

# Promoting Tactical and Strategic Problem Solving for Investigators

---

Chief Maris M. Herold

Crime Analyst Michael Zidar

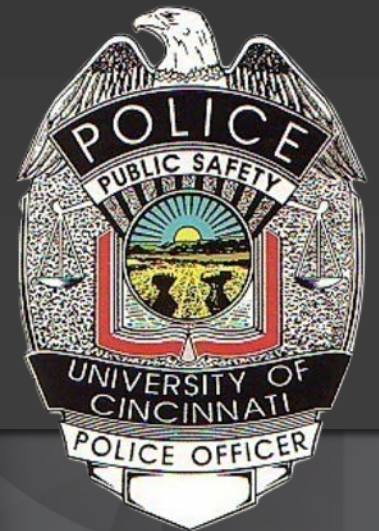
**University of Cincinnati Police Division**

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

# POP Implementation Failure #1

## Departmental Objectives and Officer Skill Sets

---

### Cincinnati Police Department Collaborative Agreement Progress Report

*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.

## Investigations Manual

# Terminology

# Advances in Police Science/Strategies

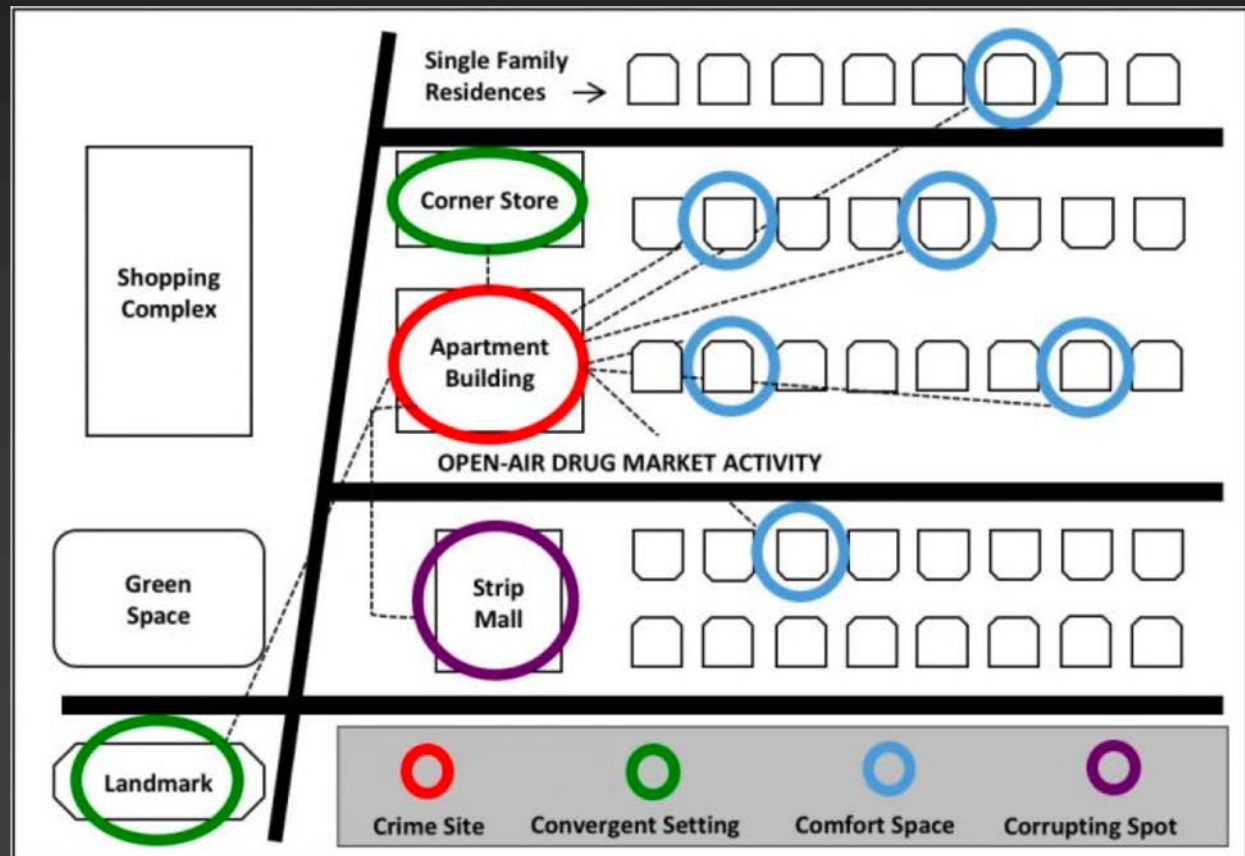
## Case of Places

Dr. Cynthia Lum  
& colleagues

- Case jackets



## Hidden place networks



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

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

## Case Ref. Num.

**2019-LV-11D10**

- ✓ CAD, 911, MDC, incident reports
- ✓ Investigator notes/log
- ✓ Flagged individuals; Search warrants
- ✓ Suspects/evidence needing to be located
- ✓ Eliminated suspects (why)
- ✓ Phone calls/tips; Officer notes
- ✓ Lab/coroners/hospital reports
- ✓ Criminalistics sketches /photos/videos/ etc.
- ✓ Physical evidence
- ✓ Follow-up work “To-Do” list



# POP Implementation Failure #2

## Departmental Structure and Processes

*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.***

# Problem Solving in Cincinnati



# Vision for UCPD Problem Solving Procedure



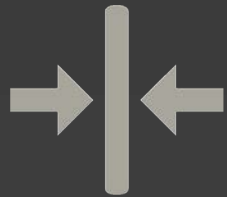
Rebrand problem solving



Reinforce commitment to crime prevention

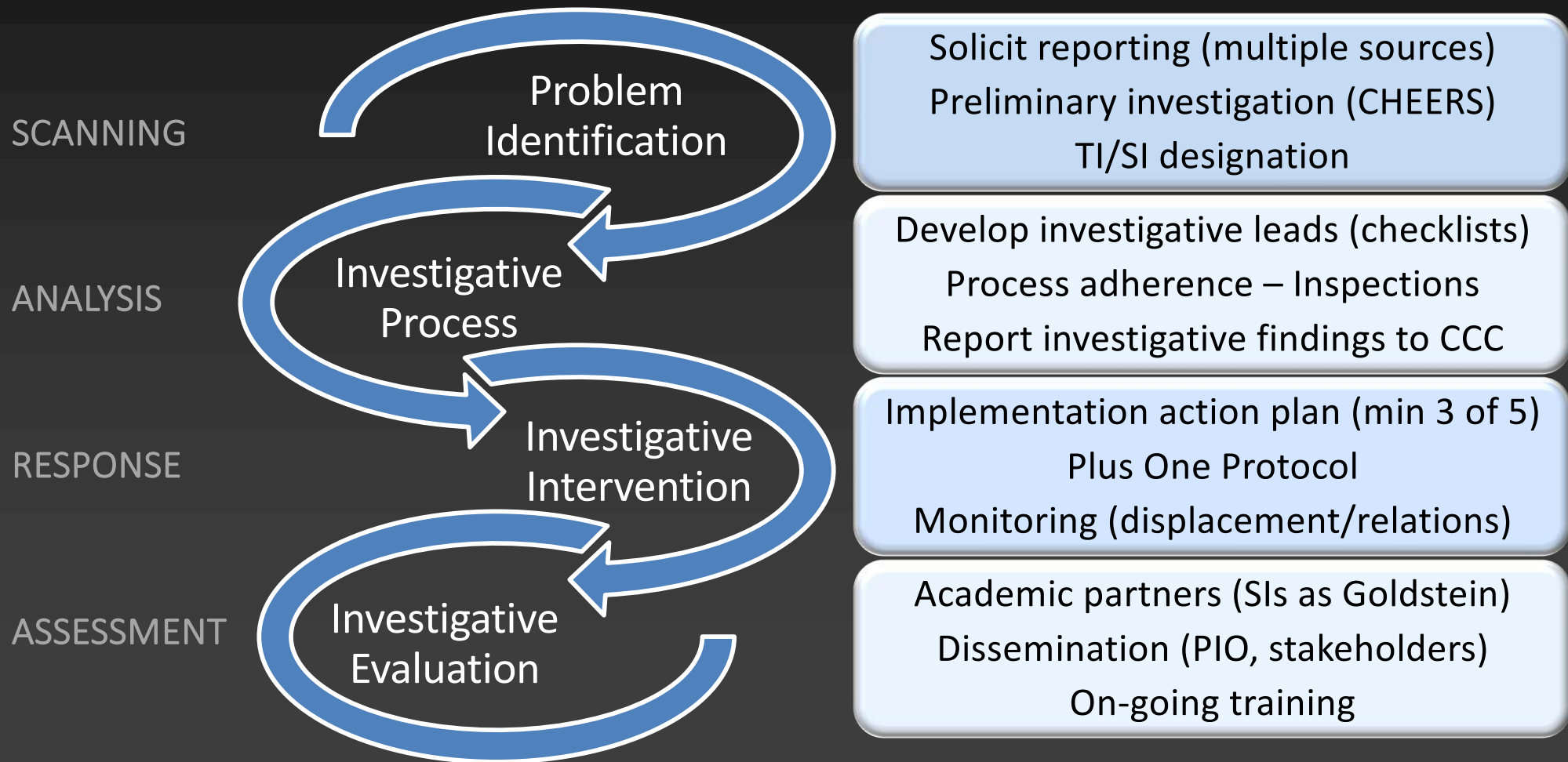


Leverage investigative capacities



Align with all departmental units

# Tactical and Strategic Investigations



## Tactical and Strategic Investigations

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

**Legend**

APC: Assistant Police Chief	CEC: Community Engagement Commander	OC: Operations Commander	PSD: Public Safety Director
BC: Bureau Commander	CIC: Criminal Investigations Commander	PC: Police Chief	SO: Security Officer
CA: Crime Analyst	IC: Inspections Commander	PO: Police Officer	UC: University Community/Partners
CC: Communication Center			

# POP Implementation Failure #3

## Project Tracking and Documentation

---


*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.*

# Problem Solving Tracking System

File Export

Case #

## OTH-2015-000444



Case Info	Scan	Analysis	Response	Assessment	Attachments
-----------	------	----------	----------	------------	-------------

Case Status:  District:   Private Case

SARA/CPOP Case Review

File Export

Case #

### OTH-2015-000444



Case Info	Scan	Analysis	Response	Assessment	Attachments
-----------	------	----------	----------	------------	-------------

**Action History**

Record	Date	Officer	Question
6750	1/23/2015 9:54 AM	MHAMMER	1. What was the start date of the analysis?
6751	1/23/2015 9:56 AM	MHAMMER	10. What does a review of the other problem solving efforts say about this type of problem?
6752	1/23/2015 9:56 AM	MHAMMER	2. What is the time frame being analyzed?
6753	1/23/2015 9:57 AM	MHAMMER	3. List the total calls for service and breakdown of each.
6754	1/23/2015 9:58 AM	MHAMMER	4. How many arrests/citations were previously issued, and for what offenses?
6755	1/23/2015 10:00 AM	MHAMMER	5. The previous responses to the problem, the result, and why didn't the responses work?
6756	1/23/2015 10:02 AM	MHAMMER	6. What place management practices are contributing to the problem?
6757	1/23/2015 10:05 AM	MHAMMER	7. What behavior management practices are contributing to the problem?
6758	1/23/2015 10:05 AM	MHAMMER	8. How does the design of the location contribute to the problem?

**Element**

1. What was the start date of the analysis?

**Entered By**

HAMMER, MATTHEW LT

**Date Entered**

1/23/2015 9:54 AM

**Analysis Start Date**


Friday, January 23, 2015

SARA/CPOP Case Review

File Export

Case #

### OTH-2015-000444



Case Info	Scan	Analysis	Response	Assessment	Attachments
-----------	------	----------	----------	------------	-------------

**Action History**

Record	Date	Officer	Question
6760	1/23/2015 10:07 AM	MHAMMER	1. Who is/was available to assist in the cpop/problem solving effort?
6761	1/23/2015 10:08 AM	MHAMMER	2. What are your goals or what are you hoping to accomplish with your response?
6762	1/23/2015 10:09 AM	MHAMMER	3. What were your responses? Include the date each element and person(s) involved.
6763	1/23/2015 10:09 AM	MHAMMER	4. What were the dates that each element of the response was implemented?
6764	1/23/2015 10:11 AM	MHAMMER	5. Will the solutions remain after the police no longer focus resources on the problem?

**Element**

2. What are your goals or what are you hoping to accomplish with your response?

**Entered By**

HAMMER, MATTHEW LT

**Date Entered**

1/23/2015 10:08 AM

**Action Taken**


The agreed upon goal is a reduction of drug calls of 25%, and a reduction weapon calls of 25% for 2015 as compared to 2014.

SARA/CPOP Case Review

File Export

Case #

### OTH-2015-000444



Case Info	Scan	Analysis	Response	Assessment	Attachments
-----------	------	----------	----------	------------	-------------

**Action History**

Record	Date	Officer	Question
6765	1/23/2015 10:13 AM	MHAMMER	2. Assessment results: are cfs up or down? - provide specific data
6766	1/23/2015 10:14 AM	MHAMMER	3. Have the types of cfs changed? To what?
6767	1/23/2015 10:14 AM	MHAMMER	1. What is the start date for the assessment? (the earliest date of response)
6768	1/23/2015 10:14 AM	MHAMMER	4. List any other measurements, data or pertinent information.

**Element**

2. Assessment results: are cfs up or down? - provide specific data

**Entered By**

HAMMER, MATTHEW LT

**Date Entered**

1/23/2015 10:13 AM

**Action Taken**

Calls for service are down 25% (meeting the target), but weapons calls are up 22%. This may be a result of increased reported by community members, who are again engaged in making the neighborhood safe, or it could be the result of the instability which now exists in the street level drug market in the vicinity. It may be necessary to reanalyze and tailor new responses to ensure that violence is reduced.

# TI/SI Electronic Case Jacket



## Strategic Investigation

---

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

Go to investigation process >>



Mine is named Sir Bricklington for Worcestershire, England. He's a fine gentleman.

## 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