Policing
Policing

Image

Reality
Function of Police: Image

- To fight crime
- To enforce the law
- To protect and serve
Function of Police: Reality

- To prevent and control threats to life and property
- To aid crime victims and protect individuals in danger
- To protect constitutional guarantees
- To facilitate the movement of people and vehicles
- To assist those who cannot care for themselves
- To resolve conflict between individuals, groups, or between citizens and government
- To identify community problems
- To create and maintain a feeling of security in the community
Function of Police: Reality

Policing is more, and more complex, than is popularly imagined.
Capacity (Resources): Image
Capacity (Resources): Reality
Capacity (Authority)

Image

Reality
Need for Assistance

Image

Reality
Identifying & Prioritizing Problems

7. What do you perceive to be problems in your neighborhood? A rating of 1 represents the
a. Sexual Assault  
   Select an Answer
b. Domestic Violence  
   Select an Answer
c. Illegal Drug Activity  
   Select an Answer
d. Gangs  
   Select an Answer
e. Physical Assaults  
   Select an Answer
f. Vandalism  
   Select an Answer
g. Child Abuse  
   Select an Answer
h. Burglary / Robbery  
   Select an Answer
i. Theft  
   Select an Answer
j. Loitering / Curfew  
   Select an Answer
k. Vehicle Accidents  
   Select an Answer
l. Public Drinking  
   Select an Answer
m. Traffic / Speeding  
   Select an Answer
n. Loud Parties / Noise  
   Select an Answer

List other issues:
Taking Action

Protesting

Patrolling

Cleaning

Monitoring

Petitioning
Methods & Means: Image

Preventive Patrol

Rapid Response

Investigation
Relationship of Police to Criminal Justice System: Image
What is the sequence of events in the criminal justice system?

Note: This chart gives a simplified view of case flow through the criminal justice system. Procedures vary among jurisdictions. The weights of the lines are not intended to show actual size of caseloads.

Source: Adapted from The challenge of crime in a free society, President's Commission on Law Enforcement and Administration of Justice, 1967. This revision, a result of the Symposium on the 30th Anniversary of the President's Commission, was prepared by the Bureau of Justice Statistics in 1997.
CJS Funnel

1000 Crimes
500 Reports
100 Arrests

50 Charges
45 Guilty Pleas
3 Guilty at Trial
2 Acquittal

32 Community Corrections

16 Prison
Relationship of Police to Other Systems

- Police
- Criminal Justice System
- Child Protection
- Dispute Resolution
- Mental Health
- Community Groups
- Drug & Alcohol Treatment
- Schools
- Juvenile Justice
- Planning & Design
- Civil Enforcement
- Licensing & Regulation

---

- Police
- Criminal Justice System
- Child Protection
- Dispute Resolution
- Mental Health
- Community Groups
- Drug & Alcohol Treatment
- Schools
- Juvenile Justice
- Planning & Design
- Civil Enforcement
- Licensing & Regulation

---

- Police
- Criminal Justice System
- Child Protection
- Dispute Resolution
- Mental Health
- Community Groups
- Drug & Alcohol Treatment
- Schools
- Juvenile Justice
- Planning & Design
- Civil Enforcement
- Licensing & Regulation
Officer Discretion

Image: None

Reality: Lots

- Where to patrol
- What to emphasize
- Whether to investigate
- How to investigate
- Whether to arrest
- How to arrest
- What alternatives to use
Accountability

Image

POLICE CALL LOG

Possible numbers to call depending on activity:
- Non-emergency: 777-7300 (press 1 and then press 0)
- Emergency: 911 or 777-3111 from your cell phone
- 211-DRUG Anonymous hotline where you can anonymously report illegal drug sales, distribution, or illegal activity outside of legal stores or in safe locations. Additionally, report after hours sales, sales of new drugs, and drug-related crimes.
- Code Compliance: 211-3991, refers illegal related complaints such as broken windows or activity in annexed rental buildings.
- Illegal Dumping on Public Property: 815-6666. describes the contents and amount of the dumping, the nearest address where it has been dumped and by whom.

Crime report forms can be downloaded and printed from www.callinidence.com

Incident Report #9005127

Cambridge Police Department
Incident Report #9005127
Report Entered: 07/14/2006 12:11:08

Case Title: App/Art
Date/Time Reported: 07/14/2006

Suspect Information

SUSPECT 1: CRABLY, JAMES (46)

Arresting Officer: NELSON, ROBERT (17)

Persons

Role: Name: Sex: Age: DOB: Phone: Address


Offenders

STATEMENT: CRABLY, JAMES (46)

Male: Black: 5/14/70: (C) 280 WASHINGTON ST., CAMBRIDGE, MA 02140

Vehicles

Property

NARRATIVE

On Thursday, July 13th, 2006, the victim, Mr. WENNER, was stabbed in the chest outside of the restaurant, The Bar, located at 777 W. 2nd Street, Cambridge, MA. He was rushed by ambulance to St. Elizabeth's Hospital, where he underwent surgery to remove the bullet from his chest. The victim's wife, Mrs. WENNER, was at the scene when the incident occurred. She stated that she and her husband had been walking down the street when they were approached by a group of individuals who asked them if they had seen the woman who had been OSU. The victim's wife, Mrs. WENNER, stated that she had not seen the woman and that they had been walking down the street when they were attacked. The victim, Mr. WENNER, was knife-wielding and wearing a black shirt and black pants. The group of individuals then fled the scene. The victim, Mr. WENNER, was taken to the hospital where he underwent surgery to remove the bullet from his chest. The police were called to the scene and a search was conducted for the suspects. The suspects were not found and no arrests were made.

On the above date and time, I, Mr. COMPTON, a sworn officer of the Cambridge Police Department, was called to The Bar, located at 777 W. 2nd Street, Cambridge, MA. Upon arrival, I observed the scene where the victim, Mr. WENNER, was standing outside of the restaurant. The victim was bleeding from the chest and was in pain. I immediately called an ambulance and assisted the victim into the ambulance. The ambulance then transported the victim to St. Elizabeth's Hospital, where he underwent surgery to remove the bullet from his chest. The victim's wife, Mrs. WENNER, was at the scene when the incident occurred. She stated that she and her husband had been walking down the street when they were approached by a group of individuals who asked them if they had seen the woman who had been OSU. The victim's wife, Mrs. WENNER, stated that she had not seen the woman and that they had been walking down the street when they were attacked. The victim, Mr. WENNER, was knife-wielding and wearing a black shirt and black pants. The group of individuals then fled the scene. The victim, Mr. WENNER, was taken to the hospital where he underwent surgery to remove the bullet from his chest. The police were called to the scene and a search was conducted for the suspects. The suspects were not found and no arrests were made.
Control: Reality
Organization: Reality
Personnel

Image

Reality
<table>
<thead>
<tr>
<th>Key Elements of Policing</th>
<th>Image</th>
<th>Reality</th>
<th>Resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Function</td>
<td>Simple</td>
<td>Complex</td>
<td></td>
</tr>
<tr>
<td>Capacity</td>
<td>Unlimited</td>
<td>Limited</td>
<td></td>
</tr>
<tr>
<td>Assistance</td>
<td>Little needed</td>
<td>Lots needed</td>
<td></td>
</tr>
<tr>
<td>Methods and Means</td>
<td>Patrol/arrest</td>
<td>Varied</td>
<td></td>
</tr>
<tr>
<td>Discretion</td>
<td>None</td>
<td>Much</td>
<td></td>
</tr>
<tr>
<td>Accountability</td>
<td>Clear &amp; direct</td>
<td>Ambiguous</td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td>Tight</td>
<td>Loose</td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td>Rigid</td>
<td>Flexible</td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>Obedient</td>
<td>Adaptive</td>
<td></td>
</tr>
</tbody>
</table>
Problem-Oriented Policing
Improving Policing: A Problem-Oriented Approach

Herman Goldstein

The police have been particularly susceptible to the “means over ends” syndrome, placing more emphasis on their improvement efforts on organization and operating methods than on the substantive outcomes of their work. This condition has been laid by the professional movement within the police field, with its concentration on the staffing, management, and operational aspects of the police, with little or no attention to the overall impact of their efforts. This has fostered the widely held assumption that improvements in the internal management of police departments will enable the police to deal more effectively with the problems that they are called upon to handle. If the police are to realize a greater return on the management made in improving their operations, and if they are to matter as a profession, they must concern themselves more directly with the end product of their efforts.

Meeting this need requires that the police develop a more systematic process for examining and addressing the problems that the public expects them to handle. It requires identifying these problems in more precise terms, researching each problem, determining the nature of the current police response, assessing its adequacy and the adequacy of existing authority and resources, engaging in a broad exploration of alternatives to present response, weighing the merits of these alternatives, and choosing from among them.

Improvements in staffing, organization, and management remain important, but they should be achieved—and may, in fact, be more achievable—within the context of a more direct concern with the outcome of policing.

Complaints from passengers wishing to use the Rapid to Greenfield by service that “the drivers were speeding past queues of up to 20 people with a smile and a wave of a hand” have been met by a sworn police officer that “it is impossible for the drivers to keep their timetable if they have to stop for passengers.”

All bureaucrats risk becoming so preoccupied with running their organizations and getting so involved in their methods of operating that they lose sight of the end result.
What Is Problem-Oriented Policing?

PROBLEM-ORIENTED POLICING (POP) is an approach to policing in which (1) DISCRETE PIECES OF POLICE BUSINESS (each consisting of a cluster of similar incidents, whether crimes or acts of disorder, that the police are expected to handle) are subject to (2) MICROSCOPIC EXAMINATION (drawing on the especially honed skills of crime analysts and the accumulated experience of operating field personnel) in hopes that what is freshly learned about each problem will lead to discovering a (3) NEW AND MORE EFFECTIVE STRATEGY for dealing with it. POP places a high value on new responses that are (4) PREVENTIVE in nature, that are (5) NOT DEPENDENT ON THE USE OF THE CRIMINAL JUSTICE SYSTEM, and that (6) ENGAGE OTHER PUBLIC AGENCIES, THE COMMUNITY AND THE PRIVATE SECTOR when their involvement has the potential for significantly contributing to the reduction of the problem. POP carries a commitment to (7) IMPLEMENTING THE NEW STRATEGY, (8) RIGOROUSLY EVALUATING ITS EFFECTIVENESS, and, subsequently, (9) REPORTING THE RESULTS in ways that will benefit other police agencies and that will ultimately contribute to (10) BUILDING A BODY OF KNOWLEDGE that supports the further professionalization of the police.
Defining Problems

“…discrete pieces of police business…”
CHEERS

- Community is affected
- Harm is caused
- Expectations of police are reasonable
- Events are discrete and describable
- Recurring nature of the events
- Similarity exists among events
By Behavior

- Panhandling
- Robbery
- Assault
- Speeding
- Drug dealing
By Persons

- Gangs
- Mentally ill persons
- Chronic inebriates
- Repeat offenders
- Repeat victims
By Location

- Bar
- Intersection
- Neighborhood
- House
- Apartment complex
By Time

- Bar closing time
- Annual festival
- Rush hour
Hybrid Problems

Assaults by and of college students in and around college bars on weekend nights
Scope of Problems

Single location/individual

District

Cross-jurisdictional

Neighborhood

Citywide
Common Problems from A to Z

• Abandoned buildings
• Abandoned/derelict vehicles
• Assault and battery
  – Aggravated assault
  – Gun violence
  – Simple assault
  – Fighting
  – Drug-related assault
• Apartment complex problems...
• ...Day laborer problems
• Dignitary and celebrity protection
• Disorderly youth in public places
  • Skateboarding or cycling on streets or sidewalks
• Domestic violence
  • Domestic disturbances...
• Drag racing
• Drive-by shootings
Common Problems from A to Z

• ...Gambling
• Organized illegal gambling
• Gambling in public places
• Gang activity
• Gang graffiti
• Gang vs. gang violence

• Gasoline drive-offs (see also Theft)
• Graffiti (see also Vandalism)
• Group homes
  • Runaways from group homes
  • Assaults at group homes...
Common Problems from A to Z

• ...Noise
  • Persons
  • Vehicles
  • House parties
  • Stereos
  • Car stereos
  • Barking dogs
  • Alarm soundings…

• Obscene phone calls
  • Offensive odors
  • Organized crime
  • Panhandling
  • Park problems
  • Parking complaints
  • Pawn shops
  • Prostitution…
Common Problems from A to Z

• …Underage drinking (see also College problems)
• Unlicensed driving (see also Traffic accidents; Drunk Driving)
• Vandalism
  – Criminal damage to property
  – Graffiti
• Vehicle lockouts
• Weapons offenses
  – Trafficking in guns
• Witness intimidation
### Problems Commonly Addressed by Police

<table>
<thead>
<tr>
<th>Problem</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abandoned children</td>
<td>Fighting (aka Mutual combat)</td>
</tr>
<tr>
<td>Abandoned of property</td>
<td>Flash mobs (groups that assault random victims) (aka Wilding)</td>
</tr>
<tr>
<td>Abandoned of presents</td>
<td>Food and drug contamination (intentional)</td>
</tr>
<tr>
<td>Abandoned of solicitors</td>
<td>Tort against the elderly</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles</td>
<td>Fraudulent return of retail merchandise</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Criminal activity in public places</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Mass evacuation of citizens during emergencies</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Mass shootings</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Minors having persons</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Disaster of 91</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Mobile drug trafficking (e.g., via cell phones and vehicles)</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Mortgage fraud</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Motor vehicle crashes</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Motorcycle crashes</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Murder for hire</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Murder of prostitutes</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Neighbors disputes</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Notary disputes (e.g., banking dogs)</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Obscene phone calls</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Offensive odors</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Open-air drug markets</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Organized crime</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Organized illegal gambling</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Parking in handicapped spaces</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Pedestrian injuries</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Physical and mental abuse of the elderly</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Pickpocketing</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Prescription fraud and abuse</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Prostitution (organized child sex racket)</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Prostitution in indoor locations (call girls, escort services, massage parlors, brothels)</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Prostitution in outdoor locations (aka Street prostitution)</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Protection of controversial speakers</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Public corruption</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Public international and trading</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Purse snatching</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Putting persons into paths of trains</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Recycle cell phones</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Relaxation preventive actions</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Recovering stolen autos</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Retail theft (aka Shoplifting)</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Robbery of automated teller machines</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Robbery of convenience</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Stores/office stations</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Robbery of delivery persons</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Robbery of drug dealers/buyers</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Traffic congestion around schools</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Traffic congestion at special events</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Traffic congestion during rush hour</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Traffic congestion in entertainment districts</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Traffic control at emergency rescue scenes (e.g., vehicle crashes, fires)</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Traffic signal violations (e.g., running red lights and stop signs)</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Trafficking in human body parts</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Transient encampments</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Trash scavenging</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Turnstile jumping (fare beating)</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Unauthorized parking on private property</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Underage drinking</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Unlicensed driving</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Vandalism in cemeteries</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Vandalism in parks</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Vandalism of schools</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Vandalism on transportation vehicles, routes, and stations</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Vehicle intrusion</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Vehicle lockouts</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Victimization and accidental injury of transient persons</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Weapons trafficking</td>
</tr>
<tr>
<td>Abandoned of solicitors and vehicles and theft</td>
<td>Without intimidation</td>
</tr>
</tbody>
</table>
Scanning for Problems
Identifying and Defining Policing Problems

Michael S. Scott
Analyzing Problems

“…are subject to microscopic examination…”
Analysis Objectives

- Confirm problem is real
- Confirm problem is what it appears to be or redefine it
- Develop a “theory of the problem” to explain why it’s happening
- Accumulate evidence about the problem
Problem Analysis Triangle
Analysis Guides
Purpose of Analyzing Problems

“…discovering a new and more effective strategy…”
Emphasizing Prevention

“...places a high value on responses that are preventive...”
Looking for Alternatives to Arrest

“…not dependent on the criminal justice system…”
**Alternative Responses**

- Mobilizing the Community
- Coordinating with Other Services
- Reinforcing Informal Social Control
- Conveying Information
- Pressing for New Laws to Control Conditions that Create Problems
- Focusing on Repeat Offenders, Victims & Complainants
- Issuing Warnings
- Selective Intensive Enforcement
- Enforcing Civil Laws
- Creating & Enforcing New Probation Conditions
- Mediating & Negotiating
- Altering the Physical Environment
Sharing Responsibility

“…that engage other public agencies, the community, and the private sector…”
Police Methods for Shifting Responsibility

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

Degree of resistance

Degree of coercion

Resources required

Evidence required

Engaging and supporting the community
Shifting and Sharing Responsibility for Public Safety Problems

Michael S. Scott
Herman Goldstein
Taking Action

“…carries a commitment to implementing the new strategy…”
Implementing Responses to Problems

by
Rick Brown
Michael S. Scott
Assessing Results

“...rigorously evaluating its effectiveness...”
Defining Success

• Eliminate the problem
• Reduce the volume of incidents
• Reduce the harm from incidents
• Shift responsibility to those better able to address it
• More humane and fair responses
Assessing Responses to Problems: An Introductory Guide for Police Problem-Solvers

John E. Eck
Problem-solving Process

Scanning

Analysis

Assessment

Response

SARA
Reporting Results

“...reporting the results to benefit other police agencies...”
Furthering the Profession

“…building a body of knowledge…”