

The Evolution of Solutions: Integral Thinking in Police Problem Solving



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*Lisa Dvorak is a veteran police officer who retired at the rank of Assistant Chief to lead the City/University collaboration **ACT San Marcos**, an internationally recognized* problem-oriented policing effort that shifts from enforcement to shared responsibility in resolving conflict and disorder in town and gown communities.*

Lisa is the Community Liaison for the City of San Marcos, TX and President-Elect of the International Town and Gown Association (ITGA).

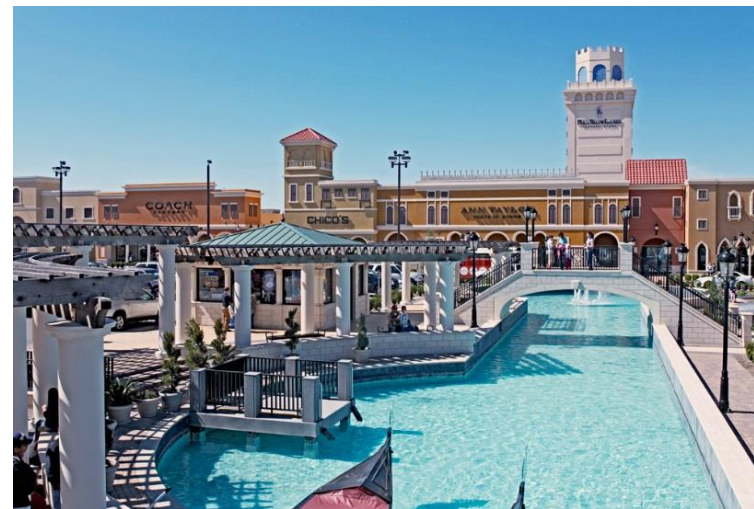
** 2011 Herman Goldstein Award Finalist*



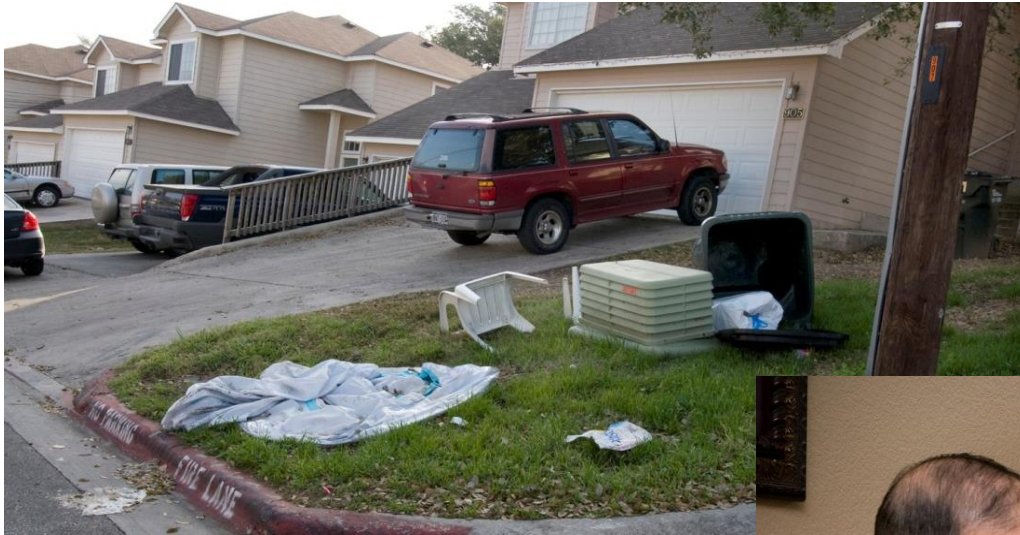
Discussion

Case Study ACT San Marcos	Relationships and Change
SARA Problem Solving Model	ACT Ally
Studentification	Assessment - Noise
Cultures and Values	Community Engagement Vision
Integral Thinking	Summary - Structure with Creativity

San Marcos & Texas State University



Colliding Cultures - Quality of Life



Catalyst for Change



Rowdy student-dominated neighborhoods

- ▶ 2008: 2,914 Noise Calls for Service

S-A-R-A Problem Solving

- ▶ S: Scanning: Concerns to the public and police, consequences
- ▶ A: Analysis: Whose problem is it? How handled
- ▶ R: Response: Specific objectives with short, medium and long-term intents
- ▶ A: Assessment: Annual evaluation

<http://www.popcenter.org>

Scanning and Analysis Highlights

- ▶ Over-reliance on law enforcement
- ▶ Traditional responses net temporary results
- ▶ Gaps in police operations & ordinances
- ▶ Weak city/university relationship
- ▶ No strategic planning or governance
- ▶ Are parties the problem?



Studentification: A Process of Change

Studentification:

The social, cultural, economic and physical transformations of a community resulting from increases in, and concentrations of, student populations.

Dr. Darren Smith, 2002, School of Environment at the University of Brighton, UK

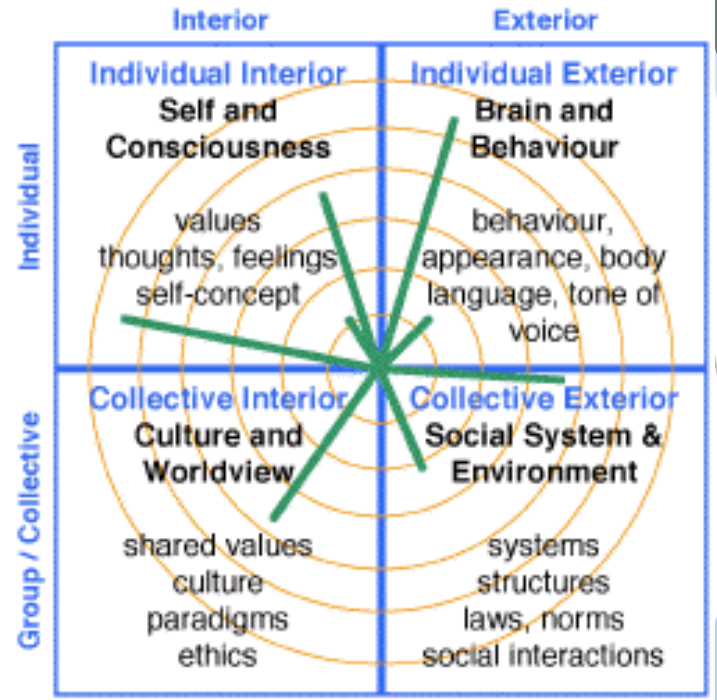
Cultures & Values

- ▶ How we think and act
 - ▶ University - retention
 - ▶ Law enforcement - safety, security, order
 - ▶ Property owners/managers - economic success
 - ▶ Students - social perceptions
 - ▶ Community - local culture

Integral thinking

8 Different Views of Life

<p>BEIGE (Instinctive/Survival) <i>'Life is survival'</i></p> <p>Very limited self-awareness, relies on instincts and habits to survive. Motivated by food, water, warmth, sex, and safety. Group together to survive.</p>	<p>ORANGE Achievist/Strategic <i>'Life is what we have and own'</i></p> <p>Motivated by risk-taking, competition, status and image. Self-reliant people deserve success. Societies prosper through strategy, technology, and competitiveness. Earth's resources should be used to create and spread the abundant good life.</p>	<p>GREEN Communitarian/Egalitarian <i>'Life is community and precious'</i></p> <p>Motivated to free society from greed, dogma, selfishness and divisiveness, need to prioritise feelings, sensitivity, and caring. Earth's resources are limited and precious, should be shared equally among everyone. All decisions should be made through reconciliation and consensus processes.</p>
<p>PURPLE (Magical/Animistic) <i>'Life is in the lap of the Gods'</i></p> <p>Motivated by strong allegiance to chief, elders, ancestors, and the individual subsumed in group. Believes in spiritual and mystical. Sacred objects, places, events, rites and customs essential.</p>	<p>YELLOW Integrative <i>'Life is learning and continual change'</i></p> <p>Motivated to learn and understand the complexities of life. Material possessions become far less important to the magnificence of learning and life. Flexibility and functionality in the long term, becomes the highest priority. Weaknesses and differences are expected and integrated into interdependence, development and the big picture. Chaos and change are expected, natural and appreciated as part of human evolution.</p>	<p>TURQUOISE Holistic <i>'Life is an evolving interactive whole'</i></p> <p>Motivated to help everything connect together into a single, dynamic organism with its own collective mind. Self is both distinct and a blended part of a larger, compassionate whole. Holistic, intuitive thinking and cooperative actions are to be expected</p>
<p>RED (Impulsive/Egocentric) <i>'Life is a battleground'</i></p> <p>Motivated to please self, very selfish. Expects everything, appreciates almost nothing. Demands (not earn) attention and respect. Wants everything and right now. Feels no guilt or remorse, keen to beat, conquer, out-fox, and dominate others.</p>	<p>BLUE Purposeful/Authoritarian <i>'Life is God's Will and Law'</i></p> <p>Sacrifices self to the 'Cause, Truth, or Pathway.' Motivated by following constitutions, commandments, laws or codes based on absolute principles. Believe following the principles produces good society now and reward will be in the future. Impulsivity is controlled through guilt; 'common sense' rules behaviour. Children should be educated to follow rules, conform and conserve the system.</p>	



Claire W. Graves - human psychology emergent stages

Don Beck and Christopher Cowan - psychology of worldviews; systems thinking of individuals, organizations and societies

Ken Wilber - four quadrant grid of human knowledge and experiences

Spiral Dynamics - Values

First Tier "Subsistence" valueMEMES

GREEN Communitarian/Egalitarian MEME – starting 150 years ago

Basic theme: *Seek peace within the inner self and explore, with others, the caring dimensions of community*

- The human spirit must be freed from greed, dogma, and divisiveness
- Feelings, sensitivity, and caring supersede cold rationality
- Spreads the Earth's resources and opportunities equally among all
- Reaches decisions through reconciliation and consensus processes
- Refreshes spirituality, brings harmony, and enriches human development

ORANGE Achievist/Strategic MEME – starting 300 years ago

Basic theme: *Act in your own self-interest by playing the game to win*

- Change and advancement are inherent within the scheme of things
- Progresses by learning nature's secrets and seeking out best solutions
- Manipulates Earth's resources to create and spread the abundant good life
- Optimistic, risk-taking, and self-reliant people deserve success
- Societies prosper through strategy, technology, and competitiveness

BLUE Purposeful/Authoritarian MEME – starting 5,000 years ago

Basic theme: *Life has meaning, direction, and purpose with predetermined outcomes*

- One sacrifices self to the transcendent Cause, Truth, or righteous Pathway
- The Order enforces a code of conduct based on eternal, absolute principles
- Righteous living produces stability now and guarantees future reward
- Impulsivity is controlled through guilt; everybody has their proper place
- Laws, regulations, and discipline build character and moral fiber

RED Impulsive/Egocentric MEME – starting 10,000 years ago

Basic theme: *Be what you are and do what you want, regardless*

- The world is a jungle full of threats and predators
- Breaks free from any domination or constraint to please self as self desires
- Stands tall, expects attention, demands respect, and calls the shots
- Enjoys self to the fullest right now without guilt or remorse
- Conquers, out-foxes, and dominates other aggressive characters

PURPLE Magical/Animistic MEME – starting 50,000 years ago

Basic theme: *Keep the spirits happy and the tribe's nest warm and safe*

- Obeys the desires of the spirit being and mystical signs
- Shows allegiance to chief, elders, ancestors, and the clan
- Individual subsumed in group
- Preserves sacred objects, places, events, and memories
- Observes rites of passage, seasonal cycles, and tribal customs

BEIGE Instinctive/Survivalistic MEME – starting 100,000 years ago

Basic theme: *Do what you must just to stay alive*

- Uses instincts and habits just to survive
- Distinct self is barely awakened or sustained
- Food, water, warmth, sex, and safety have priority
- Forms into survival bands to perpetuate life
- Lives "off the land" much as other animals



ACT San Marcos - Relationships & Change



ACT San Marcos - Reinventing Culture

- ▶ Police as change agents incorporating multiple points of view
- ▶ City/university leadership & connection
- ▶ Learning from others & research
- ▶ Common issues and customized approach

ACT Stakeholders

- Vice President Student Affairs
- Dean of Students
- Housing and Residential Life
- Off Campus Living
- University Police
- Student Health Center
- Attorney for Students
- Student Union
- San Marcos Police
- Code Compliance
- Neighborhood Services
- Planning
- Central Texas Dispute Resolution Center
- Property Owners & Managers
- Permanent residents
- Students

ACT San Marcos - ACT Ally

- ▶ ACT & Department of Housing and Residential Life
- ▶ Integrates education, multiple points of view and relationship building
- ▶ Connects students to the rental housing industry
- ▶ Fee based to offset costs to taxpayers and the university

ACT Ally - Setting Expectations

▶ Student Model

- ▶ VPSA correspondence with all students
- ▶ Dean of Students follow-up on noise violations
- ▶ SMPD/Code noise and nuisance abatement program
- ▶ *“We are Texas State - We are San Marcos”*

ACT Ally - Setting Expectations

- ▶ Business Model -
 - ▶ Marketing without alcohol at apartments
 - ▶ Common area event management
 - ▶ Student housing strategies
 - ▶ Balance of power between landlords and tenants
 - ▶ “Bad apple” rental registration

ACT Ally - Benefits

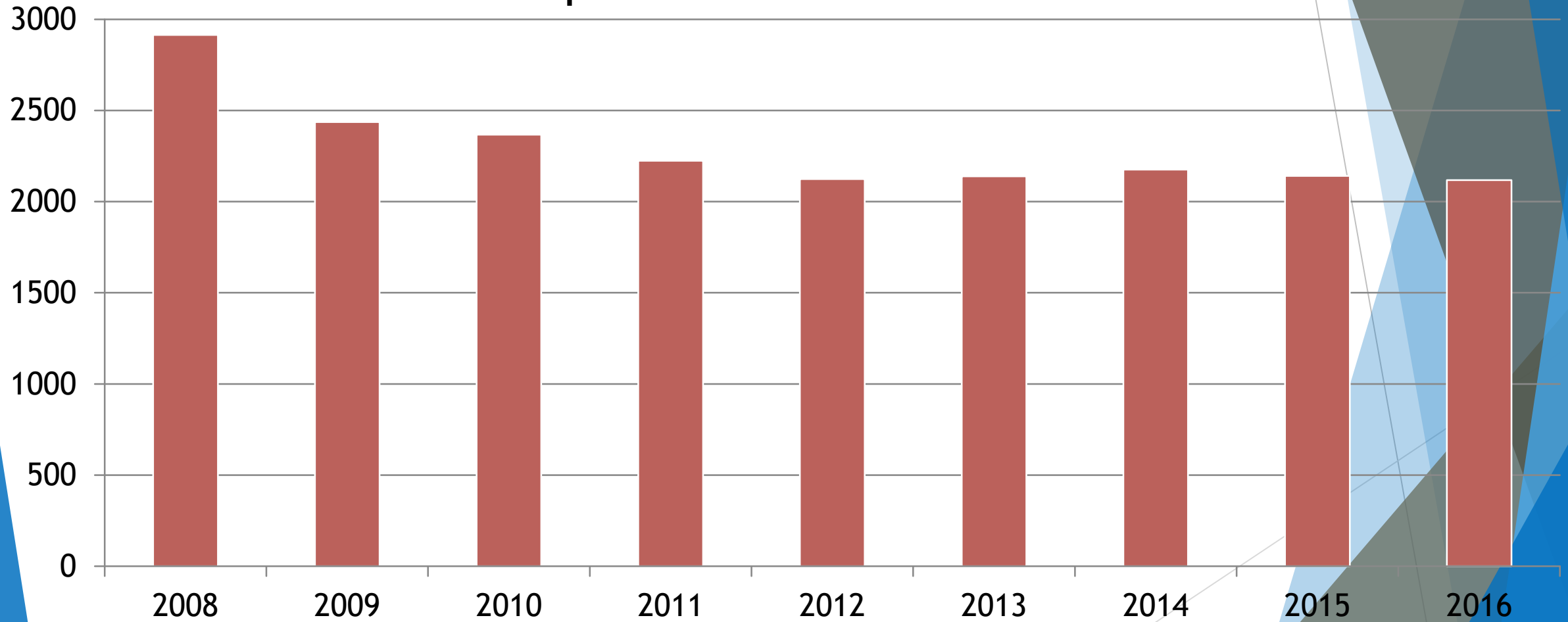
- ▶ Shifts reliance on enforcement
- ▶ Shared response via relationships
- ▶ Reduction in citizen complaints
- ▶ Marketing without alcohol
- ▶ Off campus living preparation
- ▶ Conflict resolution facilitation
- ▶ Patterns of fair and equitable business practices

Assessment - Noise



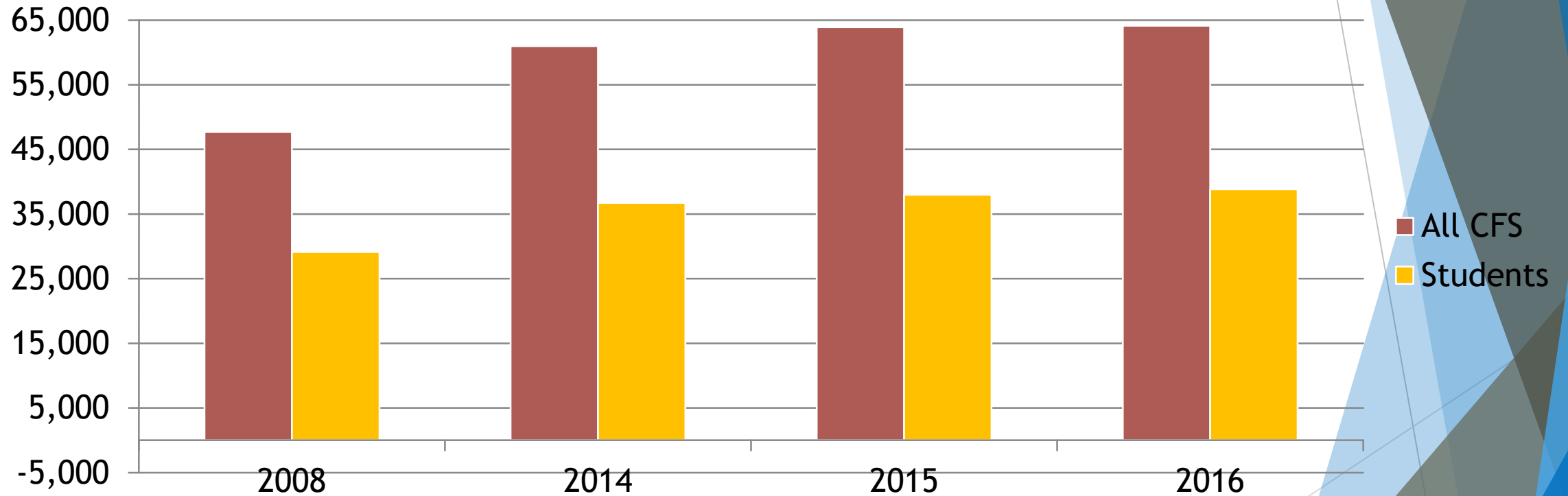
Assessment - Noise Calls

San Marcos Police Department Noise Calls for Service



Assessment - Calls for Service and Enrollment

San Marcos: Police Calls and Student Enrollment



Assessment - Noise Results

- ▶ Noise Calls 2008 - 2016
 - ▶ Reduced 27.3%
 - ▶ 34.5% increase in police calls for service
 - ▶ 33.5% increase in student enrollment
 - ▶ Dropped from 6.1% to 3.3% of total calls for service

Assessment - 2008 - 2016 Results

- ▶ Noise arrests/citations reduced 73.1%
- ▶ Student arrests/citations reduced 70.8%
- ▶ Noise dropped from 6.1% to 3.3% of total calls for service
- ▶ Noise no longer most frequent call type
- ▶ Increased oversight of apartment common areas
- ▶ Reduced on-scene patrol time more than 2,700 hours

Community Engagement Vision

- ▶ Combine students' academic study with direct community involvement
- ▶ Extend conventional perceptions of community engagement beyond service learning and volunteerism
- ▶ Explore the emergent role of higher education and communities in creating a sense of place and belonging for students

Summary - Structure with Creativity

- ▶ Structure & Creativity - based on culture and resources
 - ▶ Broadening the view of law enforcement in creating change
 - ▶ Problem-solving & reshaping the environment
 - ▶ Social capital & the town/university relationship
 - ▶ Studentification
 - ▶ Alcohol access, consumption, education
 - ▶ Strategic planning and governance
 - ▶ Student community engagement

Closing

Police Problem-Solving and Integral Thinking: *Meeting the Challenges in Town & Gown Communities*

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