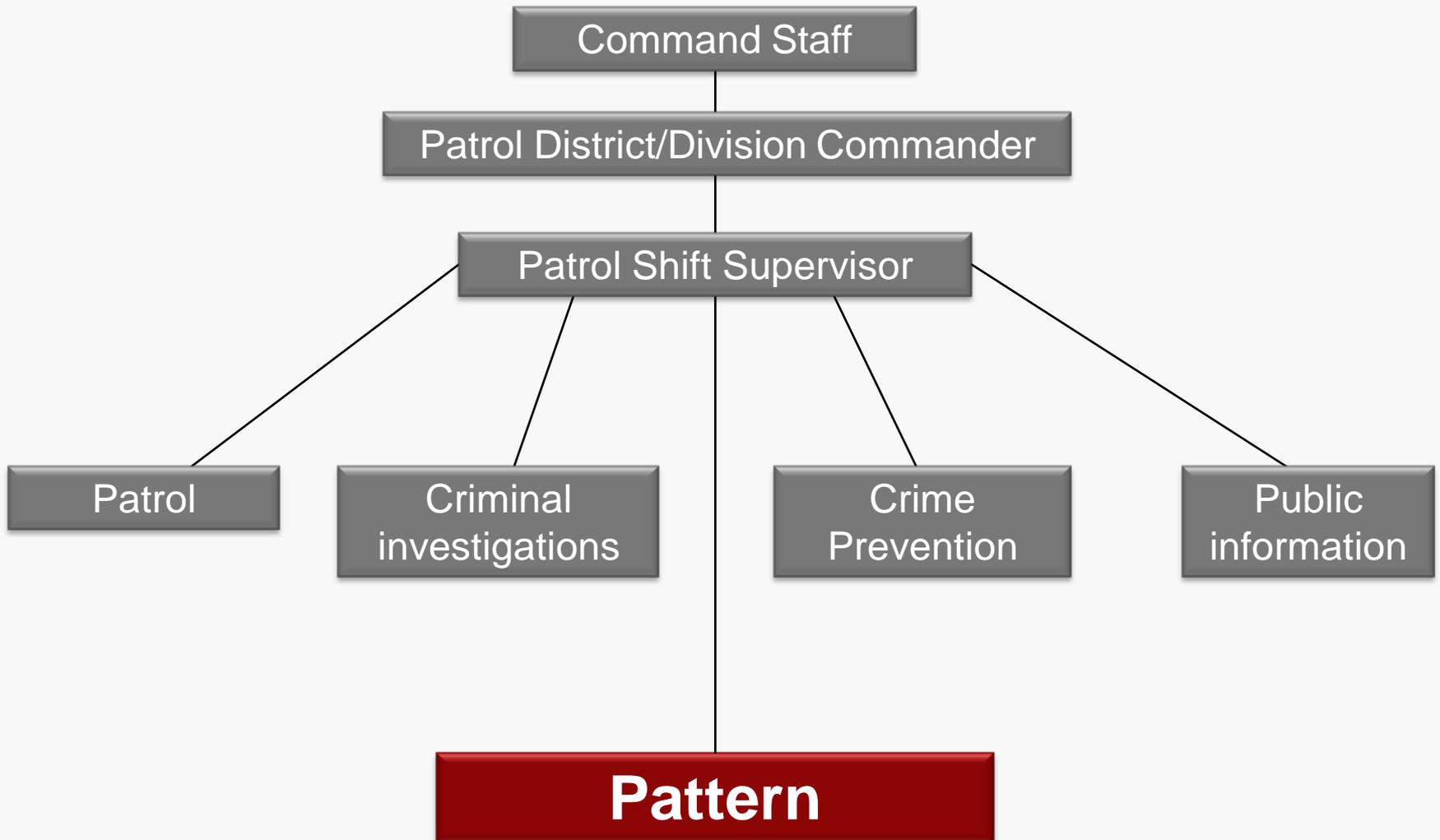
- Directed patrol and field contacts
- Surveillance and bait operations

Responses during business/waking hours

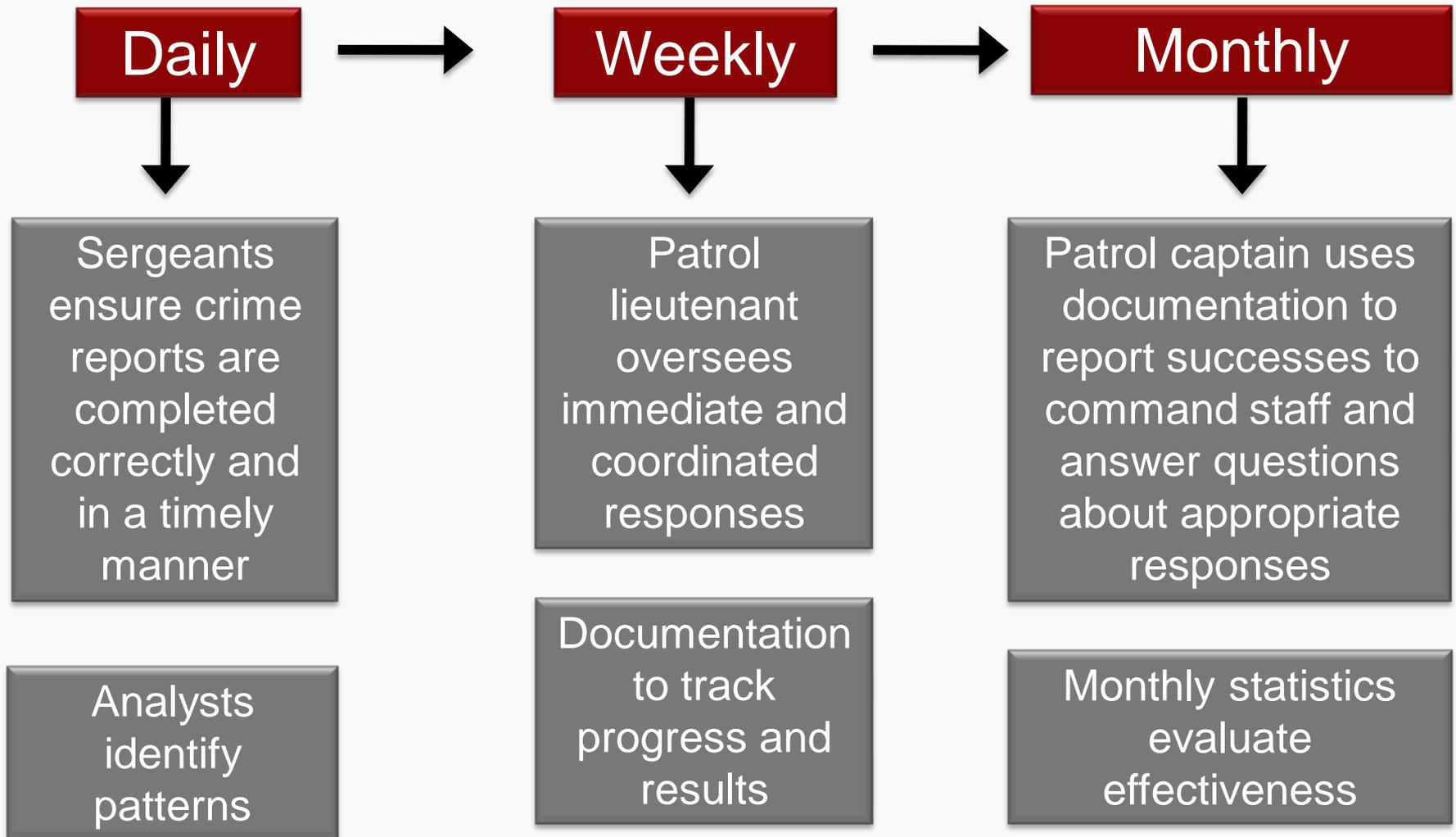
- Investigation of patterns
- Contacting potential victims
- Contacting general public

# Pattern Response and Accountability

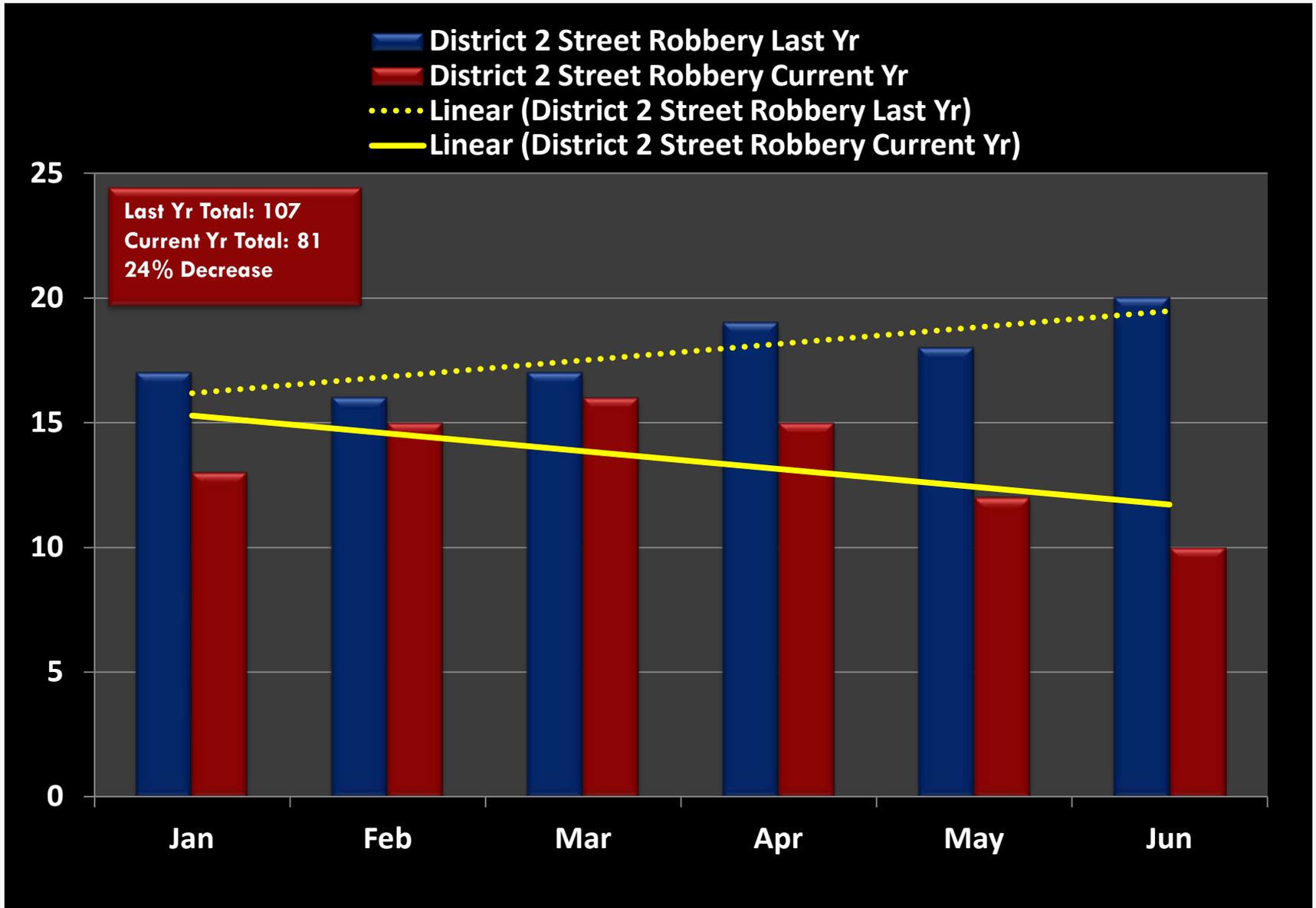
Centered in Patrol Function



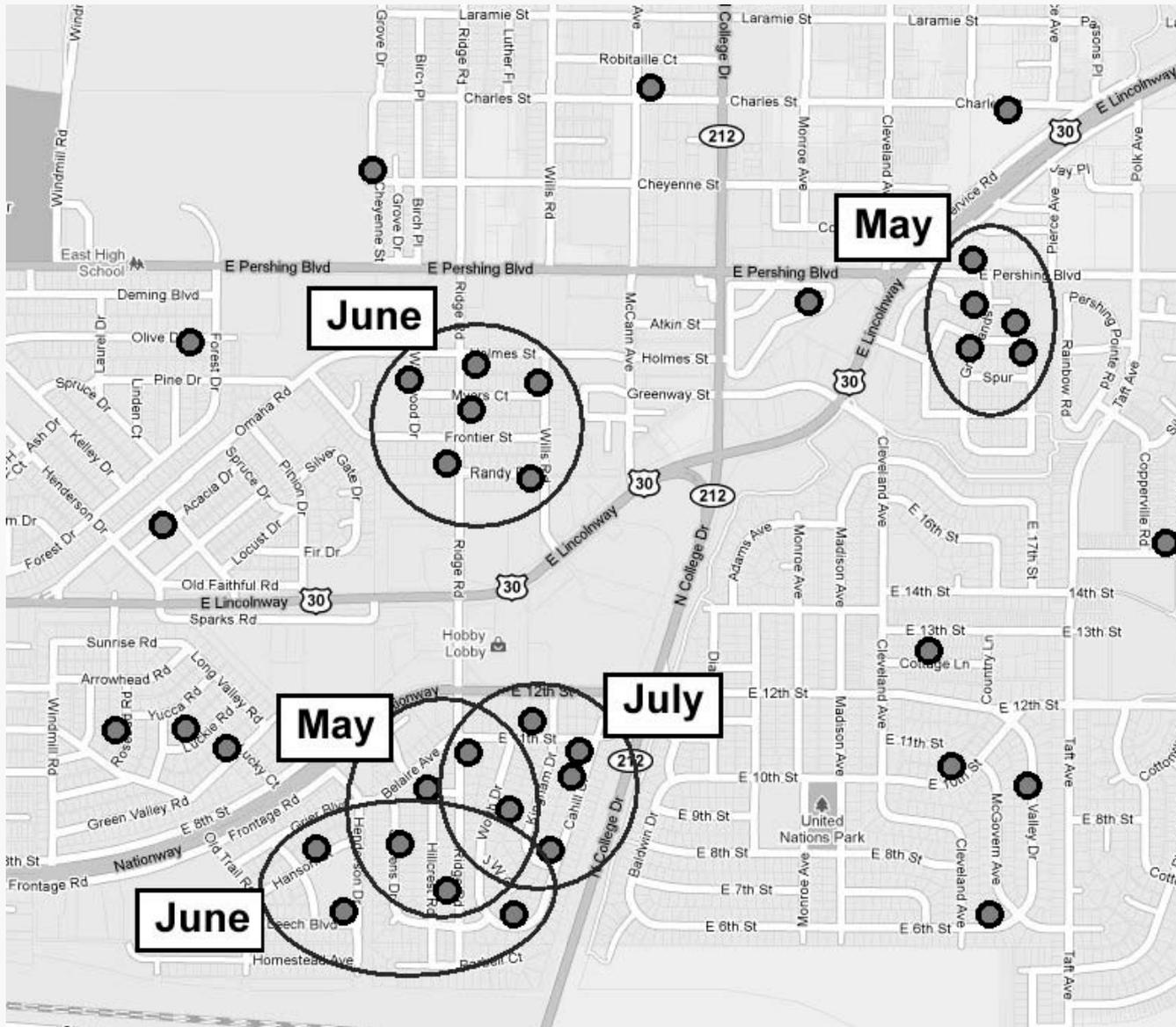
# Pattern Process



# Monthly Evaluation of Patterns



# Monthly Evaluation of Patterns



# Stratified Model Summary

## Responsibility and Accountability



# Implementation of Stratified Model

- Developed in Port St. Lucie, FL Police Department over last 7 years
- IACP Law Enforcement/Research Award 2008
- COPS Guidebook for implementation
- State of Maryland implementation initiative (3 years)
- Other agencies implementing/advocating the model

# Port St. Lucie, Florida

- 163,089 people
- 110 square miles
- 2,206 crimes per 100,000 persons (2010)
- 206 police officers
- Research partnership since 2004
- Practice-based approach

# Evaluation Methods and Data

- Evaluation period: 2004 – 2010
- Participation in and observation of operational practices and organizational culture
- Personnel interviews and focus groups
- Content analysis of meeting minutes and departmental policies
- Content analysis of agency data systems, crime analysis products, and technology development
- Examination of crime data

# Phase I: Initial Implementation

- 2004-2006
- Conception of the Stratified Model
- Building a foundation for implementation
  - Expanding the knowledge of problem solving
  - Improving data
  - Improving the agency's crime analysis capacity
  - Building a technological communication mechanism

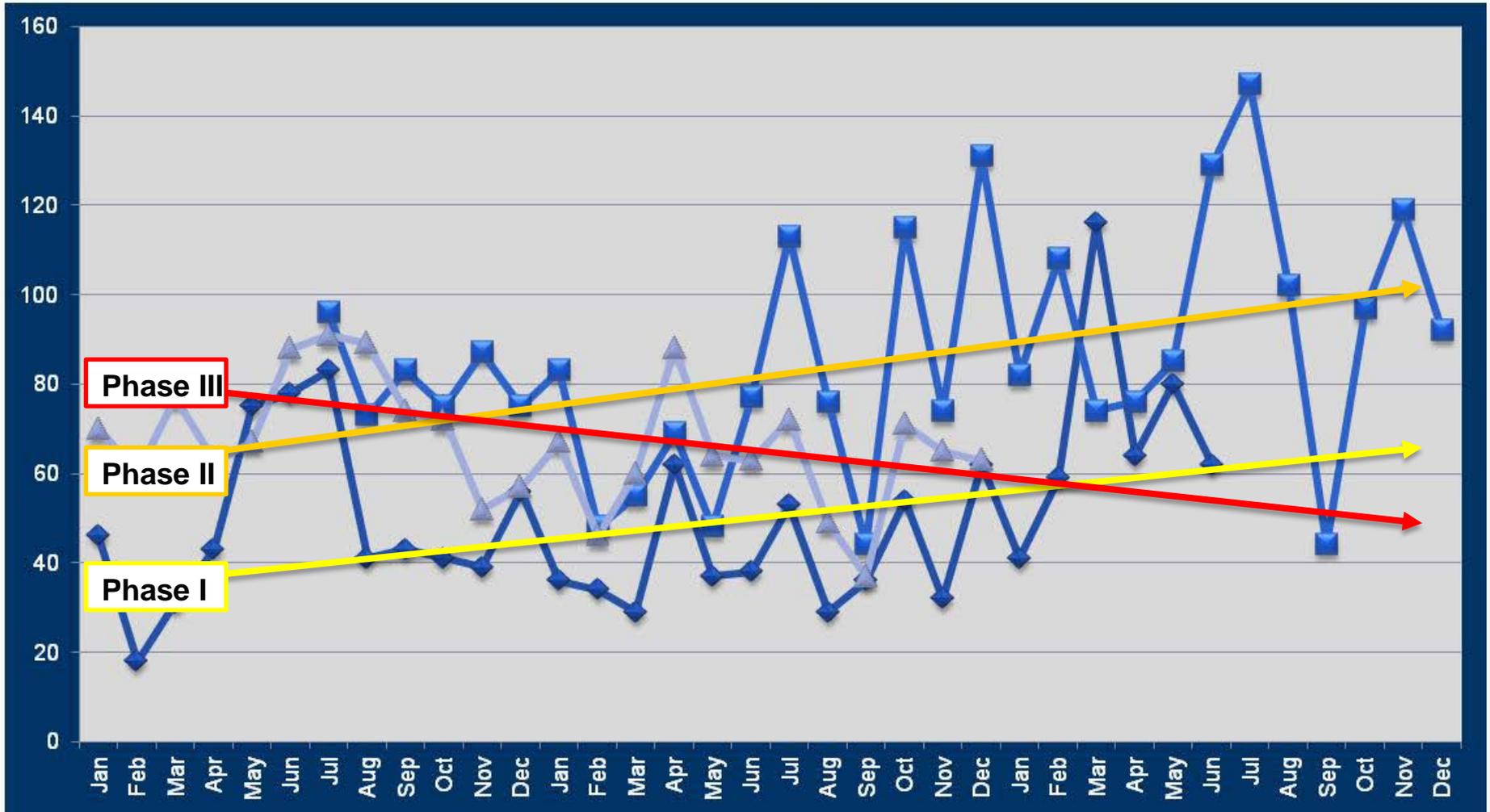
# Phase II: Intermediate Implementation

- 2006-2008
- Transitional period
- New practices implemented on a small scale
- Key successes
- Pushback against new practices

# Phase III: Implementation

- 2008 – 2010
- Strong leadership
- Significant advances in accountability processes
- Stratified Model became part of the agency's culture

# Impact Theft from Auto by Phase



# Results

- Leadership clear factor in full implementation
- Actionable crime analysis imperative
- Mechanisms for communication important
- Perceptions of personnel:
  - Problem solving not pushed to a specialized unit
  - Greater impact on crime by the focused and prioritized nature of crime reduction responses
  - More and consistent accountability

# Challenges

- Data and technology changes were slow because purpose not obvious
- Pushback from command level even when success is apparent
- One or two key “change agents” not enough to change the agency

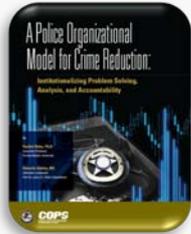
# Implications

- Implementation lead by chief and command staff
- Organizational flexibility and cultural readiness
- Problem solving process effective for crime reduction efforts at all levels
- Crime analysis capacity
- System of accountability to ensure problem solving occurs consistently and effectively
- Practice-based approach

# Considerations for Implementation

- Data quality and accessibility
- Crime analysis capacity and relevance
- Training of personnel
- Tailor model to individual organization
- Systematic process development
- Resources: Agencies and Guidebooks

# Resources



## **A Police Organizational Model for Crime Reduction: Institutionalizing Problem Solving, Analysis, and Accountability**

By Rachel Boba (Santos), PhD and Roberto Santos, M.S.

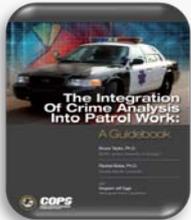
<http://www.cops.usdoj.gov/RIC/ResourceDetail.aspx?RID=618>



## **Institutionalization of Problem Solving, Analysis, and Accountability in Port St. Lucie, FL**

By Rachel Boba (Santos), PhD

<http://cops.usdoj.gov/RIC/ResourceDetail.aspx?RID=613>



## **The Integration of Crime Analysis into Patrol Work: A Guidebook**

By Bruce Taylor, PhD and Rachel Boba (Santos), PhD

<http://www.cops.usdoj.gov/RIC/ResourceDetail.aspx?RID=617>



## **Systematic Pattern Response Strategy Protecting the Beehive**

By Roberto Santos, M.S.

[http://www.fbi.gov/stats-services/publications/law-enforcement-bulletin/february2011/copy\\_of\\_notable-speech](http://www.fbi.gov/stats-services/publications/law-enforcement-bulletin/february2011/copy_of_notable-speech)