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

lpd304@blogspot.com

“information resources”
Model POP

- Highlight POP projects

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

- Good analysis and evaluation
The Chief's Corner

Monday, December 24, 2007

**Proactive policing**

Last Thursday, [Capt. Kim Koluch](https://example.com), who commands our [Southeast Team](https://example.com), handed me a Lincoln Police Department [Problem-Oriented Policing](https://example.com) Project Summary. I was on my way out the door at the time, to a speaking engagement at the [Lincoln Chapter](https://example.com) 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](https://example.com) 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](https://example.com) 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
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

| 1. **Community** – Develops awareness of community needs and addresses it through problem-solving activities. Utilizes citizen contacts to educate the public about crime prevention strategies. | 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. **Identifies trends** in police incidents in area of assignment and formulates plans for dealing with trends when appropriate.  
f. **Implements alternative and non-traditional measures** for dealing with police problems. |
|---|---|
| 2. **Officer Specific/goals** | a. **Officer will complete a POP project each fiscal year.**  
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.
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

Rank

Chief

Officer

Level of Activity

Incident

Problem

Systematic Accountability

Systematic Problem Solving and Analysis
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:

- Evaluation, guidebook and training of Integrated Model available Spring 2009

- Email: 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

The Washington State Patrol (WSP) was one of the first agencies to implement a performance improvement program. The WSP's Performance Improvement Program (PIP) was created to address the challenges of improving organizational performance. The PIP was designed to improve the agency's ability to identify and implement changes that would result in improved performance. The program was based on a systems approach, which involved identifying the root causes of problems and developing strategies to address them. The PIP was implemented in stages, with each stage focusing on a specific area of the organization. The program was successful in improving the agency's performance, and it served as a model for other organizations looking to improve their performance.
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

Mainstreaming POP . . .
The Washington State Patrol Experience
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

2008-2013 Strategic Plan
Organizational Transformation . . .  
The Washington State Patrol Experience

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**Washington State Patrol**

**JOB PERFORMANCE APPRAISAL**

**TROOPER AND SERGEANT**

Name __________________ Superviser __________________

SSN __________________

☐ Probationary Trooper ☐ Trooper ☐ Probationary Sergeant ☐ Sergeant

Evaluation Period ___________ to ___________

*Probationary period appraisals are required every 60 days.

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**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 safe environment for our citizens and the state’s commerce.

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Human Resource Division  
210 11th Ave. SW  
Olympia, WA 98504-2600  
(360) 704-2300
Organizational Transformation . . .
The Washington State Patrol Experience
Organizational Transformation . . .
The Washington State Patrol Experience

IN RECOGNITION OF
PROFESSIONAL EXCELLENCE

Trooper Michael B. Johnson
In recognition of your support for and dedication to agency traffic safety goals. From January 1 to December 31, 2007, you made 3,346 speed contacts with a 96% enforcement rate.

2007

Chief John R. Batiste
**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.

<table>
<thead>
<tr>
<th>Open Date</th>
<th>Assigned To</th>
<th>Description</th>
<th>Link to Strategic Plan</th>
<th>Project Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/4/06</td>
<td>Sgt. Mike Eggleston</td>
<td>Statewide Incident Response Tow Plan to reduce road closure times waiting for tows</td>
<td>Yes</td>
<td>RESPONSE: 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.</td>
</tr>
<tr>
<td>9/4/07</td>
<td>CVEO 3 Bonnie DeVere</td>
<td>Trucks failing to obey scale sign, stopping on the shoulder and crossing ramp WB I-90</td>
<td>Yes</td>
<td>COMPLETED: Adding the orange diamonds did not significantly impact the number of drivers who say they didn't see the signs.</td>
</tr>
<tr>
<td>11/7/07</td>
<td>Troopers Renee Padgett / Troy Giddings</td>
<td>To reduce unlawful dealer / curb-stoning / illegal wrecking yard activities</td>
<td>Yes</td>
<td>RESP: 98 cases to DCL Have been contacting the suspected curbers in the field and have been obtaining evidence of dismantling</td>
</tr>
</tbody>
</table>
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The Washington State Patrol Experience

A Systems Approach to Organizational Transformation

WILLIAM J. GILDERCIDA

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brian.ursino@wsp.wa.gov

Article from FBI LE Magazine: