

Problem-Oriented Policing

Why Change How Policing Is Done?

Image

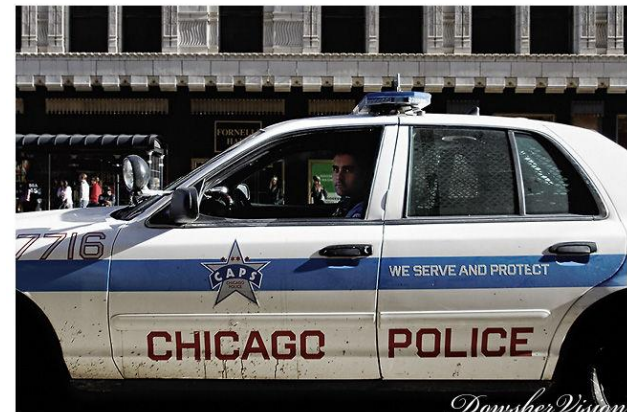
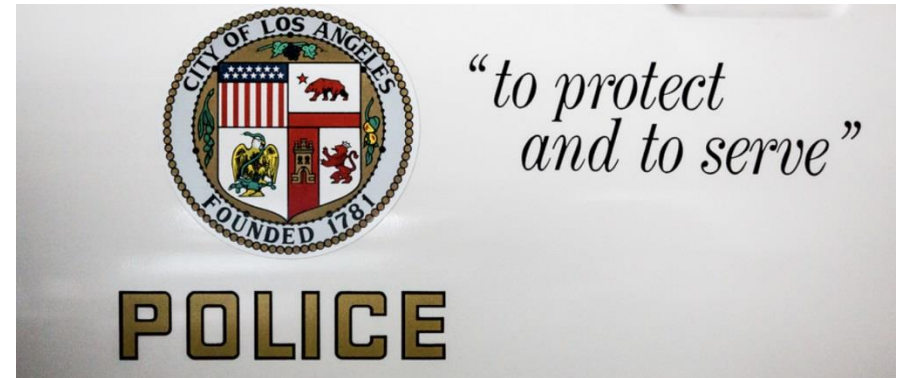


Reality



Function of Police: Image

- ★ To fight crime
- ★ To enforce the law
- ★ To protect and serve



What Do Police Handle? (CFS)

CITY OF PHOENIX POLICE DEPARTMENT

RADIO CODES - NUMERICAL ORDER

NOTE: Utilize an "S" when a supplemental report to an original DR is to be completed.
Utilize an "X" when an "attempted" report is to be completed.

2..... Urgent - No Red Lights or Siren	301.... Prostitution	415P.. Loud Party Disturbing
3..... Emergency - Use Red Lights & Siren	301A.. Solicitation for Prostitution	415W.. Misuse of Weapon
4..... No Further Assistance Needed	302.... Internet / Computer Crimes	417.... Subject Threatening
5..... Stake Out - Other Units Stay Away	302C.. Cyber Stalking / Computer Threats	417B.. Barricade
6..... Out for Investigation (Citation, 10-29, etc.)	302E.. Child Pornography / Child Sexual Exploitation	417G.. Subject With a Gun
7..... Out of Service to Eat	302F.. Internet / Computer Fraud	417K.. Subject With a Knife
101.... Woman in the Car	302H.. Computer Tampering	418.... Civil Matter - Stand By
102.... Woman out of the Car	302T.. Sexting	418A.. Landlord - Tenant Dispute
103.... Subject to call @ Ext. _____	310.... Molesting	418B.. Neighbor Dispute
105.... Going for Gas	311.... Indecent Exposure	418D.. Illegal Dumping
106.... Car Wash	311A.. Urinating in Public	418G.. Unwanted Guest/s
210.... Strong Armed Robbery	312.... Child Neglect	418H.. Harbor/Tran Illegal
211.... Armed Robbery	312A.. Child Abuse	418L.. Immigration Matter
211A.. Armed Robbery Alarm	312C.. Contributing to the Delinquency of a Minor	418T.. Trespassing
211B.. Beacon Armed Robbery Alarm	315.... Forgery	418U.. Solicitation Door to Door
211C.. Organized Crime/Conspiracy	315B.. Forgery at a Bank/ Credit Union	418V.. Street Vending Violation
211E.. Extortion	315C.. Money Laundering	418W.. Unlawful Hire
211H.. Robbery - Home Invasion	315D.. Theft of Credit Card	451.... Homicide
211T.. Prone Alarm	315E.. Identity Theft	451C.. Conspiracy to Murder
236.... Threat	315M.. Counterfeit Currency	451O.. Homicide - Other Agency Asst
237D.. Dangerous Drugs	315P.. Piracy of DVD/CD	459A.. Burglary Alarm
237G.. Glue Sniffing	315R.. Registered Trademark Viol	(Audible/Silent)
237L.. Large Quantity of Marijuana	315T.. Taking ID of Another-ATTC	459B.. Burg Com - Metal Theft Rel
237M.. Report of Marijuana	316.... Non-Sufficient Funds / Closed Account	459C.. Burglary - Commercial
237N.. Narcotics	317.... Soliciting	459F.. Burglary From Vehicle
237P.. Prescription Violation	318.... Theft by Fraud	459H.. Burg Res - Metal Theft Rel
239.... Fight	318E.. Exploitation of Elderly Adults	459M.. Burg Frm Veh Catalytic Cnvrtr
240.... Assault	319.... Loss Report	459R.. Burglary - Residential
240C.. Escape	390.... Drunk (Disturbing, Down, In Car, etc.)	459V.. Vending Machine Burglary
240E.. Reckless Endangerment	390A.. Transport to Detox Facility	487.... Theft
240R.. Resisting Arrest	390D.. Drunk Driver	487A.. Theft from Person - Purse Snatch
245.... Aggravated Assault	390L.. Liquor Violation	487B.. Shoplifting
245A.. Vulnerable Adult Abuse	390U.. Underage Drinking	487F.. Theft from Vehicle
245F.. Vulnerable Adult Abuse/DV	415A.. Phone Calls	487I.. Stolen Bicycle
250.... Harassment	415B.. Criminal Damage	487J.. Stolen Property (Buy / Sell / Possess)
250C.. Cyberbullying	415C.. Curfew Violation	487LP.. Stolen License Plate
251.... Stalking	415E.. Loud Music or Noise Disturbing	487P.. Police Car Stolen
260.... Sexual Abuse-Adult	415F.. Domestic Violence	487V.. Stolen Vehicle
260J.. Sexual Abuse-Juvenile	415G.. Shots Fired	487W.. Auto Theft - Watch Your Car Program Vehicle
260L.. Luring of a Minor for Sexual Contact	415H.. Animals Disturbing, Barking Dog	487Y.. Metal Theft
261.... Sexual Assault	415I.. Incurable Juvenile	488I.. Recovered Bicycle
261B.. Bigamy Adultery, etc.	415J.. Juveniles Disturbing	488F.. Recovery FOJ / Property
262.... Sex Offender Registration Violation	415L.. Loitering	488V.. Recovery of Vehicle / FOJ
300.... Gambling	415O.. Obstructing a Thoroughfare	488W.. Recovery of Watch Your Car Program Vehicle

RADIO CODES - NUMERICAL ORDER (Continued)

491C.. Access Interference	647V.. Suspicious Vehicle/ Person in Vehicle	914.... Fire Follow-up
491D.. Kidnapping, Any Adult / No SP IDd Juv (Sexually Motivated)	647W.. Suspicious Person - Watch Your Car Program	915.... Arson
491U.. Kidnapping, Juvenile-SP IDd (Sexually Motivated)	651.... Loose Animals	915B.. Fire Bomb
500.... Generic	651A.. Injured Animals	915H.. Hazardous Materials
501.... False Reporting	707.... Bomb Threat	915U.. Illegal Burning
502.... Interfering With Judicial Proceedings (Obstructing Justice)	707B.. NBC Situation	915U.. Undetermined Fire
503.... City Ordinance Offenses	707R.. Radioactive Material	917.... Abandoned Vehicle
503G.. Graffiti	711.... Intensive Patrol (Preventative)	918.... Insane Person
508.... Traffic Control (Special Detail)	900.... Check Welfare	921.... Prowler
510.... Speeding or Racing	900B.. Open Door, Window, Gate, etc.	921P.. Peeping Tom
510F.. Felony Flight	900M.. Mobile Security Device Alarm	926.... Wrecker from List
511F.. Felony FOJ Warrant	901.... Injured or Sick Person	926N.. Vehicle Seizure
511M.. Misdemeanor FOJ Warrant	901C.. Cutting/Stabbing	927.... Unknown Trouble
511P.. Subject Stop	901G.. Shooting	928.... Found Property
511T.. Vehicle Tow/Impound	901H.. Dead Body	928E.. Found Explosives
511V.. Vehicle Stop	901O.. Overdose Victim	928I.. Found Bicycle
585.... Traffic Hazard	901U.. Suicide	928N.. Found Narcotics
586.... Illegal Parking	901X.. Attempt Suicide	960.... Police Aircraft Dwn, No Injuries &/or Property Damage
601.... Missing Person	906.... Officer Needs Assistance, Potentially Hazardous Situation	960A.. Police Aircraft Dwn, W/Injuries &/or Property Damage
601F.. Found Missing Person	907.... Back-Up (Make the _____ or Request for)	961.... Accident - No Injuries
601J.. Missing Juvenile	911H.. 9-1-1 Hang-up	961H.. Hit & Run - No Injuries
601O.. Missing Person Other Agency		962.... Accident - Injuries
601T.. Truancy		962H.. Hit & Run - Injuries
647.... Suspicious Person/Activity		963.... Accident - Fatality
		963H.. Hit & Run - Fatality
		964T.. Translation Detail
		998.... Officer Involved in Shooting
		999.... Officer Needs Help Urgently

Policing Objectives

- ✪ To prevent and control conduct widely recognized as threatening to life and property (serious crime).
- ✪ To aid individuals who are in danger of physical harm, such as the victim of a criminal attack.
- ✪ To protect constitutional guarantees, such as the right of free speech and assembly.
- ✪ To facilitate the movement of people and vehicles.
- ✪ To assist those who cannot care for themselves: the intoxicated, the addicted, the mentally ill, the physically disabled, the old, and the young.
- ✪ To resolve conflict, whether it be between individuals, groups of individuals, or individuals and their government.
- ✪ To identify problems that have the potential for becoming more serious problems for the individual citizen, for the police, or for government.
- ✪ 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

Image



Reality



Capacity

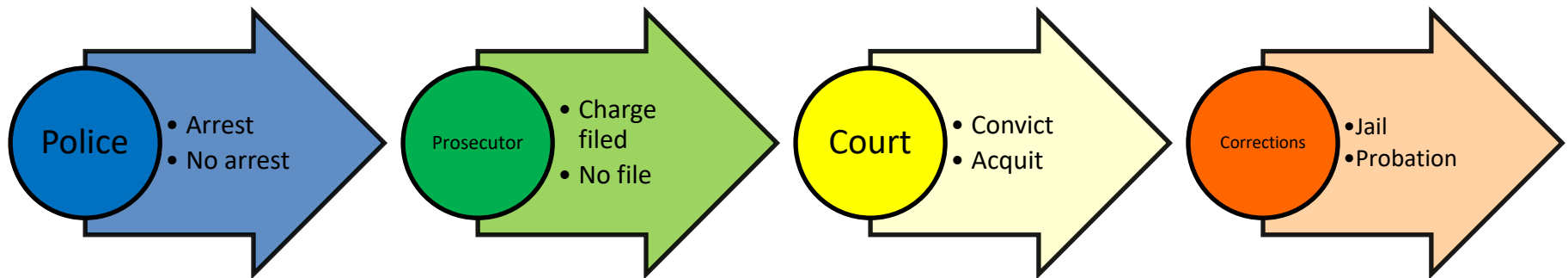
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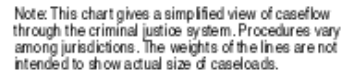
Reality



Relationship of Police to Criminal Justice System: Image



Crime



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.



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



Officer Discretion

Image: None



Real: Lots

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

LIMITS OF AUTHORITY		Operations Order 1.2
PHOENIX POLICE DEPARTMENT	01/99	PAGE 1

1. **USE OF DISCRETION**

- A. Departmental policies and procedures are based on requirements imposed by city, state, and federal governments and other law enforcement facts of law, organizations, and the time-tested experiences of departmental employees.
- B. Employees are directed to adhere to departmental policies and procedures and to strive to use proper judgment and discretion in situations not specifically covered in manuals.
- C. Nothing in this manual is designed to suppress the use of common sense and sound police tactics.

2. **DEVIATION FROM POLICIES**

- A. Employees may deviate from established departmental policies and procedures when it is in the obvious best interests of the department.
 - (1) The necessity to deviate from established policy should rarely occur.
 - (2) Employees must be able to justify any deviation from policy.
 - (3) Employees should obtain supervisory approval to deviate from established policy when time permits.
 - (4) Employees will report deviations from policy to their supervisor as soon as possible.
- B. Supervisors may issue orders that deviate from written orders during an emergency.
 - (1) Such orders will be temporary and will remain in effect only during the emergency.
 - (2) Such deviations will be reported to the next higher level supervisor as soon as practical.

2-400 POLICE DISCRETION

Police officers, of necessity, exercise professional discretion in deciding whether or not to arrest citizens for violations of the law. Other specific laws, department policies, or orders of a supervisor may further limit officers' discretion and direct whether or not to effect an arrest.

In general, police officers, using sound professional judgment, may take the following factors into consideration when deciding whether or not to arrest a citizen:

1. The seriousness and nature of the offense (generally, the more serious the offense, the more likely arrest is the preferred course of action);
2. The potential that arrest will effectively aid in the resolution of a conflict;
3. The availability of legal alternatives to arrest that would adequately resolve the conflict or problem;
4. The likelihood that the citizen will be deterred from future violations by warning and education;
5. The officer's belief that the citizen made an honest mistake in violation of the law;
6. The victim-witness's interest in prosecution;
7. The likelihood of formal prosecution of the offense;
8. The potential that arrest will create more serious breaches of the peace or other problems (e.g., inciting riot);
9. Legitimate competing priorities for police resources.
10. The officer's belief that the arrest will protect members of the community and/or the citizen.

The following factors are among those that are improper for a police officer to consider in deciding whether or not to make an arrest:

1. The citizen's economic status, race, ethnicity, gender, or other status for which the law prohibits legal discrimination;
2. The revenue likely to be generated by fines or penalties imposed upon conviction;
3. The personal or professional relationship that the citizen has with the police officer or with other influential citizens;
4. The personal advantage to the officer for processing or avoiding processing of the arrest (e.g. overtime compensation, desire to finish tour of duty, avoidance of paperwork, etc.).

Reality

[illegible]

CAMBRIDGE POLICE DEPARTMENT
CAMBRIDGE, MA
Incident Report #9005127
 Report Entered: 07/16/2009 13:21:34

Date/Time	Location	Appt/Unit #
Date/Time Reported	40 WARE ST	
Incident/Type/Offense	Date/Time Occurred	
07/16/2009 12:44:06		

1) DISORDERLY CONDUCT 272 583 --	
Reporting Officer	Approving Officer
CROWLEY, JAMES (467)	WILSON,B JOSEPH (213)

Persons

Role	Name	Age	Race	DOB	Phone	Address
WITNESS	WHELAN, LUCIA	40				MA

Offenders

Status	Name	Sex	Race	Age	DOB	Phone	Address
DEFENDANT	GATES, HENRY	MALE	BLACK	38			WARE ST CAMBRIDGE, MA

Vehicles

Property	Description	Make	Model	Serial #	Value
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Narrative

On Thursday July 16, 2009, Henry Gates, Jr. [redacted] of Ware Street, Cambridge, MA) was placed under arrest at 40 Ware Street, after being observed exhibiting loud and tumultuous behavior. In a public place, directed at an ununiformed police officer who was preparing to file a report of a crime in progress. These actions on the behalf of Gates proved not legitimate purpose and caused citizens passing by this location to stop and take notice while appearing surprised and alarmed.

On the above time and date, I was on ununiformed duty in an ununiformed police officer assigned to the Cambridge Station, working from 7:00 AM-3:30 PM. At approximately 12:44 PM, I was operating my phone on an Harvard Street and Ware Street. At that time, I overheard an EOC broadcast for a possible break in progress at 40 Ware Street. Due to my proximity, I responded.

When I arrived at 40 Ware Street I noticed ECC and already that she has the caller meet me at the front door to this residence. I was told that I received the door, a female voice called out to me. I turned and looked in the direction of the voice and observed a white female, later identified as Lucia Whelan. Whelan, who was wearing a red sweatshirt in front of the residence, held a black telephone in her hand and told me that I was at the door. She went on to tell me that she observed what appeared to be two black males with backpacks on the porch.

When I arrived at the door as if he was trying to force entry. Since I was the only police officer on the scene and had my back to the front door as I spoke with her, I asked that she wait for other responding officers on while I investigated further.



Need for Community Assistance: Image



Need for Community Assistance: Real



7. What do you perceive to be problems in your neighborhood? A rating of 1 represents the

- | | | | |
|--------------------------|---|-------------------------|---|
| a. Sexual Assault | <input type="text" value="Select an Answer"/> | h. Burglary / Robbery | <input type="text" value="Select an Answer"/> |
| b. Domestic Violence | <input type="text" value="Select an Answer"/> | i. Theft | <input type="text" value="Select an Answer"/> |
| c. Illegal Drug Activity | <input type="text" value="Select an Answer"/> | j. Loitering / Curfew | <input type="text" value="Select an Answer"/> |
| d. Gangs | <input type="text" value="Select an Answer"/> | k. Vehicle Accidents | <input type="text" value="Select an Answer"/> |
| e. Physical Assaults | <input type="text" value="Select an Answer"/> | l. Public Drinking | <input type="text" value="Select an Answer"/> |
| f. Vandalism | <input type="text" value="Select an Answer"/> | m. Traffic / Speeding | <input type="text" value="Select an Answer"/> |
| g. Child Abuse | <input type="text" value="Select an Answer"/> | n. Loud Parties / Noise | <input type="text" value="Select an Answer"/> |
| o. List other issues: | <input type="text"/> | | |

Identifying & Prioritizing Problems

Need for Community Assistance: Real



Protesting



Patrolling



Cleaning



Monitoring



Petitioning

Control

Image

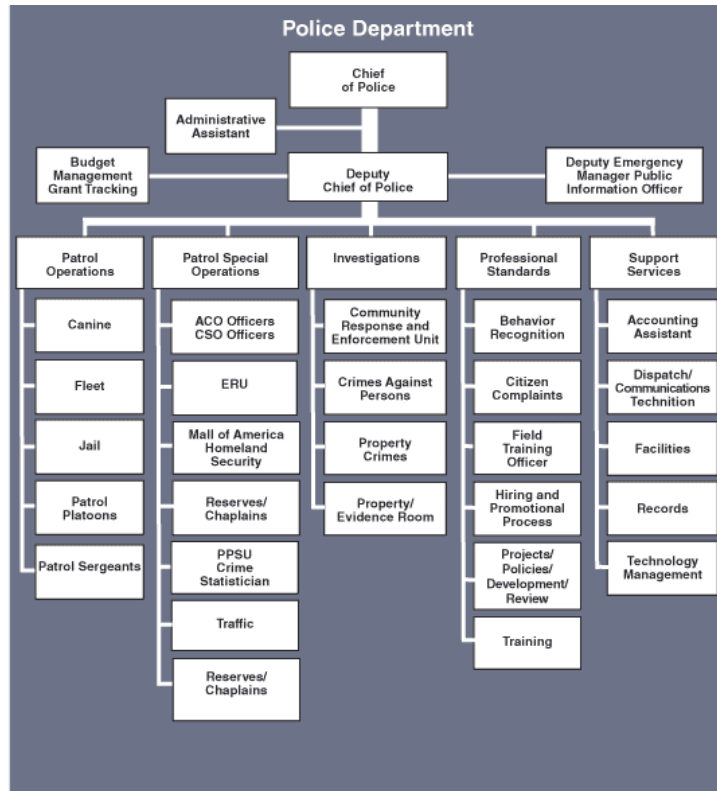


Real



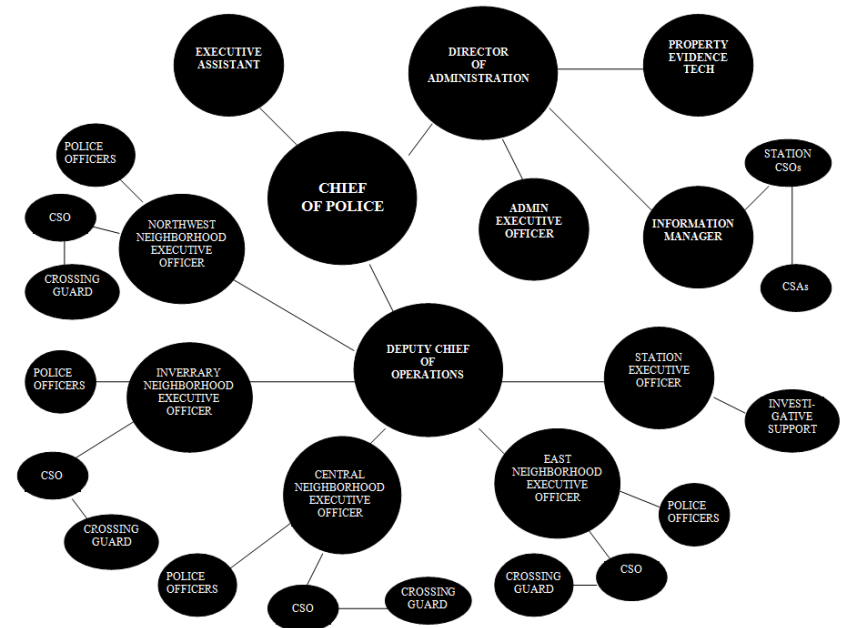
Organization

Image



206 (03/09)

Real



Personnel

Image



Reality



Image



Reality



Key Elements of Policing		Image	Reality	Resolution
Function	Simple		Complex	
Capacity	Unlimited		Limited	
Assistance	Little needed		Lots needed	
Methods and Means	Patrol/arrest		Varied	
Discretion	None		Much	
Accountability	Clear & direct		Ambiguous	
Control	Tight		Loose	
Organization	Rigid		Flexible	
Personnel	Obedient		Adaptive	

Policing Strategy



More Police



Preventive Patrol



Investigation



Crackdowns



Rapid Response

Deterrence Theory



Certainty



Severity

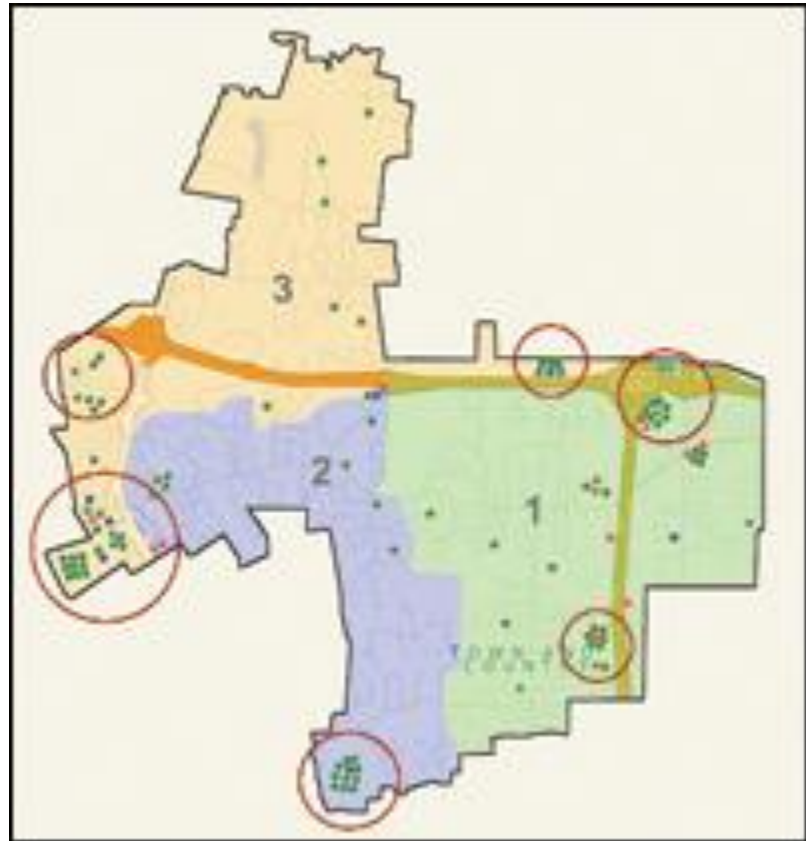


Celerity

More Police



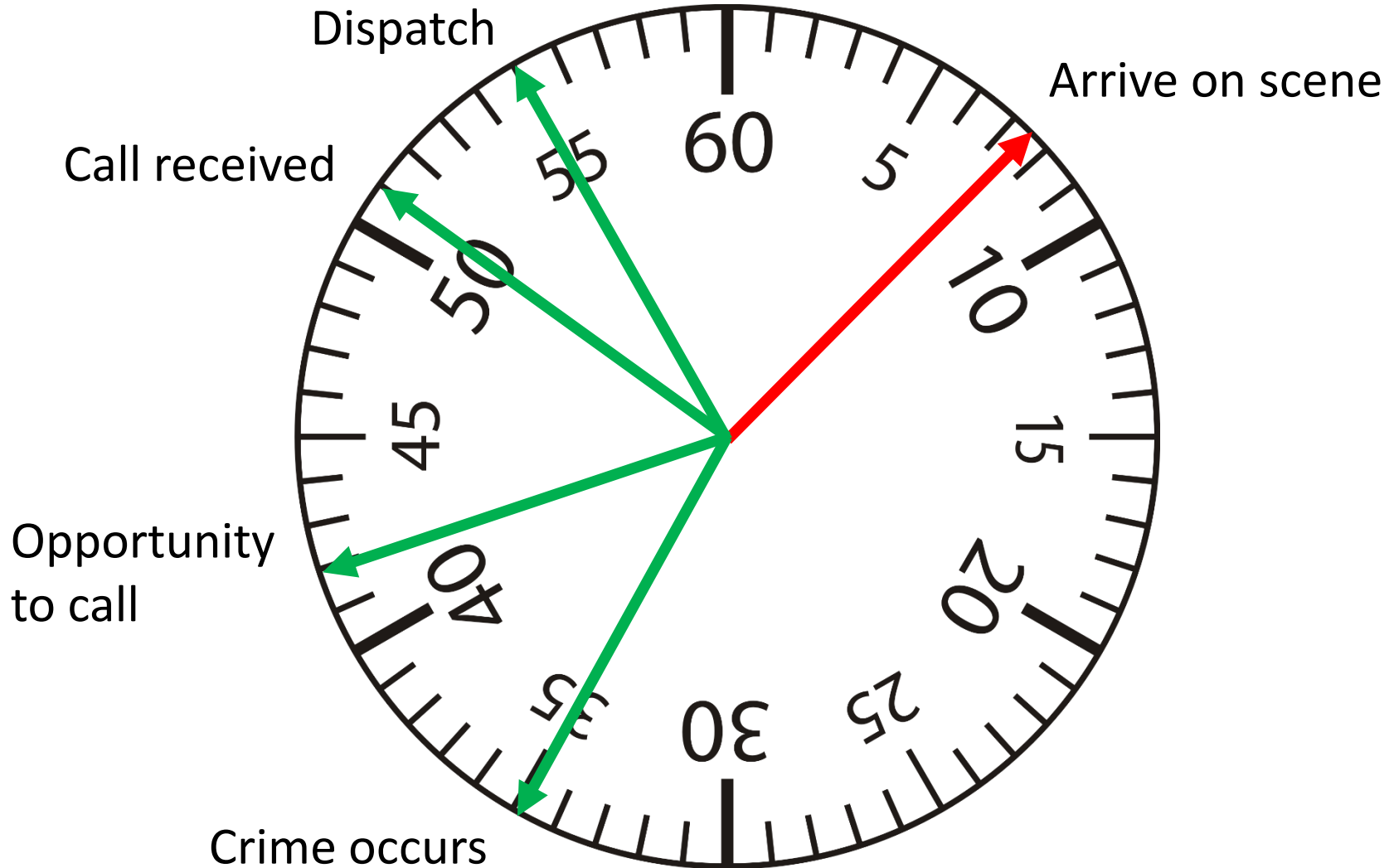
Preventive Patrol



Rapid Response



Response Time

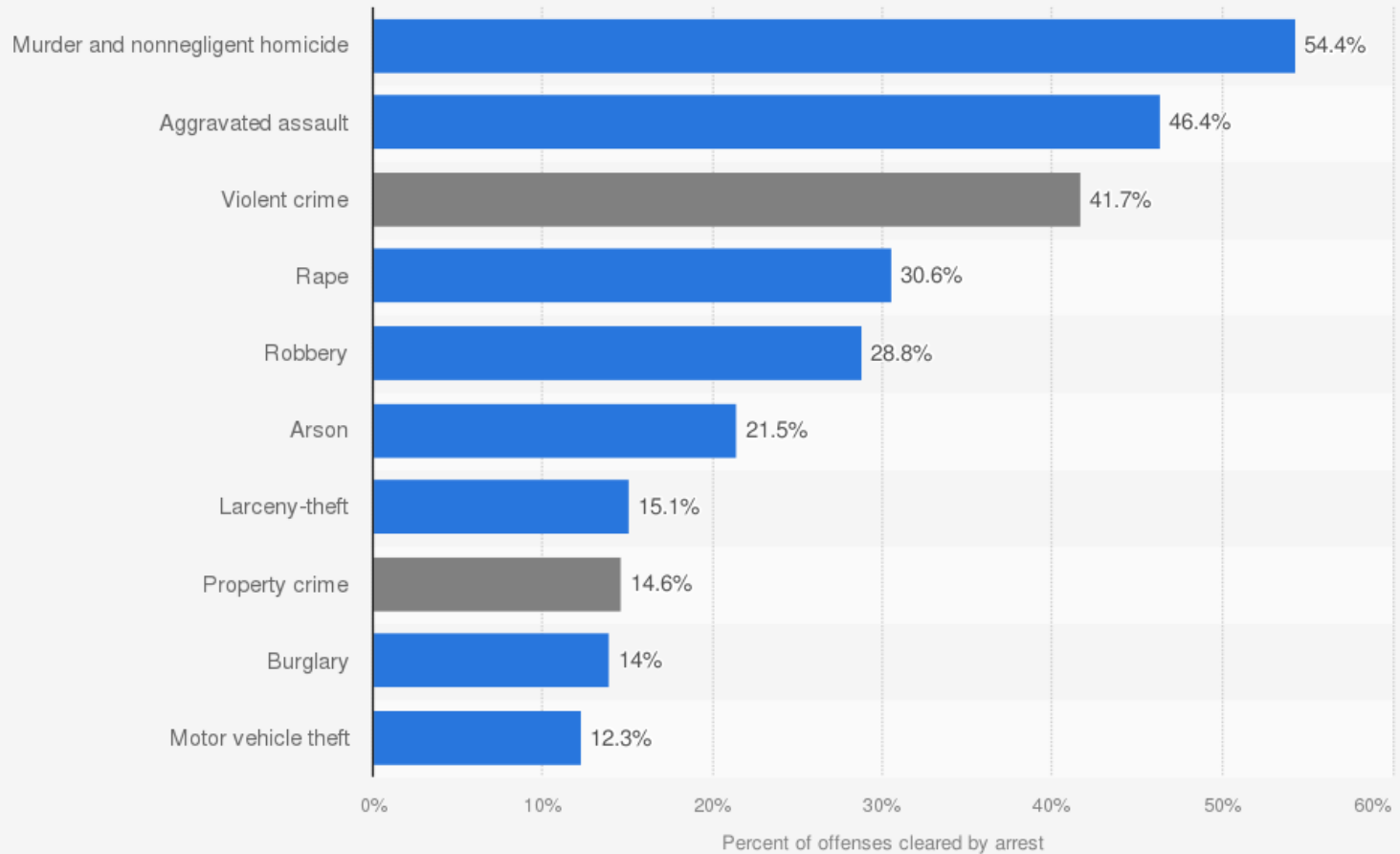


Follow-up Investigation



Clearance Rates

Crime clearance rate in the United States in 2020, by type



Sources

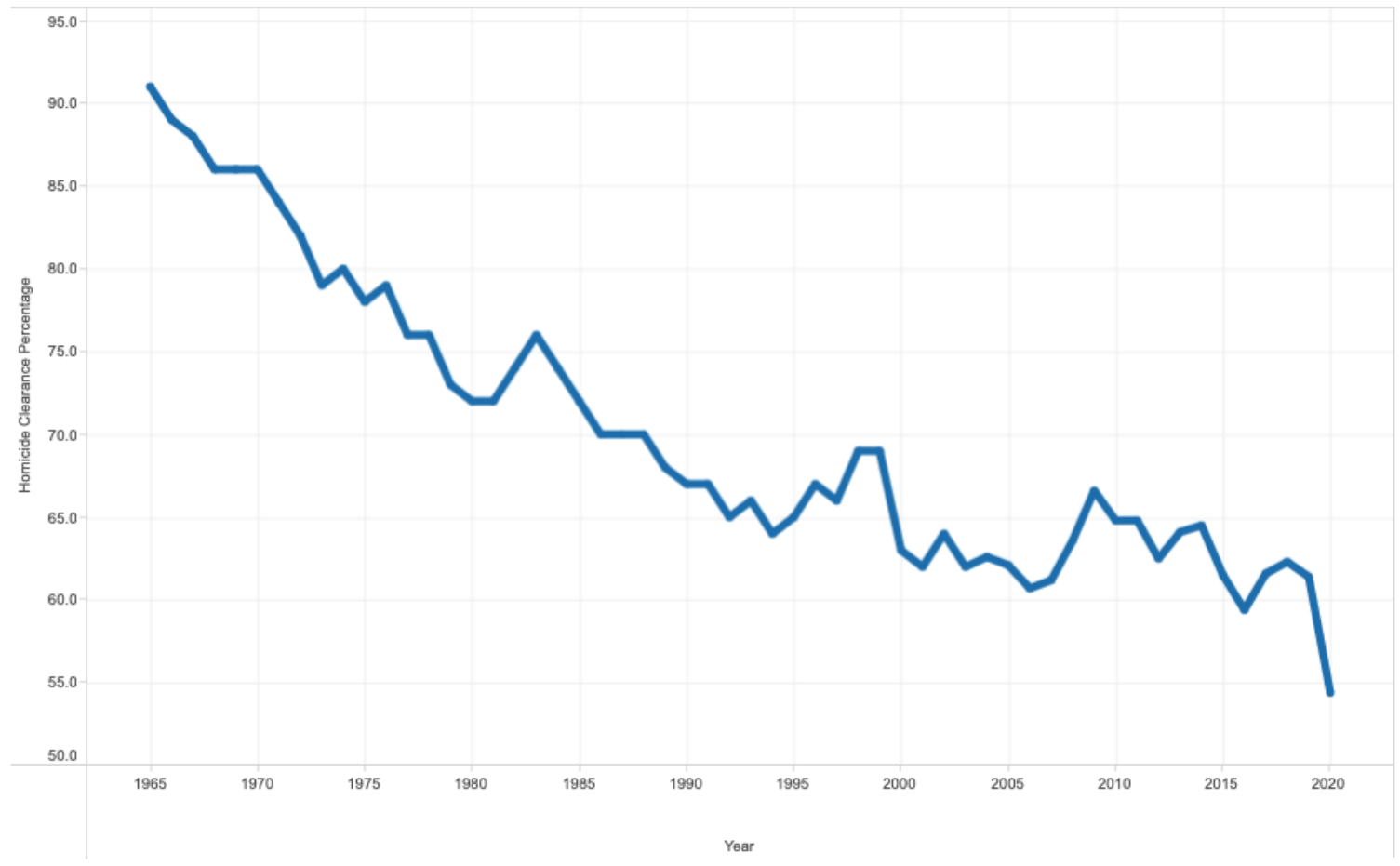
US Census Bureau; FBI
© Statista 2022

Additional Information:

United States; 2020

America's Declining Homicide Clearance Rates 1965-2020

Source: FBI's Criminal Justice Information Services (CJIS)



Unreported Crime

TABLE 4

Percent of victimizations reported to police, by type of crime, 2019–2020


Type of crime	2019	2020*
Violent crime^a	40.9%	40.2%
Rape/sexual assault ^b	33.9	22.9
Robbery	46.6	54.3
Assault	40.9	40.0
Aggravated assault	52.1	57.0
Simple assault	37.9	35.4
Violent crime excluding simple assault^c	46.5%	49.3%
Selected characteristics of violent crime		
Domestic violence ^d	52.2%	41.1%
Intimate partner violence ^e	58.4 ‡	41.4
Stranger violence	39.9	43.9
Property crime	32.5%	33.0%
Burglary/trespassing ^f	48.5 ‡	43.4
Burglary ^g	51.4 †	44.2
Trespassing ^h	42.2	41.5
Motor vehicle theft	79.5	74.6
Other theft ⁱ	26.8 ‡	28.9


Solvability Factors


Incident Module


General Info. | Persons | Vehicles | Property | **M.O. Solvability** | Narrative | Status


M.O.	Solvability
Premises <input type="text"/>	Was there a witness to the crime? <input type="checkbox"/>
Condition <input type="text"/>	Was a suspect arrested? <input type="checkbox"/>
Method of Entry <input type="text"/>	Is a suspect named? <input type="checkbox"/>
Point of Entry <input type="text"/>	Can suspect be located? <input type="checkbox"/>
Vehicle Entry <input type="text"/>	Can suspect be described? <input type="checkbox"/>
Weapon Used <input type="text"/>	Can suspect be Identified? <input type="checkbox"/>
Tools Used <input type="text"/>	Is stolen property identifiable? <input type="checkbox"/>
Victim Injured <input type="text"/>	Is there an unusual M.O.? <input type="checkbox"/>
Suspect Actions <input type="text"/>	Is significant physical evidence present? <input type="checkbox"/>
Victim Was <input type="text"/>	Is this a major injury/sex crime? <input type="checkbox"/>
Victim Forced To <input type="text"/>	Are there unique circumstances? <input type="checkbox"/>
Alarms <input type="text"/>	Is there a good possibility of solution? <input type="checkbox"/>
	Total Solvability Points : <input type="text" value="0"/>


Diagram 

 Save

 Delete

 Print

 Cancel



Crackdown Enforcement

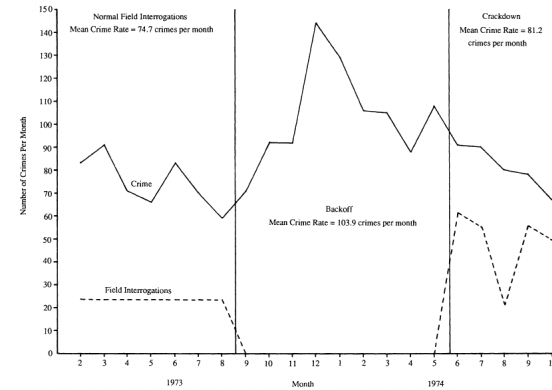
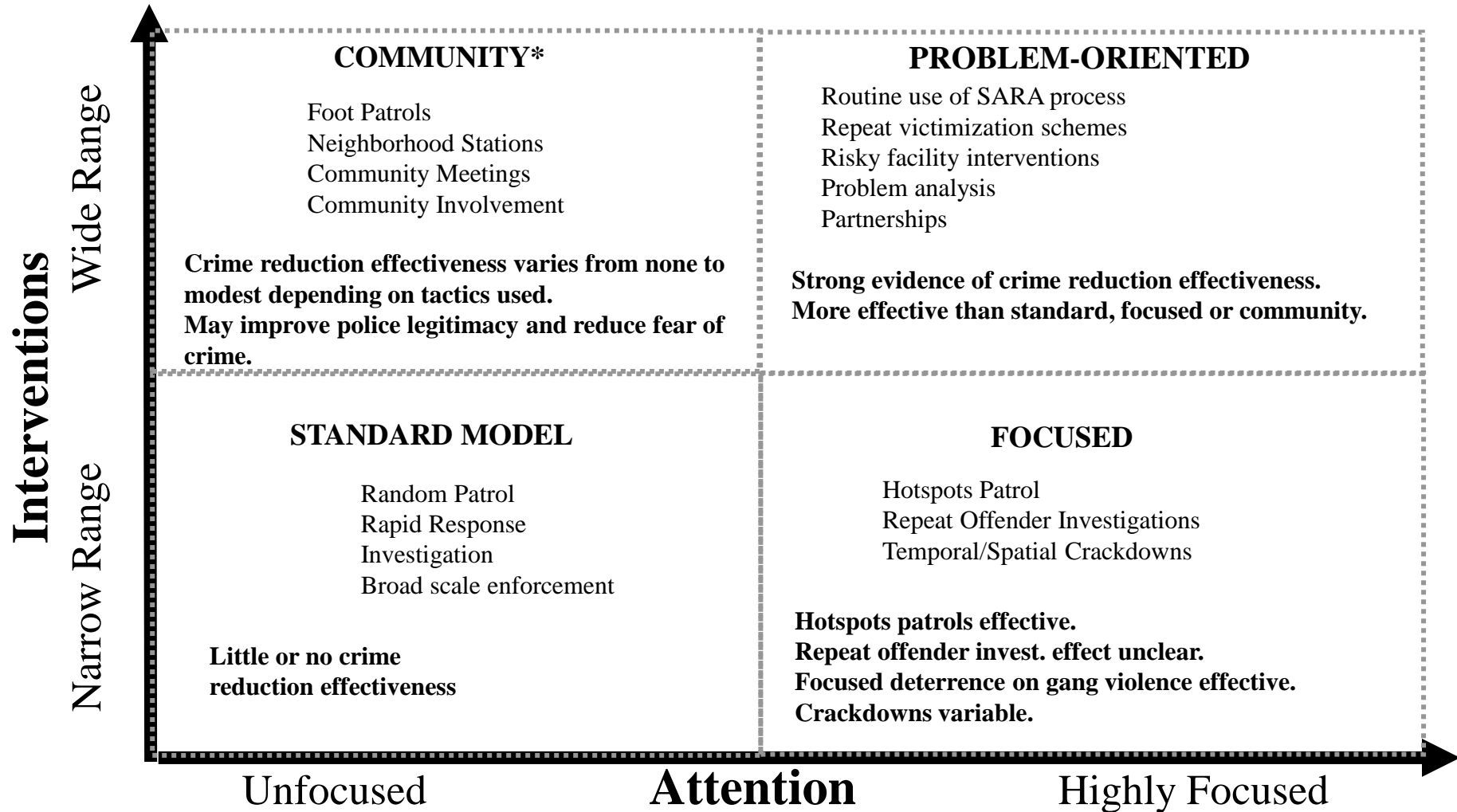


FIG. 3.—Field interrogations, backoff, and crackdown in a San Diego patrol beat, 1973–74. Source.—Boydston (1975, p. 33).



Figure 12.3: Policing Strategies & Their Effectiveness



* Community policing without problem solving as a central component.

Adapted from: Weisburd & Eck (2004). "What Can Police Do to Reduce Crime, Disorder and Fear?" *The Annals of the American Academy of Political and Social Science*.

Problem- Oriented Policing

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 in their improvement efforts on organization and operating methods than on the substantive outcome of their work. This condition has been fed by the professional movement within the police field, with its concentration on the staffing, management, and organization of police agencies. More and more persons are questioning the widely held assumption that improvements in the internal management of police departments will enable the police to deal more effectively with the problems they are called upon to handle. If the police are to realize a greater return on the investment made in improving their operations, and if they are to mature 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, documenting 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 responses, 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 Bagnall to Greenfields bus service that "the drivers were speeding past queues of up to 30 people with a smile and a wave of a hand" have been met by a statement pointing out that "it is impossible for the drivers to keep their timetable if they have to stop for passengers."¹

All bureaucracies risk becoming so preoccupied with running their organizations and getting so involved in their methods of operating that they lose sight

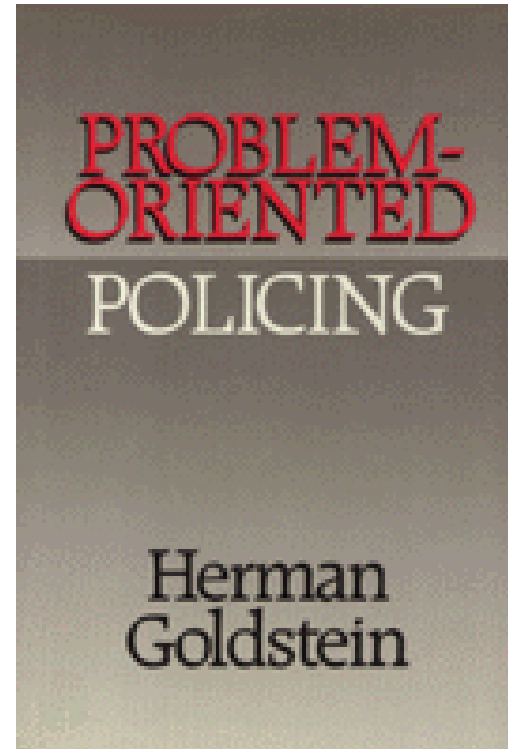
HERMAN GOLDSTEIN: Professor, Law School, University of Wisconsin at Madison. The author is indebted to the University of Wisconsin Department of Law for making the time available to produce this article as part of a larger effort to reexamine the university's role in research and training for the police.

1. Newspaper report from the Midlands of England, cited in Patrick Ryan, "Get Rid of the People, and the System Runs Fine," *Smithsonian*, September 1977, p. 140.

236 CRIME & DELINQUENCY, April 1979

Downloaded from <http://dx.doi.org/10.1177/001181730001100101> by on February 16, 2010

1979



1990

Means Over Ends Syndrome



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...”



Definition of a Policing Problem

- **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

Defining Problems by Behavior

- Panhandling
- Robbery
- Assault
- Speeding
- Drug dealing



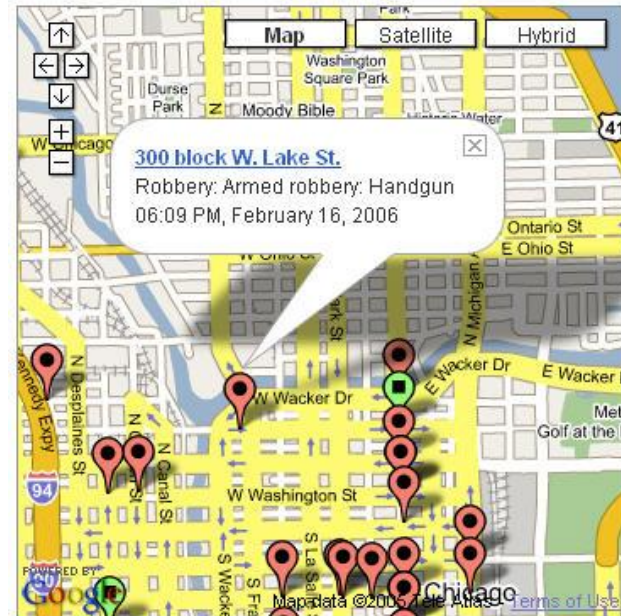
Defining Problems by Persons

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



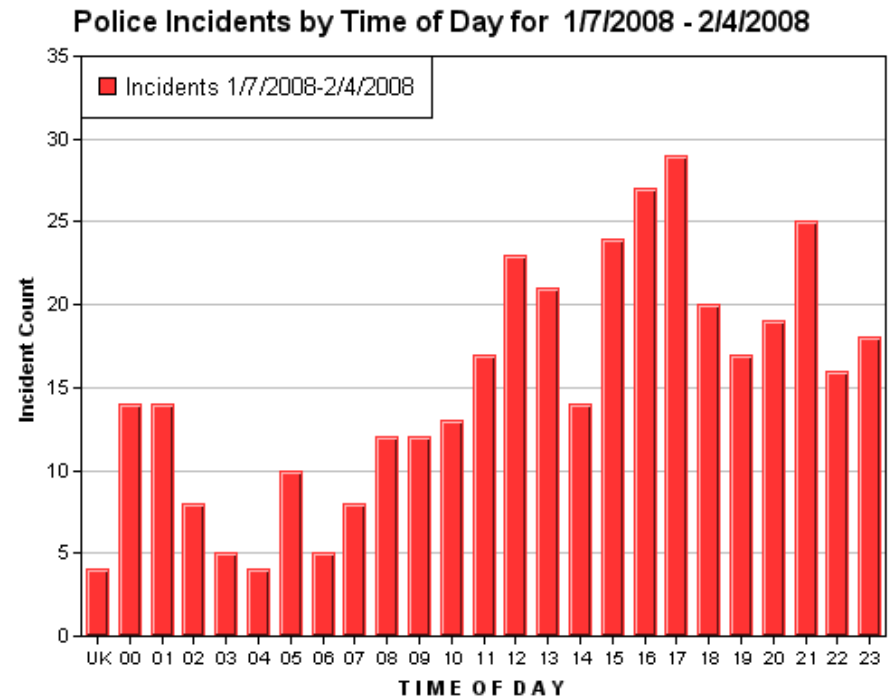
Defining Problems by Location

- Bar
- Intersection
- Neighborhood
- House
- Apartment complex



Defining Problems 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



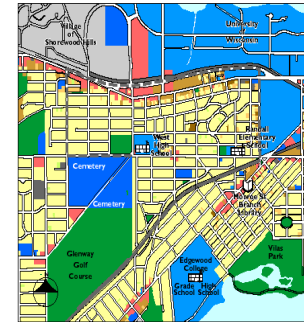
Scope of Problems



Single
location/individual



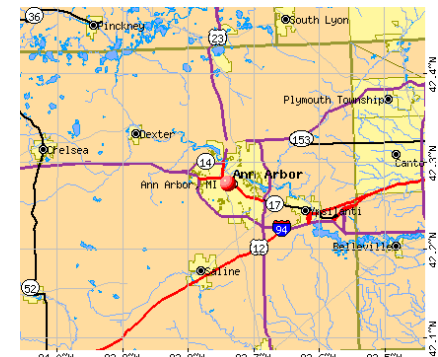
Cross-
jurisdictional



Neighborhood



District



Citywide

Common Problems from A to Z

- Abandoned buildings
- Abandoned/derelict vehicles
- Assault and battery
 - Aggravated assault (see also Homicide)
 - Gun violence
 - Simple assault
 - Fighting
 - Drug-related assault (see also Drug Trafficking)...
- ...Day laborer problems
- Dignitary and celebrity protection
- Disorderly youth in public places
 - Skateboarding or cycling on streets or sidewalks
- Domestic violence (aka Spousal abuse)
 - Domestic disturbances...

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

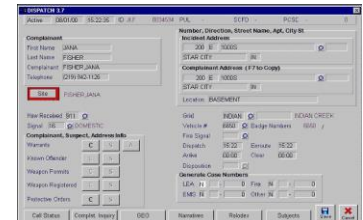
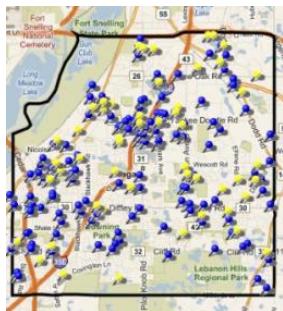
Problems Commonly Addressed by Police

Abandoned children
Abandoned property
Abandoned/delict vehicles
Abandoned/delict/unsafe buildings
Accidental shootings
Acquaintance rape (aka Date rape)
Age-impaired driving (aka Elderly drivers and Teenage drivers)
Aggressive driving
Alarm soundings (including car alarms)
Animal bites
Animal cruelty (including animal fighting)
Animal endangerment
Animal waste
Animal-vehicle crashes (especially deer)
Arson for profit (form of insurance fraud)
Arson to conceal evidence of other crimes
Assault of transportation-system passengers
Assault of transportation-system staff
Assaults in and around bars
Assaults in workplaces (aka Workplace violence)
Auto theft for export across land borders
Auto theft for export through seaports
Auto theft for parts (chop shops)
Auto theft from car dealerships and rental agencies
Auto theft from parking facilities
Auto theft from streets and driveways
Bank robbery
Bombs and bomb threats
Bribery of public officials
Broken glass hazards
Building intrusion alarms
Bullying in schools
Burglary (commercial)
Burglary (residential)
Burglary at school and recreation buildings
Burglary at storage facilities
Burglary of open/unlocked garages
Carjacking
Child custody disputes
Child fatalities (including Shaken baby deaths and Munchausen by Proxy syndrome)
Child neglect and abuse among immigrant populations
Child neglect and abuse in institutions (correctional facilities, churches, youth organizations, foster care)
Child neglect and abuse in the home
Child pornography on the Internet
Chronic public inebriation
Clandestine drug labs
Computer hacking
Consensual sex with a minor
Credit card and check fraud
Crime as gang initiation rite
Crowd disorder and violence during festivals, concerts, sporting events, political demonstrations
Crowd disorder during labor-management conflicts
Cruising
Currency counterfeiting
Dangerous animals
Day laborer problems
Dignitary and celebrity protection
Disorderly conduct on transportation vehicles and stations
Disorderly youth in public places
Document fraud (e.g., identification, immigration documents)
Domestic disputes
Domestic violence (aka Spousal abuse)
Domestic violence among immigrant populations
Drive-by shootings
Driver and passenger injuries in traffic crashes
Drug houses/shooting galleries
Drug trafficking across borders
Drug trafficking by gangs
Drug trafficking in apartment complexes
Drug trafficking in motels
Drug trafficking in or near schools
Drug-impaired driving
Drug-related assault
Drunken driving
Embezzlement
Exploitation of trafficked children
Exploitation of trafficked women
Exposure of children to hazardous materials
Extortion (aka Blackmail)
Joyriding
Failure to pay for food/hotel services
False reporting of sexual assault
Fear of crime
Fencing stolen property (aka Stolen goods markets)
Fighting (aka Mutual combat)
Flash mobs (groups that assault random victims) (aka Wilding)
Food and drug contamination (intentional)
Forgery
Fraud against the elderly
Fraudulent return of retail merchandise
Fraudulent schemes (including Telemarketing fraud) (aka Scams, Grifting)
Fraudulent use of another's identity (aka Identity theft)
Fraudulent use of long distance calling cards/numbers
Gambling in public places
Gang vs. gang violence
Gasoline drive-offs
Graffiti
Hate crimes (aka Bias crimes)
Hazardous loads spilling onto highway
Hazardous materials scares (e.g., Anthrax)
Hazardous parking
Hijacking of delivery trucks
Hit-and-run drivers
Home invasion robbery
Homicide (domestic)
Hostage taking
House parties
Illegal dumping of hazardous waste
Illegal touching (groping)
Illegal vehicle towing operations
Impersonating police officers
Inattentive driving (e.g., use of electronic devices while driving)
Indecent exposure by females (e.g., exposing breasts during public celebrations)
Indecent exposure by males (e.g., exposing genitals in public)
Industrial/commercial noise (e.g., trains, nightclubs)
Injured animals
Insurance fraud (auto)
Insurance fraud (life)
Insurance fraud (property) (includes fraudulent theft loss claims)
Joyriding
Juvenile fire setting
Juvenile runaways
Kidnapping (aka Abduction, False Imprisonment)
Landlord-tenant disputes

Problems Commonly Addressed by Police

Loitering in public places
Loose livestock
Loud car stereos
Loud vehicles
Marijuana cultivation in indoor grow houses
Marijuana cultivation on outdoor public and private land
Mass evacuation of citizens during emergencies
Mass shootings
Missing persons
Misuse of 911
Mobile drug trafficking (e.g., via cell phones and vehicles)
Mortgage fraud
Motor vehicle-train crashes
Motorcycle crashes
Murder for hire
Murder of prostitutes
Neighbor disputes
Noisy animals (e.g., barking dogs)
Obscene phone calls
Offensive odors
Open-air drug markets
Organized crime
Organized illegal gambling
Panhandling
Parking in handicapped spaces
Pedestrian injuries/fatalities
Physical and emotional abuse of the elderly
Pickpocketing
Prescription fraud and abuse
Prostitution (organized child sex rings)
Prostitution in indoor locations (call girls, escort services, massage parlors, brothels)
Prostitution in outdoor locations (aka Street prostitution)
Protection of controversial speakers
Public corruption
Public urinating and defecating
Purse snatching
Pushing persons into path of trains
Reckless bicycling
Reckless/aggressive boating
Recovering stolen autos
Retail theft (aka Shoplifting)
Robbery at automated teller machines
Robbery of convenience stores/service stations
Robbery of delivery persons
Robbery of drug dealers/buyers
Robbery of fraudulently-induced victims (e.g., vehicle buyers)
Robbery of Johns
Robbery of pharmacies
Robbery of school students
Robbery of taxicab drivers
Robbery of tourists
Robbery or panic alarms
Serial murder
Sex with animals
Sex with corpses (necrophilia)
Sexual activity in public places
Sexual assault of women by strangers
Shooting weapons as celebration
Sleep-deprived driving
Smash and grab burglary
Speeding in residential areas
Speeding in school zones
Speeding on highways
Stalking
Street racing
Street robbery (aka Muggings)
Suicides
Target shooting near occupied dwellings
Terrorism
Theft from autos in parking facilities
Theft from autos on streets and driveways
Theft from hotel rooms
Theft from laundry/vending machines
Theft from yards
Theft of art and artifacts
Theft of auto parts (e.g., hubcaps, license plates/stickers)
Theft of bicycles
Theft of cargo from trains, trucks, ships, and shipping containers
Theft of electronics (including computers, cell phones, portable music players)
Theft of grease (for resale in manufacture of biofuel)
Theft of human hair (for wigs)
Theft of library books
Theft of livestock
Theft of mail
Theft of rare/valuable plants (e.g., ginseng)
Theft of scrap metals
Theft of utilities (water, gas, electricity, cable TV)
Thefts from construction sites
Ticket scalping
Toy guns
Traffic congestion around schools
Traffic congestion at special events
Traffic congestion during rush hour
Traffic congestion in entertainment districts
Traffic control at emergency rescue scenes (e.g., vehicle crashes, fires)
Traffic signal violations (aka Running red lights and stop signs)
Trafficking in human body parts
Transient encampments
Trash scavenging
Turnstile jumping (fare beating)
Unauthorized parking on private property
Underage drinking
Unlicensed driving
Vandalism in cemeteries
Vandalism in parks
Vandalism of schools
Vandalism on transportation vehicles, routes and stations
Vehicle intrusion alarms
Vehicle lockouts
Victimization and accidental injury of transient persons
Weapons trafficking
Window peeping
Witness intimidation

Scanning for Problems





COPS
Community Oriented Policing Services
U.S. Department of Justice

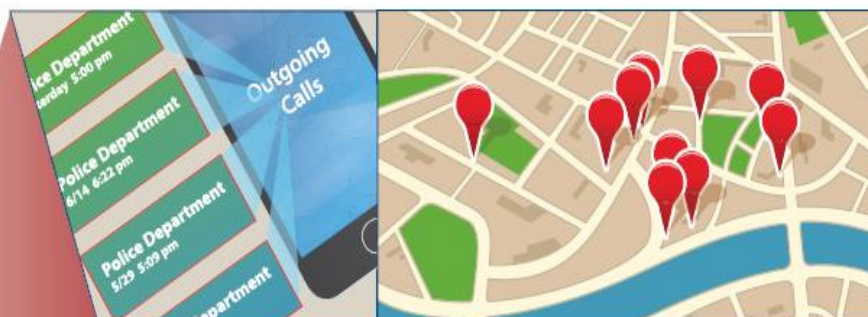


Problem-Solving Tools Series
Problem-Oriented Guides for Police

No. 13

Identifying and Defining Policing Problems

Michael S. Scott



Analyzing Problems

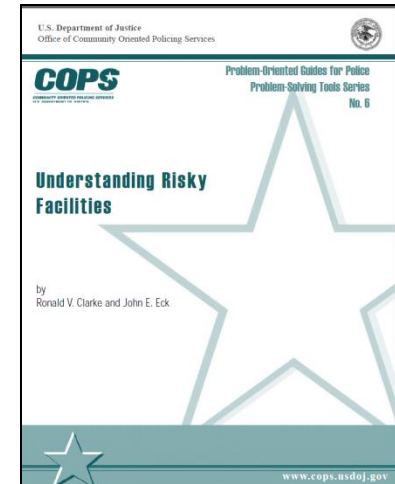
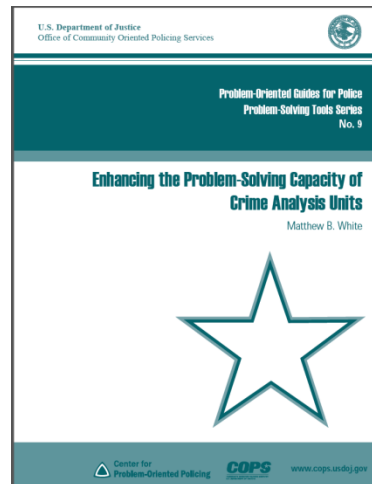
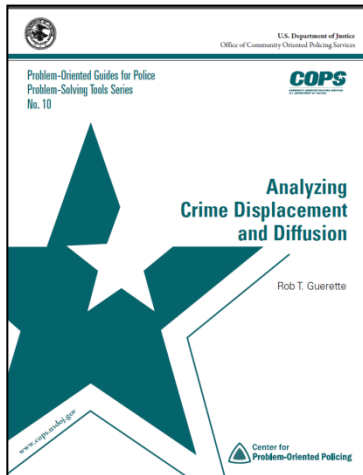
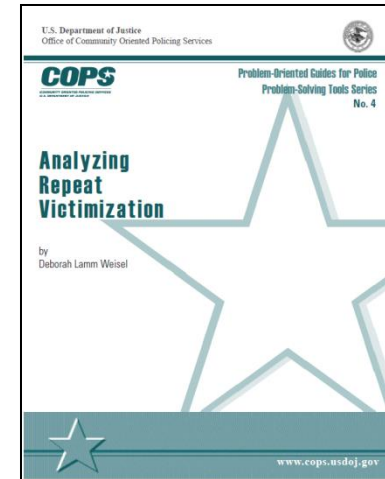
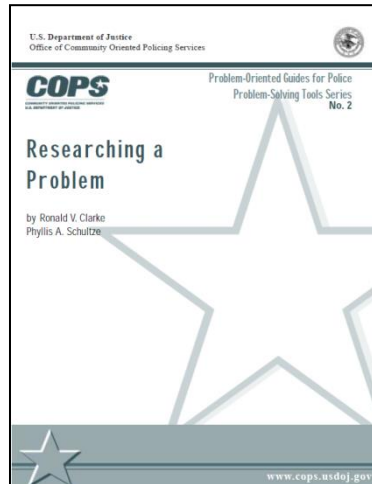
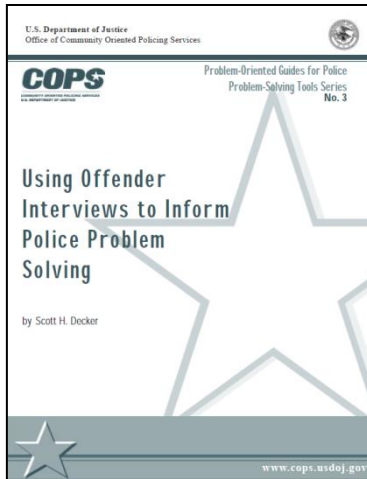


“...are subject to
microscopic
examination...”

Analysis Objectives

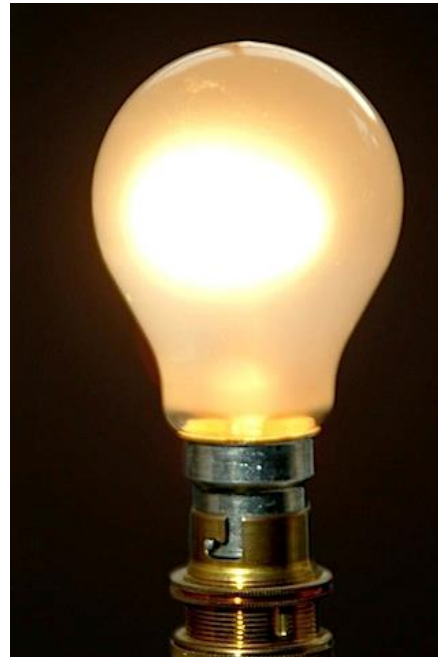
- ✓ Confirm problem is real
- ✓ Confirm problem is what it appears to be or redefine it
- ✓ Develop a “theory of the problem” to explain why it’s happening
- ✓ Accumulate evidence about the problem

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

Altering the Physical
Environment

Mediating &
Negotiating

Engaging the Community

“...that engage other public agencies, the community, and the private sector...”



Taking Action

“...carries a commitment to implementing the new strategy...”



	11.03	12.03	1.04	2.04	3.04	4.04	5.04	6.04
Preparation and Planning								
Develop project proposal	■							
Approve project proposal		◆						
Recruit project team		■						
Development and Test								
Specify detail requirements			■					
Develop prototype			■	■				
Approve prototype				◆				
Develop beta version				■				
Test beta version					■	■		
Apply final corrections						■		
Approve final version							◆	
Implementation								
Train users						■		
Roll-out final version							◆	



Problem-Oriented Guides for Police
Problem-Solving Tools Series
No. 7

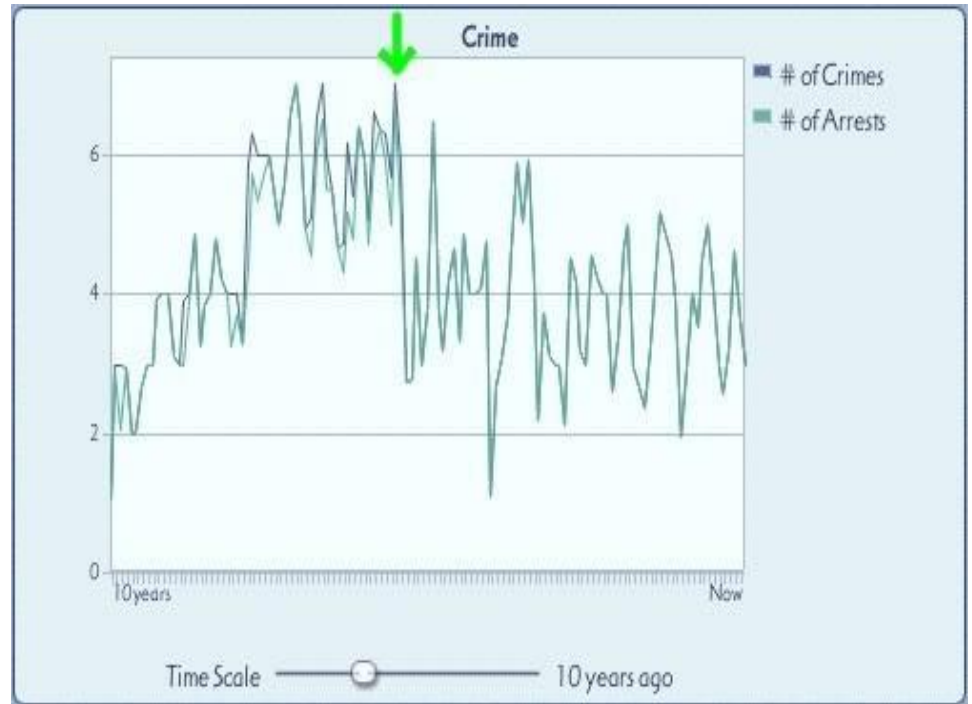
Implementing Responses to Problems

by
Rick Brown
Michael S. Scott



Assessing Results

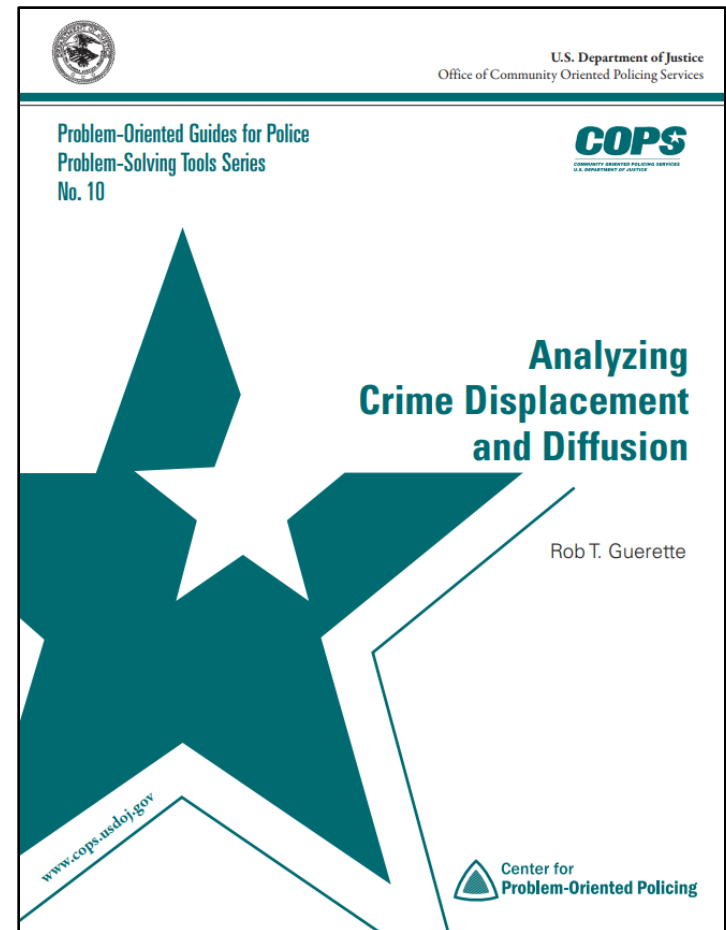
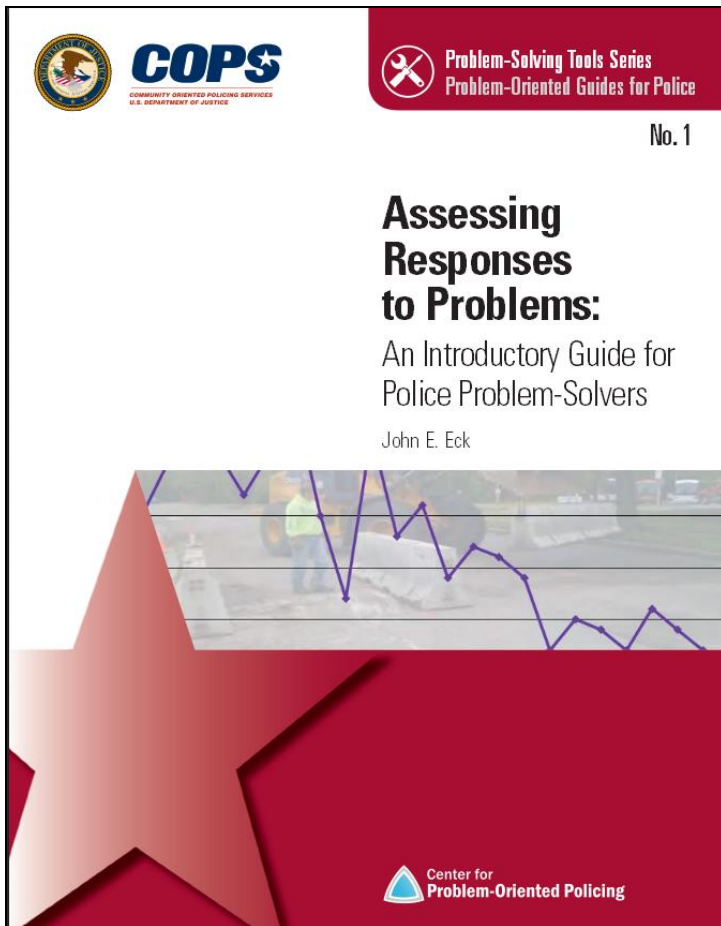
“...rigorously
evaluating its
effectiveness...”



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

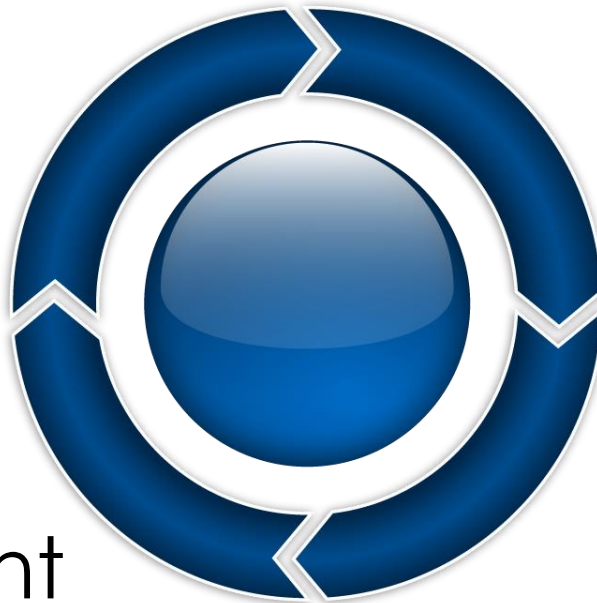




A Problem-Solving Process

Scanning

Analysis



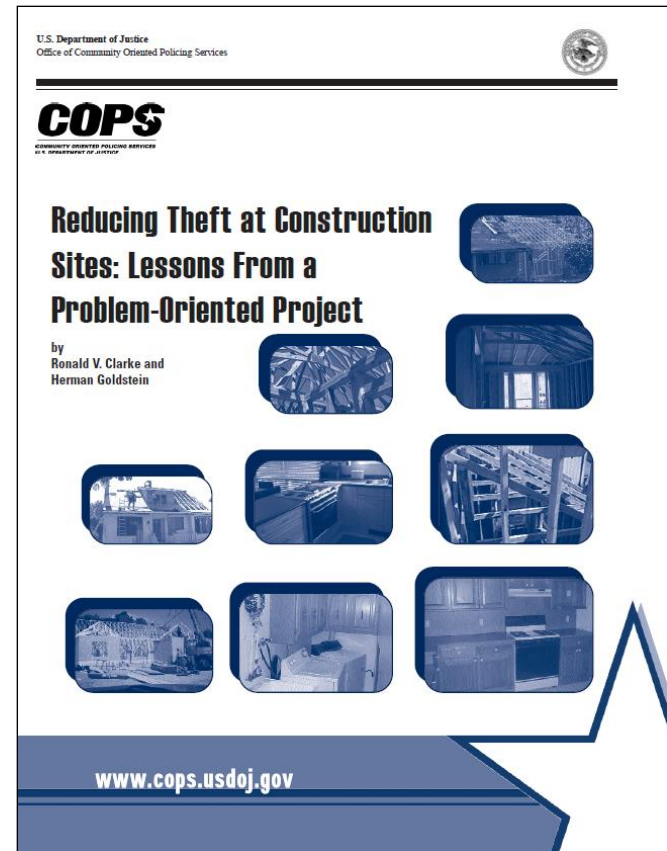
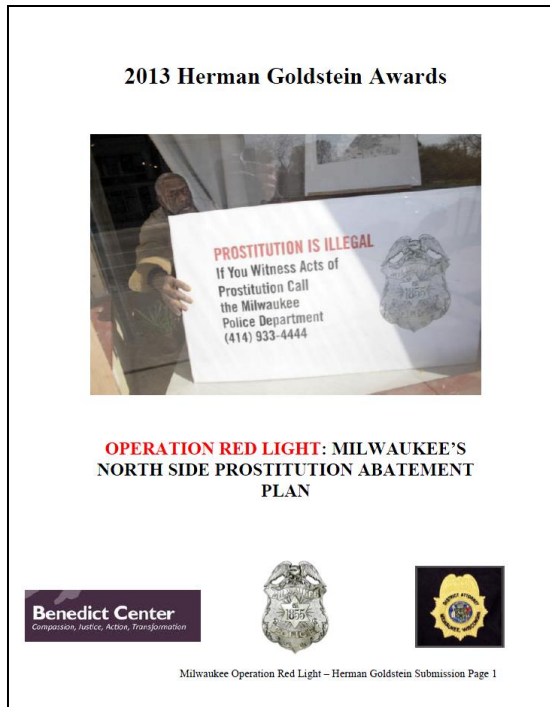
Assessment

Response

SARA

Reporting Results

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



Furthering the Profession

“...building a body of knowledge...”

