



Center for  
Problem-Oriented  
**Policing**

**A PROBLEM-ORIENTED POLICING**  
APPROACH TO  
**ADDRESSING RACIAL DISPARITIES**  
IN POLICING

**32nd Annual International POP Conference**

September 12-14, 2024  
Baltimore, Maryland

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# ABOUT US



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Police Strategies LLC



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National Institute of Justice  
Senior Advisor



# OUR AUDIENCE





## **THE PROBLEM**

Disparate impacts of  
crime and police  
response on specific  
populations

### **SPECIFICITY**

Focus: police response

# THE S.A.R.A. MODEL OF PROBLEM-ORIENTED POLICING

## ASSESSMENT

evaluate the effectiveness of the response



## SCANNING

identify and prioritize the problem



## ANALYSIS

use relevant data to pinpoint root causes of the problem



## RESPONSE

identify and select interventions; develop and implement an action plan



CRIMINAL JUSTICE  
KNOW HOW

## THE QUESTION

Can (should) problem-solving be used to address racial disparities in policing outcomes?

# SCANNING

## Harm

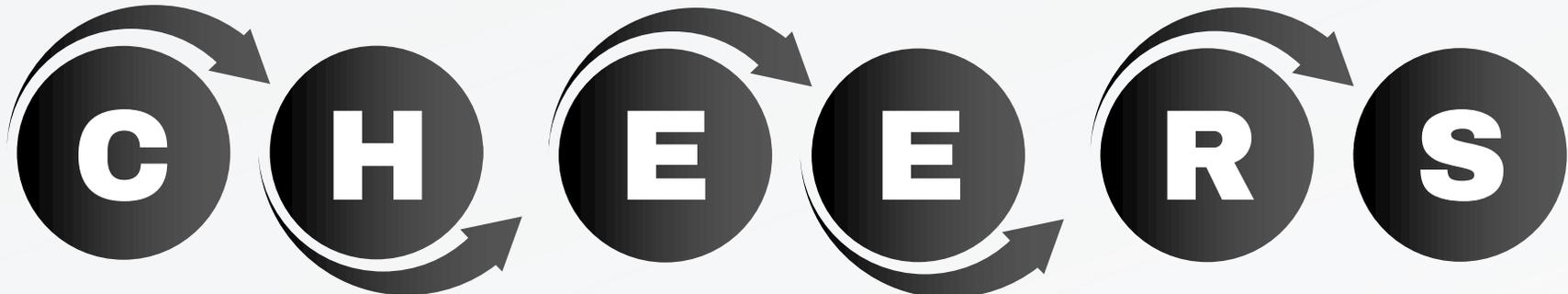
Are people being harmed?

## Events

Can we describe specific events?

## Similarity

Do the events have something in common?



## Community

Are members of the public affected?

## Expectation

Do people expect the police to address the causes?

## Recurring

Do these events continue to occur?

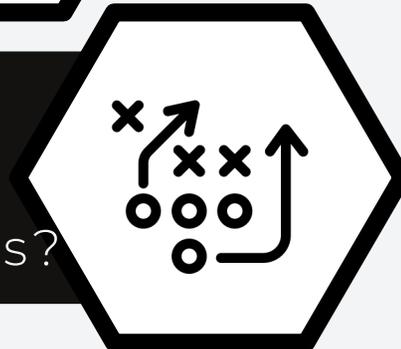
# ANALYSIS

## Formulate Hypotheses



Do racial disparities stem from widespread officer bias/racism?

Do racial disparities stem from how we choose to respond to crime problems?



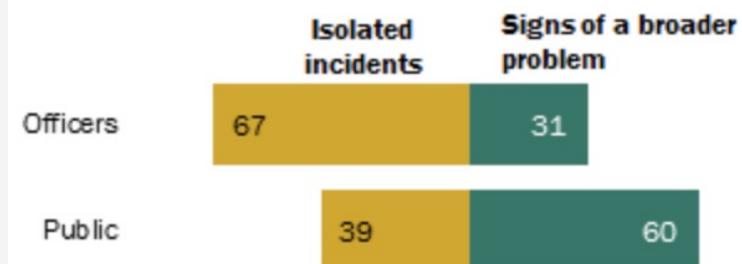


Do racial disparities stem from widespread officer bias/racism?

## DIFFERING PERSPECTIVES

### Majority of police say fatal police-black encounters are isolated incidents; majority of the public says they point to a bigger problem

*% saying the deaths of blacks during encounters with police in recent years are ...*



Note: No answer category not shown.

Source: Survey of law enforcement officers conducted May 19-Aug. 14, 2016; survey of U.S. adults conducted Aug. 16-Sept. 12, 2016. "Behind the Badge"

PEW RESEARCH CENTER

# MEASUREMENT MATTERS

Selecting benchmark measures

Population versus Risk-Adjusted

- **Death Rate**
  - Annual Deaths/Total Population
- **Death Rate for Firefighters**
  - Firefighter Deaths/Total Firefighters
- **Poverty Rate**
  - People Living Below Poverty Line/Total Population
- **Child Poverty Rate**
  - Comparing a family's income to a poverty threshold, which is based on the family's size, number of children, and the age of the householder
- **Unemployment Rate**
  - Unemployed/Total Labor Force
- **Police Use of Force Rate**
  - Number of Uses of Force/Total Population

# US police use force on 300,000 people a year, with numbers rising since George Floyd: 'relentless violence'

Exclusive: groundbreaking Mapping Police Violence data estimates scale of physical force and civilian injuries



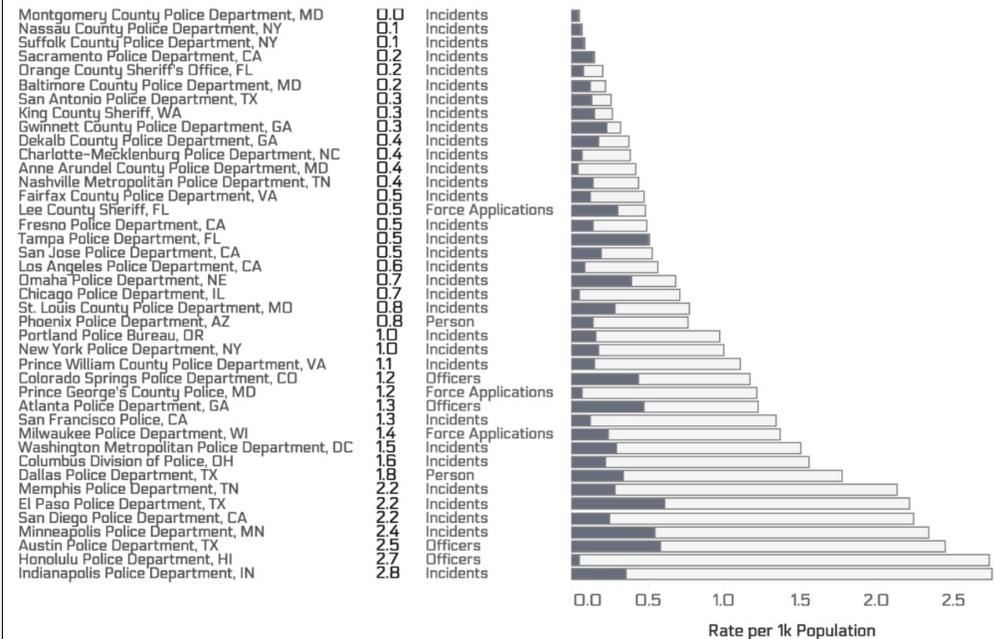
## Nationwide Use of Force Report

A report by Mapping Police Violence

[policedata.org](http://policedata.org) | [mappingpoliceviolence.us](http://mappingpoliceviolence.us)

### Agency-Level UOF Rates by Reporting Format and Force Type in 2022

Showing the rate of reported use of force per 1,000 residents by force type and reporting method among agencies with jurisdictions over 400,000 population. Displays of force/Verbalization/Handcuffing only uses of force are excluded from the rates below.



## Minneapolis PD Ranks 4<sup>th</sup> in Use of Force Per Capita

# Minnesota Reformer

ELECTION 2024 WORK & MONEY CIVIL RIGHTS HEALTH CARE SCHOOLS HOUSING & TRANSPORTATION

CRIMINAL JUSTICE & POLICING

## Twin Cities police use physical force at rates well above national average

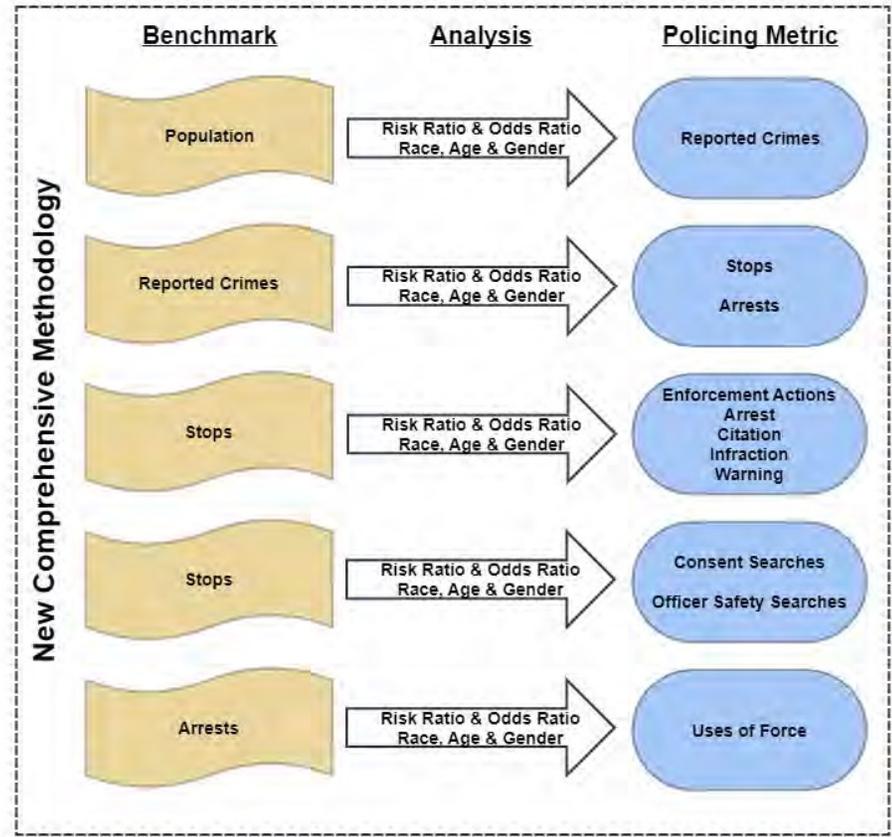
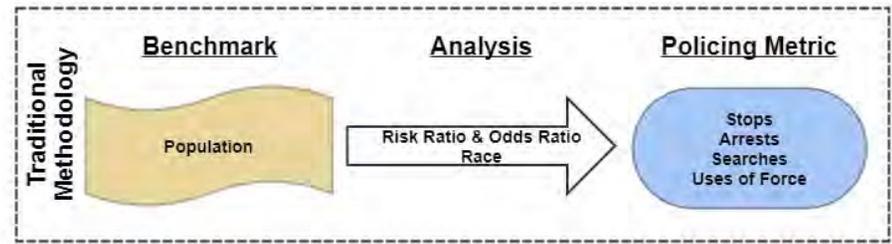
BY: CHRISTOPHER INGRAHAM - AUGUST 28, 2024 12:14 PM



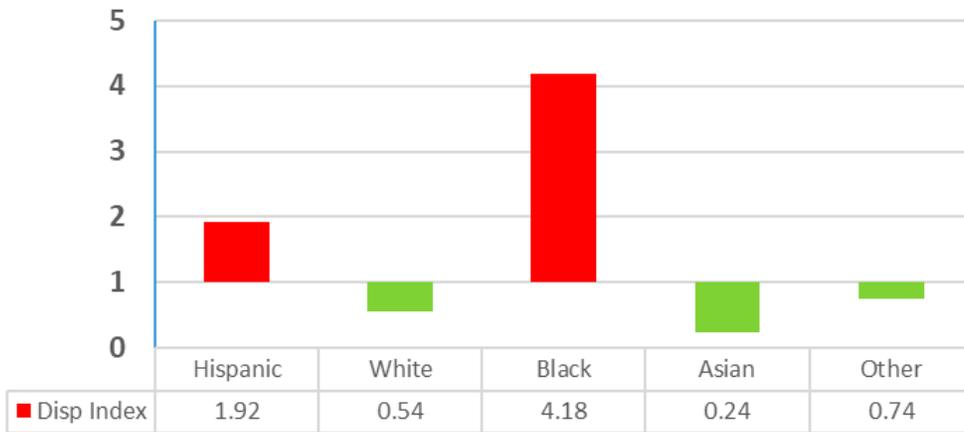
# MEASUREMENT MATTERS

Selecting benchmark measures

Population versus Risk-Adjusted

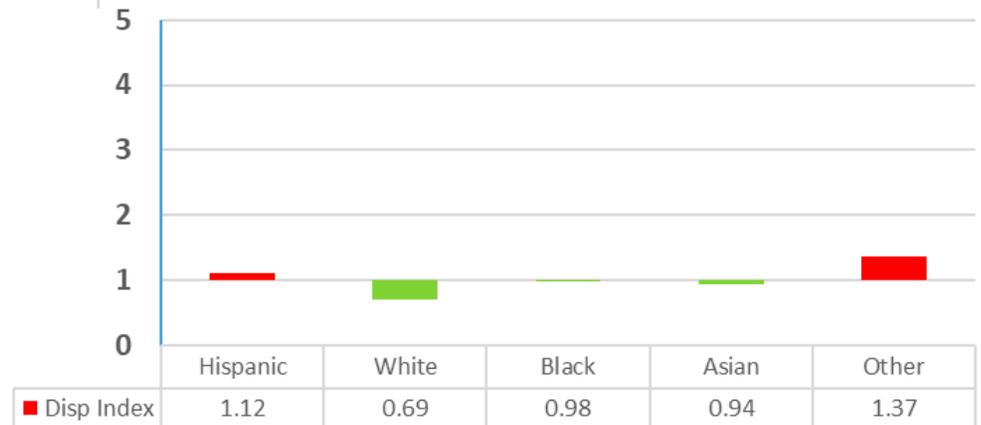


## Disparity Index Force vs. Population



## Racial Disparities in Police Uses of Force San Jose PD

### Disparity Index Force vs. Arrest



# Milwaukee PD – NIBRS Arrest Disparities

## Population-Based Benchmarking

	Milwaukee Population	NIBRS Arrests	Disparity Index
Female	51.9%	21.4%	0.4
Male	48.1%	78.6%	1.6
White	50.4%	21.0%	0.4
Black	44.0%	77.8%	1.8
Asian	4.9%	0.8%	0.2
Nat Amer	0.7%	0.3%	0.4
Hispanic	19.0%	12.3%	0.6
<18	25.2%	10.8%	0.4
18-29	22.8%	45.5%	2.0
30-39	14.7%	23.5%	1.6
40-49	11.6%	11.0%	0.9
50-59	11.5%	6.9%	0.6
60+	14.2%	2.3%	0.2

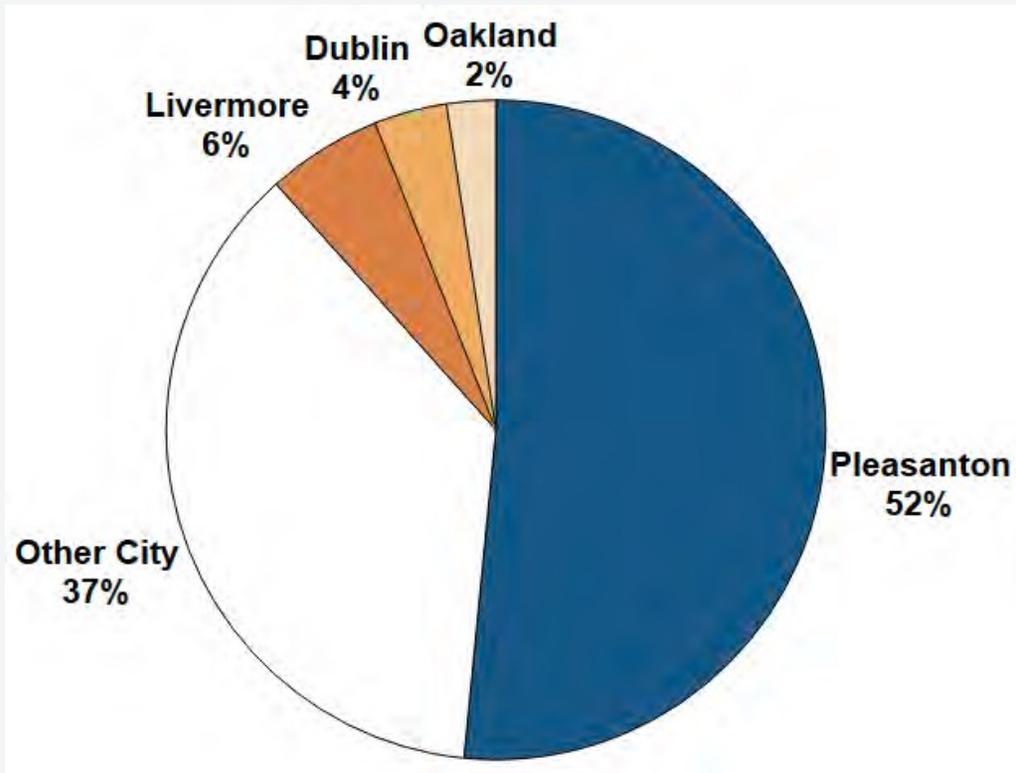
## Activity-Based Benchmarking

	NIBRS Reported Offenders	NIBRS Arrests	Disparity Index
Female	17.9%	21.4%	1.2
Male	82.1%	78.6%	1.0
White	17.9%	21.0%	1.2
Black	81.3%	77.8%	1.0
Asian	0.6%	0.8%	1.2
Nat Amer	0.2%	0.3%	1.3
Hispanic	11.6%	12.3%	1.1
<18	10.7%	10.8%	1.0
18-29	48.2%	45.5%	0.9
30-39	23.7%	23.5%	1.0
40-49	10.1%	11.0%	1.1
50-59	5.6%	6.9%	1.2
60+	1.7%	2.3%	1.4

# NIBRS – Dallas PD – 2017 to 2021 – Violent Crime

		Victim Race			
		White	Black	Asian	Nat Amer
Offender Race	White	74%	8%	36%	38%
	Black	25%	92%	36%	44%
	Asian	0%	0%	28%	7%
	Nat Am	0%	0%	0%	10%

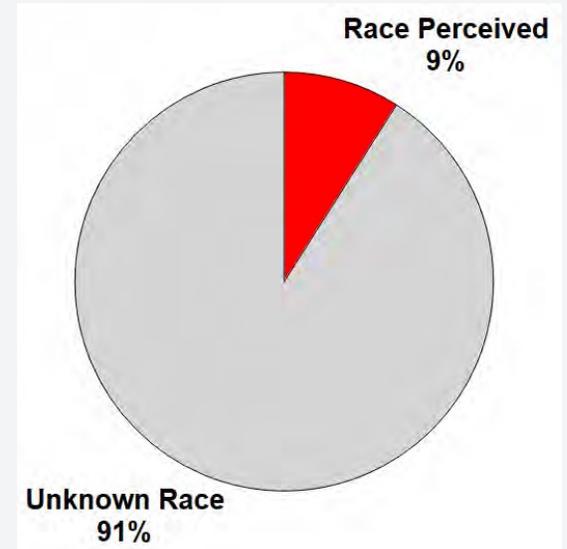
# Residence of Person Stopped Pleasanton PD



Census Population for Pleasanton is **NOT** a Valid Benchmark

# Race Perceived Prior to Stop

Pleasanton PD

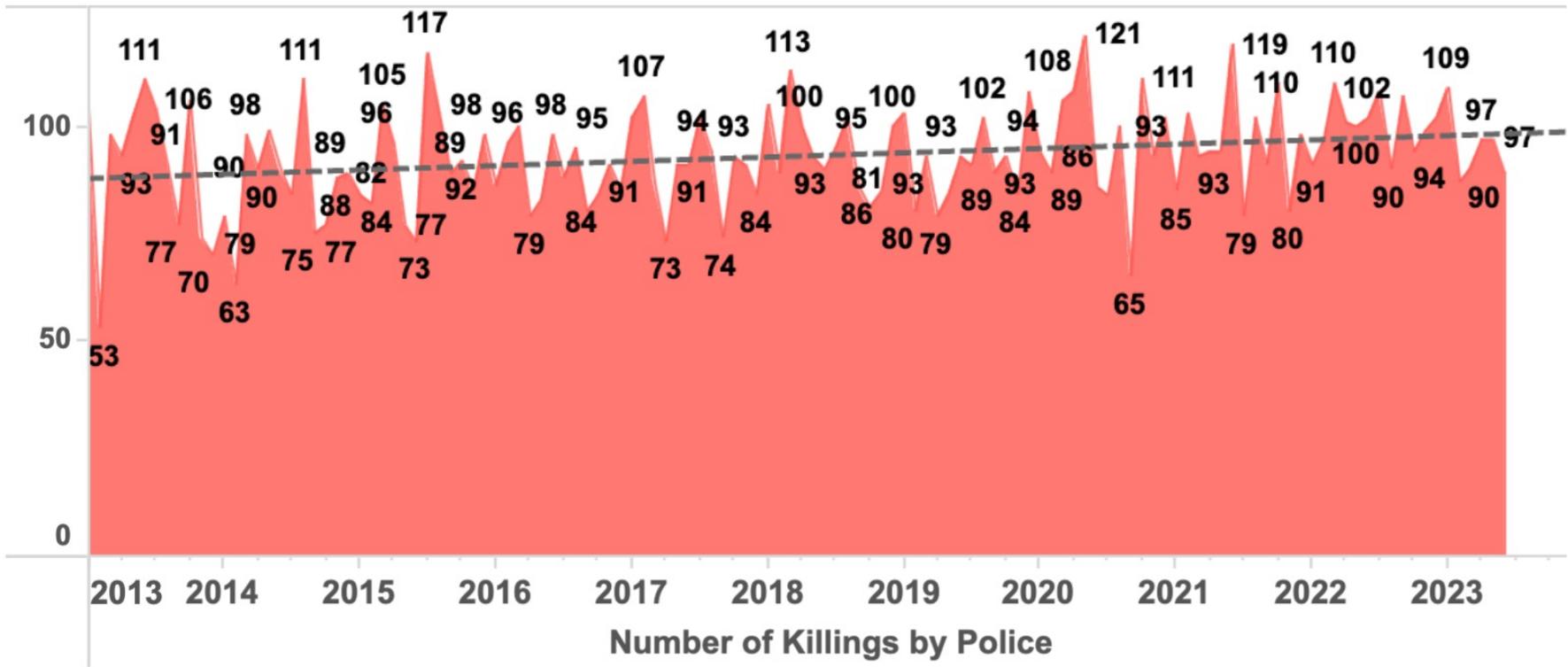


	White	Asian	Hispanic	Black	Other
<b>Race Perceived</b>	56%	21%	16%	7%	0%
<b>Unknown Race</b>	40%	29%	21%	8%	1%
	0% 20% 40% 60%	0% 20% 40% 60%	0% 20% 40% 60%	0% 20% 40% 60%	0% 20% 40% 60%

# The Problem Persists

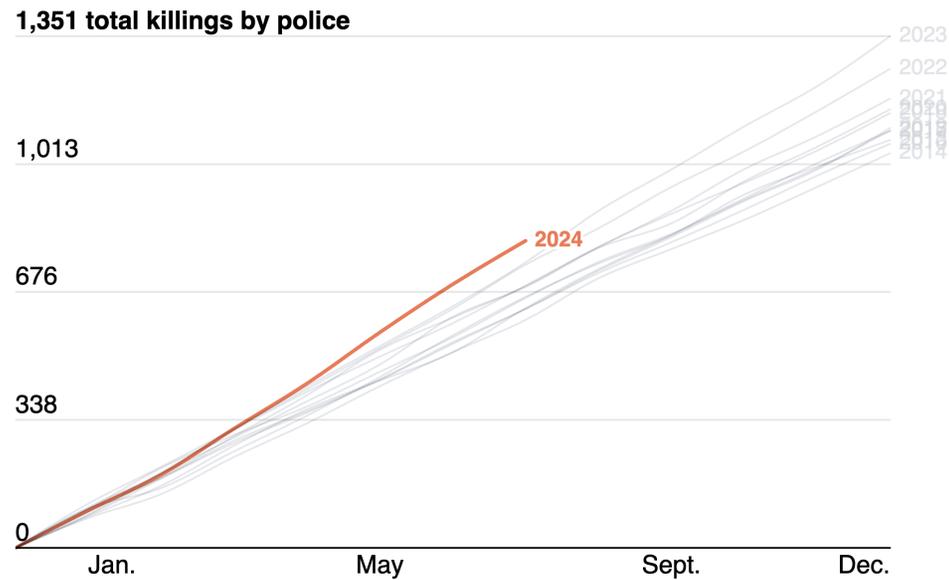
## Killings by Police, 2013 - 2023

Source: MappingPoliceViolence.us



# The Problem Persists

Police have killed 57 more people in the U.S. through July in 2024 compared to the same period in the previous year.



Do racial disparities stem from how we choose to respond to crime problems?





# POLICE FUNCTION



## Law Enforcers

One of many **means** to stop harm, highly reactive (not always the most effective)



## Problem Solvers

Representing community interests, exploring alternatives to find effective and fair solutions

# RESPONSE

To Engage in Problem-Solving

## Recruitment

The right people



Who wants to problem solve?

## Training

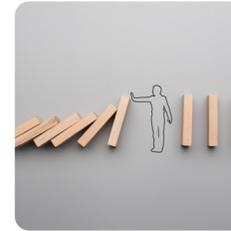
The right skills



What do officers need to know?

## Mission

The right strategy



How do police respond to harm?



# PLACE FOCUSED PROBLEMS



Partners	Locations									
	Site-wide	A	B	C	D	E	F	G	H	I
Police	X	X	X	X	X	X	X	X	X	X
Community Leaders/Council	X	X			X	X	X	X		X
Buildings and Inspections (B&I)		X	X	X		X	X		X	
Community & Economic Development	X					X	X			X
Traffic/Engineering (DOTE)					X			X		
Public Works	X				X					
Law			X			X			X	
Community Leaders/Council	X	X			X	X	X	X		X
Community Police Partnering Center (CPPC)	X									
Keep Cincinnati Beautiful (KCB)	X									
CIRV Leadership/Partners	X					X	X			
Community & Economic Development	X					X	X			X
Health						X				
Recreation Commission (CRC)										X
Hamilton County Probation	X									
Private Partners	X									X



Outcomes	24 Months Pre	24 Months Post	% change
Shooting Victims	26	2	-92.31
Violence Victims	33	18	-45.45



Outcomes	24 Months Pre	24 Months Post	% change
Felony Arrests	105	41	-60.95
Misd Arrests	289	189	-34.60



  
 THE PROMISING PRACTICES DATABASE  
**Time to PIVOT- Cincinnati, OH**  
 OHIO

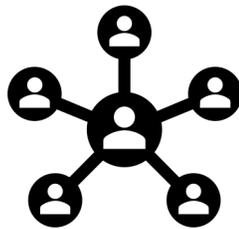
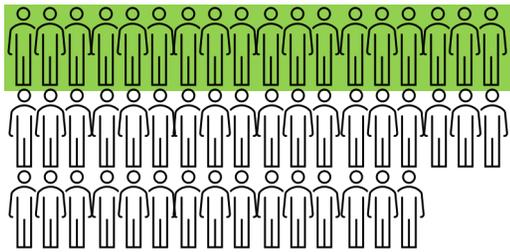
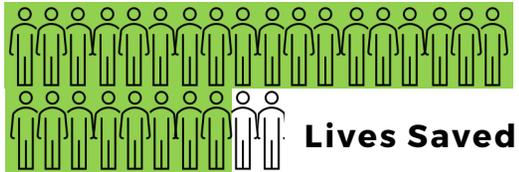


## 2017 Goldstein Award Winning Project

 **Victims Saved = 39**  
 **Lives Unimpacted by the CJ System = 164**

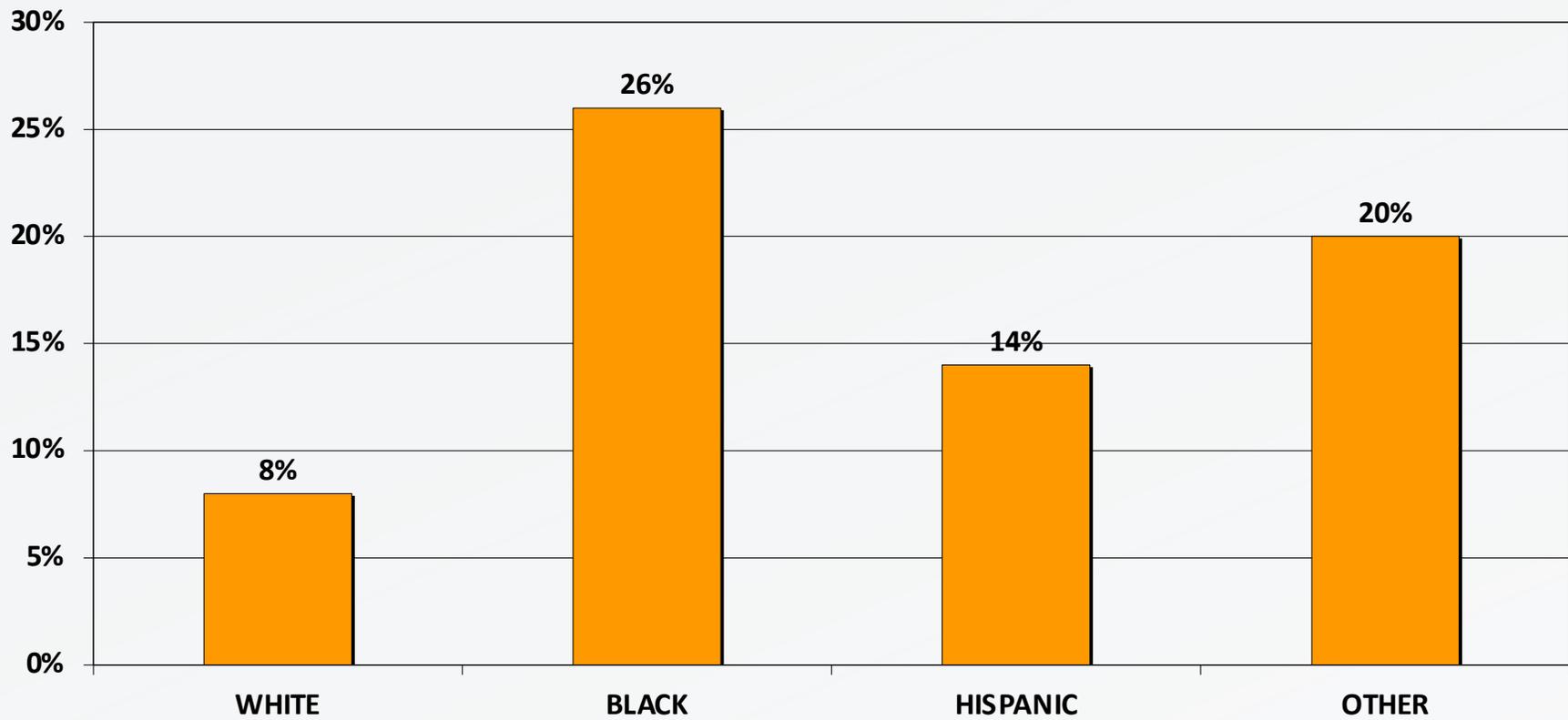
Dr./Captain Matt Hammer  
Cincinnati Police Department

**“The death of one man is a tragedy. The death of a million is a statistic.”**



A black and white photograph of a busy pedestrian street. The street is filled with people walking in various directions. In the foreground, a person in a light-colored hoodie is walking away from the camera. To their right, a person is carrying a large bag. Further down the street, many other pedestrians are visible, some carrying backpacks. The street is flanked by buildings with vertical architectural elements. A semi-transparent white rectangular box is overlaid on the center of the image, containing the text "POPULATION FOCUSED PROBLEMS" in bold, black, uppercase letters.

**POPULATION  
FOCUSED  
PROBLEMS**



## UNLICENSED DRIVERS IN 1999

National Police/Public Contact Survey  
80,543 responses

# SEATTLE POLICE DEPARTMENT



Driving While License Suspended  
3 Unpaid tickets



DWLS made up 33% of  
jail bookings



Black drivers: **46%** DWLS arrests  
**8%** of population



High recidivism rates  
Low relicensing rates

## Jail Overcrowding 2000





Seattle City Council Legislation  
**Operation Impound**  
“Jail the Car Not the Driver”

- Owner/Loaner Impound
  - Reduced car availability
- Relicensing Clinics
  - Reduced recidivism
- Municipal Court
  - Time payment plans
- Car Recovery Clinic
  - Protect car owner’s rights



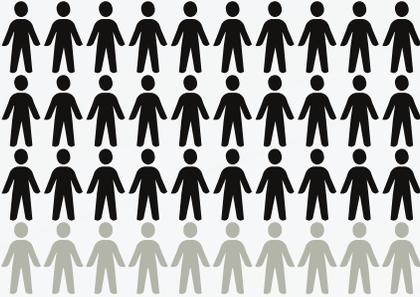
# OUTCOMES

Jail Bookings

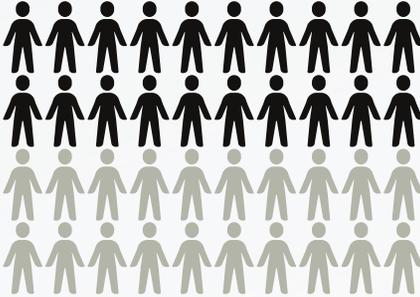
Racial Disparities



# 25%



# 50%



## The Perils of Politics

Legislation repealed after 1 year  
"Inhumane to take cars away from poor people"

# A FRAMEWORK TO ASSESS CRIME SOLUTIONS



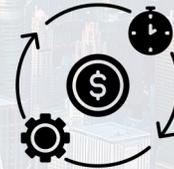
## EFFECTIVE

Reduce  
community  
harm?



## ETHICAL

Increase  
partnerships  
and  
transparency?



## EFFICIENT

Maximize the  
impact of  
scarce  
resources?



## EQUITABLE

Reduce  
disparate  
impacts on  
vulnerable  
populations?

# POP IS...



**Principled**



**Holistic**



**Built on being  
informed**



**A continuing  
process**

**INHERENT FEATURES OF  
PROBLEM-ORIENTED POLICING**





**THE STRENGTH OF A  
DEMOCRACY AND THE QUALITY  
OF LIFE ENJOYED BY ITS  
CITIZENS ARE DETERMINED IN  
LARGE MEASURE BY THE  
ABILITY OF THE POLICE TO  
DISCHARGE THEIR DUTIES**



~ Herman Goldstein,  
Father of Problem-  
Oriented Policing

# CONTACT US



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