Annotated Bibliography of Studies of Implementing Problem-Oriented Policing

Amendola, K., and G. Jones (2010). *Selecting the Best Analyst for the Job: A Model Crime Analyst Assessment Process for Law Enforcement Agencies.* Washington, D.C.: Police Foundation and U.S. Department of Justice, Office of Community Oriented Policing Services.

A guide designed to equip police agencies to recruit, identify, and hire the most effective crime analysts. It describes the knowledge, skills, and abilities crime analysts need to work with data, interpret the results, and identify problems and solutions as members of police problem solving teams.

Applegate, R. (2004). "Problem-Oriented Policing in Plymouth." *Crime Prevention and Community Safety: An International Journal* 6(2): 35-50.

A study that explores the experience of practitioners involved in the implementation of POP in an English city which led to a reduction in calls for service. While highlighting the difficulties of implementation, police and partner representatives argued that by focusing upon the operational problem, these issues could be reduced.

Bazemore, G., and A. Cole (1994). "Police in the 'Laboratory' of the Neighborhood: Evaluating Problem-Oriented Policing Strategies in a Medium Sized City." *American Journal of Police* 13(3):119-147.

A paper that discusses POP tactics and community policing strategies in the Lawrence, Massachusetts Police Department. In the context of a medium-sized, densely populated northeastern city, this study documents the strategic process and specific tactical interventions employed in the department's implementation of POP, and presents data which examines the initial impact of these interventions on citizen attitudes toward crime, fear, disorder, and perceptions of police.

Beach, R., and J. O'Leary (2001). *Defensible Policies: Developing, Writing and Implementing Valid Policies for Problem Oriented Policing*. Springfield, Ill: Charles C. Thomas.

A comprehensive book designed for police executives in preparing, implementing, and defending new policies related to POP. Authors discuss planning, writing, training, evaluating, enforcing, and managing potential litigation as it relates to POP policy.

Berman, G., and A. Fox (2010). *Trial and Error in Criminal Justice Reform: Learning from Failure.* Washington, D.C.: Urban Institute Press.

This book argues that public policies cannot be neatly divided into successes and failures. It critically examines programs such as D.A.R.E (Drug Abuse Resistance Education) and Operation Ceasefire (a.k.a. Boston Gun Project, 1996). Authors depict accounts and working challenges of street reformers (judges, police officers, prosecutors, parole officers, educators, and politicians) committed to varying measures of criminal justice reform.

Bichler, G., and L. Gaines (2005). "An Examination of Police Officers' Insights into Problem Identification and Problem Solving." *Crime and Delinquency* 51(1):53-74.

A study that used police focus groups to establish whether officers on their own are a reliable method to identify crime problems. It found that although officers could identify precise crime locations there was substantial variation in the locations highlighted, thereby raising doubt as to whether this approach was completely reliable.

Bittner, E. (1990). "Some Reflections on Staffing Problem-Oriented Policing." *American Journal of Police* 9(3):189-97.

A reflective article highlighting the importance of a POP approach whilst signaling the difficulty surrounding implementation. Argues that more fundamental change needs to be initiated, within the fields of recruitment and training, if the approach is to be proved ultimately successful.

Boba, R. (2003). *Problem Analysis in Policing.* Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services and the Police Foundation.

A report that introduces and defines the concept of problem analysis. It provides guidance on how problem analysis can be integrated and institutionalized into modern policing practices. It contains a summary of ideas and recommendations of what problem analysis is, what skills and knowledge are necessary to conduct it, and how it can be advanced by the police community, academia, the federal government, and other institutions.

Boba, R. (2009). *Crime Analysis with Crime Mapping.* 2nd ed. Los Angeles, Calif: Sage Publications.

A book designed for an undergraduate audience that introduces crime analysis and crime mapping. Linking theory to practice, it provides a comprehensive overlay of processes, analytical techniques, modern technology, and how crime analysis fits into traditional as well as problem solving policing strategies.

Boba, R., and J. Crank (2008). "Institutionalizing Problem-Oriented Policing: Rethinking Problem Solving, Analysis, and Accountability." *Police Practice and Research* 9(5):1-15.

A paper that offers a complementary problem solving model based on POP and methods to preserve officer and department integrity. Authors advocate for an integrated framework, specifically how POP can distributed throughout a police department, through expansion of accountability, essentially building upon the traditional policing model.

Braga, A. (2001). "The Effects of Hot Spots Policing on Crime." *Annals of the American Academy of Political and Social Sciences* 578:104-125.

An article that synthesizes existing published and non-published police case studies on the effects of focused crime prevention interventions at high-activity crime places. It provides a systematic assessment of the preventative value of focused police crime prevention efforts at crime hot spots related to repeat calls, drug dealing, and gun violence in: Minneapolis, Minnesota; Jersey City, New Jersey; St. Louis and Kansas City, Missouri; and Queensland, Australia.

Braga, A. (2005). "Analyzing Homicide Problems: Practical Approaches to Developing a Policy-Relevant Description of Serious Urban Violence." *Security Journal* 18(4):17-32.

A study that concludes that problem analysis is generally weak. It shows how a methodology used in a number of U.S. cities to understand homicide (documenting criminal backgrounds of victims and offenders, incident reviews, identifying gangs, criminal groups and inter-group conflict patterns) can be used in other areas.

Braga, A. (2008). *Problem-Oriented Policing and Crime Prevention*. 2nd ed. Monsey, N.Y.: Criminal Justice Press.

An overview of POP, review and summary of research knowledge about problem places, high-activity offenders, and repeat victims, and extended discussions of problem analysis, measuring police performance in a POP framework, measuring the process and impact of POP projects, and developing effective problem-solving partnerships.

Braga, A. (2010). "Setting a Higher Standard for the Evaluation of Problem-Oriented Policing Initiatives." *Criminology and Public Policy* 9(1):173-182.

A discussion paper that describes the scarcity of evaluation in relation to POP initiatives as well as the challenges, for academics and police agencies, to improve this position.

Braga, A., and B. Bond (2008). "Policing Crime and Disorder Hot Spots: A Randomized Controlled Trial." *Criminology* 46(3):577-607.

A study that looked at the impact of 'problem solving' approaches in Lowell Massachusetts, at 17 crime-and-disorder hot spots when compared with 17 control areas. Although acknowledging the 'problem solving' was shallow, the evaluation showed significant reductions in calls for service at the areas targeted. It also showed the biggest impact was through situational-crime-prevention interventions rather than arrests or social-service strategies. There was no displacement found.

Braga, A., and G. Pierce (2005). "Disrupting Illegal Firearms Markets in Boston: The Effects of Operation Ceasefire on the Supply of New Handguns to Criminals." *Criminology and Public Policy* 4(4):717-749.

One of a number of publications reporting on the development, implementation and evaluation of a POP initiative to reduce firearm use among young people in Boston. The authors were involved from the planning stage and show the impact of a variety of innovative practices in relation to deterrence.

Braga, A., D. Kennedy, E. Waring, and A. Piehl (2001). "Problem-oriented policing, deterrence, and Youth Violence: An Evaluation of Boston's Operation Ceasefire." *Journal of Research in Crime and Delinquency* 38(3):195-225.

A comparative and reflective study that evaluates Boston's Operation Ceasefire (a.k.a. Boston Gun Project, 1996), a POP intervention aimed at reducing youth homicide and firearms violence in Boston. Utilizing comparative analysis of youth homicide trends in other major U.S.

and other areas of New England, authors suggest that the intervention results were associated with significant reductions in calls for service, and gun assault incidents in Boston.

Braga, A., D. Weisburd, E. Waring, L. Mazerolle, W. Spelman, and F. Gajewski (1999). "Problem-Oriented Policing in Violent Crime Places: A Randomized Controlled Experiment." *Criminology* 37(3):541-579.

A study that evaluates the effects of POP interventions in controlling violent street crime in Jersey City, New Jersey. The results of the project conclude and support past research that focused policing efforts can reduce crime and disorder at problem places without causing crime problems to displace to surrounding areas.

Braga, A., J. McDevitt, and G. Pierce (2006). "Understanding and Preventing Gang Violence: Problem Analysis and Response Development in Lowell, Massachusetts." *Police Quarterly* 9(1):20-46.

An academic-police study of gang violence in Lowell, Massachusetts conducted in the context of federally-funded Project Safe Neighborhood. The project sheds important light on the nature of gang violence and implementation of specific POP responses that have been instrumental in preventing it.

Brodeur, J. (1998). "The Assessment of Police Performance: Conclusions." In J. Brodeur (ed.), *How to Recognize Good Policing: Problems and Issues.* Thousand Oaks, Calif.: Sage Publications.

This conclusive chapter welds workshop papers and debates from the book. It discusses and fleshes out topics such as: interagency cooperation, tapping into line officer expertise, scope and depth of performance assessment, producing security versus repressing crime and disorder, and comparative studies of public and private policing.

Brown, M., and A. Sutton (1997). "Problem Oriented Policing and Organizational Form: Lessons from a Victorian Experiment." *Current Issues in Criminal Justice* 9(1):21-33.

A study of the application of POP to drug problems by the Victoria, Australia Police and reflections on the challenges to genuine adoption of POP in a large police agency. The authors concluded that the effort to apply a POP approach to drug problems in the Victoria Police largely failed. Police managers continued to use data for tactical enforcement, rather than problem-solving, purposes. Police managers also lacked the authority and flexibility to alter the agency's fundamental approach to tackling drug problems, which remained reactive and enforcement-focused.

Brown, M., and J. Brudney (2003). "Learning Organizations in the Public Sector? A Study of Police Agencies Employing Information and Technology to Advance Knowledge." *Public Administration Review* 63(1):30-43.

An extensive study of police departments that have attempted to implement a knowledge-worker paradigm (supported by information technology) that explores the feasibility, effectiveness, and limitations of information and technology in promoting the 'learning organization' in the public sector.

Buerger, M. (1994). "The Problem of Problem-Solving: Resistance, Interdependencies, and Conflicting Interests." *American Journal of Police* 13(3):1-36.

A qualitative description of the Minneapolis RECAP program (1987) that used a specialist unit in an attempt to solve the problems that generated repeat calls to specific addresses. It highlights the complex internal and external factors that made the initiative challenging to implement.

Bullock, K., and N. Tilley (eds.) (2003). *Crime Reduction and Problem-Oriented Policing*. Cullompton, U.K: Willan Publishing.

A collection of chapters by various British authors, covering an overview of POP, implementation obstacles, problem analysis, problem-specific initiatives, implementing responses to problems, evaluating POP initiatives, and the role of the national government in promoting POP.

Bullock, K., R. Erol, and N. Tilley (2006). "The Implementation of Problem-Oriented Projects in the UK." In K. Bullock, R. Erol, and N. Tilley (eds.), *Problem-Oriented Policing and Partnerships: Implementing an Evidence-Based Approach to Crime Reduction*. Cullompton, U.K.: Willan Publishing.

A book examining mainly the British experience implementing POP, containing an overview of POP; a review of the history of POP in the United States and the United Kingdom; challenges in implementing POP; detailed descriptions of POP implementation in two British police agencies; an analysis of POP projects submitted to the U.K. Tilley Award program; detailed discussion of methods for improving problem scanning, analysis, response, and assessment; and a discussion of wider social, political, professional, and technological forces and trends that either promote or discourage POP.

Bullock, K., R. Erol, and N. Tilley (eds.) (2006). *Problem-Oriented Policing and Partnerships: Implementing an Evidence-Based Approach to Crime Reduction*. Cullompton, U.K.: Willan Publishing.

A book examining mainly the British experience implementing POP, containing an overview of POP; a review of the history of POP in the United States and the United Kingdom; challenges in implementing POP; detailed descriptions of POP implementation in two British police agencies; an analysis of POP projects submitted to the U.K. Tilley Award program; detailed discussion of methods for improving problem scanning, analysis, response, and assessment; and a discussion of wider social, political, professional, and technological forces and trends that either promote or discourage POP.

Caeti, T. (1999). *Houston's Targeted Beat Program: A Quasi-Experimental Test of Police Patrol Strategies*. Unpublished dissertation, Sam Houston State University.

A Ph.D. thesis that evaluates the Houston, Texas Police Department's Targeted Beat Program, a quasi-experimental test of police patrol strategies in the seven highest crime beats in four district substations.

Capowich, G., and J. Roehl (1994). "Problem-Oriented Policing: Actions and Effectiveness in San Diego." In D. Rosenbaum (ed.), *The Challenge of Community Policing: Testing the Promises.* Thousand Oaks, Calif: Sage Publications.

This book chapter focuses on POP case studies in the San Diego, California Police Department; specifically, drug dealing in an apartment complex, street robbery, and drug dealing and gang activity on a trolley line. Authors focus their research on actual behaviors of police officers when they are resolving problems, and the effectiveness of these strategies in resolving these problems.

Capowich, G.., J. Roehl, and C. Andrews. (1995). *Evaluating Problem-Oriented Policing: Process and Outcomes in Tulsa and San Diego.* Washington, D.C: U.S. National Institute of Justice, Office of Justice Programs.

Report on the experiences of two cities that were part of a 5-site demonstration project to address urban drug problems using a POP approach. It includes seven policy recommendations— covering involvement, training, documentation, oversight, and assessment— that could improve implementation.

Center for Court Innovation (2010). *Daring to Fail: First-person Stories of Criminal Justice Reform.* New York: Center for Court Innovation.

A collection of brief interviews with thirty-six criminal justice scholars and practitioners about their experiences with criminal justice reform. Some interviews specifically address reform in police agencies.

Chamard, S. (2006). *Partnering With Businesses to Address Public Safety Problems.* Problem-Oriented Guides for Police; Problem-Solving Tools Series, No. 5. Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services.

A guide that addresses effective business-police crime prevention partnerships. It discusses the impact of crime against business and the roles businesses play in contributing to crime. Different forms of partnerships and strategies are presented and analyzed, along with characteristics of good and bad partnerships, and overcoming barriers. The guide concludes with examples of business-police partnerships and programs that are known to be effective, and others that are still largely untested.

Chappell, A. (2009). "The Philosophical Versus Actual Adoption of Community Policing: A Case Study. *Criminal Justice Review* 34(1):5-28.

The study analyses the implementation of POP in a medium-sized U.S. police agency, primarily from the perspective of the patrol officer. It highlights blockages to successful implementation, such as an inadequate level of available resources.

Chermak, S., and A. Weiss (2003). *Marketing Community Policing in the News: A Missed Opportunity?* Research for Practice. Washington, D.C.: U.S. National Institute of Justice.

This article examines efforts by police agencies to promote community policing in the news media. It presents results from a national survey of public information officers and media

personnel in large-sized cities to examine the efforts by police agencies to promote innovative programs such as community policing in the news and document how community policing is presented in the news.

Chermak, S., and E. McGarrell (2004). "Problem-Solving Approaches to Homicide: An Evaluation of the Indianapolis Violence Reduction Partnership." *Criminal Justice Policy Review* 15(2):161-192.

A study of the City of Indianapolis, Indiana's Violent Reduction Partnership, a coalition of criminal justice and community agencies who used a problem solving approach to violence. Authors describe the program's impact on homicide and test the effectiveness of notification meetings for high-risk probationers and parolees. The study concludes that homicide rates declined and notification meetings revealed that arrestees thought the criminal justice system was more effective at responding to crime.

Clarke, R.V., and P. Schultze (2005). *Researching a Problem.* Problem-Oriented Guides for Police; Problem-Solving Tools Series, No. 2. Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services.

A technical guide that provides ways and means to for police to search for literature in order to research specific crime and quality of life problems in a POP context. Tapping academic, Internet, and library resources, the guide presents a particular sequence of steps for a researcher to take in searching for material in order to lead them as quickly as possible to the information needed.

Clarke, R.V. (1998). "Defining Police Strategies: Problem Solving, Problem-Oriented Policing and Community-Oriented Policing." In T. Shelley, and A. Grant (eds.), *Problem Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work.* Washington, D.C.: Police Executive Research Forum.

An analysis of several hundred submissions for the Herman Goldstein Award for Excellence in Problem-Oriented Policing. The author concludes that most submissions, while creative and well-written, lack sufficient precision and specificity, and offers recommendations for improvement.

Clarke, R.V. (1999). "Herman Goldstein Award for Excellence in Problem-Oriented Policing." In C. Solé Brito and T. Allan (eds.), *Problem-Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work, Volume 2.* Washington, D.C.: Police Executive Research Forum.

A summary of the 1998 award-winning projects by the police in Boston (gun violence), Nassau County, New York (fraud against the elderly), San Diego (homeless encampments; illegal taxis, thefts from auto, traffic congestion, and misuse of 911; and an open-air drug market in a commercial district), Newport News, Virginia (domestic-violence homicides), and Fresno, California (transient-related disorder).

Clarke, R.V., and J. Eck (2005). *Crime Analysis for Problem Solvers: In 60 Small Steps.* Washington, DC: U.S. Department of Justice, Office of Community Oriented Policing Services.

A significant reference document describing the principles and techniques crime-analysis practitioners need to know to identify, analyze, address, and assess policing problems.

Clarke, R.V., and Goldstein, H. (2002). "Reducing Theft at Construction Sites: Lessons from a Problem-Oriented Project." In N. Tilley (ed.), *Analysis for Crime Prevention.* Crime Prevention Studies, Vol. 13. Monsey, N.Y: Criminal Justice Press.

A classic yet contemporary example of an academic-police POP effort in the Charlotte-Mecklenburg, North Carolina Police Department that succinctly addresses the problem of theft of kitchen appliances stolen from houses under construction. This reflective case study serves as a prime example of how academics/researchers and multi-layered police teams can collaborate in both a structured and free-flowing environment; tapping inter-departmental and outside resources, knowledge, and methodology to cull, analyze, and produce quality data to define, address, and implement working solutions a specific, recurring problem.

Coles, C., B. Carney, and B. Johnson (2000). "Crime Prevention Through Community Prosecution and Community Policing: Boston's Grove Hall Safe Neighborhood Initiative." In C. Solé Brito and E. Gratto (eds.), *Problem-Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work, Volume 3.* Washington, D.C.: Police Executive Research Forum.

A description of the community prosecution concept and its application in Boston.

Connors, E., and B. Webster (2001). *Transforming the Law Enforcement Organization to Community Policing. Final Monograph.* Alexandria, Va.: Institute for Law and Justice.

A report that incorporates information pertaining to 337 U.S. law-enforcement agencies, with an in-depth focus on four particular sites. The report outlines the organizational steps that are necessary to transform into a community-oriented police agency.

COPS Office (n.d.) *A Problem-Based Learning Model for Training and Evaluating Police Trainees.* Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services.

A training manual for a Police Training Officer (PTO) that incorporates contemporary adult educational methods and a version of problem-based learning (PBL) adapted for police in the context of Community-Oriented Policing and Problem Solving (COPPS).

Cordner, G. (1986). "Fear of Crime and the Police: An Evaluation of a Fear-Reduction Strategy." *Journal of Police Science and Administration* 14(3):223-233.

An article that examines what 'fear of crime' is, why it is an important policing issue, and the interventions that can reduce it.

Cordner, G. (1998). "Problem-Oriented Policing Vs. Zero Tolerance." In T. Shelley and A. Grant (eds.), *Problem Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work.* Washington, D.C.: Police Executive Research Forum.

Exploration of common critiques, concerns, and challenges confronting POP; and the relationship of POP to community policing, hot-spot policing, situational crime prevention, and

especially to zero-tolerance policing. Author concludes that zero-tolerance policing, as commonly practiced, is less a finely-honed tool for addressing problems and more a fundamental perversion of POP principles.

Cordner, G., and E. Biebel (2005). "Problem Oriented Policing in Practice." *Criminology and Public Policy* 4(2):155-180.

A study of interviews and surveys used to measure extent of POP by individual police officers in the San Diego, California Police Department; a police agency that had 15 years of national promotion and concerted effort at implementing POP internally..

Corsar, N., R. Brunson and E. McGarrell (2009). "Problem-Oriented Policing and Open-Air Drug Markets: Examining the Rockford Pulling Levers Deterrence Strategy." *Crime and Delinquency* (online first).

A study that examines the effect of a strategic, "pulling levers" intervention implemented by the Rockford, Illinois Police Department to address open-air drug markets and related crime in a specific neighborhood. The initiative was built upon previous case studies and efforts in High Point, North Carolina and Boston, Massachusetts. The study finds that Rockford's strategy was associated with a quantitative reduction in crime, drug, and nuisance problems in the target neighborhood.

Cosgrove, C., and M.A. Wycoff (1999). "Investigations in the Community Policing Context." In C. Solé Brito and T. Allan (eds.), *Problem-Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work, Volume 2.* Washington, D.C.: Police Executive Research Forum.

A report on a survey study of how police agencies have adapted the detective function in the context of community policing, including the role of detectives in problem solving.

Davis, G., III, and N. Daly (1992). *An Application of Community Policing Strategies: The PRIDE Patrol in St. Petersburg.* St. Petersburg, Fla.: St. Petersburg Police Department.

A study addressing crime and disorder in a troubled inner-city public housing complex by the St. Petersburg, Florida Police Department. Utilizing a community survey juxtaposed with a program called PRIDE (Police and Residents Immobilizing a Dangerous Environment) Patrol, results of the study revealed police vastly improved community relations and cooperation along with achieving a decrease in crime and residents' fear of crime. Examples of community-based or POP efforts specifically targeting inner-city or high crime areas in other jurisdictions are also noted.

Eck, J. (1997). *Problem-Solving Detectives: Some Thoughts on Their Scarcity.* Paper presented at the "When the Heat's On" Leadership Sessions to Support Problem-Oriented Policing. Seattle, Washington, May.

An article that presents, discusses, and challenges common assumptions about detectives and investigative work, and their capacity to be problem solvers.

Eck, J. (2002). "Learning from Experience in Problem-Oriented Policing and Situational Crime Prevention: The Positive Functions of Weak Evaluations and the Negative Functions of Strong

Ones." In N. Tilley (ed.), *Evaluating Crime Reduction Initiatives*. Crime Prevention Studies, Vol. 24. Monsey, N.Y: Criminal Justice Press.

A paper that presents and discusses the positive and negative functions of crime prevention program evaluation design and methodology in the context of POP and situational crime prevention.

Eck, J., and W. Spelman (1987a). "Who Ya Gonna Call? The Police as Problem-Busters." *Crime and Delinquency* 33(1):31-52.

A study of early POP practice in the Baltimore County, Maryland and Newport News, Virginia Police Departments. Case studies present, discuss, and evaluate street robberies around apartment complexes, disorderly youths in a public park, theft from vehicles in parking lots, and domestic violence across jurisdictions. Authors also reflect and discuss broad implications for liner officer capacity and potential in POP.

Eck, J., and W. Spelman (1987b). *Problem-Solving: Problem-Oriented Policing in Newport News*. Washington, D.C.: Police Executive Research Forum.

A report on the agency-wide adoption of POP in the Newport News, Virginia Police Department. Contains a review of the historical rationale for POP, summary of its core elements, description of the Newport News project, description of the problem-solving process developed in this project (the SARA model), a problem analysis guide for problem solvers, descriptions and rigorous evaluations of three major POP projects (addressing apartment burglaries, thefts from vehicles, and prostitution-related robberies), descriptions and less-rigorous assessments of fifteen additional POP projects, and a discussion of organizational implementation issues, including the need for implementation planning, general agency requirements, leadership and supervision, and integrity. The Newport News project was among the first to demonstrate that POP could be applied at all levels of the police organization as a routine aspect of its operations, although POP had not been fully institutionalized within the agency.

Eck, J. (2002). *Assessing Responses to Problems: An Introductory Guide for Police Problem Solvers.* Problem-Oriented Guides for Police; Problem-Solving Tools Series, No. 1. Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services.

A guide intended to help police design evaluations to answer two important problem solving questions. Did the problem decline? If the problem did decline, did the response cause the decline? The guide requires little or no experience with assessing problem solutions, but assumes readers have basic knowledge of POP and the SARA problem solving model.

Faggiani, D., D. Bibel, and D. Brensilber (2001). "Regional Problem Solving Using the National Incident-Based Reporting System." In M. Reuland, C. Solé Brito and L. Carroll, *Solving Crime and Disorder Problems: Current Issues, Police Strategies and Organizational Tactics.* Washington, D.C.: Police Executive Research Forum.

A description of how the FBI's National Incident-Based Reporting System can and has been put to effective use in multi-jurisdictional problem analysis, including a case study from Massachusetts.

Fleissner, D. (1997). "Community Policing Stage Assessment Model for Implementation Planning and Organizational Measurement, Final Report." Washington, D.C.: U.S. National Institute of Justice.

A study of the extent and difficulty of implementing and assessing community policing in the U.S. Reviews implementation models and proposes a four-stage community policing stage-assessment model. Using data from four municipal police departments, it shows how the framework can be used.

Forrester, D., M. Chatterton and K. Pease (1988). *The Kirkholt Burglary Reduction Project, Rochdale.* London: Home Office Crime Prevention Unit.

This study (and the one below) describe a successful POP intervention to reduce re-victimization in residential burglary on a public housing estate in the North of England.

Forrester, D., S. Frenz, M. O'Connell, and K. Pease (1990). *The Kirkholt Burglary Prevention Project: Phase II.* Crime Prevention Unit Paper No. 23. London: Home Office.

A paper that builds upon initial efforts of a domestic burglary initiative aimed at repeat victimization prevention at a public housing estate in Rochdale, United Kingdom. It discusses the transition from Phase I to Phase II of the project; a change from physical to social crime prevention, the development of an offender and community focus, alongside the victim focus.

Forst, B. (1998). "Problem-Oriented Criminal Investigation." In T. Shelley, and A. Grant (eds.), *Problem Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work.* Washington, D.C.: Police Executive Research Forum.

An assessment of the ways in which detectives can enhance their effectiveness by adopting a problem orientation to their work.

Fung, A. (2001). "Accountable Autonomy: Toward Empowered Deliberation in Chicago Schools and Policing. *Politics & Society* 29(1):73-103.

Using Chicago as a backdrop, the paper explores the similarity between the management styles of public agencies, specifically the education and police departments. Exploring the concept of empowerment, it highlights the benefits to be had when following a policy of 'accountable autonomy.'

Geller, W., and G. Swanger (1995). *Managing Innovation in Policing: The Untapped Potential of the Middle Manager.* Washington, D.C.: Police Executive Research Forum.

A book designed for middle police managers implementing community policing. The authors debunk the common assumption that middle managers are roadblocks to change. Rather, they assert that they have tremendous potential to be key players in community policing. Through in-depth analysis, the book outlines and explores some of the ways that middle police managers can be deployed in order to help strengthen community policing implementation efforts.

Glover, R. (2002). *Community and Problem-Oriented Policing in School Settings: Design and Process Issues.* New York: Columbia School of Social Work.

The study reviews five problem-solving approaches to improve safety at schools, and assesses the most critical components as good police/school partnerships, collaborative problem solving, and evaluation.

Goldstein, H. (1979). "Improving Policing: A Problem-Oriented Approach." *Crime and Delinquency* 25(2):236-258.

The original article describing and proposing POP as a framework for improving the quality of police service.

Goldstein, H. (1987). "Toward Community-Oriented Policing: Potential, Basic Requirements, and Threshold Questions." *Crime & Delinquency* 33(1):6-30.

A visionary article that describes the birth, concept, and future of Community-Oriented Policing. The author outlines minimum requirements and presents four tough questions that need to be addressed in order for full development of the concept, which can essentially provide a dominate framework to which all future improvements in policing are linked.

Goldstein, H. (1990). *Problem-Oriented Policing.* New York: McGraw-Hill.

The definitive work on POP. Reviews the basis and need for POP, the basic elements, early experiences with implementation of POP, and extensive discussions of identifying problems, analyzing problems, and developing new responses to problems. A chapter on management addresses the role for line officers, managing officers' time, leadership and supervision needs, decentralizing police operations, research and planning, police officer performance assessment, recruiting and hiring, training, developing new information sources and networks, and specialized versus generalist problem-solving approaches.

Goldstein, H. (2003). "On Further Developing Problem-Oriented Policing: The Most Critical Need, the Major Impediments, and a Proposal." In J. Knutsson (ed.), *Problem-Oriented Policing: From Innovation to Mainstream.* Crime Prevention Studies, Volume 15. Monsey, N.Y.: Criminal Justice Press.

A paper that discusses POP, its current state, and its permutations; how police agencies currently put it into practice. The work advocates and presents succinct ideas and proposals on how POP can be further developed, centered on police commitment and resources to continuously making careful and rigorous analyses, implementation, and evaluation of pieces of its business.

Goldstein, H., and C. Susmilch (1982a). *The Drinking Driver in Madison: A Study of the Problem and the Community's Response.* Development of Problem-Oriented Policing Series, Vol. II. Madison, Wisc.: Law School, University of Wisconsin.

A study as part of the second installment of a series of early academic-police collaborative efforts, in this case which address the problem of drunk driving in the City of Madison, Wisconsin. The study presents qualitative and quantitative data on drunk driving's impact on the community and the criminal justice system, and presents specific proposals aimed at investigation, education, monitoring, and deterrence.

Goldstein, H., and C. Susmilch (1982b). *Experimenting with the Problem-Oriented Approach to Improve Police Service: A Report and Some Reflections on Two Case Studies*. Development of Problem-Oriented Policing Series, Vol. IV. Madison, Wisc.: Law School, University of Wisconsin.

> *A summary/reflections report as part of the fourth and last installment of a series of early academic-police collaborative efforts in the City of Madison, Wisconsin. It discusses POP methods employed in two projects addressing the problems of drunk driving and repeat sexual offenders, and what was learned in this effort to develop the POP approach.*

Goldstein, H., and C. Susmilch (1982c). *The Problem-Oriented Approach to Improving Police Service: A Description of the Project and an Elaboration of the Concept*. Development of Problem-Oriented Policing Series, Vol. I. Madison, Wisc.: Law School, University of Wisconsin.

> *A mission and outline report as part of the first installment of a series of early academic-police collaborative efforts in the City of Madison, Wisconsin. It describes the background of the project and the plans for conducting two case studies on drunk driving and repeat sexual offenders.*

Goldstein, H., and C. Susmilch (1982d). *The Repeat Sexual Offender in Madison: A Memorandum on the Problem and the Community's Response*. Development of Problem-Oriented Policing Series, Vol. III. Madison, Wisc: Law School, University of Wisconsin.

> *A memorandum addressed to the Madison, Wisconsin Police Department as part of the third installment of a series of early academic-police collaborative efforts in its jurisdiction. The report presents the results of an inquiry into the problem of the repeat sexual offender in its city.*

Goldstock, R. (1992). "The Prosecutor as Problem-Solver: Leading and Coordinating Anticrime Efforts." *Criminal Justice* 7 (3): 3-9, 48-49.

> *An article that argues the primary goal of the prosecutor should be to reduce criminal activity. Having a role in the reduction of crime should be viewed as a central function and not merely an incidental result of being a case-processor who administers an office in the most efficient manner to produce the greatest number of just convictions. Author provides and describes rich variety of remedies than can help to eradicate illegal behavior and a methodology by which those remedies may be employed effectively.*

Greene, J., and R. Stokes (1998). "Policing Business Districts: Problem Solving in a Different Context." In T. Shelley and A. Grant (eds.), *Problem Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work*. Washington, D.C.: Police Executive Research Forum.

> *Examination of the special requirements of adopting a POP and community policing approach in business districts; review of place-based theories of crime control, especially situational crime prevention; and description of policing in the business-improvement districts of Philadelphia.*

Greene, J. (1998). "Evaluating Planned Change Strategies in Modern Law Enforcement: Implementing Community-Based Policing." In J. Brodeur (ed.), *How to Recognize Good Policing: Problems and Issues.* Thousand Oaks, Calif.: Sage Publications.

A book chapter that discusses how to implement a community policing strategy in a police agency. It outlines the history, basic elements, and describes the stark differences of how each police agency adopts and utilizes it. Author poses general considerations for program implementation in policing through an in-depth analysis of levels of intervention and offers rigorous assessment methodology, and questions needed to assess program effectiveness.

Grinder, D. (2000). "Implementing Problem-Oriented Policing: A View from the Front Lines." In C. Solé Brito and E. Gratto (eds.), *Problem-Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work, Volume 3.* Washington, D.C.: Police Executive Research Forum.

Reflections on the implementation of POP by a police practitioner, including how to identify and develop police problem solvers, promote group problem solving, and supervise problem solving, with a POP-project example from Arlington, Virginia.

Gruber, G. (1992). "Community Policing and the Need for Police Research Skills Training." *Canadian Police College Journal* 16(3):204-211.

An article that discusses the importance of degree and quality of police evaluation of community policing initiatives. Author argues for the reintroduction of a comprehensive research and evaluation skills and techniques training course for Canadian police agencies based upon a prior program in that country and current ones in the United Kingdom.

Guerette, R. (2009). *Analyzing Crime Displacement and Diffusion.* Problem-Oriented Guides for Police; Problem-Solving Tools Series, No. 10. Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services.

A guide that introduces and discusses the topic of crime displacement and diffusion. Intended to assist line officers, crime analysts, police executives, and community development professionals, the work discusses the concept, the extent to which it occurs, and why it may or may not happen. It also presents methods for measuring and analyzing displacement that can be used to determine overall effectiveness of POP projects.

Hamilton, J.R., Jr. (2004). *Problem-Oriented Policing: Does it Affect Police Officers' Job Motivation and Perception of Job Characteristics.* Unpublished dissertation, University of Missouri – Kansas City.

This Ph.D. thesis examines the effect of POP on police officer perception of their job characteristics and job motivation. The study illustrates that implementation of POP in only one area of a police organization and without changing duties already being done by officers would probably not lead to a successful implementation of the philosophy. It also suggests that expecting officers to utilize POP without changing traditional job expectations may create job enlargement instead of job enrichment and lead to less acceptance of the philosophy.

Hampton, T. (2011). *Creating an Organizational Paradigm.* Working Paper No. 28. International Police Executive Symposium. Geneva Centre for the Democratic Control of Armed Forces. January.

This paper explores the bureaucratic structure surrounding police institutions, specifically focusing upon the centralization/ decentralization debate. It highlights the importance of aligning operational goals with organizational structure.

Herzog, S. (2002). "Does Proactive Policing Make a Difference in Crime? An Implementation of Problem-Solving Policing in Israel." *International Journal of Comparative and Applied Criminal Justice* 26(1):29-52.

A study that describes how an Israeli specialist unit implemented POP techniques to combat motor vehicle theft, specifically against organized gangs who dismantled vehicles. The evaluation showed a significant decrease in the number of offenses committed.

Hoare, M., G. Stewart, and C. Purcell (1984). *The Problem Oriented Approach: Four Pilot Studies.* London: Metropolitan Police, Management Services Department.

An internal report that evaluates adoption of POP at the divisional level in the London, United Kingdom Metropolitan Police. It weaves careful analysis and dialogue of Goldstein's classic 1979 article concerning POP's requirements, along with comparative organizational structure/philosophy of the Madison, Wisconsin Police Department, and demographics of its jurisdiction. The report presents and analyzes, within a POP context, four pilot case studies in four districts that address crime and disorder related to Asian gangs, theft from shoppers, street prostitution, and theft and vandalism to vehicles.

Hoffmann, G., M. Legosz, and D. Budz (2005). *Problem-Oriented Policing in a Detective Environment: A Queensland Case Study.* Brisbane, Australia: Queensland Crime and Misconduct Commission.

A study that looks at four operations designed to involve Australian detectives in problem solving. Only one operation was deemed successful and a number of conclusions were made. Although many detectives were resistant to POP it was felt problem solving can be both effective and viable within an investigative environment. Further, it was felt there are benefits of having short-term teams, using POP principles, target discrete categories of crime.

Hoover, J., G. Cleveland, and G. Saville (2001). "A New Generation of Field Training: The Reno PTO Model." In M. Reuland, C. Solé Brito and L. Carroll (eds.), *Solving Crime and Disorder Problems: Current Issues, Police Strategies and Organizational Tactics.* Washington, D.C.: Police Executive Research Forum.

A description of a new problem-based learning model of police field training designed to be compatible with POP, known as the Police Training Officer program.

Hope, T. (1994). "Problem-Oriented Policing and Drug Market Locations: Three Case Studies." In R.V. Clarke (ed.), *Crime Prevention Studies*, Vol. 2. Monsey, N.Y.: Criminal Justice Press.

A paper that describes three POP case studies by the St. Louis, Missouri Police Department regarding crime and disorder related to drug dealing in racially integrated and segregated neighborhoods. It discusses the actions, roles, and outcomes in officers' stimulating localized actions by community and government agencies.

Hopkins, M. (2004). "Targeting Hot Spots of Alcohol-related Town Centre Violence: A Nottinghamshire Case Study." *Security Journal* 17(4):53-66.

This paper presents a case study on alcohol-related disorder and violence at hotspot locations in a downtown area in Nottinghamshire, United Kingdom. The focus is on two strategies: improving communication between bar managers and police in licensed premises, and deploying high-visibility policing units in identified hotspot areas. Using the SARA Model, the paper outlines how these strategies were implemented and their main outcomes. It also provides insight into the difficulties of implementing and evaluating such crime reduction initiatives.

Ikerd, T. (2007). *Examining the Institutionalization of Problem-Oriented Policing: The Charlotte-Mecklenburg Police Department as a Case Study*. Dissertation, University of Nebraska – Omaha.

A Ph.D. thesis that addresses institutionalizing POP in the Charlotte-Mecklenburg, North Carolina Police Department. This study provides an-depth qualitative and quantitative examination and discussion of command staff and line officers' knowledge, behaviors, and attitudes towards POP, along with specific policy and procedural changes instituted by the police agency.

Ikerd, T., and S. Walker (2010). *Making Police Reforms Endure: The Keys for Success*. Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services.

A report on the introduction of POP in the Charlotte-Mecklenburg Police Department. It includes 11 recommendations that serve as a good-practice framework when introducing organizational reform.

Irving, B., and B. Dixon (2002). *'Hotspotting': Turning Policing Theory into Practice in Thames Valley and Northumbria*. London: Police Foundation.

This report explores how two police departments in the United Kingdom attempted to reduce calls for service by concentrating upon hot spots. It highlights the difficulty of moving from theory to practice.

Jesilow, P., J. Meyer, J., D. Parsons, and W. Tegeler (1998). "Evaluating Problem-Oriented Policing: A Quasi-Experiment." *Policing: An International Journal of Police Strategies and Management* 21(4):449-464.

An article that presents the results of a quasi-experiment designed to test the effectiveness of a community policing plan in the Santa Ana, California Police Department. Data and results are based on interviews with samples of residents before and after the implementation of the

program in a city district. The study concludes that policy may reduce citizens' complaints about their neighborhoods.

Kennedy, D. (1999). "Research for Problem-Solving and the New Collaborations." In *Viewing Crime and Justice from a Collaborative Perspective: Plenary Papers of the 1998 Conference on Criminal Justice Research and Evaluation.* Washington, D.C.: U.S. National Institute of Justice.

A paper that discusses new, emerging, and important roles for social science researchers as collaborators with criminal justice practitioners; in order to understand, prescribe solutions, and evaluate interventions for serious public safety problems,

Kennedy, D., A. Braga, A. Piehl, and E. Waring (2001). *Reducing Gun Violence: The Boston Gun Project's Operation Ceasefire.* Washington, D.C.: U.S. Department of Justice, National Institute of Justice.

A report on the groundbreaking POP initiative specifically aimed at addressing youth gun violence and homicide in Boston, Massachusetts. It carefully describes and analyzes utilization of a two-headed approach based on data-driven focused enforcement and control centered on multi-agency collaboration, and a behavioral 'pulling levers' strategy.

Kennedy, D., and A. Braga (1998). "Homicide in Minneapolis: Research for Problem Solving." *Homicide Studies* 2(3):263-290.

A study of homicide in Minneapolis, Minnesota. The project reveals that large components of homicides were very similar to findings regarding youth homicide in Boston (1996). Based in part on these findings, a 'pulling levers' strategy focused on deterring violent offending gang members and on reducing tensions between gangs was designed and implemented.

Kessler, D. (1993). "Integrating Calls for Service with Community and Problem-Oriented Policing: A Case Study." *Crime and Delinquency* 39(4):485-508.

A study that makes a detailed comparison of the level of staffing needed to respond to calls for service. Using queuing theory as a methodology, it balances the arguments of using specialist units or generalist staff to deal with callers. It argues that more objectives can be accomplished by embracing generalization as specialized units reduce the number of available resources to deal with calls.

Kirby, S. (2001). "Implementation of Problem-Oriented Policing in Lancashire." In M. Reuland, C. Solé Brito and L. Carroll (eds.), *Solving Crime and Disorder Problems: Current Issues, Police Strategies and Organizational Tactics.* Washington, D.C.: Police Executive Research Forum.

A description of the carefully planned, managed, and assessed organization-wide implementation of POP in the Lancashire Constabulary, a large police agency in the northwest of England.

Kirby, S., and I. McPherson (2004). "Integrating the National Intelligence Model With a 'Problem Solving' Approach." *Community Safety Journal* 3(2):36-46.

The paper explains how a POP approach can work alongside the United Kingdom National Intelligence Model (NIM). Specifically, it shows how each element of the NIM fits into the SARA process. It provides techniques to assist in analysis and develops the task and coordinating mechanism through multi-agency partnerships, which can deliver more sustainable solutions.

Knutsson, J. (2003). *Problem-Oriented Policing: From Innovation to Mainstream*. Crime Prevention Studies, Vol. 15. Monsey, N.Y.: Criminal Justice Press.

A collection of nine essays that discuss the origins of POP, its emergence as a recognizable entity, and its current status of acceptance. Authors conclude that academics and criminal justice practitioners need to push for incremental, rather the wholesale, change in police management philosophy while acknowledging good work done by POP practitioners.

Knutsson, J. (2009). "Standards of Evaluations in Problem-Oriented Policing Projects: Good Enough?" In J. Knutsson and N. Tilley (eds.), *Evaluating Crime Reduction Initiatives.* Monsey, N.Y.: Criminal Justice Press.

A book chapter that reviews the early development of evaluations of the impact of POP projects and discusses what should be the standard for these evaluations.

Knutsson, J., and R.V. Clarke (eds.) (2006). *Putting Theory to Work: Implementing Situational Crime Prevention and Problem-Oriented Policing*. Crime Prevention Studies, Vol. 20. Monsey, N.Y: Criminal Justice Press.

An introduction chapter which outlines, presents, and analyzes 10 conclusive discussion statements on implementation of situational crime prevention and POP.

Kramer, L., and P. McElderry (1994). *Total Problem-Oriented Policing*. Colorado Springs, Colo: Colorado Springs Police Department.

A study of the Colorado Springs, Colorado Police Department that succinctly documents its adoption of POP, structurally and culturally. It examines specific behavioral problem projects: false alarms, gun interdiction, domestic violence, and liquor enforcement. It also examines specific location problem projects: crime, disorder, and decay in a mixed-use neighborhood, residential neighborhood, and low-income housing. The study presents positive outcomes and trends concerning crime rates, clearance, accidents, call response measures, and improved responses.

Kramer, L., P. McElderry, and E. Spivey (2001). *Total Problem-Oriented Policing, Extended Edition*. Colorado Springs, Colo: Colorado Springs Police Department.

An updated and extended version of the book that describes the Colorado Springs, Colorado Police Department's efforts in implementing POP.

La Vigne, N., and J. Wartell (1999). "Crime Mapping for Problem Solving." In C. Solé Brito and T. Allan (eds.), *Problem-Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work, Volume 2*. Washington, D.C.: Police Executive Research Forum.

Report on a survey study of how police agencies are employing and can employ crime mapping technologies, including in furtherance or problem solving.

Laycock, G., and G. Farrell (2003). "Repeat Victimization: Lessons for Implementing Problem-Oriented Policing." In J. Knutsson (ed.), *Problem-Oriented Policing: From Innovation to Mainstream.* Monsey, N.Y.: Criminal Justice Press.

A paper that discusses some of the difficulties encountered in attempting to introduce ideas derived from research on repeat victimization to police agencies in the United Kingdom. Authors argue that repeat victimization is a good example of the kind of problem solving envisaged by Goldstein and discussed in his original conception of POP.

Leigh, A., R. Read, and N. Tilley (1996). *Problem-Oriented Policing: Brit POP.* Crime Detection and Prevention Series Paper 75. London: Home Office Police Policy Directorate.

A review of UK forces at the early stages of developing POP. It highlights the history of POP in the UK and some of the critical elements necessary for successful implementation.

Leigh, A., R. Read, and N. Tilley (1998). *Brit Pop II: Problem-Oriented Policing in Practice.* Police Research Series Paper 93. London: Home Office Policing and Reducing Crime Unit.

A follow up on the 1996 study (above).

Lopez, Y. (2001). *Reducing Juvenile Graffiti Vandalism: A Study of Community Policing Problem-Solving in San Benito, Texas.* Unpublished Master's thesis, University of Texas.

This Master's thesis describes the actions of the San Benito, Texas Police Department took in order to address the problem of juvenile graffiti vandalism. It describes and analyzes how the police used the SARA Model and community partnerships in this problem solving initiative.

Lumb, R., and R. Breazeale (2003). "Police Officer Attitudes and Community Policing Implementation: Developing Strategies for Durable Organizational Change." *Policing and Society* 13(1):91-106.

A study that looks at dealing more effectively with police-officer stress which can lead to negative attitudes, burnout, loss of enthusiasm and commitment, health problems, as well as other social and job-related problem behaviors.

Maguire, E., and K. Schechinger (1998). *A Process Evaluation of the Lincoln Police Department's "Problem Solving Partnerships" Grant.* Omaha: University of Nebraska, Department of Criminal Justice.

This report explains how a COPS grant was used to form a 'Problem Resolution Team' to reduce illegal drug activity.

Maguire, E., K. Hassell, and C. Uchida (2001). *Problem-Oriented Policing in Colorado Springs: Evaluating the Colorado Springs Community Policing Demonstration Center.* Silver Spring, Md: 21st Century Solutions.

A systematic content analysis of 753 case summaries in the Colorado Springs Police Department, between 1995-99. The report exposes some common difficulties when implementing problem-solving initiatives.

Maguire, M., and H. Nettleton. (2003). *Reducing Alcohol-Related Violence and Disorder: An Evaluation of the "TASC" Project*. London: Home Office.

Mastrofski, S. (2007). "Police Organization and Management Issues for the Next Decade." Paper presented at the National Institute of Justice Policing Research Workshop: Planning for the Future. Washington, D.C., November 28-29, 2006.

The paper reviews major police-management issues, including: police recruitment, training, structure and organization, management and leadership, and technology and information use.

Matthew, R. (1990). "Developing More Effective Strategies to Curb Prostitution." *Security Journal* (3):182-187.

An article that discusses the evolution of traditional and non-traditional methods employed by police agencies in the United Kingdom in addressing the problem of street prostitution.

Mazerolle, L. J. Price, and J. Roehl (2000). "Civil Remedies and Drug Control: A Randomized Field Trial in Oakland, California." *Evaluation Review* 24(2):212-241.

This study evaluates the impact of a civil remedy program (Beat Health) on drug and disorder problems under experimental field trial conditions in Oakland, California. Using calls for service data, authors find statistically significant differences between the control and experimental groups, when drug problem calls prior to the start of the intervention were compared to drug calls during a 12-month follow-up period.

Mazerolle, L., and W. Terrill (1997). "Problem-Oriented Policing in Public Housing: Identifying the Distribution of Problem Places." *Policing: An International Journal of Police Strategies and Management* 20(2):235-255.

A study of POP in Jersey City, New Jersey addressing drug, disorder, and violent crime problems in public housing. The study concludes that there is a distribution of crime problems both across and within public housing sites challenging the hot spot label universally applied to public housing sites.

Mazerolle, L., J. Ready, W Terrill, and E. Waring. (2000). "Problem Oriented Policing in Public Housing: The Jersey City Evaluation." *Justice Quarterly* 17(1):129-158.

A collaborative study of POP related to drug and violent crime problems in public housing. Conducted by the Jersey City, New Jersey Police Department and Public Housing Authority, six sworn and non-sworn 'problem solving' teams were deployed to collectively address aforementioned problems in six target areas. The teams utilized Crime Prevention Through Environmental Design (CPTED), along with traditional policing methods such as arrest, surveillance, and fugitive warrant apprehension. Project boasted reduction in high-

volume of calls for service and serious crime utilizing stable membership of these problem solving teams.

McEwen, Tom, Deborah Spence, Russell Wolff, Julie Wartell, and Barbara Webster (2003). *Call Management and Community Policing: A Guidebook for Law Enforcement.* Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services.

A guide that focuses on the direct relationship between community policing and effective management of calls for service. Utilizing practical examples from police agencies around the U.S., it provides information on innovative call management practices, addresses key issues involved in implementing call management strategies in a community policing organization, offers ideas for obtaining and managing data on calls for service, and provides resource information for agencies that want to learn about promising call management practices.

McGarrell, E., S. Chermak, J. Wilson, and N. Corsaro (2006). "Reducing Homicide through a 'Lever-Pulling' Strategy. "*Justice Quarterly* 23(2):214-229.

A study of an Indianapolis homicide-reduction strategy similar to the approaches previously tried in Boston and Minneapolis. It adds to the general discussion on deterrence and argues for the need to move beyond single-city evaluations.

Metcalfe, B. (2001). "The Strategic Integration of POP and Performance Management: A Viable Partnership?" *Policing and Society* 11(2):209-234.

A perception survey from 1,684 respondents in an English Police Force that concludes there is limited understanding on what POP and performance management means in practice, specifically in relation to human resource and culture development.

National Research Council (2004). *Fairness and Effectiveness in Policing: The Evidence.* Committee to Review Research on Police Policy and Practices, W. Skogan and K. Frydl (eds.). Committee on Law and Justice, Division of Behavioral and Social Sciences and Education. Washington, D.C.: The National Academies Press.

A comprehensive book that discusses all facets of policing in the U.S. in the new millennium. It examines the purpose and complex function of police to its organizational structure, hierarchy, and diversity, to criminal justice scholars' various research on what is known about police. It also highlights important, contemporary topics that police in a democratic society are required to address and discuss: use of force, racial profiling, community relations, and effectiveness of strategies to address crime and disorder.

Nugent, M. E., P. Fanflik, and D. Bromirski (2004). *The Changing Nature of Prosecution: Community Prosecution vs. Traditional Prosecution Approaches.* Alexandria, Va: American Prosecutors Research Institute.

A study from data derived from census of prosecutors in attempt to bring greater clarity to the issue of community prosecution and its impact on the nature of prosecution. The study found that defining elements of community prosecution are the use of partnerships with a wide variety of government agencies and community-based groups; varied prevention, intervention, and enforcement methods including problem solving; and community involvement.

Oettmeier, T., and M.A. Wycoff (1998). "Personnel Evaluations in the Community Policing Context." In T. Shelley, and A. Grant (eds.), *Problem Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work.* Washington, D.C.: Police Executive Research Forum.

 A review of police performance evaluation requirements and description of a model performance evaluation system specially adapted for community policing which incorporates problem solving.

Pease, K. (1991). "The Kirkholt Project: Preventing Burglary on a British Public Housing Estate." *Security Journal* 2(2):73-77. *See Forrester et al.*

Pekgozlu, I. (2008). *Planned Change in a Law Enforcement Organization.* Unpublished dissertation, University of Texas at Dallas.

 This Ph.D. thesis explores the change process of POP implemented by police executives and middle managers as change agents in the Plano, Texas Police Department.

Plant, J., and M. Scott (2009). *Effective Policing and Crime Prevention: A Problem-Oriented Guide for Mayors, City Managers, and County Executives.* Washington, D.C.: Center for Problem-Oriented Policing and U.S. Department of Justice Office, of Community Oriented Policing Services.

 A guide intended to help local government executives better understand how local government in general and local police in particular, can more effectively meet public safety challenges. Based on solid, research-based knowledge, the guide summarizes what one should know about policing that directly effects public safety, recommends how local government executives can promote public safety and effective policing, and presents some of what is known about how local government can effectively control and prevent some common public safety problems.

Punch, M., K. van der Vijver, and O. Zoomer (2002). "Dutch "COP": Developing Community Policing in the Netherlands." *Policing: An International Journal of Police Strategies and Management* 25(1):60-79.

 An article that analyzes three generations of community-based policing in the Netherlands. It observes that policing has changed significantly in recent years, increasing its emphasis on problem solving and the use of partnerships.

Queensland (Australia). Criminal Justice Commission (1998). *Beenleigh Calls for Service: Evaluation Report.* Brisbane: Criminal Justice Commission.

 A project that addressed repeat calls for police service, through line officer utilization of the SARA model, in an outer suburban, predominately low-income area.

Quinet, K., S. Nunn, and N. Kincaid (2003). "Training Police: A Case Study of Differential Impacts of Problem-Oriented Policing Training." *Police Practice and Research* 4(3):263-283.

 A study of the immediate impact of POP training on lower- and high-ranking officers serving within a U.S. police agency. When knowledge and agency commitment was measured

there was little measurable impact, although the limited change was in a positive direction and generally observed in lower-ranking officers. It highlights the importance of customizing training to the specific group.

Ratcliffe, J. (2008). *Intelligence-Led Policing.* Cullompton, U.K.: Willan Publishing.

Using information predominantly from the U.S. and United Kingdom, this book provides a fundamental reference resource to what Intelligence-Led Policing is, its strengths and weaknesses, as well as analyzing its relationship to POP.

Raymond, B. (2010). *Assigning Police Officers to Schools.* Problem-Oriented Guides for Police; Response Guide Series, No. 10. Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services.

A guide that summarizes the typical duties of School Resource Officers (SROs), synthesizes research pertaining to their effectiveness, and presents issues for communities to bear in mind when considering the adoption of an SRO model.

Read, T., and N. Tilley (2000). *Not Rocket Science? Problem-Solving and Crime Reduction.* London: Home Office.

A study that used quantitative and qualitative data to review the implementation of POP across UK Forces during 2000. The study shows that although the concept is simple, implementation is much more difficult, primarily because police culture values enforcement rather than prevention.

Read, T., N. Tilley, J. White, M. Wilson, and A. Leigh (1999). "Repeat Calls for Service and Problem-Oriented Policing." *Studies on Crime and Crime Prevention* 8(2):265-279.

This UK Home Office study looks at the pattern of repeat calls in the Leicestershire Police area, a POP demonstration site between 1995-1997. It shows how the concentration of calls supports a POP approach.

Rich, T. (1999). *Development of a Neighborhood Problem Solving System. Final Report to the National Institute of Justice.* Cambridge, Mass.: Abt Associates.

An assessment of the effectiveness of Hartford, Connecticut community organizations' access to the Neighborhood Problem Solving (NPS) system, a specialized and developed crime mapping and analysis software. The study examines the dynamics in relation to technology use, perceptions of neighborhood safety and quality of life, and police-community relations.

Rinehart, T., A. Laszlo, and G. Briscoe (2001). *Collaboration Toolkit: How to Build, Fix, and Sustain Productive Partnerships.* Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services.

A segment of step-by-step, interactive guides that address methods in which police agencies and community-based entities can collaborate to develop, fix, and sustain productive relationships supporting advancement of community policing.

Rojek, J. (2003). "A Decade of Excellence in Problem-Oriented Policing: Characteristics of the Goldstein Award Winners." *Police Quarterly* 6(4):492-515.

An analysis of seven years' worth of submissions to the annual Herman Goldstein Award for Excellence in Problem-Oriented Policing (1993-1999), concluding that submitting agencies applied POP to a diverse range of problem types, employed a wide range of response types to them, and usually employed a combination of responses to address each problem. The author called for further research to determine whether POP, as practiced in these agencies, had moved beyond innovation and implementation stages to an institutionalization stage.

Rosenfeld, R., R. Fornango, and E. Baumer (2005). "Did Ceasefire, Compstat, and Exile Reduce Homicide?" *Criminology and Public Policy* 4(3):419-450.

An article that re-examines homicide trends derived from widely publicized policing interventions in the 1990s from three major U.S. cities: Boston, Massachusetts (Operation Ceasefire, a.k.a. Boston Gun Project), New York City (Compstat), and Richmond, Virginia (Project Exile). The authors utilize a methodical "growth-curve" analysis for data from 95 of the largest U.S. cities and controlling conditions associated with violent crime rates. The study concludes that criminologists essentially gave police a "free ride" as to credit claimed for crime drop in 1990s.

Rubenser, L. (2005). "Unofficial Use of Problem-Oriented Policing: An Analysis at the Department and Individual Officer Level." *Southwest Journal of Criminal Justice* 2(1):23-40.

A study that compares a POP specialist unit (nuisance task force) with general patrol officers, concluding that it is not always necessary to officially recognize POP as a way of doing business. Some officers will automatically default to that style of work through common sense, without the need for a specific request.

Sampson, R. (2004). *Theft of and from Autos in Parking Facilities in Chula Vista, California.* A Final Report to the U.S. Department of Justice, Office of Community Oriented Policing Services on the Field Application of the Problem-Oriented Guides for Police Project.

A report that addresses theft of and from autos in parking facilities by the Chula Vista, California Police Department. Utilizing Ronald Clarke's POP guide with the same base title, police conducted in-depth analysis through the Problem Analysis Triangle. Police also analyzed other variables: victimization, monetary value of property losses, CPTED, interviews with offenders and parking lot managers, and border point interventions versus parking lot interventions. The results of analysis reveal that offenders made highly rational choices in target selection and masked their crimes with legitimate routine activity in these lots. The project essentially confirms the complementary value of police use of POP guides in addressing their specific problem in which the POP guide addresses, and its step-by-step application to addressing and reducing this specific problem.

Sampson, R., and M. Scott (2000). *Tackling Crime and Other Public-Safety Problems: Case Studies in Problem-Solving.* Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Service.

A comprehensive collection of collaborative and innovative POP case studies from the U.S. and aboard. Containing reflective Editors' Comments, the case studies address a wide range of common sets of crime and quality of life problems faced by all police agencies: apartment complexes and rental-property crime, drugs, domestic violence, false alarms, alcohol-related crime, gangs, graffiti, cruising, college-related crime, group homes, homeless-related crime, mental illness, neighborhood disorder, parks, burglary, prostitution, robbery, and theft from vehicles.

Scheingold, P. (2000). *National COPS Evaluation Organization Change Case Study: Colorado Springs, Colorado*. Washington, D.C: Urban Institute.

A study that explores three periods of organizational change in the Colorado Springs, Colorado Police Department; from 1975-85, 1986-90, and 1991-97. It examines how two police executives altered four major elements of the organization: its overall mission/vision; its relationship with its outside environment (citizens, press, and government agencies); its operations (patrol, investigations, crime analysis, training, facilities, and dispatch); and its management, which include the role of decision making and supervision in the department.

Scheingold, P. (1999). *National COPS Evaluation Organization Change Case Study: Spokane, Washington*. Washington, D.C: Urban Institute.

This case study focuses on the Spokane Police Department, between 1975-1997, as it embraced a community policing approach. The reform concentrated around a new vision, police management, operations, support services, and external relationships.

Schmerler, K., M. Perkins, S. Phillips, T. Rinehart, and M. Townsend (2002). *Problem-Solving Tips: A Guide to Reducing Crime and Disorder Through Problem-Solving Partnerships*. U.S. Department of Justice, Office of Community Oriented Policing Services.

A reference guide for implementing a problem solving approach. These methods involve analyzing groups of related incidents that comprise a specific crime problem so that comprehensive, tailored strategies to prevent future crime can be developed. The guide also contains information and insights into the process and describes a step-by-step process for solving problems, offering examples of problem solving from the field, along with additional resources.

Scott, M. (2000). "Appendix A: An Analysis of the Best Submissions for the Herman Goldstein Award for Excellence in Problem-Oriented Policing, 1993-1999." In *Problem-Oriented Policing: Reflections on the First 20 Years*. Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing.

An analysis of the quality of 100 of the best POP projects recognized in the Herman Goldstein Award for Excellence in Problem-Oriented Policing from 1993-1999. The author concludes that police problem solvers employ a wide range of response strategies, often in combination to a wide range and scale of problem types; problem analysis and assessment are generally weak, but improving; research inadequately informs POP projects; and police managers are not often involved in POP projects.

Scott, M. (2000). *Problem-Oriented Policing: Reflections on the First 20 Years*. Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing.

A review of the basic principles of POP, the relationship of problem solving to traditional policing functions, the relationship of POP to other policing organizational strategies, major challenges to advancing POP, a discussion of how to evaluate POP, an analysis of award-winning POP projects, summaries of interviews with POP experts, and extensive references.

Scott, M. (2003). "Getting the Police to Take Problem-Oriented Policing Seriously." In J. Knutsson (ed.), *Problem-Oriented Policing: From Innovation to Mainstream*. Monsey, N.Y: Criminal Justice Press.

A paper that discusses how police agencies can implement and effectively utilize POP. It begins by articulating what full integration of POP into routine police operations might look like. It then presents one framework for integrating the principles and methods of POP into the whole police function. The paper also explores the particular skill sets and knowledge bases that will be essential to the practice of POP within police agencies and across the police profession. Finally, it explores the perspectives of those who critically evaluate police performance, and considers ways to modify those perspectives and expectations consistent with POP.

Scott, M. (2004). *Burglary of Single-Family Houses in Savannah, Georgia*. A Final Report to the U.S. Department of Justice, Office of Community Oriented Policing Services on the Field Applications of the Problem-Oriented Guides for Police Project.

A report that describes an action research project undertaken by the Savannah, Georgia Police Department (now the Savannah-Chatham Metropolitan Police Department) to examine, with assistance from a consultant, the problem of burglary of single-family houses. Utilizing a POP approach, report presents major recommendations and significant findings related to this problem that can be utilized by other police agencies when addressing this issue.

Scott, M. (2004). *Loud Car Stereos in Savannah, Georgia*. A Final Report to the U.S. Department of Justice, Office of Community Oriented Policing Services on the Field Applications of the Problem-Oriented Guides for Police Project.

A report that describes an action research project undertaken by the Savannah, Georgia Police Department (now the Savannah-Chatham Metropolitan Police Department) to examine, with assistance from a consultant, the problem of loud car stereos. Utilizing a POP approach, the report presents significant findings related to this problem that can be utilized by other police agencies when addressing this issue.

Scott, M. (2006). "Implementing Crime Prevention: Lessons Learned From Problem-Oriented Policing Projects." In J. Knutsson and R.V. Clarke (eds.), *Putting Theory to Work: Implementing Situational Crime Prevention and Problem-Oriented Policing*. Crime Prevention Studies, Vol. 20. Monsey, N.Y.: Criminal Justice Press.

A paper that addresses POP from an outcome analysis, some initiatives succeed and some fail. Drawing upon research literature and specific POP case studies, the paper identifies

and discusses why action plans do or do not get implemented. It presents five important variables or factors that help explain POP success or failure.

Scott, M., and H. Goldstein (2005). *Shifting and Sharing Responsibility for Public Safety Problems.* Problem-Oriented Guides for Police; Response Guide Series No. 3. Washington, D.C.: Center for Problem-Oriented Policing and U.S. Department of Justice Office of Community Oriented Policing Services.

A guide that details the ways in which police can persuade stakeholders to address crime and disorder problems. It focuses on problems that police accept as falling within their proper mandate and that they feel obliged to address. Moreover, it examines how police can get others to respond to such problems, regardless of the form that such responses may take, provided that they do not violate basic standards of propriety and legality.

Scott, M., and R.V. Clarke (2000). "A Review of Submissions for the Herman Goldstein Award for Excellence in Problem-Oriented Policing." In C. Solé Brito and E. Gratto (eds.), *Problem-Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work, Volume 3.* Washington, D.C.: Police Executive Research Forum.

A summary of two separate studies of the content of submissions to the Herman Goldstein Award for Excellence in Problem-Oriented Policing.

Scrivner, E. (2006) *Innovations in Police Recruitment and Hiring: Hiring in the Spirit of Service.* Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services.

A report that details and presents working case studies and methodology on contemporary recruiting and hiring of police personnel consistent with requirements of community policing.

Seagrave, J. (1992). "Community Policing and the Need for Police Research Skills Training." *Canadian Police College Journal* 16(3):204-11.

The paper reviews community policing in Canada and argues for more research-skills training to support the approach.

Sherman, L. (1998). *Evidence-Based Policing.* Ideas in American Policing Series. Washington, D.C.: Police Foundation.

An article that argues that police practices should be based on scientific evidence about what works best. It asserts that Evidence-Based Policing is a flowing procedural model akin to medical community practices; based upon literature, best evidence, guidelines, outputs, outcomes, and in-house evaluations.

Sherman, L., D. Gottfredson, D. MacKenzie, J. Eck, P. Reuter, and S. Bushway (1997). *Preventing Crime: What Works, What Doesn't, What's Promising*. Washington, D.C.: U.S. Department of Justice, Office of Justice Programs.

A report to U.S. Congress that concludes effectiveness of U.S. Department of Justice funding depends heavily on whether it is directed to the urban neighborhoods where youth

violence is heavily concentrated. Authors conclude that substantial reductions in national rates of serious crime can only be achieved by prevention in areas of concentrated poverty.

Sherman, L., M. Buerger, and P. Gartin (1989). *Repeat Call Address Policing: The Minneapolis RECAP Experiment.* Washington, D.C.: Crime Control Institute.

   A study that examines calls for service records of the 500 most active addresses in Minneapolis, Minnesota. The project utilized a POP strategy to advocate use of various non-arrest tactics at problem addresses, and analyzes how police responded to these changes.

Silverman, E. (2006). "Compstat's Innovation." In D. Weisburd, and A. Braga (eds.). *Police Innovation: Contrasting Perspectives.* Cambridge, U.K.; New York: Cambridge University Press.

   This book chapter that discusses Compstat's many facets, its origins, the reasons for and the nature of its replication in numerous versions and venues, and it's positive strengths as well as its drawbacks.

Skogan, W., S. Hartnett, J. DuBois, J. Comey, M. Kaiser, and J. Lovig (1999). *On the Beat: Police and Community Problem Solving.* Boulder, Colo.: Westview Press.

   A study of collaborative community and police problem solving initiatives throughout the City of Chicago, Illinois. The city developed a five-step problem solving model to address specific problems in 15 diverse beat neighborhoods. Utilizing a crime analysis triangle, residents and police identified chronic crime and quality of life problems. The police implemented a decentralized patrol program, moving away from a call-driven environment into teams of police officers tasked with addressing all problems in a specific area. The method subsequently allowed for closer association with residents and the ability to act upon a broad range of problems.

Sollund, R. (2007). "The Implementation of Problem-Oriented Policing in Oslo, Norway: Not Without Problems?" In K. Froeling (ed.), *Criminology Research Focus.* New York: Nova Science Publishers.

   This book chapter explores attempts to implement POP in Oslo, Norway. Based on fieldwork and extensive officer interviews, it provides several reasons (lack of understanding, police culture, leadership), as to why the approach was resisted.

Sousa, W., and G. Kelling (2006). "Of 'Broken Windows,' Criminology, and Criminal Justice." In D. Weisburd, and A. Braga (eds.). *Police Innovation: Contrasting Perspectives.* Cambridge, U.K.; New York: Cambridge University Press.

   This book chapter provides in-depth analysis and dialogue on developments of the "Broken Windows" theory. Authors elaborate and bring reader up to speed since publication of Kelling's original article (1982). They discuss and present examples of how the metaphor has been woven into New York City Police Department practices. Authors argue that "Broken Windows" is essentially a robust policy option for criminal justice agencies and communities.

Steinberg, J. (2004). *Sector Policing on the West Rand.* Monograph 110. Pretoria, South Africa: Institute for Security Studies.

A study that examines how sector policing has been interpreted and implemented in three police precincts in West Rand, South Africa. Sector policing strategy brings together community policing and POP as its core, definitional components, includes targeted patrolling and risk factor identification, and encompasses both organizational and cultural changes.

Stevens, J. (2001). *Intelligence-led Policing.* Paper presented to the 2nd World Investigation of Crime Conference, Durban, South Africa. Cited in J. Ratcliffe (2008) *Intelligence-Led Policing*, Cullompton, U.K.: Willan Publishing. *See Ratcliffe (2008).*

A paper presented at a police conference that describes the evolution of policing methods and the importance of Intelligence-led policing in the 21st Century; essentially a universal tool to address terrorism, but also a method to decrease crime and improve quality of life, against the right people and for the right reasons.

Stokes, R., N. Donahue, D. Caron, and J. Greene (1996). *Safe Travel to and from School: A Problem-Oriented Policing Approach.* Washington, D.C.: U.S. Department of Justice.

This study focuses on a POP-based approach to reduce school-related violence to and from schools in Philadelphia, Pennsylvania. It explains poor outcomes on violence taking place outside the targeted zone, as well as the reluctance of some students to engage with the program.

Stone, S. (1993). *Problem-Oriented Policing Approach to Drug Enforcement: Atlanta as a Case Study*. Unpublished doctoral dissertation, Emory University.

This Ph.D. thesis explores POP-focused drug enforcement in Atlanta, Georgia. Four public housing communities plagued with high levels of crime and drug activity were chosen as intervention and control sites. Study revealed that combined control sites experienced an increase in violent crime and drug arrests while combined intervention sites had a decrease.

Thacher, D. (1999*). National COPS Evaluation Organizational Change Case Study: Riverside, California*. Washington, D.C.: Urban Institute.

A study that reviews comprehensive police reform measures in and history of the Riverside, California Police Department; before, during, and after the administration of Police Chief Ken Fortier.

Thorne, C. (2003). *Implementation of Community Policing within the Brisbane Metropolitan North Police Region: Issues and Problems*. Unpublished dissertation, School of Justice Studies, Queensland University of Technology.

This Ph.D. thesis outlines the implementation of community policing in Brisbane, Australia, focusing upon the implementation of community officers, police-community partnerships, and problem solving. Using an extensive range of police/public surveys, it argues the approach requires changes in both police and community paradigms.

Tilley, N. (1999). "The Relationship Between Crime Prevention and Problem-Oriented Policing." In C. Solé Brito and T. Allan (eds.), *Problem-Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work, Volume 2*. Washington, D.C.: Police Executive Research Forum.

A review and comparison of the principles of POP and situational crime prevention and description of how the concepts were being practiced in the United Kingdom at the time. Author concludes that the two concepts are complementary, with situational crime prevention helping POP address crime problems more effectively, and POP providing situational crime prevention an influential institutional setting in which to be practiced.

Tilley, N., and M. Hopkins (1998). *Business as Usual: An Evaluation of the Small Business and Crime Initiative.* Police Research Series Paper 95. London: Home Office Policing and Reducing Crime Unit.

This study that addresses crime against small businesses in two areas in Leicester, United Kingdom. It describes a problem solving approach focused on: chronic victimization surveys, stakeholder meetings, improved reporting processes, and dissemination of tailored literature and proactive aids for potential victims.

Tita, G., K.J. Riley, G. Ridgeway, C. Grammich, A. Abrahamse, and P. Greenwood. (2003). *Reducing Gun Violence: Results from an Intervention in East Los Angeles.* Santa Monica, Calif.: RAND.

A study by a non-profit think tank, based on the Boston Gun Project (a.k.a. Operation Ceasefire, 1996), that evaluates police initiatives directed at violent crime, gang crime, and gun crime in a 15-square-mile area east of downtown Los Angeles, California. Study concludes that the initiative succeeded in reducing target crimes in the target area, along with getting decentralized criminal justice organizations to focus their resources in a single area.

Townsley, M., S. Johnson, and K. Pease (2003). "Problem Orientation, Problem Solving and Organizational Change." In J. Knutsson (ed.), *Problem-Oriented Policing: From Innovation to Mainstream.* Monsey, N.Y.: Criminal Justice Press.

An article that focuses on the factors that have limited police implementation of POP. It utilizes a two-prong focus of analysis, those inhibiting the problem orientation of the organization and those inhibiting the problem solving of police officers. Key principles of successful organizational changed are discussed, drawing upon relevant psychological literature. Solutions for overcoming implementation problems are presented, based on the principles identified in the change management literature.

Tuffin, R., J. Morris, and A. Poole (2006). *An Evaluation of the Impact of the National Reassurance Policing Programme.* London: Home Office Research.

A study that reviewed a UK approach to implementing neighborhood policing (using a methodology which has some similarity to the Chicago CAPS program). It was carefully evaluated showing how a focus on community priorities coupled with a problem-solving approach can improve citizen satisfaction).

Uchida, C., and C. Putnam (2001). *Evaluating Problem Solving in Colorado Springs: The 1999 School-Based Partnership Program.* Silver Spring, Md: 21st Century Solutions Inc.

A report by a private consulting firm that evaluates problem solving projects by the Colorado Springs, Colorado Police Department in five diverse area high schools. Issues

addressed include any type of crime or disorder problem related to and around a secondary education institution. Through field observations and interviews, along with analysis of school and police data, report describes implementation of the problem solving model and discusses possible impacts of the project on schools and police.

Uchida, C., M. Wells, S. Solomon, et al. (2009). *Assessing the Las Cruces Police Department: A Review of Community Perceptions and Police Operations and Procedures*. Silver Spring, Md: Justice & Security Strategies, Inc.

A report by a private consulting firm that examines policies and procedures related to use of force and community relations in the Las Cruces, New Mexico Police Department. Methodology encompassed police and citizen interviews and surveys, field observation, town meetings, and policy and procedure data analysis. Authors recommend measures and methods to reduce use of force incidents, re-instatement of Community-Oriented Policing, and accountability practices to address police expose to litigation.

Walker, S., and A. Mills (1999). "Citizens in the POP Process: How Much Is Too Much?" In C. Solé Brito, and T. Allan (eds.), *Problem-Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work, Volume 2*. Washington, D.C.: Police Executive Research Forum.

A reflection by a research scholar and a police practitioner on problems presented by involving citizens in the problem-solving process, including how citizens and police can manipulate one another or otherwise take improper advantage of their working relationship.

Watson, T. S., and C. Huneycutt (1999). "Observation and Analysis of Problem Solving in Police Departments and Schools Across the United States." In C. Solé Brito and E. Gratto, (eds.), *Problem-Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work, Volume 3*. Washington, D.C.: Police Executive Research Forum.

Reflections on the application of problem solving in schools and how to promote it among police officers, including discussion of the supervisor's role.

Webster, B., S. Wallace, J. T. McEwen, J. Eck, and D. Hill (1989). *Evaluation of Community/Crime Problem Resolution Through Police Directed Patrol. Final Report*. Alexandria, Va: Institute for Law and Justice.

A report that evaluates the Baltimore County, Maryland Police Department's use of patrol officers to conduct POP.

Weisburd, D., and J. Eck (2004). "What Can Police Do to Reduce Crime, Disorder, and Fear?" *Annals of the American Academy of Political and Social Science* 593:42-65.

An article that reviews research on police ability to effectively respond to crime, disorder, and fear. It seeks to challenge the standard model of policing; preventative patrol, emergency response, and criminal investigation. In discussing a knee-jerk strategy which simply emphasizes hiring more officers, authors argue that more focused and locally tailored responses to specific problems are more likely to be effective. They explain the modern assortment of resource and technology tools available to the police can reinforce their effectiveness in dealing with crime, disorder, and fear by suppressing, deterring, and avoiding displacement.

Weisburd, D., and L. Green (1995). "Policing Drug Hot Spots: The Jersey City Drug Market Analysis Experiment." *Justice Quarterly* 12(4):711-735.

A paper that reports the results of a randomized experimental evaluation of an innovative drug enforcement strategy developed as part of the Drug Market Analysis Program in the City of Jersey City, New Jersey. Strategy included computer mapping techniques to identify "hot spots," engaging citizens and businesses, police crackdowns, and a line officer-assisted maintenance program. Results suggest a "diffusion of benefits" around experimental area as compared to control locations.

Weisburd, D., C. Telep, J. Hinkle, and J. Eck (2010). "Is Problem-Oriented Policing Effective in Reducing Crime and Disorder? Findings from a Campbell Systematic Review." *Criminology and Public Policy* 9(2):139-172.

An analysis of thousands of evaluations of POP projects, applying rigorous methodological criteria. This study concluded that few evaluations of POP projects meet high methodological standards, but those that do show a modest, statistically significant impact on the targeted problems, and those meeting a less rigorous methodological standard show an overwhelmingly positive impact of POP. Authors conclude that police commitment to POP is justified, but the evaluation of POP projects is greatly in need of improvement. The three works cited below comment on and critique this study's methods, findings, and conclusions.

Scott, M. (2010). "Evaluating the Effectiveness of Problem-Oriented Policing." *Criminology and Public Policy* 9(1):135-137.

Tilley, N. (2010). "Whither Problem-Oriented Policing." *Criminology and Public Policy* 9(1):183-195.

Braga, A. (2010). "Setting a Higher Standard for the Evaluation of Problem-Oriented Policing Initiatives." *Criminology and Public Policy* 9(1):173-182.

Weisburd, D., N. Morris and J. Ready (2008). "Risk-focused Policing at Places: An Experimental Evaluation." *Justice Quarterly* 25(1):163-200.

A paper that presents findings from an academic-police experiment to reduce juvenile delinquency in Redlands, California. Police use a risk and protective factors approach developed by academics combined with POP and community policing tactics. Study reveals that risk-focused policing did not consistently reduce problematic behavior, or impact upon student perceptions of risk and protective factors, however juveniles overall had strongly positive attitudes toward police.

Weisel, D. (1990). "Playing the Home Field: A Problem-Oriented Approach to Drug Control." *American Journal of Police*, 9(1):75-95.

A study of POP approaches to addressing drug dealing and related problems, looking beyond individual sellers, by police agencies in San Diego, California; Atlanta, Georgia; Tulsa, Oklahoma; Tampa, Florida; and Philadelphia, Pennsylvania.

Weisel, D. (2004a). *Residential Speeding in Raleigh, North Carolina.* A Final Report to the U.S. Department of Justice, Office of Community Oriented Policing Services on the Field Applications of the Problem-Oriented Guides for Police Project.

       This report discusses the problem of speeding in school zones by the Raleigh, North Carolina Police Department. After careful analysis, police employed responses revolving around driver education of likely speeders.

Weisel, D. (2004b). *Street Prostitution in Raleigh, North Carolina*. A Final Report to the U.S. Department of Justice, Office of Community Oriented Policing Services on the Field Applications of the Problem-Oriented Guides for Police Project.

       This report addresses long standing street prostitution near the central business district by the Raleigh, North Carolina Police Department. In this project the police use a two-pronged approach through traditional and non-traditional means. They focus on tactics to detect and discourage male customers and assist female prostitutes in leaving the business.

Weiss, D. (2010). *The Evolution of Community Policing from Theory to Implementation: A Process Evaluation.* Lewiston, New York: The Edwin Mellen Press.

       A book based on a doctoral dissertation that reviewed the community policing literature, the progress made implementing it in U.S. police agencies. The study includes detailed case studies of the adoption of community policing in San Diego; Chicago; Newark, New Jersey; and Lowell, Massachusetts, Police Departments.

Wells, W. (2009). "Community Partnerships." In E. Maguire and W. Wells (eds.), *Implementing Community Policing: Lessons from 12 Agencies.* Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services.

       A comprehensive study that explores implementation of community policing in 12 police agencies throughout the U.S. Researchers observe, measure, and draw conclusions from tangible and visible phenomena about what community policing means to agencies claiming to practice it.

White, M.B. (2008). *Enhancing the Problem-Solving Capacity of Crime Analysis Units.* Problem-Oriented Guides for Police; Problem-Solving Tools Series, No. 9. Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services.

       A guide intended to help police managers ensure that crime analysts are properly inducted into a police environment dedicated to POP, and that their analytical work is fully integrated into departmental operations. Analysts have special technical skills and knowledge in analyzing computerized crime data and utilizing GIS systems, uncommon from a line officer. The guide therefore emphasizes the proper role of crime analysts as central members for team problem solving projects.

White, M.D., J. Fyfe, S. Campbell, and J. Goldkamp (2003). "The Police Role in Preventing Homicide: Considering the Impact of Problem-Oriented Policing on the Prevalence of Murder." *Journal of Research in Crime and Delinquency* 40(2):194-225.

An article that examines a joint effort by the Bureau of Justice Assistance and the City of Richmond, California to apply POP to homicide work. The findings show that, using this approach, homicide changed in nature and pattern. These results were unique when compared with 75 other Californian cities. It concludes by arguing homicide prevention is a critical police responsibility.

Williams, P., P. White, M. Teece, and R. Kitto (2001). *Problem-Oriented Policing: Operation Mantle – A Case Study.* Canberra: Australian Institute of Criminology.

A study of intelligence-led, statistical evaluation of drug enforcement conducted by the Adelaide, South Australia Police. The project utilized an approach centered on local accountability and criminal intelligence that the task force used to arrest low- to mid-level drug dealers. Authors conclude that the operation had a stabilizing rate on growth of drug-related crime.

Willis, J., S. Mastrofski, and T. R. Kochel (2010). *Maximizing the Benefits of Reform: Integrating Compstat and Community Policing in America.* Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services.

A report that summarizes findings from the first national study on Compstat and community policing. It suggests that these two reforms operate relatively independently from each other. One had little effect on the other; however one compensated for the limitations of the other. Their simultaneous operation also helped police agencies respond to a broader set of goals and to engage in a wider variety of tasks than had they implemented just one reform. The report suggests that community policing is a more multifaceted, flexible, and diverse approach than Compstat.

Wilson, J., E. Dalton, C. Scheer, and C. Grammich (2010). *Police Recruitment and Retention for the New Millennium: The State of Knowledge.* Santa Monica, California: RAND Corporation.

A study by a non-profit think tank that addresses maintenance of police workforce levels in the face of diminishing sources of recruitment, increasing causes for attrition, and broadening police responsibilities.

Wycoff, M., and W. Skogan (1993). *Community Policing in Madison: Quality from the Inside Out. An Evaluation of Implementation and Impact.* Washington, D.C.: U.S. National Institute of Justice.

A report that evaluates the efforts of the Madison, Wisconsin Police Department to create a new organizational design (structural and managerial) to support POP and community policing.

Zanin, N., J. Shane, and R.V. Clarke (2004). *Reducing Drug Dealing in Private Apartment Complexes in Newark, New Jersey.* A Final Report to the U.S. Department of Justice, Office of Community Oriented Policing Services on the Field Applications of the Problem-Oriented Guides for Police Project.

This report details feasible POP interventions in problematic apartment complexes in the City of Newark, New Jersey. The project enlists the POP guide "Drug Dealing in Privately

Owned Apartment Complexes." Authors also utilize the SARA model to identify these complexes, carefully analyze police data and tap their street knowledge, choose intervention sites, and design, implement responses, and assess the interventions.

Studies on Implementing Problem-Oriented Policing by Main Subject

General Overviews of POP
Braga (2008); Buerger (1994); Bullock and Tilley (2003); Bullock, Erol, and Tilley (2006); Cordner (1998); Eck and Spelman (1987a, 1987b); Goldstein (2003, 1990, 1987, 1979); Goldstein and Susmilch (1982c); Read and Tilley (2000); Scott (2000); Weisburd and Eck (2004); Weisel (1990).

General Overviews of Strategies Compatible With POP
Kirby & McPherson (2004); Ratcliffe (2008); Sherman (1998); Silverman (2006); Sousa and Kelling (2006); Stevens (2001); Tilley (1999); Willis, Mastrofski, and Kotchel (2010).

Studies of Agency-wide or Nation-wide Implementation of POP
Applegate (2004); Bazemore and Cole (1994); Brown and Sutton (1997); Capowich and Roehl (1994); Capowich, Roehl, and Andrews (1995); Davis and Daly (1992); Eck and Spelman (1987b); Goldstein and Susmilch (1982b); Herzog (2002); Ikerd (2007); Irving and Dixon (2002); Jesilow et al. (1998); Kirby (2001); Kramer and McElderry (1994); Kramer, McElderry, and Spivey (2001); Leigh, Read, and Tilley (1998, 1996); Maguire and Schechinger (1998); Maguire, Hassell, and Uchida (2001); Punch et al. (2002); Rich (1999); Rubenser (2005); Scheingold (1999); Scheingold (2000); Skogan et al. (1999); Sollund (2007); Steinberg (2004); Stone (1993); Thacher (1999); Thorne (2003); Tuffin, Morris, and Poole (2006); Uchida and Putnam (2001); Uchida et al. (2009); Webster et al. (1989); Weiss (2010); Wells (2009); Wycoff and Skogan (1993).

Studies of the Overall Effectiveness of POP
National Research Council (2004); Weisburd, Telep, Hinkle, and Eck (2010); Scott (2010); Tilley (2010); Braga (2010); Sherman et al. (1997).

Studies of the Implementation of POP in Specific Settings
Glover (2002); Greene and Stokes (1998); Mazerolle and Terrill (1997); Watson and Huneycutt (1999).

Studies of the Effectiveness of Problem-specific Initiatives
Braga (2001, 1997); Braga and Bond (2008); Braga and Pierce (2005); Braga, McDevitt, and Pierce (2006); Braga et al. (2001, 1999); Caeti (1999); Chermak and McGarrell (2004); Clarke and Goldstein (2002); Clarke (1999); Cordner (1986); Corsar, Brunwon, and McGarrell (2009); Forrester, Chatterton, and Pease (1988); Forrester et al. (1990); Goldstein and Susmilch (1982a, 1982d); Hoare, Stewart, and Purcell (1984); Hope (1994); Hopkins (2004); Kennedy, Braga, Piehl, and Waring (2001); Lopez (2001); Maguire and Nettleton (2003); Matthew (1990); Mazerolle, Ready, Terrill, et al. (2000); Mazerolle, Price, and Roehl (2000); McGarrell et al. (2006); Pease (1991); Rosenfeld, Fornango, and Baumer (2005); Sampson (2004); Sampson and Scott (2000); Scott (2004a, 2004b); Stokes et al. (1996); Tilley and Hopkins (1998); Tita et al. (2003); Weisburd and Green (1995); Weisburd, Norris, and Ready (2008); Weisel (2004a, 2004b); White et al. (2003); Williams et al. (2001); Zanin, Shane, and Clarke (2004).

General Studies on Implementation of Police Organizational Strategies

Berman and Fox (2010); Center for Court Innovation (2010); Connors and Webster (2001); Fleissner (1997); Greene (1998); Grinder (2000); Hampton (2011); Knutsson (2003); Knutsson and Clarke (2006); Pekgozlu (2008); Scott (2003); Townsley, Johnson, and Pease (2003); Weiss (2010).

Studies of Police Officer Attitudes Toward and Skills in POP
Bichler and Gaines (2005); Cordner and Biebel (2005); Hamilton, Jr. (2004); Lumb and Breazeale (2003).

Studies of Problem Analysis and Assessment
Amendola and Jones (2010); Boba (2005, 2003); Boba and Crank (2008); Braga (2010, 2008, 2005); Brown and Brudney (2003); Clark and Eck (2005); Eck (2002a, 2002b); Faggiani, Bibel, and Brensilber (2001); Goldstein (1990); Guerette (2009); Kennedy (1999); Kennedy and Braga (1998); Knutsson (2009); La Vigne and Wartell (1999); Laycock and Farrell (2003).

Guidelines for Practicing POP
Chamard (2006); Chermak and Weiss (2003); Clarke and Schultze (2005); Beach and O'Leary (2001); Plant and Scott (2009); Raymond (2010); Rinehart, Laszlo, and Briscoe (2001); Schmerler et al. (2002); Scott and Goldstein (2005); White (2008).

Studies on Managing POP
Geller and Swanger (1995); Goldstein (1990); Mastrofski (2007); Scott (2006).

Studies on Managing Calls-for-Service in a POP Context
Kessler (1993); McEwen et al. (2003); Queensland (Australia) Criminal Justice Commission (1998); Read, Tilley, and White (1999); Sherman, Buerger, and Gartin (1989).

Studies on Recruiting and Hiring in the Context of POP
Bittner (1990); Goldstein (1990); Scrivner (n.d.).

Studies of Police Performance Assessment in a POP Context
Braga (2008); Brodeur (1998); Goldstein (1990); Metcalfe (2001); Oettmeier and Wycoff (1998).

Studies of POP Training and Education
COPS Office (n.d.); Goldstein (1990); Gruber (1992); Hoover, Cleveland, and Saville (2001); Quinet, Nunn, and Kincaid (2003).

Studies of the Role of Detectives in POP
Cosgrove and Wycoff (1999); Eck (1997); Forst (1998); Hoffmann, Legosz, and Budz (2005).

Studies on the Role of Lawyers in POP
Coles, Carney, and Johnson (2000); Goldstock (1992); Ikerd and Walker (2010); Nugent, Fanflik, and Bromirski (2004).

Studies on the Role of the Community in POP

Fung (2001); Walker and Mills (1999).

Studies of the Quality of Police Problem Solving
Bullock, Erol, and Tilley (2006); Clarke (1998); Rojek (2003); Scott (2000); Scott and Clarke (2000).