

# Chapter 6

## Problems and Solutions in Modern Policing

### Learning Objectives

After reading this chapter, students should be able to:

- LO1: Explain why police officers are allowed discretionary powers.
- LO2: List the three primary purposes of police patrol.
- LO3: Indicate some investigation strategies that are considered aggressive.
- LO4: Describe how forensic experts use DNA fingerprinting to solve crimes.
- LO5: Explain why differential response strategies enable police departments to respond more efficiently to 911 calls.
- LO6: Explain community policing and its contribution to the concept of problem-oriented policing.
- LO7: Determine when police officers are justified in using deadly force.
- LO8: Identify the three consent decree requirements commonly made of local police departments that have exhibited patterns of civil rights violations.
- LO9: Explain what an ethical dilemma is and name four categories of ethical dilemmas that a police officer typically may face.

### Lesson Plan

*Correlated with PowerPoint*

#### **I. The Role of Discretion in Policing**

**Learning Objective 1:** Explain why police officers are allowed discretionary powers.

##### A. Justification for police discretion

The judicial support of police discretion is based on:

- i. Police officers are considered trustworthy and honest
- ii. Experience and training give officers the ability to assess activities and take reasonable action in response
- iii. Due to the nature of their jobs, police officers are extremely knowledgeable in criminal behavior
- iv. Police officers may find themselves in danger and must be able to take the reasonable and necessary steps to protect themselves

##### B. Factors of police discretion

###### 1. Elements of discretion

- i. The most important factor is the nature of the criminal act
  - a. The less serious, the most likely an officer will ignore it
- ii. Another factor is the attitude of the offender
- iii. The relationship between the victim and the offender

###### 2. Limiting police discretion

- i. A fourth factor is departmental policy
  - a. For instance, a policy may state that speeding is mandatory to enforce at a certain speed over the posted limit
  - b. Mandatory arrest policies to arrest suspects who has likely committed domestic violence
  - c. Policies limiting high-speed car chases of suspects
- ii. Discretion and body-worn cameras
  - a. Policies regarding the use of body-worn police cameras vary

### What If Scenario

Discretion: Mandatory Arrests

What if.....mandatory arrests for domestic violence were eliminated and officer discretion was allowed in each case? Would this help or hinder the police department? The abused victim? Domestic violence statistics? Explain.

### Class Discussion/Activity

Ask students to discuss police discretion. Why are police officers allowed such a great deal of discretion? What steps can law enforcement agencies take to ensure that officers use their discretion ethically?

## II. Police Organization and Field Operations

**Learning Objective 2:** List the three primary purposes of police patrol.

**Learning Objective 3:** Indicate some investigation strategies that are considered aggressive.

**Learning Objective 4:** Describe how forensic experts use DNA fingerprinting to solve crimes.

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- A. The bureaucratic model
  - 1. The ultimate goal of the bureaucratic model is to reach maximum efficiency
- B. The structure of the police department
  - 1. Chain of command
    - i. Regardless of size and location, every department needs a clear rank structure and strict accountability to ensure proper functioning
    - ii. Begins with the rank of chief down through the various levels
    - iii. Delegation of authority is a critical component of the chain of command
      - a. Nearly every member is directly accountable to a superior officer
      - b. Links encourage discipline and control while lessening unsupervised abuses of freedom
      - c. The *span of control* should not eclipse fifteen subordinates
- C. Organizing by area and time
  - 1. Most police responsibilities are broken down into beats or precincts
  - 2. Most police departments operate on shifts or tours
- D. Law enforcement in the field

1. The main goal of the department is the management of its field services, or “operations” or “line services,” which include patrol, investigations, and special operations
- E. Police on patrol: the backbone of the department
1. Patrol officers are usually the largest division, and more than two-thirds of the sworn officers in local departments have patrol duties
  2. The purpose of patrol
    - i. Deterrence of crime through maintenance of visible police presence
    - ii. Maintenance of public order and a sense of security in the community
    - iii. Twenty-four-hour provision of services that are not crime related
  3. Community concerns
    - i. The community era has seen a resurgence of the patrol officer as a community service provider, which has little to do with crime; research indicates as few as one out of five calls is related to criminal activity
    - ii. There is some debate about whether community services should be allowed to dominate a patrol officer’s duties
  4. Law enforcement and mental illness
    - i. Between 7 and 10 percent of all police-public contacts involve people with mental illness
    - ii. Crisis intervention teams are designed to improve encounters between police and mentally ill individuals
  5. Patrol activities
    - i. Preventive patrol
    - ii. Responding to calls for service
    - iii. Administrative service, including paperwork
    - iv. Officer-initiated activities

**Media Tool**

“Chicago Looks to Community Policing to Reduce Violent Crime”

<http://www.npr.org/2013/01/08/168898516/chicago-looks-to-community-policing-to-reduce-violent-crime>

- NPR discusses the community policing approach to reducing crime
- **Discussion:** Do you believe community policing can reduce gang related violent crime? Why or why not?

F. Detective investigations

Detectives must investigate crimes, track down stolen property, and prepare cases for court

2. 97% of cases that are solved are attributed to patrol officer making arrest at scene, victim or witness identification of the perpetrator or routine investigative procedures

G. Aggressive investigation strategies

1. Undercover operations

- i. Perhaps the most dangerous operation
- ii. Confidential informants (CI) may be used. These are individuals who are involved in criminal activity but give information to police
- 2. Preventive policing and domestic terrorism
  - i. About two-thirds of the federal governments major terrorism prosecutions have relied on evidence provided by informants
  - ii. Preventive policing
    - a. Preventive policing’s goal is not to solve crimes but rather to prevent it from ever happening

**Media Tool**

“Obama: Increase in domestic terrorism fueled by internet”

<http://washingtonexaminer.com/obama-increase-in-domestic-terrorism-fueled-by-internet/article/2530391>

- o The Washington Examiner details the assumption of the Obama Administration that domestic terrorism is fueled by ease of the Internet.
- o Discussion: Do you believe technology has allowed for easier access for terrorism and if so, how can this be prevented? Is accessing individual’s Facebook accounts a legal and plausible idea?

- iii. Entrapment issues
  - a. Police have drawn criticism for entrapment issues involving those arrested for terrorism when law enforcement officers provide tools leading to the arrest of suspects

**Media Tool**

“FBI sting operations: Fair or entrapment?”

<https://youtu.be/WhoaJiBxT0k>

- o CBS News discusses the argument that the FBI is manufacturing terrorism.
- o Discussion: Do you think the FBI is using entrapment to manufacture terrorism? Where is the line between “real” terrorists and individuals who wouldn’t carry out their ideas without “help” from the FBI sting?

**What If Scenario**

Entrapment: Terrorism

What if.....in the passage of a new law, entrapment become legal but only in the case of terrorism cases as a preventive measure for national security? Would you have a problem with this? Why or why not?

H. Clearance rates and cold cases

- 1. A crime is cleared when an arrest is made and the offender will be prosecuted
  - i. Clearance rates vary depending on the crime
  - ii. Cold cases are cases that are not cleared after a certain amount of time

## I. Forensic investigations and DNA

Forensics is the practice of using science and technology to investigate crime

- i. Forensics can be used to determine crucial facts of a crime, such as the time and cause of death, the type of weapon used, and the identities of the crime victim and offender
2. Crime scene forensics
  - i. First law enforcement agent to reach crime scene has the important task of protecting trace evidence from contamination
    - a. Very small and often invisible to the naked eye
    - b. For centuries the most important piece of trace evidence is the fingerprint
3. The DNA revolution
  - i. DNA fingerprinting
    - a. Emerged in 1990s and uses genetic material found in cells
    - b. Person's body/cells provide a genetic code
4. DNA in action
  - i. No need to witness an act, DNA can be enough
  - ii. Databases and cold hits
    - a. Cold hits occur when DNA from a crime scene is compared to the contents of a DNA database.
    - b. National Combined DNA Index System (CODIS) stores the DNA profiles of offenders who have been connected to criminal activity
5. New developments
  - i. DNA is expanding rapidly
    - a. Touch DNA allows for test of presence of DNA by scraping items
    - b. Familial searches are based on premise that parents, siblings, and other family members have DNA similar to suspect
    - c. DNA fog is a security system that marks intruders with genetic material from plants
    - d. DNA as a genetic witness, providing police with physical description of suspect
    - e. Some argue DNA has gone too far

### **Class Discussion/Activity**

Ask students to discuss the impact DNA evidence has had on law enforcement officers' ability to investigate and clear serious offenses. With all of the technology now available to police, why are clearance rates for violent crimes lower than they have been in decades?

**See Assignments 1-2.**

## **III. Police Strategies: What Works**

**Learning Objective 5:** Explain why differential response strategies enable police departments to respond more efficiently to 911 calls.

**Learning Objective 6:** Explain community policing and its contribution to the concept of problem-oriented policing.

- A. More police officers, less crime
  - 1. According to the RAND Institute, a 10% increase in police staffing in an average city lowers the annual murder rate by 9%, the annual robbery rate by 6%, and the annual vehicle theft rate by 4%
  - 2. Budget cuts are common and police may have to do more with less
- B. Calls for service
  - 1. Response time and efficiency
    - i. All agencies practice incident-driven policing, in which calls for service are the primary instigators of action
    - ii. Response time is the time elapsed between the instant the call is received and the instant police arrive at the scene
  - 2. Improving response time efficiency
    - i. Differential response is a strategy by which police distinguish among different calls for service so they can respond more quickly to the most serious calls
    - ii. “Hot” crimes receive the most immediate attention, while “cold” crimes will receive attention as time permits
  - 3. 911 technology
    - i. Next generation 911
      - a. The next generation will allow technology to work with police departments
    - ii. Reverse 911
      - a. Allows public officials to contact citizens in a certain geographic area when the need arises
- C. Patrol strategies
  - 1. Most officers work general patrol, making the rounds of a specific area with the general goal of detecting and preventing crime
    - i. General patrols are random
  - 2. Testing random patrols
    - i. Tested strategies of preventive patrol in the 1970s
    - ii. Results showed that increasing or decreasing preventive patrol had little or no impact on crimes, public opinion, police response time, traffic accidents, or reports of crime to police
  - 3. Directed patrols
    - i. Target specific areas of a city and often attempt to prevent a specific crime
      - a. Have found favor with many law enforcement experts
- D. Predictive policing and crime mapping
  - 1. Finding “hot spots”
    - i. The target areas of directed patrol are often called “hot spots” because of their high levels of criminal activity

- ii. Crime mapping technology that identifies hot spots can yield positive results
- 2. The rise of CompStat
  - i. Begins with police officers reporting the exact location of crime and information relating to the crime to the police department
    - a. The computer separates the city into grids and shows areas with high incidences for certain crimes

### Media Tool

“Armed with Data, Fighting More Crime”

[http://opinionator.blogs.nytimes.com/2012/05/02/armed-with-data-fighting-more-than-crime/?\\_r=0](http://opinionator.blogs.nytimes.com/2012/05/02/armed-with-data-fighting-more-than-crime/?_r=0)

- The NY Times details the increase in technology used to fight crime.
- Discussion: Do you believe Compstat is an effective program? Is this a big city solution or can this be incorporated into smaller and mid-sized cities?

### E. Arrest strategies

- 1. Types of arrest
  - i. Reactive arrests are made by those officers on general patrol who observe a criminal act or respond to a call for service
  - ii. Proactive arrests occur when the officer takes the initiative to target a particular type of criminal or behavior
- 2. Broken windows effect
  - i. Wilson and Kelling suggest that crime is related to the quality of life in neighborhoods
    - a. Dilapidated neighborhoods send out signals that criminal activity is tolerated
    - b. This disorder spreads fear among citizens, dissuading them from leaving their homes
  - ii. The broken windows theory is based on “order maintenance” of neighborhoods by cracking down on quality-of-life crimes
  - iii. Some critics think that “zero tolerance” policies in poor neighborhoods discriminates against certain groups and increases mistrust of police

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### F. Community policing and problem solving

- 1. Return to the community
  - i. Community policing is an approach that advocates police-community partnerships, proactive problem solving, and community engagement
  - ii. Under community policing, patrol officers have much more freedom to improvise and are encouraged to build relationships with members of the community
- 2. Collaborative reform
  - i. Police form partnerships with local leaders to address difficult issues such as use of force and arrest policies.

### G. Problem-oriented policing



1. Problem-oriented policing moves beyond simply responding to incidents; it attempts to control or even solve the root causes of criminal behavior
2. Police should look at the long-term implications of a situation, and attempt to analyze the patterns of offending

See Assignments 3-5.

#### IV. “Us Versus Them: Issues in Modern Police

**Learning Objective 7:** Determine when police officers are justified in using deadly force.

##### A. Police subculture

The core values of police subculture

- i. The core values of police subculture are learned through a process of socialization of a rookie police officer that begins on the first day of the job through learning of values and rules of police work
    - a. Attending a recruit academy
    - b. Working with a senior officer
    - c. Making an initial felony arrest
    - d. Using force to make an arrest for the first time
    - e. Using or witnessing deadly force for the first time
    - f. Witnessing major traumatic events for the first time
  - ii. “Blue curtain” or “blue wall of silence” will separate police from the civilians they protect
2. Police cynicism
    - i. Characterized by rejection of the ideals of truth and justice
    - ii. Can lead to increases of police misconduct, corruption, and brutality
- ##### B. Physical and mental dangers of police work
1. Police officers face threats of physical harm daily
  2. Officers killed and assaulted
    - i. Police and public come in contact 40 million times a year
    - ii. Given this contact, police have a relatively low death rate
    - iii. Body armor has increased survival rates
  3. Accidental deaths
    - i. More than half of all police deaths occur in accidents, and traffic accident cause as many line-of-duty deaths as do firearms
      - a. Recent research reports 42% of officers killed in crashes depicted the officer not wearing a seatbelt
- ##### C. Stress and the mental dangers of work
1. Police stressors
    - i. Constant fear of being a victim of violent crime
    - ii. Exposure to violence and its victims
    - iii. The need to comply with the law in every job action
    - iv. Lack of community support
    - v. Negative media coverage
  2. The consequences of police stress
    - i. Can cause high blood pressure and heart problems

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- ii. Alcoholism may result from stress on the job
- iii. Officers may suffer from burnout and post-traumatic stress disorder (PTSD)
- iv. Some studies show higher suicide rates than for the general population

### **Class Discussion/Activity**

Ask students to discuss the impact of stress on law enforcement officers' health and safety.

What steps do students think can be taken to reduce officer stress and its negative consequences?

#### **D. Authority and the use of force**

1. Symbols of authority include the uniform, the badge, the nightstick, and the officer's firearm
2. Use of force in law enforcement
  - i. In general, use of force by law enforcement personnel is very rare
  - ii. Nearly every department utilizes a "use of force matrix"
3. Types of force
  - i. Non-deadly force
    - a. Regulated by the concept of reasonable force
    - b. When a reasonable person deems that force was necessary
  - ii. Deadly force
    - a. Force that an objective police officer realizes will place the subject in direct threat of serious injury
    - b. May result in death
4. The United States Supreme Court and use of force
  - i. *Tennessee v. Garner* (1985) mandated a change in the fleeing felon rules
  - ii. *Graham v. Connor* (1989) held that use of force was judged by reasonableness of officer on the scene
  - iii. In 2004, the Supreme Court held that an officer's use of force could be "reasonable" even if, by objective measures, the force wasn't needed to protect the officer or others in the area
5. Less lethal weapons
  - i. Designed to subdue, but not seriously harm, suspects
  - ii. Include OC pepper spray, tear gas, water cannons, and conducted energy devices such as the Taser

### **What If Scenario**

Use of Force: Shoot to Stop

What if..... the concept of use of force was changed so that any fleeing felon could be shot, in an attempt to wound, so as to apprehend the criminal quickly and easily? Would this be a productive approach for law enforcement? Why or why not?

#### **V. Police Misconduct and Ethics**

**Learning Objective 8:** Identify the three consent decree requirements commonly made of local police departments that have exhibited patterns of civil rights violations.

**Learning Objective 9:** Explain what an ethical dilemma is and name four categories of ethical dilemmas that a police officer typically may face.

A. Racial and ethnic biases in policing

Perceived bias

- i. Suggestion that minorities are targeted more frequently for stop and frisks and for DWB, or “driving while black”
- ii. Police are almost three times more likely to search a minority following a traffic stop

**What If Scenario**

Misconduct: DWB

What if.....a police department in a large metropolitan area put an unofficial order into practice to pull over minorities driving on the turnpike for 2 reasons: 1) to apprehend illegal immigrants traveling the road 2) to prevent drug deals, with the idea that minorities are most likely to be immigrants and are more likely to those who transport drugs. In the first 2 years of the practice, drug arrests were up 150% and apprehensions of immigrants were up 320%. Are there justifications for this profiling or bias? Explain.

2. Police attitudes and discretion
  - i. Cultural differences often exist between police officers and the residents
  - ii. Research shows that police working in minority areas perceived higher levels of abuse
- B. Police corruption is defined as being the misuse of authority by a police officer
  1. Types of corruption
    - i. Bribery
    - ii. Shakedowns
    - iii. Mooching
  2. Corruption in police subculture
    - i. No single reason to explain why corruption occurs in policing
    - ii. Certain officers – the young, relatively uneducated, records of prior criminality and citizens’ complaints, and those unlikely to be promoted – seem more likely to engage in corruption.
- C. Police accountability
  1. Inside the department
    - i. Self-accountability
    - ii. Supervisory accountability
    - iii. Administrative accountability
  2. Internal investigations
    - i. Investigations that are conducted by the Internal Affairs Unit within the police department itself
  3. Outside the department
    - i. Citizen oversight
      - a. Citizens review allegations of police misconduct or brutality.

- ii. Police liability
    - a. Civil liability – victims of police misconduct sue officer or agency in state or federal court
    - b. Civil rights violations – victims sue officer for denial of rights under the U.S. Constitution
  - iii. U.S. Department of Justice can investigate for civil rights violations and enter into consent decree with city to improve situation, where department agrees to:
    - a. Implement policies and training to minimize use of force,
    - b. Set up tracking system to identify and discipline officers most involved in use-of-force incidents, and
    - c. Improve community relations, especially by providing effective protocol to respond to citizen complaints
- D. Ethics in law enforcement
1. Ethical dilemmas
  2. Majority of ethical dilemmas a police officer will face are not clear-cut
    - i. When an officer does not know the right course of action
    - ii. If an officer has difficulty in doing what he or she consider to be right
    - iii. If an officer finds a wrong choice to be very tempting
  3. Elements of ethics
    - i. Discretion—how a police officer must act and how he or she cannot act
    - ii. Duty—obligation to act in a certain manner
    - iii. Honesty—critical attribute in making daily decisions
  4. Administrators can encourage ethical policing by
    - i. Incorporating ethics into the department’s mission statement
    - ii. Conducting internal training sessions in ethics
    - iii. Accepting “honest mistakes” in ethical decisions
    - iv. Adopting a zero-tolerance policy towards ethical decisions based on mistakes that are not honest

### **Class Discussion/Activity**

What are some of the acts that lead to police corruption and unethical decisions? With the idea of gratuities, is there a slippery slope which occurs?

### **Lecture Notes**

Chapter 6 begins with an examination of police discretion. Police officers operate with a great deal of officer discretion. Discretion is the patrol officer’s ability to choose from a range of responses when s/he confronts a particular situation. Police are granted this ability due to their honesty and trustworthiness, as well as their training and experience. Finally, they must be able to protect themselves as they carry out their duties.

Police patrol is the backbone of law enforcement, and serves three primary purposes: it deters crime, it maintains public order, and it provides services to the community. While police spend the majority of their time on preventive patrol, they also spend a significant amount of time responding to calls for service. Differential response strategies enable officers to respond more efficiently to calls by distinguishing between “hot” and “cold” calls for service. Furthermore, police efforts with crime fighting have been aided by the technological advances in DNA.

Community policing involves not only developing a partnership with citizens, but implementing proactive problem solving techniques to address the root causes of crime in a particular community. In this sense community policing is quite different from the traditional crime-fighting methods employed by law enforcement.

Police officers are authorized to use force when warranted. Force can be either non-deadly or deadly. Officers are required to use reasonable judgment in determining when to use force. Furthermore, only the minimum amount of force needed to control the situation is acceptable. Deadly force is only appropriate when the officer’s life, or the life of another, is in danger. The United States Supreme Court has ruled on the issue of officer use of force in two cases: *Tennessee v. Garner* and *Graham v. Connor*.

From the first day on the job, police officers begin a process of socialization into the police subculture. This subculture is often marked by police cynicism and an intense sense of loyalty to fellow officers. If unchecked, this subculture can result in an “us versus them” mentality among officers. Police officers also face unique dangers on the job, including physical and mental stress. Police officers suffer from abnormally high rates of suicide, substance abuse, and stress-related illness. Officers likely face ethical dilemmas each time they report for duty, a challenge that is exacerbated by burnout and cynicism among officers. Ethical dilemmas generally involve (a) discretion; (b) duty; (c) honesty; and (d) loyalty.

## **Key Terms**

- ballistics (pg. 179) – The study of firearms, including the firing of the weapon and the flight of the bullet.
- blue curtain (pg. 192) – A metaphorical term used to refer to the value placed on secrecy and the general mistrust of the outside world shared by many police officers.
- body armor (pg. 193) – Protective covering that is worn under a police officer’s clothing and designed to minimize injury from being hit by a fired bullet.
- broken windows theory (pg. 188) – Wilson and Kelling’s theory that a neighborhood in disrepair signals that criminal activity is tolerated in the area. By cracking down on quality-of-life crimes, police can reclaim the neighborhood and encourage law-abiding citizens to live and work there.

- bureaucracy (pg. 173) – A hierarchically structured administrative organization that carries out specific functions.
- burnout – (pg. 194) – A mental state that occurs when a person suffers from exhaustion and has difficulty functioning normally as a result of overwork and stress.
- citizen oversight (pg. 201) – The process by which citizens review complaints brought against individual police officers or police departments.
- civil liability (pg. 201) - The potential responsibility of police officers, police departments, or municipalities to defend themselves against civil lawsuits.
- civil rights violation (pg. 202) - Any interference with a citizen’s constitutional rights by a civil servant such as a police officer.
- clearance rate (pg. 178) – A comparison of the number of crimes cleared by arrest and prosecution with the number of crimes reported during any given period.
- cold case (pg. 179) – A criminal investigation that has not been solved after a certain amount of time.
- cold hit (pg. 181) – The establishment of a connection between a suspect and a crime, often through the use of DNA evidence, in the absence of an ongoing criminal investigation.
- community policing (pg. 189) – A policing philosophy that emphasizes community support for and cooperation with the police in preventing crime.
- computer-aided dispatch (CAD) (pg. 185) – A method of dispatching police patrols units to the site of 911 emergencies with the assistance of a computer program.
- conducted energy devices (CED) (pg. 197) – A less lethal weapon designed to disrupt a target’s central nervous system by means of a charge of electrical energy.
- confidential informant (CI) (pg. 178) – A human source for police who provides information concerning illegal activity in which he or she is involved.
- crime mapping (pg. 187) – Technology that allows crime analysts to identify trends and patterns of criminal behavior within a given area.
- deadly force (pg. 196) – Force applied by a police officer that is likely or intended to cause death.
- delegation of authority (pg. 173) – The principles of command on which most police departments are based, in which personnel take orders from and are responsible to those in positions of power directly above them.

- detective (pg. 177) – The primary police investigator of crimes.
- differential response (pg. 185) – A strategy for answering calls for service in which response time is adapted to the seriousness of the call.
- directed patrol (pg. 186) – A patrol strategy that is designed to focus on a specific type of criminal activity in a specific geographic area.
- DNA fingerprinting (pg. 180) – The identification of a person based on a sample of her or his DNA, the genetic material found in the cells of all living things.
- duty (pg. 203) – The moral sense of a police officer that she or he should behave in a certain manner.
- forensics (pg. 179) – The application of science to establish facts and evidence during the investigation of crimes.
- hot spots (pg. 187) – Concentrated areas of high criminal activity that draw a directed police response.
- incident-driven policing (pg. 183) – A reactive approach to policing that emphasizes a speedy response to calls for service.
- internal affairs unit (IAU) (pg. 201) – A division within a police department that receives and investigates complaints of wrongdoing by police officers.
- noble cause corruption (pg. 202) – Knowing misconduct by a police officer with the goal of attaining what the officer believes is a “just” result.
- police corruption (pg. 199) – The abuse of authority by a law enforcement officer for personal gain.
- police subculture (pg. 191) – The values and perceptions that are shared by members of a police department and, to a certain extent, by all law enforcement agents.
- policy (pg. 172) – A set of guiding principles designed to influence the behavior and decision making of police officers.
- proactive arrests (pg. 188) – Arrests that occur because of a concentrated effort by law enforcement agencies to respond to a particular type of criminal or criminal behavior.
- problem-oriented policing (pg. 190) – A policing philosophy that requires police to identify potential criminal activity and develop strategies to prevent or respond to that activity.

- professionalism (pg. 197) – Adherence to a set of values that show a police officer to be of the highest moral character.
- random patrol (pg. 186) – A patrol strategy that relies on police officers monitoring a certain area with the goal of detecting crimes in progress or preventing crime due to their presence. Also known as *general* or *preventive patrol*.
- reactive arrests (pg. 188) – Arrests that come about as part of the ordinary routine of police patrol and responses to calls for service.
- reasonable force (pg. 196) – The degree of force that is appropriate to protect the police officer or other citizens and is not excessive.
- response time (pg. 184) – The rapidity with which calls for service are answered.
- Reverse 911 (pg. 186) – A mobile phone-based communications system that allows public officials to send outbound messages in the event of an emergency.
- socialization (pg. 192) – The process through which a police officer is taught the values and expected behavior of the police subculture.
- stressors (pg. 194) – The aspects of police work and life that lead to feelings of stress.
- trace evidence (pg. 179) – Evidence such as fingerprint, blood, or hair found in small amounts at a crime scene.

## **Assignments**

1. Interview a police officer who works in your region and give a 10-minute class report about the interview. Include a table of the organization of the officer's agency, the officer's opinion about the system, their career advice, their day-to-day activities on the job, and their opinion of the job.
2. Ask students to go online and evaluate the websites of a variety of police agencies. Ask them to specifically look for information regarding community policing. Is community policing adequately explained? How is community policing achieved by the various agencies? Is there variation in the way that agencies practice community policing?
3. Have students examine crime mapping in practice by going online to the Los Angeles Police Department's website: [http://www.lapdonline.org/crime\\_mapping\\_and\\_compstat](http://www.lapdonline.org/crime_mapping_and_compstat). How is crime mapping being used in Los Angeles to direct patrol and administer resources? How is crime mapping related to crime prevention?
4. Have students learn more about cold cases by reading "An Inside Look at Cold Case Sleuths" at <http://www.huffingtonpost.com/the-lineup/cold-case-sleuths-an->



[inte b 8032068.html?utm\\_hp\\_ref=cold-cases#comments](http://inte.b.8032068.html?utm_hp_ref=cold-cases#comments). Have them write a 1 page paper on the Cold Case Investigative Research Institute.

5. Have your students think about where “hot spots” of crime occur in your local area or the nearest metropolitan area. Have the students write a report the cause of this crime and how they would combat this problem.

### **Suggested Answers to Critical Analysis Questions**

1. Suppose a state legislator proposed a bill to limit the amount of time a law enforcement officer would be allowed to go undercover. What might be the reasoning behind this legislation?

There are many stressors for police officers. Police officers live in constant fear of being a victim of violent crime. They are exposed to all kinds of violence and its victims. They need to comply with many different laws in every job action they handle. Many times, they suffer from a lack of community support. They may also be subjected to negative media coverage.

The consequences of police stress can be detrimental to officers. It can cause high blood pressure and heart problems. Alcoholism may result from stress on the job. Many officers may suffer from burnout and post-traumatic stress disorder (PTSD). Some studies show higher suicide rates than for the general population.

In addition, there are ethical considerations. Police officers can be involved in illegal activities, and being undercover for too long a period of time could contribute to involvement in corruption.

2. Criminologists John and Emily Beck suggest that crime reduction strategies should treat crime as if it were a form of pollution. How does this comparison make sense in the context of predictive policing and crime mapping?

This makes sense with predictive policing and crime mapping because if one were to know the areas with the most pollution (i.e. crime), they could concentrate their efforts to that area to control the problem. Using the BP oil spill in the Gulf of Mexico as an example, efforts to clean this pollution were directed toward the cause of the spill and then the aftermath of the spill following. For crime, the same approach could be taken. One could focus on the cause of the crime and after cleaning up the cause (reducing crime), one could approach the secondary causes of crime.

3. In many large cities, “hot spots” of crime are located in low-income, minority neighborhoods. Given this reality, how might such data-driven policing contribute to tensions between the police and members of minority groups?

Answers will vary.

The target areas for directed patrols are often called hot spots because they contain greater numbers of criminals and have higher-than-average levels of victimization. Police

departments are using crime mapping technology to locate and identify hot spots and “cool” them down. As several experts point out, cultural differences often exist between police officers and the residents of the neighborhoods they patrol. One survey found that police working in minority areas perceived higher levels of abuse and less respect from those citizens than from those in nonminority areas.

Another found that drivers pulled over by law enforcement agents of the same race or ethnicity were more likely to think that the stop was legitimate than when the race or ethnicity of the driver and the officer was different.

4. Suppose that a high-crime neighborhood is plagued by numerous abandoned homes and malfunctioning streetlights. Applying the “broken windows” theory, what steps should local politicians take to reduce crime in the area? Why?

In “Broken Windows,” Wilson and Kelling believed that in order to reduce fear and crime in high-risk neighborhoods, police had to rely on the cooperation of citizens. The by-product of cooperation with citizens would be a police agency that is much more involved in the community. Officers would perform social service duties as well as other duties not directly connected to law enforcement (e.g., such as operating soup kitchens and providing lodging for homeless people). They also played a more direct role in keeping public order by staying on top of public order crimes (crimes believed to cause neighborhood disorder and fear). Paying attention to the little things automatically prepares you for bigger (perhaps more violent) crimes. In this case, there could be a partnership effort to fix up the abandoned homes and fix the streetlights.

The theory, put into practice in community policing agencies, focused on problem-solving and community relations. Effort put into promoting problem-solving yielded long term solutions that in turn yielded valuable partnerships. The partners become stakeholders who all have a vested interest in understanding and solving problems to make the community safer instead of just managing them on a day-to-day basis. But having law enforcement establish a cooperative presence in the community is a crucial part of a strategy that focuses on long-term crime prevention.

5. The International Association of Chiefs of Police’s *Code of Conduct* states that law enforcement agents should “never allow personal feelings, animosities, or friendships to influence official conduct.” Is this standard for police behavior realistic? Explain your answer.

Answers will vary.

Pollock and Becker, both of whom have extensive experience as ethics instructors for police departments, identify four categories of ethical dilemmas, involving discretion, duty, honesty, and loyalty.

*Discretion.* The law provides rigid guidelines for how police officers must act and how they cannot act, but it does not offer guidelines for how officers *should act* in many circumstances. As mentioned at the beginning of this chapter, police officers often use discretion to determine how they should act, and ethics plays an important role in guiding discretionary actions.

*Duty.* The concept of discretion is linked with duty, or the obligation to act in a certain manner. Society, by passing laws, can make a police officer's duty clearer and, in the process, help eliminate discretion from the decision-making process.

But an officer's duty will not always be obvious, and ethical considerations can often supplement "the rules" of being a law enforcement agent.

*Honesty.* Of course, honesty is a critical attribute for an ethical police officer. A law enforcement agent must make hundreds of decisions in a day, and most of them require him or her to be honest in order to properly do the job.

*Loyalty.* What should a police officer do if he or she witnesses a partner using excessive force on a suspect? The choice often sets loyalty against ethics, especially if the officer does not condone the violence.