



Chapter 6

Problems and Solutions in Modern Policing

Learning Objective 1

- Explain why police are allowed discretionary powers.



Win McNamee/Getty Images

The Role of Discretion in Policing

- Justification for police discretion
 - Officers are considered trustworthy and are therefore assumed to make honest decisions.
 - Experience and training give officers the ability to determine whether certain activity poses a threat to society and take action to investigate or prevent that activity.
 - Officers are extremely knowledgeable in human, and by extension, criminal behavior.
 - Officers may find themselves in harm's way and must be allowed to take action to protect themselves.

The Role of Discretion in Policing

- Factors in police discretion
 - Nature of the criminal act
 - Attitude of the wrongdoer
 - Relationship between the victim and the offender
 - Policy
 - Mandatory arrest policies
 - Body-worn cameras

Learning Objective 2

- List the three primary purposes of police patrol.



Rod Lamkey Jr/AFP/Getty Images

Police Organization & Field Operations

- The purpose of patrol
 - The deterrence of crime by maintaining a visible police presence
 - The maintenance of public order and a sense of security in the community
 - The twenty-four-hour provision of services that are not crime-related

Police Organization & Field Operations

- Patrol activities
 - Preventative patrol
 - Calls for service
 - Administrative duties
 - Officer-initiated activities

Learning Objective 3

- Indicate some investigative strategies that are considered aggressive.



Timothy Clary/AFP/Getty Images

Police Organization & Field Operations

- Investigations:
 - The responsibility of detectives
 - Aggressive strategies include going undercover and working with confidential informants.
 - Preventative policing to combat domestic terrorism
 - Entrapment issues
 - Success is measured with clearance rates, or the number of cases resulting in arrest and prosecution.

Learning Objective 4

- Describe how forensic experts use DNA fingerprinting to solve crimes.

Brandon Alms/iStockphoto

CONTROL NO:

INVESTIGATOR'S RECEIPT: Tear along perforated line and retain for your records.
Case Number: _____ Date Sealed: _____
Evidence Bag Sealed by: _____
Description of Enclosed Evidence: _____

CONTROL NUMBER: _____

EVIDENCE
(TO BE OPENED BY AUTHORIZED PERSONNEL ONLY)

NOTE
A) Do not use this bag for any evidence that has wetting or oily fluids on it.
B) To seal bag, peel off blue release liner, then seal bag by pressing down on red glue line.

Case Number: _____
Description of Enclosed Evidence: _____
Submitting Agency: _____
Telephone Number: _____
Evidence Received By: _____
Victim's Full Name: _____
Suspect's Full Name: _____
Evidence Bag Sealed By: _____
Date Sealed: _____ Time Sealed: _____

CHAIN OF CUSTODY

FROM	TO	DATE

FOR CRIME LAB PURPOSES ONLY
CONDITION OF EVIDENCE AND METHOD RECEIVED AT LAB: UNALtered OTHER
CRIME LAB CASE NO: _____
NOTES: _____

Police Organization & Field Operations

- Forensic experts determine crucial facts of a case:
 - Cause of injury/death
 - Time of injury/death
 - Type of weapon(s) used
 - Identity of crime victim
 - Identity of the offender

Police Organization & Field Operations



- The DNA revolution:
 - DNA provides the genetic “blueprint” or “code” for every living organism.
 - The Combined DNA Index System (CODIS) is a database that stores DNA samples from people connected to criminal activity.
 - New developments
 - Touch DNA
 - Familial searches
 - DNA fog
 - Genetic witness

Police Organization & Field Operations

FIGURE 6.3 Unlocking Evidence in DNA

Deoxyribonucleic acid, or DNA, is the genetic material that carries the code for all living cells. Through DNA profiling, a process explained here, forensic scientists test DNA samples to see if they match the DNA profile of a known criminal or other test subject.



1. DNA samples can be taken from a number of sources, including saliva, blood, hair, or skin. These samples are labeled and shipped to a forensic lab.
2. The DNA is extracted from the cells of the sample using complex proteins known as enzymes. An electrical charge is then sent through the resulting DNA fragments to separate them according to size.
3. Another set of enzymes is added to the now separate DNA fragments. These enzymes attach themselves to different categories of genetic material within the DNA fragments and become distinct when exposed to photographic film. The "photograph" of this visible pattern is the DNA fingerprint.



4. Crime lab technicians will look for thirteen points on the DNA fingerprint called "markers." These thirteen markers are then compared with a suspect's DNA or with DNA found at a crime scene. If a match is found for each of the thirteen markers, there is almost no chance that the two DNA samples came from different persons.

Learning Objective 5

- Explain why differential response strategies enable police departments to respond more efficiently to 911 calls.



The Washington Post/Getty Images

Police Strategies

- Police strategies – what works?
 - Response time to 911 calls
 - Incident-driven policing
 - Response time as a benchmark of efficiency
 - Differential response
 - “Cold” calls versus “hot” calls
 - Location intelligence
 - Next generation 911
 - Reverse 911

Police Strategies

- Random patrol:
 - Relies on officers to monitor a certain area detecting crimes in progress or preventing crimes due to their presence
 - Effectiveness has been questioned since 1970s
- Directed patrol:
 - Designed to respond to a specific criminal activity at a specific time
 - Targeted areas are labeled hot spots

Police Strategies

- Predictive policing
 - Anticipation of future crimes
 - Finding hot spots
 - Crime mapping
 - Geographic information systems
 - CompStat
 - Broken windows theory

Learning Objective 6

- Explain community policing and its contribution to the concept of problem-oriented policing.



Andrew Harnik/Washington Times/Landov

Police Strategies

- Community policing is a strategy that emphasizes community support for, and cooperation with, police in preventing crime.
- Problem-oriented policing:
 - A key component of community policing
 - Moves beyond simply responding to incidents and attempts instead to control or even solve the root causes of criminal behavior
 - May be even more effective than directed patrols in reducing “hot spot” crime

Police Strategies

FIGURE 6.6 The SARA Model of Problem-Oriented Policing

The reaction of the Boston Police Department (BPD) to a surge in violent crime in the early 2000s gives an example of the four-step SARA (scanning, analysis, response, assessment) model of problem-oriented policing.

Step 1: Scanning (*identifying the problem*). The number of shootings, fatal and non-fatal, in Boston increased 133 percent from 2000 to 2006.

Step 2: Analysis (*researching the problem*). Gun violence “hot spots” covered 5.1 percent of Boston’s square mileage and accounted for 53 percent of shooting incidents.

Step 3: Response (*finding a solution to the problem*). The BPD created Safe Street Teams (SSTs) consisting of a sergeant and six patrol officers to work each gun violence hot spot. These SSTs sought to improve the appearance of the neighborhoods by removing graffiti and trash and repairing lighting systems. They also operated directed patrols and improved social services in the areas.

Step 4: Assessment (*determining whether the solution was effective*). Violent crimes declined by 17.3 percent over a three-year period in the targeted hot spots.

Source: Adapted from Bureau of Justice Assistance, *Boston, Massachusetts Smart Policing Initiative* (Washington, D.C.: U.S. Department of Justice, August 2012).

Learning Objective 7

- Determine when police officers are justified in using deadly force.



George Frey/Reuters/Landov

“Us versus Them”: Issues in Modern Policing

- Authority and the use of force
 - Reasonable force
 - The degree of force that is appropriate to protect the officer and other citizens
 - Deadly force
 - Force likely or intended to cause death

“Us versus Them”: Issues in Modern Policing



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Source: Michael E. Miller, "Taser Use and the Use-of-Force Continuum," *Police Chief* (September 2010), 72.

“Us versus Them”: Issues in Modern Policing

- *Tennessee v. Garner* (1985)
 - Fleeting felons
- *Graham v. Connor* (1989)
 - Reasonableness at scene
 - 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.
- Less lethal weapons

Learning Objective 8

- Identify the three consent decree requirements commonly made of local police departments that have exhibited patterns of civil rights violations.



Matt Roth/*The New York Times*

Police Misconduct & Ethics

- Types of corruption
 - Bribery
 - Shakedowns
 - Mooching
- Police accountability
 - Inside the department
 - Outside the department
 - Liability

Police Misconduct & Ethics

- Consent decrees
 - Implement policies and training to minimize use of force.
 - Set up tracking system to identify and discipline officers most involved in use-of-force incidents.
 - Improve community relations, especially by providing effective protocol to respond to citizen complaints.

Learning Objective 9

- Explain what an ethical dilemma is, and name four categories of ethical dilemmas that a police officer typically may face.



Mandel Ngan/AFP/Getty Images

Police Misconduct & Ethics

- Ethical dilemmas are defined as a situation in which law enforcement officers:
 - Do not know the right course of action
 - Have difficulty doing what they consider to be right; and/or
 - Find the wrong choice very tempting
- Four categories of ethical dilemmas
 - Discretion
 - Duty
 - Honesty
 - Loyalty

Police Misconduct & Ethics

- Administrators encourage ethical policing by:
 - Incorporating ethics into the department’s mission statement
 - Conducting internal training sessions in ethics
 - Accepting “honest mistakes”
 - Adopting a zero-tolerance policy towards unethical decisions when mistakes are not honest