POLICING

POLICE

TO PROTECT

in AMERICA

Larry K. Gaines • Victor E. Kappeler • Joseph B. Vaughn

POLICING in AMERICA

Larry K. Gaines • Victor E. Kappeler • Joseph B. Vaughn

Eastern Kentucky University Eastern Kentucky University

Central Missouri State University



anderson publishing co. 2035 reading road

2035 reading road cincinnati, ohio 45202 (513) 421-4142

Policing in America

Copyright © 1994 by Anderson Publishing Co./Cincinnati, OH

All rights reserved. No part of this book may be reproduced in any form or by any electronic or mechanical means including information storage and retrieval systems without permission in writing from the publisher.

ISBN: 0-87084-422-9

Library of Congress Catalog Number: 92-75506



The text of this book is printed on recycled paper.

Gail Eccleston Project Editor

Managing Editor Kelly Humble

Acknowledgments

Writing a text is a tremendous undertaking, and it usually involves the advice and counsel of a large number of colleagues. Even though three of us wrote the material, we depended upon the generosity of our colleagues to provide criticism, ideas, and information. At this point we would like to acknowledge their contributions and express our gratitude.

First, we would like to thank Gary Cordner of Eastern Kentucky University and Larry Miller of East Tennessee State University for their critical comments. Their reviews resulted in a number of changes that substantially improved this text. Second, a number of our colleagues provided valuable information which we have included in this text. They include Gary Cordner and Gary Potter of Eastern Kentucky University, Rolando del Carmen and Vic Strecher of Sam Houston State University, Peter Kraska of Kent State University, and Mark Blumberg of Central Missouri State University. We would also like to express our gratitude to the many police departments that provided us with data and other information.

We would also like to acknowledge the efforts of the staff at Anderson Publishing Co. Mickey and Susan Braswell and Bill Simon deserve special mention for their constant cajoling and encouragement. Finally, Gail Eccleston, our Editor, did a fantastic job of working with us during the final stages of manuscript development.

Lastly, a special thanks goes to Richard J. O'Connell of the Washington Crime News Service. He permitted us to reprint several articles from the *Crime Control Digest*. These articles are an important part of this text.

Dedication

This book is dedicated to R. Steve Nobles, the former Chief of the Oldham County, Kentucky Police Department. Steve joined the Oldham County Police Department on January 1, 1978, and was one of the Department's original three officers. He was appointed Chief in September, 1979. During his tenure as Chief, he exemplified and modeled his department after what many believe to be the professional principles that should drive police management and operations. He was a community policeman before community policing was in vogue. He understood that police officers must not only serve their communities, they must also be a part of their communities. He believed that police officers and departments should be accountable for the human needs and problems that exist in their communities. As an example, he started a program whereby parents with small children who could not afford a child car seat could come to the police department to obtain one.

Steve was also a good friend. He constantly worked with other departments in an effort to improve policing in the Commonwealth of Kentucky. While President of the Kentucky Association of Chiefs of Police, he started a state-level police agency accreditation program. He worked with a variety of community groups on problems such as domestic violence, DUI enforcement, and crime prevention.

Steve's untimely death has had a tremendous effect on law enforcement. We miss him very much.

Larry K. Gaines

Preface

Police work is becoming increasingly complex. The last decade has seen the federal government almost totally neglect our nation's cities and the many social problems that contribute to crime and other police problems. The drug problem in the United States continues to worsen, irrespective of the various programs generated by the local, state, and federal governments. Finally, governmental resources are becoming scarce. Government agencies, especially police departments, are having to do much more with fewer resources. These factors create substantial strain and pressure on police departments and police officers.

Moreover, there has been a resurgence of public interest in policing. There has been an increase in the number of television programs dealing with police work, and the news media give more attention to police activities and crime. There is a growing concern among our citizens that they are not as safe as they once were.

It becomes obvious that law enforcement remains at the center of government activities, especially at the local level. It is also clear to professionals in the field that there are many misconceptions about police work, and these misconceptions inhibit policing from becoming fully effective. These misconceptions are propogated by the news media, government officials, and by citizens themselves. The purpose of this text is to provide an overview of police work, and hopefully, to provide an accurate assessment of where we are and where we need to go. This unique look at policing provides the reader with an understanding to assist in making decisions about law enforcement operations and policies.



Photo by Tony O'Brien, Frost Publishing Group, Ltd.

Table of Contents



Dedication....iii Acknowledgments....v Preface....vii

Chapter 1 The Police in American Society

The Government Structure and Policing....3
Constitutional Government....3
Separation of Powers....4
Principles of Federalism....5
Police and the Law....5
The Roles and Functions of Police in Modern Society....8
Roles Performed by the Police....9
Police Activities....12
Models of Police Officers and Policing....14
Types of Police Departments....14
Types of Police Officers....16
The Diversity of the Police Establishment....20
Federal Law Enforcement....21

Justice Department Law Enforcement Agencies....21
Federal Bureau of Investigation....22
Drug Enforcement Administration....24
U.S. Marshal Service....25
Immigration and Naturalization Service....26

1

Bureau of Alcohol, Tobacco, and Firearms27
Internal Revenue Service29
U.S. Customs Service29
U.S. Secret Service30
State Law Enforcement Agencies32
State Police and Highway Patrols32
Limited-Purpose Law Enforcement Agencies33
Local Law Enforcement Agencies35
Summary36
References38
Chapter 2
Historical Perspectives
An Overview of Policing in Ancient Times42
The Roman Empire's Contribution to Policing43
Police Development in England45
The English Reformers47
Henry Fielding47
Patrick Colquohoun48
Sir Robert Peel49
Charles Rowan and Richard Mayne50
American Policing in Retrospect51
Colonial Law Enforcement51
Policing America: The Modern Era53
The Police Entrenchment Phase53
The Reform Efforts55
Investigative Commissions56
Police Administrative Reform57
General Political Reform58
Professional Policing Comes to America59
The Law Enforcement Role59
The Bureaucratic Model60
Science and Technology61
Public and Community Relations Return to Policing61
Summary64
References64

Treasury Department Law Enforcement Agencies....27

41

Chapter 3 Personnel Systems 67
r dicemie. Cycleme
Toward a Theory of Police Selection68
Affirmative Action and Police Selection69
Title VII of the 1964 Civil Rights Act69 The Supreme Court: Lessening Title VII Requirements72
Minorities in Policing74
Recruiting Police Officers75 Establishing Minimum Selection Standards78
Residency Requirements78
Age Standards78
Vision Standards79
Educational Standards80
Physical Agility Standards81 Background and Work History82
Medical Standards84
Psychological Screening85
The Police Selection Process85
The Written Test87
The Oral Interview Board88
Training Police Officers88 Basic Training89
Field Training Officer (FTO) Programs93
In-Service Training97
Police Officer Career Development99
Lateral Expansion99
Vertical Expansion101
Summary103 References103
References105
Ohantau 4
Chapter 4
Organization and Management 109
The Specifics of Police Administration: POSDCORB110
Levels of Administration and Supervision111
Principles of Organization and Police Administration114
Classical Organization Principles114
Hierarchy115
Specialization115
Procedural Guidelines118
Organizational Documentation119
Organizational Authority120
Appointment Based on Qualifications120

Problems with Classical Organizational Principles and	
Traditional Police Administration121	
Human Relations Organizational Theory122	
The Hawthorne Studies122	
McGregor's Theory X and Theory Y123	
Maslow's Hierarchy of Needs125	
Human Relations Theory and Police Administration126	
Participative Management126	
Vertical Staff Meetings127	
Problem-Solving Groups127	
Quality Circles127	
Team Policing132	
Systems Theory and Police Administration136	
Open Systems vs. Closed Systems136	
Organizations as Systems137	
Systems Theory and Policing138	
Management by Objectives (MBO)139	
Contingency Management141	
Integrated Budget Systems142	
Summary143	
References144	
Chapter 5	
Police Operations	147
Allocating Police Personnel148	
Police Patrol149	
Deploying Patrol Personnel150	
Methods and Techniques of Patrol153	
Foot Patrol154	
Mounted Patrol156	
Bicycle Patrol157	
Air Patrol158	
Water Patrol159	
Police Patrol Strategies159	
Routine Preventive Patrol161	
Routine Preventive Patrol Reconsidered161	
Maximizing Resources for Directed Patrol163	
Reducing Patrol Time163	
Delayed Police Response164	
Differential Police Response165	
Directed Patrol166	
D-Runs168	

хіі

Split Force168
Saturation Patrol169
Suspect-Oriented Techniques170
Criminal Investigations171
Investigations: A Historical Perspective173
The Detective as Secret Rogue173
The Detective as Inquisitor174
The Detective as Bureaucrat174
The Investigation Process176
Preliminary Investigations177
Follow-Up or Latent Investigations178
Research on the Effectiveness of Investigations17
The Traffic Function181
Police and the Traffic Function181
Special Problems in Traffic Enforcement183
DUI Enforcement183
Safety Belt Enforcement Programs185
Summary185
References186
Chapter 6
Police Discretion
The Nature of Police Discretion192
Administrative Discretion193
Enforcement Discretion195
The Police Decision-Making Process196
The Decision to Investigate and Report197
The Decision to Arrest198
Offender-Based Criteria199
Situation-Based Criteria200
System-Based Criteria201
Discretionary Situations in Law Enforcement203
Domestic Violence203
Vice Crimes208
Prostitution209
Pornography213
Gambling215
Drugs216
The Investigation of Vice217
Disenfranchised Populations220
Controlling Police Discretion221
Internal Control Mechanisms223

191

External Control Mechanisms225	
Control by the Citizens225	
Legislative Control226	
Control by the Courts229	
Summary230	
References231	
Chapter 7	
Police Culture and Police Behavior	237
The Psychological Perspective238	
The Sociological Perspective241	
The Anthropological Perspective242	
The Police Subculture243	
The Police World View245	
Police Ethos246	
Police Themes248	
Police Postulates250	
Police Stress252	
Sources of Police Stress254	
Effects of Police Stress257	
Reducing Police Stress258	
Summary259	
References260	
Chapter 8	
Ethics	265
Sources of Ethics267	
Justice268	
Law268	
Agency Policy269	
Professional Code of Ethics272	
Social Norms and Personal Values275	
A Conflict of Values276	
Illegal Behavior282	
Bribery283	
Extortion283	
Narcotics Violations284	
Other Criminal Offenses286	
Deviant Behavior289	
Alcohol and Other Drugs of Abuse290	
Sexual Activities293	
Gratuities297	
Goldbricking vs. Quotas 298	

9
١

Police Use of Force....300

Chapter 10	220
The Police in the Modern Community	339
An Overview of Public Perceptions of the Police341	
Public Attitudes Toward the Police342	
Individual-Level Variables343	
Age343	
Race344	
Gender344	
Socioeconomic Status345	
Criminal Victimization345	
Police-Community Relations346 Toward a Theory of Police-Community Relations346	
The Public Relations Model346	
Police-Community Relations Units347	
The Organizational Change Model348	
Crime Prevention352	
The Theory of Crime Prevention354	
Primary Crime Prevention Techniques and Programs355	
Environmental Design355	
Neighborhood Watches357	
Public Education360	
Private Security363	
Community-Oriented Policing365	
The Elements Comprising Community-Oriented Policing365	
Organizational Arrangements366	
Fear Reduction and Order Maintenance366	
Citizen Involvement367	
Employing Problem-Solving Techniques367	
Values368	
Summary369	
References369	
Chapter 11	
Policing the Drug Problem	375
The Nature and Extent of the Drug Problem376	0.0
Drugs and Crime377	
The Nation's Drug Strategy382	
Interdiction382	
Drug Prevention Programs384	
Drug Treatment385	
The Illegal Drug Delivery System386	
Criminal Organizations387	

Colombian Drug Cartels387	
La Cosa Nostra or Mafia388	
Jamaican Posses389	
Outlaw Motorcycle Gangs390	
California Street Gangs391	
Drug Enforcement Techniques and Programs393	
Attacking High-Level Distributors395	
Drug Enforcement at the Retail Levels397	
Gang Strategies398	
Citywide Streetsweeps401	
Neighborhood Crackdowns402	
Problem-Oriented Policing and Drugs405	
Summary408	
References408	
Chapter 12	
The Future of Policing	413
Predictions for the Future414	
Police Roles and Functions417	
Political and Legal Change418	
Technology and the Police419	
Managing Information and Communication with Enhanced Technology421	
Communications421	
Computers, Communication, and Information424	
Computer Software426	
Information Systems427	
Technology for Field Operations427	
Automated Traffic Enforcement427	
Video Cameras429	
Investigation and Crime Scene Technology429	
Retina Identification430	
Summary431	
References431	
Subject Index	433
- anjor mark	100
Name Index	443

1

The Police in American Society

The American police fulfill their various responsibilities to the public within the confines of a unique environment. This environment is constantly evolving and is composed of social, legal, economic, political, and intellectual forces that combine to create a unique climate. This environment substantially influences the behavior of American police officers and, to some degree, determines where and when they will enforce the law, how they will go about enforcing the law, and even which laws will be enforced and which ones will be ignored. Although the police can be distinguished from other social institutions and are a distinctive governmental entity, their actions are largely controlled by forces within the environment that are external to police organizations.

The primary shapers of the American police institution are society and government. Because of their interdependence, the terms "government" and "society" are often used interchangeably. They are, however, distinct. Societies can exist without formal government, but government cannot exist without a social structure and citizens. The relationship between government and society has occupied the attention of political scholars since the early days of philosophy. Many great political thinkers of the 1700s and 1800s spent considerable time examining the role of government in society. Political philosophers such as John Locke, Thomas Hobbes, and Jean-Jacques Rousseau developed lengthy works on the ideal relationship