

INSTRUCTIONAL ORDER

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Immediately

V.5:31

Distribution: All Employees

Subject: **PROBLEM SOLVING**

Index as:	Analysis Assessment Community Problem-Oriented Policing Crime Triangle Method Problem Problem Solving	Response SARA Scanning Scanning, Analysis, Response and Assessment (SARA) Model Triangle Method
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Accreditation Standards:

Cross Reference: G.O. I-2, Mission, Values and Goals (July 2, 2007)

Replaces: G.O. V.5:31, Problem Solving (April 29, 2013)

This Order consists of the following sections:

- I. Policy
- II. Purpose
- III. Definitions
- IV. Scanning, Analysis, Response and Assessment (SARA) Model
- V. Departmental Problem-solving Resources

I. POLICY

This Order establishes guidelines for Police Department personnel to participate in problem-solving techniques. The Department has adopted the community policing philosophy, as outlined in <J:\Research\GeneralOrders\Philosophy of Policing\I-02 Mission, Values and Goals.pdf>, to establish a partnership between the community and the Police in order to address problems of mutual concern.

II. PURPOSE

The purpose of this Order is to provide an outline of the philosophy and practice of problem-solving that is an essential element of community policing. This approach will enable Officers to go beyond individual crimes and calls for service, in order to take a proactive approach in identifying, analyzing, and responding to underlying conditions which create crime and disorder. In order to achieve this accomplishment, we continue to set forth this problem-oriented policing philosophy and establish organizational goals and objectives which reflect its framework.

III. DEFINITIONS

A. Problem – A group of incidents that are similar in one or more ways and are of concern to the community and the Police.

B. Community Problem-Oriented Policing – A department-wide strategy aimed at solving community problems, where the police are in partnership with the community to identify, analyze, and respond to the underlying circumstances that create incidents.

C. Problem-Solving – A process used by individuals or teams of Officers to address a specific problem.

D. Scanning, Analysis, Response and Assessment (SARA) Model – A problem-solving process that is comprised of four stages: Scanning, Analysis, Response and Assessment.

E. Crime Triangle Method – A component of the SARA Model that is used by Officers to distinguish between individuals who are affected by crimes and those committing criminal activities. Information such as who, what, where, when, how, why and why not are asked when analyzing a situation, so as to better understand the problem and the interaction between the participants.

IV. SCANNING, ANALYSIS, RESPONSE AND ASSESSMENT (SARA) MODEL

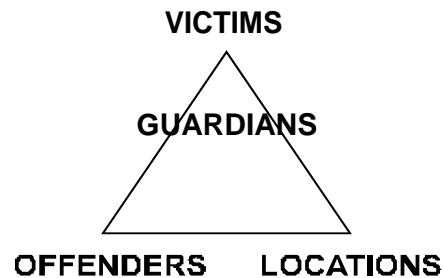
The SARA Model is a process for analyzing problems. This technique should be used by Department personnel to identify problems in the community, collect information, and develop an action plan based on the analysis of the information. The process consists of four schematic steps that are defined as follows:

A. Scanning – The process requiring a broad and intensive view of a particular area or series of events that leads to the identification of the problem(s), and then brings these incidents to the attention of the organization.

B. Analysis – The learning of the causes, scope, and effects of a problem in order to effectively develop workable solutions.

1. Develop a thorough understanding of the problem.
2. Develop a set of response options that are consistent with the information gathered.
3. Utilize the Crime Triangle Method.

The crime triangle method is used when implementing problem-solving techniques. The three corners of the triangle represent the victims, offenders, and locations associated with the problem. The identification of these individuals assists in the problem analysis by understanding the internal and external impacts that each has on the other. If any one of these groups is removed from the triangle, the problem will no longer exist.



1) Victims (sitting ducks) – Individuals that are affected by criminal activity in some adverse way. An Officer should ask questions concerning whom the individuals are and in what capacity they are associated with the problem. A complete profile of this group should be developed.

2) Offenders (ravenous wolves) – Individuals who engage in criminal activity. Officers should take a proactive approach to effectively determine who these individuals are, their past and current criminal behavior, and possible future activity.

3) Locations (dens of iniquity) – The area in which criminal activity has taken place or will possibly take place. Officers should identify high crime areas and other factors that are directly associated with the location of the problem.

4) Guardians – Individuals whose actions are capable of controlling the outcome of the triangle. Guardians focus on deterring and/or eliminating the problem that has been identified.

C. Response – The process of attempting to alleviate the identified problem by selecting a viable solution and implementing the appropriate solution.

D. Assessment – The process of analyzing feedback in order to identify how well the response met the needs of the problem. This information can be used to change the response, improve the analysis, or even redefine the nature of the problem.

V. DEPARTMENTAL PROBLEM-SOLVING RESOURCES

Employees of the St. Petersburg Police Department are encouraged to use the *Community Problem-Solving Policing Guide* as a reference for the problem-solving process. The guide extensively defines and explains the SARA Model, and identifies internal and external strategies for addressing common community problems.

Anthony Holloway
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