



Center for  
**Problem-Oriented  
Policing**

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

**31st Annual International POP Conference**

August 9, 2023  
Boulder, Colorado



# ABOUT US



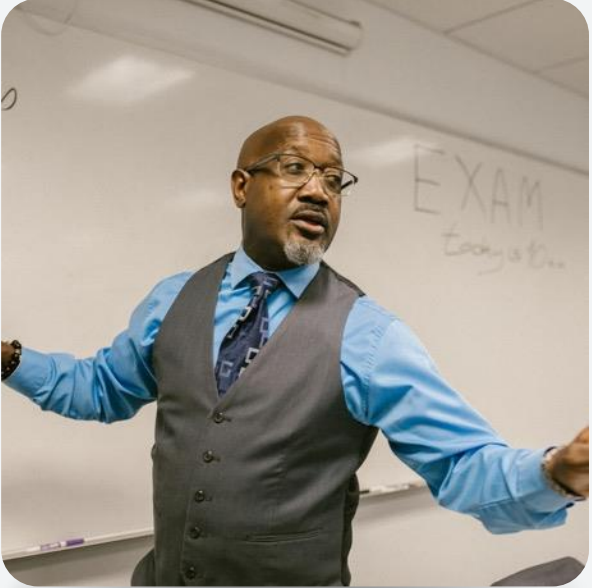
**Bob Scales, CEO**  
Police Strategies LLC



**Dr. Tamara D. Herold**  
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

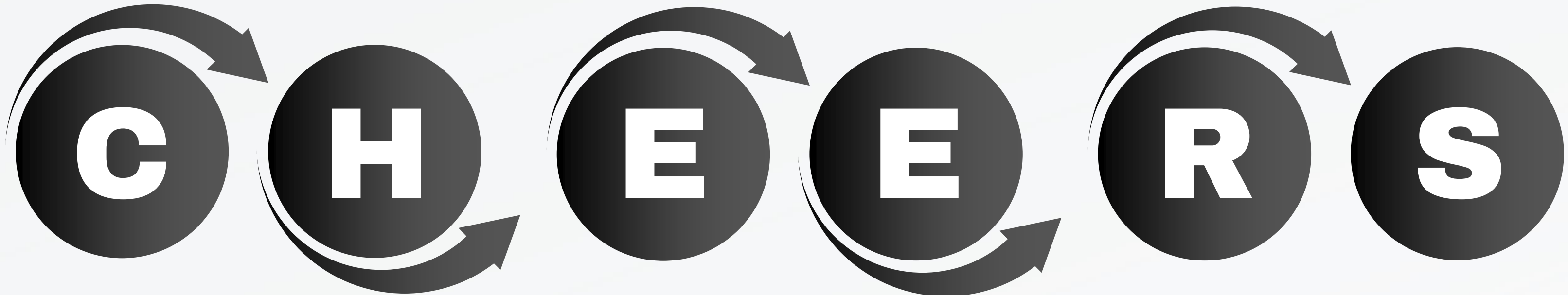
Are people being harmed?

## 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?

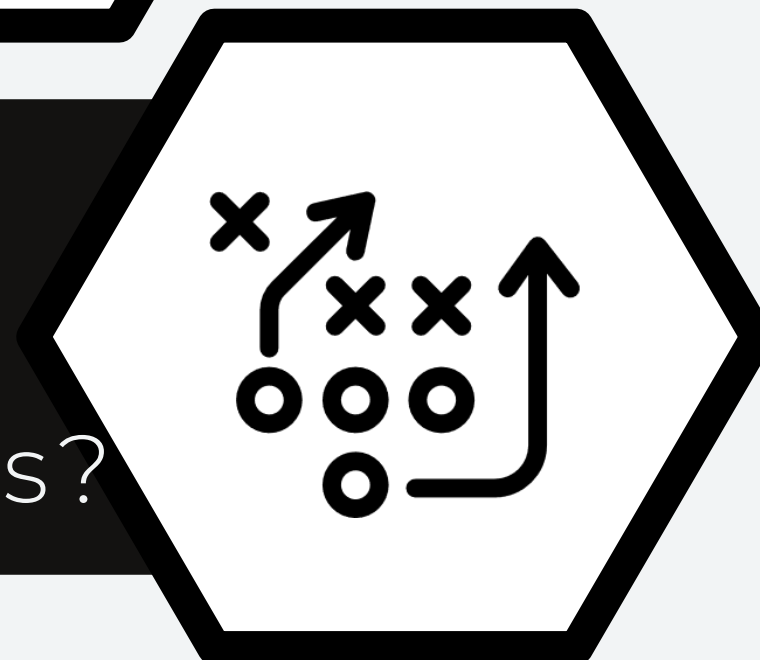
# ANALYSIS

## Formulate Hypotheses



Do racial disparities stem from widespread officer bias/racism?

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



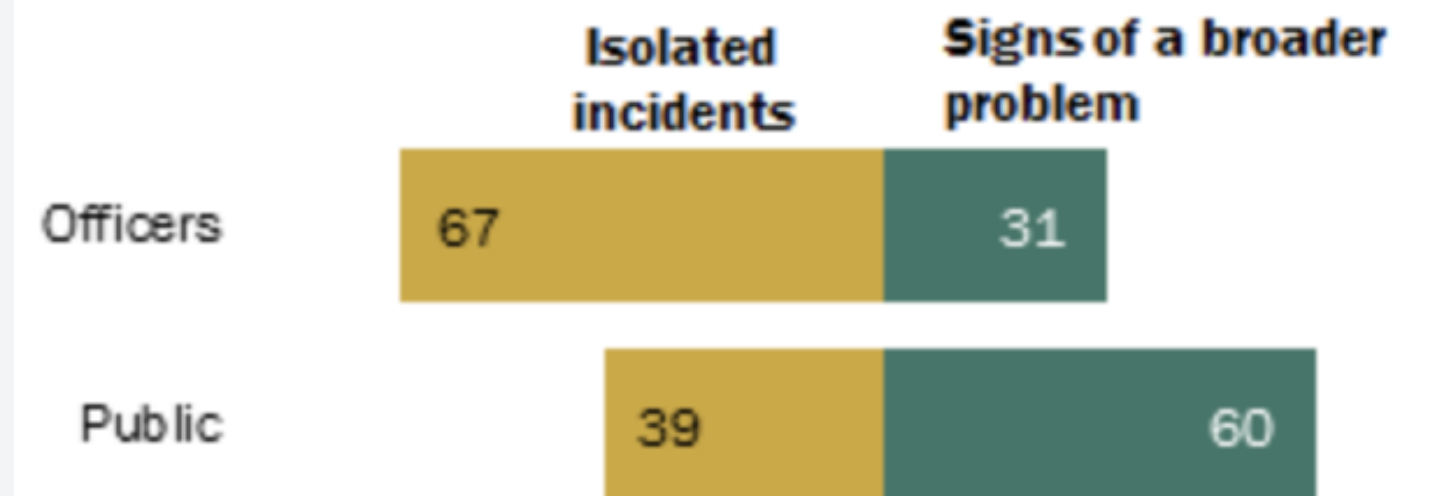


Do racial disparities stem from widespread officer bias/racism?

## 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"

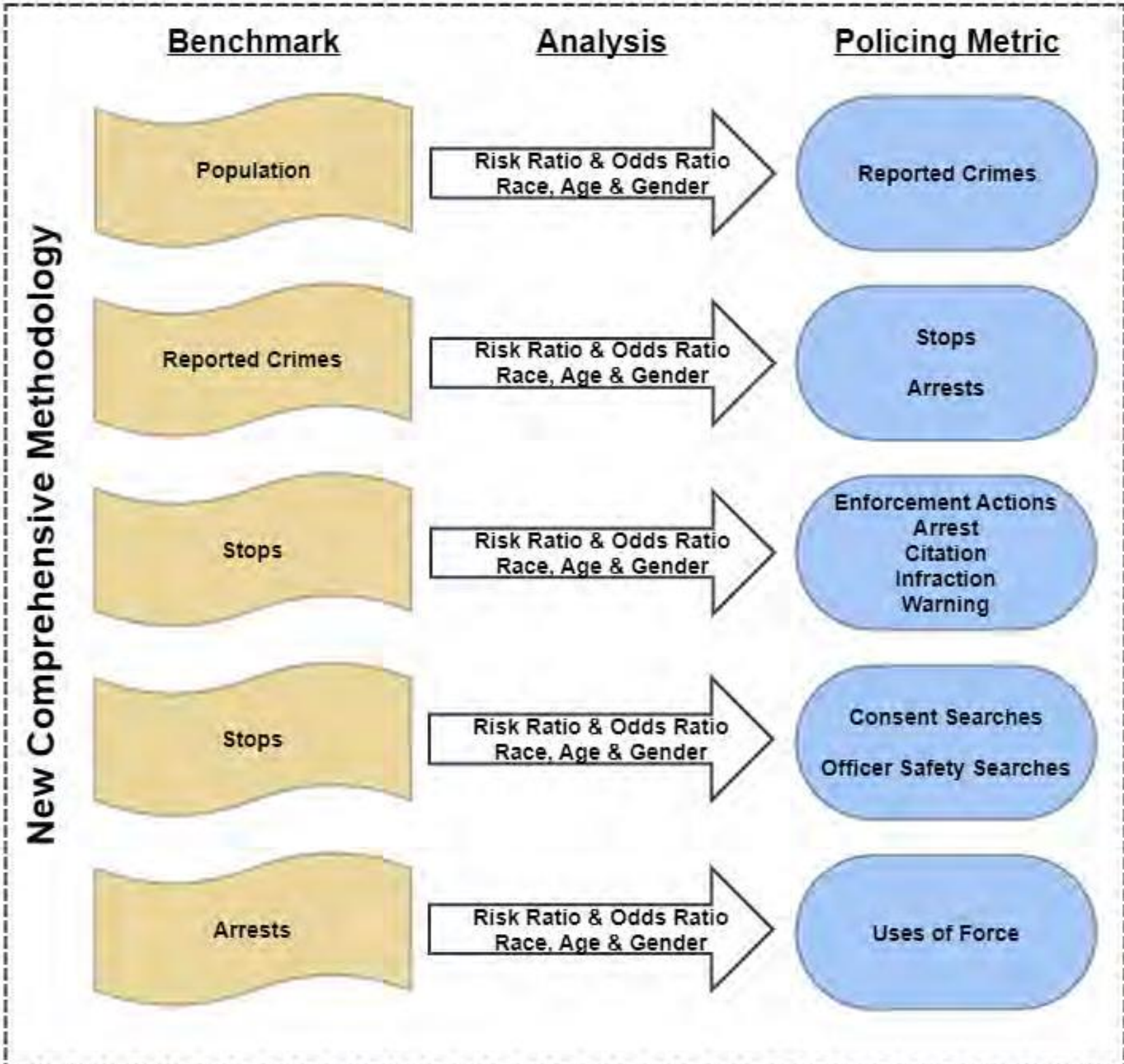
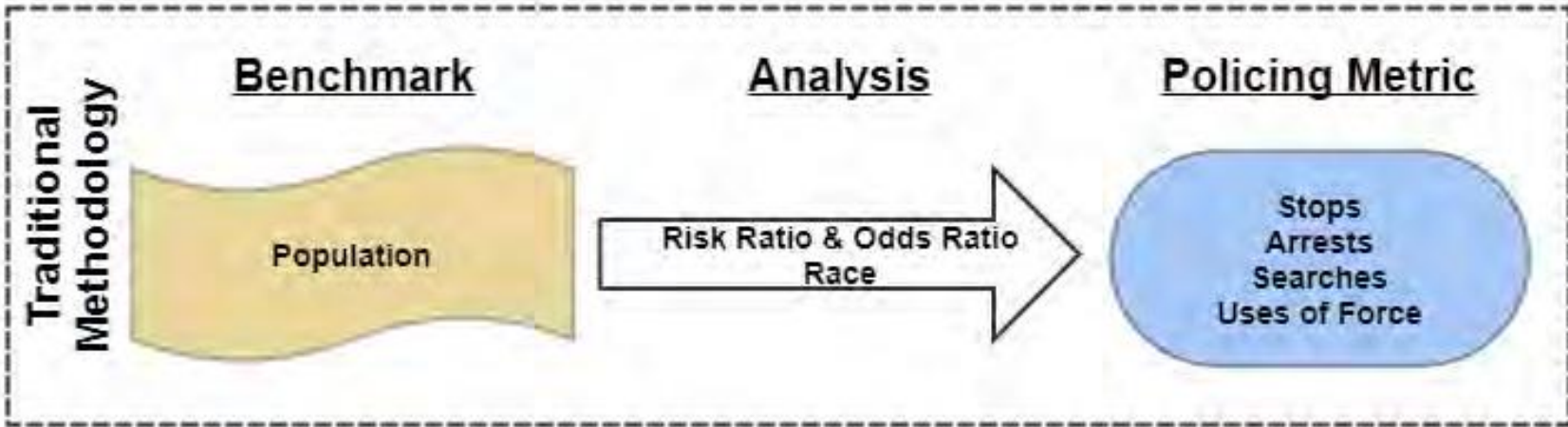
PEW RESEARCH CENTER



# MEASUREMENT MATTERS

Selecting benchmark measures

Population versus Activity

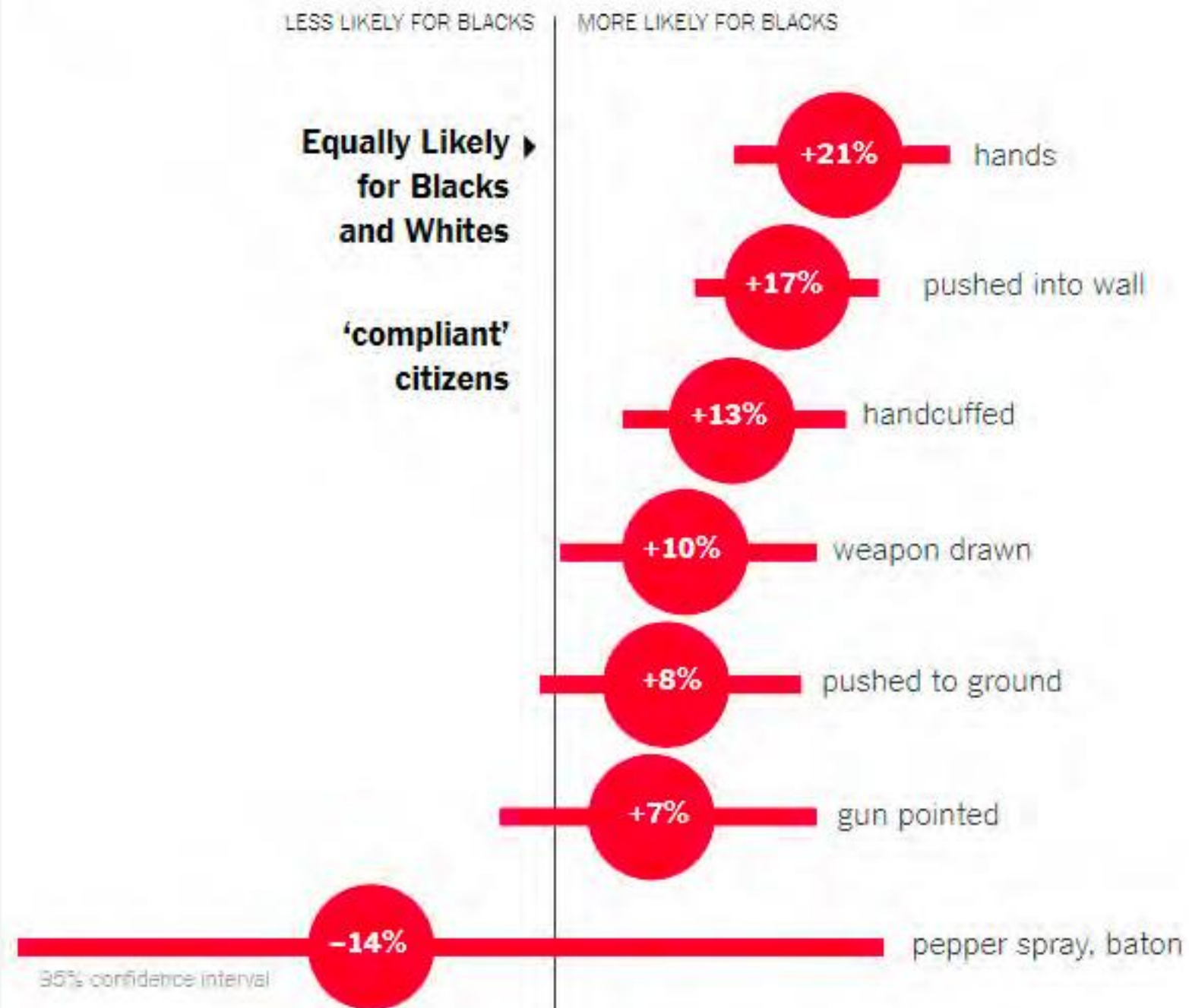


# Roland G. Fryer, Jr.

## Harvard Economics Professor

### Use of Force in Stops of 'Compliant' Citizens in New York City

Suspects who complied with officers' directions, did not verbally threaten police officers, were not arrested and were not found with weapons or contraband.

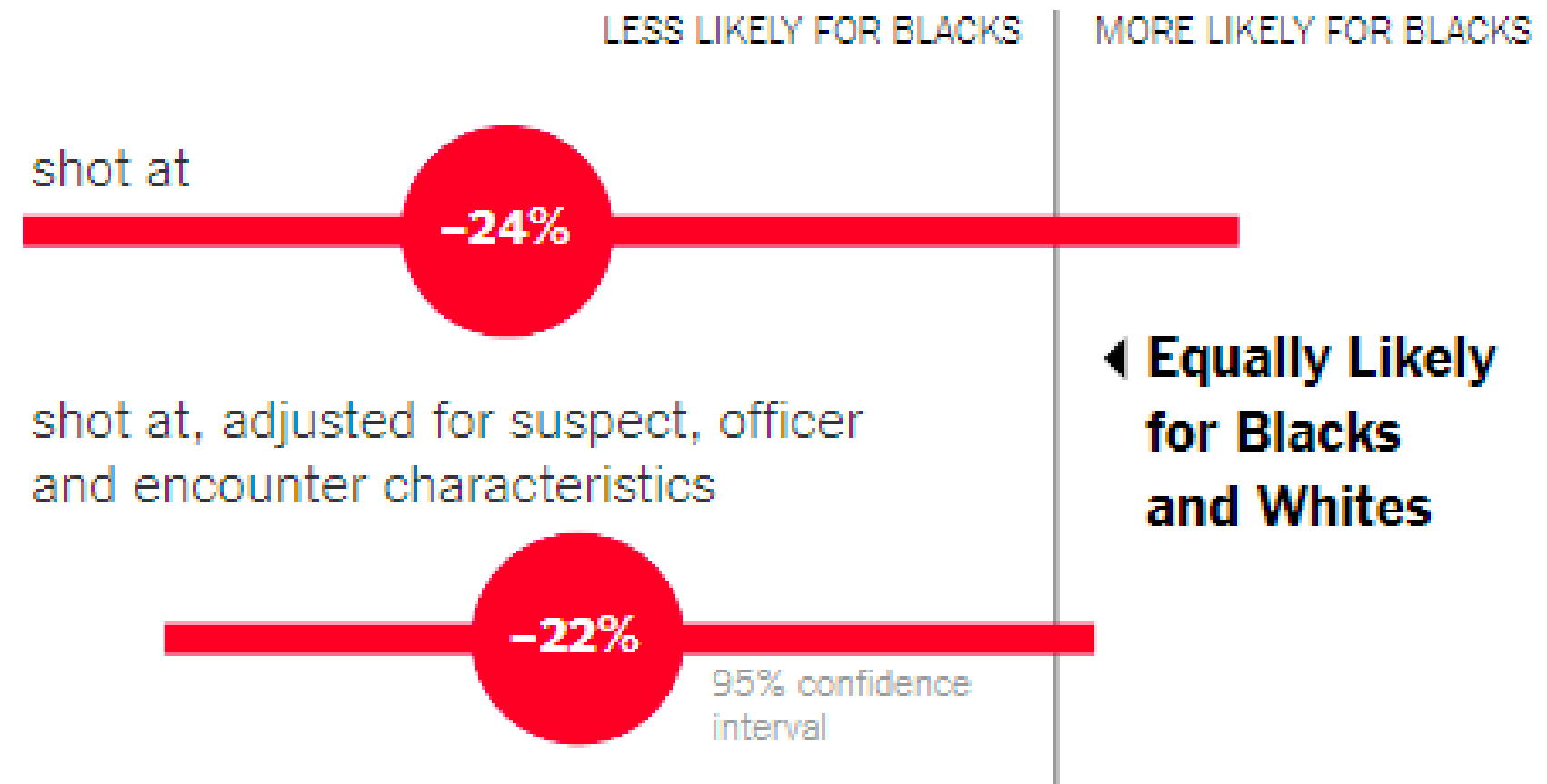


*"Today it's more often the result of skills gaps than discrimination"*

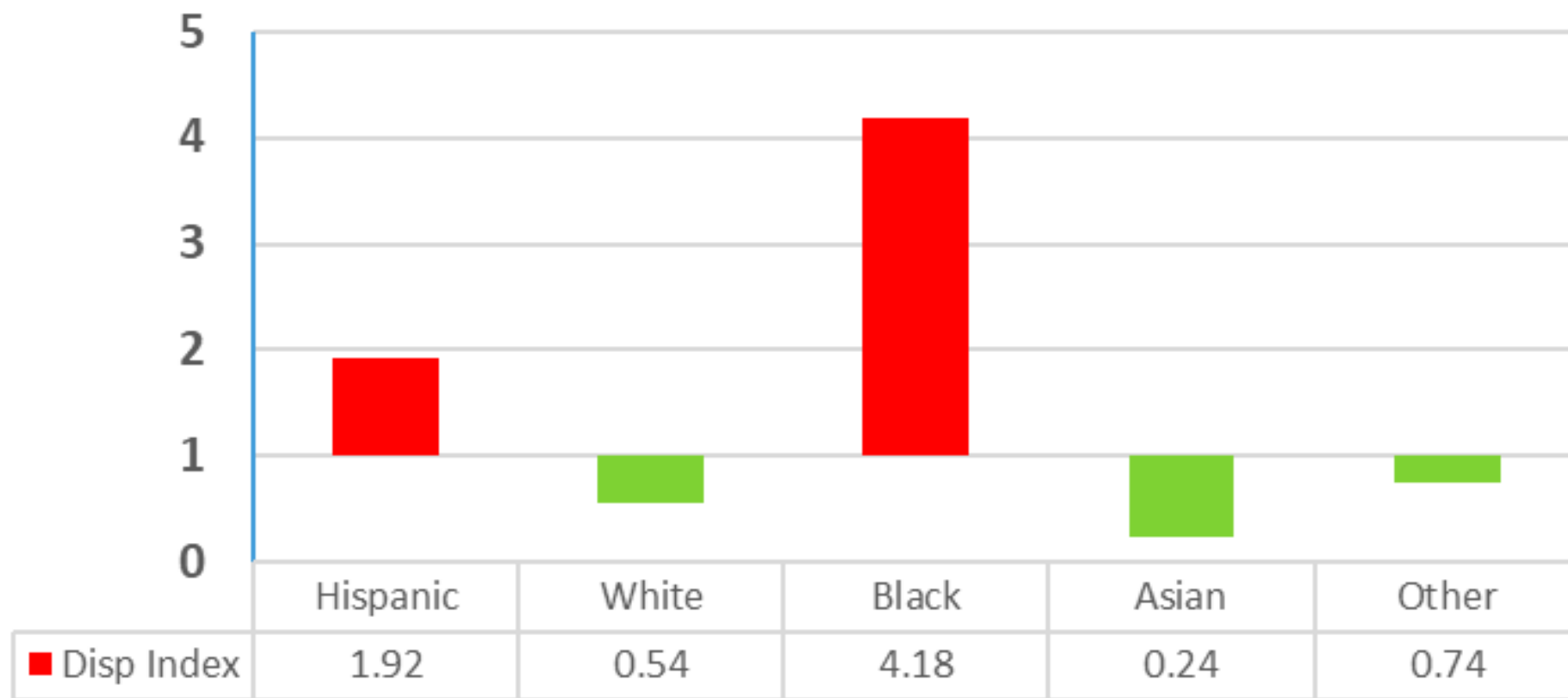
Wall Street Journal  
November 25, 2022

### Lethal Force in Houston

In different sets of encounters when police might plausibly have fired their weapons.

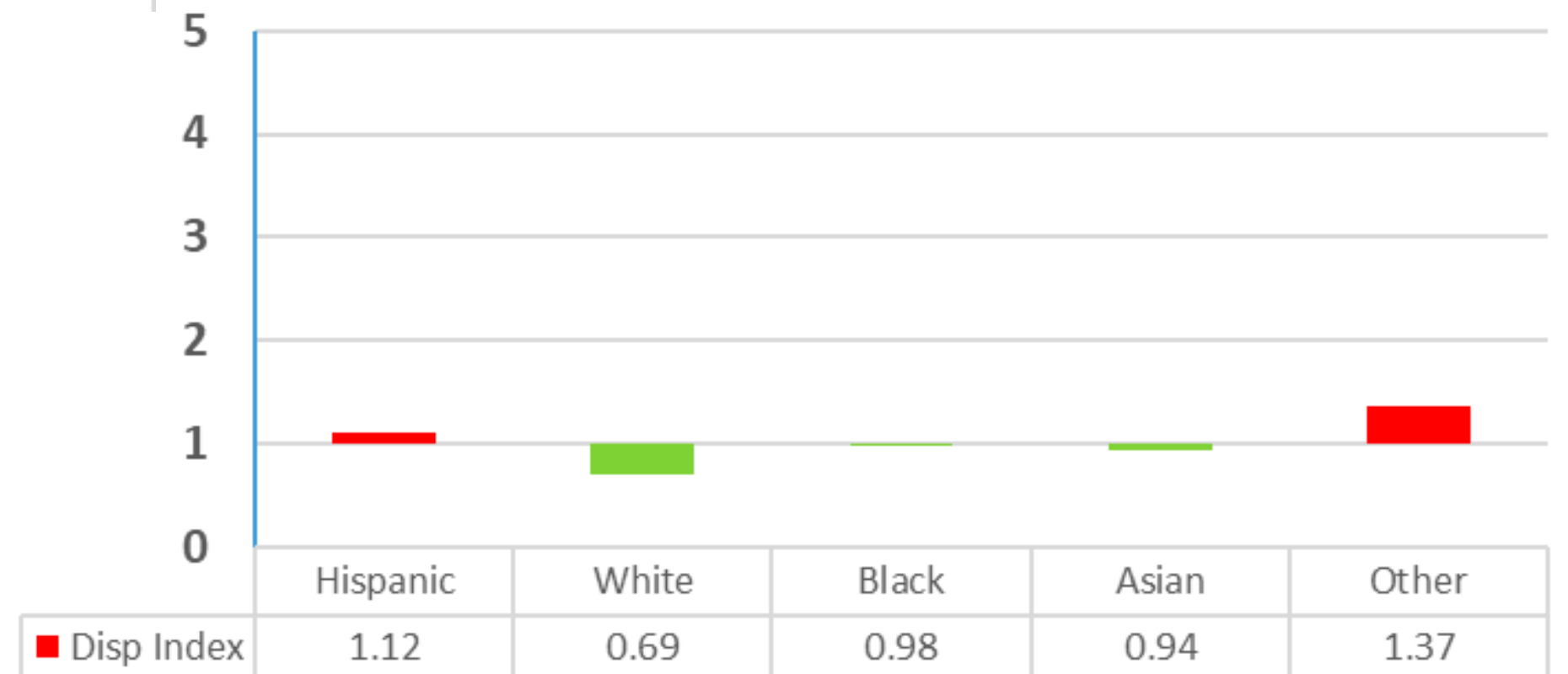


## Disparity Index Force vs. Population



## Racial Disparities in Police Uses of Force

### 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

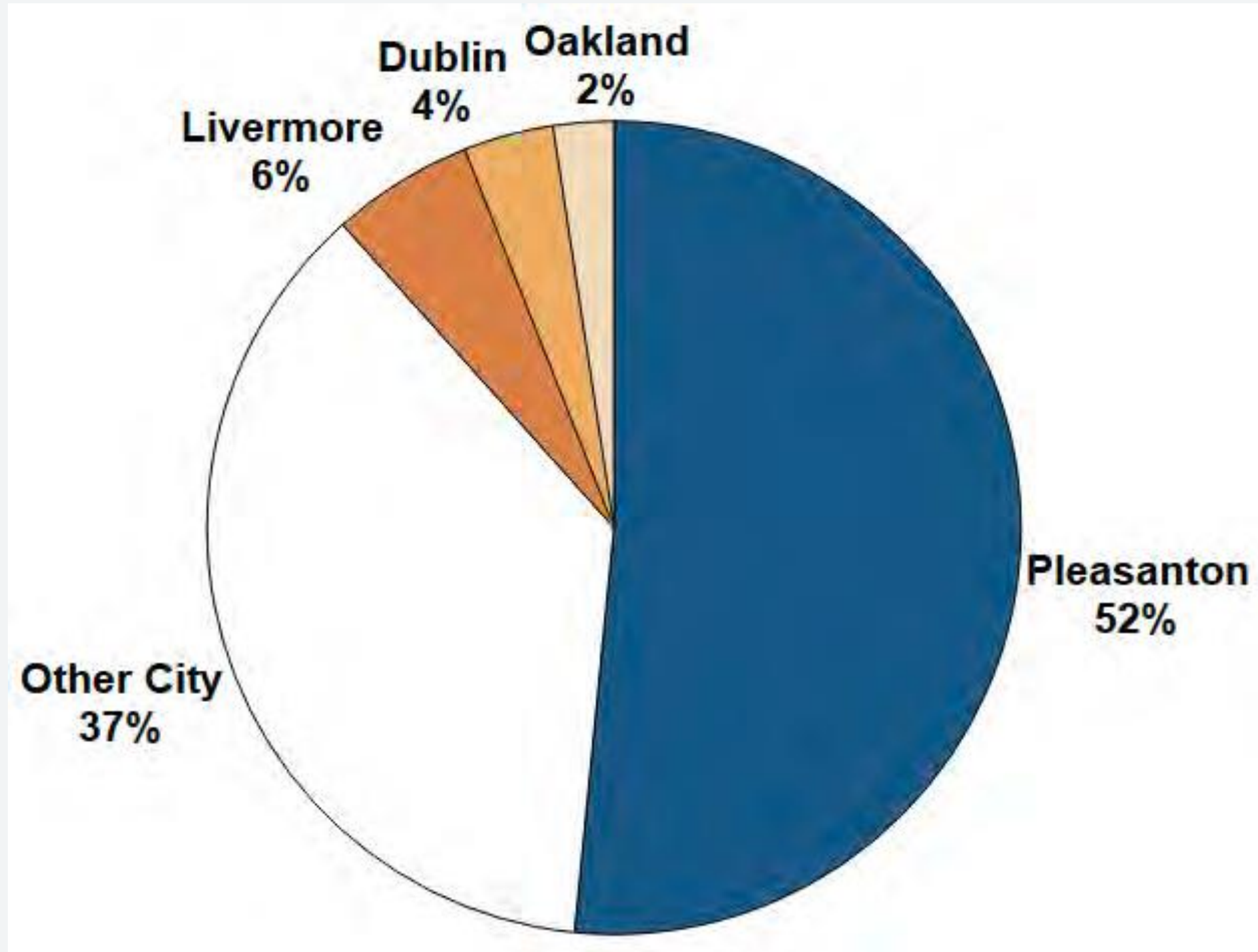
## Activity-Based Benchmarking

	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%

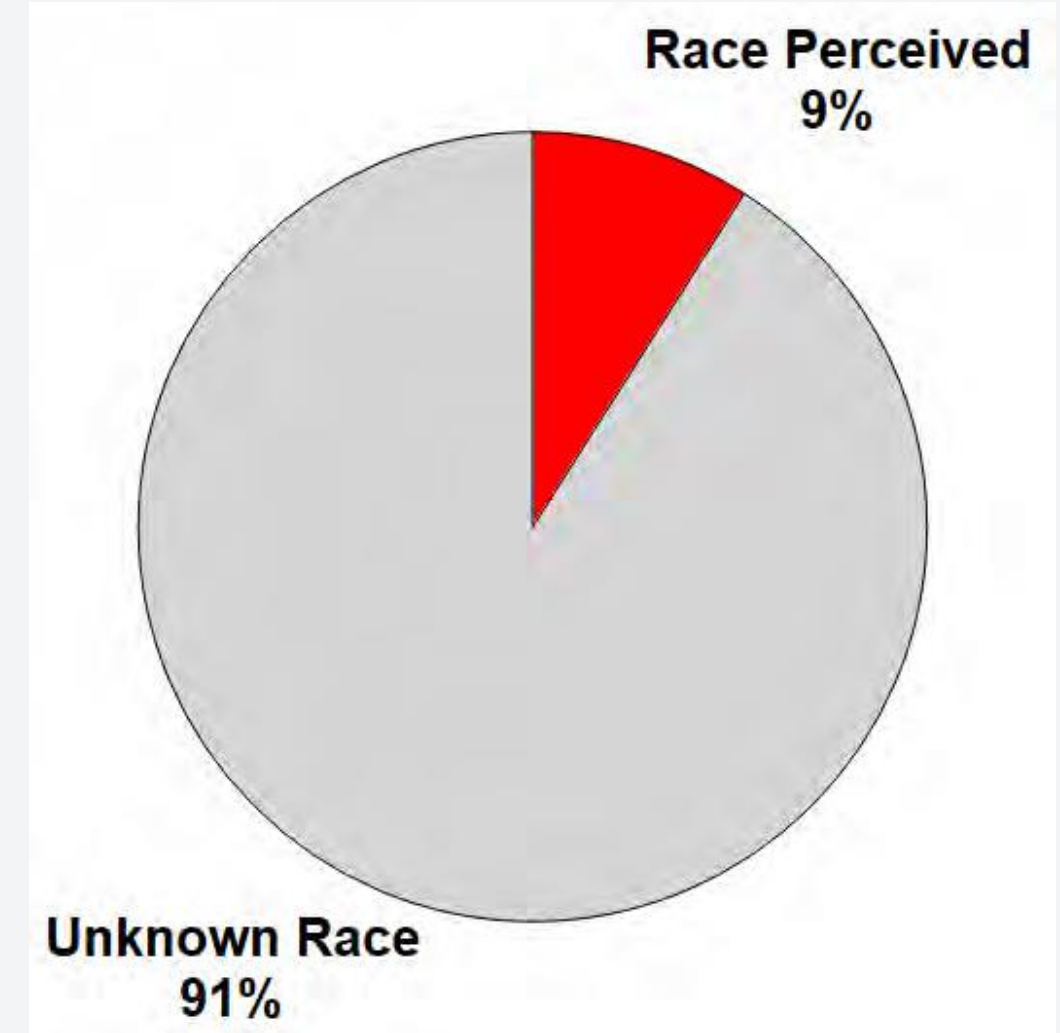
# Residence of Person Stopped Pleasanton PD



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

# Race Perceived Prior to Stop

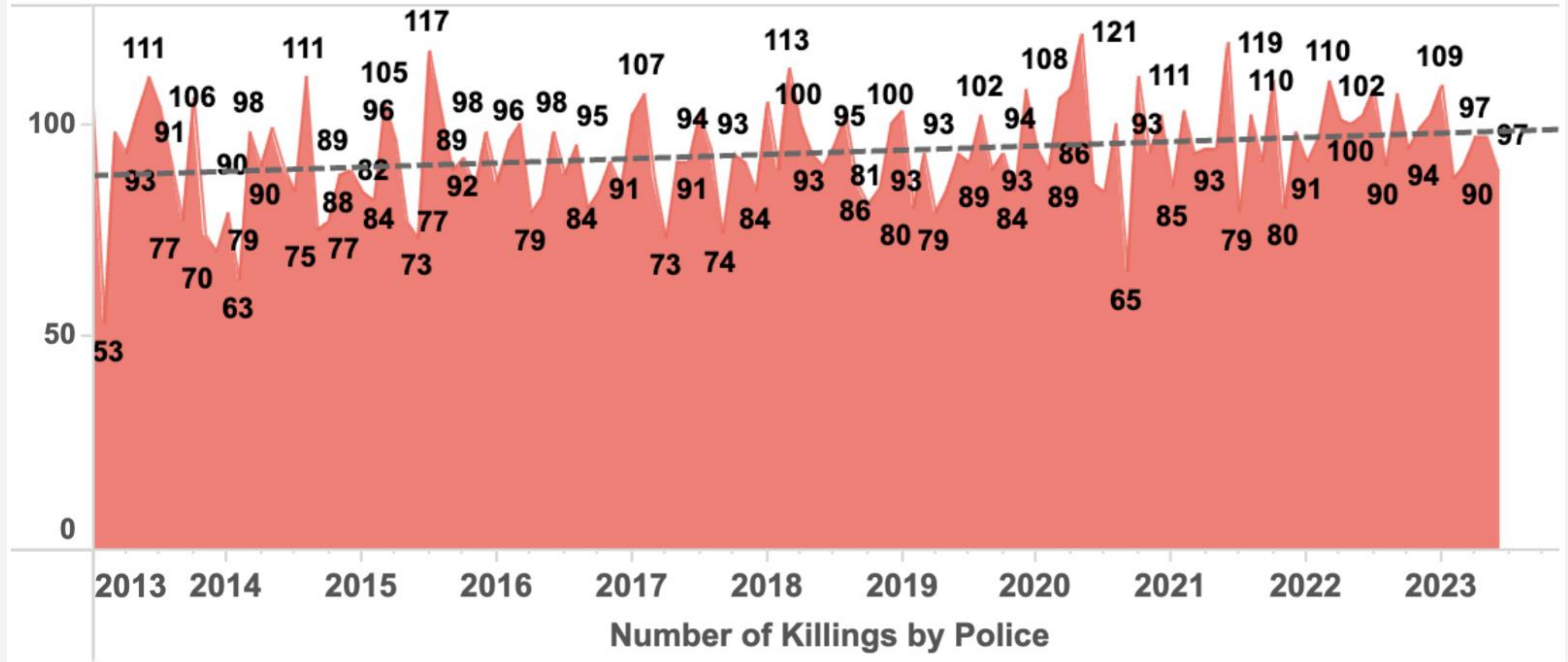
Pleasanton PD



	White	Asian	Hispanic	Black	Other
Race Perceived	56%	21%	16%	7%	0%
Unknown Race	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%

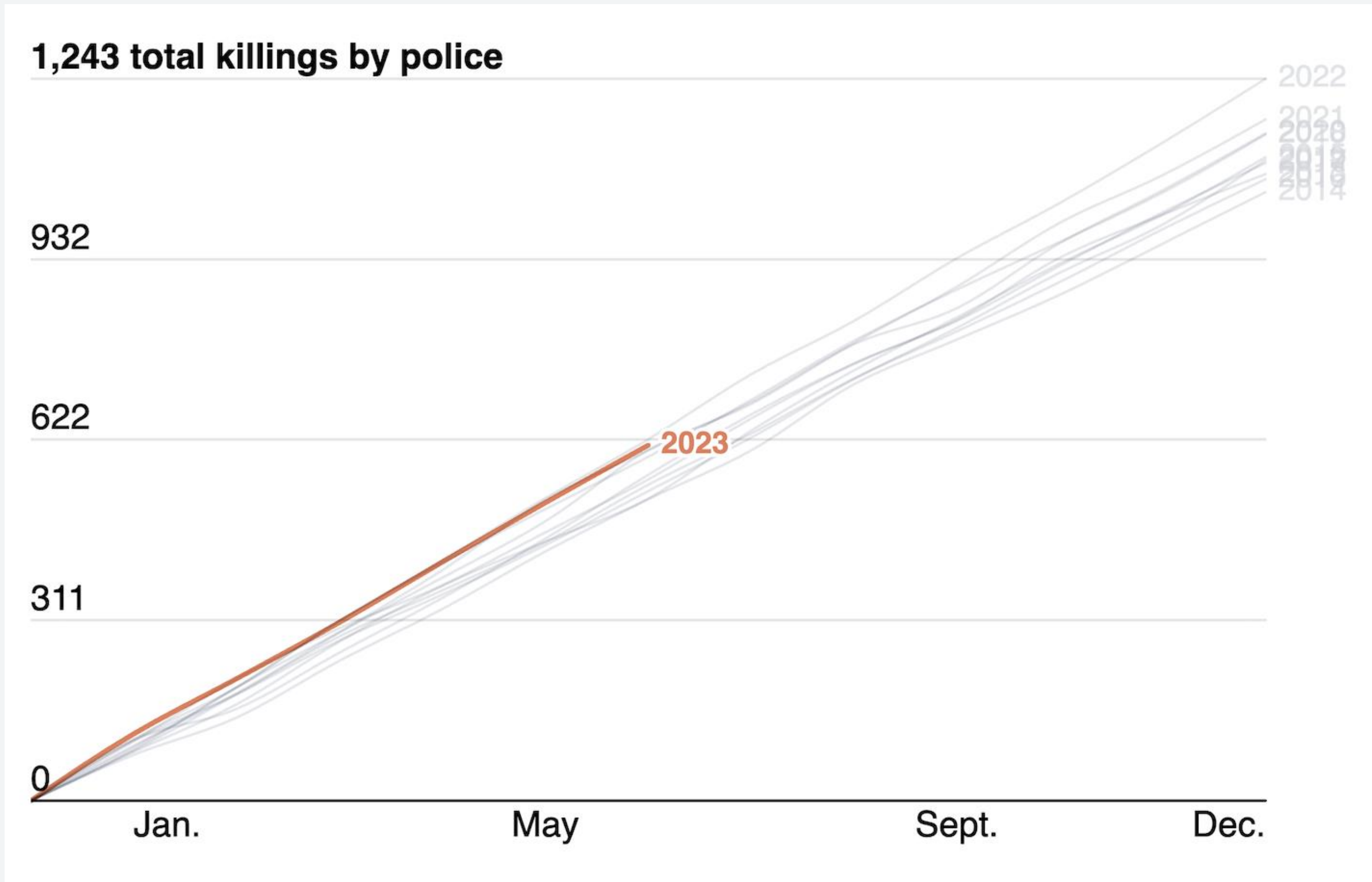
# The Problem Persists

**Killings by Police, 2013 - 2023**  
Source: MappingPoliceViolence.us

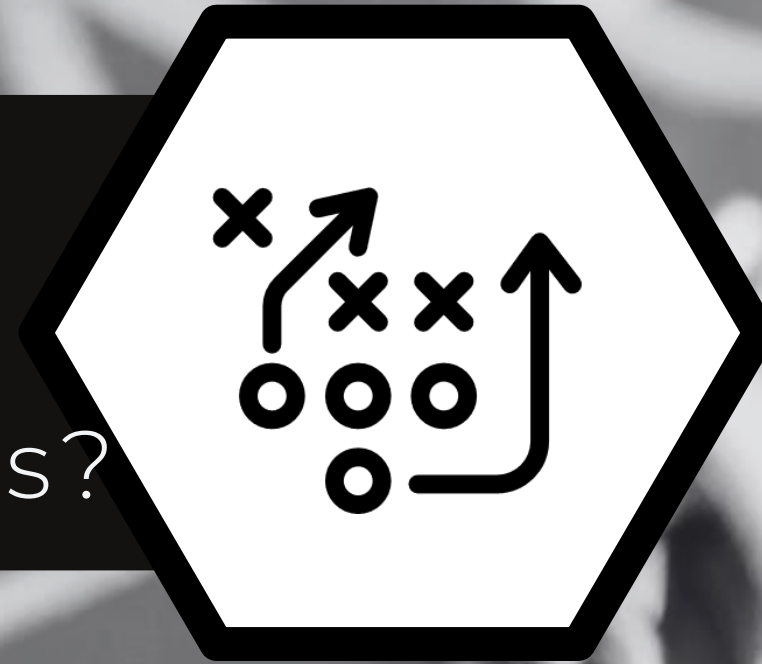




# The Problem Persists



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

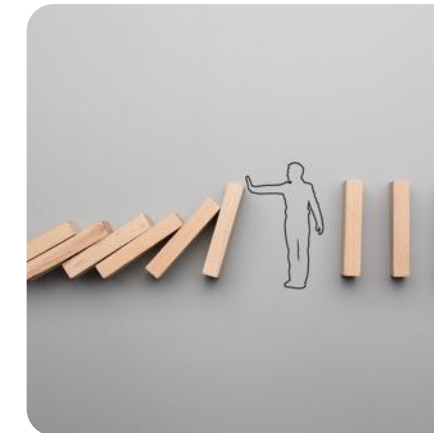
The right skills



What do officers need to know?

## Mission

The right strategy

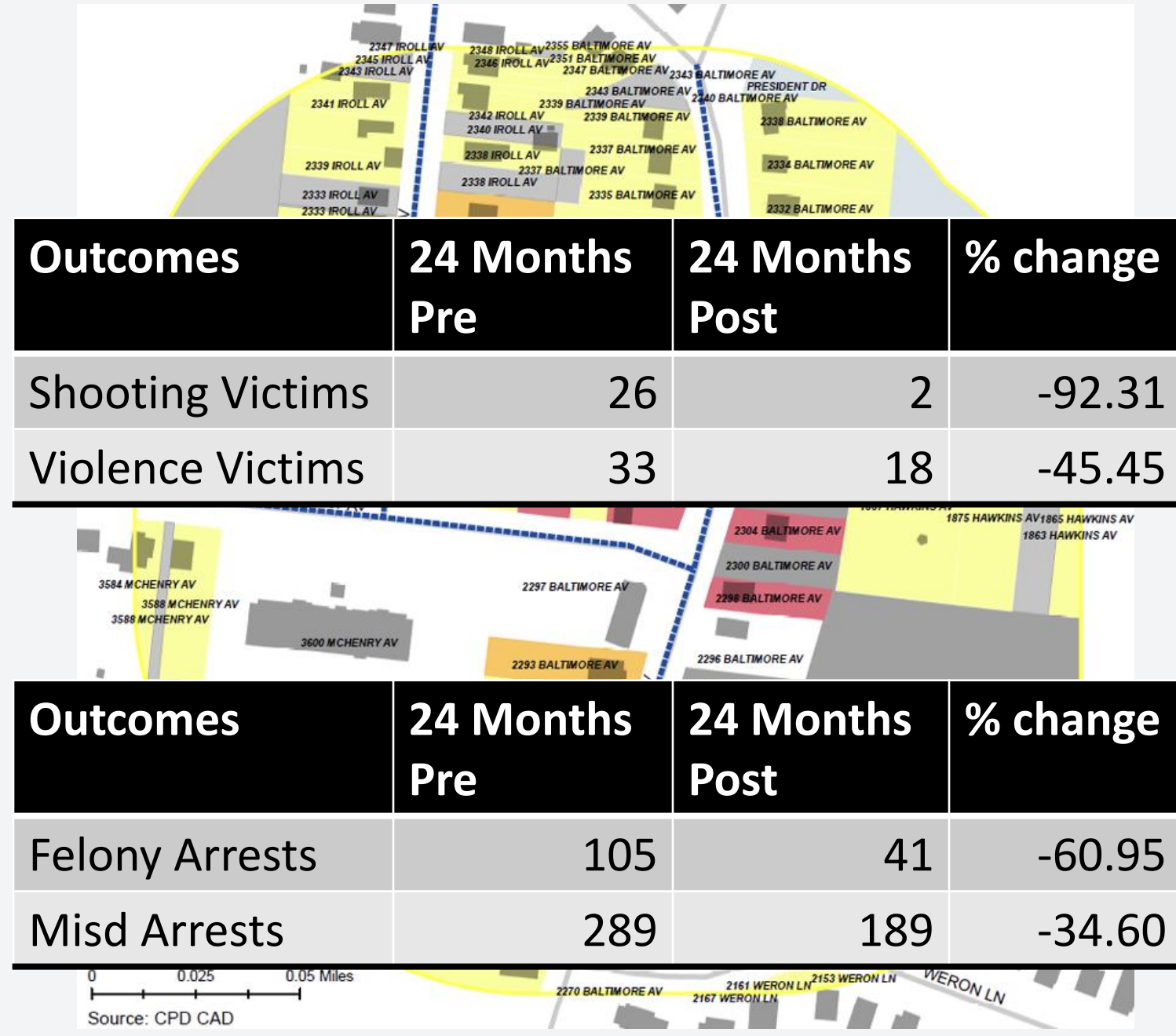


How do police respond to harm?

# 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	




THE PROMISING PRACTICES DATABASE


# Time to PIVOT- Cincinnati, OH

OHIO



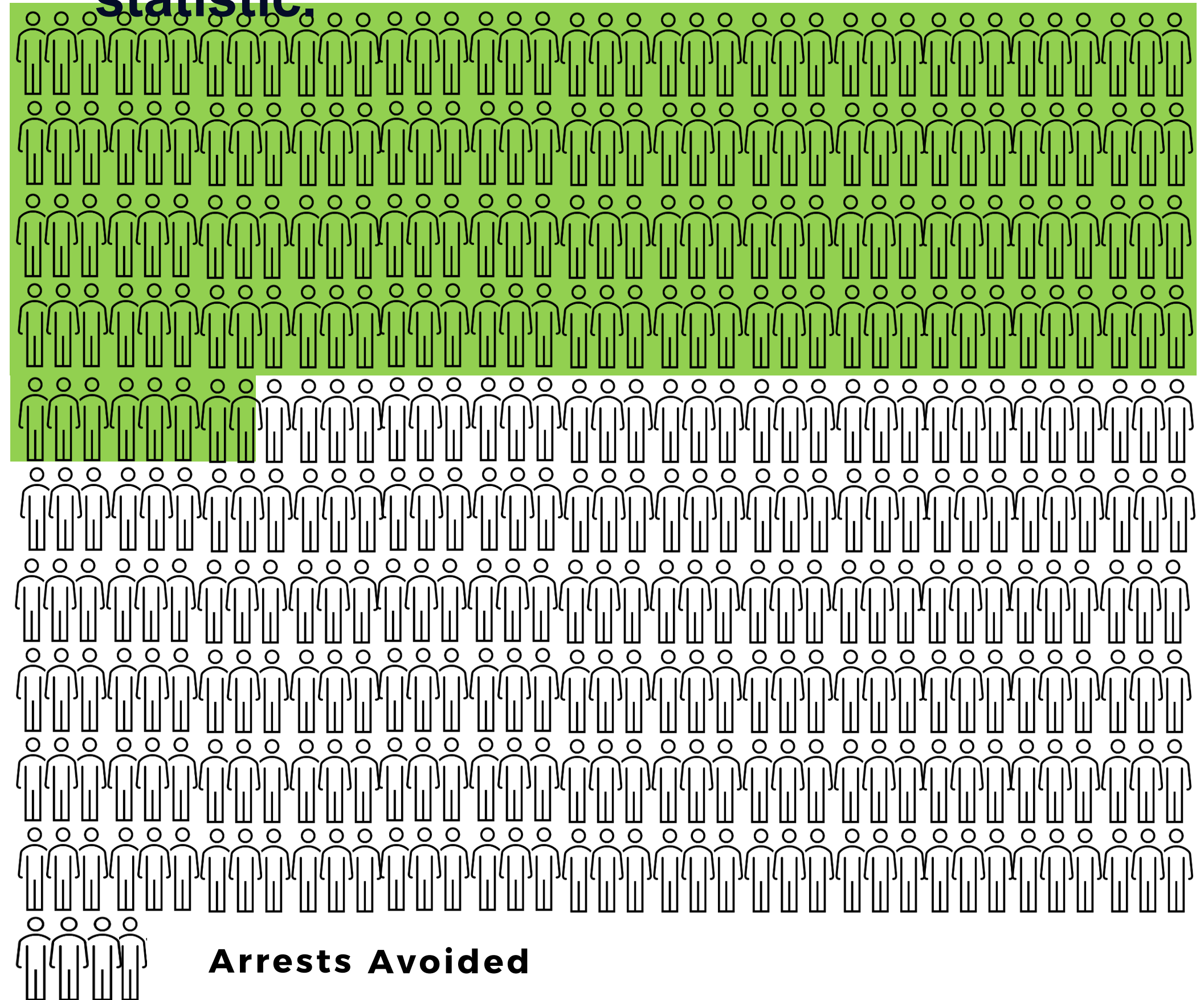
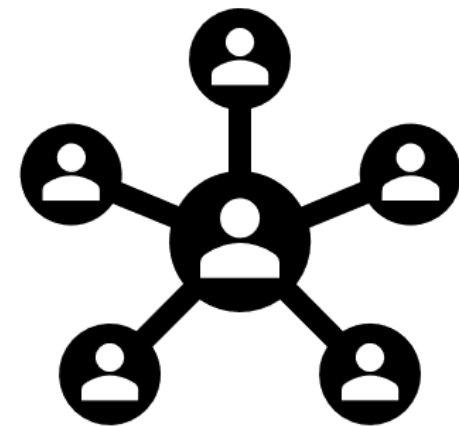
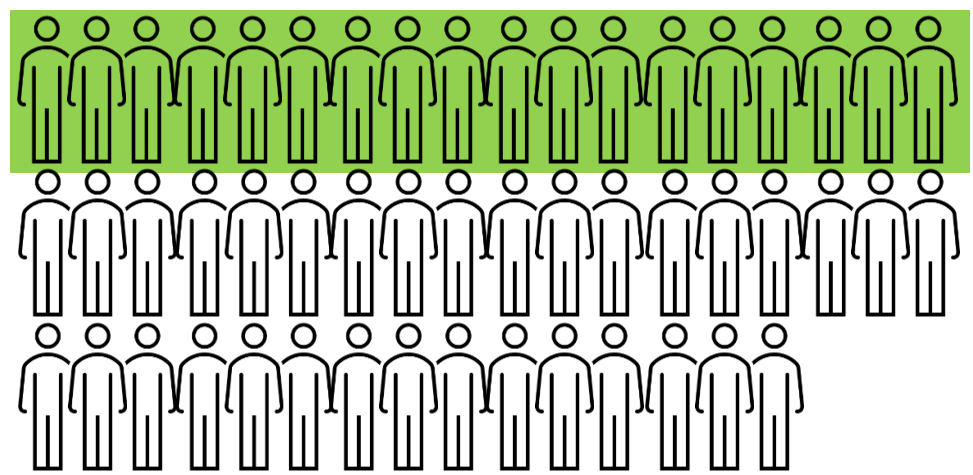
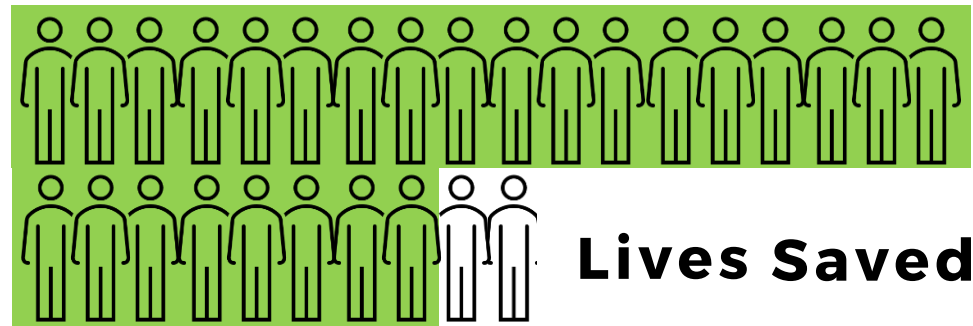
## 2017 Goldstein Award Winning Project


 **Victims Saved = 39**

 **Lives Unimpacted by the CJ System = 164**

Dr./Captain Matt Hammer  
Cincinnati Police Department

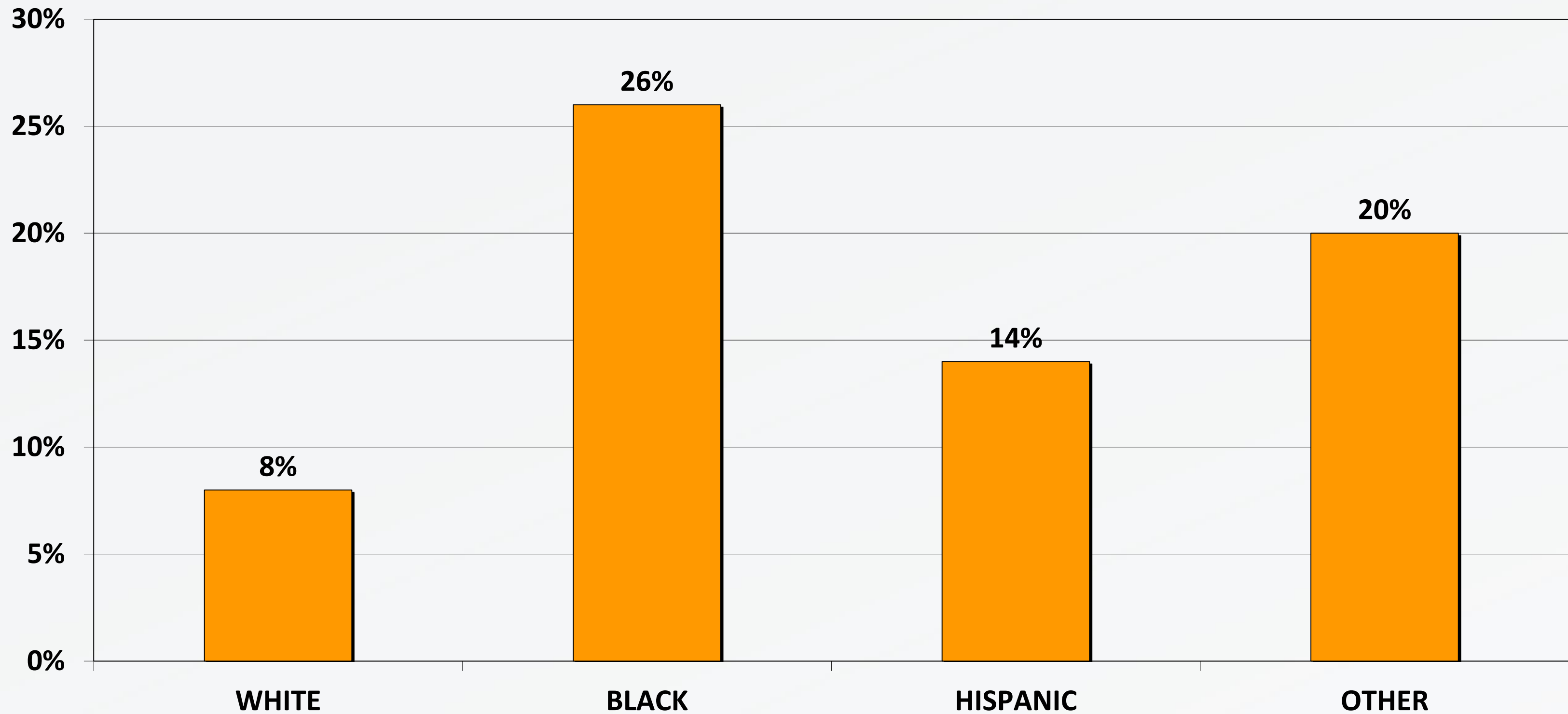
**“The death of one man is a tragedy. The death of a million is a statistic.”**



A black and white photograph of a busy pedestrian street. The scene is filled with people walking in various directions. In the foreground, a person in a light-colored hoodie is seen from behind, walking away from the camera. To their right, another person carries a large bag. The background shows a dense crowd of people, some with backpacks, walking along a sidewalk lined with buildings. A semi-transparent white rectangular box is overlaid on the left side 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

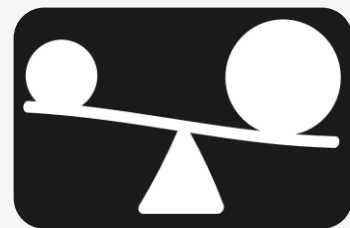
# SEATTLE POLICE DEPARTMENT



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



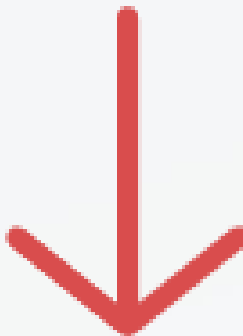
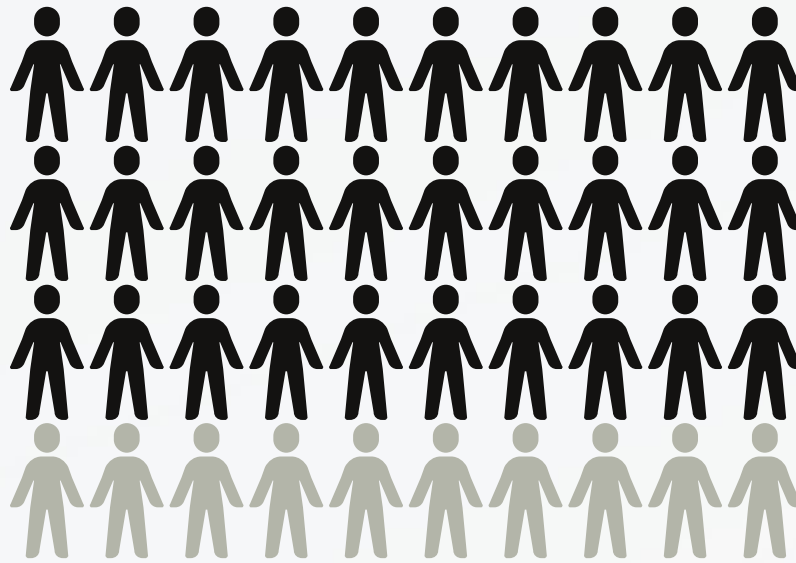
# OUTCOMES

Jail Bookings

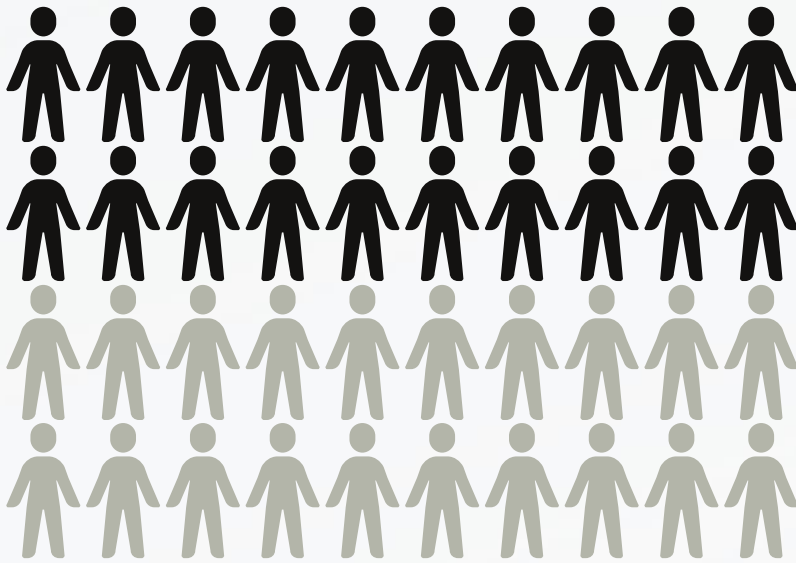
Racial Disparities



# 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



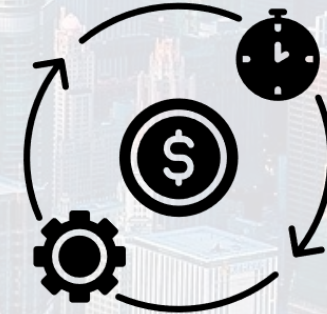
## EFFECTIVE

Reduce community harm?



## ETHICAL

Increase partnerships and transparency?



## EFFICIENT

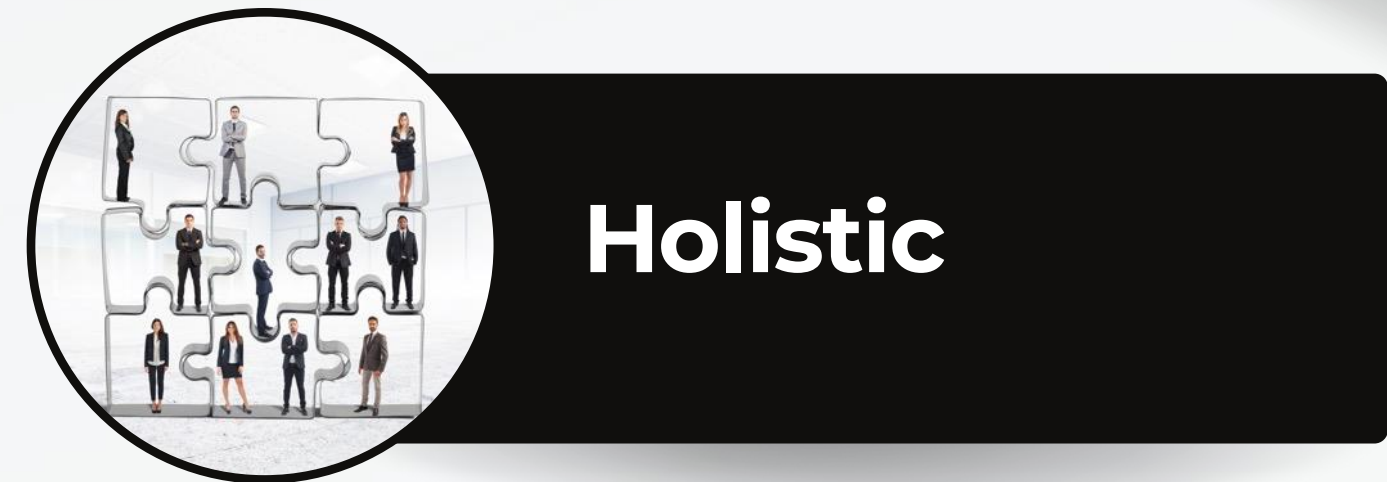
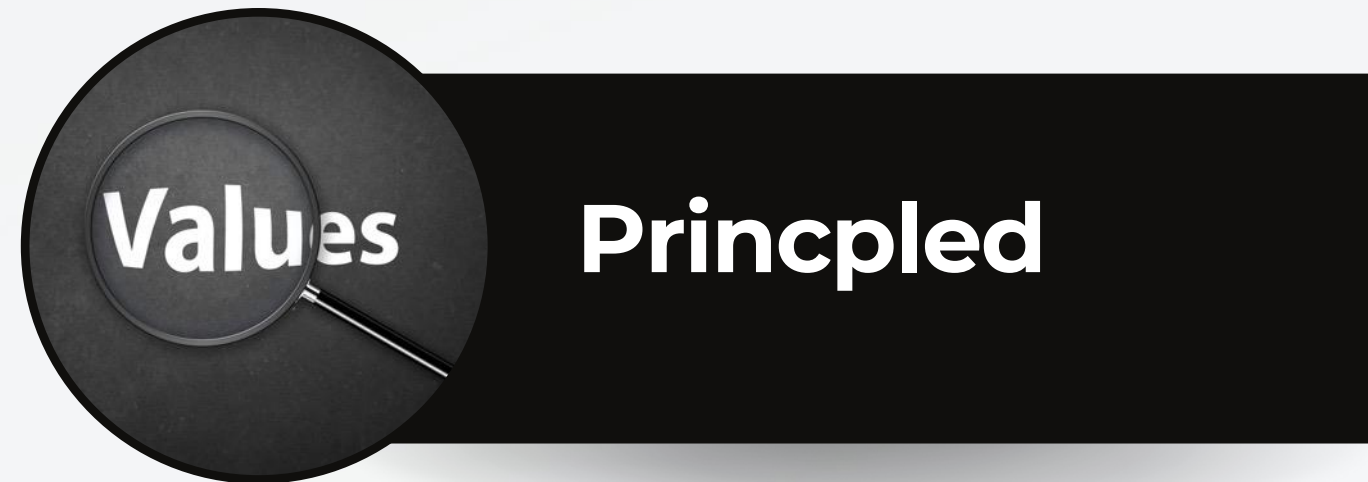
Maximize the impact of scarce resources?



## EQUITABLE

Reduce disparate impacts on vulnerable populations?

# POP IS...



## 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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