

# Mainstreaming Problem-Oriented Policing

Tom Casady  
Chief of Police  
Lincoln, Nebraska

# Does this sound familiar?

- “It’s just another fad.”
- “It’s not my job.”
- “We’re too busy for this crap.”
- “This, too, shall pass.”
- “I’ve got *real* police work to do.”

- **Move POP out of specialized units.**
- **Incorporate POP in normal daily work of the agency.**
- **Maximize impact on core mission:**
  - **Reducing crime and disorder**
  - **Protecting livability of city**

# To mainstream POP:

- Embrace it
- Teach it
- Model it
- Measure it
- Recognize it
- Reward it
- Rate it
- Promote it

# Embrace POP

- Is the chief committed?
- How often does the chief talk about problem solving?
- Is the chief comfortable with analysis and evaluation?

# Teach POP

- Problem solving as part of the academy curriculum
- Practical exercises
- Training in the analysis of data and information

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“information resources”



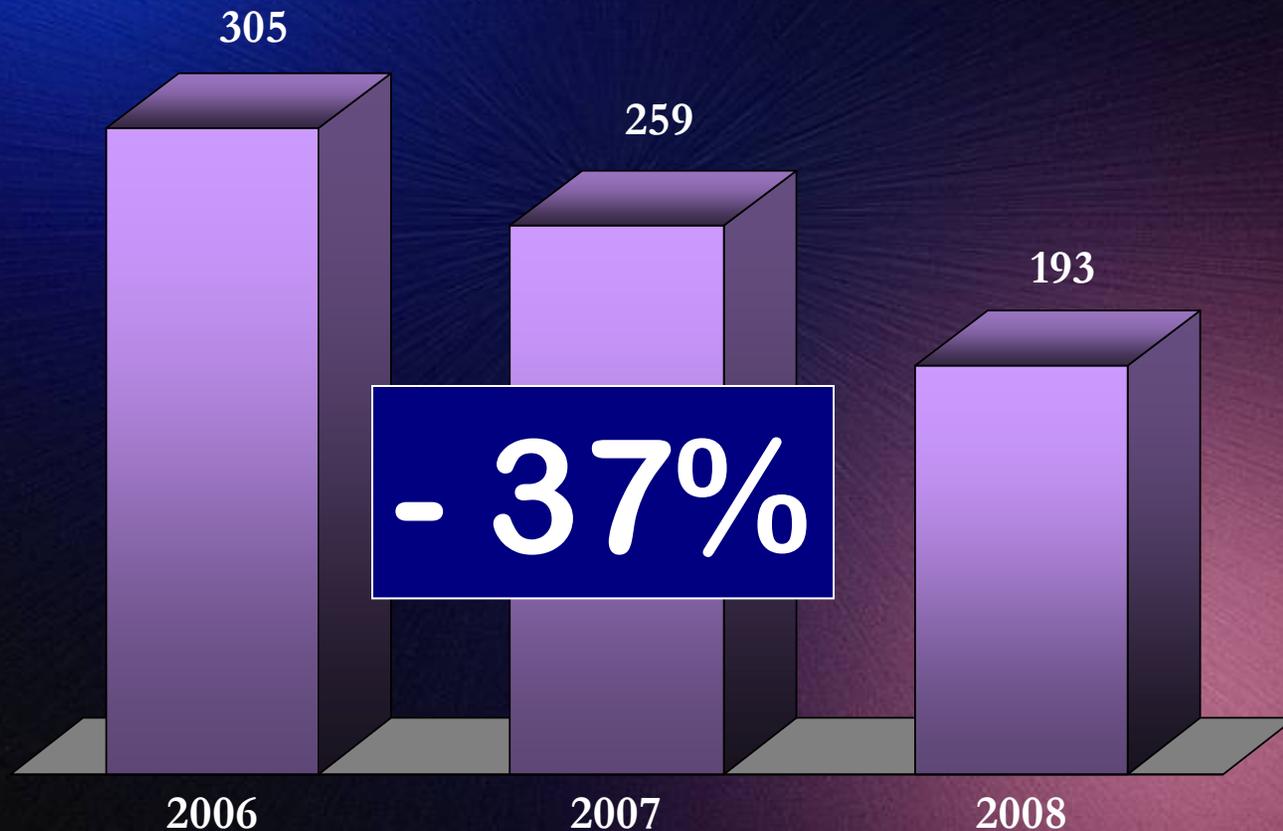
# Model POP

- Highlight POP projects

Problem-Oriented Policing Initiatives - 2007				
EMPLOYEE	LOCATION	DATE STARTED	POP PROJECT	STAGE OF COMPLETION
Officer Craig Czarnecki	Throughout City	06/01/07	Gas drive-off program. <a href="#">Click here for more info.</a>	Completed
Officer Tom Kajtna	Throughout City	06/01/07	Safe Schools Route. <a href="#">Click here for more info.</a>	Completed
Officer Kirstin Moertl	Schools	06/01/07	Truancy Reduction, DRE Program and TestMyTeen.com. <a href="#">Click here for more info.</a>	Completed
Officer Ron Kridler	High accident intersections (2006)	08/25/06	Loading high accident intersections into accident template	Response
Officer Dan Wolff	Franklin St. at Jackson St.	05/28/07	Extend "No Parking" area on Franklin St. at Jackson St.. <a href="#">Click here for more info.</a>	Completed
Officer Matt Keller	W. Lincoln Ave. and Portview Dr.	06/01/07	Speeding vehicles. <a href="#">Click here for more info.</a>	Completed
Officer Chris Erickson	Throughout City	06/01/07	Identity Theft Packet. <a href="#">Click here for more info.</a>	Completed

# Measure POP

- Good analysis and evaluation



# Recognize POP

## The Chief's Corner

Monday, December 24, 2007

### Proactive policing

Last Thursday, [Capt. Kim Koluch](#), who commands our [Southeast Team](#), handed me a Lincoln Police Department [Problem-Oriented Policing](#) Project Summary. I was on my way out the door at the time, to a speaking engagement at the [Lincoln Chapter](#) of the Association of Information Technology Professionals.

The POP Project Summary gave me a great example to demonstrate how we use information and analysis to inform good police work. At our November 21st [ACUDAT](#) meeting, we had discussed a rash of burglaries occurring at apartment complexes, with entry through sliding glass doors. In many of these, the simple expedient of a broomstick in the track would have prevented the burglary. Capt. Koluch's team was already on top of this trend before the meeting, and three of her officers had initiated a POP Project two days earlier. It had just concluded when Capt. Koluch handed me the summary.

In the parking lot of the restaurant where the AITP meeting was being held, I cracked open my laptop, and used [CrimeView](#) to make a year-to-date map of these offenses, and a bar chart by month. For once in my life, I was actually five minutes early, and a good current example is always so much nicer than a PowerPoint.

Here was the strategy employed by officers Spencer Behrens, Matt Tangen, and Joe Yindrick: They contacted managers at 22 large apartment complexes, to make sure they were aware of the pattern. They handed out over 100

### About The Chief's Corner



**TOM CASADY**  
CHIEF OF POLICE,  
LINCOLN,  
NEBRASKA, UNITED  
STATES

What's up at the Lincoln Police Department? What's on the chief's mind? I'll try to give you my thoughts a couple times weekly--things you're unlikely to hear about in the local media.

[View my complete profile](#)

### Blog Archive

Blog Archive

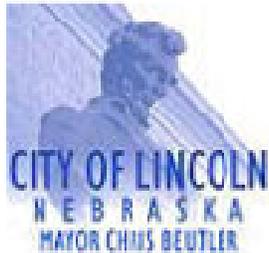
[Return to most recent post](#)

### Current Visitors

# Reward POP

**InterLine**

lincoln.ne.gov



City of Lincoln  
Mayor's Office

2008 Media Releases

**Date:**

August 18, 2008

**For More Information Contact:**

Diane Gonzolas, Citizen Information Center, 441-7831

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## MAYOR PRESENTS JULY AWARD OF EXCELLENCE

Mayor Chris Beutler today presented the Mayor's Award of Excellence for July to Officer Cynthia Koenig-Warnke of the Lincoln Police Department. The monthly award recognizes City employees who consistently provide exemplary service and work that demonstrates personal commitment to the City. The award was presented at the beginning of today's City Council meeting.

# Rate POP

<p><b>1. Community</b> – Develops awareness of community needs and addresses it through <b>problem-solving</b> activities. Utilizes citizen contacts to educate the public about crime prevention strategies.</p>	a. Actively interacts with the community served.
	b. Performs various public services on request and informs citizens, homeowners, business persons, etc., of precautions for avoiding criminal victimization when appropriate.
	c. Makes referrals to other agencies, organizations, and persons to provide additional service to citizens in need of assistance.
	d. Maintains knowledge of activity occurring in area of assignment by reading reports and communicating with others.
	e. <b>Identifies trends</b> in police incidents in area of assignment and <b>formulates plans</b> for dealing with trends when appropriate.
	f. <b>Implements alternative and non-traditional measures</b> for dealing with police problems.
<p><b>2. Officer Specific/goals</b></p>	a. <b>Officer will complete a POP project each fiscal year.</b>
	b. Officer will conduct at least three tavern checks a month.
	c. Officer will address traffic problems on the team by issuing officials and warnings for traffic violations.

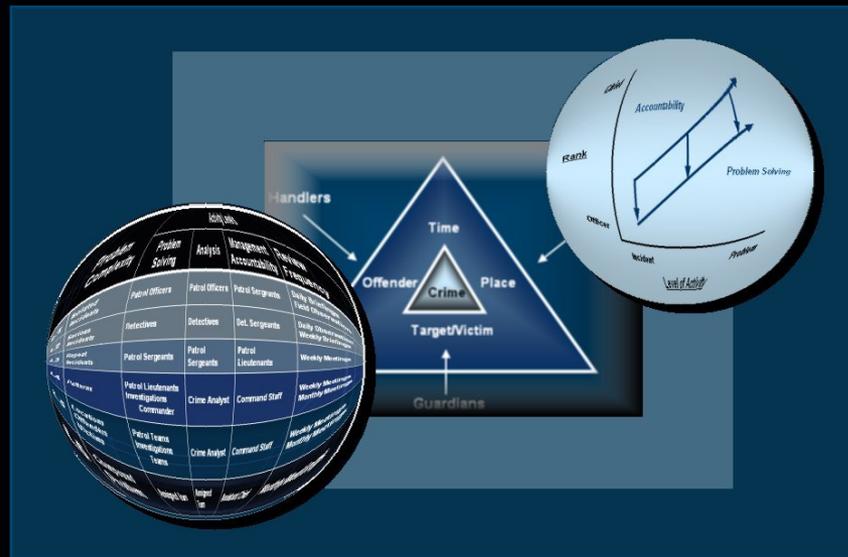
# Promote POP

## Analysis and problem solving

- Be able to interpret basic statistics regarding department trends. Be able to research crime and incident patterns and formulate problem-oriented projects based on these analyses. Be able to effectively use the department's information systems

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[lpd304.blogspot.com](http://lpd304.blogspot.com)

# Mainstreaming Problem-Oriented Policing in a Police Agency



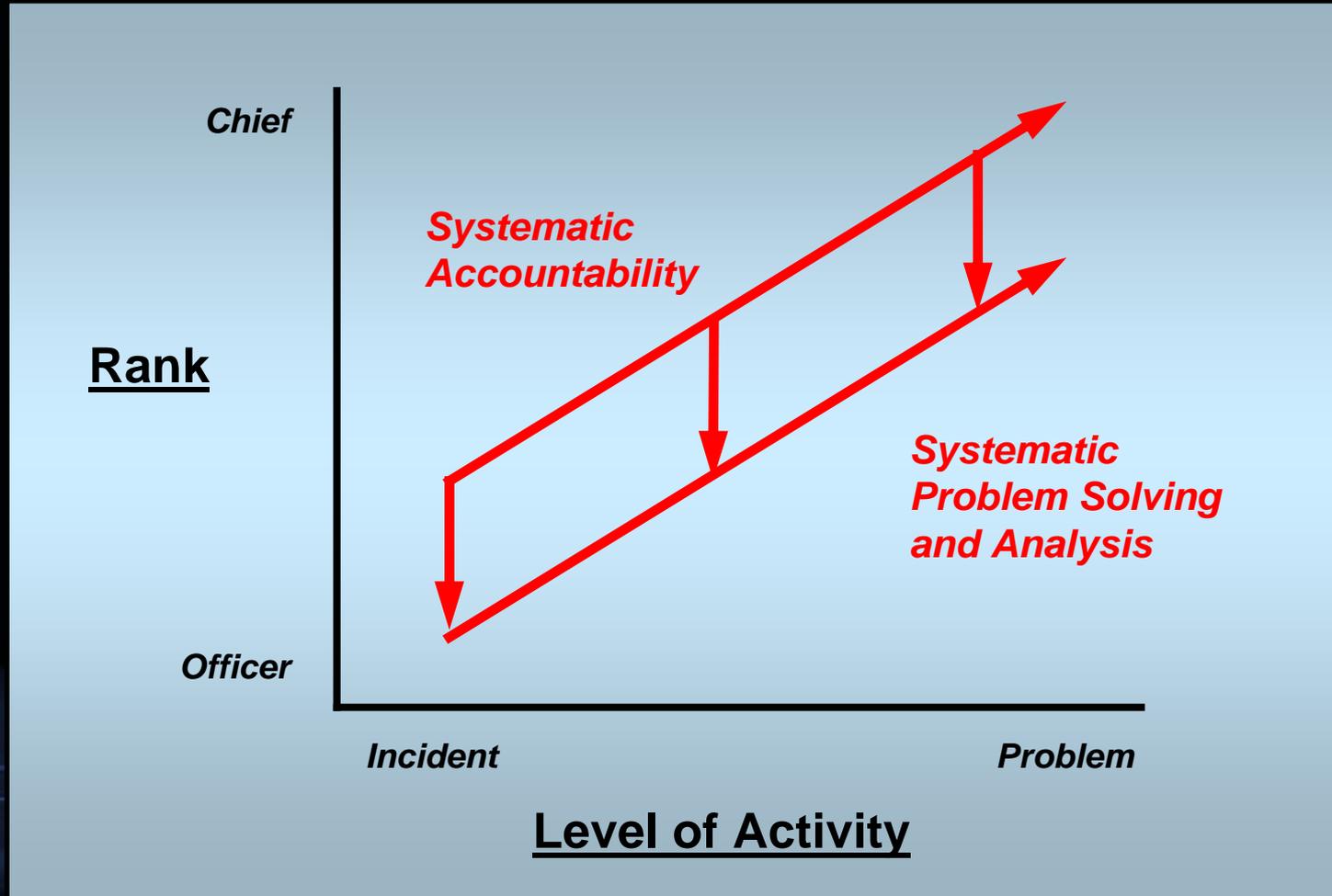
**Dr. Rachel Boba**  
**Florida Atlantic University**

POP Conference 2008  
Bellevue, WA

# Current POP Practice

- Pushed down to line officers
- Problems narrowly defined
- Analysis not used effectively
- Not systematic
- Relies on individual initiative

# Integrated Model



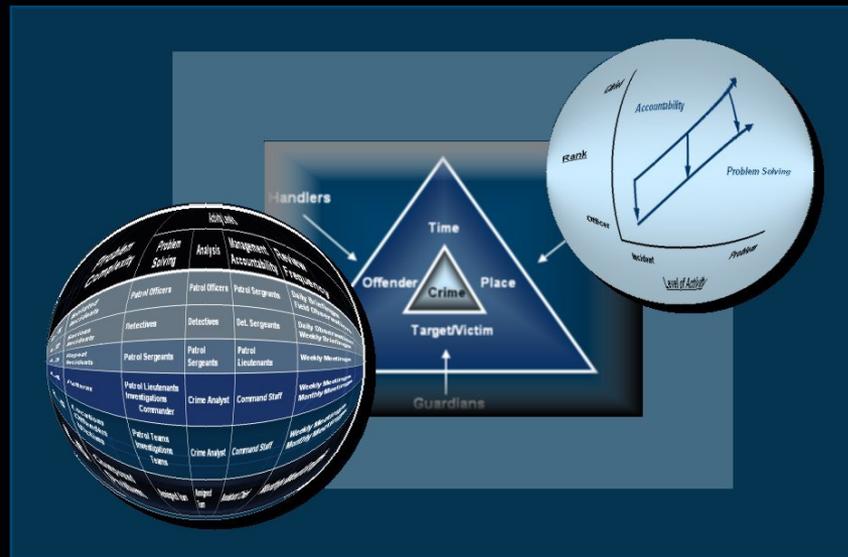
# Integrated Model in Practice

- Systematic practices of problem solving, analysis, and accountability
- Implementation into 2 police agencies
- Federal funding for implementation and evaluation (COPS Office)
- Recipient of the International Association of Chiefs of Police (IACP) Law Enforcement Research Award (2008)

# For more information...

- **Article describing the Model:**  
Boba, R. & Crank, J. (2008). Institutionalizing problem-oriented policing: Rethinking problem identification, analysis, and accountability. *Police Practice and Research*, 9 (5), pages forthcoming. iFirst Publication March 2008 DOI: 10.1080/15614260801980745.
- Evaluation, guidebook and training of Integrated Model available Spring 2009
- Email: [rboba@fau.edu](mailto:rboba@fau.edu)
- **MORE ON THIS TOPIC: Tuesday, 10:45am:**  
**What You Need to Know About  
Crime Analysis to Do Problem-Solving**

# Mainstreaming Problem-Oriented Policing in a Police Agency



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

POP Conference 2008  
Bellevue, WA



# Mainstreaming Problem Oriented Policing in a Police Agency

Assistant Chief Brian Ursino

International Problem Oriented Policing  
Conference

September 2008

Bellevue, Washington



# Mainstreaming POP . . .

## The Washington State Patrol Experience

### Understanding the Challenge

“In agencies that have abandoned Problem Oriented Policing, it was not the philosophy that failed, but the *implementation strategy* that failed”

- Professor Herman Goldstein

“Begin with the end in mind”

– Dr. Steven Covey

“Quick implementation leads to quick failure”

– Brian Ursino, MBA



# Mainstreaming POP . . .

## The Washington State Patrol Experience

### A Blueprint for Success

- Begin with Commitment from the Top
- Take a Whole Systems Approach
- Accountability and A Focus on Results (Outcomes)
- Generate Processes for Cultural Maintenance

Re-Engineering the organization's internal systems, or infrastructure, is critical to changing the organization's culture and takes time. But once accomplished, these changes become ingrained, influences employee behavior, and results in cultural norming that becomes extremely difficult to sabotage or change.



# Mainstreaming POP . . . The Washington State Patrol Experience



## A Systems Approach to Organizational Transformation

By MIRIANA JITSIRO, M.B.A.



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work, and the stan-  
dards that all staff  
must employ to suc-  
cessfully implement a  
program (Qual-  
ity). Most law enforce-  
ment agencies have  
adopted a trans-  
formational approach  
to their work. The  
Washington State  
Patrol (WSP) is no  
exception. In 1998,  
the WSP initiated a  
major organizational  
transformation pro-  
cess, both philosophi-  
cally and structurally,  
to meet the needs of  
the 21st century.

### CHALLENGES

The WSP viewed three  
major challenges in  
achieving total integra-  
tion of the new POPs  
and Quality philoso-  
phies. The first chal-  
lenge was to develop  
a strategic plan that  
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ing business.

This final challenge supports  
the theory that those agencies suc-  
ceeding in implementing change  
took a systematic approach and re-  
formed the agency infrastructure to  
support the desired changes. Since  
1997, the WSP has reviewed and  
redesigned a significant portion of  
its system's infrastructure, includ-  
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year plan updated annually) sup-  
ported by individual district and  
division plans; new strategic pro-  
gram selection criteria; revised or-  
ganizational and functional, promotional  
processes; re-engineered training  
processes; revised job performance  
appraisal systems; and a new man-  
agement tool (which modeled after  
one devised by the New York City  
Police Department), the Strategic  
Advancement Forum. While all of  
these efforts helped the WSP face  
the challenge of implementing  
multiple changes, the agency  
viewed two systems as essential to  
driving the integration of POPs,  
Quality, and outcome-based per-  
formance measurement—the job per-  
formance appraisal system (JPA)  
and Strategic Advancement Forum  
(SAF).

### JOB PERFORMANCE APPRAISAL

Most performance appraisal  
systems do not tie individual goals  
and performance to organizational  
goals and performance. Typically,  
the completed performance ap-  
praisal form and interview report  
are tucked away focusing on  
the individual employee's perfor-  
mance, independent of the agency's  
strategy or direction. Compounding  
this "disconnect," most appraisals  
focus on the employee's past per-  
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agency's current and future direc-  
tion. The WSP set out to break this  
trend.

### JPA Development

On July 1, 2006, the WSP  
implemented two new JPAs—one  
for troopers and sergeants and the  
other for lieutenants. This marked  
the culmination of an effort that be-  
gan in January 1998, when the WSP

formed a committee of representa-  
tives from key stakeholder groups,  
including members of the Troopers  
Association, to ensure that it would  
address the concerns of all of its  
personnel. The committee received  
a wide variety of information—  
WSP's previous JPAs; other agency  
JPAs; over 2,000 recent publica-  
tions and court cases concerning  
JPAs; WSP's strategic plan; and the  
principles of POPs and Quality—  
and began developing the new  
JPA system (form, manual, and  
process).

After obtaining promotional ap-  
proval from the executive staff and  
representatives of affected officers,  
the WSP piloted the new JPA in two  
of its eight field districts. After the  
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vided input to the committee. The  
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Captain Carlos works the  
Washington State Patrol's Central  
Advisory Forum (CAF).

October 2007/53



# Mainstreaming POP . . .

## The Washington State Patrol Experience

***Most Organization Systems are integrated or relational, few are truly independent of all others***

- POPS Training provided to all WSP officers
- POPS Policy Statement in WSP Regulation Manual
- A Strategic Objective written into the WSP Strategic Plan
- Revised Job Performance Appraisal (JPA) Process for Troopers, Sergeants & Lieutenants
- Incorporated POPS into our Promotional Processes
- Commanders (Captain) held responsible by discussing POPS during Accountability (CompStat-style) meetings
- Modified the agency's Awards Program by creating an exemplary POPS Project of the Year Award, and building POPS components into the selection criteria for other individual awards



# Organizational Transformation . . . The Washington State Patrol Experience

Problem Oriented Public Safety  
(POPS)  
in the  
Washington State Patrol



Training Guide

Sixth Edition

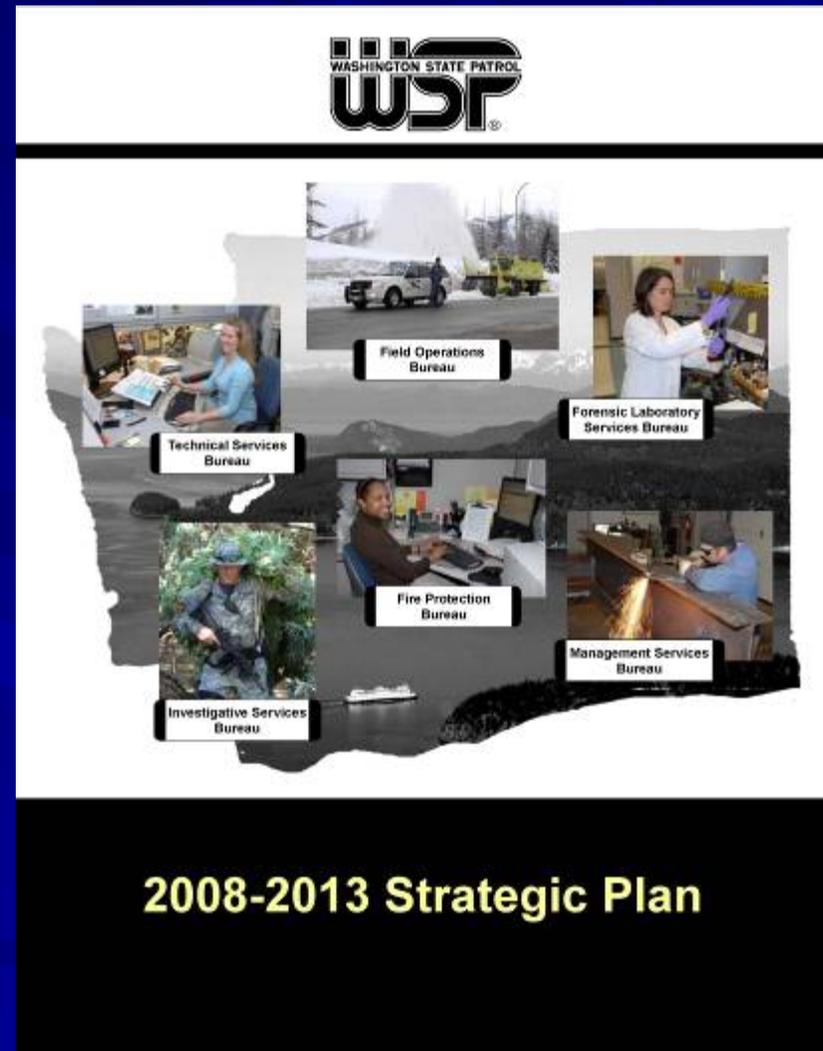
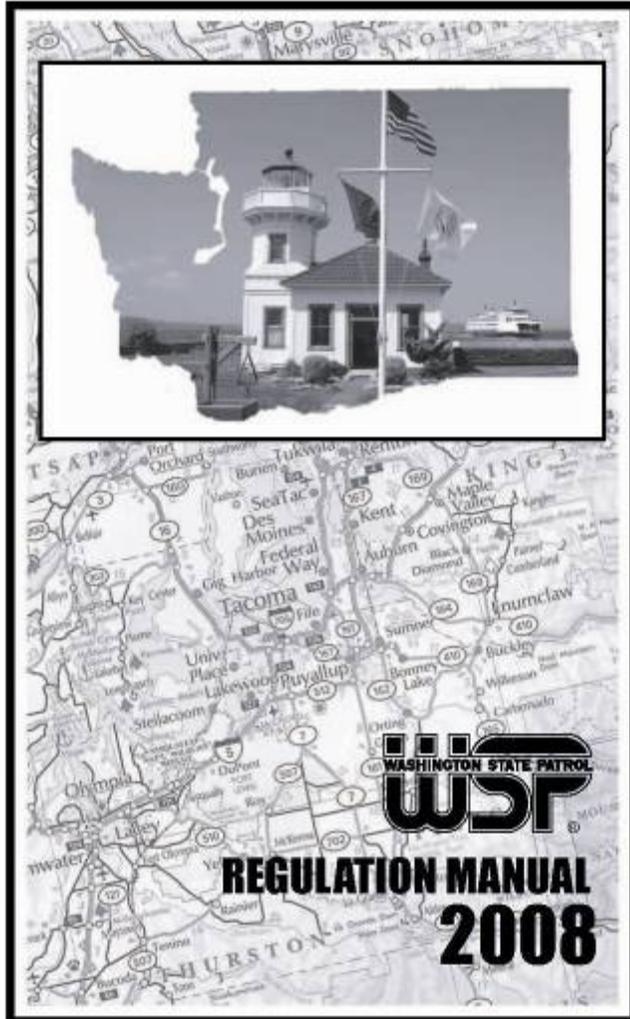
3000-110-427 Rev. 1/06

Training comes in many forms:

- Trooper Basic
- Trooper Refresher
- Field Training Officer
- Supervisor
- Mid-Manager
- IACP/LPO
- Detective



# Organizational Transformation . . . The Washington State Patrol Experience





# Organizational Transformation . . . The Washington State Patrol Experience

**WASHINGTON STATE PATROL**  
**TROOPER AND SERGEANT**  
**JOB PERFORMANCE APPRAISAL**

Name \_\_\_\_\_ Supervisor \_\_\_\_\_

SSN \_\_\_\_\_

Probationary Trooper     Trooper     Probationary Sergeant     Sergeant

Evaluation Period \_\_\_\_\_ to \_\_\_\_\_

\*Probationary period appraisals are required every 60 days.



**MISSION STATEMENT**

The Washington State Patrol makes a difference every day by providing public safety services to everyone where they live, work, travel, and play.

**VALUES**

Every employee of the Washington State Patrol is a valued member of a team committed to:

- Professional excellence,
- Respect and protection of individual rights,
- Acting with integrity to foster public trust.

We value effective leadership and involvement through partnerships with the community and other public safety and transportation agencies to ensure a safer environment for our citizens and the state's commerce.

## Washington State Patrol

### JOB PERFORMANCE APPRAISAL MANUAL

#### TROOPERS AND SERGEANTS

Revised October 2007

Human Resource Division  
210 1<sup>st</sup> Ave. SW  
Olympia, WA 98504-2600  
(360) 704-2300



# Organizational Transformation . . . The Washington State Patrol Experience





# Organizational Transformation . . . The Washington State Patrol Experience





# Problem Oriented Public Safety ~ (POPS) Projects

### AGENCY Goals:

- (1) Make WA roadways safe for efficient transit of people and goods.
- (4) Leverage technology to enhance processes and safety.
- (5) Provide tools/resources for innovative and knowledgeable workforce.

### DIVISION Goals:

- (1) Promote safe travel of CMVs on state highways.
- (3) Protect state's highways and infrastructure.

Open Date	Assigned To	Description	Link to Strategic Plan	Project Status
5/4/06	Sgt. Mike Eggleston	Statewide Incident Response Tow Plan to reduce road closure times waiting for tows	Yes	<b>RESPONSE:</b> Districts 1, 4, 5, and 7 are all pending implementation and/or expansion. There have been 13 successful activations. We are still in the process of collecting data.
9/4/07	CVEO 3 Bonnie DeVere	Trucks failing to obey scale sign, stopping on the shoulder and crossing ramp WB I-90	Yes	<b>COMPLETED:</b> Adding the orange diamonds did not significantly impact the number of drivers who say they didn't see the signs
11/7/07	Troopers Renee Padgett / Troy Giddings	To reduce unlawful dealer / curb-stoning / illegal wrecking yard activities	Yes	<b>RESP:</b> 98 cases to DOL Have been contacting the suspected curbers in the field and have been obtaining evidence of dismantling



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The WSP viewed these change  
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Captain Carlos Trevino, the  
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October 2007/53



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## The Washington State Patrol Experience

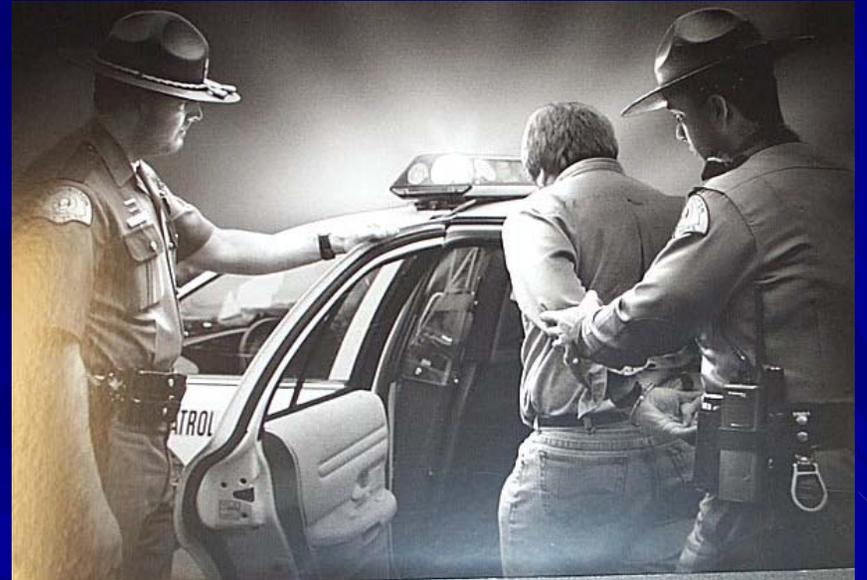
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(360) 586-2340

[brian.ursino@wsp.wa.gov](mailto:brian.ursino@wsp.wa.gov)



Article from FBI LE Magazine:

[www.fbi.gov/publications/leb/2001/october2001/oct01p12.htm](http://www.fbi.gov/publications/leb/2001/october2001/oct01p12.htm)