Problem Solving in Small Towns and Suburban Communities

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Port Washington, Wisconsin
Problem-Solving in Small Towns and Suburban Communities

Experience

- Beloit, Wisconsin
  - 14.2 sq miles
  - 36,000 people
  - Very diverse community
  - Challenges similar to a urban community
  - Industrial and food processing economic base
  - 60% of municipal budget is shared revenue
  - 50-60% of babies born are to unwed mothers
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Port Washington, Wisconsin

- 3 sq miles
- 11,500 people
- Very homogenous
- Minimal crime
- County seat to Ozaukee County: Ranked by Forbes magazine (2008) as 2nd best county in the US to live
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Distinctive features that inhibit change

– Political environment
– Traditional public expectations
– Stable crime rate and calls for service
– Fewer support resources
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Factors that allow for change
- Patrol availability time
- Less entrenched problems
- Less media scrutiny and pressure
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Essential reasons:

- Effectiveness
- Cannot manage in the 21st century using a 1960’s model
- Community development
- Accountability
- Create neighborhood/area responsibility
- Measure what is important
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- Empower employees
- Enhance communication
- A Policing process that is integrated within the community
- Enhanced Police-Citizen partnerships.
- Reduce fear
- Focus is on prevention
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Regardless of size Policing requires:
- a organizational strategy for effectiveness which operates in 3 areas.
  - strategic: The organization's overriding philosophy-What do we stand for
  - tactical: The philosophy in action-How do we work
  - personal: The philosophy made manifest in the behavior of every employee.-POP @ every level in the organization
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Requirements:
- A cultural transformation within the agency

Historically police departments focus on developing superstructures; staffing and equipment.
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- A strategic change in thinking
- A re-engineering of the infrastructure of your department
- Deployment model that compels POP
- Alignment of resources
- New hires
- Training
- Reporting
- Accountability systems
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Leaders need the following:

- Passion & enthusiasm
- Knowledge
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Leaders need to create the following:

- Operational readiness
  - A sense of urgency
  - A cross section of respected individuals in the organization to drive and implement change
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- Organization capacity
  - Capable and responsible people in key areas/locations
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Communicate Direction
- Influence coalitions
- Motivate and Inspire
- Passionate
- Energize people

Organization Structure
- Must compel POP
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- Alignment of resources
  - GEOGRAPHY VS TIME OF DAY
- Training
  - SELF INVESTMENT
  - Operational Assignments
  - Education
- Evaluations
  - Annual
  - Department meetings
  - Bulletin boards
- Culture of Discipline
  - Prevention of Crime
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Specific Strategies:
- Cultural
- Operational
- Administrative
- Training
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Cultural Strategies:

- Guiding principles reflect how you do business and what is important to you

- Vision, Mission and Value statement
- Value statement card
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Operational strategies:

- Department wide approach
- Alignment of resources
- Deployment model: Doing the right thing
- Neighborhood beat management plans
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- POP guides strategically placed within the department
- Every officer must be engaged
- Status reports every 3 months on Pop project
- Briefing room has supporting documentation
- Empowering employees
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Administrative Strategies:

- Celebrate
- Personnel evaluations
- Each officer given the opportunity to present his/her initiative at department annual meeting
- Strategic plan
- Annual report to the community
- Document POP initiatives on web site
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Training strategies:

- Statewide training
- Special Topic seminars
- Attendance at state and regional
- POP web site: Scenario exercise
- POP curriculum
- POP guides
- Training for new hires
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- Examples of POP projects
  - Literacy
  - Playground development
  - Drug abatement
  - Open intoxicants, littering and fish entrails.
  - Speeding.
  - Drivers crossing into on-coming traffic to mail items in mailbox.
  - Add "No Passing On Shoulder" sign on Highway LL.
  - Remove post for emergency vehicle entry
  - Truancy Reduction, DRE Program and TestMyTeen.com.

- www.pwpd.org
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The Impact of problem-Solving on Beloit and Port Washington

- Positive
- Closer working relationship amongst the employees and other departments
- Employees develop a sense of achievement
- Strong relationship between employees and other agencies within the community
- Public trust
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– Within the State

– “POLICE”: Problem-Oriented Leadership for Police Executives
  - Over 100 graduates
    - Defining the police function

– WCPA conferences
  - Annual presentations by Sir Robert Peel winner
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The value of Leadership training and it’s relationship to Problem-Oriented policing

– Leadership is influencing behavior, developing people, teams and the organization for future service
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Commander Bryan Jeter
Puyallup Police Department
Washington State
PUYALLUP POLICE DEPARTMENT
PUYALLUP, WASHI NGTON

- 58 Commissioned officers
- 12 Corrections staff maintain a 52-bed jail
- 44 patrol, 12 detectives
- 5 K-9, bicycle patrol, SRO, Drug task force, Metro SWAT team
POP Unit

2004 – Chief Robin James formed Problem Oriented Policing Unit

- 1 Lieutenant
- 1 Sergeant
- 4 Police Officers
- 1 Parking Enforcement
- 1 Crime prevention Specialist
- Volunteers In Police Service (VIPS)
POP - right approach for Puyallup?

- Community of 37,000 used to high level of police service
- Chief James pushed paradigm shift from reactive approach to proactive
  - If it’s predictable, it’s preventable
  - Effective implementation of POP strategy begins with Crime Analysis
  - S.A.R.A. Model applied to POP unit projects
  - Pull-out POP Unit will exist with long-range vision to have POP infused department-wide
Infusing POP

- Officers rotate through POP unit
  - Approx. 2 year tours
- Department-wide POP training phased in over several years
  - Rana Sampson 1.5 day course – 80% of all officers have attended now
  - Each patrol officer encouraged to implement 1 POP project per year in patrol district
PTO Program

- Adopted Police Training Officer program (Reno model) in 2006
  - Transitioned from FTO model
  - PTO integrates very well with POP
    - Problem-based learning
    - Solutions-oriented
    - NPE (Neighborhood Portfolio Exercise) required for completion of PTO program
      - NPE amounts to SARA POP project
POP Projects

- Meth Legislation
- Copper/Metal recycling legislation
- Partnership with Code Enforcement
- Info Net/Crime Alerts
- Safe Catch
- Sportsmen’s Show at the Fairgrounds
Meth Legislation

- Strong partnerships fostered between POP officers and state legislators (Kastama, Morrell)
- POP officers and Chief James testified at state house and senate subcommittees
- Limits the amount of Pseudoephedrine that can be purchased at one time.
- All purchases of Pseudoephedrine products require identification and pharmacy assistance.
Metal theft

- Legislation efforts mirrored the Meth project
- The law went into effect in 2007, requiring those that recycle non-ferrous metals to ID self. No cash payments over $30
- Recyclers provide log to law enforcement upon request
- Law dramatically reduced metal theft losses in the region
CODE ENFORCEMENT PARTNERSHIP

- POP unit meets with city code enforcement weekly to discuss strategies to abate chronic properties
- Dual-pronged approach – the PD takes criminal action while code enforcement pushes civil penalties
  - Approach involves building department, fire marshal, city attorney’s office and street department
Community members sign up to receive alerts from PD via e-mail.

Those that sign up select a group that they are part of (business, resident, school, financial institution, pawn shop, pharmacy, restaurant).

Crime trends and crime prevention tips are e-mailed to the appropriate group and request assistance from the public.

Potential drawback – media has signed up for all categories and treat the local crime alerts as press releases. This has increased the demand on our PIO resources.
SafeCatch

- Local FBI agent advocated that banks implement SafeCatch to deter/reduce “note job” robberies
- Involves a regional list serve of bank managers
- PPD POP unit conducted 1-hour training at each of city’s 31 banks – goal was 100% compliance with the model demonstrated
- PPD 1st agency in Washington State to train all of the banks in their jurisdiction on Safe Catch
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<th>Sportsmen’s Show</th>
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<td>- Annual hunting/fishing expo at Western Washington Fairgrounds</td>
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<td>- Draws 40,000 people to event</td>
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<td>- In 2006 there were 9 incidents of auto theft and theft from vehicle (7 guns) in parking lots</td>
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<td>- 2007 plan involved public education (variable message boards, car prowl “checklist flyers”), CPTED, Volunteer patrols and deterrence.</td>
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<td>- 2007 Zero incidents of auto theft or theft from vehicle.</td>
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Influence on other departments

- PPD’s structure became local “model” for pull-out POP organization
- Several surrounding agencies have shadowed the unit and implemented a version of PPD’s POP Unit
What POP means to community

- City Council/business association regularly applaud effort and successes of POP
- Has improved and strengthened partnerships with Apartment Communities, local businesses, other city divisions, block watch groups, schools, banks, etc.
Advice for Suburban PD’s

- Buy-in from officers/union
  - Detractors can limit success
- For us, a pull-out POP unit accelerated our transition to POP
- Get community support – POP can address chronic problems/locations
- Celebrate successes
  - Local media, positive newspaper articles
- Start with the easy ones (gas run-offs, problem residence)
- Involve as many stakeholders as possible
- Transfer ownership of problem to community, you are facilitating a solution
Advice for Suburban PD’s
cont.

- Selection of POP Officers critical to success of program
  - Facilitators
  - Outside the box thinkers
  - Innovative and clever
  - Good public speakers
  - Flexible
  - Networkers – getting others involved
QUESTIONS?

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