Function of Police: Image

🌟 To fight crime
🌟 To enforce the law
🌟 To protect and serve
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
Capacity

Image

Reality
Capacity

Image

Reality
Capacity

Image

Reality
Policing Strategy

Preventive Patrol

Rapid Response

Investigation
Relationship of Police to Criminal Justice System

Police
- Arrest
- No arrest

Prosecutor
- Charge filed
- No file

Court
- Convict
- Acquit

Corrections
- Jail
- Probation
What is the sequence of events in the criminal justice system?

Entry into the system
- Reported and observed crime
- Investigation
- Arrest
- Charges filed
- Initial appearance
- Bail or detention hearing
- Preliminary hearing
- Charges dropped or dismissed
- Released or not arrested

Prosecution and pretrial services
- Felonies
  - Information
  - Grand jury
  - Refusal to indict
  - Information
  - Arraignment
  - Trial
  - Guilty plea
  - Reduction of charge
  - Acquittal
  - Charge dismissed
  - Acquittal

Adjudication
- Convicted sentencing
- Acquittal
- Appeal

Sentencing and sanctions
- Probation
- Prison
- Parole
- Pardon and commutation
- Capital punishment
- Intermediate sanctions
- Revocation

Corrections
- Jail
- Probation
- Reincarceration
- Probation or other nonresidential disposition
- Out of system

Juvenile offenders
- Nonpolice referrals
- Diversion by law enforcement, prosecutor, or court
- Waived to juvenile court
- Informal processing

Misdemeanors
- Unsuccessful diversion
- Out of 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.
Relationship of Police to Other Systems

- Licensing & Regulation
- Criminal Justice System
- Juvenile Justice
- Child Protection
- Mental Health
- Drug & Alcohol Treatment
- Community Groups
- Schools
- Dispute Resolution
- Code Enforcement
- Nuisance Abatement
Need for Assistance

Image

“Suspicious? Call the Police”

Watch out! There’s a thief about

Reality

Your neighborhood depends on it.

Police and Citizens Together Against Crime
Identifying & Prioritizing Problems

7. What do you perceive to be problems in your neighborhood? A rating of 1 represents the

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Sexual Assault</td>
<td>Select an Answer</td>
</tr>
<tr>
<td>b. Domestic Violence</td>
<td>Select an Answer</td>
</tr>
<tr>
<td>c. Illegal Drug Activity</td>
<td>Select an Answer</td>
</tr>
<tr>
<td>d. Gangs</td>
<td>Select an Answer</td>
</tr>
<tr>
<td>e. Physical Assaults</td>
<td>Select an Answer</td>
</tr>
<tr>
<td>f. Vandalism</td>
<td>Select an Answer</td>
</tr>
<tr>
<td>g. Child Abuse</td>
<td>Select an Answer</td>
</tr>
<tr>
<td>h. Burglary / Robbery</td>
<td>Select an Answer</td>
</tr>
<tr>
<td>i. Theft</td>
<td>Select an Answer</td>
</tr>
<tr>
<td>j. Loitering / Curfew</td>
<td>Select an Answer</td>
</tr>
<tr>
<td>k. Vehicle Accidents</td>
<td>Select an Answer</td>
</tr>
<tr>
<td>l. Public Drinking</td>
<td>Select an Answer</td>
</tr>
<tr>
<td>m. Traffic / Speeding</td>
<td>Select an Answer</td>
</tr>
<tr>
<td>n. Loud Parties / Noise</td>
<td>Select an Answer</td>
</tr>
<tr>
<td>o. List other issues:</td>
<td></td>
</tr>
</tbody>
</table>

---

[Image of a group of people in a meeting setting]
Taking Action

Protesting

Patrolling

Cleaning

Monitoring

Petitioning
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

Reality

POLICE CALL LOG

Possible numbers to call depending on activity:
- Non-emergency: 770-3030 press 1 and then press 0
- Emergency: 911 or 770-2211 from your cell phone
- 229-DRUG: Anonymous hotline where you can report suspicious or illegal drug activity, please leave a message
- Alcoholic Beverage Action Team (ABAT): 229-7143 to report illegal alcohol activity.
- Code Compliance: 229-6301, handle building and street concerns such as broken windows or activity in occupied vacant buildings.
- Image Dumping on Public Property: 455-5995: describe the contents and amount of the dumping, the nearest address where it is has been dumped and by whom
- Crime tip hotline can be downloaded and printed from www.cityofoakland.com

| Date | Time | Description of Incident including the following: Address or location Incident (drunkenness, drinking, noise, etc.) Incident date and time Incident report or complaint # Did the Police Respond? What action was taken? |
|------|------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
|      |      |                                                                                                 |                                                                                               |
Control

Image

Reality
Organization

Image

Reality
Personnel

Image

Reality
<table>
<thead>
<tr>
<th>Key Elements of Policing</th>
<th>Image</th>
<th>Reality</th>
<th>Resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Function</td>
<td>Simple</td>
<td>Complex</td>
<td></td>
</tr>
<tr>
<td>Capacity</td>
<td>Unlimited</td>
<td>Limited</td>
<td></td>
</tr>
<tr>
<td>Assistance</td>
<td>Little needed</td>
<td>Lots needed</td>
<td></td>
</tr>
<tr>
<td>Methods and Means</td>
<td>Patrol/arrest</td>
<td>Varied</td>
<td></td>
</tr>
<tr>
<td>Discretion</td>
<td>None</td>
<td>Much</td>
<td></td>
</tr>
<tr>
<td>Accountability</td>
<td>Clear &amp; direct</td>
<td>Ambiguous</td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td>Tight</td>
<td>Loose</td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td>Rigid</td>
<td>Flexible</td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>Obedient</td>
<td>Adaptive</td>
<td></td>
</tr>
</tbody>
</table>
Problem-Oriented Policing
Improving Policing: A Problem-Oriented Approach

Herman Goldstein

The police have been particularly susceptible to the “move over dead” syndrome, placing more emphasis on their improvement efforts on organization and operating methods than on the substantive outcomes of their work. This condition has been fed by the professional movement within the police field, with its concentration on the staffing, management, and administrative aspects of police work. The result has been 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 maintain 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, discovering the nature of the correct police response, assessing its efficacy and the efficacy 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—indeed may, in fact, be more achievable—within the context of a more direct concern with the outcomes of policing.

Complaints from passengers waiting on the Bagley to Greenfield line are that “the drivers were speeding past queues of up to 20 people with a smile and a wave of a hand” have been met by a statement putting out that “it is impossible for the drivers to keep their timetable if they have to stop for passengers.”

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

- Community is affected
- Harm is caused
- Expectations of police are reasonable
- Events are discrete and describable
- Recurring nature of the events
- Similarity 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


Incident Count

TIME OF DAY

0 5 10 15 20 25 30 35

00 01 02 03 04 05 06 07 08 09 10 11 12 13 14 15 16 17 18 19 20 21 22 23

Hybrid Problems

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

- Single location/individual
- Neighborhood
- Cross-jurisdictional
- 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

<table>
<thead>
<tr>
<th>Problem</th>
<th>Problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abandoned children</td>
<td>Robbery of fraudulently-induced victims (e.g., vehicle buyers)</td>
</tr>
<tr>
<td>Abandoned property</td>
<td>Traffic congestion around schools</td>
</tr>
<tr>
<td>Abandoned/delincient buildings</td>
<td>Traffic congestion at special events</td>
</tr>
<tr>
<td>Accidental shootings</td>
<td>Traffic congestion during rush hour</td>
</tr>
<tr>
<td>Acquaintance rape (aka Date rape)</td>
<td>Traffic congestion in entertainment districts</td>
</tr>
<tr>
<td>Age-impaired driving (aka Elderly drivers and Teenage drivers)</td>
<td>Traffic control at emergency rescue scenes (e.g., vehicle crashes, fires)</td>
</tr>
<tr>
<td>Aggressive driving</td>
<td>Traffic signal violations (aka Running red lights and stop signs)</td>
</tr>
<tr>
<td>Alarm soundings (including car alarms)</td>
<td>Trafficking in human body parts</td>
</tr>
<tr>
<td>Assaults</td>
<td>Transient encampments</td>
</tr>
<tr>
<td>Animal cruelty (including animal fighting)</td>
<td>Trash screening</td>
</tr>
<tr>
<td>Animal endangerment</td>
<td>Turnstile jumping (fare beating)</td>
</tr>
<tr>
<td>Animal waste</td>
<td>Unauthorized parking on private property</td>
</tr>
<tr>
<td>Animal-vehicle crashes (especially deer)</td>
<td>Underage drinking</td>
</tr>
<tr>
<td>Arson for profit (form of insurance fraud)</td>
<td>Unlicensed driving</td>
</tr>
<tr>
<td>Arson to conceal evidence of other crimes</td>
<td>Vandals in cemeteries</td>
</tr>
<tr>
<td>Arson of transportation-system passengers</td>
<td>Vandals in parks</td>
</tr>
<tr>
<td>Arson of transportation-system staff</td>
<td>Vandals in schools</td>
</tr>
<tr>
<td>Arson in and around homes</td>
<td>Vandals in transportation vehicles, routes and stations</td>
</tr>
<tr>
<td>Arson within a workplace (aka Workplace violence)</td>
<td>Vehicle imitations</td>
</tr>
<tr>
<td>Auto theft for export across land borders</td>
<td>Vehicle locks</td>
</tr>
<tr>
<td>Auto theft for spare parts (shop lifts)</td>
<td>Victim intimidation</td>
</tr>
<tr>
<td>Auto theft from car dealerships and retail agencies</td>
<td>Violent and accidental injury of transient persons</td>
</tr>
<tr>
<td>Auto theft from parking facilities</td>
<td>Weapons trafficking</td>
</tr>
<tr>
<td>Auto theft from streets and driveways</td>
<td>Without intimidation</td>
</tr>
<tr>
<td>Bank robbery</td>
<td></td>
</tr>
</tbody>
</table>
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

Handler
Offender
Place
Manager

Target/victim

Guardian

Problem
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

Coordinating with Other Services

Reinforcing Informal Social Control

Conveying Information

Pressing for New Laws to Control Conditions that Create Problems

Focusing on Repeat Offenders, Victims & Complainants

Issuing Warnings

Selective Intensive Enforcement

Enforcing Civil Laws

Creating & Enforcing New Probation Conditions

Mediating & Negotiating

Altering the Physical Environment
Sharing Responsibility

“…that engage other public agencies, the community, and the private sector…”
Police Methods for Shifting Responsibility

- Engaging and supporting the community
- Making an informal request
- Educating
- Engaging existing services
- Advocating for new services
- Making a confrontational request
- Public shaming
- Withdrawing police service
- Charging fees for police service
- Mandating through legislation
- Bringing a civil action
- Engaging and supporting the community
Shifting and Sharing Responsibility for Public Safety Problems

Michael S. Scott
Herman Goldstein
Taking Action

“…carries a commitment to implementing the new strategy…”
Implementing Responses to Problems

by
Rick Brown
Michael S. Scott
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
Assessing Responses to Problems: An Introductory Guide for Police Problem-Solvers

John E. Eck
Problem-solving Process

S - Scanning
A - Analysis
R - Assessment
A - Response

SARA
Reporting Results

“…reporting the results to benefit other police agencies…”
Furthering the Profession

“…building a body of knowledge…”