Prepare yourself and the organisation
1. Know the basic arguments for POP
2. Understand why POP implementation can fail
3. Understand how POP relates to other policing concepts
4. Understand how problem solving fits with other policing modes
6. Know your agency’s strengths and limitations
7. Articulate your vision
8. Manage organisational change
9. Clarify roles and responsibilities
10. Get the right people and train them properly

Structure your agency to facilitate POP
10. Decide whether to specialise or generalise problem solving
11. Decentralise the organization where possible; centralise where necessary
12. Develop systems to identify and define problems
13. Develop the agency’s capacity to analyse problems
14. Develop the agency’s capacity to assess problems
15. Optimise employee performance

Put POP in action
16. Affix responsibility for addressing problems
17. Provide administrative support for problem solvers
18. Manage officers’ time to facilitate problem solving
19. Cultivate and manage effective partnerships
20. Document POP projects
21. Recognise and celebrate successful problem solving

Make POP part of your legacy
22. Monitor organisational change
23. Cultivate constituencies for POP
24. Instill organisational values and habits conducive to POP
25. Develop your successors
Prepare Yourself and the Agency
1. Know basic arguments for POP
2. Why POP implementation can fail

- Urgent overwhelms the important
- Persistent emphasis on enforcement over prevention
- Inadequate leadership & support
- Champions leave, not replaced
- Reform burnout
- Officers don’t accept POP as “real police work”
- Inability to work with outside partners
- Political turmoil
3. How POP relates to other concepts

- Predictive Policing
- Intelligence-Led Policing
- Evidence-Based Policing
- Hot Spots Policing
- Broken Windows
- CompStat
- Community Policing
4. Problem solving & other policing modes
## Modes and Levels of Police Work

<table>
<thead>
<tr>
<th></th>
<th>Preventive Patrol</th>
<th>Routine Incident Response</th>
<th>Emergency Response</th>
<th>Criminal Investigation</th>
<th>Problem Solving</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Macro-level</strong></td>
<td></td>
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<tr>
<td><strong>Intermediate</strong></td>
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<tr>
<td><strong>Micro-level</strong></td>
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<tr>
<td>Operational strategy</td>
<td>Work Unit</td>
<td>Objectives</td>
<td>Record System</td>
<td>Reporting Requirements</td>
<td>Performance Standards</td>
</tr>
<tr>
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</tr>
<tr>
<td>Preventive Patrol</td>
<td>None – ongoing</td>
<td>Prevent and detect offenses, promote general feelings of security</td>
<td>Daily activity reports, patrol vehicle mileage</td>
<td>Daily activity reports</td>
<td>Absence of crime, low levels of citizen fear, high rates of police detection of certain types of offenses (e.g., commercial burglary)</td>
</tr>
<tr>
<td>Routine Incident Response</td>
<td>Call</td>
<td>Record incident, resolve dispute, provide or take information</td>
<td>Dispatch records</td>
<td>Report or coded disposition</td>
<td>Complainant satisfaction, no repeat calls that shift, fair treatment of parties, proper completion of report</td>
</tr>
<tr>
<td>Emergency Response</td>
<td>Critical incident</td>
<td>Save life, interrupt crime, protect property, minimize injury</td>
<td>Dispatch records, after-action reports</td>
<td>Critical incident report</td>
<td>No deaths, minimal injuries, order restored</td>
</tr>
<tr>
<td>Criminal Investigation</td>
<td>Case</td>
<td>Establish culpability, make prosecutable case, apprehend offender, clear case</td>
<td>Case files</td>
<td>Case report and file</td>
<td>Case filed by prosecutor, suspect apprehended</td>
</tr>
<tr>
<td>Problem-Solving</td>
<td>Problem or project</td>
<td>Reduce harm, reduce incidence, eliminate problem, improve response</td>
<td>Project files</td>
<td>Sometimes none, project report</td>
<td>Significant reduction in harm, caused by intervention, for reasonable period of time</td>
</tr>
<tr>
<td>Support Services</td>
<td>Program or procedure</td>
<td>Provide service, enhance police legitimacy</td>
<td>Program reports</td>
<td>Program or budget reports</td>
<td>Use/popularity of service</td>
</tr>
</tbody>
</table>
## Police Work Management

<table>
<thead>
<tr>
<th>Work Unit</th>
<th>Objectives</th>
<th>Reports</th>
<th>Performance Standards</th>
<th>Training</th>
<th>Support</th>
<th>Processes</th>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call</td>
<td></td>
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<tr>
<td>Case</td>
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<tr>
<td>Problem</td>
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</tbody>
</table>
5. Know agency’s strengths/limitations
6. Articulate your vision
7. Manage organizational change

<table>
<thead>
<tr>
<th></th>
<th>Understand POP</th>
<th>Don’t Understand POP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support POP</td>
<td>X%</td>
<td>X%</td>
</tr>
<tr>
<td>Oppose POP</td>
<td>X%</td>
<td>X%</td>
</tr>
</tbody>
</table>
8. Clarify roles and responsibilities

• Executive staff
• Supervisors
• Patrol officers
• Detectives
• Analysts and records staff
• Communications staff
CHARACTERISTICS OF A GOOD PROBLEM-ORIENTED SUPERVISOR

- Allows officers freedom to experiment with new approaches
- Insists on good, accurate analysis of problems
- Grants flexibility in work schedules when requests are proper
- Allows officers to make most contacts directly and paves the way when they’re having trouble getting cooperation
- Protects officers from pressures within the department to revert to traditional methods
- Secures resources for officers and protects them from undue criticism
- Knows what problems officers are working on and whether the problems are real
- Knows officers’ beats and important citizens in them and expects officers to know them even better
- Coaches officers through the problem-solving process, gives advice, helps them manage their time and helps them develop work plans
- Monitors officers’ progress on work plans and makes adjustments, prods them along, slows them down, etc.
- Supports officers even if their strategies fail, as long as something useful is learned in the process, and the strategy was well thought out
- Manages problem-solving efforts over a long period of time; doesn’t allow effort to die just because it gets sidetracked by competing demands for time and attention
- Gives credit to officers and lets others know about their good work
- Allows officers to talk with visitors or at conferences about their work
- Identifies new resources and contacts for officers and requires them to check them out
- Coordinates efforts across shifts, beats, and outside units and agencies
- Identifies emerging problems by monitoring calls for service, crime patterns, and community concerns
- Assesses officers’ activities and performance in relation to identified problems rather than by boilerplate measures
- Expects officers to account for their time and activities while giving them more freedom to decide how to address problems in their areas of responsibility
- Provides officers with examples of good problem solving so they know what is expected
- Provides more positive reinforcement for good work than negative reactions to bad work
- Realizes this style of police work cannot simply be ordered; officers and detectives must come to believe in it
9. Get the right people...
9. ...and train them

Police Training Officer & Problem-Based Learning
Structure the Agency to Facilitate POP
10. Generalize or specialize

Sat: WB’s POP unit new tool vs. crime

In Delray Beach, the Problem Oriented Policing unit works with citizens to fight neighborhood crime.
11. Decentralize where possible

"...sector policing uses a divisional structure emphasizing decentralized command mechanisms that break down decision-making authority into smaller parts...."
12. Systems to identify problems
13. Develop analysis capacity
14. Develop assessment capacity
Knowledge exists at the touch of a button
15. Optimize employee performance

EXAMPLE OF A PROBLEM-SOLVING PERFORMANCE APPRAISAL

PATROL OFFICER PROBLEM SOLVING

★ Does the officer initiate problem-solving activities in his/her neighborhood or beat?
★ Does the officer successfully apply problem-solving techniques that provide long-term solutions to the identified problems?
★ Is the officer familiar with chronic problems in his/her assigned beat?
★ Does the officer routinely review available sources of information to identify chronic problems (e.g., records systems, neighborhood/business/community associations, fellow officers/managers, other agencies, news articles and stories)?
★ Does the officer analyze problems sufficiently to improve his/her understanding of them?
★ Does the officer compile sufficient documentation related to problems to allow others to understand the problems and the responses to them?
★ Does the officer consider a wide range of alternatives for responding to problems before taking action?
★ Does the officer keep his/her supervisor apprised of problems and the responses to them?
★ Does the officer make use of resources outside the police department in addressing problems?
Put POP Into Action
Project tracking

PAM (Problem Analysis Module) gives you a framework for analyzing any persistent crime and public safety problem. PAM will ask you to input information concerning every aspect of the problem and then suggest the kinds of responses you could try.

Start using PAM for the first time...
Read more about PAM...
Read about the developers of PAM...
### Problem-Oriented Policing Initiatives - 2010

<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 Tom Kajina</td>
<td>Throughout city</td>
<td>03/30/10</td>
<td>Recognizing Persons With Autism Handout</td>
<td>Response</td>
</tr>
<tr>
<td>Officer Tom Schlief</td>
<td>Possibility Playground</td>
<td>05/06/10</td>
<td>Have “slow” painted on roadway before crosswalk area by Possibility Playground</td>
<td>Completed</td>
</tr>
<tr>
<td>Officer Steve Footit</td>
<td>Lincoln Ave</td>
<td>05/29/10</td>
<td>Speeding on Lincoln Ave. in school zone area</td>
<td>Response</td>
</tr>
<tr>
<td>Parking Enforcement Officer Diane Jung</td>
<td>Marina</td>
<td>May, 2010</td>
<td>America’s Waterway Watch</td>
<td>Response</td>
</tr>
<tr>
<td>Officer Jerry Rye</td>
<td>Downtown</td>
<td>05/29/10</td>
<td>Vandalism (2nd year)</td>
<td>Response</td>
</tr>
</tbody>
</table>

### Problem-Oriented Policing Initiatives - 2009

<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>Lt. Mike Dent</td>
<td>Stadium</td>
<td>03/30/09</td>
<td>Stadium Security</td>
<td>In Progress</td>
</tr>
</tbody>
</table>
17. Provide administrative support

• Crime analysis
• Supervisory (scheduling, authorization, overcoming bureaucratic obstacles)
• Legal analysis
• Clerical (reports, scheduling meetings)
• Fiscal (for analysis, implementation)
• Outside agencies
Legal Support

- Constitutional Rights
- Exclusionary Rule
- Fourth Amendment
- Expectations of Privacy
- Warrantless Searches
- Electronic Surveillance
- Entrapment
- Identification Procedures
Legal Support

- Code Enforcement
- Zoning
- Nuisance Abatement
- Eviction
- Trespass
- Civil Injunction
- Receivership
- Condemnation
- Negligence
18. Manage officers’ time

- Determine what time is available now
- Differential police responses (DPR)
- Reassess the need for or function of specialized units
- Adopt more efficient responses to high-volume call types
- Reduce other ‘productivity’ demands
- Encourage team problem solving
19. Cultivate partnerships
20. Document POP projects
21. Recognize and celebrate success

Neighbors Against Drugs
Is throwing
Your neighborhood
A
Victory Party
And Your Invited
When: Thursday, June 23rd
Time: 5pm - 7pm
Where: 1700 Block of N. 12th Street
(We will be closing a portion of the street)

N.A.D. will be providing you and each of your neighbors two
sandwiches (brat or hamburger), hot drink and soda. Music
provided by Open Door Entertainment.

This is a farewell party for the drug dealers. Your
neighborhood has been successful in addressing drug
dealing and it’s time to celebrate. By continuing the work
together we can keep drug dealing out of your
neighborhood.

“We have surprises, not secrets in our whanau.”

CAPS Hauraki
Central Auckland Police Service - Hauraki

Awards Night 2019
Make POP Part of Your Legacy
23. Cultivate constituencies

- Police
- Prosecutors
- Private Citizens and Groups
- Business Community
- Academia
- Media
- Non-Gov't Orgs.
- Other Gov't Agencies
- Elected Officials
- Probation & Parole
Cultivate constituencies
The Prosecutor as Problem-Solver
Leading and coordinating anticrime efforts

By RONALD GOLDSTOCK

There was a time when the primary focus of law enforcement was concentrated on discrete street criminals, and the role of the prosecutor was limited to presenting evidence gathered by police to the grand jury or the sheriff to a court and jury. For such offenses, the traditional division between police and prosecutor worked reasonably well. During the 1960s, however, a few prosecutors came to understand that a different approach was required to deal with complex criminal activity such as organized crime, labor racketeering, official corruption, and so on. For them, there are often no immediate victims, or the victims and witnesses are too frightened to come forward. There is no cooperation between police and prosecutor.

Thus, New York’s famous racketeer, Frank Costello, paid a visit to County Attorney Thomas Dewey, asked him if he was essential to combine the skills of protection and investigation—soon, even attorneys—throughout the criminal process. The F.B.I. Bureau concept was born out of Dewey’s experience and that of his successor, Frank Hogan, spread across the country and throughout the development of the Organized Crime Section in the Justice Department and to the federal strike forces. See, for example, G. Robert Blakey, Ronald Goldstock, and G. William Rauch, Racketeering, Investigation and Prosecution of Organized Crime, 66-6 National Institute of Justice, 1978. For Organization Crime: Enforcement Strategies (Encyclopedia of Crime and Justice 1105-7 (1981)).

The need to merge police and prosecutorial functions grows even more acute as investigations and prosecutions become more sophisticated and the relevant law more intricate. Legal issues concerning searches and seizures, the right to counsel, electronic surveillance, and related issues are now so arcane that police must routinely rely on lawyers to determine what they may and may not do even in the most routine police work. Moreover, Congress and state legislatures have formally granted attorneys control over the sophisticated investigative techniques used in cases involving organized crime, official corruption, narcotics, and labor racketeering. Statutory law makes the prosecutor counsel to the grand jury, with the legal responsibility for resolving immunity questions. Prosecutors are also given the exclusive responsibility for appointing and supervising the agents of electronic surveillance and are required to maintain and control their execution by the police.

But while the role played by the prosecutor may have changed over time, the changes have taken place simply as a function of the criminal process. The prosecutor’s objective remains the conviction of the defendants. The importance of an effective system is not diminished by the need to maintain the traditional concern with constitution and punishment of the guilty. Multiple justifications, it simulates the effort of law, which it must result also serves as society’s moral statement concerning the nature of the illegal act. Conviction and punishment function together to justify the costs of law enforcement and to encourage the dangerous offender. Finally, they may deter the000ed and offend from future illegal activity. To the extent that general deterrence is seen as a goal of the criminal
24. Instill values and habits

- Focusing on results, not process
- Using data and experience
- Collaborating
- Sharing responsibility for problems
- Acting ethically
Police Methods for Shifting Responsibility

- Engaging and supporting the community
- Making an informal request
- Educating
- Advocating for a new organization
- Engaging an existing organization
- Withdrawing police service
- Mandating through legislation
- Charging fees for police service
- Bringing a civil action
- Public shaming

Degree of Coercion:

- Resources required

Evidence Required:
25. Develop successors

Arlington Police Department (Arlington, TX, US)

- You Never Know Campaign (2011)
- Burglary of Motor Vehicle (DMV) Detail (2009)
- Operation Spotlight (2008) FINALIST
- Arlington Strong Neighborhood Initiative Pilot Area (2007)
- Citizen Notification Service and CrimeWeb (2007)
- Stopping Open-Air Drug Sales on West Cedar Street (2006)
- Partners Against Chronic Truancy (2001)
- Multi-Housing Miracles (2001)