

Policing



Center for Problem-Oriented Policing

Policing

Image



Reality



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 community problems
- ✦ To create and maintain a feeling of security in the community

Capacity

Image



Reality



Capacity

Image

Reality



Capacity

Image

Reality



Policing Strategy



Preventive Patrol

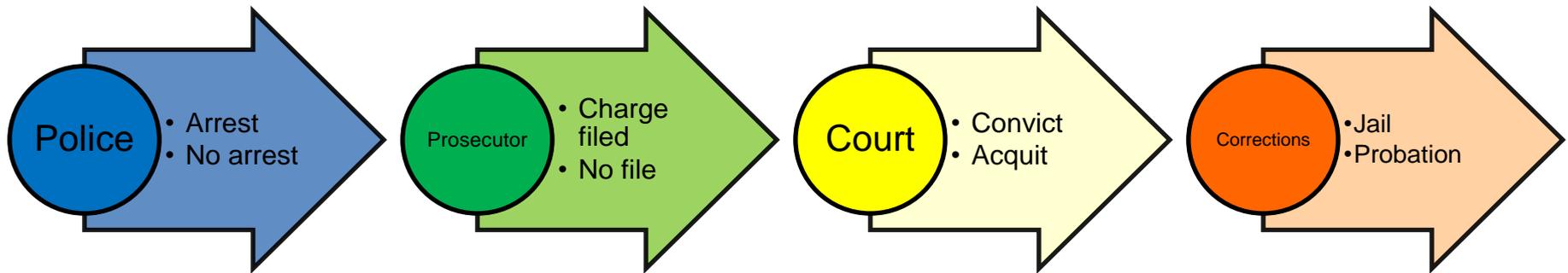


Rapid Response

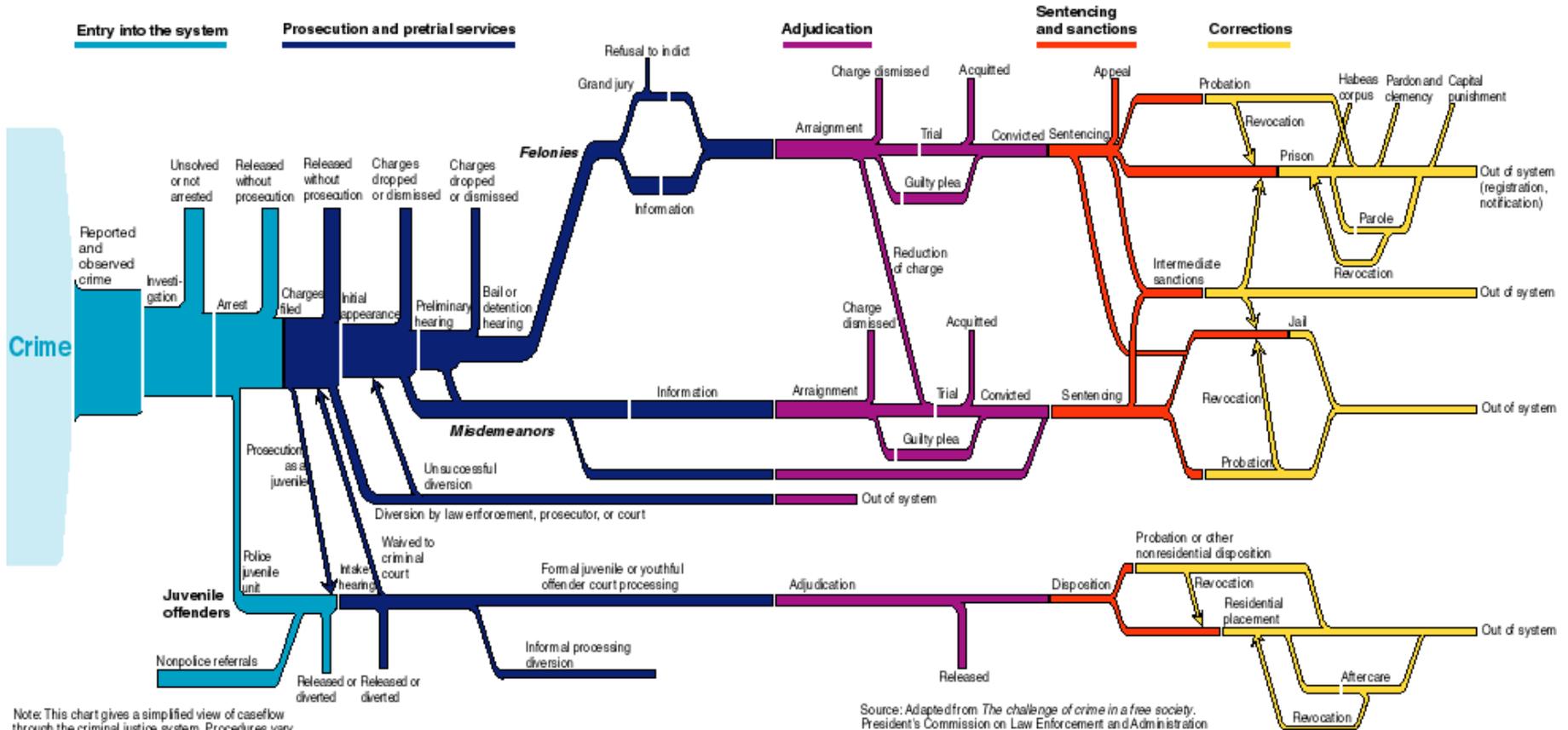


Investigation

Relationship of Police to Criminal Justice System



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.

Relationship of Police to Other Systems

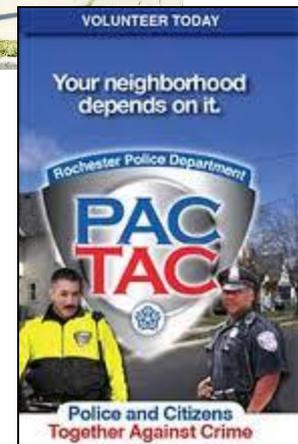


Citizens' Role in Policing

Image



Reality



Identifying & Prioritizing Problems

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

a. Sexual Assault	Select an Answer	h. Burglary / Robbery	Select an Answer
b. Domestic Violence	Select an Answer	i. Theft	Select an Answer
c. Illegal Drug Activity	Select an Answer	j. Loitering / Curfew	Select an Answer
d. Gangs	Select an Answer	k. Vehicle Accidents	Select an Answer
e. Physical Assaults	Select an Answer	l. Public Drinking	Select an Answer
f. Vandalism	Select an Answer	m. Traffic / Speeding	Select an Answer
g. Child Abuse	Select an Answer	n. Loud Parties / Noise	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

Control

Image

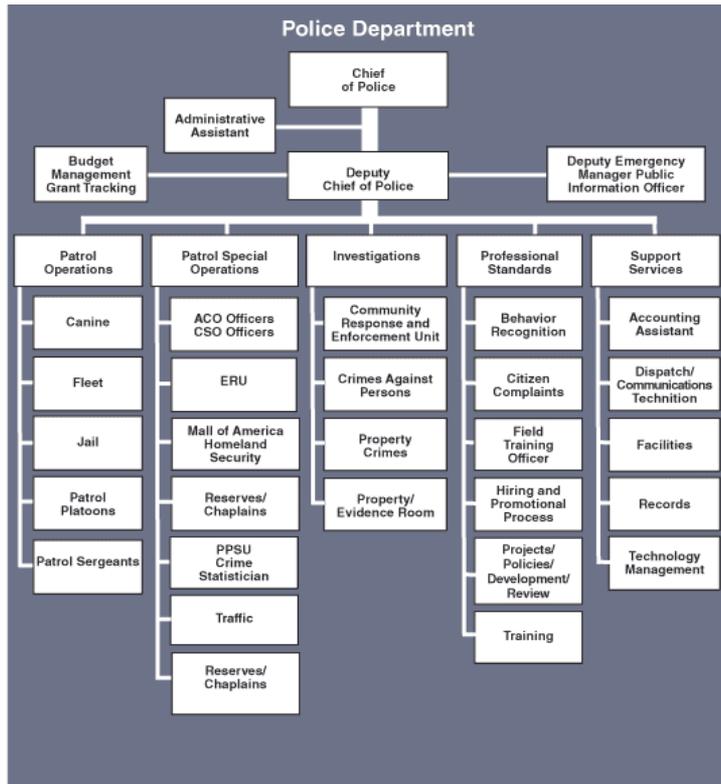


Reality

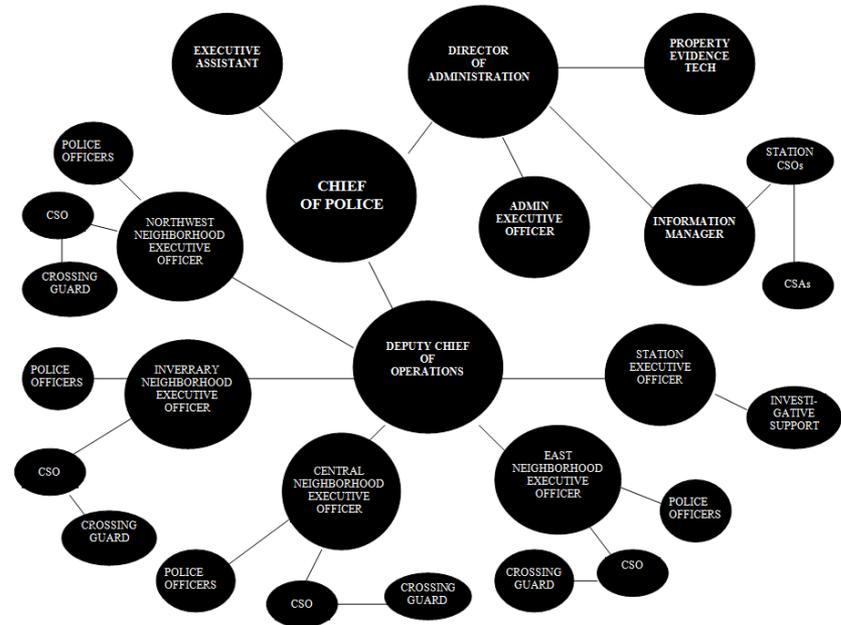


Organization

Image



Reality



Personnel

Image



Reality



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.

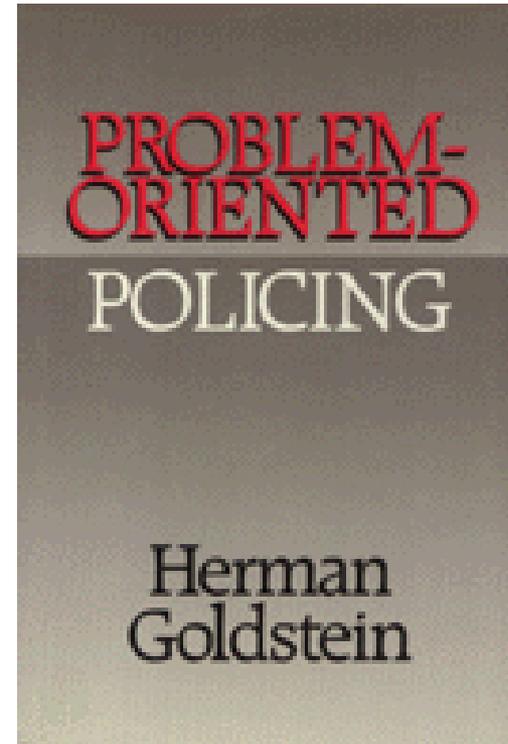
Complaints from passengers wishing to use the Bagnall to Greenfield bus service that "the drivers were speeding past queues of up to 30 people with a smile and a wave of a hand" have been met by a statement pointing out that "it is impossible for the drivers to keep their timetable if they have to stop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

¹ 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.

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...”



CHEERS

- **C**ommunity is affected
- **H**arm is caused
- **E**xpectations of police are reasonable
- **E**vents are discrete and describable
- **R**ecurring nature of the events
- **S**imilarity exists among events

By Behavior

- Panhandling
- Robbery
- Assault
- Speeding
- Drug dealing



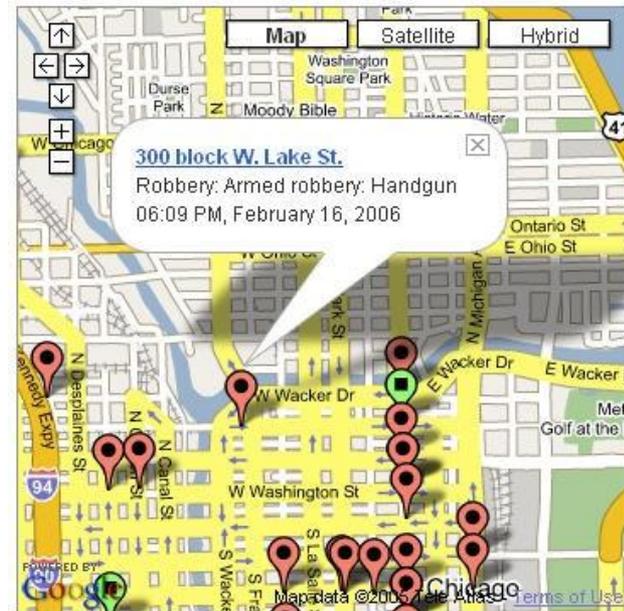
By Persons

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



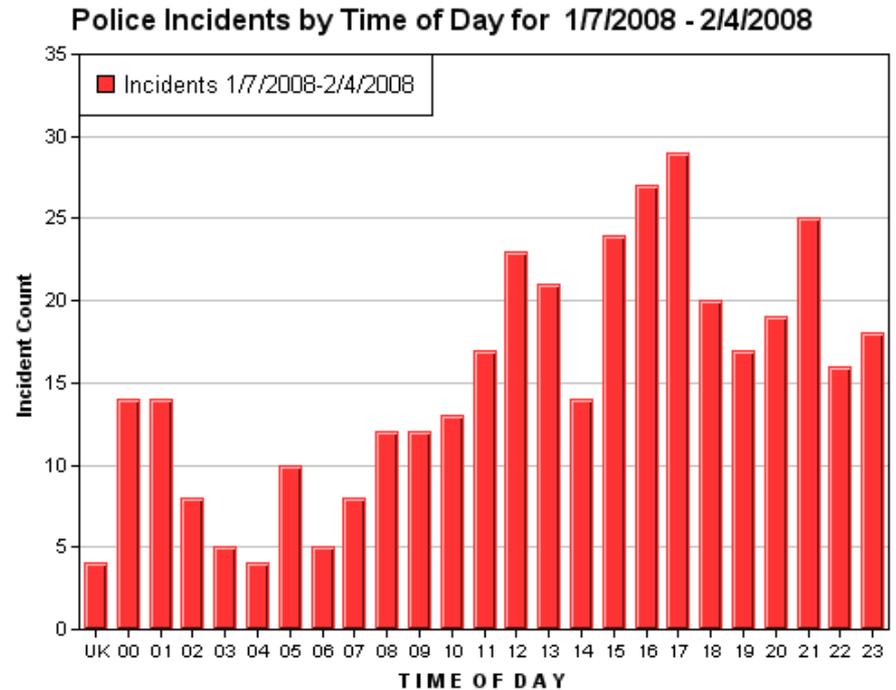
By Location

- Bar
- Intersection
- Neighborhood
- House
- Apartment complex



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



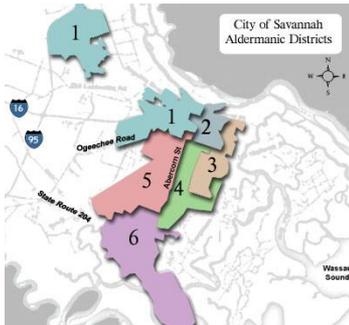
Scope of Problems



Single
location/individual



Neighborhood



District



Citywide

Common Problems from A to Z

- Abandoned buildings
- Abandoned/derelict vehicles
- Assault and battery
 - Aggravated assault
 - Gun violence
 - Simple assault
 - Fighting
 - Drug-related assault
- Apartment complex problems...
- ...Day laborer problems
- Dignitary and celebrity protection
- Disorderly youth in public places
 - Skateboarding or cycling on streets or sidewalks
- Domestic violence
 - Domestic disturbances...
- Drag racing
- Drive-by shootings

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

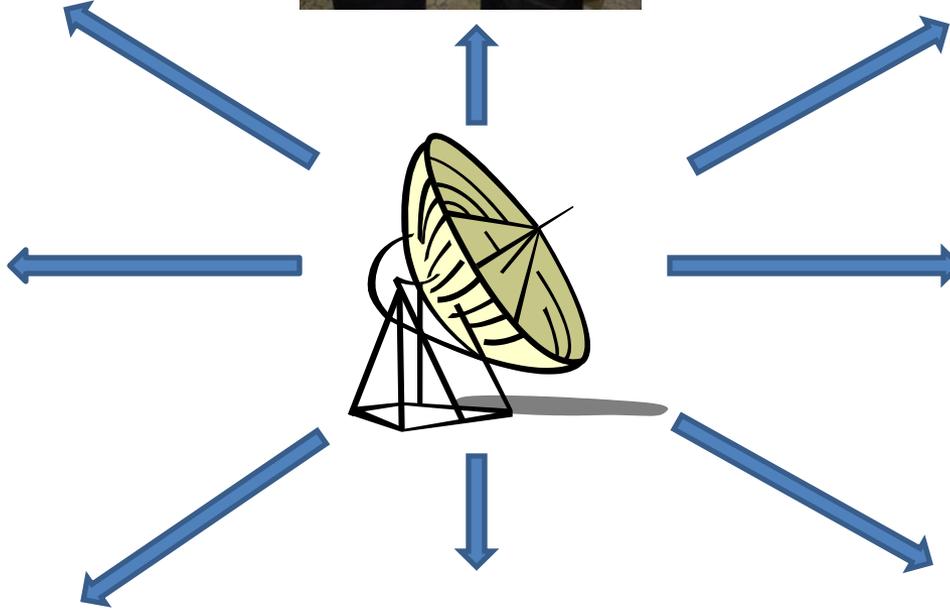
Problems Commonly Addressed by Police

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, Grifting)
 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 cemetaries
 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



Analyzing Problems



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

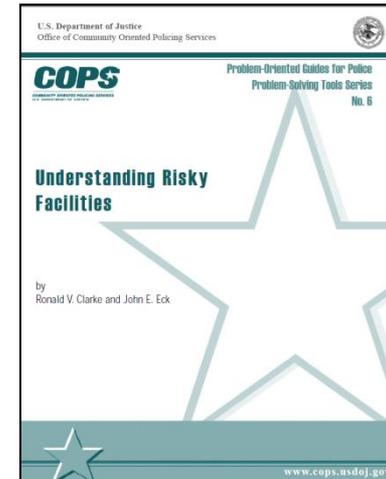
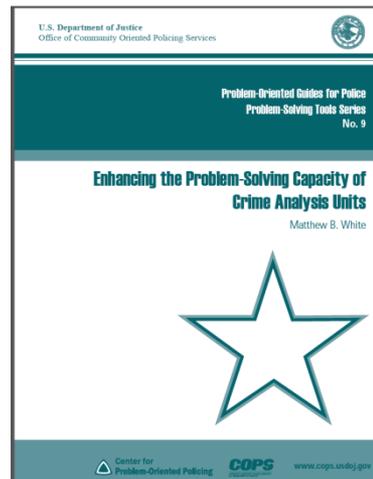
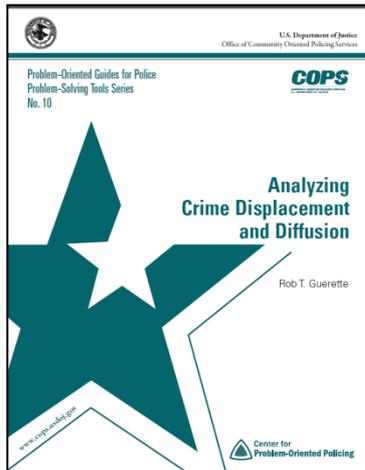
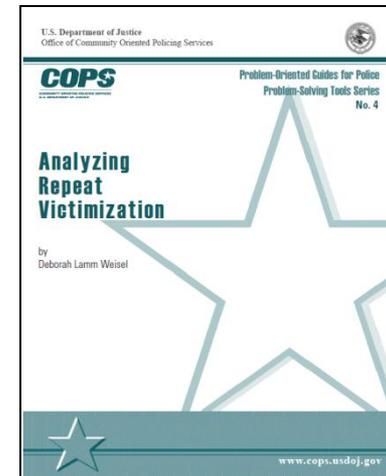
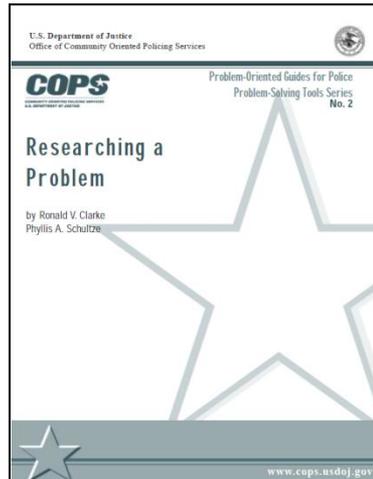
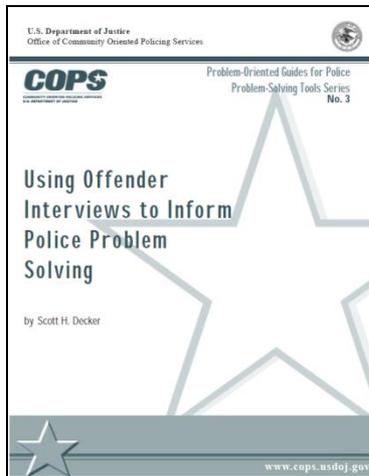
Analysis Objectives

- ✓ 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

Problem Analysis Triangle



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...”



Sharing Responsibility

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



Police Methods for Shifting Responsibility





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



Response Guides Series
Problem-Oriented Guides for Police

No. 3

Shifting and Sharing Responsibility for Public Safety Problems

Michael S. Scott
Herman Goldstein



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



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

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

Implementing Responses to Problems

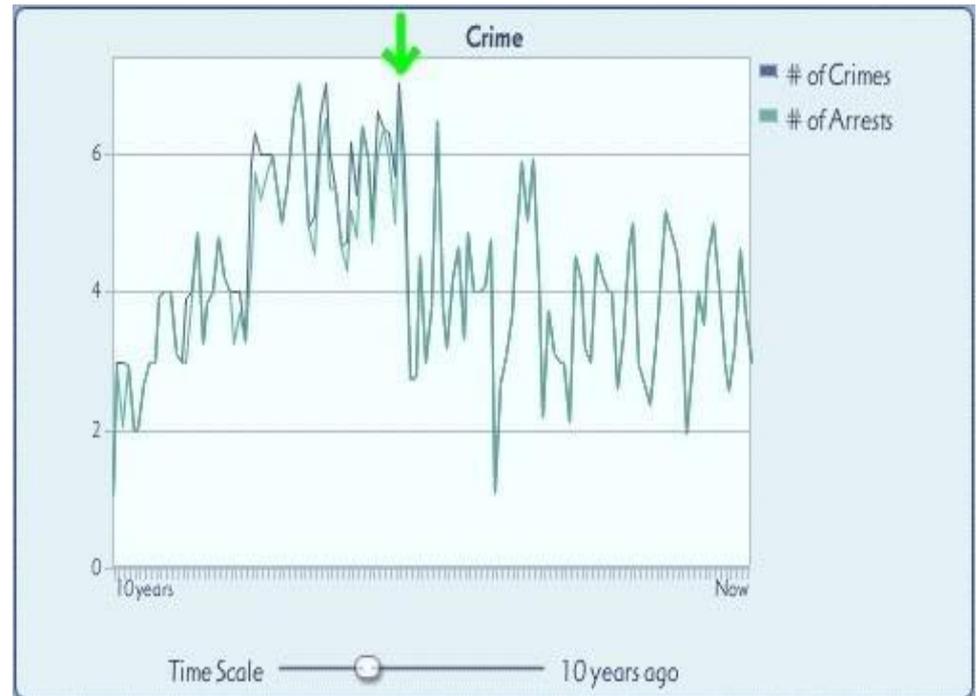
by
Rick Brown
Michael S. Scott



www.cops.usdoj.gov

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





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



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

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

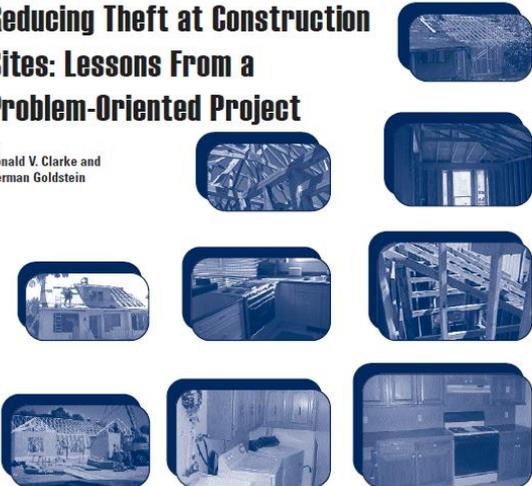
U.S. Department of Justice
Office of Community Oriented Policing Services



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 bar with the center's name and a search bar. Below this, there are three main categories: CRIME AND DISORDER PROBLEMS, POLICE RESPONSES TO CRIME, and PROBLEM-SOLVING TOOLS. Each category has a list of latest guides and links to browse all guides. There is also a newsletter sign-up section and a footer with contact information and social media links.

The cover of the book 'Home Invasion Robbery' is shown. It features the COPS logo (Community Oriented Policing Services, U.S. Department of Justice) and the title 'Home Invasion Robbery' by Justin A. Heinonen and John E. Eck. The cover also includes the text 'Problem-Specific Guides Series' and 'Problem-Oriented Guides for Police No. 70'. A photograph of a person in a balaclava and a police officer is visible on the cover.