

INDEX

Accountability	25
American Society for Industrial Security	281
American Society of Criminology	44
Area Police Private Security Liaison (APPL)	283
Authority	
defined	49
Baltimore Police Department	307
Battle of Britain	19, 20
Beat Books	133, 134, 143
Behind the Shield	48
Boiler-stat	279
Bouza, Anthony	62
Bratton, William	10, 12, 22, 25, 44, 63, 237-239, 242, 244, 246, 305
Broken Windows	12, 24, 26, 111, 117-119, 124, 159
Broken Windows: The Police and Neighborhood Safety	117
Brown, Lee	10, 127, 135, 137, 147, 307
Building Partnerships with the Community	220
Bureaucracy	79, 89, 90, 161
structure of	80, 87, 88
Bureaucratic organizations	179
Bureaucratic structure	88, 90
Business Improvement Districts	284
Cargo cult management	32, 33, 209, 227, 305
Certified Protection Professional	281
Charts of the future	244
Christopher Commission	81
Citistat	23, 280, 306, 307
Civil Enforcement Initiative	5
Civil Liability in Security	299
Civil Service	80, 96, 97, 100, 174, 175
negative consequences of	101
Civil Service examinations	100
Civil service mentality	97
Civil service system	77
Coercive power	26, 50, 67
Command accountability	95
Command and Control Center	17, 265
Commander Profiles	253 - 255, 259
Community Patrol Officer Program	113, 126

Community Policing	24-26, 42, 43, 73, 78, 83, 103, 110-116, 121, 122, 124-126, 129, 130, 133, 141, 144, 147, 152
early 1900s	127
early efforts	124
father of	122
history of	109
problem of definition and implementation	42, 43
Community Policing Units	127, 132
Competition	96
Compstat	
and the terrorist threat	309
basic technology package	248
future of	303
variations on	304
Compstat Meeting	260, 267, 269-271
interactions at	268
Compstat meetings	236, 263-266
Compstat process	235
Compstat report	251-253, 259, 264, 267
Compstat – A Tactical Analogy	19
Conscientious objectors	48
Cookie cutter management	31 - 33, 41, 209, 226, 306, 313
Corruption	28, 75, 77, 92, 95, 104
NYPD's twenty-year cycle	91
Corruption control	91
Crime	
"root causes" of	41
Crime Control and Quality of Life Strategies	225, 226
Crime Control Strategy Meetings - See "Compstat Meetings"	263
Crime displacement	43
Crime fighting	102
Crime Mapping, see also "Pin mapping"	255
Crime, decline in	
New York City	1, 2, 45
Criminologists	46, 67, 104
Criminology, views on crime causation	41
Crown Heights riots	10, 112
Cynicism	48, 183
Data	
analysis of	298
Data Collection	292
what kind?	293
Decentralizing and Establishing Accountability	25
Department of Correction	280
Department of Sanitation	279
Deployment, studies of	43

Dial-a-Tour	142
Dinkins, David	9, 10
Disciplinary System	216
Discipline	51, 85, 89, 91
Drug tests	200, 216
Efficiency experts	86
Equipment and Uniforms	222
Expert power	26, 56, 58, 67, 183
Expertise	29
Father of Community Policing	122
FBI Uniformed Crime Report data	1
Fedstat	310, 311
Field associates	93
Focus groups	163, 164, 188, 190-193, 195, 197
Foot patrol	82
Giuliani administration	9
Giuliani, Rudolph	3, 7, 10
Gladwell, Malcolm	12, 13
Goldstein, Herman	42, 109, 114-116, 158
Gorta, Bill	246, 247, 249
Graft and corruption	77
Grand Central Partnership	285
Hallcrest Report	281
Hands-off policy	94
Heroes	172
Hot spots	45
Housing Police Department	9, 10
Idealism	48
In-Service Training	217
Innovations in American Government Awards	4, 6
Integrity	214
Integrity testing	93, 200, 228
International Association of Chiefs of Police	83
Joint Terrorist Task Forces	310
Kelling, George	115, 117, 268, 311, 312
Kelly, Raymond	137, 138, 199, 235
Knapp Commission	92
Kuhn, Thomas	15, 16

- Legitimate power 26, 49, 67
 Lexow Commission 77
 Linder, John 305, 306
 London Metropolitan Police 109
 Los Angeles riots 80
- Management cop culture 65
 Management cops 60, 66, 179, 184, 202
 Management revolutions 16
 Management Theory 39
 Managing "Squeegies" 145
 Manning, Peter K. 114
 Map 258
 Maple, Jack 28, 244-247, 249, 257, 263, 268, 305, 306
 Mollen 198, 200
 Mollen Commission 10, 92, 112, 199, 214
 Motivation 165
 Murphy, Patrick V. 28, 92, 93, 95, 239
- Narcotics enforcement 93
 National Advisory Commission on Civil Disorders 158
 National Institute of Justice 44
 Negligence lawsuits 299
 Neighborhood Oriented Policing 127
 Neighborhood Police Teams 113, 125
 Neophyte violator 123
 New Orleans Police Department 305
 New York City Transit Police 10
 Niederhoffer, Arthur 47, 183
 Behind the Shield 69, 70
 Norris, Edward 306, 310
 NYPD
 creation of 76
 NYPD lay-offs of 1975 62
 NYPD's hybrid promotional system 97
- Operation Mood Ring 136
- Paperwork 220
 Paperwork Reduction Committee 221
 Paradigm 16
 Paradigm, defined 15
 Patrol Guide 96, 98
 Peel, Sir Robert 109
 Pilot project 73, 126
 Pin mapping 245, 255 - 257, 260, 273, 298
 software 294, 296

Plan of Action	208
Police Administration	84, 98
Police culture	60, 67
"two cultures" argument	46
Police cynicism and idealism	48
Police morale	95
Police reform	79
Policy Advisory Group	199
Policy of inclusion	215, 216, 228, 233
Political Era	73 - 75, 78, 79, 104
Political machine	75
Political Model	72
Political support	9
Possibilities and Constraints	30
Power	67
coercive	50
defined	49
expert	56, 58
legitimate	49
referent	54
reward	52
Power, Authority and Discretion	48, 147
President's Commission on Law Enforcement and the Administration	158
Principles and Precepts	317
Private Security	
Compstat in, practical application	289
Problem Solving	109, 116, 118, 138, 140, 159
Problem-Oriented Policing	115
Problem-Solving Policing	24, 26, 109, 124
early attempts in New York	110, 124
Productivity	213
Professional Era	73
Professional Model	24, 27, 72, 75, 91, 97, 98, 103, 104, 110, 112, 124, 157, 159-161, 164
and crime fighting	102
legacy of	71
Professional movement	82, 86, 118
Progressive Movement	79
Prohibition	82
Promotional examinations	98
Quality circles	166, 190
Quality of life	2, 3
Quality of life violations	45
Radio motor patrol	82, 84
Rapid response	82, 105

- Reengineering 204-208
 Reengineering committees 29
 Reference Groups and Reward Systems 170
 Referent power 26, 54, 67, 183
 Reform movement in American politics 75
 Response time 84, 85
 Reuss-Ianni, Elizabeth 65, 96
 Reward 183
 Reward power 26, 52, 67
 Reward Systems 170
 Rewards 171, 175
 Rewards and Career Path 220
 Risk-taking 96, 106
 Robbery meetings 261
 Rodney King incident 80
 Roosevelt, Theodore 240
 Rosenthal, Aaron 122, 137, 138
- Safe Streets, Safe City Act 9, 10
 Saturation patrol 43
 Scientific management 85-87
 Scientific revolutions 16
 Seamless web 22
 Security Management
 applying Compstat in 279
 Serendipity
 role of 247
 ServiceStat 307
 Silverman, Eli 14
 Specialized units 89, 93
 Squeegies
 managing 145
 Staffing Needs Report 10
 Statistical analysis 85
 Steady tours 212
 Street cop culture 65
 Street cops 58, 60, 65, 179, 184, 202
 Supervisory Training 218
 Surveys 188, 192-195, 197
- Task forces 90
 Taylor, Frederick 84, 85
 Technology 104, 223
 Theory X 59
 Theory Y 59
 Timoney, John 305
 Tipping point 12, 13, 28, 46, 242

- Total Efficiency Accountability Management System (TEAMS) 308
Training 80, 81, 88, 104
Transit Police 243, 245, 246
Transit Police Department 9, 10
- Uniform Crime Reports (UCR) 86
- Vice enforcement 93
Vollmer, August 81, 105
Volstead Act 82
- Walker, Mayor James "Gentleman Jim" 77
Walker, Samuel 44
Washington Heights riots 10, 112
Weber, Max 85, 87
Weberian Bureaucracy 87
Wickersham Commission 82
Wilson, James Q. 43, 44, 115, 117
Wilson, O. W. 81, 82, 84, 98, 157
- Yohe, John 246-249
- Zero-tolerance 150