

Chapter 1 POLICE IN A DEMOCRACY

Key Terms and Cases

| | |
|--------------------------|-----------------------------|
| Case law | Private police |
| Civil law | Proactive |
| Consolidation | Procedural law |
| Contract law enforcement | Public police |
| Counterterrorism | Public safety concept |
| Criminal justice system | Reactive |
| Criminal law | Rule of law |
| Discretion | Special-jurisdiction police |
| Homeland security | Substantive law |
| Jurisdiction | Task-force approach |
| Organizational culture | Tribal police |

Chapter Outline

- I. The Concept of Democratic Policing
- II. The Democracy–Police Conflict
- III. Democracy and the Rule of Law
- IV. Policing, Terrorism, and Homeland Security
- V. The Policing System
- VI. Organizational Structure
 - a. Other Types of Law Enforcement Organizations
 - b. Municipal, County, and Regional Police
- VII. Police in a Democracy
 - a. Community Expectations
 - b. Organizational Expectations
 - c. Individual Expectations
- VIII. The Role of the Police
 - a. Law Enforcement or Politics?
 - b. Crime Fighter or Social Service Worker?
 - c. Proactive or Reactive?
 - d. Police Activities and Patrol Workload
 - e. Traffic
- IX. Police Values, Goals, and Strategies

Chapter 2 POLICE HISTORY

Key Terms and Cases

| | |
|-----------------------------|-------------------------|
| Class-control theory | Nightwatch |
| Constable | Patronage system |
| Constable-nightwatch system | Political model |
| Crime-control theory | <i>Posse comitatus</i> |
| Disorder-control theory | Professionalization |
| Frankpledge system | Sheriff |
| Highway patrol | State police |
| Kin policing | Thief catcher |
| Legalistic model | Urban-dispersion theory |
| Marshal | Vigilantes |

Chapter Outline

- I. Foundations of Policing
 - a. Early Policing
 - b. Policing in Nineteenth-Century England
- II. The Emergence of Modern Policing in the United States
 - a. The First City Police Forces
 - b. The County Sheriff
 - c. Vigilance Committees
- III. Modern Policing: The Political Model
 - a. Police Development
 - b. Criticism in the Progressive Era
- IV. Modern Policing: The Legalistic Model
 - a. Changes in the United States
 - b. Police Reform Movement
- V. State Police
 - a. Texas and Massachusetts
 - b. Pennsylvania
 - c. Highway Patrol
- VI. Federal law Enforcement
 - a. The Revenue Cutter Service and the U.S. Marshal Service
 - b. Postal Inspectors
 - c. The Secret Service
 - d. The Federal Bureau of Investigation
 - e. Additional Federal Law Enforcement Agencies

Chapter 3 COMMUNITY POLICING

Key Terms and Cases

| | |
|--|---------------------------------|
| Broad police function | Positive interaction |
| Broken windows | Preventive emphasis |
| Citizen input | Problem analysis triangle |
| Community crime prevention | Problem-oriented policing (POP) |
| Community policing | Problem solving |
| Crime prevention through environmental design | Reoriented operations |
| Geographic focus | SARA model |
| Partnerships | Situational crime prevention |
| Personalized service | Target hardening |
| Police–community relations | Team policing |

Chapter Outline

- I. Transition Toward Community Policing
 - a. Police Research
 - b. Police–Community Relations
 - c. Crime Prevention
 - d. Team Policing
 - e. Foot Patrol and Broken Windows
- II. Community Policing
- III. The Philosophical Dimension
 - a. Citizen Input
 - b. Broad Police Function
 - c. Personal Service
- IV. The Strategic Dimension
 - a. Reoriented Operations
 - b. Geographic Focus
 - c. Prevention Emphasis
- V. The Tactical Dimension
 - a. Positive Interaction
 - b. Partnerships
 - c. Problem Solving
- VI. Problem-Oriented Policing
- VII. Community Policing Today: Rhetoric or Reality?
 - a. Positive Indications
 - b. Questions and Doubts

Chapter 4 **POLICE MANAGEMENT**

Key Terms and Cases

| | |
|-----------------------|-------------------------|
| Broken-windows theory | NIBRS |
| Centralization | Organization design |
| Chain of command | Organizing |
| Classical principles | Paramilitary model |
| Compstat | PIOs |
| Contingency theory | Planning |
| Controlling | Police legitimacy |
| Decentralization | PPUs |
| Flat structure | Specialization |
| Generalists | Systems theory |
| Goals | Tall structure |
| Leading | TQM |
| Management | Zero-tolerance policing |

Chapter Outline

- I. The Managerial Process
- II. The Development of Police Management
 - a. Classical Police Management
 - b. Behavioral Police Management
 - c. Contemporary Police Management
- III. Organizational Design
 - a. Organizational Design and Community Policing
 - b. Criticisms of the Paramilitary Design
 - c. Increasing Influence of Police Paramilitary Units
 - d. Broken Windows, Crime, and Zero-Tolerance Policing
 - e. Compstat, Crime, and Police Legitimacy
 - f. Police Goals and Organizational Performance
 - g. Supervisory Styles and Managing Patrol Time
 - h. Measuring Police Performance
- IV. Managing Group Behavior
 - a. Police Subcultures
 - b. Employee Organizations
 - c. Police Unions
- V. Media Relations

Chapter 5 POLICE ORGANIZATION AND CHANGE

Key Terms and Cases

| | |
|---------------------|-----------------------|
| Advisory committees | Innovation |
| Beat meetings | Internal change |
| CAPS | Job redesign |
| Change strategies | Learning organization |
| EPD | MBWA |
| External change | Quality leadership |
| Group norms | R & D |
| Inertia | WHAM |

Chapter Outline

- I. Organizational Change
 - a. Resistance to Change
 - i. Inertia
 - ii. Misunderstanding
 - iii. Group Norms
 - iv. Balance of Power
 - b. Overcoming Resistance to Change
- II. The Madison Experience
 - a. Laying the Foundation
 - b. Key Elements to Change
 - c. Results from Madison
- III. The Chicago Experience
 - a. Laying the Foundation
 - b. Key Elements to Change
 - c. Results from Chicago
 - d. Lessons Learned from Madison and Chicago
 - e. Job Redesign and Community Policing
 - f. Changing Performance Evaluation Criteria
- IV. Innovation
 - a. Compstat as a Change Process
 - b. Police Departments as Learning Organizations

Chapter 6 SELECTION AND DEVELOPMENT

Key Terms and Cases

| | |
|-------------------------------------|---|
| <i>Albermarle Paper v. Moody</i> | Lateral entry |
| Andragogy | Macho orientation |
| BFOQ | Pedagogy |
| Career growth | Police training officer (PTO) |
| Cognitive learning | Police Officer Standards and Training (POST) |
| Cop crunch | Problem-based learning |
| <i>Davis v. City of Dallas</i> | Screening in |
| Disparate impact | Screening out |
| Education | <i>Shield Club v. City of Cleveland</i> |
| Field training officer (FTO) | Specialized training |
| Four-fifths rule | Task analysis |
| <i>Griggs v. Duke Power Company</i> | Training |
| In-service training | <i>Vanguard Justice Society v. Hughes</i> |
| Job analysis | |

Chapter Outline

- I. Recruitment
 - a. Recruitment Methods
 - b. Cop Crunch
- II. Selection
 - a. Preemployment Standards
 - i. Age
 - ii. Height and Weight
 - iii. Vision
 - iv. Physical Agility and Strength
 - v. Residency
 - vi. Education
 - b. General Suitability
 - i. Background Investigation
 - ii. Polygraph Examination
 - iii. Psychological Condition
 - iv. Medical Condition
 - c. Preemployment Testing
 - i. Written Exams
 - ii. Oral Interview
 - iii. Americans with Disability Act
- III. Development
 - a. Recruit Training
 - i. Program Orientation
 - ii. Philosophy and Instructional Methods

- iii. Curriculum Development and Content
- iv. Curriculum Updates
- v. Effectiveness of Recruit Training
- b. Field Training
 - i. FTO Program
 - ii. PTO Program
- c. Career Growth
 - i. In-Service Training
 - ii. Specialized Training
 - iii. Promotion and Assessment Centers
 - iv. Lateral Entry

Chapter 7 FIELD OPERATIONS

Key Terms and Cases

| | |
|------------------------------|---------------------------|
| Bias crime | Law enforcement |
| Computerized crime mapping | Order maintenance |
| Crackdowns | Preliminary investigation |
| Crime suppression | Proactive |
| Differential police response | Quality-of-life policing |
| Directed patrol | Random patrol |
| Enticement | Reactive |
| Entrapment | Social services |
| Follow-up investigations | Specialist |
| General deterrence | Specific deterrence |
| Generalists | Sting operations |
| Hot spots | |

Chapter Outline

- I. The Patrol Function
 - a. Historical Development
 - i. Terrorism and Patrol
 - b. Patrol Methods
 - c. Use of Patrol Resources
 - i. Resource Determination
 - ii. Resource Allocation
 - iii. Computerized Crime Mapping
- II. Selected Research on Patrol Operations
 - a. Random Patrol
 - b. Response Time
 - c. Differential Response to Calls
- III. Directed Patrol, Hot Spots, and Enforcement
 - a. Proactive Arrests and Crackdowns
 - b. Guns and Gang Violence
 - i. Zero Tolerance and Quality-of-Life Policing
 - ii. Juvenile Curfews
- IV. Reactive Arrests and Domestic Violence
- V. Police Pursuits
- VI. The Investigative Function
 - a. Historical Development
 - i. Terrorism and Investigation
 - b. Resource Determination and Allocation
- VII. Selected Research on Investigative Operations
 - a. Investigative Effectiveness
 - b. Career Criminal Programs
 - c. Bias Crime Programs
 - d. Detective–Patrol Relationships
 - e. Enticement and Entrapment

Chapter 8 BEHAVIOR AND MISCONDUCT

Key Terms and Cases

| | |
|----------------------------|-----------------------------------|
| Abuse of authority | Police misconduct |
| Discretion | Police violence |
| Economic corruption | Predispositional theory |
| Grass eaters | Racial profiling |
| Gratuity | Rotten-apple theory of corruption |
| In-group solidarity | Slippery-slope theory |
| Legalistic style | Socialization theory |
| Meat eaters | Subjugation of defendant's rights |
| Noble-cause corruption | Symbolic assailant |
| Occupational deviance | Systemic theory of corruption |
| Particularist perspectives | Universalistic perspectives |
| Police corruption | Use corruption |
| Police culture | Watchman style |
| Police deviance | |

Chapter Outline

- I. Perspectives of Police Behavior
 - a. Universalistic Perspectives
 - i. Sociological Perspective
 - ii. Psychological Perspective
 - iii. Organizational Perspective
 - b. Particularistic Perspective
 - c. Socialization Versus Predisposition
 - i. Socialization Theory
 - ii. Predispositional Theory
- II. Classic Studies of Police Behavior
 - a. Violence and the Police
 - b. Justice Without Trial
 - c. Varieties of Police Behavior
 - d. City Police
 - e. Working the Street: Police Discretion
- III. Decision Making and Police Discretion
 - a. Organizational Variables
 - i. Bureaucratic Nature
 - ii. Work Periods and Areas
 - b. Neighborhood Variables
 - c. Situational Variables
 - i. Mobilization

- ii. Demeanor and Attitude
 - iii. Race
 - iv. Gender
 - v. Age
 - vi. Suspect–Complaint Relationship
 - vii. Seriousness of Offense
 - viii. Mental State of the Citizen
 - ix. Location
 - x. Presence of Others
 - d. Individual (Officer) Variables
 - i. Education, Age, and Experience
 - ii. Race
 - iii. Gender
 - iv. Career Orientation and Family Situation
- IV. Police Deviance
 - a. Types of Deviance
 - b. The Trouble with Gratuities
 - c. Deviant Officers
 - d. The Persistence of Corruption
 - e. The Prevalence of Police Deviance
 - f. Police Sexual Misconduct
 - g. Drug Wars and Police Deviance

Chapter 9 FORCE AND COERCION

Key Terms and Cases

| | |
|-----------------------------------|-----------------------------------|
| Abuse of authority | Mere presence |
| Coercion | <i>Miranda v. Arizona</i> (1966) |
| Command voice | Officer survival |
| Conducted energy devices (CED) | Physical force |
| Continuum of force | Police brutality |
| Deadly force | Psychological force |
| Excessive force | <i>Tennessee v. Garner</i> (1985) |
| Fleeing-felon rule | Third degree |
| <i>Illinois v. Perkins</i> (1990) | Use of force |
| Less lethal weapons | Verbal force |

Chapter Outline

- I. Police–Citizen Interactions
 - a. Context of Force
 - b. The Police–Public Contact Survey
- II. The Use of Force
 - a. Training
 - b. Areas of Training
 - i. Firearms
 - ii. OC Spray
 - iii. Taser
 - iv. Self-defense
 - v. Officer Survival
 - vi. Flashlights
 - vii. Canines
 - c. Police Culture and the Use of Force
 - d. Use-of-Force Conflicts
 - i. Type 1: Conflicts with the Community
 - ii. Type 2: Conflicts with the Law
 - iii. Type 3: Conflicts Between Norms
- III. Inappropriate Force
 - a. Brutality and Excessive Force
 - b. Physical and Psychological Force
 - c. Frequency of Excessive Force and Brutality
 - d. Brutality in the Twenty-First Century
- IV. Deadly Force
 - a. Environmental and Departmental Variations
 - b. Officer Factors
 - c. Racial Considerations
 - d. Legal and Policy Changes

Chapter 10 ACCOUNTABILITY AND ETHICS

Key Terms and Cases

| | |
|---|-------------------------------------|
| Accreditation | False complaints |
| CALEA | Garrity interview |
| Certification | <i>Garrity v. New Jersey</i> (1967) |
| Civilian-review board | Grievance arbitration |
| Civil liability | Internal affairs |
| Decertification | Police-auditor systems |
| Early-warning/early-identification system | Professionalism |
| Ethical formalism | Reliability |
| Ethical relativism | Sustained complaints |
| Ethical utilitarianism | Unfounded complaints |
| Exclusionary rule | Unsubstantiated complaints |
| Exoneration | Validity |

Chapter Outline

- I. Internal Accountability Mechanisms
 - a. Bureaucratic Organization and Management
 - i. Written Directives
 - ii. Limitations of Written Directives
 - b. Internal Investigation
 - i. The Investigative Process
 - ii. Complaint Outcomes
 - c. Issues in Internal Investigations
 - i. Location and Personnel
 - ii. Orientation of Internal Affairs Units
 - iii. Sustained Complaints
 - d. Early-Warning/Early-Identification Systems
 - e. Effectiveness of Internal Investigations
- II. External Accountability Mechanisms
 - a. Civilian Review
 - i. A Brief History of Civilian Review
 - ii. The Limits of Civilian Review
 - b. Police Auditor Systems
 - c. Legal Control
 - i. Exclusionary Rule
 - ii. Decertification
 - iii. Civil Liability

- iv. Criminal Liability
 - v. Criminal Violations of Civil Rights
 - vi. Pattern or Practice Litigation
- III. The Limits of Oversight Mechanisms
- IV. Professional Standards
 - a. The Police Professionalization Movement
 - b. Criteria of Police Professionalization
 - i. Autonomy
 - ii. A Unique Body of Knowledge
 - iii. Education and Training
 - iv. Certification and Accreditation
 - v. Commitment to Service
- V. Ethical Standards
 - a. Ethical Perspectives
 - i. Ethical Formalism
 - ii. Ethical Utilitarianism
 - iii. Ethical Relativism
 - b. Ethical Dilemmas
- VI. The Limits of Professional and Ethical Standards

Chapter 11 LEGAL ISSUES

Key Terms and Cases

| | |
|---|--|
| Affidavit | Interrogations |
| <i>Alabama v. White</i> | <i>Katz v. United States</i> |
| <i>Arizona v. Hicks</i> | <i>Mapp v. Ohio</i> |
| Arrest | <i>Maryland v. Garrison</i> |
| <i>Atwater v. Lago Vista</i> | <i>Maryland v. Wilson</i> |
| <i>Brewer v. Williams</i> | <i>Michigan v. Mosley</i> |
| <i>Brinegar v. U.S.</i> | <i>Michigan Department of State Police v. Sitz</i> |
| <i>California v. Greenwood</i> | <i>Minnesota v. Dickerson</i> |
| Carroll Doctrine | Miranda rights |
| <i>Carroll v. U.S.</i> | <i>Miranda v. Arizona</i> |
| <i>Chicago v. Morales</i> | <i>Moran v. Burbine</i> |
| <i>Chimel v. California</i> | Negligent torts |
| Color of law | <i>New York v. Belton</i> |
| Constitution or federally protected rights | <i>Nix v. Williams</i> |
| <i>County of Sacramento v. Lewis</i> | <i>Oliver v. U.S.</i> |
| Criminal procedure | Open fields doctrine |
| Custody | <i>Payton v. New York</i> |
| Depolicing | Plain view doctrine |
| <i>Escobedo v. Illinois</i> | Pretextual stops |
| Exclusionary rule | Probable cause |
| <i>Florida v. Bostick</i> | Protective sweep |
| Fruit of the poisonous tree | Reasonable suspicion |
| <i>Graham v. Connor</i> | Schneckloth v. Bustamonte |
| <i>Harris v. New York</i> | Stop and frisk |
| <i>Holland v. McGinnis</i> | <i>Terry v. Ohio</i> |
| Hot pursuit exception | <i>Thurman v. City of Torrington</i> |
| <i>Hunter v. Bryant</i> | <i>U.S. v. Leon</i> |
| <i>Illinois v. Lidster</i> | <i>U.S. v. Seslar</i> |
| <i>Illinois v. McArthur</i> | <i>U.S. v. Sokolow</i> |
| <i>Illinois v. Rodriquez</i> | <i>U.S. v. Watson.</i> |
| <i>Illinois v. Wardlow</i> | <i>Weeks v. U.S</i> |
| <i>Indianapolis v. Edmond</i> | <i>Whren v. U.S.</i> |
| Intentional torts | <i>Wyoming v. Houghton</i> |

Chapter Outline

I. Criminal Procedure

- a. Searches and Seizures of Persons
 - i. Stop and Frisk
 - ii. Arrest
- b. Searches and Seizures of Property
 - i. Vehicle Searches
- c. Interrogations and Confessions
 - i. Public Safety Exception
 - ii. Inevitable Discovery
- II. Civil Liability
 - a. Costs of Liability in Policing
 - b. Avenues of Liability
 - c. Civil Liability in State Courts
 - i. Intentional Torts
 - ii. Negligent Torts
 - d. Civil Liability in Federal Courts
 - i. Color of Law
 - ii. Violations of Constitutional or Federally Protected Rights
 - iii. Defenses to Section 1983
 - e. Emerging Liability Issues for the Twenty-First Century
 - i. Community Policing and Zero-Tolerance Policing
 - f. Impact on Officers

Chapter 12 CULTURAL DIVERSITY

Key Terms and Cases

| | |
|---|----------------------------|
| Affirmative action plan | Police culture |
| Civil Service, or merit, system | Policewoman |
| Cultural diversity | Policewoman |
| Defeminization | Quid pro quo harassment |
| <i>Detroit Police Officers Association v. Young</i> | Reverse discrimination |
| Double marginality | Sexual harassment |
| Empirical evidence | Structural characteristics |
| <i>Griggs v. Duke Power Company</i> | Testimonial evidence |
| Hostile-work-environment harassment | <i>U.S. v. Paradise</i> |

Chapter Outline

- I. Minorities in Policing
 - a. Unequal Treatment
 - b. Performance of African American Police
- II. Women in Policing
 - a. Unequal Treatment
 - b. Performance of Women Officers
- III. Affirmative Action
- IV. Equal Employment Opportunity
- V. Reverse Discrimination
- VI. Increasing Diversity in Police Departments
 - a. Promotional Opportunities
- VII. Integration of Minorities and Women into Policing
 - a. Police Culture
 - b. Structural Characteristics
 - c. Pregnancy and Maternity
 - d. Sexual Harassment
- VIII. Future Prospects

Chapter 13 **STRESS AND OFFICER SAFETY**

Key Terms and Cases

| | |
|--------------------------------|-------------------------------|
| Actual danger | Physiological stress |
| Acute stress | Police stressors |
| Chronic stress | Posttraumatic stress disorder |
| Critical-incident debriefing | Potential danger |
| Crisis intervention team (CIT) | Psychological stress |
| Distress | Sensitization training |
| Eustress | Situational danger |
| Peer-counseling program | Social-supports model |
| Perceived danger | Stressor-outcome model |
| Person-initiated danger | Suicide prevention training |

Chapter Outline

- I. The Concept of Stress
- II. Occupational Stress
- III. Overview of Stressors
 - a. Police Stressors
 - b. Emerging Sources of Stress
- IV. Categories of Stressors
 - a. Line-of-Duty and Crisis Situations
 - b. Posttraumatic Stress Disorder
 - c. Social Supports and Police Stress
 - d. Shift Work
- V. Stress and Emotional Problems
 - a. Alcohol Abuse
 - b. Drug Abuse
 - c. Suicide
 - d. Marital and Family Problems
 - e. Policies and Programs
- VI. Officer Safety
 - a. Danger and Police Work
 - b. Safety Issues in Special Populations
 - i. Mentally Ill and Homeless
 - ii. AIDS
 - c. Improving Safety and Reducing Fatalities

Chapter 14 HIGHER EDUCATION

Key Terms and Cases

| | |
|--|---|
| <i>Arnold v. Ballard</i> | Omnibus Crime Control and Safe Streets Act |
| BFOQ | PERF |
| <i>Castro v. Beecher</i> | Police Corps |
| COPS | President's Commission on Law Enforcement and Administration of Justice |
| Crime Control Act | Scholarship and recruitment program |
| <i>Davis v. City of Dallas</i> | <i>The Challenge of Crime in a Free Society</i> |
| Educational incentive policies | |
| <i>Griggs v. Duke Power Co.</i> | |
| LEAA | |
| National Advisory Commission on Higher Education for Police | |
| National Advisory Commission on Criminal Justice Standards and Goals | |

Chapter Outline

- I. The Development of Higher Education Programs for Police
 - a. Federal Programs and Support for Higher Education
 - b. Quality of Higher Education Programs
 - c. Higher Education Requirements for Police
 - d. Police Chiefs, Promotions, and Higher Education
- II. The Impact of Higher Education on Policing
 - a. Higher Education and Attitudes
 - b. Higher Education and Performance
 - c. Higher Education and Job Satisfaction
 - d. Higher Education, Community Policing, and Terrorism
 - e. Police Executives' Views on Higher Education
- III. Validating Higher Education for Police
 - f. Higher Education as a BFOQ
 - g. Higher Education and Discrimination
- IV. Higher Education Incentive Programs
- V. College Education Requirements and Policy Implications

Chapter 15 **CONTEMPORARY AND EMERGING ISSUES**

Key Terms and Cases

| | |
|--------------------------------------|------------------------|
| Cyber crime | Income inequality |
| Deinstitutionalization | Information technology |
| Eyewitness identification | Interoperability |
| Federalization | Militarization |
| Geographic information systems (GIS) | Privatization |
| Globalization | Racial profiling |
| Global positioning systems (GPS) | Unemployment rate |
| Immigration | USA Patriot Act |

Chapter Outline

- I. Changes in American Society
 - a. The Aging Population
 - b. Diversity
 - c. Economics
 - d. Migration and Geographic Variation
- II. Modern Problems
 - a. Racial Profiling
 - b. Eyewitness Identification
 - c. Persons with Mental Illness
 - d. Cyber Crime
- III. Significant Trends
 - a. Privatization
 - b. Federalization
 - c. Militarization
 - d. Globalization
- IV. Technology
 - a. Suspect Control and Officer Safety
 - b. Crime Detection and Crime Solving
 - c. Information Technology
 - d. Communications and Interoperability
- V. Terrorism and Homeland Security
- VI. Police Strategies Post-9/11