Building Organizational Support for Problem-Oriented Policing
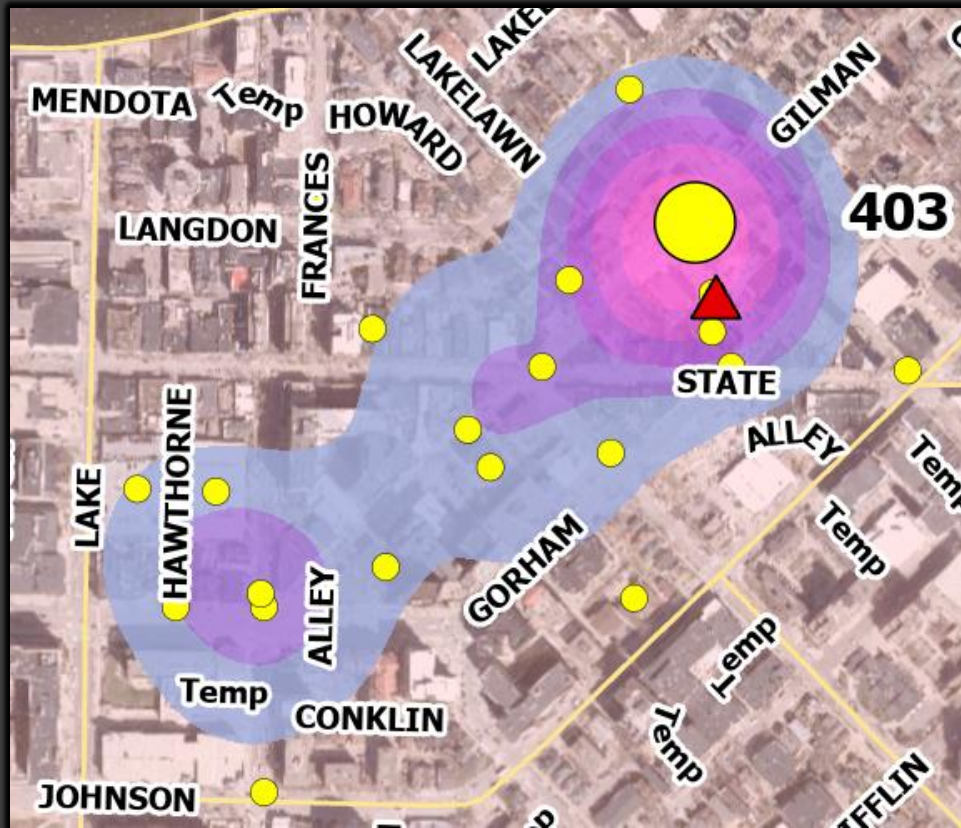
31th Annual Problem-Oriented Policing Conference

Eleazer D Hunt
Police Director: Data, Innovation, and Reform
Madison Police Department, Wisconsin
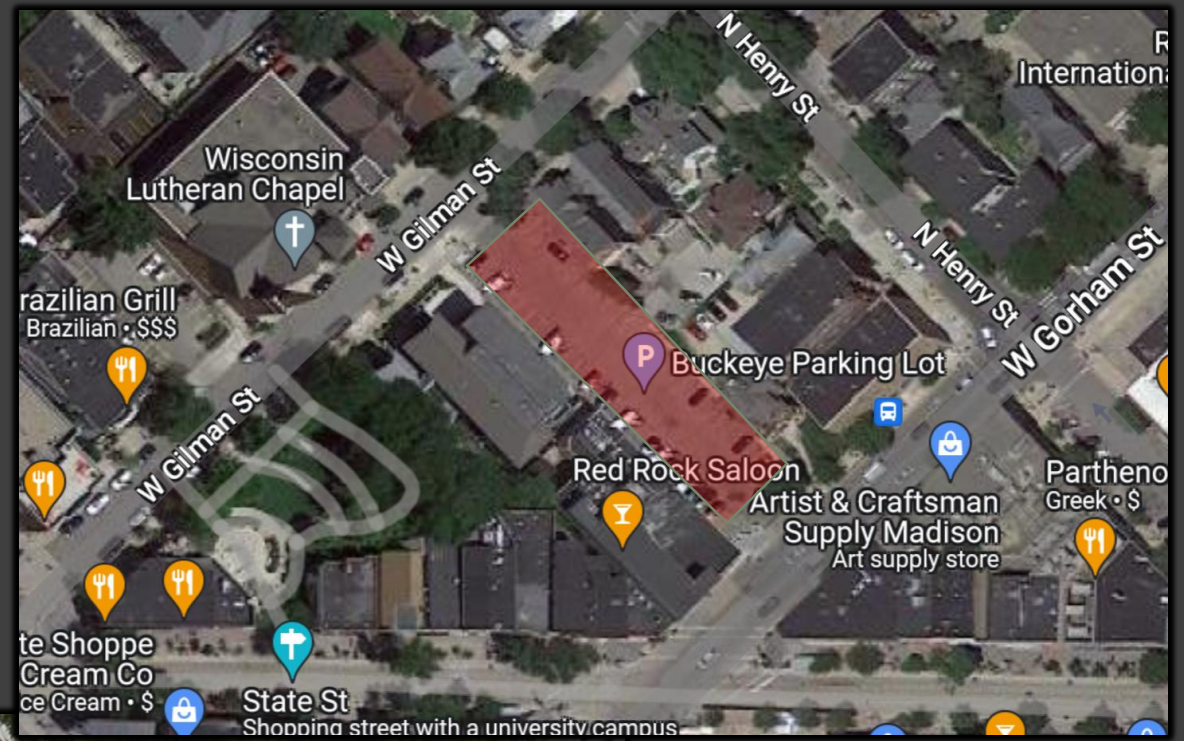
Downtown area firearm cases

- 70.5% cases occurred in the hotspot noted below
- 12/31 (39% occurred in the Buckeye Lot)

Buckeye Parking Lot


Courtesy
Lt. Dave Meinert
Madison PD

Buckeye Lot related firearm cases

## 12 FIREARM RELATED CASES*

- 75% of cases involved illegal drugs & firearm

- 17 firearms recovered (often times loaded)

- 7 cases involved firearms being noted in plain view of the officer

- 1 Firearm - Trigger Switch (Full Auto?)

* Data based on guns recovered in the immediate area of the Buckeye Lot from 2/13/22 to 2/13/23; excludes suicide.

23-1388
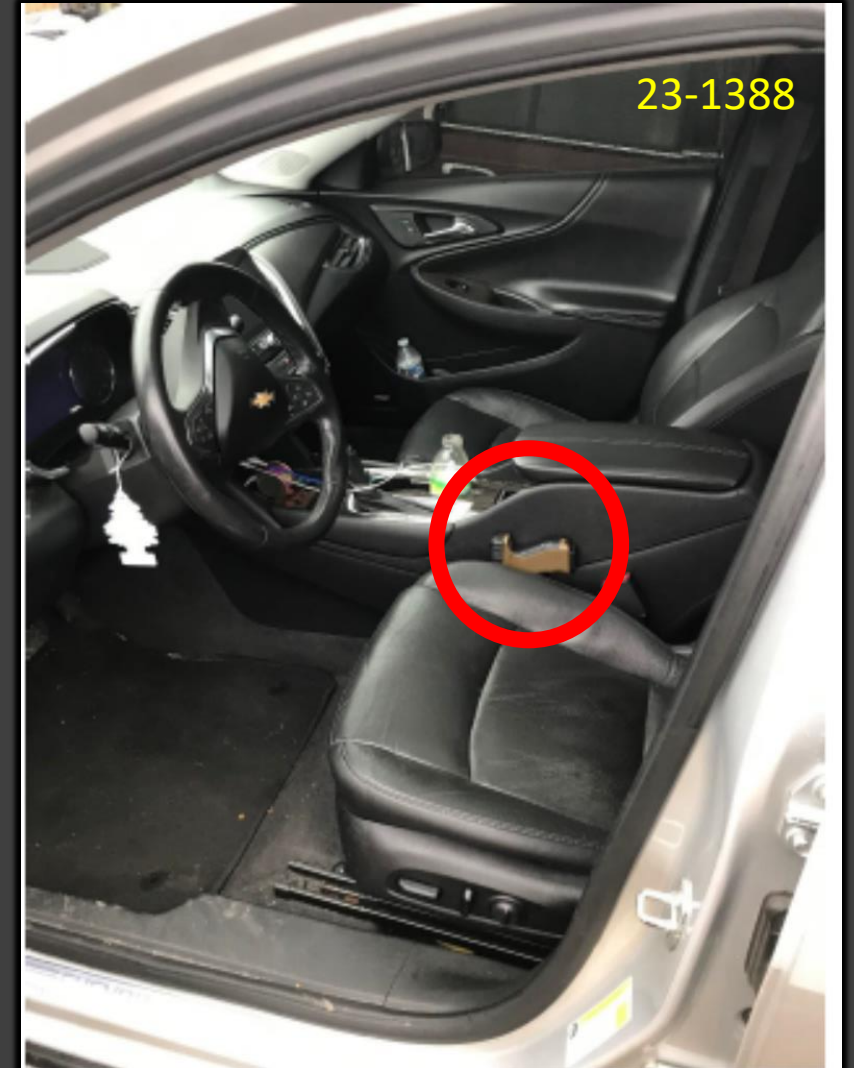
Buckeye Lot CFS Trends – 5 Years

Month	2018	2019	2020	2021	2022	Grand Total
January		3	1		4	8
February	1		2		4	7
March	4	4	4	1	7	20
April	9	6	1	1	18	35
May	5	9	1	20	25	60
June	4	16	4	31	25	80
July	3	7	10	62	60	142
August	6	7	10	56	36	115
September	6	10	2	41	17	76
October	5	7	7	19	26	64
November	2	4	4	9	11	30
December	2	5		6	20	33
Grand Total	47	78	46	246	253	670

BUCKEYE LOT CFS TRENDS BY MONTH/YR
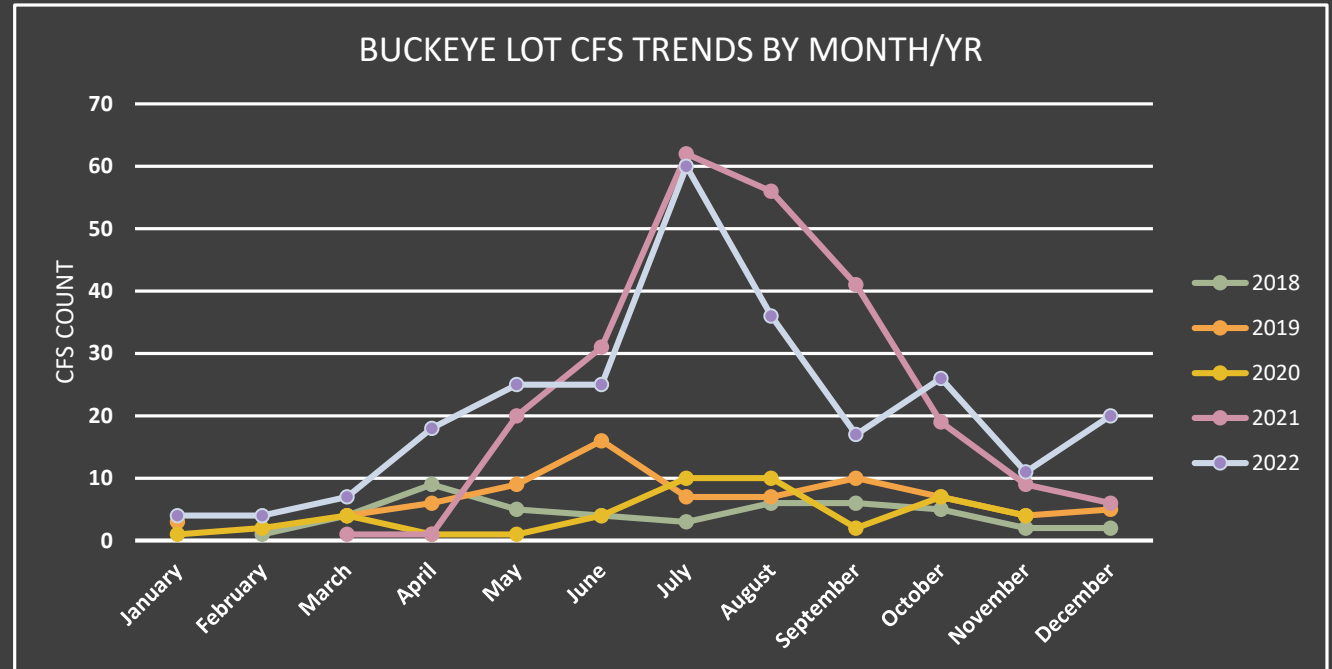
Observations

Increasing call volume trends; many self-initiated

- (2018 through 2020) – 3yr average call volume = 57 CFS
- (2021 through 2022) – 2yr average call volume = 249.5 CFS
  - (338% increase from prior 3yr time period)
- (2021 through 2022) – 69% Check Person/Property related CFS, indicating proactive patrol work

Interested in

why systematic crime reduction approaches…

…are not sustained, fall into disuse…

…fail or flag over time…

…partnerships falter or end…

…default to the generic model of policing - respond to calls for service…

Outgrowths of the Problem-Oriented Approach

- Crime and Problem Analysis
- Focused Deterrence
- Place-based Approaches

- Evidence-based Policing
- Police – Academic Partnerships
- Alternatives to Arrest
- Shifting and Sharing Responsibility

Policing Models

- Problem-Oriented Policing
- Evidence-based policing
- Stratified policing
- Focused Deterrence
- Community policing
- CPTED
- Hot spot policing
- Intelligence-led policing
- Predictive policing
- CompStat
- DDACTS
- Smart Policing/Harm-focused

What works:

- People
- Places
- Problems
- Behaviors
- Community-based
- Crime/Intel Analysis
- Research partnerships

- Go Upstream

Adopted from Santos

Leadership Considerations

- Why adopt a crime reduction strategy – like POP?

- When we do, what is the reason?

- Set expectations – what does success look like?

- Accommodating Infrastructure

- Deployment

- Partnerships

- Strategy Champions

Leadership

- Agencies use the terminology of a crime reduction model as if they have fully integrated it into the organization

- Technology often seen as a solution to a crime and disorder problem

  - "Widget ___ will solve all our problems!"

  - From hotspot and crime analysis dashboards in 1990s to real-time crime centers

Communications

- Internal
  - Email
  - SharePoint
  - Document management system – training modules
  - In-service training
  - Chief visits

- External
  - PIO
  - Community Meetings, Oversite Boards, Council

SARA PLANNING FORM-A

Case Number:	23-117015
Problem Name:	Buckeye Lot POP Initiative
Start Date:	1/11/2023
Problem Location:	Buckeye Lot – 214 W Gorham St
Commander Name/Unit:	Lt. Meinert – workgroup Dr. Hunt, Capt Zanders, Lt Marshall, PO Dahms, PO Preston, Analyst Grinnell, Sgt Sosoka, PO Enstrom
Contact/Complainant:	Lead – Lt Meinert

SCANNING-PROBLEM IDENTIFICATION:

Problem Classification:	Validate Problem Solving Criteria:
☐ Violent Crime	☐ Short Term
☐ Quality of Life	☐ Long Term
☐ Social Disorder	☐ City Wide
☐ Property Crime	☐ District

Identify the Problem:
-Sexual intercourse in vehicles
-Smoking in the lot
-Dealing drugs in the lot
-Loitering
-Hang-out spot
-Firearms/narcotics being left in vehicles (often times with unlocked vehicles and open windows)
-Disturbances/fights
(be specific; identify people, places, behavior, products; identify the consequences of the problem for the community and the police)

How did this problem come your attention:
-Scanning of environment 2021/being out there.
-Surveillance of City-cameras
-CFS
-Seeing groups congregate in this lot
-A lot of gang activity
(crime statistics, social media, community concern, internal notification)

Who is affected by this problem?
-Patrons
-College students
-Residents
-Surrounding community members
-Businesses
-Overall public (safety perception)
-Police
-Law-abiding citizens looking to legally pay to park here
(victims, offenders, locations, community members, police, stakeholders)

ANALYSIS-PROBLEM CAUSATION:

What do I want to know about the problem?
-How to reduce crime/CFS in area
-Firearms in plain view in unlocked vehicles
-Proactive patrol
-Koper patrol
-DSI, CPT Neighborhood Officers
(who is affected, relevant data, research what is known about the problem type, narrow the scope of the problem, how is the problem currently being addressed)

Where does the problem occurs and why there?
-Location (closest parking lot to popular bars)
-People don't want to go inside the bars (free hang-out spot)
-Other parking lots are closed by gates
-Convenience
-JD's food cart is positioned in that intersection
(identify underlying conditions and events that precede and accompany the problem)

When does the problem occur and why then?
-11:00pm ~12:30pm (primetime for bars)
-3:00am ~ 4:00am (after bar close)
-Bars open until 2:30am
-JD's open until 4:00am
-Allows older individuals to meet younger individuals
(identify any environmental conditions attributing to the problem, identify any patterns of the problem)

RESPONSE-STRATEGIC IMPLEMENTATION

What are the goals of the problem-solving effort?
-Reduce CFS
-Increase opportunities for extra lighting in area
-Signage (i.e. no loitering)
-Parking enforcement does not work past 12:30am; Police can't enforce
-Barricades, close lot twice
-Consistent contacts with 99 subjects
-Safe vehicle traffic
-Working with Mayor to possibly shut down lot in October from 11:00pm-3:00am
(reduce calls for service, identify contributing factors to the problem, identify new problem-solving strategies)

Project Management

- A model and process exists to organize and implement a project
  - Project Management Institute
- Determine customer requirements
- Identify scope and develop a work plan
- Break the work down into deliverables and activities
- Determine the sequence of activities and identify risks
- Use basic scheduling tools and set realistic schedules
- Establish milestones and deliverables
- Change Management

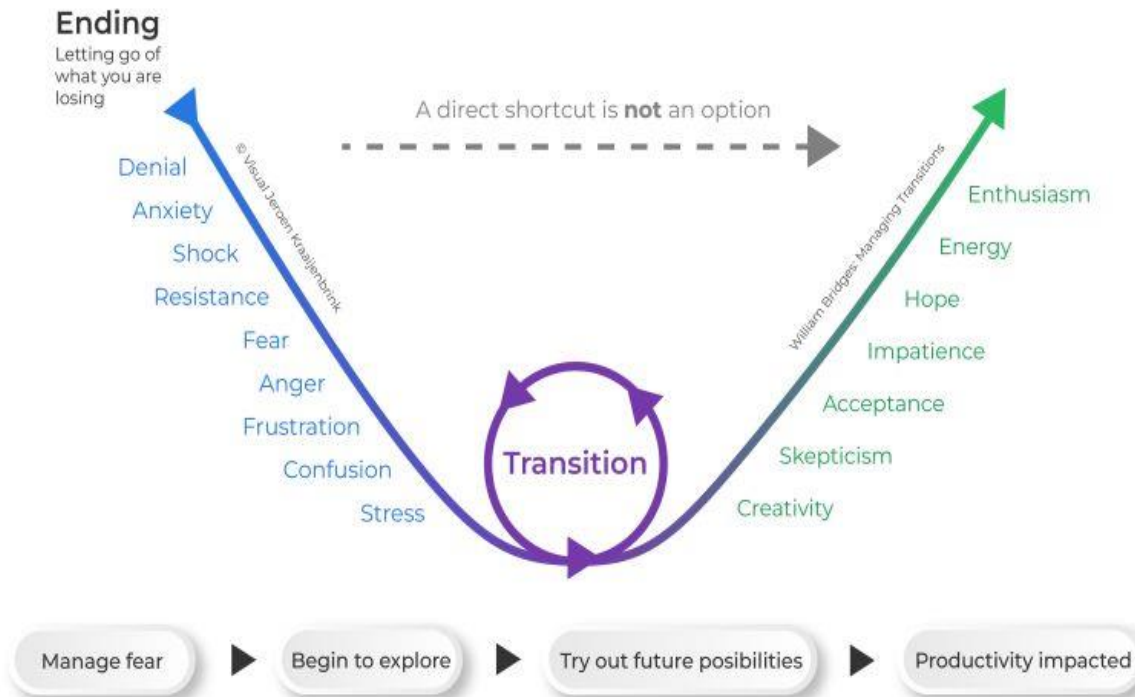https://www.pmi.org/learning/library/best-practices-effective-project-management-8922

Change

- Mandated

- Organizational

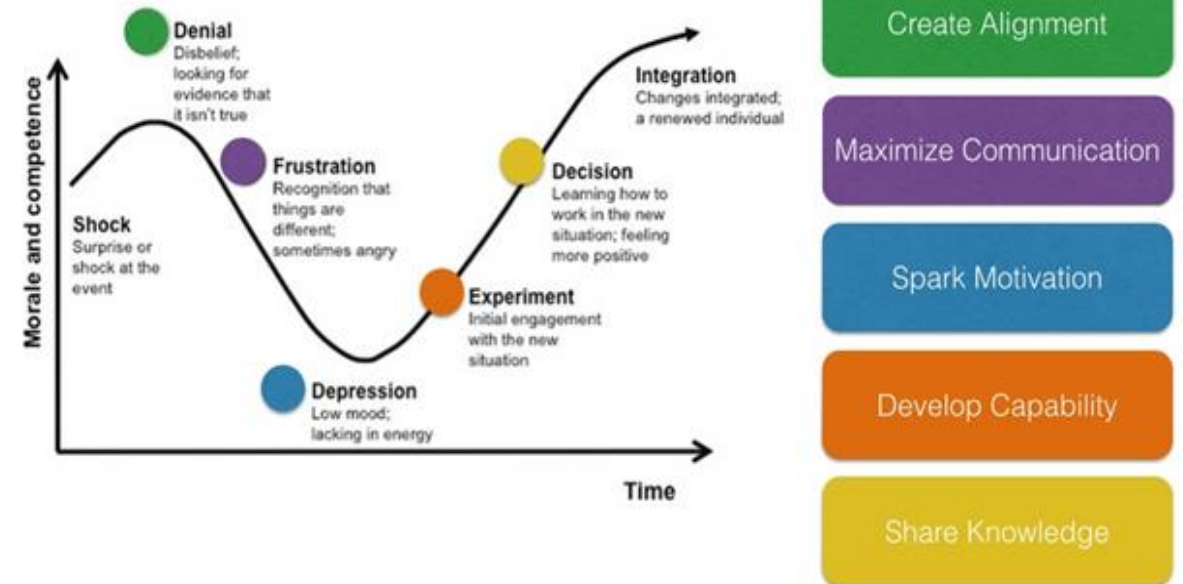 - Officer perspective

  - Management perspective

- Buy-in

Challenge of Change

The Emotional Roller Coaster of Change (and why there are no short cuts)

The Kübler-Ross change curve

SWAT Analysis

- Conduct an analysis early in the process of implementing the crime reduction strategy.
  - Start with Command staff
  - Follow with Records, Technical and Crime Analysis staff
  - Officers
    - May be focus group or random sample

- Conduct an analysis later in the process – annually

- Use feedback to adjust implementation strategy

SWAT Analysis

Strengths

- Model is easy to explain to officers and public
- Helps prioritize our work/focuses our efforts
- Improved communication across district commands
- Encourages proactive work

Weaknesses

- Department design is a barrier to full implementation
- Inconsistent implementation
- Better communication
- Need for more crime analysis and intel resources

SWAT Analysis

Opportunities

- Improve data accuracy
- Development opportunity at all ranks
- Building community trust
- Easy to explain to the community

Threats

- Success not immediately apparent – question approach
- Too much change
- Organizational stress
- Does the vision and crime reduction model end when the Chief leaves?

Organizational Obstacles

- Rapid Turnover of Staff - all ranks
  - Implementation team is gone
  - Lts./Capts. given career building assignments
  - Time in position
- Middle Management paying lip service to strategy
- Re-prioritizing police resources is too easy
- SARA is not considered part of "real" police work

Townsley, Johnson and Pease 2003

Overcome Impediments

Demonstration Project within your agency

- Discrete problem (volume or geography) in community

- Fully engage chief executive and management
  - Learn and work through process together
  - Identify appropriate staff with skills/training to assist

- Use the SARA model
  - Weight all the alternative responses – if-then scenarios
  - Evaluate results

- Organizational review – what can we do better next time?

Goldstein 2003: 13-47, Crime Prevent Studies, Vol. 15.

# Institutional Support is Built from…

- Crime Reduction Strategy written into Mission, Vision, and Policy
- Support across the organization
- Command staff engages with Officers
- Describe the crime problem (internal/external) and what the research/evidence indicates is an appropriate response
- Not a special project – how we do business
- Use Project and Change Management approaches/resources

After Scott 2003

Institutional Support is Built from…

- Leadership

- Promotions

- Training

- Policy

- Accountability

  - Training

  - Time

  - Tools

- Communication

- Trust

  - Consistency

  - Time

  - Reasonable expectations

  - Continual conversations

    - Internal

    - External

Resources
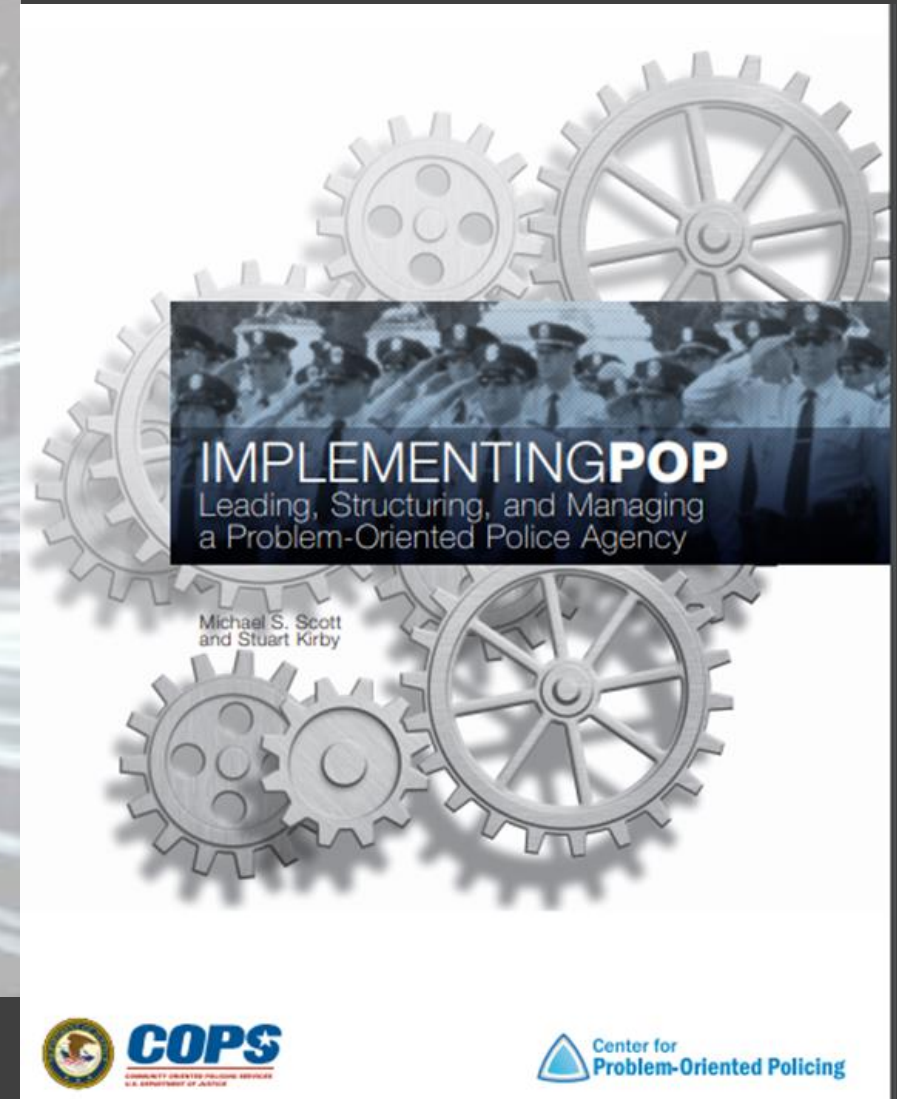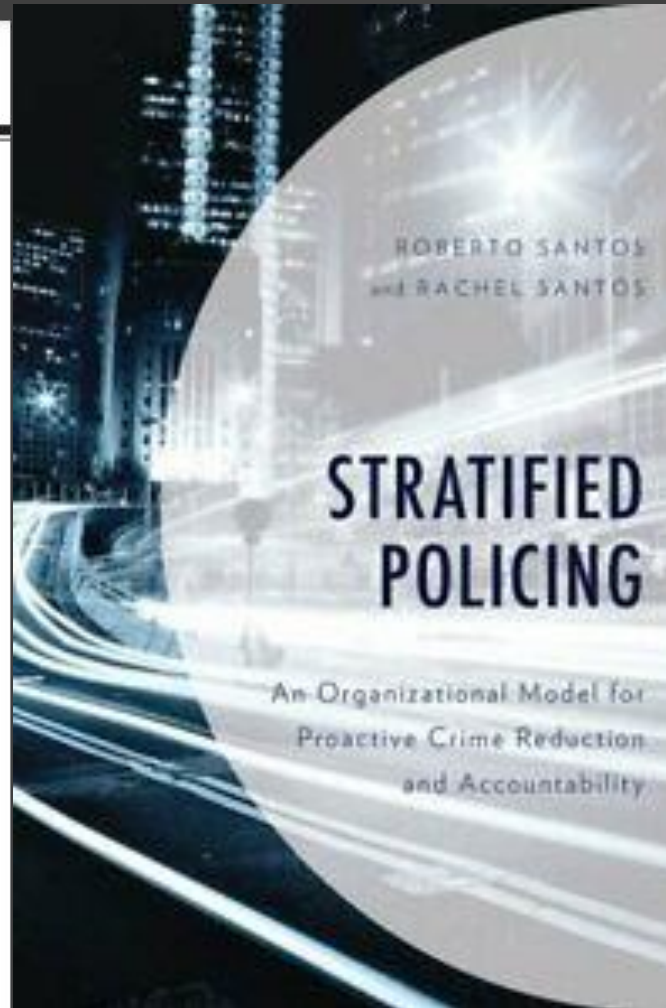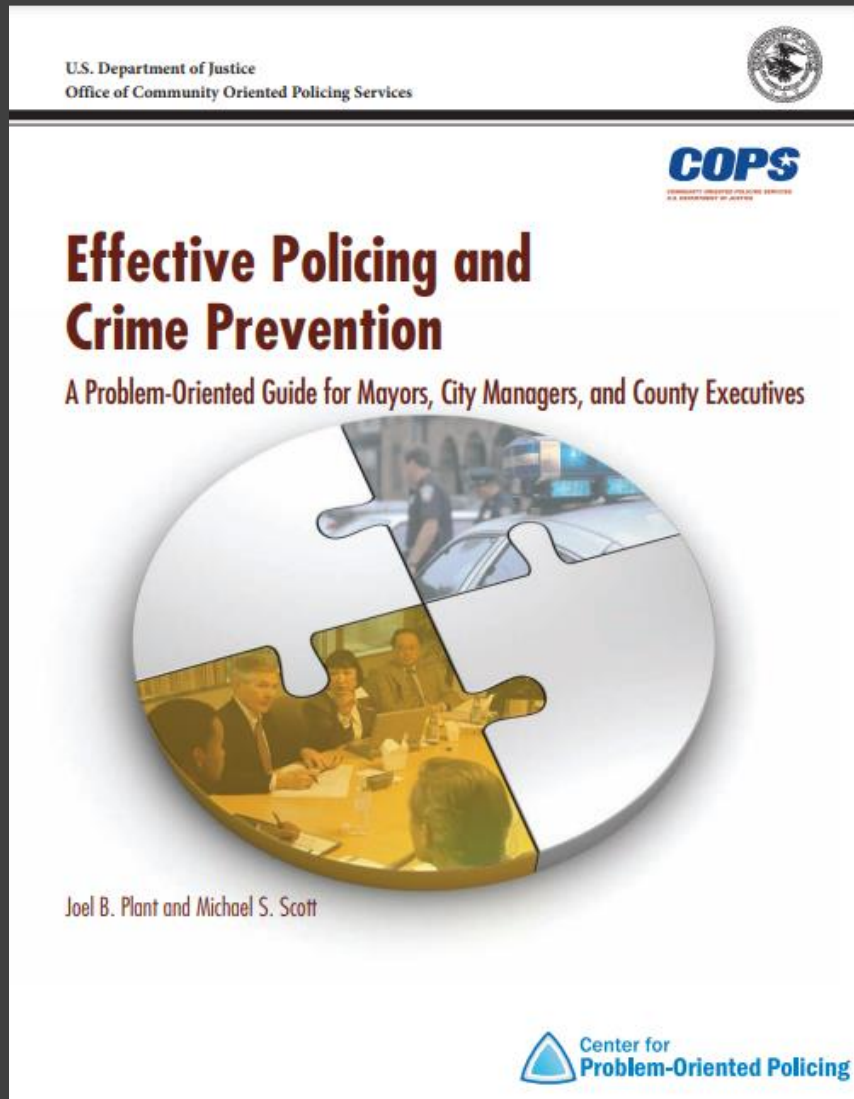
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