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BUILDING *Relationships*, SOLVING *Problems*

Towards the Unification of Policing Innovations Under Community Policing

COMMUNITY ORIENTED
POLICING SERVICES
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- Community Policing in the 1980s, becomes more prevalent starting in the mid-1990s;
 - More than \$13 billion investment to more than 13,000 agencies
 - COPS focus on problem-solving and specific goals aligned to community issues
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COPS Community Policing

*Community policing is a **philosophy** that promotes organizational strategies, which support the systematic use of partnerships and problem solving techniques, to proactively address the immediate conditions that give rise to public safety issues, such as crime, social disorder, and fear of crime.*



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- **Community Partnerships**

Collaborative partnerships is about building relationships to develop solutions to problems and increase trust in police.

- Other Government Agencies
 - Community Members/Groups
 - Non-Profits / Service Providers
 - Private Businesses
 - Media
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COPS Building Partnerships

- Reconnecting policing to citizens to encourage proactive, collaborative and strategic approaches to crime prevention
- Police rarely solve public safety problems alone
- Trust needed for citizen participation



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Organizational Transformation

The alignment of organizational management, structure, personnel and information systems to support community partnerships and proactive problem solving efforts.

- Agency Management
 - Climate and culture
 - Leadership
 - Labor relations
 - Decision-making
 - Strategic planning
 - Policies
 - Organizational evaluations
 - Transparency
 - Organizational Structure
 - Geographic assignment of officers
 - Despecialization
 - Resources and finances
 - Personnel
 - Recruitment, hiring and selection
 - Personnel supervision/evaluations
 - Training
 - Information Systems (Technology)
 - Communication/access to data
 - Quality and accuracy of data
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Problem Solving

Engaging in the proactive identification and examination of problems to develop effective responses that are rigorously evaluated.

- **Scanning:** Identifying and prioritizing problems
- **Analysis:** Analyzing problems
- **Response:** Responding to problems
- **Assessment:** Assessing problem solving initiatives
- Using the Crime Triangle to focus on immediate conditions (Victim/Offender/Location)



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Community Policing Umbrella



COPS Police Innovation

- Problem-Oriented Policing
- Broken Windows
- Compstat
- Third-Party Policing
- Hot Spots
- Intelligence-Led Policing
- Predictive Policing
- Evidence-Based Policing
- Values Based Policing



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Police Innovations

(adopted from Clarke/Eck)

| Strategy | Focus | Objective | Rationale | Methods |
|---------------------------|---|--------------------------------------|---|---|
| Community Policing | -Crime -Quality of life -Building Trust | -Proactive - Prevention -Trust | Public support is critical for police effectiveness | -Building Relationships -Solving Problems |
| Traditional Policing | -Violent Crime -Prop. Crime -Traffic | Reduction of crime | Increase enforcement and visibility | -Routine Patrol -Rapid response - |
| Problem-Oriented Policing | Specific, recurring problems | Address the root causes | Prevention more effective than enforcement | SARA |
| Broken Windows | Deteriorating Neighborhoods | Improve informal social Control | Reducing signs of social disorder will increase social control/decrease crime | -Policing incivilities; -Order maintenance; -Neighborhood empowerment |



| Strategy | Focus | Objective | Rationale | Method |
|---------------------------|---|---|---|--|
| Intelligence Led Policing | -Terrorism -Violent Crime | Improve collection, analysis, and sharing of info to inform decisions | Action only effective when based on solid information | Intell Cycle: -Planning -Gathering -Processing/Eval -Analysis -Share -Reevaluation |
| Compstat | -Short-term -Geographic -Patterns | Increase accountability and timely data | Reduce crime by increasing accountability | Identify persistent problems at routine accountability meetings |
| Third-Party Policing | Public safety problems where ID parties beyond police are accountable | Involve third parties in solutions | Police cannot solve problems alone | Collaboration, Persuasion ¹¹ |



| Strategy | Focus | Objective | Rationale | Method |
|-----------------------|--|---|--|---|
| Hot Spots | Serious crime in geographic area | Reduce serious offences in high crime areas through resource deployment | Less hot spots, less crime | Increase patrol and enforcement |
| Predictive Policing | Integrating crime analysis, technology | Predictive prevention strategy and tactics | To prevent and respond to crime more effectively | Better integration of information to inform resource allocation |
| Values Based Policing | Ethical behavior, Quality decision-making, character | Increase trust and confidence in the police | Ethical behavior is the cornerstone of public trust | Emphasis on “Can I do this?” to “Should I do this?” |
| Evidence-Based | Testing police strategies | Improve police practices to reduce crime | Police practice should be based on scientific evidence of what works | Research Assessment Evaluation ¹² |



COPS Findings

- Compatibility with community policing philosophy
- Innovations have a narrow focus on a specific aspect of police business
- Value added if developed in concert with existing philosophies rather than as a stand alone or in isolation
- Community Policing philosophy is broader, can use routine patrol for problem identification, outreach, police visibility, reduce fear of crime
- Effective policing requires collaboration



COPS Intelligence-Led Policing

- “A collaborative law enforcement approach combining problem-solving policing, information sharing, and police accountability, with enhanced intelligence operations.”



COPS Intelligence-Led Policing

- ILP is executive implementation of the intelligence cycle to support proactive decision making for resource allocation and crime prevention. In order to successfully implement this business process, police executives must have clearly defined priorities as part of their policing strategy.”
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COPS Intelligence-Led Policing

Partnerships lead to:

- Better information upon which analysis can be based
- Crime/Terrorism Prevention and Reduction Strategies
- Improved sharing of information and intelligence to solve problems



COPS Integration of Efforts

- **COPS Hiring**
 - 4-year problem-solving grants
- **Predictive Policing**
 - plans to develop, test, implement and evaluate a predictive policing model
- **Smart Policing**
 - data-driven, evidence-based policing by encouraging state and local law enforcement agencies to develop effective, efficient, economical
- **Building Communities of Trust**
 - focuses on developing relationships of trust between law enforcement, fusion centers, and the communities they serve, particularly immigrant and minority communities, so challenges of crime control and prevention of terrorism can be addressed
- **Herman Goldstein Awards**
 - achieved measurable success in resolving recurring specific crime, disorder or public safety problems faced by police and the community
- **Homeland Security Advisory Committee**
 - Using community policing approach to counter violent extremism
- **Teaching Police Departments/Laboratories**

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Questions?