

Detailed Contents

Foreword	xvi
Preface and Introduction	xviii
Acknowledgments	xxi
Part I. Overview of the Police in the United States	1
Section 1. The History of the Police	2
The Beginning of American Policing: The English Influence	2
Sir Robert Peel and the London Metropolitan Police	3
Policing in Colonial America	4
Policing in the United States, 1800–1970	6
Politics and the Police in America (1800s–1900s)	6
Policing Reform in the United States (1900s–1970s)	8
Summary	11
Key Terms	11
Discussion Questions	11
Web Resources	12
How to Read a Research Article	13
Readings	
1. Southern Slave Patrols as a Transitional Police Type	16
<i>Philip L. Reichel</i>	
A historical overview of the evolution of slave patrols illustrates how they relate to American policing.	
2. The Evolving Strategy of Policing	29
<i>George L. Kelling and Mark H. Moore</i>	
This article describes the three eras of policing in the United States.	
Section 2. Progressing Beyond Traditional Policing	46
Moving Beyond Traditional Policing	47
Team Policing	47
Problem-Oriented Policing	48
Broken Windows	50

Community Policing	50
Zero-Tolerance Policing	52
Intelligence-Led Policing	54
Summary	55
Key Terms	56
Discussion Questions	56
Web Resources	56

Readings

3. Improving Policing: A Problem-Oriented Approach <i>Herman Goldstein</i>	57
This article describes an alternative to traditional policing. It requires police officers to look for the root cause of calls for service instead of responding to them in a reactive manner.	
4. Intelligence-Led Policing: Conceptual and Functional Considerations for Public Policy <i>David L. Carter and Jeremy G. Carter</i>	73
Policing after 9/11 utilizes intelligence far more than it did prior to 9/11. This article provides a discussion of the main principles behind intelligence-led policing (ILP).	

Section 3. The Scope of American Law Enforcement **85**

Defining <i>Law Enforcement</i> and <i>Police</i>	85
Law Enforcement Agencies in the United States	86
Levels of Law Enforcement	86
Local Level	87
Municipal Police	87
County Sheriff	87
State Level	88
State Highway Patrol	89
Special Jurisdiction Agencies at Local and State Levels	89
University Police	89
Wildlife Conservation/Game and Fish	90
Tribal Police Agencies	90
Federal Level	92
Federal Law Enforcement and the Department of Justice	92
Federal Law Enforcement and the Department of Homeland Security	94
Private Security	98
Law Enforcement in Rural America	99
Fragmentation of Police Service	101
Summary	101
Key Terms	102
Discussion Questions	102
Web Resources	102

Readings

5. Women in Tribal Policing: An Examination of Their Status and Experiences 103
Eileen M. Luna-Firebaugh
The experiences of women working in tribal police agencies are discussed and compared to experiences of women working in nontribal police agencies.
6. Community Policing in Small Town and Rural America 111
Ralph A. Weisheit, L. Edward Wells, and David N. Falcone
Small-town and rural policing is often believed to be based heavily on community policing. This study tests that assertion.

Section 4. Police Officers and Police Culture 125

- Police Culture 126
 Similarities Among Police Officers 126
 Differences Among Police Officers 127
- Women in Policing 128
 Workplace Experiences of Female Police Officers 129
 A Comparison of Male and Female Police Officers 131
- Racial/Ethnic Minority Police Officers 131
 African American Police Officers 131
 Hispanic Police Officers 132
 Asian Police Officers 133
- Gay and Lesbian Police Officers 134
 Workplace Experiences of Gay/Lesbian Police Officers 134
- Impact of Diversification of Police Agencies 136
- Summary 137
- Key Terms 137
- Discussion Questions 137
- Web Resources 137

Readings

7. An Examination of the Workplace Experiences of Police Patrol Officers:
 The Role of Race, Sex, and Sexual Orientation 138
Kimberly Hassell and Steven G. Brandl
The workplace experiences of women and racial/ethnic minority police officers in the Milwaukee Police Department are examined by the authors.
8. Understanding Police Culture 154
John Crank
Concepts and terms associated with the police culture are presented and discussed in this reading.

Section 5. Career Paths of Police Officers 165

- Choosing a Career in Policing 166
- Recruitment 166
- What Are Some of the Common Requirements for Hiring Police Officers? 167
 U.S. Citizenship/Driver's License 167
 Residency Requirements 167
 Age 168

Education	168
Height/Weight	168
Vision	168
Criminal record	169
Selection Process	169
Written Exam	169
Physical Agility Exam	170
Oral Interview	170
Medical and Psychological Exams	170
Record Checks/Background Investigation	171
Polygraph Examination	171
Assessment Centers	171
Training	172
Police Academy Training	172
FTO/PTO Programs	173
In-Service Training	174
Promotion	174
Retention	176
Summary	177
Key Terms	177
Discussion Questions	177
Web Resources	177

Readings

9. Higher Education and Policing: Where Are We Now?	178
<i>Roy Roberg and Scott Bonn</i>	
This article examines the impact of requiring police officers to have a college education, as well as how higher education makes a difference in police officer behavior.	
10. Factors Affecting the Decision of Police Recruits to “Drop Out” of Police Work	192
<i>Robin N. Haarr</i>	
There are many reasons why people leave the policing profession. This study focuses on this issue and pays close attention to the retention of women and racial/ethnic minorities.	

Part II. Police Operations and Effectiveness 209

Section 6. Police Organization and Leadership 210

The Evolution of Police Organizations	211
Organizational Theories: Understanding Structure and Function of Police Organizations	212
Systems Theory	212
Contingency Theory	213
Institutional Theory	214
Resource Dependency Theory	214
Altering Police Organizations	215
Community Policing	215
COMPSTAT	216

Civil Service System	217
Police Unions/Associations	218
Accreditation	219
Police Leadership	219
Police Chiefs	220
Police Field Supervisors	221
Managing Personnel Issues	222
Stress	222
Job Satisfaction	223
Cynicism	223
Morale	224
Summary	224
Key Terms	225
Discussion Questions	225
Web Resources	225

Readings

11. First-Line Supervision and Strategic Decision Making Under COMPSTAT and Community Policing	226
<i>James J. Willis</i>	
The extent to which first-line supervisors have adopted and utilized community policing and COMPSTAT is studied in this research.	
12. Anomie and Cynicism	241
<i>Arthur Niederhoffer</i>	
Many police officers face a point in their careers at which they become cynical. This excerpt covers this issue and presents research findings from this landmark study.	

Section 7. Patrol, Investigations, and Innovations in Technology

	246
What Do the Police Do With Their Time?	247
Patrol	247
Motorized Patrol	248
Patrol Strategies	248
Foot Patrol	250
Other Types of Patrol	250
One- Versus Two-Officer Patrol	251
Calls for Police Service and Police Patrol	251
Civil Disobedience and Crisis Situations	252
Criminal Investigation	253
The Criminal Investigation Process	253
Clearance of Criminal Cases	253
Investigative Effort and Case Prioritization	254
Technology and Police Activities	255
Summary	257
Key Terms	258

Discussion Questions	258
Web Resources	258

Readings

13. Gender Difference or Indifference? Detective Decision Making in Sexual Assault Cases	259
<i>Megan A. Alderden and Sarah E. Ullman</i>	
Gender differences in arrest practices for sexual assault cases are the focus of the study presented in this article.	
14. The Integration of Crime Analysis Into Law Enforcement Agencies: An Exploratory Study Into the Perceptions of Crime Analysts	271
<i>Bruce Taylor, Apollo Kowalyk, and Rachel Boba</i>	
Crime analysts are an integral part of modern policing in America. Their function and place within the organizational structure are examined in this study.	

Section 8. Police Effectiveness 283

What is Police Effectiveness?	283
How Do the Police Impact Crime and Citizens' Fear of Crime?	284
General Crime-Control Strategies	284
Adding More Police Officers	284
Routine Preventive Patrol	285
Rapid Response Time	287
Generalized Arrest Strategies/Mandatory Arrest	288
Focused Crime-Control Strategies: Crimes, Places, and People	288
Hot Spots Policing	288
Crackdowns	289
D-Runs	289
Person-Focused Strategies	289
Community Policing	290
Neighborhood Watch	291
Home Visits	291
Community Meetings	291
Storefront Offices	292
Foot Patrol	292
Problem-Oriented Policing	293
Summary	294
Key Terms	294
Discussion Questions	295
Web Resources	295

Readings

15. The Specific Deterrent Effects of Arrest for Domestic Assault	296
<i>Lawrence W. Sherman and Richard A. Berk</i>	
This experiment examines the impact of arrest on the reoffending of domestic violence cases.	

16. Philadelphia Foot Patrol Experiment: A Randomized Controlled Trial of Police Patrol Effectiveness in Violent Crime Hotspots 309
Jerry H. Ratcliffe, Travis Taniguchi, Elizabeth R. Groff, and Jennifer D. Wood
 Foot patrol in hotspot areas in the city of Philadelphia is the focus of this study. The findings have significant policy implications for police agencies.

Section 9. Police Liability and Accountability 328

Understanding Police Liability	329
Lawsuits Filed Against the Police	330
Impact of Litigation on Police Officers	330
Impact of Litigation on Police Organizations	331
Police Accountability	332
Accountability Within Police Organizations	333
Supervision	333
Performance Evaluations	334
Investigations of Police Misconduct	334
Department Policies	335
Risk Management	335
Police Accountability Mechanisms Outside of Police Organizations	336
Accreditation	336
Citizen Groups	336
Media	337
Courts	337
Civilian Review Boards	338
Summary	339
Key Terms	340
Discussion Questions	340
Web Resources	340

Readings

17. Managing the Bottom Line: Risk Management in Policing 341
Carol A. Archbold
 Risk management is used to reduce costs associated with liability and litigation. This study examines the use of risk management by American police agencies.
18. Early Warning Systems for Police: Concept, History, and Issues 356
Samuel Walker, Geoffrey P. Alpert, and Dennis J. Kenney
 Virtual supervision over police officers is an accountability mechanism that is being used more today in police agencies across the country.

Part III. Police and Society 369

Section 10. Citizens and the Police: Perceptions and Interactions 370

The History of the Police–Citizen Relationship	371
Citizens' View of the Police	372

Factors That Influence Citizens' Perception of the Police	373
Citizen Characteristics	373
Police–Citizen Contact	374
Location/Community/Neighborhood Context	376
Police View of Citizens	377
Consequences of a Strained Police–Citizen Relationship	379
Improving the Police–Community Relationship	380
Summary	382
Key Terms	382
Discussion Questions	382
Web Resources	382

Readings

19. Perceptions of Police and Safety in a Small Town	383
<i>Stacey Nofziger and L. Susan Williams</i>	
Citizens living in rural communities interact	
with and view the police differently than do citizens living in	
large urban areas.	
20. Angels and Assholes: The Construction of Police Morality	393
<i>John Crank and Michael Caldero</i>	
Police officers view themselves as protectors of communities	
(or as angels) while viewing citizens they interact with in a	
negative way (as assholes).	

Section 11. Discretion and the Police

402

What Is Discretion?	403
Use of Discretion by Police Administrators	404
Use of Discretion by Police Officers	405
Abuse/Misuse of Discretion	408
Controlling Discretion	409
Controlling Discretion Within Police Organizations	409
Supervision	409
Early Warning Systems/Early Intervention Systems	410
Training	410
Department Policies	411
Controlling Discretion Outside of Police Organizations	411
Court Case Outcomes	411
Legislative Actions	412
Civilian Review of the Police	413
Public Scrutiny	413
Lawsuits Against the Police	413
Summary	414
Key Terms	415
Discussion Questions	415
Web Resources	415

Readings

21. Police Officers' Decision Making and Discretion: Forming Suspicion and Making a Stop 416
Geoffrey P. Alpert, Roger G. Dunham, Meghan Stroshine, Katherine Bennett, and John MacDonald
The factors that lead police officers to become suspicious and choose to pull someone over for a traffic stop are the focus of this study.
22. Racial Profiling: A Survey of African American Police Officers 425
David E. Barlow and Melissa Hickman Barlow
This study surveys African American police officers in Milwaukee, asking them if they use racial profiling on the job and if they have been victims of racial profiling off duty.

Section 12. Police Deviance and Ethics

437

Definition of Terms	438
History of Police Deviance in the United States	439
Types of Police Deviance	440
Deviance That Results in Personal Gain	440
Corruption of Authority	440
Kickbacks	440
Protection of Illegal Activities	441
Opportunistic Thefts	441
Traffic Fix	441
Misdemeanor Fix	441
Felony Fix	441
Direct Involvement in Criminal Activities	442
Internal Payoffs	442
Shakedowns	442
Deviance That Does Not Result in Personal Gain	442
Perjury	442
Sleeping While on Duty	443
Sex While on Duty	443
Consuming Drugs or Alcohol While on Duty	443
Police Brutality	444
Deadly Force	444
Levels of Involvement	444
Causes of Police Deviance	445
The Impact of Police Deviance on the Community and Police Organizations	446
Controlling Police Deviance	447
External Control Mechanisms	447
Internal Control Mechanisms	448
Police Ethics	449
Summary	451
Key Terms	452
Discussion Questions	452
Web Resources	452

Readings

23. The Dirty Harry Problem 453
Carl B. Klockars
Sometimes police officers use “dirty” means to achieve their ends. In past decades, some police officers viewed the use of such tactics as acceptable and in some cases necessary.
24. Police Integrity: Rankings of Scenarios on the Klockars Scale by “Management Cops” 464
Gennaro F. Vito, Scott Wolf, George E. Higgins, and William F. Walsh
Klockars’s integrity scale is used to assess middle managers.

Section 13. Policing in the Present and Future 476

- The Police and the Economic Downturn 477
- Policing and the Elderly Population 479
- Policing the Mentally Ill 480
- Policing the Homeless 481
- Policing and Immigration 483
- Policing and Terrorism 484
- Future of Policing in the United States 486
- Issues Related to Hiring and Personnel 487
- Police Technology 489
- Summary 491
- Key Terms 492
- Discussion Questions 492
- Web Resources 492

Readings

25. Racial Profiling and Immigration Law Enforcement: Rounding Up of Usual Suspects in the Latino Community 493
Mary Romero
Immigration enforcement by local law enforcement can lead to negative consequences for both citizens and the police.
26. Dumping: Police-Initiated Transjurisdictional Transport of Troublesome Persons 509
William R. King and Thomas M. Dunn
Police officers interact with all types of people. This study looks at how they deal with troublesome people by way of “dumping.”

Glossary 521

Endnotes 527

Credits and Sources 558

Index 561

About the Author 583