



Team Policing

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Law Enforcement Assistance Administration
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TEAM POLICING

A Selected Bibliography

by

James M. Edgar

Marvin Marcus

Robert J. Wheaton

Robert C. Hicox

National Criminal Justice Reference Service

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INTRODUCTION

Team policing has existed in the United States only since the early 1960's when the President's Commission on Law Enforcement and the Administration of Justice noted that all police work, both patrol and criminal investigation, in a given area should be under a unified command composed of a field supervisor and a team of agents, officers, and community service officers. This concept was labeled "team policing" to distinguish it from the conventional police organization.

From this modest beginning, an abundance of concepts have evolved which are loosely labeled "team policing." Some programs are community-based, some are not. Some programs are not team policing at all, but are merely conventional patrol organizations disguised under a name that sounds innovative. Just which of the competing concepts is "truly" team policing is not very clear. The literature has aided this confusion by failing to provide adequate definitions of the various concepts of team policing and by not placing them in some reasonable perspective.

At least two basically different team policing concepts can be distinguished: the tactical, non-community-based concept and the community-based team policing concept. The tactical team concept eliminates the single-officer, single-beat structure and groups a number of patrolmen under a sergeant to police a large, multi-beat area during a tour of duty. The supervisor is given considerable flexibility in assigning his personnel and in his methods of operation. The elimination of the single beat structure, often heralded as a radical innovation, has been found to be no more than a modest departure from traditional practices. And, although some clear benefits have resulted from this change, tactical teams have seldom proved as effective in controlling crime, obtaining citizen commitment, and providing non-law enforcement services as community-based or neighborhood-centered teams.

The community-based or neighborhood team approach has evolved into a truly fundamental departure from the traditional police field service delivery system. Typically, it consists of a senior supervisor and several junior supervisors who are given sufficient men to provide at least the basic police services to a designated neighborhood area on a 24-hour-a-day basis. The team commander has complete responsibility for his team area and can police it in a manner that he feels will be most effective. The team determines its own deployment, working hours, shift assignments and schedules, and method of operation within broad policy guidelines established by the department.

Territorial exclusivity, stable and close ties with citizens of the neighborhood, participative planning and management, professional supervision, and an orientation toward results rather than activities have come to characterize neighborhood team concepts.

This bibliography is organized to reflect these trends in team policing. It is broken down into three basic sections. Part I contains selected references to literature that provide an overview of team policing programs or discuss the theory underlying team policing approaches. Part II lists literature that concerns tactical, non-community-based team programs. Part III is concerned with community-based or neighborhood team policing programs.

In preparing the bibliography, no attempt has been made to be exhaustive. Each potential entry was carefully screened for timeliness, content, and clarity. The items finally selected were chosen with regard to availability and with a view toward presenting a good cross-section of the available literature.

Each section is arranged alphabetically by author. An index is included to assist readers in locating documents relevant to their needs. The listed documents are NOT available from the National Criminal Justice Reference Service, except where indicated by the words LOAN or MICROFICHE. To obtain these documents, please follow the instructions on the next page. Many referenced reports may be found in local, college, or law school libraries. A list of publisher's names and addresses appears in the appendix.

HOW TO OBTAIN THESE DOCUMENTS

The documents listed are NOT available from the National Criminal Justice Reference Service, except those indicated by the words LOAN or MICROFICHE. Many of them may be found in public, college, or law school libraries. The publisher of a document is indicated in the bibliographic citation, and the names and addresses of the publishers are listed in the Appendix.

• Those documents marked LOAN followed by the NCJ number can be borrowed from the National Criminal Justice Reference Service by submitting a request through a library utilizing the Interlibrary Loan system. For example:

_____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Evaluation of the Community Centered Community Team Policing Program 1971. By Wright State University. Washington, 1971. 134 p. LOAN (NCJ 15460)

• Documents marked MICROFICHE: A microfiche copy of the document may be obtained free of charge from the National Criminal Justice Reference Service. This indicates that the document is NOT available for distribution in any other form. Microfiche is a sheet of film 4 x 6 inches that contains the reduced images of up to 98 pages. Since the image is reduced 24 times, it is necessary to use a microfiche reader, which may be available at a local library. Microfiche readers vary in mechanical sophistication. A sample microfiche entry follows:

CHARLOTTE POLICE DEPARTMENT. Annual Report, 1974. Charlotte, North Carolina, 1974. 36 p. MICROFICHE (NCJ 17577)

• Those entries that include a stock number can be purchased from the Superintendent of Documents; Government Printing Office; Washington, D. C. 20402. Be sure to include the stock number on the request. For example:

_____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Neighborhood Team Policing. By Peter B. Bloch and David Specht. Washington, U. S. Government Printing Office, 1973. 310 p. (NCJ 10428)
Stock No. 2700-00240

Part I: Overview and Theory

1. ANGELL, JOHN E. The Democratic Model Needs a Fair Trial: Angell's Response. Criminology, v. 12, no. 4: 379 - 384. February, 1975. (NCJ 34586)

The author rebuts criticisms of his concept of team policing that were made by Lawrence Sherman of Yale University's Department of Sociology (also in the same issue of Criminology - see entry no. 7.). He comments that Sherman has "...simply presented commentary on the reaction of affected employees to an organizational change strategy which they find distasteful rather than an evaluation of the democratic model." The author agrees with Sherman that resistance to change would be inevitable; however, he states that this proves nothing about the potential effectiveness of the democratic model, and as a result, "Sherman's dissertation falls short of proving his case." He states that Sherman's case is based on erroneous conclusions and assumptions about the democratic model and the workings of police organizations. He concludes that he would like to see at least one concerted effort to test the democratic model. To date the police field does not have a single example of such an experiment.

2. _____ . Toward an Alternative to the Classic Police Organizational Arrangements: A Democratic Model. In Sweeney, Thomas J. and William Ellingsworth, Eds. Issues in Police Patrol: A Book of Readings. Kansas City, Missouri, Kansas City Police Department, 1973. p. 223 - 238. (NCJ 25824)
Reprinted from Criminology, v. 9, nos. 2 and 3: 185 - 206. August - November, 1971.

This organizational model has become the basis for a number of team experiments, including those in Dayton, Ohio; Louisville, Kentucky; and Holyoke, Massachusetts. Central to this model is the concept of organizing personnel into teams of generalists supplemented by specialist units, all of which is coordinated by a coordination and information section whose main functions are to ensure that available resources are distributed equally and that the activities of the teams are integrated. The expected advantages of this model and related changes necessary, particularly in training, are discussed.

3. BOER, BYRON L. and BRUCE C. MCIVER. Human Relations Training: Laboratories and Team Policing. Journal of Police Science and Administration, v. 1, no. 2: 162 - 167. June, 1973. (NCJ 12016)

As discussed in this article, laboratory training can be applied to problems on the job at two levels. Level one, referred to as the hard-edged use of techniques, means the direct translation of a technique displayed in the laboratory to some aspect of the work environment. Level two, the meta-learning or functional aware-

ness level, is the point at which values focused on and reinforced in the laboratory become part of the participant's work ethic. The author concludes that the challenge that faces team policing and laboratory training in the near future is to pool the techniques and resources in all of the related training programs and forge from the collective experience a viable methodology to confront the requirements of laboratory training and the collaborative style of policing and authority that is beginning to emerge in the United States.

4. KATSAMPES, PAUL. Participation in Policing. Police Chief, v. 41, no. 12: 60-65. December, 1974. (NCJ 16153)

This article proposes a democratic organization model that allows officers direct participation in important decision making on the basis of their involvement in the problems of the community. The traditional rigid hierarchical organization with a top-to-bottom chain of command is considered inadequate for today's complex society in the dynamics of change. In the new model, officers would be responsible for initiating ideas and improvements in the areas of crime prevention and enforcement in their jurisdictions. They would further experience the satisfaction of implementing their own ideas. The democratic model emphasizes free communication regardless of rank, relies on consensus decision making, and takes seriously the need of each person for self-expression in ideas, feelings, and independent action.

5. KENNEY, JOHN J. Team Policing Organization: A Theoretical Model. Police, v. 16, no. 12: 17-22. August, 1972. MICROFICHE (NCJ 4920)

The background and justification for a general plan to re-structure police departments to capitalize on all the talents of its members is presented in this article. Kenney traces the development of police organizations in the United States, identifying the traditional model, which emerged in the 1930's, calling for a specialized police unit for each functional operation, and the modified model of the 1940's, which still predominates. This model emphasized the consolidation of like functional activities into major departmental units leading to three divisional structures of field operations, auxiliary and staff services, and investigations. He characterizes these structural models as arbitrary reflections of concepts of formal organization theory developed in the early 1900's. New theories have since supplanted these early efforts. Kenney selects Golembiewski's "colleague model" as an appropriate basis for police organizations. This model replaces traditional line (operational) and staff (support) units with teams in which both line and staff functions are combined. No strict hierarchical progress of authority is thought necessary within the team, and supervision is minimized. The department as a whole would consist of an array of management teams, operational teams (which provide 24-hour police coverage to a particular area), and specialist teams (providing specialist services such as training, budget preparation, etc.). The relationship of these teams within the department would not necessarily be fixed but would vary depending on the specific tasks at hand.

6. NELSON, GEORGE T. An Analysis of the Team Policing Concepts Utilized by Law Enforcement Agencies. M. S. Thesis. Long Beach, California, California State University, 1974. 159 p. (NCJ 16795)

This thesis examines the team policing concept as it has been created and implemented by 15 law enforcement agencies throughout the United States and England, as of 1973. Emphasis is placed on the adaptation of the team policing concept by each agency and, in so doing, a number of models of team policing are developed. The prevalent model is geographically based and stresses communication, decision making, and unification of all services within a single unit. Regardless of the model used, the common problems of implementation were found to be lack of understanding, manpower requirements, communication, and coordination. Based on his personal visit to each of the agencies, the author explores the successes and failures that resulted from implementation of the various models.

7. SHERMAN, LAWRENCE W. Middle Management and Police Democratization: A Reply to John E. Angell. Criminology, v. 12, no. 4: 363-377. February, 1975. (NCJ 19250)

This article responds to and disagrees with Angell's 1971 proposal to abolish police middle management as part of his democratic model of police organization. The author uses data from a seven-city study of team policing and A. S. Tannenbaum's framework of control in organizations to discuss the past obstructions and potential uses of middle management (lieutenants and captains) to police change. It is proposed that the support functions of mid-management be expanded (rather than abolished or neutralized) as a positive aid to change. References are included.

8. _____ and others. Team Policing — Seven Case Studies. Washington, Police Foundation, 1973. 125 p. (NCJ 11430)

Team policing approaches in seven cities are examined, and problems experienced in planning, implementation, and evaluation are analyzed. The concept of team policing is generally intended to strike a new balance between the needs for police centralization for efficiency and community needs for police decentralization in order to increase responsiveness to the problems of citizens. In theory, team policing calls for reorganization of the patrol force to include one or more quasi-autonomous teams, with a joint purpose of improving total police services to a particular neighborhood and increasing job satisfaction of the patrol officers. This study examines team policing as it was experienced in seven cities — Holyoke, Massachusetts; Richmond, California; Dayton, Ohio; Syracuse, New York; Detroit; Los Angeles; and New York City. Some preliminary indications are given for why team policing has worked better in some cities than in others. The reports, which are subjective accounts by eye-witness researchers, contain a brief background of the city and the department and a description of that particular team program, pinpointing individual successes and shortcomings.

9. U. S. DEPARTMENT OF JUSTICE. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Factors to Consider in Planning for Team Policing. By A. Lee McGehee, Public Safety Research Institute, Inc. In its Full-Service Neighborhood Team Policing: Planning for Implementation. Washington, 1975. p. 27-36. MICROFICHE (NCJ 34560)

This paper indicates the major considerations that should be reviewed during the planning phase of any team police program. It is not intended to be an exhaustive study, but merely to ensure that key factors are at least considered. The second part of the article discusses factors that have influenced team policing failures, including mid-management resistance, peer pressure, lack of coordination among teams, lack of training, role conflict, and "elitism" among team members.

10. _____ . Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Issues in Team Policing -- A Review of the Literature. By National Sheriff's Association. Washington, 1975. 107 p. LOAN (NCJ 34480)

In this document the authors present the results of a critical review of the literature available from public and private sources on team policing. Areas singled out for special focus include the impact of team policing on crime rates and community relations, evaluations of team policing which have been performed, training, and community and organizational issues. The authors conclude that team policing is not solely a reorganization of police service delivery but a total reorganization of the urban police department. The magnitude of this reorganization and the resistance it provokes among various constituencies within the department are more determinative of the success of a team police program than its impact upon crime or the larger community. Hypotheses suitable as a focus of evaluation are presented in the appendices.

11. _____ . Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Neighborhood Team Policing. By Peter B. Bloch and David Specht. Washington, U. S. Government Printing Office, 1973. 310 p. (NCJ 10428)
Stock No. 2700-00240

This Prescriptive Package details theoretical guidelines and practical methods for designing, implementing, and administering a neighborhood team policing program. The concept of decentralizing police decision-making authority to meet increasing demands on law enforcement services is featured. A practical guide for police administrators and planners, this manual provides a method of organizing operations to improve police-community relations, increase crime control effectiveness, and enhance police job satisfaction. Chapter 1 is a summary of current knowledge about neighborhood team policing and a description of what the authors believe would be an ideal neighborhood team policing system. Chapter 2 describes the neighborhood team policing programs of several police departments. Subsequent chapters suggest procedures for planning and implementing neighborhood team policing, administering an ongoing program, providing training and education, and establishing lines of authority and methods of supervision of neighborhood teams. A practical approach for constructing a project budget is presented. Appendices

include suggested operational guidelines, a format for team commander reports, a model proposal to obtain Law Enforcement Assistance Administration action funds, a case study of one team in New York City, a way of organizing a referral guide for use by police officers, and a description of a training program implemented in St. Petersburg, Florida.

12. _____ . Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Team Policing and Unionism. By R. J. Korstad, Public Safety Research Institute. In its Full-Service Neighborhood Team Policing: Planning for Implementation. Washington, 1975. p. 17-25. MICROFICHE (NCJ 34559)

This article examines the main elements of team policing in relation to those factors that cause job dissatisfaction and lead to police unionization. Of the four factors singled out for examination, the author concludes that team policing will have no impact on the increase in law and order demands on the police or on perceived low rewards in relation to increased difficulty, but should have a beneficial effect on public hostility and managerial personnel practices.

Part II: Tactical, Non-Community-Based Team Programs

13. CANN, WILLIAM. Our 4/40 Basic Team Concept. Police Chief, v. 39, no. 12: 56 and 58 - 60 and 64. December, 1972. (NCJ 7518)

The police manpower allocation program in San Bruno, California, divided patrolmen into small groups for deployment purposes and adopted the four day week. The program's objectives were to allocate manpower during the times of greater need and to reduce periods of over policing. This change gave the department a more evenly allocated work force and a better balance in offensive patrol. The report details the problems of the previous system which caused the department to initiate the change in 1970. It covers the scheduling of work, training, and free time of the present system.

14. CORDREY, JOHN and GARY K. PENCE. An Analysis of Team Policing in Dayton, Ohio. Police Chief, v. 39, no. 8: 44 - 45. August, 1972. (NCJ 4943)

An evaluation of a team policing experiment designed to reduce street crime by concentrating police manpower in high crime areas is offered by this article. Based upon evidence collected from the Dayton Police Department, it was concluded that the team policing experiment has made some notable steps toward the development of a more community-centered police department. In addition, the officers in the experiment have answered more dispatch calls than their counterparts in other districts, achieved an overall clearance rate similar to the clearance rate in an earlier time period, responded and apprehended suspects as rapidly as in the earlier time period, and achieved an overall successful prosecution rate similar to that achieved by the entire police department during 1969 and 1970.

15. DALLAS POLICE DEPARTMENT. Five Year Plan. Dallas, 1972. 347 p. (NCJ 10384)

Goals, objectives, strategies, and implementation measures of a plan to increase police effectiveness and improve delivery of police services in the period 1972 - 1977 are presented in this document. The major features of this plan are decentralization of police service, development of generalist-specialist police officers, team policing operations (with support to teams by non-commissioned officers performing selected, routine functions and by para-legal assistants providing legal advice), and development of a resource tracking and information delivery system. Acceptable progress toward each goal by 1977 is spelled out in a series of posture statements. Progress is marked by the attainment of established short, middle, and long-term objectives. Organization charts, operations flow charts, manpower tables, and master program schedules are included.

22. MURPHY, PATRICK V. and PETER B. BLOCH. The Beat Commander. Police Chief, v. 37, no. 5: 16 and 18 - 19. May, 1970. (NCJ 2866)

This brief article describes the Detroit "beat commander" team concept in which a supervisor and a squad of men are assigned to cover a "squad car beat" 24 hours a day on a flexible schedule determined by the supervisor. The emphasis in the program is to make use of team patrolmen as community contacts and to use information gathered from citizens as a basis for crime control strategies. Specific techniques and evaluation plans are discussed.

23. PATERSON, ALEX J. The Results of Team Policing in Salford. In Chapman, Samuel G., Ed. Police Patrol Readings, 2d ed. Springfield, Illinois, Charles C. Thomas, 1970. p. 423 - 432. (NCJ 15184)

An evaluation is presented that includes tables on the number of crimes and arrests over a 3-year period with a favorable conclusion regarding crime prevention, investigation, and personnel morale under team policing. In a period of 3 years, "breaking in" offenses of all types showed a reduction of 23 percent compared to such offenses in the previous 3-year period. The number of arrests for indictable offenses increased significantly in areas where team policing has been employed. The interest and enthusiasm of the personnel has remained high since the institution of the program.

24. ————. The Salford Method of Team Policing. In Chapman, Samuel G., Ed. Police Patrol Readings, 2d ed. Springfield, Illinois, Charles C. Thomas, 1970. p. 398 - 423. (NCJ 15183)

This is a discussion of a policing method in which a sergeant plans and oversees the work of a group of constables in a given area, with emphasis on flexibility, creativity, surprise, and cooperation in preventing and dealing with crime. According to the number and kinds of crimes characteristic of a particular beat within specified time frames, the sergeant plans the deployment of the team each day. Predictable patterns of policing are avoided so as to include the element of surprise in security procedures. The possibility of one or more members of the team becoming involved in an incident is taken into account, so that inspection of premises may not be interrupted. A car equipped with a radio is available for each beat.

25. SARDINO, THOMAS J. The Crime Control Team. FBI Law Enforcement Bulletin, v. 40, no. 5: 16 - 19, 30. May, 1971. (NCJ 5023)

The author outlines the underlying philosophy and basic components of the Crime Control Team (CCT) concept of the Syracuse, New York, police department. The CCT consists of a sergeant and a number of patrolmen who patrol a section of the city. The main objective is to give the patrolmen more authority and responsibility and to improve their accountability. The article deals with the selection of team

members, the reduction of resistance to the changes required by the CCT program, increased crime control responsibility of both the sergeants and patrolmen in the CCT program, and public relations at the team level. Considerable improvement in the ability of the Syracuse police to clear offenses has resulted from the CCT program.

26. TORTORIELLO, THOMAS R. and STEPHEN J. BLATT. Client Service: Implications for Organizational Change. Police Chief, v. 41, no. 11: 34, 36, and 38. November, 1974. (NCJ 16165)

This is an evaluation of the second-year operation of Dayton, Ohio's community-centered team policing (CCTP) program. The effectiveness of team policing in delivering police services was compared with that of traditional policing. Closely matched experimental and control districts were selected. The amount of sick leave taken by officers, the clearance and property recovered rates, and the dispatch calls answered were things that were compared. It was found that officers in the experimental (CCTP) district took the same amount of sick leave as those in the control district. A fewer number of CCTP officers serviced over 2000 more calls than did the control area police and spent an average of six minutes longer on a dispatch call. The officers in the CCTP district also had a higher clearance rate and recovered more property per man.

27. U. S. DEPARTMENT OF JUSTICE. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Crime Control Team - Final Report. By General Electric Company Electronics Laboratory and Syracuse, New York, Police Department. Washington, 1970. 235 p. MICROFICHE (NCJ 1337)

The concept, operation, and implementation of the crime control team of the Syracuse, New York police force is presented with an evaluation of results of the program. The crime control team consists of a leader, deputy leader, and eight police officers. The leader has responsibility and complete authority to determine where, when, and how the team members are used in a given area. The team is used as a patrol force with the major objective of intercepting crime in process. It also is a potential deterrent to criminal activity. If the team fails to prevent or intercept a crime, it then investigates. Three crime control teams were deployed. A data processing system was utilized to obtain information on types of crime committed and their detection by the teams. The techniques used in this evaluative process are discussed in detail in this report.

28. _____ . Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Evaluation of the Community Centered Community Team Policing Program. 1971. By Wright State University. Washington, 1971. 134 p. LOAN (NCJ 15460)

This demonstration project tests the effect of a different police organizational structure on police effectiveness and community relations. Three innovative ideas were implemented in Dayton's fifth police district. The function of the police officer was changed from that of a specialist handling only one aspect of a given complaint to that of a generalist/specialist handling all aspects of most complaints (team policing). Community members were hired and trained to perform certain police tasks. In addition, community volunteers were used as police assistants. The objectives of this experiment were to determine the effectiveness of team policing in improving police services and to produce a community-centered police structure that would be more responsive to neighborhood life styles. The number of dispatch calls answered, clearance rates, the value of property lost and recovered, apprehension time and successful prosecutions were all compared to a period prior to the experiment. Two community-attitude surveys were also conducted. Evaluation of this program showed that, in general, team policing had helped develop a more community-centered police department. The 39 officers who volunteered for this experiment achieved measures of effectiveness comparable to prior time periods. It was recommended that the team policing experiment be continued. Tables in the body of the report and in the appendix list the data from this experiment. The community attitude questionnaire is included in the appendix.

29. Working Party on the "Aberdeen System." In Chapman, Samuel G., Ed. Police Patrol Readings, 2d ed. Springfield, Illinois, Charles C. Thomas, 1970. p. 386-397. (NCJ 15182)

This is an evaluation of mechanized team policing with regard to efficiency, morale, and working conditions of personnel, costs, and suitability for adoption as a general pattern for policing. It was determined that the system had not been operative a sufficient length of time to observe definite results; however, tentative conclusions were offered as follows: (1) the system is apparently efficient given the character of the areas where it has been employed; (2) there is no evidence that contact between police and public has been impaired; (3) there is no evidence that duty division between day and night and week-day and Sunday has been affected; (4) while the system is unlikely to reduce the number of personnel, the need for increases is diminished; (5) cost of policing is not likely to be affected; (6) radios are a necessary part of the system; (7) the competence of the sergeants is an important factor in the success of the system; and (8) the method of policing any area should be left to the discretion of the chief constable in charge.

30. ZURCHER, JAMES A. Team Management/Team Policing. Police Chief, v. 38, no. 4: 54-56. April, 1971. (NCJ 2612)

This article discusses a team management/team policing concept that has been in operation in Palo Alto, California since 1970, that is a complete change from the traditional chain-of-command organization. There are three operational teams and a management team, composed of five operational staff members, the Assistant Chief, and Chief of Police. This organization has eliminated the former five main divisions. The former heads of the divisions have assumed operational staff positions. The operational and line personnel have been divided among the teams, based on crime and service call needs. Borrowing from the corporate establishment, the new concept has administratively changed the titles of the lieutenants and sergeants to managers and supervisors so that the man on the street can more easily relate to the organizational levels. Internally, insignia remain the same. A survey of personnel revealed the following positive aspects: team policing has potential, involves all personnel in decision making, has improved morale, has improved communication, allows career development, produces more cooperation, and less overtime reduces costs. Negative comments included the following: overall resistance to change, a lack of coordination between teams, some internal reverting back to old systems, and specific roles not defined. (Editor's note: This article was incorrectly titled Management by Objectives by Leo E. Peart. A correction was announced in the June 1971 issue of the Police Chief.)

Part III: Community-Based or Neighborhood Team Policing Programs

31. ALBANY POLICE DEPARTMENT. Office of Crime Control. The Impact of the Neighborhood Police Unit on the Arbor Hill Community of Albany, New York: A Sociological Evaluation. By Raymond Forer and Ronald A. Farrell. Albany, New York, n. d. 102 p. MICROFICHE (NCJ 34861)

This evaluation looks at the impact of the Arbor Hill Neighborhood Police Unit (AHNPU) and concludes that the unit has had a sizeable effect on citizen's attitudes toward the police and on rates of crime in the neighborhood. The authors note that the AHNPU has been accepted as the city agency from which to seek assistance for non-criminal as well as criminal problems. Despite the fact that AHNPU officers spend 90 percent of their time on non-crime-related community problems, the crime rate has decreased about 50 percent, and the clearance rate has increased to a phenomenal 68 percent. The report claims that success is due to the team's ability to enlist the aid and support of the community in a collaborative police/citizen effort to control crime.

32. _____ . Office of Crime Control. Innovation and Social Change: A Review of the Albany Police Department Neighborhood Police Concept. By William N. Betjemann. Albany, New York, 1975. 78 p. MICROFICHE (NCJ 34718)

This study reviews the specific development of the concept of neighborhood policing by the Albany Department of Police and the process of change that led to the implementation of the concept. Neighborhood policing and the process of change are discussed in relation to the current sociological literature focusing on the police and social/organizational change. Pervasive issues including the ambiguous role of the police, the tradition-oriented and inflexible nature of the police organizational structure, and the pernicious state of police-community relations are examined. A review of these factors within the context of social change clearly displays the need for change in the providing of police services within the urban environment. In light of the resistance to change displayed by components of the criminal justice system, an analysis of the literature pertaining to planned change has been undertaken. Study results show that the police and the citizenry hold more favorable attitudes toward each other and are more willing to work together cooperatively. In addition, the study results show that the police have become increasingly involved in an order-maintenance/community-service role within the neighborhood.

33. _____ . Office of Crime Control. A Management Evaluation of the Arbor Hill Neighborhood Police Unit. By Cresap, McCormick and Paget, Inc. Albany, New York, 1974. 75 p. MICROFICHE (NCJ 34723)

This evaluation complements the sociological evaluation of the Albany Arbor Hill team performed by Forer and others. The evaluators here concluded that the Arbor Hill Neighborhood Police Unit (AHNPU) has proven to be a highly effective organizational vehicle, delivering superior police service. Several performance indicators were used to make this evaluation, including clearance rates, volume of police/citizen transactions (i. e., workload), complaint response, and crime rates. The reduced crime rate is attributed to the vastly improved clearance rates of AHNPU compared to the rest of the city. The evaluation found that AHNPU was clearly differentiated from most municipal police organizations (which generally

function in a passive, response-oriented mode) by the unusual degree of initiative encouraged and exercised by all levels within AHNPU. This initiative is typified by the development of a sound, logical enforcement strategy by supervisors; the action of team investigators in commencing investigations based on intelligence information rather than deferring action until crimes have been committed; and efforts taken by patrolmen to seek out contacts with neighborhood residents in informal, nonenforcement settings.

34. ANGELL, JOHN E. An Exploratory Study of Changes Accompanying the Implementation of a Community-Based, Participatory Team Police Organizational Model. Ph.D. Dissertation. Lansing, Michigan, Michigan State University, 1975. 223 p.
MICROFICHE (NCJ 34714)

This research examined the attitudes of citizens, clientele, and police in the area policed by the Holyoke, Massachusetts, team police operation and compared these attitudes with those in a similar neighborhood policed by regular police units. The research found that citizen attitudes toward the police were more positive in the team area and tended to change in an increasingly more positive direction. Client attitudes also were more favorable toward involving themselves in a wider range of activities. Team officers were significantly less prejudiced than police officers in the regular police area. The author includes an extensive review of team policing literature and a substantial bibliography.

35. BLOCH, PETER B. and JAMES BELL. Managing Investigations: The Rochester System. Washington, Police Foundation, 1976. 85 p. (NCJ 34715)

Early in 1971 the Rochester, New York, Police Department initiated an experiment called Coordinated Team Patrol (CTP), a variant of neighborhood team policing, in certain parts of that city. The goal of the experiment was to determine whether the CTP system could improve the department's investigative and apprehension operations. The two teams consisted of about 30 patrol officers plus six detectives, all responsible to the patrol team commander. The teams were responsible for providing most patrol and investigative services to their assigned areas of the city. A previous report on this experiment, Auditing Clearance Rates — see item 36., confirmed the department's own belief that patrol officers and investigative personnel involved in CTP were more productive than non-CTP personnel in dealing with the targeted crimes of burglary, robbery, and larceny. The present report further confirms these earlier results and describes the elements of the Rochester System, which contributed to its success and caused the Rochester Police Department to expand its use to all parts of the city in 1975. Some of these elements, alone or in combination, are believed to be promising methods of improving police operations in other departments. Innovations of greatest value were "early case closure," which aided in preventing wasted effort or unproductive investigations and "centralized case management." The most noteworthy problem uncovered by this evaluation was the comparative failure of the teams to obtain prosecution for their on-scene arrests. The factors responsible for this comparative lack of team success have yet to be fully determined, and steps are being taken by the department both to diagnose the problem and to test corrective measures.

36. _____ and CYRUS ULBERG. Auditing Clearance Rates. Washington, D. C., Police Foundation, 1974. 23 p. (NCJ 16351)

A detailed analysis of crime clearance statistics reported by experimental patrol/detective neighborhood police teams in Rochester, New York is presented in this monograph. The study concluded that the experimental teams had substantially improved their clearance rates compared to the control groups established for evaluation purposes.

37. _____ and CYRUS ULBERG. The Beat Commander Concept. Police Chief, v. 39, no. 9: 55-63. September, 1972. (NCJ 5324)

The Detroit beat commander team concept employed a team of patrolmen assigned to a sergeant to provide 24-hour-a-day coverage to a small area of the city (two former scout car beats). The team identification with this small neighborhood was intended to improve police community relations and achieve better crime control without the expenditure of additional resources. The article describes various features of the concept, including the roles of the sergeant (beat commander), the new roles of beat-team patrolmen, the use of patrol cars and scooters, and assignment of detectives to the beat team. The project resulted in improved patrolman performance, improved community attitudes toward the police, and increased job satisfaction and morale among team members. A slight increase in reported crime is attributed to increased willingness of citizens in team areas to report offenses, and the ease with which crimes can be reported under the beat-commander system.

38. BROWN, LEE P. and EDGAR E. MARTIN. The Changing Role of the County Sheriff — Part 2, Neighborhood Team Policing: A Viable Concept in Multnomah County. Police Chief, v. 43, no. 5: 84-86. May, 1976. (NCJ 34532)

This article outlines the conditions that persuaded Multnomah County Department of Public Safety to adopt neighborhood team policing and explains why the Full Service Model was chosen as the most appropriate to meet the law enforcement needs of this mixed urban/rural jurisdiction outside Portland, Oregon.

39. CHARLOTTE POLICE DEPARTMENT. Annual Report, 1974. Charlotte, North Carolina, 1974. 36 p. MICROFICHE (NCJ 17577)

The largest part of this report is devoted to a description of the Charlotte Team Policing program introduced in 1974 and the activities of the 10 teams in the city. An organizational chart is included showing the relationship of the team to the rest of the department.

40. CHESHIRE CONSTABULARY. Unit Beat Policing in Cheshire (Report of a Working Party). By A. F. Williams and F. Morris. Chester, England, 1969. 39 p.
MICROFICHE (NCJ 14789)

This paper details the findings of a working party established to evaluate the 15 Unit Beat Policing (UBP) teams in Cheshire. The overall conclusions were that UBP enabled more effective policing than traditional field service organization and that job satisfaction among constables was higher. Crime clearance had risen 7 percent under UBP (from 41 percent to 48 percent), but the working party did not indicate that this was necessarily due to the introduction of UBP. An excellent description of UBP is included as it is implemented in Cheshire, including the various roles of the foot patrolmen, "panda" cars, and detectives in the team; the administration of UBP at divisional and force level (roughly equivalent to precinct and department); the functions of the intelligence collator; supervision; and the use of new equipment. Two appendices contain detailed descriptions of the duties of the "area constables" and the intelligence collator.

41. CINCINNATI POLICE DIVISION. Team Policing Implementation and Evaluation Section. Community Sector Team Policing: An Examination of the Model's Operational Components Based Upon Eighteen Months of Experience. Cincinnati, Ohio, 1974. 57 p.
MICROFICHE (NCJ 25874)

This experimental program involved utilizing sector teams as the basic operations units within a police district to provide all police services within their capabilities, except homicide investigations. The report gives an overview of the community sector team policing program and its ancillary activities, discusses activities and plans relevant to the program's future in Cincinnati, and presents details on internal monitoring and evaluation materials pertinent to community sector team policing. The program evaluation criteria included completeness and quality of service, investigative effectiveness, police officer morale, and citizen involvement.

42. DAVIS, EDWARD M. Neighborhood Team Policing: Implementing the Territorial Imperative. Crime Prevention Review, v. 1, no. 1: 11-19. October, 1973.
(NCJ 12942)

A Los Angeles experiment is discussed in which a flexible unit of officers are charged with 24-hour protective responsibility for a specific area. Neighborhood team policing features cross-training by members of the team, wide latitude in devising innovative techniques, extensive use of crime prevention techniques, high motivation from identifying with the neighborhood and the team, and the active involvement of an informed citizenry. Individual accountability, solid community support, improved relationships between policemen, and more effective police service, including dramatically reduced crime rates, were among the advantages realized when this team concept was introduced.

43. FINK, JOSEPH and LLOYD G. SEALY. Team Policing. In their The Community and the Police — Conflict or Cooperation? New York, John Wiley and Sons, 1974. p. 149-182.
(In NCJ 15511)

The authors view team policing as a promising approach to reducing police citizen conflict. They review the history and concept of team policing, present the Holyoke, Massachusetts, neighborhood team in detail, and urge team policing as the basis for the democratic police model of the future.

44. FUNKHOUSER, BILL. Obstacles to Team Policing. Journal of California Law Enforcement, v. 10, no. 2: 48-51. October, 1975.
(NCJ 30869)

This paper presents a list of frequently overlooked variables or factors that account for much of the resistance to team policing. The article suggests that these items should be accounted for and measures should be taken to reduce their impact during planning and implementation.

45. GREGORY, ERIC and PETER TURNER. Unit Beat Policing in England. Police Chief, v. 35, no. 7: 42-47. July, 1968.
(NCJ 4195)

Unit beat policing is described by the two originators of the concept. Team policing in the United States was devised to restore the intimate police-community contact which it was felt had been lost as foot patrol gave way to motorized patrol. The British were faced with the opposite problem. Foot patrol was still the primary method of police deployment in 1966. The British felt that they could no longer afford the expense of extensive foot patrol and, in addition, needed the increased mobility afforded by vehicular units. The solution they derived was to combine elements of both foot and motor patrol into a team responsible for one area of the city in such a manner that community contact was not lost while, at the same time, considerable mobility was gained. In this article the authors present a general overview of unit beat policing, its organization, manning, and functions. Each beat is patrolled by an area car, performing routine patrol duties supplemented by two footmen and a detective under the supervision of a sergeant. The footmen have considerable flexibility regarding their working hours, specific duties, and dress (civilian clothes or uniform, depending on their duties). The function of the detective is to combat more serious crime and to assist uniformed officers with lesser offenses. As much responsibility for crime control is to be placed with the individual constables as possible. The article also discusses the operational control of the team by the station commander (equivalent to a U. S. precinct), the selection and use of vehicles, criminal intelligence as a team function, the use of intelligence collators, and additional training requirements.

46. HOLYOKE MODEL CITIES PROGRAM. Evaluation Report on the Model Cities Team Policing Unit of the Holyoke Police Department. By John Angell and others. Holyoke, Massachusetts, 1972. 113 p. MICROFICHE (NCJ 16622)

This document describes organization and implementation of team policing, and an evaluation through surveys of community and police attitudes and through professional consultant appraisal. The team model had the following characteristics: team decision-making, decentralization of supervision and operation, community involvement in policy making, and use of central staff services and investigative support units as needed. Measures of community opinion indicated that the public served by the team was generally pleased with its performance. Officers assigned to the unit were considered to have an increased motivation toward their jobs. The evaluation could not compare the activity of the team in relation to enforcement in the area prior to the team operation because of a lack of useful departmental activity data. The inter-organizational conflict was considerable in the team's relations with the rest of the department. The evaluation generally assessed the program as a qualified success and recommended continuation on an experimental basis.

47. HOLYOKE POLICE DEPARTMENT. Evaluation Report on the Holyoke Team Police Experiment of the Holyoke Police Department. By Helen Campbell O'Malley. Holyoke, Massachusetts, 1973. 224 p. MICROFICHE (NCJ 15571)

An evaluation of improvement in police-community relations, of effectiveness and efficiency of police, and of police job satisfaction and morale in the Holyoke team police experiment is presented in this document. Only two teams were evaluated, since the others had been in operation for too short a period to allow assessment. Both teams demonstrated success in achieving the first two project goals. Improvement in police community relations was assessed by attitude surveys of area residents. These indicated feelings of greater security and of receiving better service with team policing. These results were compared with the previous year evaluation results. Improved efficiency and effectiveness were shown by decreases in crime rates when compared to increasing crime rates for the city as a whole. Clearance rates for teams were very good and were found to be much higher than national clearance rates. Morale and job performance were found to be difficult to assess because of low morale and controversy in the department as a whole. However, the first team continued to have a sick rate of only one half that of the rest of the department, which could indicate higher morale. This was confirmed by interviews of the team. Problems hindering the team-policing concept in Holyoke are also discussed. For appendixes and supplemental reports, see entry no. 48.

48. _____ . Supplemental Reports and Appendixes — Holyoke Team Police Experiment. Holyoke, Massachusetts, 1973. 104 p. MICROFICHE (NCJ 15570)

This collection of papers provides the evaluation methodology, instruments, and results of assessments conducted of the community relations program, the community service officer program, police personnel performance, community attitudes, job satisfaction and morale, and cost analyses as part of the comprehensive evaluation of the Holyoke team experiment.

49. KNAPP, NORMAN R. Coordinated Team Patrol: From Experiment to Implementation. FBI Law Enforcement Bulletin. v. 44, no. 12: 3-8. December, 1975. (NCJ 31061)

This article describes concept development and planning for the expanded version of Rochester, New York's Coordinated Team Patrol (CTP), a combined investigator/patrolman team policing program. The objectives of the program are to enhance investigative effectiveness and improve the ability of the Rochester police to control crime. The expanded CTP program was put into effect citywide in April 1975.

50. LOS ANGELES POLICE DEPARTMENT. Final Evaluation of Team 28 Experiment. Los Angeles, 1974. 250 p. LOAN (NCJ 25754)

The Team 28 experiment began in 1972 in the Venice area of Los Angeles. The experience gained in this neighborhood team policing project has become the basis for the citywide implementation of team policing in Los Angeles begun in 1975. This report is an extensive and detailed review and analysis of the neighborhood team experiment. It includes an analysis of the performance of the team compared to a conventional control group. The general findings were that the team was better able to control crime, that community attitudes in the test area were positively influenced by the community involvement programs of the team, and police attitudes toward the community improved among team members.

51. _____ . Office of Operations. Team Policing Planning Guide. Los Angeles, 1974. 141 pages. MICROFICHE (NCJ 34716)

This handbook was prepared by the Los Angeles Police Department to assist area commanding officers and their staffs in preparing for the organizational transition from conventional policing to citywide team policing. The recommendations of personnel already involved in team policing, as well as the evaluations of the Venice Team 28 experiment, were relied on heavily in formulating the guidelines contained in this report. Included are guidelines for personnel distribution to areas, the selection and assignment of personnel to teams within the areas, team organization, radio communications, management, training, community involvement, unusual occurrence control, booking procedures, reporting procedures, and station facilities.

52. _____ . Office of Operations, Team Police Planning Group. Effective Team Management. By Eric J. Schubert. Los Angeles, 1976. 12 p. MICROFICHE (NCJ 34717)

The Los Angeles Police Department's evaluation of the Team 28 experiment concluded, in part, that while participative management which allows line personnel to take part in decision-making, is desirable in team policing, its role is not unlimited. Participative management was found to be an appropriate means of arriving

at deployment and problem-solving decisions in a committee atmosphere, but once these decisions were made, authoritarianism on field operations is necessary for proper functioning even with a team concept. Schubert expands on these findings, outlining the proper role of participative management in a police team, its benefits, and its effects in welding the team into an effective unit. He lists situations in which participative management is not appropriate. In a final section, the author discusses new management concepts developed for police management above the team level. This development depicts the entire police organization as being comprised of a series of teams that incorporate both management and line personnel as a series of interlocking teams. These relationships are displayed in a chart included in the article.

53. MCARDLE, EDWARD C. and WILLIAM N. BETJEMANN. A Return to Neighborhood Police. FBI Law Enforcement Bulletin, v. 41, no. 7: 8-11 and 28. July, 1972. (NCJ 4974)

This article describes a specially trained neighborhood police patrol team utilized by the Albany, New York, police department to combat crime in a blighted section of the city. Operating out of an informal, neighborhood storefront headquarters, the officers in this special unit mounted a comprehensive crime control and prevention campaign with emphasis on promoting good community relations and involvement. Walkie-talkies were used extensively by officers on foot patrol and those on scooters to coordinate their activities in housing complexes. Unit members regularly attended community meetings, luncheons, and social events in an effort to develop rapport with the residents. Results of the program show that the storefront headquarters was instantly popular with all citizens since its informal atmosphere reduced the unfavorable stereotype of the police station. This favorable view of the police was further enhanced by the use of new attire. The high degree of mobility of the Neighborhood Police Unit (NPU) officers through the use of motor scooters and walkie-talkies has shifted more power to the side of the police and law-abiding citizens. The referral system that is an important part of the program has realized an impressive record of success by helping the NPU gain public rapport, coordinate the effort of other agencies, and project a new image of the police department.

54. MULTNOMAH COUNTY. Department of Public Safety. Neighborhood Team Policing Proposal. By Edgar E. Martin and others. Portland, Oregon, 1975. 56 p. MICROFICHE (NCJ 34721)

This three part document was produced to aid the transition of the Multnomah County Department of Public Safety from traditional organization to countywide team policing. Part one is a discussion of the philosophy of team policing and points out the disadvantages of current bureaucratic police organizations and the expected merits of a decentralized countywide team structure. Part two explains the goals of the reorganization, the training required, personnel and job descriptions, the use of facilities, how investigations will be handled, police-community involvement, and the evaluation design. Part three briefly outlines implementation stages. Complete implementation of the reorganization was scheduled for July 1, 1975.

55. ————. Division of Public Safety. Goals and Objectives. By Lee P. Brown. Portland, Oregon, 1976. 56 p. MICROFICHE (NCJ 34720)

Concurrently with the implementation of neighborhood team policing, the Multnomah County Division of Public Safety began a management by objectives (MBO) system. This paper provides detailed goals for each subdivision of the Division of Public Safety: the management team, inspections unit, internal affairs, intelligence, special investigations (vice) unit, crime prevention, each neighborhood team, the detective team, and all support units.

56. RAND, MARK. Unit Beat Policing — Time for a Fresh Approach? The Criminologist, v. 5, no. 18: 52-61. November, 1970. (NCJ 14576)

This article traces the development of Unit Beat Policing (UBP) from its inception in Accrington, Lancashire in 1966. UBP is a team-type approach to police deployment developed by the Research and Planning Branch of the Home Office (Great Britain) which is designed to combine the best features of motorized patrol (rapid response to calls, lessened manpower requirements) and traditional foot patrol (intense community contact). Preliminary evaluations indicate that UBP has had a beneficial impact on crime rates, crime clearances, and arrest rates. The author indicates that although the program has some shortcomings, many of these can be traced to unimaginative implementation of the program in the various police forces. He suggests that the basic principles of UBP are sound and that there is no reason to abandon the scheme for a different approach to policing.

57. SCHWARTZ, ALFRED I. and SUMNER N. CLARREN. Evaluation of Cincinnati's Community Sector Team Policing Program — A Progress Report: The First Six Months Summary of Major Findings. Washington, The Urban Institute, 1974. 25 p. Working Paper 3006-4 (NCJ 15364)

This paper is an evaluation of selected goal achievement after 6 months of a policing experiment in one of Cincinnati's six police districts. This report consists of a narrative interpretation of quantitative evaluations of the project. The most positive findings were that both the public and the police felt that there was an increase in mutual recognition. This may have been partly responsible for the high opinion most citizens had of police methods of handling incidents. Citizen fear of crime in the experimental district was reduced, but fear of crime in other areas in Cincinnati was also reduced. COMSEC, the Community Sector Team Policing Program, has not caused any changes in the general character of reported crime, but the data suggests that COMSEC may have had some influence in the reduction of burglaries. The policemen in the COMSEC program were generally enthusiastic about it. Victimization information in the report was gathered from interviews with 2,200 citizens from randomly selected households.

58. _____ and others. Evaluation of Cincinnati's Community Sector Team Policing Program, A Progress Report: After One Year. Summary of Major Findings. Washington, The Urban Institute, 1975. 42 p. (NCJ 18752)
Working Paper: 3006 - 18

This one year evaluation of Cincinnati's Community Sector Team Policing (COMSEC) program represents a summary of the first part of an on-going evaluation of the Police Foundation experiment. These findings follow the program through the first year of activity. Citizen surveys indicated that compared to control groups, citizens in the COMSEC area felt that crime was decreasing in their neighborhoods and saw increasing evidence of police activity. Nonetheless, despite these perceptions and evidence that crime has decreased slightly under COMSEC, citizens' fear of crime has not diminished. Other findings show that the team's officers generally support the program, but efforts to inform the public about COMSEC have not significantly increased citizens' awareness of the program. Team officers were found to be better able to handle a larger range of police tasks, exhibited slightly more independence, and felt they had more influence on decisions affecting them. However, increased autonomy and feelings of accomplishment did not seem to lead to greater job satisfaction among COMSEC officers, or more satisfaction with their supervisors or with management changes in the COMSEC program.

59. TILLINGHAST, STEVEN C. The Role of the Team Manager. Police Chief, v. 43, no. 7: 61 - 65. July, 1976. (NCJ 34719)

The greatest role change required in adopting a team policing approach is the role of mid-level management, particularly managers who become team leaders. The transition from traditional police manager in a military-type police organization to a neighborhood team leader operating in a participative management environment with increased responsibility is discussed in this article by a police lieutenant who has himself made the transition. His description of his frame of mind, his initial disorientation, the changes he has made in his management style, and the problems he has encountered and resolved provide a useful guide to mid-level managers involved in team policing.

60. U. S. DEPARTMENT OF JUSTICE. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Comprehensive Police Improvement Project: Final Report. By St. Petersburg Public Safety Agency. Washington, 1973. 215 p. MICROFICHE (NCJ 16920)

This report presents the results of evaluations conducted of St. Petersburg's police improvement project, which consisted of a community action unit, a special operational services unit, and a public safety police team. Two separate evaluations are reported, one by public safety agency staff and the second by an independent evaluator. The findings showed that although the team had an impact on community attitudes and perceptions, it seemed to have no impact on crime.

61. _____ . Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Crime Reduction in Albuquerque: Evaluation of Three Police Projects. By Paul M. Sears, Stephany Wilson, and Jerome Atencio, University of New Mexico. Washington, 1973. 111 p. (NCJ 9814)

This report presents the results of three Albuquerque Police Department demonstration projects funded under the U. S. Law Enforcement Assistance Administration's Pilot Cities Program: a metropolitan narcotics enforcement squad, a team policing project and a crime laboratory survey. The team project was storefront-based with teams permanently assigned to neighborhoods. Investigators, special units to aid stranded motorists, and paraprofessional aids were included in the teams. Local committees were founded to work with the police team in each neighborhood. Data was not available to make a comprehensive, quantitative evaluation of the impact of the team project possible. The authors did determine, however, that the total departmental clearance rate for FBI Part I crimes rose by about 12 percent.

62. _____ . Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. A Full-Service Model of Policing. By Ellen Mintz and Georgette B. Sandler, Public Safety Research Institute, Inc. In its Full-Service Neighborhood Team Policing: Planning for Implementation. Washington, 1975. p. 37 - 61. MICROFICHE (NCJ 34561)

The authors integrate the concept of neighborhood team policing and the full service orientation. The full-service model is set forth in detail in chart format. The article discusses changes in departmental organization and the management environment required for successful implementation.

63. _____ . Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Implementation of Full-Service Model. By Georgette B. Sandler and Ellen Mintz, Public Safety Research Institute, Inc. In its Full-Service Neighborhood Team Policing: Planning for Implementation. Washington, 1975. p. 63 - 86. MICROFICHE (NCJ 34562)

Full-service policing requires a redefinition of the police role, and its successful implementation depends on constant reinforcement and a coordinated, department-wide effort. Appendix A presents a sample department-wide implementation plan for the full-service model. Appendix B describes the implementation of the training phase of the plan.

64. ————. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Police Technical Assistance Report — Personnel Administration Development of an Officer Job Satisfaction Questionnaire. By Michael W. O'Neil, Public Administration Service. Washington, 1975. 25 p. Report No. 75-073-018
MICROFICHE (NCJ 30612)

This is a report on the instrument development and evaluation review activities undertaken for the Multnomah County Sheriff's Office of Portland, Oregon. Although the consultant was originally contracted to develop a job satisfaction inventory to aid local assessment of the Multnomah County Neighborhood Team Policing (NTP) project, it was determined that several related evaluation tasks should be completed by the consultant. These were: (1) to examine the attitude questionnaire prepared by the Urban Institute for administration-to patrol officers to determine if use of this instrument would benefit the agency, (2) to prepare a short and direct instrument for gauging police job satisfaction that would not duplicate the efforts of the Urban Institute, (3) to co-ordinate and assist the operations management team in preparation of a form and format for the submission of periodic reports, (4) to determine report requirements by participating in consultations between the NTP coordinator and process evaluation consultants, and (5) to review the agency's plan for evaluation of NTP through output measures and to make suggestions for the improvement of this secondary phase of evaluation. A description of the activities undertaken in accomplishing each of these tasks is provided. Recommendations are listed. Appended are two attitude inventories developed by the consultants.

65. ————. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. (Team Policing). In its Managing Criminal Investigations. By Peter B. Bloch and Donald R. Weidman. Washington, U. S. Government Printing Office, 1975. 1 v. (various pagings).
(In NCJ 19486)
Stock No. 027-000-00337-1

Chapter VI of this Law Enforcement Assistance Administration Prescriptive Package reviews the Cincinnati COMSEC program in which four detectives have been assigned to each of six COMSEC teams and placed under the operational control of the team commander. Evaluations of this program indicate that the patrol/detective team was more effective overall than the control groups evaluated. Chapter VIII discusses the combined patrol/detective teams employed in Rochester, New York. Presented is a brief description of the team organization, evaluation findings that show that the teams were able to clear more offenses than control groups, and a discussion of the manual developed to guide officers in making preliminary investigations. A comprehensive personnel performance evaluation guide is presented in appendix B.

APPENDIX LIST OF SOURCES

All references are to bibliography entry numbers, not pages.

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