

# Contents

ACKNOWLEDGMENTS.....	XVII
PREFACE.....	XIX
<b>CHAPTER 1</b> The Police in American Society .....	1
Introduction .....	1
The Government Structure and Policing.....	4
Constitutional Government.....	5
Separation of Powers .....	8
Principles of Federalism .....	8
Police and the Law.....	9
Police in the Criminal Justice System .....	12
The Roles and Functions of Police in Modern Society .....	13
Roles Performed by the Police .....	14
Police Activities.....	17
Styles of Police Departments.....	20
Diversity of the Police Establishment .....	22
Federal Law Enforcement Agencies .....	23
Justice Department Agencies .....	23
Department of Homeland Security .....	40
Miscellaneous Federal Law Enforcement Agencies .....	47
State Law Enforcement Agencies .....	47
State Police and Highway Patrols.....	48
Limited-Purpose State Law Enforcement Agencies .....	50
Local Law Enforcement Agencies .....	51
Summary .....	58
Review Questions .....	59
References .....	59
<b>CHAPTER 2</b> Historical Perspectives .....	63
Introduction .....	63
An Overview of Policing in Ancient Times.....	64
The Birth of Civilization in Mesopotamia .....	65

	Civilization in Ancient Egypt .....	67
	The Rise of Greek City-States .....	68
	The Roman Empire's Contribution to Policing .....	69
	Police Development in England .....	71
	Medieval England .....	72
	Early English Law Enforcement .....	74
	The English Reformers .....	76
	American Policing in Retrospect .....	83
	Early American Policing .....	83
	Policing America: The Modern Era .....	89
	The Political Entrenchment Phase .....	89
	The Reform Efforts .....	92
	Professional Policing Comes to America .....	96
	Public and Community Relations Return to Policing .....	100
	The Community Policing Era .....	103
	The Post-Community Policing Era and the Rise of the Surveillance State .....	105
	Summary .....	107
	Review Questions .....	108
	References .....	108
<b>CHAPTER 3</b>	<b>Police Human Resources .....</b>	<b>111</b>
	Introduction .....	111
	Towards a Theory of Police Selection .....	113
	Affirmative Action and Police Selection .....	113
	Title VII of the 1964 Civil Rights Act .....	114
	Minorities in Policing .....	117
	Women in Policing .....	120
	Gay and Lesbian Police Officers .....	124
	Sexual Harassment .....	124
	Recruiting Police Officers .....	125
	Establishing Minimum Selection Standards .....	129
	Completion Rates for Recruits in State and Local Academies by Race and Gender .....	133
	Background and Work History .....	134
	Medical Standards .....	138
	Psychological Screening .....	138
	The Police Selection Process .....	140
	The Written Test .....	141
	The Oral Interview Board .....	142
	Training Police Officers .....	143
	Basic or Academy Training .....	144

	Field Training Officer (FTO) Programs .....	149
	In-service Training .....	151
	Police Officer Career Development .....	154
	Impact of Race and Gender on Police Officer Careers .....	157
	Summary .....	157
	Review Questions .....	158
	References .....	159
<b>CHAPTER 4</b>	<b>Organization and Management .....</b>	<b>165</b>
	Introduction .....	165
	The Specifics of Police Administration: POSDCORB .....	166
	Levels of Administration and Supervision .....	167
	Principles of Organization and Police Administration .....	171
	Classical Organizational Principles .....	171
	Police Management .....	179
	Police Leadership .....	179
	Motivation .....	180
	Planning .....	181
	Communications .....	182
	Contingency Management .....	183
	Managing Community Policing .....	186
	Crime Analysis and COMPSTAT .....	187
	Crime Analysis .....	188
	COMPSTAT .....	188
	Police Collective Bargaining .....	192
	Contract Negotiation .....	194
	Summary .....	195
	Review Questions .....	196
	References .....	196
<b>CHAPTER 5</b>	<b>Police Operations .....</b>	<b>199</b>
	Introduction .....	199
	Allocating Police Personnel .....	200
	Receiving and Managing Calls for Service .....	201
	Police Patrol .....	204
	Deploying Patrol Personnel .....	205
	One-Officer and Two-Officer Patrol Units .....	206
	Methods and Techniques of Patrol .....	208
	Foot Patrol .....	208
	Horse Patrol .....	211
	Bicycle Patrol .....	212
	Aircraft Patrol .....	214
	Watercraft Patrol .....	215

Police Patrol Strategies .....	216
Routine Preventive Patrol .....	216
Maximizing Resources for Directed Patrol .....	218
Directed Patrol .....	222
Racial Profiling .....	229
Criminal Investigations .....	232
Investigations: A Historical Perspective .....	233
The Detective as Secretive Rogue .....	233
The Detective as Inquisitor .....	233
The Detective as Bureaucrat .....	233
The Investigation Process .....	235
Preliminary Investigations .....	236
Follow-up or Latent Investigations .....	236
Research on the Effectiveness of Investigations .....	238
The Traffic Function .....	242
The Police and the Traffic Function .....	242
Driving-under-the-Influence Enforcement .....	244
Police Paramilitary Units .....	247
Distinguishing PPU's from Regular Police .....	248
Police Partnerships .....	252
Summary .....	253
Review Questions .....	254
References .....	255
<b>CHAPTER 6</b> Police Discretion .....	261
The Nature of Police Discretion .....	263
Administrative Discretion .....	264
Enforcement Discretion .....	265
The Police Decision-Making Process .....	266
The Decision to Invoke the Criminal Justice Process .....	266
Offender Variables .....	267
Situation Variables .....	271
System Variables .....	272
Discretionary Situations in Law Enforcement .....	274
Domestic Violence .....	274
Vice Crimes .....	278
Prostitution and Human Trafficking .....	279
Pornography .....	285
Gambling .....	287
The Investigation of Vice .....	288
Policing Hate Crimes .....	289

	Disenfranchised Populations .....	293
	The Homeless .....	293
	The Mentally Ill .....	296
	Controlling Police Discretion.....	297
	Understanding the Need for Control Mechanisms .....	298
	Internal Control Mechanisms.....	299
	External Control Mechanisms.....	303
	Summary .....	305
	Review Questions .....	306
	References .....	306
<b>CHAPTER 7</b>	<b>Police Use of Force.....</b>	<b>313</b>
	Introduction .....	313
	The Meaning of Excessive Force.....	314
	Legal Standards and Police Use of Force .....	315
	Patterns of Police Use of Force .....	318
	Determinants of Police Use of Force.....	319
	Controlling Police Discretion in Situations Involving the Use of Force .....	320
	Use-of-Force Continuum.....	320
	Use-of-Force Policy Considerations .....	323
	Use of Force by Off-duty Police Officers.....	325
	Early Warning Systems to Identify Problem Officers .....	327
	Less-than-Lethal Force.....	328
	Oleoresin Capsicum Spray .....	330
	Impact Munitions .....	331
	Conduct Energy Devices .....	332
	Net Widening and Use of Force .....	335
	Homicides and Assaults of Police Officers.....	337
	The Dangers of Policing in Context.....	341
	Suicide by Cop.....	344
	Summary .....	345
	Review Questions .....	346
	References .....	346
<b>CHAPTER 8</b>	<b>Police Culture and Behavior .....</b>	<b>351</b>
	Introduction .....	351
	The Psychological Perspective.....	352
	The Sociological Perspective.....	355
	Types of Police Officers .....	356
	The Anthropological Perspective .....	359
	The Police Subculture .....	360

	The Law and Police Culture.....	362
	The Police Worldview.....	363
	Police Bravery, Autonomy, and Secrecy.....	365
	Police Isolation and Solidarity.....	368
	Police Postulates and the Code.....	370
	Police Subcultures of Violence and Social Context.....	372
	Police Stress.....	377
	Sources of Police Stress.....	379
	Effects of Police Stress.....	382
	Police Suicide.....	382
	Alcoholism and Drug Abuse.....	383
	Mortality and Health Problems.....	384
	Reducing Police Stress.....	386
	Summary.....	387
	Review Questions.....	388
	References.....	388
<b>CHAPTER 9</b>	<b>Ethics and Deviance.....</b>	<b>393</b>
	Introduction.....	393
	Sources of Ethics.....	396
	Justice.....	396
	Law.....	398
	Agency Policy.....	399
	Police Department Value Statements.....	399
	Social Norms and Personal Values.....	402
	A Conflict of Values.....	404
	Police Crime, Abuse of Authority, Occupational Deviance, and Corruption.....	404
	Police Crime.....	404
	Abuse of Authority.....	405
	Occupational Deviance.....	406
	Corruption.....	406
	Bribery.....	408
	Extortion.....	408
	Narcotics Violations.....	409
	The Scope and Forms of Police Corruption.....	411
	“Rotten Apples” or Systemic Abuse?.....	413
	Deviant Behavior.....	416
	Statistical Definition of Deviance.....	416
	Absolutist Definition of Deviance.....	417
	Reactivist Definition of Deviance.....	418
	Normative Definition of Deviance.....	418

Alcohol and Other Drugs of Abuse.....	420
Sexual Harassment .....	422
Police Sexual Violence .....	423
Stacking-Up, Jacking-Up, and Using Cover Charges .....	425
Gratuities .....	427
Goldbricking versus Quotas .....	429
Disciplining the Police .....	431
Summary .....	434
Review Questions .....	434
References .....	435
<b>CHAPTER 10 Civil Liability .....</b>	<b>439</b>
Introduction .....	439
The Incidence of Civil Suits.....	441
Police Fear of Litigation.....	442
Lawsuits, Police Perceptions, and Behavior .....	442
F frivolous Lawsuits .....	444
The Cost of Civil Liability.....	445
Litigants in Liability Cases .....	448
Police Civil Liability and Tort Law .....	449
Strict Tort Liability .....	450
Intentional Torts.....	451
Negligence.....	456
Legal Duty.....	457
Breach of Duty .....	458
Proximate Cause .....	458
Damage or Injury.....	459
Common Claims of Police Negligence.....	460
Defenses to Claims of Police Negligence.....	462
Contributory Negligence .....	462
Comparative Negligence .....	462
Assumption of Risk .....	463
Police Liability under Federal Law.....	463
Acting under Color of State Law .....	464
Violation of a Constitutional Right .....	466
Municipal Liability for Failure to Train.....	468
Defenses to Section 1983 Lawsuits .....	470
Absolute Immunity .....	470
Qualified Immunity .....	471
Probable Cause.....	472
Good Faith .....	472
Preventing Liability .....	472

	Summary .....	473
	Review Questions .....	474
	References .....	474
<b>CHAPTER 11</b>	<b>Police in the Community .....</b>	<b>477</b>
	Introduction .....	477
	An Overview of Public Perceptions of the Police .....	478
	Public Attitudes Toward the Police .....	479
	Individual-Level Variables .....	480
	Crime Prevention .....	484
	The Theory of Crime Prevention .....	484
	Primary Crime Prevention Techniques and Programs .....	487
	Environmental Design .....	488
	Juvenile Curfews .....	495
	Community Policing .....	496
	The Philosophical Dimension .....	499
	The Strategic Dimension .....	503
	The Programmatic Dimension .....	506
	Management Issues .....	511
	Operational Examples .....	512
	Community Policing at the Micro-Level: Police	
	Legitimacy and Procedural Justice .....	513
	Summary .....	515
	Review Questions .....	515
	References .....	516
<b>CHAPTER 12</b>	<b>Policing the Drug Problem .....</b>	<b>521</b>
	Introduction .....	521
	The Nature and Extent of the Drug Problem .....	523
	Drugs and Crime .....	524
	The Nation's Drug Strategy .....	527
	Interdiction .....	528
	Drug Prevention Programs .....	530
	Drug Treatment .....	532
	The Illegal Drug Delivery System .....	534
	Criminal Organizations .....	535
	Drug Enforcement Techniques and Programs .....	542
	Attacking High-Level Distributors .....	542
	Drug Enforcement at the Retail Level .....	546
	Community Policing and Drugs .....	554
	Summary .....	558
	Review Questions .....	559
	References .....	560



<b>CHAPTER 13</b>	<b>Terrorism and Homeland Security</b> .....	<b>565</b>
	Introduction .....	565
	Terrorism .....	566
	Geographic Dispersion of Terrorist Attacks .....	567
	Defining Terrorism and Its Variations .....	569
	Weapons of Mass Destruction .....	572
	Nuclear Weapons .....	573
	Biological Weapons .....	575
	Chemical Weapons.....	577
	Extremist Groups .....	578
	Extremist Groups and the Middle East.....	579
	Extremist Groups in the United States.....	583
	Extremist Groups and Israel .....	589
	Homeland Security.....	590
	What is Included in Homeland Security.....	592
	The National Infrastructure Protection Plan .....	593
	Homeland Security and Local Policing.....	597
	Intelligence-Led Policing and Threat Assessment.....	599
	Fusion Centers .....	601
	Critical Infrastructure Identification.....	602
	Enforcement and Critical Infrastructure Security	
	Personnel .....	604
	Public Education.....	605
	New York City and Homeland Security.....	606
	Summary .....	608
	Review Questions .....	610
	References .....	610
	GLOSSARY .....	613
	AUTHOR INDEX .....	629
	SUBJECT INDEX.....	639