

Problem Solving in Small Towns and Suburban Communities

Richard Thomas

Chief of Police

Port Washington, Wisconsin

Problem-Solving in Small Towns and Suburban Communities

■ Experience

– Beloit, Wisconsin

- 14.2 sq miles
- 36,000 people
- Very diverse community
- Challenges similar to a urban community
- Industrial and food processing economic base
- 60% of municipal budget is shared revenue
- 50-60% of babies born are to unwed mothers

Problem-Solving in Small Towns and Suburban Communities

■ Port Washington, Wisconsin

- 3 sq miles
- 11,500 people
- Very homogenous
- Minimal crime
- County seat to Ozaukee County: Ranked by Forbes magazine(2008) as 2nd best county in the US to live

Problem-Solving in Small Towns and Suburban Communities

- Distinctive features that inhibit change
 - Political environment
 - Traditional public expectations
 - Stable crime rate and calls for service
 - Fewer support resources

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- Factors that allow for change
 - Patrol availability time
 - Less entrenched problems
 - Less media scrutiny and pressure

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■ Essential reasons:

- Effectiveness
- Cannot manage in the 21st century using a 1960's model
- Community development
- Accountability
- Create neighborhood/area responsibility
- Measure what is important

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- Empower employees
- Enhance communication
- A Policing process that is integrated within the community
- Enhanced Police-Citizen partnerships.
- Reduce fear
- Focus is on prevention

Problem Solving in Small Towns and Suburban Communities

- Regardless of size Policing requires:
 - a organizational strategy for effectiveness which operates in 3 areas.
 - strategic: The organization's overriding philosophy-
What do we stand for
 - tactical: The philosophy in action-How do we work
 - personal: The philosophy made manifest in the behavior of every employee.-POP @ every level in the organization

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■ Requirements:

- A cultural transformation within the agency

- Historically police departments focus on developing superstructures; staffing and equipment.

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- A strategic change in thinking
- A re-engineering of the infrastructure of your department
- Deployment model that compels POP
- Alignment of resources
- New hires
- Training
- Reporting
- Accountability systems

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- Leaders need the following:
 - Passion & enthusiasm
 - Knowledge

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■ Leaders need to create the following:

– Operational readiness

■ A sense of urgency

■ A cross section of respected individuals in the organization to drive and implement change

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- Organization capacity
 - Capable and responsible people in key areas/locations

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■ Communicate Direction

- Influence coalitions
- Motivate and Inspire
- Passionate
- Energize people

■ Organization Structure

- Must compel POP

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- Alignment of resources
 - GEOGRAPHY VS TIME OF DAY
- Training
 - SELF INVESTMENT
 - Operational Assignments
 - Education
- Evaluations
 - Annual
 - Department meetings
 - Bulletin boards
- Culture of Discipline
 - Prevention of Crime

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■ Specific Strategies:

- Cultural
- Operational
- Administrative
- Training

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■ Cultural Strategies:

– Guiding principles reflect how you do business and what is important to you

- Vision, Mission and Value statement

- Value statement card

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■ Operational strategies:

- Department wide approach
- Alignment of resources
- Deployment model: Doing the right thing
- Neighborhood beat management plans

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- POP guides strategically placed within the department
- Every officer must be engaged
- Status reports every 3 months on Pop project
- Briefing room has supporting documentation
- Empowering employees

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■ Administrative Strategies:

- Celebrate
- Personnel evaluations
- Each officer given the opportunity to present his/her initiative at department annual meeting
- Strategic plan
- Annual report to the community
- Document POP initiatives on web site

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■ Training strategies:

- Statewide training
- Special Topic seminars
- Attendance at state and regional
- POP web site: Scenario exercise
- POP curriculum
- POP guides
- Training for new hires

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■ Examples of POP projects

- Literacy
- Playground development
- Drug abatement
- Open intoxicants, littering and fish entrails.
- Speeding.

- Drivers crossing into on-coming traffic to mail items in mailbox.

- Add "No Passing On Shoulder" sign on Highway LL.

- Remove post for emergency vehicle entry
- Truancy Reduction, DRE Program and TestMyTeen.com.

- www.pwpcd.org

Problem-Solving in Small Towns and Suburban Communities

- The Impact of problem-Solving on Beloit and Port Washington
 - Positive
 - Closer working relationship amongst the employees and other departments
 - Employees develop a sense of achievement
 - Strong relationship between employees and other agencies within the community
 - Public trust

Problem-Solving in Small Towns and Suburban Communities

- Within the State

- “POLICE”: Problem-Oriented Leadership for Police Executives

 - Over 100 graduates

 - Defining the police function

- WCPA conferences

 - Annual presentations by Sir Robert Peel winner

Problem-Solving on Small Towns and Suburban communities

- The value of Leadership training and it's relationship to Problem-Oriented policing
 - Leadership is influencing behavior, developing people, teams and the organization for future service

Richard Thomas
Chief of Police
Port Washington, WI 53074
262-284-7670
rthomas@pwpd.org
www.pwpd.org

Problem-Solving in Small Towns and Suburban Communities

Commander Bryan Jeter

Puyallup Police Department

Washington State

PUYALLUP POLICE DEPARTMENT PUYALLUP, WASHINGTON



- 58 Commissioned officers
- 12 Corrections staff maintain a 52-bed jail
- 44 patrol, 12 detectives
- 5 K-9, bicycle patrol, SRO, Drug task force, Metro SWAT team

POP Unit



- 2004 – Chief Robin James formed **Problem Oriented Policing Unit**
 - 1 Lieutenant
 - 1 Sergeant
 - 4 Police Officers
 - 1 Parking Enforcement
 - 1 Crime prevention Specialist
 - Volunteers In Police Service (VIPS)

POP – right approach for Puyallup?

- Community of 37,000 used to high level of police service
- Chief James pushed paradigm shift from reactive approach to proactive
 - If it's predictable, it's preventable
 - Effective implementation of POP strategy begins with Crime Analysis
 - S.A.R.A. Model applied to POP unit projects
 - Pull-out POP Unit will exist with long-range vision to have POP infused department-wide

Infusing POP

- Officers rotate through POP unit
 - Approx. 2 year tours
- Department-wide POP training phased in over several years
 - Rana Sampson 1.5 day course – 80% of all officers have attended now
 - Each patrol officer encouraged to implement 1 POP project per year in patrol district

PTO Program



- Adopted Police Training Officer program (Reno model) in 2006
 - Transitioned from FTO model
 - PTO integrates very well with POP
 - Problem-based learning
 - Solutions-oriented
 - NPE (Neighborhood Portfolio Exercise) required for completion of PTO program
 - NPE amounts to SARA POP project

POP Projects

- Meth Legislation
- Copper/Metal recycling legislation
- Partnership with Code Enforcement
- Info Net/Crime Alerts
- Safe Catch
- Sportsmen's Show at the Fairgrounds

Meth Legislation

- Strong partnerships fostered between POP officers and state legislators (Kastama, Morrell)
- POP officers and Chief James testified at state house and senate subcommittees
- Limits the amount of Pseudoephedrine that can be purchased at one time.
- All purchases of Pseudoephedrine products require identification and pharmacy assistance.

Metal theft



- Legislation efforts mirrored the Meth project
- The law went into effect in 2007, requiring those that recycle non-ferrous metals to ID self. No cash payments over \$30
- Recyclers provide log to law enforcement upon request
- Law dramatically reduced metal theft losses in the region
- PPD Construction site metal thefts – 2005 – 10; 2006 – 40 and 2007 - 15

CODE ENFORCEMENT PARTNERSHIP

- POP unit meets with city code enforcement weekly to discuss strategies to abate chronic properties
- Dual-pronged approach – the PD takes criminal action while code enforcement pushes civil penalties
 - Approach involves building department, fire marshal, city attorney's office and street department

CRIME ALERTS & INFO NET



Puyallup Police Department
Crime Alert



- Community members sign up to receive alerts from PD via e-mail
- Those that sign up select a group that they are part of (business, resident, school, financial institution, pawn shop, pharmacy, restaurant)
- Crime trends and crime prevention tips are e-mailed to the appropriate group and request assistance from the public
- Potential drawback – media has signed up for all categories and treat the local crime alerts as press releases. This has increased the demand on our PIO resources.

SafeCatch



- Local FBI agent advocated that banks implement SafeCatch to deter/reduce “note job” robberies
- Involves a regional list serve of bank managers
- PPD POP unit conducted 1-hour training at each of city’s 31 banks – goal was 100% compliance with the model demonstrated
- PPD 1st agency in Washington State to train all of the banks in their jurisdiction on Safe Catch

Sportsmen's Show



- Annual hunting/fishing expo at Western Washington Fairgrounds
- Draws 40,000 people to event
- In 2006 there were 9 incidents of auto theft and theft from vehicle (7 guns) in parking lots
- 2007 plan involved public education (variable message boards, car prowl "checklist flyers"), CPTED, Volunteer patrols and deterrence.
- 2007 Zero incidents of auto theft or theft from vehicle.

Influence on other departments

- PPD's structure became local "model" for pull-out POP organization
- Several surrounding agencies have shadowed the unit and implemented a version of PPD's POP Unit

What POP means to community

- City Council/business association regularly applaud effort and successes of POP
- Has improved and strengthened partnerships with Apartment Communities, local businesses, other city divisions, block watch groups, schools, banks, etc.



Advice for Suburban PD's

- Buy-in from officers/union
 - Detractors can limit success
- For us, a pull-out POP unit accelerated our transition to POP
- Get community support – POP can address chronic problems/locations
- Celebrate successes
 - Local media, positive newspaper articles
- Start with the easy ones (gas run-offs, problem residence)
- Involve as many stakeholders as possible
- Transfer ownership of problem to community, you are facilitating a solution

Advice for Suburban PD's

cont.

- Selection of POP Officers critical to success of program
 - Facilitators
 - Outside the box thinkers
 - Innovative and clever
 - Good public speakers
 - Flexible
 - Networkers – getting others involved

QUESTIONS?

- Commander Bryan Jeter (253) 841-5534
 - bjeter@ci.puyallup.wa.us
 - www.puyalluppolice.org