



(Pooling of Resources)

# PAR POLICING

**GRANT NO. 72 - DF - 09 - 0033**

## **FINAL REPORT**

013842  
C.I.

**May 10, 1972**

**Through**

**June 30, 1973**

PAR POLICING GRANT NO. 72-DF-09-0033

FINAL REPORT

May 10, 1972 through June 30, 1973



LAW ENFORCEMENT ASSISTANCE  
ADMINISTRATION  
OFFICE OF CRIMINAL JUSTICE  
ASSISTANCE

DISCRETIONARY GRANT  
PROGRESS REPORT

1. Grantee: California Council on Criminal Justice	4. Grant No.	5. Date of Report: <input type="checkbox"/> April 1 <input type="checkbox"/> October 1 <input checked="" type="checkbox"/> Other June 30, 1973
2. Implementing Subgrantee: City of Cypress, California	6. Grant Amt. \$150,000	7. Character of Report: <input type="checkbox"/> Interim <input checked="" type="checkbox"/> Final
3. Title or Character of Project: PAR Policing, Pooling All Resources For Policing	8. Covering Period: May 10, 1972 to June 30, 1973	

To: ☒ Cognizant Regional Office  
Law Enforcement Assistance Administration

☐ State Planning Agency, State of \_\_\_\_\_

Submitted herewith is the grantee's progress report for the period  
shown above:

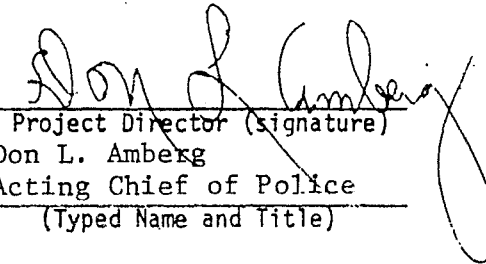
  
Project Director (Signature)  
Don L. Amberg  
Acting Chief of Police  
(Typed Name and Title)

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Section I

Section I

BACKGROUND

Prior to fiscal year 1969-70 the City of Cypress enjoyed a relatively stable trend of increasing policing costs commensurate with population growth. The cost trend was compatible with similar trends of other cities, which were noticeably affected in 1970 by suddenly increased police budgets to accommodate sharply rising police personnel costs.

Also at that time a greater emphasis on requests for miscellaneous field services was felt by most police agencies, including the Cypress Police Department which experienced a significant 36 percent increase in such requests during 1970, preceded by a 10 percent increase during 1969. The multitudinous requests for assistance ranged from lost children to most any imaginable condition of apprehension or fear involving safety or welfare. The police became increasingly responsive to requests for service, to arbitrate disputes not necessarily criminal in nature and to resolve social conflicts. Thus, the changing role of the police involved much more than the previous regulatory role of protection of persons and property, and the apprehension and incarceration of law violators.

1969-70 also evidenced a significant increase in felonious crimes. While felony crimes have been since reduced, misdemeanor crimes continue to increase. Thus, crime is a community concern regardless of classification.

During 1969-70 a reasonable look to the future revealed significant growth in patronage attendance at the Los Alamitos Race Track and student attendance at Cypress College, in addition to the projected population expansion within the City. It became necessary to establish a relatively long-range plan to provide adequate police resources to maintain that level of service which the residents of the City enjoyed.

Applying the pre-PAR Policing traditional organization concepts of 1.3 officers per 1,000 population by 1975, the City of Cypress would require a minimum of 59 police officers to provide adequate police service based upon a projected population of 45,000. Prior to PAR Policing the ratio of police officers to population in Cypress was 1.3. The current ratio under PAR Policing is 1.09. In keeping with the national average of 1.8 police officers per 1,000 population in suburban cities of 24,000 to 50,000 population, the 1975 requirement for the City of Cypress would be a minimum of 81 police officers. Successful PAR Policing, however, will be able to provide effective and efficient police service in 1975 at a ratio of .98 police officers per 1,000 population.

On the basis of the above summarized need, the Law Enforcement Assistance Administration awarded a \$150,000 grant to the Cypress Police Department to operate a demonstration model of PAR Policing. The program, operative under federal funds from May 10, 1972,

through June 30, 1973, included four sub programs; team policing, random residential foot patrol, alternatives-to-arrest referrals, and ten plan deployment. Each of the four program components is discussed individually in Section II. Overall evaluation of the effects of the program is presented in Section III.

Section II

Section II  
Topic A

TEAM POLICING

PAR Policing provided for the additional hiring of one captain, two lieutenants, one sergeant, and five part-time cadets over those authorized by the City. On July 3, 1972, two sergeants were promoted to the rank of lieutenant in compliance with this provision. Also on July 3, 1972, three police agents were promoted to the rank of sergeant to fill the two sergeant vacancies and the one additional sergeant position created by the PAR Policing grant. Also on that date, three officers were promoted to the rank of police agent to fill the three vacancies created by the promotions. In August, 1972, five cadets were employed to fill those part-time position created by the PAR Policing grant.

On September 20, 1972, one lieutenant was promoted to the rank of captain in compliance with the provisions of PAR Policing. Also on September 20, 1972, one sergeant was promoted to the rank of lieutenant to fill the lieutenant position vacancy, and one agent was promoted to the rank of sergeant to fill the sergeant position vacancy. Also on that date, one officer was promoted to the rank of agent to fill the agent position vacancy.

On September 11, 1972, the complete organizational structure of the Department, as set forth in the PAR Policing grant award, was officially implemented. The formal initiation of the Administrative

Team and the Operational Teams followed a less formal and more gradual changeover from traditional to PAR Policing. The hours of Team operation reflected those hours specified in the PAR Policing grant award. Those hours were: Team I - 2130 hours to 0730 hours; Team II - 0700 hours to 1700 hours; Team III - 1630 hours to 0230 hours. The Administrative Team operated from 0800 hours to 1700 hours, Monday through Friday, with research being conducted on the possible changeover to the ten plan.

Following is Special Order 192, issued August 15, 1972, and effective September 11, 1972, which set forth those personnel assigned to the Administrative and Operational Teams as well as the specific duties and performance responsibilities incumbent upon each Team.

Also following is a copy of a memorandum dated August 19, 1972, which is more explanatory of organizational changes.

CYPRESS POLICE DEPARTMENT

August 15, 1972

SPECIAL ORDER NO. 192

1. Effective September 11, 1972, the Police Department will be formally reorganized according to the informal organizational changes that have been taking place during the past several months, and in accordance with the following designations:

Administrative Team

Chief of Police George H. Savord  
Secretary McClain

Administrative Assistant Strozier

Agent Baroldi  
Agent Headrick  
Administrative Sergeant Hoffer

Records Coordinator Harris  
Stenographer (vacant)

Responsibilities

Command  
Administration  
Personnel Processing  
Inspections  
External Relations  
Administrative Research  
Planning-Development  
Community Relations Coordination  
Vice-Intelligence  
Training  
Supply and Maintenance  
Administrative Details  
Records and Reports  
Team Clerical Support

Operations Team I

Captain (vacant)  
Lieutenant Shumard  
Sergeant Wicker  
Sergeant Williams  
Agent Bandurraga  
Agent Stroud  
Officer Christensen  
Officer Patty  
Officer Peterson  
Officer Schumacher  
Officer Vandevort (basic academy)  
Officer (vacant)  
Dispatcher Rosenlof  
Dispatcher DeGuzman  
Cadet (vacant)  
Cadet (vacant)

Responsibilities

Command  
Complaint Desk  
Communications  
Police Patrol  
Preservation of Peace  
Field Services  
Traffic Law Enforcement  
Accident Investigation  
Criminal Investigation  
Crime Scene Investigation  
Crime Laboratory  
Juvenile Investigation  
Apprehension of Offenders  
Bail Processing  
Inter-agency Referrals  
Recovery of Property  
Identification Processes  
Evidence Processing  
Case Preparation



Operations Team II

Captain Robertson  
Lieutenant Sowma  
Sergeant Delgado  
Sergeant Straske  
Agent Bandy  
Agent Kammel  
Agent Worden  
Agent (vacant)  
Officer Ehrle  
Officer Haas  
Officer Morris  
Officer Scott  
Officer Vega (basic academy)  
Officer (vacant)  
Motor Officer Eaglin  
Motor Officer (vacant)  
Policewoman Kay (Delinquency Control Inst.)  
Dispatcher Fleming  
Dispatcher Harned  
Cadet (vacant)  
Cadet (vacant)  
Court Liaison Officer  
Jailor-Property Clerk

Responsibilities

Command  
Complaint Desk  
Special Investigations  
Communications  
Police Patrol  
Preservation of Peace  
Field Services  
Traffic Law Enforcement  
Accident Investigation  
Criminal Investigation  
Crime Scene Investigation  
Juvenile Investigation  
Apprehension of Offenders  
Bail Processing  
Inter-agency Referrals  
Recovery of Property  
Identification Processes  
Evidence Processing  
Case Preparation  
  
Prosecution-Court Liaison  
Prisoner and Property Control

Operations Team III

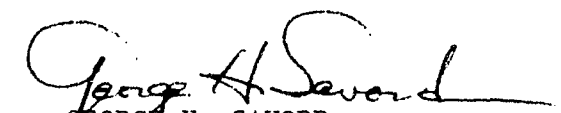
Captain Amberg  
Lieutenant Beard  
Sergeant Hampton  
Sergeant Lowenberg  
Agent Dickson  
Agent Strong  
Officer Avalos  
Officer Massey  
Officer McCuiston  
Officer Myette  
Officer Valek  
Officer Weuve (basic academy)  
Motor Officer Ockey  
Dispatcher Plouffe  
Dispatcher Stevens  
Dispatcher - Relief (vacant)  
Cadet Bishop  
Cadet Tinnell  
Cadet (vacant)

Responsibilities

Command  
Complaint Desk  
Communications  
Police Patrol  
Preservation of Peace  
Field Services  
Traffic Law Enforcement  
Accident Investigation  
Criminal Investigation  
Crime Scene Investigation  
Juvenile Investigation  
Apprehension of Offenders  
Bail Processing  
Inter-agency Referrals  
Recovery of Property  
Identification Processes  
Evidence Processing  
Case Preparation

August 15, 1972

2. A schedule will be published in the near future which will reflect anticipated days off, etc. Personnel desiring particular days off should initiate their particular request as soon as possible, and such requests will be given every consideration by Team Commanders.

  
GEORGE H. SAVORD  
Chief of Police

GHS/mm

August 19, 1972

## MEMORANDUM

TO: All Personnel

FROM: Chief Savord

SUBJECT: PAR Policing

1. Reference is made to Special Order No. 192 dated August 15, 1972, which provided for the reorganization of the Cypress Police Department within the concepts of team policing. I would request that Team Commanders determine days off for their personnel and forward the information to my office by August 25, 1972, for the purpose of publishing a master duty schedule. The master duty schedule should be provided for the benefit of all personnel by September 1, 1972.

2. Special Order No. 192 reflected the assignment of Policewoman Sandra Kay to the Delinquency Control Institute, University of Southern California, beginning September 11, 1972. That assignment was made in view of the difficulties in obtaining reservations in forthcoming Delinquency Control Institute classes and the commitment to the PAR Policing program which included D.C.I. training for the Policewoman. Class space has also been now reserved for the Spring, 1973, session. Police Agents interested in attending D.C.I. at that time should submit a memorandum request to my office within the near future. The scheduled D.C.I. training will lend itself to departmental expertise in the field of juvenile and community relations.

3. The responsibilities reflected by the Special Order are not exclusive, but represent a minimum list of police concerns. All police personnel are expected to be concerned with all police responsibilities and cooperate and assist in the accomplishment of the overall police mission.

4. Although emphasis has been placed on generalization in PAR Policing to provide job enlargement for each member of the Department, many personnel with special training and expertise will continue to be relied upon as resource personnel in particular areas of concern. Those personnel so designated should example the specific ability for the benefit of other personnel, and provide a focal point for the particular responsibility. For example, Agents Baroldi and Headrick are primarily responsible for Vice-Intelligence investigative activity, but all personnel will continue to be responsible for the observation and reporting of vice and intelligence information.

5. Similarly, Mrs. Betty Harris, Records Coordinator, will require a great deal of cooperation on the part of all Dispatchers to accomplish the overall responsibility for police records and statistics. Mr. Tom Goodell, Jailor-Property Clerk, will continue to function in a specific responsibility

August 19, 1972

for prisoner and property control between both the Operations Team to which he is assigned and the Administrative Team. Ms. Barbara Eckhart, Court Liaison Officer, also will maintain her specific assignment of facilitating coordinated effort between operational teams, the District Attorney's office, and the court system, depending again upon the active and positive cooperation of each member of the Department.

6. Police Agent Larry Bandy will be recognized as the departmental identification officer in view of his recent specialized training in that field, although all Police Agents will continue to be responsible for crime scene investigations and evidence processing in the crime laboratory.

7. The responsibility for accident investigation follow-up will rest with each individual officer who conducts an accident investigation and prepares a report, except for major accidents requiring prolonged investigative effort. Accident reports will be reviewed for follow-up need and citations at the time accident reports are submitted for approval. Prolonged investigative effort necessitated by major accidents will be considered a matter for special investigations responsibility. Sergeant Rudolf Delgado is assigned the responsibility of special investigations to coordinate and control prolonged investigative effort involving major crimes and accidents. He will also maintain a continuing awareness of the City's crime problems and current investigations, coordinating investigative activities with other agencies as the need arises. This assignment is particularly important in continuing our excellent relationship with investigators of other agencies. In-coming calls and inquiries concerning crimes in this City should be directed to Sergeant Delgado as a focal point of that activity, although all personnel assigned an investigation are expected to conduct each investigation to a logical conclusion.

8. Police Agents Bandurraga and Worden will continue to provide expertise in the area of juvenile referrals, and follow-up investigations. This will provide a continuing awareness that specialized juvenile officers are available within this Department, and that they should be relied upon by all officers as the resources for the development of additional expertise in that area.

9. Mrs. Kathy Strozier, Administrative Assistant, will coordinate community relations programs and activities through Team Commanders with all personnel.

10. Mrs. Marcia McClain, Secretary, will assume the responsibility for all personnel processing, coordinating her activity with the Personnel Department and those concerned. She will handle all overtime and vacation requests as well as the regular payroll computation, in addition to other related paperwork.

August 19, 1972

11. The mention of specific names in this memorandum is for the purpose of clarification because of your familiarity with specific assignments in the past. It is not intended to indicate favoritism, but to example the designation of specific responsibilities which must be maintained and coordinated by individuals as well as all members of the Department who may become involved in such responsibilities from time to time. The very listing of team responsibilities should create realization on your part of the many facets of the police mission for which each member of the Department should develop an awareness.

12. The hours of team operation with the corresponding overlap of tours of duty will be changed concurrently with the team schedule to be effective September 11, 1972. This change is in accordance with the PAR Policing program proposal which must be maintained intact. The tour of duty hours for team personnel will be as follows:

Administrative Team - 0800 to 1700  
5 days per week

Operations Team I - 2130 to 0730  
4 days per week

Operations Team II - 0700 to 1700  
4 days per week

Operations Team III - 1630 to 0230  
4 days per week

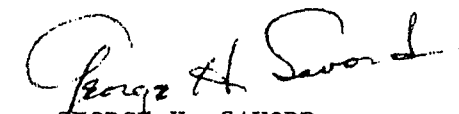
13. The accurate reporting of referrals to other agencies is necessary to provide statistical data for the evaluation of the PAR Policing program. The word, "REFERRAL" will be written at the top of any report representing a referral to another agency. A copy of all reports labeled "REFERRAL" will be furnished the Administrative Assistant for statistical purposes. A minimum report will be required for any referral made. For example, the minimum acceptable report for the referral of a juvenile would be a CJI report. The minimum report for an adult would depend upon the circumstances. If an arrest is made, an arrest report will suffice. If no arrest is made, any other type of report which would normally be made will be adequate. If no report would normally be made of the incident, a Special Service Report will be necessary for referral purposes. In all cases, each report will simply require the notation, "REFERRAL" at the top. This procedure will apply to the following sections of the Cypress Police Manual:

Memorandum

August 19, 1972

Juvenile Offense Reports, Processing	28.2.2 e
Report Processing, Initial Reports	32.2.1 b
Report Processing, Supplemental Reports	32.2.2 b
Processing of Reports	35.3.2 e
Juvenile Contact Reports	42.2.1 d (5)

14. PAR Policing places an emphasis upon random foot patrol and the identification of repeated offenders or those prone to commit criminal acts for referral to other agencies having the expertise to deal with particular problems. As your awareness of the availability of other resources to prevent crimes is developed, your service should be broadened and a greater portion of your time should be available for the detection and apprehension of criminals. With your cooperation, this theory of PAR Policing will be tested within the coming months.

  
GEORGE H. SAVORD  
Chief of Police

GHS/mm

#### TEAM BUILDING

In accordance with the approved budgeted training for PAR Policing, Team Building workshops were conducted by the University of Southern California for Cypress Police Department personnel. The nature, length, extent, and cost of the workshops was determined following and in accordance with consultation and advice from California Commission on Peace Officers Standards and Training officials. Such consultation was specifically listed in and required by the training section of the approved PAR Policing grant budget.

The first set of Team Building workshops was conducted for eight hours on June 19, 1972, with eleven sworn personnel in attendance and for eight hours on June 26, 1972, with eleven sworn personnel in attendance. The second set of Team Building workshops was conducted for eight hours on June 21, 1972, with ten sworn and two non-sworn personnel in attendance and for eight hours on June 28, 1972, with twelve sworn and three non-sworn personnel in attendance. The third set of Team Building workshops was conducted for eight hours on June 23, 1972, with twelve sworn and three non-sworn personnel in attendance and for eight hours on June 30, 1972, with twelve sworn and three non-sworn personnel in attendance. On August 11, 1972, an eight-hour Team Building workshop was held for all departmental supervisors with twelve sworn and three non-sworn personnel in attendance. On September 12, 1972, an eight-hour

supervisory Team Building workshop was conducted with ten sworn and one non-sworn personnel in attendance. On September 13, 1972, and eight-hour supervisory Team Building workshop was conducted with ten sworn and one non-sworn personnel in attendance.

The first workshop consisted of psychological testing and applied instructional techniques for the purpose of demonstrating team work and Team Building methodology. The second workshop was more specifically directed at the functioning of PAR Policing, the federally funded concept for which the Team Building training was necessary. The supervisors' workshops were designed to provide those in attendance with the knowledge of the role of supervision within the team concept of organization.

The University of Southern California was selected to conduct these workshops because of its personnel's extensive experience in the training of police personnel in other than strictly police subjects. The University of Southern California conducts an Executive Development course for police officers of command rank, a Middle Management course for police officers of middle management rank, and a Delinquency Control Institute for police officers assigned to details involving extensive work with juveniles. The Cypress Police Department has had experience with all the mentioned courses. The University of Southern California, with its history of training personnel for police agencies, has become familiar with police problems, thinking, and needs. Such familiarity is absolutely



necessary when conducting Team Building workshops as an introduction to extensive change within a police organization.

When contacted regarding the Team Building workshops, the University of Southern California was able to establish a training schedule which would complete the initial Team Building training for all but supervisory personnel prior to the end of June, 1972. It was essential that the initial Team Building training be completed as soon as possible in order to implement the other activities of the grant project. Forestalling the Team Building training would have resulted in the forestalling of the referral system for conflict resolution, an important component of the project. The longer the time of operation of such a component, the better the change for a valid evaluation of the component.

Following are documents prepared in conjunction with the Team Building workshop program:

Team Building Training - An Introduction to  
Organization Development

Received from the University of Southern California prior to the Team Building workshops as a brief explanation of the philosophy of Team Building.

A Proposed Team Building Program for the Cypress  
Police Department

Received from the University of Southern California also as an introduction, but including a specific proposal for implementation within the Cypress Police Department. The entire proposal was not implemented by the Department due to time limitations, but the fundamental methodology was utilized.

An Evaluative Letter

Received from the Team Building instructor, W. H. Funkhouser, discussing his perceptions of the progress of the Team Building workshops.

## TEAM BUILDING TRAINING

(An Introduction to Organization Development)

It has become apparent that the management of human resources must go beyond simple appraisal and placement methods. The soundest and most talented individuals, if not involved in the functioning of the organization, will not be maximally productive or find their work personally satisfying. How does an organization create an environment for employee growth and involvement, an environment characterized by a willingness to deal openly with issues facing the organization, and an environment nurturing a work force of problem-solving and productive employees?

Team Building Training Programs attempt to address these questions through the utilization of recent behavior and management science findings as interpreted by specialists in personal and organization development. These programs direct their efforts to stimulating those forces in an organization that work toward more effective individual and organization behavior; creating a favorable environment which encourages the development of problem-solving skills, effective interpersonal relations, and utilization of individual resources; opening up communication networks, and increasing staff competencies.

Program Goal: TO DEVELOP PARTICIPANTS INTO A WORKING TEAM, CHARACTERIZED BY A HIGH LEVEL OF TRUST AND COMMUNICATIONS, ABILITY TO DELINEATE AND ATTACK PROBLEMS, AND HIGH UTILIZATION OF RESOURCES WITHIN THE TEAM.

Objectives: To direct participants to analyze their own behavior in terms of dealing with others, basic needs, and general orientation toward the work situation.

To encourage participants to feel comfortable dealing with each other through more direct communication, a greater sharing of information, and the establishment of a non-judgemental climate.

To delineate problems existing in the organization and having the participants determine ways in which their team can go about discussing and solving the problems.

Program Characteristics:

Programs are planned and conducted for the organization on-site.

Each program is designed and directed toward the unique organization development needs of that organization.

Staff participation in the planning and design of the program is encouraged.

Programs are intended to help the participating team look at the factors that will help them work more effectively and productively together.

Program length may vary according to the time period necessary for effective involvement of each participant.

To Be Gained by Participating in the Program:

An An Individual:

- an opportunity to develop and practice open and authentic communication.
- skills in dealing with conflict, reappraising recurring issues, and identifying critical factors in problem-solving.
- an understanding of human and structural factors in the work environment.
- an opportunity to participate in addressing organization and interpersonal problems which inhibit the development of productive and rewarding work settings.

As An Organization:

- an opportunity to participate in a climate where organization and individuals look at themselves and operations with a view toward self-improvement.

- an opportunity for employees to involve themselves in the identification of organizational problems, experiences in team building and other alternatives to building a healthy organization climate.
- a renewed sense of identification with the organization's goals.

Some Comments from Past Participants:

"By coming together in an isolated environment the group is making a decision to seek solutions to problems, discover problems, learn how to work together as a coordinated, cooperating team."

"Very educational; has relieved some barriers and helped establish better relationships between departments. Has brought out points which need attention within our staff structure, in order that we operate in a more harmonious and constructive manner."

"Our group seems to be really 'turned on' as a result of our learning experience in the Team Building Workshop. I am extremely pleased with the improved attitude of staff members and their eagerness to contribute and participate in group problem solving sessions. I have every reason to believe that the program will have continuing beneficial effect on our staff."

\* \* \* \*

## TEAM BUILDING TRAINING

(Typical Program Agenda)  
3-day program

### First Day:

Introduction to the workshop and its focus on the effective individual and team functioning. Through the use of self-scored inventories, participants gain a knowledge of their leadership style and preferred interaction in a working group.

#### "PERSONAL SKILLS"

- Criteria of Effective Teams
- Team-Effectiveness Scale
- An Analysis of Personal Need Systems in Groups  
(Application of FIRO-B self-assessment inventory)
- Styles of Leadership  
(self-assessment inventory)  
(group discussion)
- Supervisory & Managerial Skills Identification  
(small group workshops and discussion)

### Second Day:

Moving from the focus on the individual, the functioning of the team is explored through group learning activities, decision-making, communication patterns, and conflict resolution methods will be discussed and experienced.

#### "FACTORS AFFECTING TEAM EFFECTIVENESS"

- Decision-Making: Methodology and Techniques  
(group decision-making exercise)
- Communications  
(one-way/two-way communication patterns)  
(interpersonal communications)

Third Day: Actual analysis of the effective functioning of the team through a problem-solving cycle and force-field analysis approach.

-- Problem-Identification

-- Problem-Solving Involvement

-- Planning for Follow-up Activity

\* \* \*

(It should be noted that this typical agenda represents the type of content material and participant involvement usually found within a team building training program. Different groups have different needs, and the final program agenda for any organization should be developed with staff participation taking into account time availability, budget, etc.)

(Also, it should be noted that this type of program cannot be considered "human-relations training" or "sensitivity training," etc. It is a semi-structured, task-oriented approach focusing on how a team of individuals may be able to work more effectively and productively together. It defines and explores the various factors of group dynamics, and provides an opportunity to utilize recently developed self-scored self and group assessment surveys, instruments, and inventories which can help provide recognition of group and individual differences. It is designed to strengthen an ongoing working team.)

Michael Kurtz  
Consultant in Training and Organization Development

UNIVERSITY OF SOUTHERN CALIFORNIA  
SCHOOL OF PUBLIC ADMINISTRATION  
CENTER FOR TRAINING AND DEVELOPMENT

A Proposed Team Building Program for  
The Cypress Police Department:

An Introduction to Organization Development

THE NEED:

It has become apparent that the management of human resources must go beyond simple appraisal and placement methods. The soundest and most talented individuals, if not involved in the functioning of the organization, will not be maximally productive or find their work personally satisfying. How does an organization create an environment for employee growth and involvement, an environment characterized by a willingness to deal openly with issues facing the organization, and an environment nurturing a work force of problem-solving and productive employees?

Team Building Training Programs attempt to address these questions through the utilization of recent behavior and management science findings as interpreted by specialists in personal and organization development. These programs direct their efforts to stimulating those forces in an organization that works toward more effective individual and organization behavior; creating a favorable environment which encourages the development of problem-solving skills, effective interpersonal relations, and utilization of individual resources; opening up communication networks, and increasing staff competencies.

Program Goal: TO FACILITATE THE PAR POLICING PROGRAM IN THE CYPRESS DEPARTMENT BY HELPING TO DEVELOP PARTICIPANTS INTO A WORKING TEAM, CHARACTERIZED BY A HIGH LEVEL OF TRUST AND COMMUNICATIONS, WITH ABILITY TO DELINEATE AND ATTACK PROBLEMS, AND MAINTAIN HIGH UTILIZATION OF RESOURCES WITHIN THE TEAM.

Objectives: To direct participants to analyze their own behavior in terms of dealing with others, basic needs, and general orientation toward the work situation.

To encourage participants to feel comfortable dealing with each other through more direct communication, a greater sharing of information, and the establishment of a non-judgemental climate.

To delineate problems existing in the organization and having the participants determine ways in which their team can go about discussing and solving the problems.



Program Characteristics:

The program will be conducted for the Cypress Police Department at a convenient location within the community.

This program will be designed and directed toward the unique PAR Policing and organization development needs of this organization.

Participation of Chief George Savord and his staff in the planning and design of the program will be encouraged.

The program is intended to help members of the Cypress Police Department look at the factors that will help them work more effectively and productively together.

The typical training program will be of three days duration.

To Be Gained By Participating in the Program:

As an Individual:

- an opportunity to develop and practice open and authentic communication.
- skills in dealing with conflict, reappraising recurring issues, and identifying critical factors in problem-solving.
- an understanding of human and structural factors in the work environment.
- an opportunity to participate in addressing organization and interpersonal problems which inhibit the development of productive and rewarding work settings.

As an Organization:

- an opportunity to participate in a climate where organization and individuals look at themselves and operations with a view toward self-improvement.
- an opportunity for staff to involve themselves in the identification of organizational problems, experiences in team building and other alternatives to building a healthy organization climate.
- a renewed sense of identification with the organization's goals, particularly directed toward the purposes of PAR Policing.

#### THE APPROACH:

This program, which will be designed as a continuous growth experience and not a singular event, will help the Cypress Police Department's personnel to understand that the whole complex of leadership and interpersonal intentions, priorities, actions, and consequences are socially significant as well as personally profound. Although the PAR Policing program will be the functional target, many aspects of individual and organizational growth and development will be pursued.

#### THE DESIGN:

The program will be built around action research which is a process of involvement, data gathering and sensing; intended toward discovery, action, change and problem resolution. Since action research is intended to help solve an identifiable management or social problem within the organization, it does not terminate with an elegant solution or in the discovery of some universal law. Rather, action research represents the testing of social structures and social inventions for the purpose of providing partial answers to particular problems at specific times.

Action research will link the University's resources with key personnel in the Cypress Police Department and will thus help in the change process by creating situations in which members of the Department become instrumental in solving their own problems. It will also be the means of allowing for continuous feedback, evaluation and program development directed toward the needs of this organization.

The following is proposed as a series of activities designed as an initial effort toward a continuous program for team building and organization development within the Cypress Police Department.

##### Phase I - Action Research and Organizational Diagnosis

1. Three days of action research in which a team of USC faculty interview key personnel in the Police Department, and also use other intervention methods to sense the organizational climate, determine needs, concerns and objectives.
2. The Chief, three Captains, three Lieutenants and three Sergeants will engage in an intensive three-day organizational diagnosis seminar designed to accomplish better sensing of the organizational climate, the capacity for trust and commitment within the Cypress Police Department. The dates for this program are April 26-28, 1972.

## Phase II

A series of three-day team building workshops will be conducted with 12-15 participants in each group. Membership in each group will consist of some representatives of those who have participated in the Organizational Diagnosis Seminar along with other personnel selected diagonally from the organization.

Although the exact nature of these workshops will not be known until after the activities of Phase I are concluded, the general orientation will be toward accomplishing team building objectives as outlined previously. The first Team Building Workshop will be tentatively scheduled for May 3-5, 1972.

## Phase III - Organization Development Program

It is intended that Phase I and II will be oriented toward the organization development needs of the Cypress Police Department and the city of Cypress. Therefore, at the conclusion of these phases a new proposal will be developed outlining an organization development program directed toward developing the capabilities of the total entity in such a manner that the whole organization can attain and sustain an optimum level of performance.

## Phase IV = Periodic Evaluation and Review (on-going)

Throughout the total program, Phase IV will be operating. Periodic evaluations will occur with the faculty, participants and key staff people from both organizations. The purpose of this evaluation will be to sense the progress that is being made; modify the diagnosis, objectives and actions; and determine new needs for intended activities.

ACTION PHASES OF TEAM BUILDING AND  
ORGANIZATION DEVELOPMENT FOR THE  
CYPRESS POLICE DEPARTMENT

Phase I - During April 1972

Phase II - During May, June 1972

Phase III - From Sept. 1972

Action  
Research  
  
3 Days  
  
on the job  
  
(individual  
involvement)

Organizational  
Diagnosis  
Seminar  
  
3 Days  
  
away from Job  
  
(Top  
Management  
and  
Selected  
Team)

Team Building Workshops  3 Days  12-15 Participants  Representing Diagonal Slide of the Organization			
---	--	--	--

Organization  Development  Program    Varied Activities throughout the organization
---

Phase IV - Periodic Evaluation and Review ---

THE BUDGET:

Funding for this program will be entirely reimburseable through the California Commission on Peace Officer Standards and Training (P.O.S.T.) Phase I and Phase II will include a series of Team Building Workshops which have a fee of \$1500.00 for each program, and are reimburseable under Plan C.

The activities for Phase III are yet to be determined but would be developed in accord with P.O.S.T. certification.

<u>PROGRAM</u>	<u>Number of Programs</u>	<u>Number of Participants</u>	<u>Amount for each Program</u>	<u>TOTAL</u>
Phase I - Organizational Diagnosis Seminar	1	10	\$ 1,500.00 (per program)	\$ 1,500.00
Phase II - Team Building Workshops	3	36-45	\$ 1,500.00 (per program)	\$ 4,500.00
TOTAL --				\$ 6,000.00



## CENTER FOR TRAINING AND DEVELOPMENT

*involvement . . . interaction . . . interrelationship*

UNIVERSITY OF SOUTHERN CALIFORNIA / SCHOOL OF PUBLIC ADMINISTRATION  
311 SOUTH SPRING STREET / LOS ANGELES, CALIFORNIA 90013 / PHONE (213) 626-8127

July 14, 1972

Chief George Savord  
Cypress Police Department  
5275 Orange Avenue  
Cypress, California 90230

Dear Chief Savord:

The purpose of this letter is to give you some feedback on the Team Building Workshops just completed with your Department.

First, I would like to state briefly what I saw as the basic objective of the Workshops. The Workshops were designed as an initial stage in the movement of your organization from a more traditional, hierarchical mode toward a more participative mode. In the Workshops we were directing our attention toward the process by which decisions are made and carried out, with a particular emphasis upon leadership styles and behavioral patterns as they affect and influence collaborative effort, the release of creative talent and the effective utilization of human resources. I saw my role as one of facilitating a self-examination of your organization by its members with respect to these issues. As a first step, it was necessary to begin to establish a climate conducive to greater openness and trust. Therefore, the first day of each Workshop was designed to provide some theoretical concepts about managerial techniques and, through self-evaluation inventories, to provide some insights into individual motivation and behavior in organizations. The second day was designed to explore real problems in the organization with particular emphasis upon alternative processes that can utilize for arriving at effective solutions to those problems.

Now for some of my observations. These observations, I hasten to add, are based upon a very limited exposure to your organization and are thus subject to the danger of superficial data in addition to all the other shortcomings that observations any organization are hier to. They are thus provided for your use as you see fit and perhaps will provide some starting points for a more careful analysis.

As will not be surprising to you, I find the usual concerns that are typically found when a significant change, such as the one in your organization, is undertaken. People are concerned about their individual role in the new scheme of things and have some fears about their ability to perform the broad range of duties that they perceive required of the new "generalist."

Chief George Savord  
July 14, 1972  
Page 2

There is still a general lack of information or understanding throughout the organization on a number of issues around PAR-policing. Individuals are not clear on the specifics of the implementation of the new plan, particularly in regard to their own roles, functions and duties. Some of this was clarified in the workshop, but there still remains a significant amount of uncertainty. One thing that became apparent was that people were not so concerned about those details that could not be clarified because of the experimental nature of the program, as they were about not being included in on what was going on.

There is real skepticism as to whether top management really wants to establish a more participative managerial style or whether this is mere lip service. From my observations, such skepticism appears to have some merit. My perception is that the organization has historically operated in the authoritarian, directive mode, and that the members of the top management team may have real difficulty in shifting modes. I do see a sincere desire to do so, but a change like this is not easy.

In addition to my perceptions, the attached enclosure contains some data generated by your Personnel during the course of the Workshops.

Based upon what I have presented above, I submit the following three suggestions for your consideration as action items:

1. To the degree possible, develop and clarify individual roles under the new organization. One thought I have here is that the new roles are by nature more ambiguous and that individuals will need to learn to become more comfortable with that ambiguity.
2. Examine means of increasing information flow up and down the organization.
3. Conduct a Team Building Session for the top management team. I would suggest that this be a 2-3 day effort attended by yourself, the three captains and the three lieutenants. I would see one of the primary purposes of this session to be the frank examination of individual leadership styles, whether that is where you want to be, and if not, how to get where you want to be.

I would like to say that I enjoyed working with your people. We had some struggles, but we worked hard and I felt that we all gained some real benefit from our efforts. My real regret is that I did not have the opportunity to meet with you and to have you as a participant in the process.

My very best wishes for  
your future efforts.

W. H. Funkhouser  
Center for Training and  
Development

Encl.



## CENTER FOR TRAINING AND DEVELOPMENT

*involvement . . . interaction . . . interrelationship*

UNIVERSITY OF SOUTHERN CALIFORNIA / SCHOOL OF PUBLIC ADMINISTRATION  
311 SOUTH SPRING STREET / LOS ANGELES, CALIFORNIA 90013 / PHONE (213) 626-8127

September 14, 1972

Chief George Savord  
Cypress Police Department  
5175 Orange Avenue  
Cypress, California 90630

Dear Chief Savord,

The purpose of this letter is to provide you with some of my reflections on the status of the organizational development effort presently underway in your department.

I see the effort as having two major thrusts: 1) the establishment of managerial and leadership styles which will release untapped creativity and productivity of the human resources of your department and 2) the establishment of an organizational structure which will facilitate that process. Concomitant to this undertaking is, as I understand it, a general reorientation of each individual's role from that of a narrowly defined specialist to that of a professional in criminal justice who identifies with the overall objectives of the police function.

As you are well aware, any change is usually threatening to someone and thus is generally resisted. The greater the magnitude of the change, the greater the threat and resistance. The change which has been initiated in your department is of rather significant magnitude. It calls for changes in supervisory styles, redefinition of individual assignments, and a new organizational concept all at the same time. It could therefore be expected that a high level of concern and discomfort would accompany the current organizational redesign of your department.

Two significant factors contributing to resistance to change are: 1) a lack of information and understanding about the change and 2) the fear that it may adversely affect the individual.

The first of these is rather directly dealt with -- increase the information available to all personnel regarding the change. The second is more difficult. This consequence of change can be obviated if



Chief George Savord, p. 2

the change is preceived to be and is, in fact, of benefit to the individual involved. How is this achieved? By increased ownership on the part of each individual in the decisions on the changes to be made and the process by which they are accomplished.

I believe that significant, positive progress has been made in these two areas within your organization in the past several weeks. At this point in time, there appears to be a far more thorough understanding of the change processes that are underway. More importantly, as a result of the willingness of top management to change as well as asking subordinates to change, there is a greater degree of participation in the implementation of the new program. Without in any way diluting your final responsibility for adequate police service to your community, your subordinates now have a much greater degree of involvement in the decisions that influence their work environment and their organizational objectives. This involvement will, I am certain, result in a much higher commitment to the objectives of the organization. This degree of commitment and involvement will remain so long as the members do, in fact, have the opportunity to influence the decisions that affect them.

As you are also well aware, change of the magnitude of that being undertaken in your department does not come without some initial loss of effectiveness. It is only to be expected that the process of learning new ways takes something away from immediate efficiency. This is a normal cost of change, and, of course, is accepted in the hope that the new method will, in the long-run, far outweigh the cost. It can be expected that your organization will experience this cost for some time and that should not be allowed, in itself, to discourage you from your final goal.

After having spent several intensive days with you and your people, I am very optimistic about the success of your endeavors. This optimism is based in large part upon a perception that a very healthy atmosphere conducive to flexibility and innovation has been created within your organization.

I have thoroughly enjoyed working with you and your people and feel that I have a personal stake in the success of the Cypress Police Department.

Good luck to all of you.

Warmest regards



Bill Funkhouser  
Organization Development Consultant/  
Center for Training and Development

The implementation of PAR Policing required Investigations Division to be disbanded and its members returned to patrol functions. In this manner more officers were able to obtain more experience in a greater variety of police duties. Officers were also not precluded from answering a given call on the basis that that call was not part of their specified assignment, allowing for greater flexibility in the utilization of personnel.

From the beginning of PAR Policing's implementation, however, the investigative follow-up of criminal cases necessitated an alteration of the initial concept of team policing. It was soon discovered that the follow-up investigation of crimes and complaints experienced some difficulty based upon several factors. First, personnel inexperienced in investigative work appeared less able to discern and follow difficult leads successfully than their more experienced counterparts, causing the premature unsuccessful closing of some cases. Secondly, Team II personnel appeared to be conducting a majority of the investigative follow-up because Team II operated during the daylight hours, that time during which most persons are available for interview. This caused a backlog of investigation, taking patrol officers off the street and away from their patrol function. Third, there no longer appeared to be one individual or group having current compiled information on criminals or their modus operandi operating in the area. Such information has always been invaluable to investigators in their efforts to match

crimes and suspects. Fourth, the lack of a focal point for investigative knowledge adversely affected inter-departmental relationships.

In an attempt to solve this problem, one sergeant from Team II, one officer from Team I, and one officer from Team III were made available for assigned investigative follow-up responsibility when it appeared that the case was too difficult to be handled and solved with normal procedures. This alteration assisted somewhat in the reduction of the problems cited and provided a degree investigative manpower when needed by drawing from other Teams. It provided, to a limited extent, skilled and experienced investigators when needed and a smaller group of individuals more familiar with the overall crime picture and suspects than the average officer.

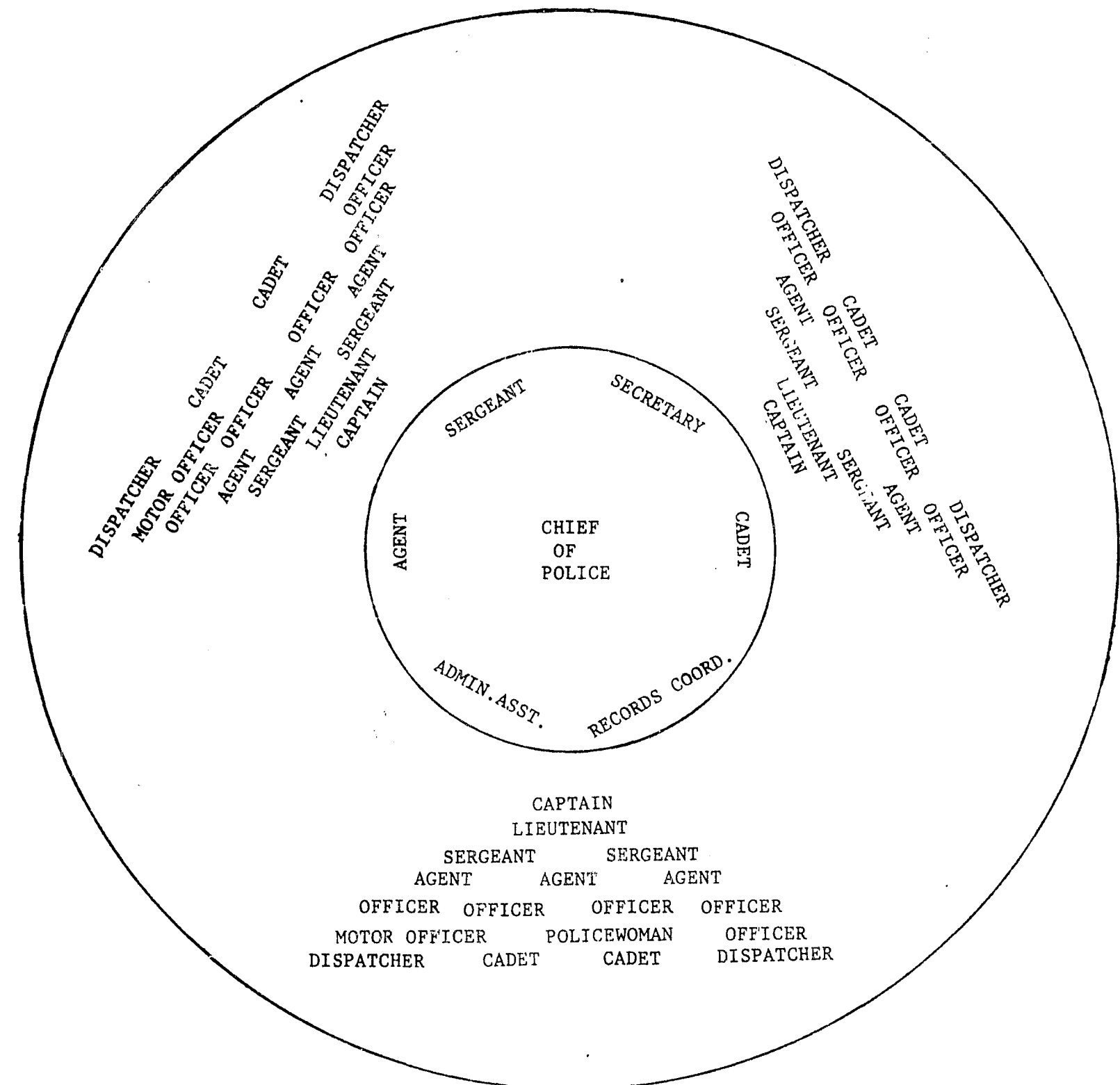
This alteration eventually proved to be undesirable in that it removed officers from their normal duties on a short notice and temporary basis, thereby precluding effective and efficient planning relative to deployment.

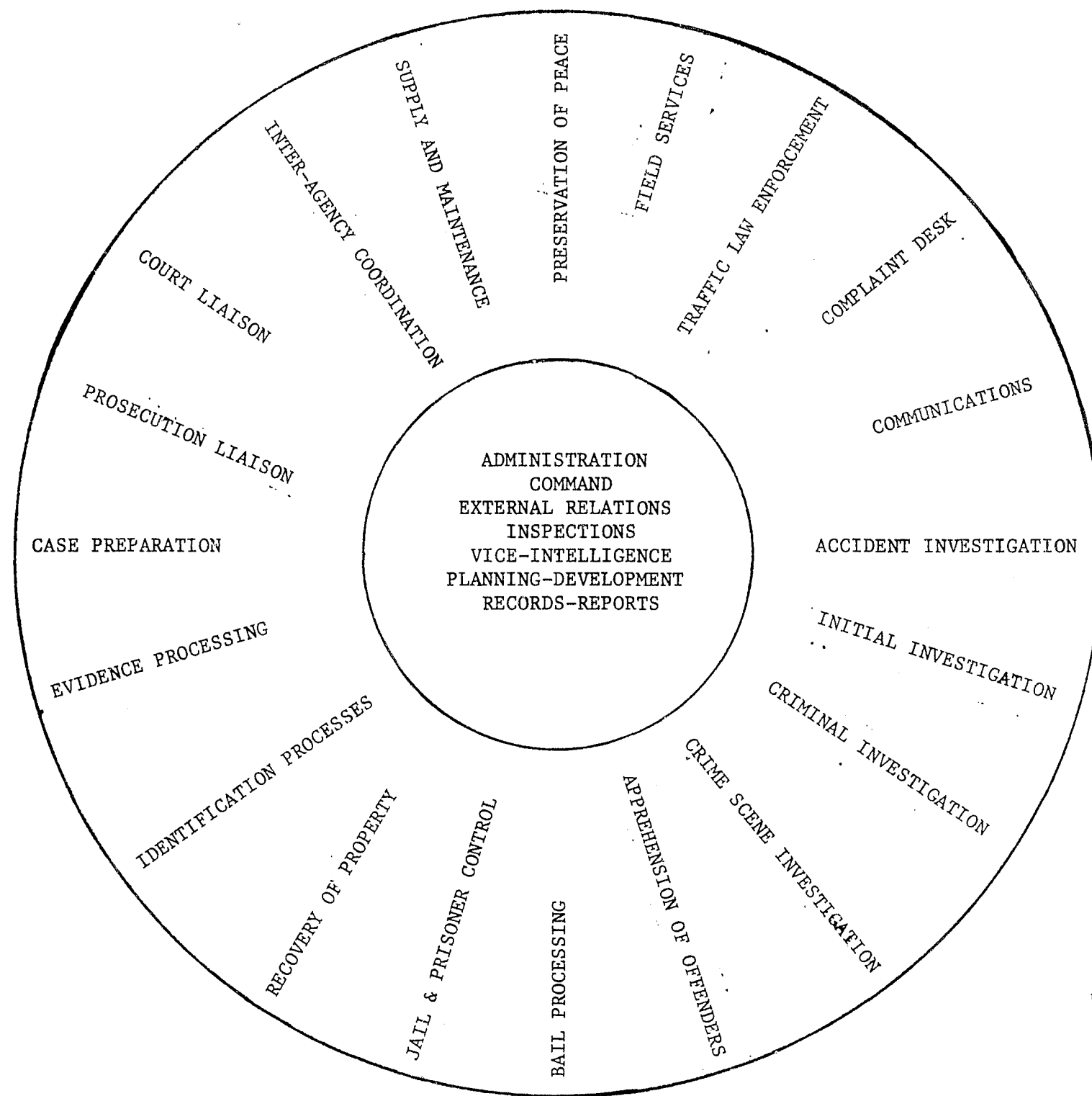
A major factor in the original Team Policing concept was its dependence upon the individual personal motivation of each officer to carry out the most important functional tasks first, to be followed by those tasks of more interest to the officer. Because the officers are human, they do not all demonstrate this motivation in a consistent fashion. It was observed that the officer who has

the general discretion as to which task to perform generally tended toward that which interests him. Such interest varied from person to person, thereby precluding almost completely the possibility of the performance of tasks in the order of stated importance by all personnel. An example was the decrease, experienced during the first phases of PAR Policing, in the writing of citations for hazardous traffic violations. In spite of the importance of the task and its role in deterring traffic collisions, the individual officers did not perform the task as often as necessary when given the personal discretion to perform other tasks.

The original PAR Policing Team Organization chart clearly illustrates the division of the Department into three operational teams and one administrative team. The original PAR Policing Team Responsibilities chart illustrates those responsibilities incumbent upon each team to perform. The responsibilities of the three operational teams were identical, while those of the administrative team differed in accordance with its managerial tasks.

Inspection of the original Organization chart reveals that the span of control within the administrative team includes a vice-intelligence officer, a record's coordinator, an administrative sergeant, a secretary, an administrative assistant, and a cadet, all of whom reported to the Chief of Police. In addition, the





three captains assigned to the operations teams were immediately responsible to the Chief of Police. Such direct supervision of so many persons performing such varied functions was clearly violative of established theories of effective supervision. The wide breadth of supervisory responsibility and the inclusion of too numerous personnel in administrative capacities, some of which contain responsibility without commensurate authority, somewhat inhibited the full and proper coordination of team activities.

Because of the practical aspects of necessary support services, such as supply and machinery maintenance, these and similar functions were gradually absorbed by the administrative team; although, it was originally intended that they be performed by the operational teams. This absorption of duties by an entity not possessing either the responsibility or the authority for the performance of the duties also effectively precluded the proper execution of operational direction and control.

As the three operational teams assumed the responsibility for the total police operation during their respective hours of operation, there emerged three separate entities functioning on a generally autonomous level. Without clear-cut channels of communication between teams, the overall level of cooperation suffered.

The substantive lack of the placement of specific responsibilities was also reflected in the statistical classification of criminal

activity, a function directly affecting the determination of the City's crime rate. Since no direct obligation to ensure that the crime classification listed on a given report was accurate, reports were not reviewed for this purpose. The result was that reports generally listed the crime classifications as they were phrased in the radio broadcast. Because the radio broadcast is based upon information received from a citizen, it may or may not reflect the actual circumstances of the situation. For example, a citizen may report a window broken by a child as malicious mischief; but if the investigating officer can determine that the child only accidentally broke the window, the report should be classified as property damage and not as malicious mischief. To compound the problem, the statistical compilation of crime reports is performed by a civilian records coordinator not formally trained in police work and criminal elements. Consequently, the reports were accepted at face value and recorded without question in the not always appropriate category.

The ultimate goal of the PAR Policing program was to operate a demonstration model of Team Policing, which functioned effectively on a practical day-to-day basis and which includes the elements of foot patrol, referral, alternatives to arrest, and a ten-hour day, four-day work week. It became apparent that goal could only be achieved by modifying the Team Policing concept to also include a limited emphasis on a functional division of workload. The



orientation of personnel to the basic police functions while allowing, at the same time, the generalist approach to prevail within a basic policing concept provided for: fixed responsibilities in accomplishing the police mission; an atmosphere of cooperation within and between teams; a greater involvement of supervisors; the minimization of specialization; the preservation of collegial decision making at the administrative level; the direction of field attention to enforcement matters of precedence; and the encouragement of the Team approach to basic police functional responsibilities.

The Team Policing concept adaptation affected the organizational structure by creating two functionally-oriented teams responsible for providing support services and special investigative backup to the field team policing operation. The Support Services Team began to perform those tasks vital to but not part of the field law enforcement function. Such tasks included but were not limited to supply maintenance, jail functions, court liaison, and records. The Special Investigations Team began to provide experience and expertise for dealing with those cases too complex, difficult, or time consuming to be followed to conclusion by the field personnel originally involved. The team allowed for special investigation without decreasing the number of field law enforcement personnel on a short notice and temporary basis, a situation which effectively precluded efficient operational planning. The organizational changes and the location of responsibilities, effective January 8, 1973, are reflected in the revised organizational charts.

The development of teams by function in keeping with the achievement of the police goals through Team Policing was cited as desirable by Dr. John P. Kenney, Ph.D, in Police Magazine. The adaptation of this concept of Team Policing within the Cypress Police Department allowed for collegial decision making as well as the operation of the field generalist theory to its practical limits while maintaining the functions and responsibilities of the police role as a means toward preserving the public welfare.

CYPRESS POLICE DEPARTMENT

January 4, 1973

SPECIAL ORDER NO. 205

1. Effective January 8, 1973, the PAR Policing organization will be modified to conform to the attached organizational charts. This modification of the police organization does not negate any of the PAR Policing programs, and is intended to further those programs within the concept of team policing.

2. The following personnel are assigned primary responsibilities as follows:

Captain Don L. Amberg - Commander, Support Services Division

Captain Edwin W. Robertson - Commander, Special Investigations Division

Captain Jerry M. Shumard - Commander, Field Operations Division

3. The following named personnel will be assigned as follows:

Sergeant Walter F. Hampton - Support Services Division

Sergeant Jack W. Straske - Special Investigations Division

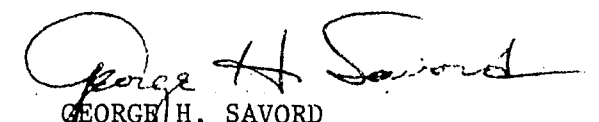
Agent Robert A. Bandurraga - Special Investigations Division

Agent Elmer W. Kammel - Special Investigations Division

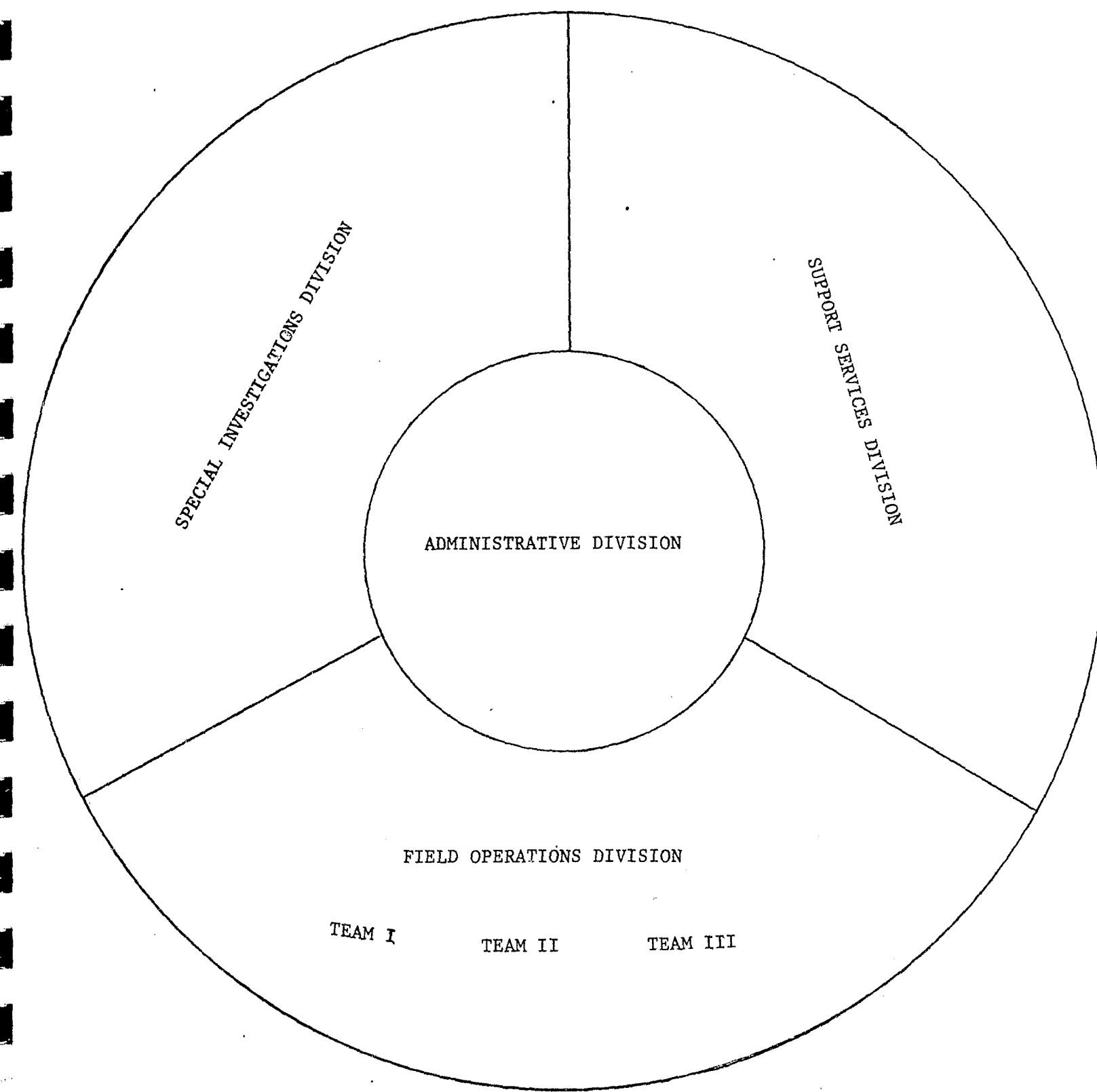
Agent James J. Worden - Special Investigations Division

Policewoman Sandra V. Kay - Special Investigations Division

4. Current team assignments and those scheduled for change on January 22, 1973, will remain the same and apply to the Field Operations Division.

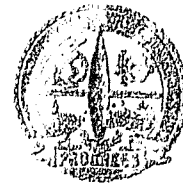
  
GEORGE H. SAVORD  
Chief of Police

GHS/mm  
Attachments



**CONTINUED**

**1 OF 6**



# CITY OF CYPRESS

5275 ORANGE AVENUE, CYPRESS, CALIFORNIA 90630 AREA CODE (714) 323-1222



April 29, 1974

U. S. Department of Justice  
Law Enforcement Assistance Administration  
National Criminal Justice Reference Service  
Washington, D. C. 29530

Dear Sir:

Here are two copies of a final report on a project conducted with Law Enforcement Assistance Administration funds entitled, "PAR (Pooling All Resources for Policing) Policing." The program included four prime components including Team Policing; Random Residential Foot Patrol; Ten-Hour Day, Four-Day Work Week; and Alternative-to-Arrest Referral System. The Cypress Police Department has received numerous requests for the report from California law enforcement agencies; and as a result of these requests, we thought that the information might also be of interest on the national scale. We have received numerous favorable comments especially from the California Council on Criminal Justice and the Orange County Criminal Justice Council on the report with a special emphasis on the section dealing with Team Policing, in that, the highly critical and absolutely honest evaluation of this current police management fad is offered. We still have several copies of the report which can be distributed should you receive requests for information in this area.

If I can ever be of assistance to you, please contact me.

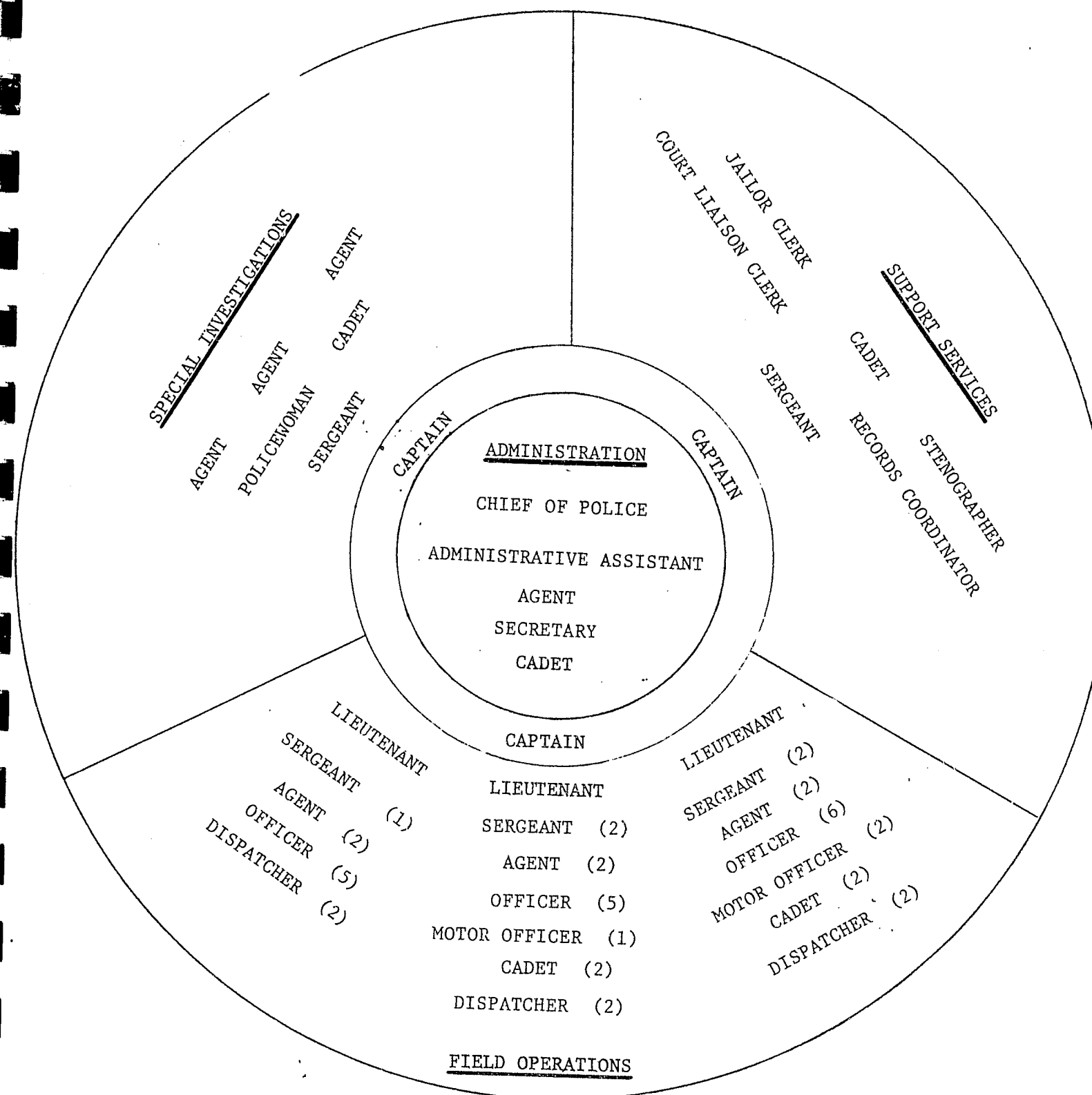
FOR THE CHIEF OF POLICE:

Yours very truly,

*Kathy Strozier*  
Kathy Strozier  
Administrative Assistant

KS/mc

Enc. (2)



As a result of the team concept modifications, marked improvements in several hard-to-quantify areas were noted. Generally, there was a better response to direction and leadership under the modified team concept than there was under the original team concept. This allowed the functioning of the generalist theory to its practical limitations while, at the same time, providing for a continuous attempt to reach the ultimate goals of law enforcement.

Additionally, there was an overall improvement in the general performance of routine duties. Although difficult to measure in specific terms, this particular area of concern reflected considerable amelioration following the implementation of the team concept modification. Further, the modification implementation brought about several less startling but nevertheless significant improvements.

Such improvements included areas reflective of overall morale and esprit de corps such as maintaining a cleaner and neater police facility, an increased use of normal courtesy, and the maintenance of sharper uniforms on an individual basis.

Statistical information regarding crime and related areas of interest both prior to and during the operation of PAR Policing is included within Section III, Topic A of this report.



Section II  
Topic B

REFERRALS AND ALTERNATIVES-TO-ARREST SYSTEM

A significant portion of the PAR Policing concept falls within the pervue of the alternative-to-arrest/conflict resolution procedures established in the departmental operational methods. The complexities of today's heterogeneous society have resulted in many persons being unable to function effectively and properly within that society. These persons can be considered as socially handicapped; and, although, they are not always criminal problems, they may be classified as "quasi-criminal," "potentially criminal," or "actually criminal" in their methods of dealing with the problems which they encounter. Because law enforcement agencies are generally the only agencies which serve an area on a twenty-four hour, seven-day week basis, they are usually the agencies which are called upon to deal with persons exhibiting this type of behavioral problem. A neighbor who is concerned with the peculiar behavior of a particular local resident will not call the mental health facilities at 4:00 on a Saturday afternoon. They will generally call the police department because they are familiar with its operation. Additionally, many residents are not aware of the services available to them by county, state, federal, and even local private agencies. To most residents, the police department is all things at all times.

Because the local law enforcement agencies are beset by the request for services from the local residents including the services of a problem solving nature not necessarily related to criminal activity, it behooves that law enforcement agency to determine, identify, and make use of the various resource and referral agencies within its local jurisdiction. The agency which is called out to deal with a habitual drunk every week, for example, would certainly be better off in the long run if it were able to find help for the alcoholic to defer him from his path of behavior. This would result in a considerable saving of man hours for the department, in that the agency would not have to deal with the alcoholic on a regular basis.

An important part of the referral process is the actual knowledge of the individual officer concerning what agency to contact for a given type of referral and the practical mechanics of contacting that agency to obtain the assistance of its resources. Toward this end, a referral education system has been development to inform the patrol officer of both the system and how it works. The system operates by having the participating agencies conduct an informational presentation with selected personnel followed by a question and answer period regarding what resources the agencies have to offer and how the resources may be obtained. Each session is videotaped in order to facilitate showing during roll call training periods to all departmental personnel. The training

sessions, including the question and answer period, last approximately two hours each. If, during the roll call presentations of the videotape training film, further questions arise from the field officers, those questions are then transmitted to the participating agencies and the answers returned during additional roll call training sessions.

As a direct result of their participating in the videotape training session, several of the resource agencies have since decided to develop independently of the Cypress Police Department their own videotape training session for distribution to the various policing agencies with which they deal.

This component of the PAR Policing program has been generally accepted by the field officers. The merits of deferring persons from the criminal justice system and possible future arrests have been well established within the Department, and the officers are anxious to utilize any resource agency which may be developed. There has been a problem, however, in initiating an adequate number of referral agencies in that several of the agencies which originally agreed to accept referrals for assistance as a means of providing aid from without the criminal justice system appear to now be reluctant to actually participate in such a program or to train the field officers in the use of such a program. One of the specific problems encountered was the hours of operation of the various participating agencies. Those hours did not necessarily

correspond to the time when the agency was actually needed by the Department. Because the police department operates twenty-four hours a day, seven days a week, there were several instances where a referral agency was needed after it had closed its doors for a day or a weekend. There were some agencies, of course, who were willing to open their doors for a crisis situation; however, this was not generally the case.

During the PAR Policing's first year of program operation a total of eighty-one juveniles were referred to participating resource agencies and, thereby, diverted from the criminal justice system. Of those eighty-one juveniles, to date, only one has entered the criminal justice system because of an incident taking place following referral by the Cypress Police Department. There is no way to tell if any of the juveniles have been in informal contact with other law enforcement agencies; however, it is encouraging to note the overwhelming lack of formal contact of a negative nature with law enforcement.

Of the eighty-one juveniles referred, 23.49 percent were referred because of running away from home. An additional 17.82 percent were referred because of an incorrigibility problem at home, with an additional 7.29 percent referred because of lack of parental control at home. Such statistics indicate that almost half of the eighty-one juveniles referred to participating resource agencies came in contact with law enforcement in what could be

considered at best a quasi-criminal fashion. Because the road from quasi-criminal to actual criminal is frequently short, the need for corrective action at this point of contact between a juvenile and a law enforcement agency is especially critical. To this end, it should be noted that the role of law enforcement must be supplemented by the resources of other agencies more capable to deal with the psychological problems encountered by the youths involved in quasi-criminal activity. The importance of having such agencies available on a twenty-four hour basis should also be noted. It was discovered during the operation of PAR Policing that there were some cases where immediate counselling was considered absolutely critical to the successful referral of the particular individual involved.

The remaining juveniles were referred for a variety of reasons; including committing minor marijuana offenses, engaging in conduct which placed them in danger of leading a lewd or idle life, engaging in conduct bordering on burglary, possible petty theft, minor acts of arson requiring psychological counselling, truancy, shoplifting, curfew violations, malicious mischief, non-criminal problems within the family structure, or even as the victim of certain crimes which left the individual in need of psychological counselling.

The nature of the problem was always considered in deciding that referral to a participating resource agency was the best adjudication

of the matter. Thus, the referral component of the PAR Policing program was not utilized as an alternative to the incarceration of certain individuals, juvenile or adult, when that incarceration was necessary for the health and well being of the public. Referral programs must distinguish between those individuals who have a social problem which can be helped and those individuals who are a danger to the community safety. The Cypress Police Department evdeavored to make this distinction to the benefit of both the individual and the community at large.

In addition to the eighty-one juveniles referred to participating resource agencies, approximately twenty to thirty adults were referred as a result of either voluntary or involuntary contact with the police department to other agencies which could better assist them in coping with the complexities of today's fast-moving heterogeneous society.

Following are agencies which have participated the videotaped training sessions on how officers can use their services for referrals:

Orange County Probation Department  
301 City Drive South  
Orange, California

Orange County Public Guardian  
1141 East Chestnut Street  
Santa Ana, California

Orange County District Attorneys Office  
700 Civic Center Drive West  
Santa Ana, California

Assessment and Treatment Services Center  
331 City Drive South  
Orange, California

Following are the agencies which have expressed interest in participating in the PAR Policing referral system but which have not as yet been able to conduct a videotape training session:

Bureau of Narcotics  
1569 West 17th Street  
Santa Ana, California

California State Youth Authority  
108 South Hill Street  
Los Angeles, California

North Orange County Child Guidance Center  
211 North Youth Way  
Fullerton, California

Orange County Medical Association  
300 South Flower Street  
Santa Ana, California

Public Defender's Office  
750 Civic Center Drive West  
Santa Ana, California

Orange County Mental Health Service  
2215 North Broadway  
Santa Ana, California

West Orange County Municipal Court  
Small Claims Division  
8144 Westminster Blvd.  
Westminster, California

Federal Bureau of Investigation  
615 West Eighth Street  
Santa Ana, California  
Mr. William C. Carroll

Family Service Bureau  
914 West Ninth Street  
Los Angeles, California  
Mrs. Jean Bingham, Executive Director

Senior Citizens Club, Inc.  
427 West Fifth Street  
La Habra, California

Visiting Nurse of Orange County  
18410 East Fourth Street  
Tustin, California  
Mrs. Grace M. Braden, Executive Director

Orange County Alcohol and Safety Project  
16685 Sacoya  
Fountain Valley, California  
Mr. Jack Bishop, Director

Legal Aid Society  
702 South Broadway  
Santa Ana, California

Alcoholic Beverage Control  
1629 West 17th Street  
Santa Ana, California

Goodwill Industries  
2702 West Fifth Street  
Santa Ana, California

Anaheim Counseling Center  
For Abortion and Family Planning  
1701 South Euclid Ave.  
Anaheim, California

Florence Crittenton Service of Orange County  
531 South Main Street, Suite #7  
Orange, California

Long Term Care Association of Orange County  
2727 North Bristol  
Santa Ana, California

Youth Service Center  
18490 Euclid Avenue  
Fountain Valley, California

Department of Corrections  
107 South Broadway Street, Room 313A  
Los Angeles, California



Riggs and Associates  
710 South Brookhurst Street  
Anaheim, California

Alta Vista Counseling Center  
17401 Irvine  
Tustin, California  
Paul J. Raynor, Director

Intercommunity Counseling Center  
12141 Lewis Street  
Garden Grove, California

Teen Health, Inc.  
9455 Heil Avenue  
Fountain Valley, California

Cypress Junior Women's Club  
Cypress, California

Orange County Medical Center  
101 City Drive South  
Orange, California

Salvation Army  
818 East Third Street  
Santa Ana, California

Gilfillan Clinic  
8401 Westminster Blvd.  
Westminster, California

Catholic Welfare Bureau  
11412 Stanford Street  
Garden Grove, California

Child Protective Service  
900 North Broadway  
Santa Ana, California

Straight Talk  
5732 Camp Street  
Cypress, California

Outreach House  
631 South Western Avenue  
Anaheim, California

Planned Parenthood  
704 North Glassell  
Orange, California

Children's Home Society  
300 South Sycamore Street  
Santa Ana, California

Teen Challenge of Orange County  
78 Plaza Square  
Orange City Circle  
Orange, California

Volunteer Bureau, West Orange County  
11412 Stanford Avenue  
Garden Grove, California

Girl's Home  
8071 22nd Street  
Westminster, California

Anaheim Free Clinic  
500 North Anaheim Blvd.  
Anaheim, California

Community Referral and Information Service  
1913 East 17th Street  
Santa Ana, California

Council of Churches  
404 Westminster Place  
Costa Mesa, California

Gary Center  
2211 Hillcrest Street  
La Habra, California

St. Iraneaus Catholic Church  
9201 Grindlay Street  
Cypress, California

Southern First Baptist Church  
9131 Watson Street  
Cypress, California  
Reverend Taylor

Mount Calvary Lutheran Church  
9961 Valley View  
Cypress, California  
Reverend Hultgren

Holy Cross Lutheran Church  
4321 Cerritos Avenue  
Cypress, California  
Reverend Thry

St. Mark's Methodist Church  
Buena Park, California  
Reverend Edwards

California State University, Long Beach  
6101 East Seventh Street  
Long Beach, California  
Dr. Jack Kenney

Section II  
Topic C

RANDOM RESIDENTIAL FOOT PATROL

The foot patrol component of PAR Policing is comprised of the random patrolling of residential neighborhoods by officers on foot. The basic methodology of Cypress foot patrol is for an officer to park the black and white patrol unit in the middle of a block and then to walk around that block while using a walkie talkie radio to maintain communication with the police station. In this manner, the officer is able to provide foot patrol while still remaining close enough to the radio unit to be able to respond to a high priority call shortly after it is dispatched.

Surveys taken within the Cypress community indicated that the majority of residents would like to see an officer on foot patrol in their neighborhood. A survey taken of Cypress police officers indicated that the officers viewed foot patrol as having value in several areas of police work including crime prevention, community relations, gathering crime information, and the apprehension of criminals.

Primarily, the underlying theory of foot patrol is to allow the officer to talk to the residents of the various neighborhoods within Cypress. Such a casual relationship not only enhances police community relations but also encourages the citizen to provide the officer with information concerning crime in the neighborhood,

thereby aiding the Police Department in rendering better and more effective police service and protection.

The Cypress Police Department has received numerous complimentary comments from the City's residents regarding the foot patrolling of their respective neighborhoods. Although initially many citizens believed that seeing an officer on foot in their area meant that something was "happening" it is now commonplace for an officer to be both accepted and welcomed while on his rounds through a residential area.

Since May 10, 1972, the officers of the Cypress Police Department have logged 4,347 hours and 40 minutes of foot patrol in residential neighborhoods. This is equivalent to over two full man years of foot patrol. Because the officers were not specifically assigned periods of foot patrol and because of the particular time and duty constraints of the various shifts, the number of hours spent on foot patrol varied widely from officer to officer. Overall, the time spent on random residential foot patrol averaged approximately ten percent of each shift of those officers assigned to Field Operations. Below is a listing of the actual man hours (Also listed in terms of man days) each officer patrolling residential areas on foot.

Foot Patrol

May 10, 1972, through June 30, 1973

<u>Personnel</u>	<u>Hours</u>	<u>Man Days</u>
Officer	287 hours 30 minutes	29 man days
Agent	274 hours 10 minutes	28 man days
Agent	270 hours 15 minutes	27 man days
Officer	244 hours 30 minutes	25 man days
Officer	229 hours 50 minutes	23 man days
Officer	228 hours 40 minutes	23 man days
Officer	226 hours 5 minutes	23 man days
Officer	223 hours 15 minutes	23 man days
Officer	218 hours 58 minutes	22 man days
Officer	215 hours 54 minutes	22 man days
Officer	215 hours 5 minutes	22 man days
Officer	174 hours 35 minutes	18 man days
Agent	144 hours 20 minutes	15 man days
Officer	139 hours 30 minutes	14 man days
Officer	138 hours 23 minutes	14 man days
Agent	128 hours 0 minutes	13 man days
Officer	102 hours 25 minutes	11 man days
Officer	101 hours 45 minutes	11 man days
Officer	101 hours 30 minutes	11 man days
Officer	98 hours 45 minutes	10 man days
Agent	84 hours 45 minutes	9 man days
Officer	80 hours 56 minutes	9 man days
Officer	72 hours 45 minutes	8 man days
Officer	71 hours 40 minutes	8 man days
Agent	67 hours 15 minutes	7 man days
Agent	53 hours 24 minutes	6 man days
Officer	36 hours 5 minutes	4 man days
Sergeant	26 hours 25 minutes	3 man days
Agent	25 hours 10 minutes	3 man days
Officer	23 hours 35 minutes	3 man days
Sergeant	19 hours 5 minutes	2 man days
Agent	15 hours 15 minutes	2 man days
Officer	14 hours 20 minutes	2 man days
Sergeant	9 hours 15 minutes	1 man days
Sergeant	0 hours 30 minutes	

Total = 4,347 hours 40 minutes

435 man days

Section II  
Topic D

TEN PLAN

The fourth program component of the PAR Policing concept is the innovative deployment theory identified as the ten plan. The theory places a person on duty ten hours a day, four days a week rather than the traditional eight hours a day, five days a week.

The City of Cypress has within its boundaries two areas which demand special police enforcement action, the Cypress College and the Los Alamitos Race Track. The college requires special attention to parking regulation enforcement while the race track demands heavy traffic control, traffic accident investigation, drunk driver enforcement, rooftop surveillance of the parking lot, and the handling of the many miscellaneous crimes which occur within the track facility.

The ten plan allows the Department to provide an overlap of teams during those times requiring more police activity. The race track operated for approximately thirty-three weeks of the year, and during this time the ten plan overlap period is utilized to provide the manpower necessary to handle the problems created by the temporary addition of several thousand persons to the City's population.

Analysis of calls and complaints revealed that the greatest demand of called-for services occurs during the late night hours

with a secondary peak occurring during late afternoon. To compensate for these peak demand periods the three operational teams have been scheduled to provide an overlap of Teams II and III from 2:30 p.m. to 5:00 p.m. and an overlap of Teams III and I from 9:30 p.m. to 12:30 a.m. Teams I and II overlap from 7:00 a.m. to 7:30 a.m. to allow for roll call briefing of Team II.

A survey of police officers indicated that the majority preferred this schedule over any other. The main reason given for this preference was that the schedule made available more manpower during each day.



Section III

Section III  
Topic A

CRIME AND RELATED STATISTICS

An overview of the crime and service demand situation in the City of Cypress is presented in Tables I through VII.

Table I illustrates the Part I crimes per 100,000 population for California, the United States, Orange County, and the City of Cypress for the years 1968 through 1972. The data indicates that the Part I Crime Rate in Cypress is significantly lower than the other political entities shown on the table.

Table II illustrates the number of Part I crimes in the City of Cypress by crime for the years of 1969 through 1972 with projections for 1973. The table indicates the most frequent Part I crime to be burglary with the remaining crimes of automobile theft, grand theft, robbery, aggravated assault, rape, and murder assuming lesser proportions.

Table III illustrates the number of felonies, misdemeanors, and total crimes in the City of Cypress for the years of 1969 through 1972 with projections for 1973. The data shows that misdemeanor crimes outnumber felony crimes for all years illustrated with an increase in misdemeanors as opposed to a levelling off of felonies.

Table IV illustrates Adult Arrests in the City of Cypress for felony and misdemeanor offenses for the years 1969 through 1972

with projections for 1973. The table shows that adult arrests for misdemeanor offenses are significantly greater than adult arrests for felony offenses.

Table V illustrates Juvenile arrests in the City of Cypress for felony offenses, misdemeanor offenses, and delinquent tendencies for the years 1969 through 1972, with projections for 1973. The information shown indicates erratic year-to-year felony arrests; a steady increase in the number of misdemeanor arrests; and a steady, dramatic increase since 1971 in the arrests for the quasi-criminal delinquent tendency crimes such as runaway, truancy, and incorrigibility.

Table VI illustrates the calls and complaints received by the Cypress Police Department for the years 1969 through 1972, with a projection for 1973. The table shows a steady year-to-year increase in the number of called-for services.

Table VII illustrates the comparative increases of the Cypress Police Department's budget, personnel, and population served for the fiscal years 1964-65 through 1973-74.

The information shown in Tables I through VII reveals the steady increasing demands on police resources in the form of crimes, arrests, and calls and complaints. Such increasing demands necessitated the formulation and initiation of the PAR Policing program. It is a readily accepted axiom throughout the various criminal justice agencies that a law enforcement agency cannot

expect to drastically reduce crime in that the root causes of crime are found within society at large. PAR Policing does enable the Cypress Police Department to better cope with the increasing demands for service and protection.

Table I

Part I Crimes Per 100,000 Population By Year

—california united states

—orange county —cypress

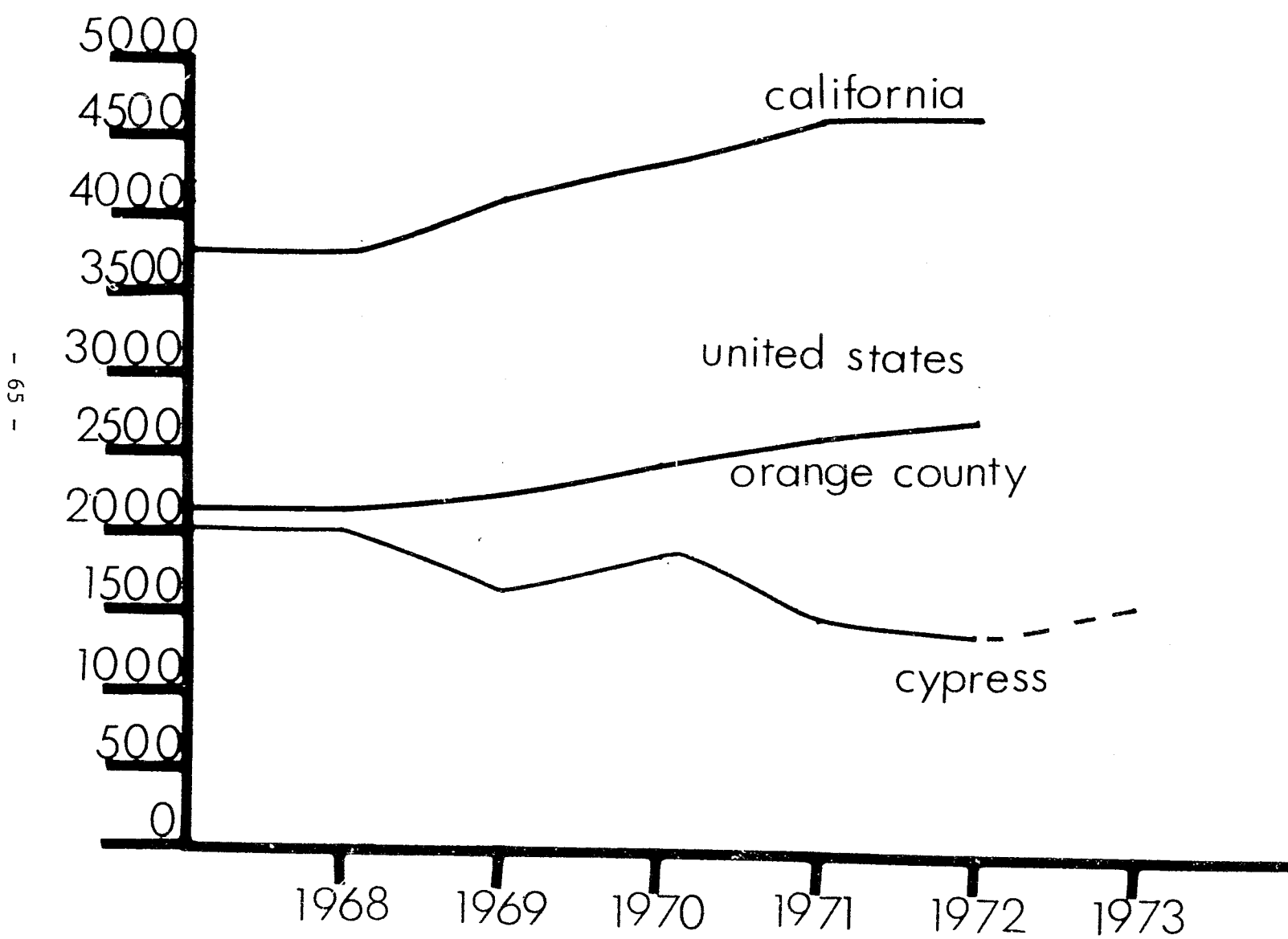




Table II

Part I Crimes By Crime By Year

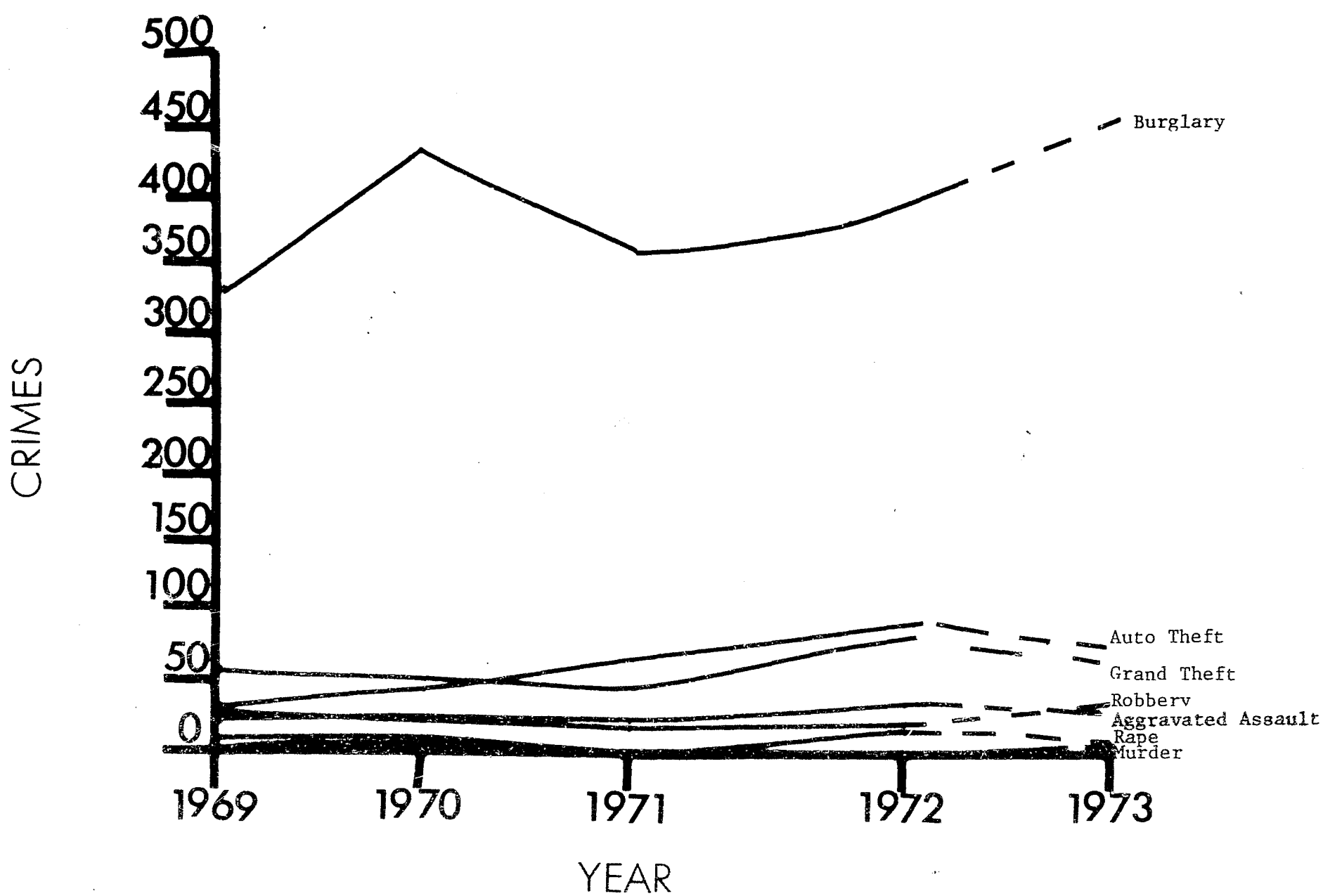




Table III

# CRIMES BY YEAR

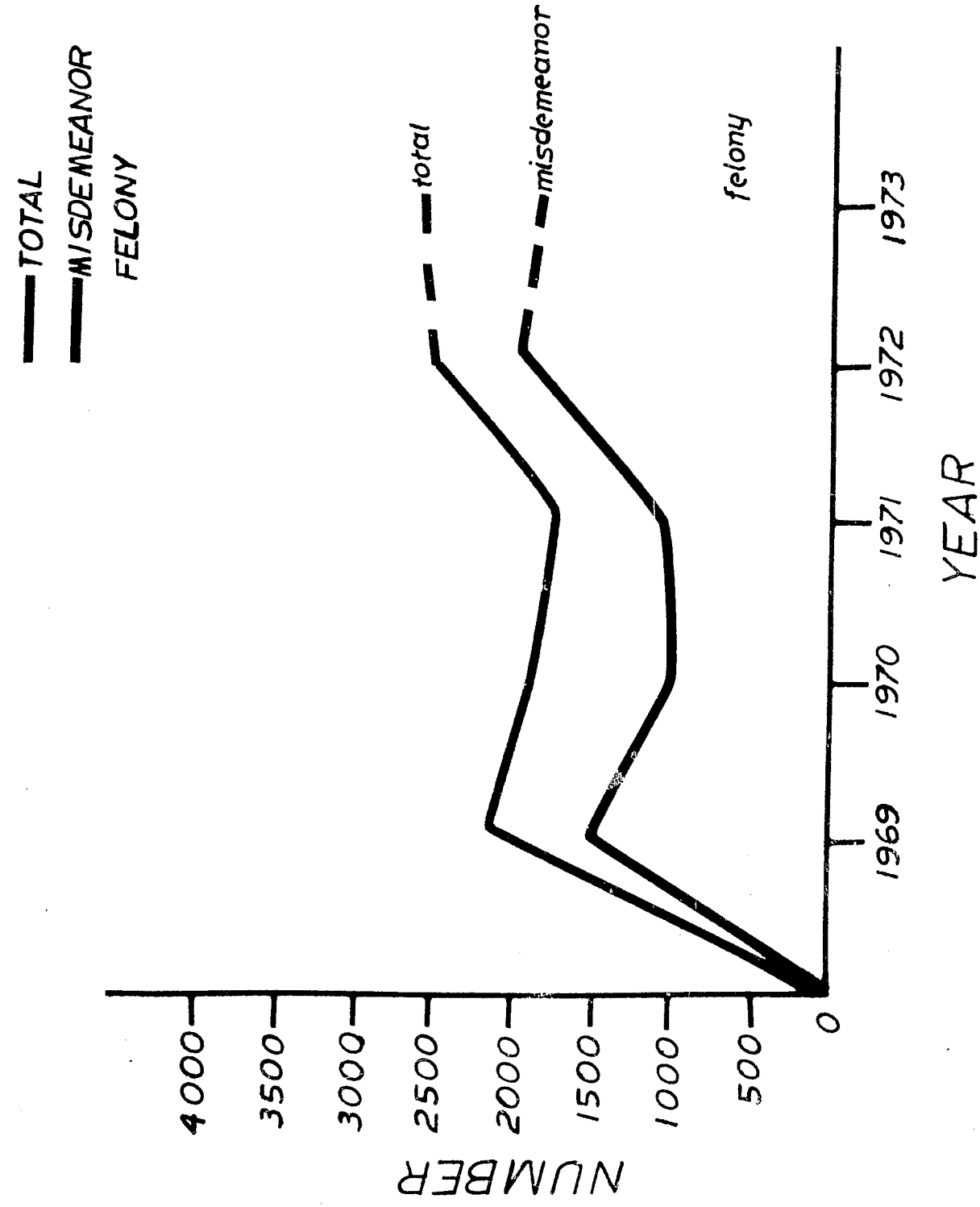




Table IV

Adult Arrests

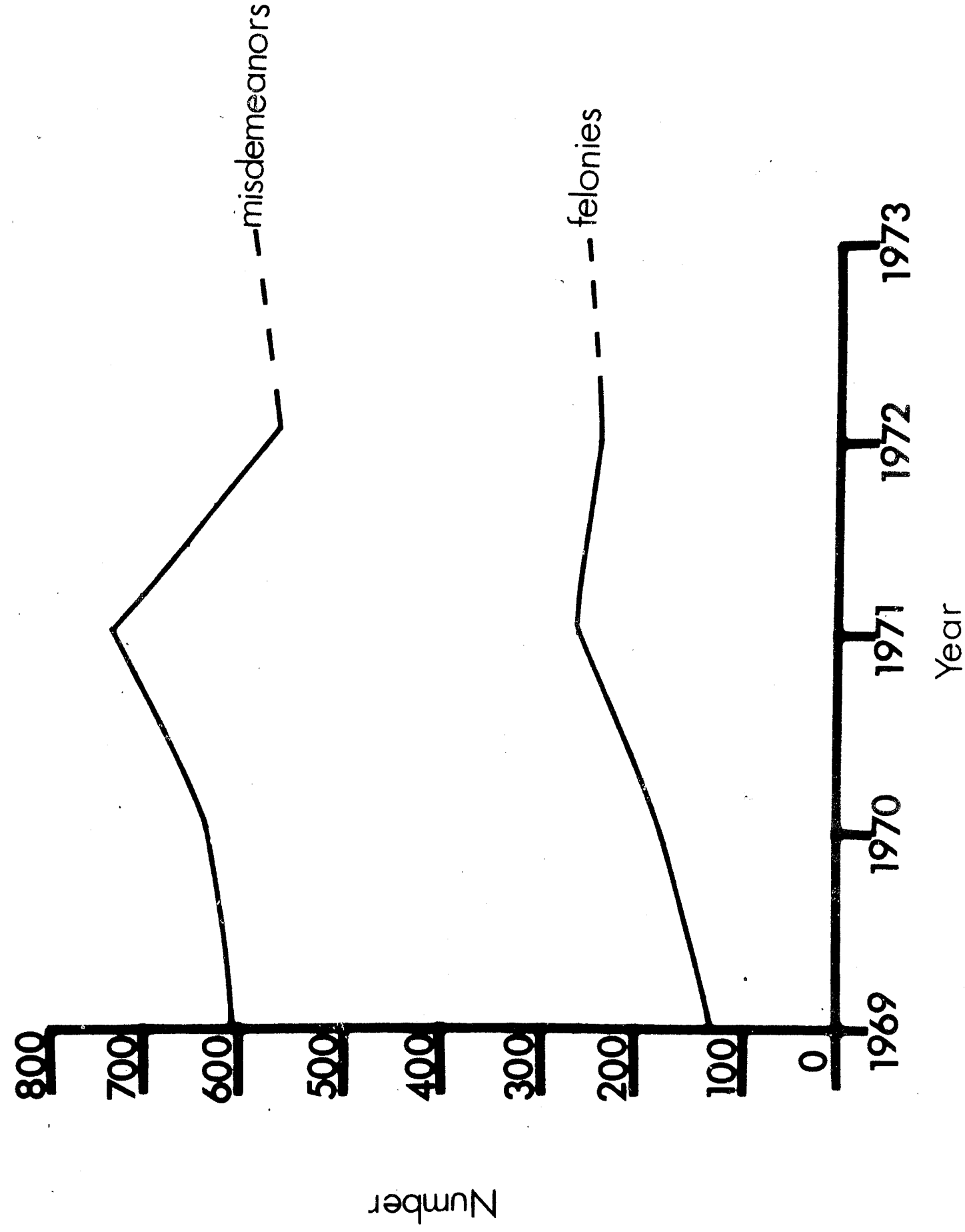


Table V

Juvenile Arrests

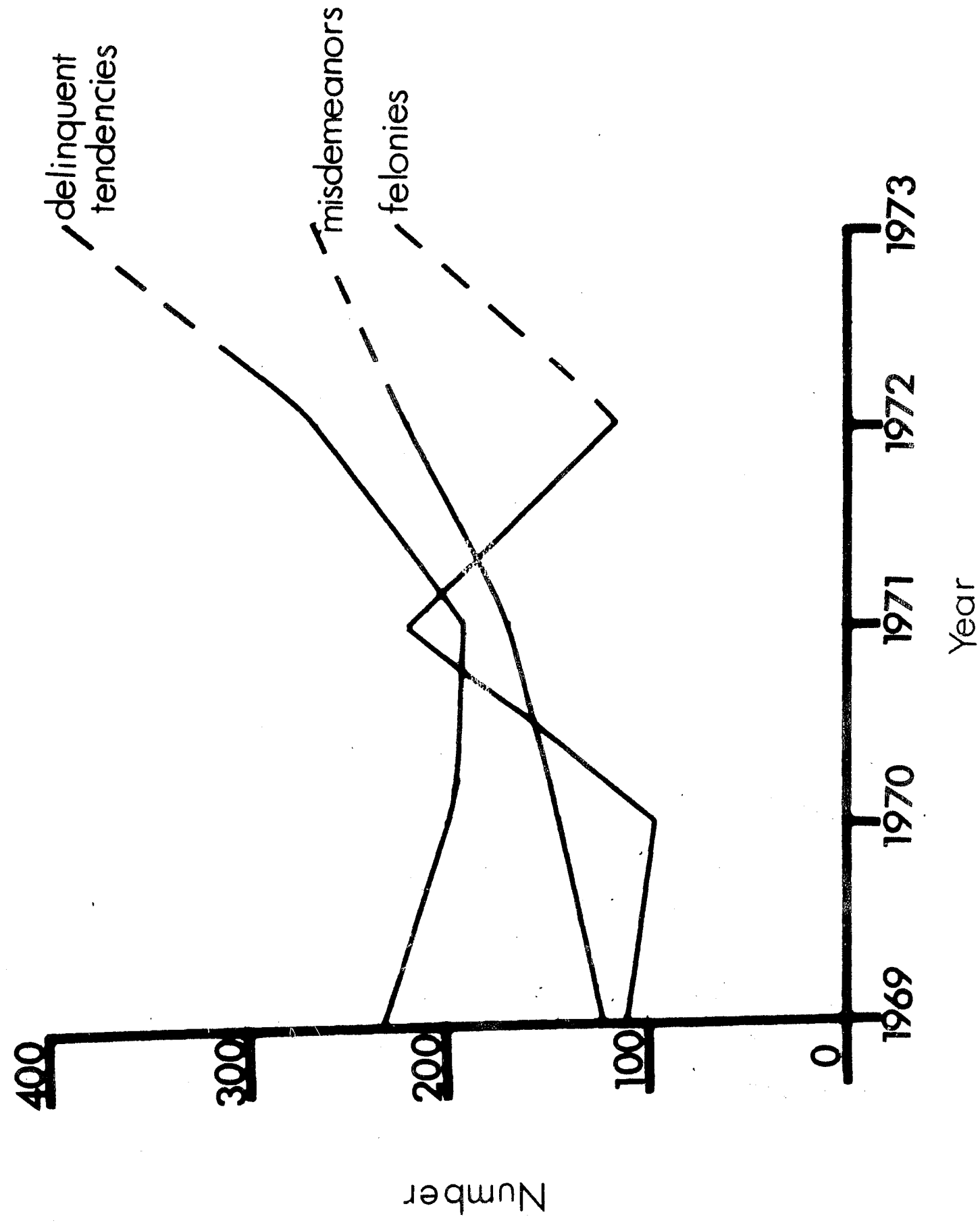


Table VI

CALLS AND COMPLAINTS BY YEAR

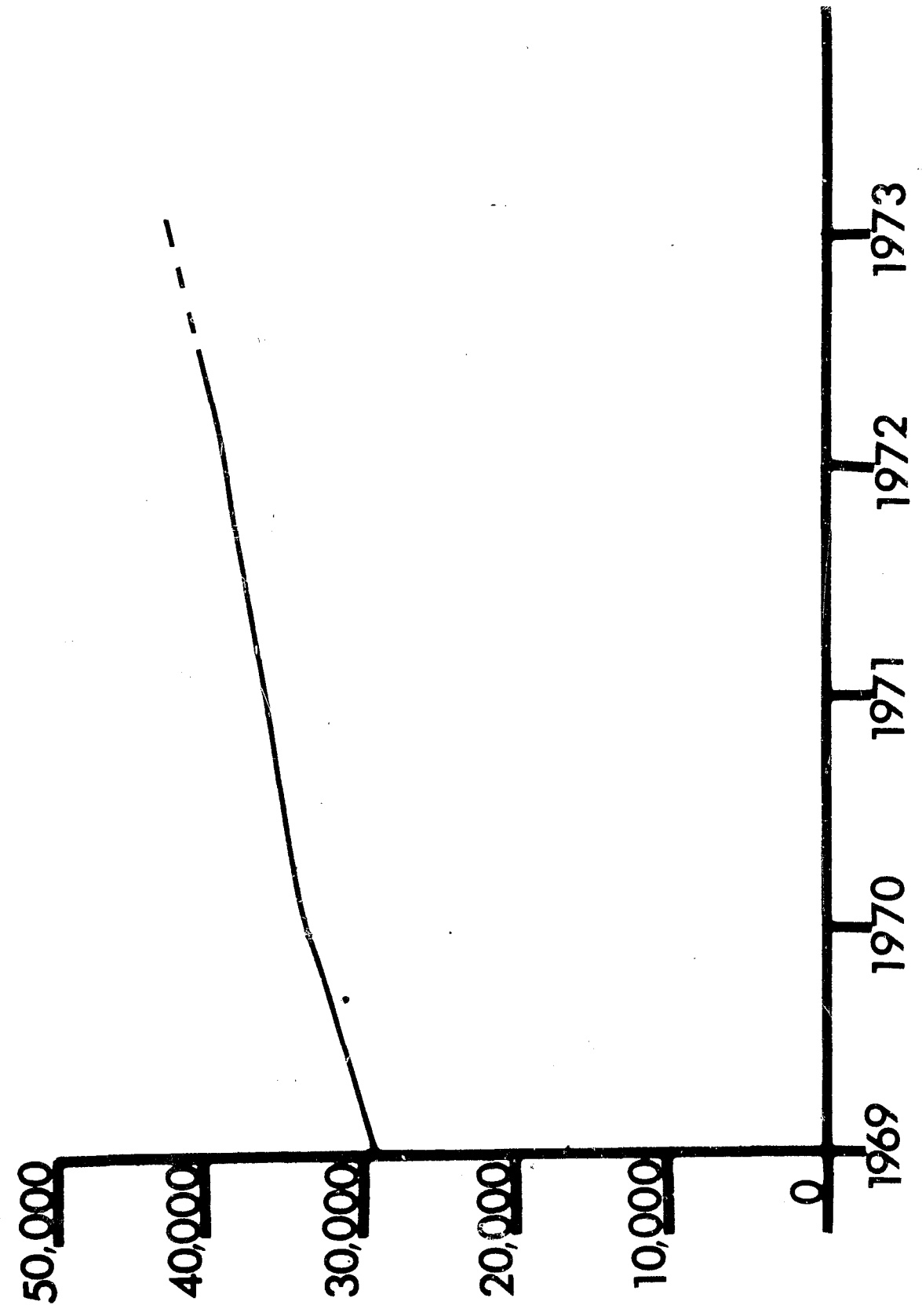
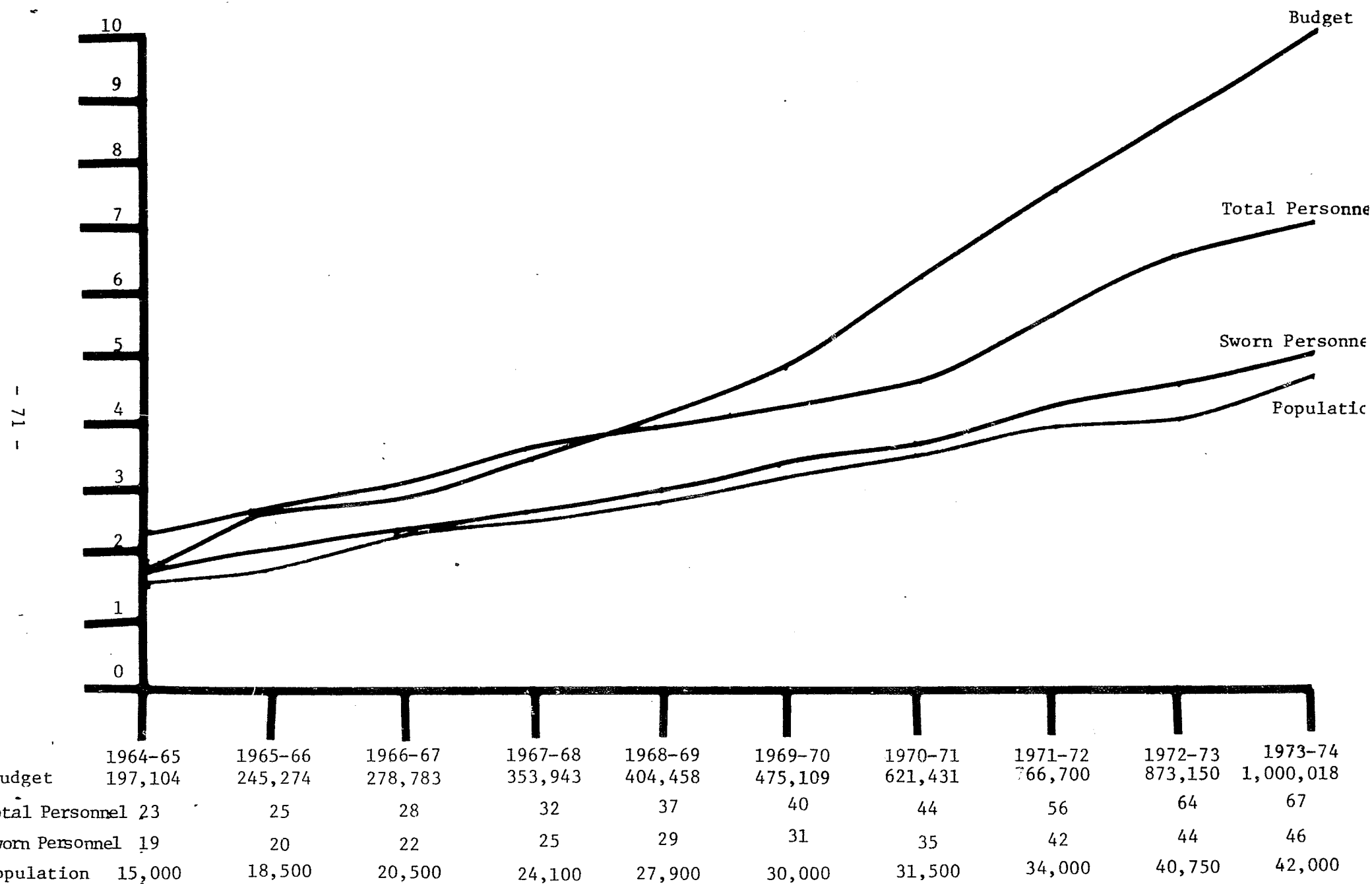




Table VII

BUDGET, PERSONNEL, AND POPULATION INCREASE BY PERCENT BY YEAR



Section III  
Topic B

COMMUNITY SURVEY RESEARCH

During the operation of the first year of the PAR Policing program two community opinion surveys and one departmental opinion survey were conducted. The methodology of each survey, as well as the results are detailed in the following pages.

It was discovered that the community opinion surveys, in addition to providing the Department with valuable attitude information, were an outstanding tool to improve the rapport between the community and the Department. The surveys conveyed to the citizenry the fact that their opinions were valued by the Department.

First Community Survey

## COMMUNITY SURVEY RESEARCH

On Wednesday, July 12, 1972, and Thursday, July 13, 1972, an initial random survey was taken of the residents of the City of Cypress to determine attitudes toward crime and the operation of the Cypress Police Department.

### Methodology

The City of Cypress was divided into sixteen (16) survey sub-sections. The streets located within each of the sub-sections were listed alphabetically, cut apart, and placed in individual envelopes according to their sub-section number. Random drawings from these envelopes were used to determine which streets would be surveyed. One street from each sub-section was drawn to provide the survey sample for that sub-section.

An attitude instrument was developed which contained sixteen questions in addition to biographical data concerning the respondent. Eight of the questions were choice selection answerable and eight were open-end answerable.

On Wednesday, July 12, 1972, at 8:45 a.m., Cypress Police Post Law Enforcement Explorer Scouts were briefed on the distribution of the surveys. The Law Enforcement Explorer Scouts were to work in teams of two, distributing a total of fifteen surveys in each sub-section to the residents living on the pre-determined street. At approximately 9:30 a.m. the Law Enforcement Explorer Scouts began

distributing the surveys. The Law Enforcement Explorer Scouts left a survey at each house where an individual answered the door with the explanation that the surveys would be picked up the following day by other Law Enforcement Explorer Scouts. It was also explained that the respondent could take the survey to the police station if they preferred to do so rather than have a Law Enforcement Explorer Scout collect it. On Wednesday, July 12, 1972, the Law Enforcement Explorer Scouts had distributed 240 surveys within the City of Cypress.

On Thursday, July 13, 1972, Law Enforcement Explorer Scouts began at 2 p.m. to collect the surveys distributed the day before. The Law Enforcement Explorer Scouts collected a total of 121 surveys which had been completed. An additional seven surveys were delivered by the respondents to the police station for a total response of 128 or 57.3%.

The distribution of response by sub-section is as follows:

Delivered to police station	7
Sub-section one	6
Sub-section two	7
Sub-section three	4
Sub-section four	8
Sub-section five	8
Sub-section six	8
Sub-section seven	9
Sub-section eight	8

Sub-section nine	7
Sub-section ten	3
Sub-section eleven	5
Sub-section twelve	12
Sub-section thirteen	10
Sub-section fourteen	9
Sub-section fifteen	9
Sub-section sixteen	7

#### Interpretation

The tabulated information extracted from the attitude instrument is set forth in Tables I through XVI with both the number and the percentage of responses. Interpretive evaluation of the majority response to the most salient attitudinal questions is presented below.

Table I indicates that 29.20% of the respondents feel that there is a good chance of either their family or a close neighbor family being victimized by a serious crime in the near future. An additional 39.78% of the respondents feel that there is some chance for their family or a close neighbor family being victimized by a serious crime in the near future. This data, interpretively evaluated, would tend to indicate that the Cypress citizenry is aware to some extent of the crime problem in today's society but is not preoccupied with it.

Table III indicates that 40.56% of the respondents are most concerned with the crime of burglary in their community while another

29.64% are most concerned with the crimes regarding narcotics violations. This question cannot be strictly interpreted in that several respondents indicated more than one crime in their response. The responses do indicate, however, that there is much concern with burglary and narcotics, an interesting combination because evidence tends to show that many burglaries are committed to support narcotic habits.

Table V indicates that 48.36% of the respondents believe the crime problem in Cypress to be moderate while another 34.32% believe it to be low. Such response would tend to show that, while citizens are aware of and concerned with crime, crime in Cypress is not viewed as the predominant threat against current living styles.

Table VIII indicates that of those persons having contact with Cypress police officers within the past year, 60.16% showed their contact as very satisfactory, with another 25.60% showing their contact as satisfactory. In conjunction with Table VIII, Table XIII indicates that 17.94% of the respondents think that police service in Cypress is excellent, 35.10% think it is very good, and another 24.18% think it is good.

Table XIV indicates that 35.88% of the respondents like best Cypress police officers' professionalism and courtesy while another 15.60% like best the Department's fast response. Again, several respondents gave more than one response to this question, making interpretive evaluation difficult.



Generalizations drawn through interpretive analysis of the responses received by this attitude instrument designed for community research within the City of Cypress would tend to indicate that Cypress citizens are most concerned with crimes against property and the so-called victimless crimes of narcotics rather than violent assaults against their persons. Further, it would tend to indicate that Cypress residents believe that they are subject to a low to moderate crime rate and that they are provided with good to excellent police service given by professional and courteous officers who respond quickly to calls for service.

Attached are Tables I through XVI, the Survey Research Attitude Instrument, a map of the City of Cypress divided into survey sub-sections and the listings of roadways by survey sub-sections.

# CITY OF CYPRESS

5275 ORANGE AVENUE CYPRESS, CALIFORNIA 90630 AREA CODE (714) 828-1222



June 26, 1972

The City of Cypress is conducting a survey to determine community attitudes on crime and the operation of the police. Anyone in your household who is eighteen years old or older may complete the attached questionnaire, which will be picked up tomorrow the

To avoid inconveniencing you we would like for you to place the completed questionnaire in your front screen door for pick-up by Explorer Scouts or Police Cadets. If you prefer you may return the completed questionnaire to the Police Department in person. This survey is designed to preserve anonymity so please do not put your name or address on the questionnaire.

Your cooperation will certainly be appreciated. Thank you.

FOR THE CHIEF OF POLICE:

Very truly yours,

A handwritten signature in dark ink, appearing to read "D. L. Amberg".

D. L. Amberg, Captain  
Commander, Administrative Services

DLA/mm

Please complete the following biographical data:

Age \_\_\_\_\_ Sex \_\_\_\_\_

Length of time in Cypress \_\_\_\_\_

Own Home \_\_\_\_\_

Rent Home \_\_\_\_\_

Apartment \_\_\_\_\_

1. What chance do you think there is of your family or a close neighbor family being victimized by a serious crime in the near future?

Very great chance \_\_\_\_\_

Good chance \_\_\_\_\_

Some chance \_\_\_\_\_

Little chance \_\_\_\_\_

Almost no chance \_\_\_\_\_

2. What chance do you think there is of your family or a close neighbor family being victimized by a serious crime within the next year?

Very great chance \_\_\_\_\_

Good chance \_\_\_\_\_

Some chance \_\_\_\_\_

Little chance \_\_\_\_\_

Almost no chance \_\_\_\_\_

3. What crime are you most concerned with in your community? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

4. What crime do you think is the most prevalent in your community?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Do you consider the crime problem in Cypress to be

Excessive \_\_\_\_\_

High \_\_\_\_\_

Moderate \_\_\_\_\_

Low \_\_\_\_\_

Of little significance \_\_\_\_\_

6. Have you had any contact of an official nature with a Cypress Police Officer within the past year:

Yes \_\_\_\_\_

No \_\_\_\_\_

7. If your answer to the previous question was yes, what type of contact was it?

Information \_\_\_\_\_

Victim of crime \_\_\_\_\_

Arrestee \_\_\_\_\_

Public presentation conducted by an officer \_\_\_\_\_

Recipient of some service, such as vacation house check \_\_\_\_\_

Talking to foot patrol officer \_\_\_\_\_

Other (Please specify) \_\_\_\_\_

\_\_\_\_\_

8. Was your contact with the officer

Very satisfactory \_\_\_\_\_

Satisfactory \_\_\_\_\_

Not satisfactory at all \_\_\_\_\_

9. How could the officer have improved the contact? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10. Have you seen an officer on foot patrol in your neighborhood recently?

Yes \_\_\_\_\_

No \_\_\_\_\_

11. If your answer was yes to the previous question, what did you think of the officer patrolling your neighborhood on foot?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

12. If your answer was no, would you like to see an officer patrolling your neighborhood on foot?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

13. Do you think that police service in Cypress is

Excellent \_\_\_\_\_

Very good \_\_\_\_\_

Good \_\_\_\_\_

Adequate \_\_\_\_\_

Needs some improvement \_\_\_\_\_

Poor \_\_\_\_\_

Very poor \_\_\_\_\_

**CONTINUED**

**2 OF 6**

14. What do you like best about the Cypress Police Department and its officers?

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15. What do you like least about the Cypress Police Department and its officers?

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16. How could the Cypress Police Department improve its service?

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TABLE I

What chance do you think there is of your family or a close neighbor family being victimized by a serious crime in the near future?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Very great chance	7	5.46%
Good chance	40	29.20%
Some chance	51	39.78%
Little chance	19	14.82%
Almost no chance	7	5.46%



TABLE II

What chance do you think there is of your family or a close neighbor family being victimized by a serious crime within the next year:

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Very great chance	9	7.02%
Good chance	39	30.42%
Some chance	50	39.00%
Little chance	18	14.04%
Almost no chance	7	5.46%

TABLE III

What crime are you most concerned with in your community?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Burglary	52	40.56%
Narcotic Violations	38	29.64%
Traffic Violations	21	16.38%
Robbery	18	14.04%
Vandalism	17	13.26%
Theft	16	12.48%
Rape	6	4.68%
Assault	4	3.12%
Auto Theft	3	2.34%
Child Molestation	3	2.34%
Malicious Mischief	3	2.34%
Bicycle Theft	2	1.56%
Kidnap	2	1.56%
Murder	2	1.56%
Arson	1	.78%

TABLE III

(Cont'd)

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Juvenile Crime	1	.78%
Crimes against children	1	.78%
Shootings	1	.78%
Prowlers	1	.78%
Property Damage	1	.78%
Bicycle Safety	1	.78%
Car Stripping	1	.78%
Civic Center fire alarm	1	.78%

TABLE IV

What crime do you think is most prevalent in your community?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Burglary	48	37.44%
Narcotic Violations	23	17.94%
Theft	17	13.26%
Robbery	14	10.92%
Vandalism	9	7.02%
Traffic Violations	9	7.02%
Bicycle Theft	4	3.12%
Malicious Mischief	2	1.56%
Drunkenness	1	.78%
Shootings	1	.78%
Loitering	1	.78%

TABLE V

Do you consider the crime problem in Cypress to be:

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Excessive	1	.78%
High	10	7.80%
Moderate	62	48.36%
Low	44	34.32%
Of little significance	2	1.56%

TABLE VI

Have you had any contact of an official nature with a Cypress police officer within the past year?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Yes	75	58.50%
No	52	40.56%

TABLE VII

Type of official contact with a Cypress police officer within the past year:

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Information	27	21.06%
Victim of crime	19	14.82%
Arrestee	3	2.34%
Public presentation by an officer	6	4.68%
Recipient of some service	14	10.92%
Talking to foot patrol officer	3	2.34%
Other	26	20.28%

TABLE VIII

Was your contact with the officer:

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Very satisfactory	47	60.16%
Satisfactory	20	25.60%
Not satisfactory at all	11	14.08%



TABLE IX

How could the officer have improved the contact?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
By being more understanding	3	2.34%
More follow-up	1	.78%
More enthusiasm at public relations events	1	.78%
By regarding most people as law abiding	1	.78%
By giving more information	1	.78%
By not being sarcastic	1	.78%
Faster response time	1	.78%
By using better judgement	1	.78%
By keeping promises	1	.78%
By hiring 18 year old officers	1	.78%
By being more tactful	1	.78%
By being courteous to witnesses and children	1	.78%
By indicating how often vacation checks are made	1	.78%

TABLE X

Have you seen an officer on foot patrol in your neighborhood recently?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Yes	7	5.46%
No	120	93.60%

TABLE XI

What did you think of the officer patrolling your neighborhood on foot?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Good idea	2	1.56%
Controls malicious mischief	1	.78%
Reassuring	1	.78%
Pleasant	1	.78%

TABLE XII

Would you like to see an officer patrolling your neighborhood on foot?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Yes	82	63.96%
No	35	27.30%

TABLE XIII

Do you think that police service in Cypress is:

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Excellent	23	17.94%
Very good	45	35.10%
Good	31	24.18%
Adequate	12	9.36%
Needs some improvement	8	6.24%
Poor	0	0%
Very poor	0	0%

TABLE XIV

What do you like best about the Cypress Police Department and its officers?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Friendly, courteous, helpful, neat	46	35.88%
Fast response	20	15.60%
Efficiency	8	6.24%
Frequent patrol	7	5.46%
Guidance for youth	4	3.12%
Well informed	3	2.34%
Socialize with community	2	1.56%
Concerned with citizen's safety	2	1.56%
Kindness	1	.78%
Sincere	1	.78%
Dedicated	1	.78%
Equipment	1	.78%
Survey of community opinions	1	.78%
Visits to schools	1	.78%
Woman as patrol officer	1	.78%

TABLE XV

What do you like least about the Cypress Police Department and its officers?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Poor community relations	4	3.12%
Rude officers	3	2.34%
Not enough officers	3	2.34%
Not enough patrol	2	1.56%
No bicycle enforcement	2	1.56%
Sarcasm	1	.78%
Slow response	1	.78%
No arrests	1	.78%
No pedestrian enforcement	1	.78%
No minibike enforcement	1	.78%
Not clearing streets of cars at night	1	.78%
Not driving drunks home	1	.78%
Staking bars to catch drunks	1	.78%
Leaving radio on when inside residences	1	.78%
No interest or hustle	1	.78%

TABLE XV

(Cont'd)

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
No understanding of small infractions	1	.78%
Not protecting school crossings	1	.78%
Officers' families are poor examples	1	.78%
Harrassment of horse riders on sidewalks	1	.78%
Point out errors but no assistance when needed	1	.78%



TABLE XVI

How could the Cypress Police Department improve its service?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
More officers	15	11.70%
More patrol	9	7.02%
More traffic enforcement	8	6.24%
More involvement with people	6	4.68%
Educate public regarding laws	5	3.90%
Foot patrol	4	3.12%
Enforce bicycle laws	3	2.34%
Open house	3	2.34%
More public presentations	2	1.56%
Quicken response time	2	1.56%
Stress public relations	2	1.56%
Officer visits to grade schools	1	.78%
More attention to stolen bicycles	1	.78%
Merge with other cities	1	.78%
Initiate mounted officers	1	.78%

TABLE XVI

(Cont'd)

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
More policewomen	1	.78%
Officers wear radios on belts	1	.78%
18 year old policemen	1	.78%
Stop the sleeping in vans on streets overnight	1	.78%
Basic car plan	1	.78%
More press coverage	1	.78%
More coffee klatches	1	.78%
Enforce small violations	1	.78%
Eliminate civic center siren	1	.78%
Educate public as to available services	1	.78%
Initiate "Officer Headrick" buddy system	1	.78%
More interest and hustle	1	.78%
2 man patrol units after dark	1	.78%
Be more alert	1	.78%
More surveys	1	.78%

TABLE XVI

(Cont'd)

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Eliminate CHP safety checks	1	.78%
Chief should read all questionnaires	1	.78%
Use only one car to stop traffic violators	1	.78%
Do not follow drivers to make nervous and then cite for minor violations	1	.78%
Do not assume youth is always wrong	1	.78%
Ride along program	1	.78%
Do not treat everyone as law violators	1	.78%
Stop harrassment	1	.78%
Crime prevention program	1	.78%
Limit all night parking	1	.78%
Watch children at intersections, no paperwork	1	.78%
Arrangements to help deaf in community during emergencies	1	.78%

SUBSECTION 1

Anguilla Avenue	Panay Street
Biak Street	Pitcairn Street
Chamois Circle	Reefton Avenue
Dominica Avenue	Saipan Street
Halawa Lane	Sambar Circle
Jaluit Street	San Andres Avenue
Kiwi Circle	Sombrero Avenue
Knott Street	Tahiti Drive
Leilani Lane	Tarawa Street
Luau Lane	Tiki Drive
Malden Street	Timaru Circle
Molokai Drive	Tokelau Street
Montserrat Street	
New Zealand Street	
Onyx Street	
Orangewood Avenue	

SUBSECTION 2

Apia Drive	Midway Drive	Valley View Street
Aruba Court	Mindanao Street	Wake Circle
Barbados Avenue	Nauru Street	
Bikini Street	Noumea Street	
Blackmer Street	Orangewood Avenue	
Culebra Street	Palau Street	
Dalca Court	Paradise Circle	
Fiji Street	Pitcairn Street	
Grenada Street	Providencia Street	
Guam Circle	Rabaul Drive	
Java Street	Samoa Street	
Lakia Drive	Savaii Street	
Leyte Street	Suva Street	
Luzon Street	Tonga Circle	
Madeira Street	Trinidad Avenue	
Manila Drive	Truk Street	

SUBSECTION 3

Beatrice Street	Lynn Circle
Bernice Circle	Manzanita Circle
Cerritos Avenue	Maple Street
Chestnut Street	Pamela Street
Diane Circle	Ritter Street
Elm Avenue	Scott Circle
Escolora Circle	Tammy Street
Ferne Avenue	Teakwood Street
Florence Street	Thomas Circle
Forest Street	Valley View Street
Greta Circle	Walnut Street
Hester Street	Ward Circle
Holder Street	
Jill Street	
Jonathan Avenue	
Knott Avenue	

SUBSECTION 4

Adore Circle	Elinora Lane	Rexford Drive
Alice Circle	Hampshire Court	Rexford Court
Angela Avenue	Holmby Court	Saltair Drive
Athenia Avenue	Kathy Circle	Stratmore Avenue
Aurelia Avenue	Kristen Avenue	Walker Street
Ball Road	Lorraine Lane	Valley View Street
Bedford Court	Marcella Avenue	
Belle Avenue	Marcella Circle	
Camden Drive	Marion Avenue	
Cathy Avenue	Marion Circle	
Cathy Lane	Mildred Avenue	
Comstock Court	Mildred Lane	
Condee Street	Myra Avenue	
Cynthia Circle	Roxbury Court	
Cynthia Lane	Rexford Avenue	

SUBSECTION 5

Ball Road	Pompano Court	Vernon Court
Belle Avenue	Ponder Street	Whirlaway Street
Cathy Circle	Sande Street	
Cerritos Avenue	Saratoga Avenue	
Citation Avenue	Saratoga Street	
Cynthia Circle	St. Agnes Circle	
Laurel Avenue	St. Alban Street	
Laurel Street	St. Bernard Street	
Longden Street	St. Charles Avenue	
Marcella Avenue	St. Elizabeth Circle	
Marcella Circle	St. George Circle	
Marion Avenue	St. Joan Circle	
Mohawk Court	St. John Circle	
Moody Street	St. Sophia Circle	
Myra Avenue	St. Stephen Circle	
Olga Avenue	St. Vincent Circle	



SUBSECTION 6

Abraham Avenue	Jeanine Lane
Ball Road	Julie Beth Circle
Barbara Anne Street	Julie Beth Street
Belle Avenue	Larwin Avenue
Cathy Avenue	Marion Avenue
Cerritos Avenue	Moody Avenue
Christopher Street	Myra Avenue
Denni Street	Patricia Circle
Doris Circle	Rose Anne Circle
Esther Circle	St. Francis Circle
Ethel Circle	William Avenue
Ethel Street	
Gregory Circle	
Gregory Street	
Janice Lynn Circle	
Janice Lynn Street	

SUBSECTION 7

Aqueduct Drive	Fielding Court
Ball Road	Hialeah Drive
Barclay Drive	Larwin Avenue
Beaver Circle	Mardel Drive
Bloomfield Street	Myra Avenue
Bryant Court	Nestle Avenue
Carlyle Court	Noel Street
Cary Circle	Patricia Drive
Cerritos Avenue	Pimlico Drive
Churchill Court	Santa Clara Street
Colgate Drive	Santa Elise Street
Delano Drive	Santa Maria Street
Delano Lane	Santa Rita Street
Denni Street	Sanforan Drive
Dina Court	Teresa Avenue
Elizabeth Court	Virgil Circle

SUBSECTION 8

Ball Road	Mt. Ripley Drive
Doreen Drive	Orange Avenue
Fred Drive	Pauleen Drive
Gene Street	Rosemary Drive
Holder Street	Valley View Street
James Alan Street	
Jeffrey Mark Street	
Joel Circle	
Juanita Street	
Kathleen Drive	
Lawrence Drive	
Lawrence Street	
Lee Drive	
Lee Street	
Margaret Street	
Marilyn Drive	

Aspen Street

Ball Road

Cedar Court

Graham Street

Maxson Drive

Moody Street

Orange Avenue

Pine Court

Sonwell Place

Spruce Court

Valley View Street

Walker Street

Wellson Drive

SUBSECTION 10

Amberwick Circle	Moody Street
Ball Road	Newcastle Lane
Barcelona Lane	Oakmont Street
Brunswick Drive	Orange Avenue
Canterbury Drive	Oxford Drive
Capri Circle	Rome Avenue
Cumberland Drive	Rome Street
Dresden Circle	Salisbury Lane
Glenbrook Street	St. George Circle
Grindlay Street	St. John Circle
Halifax Circle	Walker Street
Halifax Drive	Yorkshire Drive
Hanover Circle	
Hanover Drive	
Madrid Circle	
Melbourne Drive	

SUBSECTION 11

Avenida Carmel

Via Linda

Avenida Granada

Via Majorca

Avenida Madrid

Via Media

Avenida Mateo

Via Norte

Avenida Monterey

Via Sonoma

Avenida Sevilla

Via Verde

Ball Road

Bloomfield Street

Denni Street

Orange Avenue

Paseo De Oro

Paseo De Plata

Via Encinas

Via Entrada

Via Ingreso

Via Largo

SUBSECTION 12

Bishop Street

Shirl Street

Camp Street

Valley View Street

Graham Circle

Walker Street

Graham Street

Karen Avenue

Karen Street

Lemon Avenue

Lime Avenue

Lime Circle

Lincoln Avenue

Nancy Street

Nancy Avenue

Nelson Street

Newman Street

Orange Avenue

Peach Street

SUBSECTION 13

Electric Street

Walker Street

Evergreen Drive

Wicker Street

Evergreen Street

Windsor Circle

Grindlay Street

Moody Street

Orange Avenue

Philo Street

Vista Bonita

Vista Del Mar

Vista Del Sol

Vista Fortuna

Vista Hermosa

Vista Mesa

Vista Real

Vista Serena

Vista Sierra



SUBSECTION 14

Alderbury Street	Middlebury Circle
Ashbury Avenue	Moody Avenue
Blanca Drive	Newman Avenue
Christopher Street	Orange Avenue
Danbury Street	Park Avenue
Denni Street	Ranier Drive
Esther Circle	Shasta Circle
Ethel Street	Whitney Way
Everest Circle	
Fernbury Street	
Gregory Street	
Julie Beth Street	
Lemon Avenue	
Lemon Circle	
Lincoln Avenue	
Maybury Circle	

SUBSECTION 15

Berwick Court	Manchester Place
Bloomfield Street	Orange Avenue
Brighton Circle	Selkirk Court
Cambridge Street	Surrey Drive
Cardiff Drive	Sussex Drive
Casa Grande Circle	
Cheshire Drive	
Denni Street	
Devon Circle	
Dorset Drive	
Dover Circle	
Fleetwood Avenue	
Fleetwood Street	
Lexington Street	
Lincoln Avenue	
Livermore Place	

SUBSECTION 16

Acacia Street

Agate Circle

Birch Street

Carob Street

Crystal Circle

Emerald Circle

Fontainbleu Avenue

Garnet Avenue

Jade Avenue

Pearl Circle

Pearl Court

Second Community Survey

## COMMUNITY SURVEY RESEARCH

On Thursday, March 1, 1973, from 5 p.m. to 8 p.m. and Friday, March 2, 1973, from 5 p.m. to 8 p.m, a second random sample survey was taken of the residents of the City of Cypress to determine attitudes toward crime and the operation of the Cypress Police Department.

### Methodology

Random drawings from the sixteen (16) survey sub-section envelopes used during the initial survey were again utilized to determine which streets were to be surveyed. One street from each sub-section was drawn to provide the survey sample for that sub-section. Although no streets that had been in the previous survey were drawn from the envelopes, it had been determined that such streets would not be resurveyed at this time.

The attitude instrument utilized contained the same sixteen questions utilized in the initial survey with the same biographical data concerning the respondent. Eight of the questions were choice selection answerable and eight were open-end answerable.

On Thursday, March 1, 1973, at 5 p.m, Cypress Law Enforcement Explorers were briefed on the distribution of the survey instruments. The Law Enforcement Explorers were to work in teams of two, distributing a total of twenty-five surveys in each sub-section to the residents living on the predetermined street. The Law Enforcement Explorers were advised that no surveys were to be distributed after

8 p.m. At approximately 5:15 p.m, the Law Enforcement Explorer Scouts began distributing the survey instruments. The Law Enforcement Explorers left a survey instrument at each house where an individual answered the door with the explanation that the survey instrument would be picked up the following day by other Law Enforcement Explorers. It was also explained that the respondent could take the survey instrument to the police station if they preferred to do so rather than have a Law Enforcement Explorer collect it. Transportation problems, which developed during the distribution of the survey instruments, prevented the Law Enforcement Explorers from distributing survey instruments in all of the sixteen (16) survey sub-sections. On Thursday, March 1, 1973, the Law Enforcement Explorers had distributed two hundred and fifty-seven (257) survey instruments to residents within the City of Cypress.

On Friday, March 2, 1973, at 5 p.m, Cypress Law Enforcement Explorers began to collect the survey instruments distributed the day before. The Law Enforcement Explorers collected a total of one hundred and seventy-four (174) survey instruments which had been completed. An additional seven (7) completed survey instruments which were delivered to the police station for a total response of one hundred and eighty-one (181) or seventy and fifty-eight one hundreths (70.58) percent.

The distribution of response by sub-section is as follows:

	<u>Number Distributed</u>	<u>Number Collected</u>	<u>Percentage</u>
Subsection One	25	15	60 %
Subsection Two	15	11	73 %
Subsection Three	25	14	52 %
Subsection Four	0	0	0 %
Subsection Five	0	0	0 %
Subsection Six	0	0	0 %
Subsection Seven	25	14	52 %
Subsection Eight	24	15	62 %
Subsection Nine	25	18	72 %
Subsection Ten	24	15	62 %
Subsection Eleven	25	21	84 %
Subsection Twelve	0	0	0 %
Subsection Thirteen	0	0	0 %
Subsection Fourteen	25	18	72 %
Subsection Fifteen	25	18	72 %
Subsection Sixteen	19	14	74 %
Delivered to police station		7	
Total	257	181	70.58%

### Interpretation

The tabulated information extracted from the attitude instrument is set forth in Tables I through XVI with both the number and the percentage of responses. Interpretive evaluation of the majority response to the most salient attitudinal questions is presented below.

Table I indicates that 25.85% of the respondents feel that there is a good chance of either their family or a close neighbor family being victimized by a serious crime in the near future. An additional 43.45% of the respondents feel that there is some chance for their family or a close neighbor family being victimized by a serious crime in the near future. This data, interpretively evaluated, would tend to indicate that the Cypress citizenry is well aware of the crime problem in today's society but is not preoccupied with it.

Table III indicates that 37.40% of the respondents are most concerned with the crime of burglary in their community. Another 23.10% of the residents listed narcotics violations as the crime with which they are most concerned.

Table V indicates that 48.95% of the respondents consider the crime problem in Cypress to be moderate while an additional 24.20% of the respondents consider the crime problem in Cypress to be low. The Data may tend to show the belief by the Cypress citizenry that the local crime level is still tolerable.



Table VIII indicates of those 89 respondents who reported having contact of an official nature with a Cypress police officer within the past year, 51.30% stated that the contact was very satisfactory with another 41.04% stating that the contact was satisfactory.

Table XIII indicates that 64.90% of the respondents think that police service in Cypress is good, very good, or excellent. Such data may show that a correlation between the perceived toleration level of crime and the estimated quality of police service.

Generalizations drawn through interpretive analysis of the responses received from this attitude instrument designed for community opinion research within the City of Cypress would tend to indicate that most Cypress citizens are most concerned with crimes against property and the so-called victimless crimes of narcotics violations that violent assaults against their persons. Further, the data may tend to indicate that Cypress residents are of the opinion that they receive good to excellent police service in a low to moderate crime climate.

The preceding generalizations are based upon data containing some degree of error. In many cases respondents listed more than one answer in response to certain questions. Additionally, when referring to specific crimes it can be expected that the majority of respondents did not appropriately differentiate between such crimes as burglary, robbery, and theft in their responses.

Attached are Tables I through XVI, the Survey Research Attitude Instrument, a map of the City of Cypress divided into survey sub-sections, and the listings of roadways by survey sub-sections.

# CITY OF CYPRESS

5275 ORANGE AVENUE, CYPRESS, CALIFORNIA 90630 AREA CODE (714) 828-1222



February 10, 1973

The City of Cypress is conducting a survey to determine community attitudes on crime and the operation of the police. Anyone in your household who is eighteen years old or older may complete the attached questionnaire, which will be picked up tomorrow.

To avoid inconveniencing you we would like for you to place the completed questionnaire in your front screen door for pick-up by Explorer Scouts or Police Cadets. If you prefer you may return the completed questionnaire to the Police Department in person. This survey is designed to preserve anonymity so please do not put your name or address on the questionnaire.

Your cooperation will certainly be appreciated. Thank you.

Very truly yours,

*George H. Savord*  
GEORGE H. SAVORD  
Chief of Police

GHS/mm  
Attachment

Please complete the following biographical data:

Age \_\_\_\_\_ Sex \_\_\_\_\_

Length of time in Cypress \_\_\_\_\_

Own Home \_\_\_\_\_

Rent Home \_\_\_\_\_

Apartment \_\_\_\_\_

1. What chance do you think there is of your family or a close neighbor family being victimized by a serious crime in the near future?

Very great chance \_\_\_\_\_

Good chance \_\_\_\_\_

Some chance \_\_\_\_\_

Little chance \_\_\_\_\_

Almost no chance \_\_\_\_\_

2. What chance do you think there is of your family or a close neighbor family being victimized by a serious crime within the next year?

Very great chance \_\_\_\_\_

Good chance \_\_\_\_\_

Some chance \_\_\_\_\_

Little chance \_\_\_\_\_

Almost no chance \_\_\_\_\_

3. What crime are you most concerned with in your community? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. What crime do you think is the most prevalent in your community?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Do you consider the crime problem in Cypress to be

Excessive \_\_\_\_\_

High \_\_\_\_\_

Moderate \_\_\_\_\_

Low \_\_\_\_\_

Of little significance \_\_\_\_\_

6. Have you had any contact of an official nature with a Cypress Police Officer within the past year:

Yes \_\_\_\_\_

No \_\_\_\_\_

7. If your answer to the previous question was yes, what type of contact was it?

Information \_\_\_\_\_

Victim of crime \_\_\_\_\_

Arrestee \_\_\_\_\_

Public presentation conducted by an officer \_\_\_\_\_

Recipient of some service, such as vacation house check \_\_\_\_\_

Talking to foot patrol officer \_\_\_\_\_

Other (Please specify) \_\_\_\_\_

\_\_\_\_\_

8. Was your contact with the officer

Very satisfactory \_\_\_\_\_

Satisfactory \_\_\_\_\_

Not satisfactory at all \_\_\_\_\_

9. How could the officer have improved the contact? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10. Have you seen an officer on foot patrol in your neighborhood recently?

Yes \_\_\_\_\_

No \_\_\_\_\_

11. If your answer was yes to the previous question, what did you think of the officer patrolling your neighborhood on foot?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

12. If your answer was no, would you like to see an officer patrolling your neighborhood on foot?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

13. Do you think ~~that~~ service in Cypress is

Excellent \_\_\_\_\_

Very good \_\_\_\_\_

Good \_\_\_\_\_

Adequate \_\_\_\_\_

Needs some improvement \_\_\_\_\_

Poor \_\_\_\_\_

Very poor \_\_\_\_\_

**CONTINUED**

**3 OF 6**

14. What do you like best about the Cypress Police Department and its officers?

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15. What do you like least about the Cypress Police Department and its officers?

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16. How could the Cypress Police Department improve its service?

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TABLE I

What chance do you think there is of your family or a close neighbor family being victimized by a serious crime in the near future?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Very great chance	11	6.05%
Good chance	47	25.85%
Some chance	79	43.45%
Little chance	23	12.65%
Almost no chance	3	1.65%
No response	28	15.40%

TABLE II

What chance do you think there is of your family or a close neighbor family being victimized by a serious crime within the next year?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Very great chance	17	9.35%
Good chance	38	20.90%
Some chance	85	46.75%
Little chance	15	8.25%
Almost no chance	4	2.20%
No response	22	12.10%

TABLE III

What crime are you most concerned with in your community?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Burglary	68	37.40%
Narcotics Violations	42	23.10%
Robbery	22	12.10%
Theft	22	12.10%
Vandalism	16	8.80%
Traffic Violations	13	7.15%
Rape	9	4.95%
Auto Theft	6	3.30%
Child Molestation	5	2.75%
Murder	4	2.20%
Crimes Against Children	3	1.65%
Juvenile Crime	3	1.65%
Battery	3	1.65%
Malicious Mischief	3	1.65%
Alcohol	2	1.10%

TABLE III.

(Cont'd)

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
All Crime	2	1.10%
Physical Violence	2	1.10%
Bike Theft	2	1.10%
Prowler	2	1.10%
Writing on Walls	1	.55%
Littering	1	.55%
Political Self Seeking	1	.55%
Property Damage	1	.55%
Assault	2	1.10%
Kidnapping	1	.55%
Pick Pocketing	1	.55%
Gang Warfare	1	.55%
Crime Without Reason	1	.55%
Mugging	1	.55%
Pranksters	1	.55%
None	1	.55%

TABLE IV

What crime do you think is the most prevalent in your community?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Burglary	51	28.05%
Theft	23	12.65%
Drugs	21	11.55%
Vandalism	19	10.45%
Robbery	18	9.90%
Traffic Violations	8	4.40%
Property Damage	1	.55%
Prowler	1	.55%
Auto Theft	1	.55%
Bicycle Theft	1	.55%
Shoplifting	1	.55%
Loitering	1	.55%
Kids Smoking	1	.55%
No Response	34	18.70%

TABLE V

Do you consider the crime problem in Cypress to be:

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Excessive	3	1.65%
High	24	13.20%
Moderate	89	48.95%
Low	44	24.20%
Of Little Significance	0	0 %
No Response	21	11.55%

TABLE VI

Have you had any contact of an official nature with a Cypress Police Officer within the past year?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Yes	89	48.95%
No	64	35.20%
No Response	28	15.40%

TABLE VII

If your answer to the previous question was yes, what type of contact was it?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Information	30	16.50%
Victim of crime	32	17.70%
Arrestee	1	.55%
Public presentation conducted by officers	3	1.65%
Recipient of some service such as vacation house check	16	8.80%
Talking to foot patrol officers	1	.55%
Miscellaneous	21	11.55%
No response	77	42.35%



TABLE VIII

Was your contact with the officer:

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Very satisfactory	45	51.30%
Satisfactory	36	41.04%
Not satisfactory at all	8	9.12%

TABLE IX

How could the officer have improved the contact?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
No improvement needed	10	5.50%
Be more courteous	2	1.10%
Recovery of stolen goods	1	.55%
More tact in asking woman's age	1	.55%
Be more polite (Was a cadet)	1	.55%
Seemed to be bored	1	.55%
Be more understanding	1	.55%
Be more concerned	1	.55%
Evaluate situation more carefully	1	.55%
More follow-up information	1	.55%
Be more professional	1	.55%
No response	1.60	88.00%

TABLE X

Have you seen an officer on foot patrol in your neighborhood recently?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Yes	2	1.10%
No	154	84.70%
No response	25	13.75%

TABLE XI

If your answer was yes to the previous question, what did you think of the officer patrolling your neighborhood on foot?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Great	1	.55%
Wondered what the officer was doing	1	.55%
No response	179	98.45%

TABLE XII

If your answer was no, would you like to see an officer patrolling your neighborhood on foot?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Yes	82	45.10%
Yes, but impractical	2	1.10%
Yes, for public relations	8	4.40%
Yes, not in uniform	1	.55%
Yes, at Fern and Elm for dogs	1	.55%
Yes, for youth involvement	4	2.20%
Yes, with follow-up	1	.55%
Yes, in early morning	1	.55%
Yes, in shopping centers	1	.55%
Yes, safe feeling	2	1.10%
Total Yes	103	56.65%
No	16	8.80%
No, but more car pay	5	2.75%
No, isn't fair	1	.55%
Not necessary	7	3.85%

TABLE XII

(Cont'd)

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Total No	29	15.95%
Don't care	1	.55%
Undecided	2	1.10%
Occasionally	2	1.10%
If crime increases	1	.55%
No response	13	7.15%

TABLE XIII

Do you think that police service in Cypress is:

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Excellent	19	10.45%
Very good	48	26.40%
Good	51	28.05%
Adequate	23	12.65%
Needs some improvement	14	7.70%
Poor	1	.55%
Very poor	0	0 %
No response	25	13.75%

TABLE XIV

What do you like best about the Cypress Police Department and its officers?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Quick response time	18	9.90%
Courteous and friendly	34	718.70%
Frequent patrol	6	3.30%
Available	5	2.75%
Efficient	2	1.10%
Well informed	4	2.20%
Interested, helpful	8	4.40%
Information to youth	2	1.10%
Rapport with youth	3	1.65%
Explorer and Cadet programs	3	1.65%
Inspire confidence	2	1.10%
Impressive cars	2	1.10%
Not over eager to arrest or cite	1	.55%
Alertness	2	1.10%
Woman in unit	1	.55%



TABLE XIV

(Cont'd)

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Nothing	1	.55%
No response	87	47.85%

TABLE XV

What do you like least about the Cypress Police Department and its officers?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Not enough officers	7	3.85%
Not enough patrol	4	2.20%
No patrol in school zones	1	.55%
Lack of interest in area	1	.55%
Harassing young boys on bicycles	1	.55%
Lack of action, no results	1	.55%
No involvement with school children	1	.55%
Dispatchers are rude and cold	1	.55%
Hiding and waiting for traffic violators	1	.55%
Casual manner	1	.55%
Narcotics officer	1	.55%
Use of radar	1	.55%
Checking stores	1	.55%
Not enough involvement with public	1	.55%
Not using turn signals	1	.55%

TABLE XV

(Cont'd)

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Sometimes slow to answer night calls	1	.55%
Pay not high enough	1	.55%
Should not stop cars on Grindlay between Ball and Orange	1	.55%
No response	154	84.15%

TABLE XVI

How could the Cypress Police Department improve its service?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
More patrol	14	7.70%
Foot patrol	8	4.40%
Residential speed control	6	3.30%
More officers	5	2.75%
More contact with youth	5	2.75%
Juvenile narcotic information	5	2.75%
Equal treatment for offenders	1	.55%
More community contact	2	1.10%
Restrict use of siren	2	1.10%
Helicopter	2	1.10%
Tougher punishment for juveniles	1	.55%
Restrict use of fire arms	1	.55%
Be more courteous	1	.55%
Be more visable	1	.55%
Instant reply to phone calls	1	.55%

TABLE XVI

(Cont'd)

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Meetings with public	1	.55%
Spend less time in coffee shops	1	.55%
Stress need for punishment for crimes of violence	1	.55%
More informal public relations	1	.55%
Reserve officers	1	.55%
Rescue unit	1	.55%
Smile	1	.55%
Patrol parks more	1	.55%
Limit officers meeting in field	1	.55%
Don't enforce stupid laws	1	.55%
No improvement needed	2	1.10%
No response	100	55.00%

SUBSECTION 1

Anguilla Avenue

Panay Street

Biak Street

Pitcairn Street

Chamois Circle

Reefton Avenue

Dominica Avenue

Saipan Street

Halawa Lane

Sambar Circle

Jaluit Street

San Andres Avenue

Kiwi Circle

Sombrero Avenue

Knott Street

Tahiti Drive

Leilani Lane

Tarawa Street

Luau Lane

Tiki Drive

Malden Street

Timaru Circle

Molokai Drive

Tokelau Street

Montserrat Street

New Zealand Street

Onyx Street

Orangewood Avenue

SUBSECTION 2

Apia Drive	Midway Drive	Valley View Street
Aruba Court	Mindinao Street	Wake Circle
Barbados Avenue	Nauru Street	
Bikini Street	Noumea Street	
Blackmer Street	Orangewood Avenue	
Culebra Street	Palau Street	
Dalca Court	Paradise Circle	
Fiji Street	Pitcairn Street	
Grenada Street	Providencia Street	
Guam Circle	Rabaul Drive	
Java Street	Samoa Street	
L <del>a</del> kia Drive	Savaii Street	
Leyte Street	Suva Street	
Luzon Street	Tonga Circle	
Madeira Street	Trinidad Avenue	
Manila Drive	Truk Street	

SUBSECTION 3

Beatrice Street

Lynn Circle

Bernice Circle

Manzanita Circle

Cerritos Avenue

Maple Street

Chestnut Street

Pamela Street

Diane Circle

Ritter Street

Elm Avenue

Scott Circle

Escolora Circle

Tammy Street

Ferne Avenue

Teakwood Street

Florence Street

Thomas Circle

Forest Street

Valley View Street

Greta Circle

Walnut Street

Hester Street

Ward Circle

Holder Street

Jill Street

Jonathan Avenue

Knott Avenue



SUBSECTION 4

Adore Circle	Elinora Lane	Rexford Drive
Alice Circle	Hampshire Court	Rexford Court
Angela Avenue	Holmby Court	Saltair Drive
Athenia Avenue	Kathy Circle	Stratmore Avenue
Aurelia Avenue	Kristen Avenue	Walker Street
Ball Road	Lorraine Lane	Valley View Street
Bedford Court	Marcella Avenue	
Belle Avenue	Marcella Circle	
Camden Drive	Marion Avenue	
Cathy Avenue	Marion Circle	
Cathy Lane	Mildred Avenue	
Cerritos Avenue	Mildred Circle	
Comstock Court	Mildred Lane	
Condee Street	Myra Avenue	
Cynthia Circle	Roxbury Court	
Cynthia Lane	Rexford Avenue	

SUBSECTION 5

Ball Road	Pompano Court	Vernon Court
Belle Avenue	Ponder Street	Whirlaway Street
Cathy Circle	Sande Street	
Cerritos Avenue	Saratoga Avenue	
Citation Avenue	Saratoga Street	
Cynthia Circle	St. Agnes Circle	
Laurel Avenue	St. Alban Street	
Laurel Street	St. Bernard Street	
Longden Street	St. Charles Avenue	
Marcella Avenue	St. Elizabeth Circle	
Marcella Circle	St. George Circle	
Marion Avenue	St. Joan Circle	
Mohawk Court	St. John Circle	
Moody Street	St. Sophia Circle	
Myra Avenue	St. Stephen Circle	
Olga Avenue	St. Vincent Circle	

SUBSECTION 6

Abraham Avenue

Jeanine Lane

Ball Road

Julie Beth Circle

Barbara Anne Street

Julie Beth Street

Belle Avenue

Larwin Avenue

Cathy Avenue

Marion Avenue

Cerritos Avenue

Moody Avenue

Christopher Street

Myra Avenue

Denni Street

Patricia Circle

Doris Circle

Rose Anne Circle

Esther Circle

St. Francis Circle

Ethel Circle

William Avenue

Ethel Street

Gregory Circle

Gregory Street

Janice Lynn Circle

Janice Lynn Street

SUBSECTION 7

Aqueduct Drive	Fielding Court
Ball Road	Hialeah Drive
Barclay Drive	Larwin Avenue
Beaver Circle	Mardel Drive
Bloomfield Street	Myra Avenue
Bryant Court	Nestle Avenue
Carlyle Court	Noel Street
Cary Circle	Patricia Drive
Cerritos Avenue	Pimlico Drive
Churchill Court	Santa Clara Street
Colgate Drive	Santa Elise Street
Delano Drive	Santa Maria Street
Delano Lane	Santa Rita Street
Denni Street	Sanforan Drive
Dina Court	Teresa Avenue
Elizabeth Court	Virgil Circle

SUBSECTION 8

Ball Road

Mt. Ripley Drive

Doreen Drive

Orange Avenue

Fred Drive

Pauleen Drive

Gene Street

Rosemary Drive

Holder Street

Valley View Street

James Alan Street

Jeffrey Mark Street

Joel Circle

Juanita Street

Kathleen Drive

Lawrence Drive

Lawrence Street

Lee Drive

Lee Street:

Margaret Street

Marilyn Drive

SUBSECTION 9

Aspen Street

Ball Road

Cedar Court

Graham Street

Maxson Drive

Moody Street

Orange Avenue

Pine Court

Sonwell Place

Spruce Court

Valley View Street

Walker Street

Wellson Drive

SUBSECTION 10

Amberwick Circle	Moody Street
Ball Road	Newcastle Lane
Barcelona Lane	Oakmount Street
Brunswick Drive	Orange Avenue
Canterbury Drive	Oxford Drive
Capri Circle	Rome Avenue
Cumberland Drive	Rome Street
Dresden Circle	Salisbury Lane
Glenbrook Street	St. George Circle
Grindlay Street	St. John Circle
Halifax Circle	Walker Street
Halifax Drive	Yorkshire Drive
Hanover Circle	
Hanover Drive	
Madrid Circle	
Melbourne Drive	

SUBSECTION 11

Avenida Carmel	Via Linda
Avenida Granada	Via Majorca
Avenida Madrid	Via Media
Avenida Mateo	Via Norte
Avenida Monterey	Via Sonoma
Avenida Sevilla	Via Verde
Ball Road	
Bloomfield Street	
Denni Street	
Orange Avenue	
Paseo De Oro	
Paseo De Plata	
Via Encinas	
Via Entrada	
Via Ingreso	
Via Largo	



SUBSECTION 12

Bishop Street

Shirl Street

Camp Street

Valley View Street

Graham Circle

Walker Street

Graham Street

Karen Avenue

Karen Street

Lemon Avenue

Lime Avenue

Lime Circle

Lincoln Avenue

Nancy Street

Nanny Avenue

Nelson Street

Newman Street

Orange Avenue

Peach Street

SUBSECTION 13

Electric Street

Walker Street

Evergreen Drive

Wicker Street

Evergreen Street

Windsor Circle

Grindlay Street

Moody Street

Orange Avenue

Philo Street

Vista Bonita

Vista Del Mar

Vista Del Sol

Vista Fortuna

Vista Hermosa

Vista Mesa

Vista Real

Vista Serena

Vista Sierra

SUBSECTION 14

Alderbury Street	Middlebury Circle
Ashbury Avenue	Moody Avenue
Blanca Drive	Newman Avenue
Christopher Street	Orange Avenue
Danbury Street	Park Avenue
Denni Street	Rainier Drive
Esther Circle	Shasta Circle
Ethel Street	Whitney Way
Everest Circle	
Fernbury Street	
Gregory Street	
Julie Beth Street	
Lemon Avenue	
Lemon Circle	
Lincoln Avenue	
Maybury Circle	

SUBSECTION 15

Berwick Court	Manchester Place
Bloomfield Street	Orange Avenue
Brighton Circle	Selkirk Court
Cambridge Street	Surrey Drive
Cardiff Drive	Sussex Drive
Casa Grande Circle	
Cheshire Drive	
Denni Street	
Devon Circle	
Dorset Drive	
Dover Circle	
Fleetwood Avenue	
Fleetwood Street	
Lexington Street	
Lincoln Avenue	
Livermore Place	

SUBSECTION 16

Acacia Street

Agate Circle

Birch Street

Carob Street

Crystal Circle

Emerald Circle

Fontainbleu Avenue

Garnet Avenue

Jade Avenue

Pearl Circle

Pearl Court

Departmental Survey

## INTERNAL SURVEY RESEARCH

On Monday, June 26, 1972, an internal attitudinal survey research instrument was distributed to the personnel of the Cypress Police Department.

### Methodology

Forty-five survey instruments were distributed to the Department's personnel. The personnel were requested to complete the instrument and return it by Sunday, July 2, 1972, to a Survey Deposit Box located in the Department squad room. This method of return was implemented to ensure the anonymity of the individual respondent. A total of 49.50% or 22 survey instruments were returned to the Survey Deposit Box by the indicated date. Survey instruments received after the indicated date were not tabulated.

The responses to the survey questions were tabulated and the results set forth in Tables I through XIV. Eight of the Tables reflected choice selection answerable questions and six of the Tables reflect open-end answerable questions.

Following is an interpretive evaluation of the most salient survey responses:

Table I indicates that 50% of the respondents would rate the general level of service and policing provided by the Department to be very high. Another 40.86% would rate that service and policing as high, and 9.08% would rate it as adequate.

Table VII indicates that 90.80% of the respondents prefer the 10 hour day, 4 day work week. Another 4.54% stated they prefer the 8 hour day, 5 day work week; and 4.54% stated they prefer 4 days on, 2 days off with no holidays scheduled.

Table IX indicates that 31.78% of the respondents think foot patrol has a great deal of value in today's police work while an additional 40.86% think it has some value.

Table X indicates the areas of police work the respondents envisioned as deriving the most value from foot patrol. 95.34% of the respondents state that foot patrol could be of value in the community relations area of police work. 77.18% state that foot patrol could be of value in the crime prevention areas of police work, and another 77.18% state that foot patrol could be of value in the detection of crime while another 27.24% think that foot patrol could be of value in the apprehension of criminals. Several of the respondents indicate more than one area of police work which, in their opinion, could derive value from foot patrol.

Table XI indicates that 68.10% of the respondents believe that police agencies are spending too much time and effort in dealing with socially based less significant crime such as family disputes, drunkenness, runaways, etc.

Table XIII indicates that 18.16% of the respondents think that PAR Policing will achieve almost complete success as an



effective means of providing police service. 50% indicate that they think that PAR Policing will achieve a great deal of success while another 27.24% indicate that PAR Policing will achieve some success.

Attached are Tables I through XIV and an internal survey research attitude instrument.

CYPRESS POLICE DEPARTMENT

June 26, 1972

MEMORANDUM

TO: ALL PERSONNEL

FROM: Captain Don L. Amberg  
Commander, Administrative Services

Attached is a questionnaire the results of which will be utilized in connection with the evaluation component of the PAR Policing federal grant award as well as the overall management of the Police Department. Completion of this questionnaire is very important to the management of the grant award.

This survey is completely anonymous so do not put your name on the questionnaire.

Please return the completed questionnaire to the box marked SURVEYS in the Squad Room by Sunday, July 2, 1972, so they can be tabulated.

FOR THE CHIEF OF POLICE:

*Capt. Don L. Amberg*

DLA/mm

1. How long have you been a police officer? \_\_\_\_\_

2. How long have you been a police officer in Cypress? \_\_\_\_\_

3. How would you rate the general level of service and policing provided by the Department?

Very High \_\_\_\_\_

High \_\_\_\_\_

Adequate \_\_\_\_\_

Low \_\_\_\_\_

Very Low \_\_\_\_\_

4. What do you think is the community's opinion of the police service provided by the Department? Do they think it is

Excellent \_\_\_\_\_

Very Good \_\_\_\_\_

Good \_\_\_\_\_

Adequate \_\_\_\_\_

Poor \_\_\_\_\_

Very Poor \_\_\_\_\_

Terrible \_\_\_\_\_

5. Do you feel you are doing the best possible job in policing the City of Cypress?

Yes \_\_\_\_\_

Needs Some Improvement \_\_\_\_\_

Needs Much Improvement \_\_\_\_\_

6. What do you consider to be Cypress Police Department's biggest problem, other than crime?

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7. Which of the following would you prefer to work?

10-hour day, 4-day week \_\_\_\_\_

8-hour day, 5-day week \_\_\_\_\_

Other (please specify) \_\_\_\_\_

8. What are the reasons for your answer to the above question? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

9. How much value do you think foot patrol has in today's police work?

A Great Deal \_\_\_\_\_

Some \_\_\_\_\_

A Little \_\_\_\_\_

None \_\_\_\_\_

10. In what areas of police work do you think that foot patrol could be of value?

Detection of Crime \_\_\_\_\_

Crime Intelligence \_\_\_\_\_

Community Relations \_\_\_\_\_

Gaining Community Support \_\_\_\_\_

Crime Prevention \_\_\_\_\_

Recruitment \_\_\_\_\_

Apprehension of Criminals \_\_\_\_\_

Other (please specify) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

11. Do you believe that police agencies are spending too much time and effort in dealing with socially based less significant crime such as family disputes, drunkenness, runaways, etc.?

Yes \_\_\_\_\_

No \_\_\_\_\_

12. When PAR Policing was first explained to you, what was your opinion of the concept?

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13. What degree of success do you think PAR Policing will achieve as an effective means of providing police services?

Almost Complete Success \_\_\_\_\_

A Great Deal of Success \_\_\_\_\_

Some Success \_\_\_\_\_

A Little Success \_\_\_\_\_

Almost No Success \_\_\_\_\_

14. What do you list best about the operation of the Department?

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15. What do you like least about the operation of the Department?

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16. If you were given the opportunity to change one aspect of departmental operation, what would you change?

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TABLE III

How would you rate the general level of service and policing provided by the Department?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Very high	11	50%
High	9	40.86%
Adequate	2	9.08%
Low		
Very Low		

**CONTINUED**

**4 OF 6**



TABLE IV

What do you think is the community's opinion of the police service provided by the Department?

Do they think it is:

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Excellent	4	18.16%
Very Good	11	50%
Good	6	27.24%
Adequate	2	9.08%
Poor	0	
Very Poor	0	
Terrible	0	

TABLE V

Do you feel you are doing the best possible job in policing the City of Cypress?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Yes	10	45.40%
Needs some improvement	11	50%
Needs much improvement	1	4.54%

TABLE VI

What do you consider to be Cypress Police Department's biggest problem other than crime?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Lack of internal communication	9	40.86%
Community relations	4	18.16%
Miscellaneous field services	4	18.16%
Negative attitudes toward new ideas	2	9.08%
No investigations detail	2	9.08%
Not enough training	2	9.08%
Poor and little equipment	2	9.08%
Advancement opportunities	1	4.54%
Juvenile 415 and malicious mischief	1	4.54%
Lack of positive supervision	1	4.54%
Assigned foot patrol	1	4.54%

TABLE VII

Which of the following would you prefer to work?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
10 hour day; 4 day week	20	90.80%
8 hour day; 5 day week	1	4.54%
Other (4 days on; 2 days off; no holidays)	1	4.54%

TABLE VIII

What are the reasons for your answer to the above question? (#7)

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
3 days off in row	16	72.64%
More men available during peak hours	10	45.40%
Flexible shifts	3	13.62%
Better morale	3	13.62%
Less abuse of sick leave	2	9.08%
Better working conditions	1	4.54%
More training time	1	4.54%
Different days off each week	1	4.54%

TABLE IX

How much value do you think foot patrol has in today's police work?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
A great deal	7	31.78%
Some	9	40.86%
A little	5	22.70%
None	0	

TABLE X

In what areas of police work do you think that foot patrol could be of value?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Detection of crime	7	31.78%
Crime Intelligence	6	27.24%
Community Relations	21	95.34%
Gaining community support	17	77.18%
Crime Prevention	17	77.18%
Recruitment	2	9.08%
Apprehension of criminals	4	18.16%
Physical exercise for officers	2	9.08%
Public is suspicious of motive	1	4.54%
Increases knowledge of beat	1	4.54%
Ability to leave unit for awhile	1	4.54%
Better for commercial business areas of large cities	1	4.54%
None	1	4.54%

TABLE XI

Do you believe that police agencies are spending too much time and effort in dealing with socially based less significant crimes such as family disputes, drunkenness, runaways, etc.?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Yes	15	68.10%
No	7	31.78%



TABLE XII

When PAR Policing was first explained to you, what was your opinion of the concept?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Best utilization of resources	10	45.40%
Reserved acceptance	6	27.24%
Indifference	2	9.08%
Lack of trust	1	4.54%
Should not disband Investigations	1	4.54%
Expected greater change	1	4.54%
Good for Department growth	1	4.54%
Did not understand	1	4.54%
No complete explanation	1	4.54%
Negative	1	4.54%

TABLE XIII

What degree of success do you think PAR Policing will achieve as an effective means of providing police service?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Almost complete success	4	18.16%
A great deal of success	11	50%
Some success	6	27.24%
A little success	0	0%
Almost no success	1	4.54%

TABLE XIV

What do you like best about the operation of the Department?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Co-workers	7	31.78%
Outstanding first-line supervisors	4	18.16%
Professionalism	4	18.16%
Community Relations	3	13.62%
Pay	2	9.08%
Administration	1	4.54%
Increase in personnel	1	4.54%
Working conditions	1	4.54%
4 day week	1	4.54%
Well defined rules of operation	1	4.54%
Chief of police	1	4.54%
Par Policing	1	4.54%
Being left alone when working	1	4.54%
Work Schedule	1	4.54%

TABLE IV

What do you like least about the operation of the Department?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Lack of communication	9	40.86%
No Investigations detail	4	18.16%
Too much attention to petty infractions of policy	2	9.08%
Vehicle Maintenance	1	4.54%
Lack of loyalty by some members	1	4.54%
Non-support of field personnel by station personnel	1	4.54%
Too few personnel	1	4.54%
Changing units between shifts	1	4.54%
Need more training	1	4.54%
Poor equipment	1	4.54%
Negative Motivation	1	4.54%
No desk officer	1	4.54%
Nobody assigned to lab	1	4.54%
Chief of Police in City Hall	1	4.54%
No interest in program by brass	1	4.54%

TABLE XVI

If you were given the opportunity to change one aspect of Departmental operation, what would you change?

RESPONSE	NUMBER OF RESPONSES	PERCENTAGE OF RESPONSE
Improve dispatcher conditions	5	22.70%
Bring back Investigations	4	18.16%
Bring Chief of Police back into building	3	13.62%
Initiate C.S.I. Lab	2	9.08%
Initiate desk officer	2	9.08%
Improve communications	2	9.08%
Remodel building	1	4.54%
Regular organizational training	1	4.54%
2 man cars on graveyard	1	4.54%
Better equipment	1	4.54%
Return to traditional policing	1	4.54%

Section III  
Topic C

COST EFFECTIVENESS

The ultimate goal of the PAR Policing concept is to provide the most cost effective means of policing a city through the better utilization of personnel, a limitation on specialized functions, and a diversion from the criminal justice system of those socially handicapped persons involved in repetitive quasi-criminal behavior.

With the complexities of governing urban communities constantly increasing in both scope and number, it is becoming ever more difficult for the property tax based local government budget to adequately finance all of the public services demanded by the populace. Probably the most expensive of these services is police protection. Advances in the technologies of evidence analysis, criminal investigation, traffic enforcement, accident investigation, offensive and defensive weaponry, and communications have made available highly sophisticated and reliable but very expensive equipment. Additionally, communities are demanding that their police officers be better educated and trained than previously, a requirement which necessitates the payment of higher salaries to attract qualified personnel. To offset such increasing costs, PAR Policing was designed to make the optimum use of available personnel and equipment. In this fashion the public can be provided with the best possible police protection and

service at the lowest cost feasible for such a level of police protection and service. By striving toward cost effective policing, police agencies can best realize the highest goals of both professional management and good government.

Since 1968 the City of Cypress has experienced steady increases in calls and complaints, traffic collisions, felony offenses, misdemeanor offenses, adult arrests, and juvenile arrests.

The average percentage increase for each year since 1968 is as follows: calls and complaints, 13.8%; traffic collisions, 7.3%; felony offenses, 4.8%; misdemeanor offenses, 6.5%; adult arrests, 3.6%; juvenile arrests, 21.1%; felony offense clearances, 31.7%; and, misdemeanor offense clearances, 9.3%. In view of the average yearly percentage increase in each category, the percentage difference for the 1972-73 fiscal year (The first year of PAR Policing operation) was as follows: calls and complaints=12.3%, 1.5% less than the five-year average; traffic collisions=6.0%, 1.3% less than the five-year average; felony offenses=24.6%, 19.8% more than the five-year average (Attributable primarily to the specific crime of burglary); misdemeanor offenses=1.0%, 7.5% less than the five-year average; adult arrests=2.8%, 0.8% less than the five-year average; juvenile arrests=81.4%, 60.3% more than the five-year average; felony offense clearance=118%, 86.3% more than the five-year average; and misdemeanor offense clearances=12.9%, 3.6% more than the five-year average.

The above statistics indicate that even with a rising rate of crime and demanded services, the operation of the Department under PAR Policing appears to have been able to slightly reduce calls and complaints while increasing arrests, especially of juveniles, and dramatically increasing crime clearances. It should also be noted that the increase in productivity occurred during a period when the City's population grew by 12.5% to 41,750 and the officers per 1,000 population decreased by 16% to 1.09 officers per 1,000 population.

Realistically, solid conclusions cannot be based upon a one-year experience. Although the first year's statistical results are extremely encouraging, it will only be through second and third year operation that reliable evidence can be creditably established.



Section III  
Topic D

THE FUTURE

Police management has, as one of its primary responsibilities, the obligation to be cost effective in its operation. Law enforcement agencies must function as efficiently cost wise as private industry if they are to receive the optimum benefit and utilization of their limited resources. Police agencies usually receive a larger share of a local jurisdiction's budget than any other department. Because of this, law enforcement must take the initiative in dealing with the realization that the tax paying public cannot provide a bottomless well of financial resources.

The traditional methods of fiscal management utilized by law enforcement are no longer adequate to meet the needs of modern day policing. New means for the better utilization of available resources must be developed in lieu of constant attempts to develop new resources.

PAR Policing was funded as a demonstration model project to prove the extent of applicability of the program concepts to other mid-sized police agencies. The success of the various components will enable other interested departments to utilize modern cost effective police methods without the expense of trial and error development and implementation of the methods.

The first year's experience with PAR Policing was so encouraging in its support of the program's basic concepts that the second year is

currently in operation under partial federal funding with a third year of federal participation to some degree almost virtually assured. Within the Cypress Police Department the results of one year of PAR Policing have convinced administration and line personnel alike of the value inherent in each of the four program components.

Team Policing, modified into a workable form during the operation of the program, will be continued as a viable alternative to policing by specialization. Certain critical areas of police performance have been identified as requiring expert knowledge on the part of the individuals working in those areas. However, the majority of police tasks will be performed by the police generalist.

The police generalist is capable of providing an adequate level of service in many areas rather than a high level in just a few areas. This capability allows the officer a broader scope of duties, thereby making him more effective for longer periods of time. The current intention is to continue training many officers in the basic skills of various areas to make each officer more adaptable to an increased number of situations. This training also increases morale, in that it builds the officer's own self confidence and esteem, and relates to him the fact that the organization is willing to invest valuable resources in him.

It is a necessity of cost effective policing to provide all personnel with the maximum number of skills and talents possible for the individual to perform. A person who is required to utilize

one skill for 40 percent of his time must be able to meet other challenges during the remaining 60 percent of his time. This requires increased training, a minimal expenditure when compared to the resultant abilities of department personnel to effectively handle most situations with a minimum number of persons in the least amount of time.

Random residential foot patrol is slated to be expanded in the future. During the first year of program operation this component was voluntarily expanded by departmental personnel as they became more and more convinced of its value. The average patrol officer now spends at least 10 percent of each shift of duty on foot patrol in residential areas. The officers have discovered that the community is pleased to interact with the police in a non-punitive environment.

The new styles of complex apartment buildings lend themselves very well to foot patrol. In fact, foot patrol is frequently the only feasible means of providing effective routine patrol for many of the buildings. Evening or night foot patrol also allows inconspicuous observation of high burglary areas. It is seriously anticipated that foot patrol will be utilized to a vastly increased extent both for dealing with temporary isolated problems, to provide routine patrol, and to increase non-punitive contacts between the police and the people.

The ten plan, as a deployment method, will be continued because of its high practical value and its positive effect on departmental morale. The ten plan gives the Department the ability to deploy more officers during the peak service demand periods. The deployment overlap may also be varied to cope with new problems which may arise at any time.

Three consecutive days off also allows the individual police officer to completely relax from the emotionally draining role of public protector. Many of the officers utilize the time to continue their education, pursue their hobbies, or re-establish family ties which may become weakened through an officer's reaction to the harsh realities of his job. By giving an officer adequate time away from the job, the Department can ensure a more rational, objective, and effective performance of duties by that officer.

The alternative-to-arrest referral program for the socially-handicapped members of the community is being constantly expanded. Additionally, referral resource agencies are continually being identified and included in the referral listing directory to be carried by all officers. The referral listing directory will be updated as the resource agencies available for utilization emerge, change, or cease operation.

The patrol officer has come to realize that by assisting persons in finding solutions to problems, they can often eliminate further police action from being precipitated by the problem.

The officers also are anxious to rid themselves of having to handle the quasi-criminal offender situation when they are ill equipped to do much except offer the most temporary of solutions.

The successful operation of the alternative-to-arrest program component will bring many of the social service agencies into direct operational contact with the criminal justice system. The mutuality of influence between the two will only serve to better each in their common goal of helping the troubled and troubling individual.

The second year of PAR Policing will include a School Resource Officer assigned to the Cypress High School. The uniqueness of this additional program component is achieved by two factors. The first being that the School Resource Officer will remain on campus in uniform and the second being that the School Resource Officer will be on campus when the new high school begins operation for the first time. These two factors are advantageous because the students will, almost necessarily, identify the School Resource Officer with uniformed street patrol rather than with a specialized "crime prevention" or "community relations" unit and because the School Resource Officer will not be required to counteract problems and preconceived ideas toward law enforcement which were generated prior to his presence on the campus. Ideas conceived at other campuses and brought to the new high school by students, faculty, and administration should be easier to identify, isolate, and if necessary, correct than those conceived within the same environment in which the School Resource Officer will operate.

Section IV

Section IV

Topic A

PAR POLICING

by George H. Savord  
Chief of Police  
Cypress, California

- PAR POLICING -

Police Departments are maintained for the purpose of providing a service to the community; the protection of lives, property, and the rights of all persons. Through that service, the community enjoys a more favorable climate in which to flourish, and families feel relatively secure in their individual pursuits.

The operation of the Police Department is a 24-hour, seven day per week, continuous endeavor to be responsive to the emergency needs of citizens. The public also considers the police to be the protector from not only crime, but against other hazards and discomforts of life. The policeman is now called upon to render a wide variety of services that have little direct relation to crime, but which may well be indirectly related by the protection of life hazards that are criminally vulnerable.

Modern police service involves a complexity of responsibilities far greater than the simple apprehension and incarceration of violators of the law. The police role involves the rendering of multitudinous miscellaneous field services which is modernly recognized as the most time consuming task of the police.<sup>1</sup>

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<sup>1</sup> International City Managers' Association, Municipal Police Administration, 6th ed., Chicago, Illinois, I.C.M.A., 1969. p.3.



The police respond to varied requests for assistance in times of need, ranging from lost children to any condition of apprehension or fear involving safety or welfare. They arbitrate disputes not necessarily criminal in nature, and resolve the many conflicts of contemporary life in the urban society.

Police Departments have not been able to keep pace with the rising demands for police service. The operational effectiveness of the police is decreasing for want of more personnel under traditional organizational concepts. It appears that a new concept is needed in order to keep pace with the ever-increasing demand for services, which has created a need for a restructuring of the departmental organization to accomplish more with relatively fewer personnel than otherwise required by the growth of the traditional organization. The traditional organizational structure has thus become less than satisfactorily effective as the result of the increased amount of public reliance on police services.

The cost of police service during the past few years has also increased disproportionately to the numbers of police officers required to render adequate police service. The rising cost per policeman imposes significant budgetary limitations on future police service by reason of the considerable expenditures required to perpetuate the service.

Problems are being experienced by the police in addition to budgetary limitations. The ever-increasing demand for miscellaneous

field services, compounded by the increased population, takes its toll in manhours from the available repressive patrol and investigative time. The resulting paperwork imposes an overwhelming methodology in the maintenance of records adequate for court and reference purposes, resulting in a complexity of reporting systems to satisfy both prosecution and administration. There is a general trend toward specialization, experienced by most municipal police agencies which find themselves in the same dilemma of satisfying the demands for extremely varied services and properly recording the police activities.

The physical facilities necessary to house the expanding police organization have become overcrowded at an alarming rate. There is a pressing need for more effective space utilization.

Sufficient numbers of supervisory personnel must be provided to adequately oversee police operations in the field and in the police headquarters, to insure proper performance of police service, and the ancillary services such as communications, records, etc.

The police-community relations factor of each police agency must be favorably maintained in the face of the growing demand for services which leaves little time for the rendering of this most important service, that of being responsive to the public understanding of the role of police in society.

Police budgets generally reflect the numerical growth of police departments in keeping with the many increased demands. Various positions have been added to most departments to continue to create

a traditional organizational hierarchy sufficient in numbers of personnel and specialization to provide sound police service within budgetary limitations. Considerable progress has been directed toward that end by establishing all police ranks within police organizations and achieving some sophisticated technological methods.

It appears that the time has come for police departments to reassess priorities, and attempt to reconcile budgetary limitations and police problems with a view to maintaining adequate police service. This is in accordance with a recommendation of the Police Services Task Force, 1971,

"that analyses be undertaken by police departments of varying sizes and makeup to determine their manpower needs and thereby provide for implementation of a system whereby the most effective utilization of personnel is assured."<sup>2</sup>

In order to accomplish this goal, a significant departure from traditional concepts of police is proposed.

"There has been little research in this area, consequently hard facts are lacking about the practices that really are most effective. Decisions governing a force's patrol methods are, unfortunately, usually linked solely to tradition."<sup>3</sup>

One of the most apparent problems recognized by the Task Force Report is organizational fragmentation which can be overcome by combining patrol and detective forces under a common supervisor having a unified command.

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2. California Council on Criminal Justice, California Comprehensive Plan for Criminal Justice, 1971. p. I-B-3.
3. President's Commission on Law Enforcement and Administration of Justice, Task Force Report: The Police, Washington, D.C., U.S. Government Printing Office: 1967. p.54.

The plan of PAR POLICING is conceived as a unique and innovative program to resolve existing problems within budgetary limitations, and provide a more effective policing method.

PAR POLICING is an acronym for "POOLING ALL RESOURCES, for POLICING."

It occurs that a more effective police organization may be achieved by pooling all currently available resources without gross addition of personnel. Emphasis is given to generalization, rather than specialization. Divisional delineated responsibilities are restructured and assigned as an overall policing concept, as opposed to divisional responsibilities.

Significant experimentation has been conducted with team policing in Aberdeen, Scotland, and Salford, England. Although the Salford experiment has been discontinued, the Aberdeen patrolling method prevails and has been introduced in several sub-divisions of the British Metropolitan Police. Team policing has not yet achieved widespread implementation.<sup>4</sup> The method calls for the dissolution of traditional individual beats and districts are policing by a team of men given considerable latitude to meet prevailing conditions and police hazards.<sup>5</sup>

A further departure from the traditional concept of police organization is revealed by the unit-beat policing system which has been recently developed by the Police Training and Research Branch

4 I.C.M.A. p. 102. Also see: Samuel G. Chapman, Police Patrol Readings, 2nd ed. Springfield, Illinois, Charles C. Thomas, 1969. p. 234-36, 251-56, 271-76.  
5 G. Douglas Courley and Allen P. Bristow, Police Administration, Springfield, Illinois, Charles C. Thomas, 1967. p. 30-31

of the British Police. This form of policing is directly applicable to patrol techniques. Under the unit-beat system an officer patrols on foot with personal-public relationship, maintaining communication with the local police station by personal radio. Superimposed on the area is a patrol vehicle, available to respond to emergency calls. Investigators are also assigned for follow-up investigation. Evaluation of the unit-beat policing system has resulted in a new sense of purpose and a new morale. One English patrol constable has commented, "Now we can do something effective" Since application of the unit-beat system the rise in crime has slowed and it has sown more indictable offenses. Unit-beat patrolling has provided for good relations with the public, crime prevention in its widest sense, and a significant value in the collection of criminal intelligence.<sup>6</sup>

In the United States, John P. Kenney, Ph.D., Department of Criminology, California State College, Long Beach, initiated the team policing organization on the phenomena of accepting the premise that all personnel have a contribution to make to the success of the organization whereby utilization of capabilities will be maximized. Recognizing that each person in the organization has talent, expertise, basic know-how, leadership, and an ability to contribute to the total operation of the Department, Dr. Kenney has hypothesized that the key to success in police management is capitalizing on those many talents of all persons.<sup>7</sup>

<sup>6</sup> John Parrott, "Bobbies Tramp New Beat," Christian Science Monitor, December 21, 1967.

<sup>7</sup> John P. Kenney, "Team Police Organization: A Theoretical Model," a white paper, 1970.

The City of Palo Alto, California, initiated Dr. Kenney's concept in the fall of 1970 providing for a Team Management/Team Policing concept. The Palo Alto experiment is considered significantly successful at this time.<sup>8</sup>

While PAR POLICING incorporates somewhat similar concepts, team policing is only a part of the total PAR POLICING program. Team policing normally operates on traditional watch assignments of personnel and incorporates no innovative deployment plan. It is anticipated that PAR POLICING would utilize the team policing concept to a greater advantage.

The departure from traditional personnel scheduling proposed by PAR POLICING is the 10-Plan. The 10-Plan was initiated by the Huntington Beach Police Department in California, and provides for a newly created work schedule which assigns patrol officers to a 10-hour work day four days per week, and creates 30 hours of individual manhour availability during each 24-hour period. The 10-Plan also provides more available police officers during those periods proved to be critical in numbers of police hazards allowing for greater crime prevention factor activities, and results in more available time for innovative patrol deployment, more effective reporting, and less overtime.<sup>9</sup>

<sup>8</sup> Leo E. Peart, "Management by Objectives," I.A.C.P. The Police Chief, April, 1971. p. 54.  
<sup>9</sup> Earle W. Robitaille, "Ten Plan," I.A.C.P. The Police Chief, September, 1970.

PAR POLICING therefore includes the adoption of many of the principles of team policing, unit-beat policing, and the 10-Plan. PAR POLICING also incorporates the foot patrol concept of unit-beat policing which was pioneered by the Cypress Police Department under a program entitled, "Random Foot Patrol."

Random foot patrol puts the police officer "back on the beat" as recommended by the Task Force Report; The Police.<sup>10</sup>

One of the oldest and most successful tools of police work, foot patrol has been utilized by the Cypress Police Department since 1968, but in a unique way. While foot patrol officers have been traditionally assigned to commercial areas of high crime incidents, Cypress police have patrolled residential areas on foot. The residential areas are patrolled at the random selection of the individual field officer who is furnished statistical information on crime incidents occurring within districts of his beat.<sup>11</sup>

"Only a few of the smaller communities use foot beat men . . . one of the strongest arguments to the foot beat is that an officer gets to know persons in his district."<sup>12</sup>

Officers assigned to various patrol districts are issued portable radios for use while on foot patrol, and are instructed to park their vehicles and walk the residential and commercial areas as free patrol time permits, or as assigned. Such assignments are made by the team commander on a random basis, based upon his knowledge of reported crime hazards and needs. Officers should talk to the citizenry of the

10 President's Commission, Task Force Report: The Police.

11 Ibid.

12 Gourley and Bristow, p. 3.

residential community to provide the opportunity of gaining information concerning errant and criminal conduct in the area. Officers operating area cars must also be directed to park the vehicle when not responding to requests for service, walk on foot in the area, move the police vehicle, and so on, so that the officer will never be more than a short distance away from the car should he be assigned a call by radio. Granted, implementation of the foot patrol concept will require considerable orientation, training, and supervision, but should be integrated as a patrol concept.

PAR POLICING envisions all personnel of the police department reorganized into the team policing concept, allowing for one administrative and three operational teams.

The administrative team includes the Chief of Police, who has the overall command, control, and responsibility for police service. An administrative assistant in a civilian capacity is provided for the purpose of conducting continuing evaluation, reoccurring research, and appropriate progress reports on a monthly and annual basis.

A ranking officer is also assigned to the administrative team for the purpose of discharging many of those responsibilities previously assigned to the Services Division, such as training, the coordination of community relations activities, supply and maintenance, and planning and development. A secretary will be assigned to the office, and a Police Agent is also assigned with the continuing



responsibilities of Vice-Intelligence. The position of Records-Coordinator is designated within the administrative division to coordinate the record-keeping activities of all clerical personnel on the operational teams, and to train newer personnel in specialized clerical work. Police Cadets are assigned to assist the administrative division in ministerial duties.

The administrative team would assume the following responsibilities:

Administration

Command

External Relations

Inspections

Vice-Intelligence

Planning-Development

Records-Reports

This new organizational concept provides for three operational teams, each commanded by a Police Captain with a Police Lieutenant as an assistant team commander. Each operational team will also have Sergeants, several Police Agents, Police Officers, Dispatchers, and Police Cadets.

Each of the operational teams would function on a 10-hour work day schedule to provide maximum utilization of available manhours and an overlapping of on-duty time which will occur during the greatest peak of police hazards and demands for police service.

Research within most departments has revealed that the greatest number of police hazards and the greatest demand for police services occur between 2200 and 0200 hours daily. Team I would be employed from 2130 to 0730 hours; Team II would be employed between 0700 and 1700 hours; and Team III would be on duty between 1630 and 0230 hours. The result of this scheduling provides an overlap of Team I and Team III between 2130 and 0230 hours, allowing for a greater number of personnel available for field deployment to meet the demands for service.

Each of the operational divisions will assume all of the following responsibilities as they arise:

- Preservation of Peace
- Field Services
- Traffic Law Enforcement
- Complaint Desk
- Communications
- Accident Investigation
- Initial Investigation
- Criminal Investigation
- Crime Scene Investigation
- Apprehension of Offenders
- Bail Processing
- Jail and Prisoner Control
- Recovery of Property
- Identification Processes
- Evidence Processing
- Case Preparation
- Prosecution Liaison
- Court Liaison
- Inter-Agency Coordination

PAR POLICING will provide more available manhours in the field during peak periods of police hazards, where police can be more effective by placing an emphasis on crime prevention, and diminishing attention to apprehension and arrest for petty infractions. A new concept is employed to resolve conflicts at the street level through the expertise of the individual officer as opposed to the perfunctory duty of arrest and incarceration. An in-service training program would be initiated to familiarize police personnel with alternate resources for conflict resolution and crisis intervention, employing instruction from the disciplines of mental health, probation, welfare, law and other agencies of the criminal justice system. This is in keeping with the Police Services Task Force recommendations, 1971, which related that a major emphasis should be placed on prevention projects to divert people away from the criminal justice system, requiring coordination of pre-system involvement with community groups and other sub-systems of government.<sup>13</sup>

PAR POLICING places an emphasis on the worth of the individual and his talents to develop generalists in the police service, and de-emphasizes specialization with limited responsibilities.

PAR POLICING allows for the exercise of greater discretion by police officers, requiring reports only for serious and prosecutable offenses, thus diminishing reporting time and the resulting paperwork problem heretofore experienced.

PAR POLICING retains the traditional designations of rank to provide command personnel within the headquarters and supervisory personnel in the field. It limits the number of personnel assigned to police headquarters during the daylight business hours, resulting in more effective space utilization. Because a greater number of officers are assigned to field duties throughout the 24-hour day, better utilization of fleet vehicles will ensue, and the additional available personnel will allow for more effective random foot patrol.

PAR POLICING is a unique and innovative method of pooling all available resource police manpower which re-defines responsibilities and reassesses the priorities of police service. By utilizing all existing personnel in a common effort to accomplish the complexity of responsibilities as opposed to specialization, the traditional quasi-military hierarchy of police organization is restructured and simplified.<sup>14</sup>

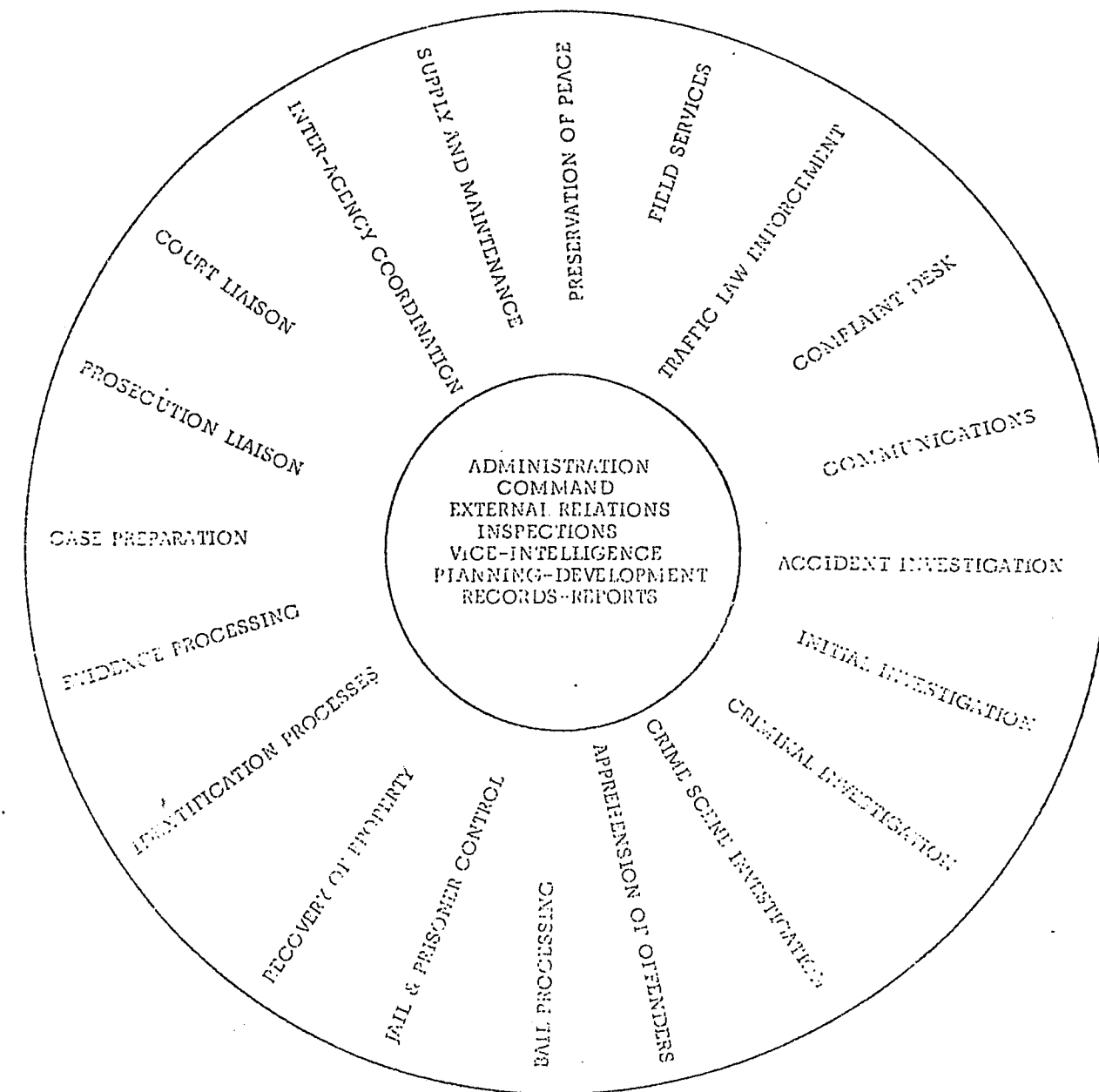
PAR POLICING is a return to effective street policing through a restructuring of the police organization, initiation of the 10-Plan for scheduling purposes, re-defining responsibilities, and the application of random foot patrol in both residential and commercial neighborhoods. The concept should enhance the police role in society, police effectiveness, police-community relations and crime prevention programs, and reduce police costs.

<sup>14</sup> John M. Pfiffner and Frank P. Sherwood, Administrative Organization, Prentice Hall, Inc., Englewood Cliffs, New Jersey, 1960. p. 30.

The proposition that PAR POLICING will ultimately provide more police service for lesser cost is grounded upon the theory that relatively fewer personnel with broader responsibilities can accomplish more for less money. Once the PAR POLICING organization is initially staffed, it should allow for a greater ratio of police to population than that experienced under traditional organizational concepts.

Although conceived early in 1971, the theory is as yet untested, and remains to be proved by the initiation and operation of a PAR POLICING program. It does seem reasonable to anticipate that such a result would naturally follow the reduction of specialist personnel within the organization, and the development of higher skilled individuals with broadened responsibilities assigned to operational teams with the common objective of performing all related police tasks during a given period of time.

As the Task Force pointed out, the implementation of its recommendations will not be easy, will require a fundamental change in attitude, considerable sum of money, imagination, labor, and sacrifice.<sup>15</sup> Noting that many departmenta fail to deploy and utilize personnel efficiently, the Task Force on the Police recommended the study of team policing and encouragement of innovation, research and analysis, self-criticism, and experimentation.



PAR POLICING - An organizational concept

Section IV

Topic B

TEAM LEADERSHIP

by George H. Savord  
Chief of Police  
Cypress, California

### Organizing for Team Leadership

Modern police agencies are beset not only with the traditional responsibilities of public protection, crime prevention, and criminal apprehension, but also with the duty of sound fiscal management. Right or wrong, law enforcement agencies are being forced to measure the success of their methods in terms of the most productivity for the least money. Cost effectiveness is the contemporary byword of management.

An objective look at management theory reveals the involvement of several theoretical schools. While modern emphasis is placed upon the Human Behaviorial Schools, which centers on inter-personal relationships of workers, there are those who harken to case experience and subscribe to the Empirical School. Many managers analyze the management process and try to build a management theory upon identifiable principles in keeping with the Operational School, and others are automated and computerized in keeping with the Mathematical School, which relies upon measurable data and a heavy use of statistics. Still other managers review the process which people use in making decisions, falling into the Decision Theory School. Perhaps subtle, but equally important, is the Social Systems School which emphasizes the power of informal organization.



Team policing is a relatively new police management theory which relies upon job enlargement to motivate individuals to the accomplishment of group goals. It emphasizes the development of generalists as opposed to specialists, and relies upon the self-worth and direction of individuals. It is an unstructured organizational theory which provides for collegial decision making in an atmosphere of participative management.

The strict application of a team policing theory, however, does not allow for the adverse influences, the exceptions to its theory, the individuals of the group who simply cannot rise to the level of team competence.

With appropriate modification to allow for team leadership, team policing may be the answer to providing the most police service for the least cost. Revision of the theoretical concept to allow for standard human character traits enables the theory to become operationally effective and allow for a better program of individual generalist development. It is such a development, established within workable guidelines, which provides the foundation for the concept's fiscal desirability. The dynamics of the group must make way for the dynamics of a team leader.

Recent trends in management lead toward participative involvement of all organizational levels in the management process. The Human Behavior School is emphasized to motivate managers to work with people rather than through people to create

an atmosphere of shared responsibility and self-imposed controls. The methodology of participative management is thus contrary to a centralized authority which is more regulatory and autocratic in nature. Responsibility is delegated and free discussion is encouraged at all levels, while quality of product is controlled by the workers themselves through suggestions and criticisms. By relying upon a feeling of inter-dependence among the workers, goals are achieved more through self-direction than established decision making levels within a rigid chain of command.

The difficulty with participative management in police administration is that it overlooks the Social System School of management theory. Peer group pressures through the greater involvement of police agencies on a regional basis can affect individual agency activity. Police officers are frequently trained on a regional basis through all operational and managerial levels. Thus, they have a natural tendency toward peer group influence on a wider scale. Their work experience is in an environment of such a wide ranging scale of operations that they identify with the police of a total area, rather than the police of a particular place. The resulting social or peer pressure upon involved personnel is considerably greater, a fact which results in more rigid attitudes toward change.

While it may be argued that participative management develops leadership, initiative, creativity, and self-worth, the job may not get done for want of that which is expected. The police, like their military counterparts, are trained in an atmosphere of expected leadership, direction, and discipline. The result of not providing these stimuli can be an inconsistent and ineffective operation which lacks uniformity simply because of the lack of formal controls and direction.

A managerial dilemma can also arise from the regulatory theory of management. In order to achieve uniformity and control of facets of the operation by pinpointing responsibility, initiative and creativity can be stifled resulting in personnel becoming followers unable to individually develop. The peer dependency of police personnel on leadership and direction lends itself to a continued regulatory approach, but the marked disadvantages of stifling the individual and perpetuating lesser but assured production merits some consideration for change.

A compromise must be developed to involve some principles of participative management and yet include some aspects of the more autocratic schools of police management. While the human behavior theorists may rely on self-motivation and self-fulfillment, all personnel are not self-directed or self-motivated, and find their self-fulfillment in a lesser level of achievement than might be theoretically desired. Their behavior and job performance can

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be equated with their individual desires. The management art is to recognize this fact without treating personnel as inferior and lacking motivation, to avoid the self-fulfilling prophecy that people will perform in accordance with that expected of them. The compromise must, therefore, include the theory that personnel will respond favorably if treated responsibly, empathetically, and with provision for their individual development.

Team policing can provide the compromise between participative and regulatory management without sacrificing basic management principles. While total team policing cuts across organizational lines and delineated responsibilities and relies upon self-motivated personnel being responsive to job enlargement, a modified form of team policing can satisfy the need for getting the job done in compatibility with peer group standards, while providing many advantages to individual personnel by managerial involvement.

By maximizing the importance of the individual and his contribution to the organizational goals, the desire to be appreciated is satisfied and becomes an important motivator. As man enjoys a sense of his own importance, he contributes to the measure of that importance. Thus, the personnel of an organization must be influenced through the dynamics of leadership. That leadership must lend itself to the accomplishment of organizational goals by inspiring others to the same end.

Not everyone has the conceptual ability to visualize organizational goals or the intellectual ability to comprehend complete job knowledge. Everyone does not have the experience necessary to perform complex, technical skills or the ability to concentrate on a particular problem or a number of problems at the same time. These limitations must be recognized and dealt with in setting a leadership style.

There are some basic principles of organization to which all theorists and proponents of the various schools of management seem to agree:

Similar tasks and functions should be grouped together:

Team policing, in its broadest, theoretical application, does not consider that police operations and support services are comprised of many complex, dissimilar tasks and functions. While team policing groups all tasks and functions of the organization into one or few areas of concern for the purpose of maximizing individual worth and job ~~management~~, many of the tasks and functions simply cannot be performed by the same individual during a singular tour of duty, for want of time or broad expertise.

Clearly defining tasks and functions:

When defining the tasks and functions of the total team policing organization, it becomes apparent that they are too numerous, complex, dissimilar, and dysfunctional for individual performance. Thus, the definition of tasks and functions lends itself to better analysis of the police role and a modification of the team policing concept.

Fix responsibilities for tasks and functions:

Broad application of the team policing concept does not provide for the fixing of individual responsibilities. All police officers are considered generalists capable of performing any task and function, and responsibilities become confused. It is, therefore, difficult to determine administratively who is responsible for what task or function.

Delegate authority with responsibility:

It is always necessary to delegate authority commensurate with the responsibility for the

performance of a given task. It is difficult to delegate broad authority to a group accountable for broad responsibilities in that the larger the number of those with authority, the more likely an abuse of that authority will result.

Those to whom authority is delegated must be held accountable:

It is more difficult to hold a large number of persons accountable for their responsibilities, if those responsibilities are delegated on a broad scale, with little control other than reporting systems.

The span of control must be reasonably limited:

The total team policing model has greater than a desirable number of persons reporting to individual supervisors, which tends to diffuse supervisory effectiveness and inhibit the communication process. Capabilities of individual supervisors vary, and the number of subordinates that can be adequately influenced should be kept within the bounds of efficiency to insure that organizational goals are met.



**CONTINUED**

**5 OF 6**

Communication channels must be clearly established:

Strict team policing can confuse communications channels by eliminating many of the communications routes within the organization. The team organization depends more upon informal and inter-personal relationships for adequate communications than upon formal communications channels. Thus, team policing seriously challenges the basic management tenet of clearly established communications channels.

Unity of command must be maintained:

The team concept can interpose a group to make decisions rather than the individual. This diffuses the responsibility for decisions, causes delays in decision making, and leaves subordinates without a focal point of leadership.

There are several advantages and disadvantages to the generalist theory of team policing which contends that one person can be trained to competently perform a variety of tasks. The stated objective of the approach is to maximize individual worth and potential, motivate the individual by emphasizing his individual contribution to the organization, and to enlarge the scope of individual responsibilities to increase job performance.

The advantages are that the individual's usefulness does not become limited to one specific function. Individuals work as a part of the entire organization rather than as an autonomous unit, and most personnel develop the necessary skills for performance of specialized tasks. The disadvantages are that the responsibility for the performance of various tasks is not firmly fixed and accountability suffers. Optimum proficiency is seldom really achieved, and intensive training in an attempt to develop proficiency will develop special interests rather than a generalist attitude. It is noted that not all persons are either interested in or capable of performing all tasks and functions equally.

Job enlargement, as a team concept, increases the sphere of responsibility for each individual by providing a variety of tasks to be performed as a safeguard against boredom and apathy. It is believed that the wider scope of responsibility will present a needed challenge and sense of accomplishment among all personnel. Thus, productivity will increase as each individual exercises the freedom to set his own pace and discretion in the method of performing the various tasks.

However, since all persons are not interested in the same variety of tasks, properly accommodated interests can provide greater accomplishment with the same diminution of boredom and

apathy. Additionally, not all persons enjoy greater responsibility. Many persons find additional responsibilities painful, and work better in an atmosphere of limited responsibility. Thus, individual evaluation prior to assignment of responsibilities is vital to provide for a more comfortable assignment of responsibilities among personnel.

Experience shows that not all persons are capable of self-direction and self-discipline in setting priorities and the pace of productivity. Whenever any group strives for a common objective, a leader will emerge from that group who assumes that responsibility, and marks progress. This natural process must be reconciled with the team theory that all persons are capable of common leadership.

Similarly, not everyone is capable of exercising discretion in selecting methods of performance, and many persons lack the conceptual ability to estimate subsequent events. What is individually expedient at the moment, may not be organizationally wise in view of later consequences. In police work a proper choice of methods can be crucial because every police act affects a human life. The exercise of authority demands discretion, and only those who have demonstrated sound judgment can be afforded the risk of exercising it for both the individual and common welfare.

The strength of the team concept lies with motivated individuals willingly working together toward a common achievement. Its weakness is in the dependency upon the group for leadership. Someone must best define the group objectives, reconcile differing methods, recognize and develop individual capabilities, and inspire the others to action. The advantages of team effort can best be realized by modifying the team theory to allow for designated leadership. This theory lends itself to a newly emerging Leadership School of management. An application of the dynamics of leadership to the team model. Although it preserves some of the more traditional regulatory management modes, it allows for reciprocal respect, confidence, and loyalty between management and employees who share a mutual concern for the achievement of mutual goals.

Section IV

Topic C

RANDOM RESIDENTIAL FOOT PATROL

by George H. Savord  
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#### BURGLARY PREVENTION THROUGH RANDOM FOOT PATROL

One of the oldest and most successful tools of police work, foot patrol, is utilized by the Cypress, California, Police Department, but in a unique way. While foot patrol officers have been traditionally assigned to commercial areas of high crime incidents, Cypress police are patrolling residential areas on foot. The residential areas are patrolled at the random selection of the individual field officer who is furnished statistical information on crime incidents occurring within districts of his beat.

The foot patrol program was initiated to curb a significant rise in residential burglaries. Patrol car officers were issued portable radios for use while on foot patrol, and instructed to park their vehicles and walk the residential areas as free patrol time permitted. The officers were allowed to select the areas to be walked and the time on a random basis. The police vehicle was left locked while the officer was on foot, and the practice developed of walking around the residential block, moving the police vehicle and so on, so that the officer would never be more than a short distance away from his car should he be assigned a call by radio.

The random foot patrol program has been continued because of its favorable results. The public enjoy the opportunity of stopping to chat with a policeman on the sidewalk of their residential

community, and have made many favorable comments. Persons who may not have otherwise talked to policemen have come forward with valuable information. By stopping to chat with persons on the street or in their yard, people are provided the opportunity of giving information without making it obvious that they are doing so, as it does when a squad car parks in front of a house for everyone to watch.

It is heartwarming to see a uniformed officer walking a residential street, surrounded by numerous children, chatting as he goes.

Although it is difficult to measure the crime prevention and community relations value which is estimated as extremely valuable, it is significant that officers have voluntarily increased the amount of time they spend foot patrolling. This acceptance by the working police officer lends special credence to the program.



Section IV

Topic D

THE POLICE CADET PROGRAM

by George H. Savord  
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Cypress, California

Traditionally, law enforcement has had to deal with two problems considered to be unrelated to each other but each of significant proportion. The first problem is recruiting well motivated, mature police officers who already know something of police work, and the second problem is combating the general public's unfamiliarity with law enforcement and its needs.

The recruitment problem has several different facets. Young people who enter law enforcement as a career without some knowledge of the role and practices of the police are more likely to decide law enforcement is not their field and resign, causing the police agency to refill positions, an expensive and complicated task. Additionally, when a person becomes a police officer, he becomes responsible for the preservation of the peace and the welfare of the community. If he is not psychologically suited and motivated for the career of law enforcement, his presence as an officer may seriously endanger the successful handling of a police incident. Another facet of the problem is the time required for a new officer to become oriented to police work and police methodology. During the orientation period, especially in an agency where the recruit does not enter the training academy immediately upon employment, the recruit does not contribute significantly to the functioning of the organization.

The problem of a public unfamiliar with its law enforcement system is also diverse. The community will receive exactly the type of law enforcement it demands. Without knowledge of the workings of law enforcement, the community is unable to put forth intelligent demands. Also, not being aware of the hazards and problems of police work can contribute significantly to the widespread but possibly unjust criticism of police action.

Both the recruitment and the community information problems are serious. Surprisingly, however, a single program is showing signs at reducing the extent of each. The Police Cadet Program, operated in various ways throughout the nation and abroad, is allowing students to explore law enforcement as a career and, at the same time, return information on police work to neighborhoods and college campuses.

The recruitment process for cadets, known in some agencies as police student workers, must be nearly as selective as that for the regular police officer. If the cadet program is to serve successfully as a pool from which to draw future police officers, the cadets themselves have to meet at least the basic physical requirements for the sworn position. They also should be subject to similar, if not the same, background and medical examination as sworn officers. It would be unfair to both the individual and the agency to train for a position a person who is unable to qualify for that position. Characteristics generally deemed to be

unchangeable such as height, chronic poor health, eyesight, or a criminal background should be considered in the selection process for cadet positions because they have such great importance in the selection process for officer positions.

The cadet selection process should include a competitive written examination and an oral interview. The written examination should parallel that for police officers, in that its purpose is usually to discover both a candidate's aptitude for police work and his general intelligence. The oral interview serves to judge the candidate's motivation, personal goals, demeanor, and ability to communicate, all items of acknowledged importance in police work.

There are two areas in the selection of police cadets which do not conform to the selection requirements for police officers. They are age and enrollment in college. The minimum age for a police cadet should be eighteen. This gives the cadet the status of a legal adult in most areas and allows him to perform a wider range of duties than would be possible for a juvenile. The maximum age limit varies among agencies from twenty-one years to approximately twenty-three years. The discrepancy is based upon a difference in employment philosophy. Some agencies prefer to have the cadets become police officers at twenty-one years of age and complete their college education on a part-time basis while working. Other agencies offer the cadet the opportunity to complete his college career before embarking upon a law enforcement career. The latter philosophy generally prevents both the individual and the

agency from having to deal with the problem of trying to schedule working and class hours which do not conflict.

"... police training includes more than learning the law, report writing, and the traditional courses taught police the world over."<sup>1</sup>

To be an effective officer in today's heterogeneous, fast-moving society requires a working knowledge of the community, the community's conflicts, and the causes of the conflicts. Toward this end, the police cadet is required to be enrolled in a college or university with a major in either police science or a closely related field. Here the cadet will learn not only the procedural trade of the policeman but also the sociology and psychology necessary for dealing effectively and efficiently with the general populace. Today, particularly in the large urban centers of population where the police officer is frequently the only tangible human symbol of the "establishment" visible to the people, it is important for that officer to understand that much of the hostility seemingly directed at him is, in actuality, being directed through him at the "system." College course work in the social sciences can easily allow the cadet to develop this type of understanding.

An important part of any police cadet program is the method selected to train the cadet for his duties. Probably the most extensive cadet training program is that of the South Australian

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<sup>1</sup>Paul F. Cromwell, Jr., "Training - Education - Community Understanding," Police Chief, Vol. XXXIX, No. 3 (1972), p. 56.

Police Department. The training program lasts three years, one and three-fourths years of which is spent living at the academy. Successful completion of the training automatically qualifies the cadet to become an officer with no further testing or training.<sup>2</sup> Most law enforcement agencies in this country have been unable to commit themselves to such an extensive training program, but the prospect should be explored.

In lieu of formalized academy training, each agency should provide its cadets with both classroom orientation and field procedural orientation on the practical operation of the agency. Additionally, the cadet should be given an overview of law enforcement in general, its problems and needs. Classroom orientation in such areas as demeanor, dress, agency history, and general operation can be given by various officers of the agency.

Field experience should be planned in order to expose the cadet to the various aspects of police work in an orderly manner progressing from the simpler to the more complex. An orderly and planned assignment of duties will ensure that the cadet is thoroughly familiar with police work prior to becoming a police officer, and will lessen the risk of "culture shock," leading to the resignation of an officer when confronted with some aspects of the police job.<sup>3</sup>

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<sup>1</sup>Jim L. Munro, "A Note on the South Australian Police Cadet System," Police, Vol. XVI, No. 7 (1972), pp. 47-49.

<sup>2</sup>James W. Osterburg, Hillard J. Trubitt, and Richard A. Myren, "Cadet Programs: An Innovative Change," Journal of Criminal Law, Criminology and Police Science, Vol. 58, No. 1 (1967), p. 117.

The cadet should probably become completely familiar with the operation of the station prior to being assigned outside of the station. This includes familiarity with handling telephone calls from the public, dispatching units via radio, operating the teletype machine, filing reports, routing reports for filing, searching the files for information, handling visits from citizens, performing research projects on agency operation, maintaining maps and charts, booking procedures, maintaining property control, and operating the various equipment utilized by the agency. Knowledge in these areas will allow the cadet to determine the agency's capabilities in relation to providing police protection and service to the community.

Field training of cadets in duties performed outside of the station is very important in that it will most closely approximate the routine patrol function served by the police officer. Field work not only places the cadet in the public eye but also gives him some experience to rely upon should he become a police officer at a later time. Such street experience could be critical, especially at a time when so many agencies are experiencing an influx of young, unseasoned officers to replace those retiring.<sup>1</sup>

The police cadet program aids considerably in keeping the patrolman on his beat, in easing those additional, unavoidable

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<sup>1</sup>Daniel F. Ponstingle, "Wanted: Youth and Experience in Law Enforcement, Police, Vol. XVI, No. 5 (1972), p. 57.

duties that must be accomplished. In order to maintain adequate patrol strength and the programs necessary to effective utilization of manpower, it is necessary to relieve patrol officers of many of the in-station details and other non-enforcement activities. A police cadet program can accomplish many of the responsibilities which currently take policemen out of the field.

A major objective of the program is to provide a police career incentive for a college student who may participate in a work-study program. The role of the police cadet is that of a student of the police profession whose employment provides an opportunity for learning and preparing for a police career while at the same time performing those necessary functions that have been previously performed by line personnel.

Both young men and women should be encouraged to participate as a police cadet, as experience has shown that both can be employed advantageously and contribute significantly to the program. The applicant must be genuinely interested in a law enforcement career. He should be required to continue his education in the police sciences at college level while working part-time in the Police Department. He must pass the standard physical examination, and possess a valid driver's license. The applicant should be able to operate a typewriter and automobile. He must be able to learn the standard broadcasting procedure of the police radio system, and multi-line telephone systems, as well as other police related equipment. He must become familiar with the laws of arrest and pertinent local, State, and Federal laws.



The police cadet should undergo a period of indoctrination training similar to that which the police officer receives. As as police trainee he can be given preference for employment as a regular police officer after cadet training. He may be uniformed, but there is little need for the carrying of weapons.

Each cadet may be paid a small uniform allowance to comply with the requirement of a washable uniform without the responsibility of maintaining weapons and accessories. The work hours are best kept flexible to accomodate the cadet with his school schedule.

A major premise in the cadet program is to provide "young people with valuable experience in police work."<sup>1</sup> While the young people are receiving this experience, they are also providing valuable hours of service and relieving police officers of less critical but often time consuming duties. Field duties capable of being performed by cadets include providing security patrol, protecting crime scenes, taking minor incident reports, recovering bicycles, assisting with crowd control, assisting in crime scene investigation, providing foot patrol, issuing some parking citations, delivering vehicles for repair or maintenance, providing crossing guard service, issuing bicycle safety citations, providing vacation house checks, assisting in traffic control, assisting in rescue operations, and many other assignments.

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<sup>1</sup>Los Angeles Police Department, "Community Relations Programs," (Los Angeles: Office of the Chief of Police, Community Relations Section, March, 1971), p. 16.

Considering the goals of better recruitment and community relations values, the implementation of a cadet program has two distinct objectives. First, it should be designed to promote a cohesiveness among the individual cadets. It is highly desirable that they feel, look, and act as an integral unit of the police department. The attitude of group identity will facilitate training and work experience of the cadets, and set a high standard and level of excellence for future cadets. Secondly, the cadet program can be designed to efficiently utilize the services of the cadets for the overall good of the department.

The cadets can be assigned directly to either administration or one of the operational units. The cadet can be expected, by virtue of such assignment, to obtain training in the various duties at his level of competence and to work according to his ability as determined by that experience. Each of the units to which a cadet is assigned can only devote a marginal amount of time to the task of training the cadet, and with this thought in mind, a cadet program is established to minimize the training burden, and provide a service to the advantage of the department's regular personnel.

A list of each of the many jobs that can be performed by a cadet has been established by a survey of departmental command officers, supervisors, and police agents of the Cypress, California, Police Department.<sup>1</sup> The utilization of this category of personnel was selected because of their knowledge of the departmental needs, the history of cadet jobs performed, and their knowledge of the department's future plans. A total of forty-eight specific jobs were identified. These jobs were then divided into five groups. The task division was established to promote ease of training and to facilitate the functioning of the cadets. The first criterion was that the jobs should conform to some definite geological area such as the complaint desk, the non-public station area, and the general field area. The jobs were then broken into three categories according to the defined areas. The next criteria established was the type of job and impending time limitations. These criteria were then applied to the existing three categories and resulted in the following five categories:

- I. Group by type of job, type of area, and no time limit.
  - A. Answer telephone.
  - B. Operate radio to dispatch police units.
  - C. Operate teletype.
  - D. Receive citizens at desk.
  - E. Maintain inventory of office supplies.
  - F. Operate Xerox machine.
  - G. File reports as directed.
  - H. Search files for record checks:

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<sup>1</sup>The Cypress, California, Police Department has had a Police Cadet Program in operation since 1968, and has defined the selection and training criteria for cadets by policy provision, recruitment standards, and related memoranda.

II. Group by type of job, type of area and no time limit.

- A. Operate movie projector.
- B. Develop photographic film.
- C. Print photographic negatives.
- D. Operate video equipment.
- E. Operate camera equipment.
- F. Maintain library.
- G. Inventory laboratory.
- H. Stock laboratory.

III. Group by type of job, type of area, with time limit.

- A. Assist in vehicle inspections.
- B. Stock expendable supplies in vehicles.
- C. Maintain inventory of vehicle supplies.
- D. Assist in property control.
- E. Tabulate crime statistics.
- F. Tabulate foot patrol hours.
- G. Maintain maps and charts.
- H. Tabulate case investigation statistics.
- I. Conduct research projects.
- J. Assist in community relations projects.

IV. Group by type of job, type of area, and no time limit.

- A. Security patrol.
- B. Protect crime scene.
- C. Assist in prisoner booking procedure.
- D. Take reports of minor incidents.
- E. Recover bicycles.
- F. Deliver papers.
- G. Assist with crime scene investigation.
- H. Assist with accident scene investigation.
- I. Assist with crowd control.
- J. Foot patrol.
- K. Issue 72-hour warnings.
- L. Read teletypes.

V. Group by type of job, type of area, with time limit.

- A. Assist with bicycle safety class.
- B. Deliver vehicles for repair and washing.
- C. Fingerprint persons.
- D. Vacation checks.
- E. Crossing guard relief.
- F. Deliver agenda.
- G. Pick up prisoner meals.
- H. Roof duty at Los Alamitos Race Track.
- I. Issue bicycle citations.
- J. License bicycles.

The categories are designed to ease the training burden of the individual units and to reduce the need for direct supervision. In addition to being assigned to a functional unit and responding to its needs, each cadet can be assigned to one of the categories of work. It is then the responsibility of the commander, assisted by each unit member, to train the cadet to work with a minimum of supervision. Nothing in this program precludes, or is designed to interfere with, the use of the cadets as the police supervisor sees fit. The program is thus designed to relieve the supervisor of the burden of constantly finding work for the cadets, utilize their efforts to mutual advantage, and provide training in more definitive, measurable terms.

The police cadet program serves not only to initiate the young into police work but also to communicate the ways of the police to the community, especially the college community.

"Improved communications . . . result in an improved capacity to meet critical needs . . ."<sup>1</sup> For every cadet participating in a police cadet program, his circle of friends, his family, and his neighbors will become aware of the majority of his experiences and will become that much more aware of the overall functioning of law enforcement. Should the cadet not become a police officer, the training will still be valuable in that it will enable the cadet to function more knowledgeably within society and will allow him to impart his knowledge to family and friends. Considering the fact that community support is vital to the effective enforcement of the law, this aspect of the cadet program is significant.<sup>2</sup> In view of the elements of recruiting and training future police officers, providing current non-critical police service which relieves police officers from routine functions and frees them for more critical duties, and providing a significant communications link between the law enforcement agency and the community it serves, a well-run police cadet program will be classified as an asset to the community, the police, and the cadet.

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<sup>1</sup>Shuyler M. Meyer, III, and Charles S. Topham, "Sensitivity Training/Rap Sessions for Police and Pupils," Police Chief, Vol. XXXVII, No. 9 (1971), p. 63.

<sup>2</sup>H. Sam Priest, "The Police and the Community: Relationship and Responsibilities," Police and the Changing Community, Selected Readings, (Washington, D.C.: International Association of Chiefs of Police, 1965), p. 102.

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