

DAYTON POLICE DEPARTMENT
GENERAL ORDER
PROBLEM SOLVING, ANALYSIS AND ACCOUNTABILITY



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9/14

POLICY STATEMENT

In its simplest form, the purpose of this process is to assure that problems occurring at the immediate, short-term, and long-term levels within the city are identified and addressed quickly and effectively. This process also assures accountability for addressing all types of problems through all levels of the organization.

I. STRATIFIED MODEL OF PROBLEM SOLVING, ANALYSIS AND ACCOUNTABILITY

- A. The Dayton Police Department employs the Stratified Model of Problem Solving, Analysis and Accountability as an approach to crime reduction. This model incorporates evidence-based practices. The Problem Solving Model distinguishes among different types of problems for which crime reduction strategies are implemented and designates responsibility based on the type of problem and resources necessary to address the problem.
- B. By separating and distinguishing the types of problems, different analyses, responses, and accountability mechanisms are carried out by different personnel within the agency which distributes the workload and responsibility for problem solving and crime reduction.
- C. The word “problem” is used in its most general sense, as a problem could be significant incidents, repeat incident locations, crime patterns, hot spots, community quality of life issues, traffic problems, or habitual offenders.
- D. The Dayton Police Department deploys crime analysts in the Patrol Operations Divisions in a decentralized manner. In order to ensure the integrity of pattern analysis, accountability will be handled through review of crime statistics, random sampling, and accountability of all ranks.

II. DEFINITIONS

- A. **Immediate Problems:** Isolated incidents that occur and are resolved within minutes and hours, or in some cases, days. Immediate activity is broken down into two distinct categories:
 - 1. **Incidents:** Individual events to which typically an officer responds to or discovers on patrol. Incidents are citizen and officer generated calls for service and represents the initial indicator of a potential problem. They include crime, disorder, or service related tasks such as disturbances, robberies in progress, traffic accidents, subject stops, and traffic citations that usually occur and are resolved within minutes and hours, most of the time within one shift.
 - 2. **Significant incidents:** Individual events that arise from calls for service but are deemed more serious by laws and policies of the police department, thus requiring additional investigation and/or a more extensive immediate response. Serious incidents are events such as homicides, sexual batteries, traffic fatalities, or barricaded subjects. They occur within minutes and hours, but may take days or weeks, or in some cases months, to resolve.
- B. **Short-Term Problems:** Those that occur over several days or weeks and typically require short-term versus immediate responses. They are broken down into two distinct categories:
 - 1. **Repeat incidents:** Four or more criminal or quality of life incidents that have occurred at the same place within a 28 day period. These are related to common non-criminal disorder activity (e.g., disturbances, barking dogs, problem juveniles, or traffic crashes) or to interpersonal disputes and crimes between individuals who know one another (e.g., bar fights, domestic violence, drug offenses, and neighbor disputes). Repeat incidents happen within hours, days, and, in some cases, weeks of one another.



2. **Patterns:** A crime pattern is a group of two or more crimes reported to or discovered by police that are unique because they meet each of the following conditions:
 - a. They share at least one commonality in the type of crime; behavior of the offenders or victims; characteristics of the offender(s) victims or targets; property taken; or locations of occurrence;
 - b. There is no relationship between victim(s) and offender(s) (i.e., stranger-on-stranger crime);
 - c. The shared commonalities make a set of crimes notable and distinct from other criminal activity occurring within the same general date range;
 - d. The criminal activity is typically of limited duration, ranging from weeks to months in length; and
 - e. The set of related crimes is treated as one unit of analysis and is addressed through the focused police efforts and tactics.
 - f. There are seven crime pattern types:
 - **Series:** A group of similar crimes committed by the same individual or group acting in concert. Example: Five home invasion-style robberies involving two to three white males in their 20s wearing stockings over their faces.
 - **Spree:** A specific type of series characterized by high frequency of criminal activity within a remarkably short time frame, to the extent that the activity appears to be almost consistent. Example: A rash of theft from autos in a small community all within several hours.
 - **Hot spot:** A group of similar crimes committed by one or more individuals at locations within close proximity to one another. Example: Four daytime burglaries over the past two weeks at a suburban residential subdivision.
 - **Hot product:** A group of crimes committed by one or more individuals in which a unique type of property is targeted for theft. Example: Twelve burglaries where vacant homes and construction sites were targeted for the purpose of taking copper wire and piping over two months.
 - **Hot place:** A group of similar crimes committed by one or more individuals at the same location. Example: A Park & Ride lot that has experienced 15 catalytic convertor thefts over a two week period.
 - **Hot prey:** A group of crimes committed by one or more individuals, involving victims who share similar physical characteristics and/or engage in similar behavior. Example: Five robberies targeting Hispanic migrant workers.
 - **Hot setting:** A group of similar crimes committed by one or more individuals that are primarily related by type of place where crime occurred. Example: Seven late night robberies of 24 hour convenience stores over a two week period.
- C. **Long-Term Problems:** Those that occur over several months, seasons, or years and stem from systematic opportunities created by everyday behavior and environment. Problems can consist of common disorder activity (i.e., loud parties or speeding in residential neighborhoods), as well as serious criminal activity (i.e., armed robbery or residential burglary). They are broken down into six distinct categories:
1. **Problem locations:** Individual addresses or types of places, also called risky facilities, at which there is a concentration of crime problematic activity.
 2. **Problem areas:** Also called hot spots, are relatively small areas (e.g., several block area) with a disproportionate amount of crime or disorder activity that is related.



3. **Problem offenders:** Also called repeat offenders, are either one person who has committed a disproportionate amount of crime or a group of offenders who share similar characteristics.
4. **Problem victims:** Also called repeat victims, are either one person who has been victimized or a group of victims who share characteristics and have been targeted by different offenders (for more than six months).
5. **Problem products:** Also called hot products, are classes of products being targeted that share characteristics that make them attractive and vulnerable in various situations to various types of offenders.
6. **Compound problems:** Are the highest level problems that encompass various locations, offenders, and victims and, in most cases, exist throughout an entire jurisdiction.

III. RESPONSIBILITIES

A. Director and Chief of Police / Assistant Chief Police

1. Formulates the department's goals and objectives at the beginning of each calendar year.
2. Will be aware of problem areas within the city.
3. Will assure, to the extent possible, that Division Commanders have the resources necessary to address problems.
4. Anticipates future trends and identifies new crime and traffic problems.
5. Shall attend and lead the monthly accountability Crime Analysis Prevention Efforts & Response Strategies (CAPERS) meetings.
6. Will hold Division Commanders accountable for results.
7. Ensures accountability through all facets of the agency.

B. Division Commanders

1. Will have ultimate responsibility for the strategies employed to address all levels of problems in their respective division and are accountable for the results.
2. Will assist and take the lead in addressing long-term problems that may require extensive organizational resources.
3. Will lead the division Action-Oriented Review, Assignment and Assessment meeting.
4. Will attend weekly senior command staff meetings.
5. Will attend and present division specific data at the monthly accountability meetings (CAPERS).

C. Watch Commanders

1. Will have responsibility for the strategies employed to address all levels of problems by priority in their respective division / bureau of responsibility.
2. Will be heavily involved in managing and assisting with addressing long-term problems citywide.
3. Will lead and manage long-term problems occurring in their respective divisions.
4. Will be responsible for facilitating, directing, and holding personnel accountable for resolving crime patterns in their respective divisions.



5. Will attend the division Action-Oriented Review, Assignment and Assessment meeting.
6. Shall attend the monthly accountability meetings (CAPERS).

D. Sergeants

1. Must be aware of all types of problems occurring in the geographical area of responsibility and engaged in resolving those problems.
2. Must assure their patrol officers are aware of problems in their divisions / beats / sectors and are working in a coordinated manner to address those problems during all uncommitted time.
3. Will be responsible for addressing repeat incident locations.
4. Will take an active role in assisting officers to address crime patterns (i.e., assist with directed patrols, conducting field interview cards, and traffic stops).
5. Will monitor call load and ensure officers are in compliance with the Response Priorities.
6. Will document all efforts to address a pattern via the police department's reporting and tracking system.
7. Will hold officers accountable for responses to crime patterns.
8. Will hold officers accountable for all documentation of responses in the police department's reporting and tracking system.
9. Will be invited to monthly CAPERS meetings to explain the actions they have taken when appropriate.

E. Detectives

1. Must be aware of all types of problems in their divisions and be engaged in resolving those problems.
2. Detectives should attempt to ascertain why suspects committed the particular crime in the particular location for future crime prevention purposes.
3. Detectives should communicate patterns identified through investigations that were not evident through initial crime analysis.
4. Detectives should assist Crime Prevention officers by providing updates to patterns by identifying incidents and either adding or removing them to alerts as a result of investigations.

F. Crime Prevention / Analysis Officers

1. Crime analysts will distribute daily informational report of set criteria for cases of interest and on-going or developing crime patterns.
2. Crime analysts compile and distribute the Repeat Incident Location lists.
3. Crime analysts' primary focus and responsibility is to identify crime patterns.
4. Crime analysts create and distribute ALL Crime Bulletins and Crime Incident Maps, while ensuring they are accurate and actionable.
5. Crime analysts coordinate with detectives to conduct analysis on repeat offenders in order to turn intelligence provided into actionable oriented products.
6. Crime analysts will identify long-term hotspot areas and coordinate such information with the appropriate response resources.



7. Crime analysts will identify and distribute information about long-term problems, focusing on gun violence and other serious crimes such as shooting into habitations, robberies, and residential burglaries.
8. Crime analysts will attend and present at CAPERS set criteria of analytic products to assist in evaluating organizational crime reduction as well as emerging crime issues.
9. The crime analyst assigned to the Strategic Planning Bureau will make semi-annual presentations on six month pattern analysis for overall trends and percent change.
10. The crime analyst assigned to the Strategic Planning Bureau will periodically evaluate the decentralized crime analyst's patterns alerts.

G. Patrol Officers

1. Patrol personnel are the most fundamental problem solving and crime reduction resource. It is imperative that they be engaged in this entire process.
2. Must be aware of all types of problems in their patrol divisions / beats / sectors and be engaged in resolving those problems.
3. Will be aggressive in dealing with problems in concert with other department resources.
4. Will take an active role and respond to crime patterns to include, but not limited to, the following responses in all uncommitted time: directed patrol, field interview cards, traffic stops, contacting known offenders, and contacting potential victims.
5. Will document all responses conducted in crime patterns via the department's reporting and tracking system.

H. Community Problem Response Team (CPRT) In order of Priority:

1. The CPRT will provide Division-level response to short-term and long-term problems as identified by Division Command.
2. The CPRT will assist detectives in apprehension of fugitive/suspect locator alerts.
3. The Team will address Division-level complaints of street level drug and prostitution activity. The CPRT will screen hotline complaints for actionable enforcement.
4. The CPRT will support the Division's repeat offender response.

I. Centralized Crime Analyst

1. Evaluate citywide and division patterns
2. Assist POD CPO/CAO's with pattern identification and analysis
3. Semi- annual meeting review and presentation

IV. ACCOUNTABILITY:

A. Daily Briefings:

1. In the patrol roll call briefings, discuss current problems (all levels) and responses to be implemented on that shift for all types of problems. Specific assignments should be made. In addition, cover situational issues and address assignments for neighborhood complaints and neighborhood meetings.
2. In the daily Detective / CAO meetings, discuss significant incidents as well as pattern identification, responses, and updates.



3. In the daily division Lieutenant / Sergeant briefing, as appropriate, discuss significant incidents and crime pattern bulletins requiring immediate attention due to severity in terms of the number of offenses, type of offense, or the on-going nature (such as bulletins that have updates with additional crimes).
- B. Weekly Meetings
1. Weekly Division Action-Oriented Review
 - a. The Division Major, Lieutenant, Investigations Sergeant and CPRT Sergeant (when possible) will attend.
 - b. Significant incidents, neighborhood meeting attendance, and neighborhood complaints will be reviewed for progress and assignments. Pattern response, NPSI / long term problems, repeat incidents, repeat offenders/victims, and hotline complaints will be reviewed for progress and assignments.
 2. Weekly Command Staff Meeting
 - a. The Chief of Police / Assistant Chief of Police will facilitate and lead the meeting, and Division Commanders will attend. Lieutenants will attend monthly Combined Staff Meetings.
 - b. The meeting is action-oriented and collaborative; discussions will focus on strategy development, resource coordination, and accountability for crime reduction of all levels of problems addressing significant incident and patrol responses. Significant incidents, pattern response and other Chief's agenda items will be discussed.
- C. Monthly Crime Analysis & Prevention Efforts and Response Strategies (CAPERS) Meeting
1. Chief will facilitate and lead the meeting.
 2. Division Commanders, Watch Commanders, Investigations Supervisors, Crime Analysts, and invited personnel will attend.
 3. Discussion will cover the previous 28 day period up to the Monday before the meeting.
 4. Significant Incidents
 - a. The Central Investigations Bureau and Narcotics Bureau Commanders will present on significant cases of interest and those requiring follow up.
 - b. Cases will be presented until resolved (may be discussed for several meetings).
 5. Crime Pattern Bulletins (Division Commanders)
 - a. Division Commanders will present on crime patterns that the Chief deems necessary to discuss occurring in their respective divisions, but generally only those that remain unresolved for more than 28 days.
 - b. Presentations will focus on strategies and results, to include whether or not the strategy developed interrupted the pattern.
 - c. A rolling 12-month graph will be included with pattern and problem presentations.
 6. Repeat Incident/Problem Locations (Division Commanders).
 - a. Division Commanders will present on repeat incident locations to include traffic that the Chief deems necessary to discuss occurring in their respective divisions, but generally only those that remain unresolved for more than 28 days.



- b. Division Commanders will present on locations that have been identified as long-term crime, disorder, or traffic problems.
 - c. Depending on the stage in the problem solving process, the presentation will focus either on the problem analysis, response, or evaluation of the problem location and whether or not the problem has been resolved.
 7. Long-Term Community Problems & Neighborhood Problem Solving Initiatives (All Division Commanders)
 - a. Each long-term problem will be assigned to a Division Commander, as appropriate, who will present, depending on the stage in the problem solving process, on the analysis, response, or evaluation.
 - b. These problems may include citywide crime problems, quality of life, disorder, or traffic related issues.
 8. Repeat/Problem Offenders (Central Investigations / Operations Detectives)

Presentation will focus on the identification of offenders, enforcement efforts, and results, as appropriate.
 9. Intelligence Briefing (Narcotics Bureau)
 - a. Presentation will include information about nature of and responses employed to address gangs, narcotics activity, as appropriate.
 - b. Any other specific police and/or community issues or concerns.
- D. Semi-Annual Crime Analysis & Prevention Efforts and Response Strategies (CAPERS) Meeting
 1. January Meeting
 - a. CAPERS plus CompStat Review
 - b. Agency Goals Developed and Reviewed
 - c. 3 years of Data
 - d. Examine Data by month for Potential Seasonal Patterns
 - e. Assign Long-Term Problem Locations, Areas, Offenders, and Victims
 2. July Meeting
 - a. CAPERS plus CompStat Review
 - b. Agency Goals Reviewed
 - c. Review Long-Term Problem Locations, Areas, Offenders, and Victims