

# **Problem-Oriented Policing**

# **Why Change How Policing Is Done?**

**Image**



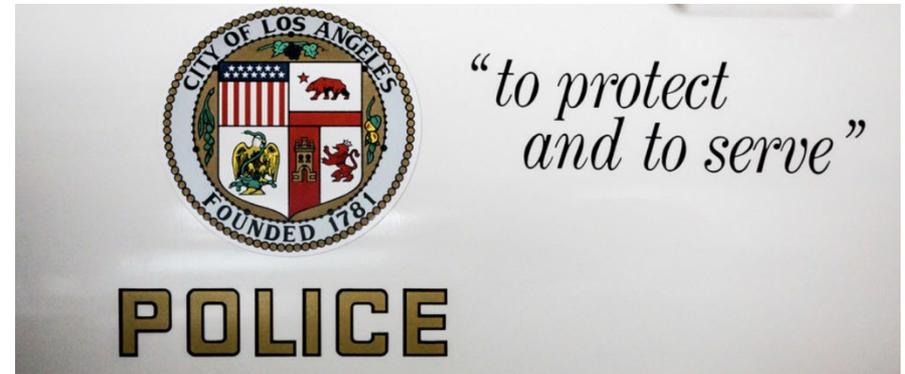
**Reality**



# Function of Police: Image

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



# What Do Police Handle? (CFS)

## CITY OF PHOENIX POLICE DEPARTMENT

### RADIO CODES - NUMERICAL ORDER

**NOTE:** Utilize an "S" when a supplemental report to an original DR is to be completed.  
Utilize an "X" when an "attempted" report is to be completed.

2.....	Urgent - No Red Lights or Siren	301....	Prostitution	415P..	Loud Party Disturbing
3.....	Emergency - Use Red Lights & Siren	301A..	Solicitation for Prostitution	415W.	Misuse of Weapon
4.....	No Further Assistance Needed	302....	Internet / Computer Crimes	417....	Subject Threatening
5.....	Stake Out - Other Units Stay Away	302C..	Cyber Stalking / Computer Threats	417B..	Barricade
6.....	Out for Investigation (Citation, 10-29, etc.)	302E..	Child Pornography / Child Sexual Exploitation	417G.	Subject With a Gun
7.....	Out of Service to Eat	302F..	Internet / Computer Fraud	417K..	Subject With a Knife
101...	Woman in the Car	302H..	Computer Tampering	418....	Civil Matter - Stand By
102...	Woman out of the Car	302T..	Sexting	418A..	Landlord - Tenant Dispute
103...	Subject to call @ Ext. _____	310....	Molesting	418B.	Neighbor Dispute
105....	Going for Gas	311....	Indecent Exposure	418D.	Illegal Dumping
106....	Car Wash	311A..	Urinating in Public	418G.	Unwanted Guest/s
210....	Strong Armed Robbery	312....	Child Neglect	418H.	Harbor/Tran Illegal
211....	Armed Robbery	312A..	Child Abuse	418L..	Immigration Matter
211A..	Armed Robbery Alarm	312C.	Contributing to the Delinquency of a Minor	418T..	Trespassing
211B.	Beacon Armed Robbery Alarm	315....	Forgery	418U.	Solicitation Door to Door
211C.	Organized Crime/Conspiracy	315B..	Forgery at a Bank/ Credit Union	418V..	Street Vending Violation
211E.	Extortion	315C.	Money Laundering	418W.	Unlawful Hire
211H.	Robbery - Home Invasion	315D.	Theft of Credit Card	451....	Homicide
211T.	Pronet Alarm	315E..	Identity Theft	451C.	Conspiracy to Murder
236....	Threat	315F..	Counterfeit Currency	451O.	Homicide - Other Agency Asst
237D.	Dangerous Drugs	315P..	Piracy of DVD/CD	459A..	Burglary Alarm (Audible/Silent)
237G.	Glue Sniffing	315R.	Registered Trademark Viol	459B.	Burg Com - Metal Theft Rel
237L..	Large Quantity of Marijuana	315T..	Taking ID of Another-ATTC	459C.	Burglary - Commercial
237M.	Report of Marijuana	316....	Non-Sufficient Funds / Closed Account	459F..	Burglary From Vehicle
237N.	Narcotics	317....	Soliciting	459H.	Burg Res - Metal Theft Rel
237P..	Prescription Violation	318....	Theft by Fraud	459M.	Burg Frm Veh Catalytic Cnvrtr
239....	Fight	318E..	Exploitation of Elderly Adults	459R.	Burglary - Residential
240....	Assault	319....	Loss Report	459V..	Vending Machine Burglary
240C.	Escape	390....	Drunk (Disturbing, Down, In Car, etc.)	487....	Theft
240E..	Reckless Endangerment	390A..	Transport to Detox Facility	487A..	Theft from Person - Purse Snatch
240R.	Resisting Arrest	390D.	Drunk Driver	487B.	Shoplifting
245....	Aggravated Assault	390L..	Liquor Violation	487F.	Theft from Vehicle
245A..	Vulnerable Adult Abuse	390U.	Underage Drinking	487I..	Stolen Bicycle
245F..	Vulnerable Adult Abuse/DV	415A..	Phone Calls	487J..	Stolen Property (Buy / Sell / Possess)
250....	Harassment	415B..	Criminal Damage	487LP	Stolen License Plate
250C.	Cyberbullying	415C.	Curfew Violation	487P..	Police Car Stolen
251....	Stalking	415E..	Loud Music or Noise Disturbing	487V..	Stolen Vehicle
260....	Sexual Abuse-Adult	415F.	Domestic Violence	487W.	Auto Theft - Watch Your Car Program Vehicle
260J..	Sexual Abuse-Juvenile	415G.	Shots Fired	487Y..	Metal Theft
260L..	Luring of a Minor for Sexual Contact	415H.	Animals Disturbing, Barking Dog	488I..	Recovered Bicycle
261....	Sexual Assault	415J..	Incorrigible Juvenile	488P..	Recovery FOJ / Property
261B.	Bigamy Adultery, etc.	415L..	Juveniles Disturbing	488V..	Recovery of Vehicle / FOJ
262....	Sex Offender Registration Violation	415M.	Loitering	488W.	Recovery of Watch Your Car Program Vehicle
300....	Gambling	415O.	Obstructing a Thoroughfare	491....	Kidnapping, Adult/Juvenile (Not Sexually Motivated)
				491A..	Custodial Interference

### RADIO CODES - NUMERICAL ORDER (Continued)

491C.	Access Interference	647V..	Suspicious Vehicle/ Person in Vehicle	914....	Fire Follow-up
491D.	Kidnapping, Any Adult / No SP IDd Juv (Sexually Motivated)	647W.	Suspicious Person - Watch Your Car Program	915....	Arson
491U.	Kidnapping, Juvenile-SP IDd (Sexually Motivated)	651....	Loose Animals	915B..	Fire Bomb
500...	Generic	651A..	Injured Animals	915H..	Hazardous Materials
501...	False Reporting	707....	Bomb Threat	915U..	Illegal Burning
502...	Interfering With Judicial Proceedings (Obstructing Justice)	707B..	NBC Situation	915U..	Undetermined Fire
503...	City Ordinance Offenses	707R..	Radioactive Material	917....	Abandoned Vehicle
503G.	Graffiti	711....	Intensive Patrol (Preventative)	918....	Insane Person
508...	Traffic Control (Special Detail)	900....	Check Welfare	921....	Prowler
510...	Speeding or Racing	900B..	Open Door, Window, Gate, etc.	921P...	Peeping Tom
510F.	Felony Flight	900M.	Mobile Security Device Alarm	926....	Wrecker from List
511F.	Felony FOJ Warrant	901....	Injured or Sick Person	926N..	Vehicle Seizure
511M.	Misdemeanor FOJ Warrant	901C.	Cutting/Stabbing	927....	Unknown Trouble
511P..	Subject Stop	901G..	Shooting	928....	Found Property
511T..	Vehicle Tow/Impound	901H..	Dead Body	928E..	Found Explosives
515V.	Vehicle Stop	901O.	Overdose Victim	928I..	Found Bicycle
585...	Traffic Hazard	901U.	Suicide	928N..	Found Narcotics
586...	Illegal Parking	901X..	Attempt Suicide	960....	Police Aircrft Dwn, No Injuries &/or Property Damage
601....	Missing Person	906....	Officer Needs Assistance, Potentially Hazardous Situation	960A..	Police Aircrft Dwn, W/Injuries &/or Property Damage
601F.	Found Missing Person			961....	Accident - No Injuries
601J..	Missing Juvenile			961H..	Hit & Run - No Injuries
601O.	Missing Person Other Agency			962....	Accident - Injuries
601T.	Truancy			962H..	Hit & Run - Injuries
647...	Suspicious Person/Activity	907....	Back-Up (Make the _____ or Request for)	963....	Accident - Fatality
		911H..	9-1-1 Hang-up	963H..	Hit & Run - Fatality
				964T..	Translation Detail
				998....	Officer Involved in Shooting
				999....	Officer Needs Help Urgently

# Policing Objectives

- ★ To prevent and control conduct widely recognized as threatening to life and property (serious crime).
- ★ To aid individuals who are in danger of physical harm, such as the victim of a criminal attack.
- ★ To protect constitutional guarantees, such as the right of free speech and assembly.
- ★ To facilitate the movement of people and vehicles.
- ★ To assist those who cannot care for themselves: the intoxicated, the addicted, the mentally ill, the physically disabled, the old, and the young.
- ★ To resolve conflict, whether it be between individuals, groups of individuals, or individuals and their government.
- ★ To identify problems that have the potential for becoming more serious problems for the individual citizen, for the police, or for government.
- ★ To create and maintain a feeling of security in the community.

# Function of Police: Reality

Policing is **more**, and **more complex**,  
than is popularly imagined

# Capacity

Image



Reality



# Capacity

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Image

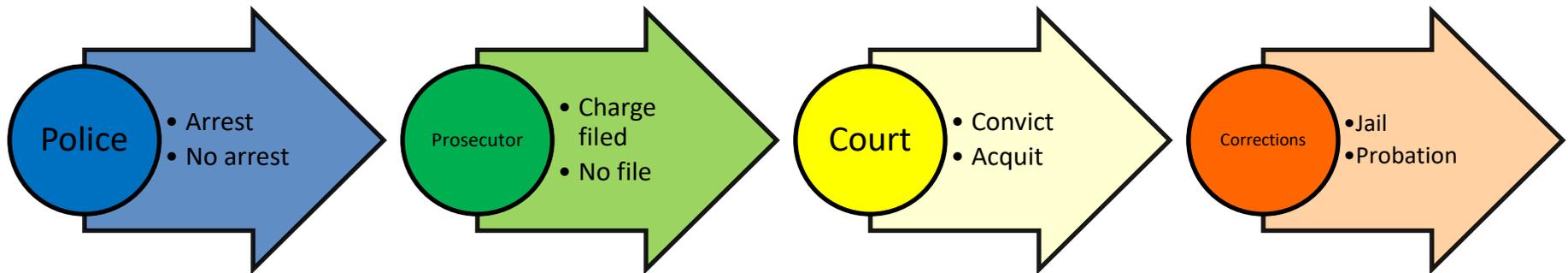


Reality

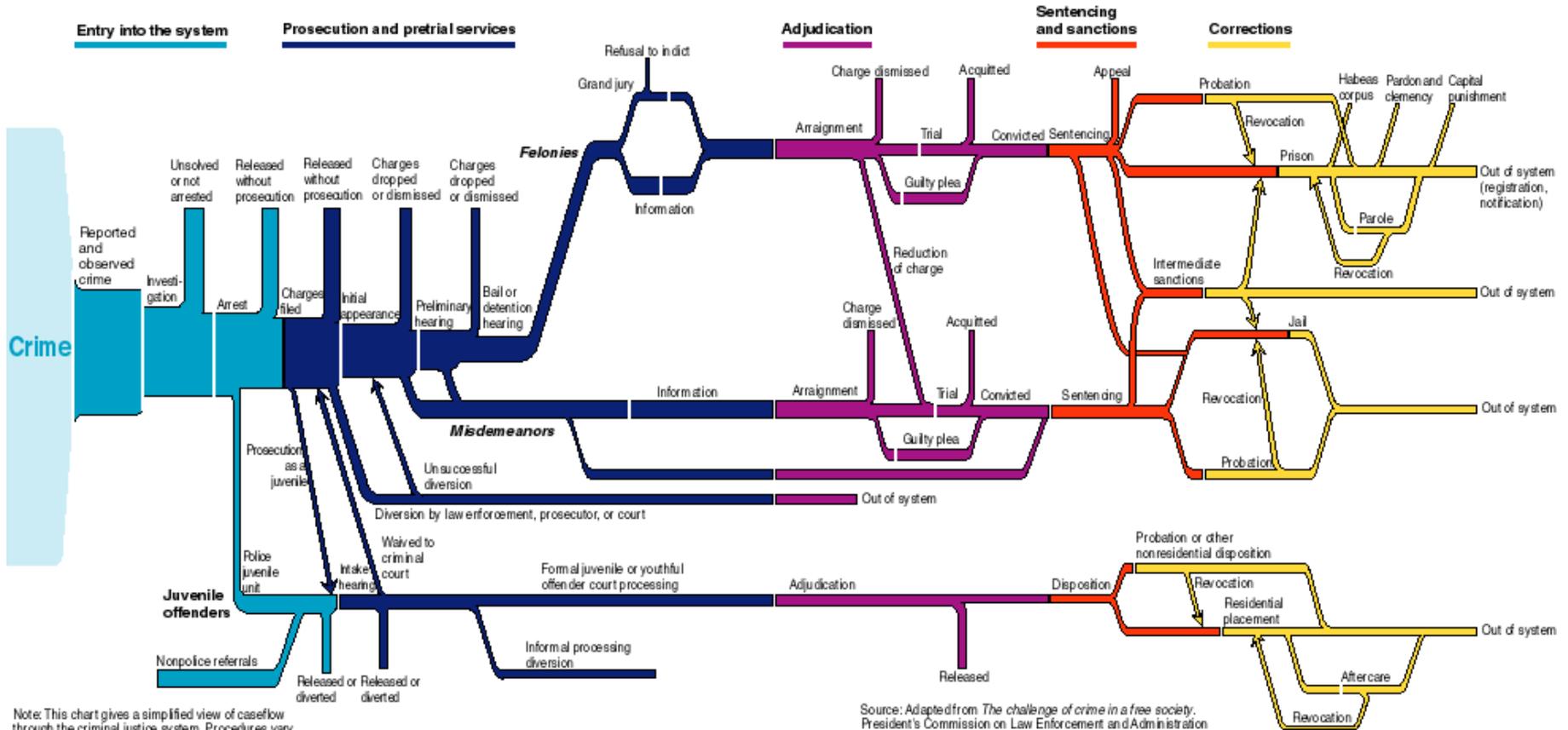


# Relationship of Police to Criminal Justice System: Image

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What is the sequence of events in the criminal justice system?



Note: This chart gives a simplified view of caseload through the criminal justice system. Procedures vary among jurisdictions. The weights of the lines are not intended to show actual size of caseloads.

Source: Adapted from *The challenge of crime in a free society*. President's Commission on Law Enforcement and Administration of Justice, 1967. This revision, a result of the Symposium on the 30th Anniversary of the President's Commission, was prepared by the Bureau of Justice Statistics in 1997.

**1000 Crimes**  
**500 Reports**  
**100 Arrests**

**50 Charges**  
**45 Guilty Pleas**  
**3 Guilty at Trial**  
**2 Acquittal**

**32 Community  
Corrections**

**16  
Prison**



# Relationship of Police to Other Systems

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# Officer Discretion

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**Image: None**



**Real: Lots**

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

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<b>LIMITS OF AUTHORITY</b>	<b>Operations Order</b> <b>1.2</b>
<b>PHOENIX POLICE DEPARTMENT</b>	01/99 <b>PAGE 1</b>

1. **USE OF DISCRETION**

- A. Departmental policies and procedures are based on requirements imposed by city, state, and federal governments and other law enforcement facts of law, organizations, and the time-tested experiences of departmental employees.
- B. Employees are directed to adhere to departmental policies and procedures and to strive to use proper judgment and discretion in situations not specifically covered in manuals.
- C. Nothing in this manual is designed to suppress the use of common sense and sound police tactics.

2. **DEVIATION FROM POLICIES**

- A. Employees may deviate from established departmental policies and procedures when it is in the obvious best interests of the department.
  - (1) The necessity to deviate from established policy should rarely occur.
  - (2) Employees must be able to justify any deviation from policy.
  - (3) Employees should obtain supervisory approval to deviate from established policy when time permits.
  - (4) Employees will report deviations from policy to their supervisor as soon as possible.
- B. Supervisors may issue orders that deviate from written orders during an emergency.
  - (1) Such orders will be temporary and will remain in effect only during the emergency.
  - (2) Such deviations will be reported to the next higher level supervisor as soon as practical.

**2-400 POLICE DISCRETION**

Police officers, of necessity, exercise professional discretion in deciding whether or not to arrest citizens for violations of the law. Other specific laws, department policies, or orders of a supervisor may further limit officers' discretion and direct whether or not to effect an arrest.

In general, police officers, using sound professional judgment, may take the following factors into consideration when deciding whether or not to arrest a citizen:

1. The seriousness and nature of the offense (generally, the more serious the offense, the more likely arrest is the preferred course of action);
2. The potential that arrest will effectively aid in the resolution of a conflict;
3. The availability of legal alternatives to arrest that would adequately resolve the conflict or problem;
4. The likelihood that the citizen will be deterred from future violations by warning and education;
5. The officer's belief that the citizen made an honest mistake in violation of the law;
6. The victim-witness's interest in prosecution;
7. The likelihood of formal prosecution of the offense;
8. The potential that arrest will create more serious breaches of the peace or other problems (e.g., inciting riot);
9. Legitimate competing priorities for police resources.
10. The officer's belief that the arrest will protect members of the community and/or the citizen.

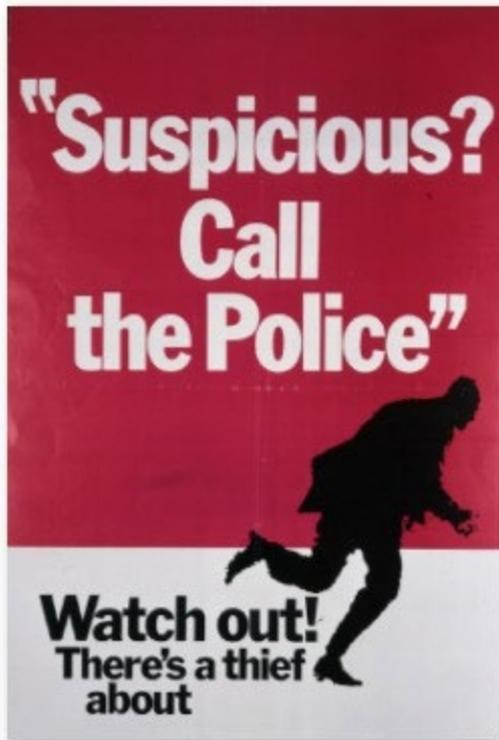
The following factors are among those that are improper for a police officer to consider in deciding whether or not to make an arrest:

1. The citizen's economic status, race, ethnicity, gender, or other status for which the law prohibits legal discrimination;
2. The revenue likely to be generated by fines or penalties imposed upon conviction;
3. The personal or professional relationship that the citizen has with the police officer or with other influential citizens;
4. The personal advantage to the officer for processing or avoiding processing of the arrest (e.g. overtime compensation, desire to finish tour of duty, avoidance of paperwork, etc.).



# Need for Community Assistance: Image

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# Need for Community Assistance: Real



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"/>		

## Identifying & Prioritizing Problems

# Need for Community Assistance: Real

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Protesting



Patrolling



Cleaning



Monitoring

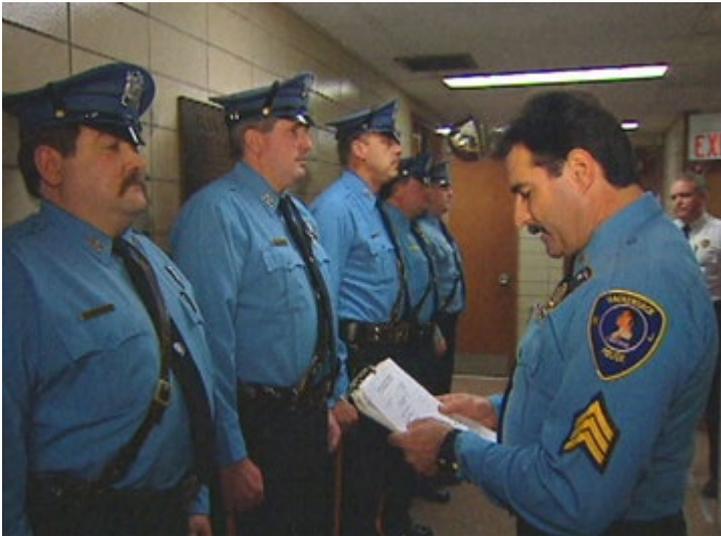


Petitioning

# Control

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Image

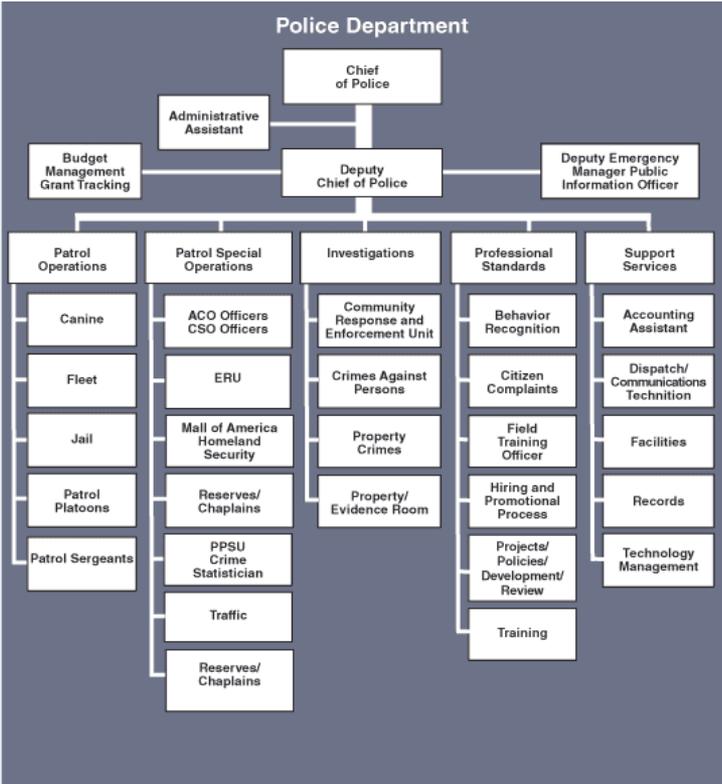


Real

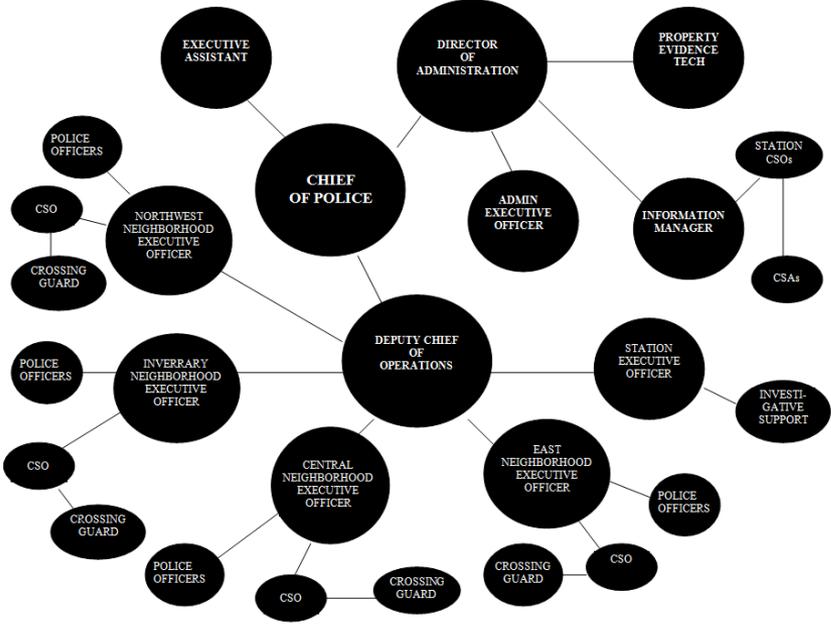


# Organization

## Image



## Real

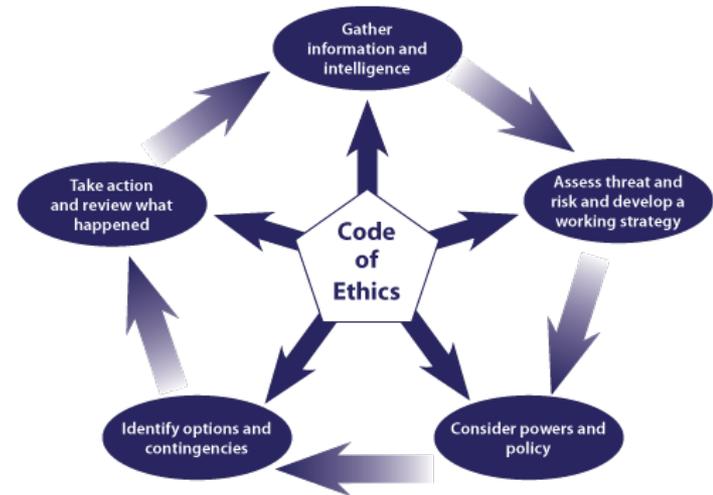


# Personnel

## Image



## Reality



# Image



# Reality



<b>Key Elements of Policing</b>	<b>Image</b>	<b>Reality</b>	<b>Resolution</b>
<b>Function</b>	Simple	Complex	
<b>Capacity</b>	Unlimited	Limited	
<b>Assistance</b>	Little needed	Lots needed	
<b>Methods and Means</b>	Patrol/arrest	Varied	
<b>Discretion</b>	None	Much	
<b>Accountability</b>	Clear & direct	Ambiguous	
<b>Control</b>	Tight	Loose	
<b>Organization</b>	Rigid	Flexible	
<b>Personnel</b>	Obedient	Adaptive	

# Policing Strategy



More Police



Preventive Patrol



Investigation



Crackdowns



Rapid Response

# Deterrence Theory



Certainty



Severity

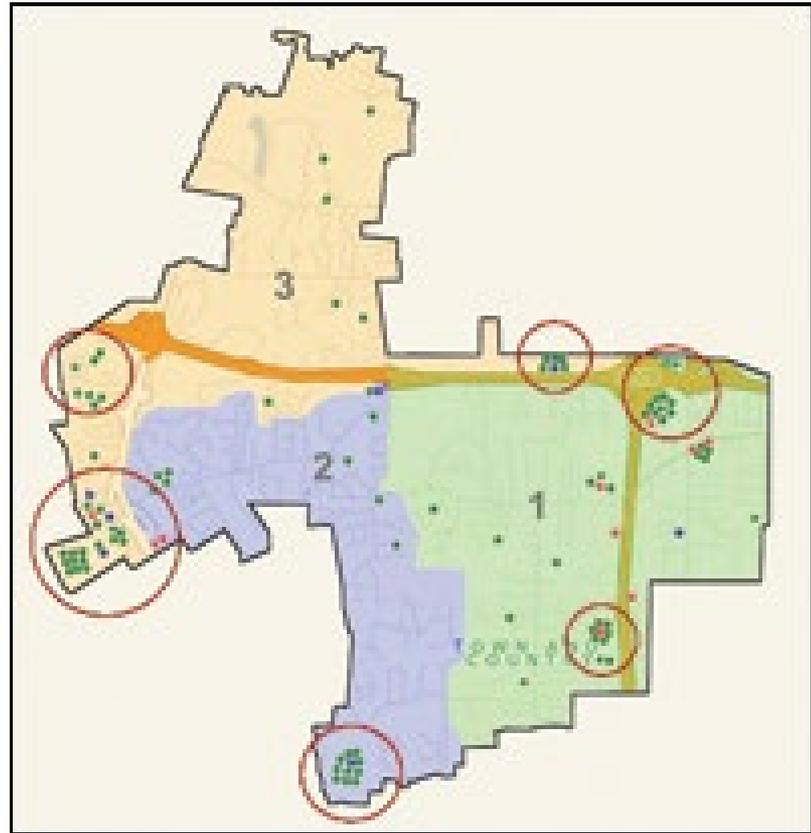


Celerity

# More Police



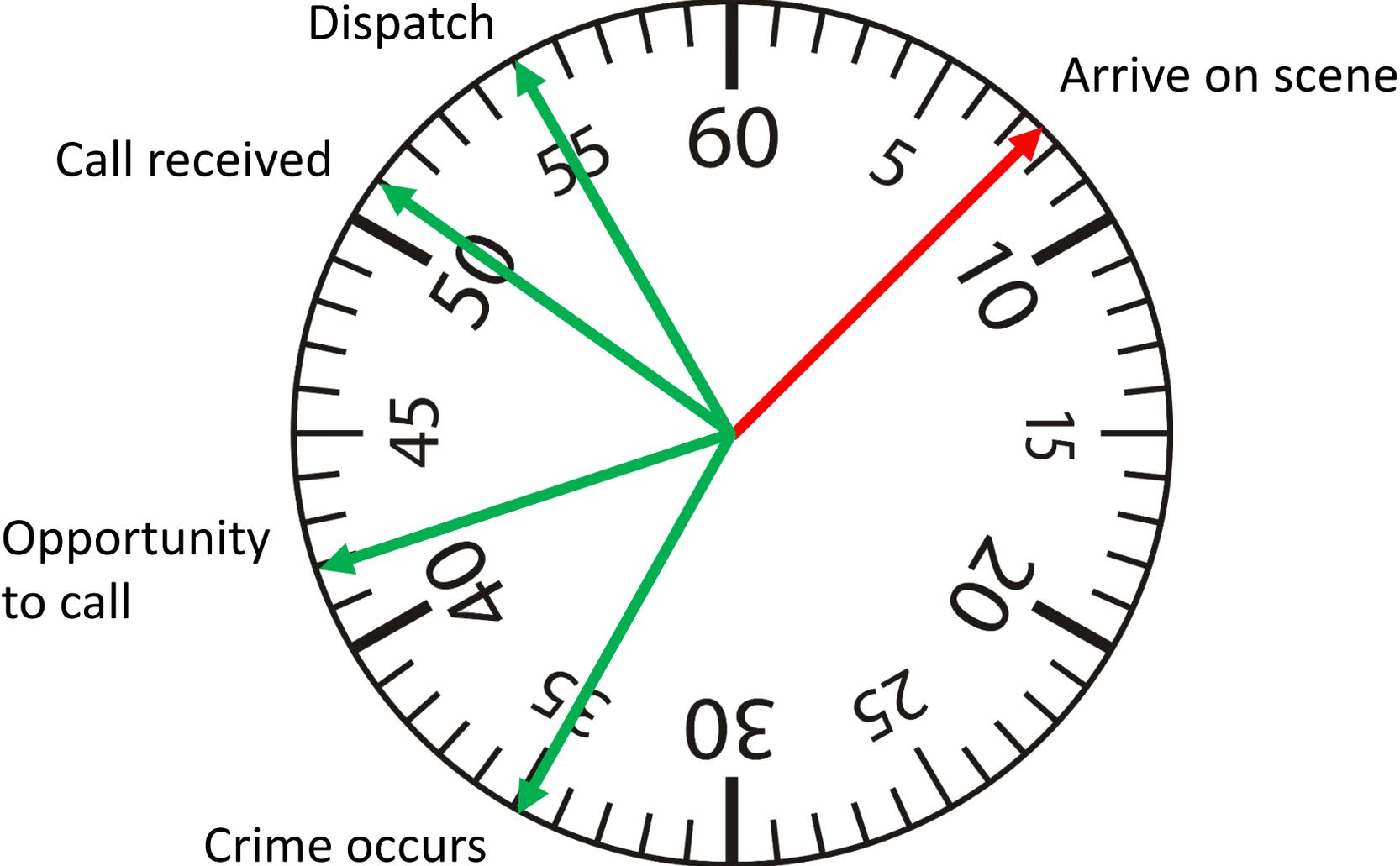
# Preventive Patrol



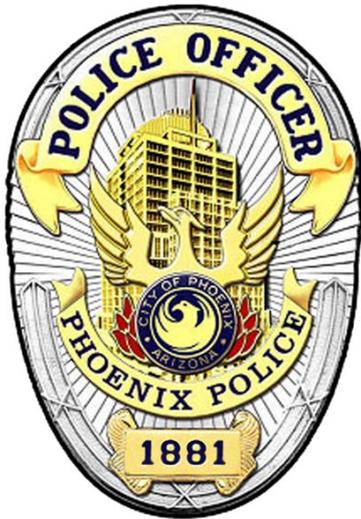
# Rapid Response



# Response Time

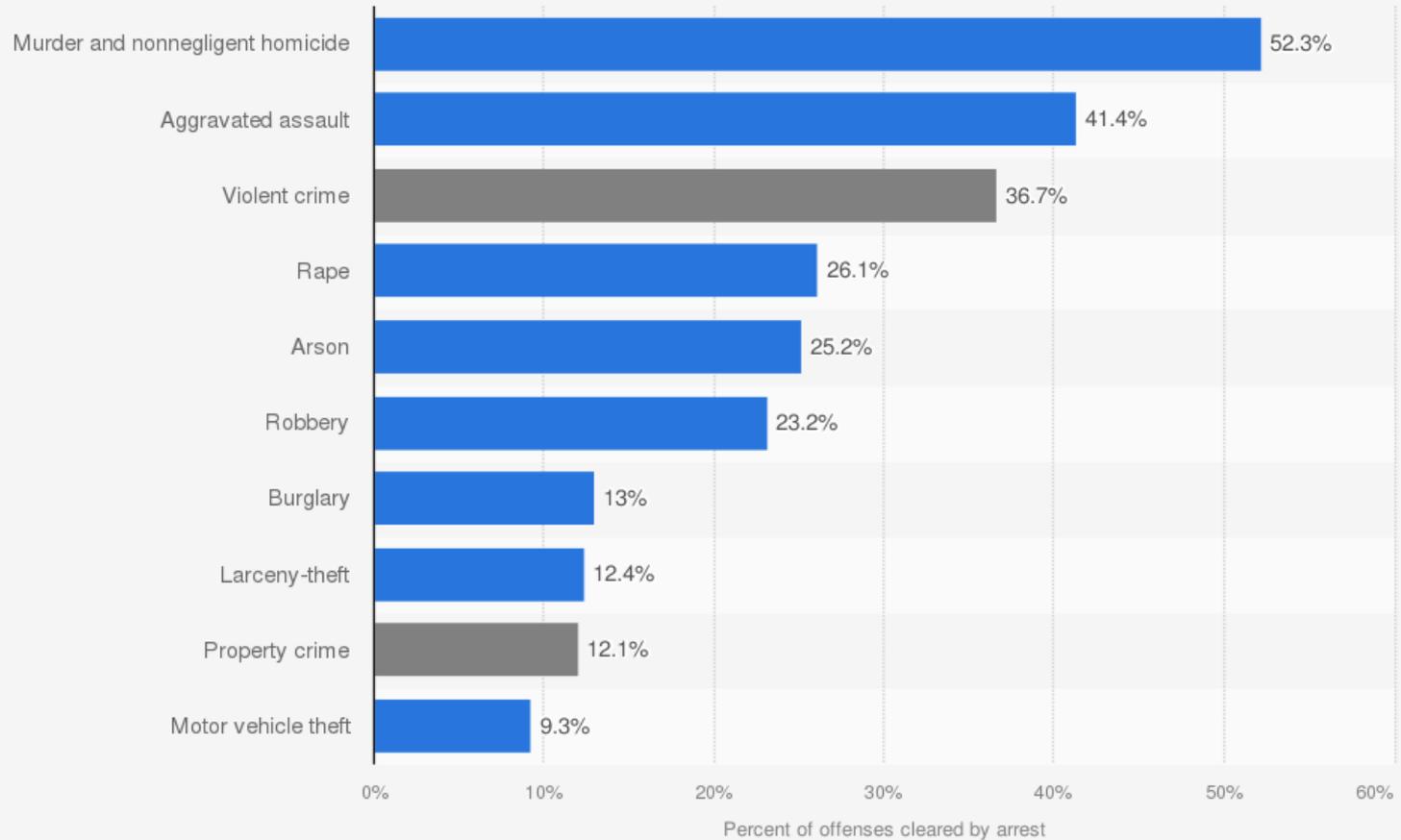


# Follow-up Investigation



# Clearance Rates

Crime clearance rate in the United States in 2022, by type

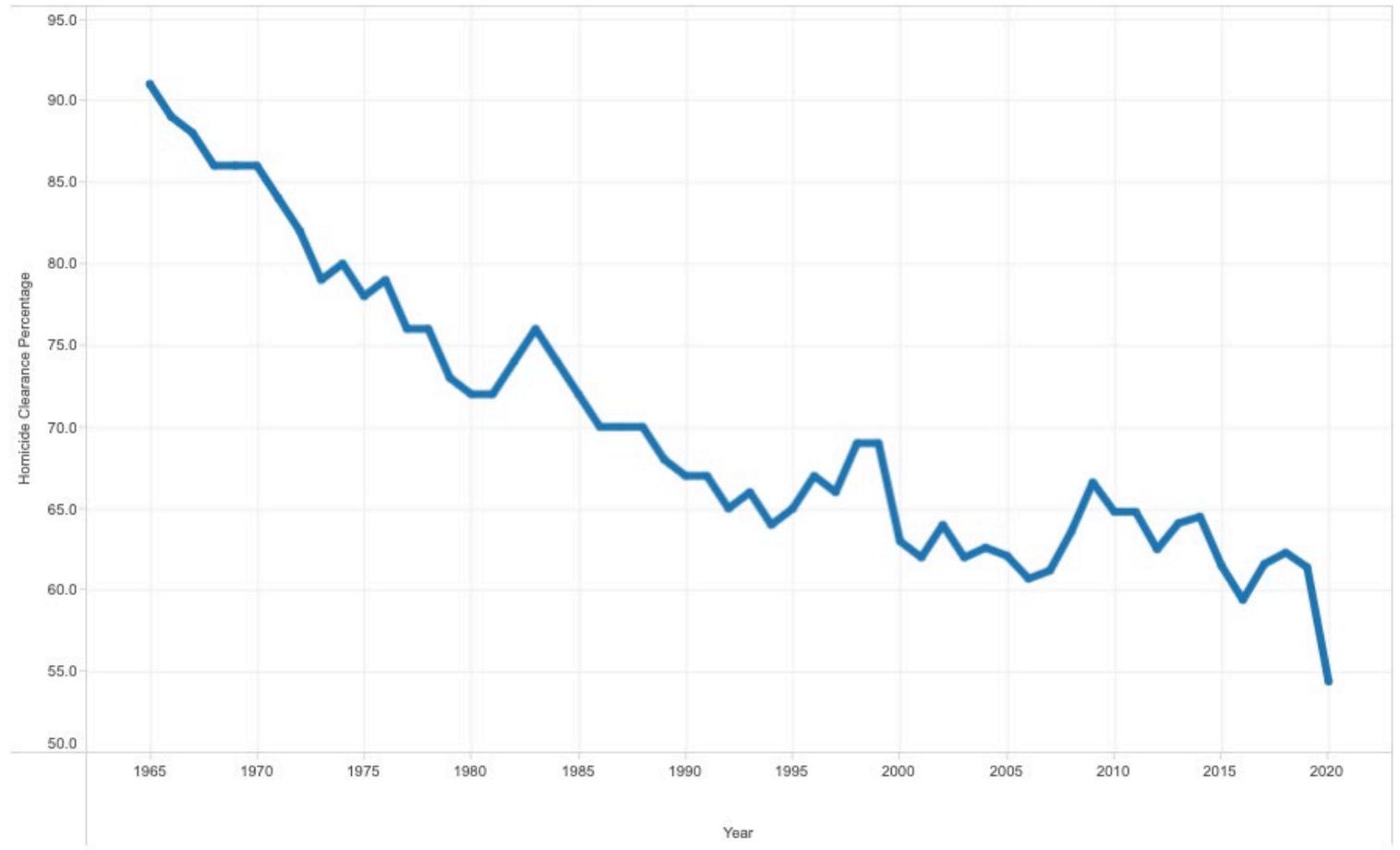


Sources  
US Census Bureau; FBI  
© Statista 2024

Additional Information:  
United States; 2022

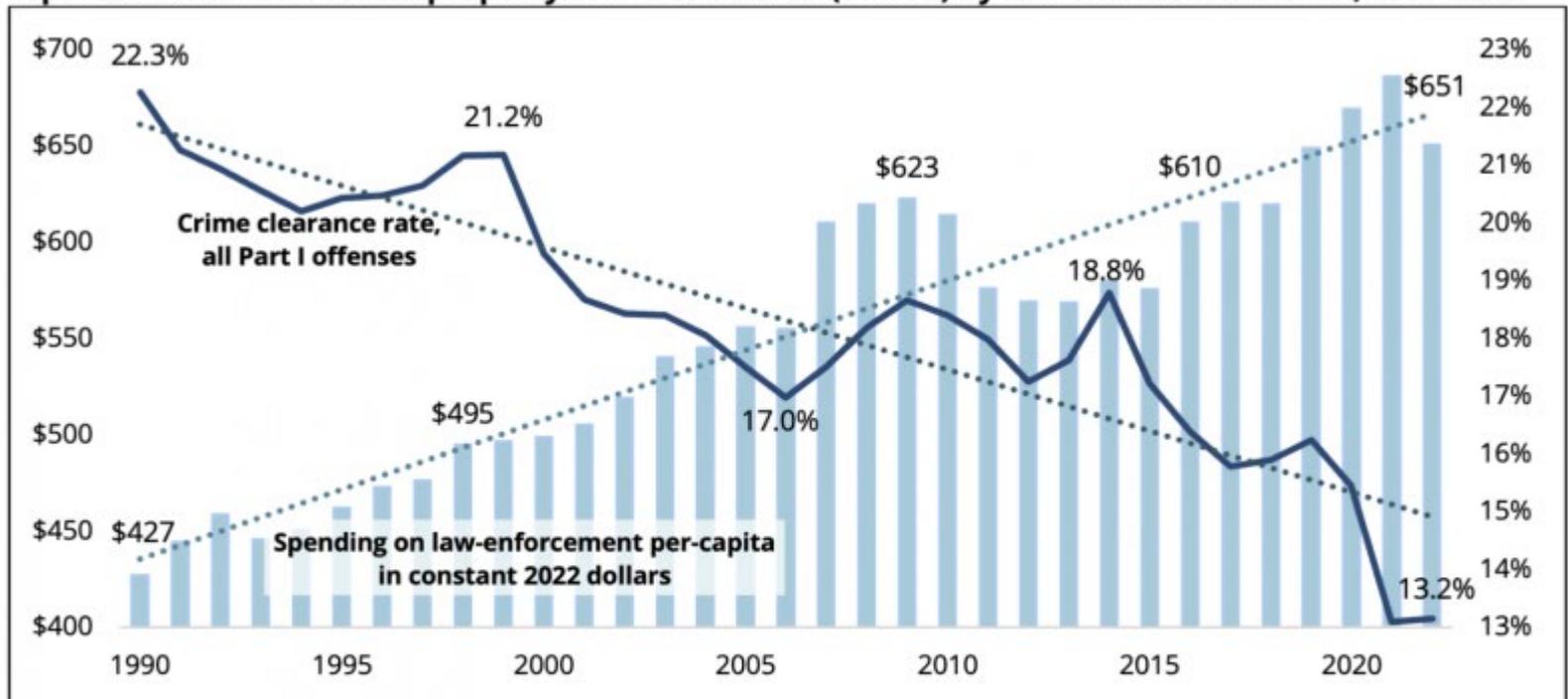
# America's Declining Homicide Clearance Rates 1965-2020

Source: FBI's Criminal Justice Information Services (CJIS)



# Limits of More Funding

**Figure 1. Rising per-capita spending on law enforcement accompanied a declining percentage of reported Part I violent and property offenses cleared (solved) by law enforcement in CA, 1990-2022**



Sources: CHP (2023); Controller (2023); DIR (2023); DOF (2023); DOJ (2023). Note: Law enforcement agency budgets are in constant 2022 dollars adjusted using the California Consumer Price Index (DIR, 2023) for inflation and state population changes.

# Unreported Crime

**TABLE 4**  
**Percent of victimizations reported to police, by type of crime, 2019–2020**

Type of crime	2019	2020*
<b>Violent crime<sup>a</sup></b>	40.9%	40.2%
Rape/sexual assault <sup>b</sup>	33.9	22.9
Robbery	46.6	54.3
Assault	40.9	40.0
Aggravated assault	52.1	57.0
Simple assault	37.9	35.4
<b>Violent crime excluding simple assault<sup>c</sup></b>	46.5%	49.3%
<b>Selected characteristics of violent crime</b>		
Domestic violence <sup>d</sup>	52.2%	41.1%
Intimate partner violence <sup>e</sup>	58.4 ‡	41.4
Stranger violence	39.9	43.9
<b>Property crime</b>	32.5%	33.0%
Burglary/trespassing <sup>f</sup>	48.5 ‡	43.4
Burglary <sup>g</sup>	51.4 †	44.2
Trespassing <sup>h</sup>	42.2	41.5
Motor vehicle theft	79.5	74.6
Other theft <sup>i</sup>	26.8 ‡	28.9

# Solvability Factors

The screenshot shows a software window titled "Incident Module" with several tabs: "General Info.", "Persons", "Vehicles", "Property", "M.O. Solvability", "Narrative", and "Status". The "M.O. Solvability" tab is active and contains two main sections: "M.O." and "Solvability".

**M.O. Section:** This section contains a list of dropdown menus for recording details of the crime scene:

- Premises
- Condition
- Method of Entry
- Point of Entry
- Vehicle Entry
- Weapon Used
- Tools Used
- Victim Injured
- Suspect Actions
- Victim Was
- Victim Forced To
- Alarms

**Solvability Section:** This section contains a list of solvability factors, each with a checkbox:

- Was there a witness to the crime?
- Was a suspect arrested?
- Is a suspect named?
- Can suspect be located?
- Can suspect be described?
- Can suspect be Identified?
- Is stolen property identifiable?
- Is there an unusual M.O.?
- Is significant physical evidence present
- Is this a major injury/sex crime?
- Are there unique circumstances?
- Is there a good possibility of solution?

At the bottom of the Solvability section, there is a label "Total Solvability Points :" followed by a text box containing the number "0".

**Right-Hand Side Panel:** This panel contains several utility icons and buttons:

- Diagram (floppy disk icon)
- Save (green checkmark icon)
- Delete (trash can icon)
- Print (printer icon)
- Cancel (red X icon)
- A barcode icon at the bottom.

# Crackdown Enforcement

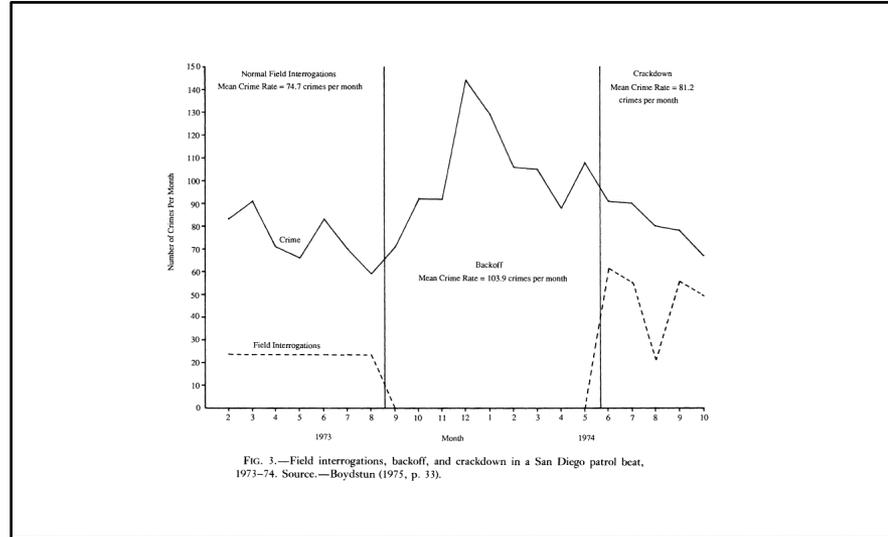
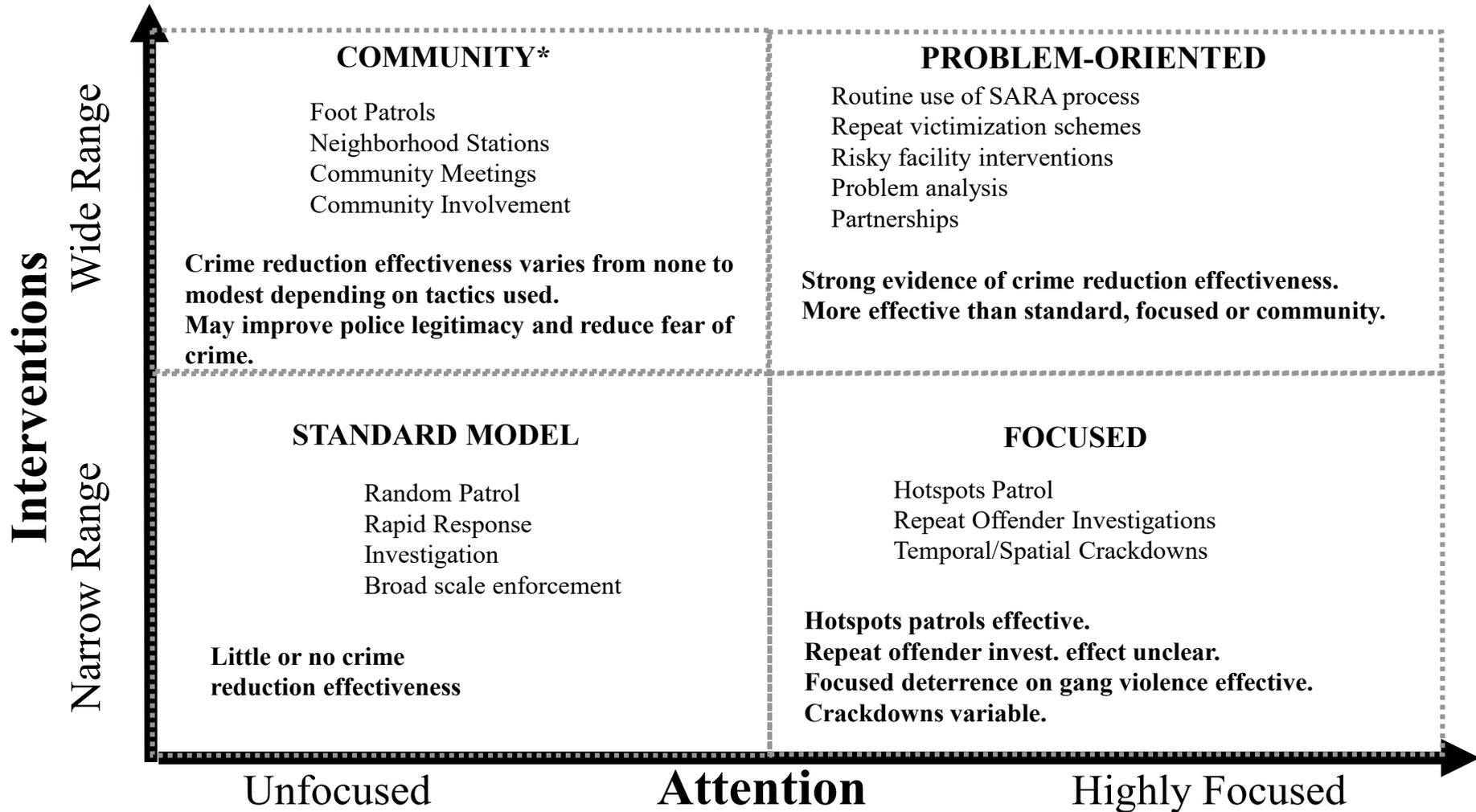


FIG. 3.—Field interrogations, backoff, and crackdown in a San Diego patrol beat, 1973–74. Source.—Boydston (1975, p. 33).



# Figure 12.3: Policing Strategies & Their Effectiveness



\* Community policing without problem solving as a central component.

Adapted from: Weisburd & Eck (2004). "What Can Police Do to Reduce Crime, Disorder and Fear?" *The Annals of the American Academy of Political and Social Science*.

# **Problem- Oriented Policing**

# 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."<sup>1</sup>

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

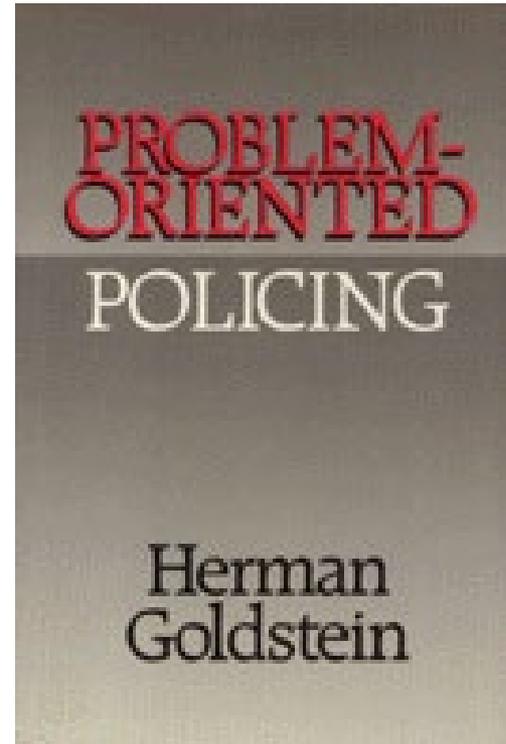
HERMAN GOLDSTEIN: Professor, Law School, University of Wisconsin at Madison. The author is indebted to the University of Wisconsin Extension Department of Law for making the time available to produce this article as part of a larger effort to reexamine the university's role in research and training for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

Downloaded from <http://dx.doi.org/10.1177/0013124500019004001> by on February 16, 2010

1979



1990

# Means Over Ends Syndrome



# 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...”



# Definition of a Policing Problem

- **Community** is affected
- **Harm** is caused
- **Expectations** of police are reasonable
- **Events** are discrete and describable
- **Recurring** nature of the events
- **Similarity** exists among events

# Defining Problems by Behavior

- Panhandling
- Robbery
- Assault
- Speeding
- Drug dealing



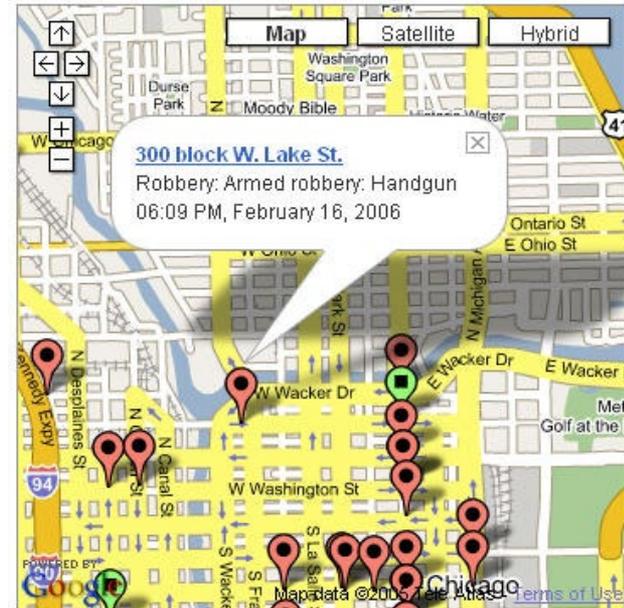
# Defining Problems by Persons

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



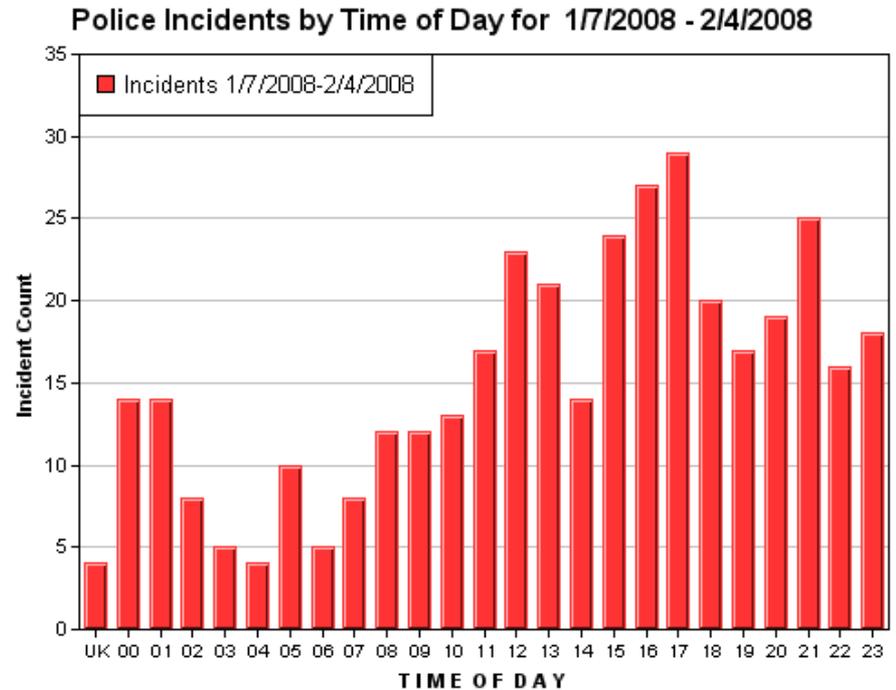
# Defining Problems by Location

- Bar
- Intersection
- Neighborhood
- House
- Apartment complex



# Defining Problems by Time

- Bar closing time
- Annual festival
- Rush hour



# Hybrid Problems

Assaults by and of college students in and around college bars on weekend nights



# Scope of Problems



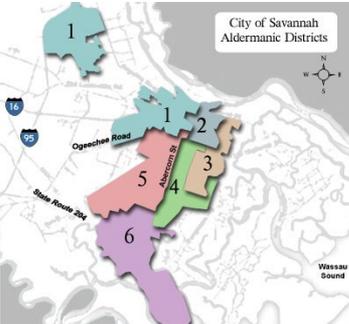
Single location/individual



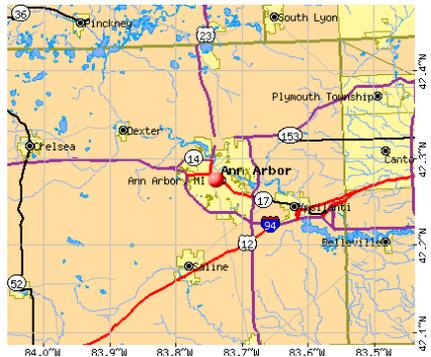
Cross-jurisdictional



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

- ...Gambling
  - Organized illegal gambling
  - Gambling in public places
- Gang activity
  - Gang graffiti
  - Gang vs. gang violence
- Gasoline drive-offs (see also Theft)
- Graffiti (see also Vandalism)
- Group homes
  - Runaways from group homes
  - Assaults at group homes...

# Common Problems from A to Z

- ...Noise
  - Persons
  - Vehicles
  - House parties
  - Stereos
  - Car stereos
  - Barking dogs
  - Alarm soundings...
- Obscene phone calls
- Offensive odors
- Organized crime
- Panhandling
- Park problems
- Parking complaints
- Pawn shops
- Prostitution...

# 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

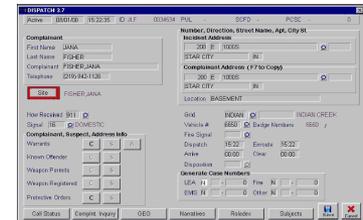
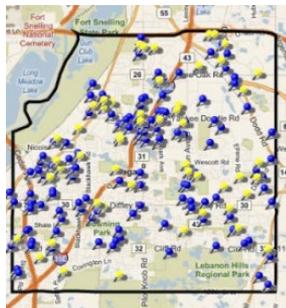
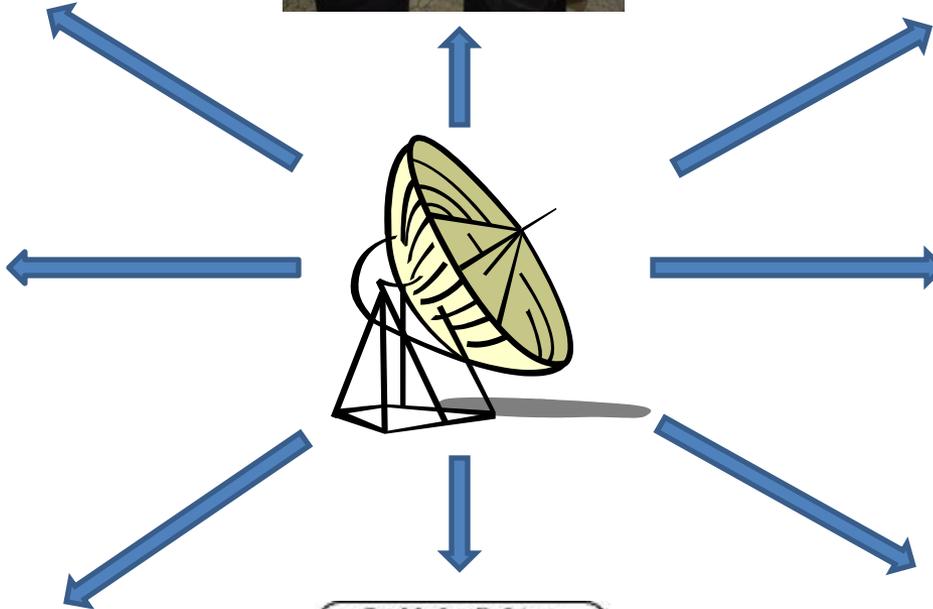
## Problems Commonly Addressed by Police

Abandoned children  
 Abandoned property  
 Abandoned/derelict vehicles  
 Abandoned/derelict/unsafe buildings  
 Accidental shootings  
 Acquaintance rape (aka Date rape)  
 Age-impaired driving (aka Elderly drivers and Teenage drivers)  
 Aggressive driving  
 Alarm soundings (including car alarms)  
 Animal bites  
 Animal cruelty (including animal fighting)  
 Animal endangerment  
 Animal waste  
 Animal-vehicle crashes (especially deer)  
 Arson for profit (form of insurance fraud)  
 Arson to conceal evidence of other crimes  
 Assault of transportation-system passengers  
 Assault of transportation-system staff  
 Assaults in and around bars  
 Assaults in workplaces (aka Workplace violence)  
 Auto theft for export across land borders  
 Auto theft for export through seaports  
 Auto theft for parts (chop shops)  
 Auto theft from car dealerships and rental agencies  
 Auto theft from parking facilities  
 Auto theft from streets and driveways  
 Bank robbery  
 Bombs and bomb threats  
 Bribery of public officials  
 Broken glass hazards  
 Building intrusion alarms  
 Bullying in schools  
 Burglary (commercial)  
 Burglary (residential)  
 Burglary at school and recreation buildings  
 Burglary at storage facilities  
 Burglary of open/unlocked garages  
 Carjacking  
 Child custody disputes  
 Child fatalities (including Shaken baby deaths and Munchausen by Proxy syndrome)  
 Child neglect and abuse among immigrant populations  
 Child neglect and abuse in institutions (correctional facilities, churches, youth organizations, foster care)  
 Child neglect and abuse in the home  
 Child pornography on the Internet  
 Chronic public inebriation  
 Clandestine drug labs  
 Computer hacking  
 Consensual sex with a minor  
 Credit card and check fraud  
 Crime as gang initiation rite  
 Crowd disorder and violence during festivals, concerts, sporting events, political demonstrations  
 Crowd disorder during labor-management conflicts  
 Cruising  
 Currency counterfeiting  
 Dangerous animals  
 Day laborer problems  
 Dignitary and celebrity protection  
 Disorderly conduct on transportation vehicles and stations  
 Disorderly youth in public places  
 Document fraud (e.g., identification, immigration documents)  
 Domestic disputes  
 Domestic violence (aka Spousal abuse)  
 Domestic violence among immigrant populations  
 Drive-by shootings  
 Driver and passenger injuries in traffic crashes  
 Drug houses/shooting galleries  
 Drug trafficking across borders  
 Drug trafficking by gangs  
 Drug trafficking in apartment complexes  
 Drug trafficking in motels  
 Drug trafficking in or near schools  
 Drug-impaired driving  
 Drug-related assault  
 Drunken driving  
 Embezzlement  
 Exploitation of trafficked children  
 Exploitation of trafficked women  
 Exposure of children to hazardous materials  
 Extortion (aka Blackmail)  
 Failure to pay for food/hotel services  
 False reporting of sexual assault  
 Fear of crime  
 Fencing stolen property (aka Stolen goods markets)  
 Fighting (aka Mutual combat)  
 Flash mobs (groups that assault random victims) (aka Wilding)  
 Food and drug contamination (intentional)  
 Forgery  
 Fraud against the elderly  
 Fraudulent return of retail merchandise  
 Fraudulent schemes (including Telemarketing fraud) (aka Scams, Gifting)  
 Fraudulent use of another's identity (aka Identity theft)  
 Fraudulent use of long distance calling cards/numbers  
 Gambling in public places  
 Gang vs. gang violence  
 Gasoline drive-offs  
 Graffiti  
 Hate crimes (aka Bias crimes)  
 Hazardous loads spilling onto highway  
 Hazardous materials scares (e.g., Anthrax)  
 Hazardous parking  
 Hijacking of delivery trucks  
 Hit-and-run drivers  
 Home invasion robbery  
 Homicide (domestic)  
 Hostage taking  
 House parties  
 Illegal dumping of hazardous waste  
 Illegal touching (groping)  
 Illegal vehicle towing operations  
 Impersonating police officers  
 Inattentive driving (e.g., use of electronic devices while driving)  
 Indecent exposure by females (e.g., exposing breasts during public celebrations)  
 Indecent exposure by males (e.g., exposing genitals in public)  
 Industrial/commercial noise (e.g., trains, nightclubs)  
 Injured animals  
 Insurance fraud (auto)  
 Insurance fraud (life)  
 Insurance fraud (property) (includes fraudulent theft loss claims)  
 Joyriding  
 Juvenile fire setting  
 Juvenile runaways  
 Kidnapping (aka Abduction, False Imprisonment)  
 Landlord-tenant disputes

## Problems Commonly Addressed by Police

Loitering in public places  
 Loose livestock  
 Loud car stereos  
 Loud vehicles  
 Marijuana cultivation in indoor grow houses  
 Marijuana cultivation on outdoor public and private land  
 Mass evacuation of citizens during emergencies  
 Mass shootings  
 Missing persons  
 Misuse of 911  
 Mobile drug trafficking (e.g., via cell phones and vehicles)  
 Mortgage fraud  
 Motor vehicle-train crashes  
 Motorcycle crashes  
 Murder for hire  
 Murder of prostitutes  
 Neighbor disputes  
 Noisy animals (e.g., barking dogs)  
 Obscene phone calls  
 Offensive odors  
 Open-air drug markets  
 Organized crime  
 Organized illegal gambling  
 Panhandling  
 Parking in handicapped spaces  
 Pedestrian injuries/fatalities  
 Physical and emotional abuse of the elderly  
 Pickpocketing  
 Prescription fraud and abuse  
 Prostitution (organized child sex rings)  
 Prostitution in indoor locations (call girls, escort services, massage parlors, brothels)  
 Prostitution in outdoor locations (aka Street prostitution)  
 Protection of controversial speakers  
 Public corruption  
 Public urinating and defecating  
 Purse snatching  
 Pushing persons into path of trains  
 Reckless bicycling  
 Reckless/aggressive boating  
 Recovering stolen autos  
 Retail theft (aka Shoplifting)  
 Robbery at automated teller machines  
 Robbery of convenience stores/service stations  
 Robbery of delivery persons  
 Robbery of drug dealers/buyers  
 Robbery of fraudulently-induced victims (e.g., vehicle buyers)  
 Robbery of Johns  
 Robbery of pharmacies  
 Robbery of school students  
 Robbery of taxicab drivers  
 Robbery of tourists  
 Robbery or panic alarms  
 Serial murder  
 Sex with animals  
 Sex with corpses (necrophilia)  
 Sexual activity in public places  
 Sexual assault of women by strangers  
 Shooting weapons as celebration  
 Sleep-deprived driving  
 Smash and grab burglary  
 Speeding in residential areas  
 Speeding in school zones  
 Speeding on highways  
 Stalking  
 Street racing  
 Street robbery (aka Muggings)  
 Suicides  
 Target shooting near occupied dwellings  
 Terrorism  
 Theft from autos in parking facilities  
 Theft from autos on streets and driveways  
 Theft from hotel rooms  
 Theft from laundry/vending machines  
 Theft from yards  
 Theft of art and artifacts  
 Theft of auto parts (e.g., hubcaps, license plates/stickers)  
 Theft of bicycles  
 Theft of cargo from trains, trucks, ships, and shipping containers  
 Theft of electronics (including computers, cell phones, portable music players)  
 Theft of grease (for resale in manufacture of biofuel)  
 Theft of human hair (for wigs)  
 Theft of library books  
 Theft of livestock  
 Theft of mail  
 Theft of rare/valuable plants (e.g., ginseng)  
 Theft of scrap metals  
 Theft of utilities (water, gas, electricity, cable TV)  
 Thefts from construction sites  
 Ticket scalping  
 Toy guns  
 Traffic congestion around schools  
 Traffic congestion at special events  
 Traffic congestion during rush hour  
 Traffic congestion in entertainment districts  
 Traffic control at emergency rescue scenes (e.g., vehicle crashes, fires)  
 Traffic signal violations (aka Running red lights and stop signs)  
 Trafficking in human body parts  
 Transient encampments  
 Trash scavenging  
 Turnstile jumping (fare beating)  
 Unauthorized parking on private property  
 Underage drinking  
 Unlicensed driving  
 Vandalism in cemeteries  
 Vandalism in parks  
 Vandalism of schools  
 Vandalism on transportation vehicles, routes and stations  
 Vehicle intrusion alarms  
 Vehicle lockouts  
 Victimization and accidental injury of transient persons  
 Weapons trafficking  
 Window peeping  
 Witness intimidation

# Scanning for Problems





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U.S. Department of Justice



Problem-Solving Tools Series  
Problem-Oriented Guides for Police

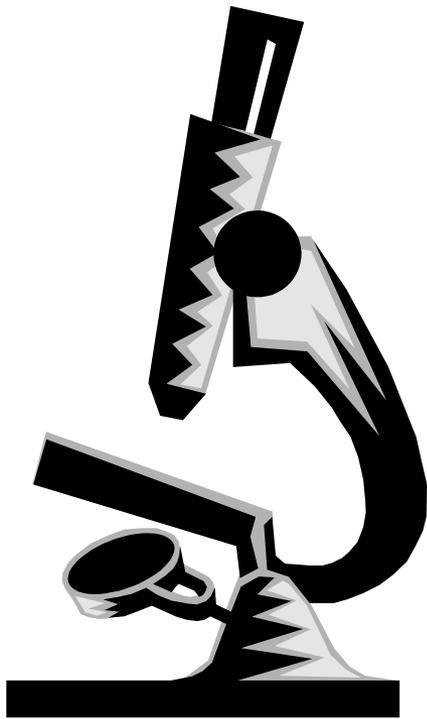
No. 13

# Identifying and Defining Policing Problems

Michael S. Scott



# Analyzing Problems

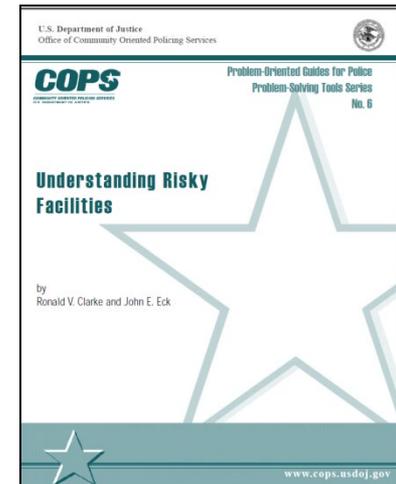
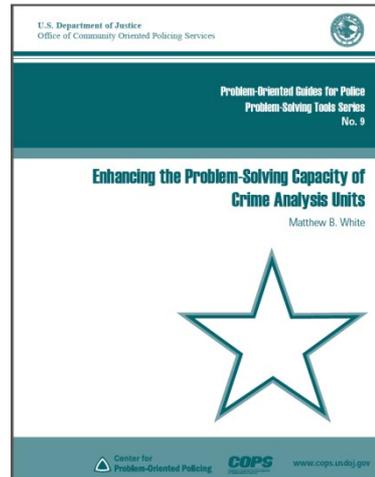
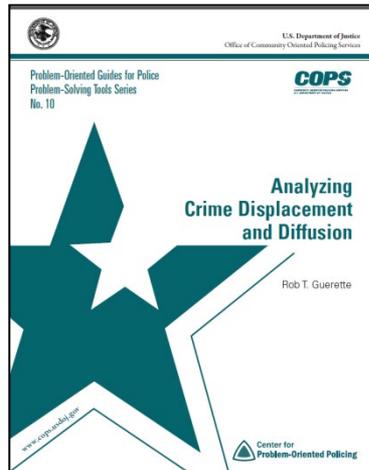
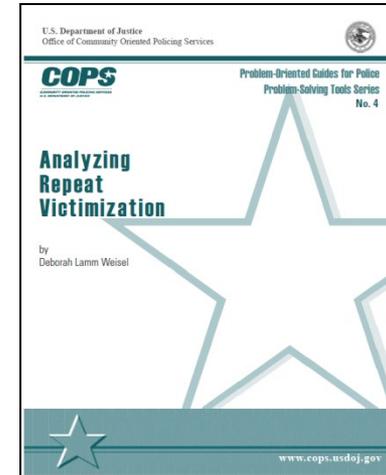
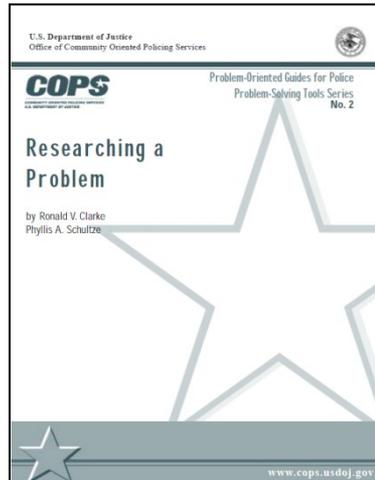
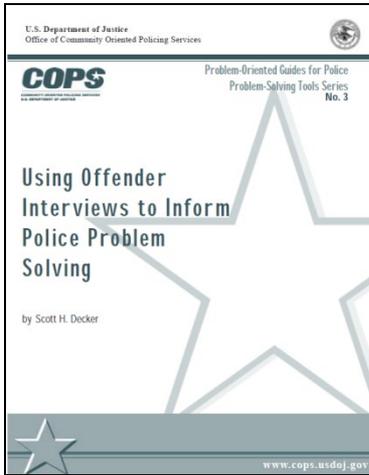


“...are subject to  
microscopic  
examination...”

# Analysis Objectives

- ✓ Confirm problem is real
- ✓ Confirm problem is what it appears to be or redefine it
- ✓ Develop a “theory of the problem” to explain why it’s happening
- ✓ Accumulate evidence about the problem

# Analysis Guides



# 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...”



# Alternative Responses

---

Mobilizing the Community

Coordinating with Other Services

Reinforcing Informal Social Control

Conveying Information

Pressing for New Laws to Control Conditions that Create Problems

Focusing on Repeat Offenders, Victims & Complainants



Issuing Warnings

Selective Intensive Enforcement

Enforcing Civil Laws

Creating & Enforcing New Probation Conditions

Mediating & Negotiating

Altering the Physical Environment

# Engaging the Community

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





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



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U.S. DEPARTMENT OF JUSTICE

Problem-Oriented Guides for Police  
Problem-Solving Tools Series  
No. 7

# Implementing Responses to Problems

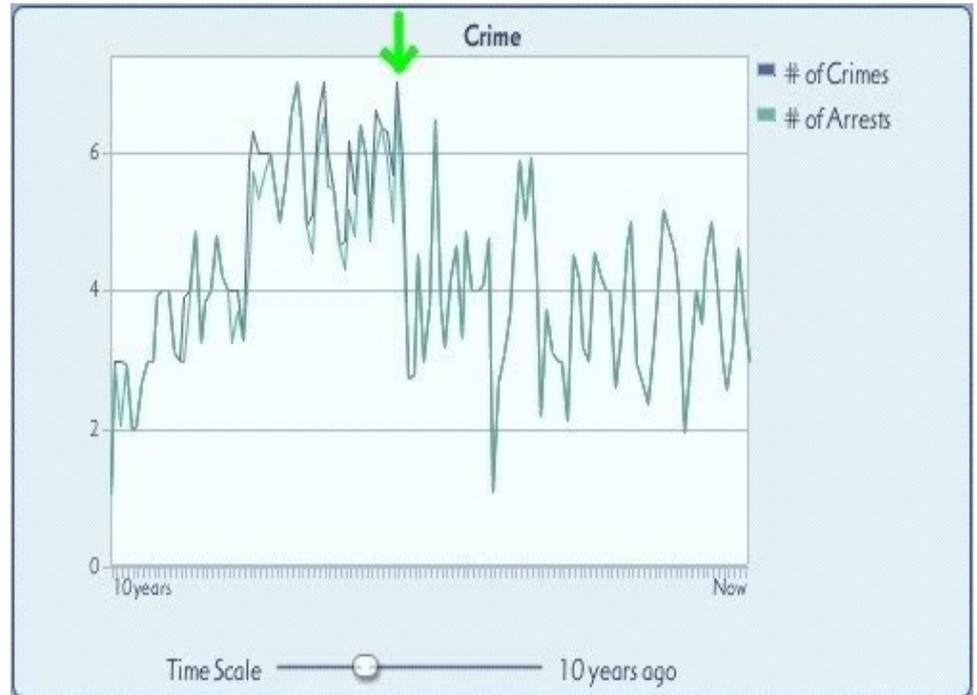
by  
Rick Brown  
Michael S. Scott



[www.cops.usdoj.gov](http://www.cops.usdoj.gov)

# Assessing Results

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



# Defining Success

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





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Problem-Solving Tools Series  
Problem-Oriented Guides for Police

No. 1

## Assessing Responses to Problems:

An Introductory Guide for Police Problem-Solvers

John E. Eck



 Center for Problem-Oriented Policing



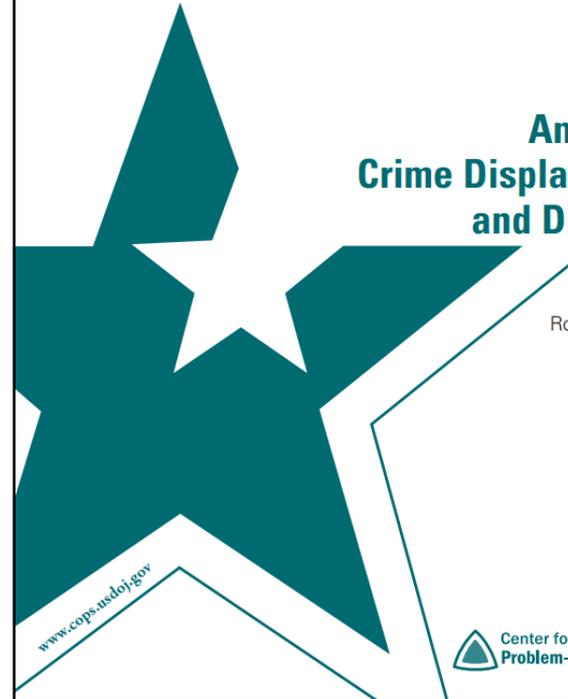
U.S. Department of Justice  
Office of Community Oriented Policing Services

Problem-Oriented Guides for Police  
Problem-Solving Tools Series  
No. 10

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

## Analyzing Crime Displacement and Diffusion

Rob T. Guerette



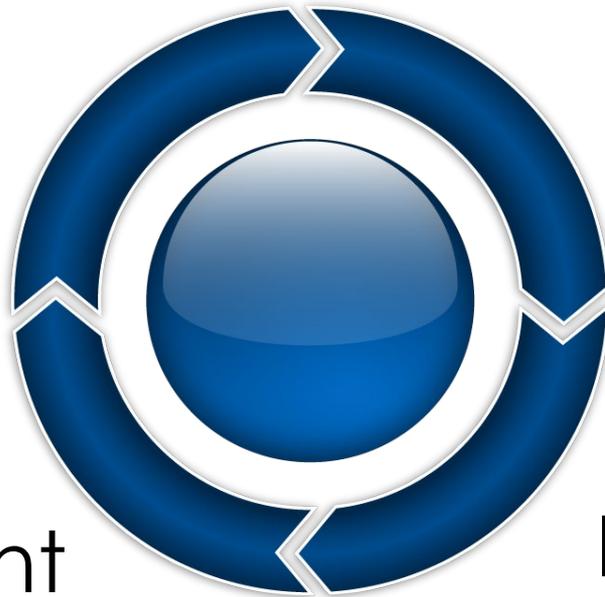
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 Center for Problem-Oriented Policing

# A Problem-Solving Process

Scanning

Analysis



Assessment

Response

**SARA**

# Reporting Results

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

2013 Herman Goldstein Awards



**OPERATION RED LIGHT: MILWAUKEE'S NORTH SIDE PROSTITUTION ABATEMENT PLAN**



Milwaukee Operation Red Light – Herman Goldstein Submission Page 1

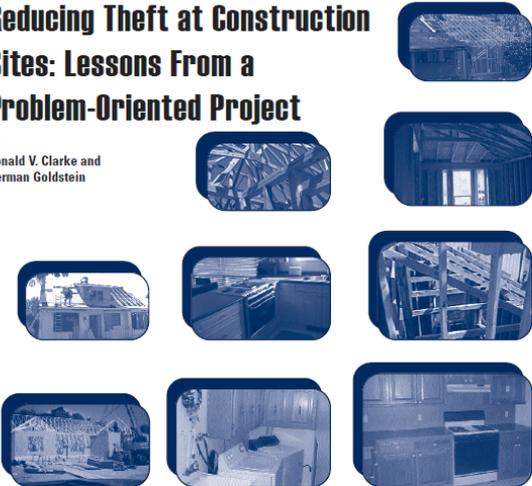
U.S. Department of Justice  
Office of Community Oriented Policing Services



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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](http://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 About Us, POP Guides, Translations, Library, POP Projects, Learning Center, Awards & Conferences, and POP Administration. The main header features the Center's logo, a blue triangle with a white outline, and the text "Center for Problem-Oriented Policing". Below the header, a mission statement reads: "The mission of the Center for Problem-Oriented Policing is to advance the concept and practice of problem-oriented policing in open and democratic societies. It does so by making readily accessible information about ways in which police can more effectively address specific crime and disorder problems." A sub-header states: "Browse our best-practice tools and guides for addressing common crime and disorder problems, organized by category below." The main content area is titled "Policing Problems" and contains a grid of 16 yellow buttons, each with an icon and a label: All Problems, Alcohol & Drug Problems, Animal Problems, Burglary & Theft, Business-related Problems, Disorder & Nuisance Problems, Elderly Problems, Endangerment, Frauds, Gang Problems, Misuse of Police Resources, Robbery, School & College Problems, Sex-related Problems, Traffic Problems, Vehicle-related Problems, Violence Problems, Wilderness Problems, and Youth/Juvenile Problems.

The cover of the COPS Problem-Specific Guides Series, No. 17, titled "Acquaintance Rape of College Students" by Rana Sampson. The cover features the COPS logo (Community Oriented Policing Services, U.S. Department of Justice) in the top left corner. The title "Acquaintance Rape of College Students" is prominently displayed in the center. Below the title, the author's name "Rana Sampson" is listed. The cover also includes a photograph of a young woman with blonde hair, looking thoughtfully to the side. The bottom right corner features the Center for Problem-Oriented Policing logo.