Promoting Tactical and Strategic Problem Solving for Investigators

Chief Maris M. Herold
Crime Analyst Michael Zidar
University of Cincinnati Police Division
Dr. Tamara D. Herold
University of Nevada, Las Vegas

29th Annual Problem-Oriented Policing Conference
Santa Cruz, California - November 11-13, 2019
Problem Solving

IMPLEMENTATION FAILURES

Conflict with:
1. Departmental objectives and officer skill sets
2. Organizational structures and processes
3. Project tracking and documentation
The police agency, however, cannot simply ignore its **core business demands**, which require a major portion of the Department’s sworn personnel just to accommodate these functions:

- Calls for Service
- Crime (investigation, response, reporting and solving)
- Traffic (flow and congestion, enforcement, accident investigation)
Goldstein’s Problem-Solving Vision

Police susceptible to the “means over ends” syndrome

Complaints from passengers:
“drivers were speeding past queues of up to 30 people with a smile and a wave of a hand”

Transit Response:
“it is impossible for the drivers to keep their timetable if they have to stop for passengers.”

When the bus doesn't stop at the bus stop
Expert Evaluation Response:

There is broad agreement among police professionals and researchers that the core function of the police is to help reduce calls for service, crime, and traffic difficulties. Simply responding to them without engaging in efforts to reduce their frequency does very little to improve the safety and well-being of the citizens of Cincinnati.

Core Functions

• Calls for Service
• Crime (investigation, response, reporting and solving)
• Traffic (flow and congestion, enforcement, accident investigation)
The mission of all Police Department officers while investigating every type of incident, situation, or person is to provide professional investigative services, proactively, completely and without bias or predetermined notions and to analyze the fact patterns discovered therefrom and take appropriate actions based on the analysis.
Advances in Police Science/Strategies

Case of Places

Dr. Cynthia Lum & colleagues

• Case jackets

Hidden place networks

Problem Place
Towards Checklists to Reduce Common Sources of Problem-Solving Failure

~ Aiden Sidebottom, Nick Tilley, & John E. Eck

<table>
<thead>
<tr>
<th>Case Ref. Num.</th>
<th>2019-LV-11D10</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ CAD, 911, MDC, incident reports</td>
<td></td>
</tr>
<tr>
<td>✓ Investigator notes/log</td>
<td></td>
</tr>
<tr>
<td>✓ Flagged individuals; Search warrants</td>
<td></td>
</tr>
<tr>
<td>✓ Suspects/evidence needing to be located</td>
<td></td>
</tr>
<tr>
<td>✓ Eliminated suspects (why)</td>
<td></td>
</tr>
<tr>
<td>✓ Phone calls/tips; Officer notes</td>
<td></td>
</tr>
<tr>
<td>✓ Lab/coroners/hospital reports</td>
<td></td>
</tr>
<tr>
<td>✓ Criminalistics sketches/photos/videos/ etc.</td>
<td></td>
</tr>
<tr>
<td>✓ Physical evidence</td>
<td></td>
</tr>
<tr>
<td>✓ Follow-up work “To-Do” list</td>
<td></td>
</tr>
</tbody>
</table>
Since its inception in 2003, CPD’s *Problem Solving procedure* has been tried, reviewed and revised at least four times. The current version has been in place since 2011, contains a considerable amount of outdated information, and is not used consistently or often by members of the department... Over time the procedure evolved, new processes were tried and additional forms were created in attempts to improve efficiency.... Despite all of these efforts the department was unable to develop a pragmatic, credible procedure which integrated a formal problem solving process into the agency’s daily routine.
Vision for UCPD

Problem Solving Procedure

- Rebrand problem solving
- Reinforce commitment to crime prevention
- Leverage investigative capacities
- Align with all departmental units
# Tactical and Strategic Investigations

## Problem Identification
- Solicit reporting (multiple sources)
- Preliminary investigation (CHEERS)
- TI/SI designation

## Investigative Process
- Develop investigative leads (checklists)
- Process adherence – Inspections
- Report investigative findings to CCC

## Investigative Intervention
- Implementation action plan (min 3 of 5)
- Plus One Protocol
- Monitoring (displacement/relations)

## Investigative Evaluation
- Academic partners (SIs as Goldstein)
- Dissemination (PIO, stakeholders)
- On-going training
## Tactical and Strategic Investigations

<table>
<thead>
<tr>
<th>Investigation Phase/Step</th>
<th>Community</th>
<th>Executive Team</th>
<th>Analyst</th>
<th>Command Staff</th>
<th>Officers</th>
<th>Dispatch</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>UC</td>
<td>PSD</td>
<td>PC/APC</td>
<td>CA</td>
<td>BC</td>
<td>CIC</td>
</tr>
<tr>
<td>Problem Identification</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Report problems</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assign problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop goals/measures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investigative Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Select investigative teams</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lead investigative teams</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Report investigative process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review investigative process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gather Plus One data</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extend investigative phase</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review policy/procedure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify interventions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investigative Intervention</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Select interventions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop action plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approve action plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Produce Crime Bulletin</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement action plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perform Plus One interventions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Document activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct Plus One analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obtain community input</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Report/monitor impact</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investigative Evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiate evaluation phase</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Produce evaluation reports</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review evaluation findings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Legend**

- APC: Assistant Police Chief
- BC: Bureau Commander
- CA: Crime Analyst
- CC: Communication Center
- CEC: Community Engagement Commander
- CIC: Criminal Investigations Commander
- OC: Operations Commander
- PC: Police Chief
- PO: Police Officer
- PSD: Public Safety Director
- SO: Security Officer
- UC: University Community/Partners
A major difference between prior COP processes and CPOP is the requirement to use a more intricate and analytic process for identifying and responding to community problems. This process proved to be extremely challenging, especially the analysis, tracking, and documentation of problem solving projects. Workload demands often competed with, and had to be prioritized over, these projects.
TI/SI Electronic Case Jacket

Strategic Investigation

Repeat and sustained burglaries of student residences in the CSR area.

Go to investigation process »

Tactical Investigation

Grounds crews have been complaining about missing and stolen bricks from walkways.

Go to investigation process »

Strategic Investigation

Bike theft has been an issue in the fall semester for several years.

Go to investigation process »
Future Directions

Addressing complexities of problem solving

• Leverage investigative expertise – a core policing function that aligns with problem solving
• Develop policy that is process-focused and promotes accountability
• Embrace technology that facilitates (rather than impedes) problem solving
Contact

Maris Herold
Maris.Herold@uc.edu
513.806.6272

Michael Zidar
Michael.Zidar@uc.edu
330.647.9063

Tamara D. Herold
Tamara.Herold@unlv.edu
702.373.7828