Policing

Center for
Problem-Oriented
Policing

ASU Arizona State University

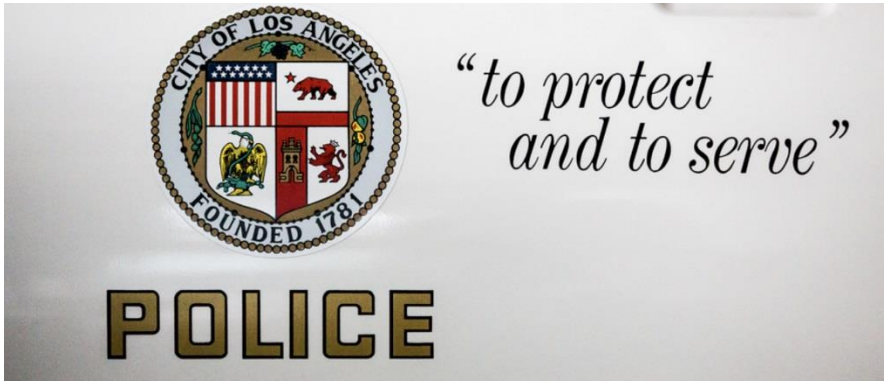
Policing

Image

Reality

Function of Police: Image

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



What Do Police Handle?

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
3..... Emergency - Use Red Lights & Siren
4..... No Further Assistance Needed
5..... Stake Out - Other Units Stay Away
6..... Out for Investigation (Citation, 10-29, etc.)
7..... Out of Service to Eat
101... Woman in the Car
102... Woman out of the Car
103... Subject to call @ Ext._____
105... Going for Gas
106... Car Wash
210... Strong Armed Robbery
211... Armed Robbery
211A.. Armed Robbery Alarm
211B.. Beacon Armed Robbery Alarm
211C.. Organized Crime/Conspiracy
211E.. Extortion
211H.. Robbery – Home Invasion
211T.. Pronet Alarm
236... Threat
237D. Dangerous Drugs
237G. Glue Sniffing
237L.. Large Quantity of Marijuana
237M. Report of Marijuana
237N.. Narcotics
237P.. Prescription Violation
239... Fight
240... Assault
240C.. Escape
240E.. Reckless Endangerment
240R.. Resisting Arrest
245... Aggravated Assault
245A.. Vulnerable Adult Abuse
245F.. Vulnerable Adult Abuse/DV
250... Harassment
250C. Cyberbullying
251... Stalking
260... Sexual Abuse-Adult
260J.. Sexual Abuse-Juvenile
260L.. Luring of a Minor for Sexual Contact
261... Sexual Assault
261B. Bigamy Adultery, etc.
262... Sex Offender Registration Violation
300... Gambling
301... Prostitution
301A.. Solicitation for Prostitution
302... Internet / Computer Crimes
302C. Cyber Stalking / Computer Threats
302E.. Child Pornography / Child Sexual Exploitation
302F.. Internet / Computer Fraud
302H.. Computer Tampering
302T.. Sexting
310... Molesting
311... Indecent Exposure
311A.. Urinating in Public
312... Child Neglect
312A.. Child Abuse
312C. Contributing to the Delinquency of a Minor
315... Forgery
315B.. Forgery at a Bank/ Credit Union
315C. Money Laundering
315D. Theft of Credit Card
315I... Identity Theft
315M. Counterfeit Currency
315P.. Piracy of DVD/CD
315R. Registered Trademark Viol
315T.. Taking ID of Another-ATTC
316... Non-Sufficient Funds / Closed Account
317... Soliciting
318... Theft by Fraud
318E.. Exploitation of Elderly Adults
319... Loss Report
390... Drunk (Disturbing, Down, In Car, etc.)
390A.. Transport to Detox Facility
390D.. Drunk Driver
390L.. Liquor Violation
390U.. Underage Drinking
415A.. Phone Calls
415B.. Criminal Damage
415C.. Curfew Violation
415E.. Loud Music or Noise Disturbing
415F Domestic Violence
415G Shots Fired
415H Animals Disturbing, Barking Dog
415I... Incorrigible Juvenile
415J.. Juveniles Disturbing
415L.. Loitering
415O. Obstructing a Thoroughfare
415P.. Loud Party Disturbing
415W. Misuse of Weapon
417... Subject Threatening
417B.. Barricade
417G. Subject With a Gun
417K.. Subject With a Knife
418... Civil Matter - Stand By
418A.. Landlord - Tenant Dispute
418B.. Neighbor Dispute
418D.. Illegal Dumping
418G. Unwanted Guest/s
418H. Harbor/Tran Illegal
418I... Immigration Matter
418T.. Trespassing
418U.. Solicitation Door to Door
418V.. Street Vending Violation
418W. Unlawful Hire
451... Homicide
451C.. Conspiracy to Murder
451O. Homicide – Other Agency Asst
459A.. Burglary Alarm (Audible/Silent)
459B.. Burg Com - Metal Theft Rel
459C.. Burglary - Commercial
459F.. Burglary From Vehicle
459H. Burg Res - Metal Theft Rel
459M. Burg Frm Veh Catalytic Cnvrtr
459R. Burglary - Residential
459V.. Vending Machine Burglary
487... Theft
487A.. Theft from Person - Purse Snatch
487B.. Shoplifting
487F.. Theft from Vehicle
487I... Stolen Bicycle
487J.. Stolen Property (Buy / Sell / Possess)
487LP Stolen License Plate
487P.. Police Car Stolen
487V.. Stolen Vehicle
487W. Auto Theft - Watch Your Car Program Vehicle
487Y.. Metal Theft
488I... Recovered Bicycle
488P.. Recovery FOJ / Property
488V.. Recovery of Vehicle / FOJ
488W. Recovery of Watch Your Car Program Vehicle
491... Kidnapping, Adult/Juvenile (Not Sexually Motivated)
491A.. Custodial Interference

RADIO CODES - NUMERICAL ORDER (Continued)

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

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)

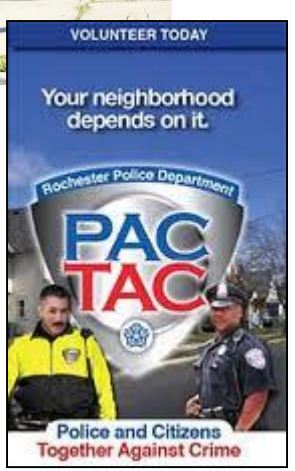
Image

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	h. Burglary / Robbery	Select an Answer
b. Domestic Violence	Select an Answer	i. Theft	Select an Answer
c. Illegal Drug Activity	Select an Answer	j. Loitering / Curfew	Select an Answer
d. Gangs	Select an Answer	k. Vehicle Accidents	Select an Answer
e. Physical Assaults	Select an Answer	l. Public Drinking	Select an Answer
f. Vandalism	Select an Answer	m. Traffic / Speeding	Select an Answer
g. Child Abuse	Select an Answer	n. Loud Parties / Noise	Select an Answer
o. List other issues:			

Taking Action

Protesting

Patrolling

Cleaning

Monitoring

Petitioning

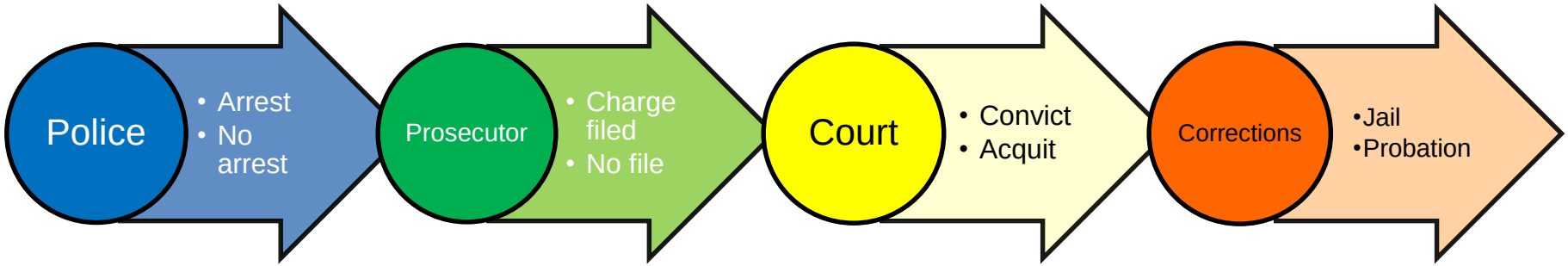
Methods & Means: Image

Preventive Patrol

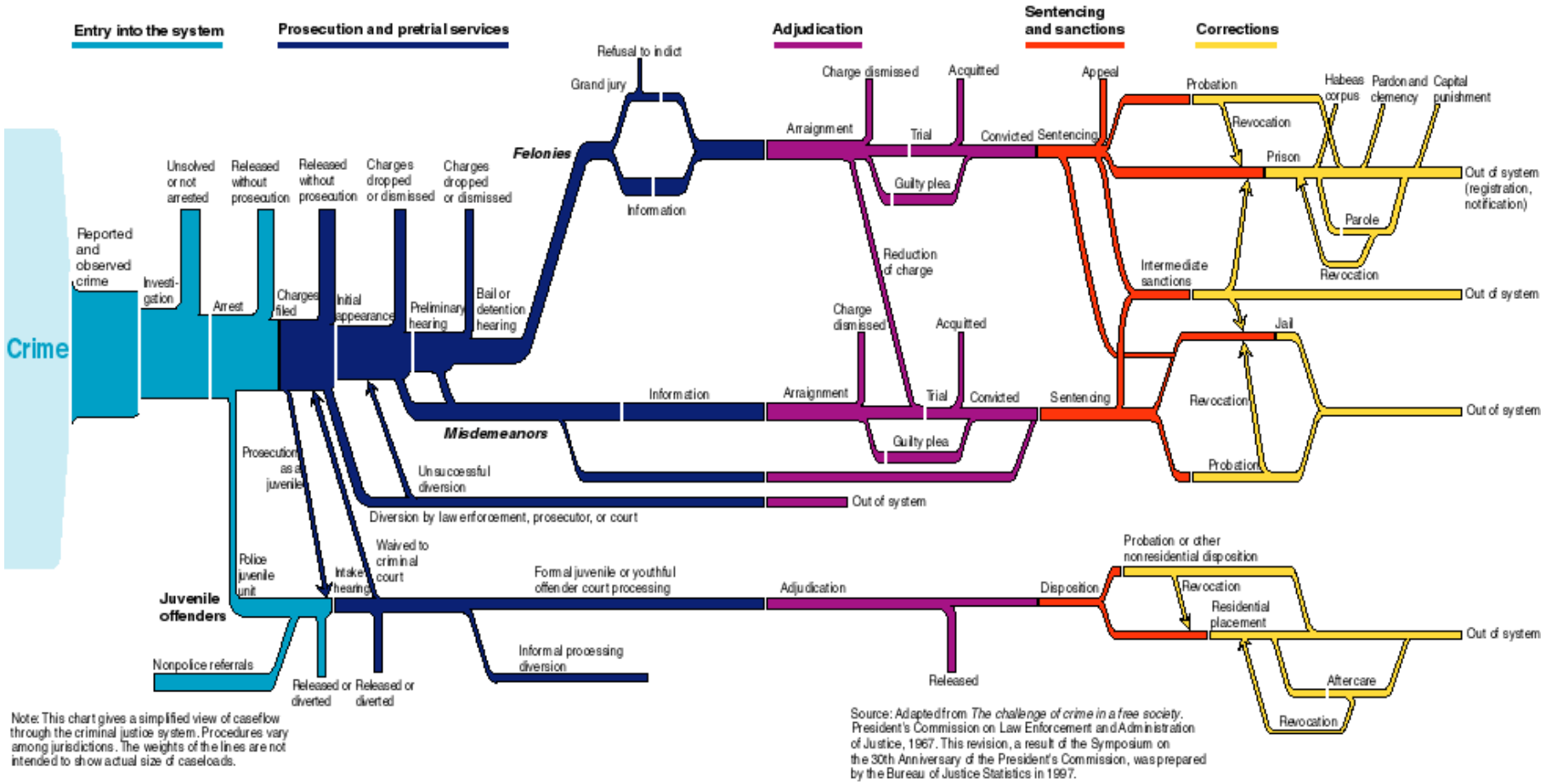
Rapid Response

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 caseflow 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

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** 777-3333 (press 1 and then press 0)
- **Emergency** 911 or 777-3211 from your cell phone
- **238-DRUG** Anonymous hotline when you see suspicious or illegal drug activity; please leave a message.
- **Alcohol Beverage Action Team (ABAT), 238-7103**: to report loitering drug dealing/gambling/other illegal activity outside of liquor stores or sale to minors. Additionally, report after hours sales, sales of mixed drinks and trash/blight connected to the store.
- **Code Compliance, 238-3381:** handles blight related concerns such as broken windows or activity in around vacant buildings.
- **Illegal Dumping on Public Property, 615-5566:** describe the contents and amount of the dumping, the nearest address where it is has been dumped and by whom.
- **Crime report forms** can be downloaded and printed from www.oaklandpolice.com

Please ask for an **incident or report #** and log your call below:

Date	Time	**Description of Incident** including the following: *Address* or intersection; *Persons* (height, weight, gender, race/ethnicity, age, hair, clothes/shoes, tattoo, scar, etc.) and *behavior*; *Car* – license plate #, make/model/year, color; and other pertinent information	Incident, Report or Complaint #	Did the Police Respond?	What action was taken?

CAMBRIDGE POLICE DEPARTMENT
CAMBRIDGE, MA

Incident Report #9005127
Report Entered: 07/16/2009 13:21:34

Case Title	Location	Apt/Unit #
	WARE ST	
Date/Time Reported	**Date/Time Occurred**	
07/16/2009 12:44:00	to	
Incident Type/Offense		
1.) DISORDERLY CONDUCT c272 §53 —		
Reporting Officer	**Approving Officer**	
CROWLEY, JAMES (467)	WILSON III,JOSEPH (213)	

Persons

Role	Name	Sex	Race	Age	DOB	Phone	Address
WITNESS	WHALEN, LUCIA			40	[redacted]	H [redacted] C [redacted]	[redacted] MA

Offenders

Status	Name	Sex	Race	Age	DOB	Phone	Address
DEFENDANT	GATES, HENRY	MALE	BLACK	58 -	[redacted]	H [redacted] C	WARE ST CAMBRIDGE, MA

Vehicles

Property

Class	Description	Make	Model	Serial #	Value

Narrative

On Thursday July 16, 2009, Henry Gates, Jr. [redacted] of Ware Street, Cambridge, MA) was placed under arrest at Ware Street, after being observed exhibiting loud and tumultuous behavior, in a public place, directed at a uniformed police officer who was present investigating a report of a crime in progress. These actions on the behalf of Gates served no 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 uniformed duty in an unmarked police cruiser assigned to the Administration Section, working from 7:00 AM-3:30 PM. At approximately 12:44 PM, I was operating my cruiser on Harvard Street near Ware Street. At that time, I overheard an ECC broadcast for a possible break in progress at Ware Street. Due to my proximity, I responded.

When I arrived at Ware Street I radioed ECC and asked that they have the caller meet me at the front door to this residence. I was told that the caller was already outside. As I was getting this information, I climbed the porch stairs toward the front door. As I reached 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 Whalen. Whalen, who was standing on the sidewalk in front of the residence, held a wireless telephone in her hand and told me that it was she who called. She went on to tell me that she observed what appeared to be two black males with backpacks on the porch of Ware Street. She told me that her suspicions were aroused when she observed one of the men wedging his shoulder into the door as if he was trying to force entry. Since I was the only police officer on location and had my back to the front door as I spoke with her, I asked that she wait for other responding officers while I investigated further.

CHIEF

COMPSTAT

TO PROTECT AND TO SE

FOUNDED 1781

Reality

Control: Image

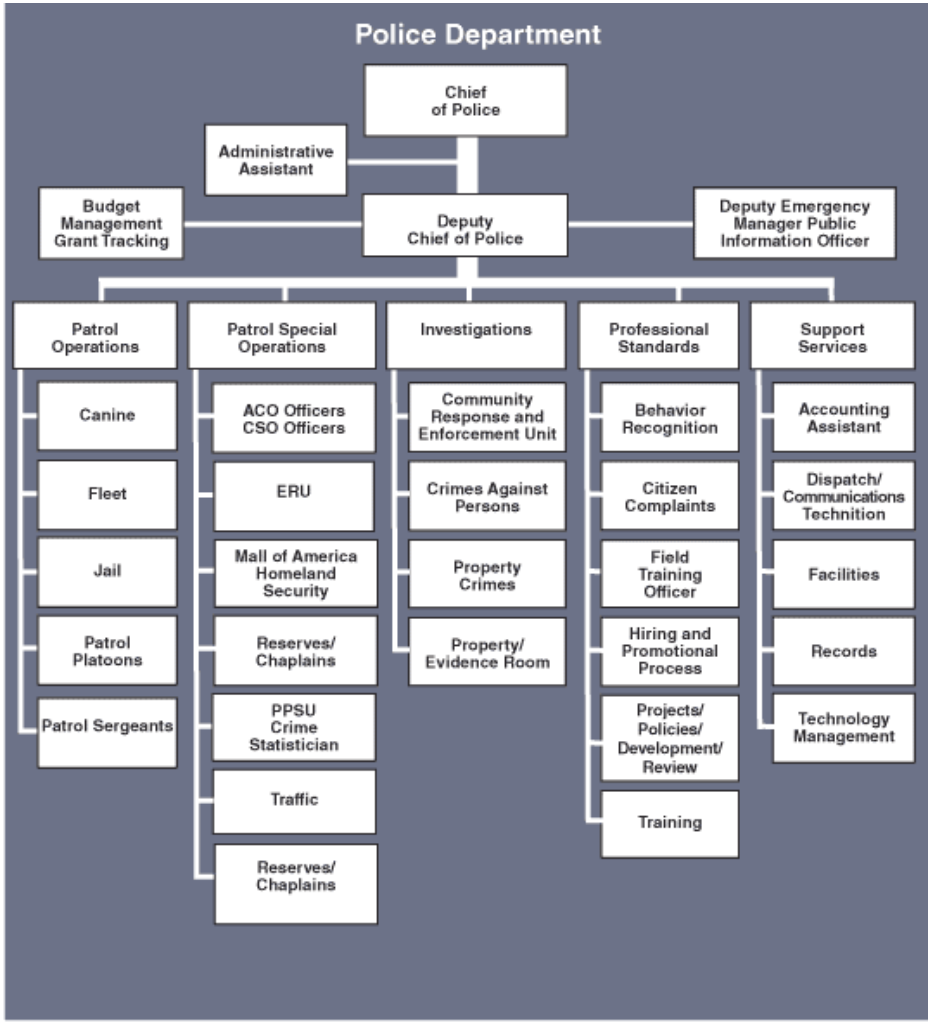
Seattle Police Department
Policy & Procedure Manual

Title 1-Department Structure and Function
Title 2-Department Employment
Title 3-Employee Welfare
Title 4-Timekeeping
Title 5-Employee Conduct
Title 6-Search and Seizure
Title 7-Evidence and Property
Title 8-Firearms
Title 9-Equipment and Uniforms
Title 10-Police Facilities & Security
Title 11-Department Oversight
Title 12-Department Information Systems
Title 13-Vehicle Operations
Title 14-Emergency Operations
Title 15-Preliminary Investigation
Title 16-Juvenile Procedures
Title 17-Patrol Operations

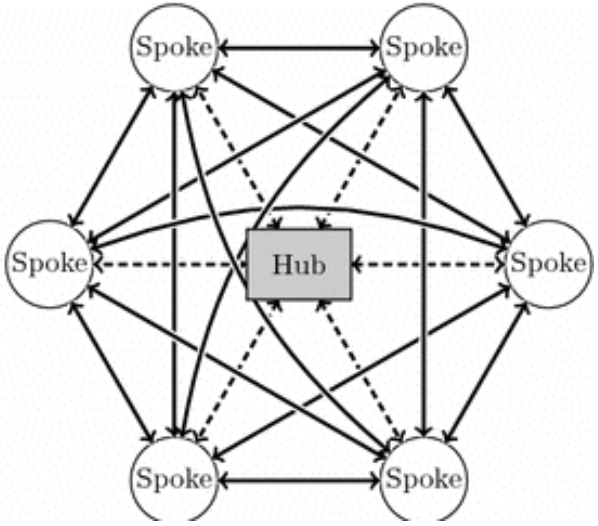
SINCE 1979
CALEA®
THE GOLD STANDARD IN PUBLIC SAFETY

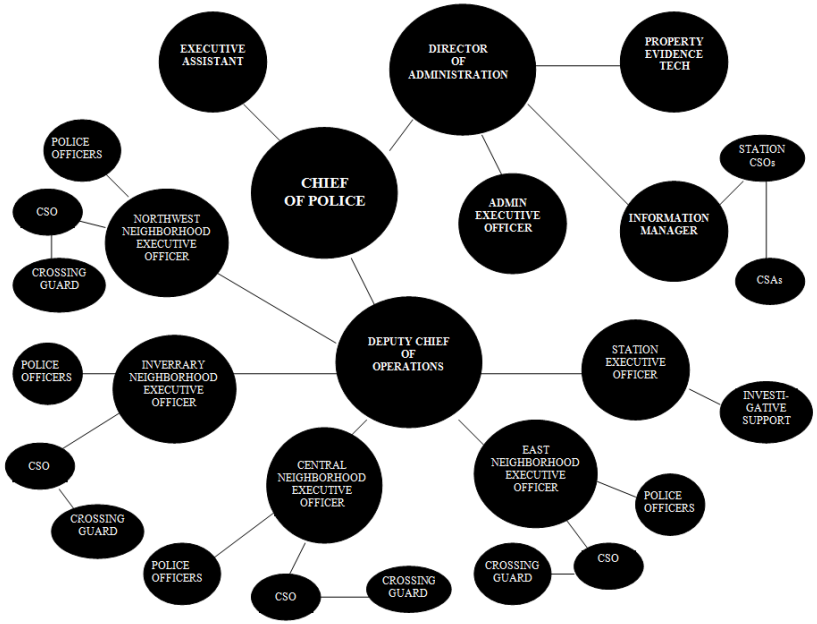
Control: Reality

Organization: Image



Organization: Reality





Personnel

Image

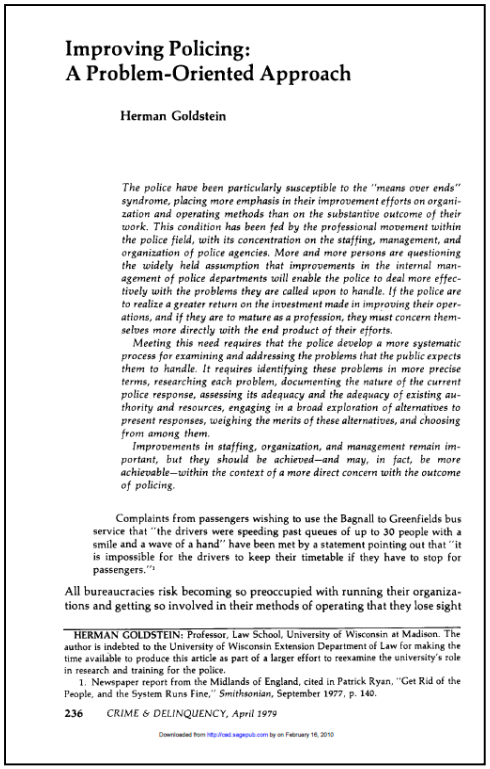
Reality

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	

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]

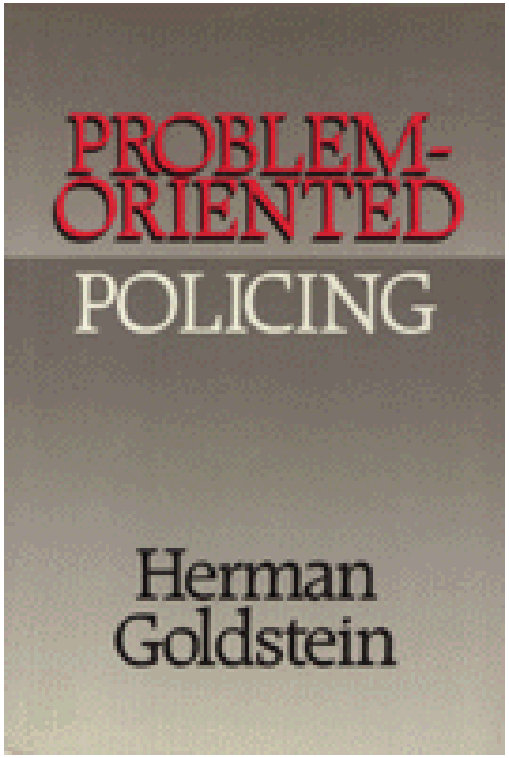
All bureaucracies risk becoming so preoccupied with running their organizations and getting so involved in their methods of operating that they lose sight

HERMAN GOLDSTEIN: Professor, Law School, University of Wisconsin at Madison. The author is indebted to the University of Wisconsin Extension 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.

Downloaded from http://cad.sagepub.com by on February 16, 2010

1979



1990

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

- **C**ommunity is affected
- **H**arm is caused
- **E**xpectations of police are reasonable
- **E**vents are discrete and describable
- **R**ecurring nature of the events
- **S**imilarity exists among events

By Behavior

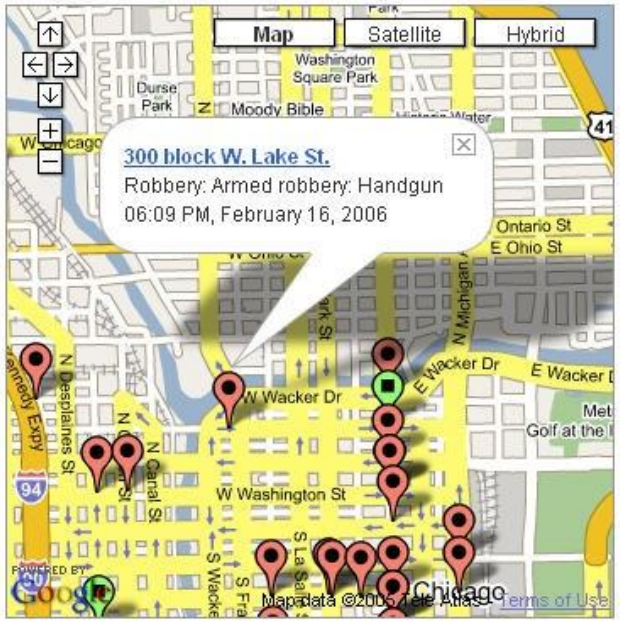
- Panhandling
- Robbery
- Assault
- Speeding
- Drug dealing

By Persons

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

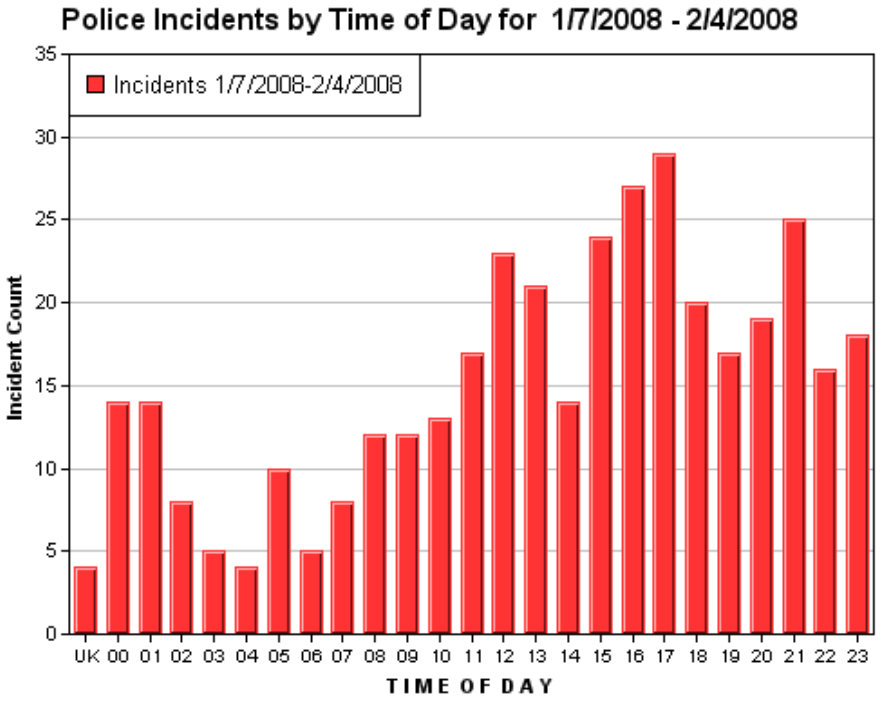
By Location

- Bar
- Intersection
- Neighborhood
- House
- Apartment complex



By Time

- Bar closing time
- Annual festival
- Rush hour



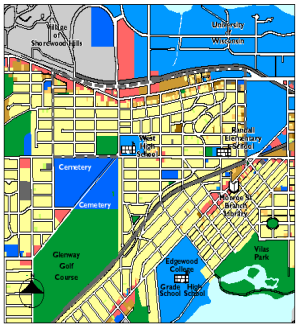
Hybrid Problems

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

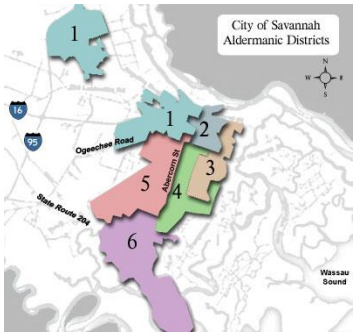
Scope of Problems

Single location/individual

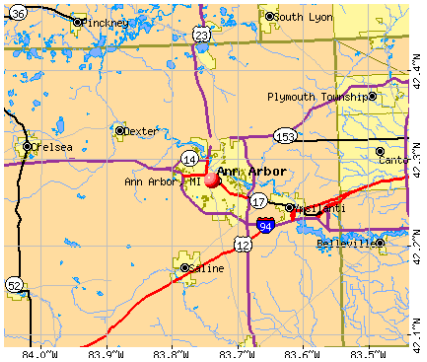
Cross-jurisdictional



Neighborhood



District



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

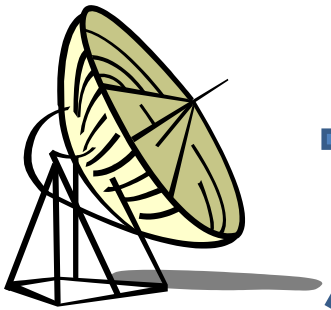
Problems Commonly Addressed by Police

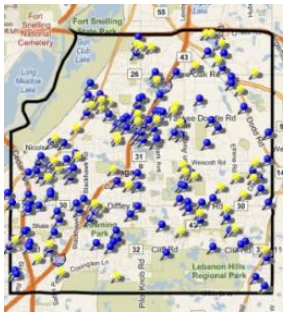
Abandoned children
Abandoned property
Abandoned/derelict vehicles
Abandoned/derelict/unsafe buildings
Accidental shootings
Acquaintance rape (aka Date rape)
Age-impaired driving (aka Elderly drivers and Teenage drivers)
Aggressive driving
Alarm soundings (including car alarms)
Animal bites
Animal cruelty (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 Munchhausen 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)
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

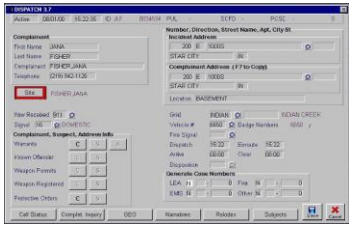
Problems Commonly Addressed by Police

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







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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

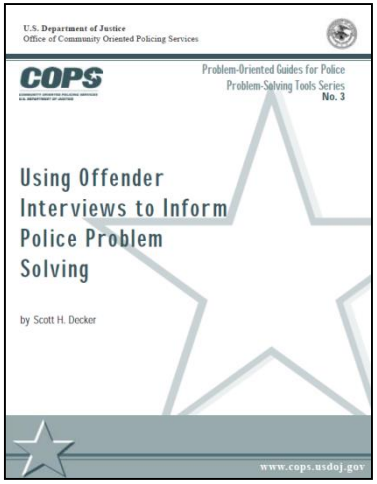
"…are subject to microscopic examination…"

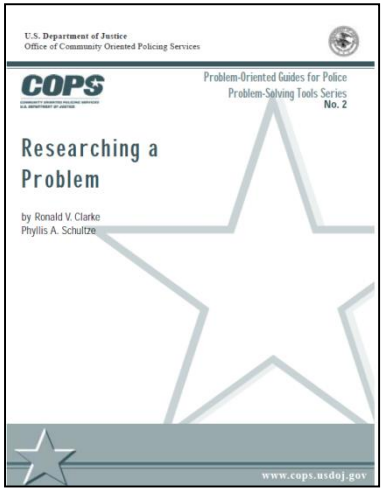
Analysis Objectives

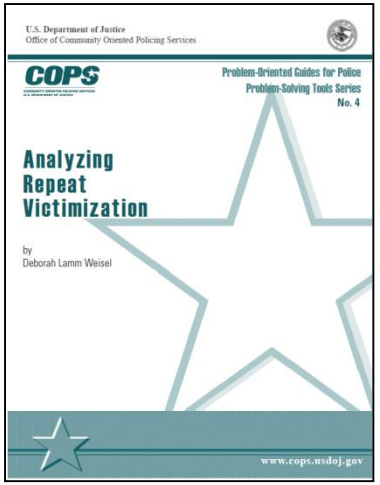
- ✓ Confirm problem is real
- ✓ Confirm problem is what it appears to be or redefine it
- ✓ Develop a “theory of the problem” to explain why it’s happening
- ✓ Accumulate evidence about the problem

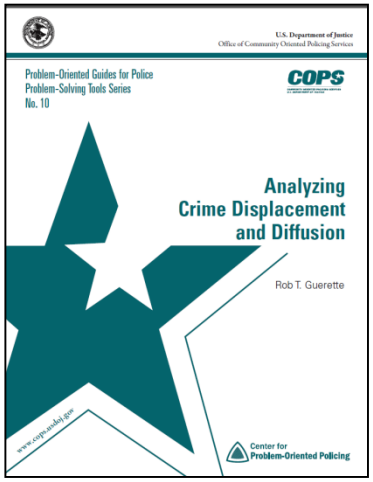
Problem Analysis Triangle

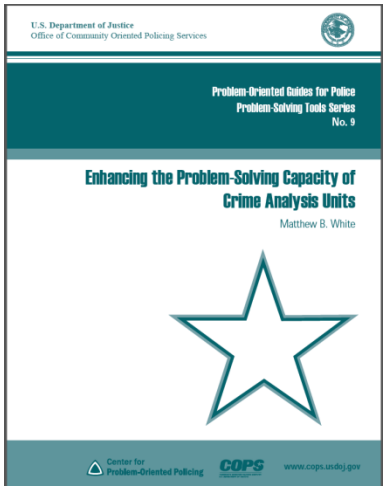
Analysis Guides

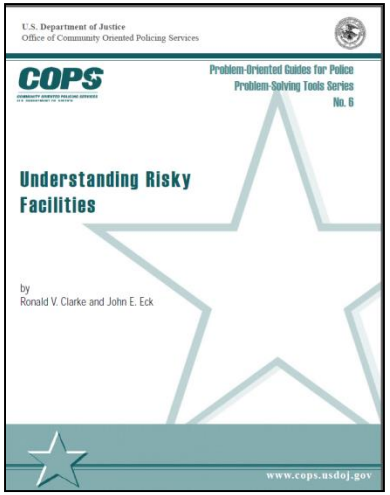












Purpose of Analyzing Problems

"…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

Focusing on Repeat Offenders, Victims & Complainants

Issuing Warnings

Coordinating with Other Services

Selective Intensive Enforcement

Reinforcing Informal Social Control

Enforcing Civil Laws

Conveying Information

Creating & Enforcing New Probation Conditions

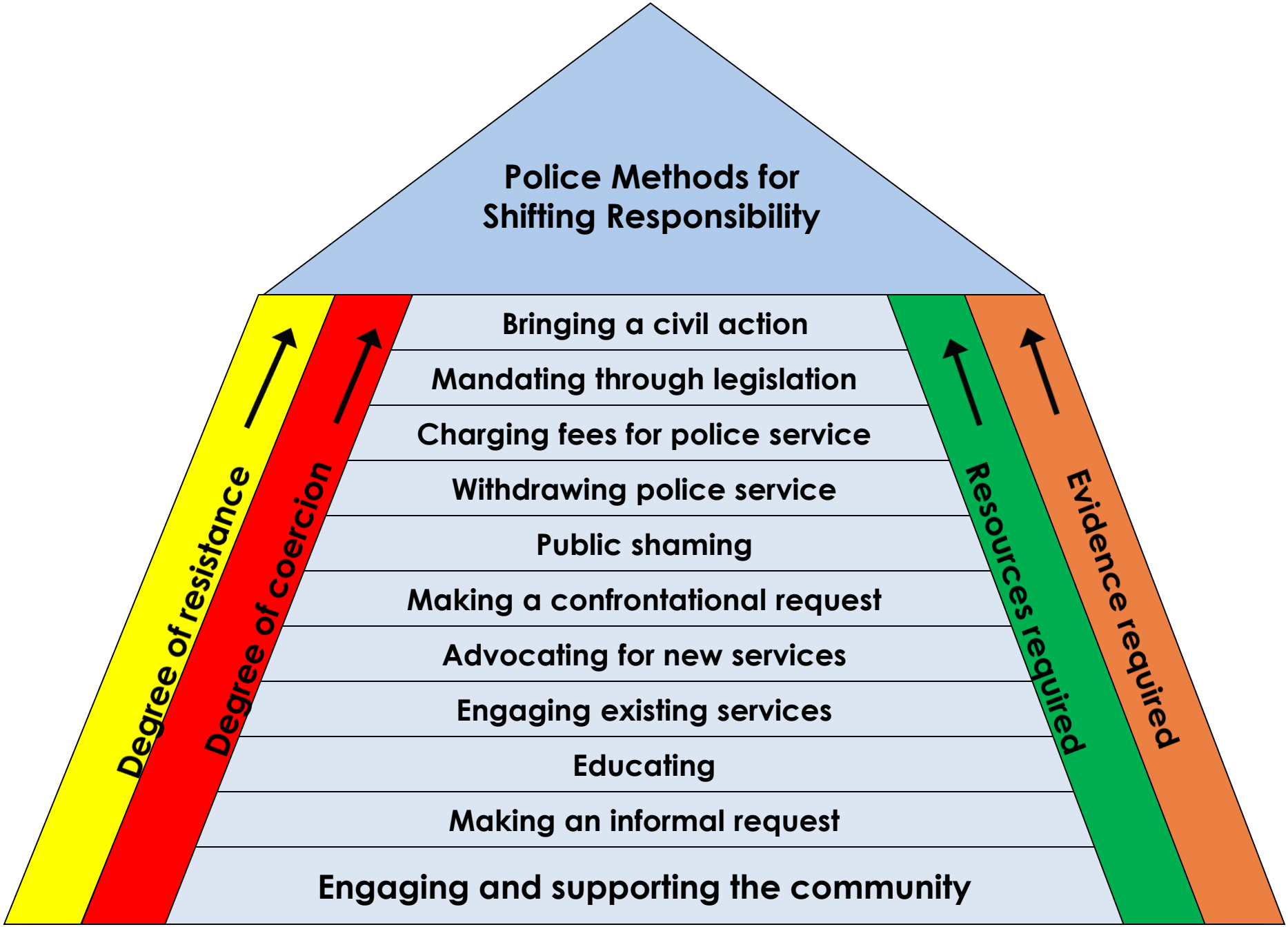
Pressing for New Laws to Control Conditions that Create Problems

Altering the Physical Environment

Mediating & Negotiating

Sharing Responsibility

"…that engage other public agencies, the community, and the private sector…"


Police Methods for Shifting Responsibility
Bringing a civil action
Mandating through legislation
Charging fees for police service
Withdrawing police service
Public shaming
Making a confrontational request
Advocating for new services
Engaging existing services
Educating
Making an informal request
Engaging and supporting the community
Degree of resistance
Degree of coercion
Resources required
Evidence required

COPS
COMMUNITY ORIENTED POLICING SERVICES
U.S. DEPARTMENT OF JUSTICE

Response Guides Series
Problem-Oriented Guides for Police

No. 3

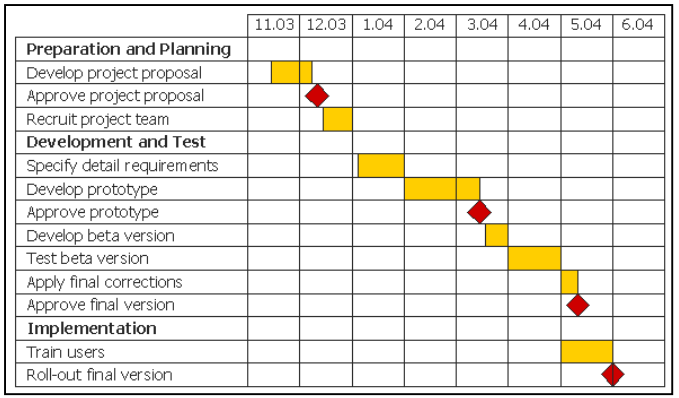
Shifting and Sharing Responsibility for Public Safety Problems

Michael S. Scott
Herman Goldstein

Center for
Problem-Oriented Policing

Taking Action

"…carries a commitment to implementing the new strategy…"



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

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

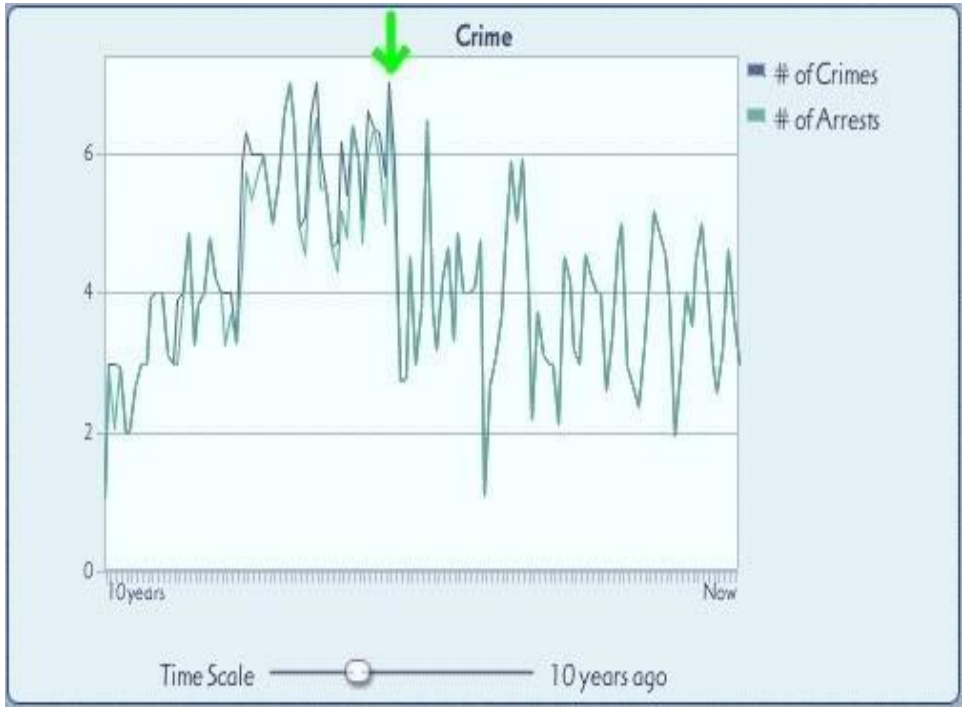
Implementing Responses to Problems

by
Rick Brown
Michael S. Scott

www.cops.usdoj.gov

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

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U.S. DEPARTMENT OF JUSTICE

Problem-Solving Tools Series
Problem-Oriented Guides for Police

No. 1

Assessing Responses to Problems:

An Introductory Guide for Police Problem-Solvers

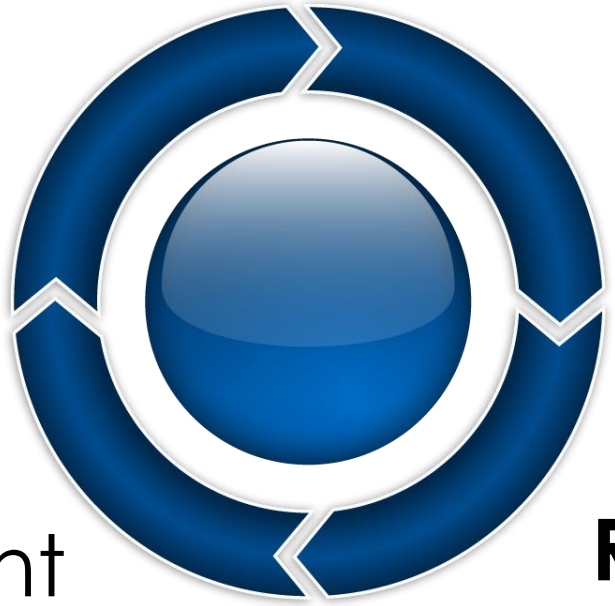
John E. Eck

Center for
Problem-Oriented Policing

Problem-solving Process

Scanning

Analysis



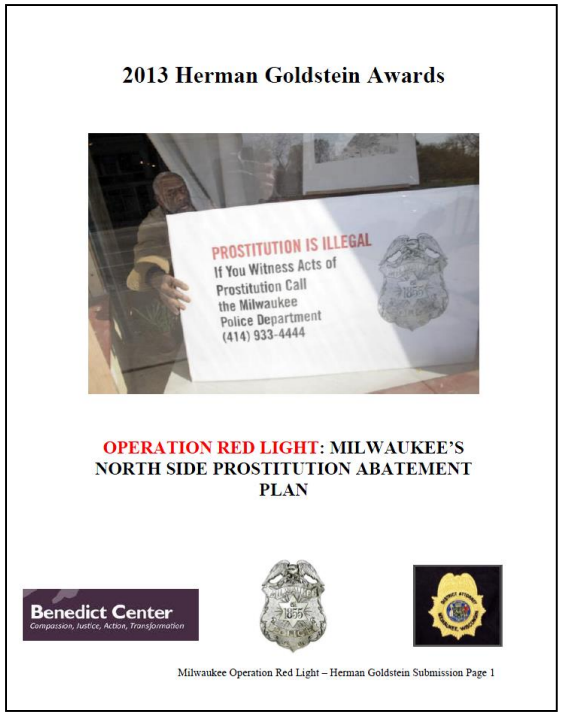
Assessment

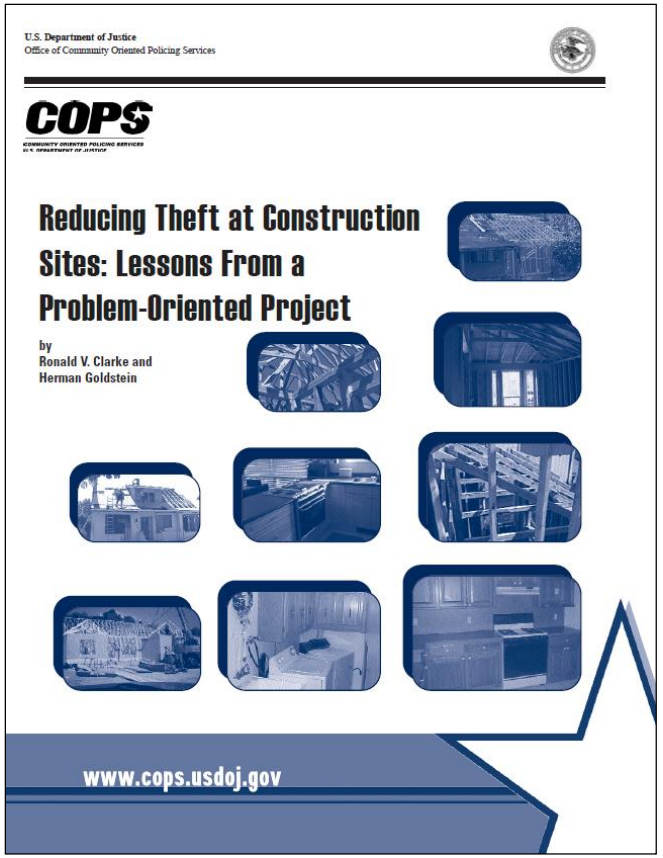
Response

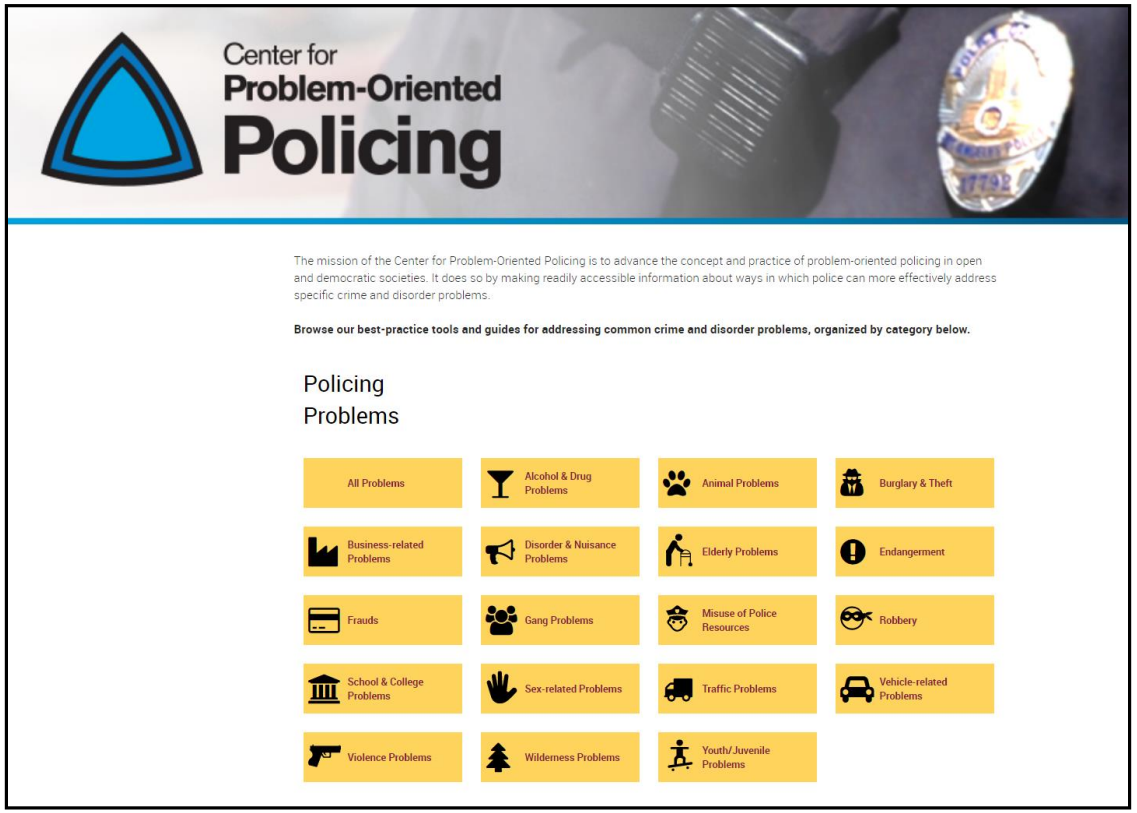
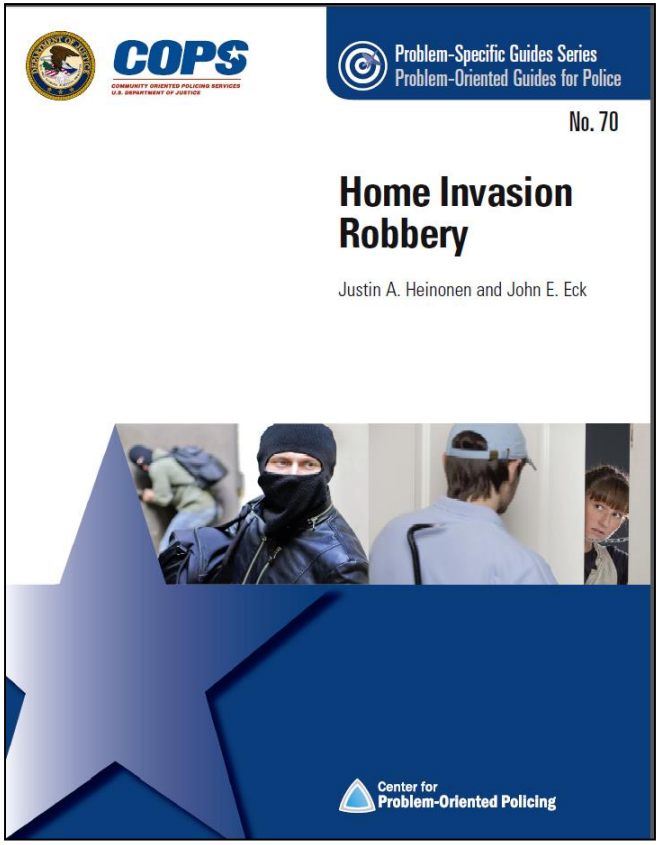
SARA

Reporting Results

"…reporting the results to benefit other police agencies…"





Furthering the Profession

"…building a body of knowledge…"