

CHAPTER 4

Policing: Purpose and Organization

Teaching Outline

- I. Introduction (p.93)
- II. The Police Mission (p.93)
 - A. Enforcing the Law (p.93)
 - Police agencies are the primary enforcers of federal, state, and local criminal laws.
 - Police officers spend the majority of their time answering nonemergency public service calls, controlling traffic, or writing tickets.
 - Research shows that only 10% to 20% of all calls require a law enforcement response.
 - B. Apprehending Offenders (p.94)
 - Suspects may be apprehended during a crime's investigation, commission or immediately afterward.
 - C. Preventing Crime (p.94)

Crime Prevention: The anticipation, recognition, and appraisal of a crime risk and the initiation of action to eliminate or reduce it. (p.94)

1. Techniques and Programs (p.94)

Provide examples of crime prevention techniques and programs.

2. Predicting Crime (p.95)

CompStat: A crime-analysis and police-management process built on crime mapping that was developed by the New York City Police Department in the mid-1990s. (p.95)

- D. Preserving the Peace (p.95)
 - Peacekeeping is a virtually limitless police activity.

Quality-of-Life Offense: A minor violation of the law (sometimes called a *petty crime*) that demoralizes community residents and business people. Quality-of-life offenses involve acts that create physical disorder (for example, excessive noise or vandalism) or that reflect social decay (for example, panhandling and prostitution). (p.96)

Broken Windows: A model of policing based on the notion that physical decay, such as litter and abandoned buildings, can breed disorder in a community and can lead to crime by signaling that laws are not being enforced. The broken windows thesis suggests that by encouraging the repair of rundown buildings and controlling disorderly behavior in public spaces, police agencies can create an environment in which serious crime cannot easily flourish. (p.96)

E. Providing Services (p.96)

- Citizens can mobilize police resources by direct calling.

III. American Policing Today: From the Federal to the Local Level (p.96)

A. Federal Agencies (p.97)

- Dozens of federal law enforcement agencies are distributed among 14 U.S. government departments and 28 nondepartmental entities.

1. The FBI (p.98)

Discuss the history of the FBI and its mission today.

2. The FBI and Counterterrorism (p.99)

- After 9/11/2001, the FBI reshaped its priorities to focus on preventing future terrorist attacks.

Emphasize the importance of the FBI's Counterterrorism Division in collecting, analyzing, and sharing critical intelligence.

B. State Agencies (p.101)

- Most state police agencies were created in the late 19th and early 20th centuries to meet specific needs.
- State agencies usually employ either a centralized or a decentralized model.

C. Local Agencies (p.102)

- Includes a wide variety of municipal police agencies, rural sheriff's departments, and specialized groups such as campus and transit police.

Sworn Officer: A law enforcement officer who is trained and empowered to perform full police duties, such as making arrests, conducting investigations, and carrying firearms. (p.102)

Municipal Police Department: A city- or town-based law enforcement agency. (p.102)

Sheriff: The elected chief officer of a county law enforcement agency. The sheriff is usually responsible for law enforcement in unincorporated areas and for the operation of the county jail. (p.102)

Instructional Cue

Gather information about the agencies in the jurisdiction of the college or university where you instruct, and present it to the class. Discuss the number and types of law enforcement agencies in your jurisdiction.

D. Fusion Centers (p.103)

- A new concept in policing that pools and analyzes information from law enforcement agencies at all levels, looking for meaningful patterns and actionable intelligence.
- Fusion centers are an outgrowth of a 9/11 Commission criticism that law enforcement agencies do not communicate with one another as well as they should.
- See also p.108 (CJ News: Fusion Centers)

Fusion Center: A multiagency law enforcement facility designed to enhance cooperative efforts through a coordinated process for collecting, sharing, and analyzing information in order to develop actionable intelligence. (p.103)

E. Private Protective Services (p.104)

- A fourth level of enforcement activity in the U.S.
- Private security has grown phenomenally in recent years.

Private Protective Services: The independent or proprietary commercial organizations that provide protective services to employers on a contractual basis. (p.104)

IV. International Police Agencies (p.105)

A. Interpol (p.105)

- U.S. Interpol unit is called the U.S. National Central Bureau (USNCB) and is a separate agency within the Department of Justice.
- Interpol's primary purpose is to act as a clearinghouse for information on offenses and suspects believed to operate across national boundaries.

International Criminal Police Organization (Interpol): An international law enforcement support organization that began operations in 1946 and today has 182 member nations. (p.105)

B. Europol (p.106)

- Europol's mission is to improve the effectiveness and cooperation of law enforcement agencies within the member states of the European Union.

European Police Office (Europol): The integrated police intelligence-gathering and information-dissemination arm of the member nations of the European Union. (p.106)

V. Police Administration (p.107)

Police Management: The administrative activities of controlling, directing, and coordinating police personnel, resources, and activities in the service of crime prevention, the apprehension of criminals, the recovery of stolen property, and the performance of a variety of regulatory and helping services. (p.107)

A. Police Organization and Structure (p.107)

Line Operations: In police organizations, the field activities or supervisory activities directly related to day-to-day police work. (p.107)

Staff Operations: In police organizations, activities (such as administration and training) that provide support for line operations. (p.107)

B. Chain of Command (p.109)

Chain of Command: The unbroken line of authority that extends through all levels of an organization, from the highest to the lowest. (p.109)

Span of Control: The number of police personnel or the number of units supervised by a particular officer. (p.109)

VI. Policing Epochs and Styles (p.109)

A. Policing Epochs (p. 109)

- The history of American policing can be divided into four epochs:
 - Political Era – 1840s to 1930
 - Reform Era – 1930 to 1970s
 - Community Era – 1970s to today
 - New Era – 2001 to today

B. The Watchman Style of Policing (p.111)

Watchman Style: A style of policing marked by a concern for order maintenance. Watchman policing is characteristic of lower-class communities where informal police intervention into the lives of residents is employed in the service of keeping the peace. (p.111)

C. The Legalistic Style of Policing (p.111)

Legalistic Style: A style of policing marked by a strict concern with enforcing the precise letter of the law. Legalistic departments may take a hands-off approach to disruptive or problematic behavior that does not violate the criminal law. (p.111)

D. The Service Style of Policing (p.111)

Service Style: A style of policing marked by a concern with helping rather than strict enforcement. Service-oriented police agencies are more likely to refer citizens to community resources, such as drug-treatment programs, than are other types of agencies. (p.111)

VII. Police-Community Relations (p.112)

- Policing began to focus more on community relations in the 1960s.

Police-Community Relations (PCR): An area of police activity that recognizes the need for the community and the police to work together effectively and is based on the notion that the police derive their legitimacy from the community they serve. Many police agencies began to explore PCR in the 1960s and 1970s. (p.112)

A. Team Policing (p.112)

- An extension of the PCR movement that a number of communities experimented with during the 1960s and 1970s

Team Policing: The reorganization of conventional patrol strategies into “an integrated and versatile police team assigned to a fixed district.” (p.112)

B. Community Policing (p.113)

- There are three generic kinds of “corporate strategies” that guide American policing.
 - Strategic policing
 - Problem-solving policing
 - Community policing
- Strategic policing uses innovative enforcement techniques to target nontraditional types of criminals.

Strategic Policing: A type of policing that retains the traditional police goal of professional crime fighting but enlarges the enforcement target to include nontraditional kinds of criminals, such as serial offenders, gangs and criminal associations, drug-distribution networks, and sophisticated white-collar and computer criminals. Strategic policing generally makes use of innovative enforcement techniques, including intelligence operations, undercover stings, electronic surveillance, and sophisticated forensic methods. (p.113)

- Problem solving policing focuses on controlling crime by addressing underlying social problems.

Problem-Solving Policing: A type of policing that assumes that many crimes are caused by existing social conditions within the community and that crimes can be controlled by uncovering and effectively addressing underlying social problems. Problem-solving policing makes use of community resources, such as counseling centers, welfare programs, and job-training facilities. It also attempts to involve citizens in crime prevention through education, negotiation, and conflict management. (p.113)

- Community policing seeks to actively involve the community in the task of crime control by creating an effective working partnership between the community and the police.

Community Policing: “A philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.” (p.114)

Instructional Cue

The underlying premise of these three corporate strategies is that police organizations are similar to businesses. The police are expected to respond to crime but also be accountable to the public. Police administrators have different approaches to balancing these issues effectively. Discuss some of these approaches in class.

1. Community Policing and Antiterrorism (p.115)
 - Community policing provides a natural conduit for information gathering and the development of counterterrorism intelligence.
2. Critique of Community Policing (p.115)
 - Problems include the difficulty of measuring program effectiveness and citizen satisfaction, the ambiguity of “community”, the unwillingness of police officers or managers to accept this new philosophy, goal conflict, and resistance from the police subculture and unsupportive public officials.

VIII. Evidence Based Policing (p.116)

Law Enforcement Assistance Administration (LEAA): A now-defunct federal agency established under Title I of the Omnibus Crime Control and Safe Streets Act of 1969 to funnel federal funding to state and local law enforcement agencies. (p.116)

Scientific Police Management: The application of social sciences techniques to the study of police administration for the purpose of increasing effectiveness, reducing the frequency of citizen complaints, and enhancing the efficient use of available resources. (p.116)

A. The Kansas City Experiment (p. 117)

Kansas City Experiment: The first large-scale scientific study of law enforcement practices. Sponsored by the Police Foundation, it focused on the practice of preventive patrol. (p.117)

1. History (p.117)
 - Results showed that preventive patrol had little influence on crime or citizens’ fear of crime.
 - Research on response times found that improving police response time had little effect on citizen satisfaction with the police or on the arrest of suspects.

The problem is that most citizens wait a considerable amount of time before calling the police.

- Findings led to developing directed-patrol activities and prioritizing calls for service.

2. Effects (p.117)

- Patrol remains the backbone of police work.
- Some cities have prioritized calls for service, with a quick police response ordered only when crimes are in progress or serious crimes have occurred.

Directed Patrol: A police-management strategy designed to increase the productivity of patrol officers through the scientific analysis and evaluation of patrol techniques. (p.118)

B. Evidence Based Policing Today (p.118)

- Has been called the single most powerful force for change in policing today.

Evidence-Based Policing (EBP): The use of best available research on the outcomes of police work to implement guidelines and evaluate agencies, units, and officers. (p.110)

IX. Discretion and the Individual Officer (p.119)

Police Discretion: The opportunity of law enforcement officers to exercise choice in their daily activities. (p.119)

- Factors that influence the discretionary decisions of individual officers:
 - Personal practices of the officer
 - Pressures from victims
 - Community interest
 - Background of the officer
 - Characteristics of the suspect
 - Department policy
 - Disagreements with the law
 - Available alternatives

Learning Activities Utilizing the World Wide Web

The following are presented as instructor led activities, to be used in a classroom with online access.

Prior to class, check out the Cybrary (<http://mycrimekit.pearsoncmg.com>) to find descriptions of patrol studies on the Web. What kinds of studies did you find? What do they deal with? What were the findings or results of each of these studies? You might want to first check the National Criminal Justice Reference Service at <http://www.ncjrs.org>.

Other websites for organizations and agencies related to the material in Chapter 4 include:

Community Oriented Policing Services (COPS) <http://www.cops.usdoj.gov/>

Policing.com: Your Headquarters for Community Policing www.policing.com/links/index.html

Copsonline <http://www.copsonline.com>

The Police Foundation <http://www.policefoundation.org/>

COPNET <http://police.sas.ab.ca/>