

LAW ENFORCEMENT AND THE COMMUNITY

CHAPTER 4: PROBLEM SOLVING – PROACTIVE POLICING

- **Problem-Solving Approach:** Identifying problems and making decisions about the best option to deal with them.
- **Problem-Oriented Policing(POP):** Department-wide strategy that is focused on solving persistent community problems by grouping incidents to identify problems and figuring out what could possibly cause them.
 - The first step in problem-solving is to group incidents as problems
- **Incident:** Isolated event that needs police response; primary work unit in the professional model
- **Efficiency:** Minimizing waste expense/unnecessary effort; results in high ratio of output and input. Efficiency is important in community policing.
- **Effectiveness:** Making desired result/goal; doing the right things
 - Increase in effectiveness should increase efficiency
- **Magnet Phenomenon:** Phone number/address is connected with a crime because it was convenient.

THE SARA MODEL: A FOUR-STAGE PROBLEM-SOLVING PROCESS

1. **Scanning:** Identifying repeating problems then prioritizing them to pick one to address.
 - Problems concerning the public should concern the police
 - Goals must be set at this stage
2. **Analysis:** Observing identified problem's causes, scope, and effects.
 - How does the problem occur? How long has it been happening? What conditions create the problem?
 - Needs to include potential resources and partners that can help understand and address the problem.
3. **Response:** Action to alternative solution or solutions to try.
 - Can include finding out if other communities have similar problems have tried, what success, and looking at if any research on problems exists.
 - At this stage goals are refined and interventions implemented.
4. **Assessment:** Evaluating effectiveness of intervention.
 - Was the problem solved? If not, why?
 - Needs to have qualitative and quantitative data

- **Quantitative Data:** Amount of change (quantity) as result of response.
 - Before-and-after response data

- The model of problem solving stresses no failures, only responses that do not give the desired goal.

ASSESSING RESPONSES TO PROBLEMS

- **Process Evaluation:** Determines if response was put to action as planned.
- **Impact Evaluation:** Determines if problem declined.

MAKING ETHNICAL DECISIONS

- **DOC Model:** Dilemmas-Options-Consequences challenges officers to definitely consider their decisions and the long/short term consequences of those decisions, with the goal of fusing problem-solving and morality.
 - Once dilemma is identified, action is needed:
 - What are my options? AM I considering all my options? Etc.
 - Each officer must look at the consequences:
 - What happens because of my choice? What if I do nothing? Etc.

MEDIATION AS A PROBLEM-SOLVING TOOL

- **Mediation:** Also called alternative dispute resolution (ADR). Intervention of a third party into an interpersonal dispute, where the third party helps disputants reach a resolution.

PROBLEM-SOLVING POLICING, CRIME-SPECIFIC PLANNING, AND CRIME PROBLEMS

- **Crime-Specific Planning:** Used to focus on identifying crime problems
 - Reviewing these factors:
 - The offense
 - The target
 - Impact
 - Response
- **Routine Activity Theory:** Principle of environmental criminology that states crimes occurs at the meeting of a motivated offender, suitable target, and an absent ineffective guardian.
- **Geographic profiling:** Crime-mapping technique that takes location of past crimes and uses a mathematic algorithm to calculate probabilities of a suspect's residence.
- **Least-Effort Principle:** Concept stating that criminals tend to commit crimes within a comfort zone located near, but not too close, to their residence.