

0004

# TEAM POLICING PLANNING GUIDE

MICROFILM

OFFICE OF OPERATIONS  
October 1974

34716

## TEAM POLICING PLANNING GUIDE

On January 19, 1975 the Los Angeles Police Department will have completed the final phase of the program to implement team policing throughout the City. This guide has been compiled to assist all area commanding officers and their staff in preparing for this organizational transition, the largest in the history of the Department.

It should be emphasized that team policing is not a magic formula, which will bring immediate reductions in crime and solutions to all problems. However, it is a more effective vehicle for reaching our long range goals. We should learn to use it efficiently. Those geographic areas which have already implemented the program have been experimenting with a variety of organizational and operational techniques. Although disconcerting to some, this process of refinement is essential to the development of flexible methods best suited to this Department, and the communities which we serve.

The innovations and recommendations of line personnel already using team policing, were of primary assistance in formulating the guidelines contained in this report. The final evaluation report regarding the TEAM 28 experiment also proved to be both a timely and comprehensive reference.

The obvious impact of team policing on line procedures, operations and supervisory techniques is of such magnitude that the transition must not end with the organizational change. A period of adjustment must be anticipated. Additional research should continue, and a comprehensive training program will be essential to the success of the program. Many of the benefits will not be realized immediately. The most significant developments will require time, and the continued contributions by all members of the operations team.



DARYL F. GATES, Assistant Chief  
Director  
Office of Operations

## TABLE OF CONTENTS

INTRODUCTION . . . . .	i
TABLE OF CONTENTS . . . . .	ii
TEAM POLICING IN LOS ANGELES . . . . .	1
GLOSSARY . . . . .	6
I. PERSONNEL DISTRIBUTION TO THE AREAS . . . . .	10
Distribution of Lieutenants I . . . . .	10
Distribution of Sergeants . . . . .	11
Distribution of Investigators . . . . .	14
Distribution of Police Officers . . . . .	15
Area Commanding Officer Responsibility . . . . .	16
Chart A - District Team Minimum Personnel Allocation . . . . .	17
II. SELECTION AND ASSIGNMENT OF PERSONNEL WITHIN AN AREA . . . . .	18
Workload Study . . . . .	18
Selecting Team Districts . . . . .	19
Modification of District Boundaries . . . . .	19
Job Titles and Descriptions . . . . .	20
Personnel Selection Process . . . . .	20
District Team Minimum Staffing . . . . .	21
Team Watch Deployment . . . . .	23

III. AREA ORGANIZATION . . . . .	25
Operations Model - Chart B . . . . .	26
Support Model - Chart C . . . . .	27
Division Commanding Officer . . . . .	28
Area Administrative Unit . . . . .	28
Community Relations Officer . . . . .	29
Lieutenant Assignment - Responsibilities . . . . .	30
Vice/Narcotics . . . . .	32
IV. TEAM ORGANIZATION . . . . .	33
District Team . . . . .	33
Headquarters Team . . . . .	35
Area Desk . . . . .	39
Traffic Team . . . . .	40
Area Records Unit . . . . .	40
Maintenance/Jail/Property/Garage . . . . .	41
Parking Checkers . . . . .	41
Special Investigations Team . . . . .	42
Investigative Control Unit . . . . .	44
Robbery/Homicide Unit . . . . .	44
Juvenile Unit . . . . .	45
Chart D - Juvenile Unit . . . . .	48
Minimum Personnel Allocation	

V.	RADIO COMMUNICATIONS GUIDELINES . . . . .	50
	Standardization . . . . .	50
	Dispatch Priority . . . . .	50
	Monitoring Crossover Rate . . . . .	51
	Report Calls . . . . .	52
	Unit Designations . . . . .	52
	Deployment Notifications . . . . .	53
	Code 7 Guidelines . . . . .	54
	E.O.W. Procedures . . . . .	54
	Communications Problems . . . . .	54
VI.	MANAGEMENT GUIDELINES . . . . .	55
	Planning . . . . .	55
	Roll Calls . . . . .	56
	Team and Area Operations Control Meetings . . . . .	57
	Investigative Indexing System . . . . .	58
	Evidence Disposition . . . . .	59
	Vehicle Control and Assignment . . . . .	60
	Equipment Control . . . . .	61
	Timekeeping . . . . .	61
	Vacation Assignments . . . . .	62
	Watch Rotation . . . . .	63
	Subpoena Control . . . . .	64
	Rating Reports . . . . .	65
	Budgeting . . . . .	65
	Supplies and Equipment Requests . . . . .	67

VII.	MANAGEMENT BY OBJECTIVES and MANAGEMENT BY PARTICIPATION . . . . .	69
VIII.	TRAINING . . . . .	72
	Pre-implementation Training . . . . .	72
	Post-implementation Training . . . . .	74
	Training Days . . . . .	76
IX.	COMMUNITY INVOLVEMENT . . . . .	77
	Team Operations . . . . .	77
	Neighborhood Meetings . . . . .	78
	Junior Neighborhood Watch Meetings . . . . .	80
	Existing Community Relations Programs . . . . .	81
	New Community Relations Programs . . . . .	81
	Publicity . . . . .	82
X.	UNUSUAL OCCURRENCE CONTROL . . . . .	83
	Field Commander . . . . .	83
	Tactical Alert . . . . .	83
	Mobilization . . . . .	83
	Headquarters Team Responsibilities . . . . .	84

XI. BOOKING AND REPORTING PROCEDURES . . . . .	85
Booking Approval . . . . .	85
Report Approval . . . . .	85
Report Flowcharts . . . . .	86
Reporting Area and Team Assignments . . . . .	86
Records and Identification Division . . . . .	87
Liaison	
XII. STATION FACILITIES . . . . .	88

## ADDENDA

	<u>NUMBER</u>
Lieutenant I Deployment	1
Proposed Investigator III Distribution	2
Sergeant I Distribution	
Proposed	3
Comparison	4 (a & b)
Sergeant I Distribution, Increase/Decrease by Fives (Explanation and Chart)	5
Daily Work Sheet Exemplars	6
Deployment Teletype Format (proposed)	7
Proposed Training Curriculum	8
Implementation Program Review (PERT) Chart	9
District Team Information	
Operations Central Bureau	10
Operations South Bureau	11
Operations West Bureau	12
Operations Valley Bureau	13
Recommended Reading List	14

## TEAM POLICING IN LOS ANGELES

As a prelude to this report, there must be an explanation of the term "team policing", as it applies to the policies and goals of the Los Angeles Police Department. There has been a tendency on the part of some observers to oversimplify the concept in the mistaken belief that it implies a standard organizational process, which is remarkably effective or, to others, radically unpopular. The explanations most often provided are that it was applied in City A and was an impressive success, or that City B tried it and decided to abandon the entire program.

Team policing is, in fact, much more than just another organizational model. It embodies a philosophy of service, modern management techniques, and increased emphasis on stimulating considerable involvement by and with the community. There are almost as many definitions and applications of team policing as there are police agencies employing some form of the concept.

In Los Angeles, team policing has evolved from a process of decentralization, which started in 1969, aimed at building a closer working relationship between the public and police. At that time, the Basic Car Plan was implemented, and teams of nine patrol officers were organized and given the responsibility for policing a specific district 24-hours a day. By meeting and interacting with the people residing in their district,

Basic Car officers accepted this responsibility and developed a feeling of pride in protecting and serving them. This feeling has grown with the officers, and is now increasingly shared by the public.

The success of the Basic Car Plan resulted in the decision to include supervisors, investigators, traffic officers, and civilian personnel in teams to expand and improve police services in each district. These personnel have generally conducted their duties on an area-wide basis, and have not been assigned to the smaller, fixed districts. They have had little involvement with the Basic Car Plan and other community interaction meetings. Accordingly, it has been difficult to evaluate their performance in a specific community, such as their ability to reduce local crime or traffic accident trends. There has been a greater tendency to measure performance on the quality and quantity of the mechanical aspects of their work. For example, the number and quality of arrests, citations, or reports, were among the primary factors considered in rating employee performance. These factors were used because they were easily quantifiable. The results of the officers' crime prevention and crime reduction efforts were considered, but were difficult to measure, because districts of assignment were large, changed frequently, and were shared with others.

With team policing, all line personnel will be more united, as they work toward the reduction of crime in smaller districts; contribute to the decision-making process of the team; and, establish goals for the team and themselves. Therefore, personnel evaluations will be based on the ability of the individual to work with the team, and in achieving desired results, such as improving services and reducing crime.

The lieutenant in charge of a district team will be in an environment quite different from his previous assignment as a watch commander, or an officer-in-charge of specialized investigators. A district team leader will be responsible for coordinating uniformed, investigative and traffic operations of the team, to ensure that police services are efficiently provided to "his community" day and night. The strongest attribute of team policing, as it will be applied in Los Angeles, is that greater trust will be placed upon the intelligence and ingenuity of the working police officers who comprise the team. All personnel will be involved, and encouraged to contribute their own ideas for improving team operations. They will play major roles in building their teams, and moulding them to best meet the everchanging needs of the people in their district. The team leader must place primary emphasis on work programs to accomplish the objectives of the team, and goals of the Department.

Rather than working out of different offices with different hours and different districts; uniformed, traffic and investigative personnel will be brought together and will function similar to a small police agency of perhaps 45 officers, serving a community of approximately 40,000 people. In effect, each district team will be self-contained and provide almost all operational services. However, the 65 district teams throughout the City will have the administrative, technological, and logistical support of a major metropolitan police department, and the field support of a headquarters and special investigations team in each area. These teams will work closely with district team personnel by providing expertise in the investigation of major crimes and specialized investigations; such as, homicides, juvenile crimes and narcotics problems, and in performing station or auxiliary duties.

The sharing of information, and working together to resolve specific problems will increase considerably because most team members will have daily contact with other officers on the team. Department experiments have also demonstrated there is greater motivation for officers to assist each other when the commitment to a specific territory is highly intensified. Such interaction also stimulates cross-training, which occurs when specialists and more experienced officers impart their knowledge to younger or less experienced officers assigned to the team. This creates a team of better qualified generalists, who can more effectively deal with a greater variety of situations in the field than they could previously.

Team policing provides a distinct advantage in that each team can be structured to best fit the needs of the public within their district. Neighborhood problems become more important and are easier to identify with, than those of a huge, sprawling metropolis. The success of a team will depend largely upon the ability of team members to participate with the community. The extent to which crime and traffic injuries or deaths can be reduced is directly related to the effectiveness of the officers in making the people of their district a part of their team.

A very efficient team might control, or occasionally reduce crime within their assigned district without community involvement. However, significant and consistent reductions can only be achieved through the development of a correlated community involvement program, and the establishment of mutual police and community objectives, to resolve specific problems as they arise.

The goals of each team, and the Department, cannot be attained solely by using improved concepts, such as team policing, but by the contributions, attitudes and abilities of its members. The greatest improvements, which led to the success of the Basic Car Plan, stemmed from the interest and innovative participation of the line officers. Considerate utilization of this rich resource through team policing will guarantee the continued increase in efficiency and effectiveness of this Department.

## GLOSSARY

1. AREA ADMINISTRATIVE UNIT - Under the line command of the area commanding officer, is comprised of the area commanding officer's adjutant, secretary and other personnel required to provide administrative services to commanding officers and staff within the area.
2. AREA DESK - Provides for the expeditious handling of citizen and officer inquiries by concerned area personnel. Should be a combination of existing uniformed and investigative desks.
3. AREA DUTY OFFICER (ADO) - An ad hoc position manned by one of the lieutenants assigned to the area on a rotating basis during the P.M. and/or A.M. watches. The ADO is assigned inspection and coordination duties, as designated by the area commanding officer.
4. AREA OPERATIONS CONTROL MEETING - A meeting of the area captains, team leaders and other concerned area personnel for the purpose of coordinating area operations and to exchange information regarding crime and traffic problems.
5. COMMUNITY RESOURCE SUPERVISOR - A collateral duty assigned to a field supervisor of each district team. He will be responsible for coordinating police/community crime reduction programs in his district and ensuring that senior lead officers are actively involved in scheduling neighborhood meetings and planning and participating in meeting presentations.

6. CROSSOVER RATE - The percentage of radio calls assigned to team officers outside the team district for any specified time period. A low crossover rate is most desirable.
7. DISTRICT TEAM - The district team is the primary line operations unit. The uniformed and investigative personnel who comprise each team, are charged with the responsibility for accomplishing all basic police functions within their assigned team district. This is an ongoing responsibility which transcends three watches. Generally, each district team consists of one or two Basic Cars, and may consist of three Basic Cars in an exceptional situation. All teams will be under the line command of a Lieutenant I.
8. HEADQUARTERS TEAM - The headquarters team will be staffed on a 24-hour basis to provide technical and auxiliary support to district teams. This team will generally include units such as desk, jail, records, station security, etc.
9. INVESTIGATIVE CONTROL UNIT (ICU) - Organized within the special investigations team, will assist the special investigations team leader in coordinating and reviewing investigative functions.
10. OPERATIONS DIVISION - Under the command of a Captain of Police I, consists of district teams which are responsible for uniformed and investigative activities for their

assigned districts within the area. May include support functions, such as the headquarters or special investigations team, if there is no support division.

11. PROBLEM OF THE WEEK - The most serious crime and/or traffic accident problem confronting a district team each week, as determined by selected team members at Team Operations Control (TOC) meetings.
12. SPECIAL INVESTIGATIONS TEAM - The special investigations team may include homicide, juvenile, narcotics, and investigative control units, and a robbery unit. In addition to their required investigative duties, personnel assigned to this team should act as advisors and assist personnel assigned to district teams with specialized investigative activities.
13. SPECIAL SERVICES TEAM - Comprised of the area vice and narcotics sections under the direction of a lieutenant O.I.C. (Experimental, in Southwest Area only).
14. STATION SUPERVISOR - Headquarters team supervisors will be designated as station supervisors, and be directly responsible for headquarters team personnel and related ongoing station operations. Each area will have a station supervisor on duty at all times.
15. SUPPORT DIVISION - Under the command of a Captain of Police I, will consist of a headquarters team and a special investigations team, responsible for support and specialized investigative functions in the area. The support division

may also include the area traffic and analytical functions.

16. TEAM DISTRICT - The portion of a geographic area which consists of not more than three Basic Car Plan districts, and is the policing responsibility of district team uniformed and investigative personnel. There are from three to five team districts in each geographic area.
17. TEAM LEADER - Lieutenant of Police I. The officer-in-charge of a district, special investigations or headquarters team within an area.
18. TEAM OPERATIONS CONTROL (TOC) MEETING - A brief periodic meeting of selected district team personnel, such as the team leader, senior investigator, uniformed supervisor and senior lead officer. These personnel identify the problem of the week, develop an internal operations response, and assign responsibility to team members for developing a community response to that problem.
19. TRAFFIC TEAM/SECTION - In areas where the traffic function is centralized, a traffic section will be responsible for area-wide traffic activities, and will be assigned to the headquarters team. Areas with a large contingent of traffic personnel may consider establishing a separate traffic team.

## I. PERSONNEL DISTRIBUTION TO AREAS

The reorganization to team policing has necessitated the development of entirely new standards for the distribution of line personnel among the 17 geographic areas of the City. The transition from the three shift mode to a team district type of line organization provided a unique opportunity to minimize the existing disparities in the span of control, unit strength, responsibilities of Lieutenants I, and supervisory ratios of sergeants to officers.

For example, prior to team policing, when comparing different watches and areas of the City, the number of personnel assigned to a single watch varied by as many as 85 or more personnel. Some patrol watch commanders were responsible for 80 to 100 personnel, while others had only 15 or 20 on their watch. With the implementation of team policing, these disparities will be significantly reduced. A more equitable distribution of lieutenants will result in a variance between teams, which should not exceed 30 police officers. This will require the redistribution of Lieutenants I among operations bureaus (see Addendum #1).

### A. Distribution of Lieutenants I

1. There are 96 Lieutenant I positions within the Office of Operations available for assignment to geographic areas (see Addendum #1).

- a. Sixty-five (65) will be assigned as district team leaders.
- b. Seventeen (17) will be assigned as special investigations team leaders.
- c. Twelve (12) will be assigned as headquarters team leaders (see note).
- d. One is assigned to the Los Angeles International Airport substation.
- e. One is assigned to Central Traffic Division.

NOTE: Five additional Lieutenant I positions have been requested in the 1975-76 budget for assignment to the five remaining headquarters team, which will not have lieutenant team leaders.

B. Distribution of Sergeants

One of the most significant changes from past deployment practices will be evidenced in the distribution of Sergeants I (see Addenda 3, 4 and 5).

1. Each of the 65 district teams shall be assigned a minimum of five Sergeants I. This will require some redistribution of Sergeants I among operations bureaus.
2. After subtracting minimum deployment (five for each of the 65 district teams), the number of authorized fixed posts, and traffic supervisor

positions, the remaining Sergeant I positions become part of a city-wide manpower pool. The supervisors in this pool are distributed to the areas on the basis of equalizing the sergeant to police officer supervisory ratio among all district teams (see Addendum #3).

EXAMPLE: An area having 23 Sergeants I with four district teams, and one supervisory fixed post position, would assign its supervisory force as follows: 20 Sergeants I (five per team) assigned to the district teams, and one assigned to the fixed post. The last two of the 23 positions are "pool" positions. However, the supervisory ratio formula indicated the need for an additional position in the "example" area. This balancing of ratios between areas resulted in an increase of one Sergeant I, a total of three pool positions. The three pool Sergeants I would then be distributed to those district teams within the area which have the greatest ratio of field supervisors to field police officers.

3. A ratio of AI and TE officers to traffic Sergeants I (1+2), similar to that of Central and South Traffic Divisions, was adopted as a standard for deploying traffic supervisors

in all geographic areas. Traffic supervisors are fixed posts and were not included when the ratio of patrol officers to patrol sergeants was calculated (see Addendum #5).

4. A review of the Office of Operations' allotments of Sergeants I per district team (see Addendum #3) reveals that only 18 of the 65 teams will have five sergeants assigned; the remaining 47 teams will have six or more. Those 18 teams maintaining the minimum supervisory strength will also be the smallest in terms of total personnel strength.
5. Fifty-one new Sergeant I positions have also been requested in the 1975-76 budget for relief of headquarters supervisors and to supplement the district team supervisory force. Pending the additional personnel increase, relief for headquarters team supervisors should be provided by district team supervisors.
6. The chart in Addendum #5 will be used for future ongoing adjustments of Sergeants I, to assure that each area is receiving an equitable number based on current supervisory needs. This determination will be made by the Office of Operations prior to the publications of each transfer list.

7. Three Sergeants II (assistant watch commanders) assigned to each area should be reassigned to the headquarters team as station supervisors, or to district teams as assistant team leaders, at the discretion of the area commanding officer.

If Sergeants II are deployed to district teams as assistant team leaders, they should be assigned to watches other than those supervised by the lieutenant team leader.

8. The upgrading of 65 Sergeants I to Sergeants II has been requested in the 1975-76 budget for purposes of staffing the position of Assistant Team Leader.

C. Distribution of Investigators

1. Each of the 65 district teams shall be assigned one Investigator III as the investigative coordinator for that team or assistant team leader. There will be a minimum of two Investigators III assigned to each special investigations team, one each for the Juvenile and Narcotics Units. Most areas have sufficient Investigator III positions to also assign one or more as Homicide Coordinator(s).

NOTE: These allotments will require a redistribution of Investigators III among operations bureaus (see Addendum #2).

2. The current assigned complement of Investigator I and II and Police Officer III (investigator trainee) positions will be retained. At least one Investigator II, one Investigator I, and one Police Officer III (investigator trainee) shall be assigned to each of the 65 district teams. Two Investigators II and three Investigators I will be assigned to the juvenile unit (see detailed explanation regarding staffing of juvenile units). These positions are similar to fixed posts in that they are required staffing.
3. After the minimum allotment of investigators has been distributed to district teams and the juvenile unit, the remaining Investigator I, II and Police Officer III (investigator trainee) positions will be distributed as they are currently. Accordingly, these positions will be eligible for redistribution among areas, based upon future computation of the investigative deployment formula.

D. Distribution of Police Officers

1. The current assigned complement of Police Officer I, II, III, and III+1 positions will be retained.

2. Each of the 65 district teams shall be assigned sufficient personnel to field at least one Basic Car (nine officers) and one additional two-man patrol unit, i.e. "X" car (nine officers) (see Chart A). Most district teams will have two Basic Cars assigned; only a small percentage of teams will consist of three. In those district teams, which are composed of more than one Basic Car, the number of personnel will increase proportionately (two Basic Cars--18 officers; three Basic Cars--27 officers).
3. After the authorized minimum personnel have been distributed to each geographic area, the remaining personnel will be distributed as they are currently. Accordingly, these positions will be eligible for redistribution among the areas as determined by future computation of the operations deployment formula.

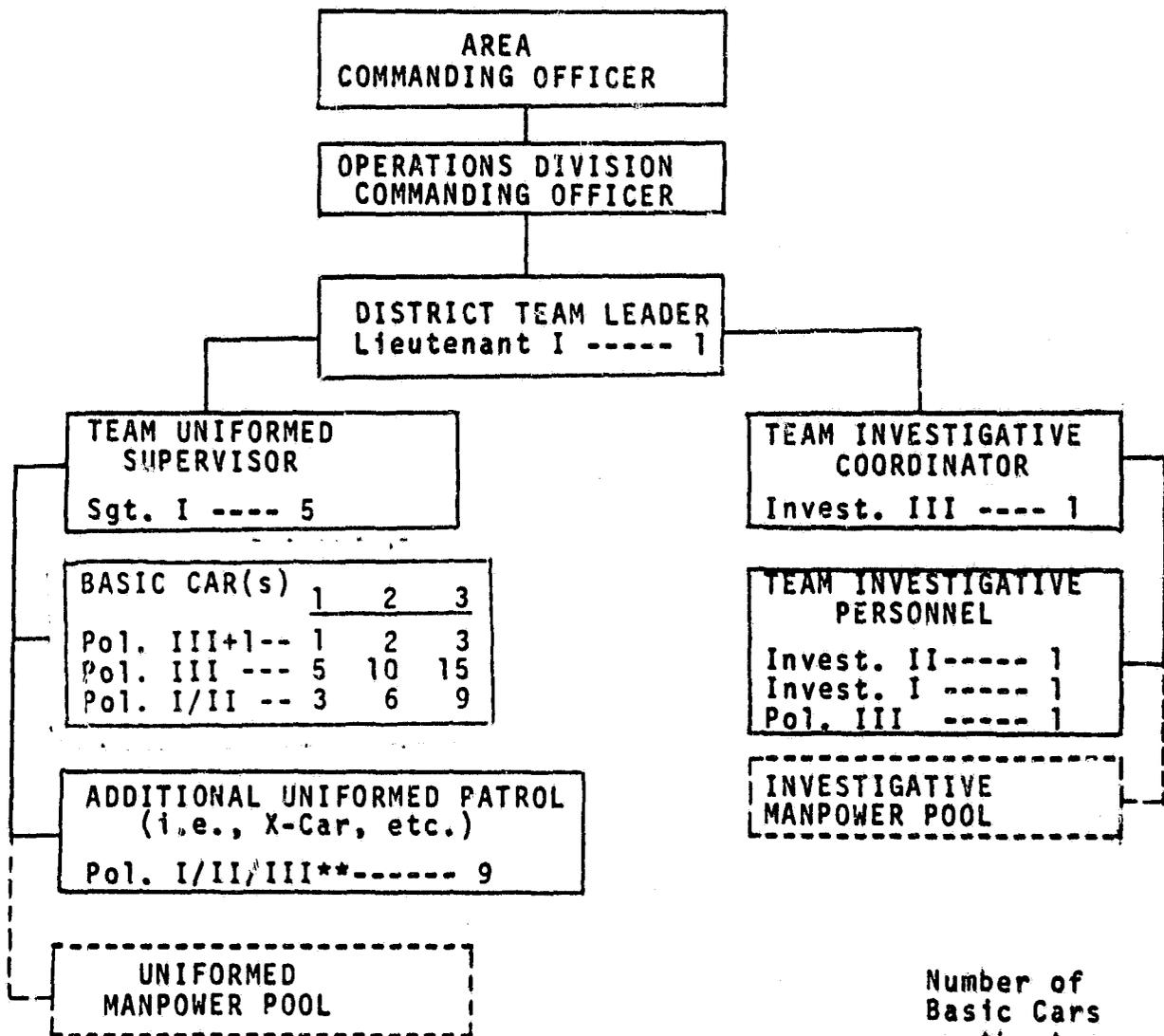
E. Area Commanding Officer Responsibility

Each area commanding officer shall be responsible for assuring that personnel allocated to the area are equitably distributed, while maintaining the minimum personnel authorization for a district team.

Application of this personnel distribution method will allow area commanding officers the flexibility of organizing each team on the basis of area needs. Personnel assignment changes between teams should be minimized.

DISTRICT TEAM

MINIMUM PERSONNEL ALLOCATION



Number of Basic Cars on the team  
(1) (2) (3)

\*Additional personnel may be added from the manpower pools as required by workload. This is the smallest number of sworn personnel assigned.

\*\*Police Officers III will be assigned as training officers on "X" cars only when authorized.

Lieutenant I	1	1	1
Investigator III	1	1	1
Sergeant I	5	5	5
Investigator II	1	1	1
Investigator I	1	1	1
Police Officer III+1	1	2	3
Police Officer III	6	11	16
Police Officer I/II	12	15	18
<b>TOTAL</b>	<b>28*</b>	<b>37</b>	<b>46</b>

## II. SELECTION AND ASSIGNMENT OF PERSONNEL WITHIN AN AREA

### A. Workload Study

In order to provide for an equitable distribution of work, and establish boundaries of district teams, an area-wide workload study by reporting district should be conducted, with consideration given to uniformed, investigative, and traffic workloads.

1. The minimum allotment of uniformed personnel to district teams is as follows:
  - a. Nine officers for each Basic Car assigned to the team.
  - b. Nine officers to field one additional patrol unit ("X" car).
  - c. After the above personnel have been assigned to district teams, the remaining non-supervisory personnel presently assigned to the area should be distributed by area workload as in the past.
2. A district team leader may deploy his team personnel on days of the week or to watches as required by the workload of the team. While the loan of team personnel to other teams should be discouraged, some temporary adjustments may be necessary due to major area crime problems and unusual occurrences.

3. Assignment of traffic personnel will depend upon the traffic configuration selected by the concerned geographic operations bureau, and the location of traffic problems within an area.

**B. Selecting Team Districts**

To formulate team districts, area planners should combine existing Basic Car Plan districts, wherever possible. However, should workload adjustments or other factors require the restructuring of Basic Car Plan districts, the following criteria should be considered:

1. Identifiable communities (i.e., Granada Hills, Watts, Highland Park, etc.).
2. Natural physical boundaries may necessitate modification in some instances; however, such modifications should be minimized.
3. Equalizing the workload among teams.

NOTE: An area map should be completed, illustrating the boundaries of each team and Basic Car district. (See Addenda 10, 11, 12, and 13).

**C. Modification of District Boundaries**

Any modifications of Basic Car or team district boundaries will require approval of the concerned geographic bureau commanding officer. Upon approval,

notification of such modifications should be forwarded to Administrative Operations Section, Office of Operations; Management Services Division; and Communications Division. Deletions, or the addition of Basic Cars or team districts require the approval of the Director, Office of Operations.

D. Job Titles and Descriptions

Existing job titles and descriptions will be retained wherever possible. Changes in certain job titles and descriptions (i.e., watch commander, team leader, investigator experts, or supervisors, etc.) will be necessitated by team policing.

In the interest of standardization, recommended changes shall be submitted to the Director, Office of Operations, for review and approval.

E. Personnel Selection Process

In selecting and assigning personnel to teams, consideration should be given to the following:

1. Assigning Basic Car personnel to appropriate district teams.
2. Selection of additional uniformed and investigative personnel should be accomplished by a "draft" type process.

3. Notifying personnel of their new team assignments as early as possible.
4. Prior to permanent placement, team personnel should be allowed to request changes in their team assignments.
5. Individual team assignments should then be finalized and posted.

F. District Team Minimum Staffing (see Chart A)

1. The minimum supervisory authorization will consist of one Lieutenant I and five Sergeants I.
  - a. Occasionally, there will be a need to provide relief for supervisors on extended sick leave or I.O.D. status. This must be resolved in the same manner as it was in the past, e.g., a temporary loan from another watch and/or team may have to be arranged.
  - b. In some areas, it will be impractical to maintain on-duty supervisors, everyday, for each team on the A.M. watch. This is especially true in those areas where only one Basic Car is fielded in each of the team districts. If there were sufficient supervisors to maintain complete team integrity, the result in these areas would be one supervisor for every radio car.

Obviously, the desire to maintain team integrity must yield to reason in these circumstances.

2. The minimum district team investigative personnel authorization will consist of one investigative coordinator (Investigator III), two investigators (one Investigator II and one Investigator I), and one investigator trainee (Police Officer III).
3. The minimum non-supervisory uniformed authorization will consist of a complement of nine officers assigned to a Basic Car (one Police Officer III+1, five Police Officers III and three Police Officers I); and nine Police Officers I/II/III assigned to an additional patrol unit (i.e., "X" car--see note, Chart A). Generally, each district team consists of one or two Basic Car Plan units. A team may consist of three Basic Cars in an exceptional situation, particularly where an area has an odd number of Basic Cars.
  - a. The minimum allocation of personnel to field the authorized additional patrol unit (usually an "X" unit) or investigators will not increase, regardless of the number of Basic Cars assigned to the team.

b. Uniformed and investigative personnel in excess of the minimum team allocation will be distributed by the area commanding officer based upon the area workload.

G. Team Watch Deployment

Minimum team deployment should be established for all watches.

1. Identical watch hours for district teams should be established after being reviewed by the concerned area and operations bureau staff. Adequate numbers of officers must be provided per team, per watch, to ensure timely response to calls for service. Team leaders should remain flexible in deploying personnel to other than their primary watches, if warranted by increased caseload or special crime/traffic problems.
2. Watch hours for investigative personnel should be established to facilitate the investigations of crimes and communication among uniformed personnel of all watches.
3. The analytical unit should assist district team leaders in providing information for the establishment of minimum watch requirements for deployment, considering calls for service, crimes, arrests, etc. The number of team personnel required for

each watch should be adjusted when necessary for unusual changes in crime and/or traffic problems.

4. Basic Car Plan deployment should generally be maintained; however, teams with two or three Basic Cars may deploy a minimum of one Basic Car during A.M. watch hours, according to workload justification.
5. Team policing will necessitate a careful ongoing review of personnel relief factors. For example, desk or jail units may occasionally require supplemental relief by district team personnel; or one of the district teams may require relief because of significant deployment losses due to vacations, sickness, training, I.O.D., etc.
6. Controls must be established by division commanding officers to ensure that last minute deployment changes, because of special days off, sick, etc., are coordinated at the area level. It is entirely possible that each team might allow 1 or 2 officers a special day off on the same date, thereby seriously depleting area-wide deployment. The need to establish such controls is especially necessary to ensure that adequate supervisory deployment is maintained.

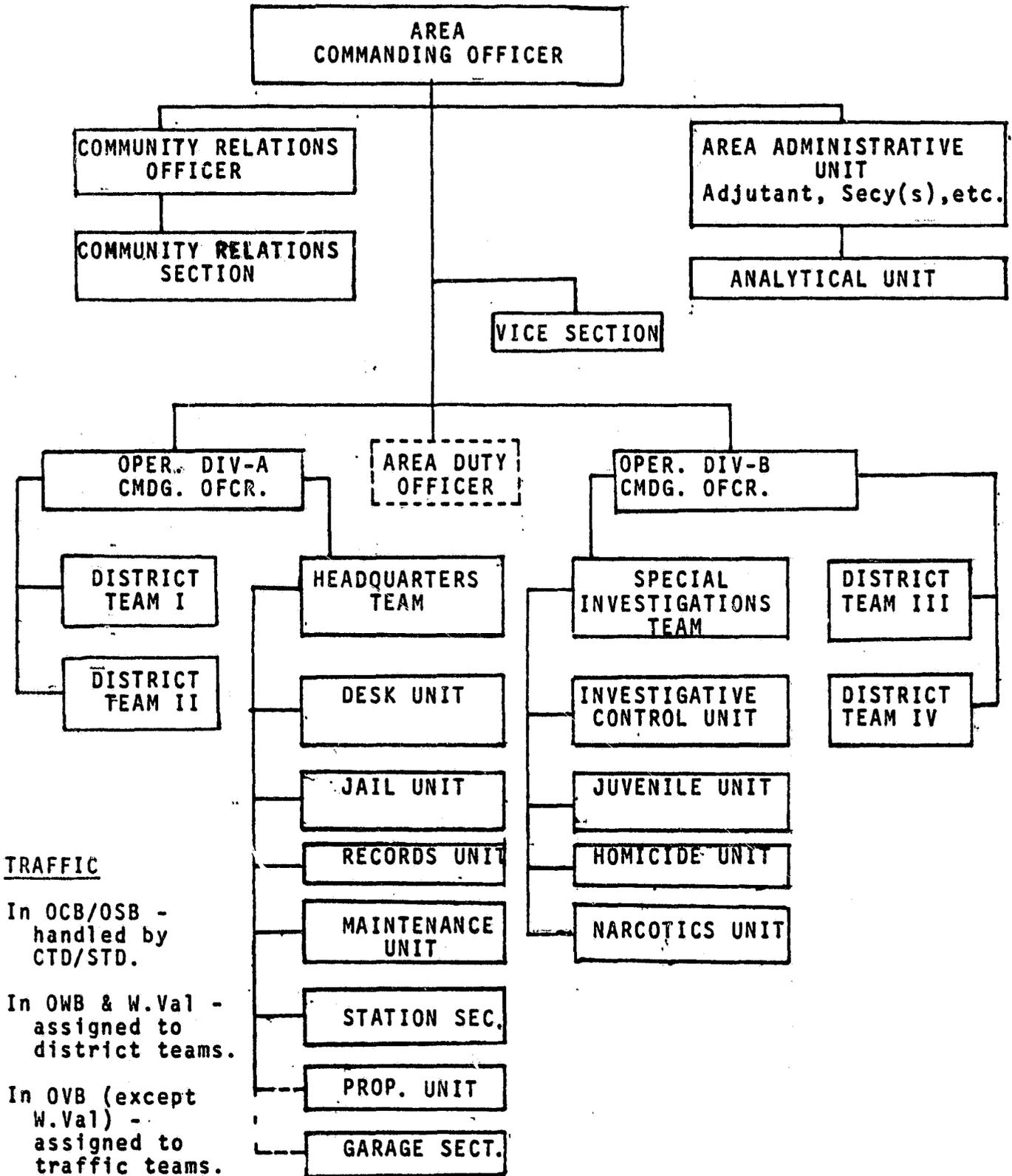
### III. AREA ORGANIZATION

The development of organizational functions should maximize effective coordination, control and communication among the teams, sections and units of an area. Two basic models of area team policing organizational configurations have been approved for implementation. The configuration which is best suited to achieve individual area operations and management goals should be selected by the bureau commanding officer. Both models will be reevaluated after a one-year trial period (approximately January 1976) to determine the feasibility of retaining one or both of the organization models. An area organization chart reflecting all operational, specialized and support functions of divisions and teams should be completed. This area configuration will be used to prepare the annual budget organization charts.

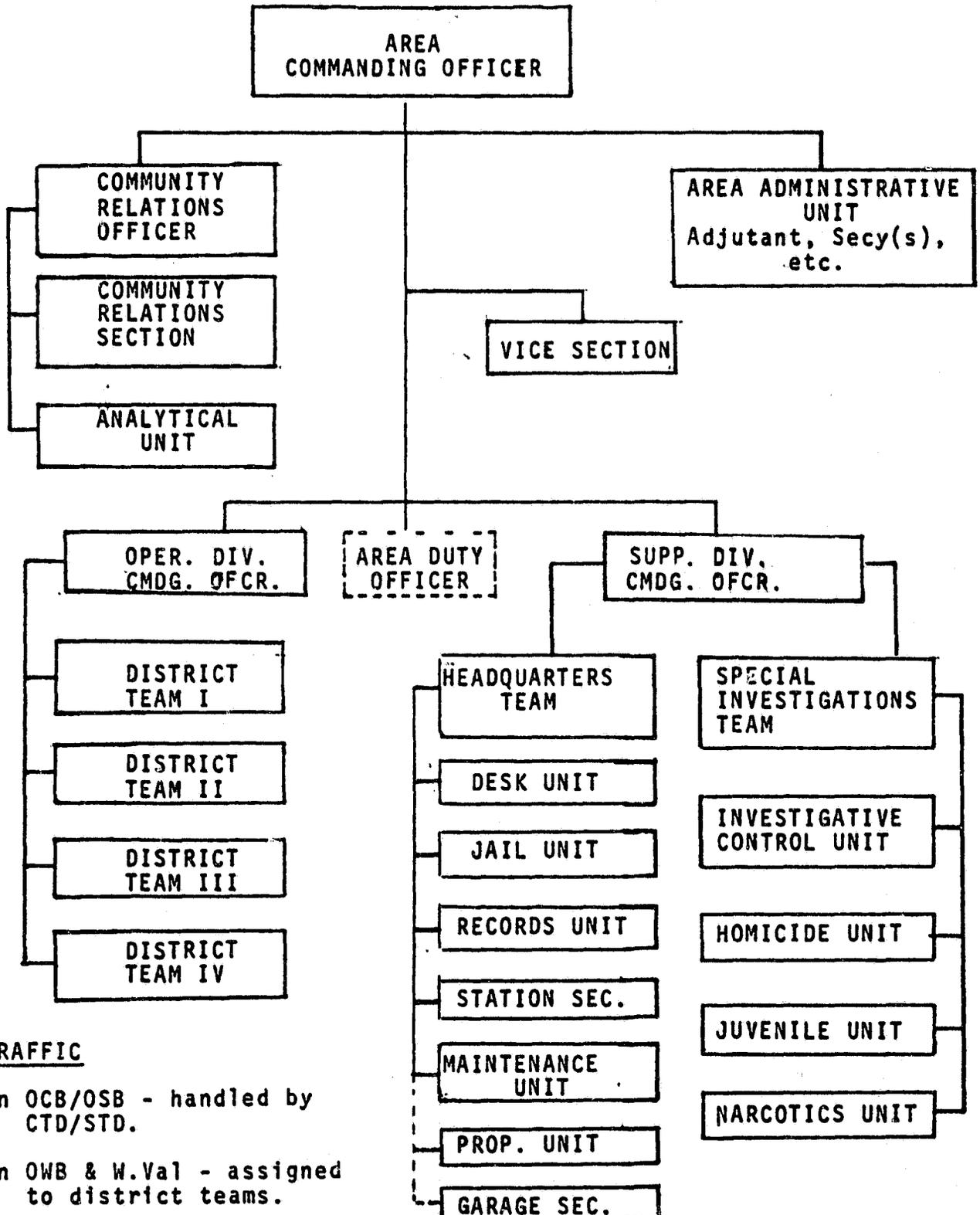
#### A. Operations Model (Chart B)

The area is geographically divided into two operations divisions; district teams assigned will be responsible for line functions within their respective geographic division. Additionally, each operations division will be responsible for a portion of the supportive and auxiliary functions currently assigned to the area (see Chart B).

OPERATIONS MODEL



SUPPORT MODEL



TRAFFIC

In OCB/OSB - handled by CTD/STD.

In OWB & W.Val - assigned to district teams.

In OVB (except W.Val) - assigned to traffic teams.

B. Support Model (Chart C)

In this configuration, only geographic line functions (district teams) are assigned to the operations division. All additional area services, i.e., specialized investigations and station functions, are assigned to a headquarters and special investigations team within the support division (vice excluded).

NOTE: The assignment of traffic responsibilities will depend upon the type of traffic mode selected by the concerned operations bureau.

C. Division Commanding Officer

Under the direct command of the area commanding officer, will be in command of the operations division(s) and/or the support division.

D. Area Administrative Unit

The area administrative unit is comprised of the area commanding officer's adjutant and secretary (senior clerk stenographer). The senior clerk stenographer, formerly assigned to the investigative division, may be assigned to the unit to provide additional clerical support. Additional personnel, such as analytical, may also be assigned at the area commanding officer's discretion.

1. Personnel assigned will provide administrative assistance to the entire area command staff, thus, allowing a more equitable coordination and distribution of the area's administrative workload.
2. The Office of Operations has requested 17 additional senior clerk stenographers in the 1975-76 fiscal year budget. These positions will be assigned to area administrative units to provide additional clerical assistance to area staff personnel.
3. The analytical unit may be assigned to the area administrative unit at the discretion of the area commanding officer. Supervision of the analytical unit would then be assigned to the administrative unit O.I.C. (the area commanding officer's adjutant).

E. Community Relations Officer (CRO)

Team policing will affect the duties of the CRO; as some of his traditional responsibilities will be decentralized to district teams. The following duties should be assigned to the CRO:

1. Coordinating the area community relations programs. Maintaining liaison with and coordinating the activities of citizen support groups, booster clubs, and youth services with those of the team.

2. Assisting district teams in establishing and maintaining team community involvement programs.
3. Assuming the duties of the area employee relations coordinator as outlined by the Office of Operations.
4. Acting as the area Press Relations Officer.
5. Due to the need for "in-field" supervisors, the Basic Car Plan Coordinator position will be deleted, and the Sergeant I should be reassigned to a district team. The area CRO and concerned district teams will absorb the duties of the Basic Car Plan Coordinator. Although district teams will be responsible for the majority of such duties, the CRO should maintain liaison with individual team leaders to ensure a successful area-wide community involvement program.
6. At the option of the area commanding officer, the analytical unit may be assigned under the control of the area CRO.

F. Lieutenant Assignment--Responsibilities

Area commanding officers should ensure that adequate supervision, by lieutenants, is maintained. This may be accomplished in several ways; the two most popular methods currently being used are described below:

1. Area Duty Officer (ADO), an ad hoc position staffed on a rotating basis by all lieutenants assigned to the area, or;
2. Rotating team leader watch hours in order that adequate lieutenant supervision is maintained.  
NOTE: Assignments should be rotated on a weekly basis.
3. The ADO, or the on-duty team leader, would exercise line command over his team and maintain functional supervision and coordinate all area activities during the hours of 1800 and 0300 hours, in the absence of concerned team leaders.

NOTE: The ADO or the on-duty team leader would only exercise line command over all teams, in the event of an unusual occurrence or the emergence of a special problem requiring area-wide coordination. The on-duty lieutenant may exercise total line authority at the discretion of the area commanding officer. Area commanding officers should establish the succession of command in written area operational plans (i.e., for station defense, unusual occurrences involving more than one team district, etc.). Currently, the ADO

appears to be the most commonly used and most feasible method of providing required lieutenant supervision. Experience has indicated that team leaders appreciate the opportunity to work with the P.M./A.M. watch personnel on their team, while temporarily assigned as ADO.

G. Vice/Narcotics

The officer in-charge of the vice unit will remain under the direct command of the area commanding officer; while the narcotics unit will be under the command of the special investigations team leader.

NOTE: Southwest Area has been authorized to reorganize the vice and narcotics units under a lieutenant O.I.C., formulating a special services team. The vice O.I.C. is designated as the team leader, reporting directly to the area commanding officer.

#### IV. TEAM ORGANIZATION

##### A. District Team

The district team will be responsible for traditional uniformed and investigative services within a team district, as outlined in the Department Manual, and may be assigned traffic responsibilities.

1. The district team leader will also be responsible for performing the following special duties:
  - a. Managing the total resources of the team towards the achievement of Department and team objectives.
  - b. Reviewing reports submitted by uniformed and investigative personnel; assuring conformance to rules, procedures and policies, and determining team training needs.
  - c. Developing and maintaining a community involvement program within the team district.
  - d. Maintaining liaison with all other teams within the area to promote inter-team communication and coordination of area operations.
  - e. Developing of personnel and encouraging cross-training to enhance the quality of preliminary investigations.
2. District team investigators. Emphasis should be on investigators being generalists, but the need may arise for specialization of selected investigation functions in district teams. Investigators' duties will include:

- a. Conducting follow-up investigations of selected crimes which are the assigned investigative responsibility of the team.
  - b. Completing necessary follow-up correspondence as required by the Department Manual.
  - c. Reviewing crime reports submitted by uniformed officers assigned to the team to determine training needs.
  - d. Consulting with uniformed personnel regarding the upgrading of preliminary investigations and related investigative procedures.
  - e. Presenting roll call training as deemed necessary by the district team leader.
  - f. Maintaining liaison with investigators assigned to other teams or specialized units/divisions.
  - g. Assisting in neighborhood meeting presentations.
3. Senior Lead Officers assigned to district teams should be charged with the following responsibilities:

- a. Within the parameters outlined in existing job descriptions, assisting in certain supervisory functions as determined by the team leader.
- b. Assisting team supervisors in observing tactics and demeanor of patrol officers to determine team and individual training needs.
- c. Conducting training designed to protect the physical safety of officers and prevent personnel complaints.
- d. Assisting team personnel in arranging sites for neighborhood meetings in his Basic Car district.
- e. Coordinating and participating in the presentation of information at neighborhood meetings.
- f. Instructing new officers regarding Department policies, principles and procedures.
- g. Assisting non-supervisory uniformed personnel in the development of the "generalist" concept.

B. Headquarters Team

The headquarters team will be responsible for station operations (i.e., jail, desk, records, etc.).

NOTE: The supervisory staff of 12 headquarters teams in the City will include one Lieutenant I and three Sergeants II or I. The supervisory staff of the remaining five headquarters teams will only include three Sergeants II or I, pending budget approval of five Lieutenant I positions in the proposed 1975-76 budget.

In those areas where traffic functions are centralized, the traffic section might also be included in the headquarters team.

1. Station Supervisor. The headquarters team station supervisor will be responsible for supervising 24-hour station operations and the following special duties:
  - a. Acting as the headquarters team leader in the team leader's absence.
  - b. Exercising functional supervision over district team personnel at all times, and line supervision in the absence of district team supervisors.
  - c. Performing duties currently assigned to the "watch commander", relative to station operations as outlined in the Department and Tactical Manuals.

- d. Maintaining control of patrol vehicles and equipment (damage control logs, master keys, assignment rosters, etc.).
- e. Maintaining functional supervision and coordination of all area-wide radio communications, i.e., ensuring that effective radio communications are being provided. (See Communications - Chapter V).
- f. Approving O/R prisoner releases and bail audits and conducting jail inspections.
- g. Ensuring the proper maintenance of the Officers' Subpoena Record, Form 15.29, and the Private Persons' Subpoena Record, Form 15.33 (see page 64).
- h. Maintaining liaison with civilian personnel assigned to the property and garage sections.
- i. Maintaining area personnel assignment roster for ready reference by concerned personnel.
- j. Preparing finalized deployment teletypes for Communications Division.
- k. Coordinating requests for specialized investigative services, requested by area personnel, in the absence of the Special Investigations Team Leader (see page 42).

1. Approving reports, advising bookings, and supervising district team personnel, in the absence of district team supervisors. In the absence of a lieutenant team leader or area duty officer, the station sergeant shall have the final responsibility for all arrestees booked at the area jail. When he questions a booking approved by another supervisor, he shall contact the approving supervisor. If a difference of opinion remains, and a lieutenant team leader or area duty officer is unavailable, the station supervisor should be charged with the responsibility of making the final determination regarding the booking of the arrestee. (Special Order No. 4, January 28, 1974).

It is recommended that the headquarters supervisors have the final authority regarding the booking of prisoners if jail and booking procedures appear to be violated (i.e., need for medical treatment, improper booking procedures, etc.).

- m. Monitoring CCTV for purposes of ensuring station security.
- n. Maintaining and posting the official timebook for the area.



"one stop" center for officers and citizens to resolve most inquiries without transferring them to other units.

Geographic areas which are combining both desks, should consider the assignment of a receptionist/PBX operator, to assist in routing telephone calls.

3. Traffic Team. Areas within Operations West and Valley Bureaus have traffic personnel assigned to the area. Personnel assigned to South and Central Traffic Divisions have the responsibility for providing traffic services to all geographic areas within South and Central Operations Bureaus.
  - a. Operations West Bureau areas are assigning traffic officers to district teams; Valley Bureau areas are establishing centralized area traffic teams/sections (West Valley Area excepted).
  - b. In areas where there are traffic personnel assigned to the district teams or a traffic team, a proportionate number of supervisors should also be assigned.
4. Area Records Unit. Non-specialized clerical positions, formerly assigned to the investigative division, should be reassigned to the area

records unit in order to provide clerical assistance to all area personnel. Selected investigative clerical assignments (vehicle release clerk and clerk stenographer) should remain specialized and assigned to the special investigations team and the area administrative unit respectively.

5. Maintenance/Jail/Property/Garage. Services provided by these units are unchanged.
6. Parking Checkers. Parking checkers and traffic control officers assigned to areas should be centrally organized and supervised by the headquarters team. In some areas, it may be determined that parking checkers and traffic control officers should be assigned to district teams. In this event, the civilian supervisor should be assigned to the headquarters team to coordinate their activities.
7. Supervision of other fixed post and station positions (i.e., vehicle impound officer, court liaison officer, station security, etc.), should be the responsibility of the headquarters team.

C. Special Investigations Team

1. The special investigations team will be comprised of the investigative control, homicide, juvenile, and narcotics units, and may include the robbery unit.
2. Special Investigations Team Leader. The team leader will be a Lieutenant I, and should be experienced in investigative duties and controls. He will be responsible for coordinating all investigative activities of the area, and will have the following special duties:
  - a. Maintaining functional supervision over all district team investigators to ensure that investigations are being conducted properly.
  - b. Coordinating the distribution of the investigative workload for the area.
  - c. Assigning investigations within the Special Investigations Team and ensuring that they are properly conducted.
  - d. Reviewing assignments and investigations conducted by district team investigative personnel, and recommending adjustments to the concerned operations division commanding officer.

- e. Auditing reports completed by area investigators, with the assistance of the Investigative Control Unit (see below).
- f. Coordinating the training of district team investigators and recommending that less experienced investigators are rotated to other assignments within district teams.
- g. Assisting district team supervisors in improving the quality of preliminary investigations conducted by district team officers.
- h. Coordinating and maintaining a control file of evidence disposition requests forwarded to the area by Property Division.
- i. Approving release of crime reports to authorized personnel.
- j. Coordinating requests for polygraph examinations, trace metal tests, or other similar highly specialized services by area personnel. If the special investigations team leader is unavailable, these responsibilities should be placed with the station supervisor.

3. Investigative Control Unit (ICU). The ICU should be staffed with a minimum of one investigator and the vehicle release clerk (Note: If sufficient personnel are not available, the special investigations team leader, or the investigator(s) assigned to the desk should assume the below responsibilities). The ICU should be responsible for:
  - a. Assisting the special investigations team leader in periodic review of investigative functions to determine coordination and training needs.
  - b. Monitoring area-wide crime trends.
  - c. Coordinating the assignment of special investigations requested by district teams.
  - d. Conducting the area investigative workload study for the distribution of investigative personnel in the area.
  - e. Maintaining investigative control folders for personnel assigned to the special investigations team.
4. Robbery/Homicide Unit. The homicide unit should generally remain centralized, and their functions will be unchanged. Areas which have a small

homicide caseload might consider assigning homicide investigators to district teams, and reassigning them to a special homicide unit only when the need arises. The robbery investigative responsibility may be decentralized to the district teams according to area needs.

5. Juvenile Unit. The juvenile unit, as a part of the special investigation team, shall be responsible for the following duties:
  - a. Investigating all juvenile cases and processing all juvenile arrestees, except those that are the responsibility of other specialized units, divisions and area teams.

NOTE: District teams shall handle all of the following juvenile investigations:

- (1) Robbery
  - (2) Burglary
  - (3) Receiving stolen property
  - (4) Grand theft
  - (5) Burglary/theft from motor vehicle
  - (6) Grand theft auto
- b. Approving the dispositions of all juvenile investigations, including those conducted by the district teams, and audit all related reports.

c. Participating in area community involvement programs.

d. Training other investigators assigned to the area in juvenile procedures. To maintain the quality of juvenile investigations, Investigators I and II assigned to district teams should be loaned to the juvenile unit periodically, and extensively trained in the juvenile specialty.

6. Juvenile Unit, Minimum Staffing. Every area should maintain a juvenile unit with a minimum staff of 10 sworn personnel; including investigators, juvenile narcotics, patrol and school car officers. An Investigator III will remain as the O.I.C. (see Chart D).

a. Due to the lack of investigative personnel, it is realized that certain geographic areas will be unable to deploy the required personnel minimum. Areas which will deploy personnel below the recommended minimum must have the approval of the concerned operations bureau commanding officer. In any event, the minimum number of investigators assigned to the juvenile unit shall not be less than three investigators (one Investigator III - area juvenile coordinator; and one each Investigators II and I for the juvenile narcotics detail).

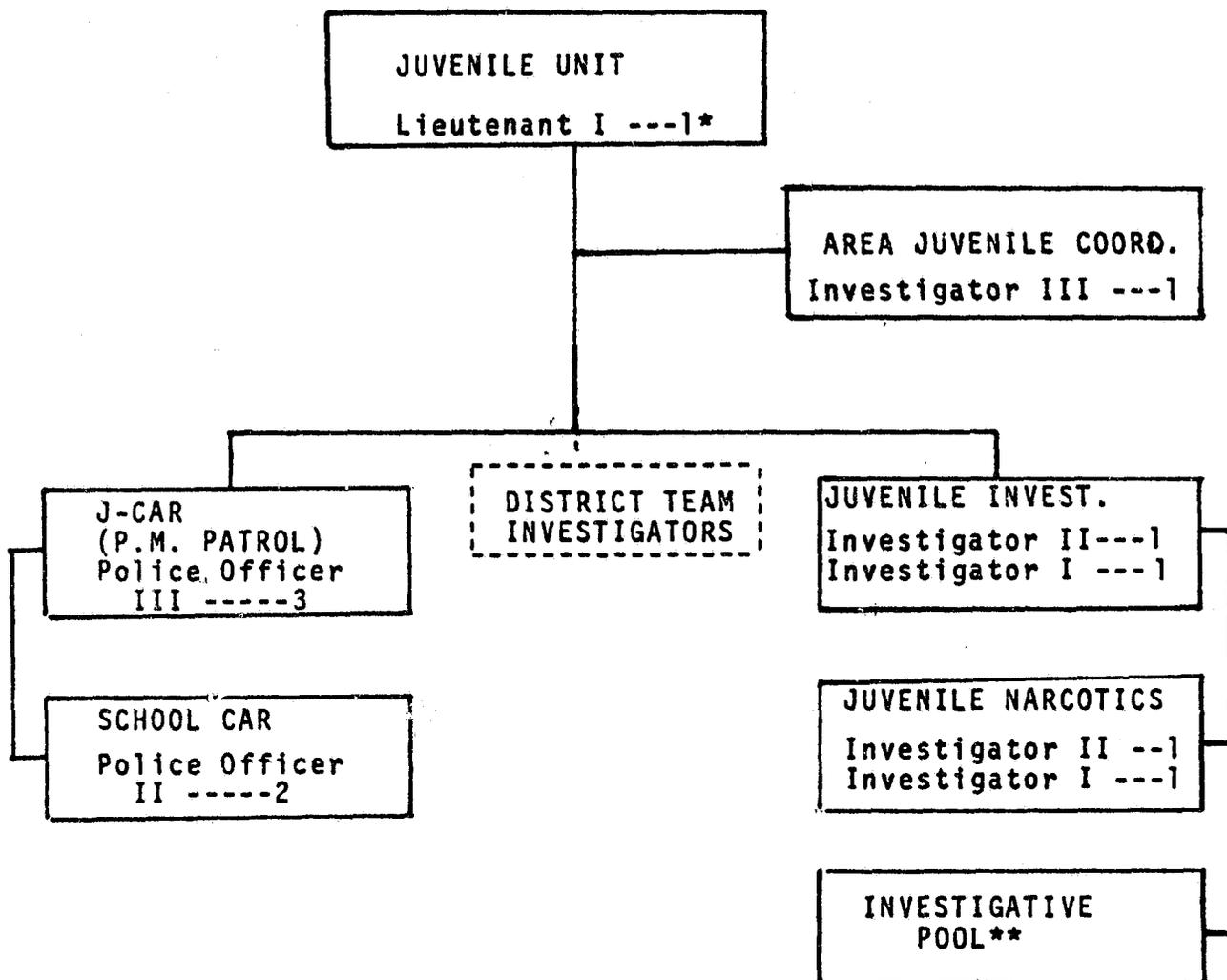
- b. An additional Lieutenant I position has been requested for each of the 17 juvenile units in the 1975-76 budget. In the event this added position is approved, the unit will become a juvenile team under the direct line command of an operations/support division commanding officer.
  
- c. Southwest and Wilshire Areas have been authorized one additional school car (two Police Officers II) and 77th Street Area has been authorized two additional school cars (four Police Officers II), to be included in their minimum staffing.

NOTE: During school vacation periods, officers assigned to school cars should work traditional juvenile problems areas, i.e., parks, beaches, etc.

- d. School car officers shall continue to work in uniform, unless otherwise assigned by the special investigations team leader.
  
- e. If school car officers will be unavailable to receive radio calls from Communications Division, due to a special assignment, the area desk should be notified of their location and expected time of return to field duties.

JUVENILE UNIT  
MINIMUM PERSONNEL ALLOTMENT

CHART D



Lieutenant I*	1
Investigator III	1
Investigator II	2
Investigator I	2
Police Officer III	3
Police Officer II	2
<b>TOTAL MINIMUM</b>	<b>10</b>

\*Requested in 1975-76 proposed budget.  
\*\*Additional investigative personnel as required by area juvenile workload.

f. There are two criteria for determining the number of personnel that shall be assigned to the juvenile unit.

(1) The minimum staffing requirements.

(2) Additional needs as reflected by the juvenile unit workload.

NOTE: Areas currently deploying personnel in excess of the recommended minimum, may reassign those personnel to district teams, based upon the division of juvenile investigative responsibilities described above. However, some areas will have to assign additional investigators above the recommended minimum to accomplish the duties of the juvenile unit described herein.

g. Area commanding officers are encouraged to assign juvenile specialists to district teams whenever possible.

h. In order to maintain expertise in narcotics, a personnel exchange program between area narcotics and juvenile narcotics is recommended.

NOTE: Juvenile Narcotics Section, Juvenile Division, is responsible for assisting area juvenile units with narcotic investigations when necessary.

## V. RADIO COMMUNICATIONS GUIDELINES

### A. Standardization

Area planning staff should establish liaison with Communications Division personnel to integrate standardized communications guidelines into area operations.

NOTE: Communications Division will offer assistance in redesigning current area communications systems compatible with team policing needs.

### B. Dispatch Priority

The priority dispatching guidelines in handling emergency and non-emergency calls for service are as follows:

1. Assignment of radio calls within the team districts.
  - a. Basic Car unit - "A" car/or "X" unit.
  - b. A.I. unit.
  - c. T.E. unit.

NOTE: When there are no team units available for emergency calls, Metropolitan Division units, if deployed in the area, and district team supervisory units will be utilized. Metropolitan Division and team supervisory units should ordinarily not be assigned non-emergency calls.

2. When there are no units available for calls within the team district, units from a nearby team should be assigned the call. No unit should be dispatched into another team district on a non-emergency call, unless the call has been backlogged for a period of approximately 30 minutes.
3. On non-emergency calls in another team district, the "X" unit will be dispatched first, followed by A.I. units, "A" units, T.E. units, and supervisory units.
4. Upon receiving a call in another team district, the unit should handle the call quickly and efficiently. The station supervisor will ensure that all calls for service are handled expeditiously and that they adhere to the above dispatch guidelines.

C. Monitoring Crossover Rate

The analytical unit should conduct periodic audits of uniformed officers' Daily Field Activities Reports, to determine the percentage of radio calls handled by a team outside the team district. Inter and intra team adjustments should be recommended to minimize and balance the crossover rate.

D. Report Calls

"U" and "F" units should be deployed, when practical, on an area-wide basis to handle those report calls specified in 4/203.30 of the Department Manual. This system would leave other units available, and minimize the necessity of dispatching team units into other team districts.

1. If justification exists for the assignment of a "U" unit to each district team, personnel from the concerned team should be assigned. If only one or two "U" or "F" units are justified for an area, those personnel should be assigned to the headquarters team.
2. Desk personnel assigned to the headquarters team should continue to maintain the Special Investigators Control Log, Form 15.60, for recordation of citizen report call requests.
3. Desk personnel will be responsible for contacting reporting persons to explain reasons for delays, if any, in answering requests for service.  
(Applies only to those report calls dispatched from the concerned area desk for handling by "U" and "F" units).

E. Unit Designations

1. Team designations shall begin with the area numerical designation, followed by a hyphen and the team number; beginning with Team #1 in the northwest quadrant and continuing consecutively.

For example, the team in the northwest corner of 77th Street Area will be 12-1; the team to the east will be 12-2. The team in the southeast quadrant will be the highest numbered team.

2. Team designations will not be included in radio transmissions. Basic Car and current "X" car radio designations will remain unchanged.
3. "X" units assigned to regular watches shall be designated by odd numbers, and those assigned to mid-watches shall be designated by even numbers.
4. Supervisory/investigator units. These units will be assigned three digit designations (e.g., Venice Area, Team 1--14L120, 14W101; Team 2--14L220, 14W220, 14W201, etc.).

F. Deployment Notification

1. Notification of team assignments to Communications Division/Valley Communications Section, should be accomplished daily by forwarding the Personnel Deployment Teletype, Form 15.26.1, which will be completed by personnel assigned to the headquarters team.

NOTE: The Forms Control Unit, Management Services Division, is currently in the process of revising the deployment teletype format for team policing. (See Addendum #7).

2. The Daily Work Sheet, Form 15.26, should depict the assignment of personnel within an area by team, by unit, and by watch (see Addendum #6).

G. Code 7 Guidelines

Communications Division will grant Code 7 to team units on an area-wide basis; and, where practicable, they will attempt not to deplete any team of all its units.

H. E.O.W. Procedures

Inspecting and coordinating the transfer of personnel and equipment should be the responsibility of the headquarters supervisor. District team supervisors should occasionally assist the station supervisor in reviewing personnel concluding their tour of duty to assure efficient change of watch procedures by concerned district team personnel.

I. Communications Problems

The station supervisor should have functional supervision over district team units regarding the assignment and dispatch of calls for service. Communications Division should contact the station supervisor in the event dispatching problems arise. When practical, the station supervisors should discuss communications difficulties with the concerned team leader or supervisor prior to taking corrective action.

## VI. MANAGEMENT GUIDELINES

Area commanding officers should ensure that coordination among operations/support divisions and district, headquarters and special investigation teams, is maintained. Special consideration must be given to coordination of field operations and deployment among the teams at the area level.

### A. Planning

A planning group should be established within the area comprising representatives from the investigative and uniformed divisions.

The planning group should have the following responsibilities:

1. Conducting area workload study by reporting districts.
2. Establishing team district boundaries.
3. Preparing an area manual delineating the duties and responsibilities of area personnel.
4. Maintaining liaison with other divisions, such as communications, supply, etc., for purposes of planning and establishing new procedures applicable to team policing.
5. Determining logistical needs for the area.
6. Preparing a training curriculum and planning for training days.

7. Coordinating the selection and assignment of personnel within the area.

B. Roll Calls

Roll call procedures, which enhance coordination and involve all team personnel, should be developed. Where practical, specialized team watch hours should be the same as district teams. Both area-wide and separate team roll calls should be considered.

1. Area-wide roll calls are beneficial in that they serve as effective vehicles for training of area personnel, and for the dissemination of information affecting the entire geographic area.
2. Separate team roll calls foster identity with a specific team and its policing mission. Such roll calls are also beneficial in formulating uniformed/investigative relationships.
3. It is suggested that area-wide roll calls be conducted each day. However, on alternate days, these roll calls should be short in duration, allowing individual teams to conduct separate team roll calls afterwards.
4. Team investigative personnel should attend team roll call sessions at the direction of the concerned team leader, and periodically attend the area-wide roll calls.

5. Coordination of the area roll call training program should be the responsibility of the headquarters team; however, all supervisors and investigators should participate in preparation and presentation of roll call training. Training to be presented should be prescheduled on a deployment period basis, and team leaders should be provided with the training schedule.
6. Rotator, teletype and subpoena information should be centrally maintained and disseminated by headquarters team supervisors.

C. Team and Area Operations Control (TOC and AOC) Meetings

It is recommended that selected team members (such as the team leader, senior investigators, sergeants and senior lead officers) attend a brief meeting periodically, to discuss crime and traffic problems occurring within their district, in addition to team administrative matters. During this meeting, the most serious crime and/or traffic accident problems should be identified, and a team response developed to meet the problem. District team members should also develop a community response during this meeting, as discussed later in this report.

Area operations control meetings attended by the command staff, team leaders, and other concerned area personnel, should be conducted to coordinate area operations and exchange information regarding team activities.

D. Investigative Indexing System

The change to team policing has created some problems in the distribution of case assignments and reports within the area. New procedures for coordinating investigative case follow-ups must be developed. The establishment of a centralized index of all investigative cases, maintained at the area uniformed/investigative desk, would provide a convenient reference for all area personnel and assist desk officers in answering inquiries from police officers and the public.

1. All crime/arrest reports should be reviewed by an investigator assigned to the desk, who should have the responsibility of ensuring proper distribution of such reports to concerned teams.
2. Notification of any change in investigative responsibility should be made to the desk to ensure proper report redistribution and indexing.

E. Evidence Disposition

1. The investigative control unit (ICU) should coordinate the disposition of evidence within the area. If the area has not established an ICU, the special investigations team should be assigned this responsibility.

The following procedure should be adhered to for the disposition of property and evidence:

- a. The officer completing the Property Report, Form 10.1, shall indicate his area of assignment, AND his team designation.
- b. The designation of the area and team responsible for the investigation should also be placed in the box entitled "Concerned Investigative Division" on the Property Report.
- c. Property Division will forward the Property Disposition Record, Form 10.6, to the concerned area investigative control unit (special investigations team).
- d. The ICU (special investigations team) will forward the Form 10.6 to the concerned team.
- e. The concerned team will complete the form and return it to the ICU, who will ensure that proper disposition is made.

- f. A control file should be maintained and the concerned division commanding officers should periodically audit the file to ensure that dispositions are properly made.

F. Vehicle Control and Assignment

1. All vehicles assigned to the area should be pooled for use by all area personnel, with the following exceptions:
  - a. Vehicles assigned to commanding officers.
  - b. One unmarked vehicle for each team.
  - c. One black and white vehicle for each of the Basic Cars assigned to district teams.
  - d. One black and white vehicle assigned to each district team for use by field supervisors.
  - e. Other vehicles assigned for specialized use as directed by the area commanding officers (vice, narcotics, etc.).
2. Vehicle and key control and assignment should be a responsibility of headquarters team personnel.
3. The supervisor's station wagon should be assigned to the team most centrally located in the area, to ensure a timely response to a situation requiring its use. The maintenance of special equipment, contained within the station wagon, should be the responsibility of the headquarters team.

G. Equipment Control

Shotguns, CC units, U/O kits, and other miscellaneous equipment, should be assigned and distributed to area personnel by the headquarters team. Team leaders should ensure that control procedures established for the use of such equipment are being adhered to by all team personnel.

H. Timekeeping

A timekeeping system for the area, based on the new organizational mode, should be developed.

1. The daily deployment status board should be prepared 24-hours in advance by district team leaders, depicting individual team deployment for the upcoming 24-hour period (see Addendum #6). At the beginning of each watch, the team Daily Work Sheets should be finalized and forwarded to the headquarters team for compilation and preparation of area watch deployment teletypes (see Addendum #7).
2. Each team leader should maintain one unofficial timebook and one status board for each team.
3. Headquarters team station supervisors should have the responsibility of maintaining the Official Time Book. Team leaders and section/unit O.I.C.'s should periodically review the time book to ensure that it is properly completed.

4. The station supervisor should periodically audit all unofficial timebooks within the area to ensure uniformity with the Official Time Book.
5. Completion of the Time Sheet, Form 245, should remain a responsibility of the Principal Clerk, under the direction of the station supervisor.

I. Vacation Assignments

Vacation assignments should be determined at the team level.

EXCEPTION: It is recommended that vacations of traffic personnel, investigators and supervisors be scheduled at the area level with consideration given to team deployment.

1. The completed vacation schedules should be reviewed by the analytical officer to assure balanced deployment for the area.
2. The personnel priority for the selection of vacation periods shall be determined by:
  - a. Rank.
  - b. Advanced pay-grade status within each rank.
  - c. Seniority within each rank or pay-grade.

NOTE: If circumstances require, this rule may be modified at the discretion of a commanding officer preparing a vacation schedule. (Department Manual 3/726.50).

3. If both sworn and civilian personnel are performing identical duties (<sup>e.g.</sup> ~~i.e.~~, jail) consideration should be given to merging civilian and sworn employee seniority lists for the purpose of equalizing vacation assignments.
4. Team leaders should review the annual computerized vacation printout (provided by Fiscal Operations Division) to determine priorities for vacation periods by rank and seniority. Team leaders and the area analytical officer should coordinate the assignment of vacations to ensure:
  - a. Adequate numbers of personnel available in each team for each deployment period.
  - b. Only ten percent or less of available personnel are on vacation during any deployment period.
  - c. Vacation assignments are distributed proportionately throughout all deployment periods. (See general guidelines, Patrol Bureau Order #80 of 11.12.71).

J. Watch Rotation

Rotation of watch assignments within teams should be coordinated by the team leader. Consideration should be given to:

1. Maintenance of minimum watch deployment for each deployment period, based upon the area workload study (i.e.; major crime problems, special events, etc.).
2. Effective management and development of personnel.
3. Arranging duty schedules and watch assignments to facilitate and encourage individual education efforts (Department Manual 1/670.90).

K. Subpoena Control

1. The subpoena control officer, assigned to the headquarters team, should retain the responsibility of subpoena service on an area-wide basis. He should maintain the Private Persons' Subpoena Record, Form 15.33, and periodically audit the Officer Subpoena Records, Form 15.29.
2. Separate Forms 15.29 should be maintained for:
  - a. Vice section.
  - b. Narcotics unit.
  - c. Special investigations team.
  - d. District and headquarters teams. Officer Subpoena Records for uniformed and investigative personnel assigned to district and headquarters team should be maintained by the headquarters team. Recordation of district team subpoenas should be maintained on a separate page for each team. Subpoenas

for other than district and headquarters team personnel should be forwarded to the concerned team leader or unit O.I.C. for distribution.

**L. Rating Reports**

1. An officer's performance should be measured by:
  - a. The individual's contribution to the team's goal oriented programs (i.e., crime/traffic accident reduction, community involvement, reduction of personnel complaints, etc.).
  - b. Achieving team and personal objectives.
2. Responsibility for Completion. In addition to team supervisors and selected investigators collectively rating officers, headquarters team supervisors and the CRO should participate in the rating process if they have observed personnel performance.

**M. Budgeting**

Generally, team policing will not change the budgetary process for geographic areas.

1. In all cases, procedures outlined in the LAPD Budget Guide will apply.
2. The change to team policing will necessitate major revisions in the actual and proposed

pictorial area organization charts (see Charts B and C, pages 26 and 27).

3. Additional budget requests will probably be required after team policing is adopted.
  - a. Requests for alterations and improvements, such as, construction or relocation of partitions in investigative squad rooms, and installation or relocation of electrical outlets will be necessary in some areas. (See page 88 --Station Facilities). These requests should be submitted in accordance with instructions in the Budget Guide on an Alterations and Improvement Request Form, Form 01.91.4.
  - b. Equipment items for teams, such as, desks, chairs, squad tables, and filing cabinets, should be submitted on an Equipment Budget Request Form, Form 01.91.0. Area commanding officers should ensure that all existing equipment and furniture in the area is properly utilized prior to making additional requests.
4. Geographic operations bureau commanding officers should ensure that all budget requests submitted by the area are necessary and essential.

5. Requests for telephone installation and/or relocation should be submitted on an Intradepartmental Correspondence Form 15.2.0 to Technical Services Bureau. Requests for change in radiophone equipment will be handled by Public Utilities; however, Technical Services Bureau should be contacted to coordinate such requests.

N. Supplies and Equipment Requests

1. Supplies and equipment acquired from Supply Division should be requested by the area commanding officers, and not by individual team leaders.
2. Wherever possible, supplies should be stored at a central location, accessible to all teams. This would negate the necessity of each team maintaining duplicate supplies. Several or all teams should also share items, such as penal codes, typewriters, dymo-labelers, etc.
3. All supplies, equipment and services requested by the area between October 1974 and March 1975, should be evaluated and coordinated by the

geographic operations bureau commanding officer to ensure that they are essential and necessary.

4. File copies of department orders, notices, etc., should be maintained by the headquarters team for reference by all team personnel. District teams should not maintain separate files of such correspondence. Strict controls must be implemented and maintained to avoid unnecessary reproduction of such materials.

## VII. MANAGEMENT BY OBJECTIVES AND PARTICIPATION

A. Management by Objectives (MBO) and Management by Participation (MBP) are management techniques which are well suited for team policing. MBO is based on the idea that personnel perform more efficiently when they participate in setting their own personal and team objectives. MBP is based upon the theory that a job will be more rewarding when the employees take part in the planning and decision-making processes. The combination of both techniques allows for the participation of all personnel in establishing team goals and devising methods which best achieve these projected goals. Effective use of these management techniques in team policing will facilitate:

1. The establishment of goals for crime reduction, increased community involvement, decreased personnel complaints, etc.
2. The evaluation of team personnel (i.e., how well an officer reaches his personal objectives and the goals of the team).
3. The development of new tactics and solutions to special problems.

B. As each team is being formed, it is essential that all personnel assigned to the team actively

participate in the establishment of team goals. Their participation increases their desire to achieve the goals which they help to construct.

- C. Open vertical and horizontal team communication establishes a willingness on the part of team personnel to discuss special team problems and provide solutions to those problems with their supervisors. This openness in communications is essential to a participative system of team management.
- D. The initial team training sessions should be designed to involve all team personnel. The team should:
  - 1. Review their role within the Department and formulate what contributions can be made by team members to increase the effectiveness of the organization.
  - 2. Determine how the team will make decisions in the future.
  - 3. Establish specific team objectives to be accomplished in a given time period.
  - 4. Explore the job of each team member, establish individual goals, and discuss the method by which his effectiveness will be evaluated.

E. After the team has been operational for a period of time, team achievements should be evaluated and discussed among team members. The achievement of individual goals should be evaluated weekly or monthly, so that personnel will be aware of how supervisors are rating their performance and they can quickly improve their effectiveness.

NOTE: The benefits of MBP often take considerable time to manifest themselves. The TEAM 28 experiment determined that MBP requires a comprehensive training program, followed by application in selected situations, such as planning team operations to counteract crime problems. Many of the TEAM 28 officers felt they were too involved in the decision-making process, and were uncomfortable. It is obvious that additional experimentation and research are required to establish a proper balance, which would maximize the advantages of planning and working together as a team; and minimize the disadvantage of conducting everyday team activities by committee.

## VIII. TRAINING

The training of personnel for team policing greatly enhances the success of the concept. Personnel and Training Bureau is currently in the process of modifying existing Department training schools to include instruction regarding team policing.

### A. Pre-implementation Training

1. Early in the planning stage for the implementation of team policing, a training cadre should be established from the area staff, which will be responsible for:
  - a. Development of an appropriate training curriculum.
  - b. Preparation of a training timetable.
  - c. Creation and collection of handout material.
  - d. Locating and reserving training sites far enough in advance to ensure their availability.
  - e. Requesting and scheduling instructors (i.e., academy staff) if their assistance is required.
  - f. Adequately adjusting deployment during training sessions to meet area workloads.
  - g. Utilizing the Department's closed circuit television network to present material.
  - h. Presenting orientation training.
  - i. Coordination of team training.

NOTE: Area supervisors who will be conducting the training should assist in the preparation of training materials.

2. **Orientation.** Two to three months prior to implementation; lieutenants, sergeants and senior investigators should receive team policing orientation training. After this orientation, they should then familiarize officers and investigators with the program during roll call training sessions.
  
3. **Supervisor Training.** Team supervisors will assist the area cadre in training team members. Supervisors have an extremely important role in building their teams, which will require that they be trained in team building techniques. To ensure that the teams function smoothly and with adequate direction, it is essential that this training be provided to the supervisors prior to team training sessions.
  - a. Supervisors' training should occur prior to implementation, and after team member selection is finalized.
  
  - b. There should be a minimum of two days of training.
  
  - c. Supervisors should receive concentrated instruction in MBO and participative management concepts.

- d. All supervisors (lieutenants, sergeants, Investigators II and III) of one team should attend the same training session.
- e. Emphasis must be placed on increased supervisory training regarding juvenile and narcotic law violations, in order to give proper booking advice to uniformed officers.

B. Post-implementation Training

1. The training cadre should evaluate the pre-implementation training and make necessary modifications for future training.
2. Team Training. In order to promote team building, coordination and communication, training of individual teams is necessary.
  - a. Team training will be given by team leaders and supervisors with the assistance of the area training cadre.
  - b. Ideally, this training should occur approximately three to four months after team policing has been implemented, at the area commanding officer's discretion.

NOTE: The Department's experience with TEAM 28 found it necessary to conduct comprehensive training seven to eight months after implementation. The above "delayed training" approach may preclude the necessity for this major follow-up training, and allow personnel time to adjust to the initial shock of changing organizational configurations.

- c. Training should be conducted in one-day seminars. One entire team should be trained at a time.
- d. Subsequent training should be conducted during training days.
- e. All team personnel should be instructed in the lifting of latent fingerprints.
- f. Investigative and uniformed personnel should be trained as a unit to enhance team building.
- g. Headquarters and special investigation team personnel (desk, jail, homicide, etc.) should also receive training as teams. Their training should emphasize the significance of their support role as an integral part of area operations.

3. The area training cadre should also develop systems to ensure cross-training among team personnel. This cross-training results in more thorough handling of preliminary investigations.

NOTE: Initially, more extensive, preliminary investigations by patrol officers may increase the time spent on calls; however, time will be reduced once officers become accustomed to the new procedures. This was demonstrated in the TEAM 28 experiment.

C. Training Days

Subsequent team training days will enhance team unity. There should be one annual, area-wide training day; and at least one additional separate team training day for each team.

## IX. COMMUNITY INVOLVEMENT

Perhaps the most important factor in team policing is the necessity to involve the community in the team effort to reduce crime. The area commanding officer must determine how he will increase community involvement through team policing. If the program currently in use in the area will be retained, certain modifications will be required to assure participation by all personnel. For those seeking a new program, designed for team policing, the following example is the Neighborhood Action Team Policing (NATP) program. Two prototype models of this program have been implemented in North Hollywood and West Valley areas for evaluation and refinement.

### A. Team Operations

1. The team leader should have the responsibility for establishing and conducting the community involvement program.
2. Team Operations Control (TOC) Meeting. It is recommended that selected personnel of the team attend a brief periodic meeting to identify their most serious crime or traffic accident problem, and designate the "target" area where the problem is prevalent. This will be accomplished with the assistance of information provided by the analytical unit.

3. Team Response. During the TOC meeting, team personnel will develop a police response to the problem based on specific characteristics of the crime (i.e., type of neighborhood, time involved, etc.).
4. Community Response. The TOC committee will also devise a plan which involves the community where the problem exists.
  - a. Team personnel may initiate the plan, or
  - b. The community relations unit may assist them in its implementation, or
  - c. A new position, such as a community resource supervisor, may be established to coordinate team community involvement programs. A team supervisor may assume this responsibility as a collateral duty.

B. Neighborhood Meetings

1. Meetings should be organized in the specific neighborhood where the problem exists.
2. Meetings should include, but should not be limited to:

- a. Informing persons residing in the target neighborhood of how to protect themselves and how to assist in eliminating the specific problem.
  - b. Crime information bulletins may be disseminated, which identify the problem and describe suspects, vehicles, etc. (upon approval of the concerned investigator).
  - c. Other methods which maximize the use of community resources to combat the specific crime problem should be initiated.
3. Coordination of meetings may be accomplished by the Community Relations Unit and/or senior lead officers, with the assistance of community resource supervisors (see 4-c above).
  4. Meeting characteristics.
    - a. All team personnel should participate in conducting meetings.
    - b. Generally, meetings should be one hour in length.
    - c. Each team should conduct a minimum of two meetings per week per basic car assigned. Team members should be required to attend at least one meeting per month.

d. Depending on the desire of the host, citizen participation might be limited to 10-25 persons.

e. Logistical items and information bulletins should be prepared in advance of the scheduled meeting.

(1) Topic outlines and supportive information should be made available to team personnel.

(2) The required materials should be placed in a package and given to the officers conducting the meeting. This will expedite the time spent in preparing for meetings.

5. Existing support groups may participate in the development of the community response by:

a. Contacting citizens in the target area to organize and host neighborhood meetings.

b. Distributing team bulletins.

c. Performing other general support services as needed by district teams.

C. Junior Neighborhood Watch Meetings

The youth of the community should be provided information similar to that provided to adults.

Explorer scouts will be used to assist in conducting meetings.

D. Existing Community Relations Programs

Community relations programs, which are presently organized and coordinated on an area level, may be decentralized to the teams.

1. The Community Relations Officer (CRO) should assist teams in coordinating the programs.
2. Citizens support groups should be encouraged to reorganize on the basis of team districts, while maintaining their parent area organization.
3. YSO activities, DAPS and Explorers may be organized into district teams to stimulate team identification with the community. Youth groups could provide assistance to the district team in their community relations effort, by distribution of leaflets and other duties as assigned by the team leader.

E. New Community Relations Programs

Many new community relations programs were initiated as a part of the TEAM 28 experiment. Programs, such as establishing a community center or substation for team operations, tandem patrol and others proved to be unsuccessful in the experiment. Others, such as neighborhood watch and block captains, were successful to varying degrees.

Commanding officers should review the TEAM 28 Final Report and other reference materials prior to implementing these and other concepts in their areas. (See Recommended References, Addendum #14).

F. Publicity

A primary consideration in establishing new and innovative policing concepts is through motivational techniques, which arouse positive public support prior to, and during, program implementation phases. The area community relations section should plan and prepare a campaign to publicize the implementation of team policing.

After the team has been established, additional information bulletins should be prepared to publicize the progress of the program.

X. UNUSUAL OCCURRENCE CONTROL

Team policing should not require any significant changes in Department and area plans for unusual occurrence control. There are some modifications which should be arranged as soon as possible, and conveyed to concerned personnel.

A. Field Commander

The senior officer of the district team or area of occurrence, at the scene, may assume and exercise the responsibilities of field commander. Such senior officer shall be accountable for police activities related to the unusual occurrence. Accordingly, he shall assume command when he deems it necessary.

B. Tactical Alert

When there is any unusual incident in an area, or when an area is placed on tactical alert, communications will apply the same dispatching procedures as in the past. In these circumstances, maintaining the integrity of team districts will become secondary, or of no concern at all.

C. Mobilization

The need to maintain current A and B (12-hour) watch rosters, which are updated each deployment period, becomes even more critical with team policing.

Although most uniformed and investigative personnel will be integrated into district teams, their responsibilities and duties during an unusual occurrence will continue to be quite separate and distinct. Therefore, there should be no change in the practice of maintaining separate 12-hour watch rosters for uniformed and investigative personnel.

D. Headquarters Team Responsibilities

The unusual occurrence related station duties, currently provided by watch commanders, should be the responsibility of the headquarters team leader, or station supervisor on duty. A listing of duties to be performed are contained in Checklist - Watch Commander-UO Procedures, Form 14.15.

Area commanding officers should arrange for the review of all area unusual occurrence and contingency plans, and modify them where necessary.

## XI. BOOKING AND REPORTING PROCEDURES

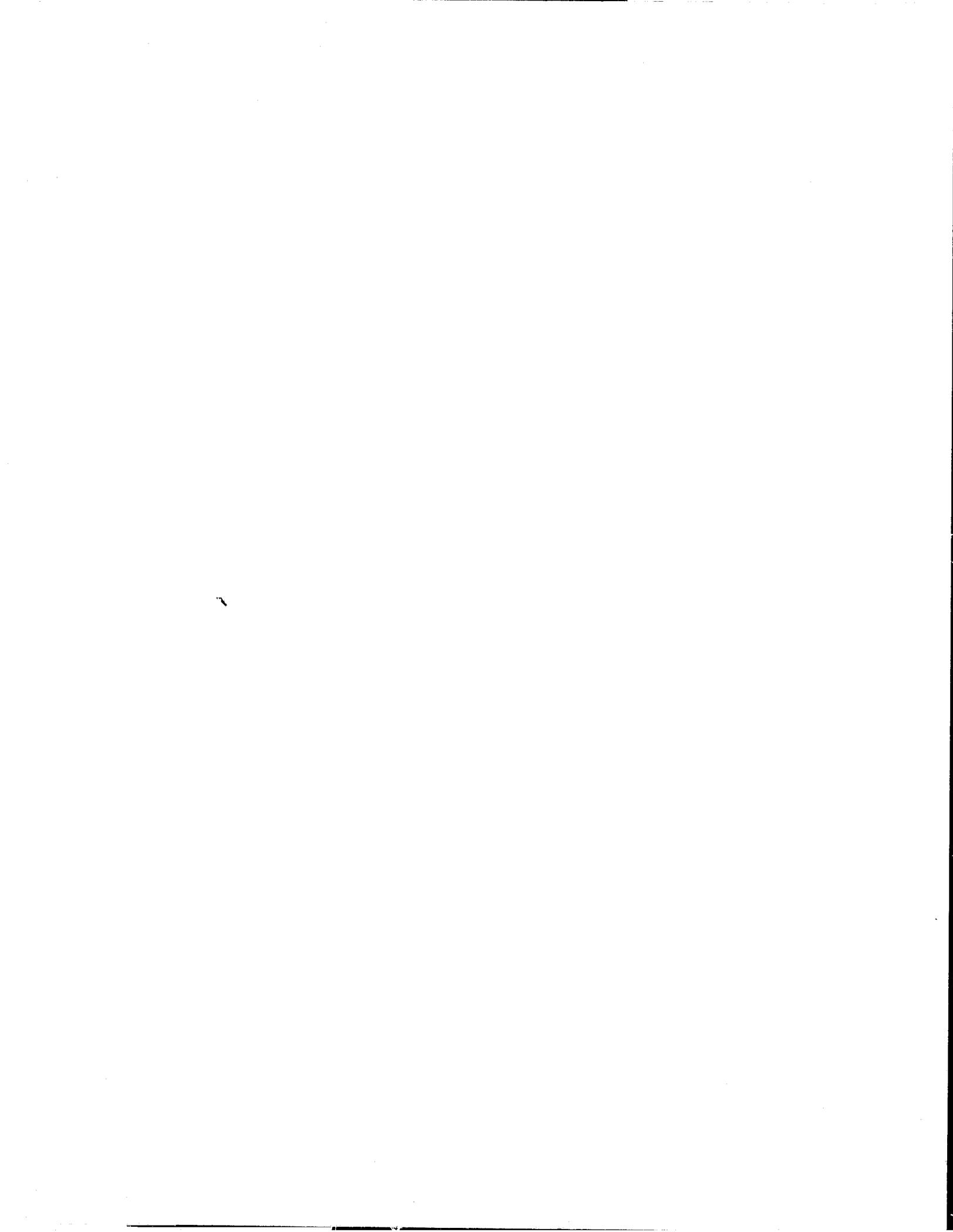
### A. Booking Approval

Arrestee booking approval sought by district team personnel should be advised by investigators or supervisors of the concerned team. In the event team personnel are unavailable, a headquarters team supervisor (station supervisor) will approve the booking. Booking approval for offenses requiring special investigation (i.e., traffic, forgery, narcotics, etc.) should be obtained from the appropriate investigative unit as required by the Department Manual. (See duties of station supervisor).

### B. Report Approval

Reports completed by an officer of a district team should be approved by a supervisor or investigator on his team. Supervisors of other district teams, or the headquarters team, may approve reports only when team supervisors are unavailable.

NOTE: Supervisors shall be encouraged, when practicable, to provide booking and report approvals, and conduct other team business in the field. Some areas already require supervisors to carry booking approval slips in their police vehicles.



**CONTINUED**

**1 OF 2**

C. Report Flowcharts

If modifications in report approval or report distribution procedures are significant after implementation, detailed instructions or flowcharts should be prepared to familiarize all concerned personnel with new systems.

D. Reporting Area and Team Assignment

In an effort to provide for the efficient distribution of reports and other Department correspondence, officers shall indicate their area and team/special assignment designation on all completed correspondence, e.g. (Wilshire District Team 4 - Wils T-4; 77th Street Special Investigations Team - 77th St. S.I.T.; Newton Headquarters Team - Newt. HqT.). Such identifiers will in addition, serve to expedite:

1. Routing of telephonic requests by officers and citizens to the concerned team or specialized unit.
2. Forwarding criminal records to area investigators by R & I Division.
3. Locating Department personnel for subpoena service and other inquiries.
4. Collection of crime data by the area analytical officers.

E. Records and Identification Division Liaison

The Investigative Control Unit (ICU) should maintain liaison with R & I Division personnel to assist them in forwarding reports to concerned investigators. If the ICU has not been established in the area, the special investigations team should assume this responsibility.

Criminal records sent to the concerned area via the Fascimile Identification Network (FIN) should be addressed to the area investigative control unit (or the special investigations team) who should then forward them to the concerned personnel in the area.

## XII. STATION FACILITIES

Team policing will necessitate modification in station space allocations and, in some cases, to the physical plant. Area commanding officers should cause a survey of existing station facilities to be completed. Schematic drawings of floor plans should be prepared when modifications are evident. All requests should be made by the area commanding officer, and not by team leaders. Commanding officers should ensure that only essential modifications are requested.

### A. The following should be included in the floor plans:

1. The location and number of telephones required.
  - a. If additional telephone lines and/or instruments are required, requests should be submitted to Technical Services Bureau.
  - b. Ideally, each team should have at least one of it's own centrex telephone numbers to facilitate communication with the community and Department personnel.
2. The location of radio phones.
3. The location of CCTV monitoring equipment. If relocation is required, contact the Engineering Staff Advisor to the Department of Police, Parker Center. Minor relocation of equipment may be accomplished with present funding; major

requests should be accomplished by the annual budgetary process.

4. The furniture floor plan.

- a. Officers in small areas have found that communication between teams is enhanced if they are located together in a large room, such as the investigative squad room.
- b. Officers in large areas have found this configuration to be too noisy, and have requested partitions installed to reduce sound levels.

5. Security measures to provide adequate protection for officers and prisoners.

- B. Determine the need for any additional furniture, such as desks, squad tables, and chairs.
- C. If changes in the physical plant, or additional equipment not requiring budgetary approval are necessary, area commanding officers should make notifications to Supply Division as soon as possible.

**ADDENDA**

LIEUTENANT DEPLOYMENT

August 12, 1974 Addendum 1

I	II	III	IV	V	VI	VII	VIII	IX	X
Bur.	Area	# Of Basic Cars	Number Of Dist.Teams & Leaders	Traf. Mode & No. Of Lts. (a)	Spcl. Inv. Team Ldr.	Hq. Team Ldr.	Number Of Lieutenants Prop. Curr.		Avg. # Unif. Ofcrs. Per Team
O C B	1	5	3	CTD (1 Lt. to CTD)	1	1	5+(1)	6	55.0
	2	9	4	CTD	1	1	6	6	42.5
	4	5	3	CTD	1	-	4	5(b)	34.3
	11	5	3	CTD	1	-	4	5	29.0
	13	7	4	CTD	1	1	6	6	33.5
TOTAL 31			17	CTD-1 Lt.	5	3	26	28	38.8
O S B	3	11	5	STD	1	1	7	6	37.8
	5	6	3	STD	1	1	5	5	35.7
	12	11	5	STD	1	1	7	8(b)	38.8
TOTAL 28			13	-	3	3	19	19	37.7
O W B	6	9	5	OT	1	1	7	6	42.4
	7	9	5(Have 6)	OT	1	1	7	6	44.4
	8	7	4	OT	1	-	5	5	36.8
	14	8	4+1(LAX)	OT	1	-	5+1	(b) 5+1	42.5
TOTAL 33			18+1	-	4	2	24+1	22+1	41.7
O V B	9	7	4	TT	1	1	6	6	31.8
	10	7	4	OT	1	-	5	5	40.8
	15	6	3	TT	1	1	5	5	37.0
	16	6	3	TT	1	1	5	5(b)	37.7
	17	5	3	TT	1	1	5	5	27.0
TOTAL 31			17	-	5	4	26	26	37.2
DEPT. TOTAL 123			65+1(LAX)	1-CTD	17	12	96	96	38.4

(a) The following abbreviations are used in reference to the assignment of traffic personnel: OT-On Team; TT-Traffic Team, and STD and CTD are bureau-wide traffic divisions. It is recommended that traffic teams not having a lieutenant team leader be assigned to the headquarters team.

(b) Excluding crime specific grant funded lieutenant position.

Addendum 2  
September 16, 1974

PROPOSED INVESTIGATOR III DISTRIBUTION

	Area	Current Inv. III	District Teams	Special Invest. Teams	Proposed Inv. III	Net Change
O C B	1	7	3	3	6	-1
	2	7	4	3	7	-
	4	6	3	3	6	-
	11	6	3	3	6	-
	13	7	4	3	7	-
	TOTAL	33	17	15	32	-1
O S B	3	10	5	4	9	-1
	5	6	3	3	6	-
	12	12	5	6	11	-1
	TOTAL	28	13	13	26	-2
O W B	6	7	5	3	8	+1
	7	7	5	3	8	+1
	8	6	4	2	6	-
	14	6	4	3	7	+1
	TOTAL	26	18	11	29	+3
O V B	9	6	4	2*	6	-
	10	6	4	2	6	-
	15	6	3	3*	6	-
	16	6	3	3	6	-
	17	5	3	2	5	-
	TOTAL	29	17	12	29	0
TOTALS		116	65	51	116	0

One Investigator III will be assigned to:

1. each district team (65).
2. each area narcotics unit (17).
3. each area juvenile unit (17).

The assignment of an Investigator(s) III to the area homicide unit was based upon the investigative workload and the total number of personnel assigned to the unit. Southwest and 77th Street Areas have more than one Investigator III assigned due to the workload. Four of the 17 geographic areas should not have an Investigator III assigned to the homicide unit. Commanding officers of these areas should consider budgeting for the position. In the interim, the concerned special investigations team leader can coordinate homicide investigations.

\*The workload and other standards indicate a need for the reassignment of one Investigator III from North Hollywood to the Van Nuys Area.



**SERGEANT I  
PROPOSED DISTRIBUTION FOR TEAM POLICING**

August 15, 1974

I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	XIV	XV
Bur.	Area	# Of Teams	Std. Team Auth.	Fixed Post Traffic Auth. (g)	Dis-tribution Of Avail. Pool (b)	Total Proposed Dist. Team Sgts. (d)	Avg. # Sgts. Per Team	Avg. Unif. Ofcs. Per Team (e)	Total Avail. Area Unif. Ofcs. (e)	Ratio Unif. Ofcs. To Team Sgt. (d)	Other Fixed Posts (d)	Area Total Proposed (f)(g)	Area Total Cur-rently Asgnd. (f) (g)	Net Change
O C B	1	3	15	C T D (17)	11	26	8.7	55.0	165	6.3	6	32	(30)28	+4
	2	4	20		7	27	6.8	42.5	170	6.3	-	27	(29)27	-
	4	3	15		1	16	5.3	34.3	103	6.4	-	16	(16)15	+1
	11	3	15		-	15	5.0	29.0	87	5.8	-	15	(17)16	-1
	13	4	20		1	21	5.3	33.5	134	6.4	-	21	(24)23	-2
TOTAL		17	85	—	20	105	6.2	38.8	659	6.3	6	111	109	+2
O S B	3	5	25	S T D (16)	5	30	6.0	37.8	189	6.3	1	31	34	-3
	5	3	15		2	17	5.7	35.7	107	6.3	2	19	20	-1
	12	5	25		6	31	6.2	38.8	194	6.3	-	31	33	-2
TOTAL		13	65		13	78	6.0	37.7	490	6.3	3	81	87	-6
O W B	6	5	25	5(b)	1	31	6.2	42.4	212	6.3	1	32	30	+2
	7	5	25	5(b)	2	32	6.4	44.4	222	6.4	-	32	31	+1
	8	4	20	3(b)	-	23	5.8	36.8	147	5.7	1	24	25	-1
	14	4(a)	20	3(b)	2	25	6.3	42.5	170	6.4	3	28	30	-2
TOTAL		18	90	16(b)	5	111	6.2	41.7	751	6.2	5	116	116	-
O V B	9	4	20	4(c)	-	20	5.0	31.8	127	6.4	8	32	31	+1
	10	4	20	3(b)	1	24	6.0	40.8	163	6.3	-	24	24	-
	15	3	15	3(c)	2	17	5.7	37.0	111	6.5	1	21	20	+1
	16	3	15	3(c)	3	18	6.0	37.7	113	6.3	-	21	20	+1
	17	3	15	2(c)	-	15	5.0	27.0	81	5.4	-	17	16	+1
TOTAL		17	85	3(b)12(c)	6	94	5.5	35.0	595	6.2	9	115	111	+4
TOTAL		65(a)	325	19(b)12(c)	44	388	6.0	38.4	2495	6.2	23	423 <sup>(g)</sup> <sub>(f)</sub>	423 <sup>(g)</sup> <sub>(f)</sub>	0

- (a) - LAX Team not included.
- (b) - Traffic personnel assigned to district teams, traffic sergeants added to team sergeants after distribution of sergeants in available pool.
- (c) - Area traffic team sergeants not included as district team sergeants.
- (d) - Traffic and Basic Car Coordinators are included as team sergeants, and not fixed posts.
- (e) - Footbeat and Basic Car positions are included in teams and not subtracted as fixed posts.
- (f) - Seven sergeants to be reassigned to CTD not included.
- (g) - Sergeants assigned to CTD (17) and STD (16) not included.

**SERGEANTS I  
COMPARISON FOR TEAM DEPLOYMENT**

Addendum 4a  
August 15, 1974

I	II	III	IV	V	VI	VII	VIII	IX	X	XI
Area	FIELD POLICE OFFICERS				Traffic Mode (a)	# Of Teams	SERGEANTS I AVAILABLE FOR TEAM DEPLOYMENT			
	Available For District Team Assign.	Patrol	AI	TE			Area Total (b)	Fixed Posts (b)	Field Sgts. (b)	Ratio Unif. Ofcrs. To Sgt.
7	222	173	24	25	OT	5	31	-	31	7.2
6	212	165	23	24	OT	5	30	1	29	7.3
12	194	194	STD		STD	5	33	-	33	5.9
3	189	189	STD		STD	5	34	1	33	5.7
14	170(c)	140	13	17	OT	4(c)	30(c)	3	27	6.3
2	170	170	CTD		CTD	4	27	-	27	6.3
10	163	133	16	14(d)	OT	4	24	-	24	6.8
8	147	113	15	19	OT	4	25	1	24	6.1
13	134	134	CTD		CTD	4	23	-	23	5.8
1	165	165(e)	CTD		CTD	3	28	6(e)	22	7.5
9	127	127	19	17(d)	TT	4	31	8	23	7.1(f)
16	113	113	13	12(d)	TT	3	20	-	20	6.9(f)
15	111	111	14	15(d)	TT	3	20	1	19	7.4(f)
5	107	107	STD		STD	3	20	2	18	5.9
4	103	103	CTD		CTD	3	15	-	15	6.9
11	87	87	CTD		CTD	3	16	-	16	5.4
17	81	81	11	10(d)	TT	3	16	-	16	6.4(f)
<b>TOTAL</b>	<b>2495</b>	<b>2305</b>	<b>148</b>	<b>153</b>		<b>65(f)</b>	<b>423</b>	<b>23</b>	<b>400</b>	<b>6.5(f)</b>

- (a) - The following abbreviations are used in reference to the assignment of traffic personnel: OT-On Team, TT-Traffic Team and STD and CTD are bureau-wide traffic divisions.
- (b) - The BCP coordinators (except North Hollywood) are to be reassigned to the field. Traffic coordinators, where applicable, are to be reassigned to district or traffic teams. Neither are subtracted as fixed posts. Seven sergeants, to be assigned to Central Traffic Division, are not included.
- (c) - Not including LAX.
- (d) - Not including TE personnel assigned to the OVB TE Task Force.
- (e) - Includes 84 footbeat officers and five footbeat supervisors assigned to district teams, and not subtracted as fixed posts.
- (f) - Traffic personnel were included when computing current officer/sergeant ratio.

SERGEANTS I  
COMPARISON FOR TEAM DEPLOYMENT

Addendum 4b  
August 15, 1974

I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII
SGTS. I ADJUSTED FOR TEAM DEPLOYMENT											
Standard Team Auth.	# Of Traf. Sgts. On Opr. Team	# Of Sgts. On Traf. Team	# Of Pool Sgts.	Sgts. Asgd. Opr. Teams	Fixed Post Sgts.	Adj. Total For Area	Sgts. Gain/Lose	Ofc/Sgt. Ratio	Avg. Sgts. Per Team	Avg. # Unif. Ofcs. Per Team	Area
25	5	-	2	32	-	32	+1	6.4	6.4	44.4	7
25	5	-	1	31	1	32	+2	6.3	6.2	42.4	6
25	-	-	6	31	-	31	-2	6.3	6.2	38.8	12
25	-	-	5	30	1	31	-3	6.3	6.0	37.8	3
20(c)	3	-	2	25	3	28	-2	6.4	6.3	42.5(c)	14
20	-	-	7	27	-	27	-	6.3	6.8	42.5	2
20	3	-	1	24	-	24	-	6.3	6.0	40.8	10
20	3	-	-	23	1	24	-1	5.7	5.8	36.8	8
20	-	-	1	21	-	21	-2	6.4	5.3	33.5	13
15	-	-	11(e)	26	6	32(e)	+4	6.3	8.7	55.0	1
20	-	4	-	20	8	32	+1	6.4	5.0	31.8	9
15	-	3	3	18	-	21	+1	6.3	6.0	37.7	16
15	-	3	2	17	1	21	+1	6.5	5.7	37.0	15
15	-	-	2	17	2	19	-1	6.3	5.7	35.7	5
15	-	-	1	16	-	16	+1	6.4	5.3	34.3	4
15	-	-	-	15	-	15	-1	5.8	5.0	29.0	11
15	-	2	-	15	-	17	+1	5.4	5.0	27.0	17
325	19	12	44	388	23	423	0	6.2	6.0	38.4	TOTAL

See TABLE 4a for other footnotes.

SERGEANTS I DISTRIBUTIONEXPLANATION OF INCREASE/DECREASE BY FIVES CHARTI. Factors Considered

- A. Number of Sergeants I Available. This factor was determined by subtracting from the total number of Sergeants I assigned to Office of Operations, the Sergeants I in: approved fixed post positions; Central Traffic Division; South Traffic Division; Operations Valley Bureau, Traffic Enforcement Task Force; and Operations Headquarters Bureau (see chart-Addendum 3).
- B. Deployment of Traffic Sergeants I in Other Than CTD and STD. The ratio of AI and TE officers to Sergeants I in STD (8.75 to one) was adopted as a standard for deploying traffic supervisors in OWB and OVB. The 301 TE and AI officers assigned to areas in OWB and OVB were assigned 31 Sergeants I for supervision to approximate the STD ratio. These assignments were made regardless of the area traffic mode, to ensure uniform distribution of traffic supervisors throughout the City. The OWB and OVB traffic supervisors ratio is slightly higher (9.7) than STD, which compensates for the fact that they will receive more lieutenant supervision.
- C. Standard Authorization Sergeants I for District Teams. Once the number of district teams was established, it was divided into the number of available Sergeants I after deletion of Factors A and B above. The result indicated that the average team would have a complement of five or six Sergeants I. It was determined by Department staff members that five sergeants was a minimum for the average district team. With 65 teams City-wide, this would require 325 Sergeants I.
- D. Assignment of Sergeants I Pool. When the total number of uniformed officers available for district team assignments, not counting AI and TE officers, was divided by the number of Sergeants I derived in factors A and B, an officer/sergeant ratio of 6.3/1 was realized. This is a City-wide ratio, and provides a cross check for the equal distribution of pool Sergeants I to the various areas. The cross check ratio cannot be met in some areas. This is due to the standard team authorization of five sergeants being too large for teams in some areas. This situation will be resolved when additional Sergeants I are available. When the Sergeants I in the pool were distributed City-wide, the area average ratios were again 6.3 officers to one Sergeant I.

NOTE: This distribution was computed for each area by adding pool Sergeants I to the area allocation, until the desired ratio was achieved, or the pool was exhausted.

II. Future Considerations

- A. Increase or Decrease in the Number of Field Officers and Sergeants I. This would involve recomputing factors A, B, and D, to arrive at a new City-wide ratio and a redistribution of the available pool of Sergeants I.
- B. Increase or Decrease in Sergeants I Only. In conjunction with this proposal, a chart depicting distribution of pool Sergeants I has been prepared showing the distribution of pools totaling 20 to 75 Sergeants I. (Addendum 3 was prepared using the 45 man pool).
- C. Increase or Decrease in the Number of Field Officers Only. Recompute factor D and redistribute pool Sergeants I.
- D. Increase or Decrease in the Number of Teams. Recompute C and D and redistribute standard team authorization Sergeants I and pool Sergeants I.

III. Use of Chart

This chart is used in exactly the same way the Patrol Bureau Formula Chart is used for police officers; however, each column adds five Sergeants I instead of ten police officers.

The following chart is included for your review. It will be used for the subsequent distribution of Sergeants I to geographic areas by the Office of Operations (Administrative Operations Section) and Personnel Division.

Sergeants I Distribution  
 Increase/Decrease by Fives

August 15, 1974

C B

Bur.	Area	Stand. Auth. Sgts.	Team Traf. Sgts.	Fixed Posts	SUB TOTAL	D POOL SERGEANTS											
						20	25	30	35	40	45	50	55	60	65	70	75
O C B	1	15	0	6	21	30	30	30	31	32	32	32	33	33	34	34	35
	2	20	0	0	20	24	25	26	26	26	27	27	28	28	29	29	29
	4	15	0	0	15	15	15	15	16	16	16	17	17	17	17	18	18
	11	15	0	0	15	15	15	15	15	15	15	15	15	15	15	15	15
	13	20	0	0	20	20	20	20	21	21	21	22	22	22	22	23	23
	CTD	0	0	17	17	17	17	17	17	17	17	17	17	17	17	17	17
OCB		85	0	23	108	121	122	123	126	127	128	130	132	132	134	136	137
O S B	3	25	0	1	26	28	29	30	30	30	31	31	32	32	33	33	34
	5	15	0	2	17	17	18	18	18	19	19	19	19	20	20	20	20
	12	25	0	0	25	28	28	29	30	30	31	31	32	32	33	33	34
	STD	0	0	16	16	16	16	16	16	16	16	16	16	16	16	16	16
OSB		65	0	19	84	89	91	93	94	95	97	97	99	100	102	102	104
O W B	6	25	5	1	31	30	31	31	30	32	32	32	33	33	34	34	35
	7	25	5	0	30	30	30	31	31	32	32	33	33	34	34	35	35
	8	20	3	1	24	24	24	24	24	24	24	24	24	24	24	24	24
	14	20	3	3	26	26	27	27	28	28	28	29	29	29	29	30	30
OWB		90	16	5	111	111	112	113	114	116	116	118	119	120	121	123	124
O V B	9	20	4	8	32	32	32	32	32	32	32	33	33	33	33	33	34
	10	20	3	0	23	23	23	23	24	24	24	24	25	25	26	26	
	15	15	3	1	19	20	20	21	21	21	22	22	23	23	23	23	
	16	15	3	0	18	19	20	20	20	20	21	21	22	22	22	22	
	17	15	2	0	17	17	17	17	17	17	17	17	17	17	17	17	
	OVB-TE	0	0	4	4	4	4	4	4	4	4	4	4	4	4	4	
OVB		85	15	13	113	115	116	117	117	118	120	121	121	124	124	125	126
OHB		0	0	31	31	31	31	31	31	31	31	31	31	31	31	31	
TOTAL	O.O.	325	31	91	447	467	472	477	482	487	492	497	502	507	512	517	522

NOTE: Sub-total Column depicts only the minimum and fixed post positions authorized. At time of these calculations, there were 44 pool Sergeants I - therefore, the "45" column (-1), depicts current distribution of pool sergeants PLUS the Sub-total figure; OR the total recommended number.

OPERATIONS DIVISION

Addendum 6 (page 1)

DAY OF WEEK  
MONDAY

LAPD 15.26.0 (9-44)

TEAM #1  
DAILY WORK SHEET  
24-HOUR DEPLOYMENT

DATE  
MAY 13, 1974

DIVISION COMMANDER		DIVISION	WATCH COMMANDER		WATCH	
JONES, E. W. CAPT III		VALLEY	JACKSON, E. F. SGT. II			
ASSIGNMENT	SHOP NUMBER	NAME(S)	TIME OFF	SUPER. INIT.	STATION DETAIL SPECIAL DETAIL	D/O - SICK - I.O.D. VACATION, ETC.
OPER. DIV. C.O.		JOHNSON, W.T. CAPT. I				DAY OFF SGT. I JOHNSON (DAY)
		A.M. - 2315				P-III CHARLES (AM)
18L120		SCHUBERT, E.W. SGT. I				P-III BORRES (DAY)
18A1		PETERS, K. P-III				P-III FROST (PM)
		WARREN, L. P-I				P-II DAVID (PM)
						P-II VANOVER (AM)
						P-II WEBB (DAY)
						P-II MCPHEETERS (DAY)
						P-II JAMESON (PM)
		DAY				I.O.D. P-II BULK (PM)
		0715				VACATION P-II WOODS (DAY)
18L110		SMITH, R. LT. I TEAM LDR.				P-II STACK (PM)
18L130		JACKSON, Z. SGT. I				SICK P-II DIXON (DAY)
18A1		REINHOLD, B. P-III+I				LOAN P-III HANSOHN (DAY)
		HILL, R. P-II				
18X3		FOX, P. P-II				
		TOMLIN, F. P-II				
18Z3		BLACK, D. P-II				
		DUNHILL, E. P-I				
18W111		WINDERWOOL, S. I-III ATL				
18W112		MARSHALL, W. I-II				
18W113		WILLIAMSON, W. I-I				
		PM				
		1515				
18L120		ROBINSON, I. SGT. I				
18L140		BROOK, P. SGT. I				
18A1		MACDONALDSON, F. P-III				
		FREDRICKS, P. P-I				
18X3		LUCAS, C. P-II				
		SIMMONS, I. P-II				

**HEADQUARTERS TEAM  
DAILY WORK SHEET**

Addendum 6 (page 2)

DAY OF WEEK		LADO 15.26.0 (9-69)		DATE		
MONDAY				MAY 13, 1974		
DIVISION COMMANDER		DIVISION		WATCH COMMANDER		
JONES, E. W. CAPT. III		VALLEY		JACKSON, E. F. SGT. II		
ASSIGN- MENT	SHOP NUMBER	NAME(S)	TIME OFF	SUPER. INIT.	STATION DETAIL SPECIAL DETAIL	O/O - SICK - I.O.D. VACATION, ETC.
C. O.	HQ. DIV	WILLIAM, C.G. CAPT. I				<u>DAY OFF</u>
		AM 2315				SGT. II SIMMON (PM)
		W/C ROBINSON SGT. II			ADO-WILLIAMS, F. LT. I	SGT. I REMBERS (AM)
DESK		TOMLIN, R. P-III				P-III ALVIN (DAY)
		BLACK, W. P-II				P-II CAVENAUGH (DA)
JAIL		CARLSON, W. P-II				P-II LONGREN (AM)
		STILES, V. P-II				P-II BODAK (PM)
RECORDS		MALLOY, R. SCT				STA. OFCR. ZENDO (DAY)
		CORNWALL, N. CT				<u>IOD</u>
STA. SEC.		MORSE, D. P-II				P-III HURT (DAY)
		PORTLY, P. STA OFCR				<u>VACATION</u>
MAINTENANCE		WILLIAMS, W. ORD				SGT. JONES (PM)
		WHATH, P. ORD				P-III JONES (DAY)
		DAY 0715				P-III OVERSTREET (AM)
						SCT WHIPSON (AM)
TEAM LEADER		HERBERT, I.M. LT-I (W/C)				<u>SICK</u>
DESK		WILSON, D. P-III				SGT. DOVER (DAY)
		IVERSON, E. P-II				<u>LOAN</u>
		JACOBS, F. I-II				P-III NORMAN
JAIL		MAVEY, G. P-II				
		GENSON, C. P-II				
		SMITH, T. STA OFCR				
		WILSON, T. STA OFCR				
RECORDS		HELDUN, H. PRIN				
		MATTHEWS, E. SCT				

DAY OF WEEK		LAPD 15.26.0 (9-49)		DAILY WORK SHEET		DATE	
VISION COMMANDER			DIVISION		WATCH COMMANDER		WATCH
ASSIGNMENT	SHOP NUMBER	NAME(S)	TIME OFF	SUPER. INIT.	STATION DETAIL SPECIAL DETAIL	D/O - SICK - I.O.D. VACATION, ETC.	
		DAY					
		0800					
		CONTINUED					
RECORDS		MAGEE, M. CT					
		SWIVEL, T. CT					
STA SEC		HARULDS, P. P-II					
		CHAVES, C. STA OFCR					
MAINTENANCE		MCQUILL, R. ORD					
		HENDRICKS, T. ORD					
		HIENSON, Q. ORD					
PROPERTY		JONES, Q. STA OFCR					
		BLUE, M. STA OFCR					
GARAGE		ZIBLO, Q.					
		CORLIN, F.					
		PM 1515					
		W/C WINDELL SGT. II			ADO-SEITZ, M. LT. I		
DESK		CHARLES, C.Q. P-III					
		ONOS, R. B. P-II					
		EVER, W. P-II					
JAIL		MENA, D. P-III					
		DALE, C.R. P-II					
		ABEL, I.B. P-II					
RECORDS		BURKE, W. CT					
		DAVIS, R. SCT					



# DEPLOYMENT TELETYPE FORMAT (PROPOSED)

Addendum 7

LADD FORM 19.26.1 (9-74)

DATE	AREA	WATCH	CITY OPER	STATION SGT			
TIME	LT	SGT	CAR/BEAT PLAN	ADDL UNITS	A.I.		T.E.
TEAM 1							
TEAM 2							
TEAM 3							
TEAM 4							
TEAM 5 <small>SPANISH SPEAK. UNITS ETC</small>							
<b>TOTAL UNITS DEPLOYED INC. PRECEDING R/C</b>	LT	SGT	A-L-FB	X-XL-OTHER	T	TL	M

### SCHEDULED CHANGE IN LINE-UP

TIME	LT	SGT	CAR/BEAT PLAN	ADDL UNITS	A.I.		T.E.
TEAM 1							
TEAM 2							
TEAM 3							
TEAM 4							
TEAM 5 <small>SPANISH SPEAK. UNITS ETC</small>							
PLUS							
MINUS							
<b>TOTAL UNITS DEPLOYED</b>	LT	SGT	A-L-FB	X-XL-OTHER	T	TL	M

### SCHEDULED CHANGE IN LINE-UP

TIME	LT	SGT	CAR/BEAT PLAN	ADDL UNITS	A.I.		T.E.
TEAM 1							
TEAM 2							
TEAM 3							
TEAM 4							
TEAM 5 <small>SPANISH SPEAK. UNITS ETC</small>							
PLUS							
MINUS							
<b>TOTAL UNITS DEPLOYED</b>	LT	SGT	A-L-FB	X-XL-OTHER	T	TL	M

PROPOSED TRAINING CURRICULUM

I. Orientation session.

A. The area training cadre should present a detailed team policing orientation to team leaders, supervisors, and senior investigators, highlighting the following information:

1. A definition of the team policing concept and general information regarding the revised area organization.

2. An explanation of new duties, procedures and other changes affecting area operations. Emphasis should be given to the need for increasing coordination, communication, and control among teams, sections and units of an area.

3. An overview of what will be expected of all personnel participating in team operations. Team leaders assigned to areas which have already implemented team policing should present the introduction to team leaders and supervisors during the orientation session.

NOTE: The "Introduction to Team Policing" CCTV tape (approximately 15 minutes) being prepared by Field Training Unit, Training Division, should be of assistance.

B. Orientation for non-supervisory team officers and investigators should be presented by team leaders, senior investigators, and supervisors. Technical assistance may be provided by the area training cadre. Material to be presented should be a synopsis of information presented at the team leaders and supervisors' orientation.

II. Team leader and supervisor training session.

A training seminar for team leaders, supervisors and senior investigators should be presented by the area command staff and area training cadre. The following material is suggested for discussion:

- A. Team leaders of geographic areas already involved in team policing, should be invited to discuss the role of the team leader and supervisors. In addition, they should be encouraged to discuss problems which may be encountered, and their potential solutions. This form of discussion will serve to provide team leaders and supervisors with an understanding of their respective duties and functions within the team policing organization.
- B. Supervisor's role in team policing. Supervisors should have a thorough understanding of organizational changes resulting from team policing implementation, the supervisors' role in the team, and the functions and duties of individual non-supervisory team members.

- C. The area training cadre should provide supervisory personnel with an overview of investigative procedures, emphasizing juvenile, narcotics, and related booking procedures.
  
- D. Supervisors should have a working knowledge of Management By Objectives (MBO) and Management By Participation (MBP) techniques. Accordingly, supervisors will be prepared to conduct team building exercises and motivate personnel assigned to their teams.
  - 1. MBO. The discussion should focus on how to establish realistic and measurable objectives, and how those objectives may be achieved. Examples of how MBO works should stimulate discussion in a seminar environment, and better acquaint supervisors with the concept.
  
  - 2. MBP. Team policing lends itself to a participative management system. MBP should be used in a team policing situation to develop new tactics, or in finding solutions to special problems. It is not recommended as a routine field management tool, but should be reserved only for select situations.

- E. The establishment of a system of cross-training among team personnel. Cross-training results when specialists, such as accident investigation personnel, traffic enforcement personnel, burglary investigators, etc., exchange the knowledge of their specialty. This type of training was of noticeable benefit in the TEAM 28 experiment.

### III. Team training.

Training for team members will be presented by the team leaders and supervisors with assistance from the area training cadre. Each team should be trained individually to enhance team building and integrity.

- A. The training sessions should be structured to facilitate participation by all team personnel. A seminar structured training program will give personnel an opportunity to participate in an MBO and MBP experience, thus, preparing them for similar activities within a team.
- B. Every team member should have a thorough understanding of the functions and duties of other team members. The significance of investigative personnel assigned to district teams should be stressed.
- C. Officers should be trained to effectively interact with the community, with emphasis placed upon public speaking and organizing police/neighborhood meetings.

- D. A familiarity with the types of community support groups, service organizations, and neighborhood involvement groups, will assist officers in more effectively resolving community problems. The methods of mobilizing and utilizing community support to achieve team goals should be provided.
- E. If considered desirable by the area commanding officer, latent fingerprint training may be presented. This training served as both an investigative and a community relations tool in the TEAM 28 experiment.

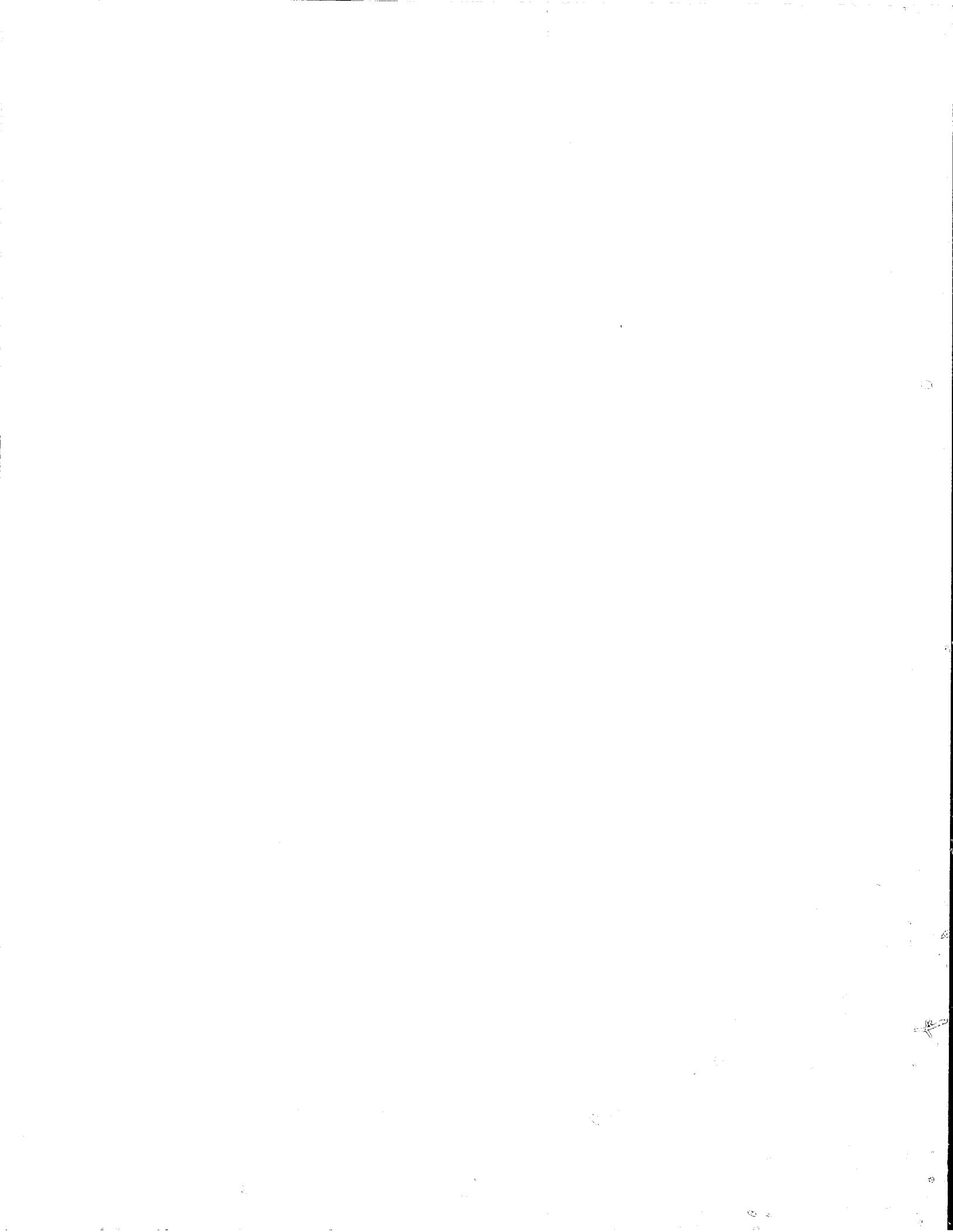
IV. Follow-up training.

- A. Curriculum guidelines for follow-up training cannot be specified at this time. Evaluations conducted after implementation will give the area staff a better understanding of individual teams' strengths and weaknesses. Additional training needs may then be constructed and designed to alleviate these weaknesses.
- B. Cross-training, as a form of in-service training, should be encouraged.
- C. Subsequent team and area-wide training days provide opportunities for correcting deficiencies and furthering team morale.

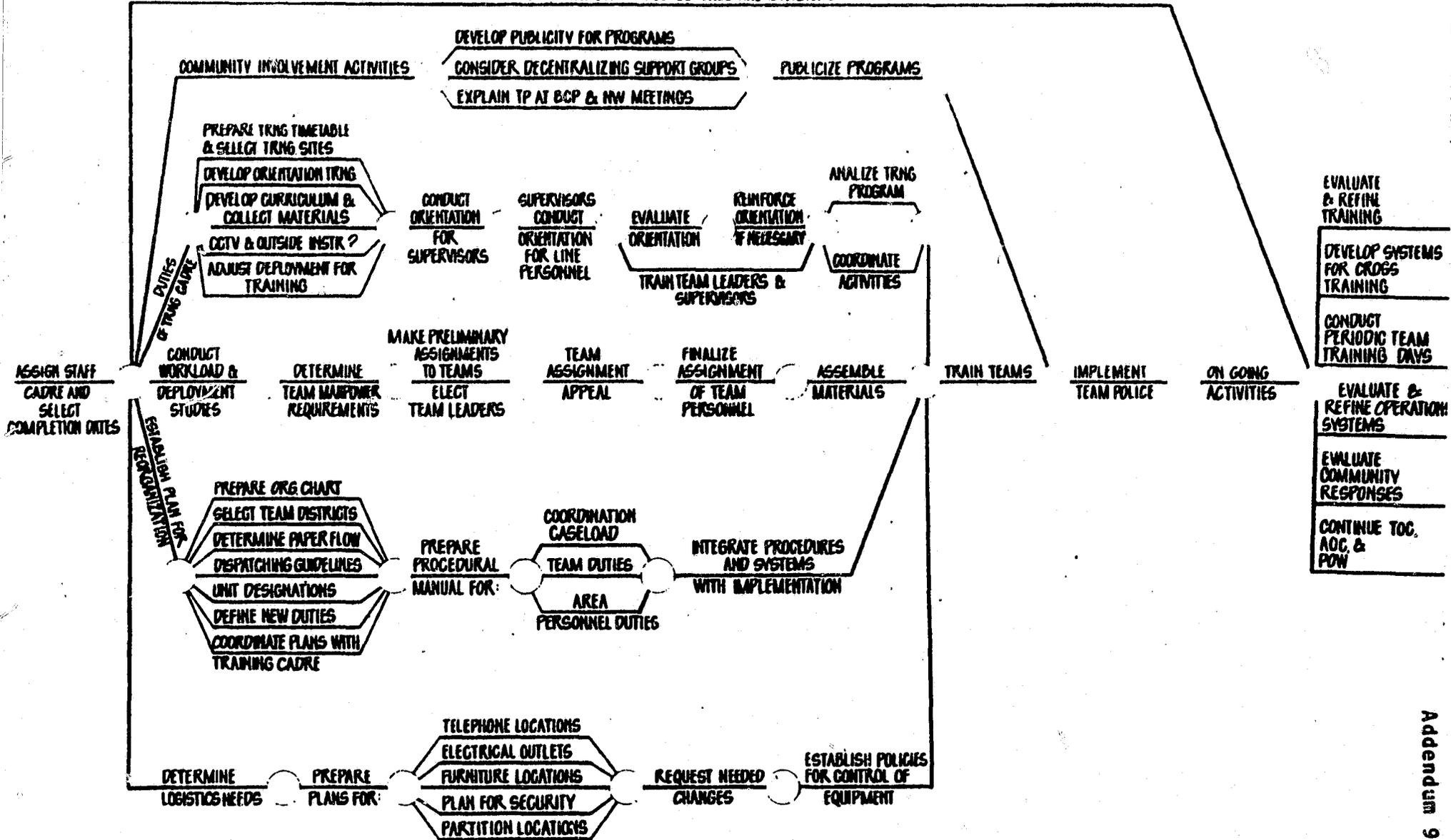
V. Preparation of training packages.

The area training cadre should develop training packages, consisting of:

- A. Handout material, consisting of job descriptions for every assignment within the team, information regarding community support and involvement groups, outlines to assist in preparing for and conducting neighborhood meetings, and other essential materials.
- B. Roll call training outlines to assist team leaders and supervisors in presenting team training.



MAINTAIN LIAISON WITH CONCERNED BUREAUS AND DIVISIONS



August 7, 1974

**TO:** Commander S. E. Mills  
Assistant to the Director, Office of Operations

**FROM:** Commander J. B. Demarest  
Acting Commanding Officer, Operations-Central Bureau

**SUBJECT:** DISTRICT TEAM INFORMATION

The revised recommended lieutenant deployment proposed by the Office of Operations has been reviewed and is acceptable. The additional information is submitted in response to your request.

CENTRAL AREA

- 3 - District Teams
- 1 - Headquarters Team

<u>Team 1-1</u>	<u>Basic Cars</u>	<u>Reporting Districts</u>		
	1A11	102	118	131
	1A39	105	122	132
		106	124	133
		107	125	136
		111	127	138
		112	128	139
		114	129	143
<u>Team 1-2</u>	<u>Basic Cars</u>	<u>Reporting Districts</u>		
	1A47	144	154	164
		145	155	165
		146	156	166
		147	157	176
		148	159	177
<u>Team 1-3</u>	<u>Basic Cars</u>	<u>Reporting Districts</u>		
	1A93	141	174	192
	1A95	152	181	194
		153	182	195
		171	184	
		172	185	

Commander S. E. Mills

- 2 -

August 7, 1974

RAMPART AREA

4 - District Teams  
1 - Headquarters Team

<u>Team 2-1</u>	<u>Basic Cars</u>	<u>Reporting Districts</u>		
	2A11	211	231	243
	2A51	212	232	251
		213	233	252
		221	241	
		222	242	

<u>Team 2-2</u>	<u>Basic Cars</u>	<u>Reporting Districts</u>		
	2A1	201	207	219
	2A3	202	209	225
		203	215	226
		204	216	228
		205	217	229
		206	218	

<u>Team 2-3</u>	<u>Basic Cars</u>	<u>Reporting Districts</u>		
	2A25	224	236	246
	2A37	227	237	247
	2A45	234	244	248
		235	245	256

<u>Team 2-4</u>	<u>Basic Cars</u>	<u>Reporting Districts</u>		
	2A79	259	276	289
	2A91	266	279	291
		269	281	292
		271	282	293
		272	286	

HOLLENBECK AREA

3 - District Teams

<u>Team 4-1</u>	<u>Basic Car</u>	<u>Reporting Districts</u>	
	4A5	401	409
		402	411
		403	412
		404	413
		405	421

Commander S. E. Mills

- 3 -

August 7, 1974

<u>Team 4-2</u>	<u>Basic Cars</u>	<u>Reporting Districts</u>		
	4A25	423	432	443
	4A51	425	433	445
		427	435	451
		429	442	462
		431		

<u>Team 4-3</u>	<u>Basic Cars</u>	<u>Reporting Districts</u>		
	4A47	437	448	463
	4A63	438	449	465
		439	457	467
		446	458	469
		447	459	471

NORTHEAST AREA

3 - District Teams

<u>Team 11-1</u>	<u>Basic Cars</u>	<u>Reporting Districts</u>		
	11A31	1121	1134	1145
	11A45	1131	1136	1161
		1132	1142	
		1133	1144	

<u>Team 11-2</u>	<u>Basic Cars</u>	<u>Reporting Districts</u>		
	11A19	1105	1119	1129
	11A65	1109	1125	1137
		1113	1126	1138
		1115	1127	1139
		1117	1128	1146
				1147

<u>Team 11-3</u>	<u>Basic Car</u>	<u>Reporting Districts</u>		
	11A89	1149	1166	1188
		1162	1168	1189
		1163	1169	1198
		1164	1178	1199
		1165	1179	

Commander S. E. Mills

- 4 -

August 7, 1974

NEWTON AREA

4 - District Teams  
1 - Headquarters Team

<u>Team 13-1</u>	<u>Basic Cars</u>	<u>Reporting Districts</u>	
------------------	-------------------	----------------------------	--

	13A11	1301	1322
	13A41	1307	1323
		1311	1331
		1321	1333

<u>Team 13-2</u>	<u>Basic Cars</u>	<u>Reporting Districts</u>	
------------------	-------------------	----------------------------	--

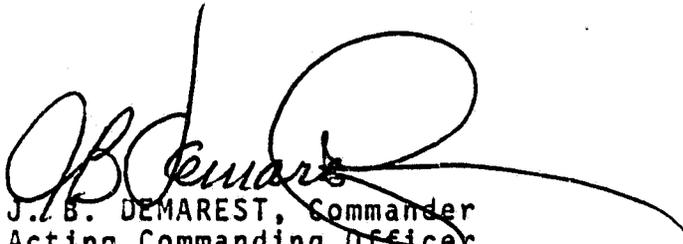
	13A9	1309	1347
	13A75	1317	1365
		1325	1367
		1327	1375
		1345	1377

<u>Team 13-3</u>	<u>Basic Cars</u>	<u>Reporting Districts</u>	
------------------	-------------------	----------------------------	--

	13A43	1342	1362
	13A61	1343	1363
		1352	1371
		1353	1373
		1361	

<u>Team 13-4</u>	<u>Basic Car</u>	<u>Reporting Districts</u>	
------------------	------------------	----------------------------	--

	13A93	1381	1391
		1383	1393
		1385	1395

  
 J. B. DEMAREST, Commander  
 Acting Commanding Officer  
 Operations-Central Bureau

Reporting District Map  
**Central Division**  
 ★ 150 N. LOS ANGELES ST.      JANUARY 1973

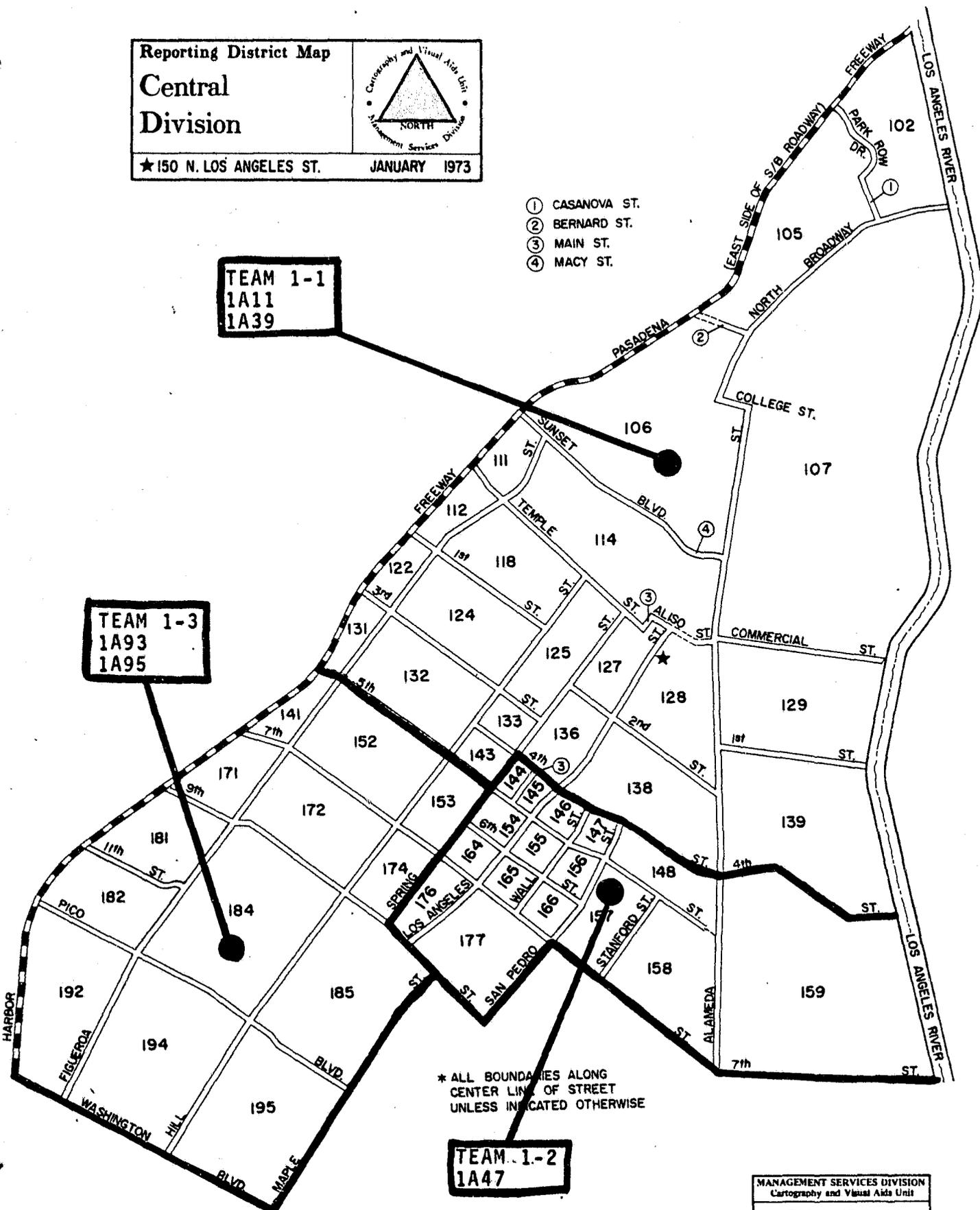
- ① CASANOVA ST.
- ② BERNARD ST.
- ③ MAIN ST.
- ④ MACY ST.

**TEAM 1-1**  
 1A11  
 1A39

**TEAM 1-3**  
 1A93  
 1A95

**TEAM 1-2**  
 1A47

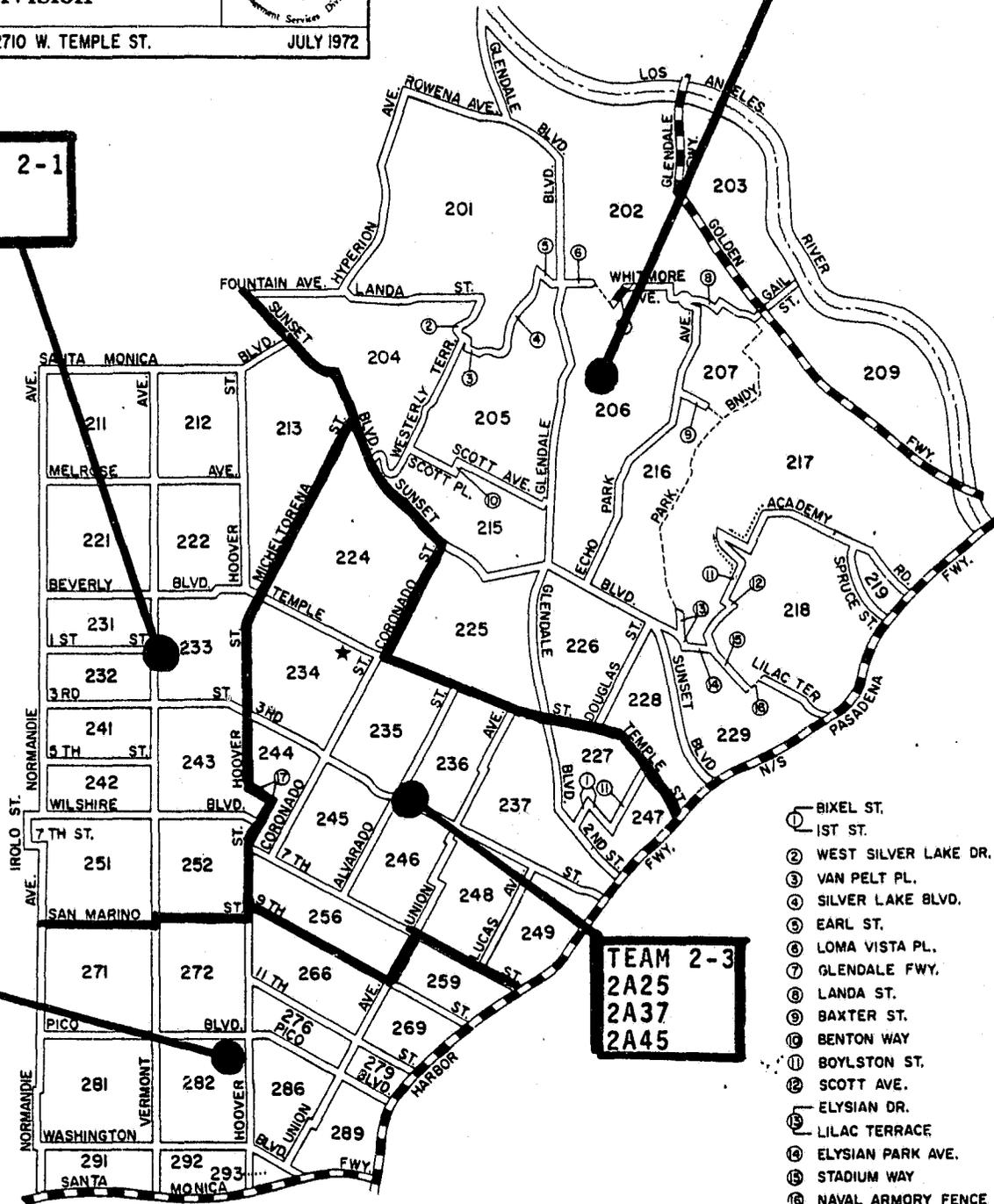
\* ALL BOUNDARIES ALONG  
 CENTER LINE OF STREET  
 UNLESS INDICATED OTHERWISE



Reporting District Map  
**Rampart Division**  
 ★ 2710 W. TEMPLE ST. JULY 1972

**TEAM 2-1**  
 2A11  
 2A51

**TEAM 2-2**  
 2A1  
 2A3



**TEAM 2-4**  
 2A79  
 2A91

**TEAM 2-3**  
 2A25  
 2A37  
 2A45

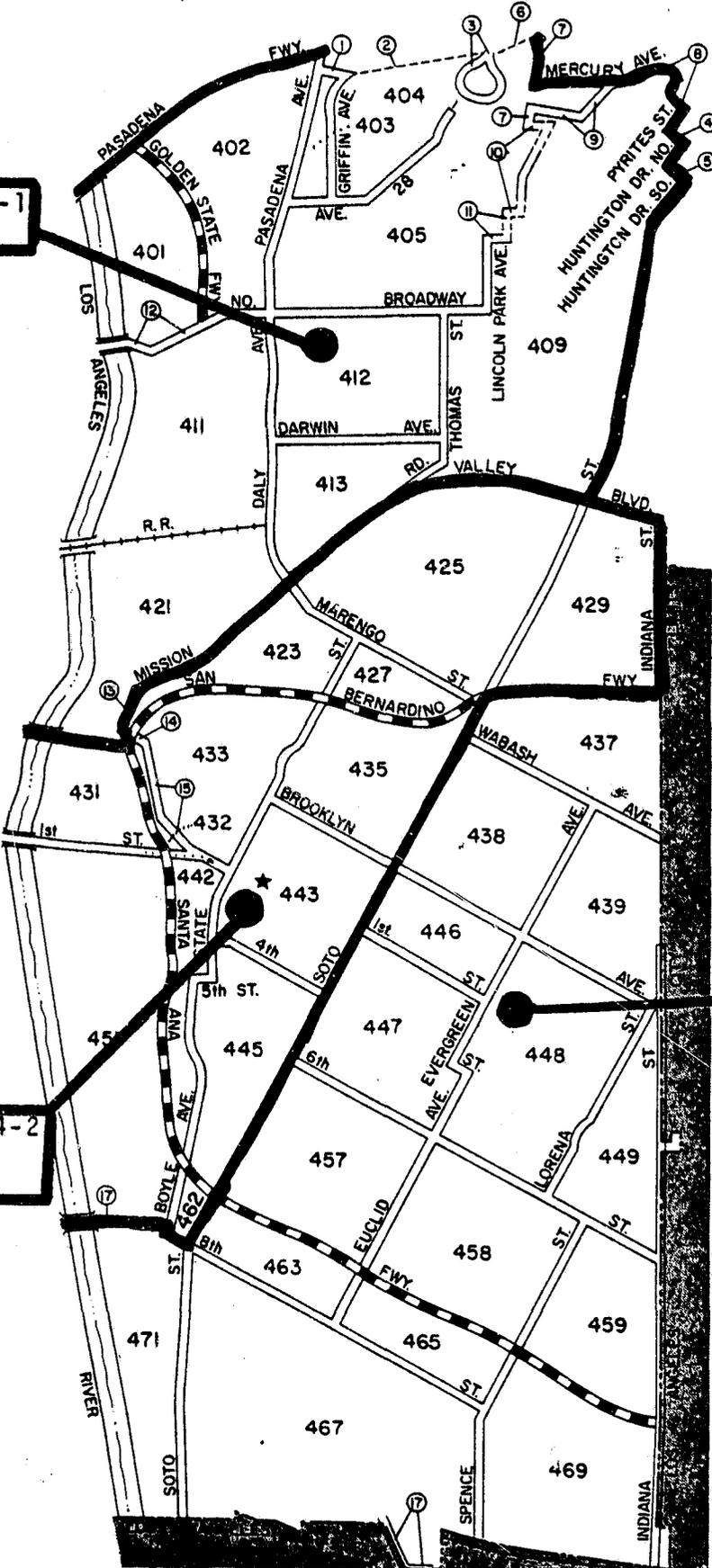
- ① BIXEL ST.
- ② 1ST ST.
- ③ WEST SILVER LAKE DR.
- ④ VAN PELT PL.
- ⑤ SILVER LAKE BLVD.
- ⑥ EARL ST.
- ⑦ LOMA VISTA PL.
- ⑧ GLENDALE FWY.
- ⑨ LANDA ST.
- ⑩ BAXTER ST.
- ⑪ BENTON WAY
- ⑫ BOYLSTON ST.
- ⑬ SCOTT AVE.
- ⑭ ELYSIAN DR.
- ⑮ LILAC TERRACE
- ⑯ ELYSIAN PARK AVE.
- ⑰ STADIUM WAY
- ⑱ NAVAL ARMORY FENCE
- ⑲ 6th ST.
- ⑳ LAFAYETTE PARK PL.

\* ALL BOUNDARIES ALONG CENTER LINE OF STREET UNLESS INDICATED OTHERWISE

TEAM 4-1  
4A5

TEAM 4-3  
4A47  
4A63

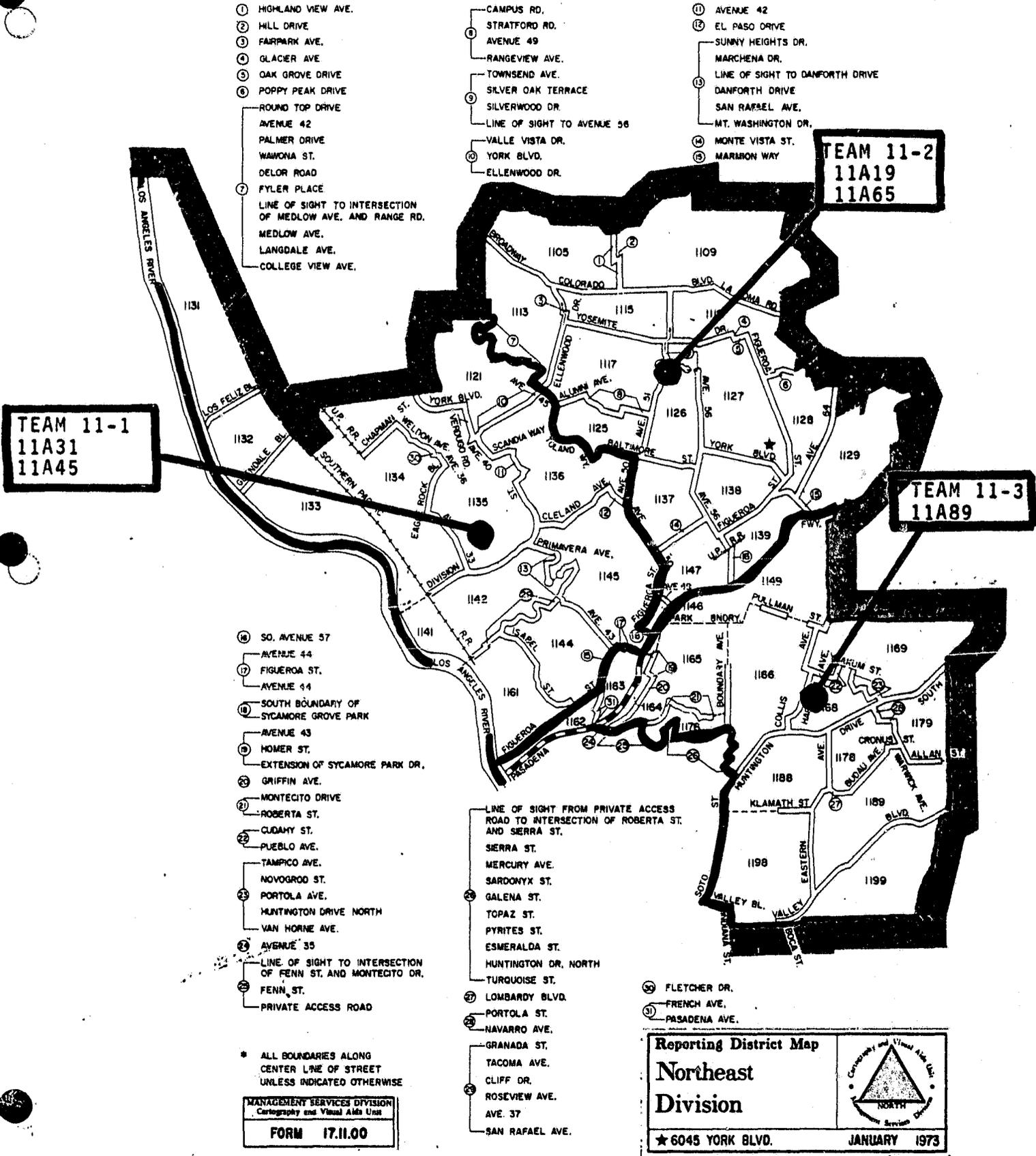
TEAM 4-2  
4A25  
4A51



- ① AVE. 35
- ② LINE OF SIGHT TO INTERSECTION OF FENN ST. AND MONTECITO DR.
- ③ FENN ST. AND PRIVATE ACCESS ROAD
- ④ ESMERALDA ST.
- ⑤ TURQUOISE ST.
- ⑥ LINE OF SIGHT TO INTERSECTION OF ROBERTA ST. & SIERRA ST.
- ⑦ SIERRA ST.
- ⑧ SARDONYX ST.
- ⑨ GALENA ST.
- ⑩ TOPAZ ST.
- ⑪ REYNOLDS AVE.
- ⑫ ROLLE ST.
- ⑬ GILLIG ST.
- ⑭ EVA TERRACE
- ⑮ POMONA ST.
- ⑯ SIERRA ST.
- ⑰ EMMA AVE.
- ⑱ NO. BROADWAY
- ⑲ GALLARDO ST.
- ⑳ MACY ST.
- ㉑ PLEASANT AVE.
- ㉒ GRANDE VISTA AVE.
- ㉓ HOLABIRD AVE.
- ㉔ SANTA MONICA FWY.

Reporting District Map	
<b>Hollenbeck Division</b>	
★ 2111 E. FIRST ST.	JANUARY 1973

\* ALL BOUNDARIES ALONG CENTER LINE OF STREET UNLESS INDICATED OTHERWISE



- ① HIGHLAND VIEW AVE.
- ② HILL DRIVE
- ③ FAIRPARK AVE.
- ④ GLACIER AVE
- ⑤ OAK GROVE DRIVE
- ⑥ POPPY PEAK DRIVE
- ROUND TOP DRIVE
- AVENUE 42
- PALMER DRIVE
- WAWONA ST.
- DELOR ROAD
- ⑦ FYLER PLACE
- LINE OF SIGHT TO INTERSECTION OF MEDLOW AVE. AND RANGE RD.
- MEDLOW AVE.
- LANGDALE AVE.
- COLLEGE VIEW AVE.

- CAMPUS RD.
- STRATFORD RD.
- ⑧ AVENUE 49
- RANGEVIEW AVE.
- TOWNSEND AVE.
- SILVER OAK TERRACE
- SILVERWOOD DR.
- ⑨ LINE OF SIGHT TO AVENUE 56
- VALLE VISTA DR.
- ⑩ YORK BLVD.
- ELLENWOOD DR.

- ⑪ AVENUE 42
- ⑫ EL PASO DRIVE
- SUNNY HEIGHTS DR.
- MARCHENA DR.
- ⑬ LINE OF SIGHT TO DANFORTH DRIVE
- DANFORTH DRIVE
- SAN RAFAEL AVE.
- MT. WASHINGTON DR.
- ⑭ MONTE VISTA ST.
- ⑮ MARLBORW WAY

**TEAM 11-1**  
11A31  
11A45

**TEAM 11-2**  
11A19  
11A65

**TEAM 11-3**  
11A89

- ⑯ SO. AVENUE 57
- ⑰ AVENUE 44
- FIGUEROA ST.
- AVENUE 44
- ⑱ SOUTH BOUNDARY OF SYCAMORE GROVE PARK
- AVENUE 43
- ⑲ HOMER ST.
- EXTENSION OF SYCAMORE PARK DR.
- ⑳ GRIFFIN AVE.
- ⑳ MONTECITO DRIVE
- ROBERTA ST.
- ㉑ CLADAY ST.
- ㉑ PUEBLO AVE.
- TAMPICO AVE.
- NOVOGROD ST.
- ㉒ PORTOLA AVE.
- HUNTINGTON DRIVE NORTH
- VAN HORNE AVE.
- ㉓ AVENUE 35
- LINE OF SIGHT TO INTERSECTION OF FENN ST. AND MONTECITO DR.
- FENN ST.
- PRIVATE ACCESS ROAD

- LINE OF SIGHT FROM PRIVATE ACCESS ROAD TO INTERSECTION OF ROBERTA ST. AND SIERRA ST.
- SIERRA ST.
- MERCURY AVE.
- SARDONYX ST.
- GALENA ST.
- TOPAZ ST.
- PYRITES ST.
- ESMERALDA ST.
- HUNTINGTON DR. NORTH
- ⑳ TURQUOISE ST.
- ㉑ LOMBARDY BLVD.
- ㉑ PORTOLA ST.
- ㉑ NAVARRO AVE.
- ㉑ GRANADA ST.
- TACOMA AVE.
- CLIFF DR.
- ROSEVIEW AVE.
- AVE. 37
- SAN RAFAEL AVE.

- ㉒ FLETCHER DR.
- ㉒ FRENCH AVE.
- ㉒ PASADENA AVE.

\* ALL BOUNDARIES ALONG CENTER LINE OF STREET UNLESS INDICATED OTHERWISE

MANAGEMENT SERVICES DIVISION  
Cartography and Visual Aids Unit  
**FORM 17.11.00**

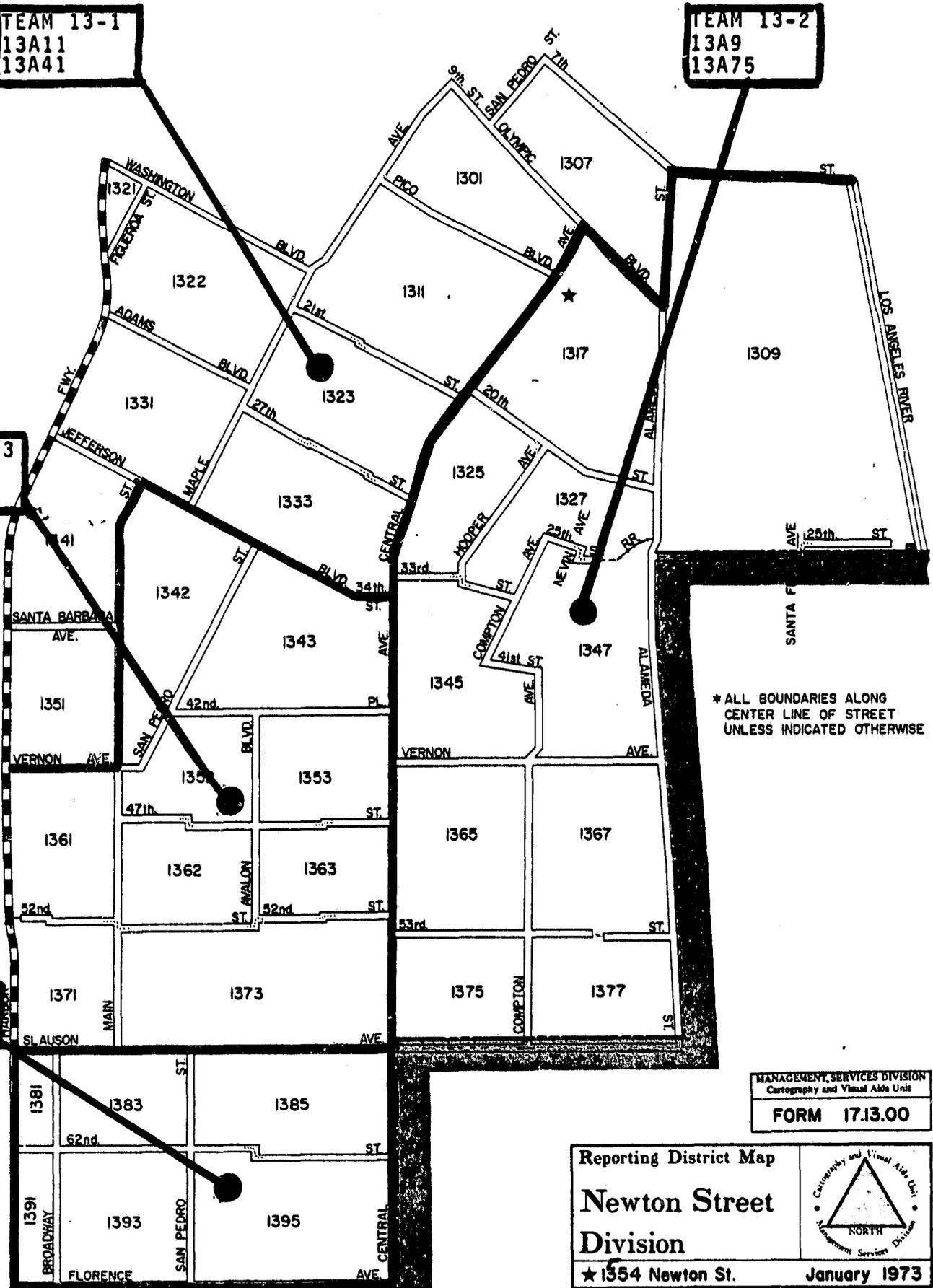
**Reporting District Map**  
**Northeast Division**  
★ 6045 YORK BLVD. JANUARY 1973

TEAM 13-1  
13A11  
13A41

TEAM 13-2  
13A9  
13A75

TEAM 13-3  
13A43  
13A61

TEAM 13-4  
13A93



\* ALL BOUNDARIES ALONG  
CENTER LINE OF STREET  
UNLESS INDICATED OTHERWISE

MANAGEMENT SERVICES DIVISION  
Cartography and Visual Aids Unit  
**FORM 17.13.00**

Reporting District Map  
**Newton Street  
Division**



★ 1354 Newton St. **January 1973**

## INTRADEPARTMENTAL CORRESPONDENCE

October 18, 1974  
1.5

TO: Assistant to the Director, Office of Operations

FROM: Commanding Officer, Operations-South Bureau

SUBJECT: PROPOSED AND EXISTING TEAM POLICING

In accordance with the August 2, Office of Operations staff discussion, the following breakdown by area of proposed and existing reporting district structures by Basic Car/Team is forwarded. Included is the incorporation of Total Team Policing in Southwest Area which was accomplished on July 7, 1974.

SOUTHWEST AREA - Total Team Concept

<u>Team</u>	<u>Basic Car</u>	<u>Reporting Districts</u>
3-1	3A1 3A9	301, 302, 303, 304, 312, 314, 315 305, 306, 308, 309, 313, 316, 317, 318, 319
3-2	3A21 3A54	321, 322, 351, 352, 362 323, 324, 353, 354, 361
3-3	3A58 3A65	325, 328, 355, 358, 359 363, 365, 368, 369
3-4	3A71 3A88	371, 373, 381, 383 375, 376, 378, 379, 387, 388, 385
3-5	3A91 3A96 3A99	391, 382, 392, 393, 394, 395 384, 396, 397, 386 389, 398, 399

HARBOR AREA

<u>Team</u>	<u>Basic Car</u>	<u>Reporting Districts</u>
5-1	5A1 5A11	501, 502, 503, 507, 508, 512 511, 513, 514, 516

Assistant to the Director, Office of Operations  
 Page Two  
 1.5

HARBOR AREA - Continued

<u>Team</u>	<u>Basic Car</u>	<u>Reporting Districts</u>
5-2	5A15 5A25	515, 517, 529, 591, 599 521, 523, 525, 527
5-3	5A43 5A87	509, 541, 543, 545, 547, 549 581, 583, 585, 587, 589

77TH AREA

<u>Team</u>	<u>Basic Car</u>	<u>Reporting Districts</u>
12-1	12A23 12A35	1223, 1224, 1233, 1234, 1243, 1253, 1281 1225, 1235
12-2	12A29 12A49	1227, 1229, 1237, 1239 1248, 1249, 1258, 1259
12-3	12A45 12A57	1245, 1247 1255, 1257, 1282
12-4	12A69 12A75	1266, 1267, 1269, 1278, 1279 1275, 1276, 1277, 1286, 1289
12-5	12A97 12A83 12A85	1292, 1297, 1298, 1299 1283, 1293 1284, 1285, 1294, 1295

*Louis L. Sporrer*

LOUIS L. SPORRER, Deputy Chief  
 Commanding Officer  
 Operations-South Bureau

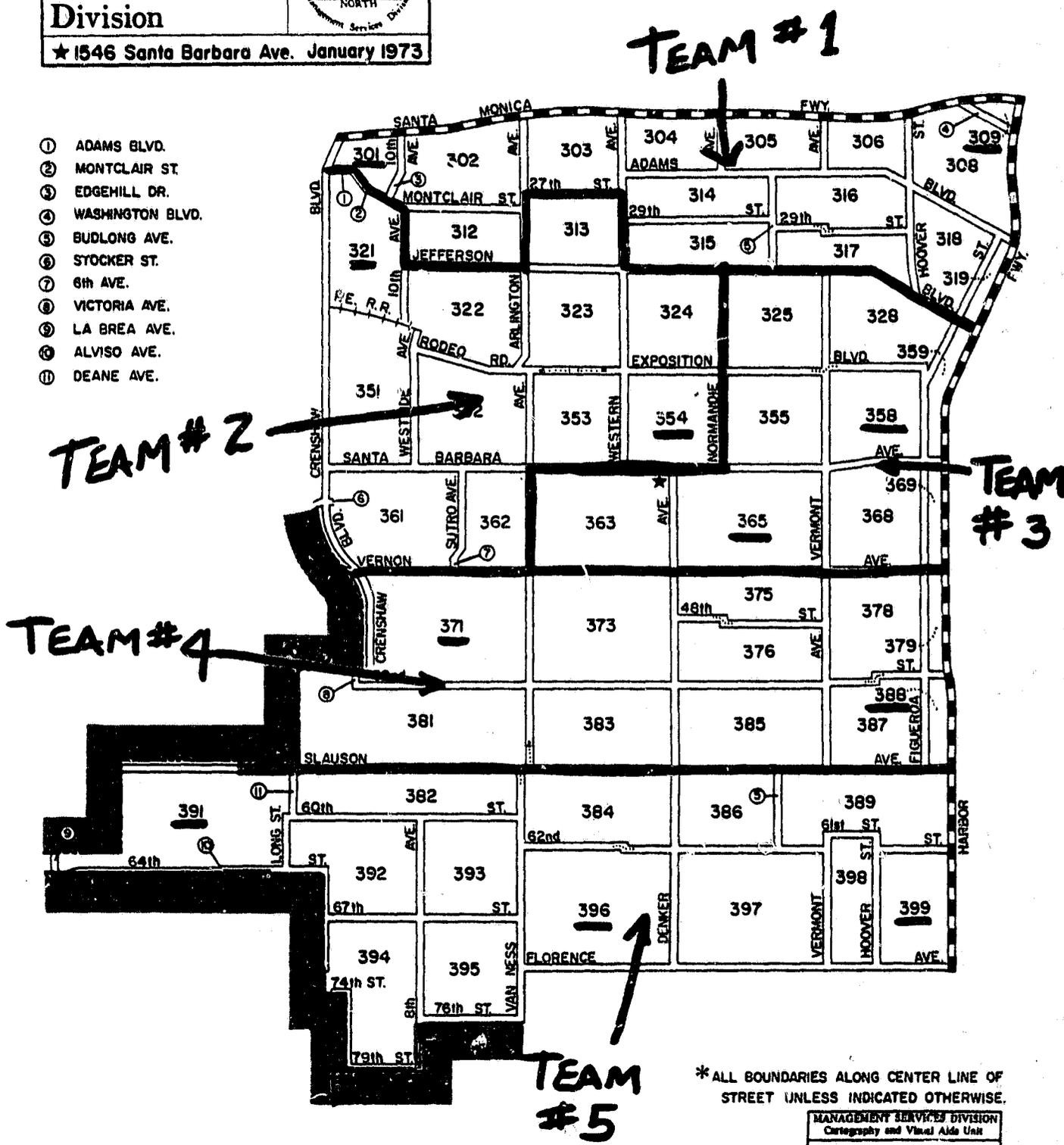
Reporting District Map

**Southwest Division**



★ 1546 Santa Barbara Ave. January 1973

- ① ADAMS BLVD.
- ② MONTCLAIR ST.
- ③ EDGEHILL DR.
- ④ WASHINGTON BLVD.
- ⑤ BUDLONG AVE.
- ⑥ STOCKER ST.
- ⑦ 6th AVE.
- ⑧ VICTORIA AVE.
- ⑨ LA BREA AVE.
- ⑩ ALVISO AVE.
- ⑪ DEANE AVE.



\* ALL BOUNDARIES ALONG CENTER LINE OF STREET UNLESS INDICATED OTHERWISE.

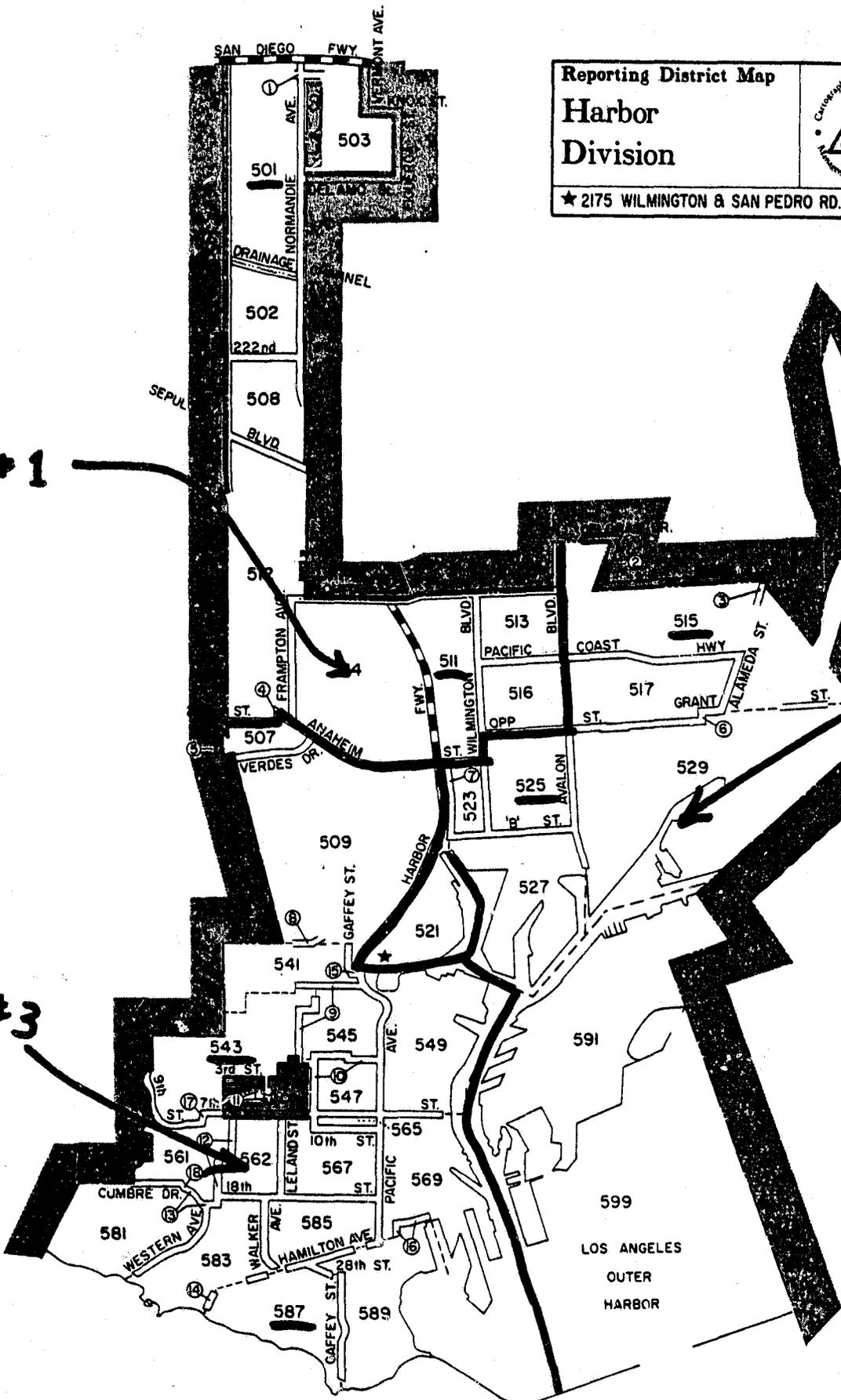
MANAGEMENT SERVICES DIVISION  
 Cartography and Visual Aids Unit  
**FORM 17.03.00**

Reporting District Map	
Harbor Division	
★ 2175 WILMINGTON & SAN PEDRO RD. JAN. 1973	

TEAM # 1

TEAM # 2

TEAM # 3



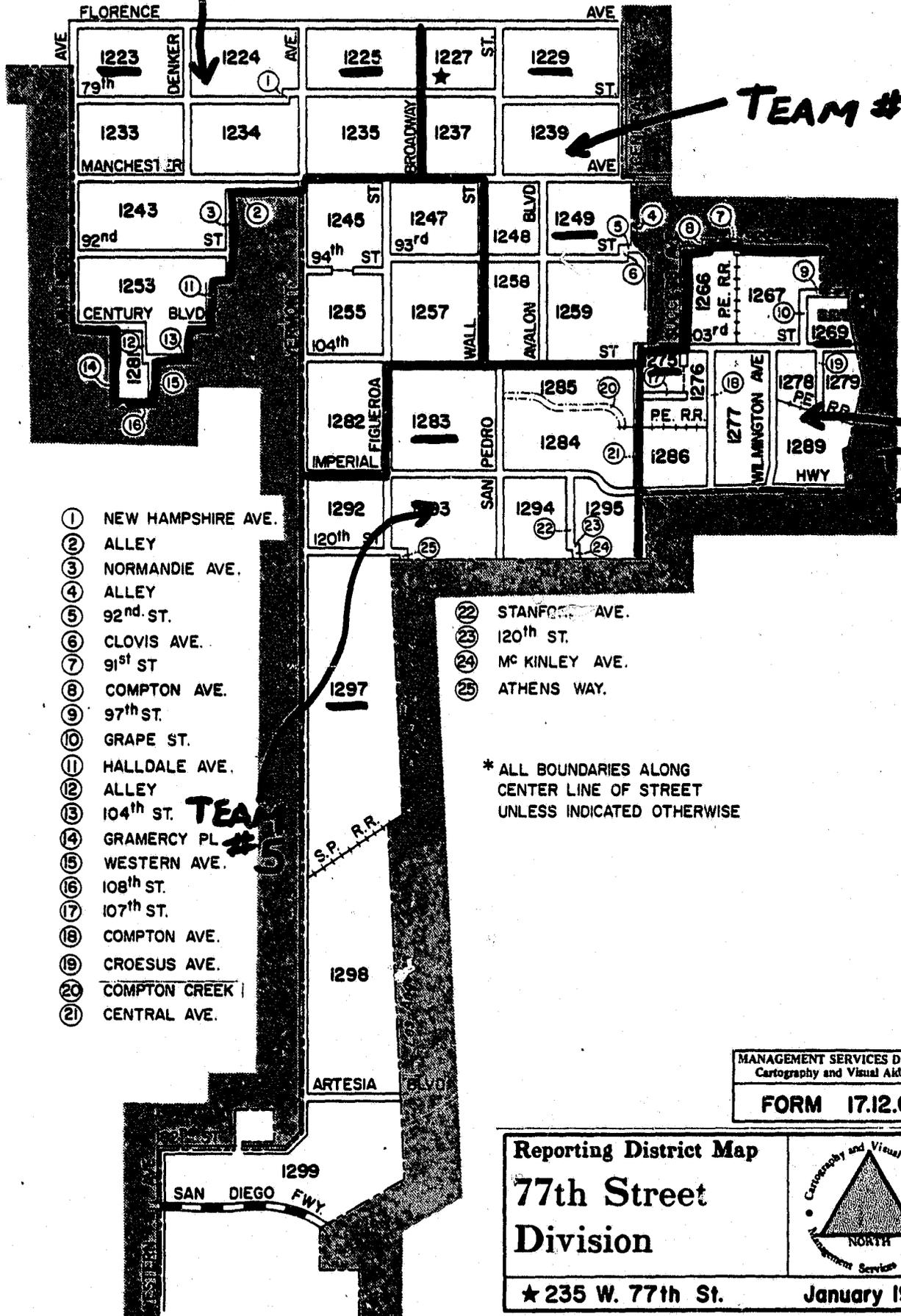
- ① 190th ST.
- ② WILMINGTON AVE.
- ③ ALAMEDA ST.
- ④ BELLE PORTE AVE.
- ⑤ WESTERN AVE.
- ⑥ BLINN AVE.
- ⑦ FIGUEROA ST.
- ⑧ CAPITOL DR.
- ⑨ MIRAFLORES AVE.
- ⑩ MEYLER ST.
- ⑪ UPLAND AVE.
- ⑫ BANDINI ST.
- ⑬ MEYLER ST.
- ⑭ SANTA CRUZ ST.
- ⑮ GAFFEY ST.
- ⑯ SANTA CRUZ ST.
- ⑰ WALKER AVE.
- ⑱ BIG CANYON PL.
- ⑲ AVERILL AVE.
- ⑳ LE GRANDE TERR.
- ㉑ WEYMOUTH AVE.
- ㉒ MORSE DR.
- ㉓ 19th ST.
- ㉔ WEYMOUTH AVE.
- ㉕ BATTERY ST.
- ㉖ MESA ST.
- ㉗ 22nd ST.
- ㉘ DODSON AVE.
- ㉙ MANTIS AVE.

\* ALL BOUNDARIES ALONG CENTER LINE OF STREET UNLESS INDICATED OTHERWISE

TEAM #1

TEAM #2

TEAM #4



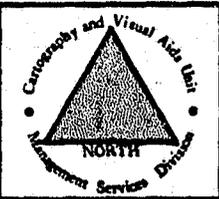
- ① NEW HAMPSHIRE AVE.
- ② ALLEY
- ③ NORMANDIE AVE.
- ④ ALLEY
- ⑤ 92<sup>nd</sup> ST.
- ⑥ CLOVIS AVE.
- ⑦ 91<sup>st</sup> ST
- ⑧ COMPTON AVE.
- ⑨ 97<sup>th</sup> ST.
- ⑩ GRAPE ST.
- ⑪ HALDALE AVE.
- ⑫ ALLEY
- ⑬ 104<sup>th</sup> ST.
- ⑭ GRAMERCY PL
- ⑮ WESTERN AVE.
- ⑯ 108<sup>th</sup> ST.
- ⑰ 107<sup>th</sup> ST.
- ⑱ COMPTON AVE.
- ⑲ CROESUS AVE.
- ⑳ COMPTON CREEK
- ㉑ CENTRAL AVE.

- ㉒ STANFORD AVE.
- ㉓ 120<sup>th</sup> ST.
- ㉔ MC KINLEY AVE.
- ㉕ ATHENS WAY.

\* ALL BOUNDARIES ALONG CENTER LINE OF STREET UNLESS INDICATED OTHERWISE

MANAGEMENT SERVICES DIVISION  
Cartography and Visual Aids Unit  
**FORM 17.12.00**

Reporting District Map  
**77th Street Division**



★ 235 W. 77th St.

January 1973

## INTRADEPARTMENTAL CORRESPONDENCE

August 21, 1974  
1.6

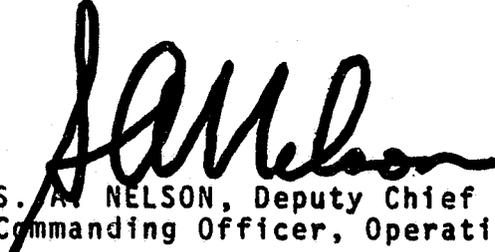
TO: Assistant Chief Daryl F. Gates  
Director, Office of Operations

FROM: Deputy Chief S. A. Nelson  
Commanding Officer, Operations-West Bureau

SUBJECT: DISTRICT TEAM INFORMATION

I have reviewed the proposal to standardize the number of teams in each Area. I agree that Hollywood and Wilshire should each have five teams, and that West L.A. and Venice should each have four teams--plus one LAX team out of Venice. This gives a total of 19 teams for West Bureau and represents a realistic balance between demonstrated needs, geographic demands, and the realities of available personnel. Should future budgets permit it, consideration will be given to expansion of Hollywood and/or Wilshire to six teams, but this is an unlikely eventuality. I would much prefer to work within the proposed team structure as long as the teams do not become unwieldy.

I do not agree with the decision to allot two additional Lieutenants to West Bureau instead of the four proposed by the Team Policing Task Force. We will, however, abide by that decision. I do ask though that I be allowed some flexibility in the assignment of the two Lieutenants inasmuch as it is very doubtful we will get the two additional positions through the budgetary process. The modified proposal reflects the assignments of these additional Lieutenants to Hollywood and Wilshire, but I am not now convinced these two Areas will necessarily be the most advantageous spots for them. For planning purposes it is immaterial which Areas they show assigned to--as long as it is understood that one or both may be shifted as our experience with Team Policing indicates.



S. A. NELSON, Deputy Chief  
Commanding Officer, Operations-West Bureau

## HOLLYWOOD AREA

## 5 District Teams

Team 6-1	Basic Cars	Reporting Districts
	6A1	601 605 621 613 618
	6A19	602 607 611 616 619
		603 609 612 617
Team 6-2	Basic Car	Reporting Districts
	6A39	615 635 656
		631 637 657
		633 639 659
Team 6-3	Basic Cars	Reporting Districts
	6A25	624 628 634
	6A27	625 629
		627 632
Team 6-4	Basic Cars	Reporting Districts
	6A23	622 642 645 648
	6A41	623 643 646 649
		641 644 647 661
Team 6-5	Basic Cars	Reporting Districts
	6A75	671 676 695 655
	6A53	673 691 651
		675 693 653

## WILSHIRE AREA

## 5 District Teams

Team 7-1	Basic Cars	Reporting Districts							
	7A1	701	721	713	732	704	724	734	706
	7A33	702	731	714	742	705	733	725	707
		703	741	723	743	715	754	726	727
Team 7-2	Basic Cars	Reporting Districts							
	7A29	708	729	744	737	748			
	7A47	709	738	735	746	749			
		728	739	736	747				
Team 7-3	Basic Cars	Reporting Districts							
	7A51	751	761	764	755	758	773	776	779
	7A77	752	762	765	756	759	774	777	
		753	763	766	757	772	775	778	
Team 7-4	Basic Car	Reporting Districts							
	7A85	781	784	787	793				
		782	785	788	798				
		783	786	789					
Team 7-5	Basic Cars	Reporting Districts							
	7A91	791	795	799					
	7A99	792	796						
		794	797						

WEST LOS ANGELES AREA

4 District Teams

Team 8-1	Basic Cars 8A3	Reporting Districts					
		801	804	833	836	842	815
		802	831	834	837	813	
		803	832	835	841	814	

Team 8-2	Basic Cars 8A9 8A27	Reporting Districts				
		805	808	825	828	844
		806	809	826	829	845
		807	816	827	843	

Team 8-3	Basic Cars 8A46 8A53	Reporting Districts				
		851	854	862	846	856
		852	855	863	847	872
		853	861	864	849	873

Team 8-4	Basic Cars 8A96 8A68	Reporting Districts			
		865	857	896	898
		866	858	897	868
		867	859	899	869

VENICE AREA

5 District Team

Team 14-1	Basic Cars 14A1 14A5	Reporting Districts 1401 1422 1413 1412 1402 1403 1402 1431 1405 1432			
Team 14-2	Basic Cars 14A21 14A27	Reporting Districts 1407 1419 1404 1408 1417 1424 1406 1442 1409 1411 1414 1415	1426 1427 1443	1418 1428 1429	
Team 14-3	Basic Cars 14A45 14A49	Reporting Districts 1423 1436 1446 1438 1425 1444 1447 1439 1434 1445 1437 1448	1449 1433		
Team 14-4	Basic Cars 14A63 14A67	Reporting Districts 1481 1453 1455 1486 1491 1483 1485 1456 1492 1454 1466 1457	1459 1467 1469	1487 1489 1499	
Team 14-5	Airport	Reporting Districts 1497 1493			

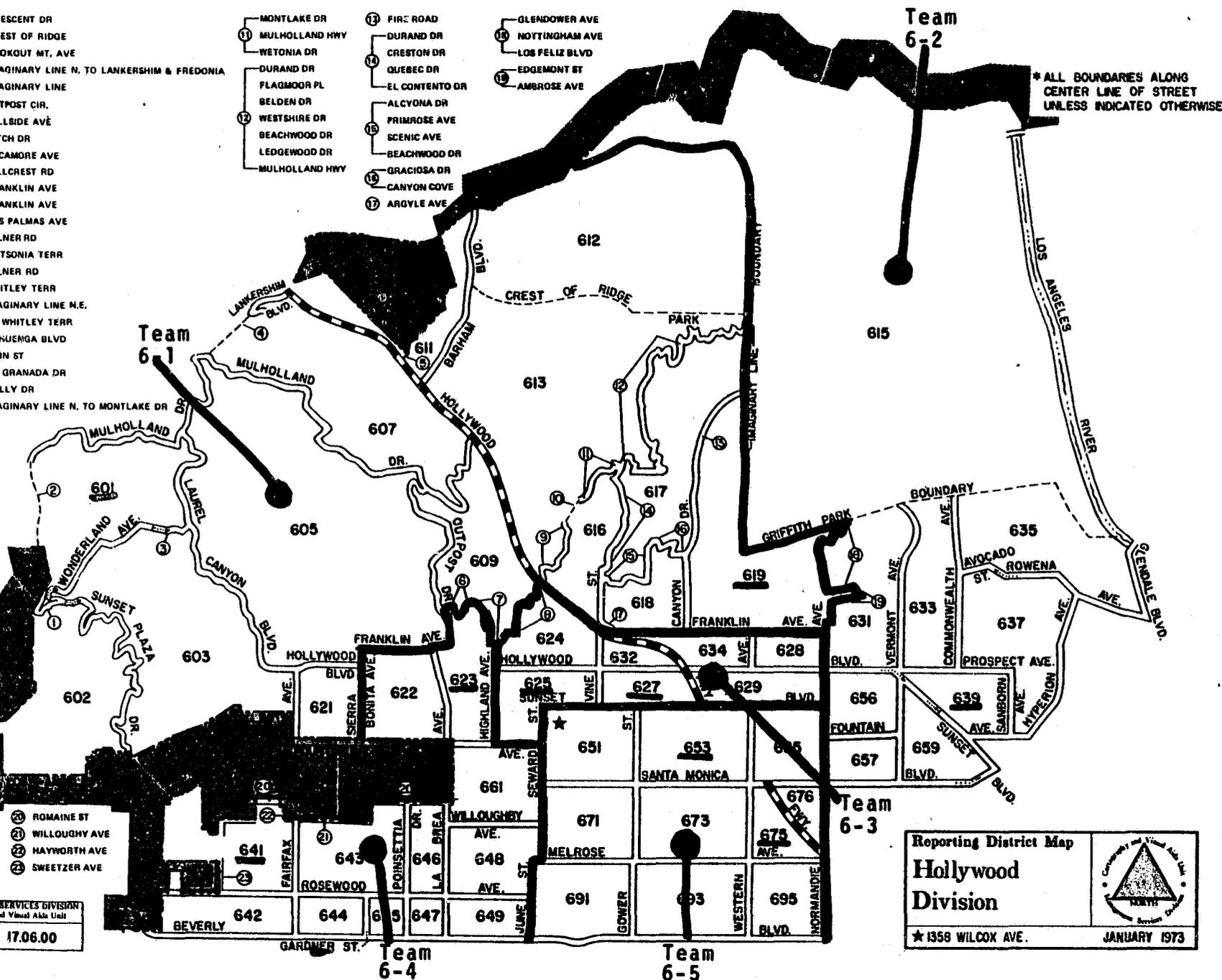


- ① CRESCENT DR
- ② CREST OF RIDGE
- ③ LOOKOUT MT. AVE
- ④ IMAGINARY LINE N. TO LANKERSHIM & FREDONIA
- ⑤ IMAGINARY LINE
- ⑥ OUTPOST CIR.
- ⑦ HILLSIDE AVE
- ⑧ FITCH DR
- ⑨ SYCAMORE AVE
- ⑩ HILLCREST RD
- ⑪ FRANKLIN AVE
- ⑫ FRANKLIN AVE
- ⑬ LAS PALMAS AVE
- ⑭ MILNER RD
- ⑮ WATSONIA TERR
- ⑯ MILNER RD
- ⑰ WHITLEY TERR
- ⑱ IMAGINARY LINE N.E. TO WHITLEY TERR
- ⑲ CANUENGA BLVD
- ⑳ ODIN ST
- ㉑ LA GRANADA DR
- ㉒ HOLLY DR
- ㉓ IMAGINARY LINE N. TO MONTLAKE DR

- ⑪ MONTLAKE DR
- ⑫ MULHOLLAND HWY
- ⑬ WETONIA DR
- ⑭ DURAND DR
- ⑮ FLAGMOOR PL
- ⑯ BELDEN DR
- ⑰ WESTSHIRE DR
- ⑱ BEACHWOOD DR
- ㉒ LEDGEWOOD DR
- ㉓ MULHOLLAND HWY

- ⑬ FIRE ROAD
- ⑭ DURAND DR
- ⑮ CRESTON DR
- ⑯ QUEBEC DR
- ⑰ EL CONTENTO DR
- ⑱ ALCYONA DR
- ㉒ PRIMROSE AVE
- ㉓ SCENIC AVE
- ㉔ BEACHWOOD DR
- ㉕ GRACIOSA DR
- ㉖ CANYON COVE
- ㉗ ARGYLE AVE

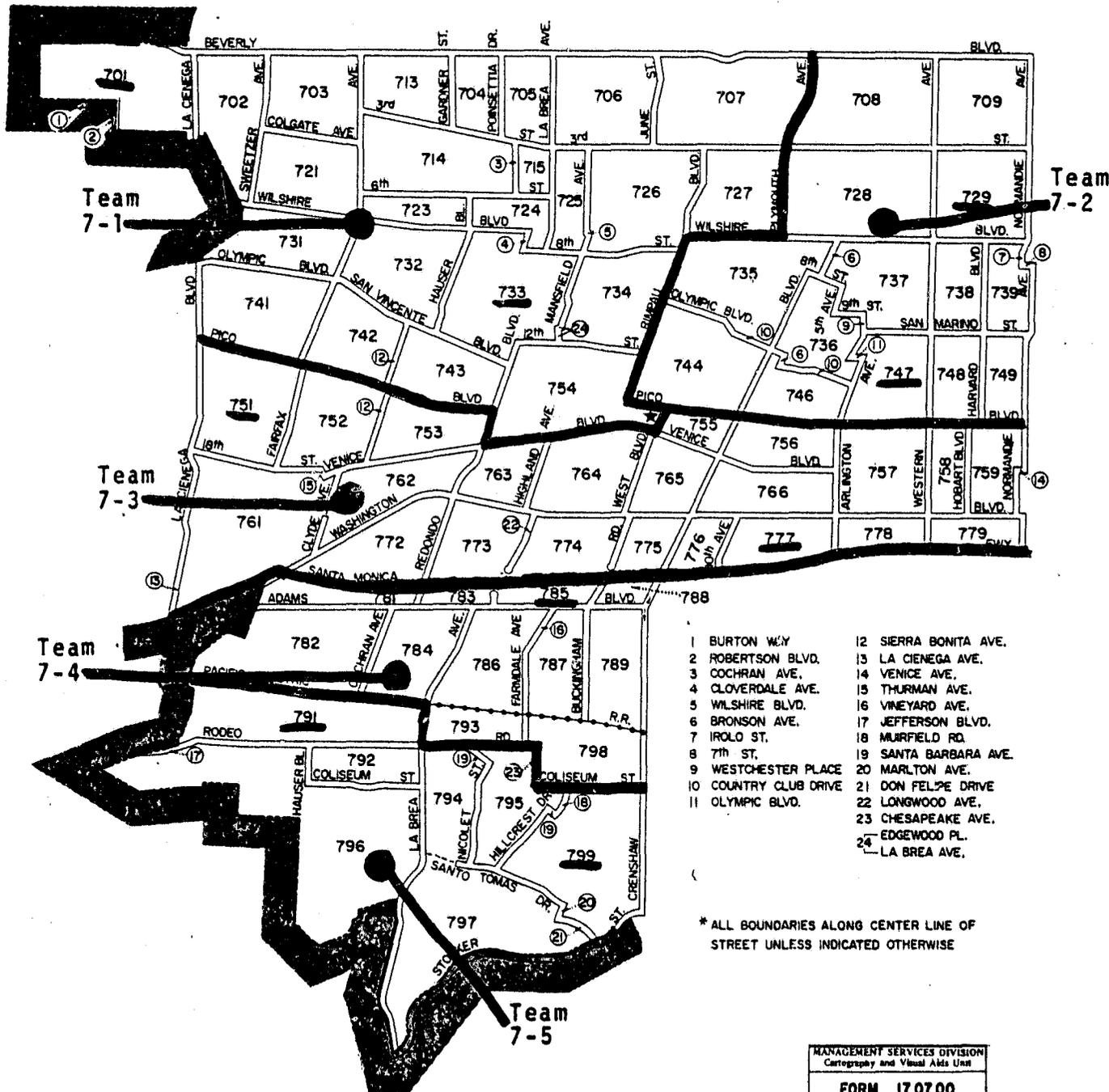
- ⑮ GLENDOWER AVE
- ⑯ NOTTINGHAM AVE
- ⑰ LOS FELIZ BLVD
- ⑱ EDMONT ST
- ㉒ AMBROSE AVE



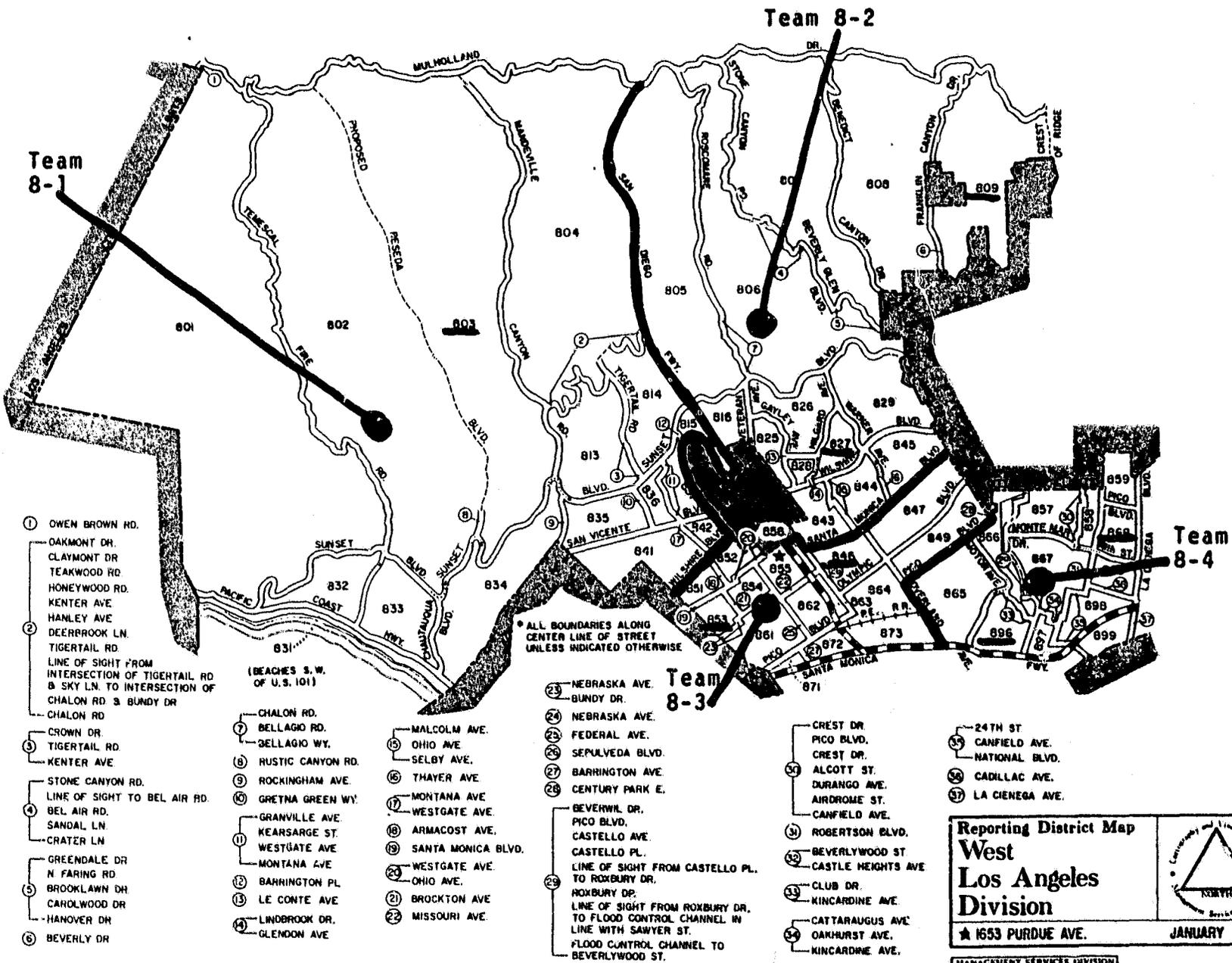
MANAGEMENT SERVICES DIVISION  
Cartography and Visual Aids Unit  
FORM 17.06.00

Reporting District Map  
**Hollywood Division**  
★ 1358 WILCOX AVE. JANUARY 1973

Reporting District Map  
**Wilshire Division**  
 ★ 4526 W. PICO BLVD. JANUARY 1973







- ① OWEN BROWN RD.  
OAKMONT DR.  
CLAYMONT DR.  
TEAKWOOD RD.  
HONEYWOOD RD.  
KENTER AVE.  
DEERBROOK LN.  
TIGERTAIL RD.  
LINE OF SIGHT FROM INTERSECTION OF TIGERTAIL RD & SKY LN. TO INTERSECTION OF CHALON RD & BUNDY DR.  
CHALON RD
- ② CROWN DR.  
TIGERTAIL RD.  
KENTER AVE.
- ③ STONE CANYON RD.  
LINE OF SIGHT TO BEL AIR RD.  
BEL AIR RD.  
SANDAL LN.  
CRATER LN
- ④ GREENDALE DR  
N FARING RD  
BROOKLAWN DR  
CAROLWOOD DR  
HANOVER DR
- ⑤ BEVERLY DR

- (BEACHES S.W. OF U.S. 101)
- ⑦ CHALON RD.  
BELLAGIO RD.  
BELLAGIO WY.
- ⑧ RUSTIC CANYON RD.
- ⑨ ROCKINGHAM AVE.
- ⑩ GREYNA GREEN WY.
- ⑪ GRANVILLE AVE.  
KEARSARGE ST.  
WESTGATE AVE.  
MONTANA AVE
- ⑫ BARRINGTON PL
- ⑬ LE CONTE AVE
- ⑭ LINDBROOK DR.  
GLENDON AVE

- ⑮ MALCOLM AVE.
- ⑯ OHIO AVE  
SELBY AVE.
- ⑰ THAYER AVE
- ⑱ MONTANA AVE  
WESTGATE AVE.
- ⑲ ARMACOST AVE.
- ⑳ SANTA MONICA BLVD.
- ㉑ WESTGATE AVE.  
OHIO AVE.
- ㉒ BROCKTON AVE
- ㉓ MISSOURI AVE.

- ㉔ NEBRASKA AVE.  
BUNDY DR.
- ㉕ NEBRASKA AVE.
- ㉖ FEDERAL AVE.
- ㉗ SEPULVEDA BLVD.
- ㉘ BARRINGTON AVE
- ㉙ CENTURY PARK E.
- ㉚ BEVERWIL DR.  
PICO BLVD.  
CASTELLO AVE.  
CASTELLO PL.  
LINE OF SIGHT FROM CASTELLO PL. TO ROXBURY DR.  
ROXBURY DR.  
ROXBURY DR.  
LINE OF SIGHT FROM ROXBURY DR. TO FLOOD CONTROL CHANNEL IN LINE WITH SAWYER ST.  
FLOOD CONTROL CHANNEL TO BEVERLYWOOD ST.

- ㉛ CREST DR.  
PICO BLVD.  
CREST DR.  
ALCOTT ST.  
DURANGO AVE.  
AIRDROME ST.  
CANFIELD AVE.
- ㉜ ROBERTSON BLVD.
- ㉝ BEVERLYWOOD ST.  
CASTLE HEIGHTS AVE.
- ㉞ CLUB DR.  
KINCARDINE AVE.
- ㉟ CATTARAUGUS AVE.  
OAKHURST AVE.  
KINCARDINE AVE.

- ㊱ 24TH ST
- ㊲ CANFIELD AVE.  
NATIONAL BLVD.
- ㊳ CADILLAC AVE.
- ㊴ LA CIENEGA AVE.

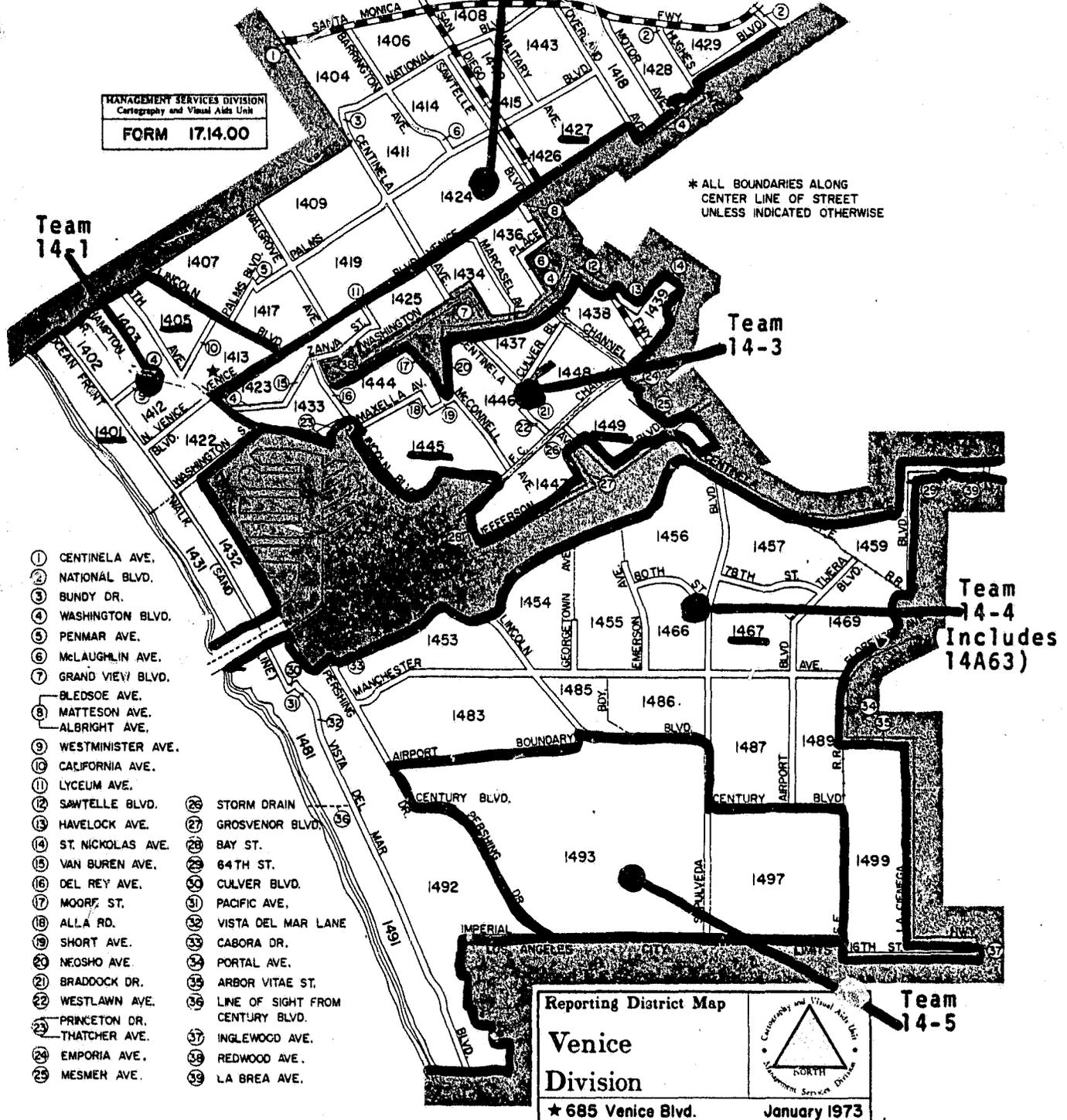
**Reporting District Map**  
**West**  
**Los Angeles**  
**Division**  
★ 1653 PURDUE AVE. JANUARY 1973

MANAGEMENT SERVICES DIVISION  
Cartography and Visual Aids Unit  
FORM 17.08.00

**Team 14-2  
(Includes 14A21)**

MANAGEMENT SERVICES DIVISION  
Cartography and Visual Aids Unit  
**FORM 17.14.00**

\* ALL BOUNDARIES ALONG  
CENTER LINE OF STREET  
UNLESS INDICATED OTHERWISE



- ① CENTINELA AVE.
- ② NATIONAL BLVD.
- ③ BUNDY DR.
- ④ WASHINGTON BLVD.
- ⑤ PENMAR AVE.
- ⑥ McLAUGHLIN AVE.
- ⑦ GRAND VIEW BLVD.
- ⑧ BLEDSOE AVE.
- ⑨ MATTESSON AVE.
- ⑩ ALBRIGHT AVE.
- ⑪ WESTMINSTER AVE.
- ⑫ CALIFORNIA AVE.
- ⑬ LYCEUM AVE.
- ⑭ SAWTELLE BLVD.
- ⑮ HAVELOCK AVE.
- ⑯ ST. NICKOLAS AVE.
- ⑰ VAN BUREN AVE.
- ⑱ DEL REY AVE.
- ⑲ MOORE ST.
- ⑳ ALLA RD.
- ㉑ SHORT AVE.
- ㉒ NEOSHO AVE.
- ㉓ BRADDOCK DR.
- ㉔ WESTLAWN AVE.
- ㉕ PRINCETON DR.
- ㉖ THATCHER AVE.
- ㉗ EMPORIA AVE.
- ㉘ MESMER AVE.
- ㉙ STORM DRAIN
- ㉚ GROSVENOR BLVD.
- ㉛ BAY ST.
- ㉜ 64TH ST.
- ㉝ CULVER BLVD.
- ㉞ PACIFIC AVE.
- ㉟ VISTA DEL MAR LANE
- ㊱ CABORA DR.
- ㊲ PORTAL AVE.
- ㊳ ARBOR VITAE ST.
- ㊴ LINE OF SIGHT FROM CENTURY BLVD.
- ㊵ INGLEWOOD AVE.
- ㊶ REDWOOD AVE.
- ㊷ LA BREA AVE.

Reporting District Map  
**Venice  
Division**  
★ 685 Venice Blvd.      January 1973

## INTRADEPARTMENTAL CORRESPONDENCE

August 6, 1974

TO: Commander S. E. Mills  
Asst. to the Director, Office of Operations

FROM: Deputy Chief M. W. Howe  
Commanding Officer, Operations-Valley Bureau

SUBJECT: DISTRICT TEAM INFORMATION

Attached are reporting district maps depicting each Area's District Team boundaries, Basic Car Plan numerical identification within each District Team, and reporting districts within each District Team and Basic Car area. Operations-Valley Bureau has designated the following District Teams and Basic Car numbers in accordance with the August 2, 1974, Office of Operations Staff Meeting minutes:

Van Nuys Area

Four District Teams  
Headquarters Team - 1 Lieutenant

Team 9-1	<u>Basic Car 9A9</u>	<u>9A11</u>				
RD's	909	926	RD's	901	907	915
	917	927		902	911	916
	918	928		903	912	922
	919	929		904	913	
				905	914	
Team 9-2	<u>Basic Car 9A21</u>					
RD's	921	934	944			
	923	935	952			
	924	936	961			
	925	941				
	932	942				
Team 9-3	<u>Basic Car 9A55</u>	<u>9A49</u>				
RD's	937		RD's	938	958	
	945			939	966	
	946			948	968	
	955			949	969	
	957			956		

Commander Mills

- 2 -

August 6, 1974

Team 9-4	<u>Basic Car 9A79</u>		<u>9A81</u>		
RD's	964	986	RD's	962	974
	965	988		963	981
	975	989		971	983
	976	999		972	984
	979			973	991
					993
					995

West Valley Area

Four District Teams  
Headquarters Team - No Lieutenant

Team 10-1	<u>Basic Car 10A21</u>		<u>10A51</u>		
RD's	1001	1021	1032	RD's	1051
	1002	1022			1071
	1003	1023			1052
	1004	1024			1072
	1005	1031			1053
					1074
					1054
					1081
					1055
					1082

Team 10-2	<u>Basic Car 10A33</u>		<u>10A47</u>		
RD's	1025	1035	1015	RD's	1016
	1026	1036			1029
	1027	1037			1017
	1033	1013			1038
	1034	1014			1018
					1039
					1019
					1047
					1028
					1049

Team 10-3	<u>Basic Car 10A75</u>				
RD's	1043	1075	1093		
	1044	1083	1094		
	1056	1084	1095		
	1065	1091			
	1066	1092			

Team 10-4	<u>Basic Car 10A99</u>		<u>10A67</u>		
RD's	1068	1079		RD's	1045
	1069	1088			1087
	1076	1089			1046
	1077	1099			1096
	1078	1048			1067
					1097
					1085
					1098
					1086

Commander Mills

- 3 -

August 6, 1974

North Hollywood Area

Three District Teams  
 Headquarters Team - 1 Lieutenant

Team 15-1	<u>Basic Car 15A5</u>		<u>15A15</u>				
RD's	1501	1506	RD's	1511	1518		
	1502	1507		1512	1519		
	1503	1508		1513			
	1504	1509		1514			
	1505			1515			
Team 15-2	<u>Basic Car 15A21</u>		<u>15A49</u>				
RD's	1521	1533	1546	RD's	1527	1539	
	1522	1542			1528	1547	
	1526	1543			1529	1549	
	1531	1544			1537		
	1532	1545			1538		
Team 15-3	<u>Basic Car 15A67</u>		<u>15A85</u>				
RD's	1557	1568		RD's	1541	1565	1591
	1558	1569			1553	1581	
	1559	1586			1555	1585	
	1566	1587			1561	1592	
	1567	1596			1562	1595	

Foothill Area

Three District Teams  
 Headquarters Team - 1 Lieutenant  
 Traffic Team - 1 Lieutenant (temporary position)

Team 16-1	<u>Basic Car 16A3</u>		<u>16A23</u>					
RD's	1601	1606	1614	1619	RD's	1621	1626	1644
	1602	1607	1615			1622	1627	1645
	1603	1608	1616			1623	1641	
	1604	1612	1617			1624	1642	
	1605	1613	1618			1625	1643	
Team 16-2	<u>Basic Car 16A31</u>		<u>16A53</u>					
RD's	1631	1651		RD's	1632	1654		
	1646	1652			1633	1655		
	1647	1656			1634			
	1648	1661			1635			
	1649				1653			

Commander Mills

- 4 -

August 6, 1974

Team 16-3	<u>Basic Car 16A89</u>		<u>16A99</u>	
RD's	1681	1686	1694	RD's 1657
	1682	1687	1696	1665
	1683	1688	1698	1673
	1684	1689		1674
	1685	1693		1691
				1692
				1697
				1699

Devonshire Area

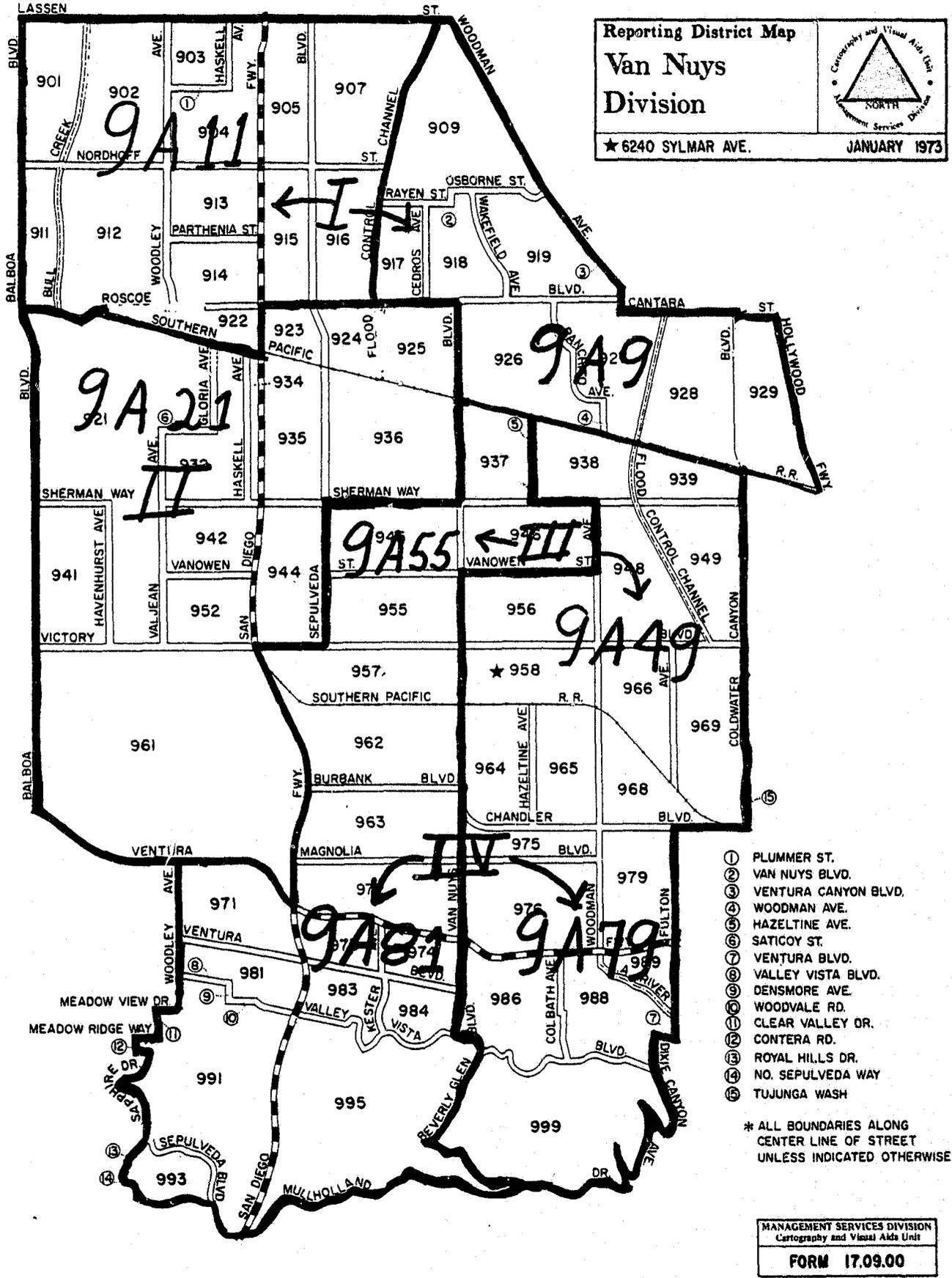
Three District Teams  
Headquarters Team - 1 Lieutenant

Team 17-1	<u>Basic Car 17A91</u>		<u>17A83</u>	
RD's	1771	1792		RD's 1701
	1772	1793		1761
	1782			1721
	1783			1722
	1791			1751
				1752

Team 17-2	<u>Basic Car 17A29</u>			
RD's	1702	1727	1739	1759
	1705	1728	1748	
	1706	1729	1749	
	1709	1737	1757	
	1725	1738	1758	

Team 17-3	<u>Basic Car 17A55</u>		<u>17A77</u>	
RD's	1723	1755	1784	RD's 1747
	1724	1763	1794	1777
	1745	1764	1795	1756
	1753	1765		1779
	1754	1775		1766
				1789
				1769
				1796
				1776
				1799

  
M. W. HOWE, Deputy Chief  
Commanding Officer  
Operations-Valley Bureau



Reporting District Map  
**Van Nuys**  
**Division**  
 ★ 6240 SYLMAR AVE. JANUARY 1973



- ① PLUMMER ST.
- ② VAN NUYS BLVD.
- ③ VENTURA CANYON BLVD.
- ④ WOODMAN AVE.
- ⑤ HAZELTINE AVE.
- ⑥ SATICOY ST.
- ⑦ VENTURA BLVD.
- ⑧ VALLEY VISTA BLVD.
- ⑨ DENSMORE AVE.
- ⑩ WOODVALE RD.
- ⑪ CLEAR VALLEY DR.
- ⑫ CONTERA RD.
- ⑬ ROYAL HILLS DR.
- ⑭ NO. SEPULVEDA WAY
- ⑮ TUJUNGA WASH

\* ALL BOUNDARIES ALONG CENTER LINE OF STREET UNLESS INDICATED OTHERWISE

MANAGEMENT SERVICES DIVISION  
 Cartography and Visual Aids Unit  
**FORM 17.09.00**

- ① DAYTON CANYON RD.
- ② WILBUR AVE.
- ③ STAGG ST.
- ④ VANOWEN ST.
- ⑤ ETIWANDA AVE.

- ⑥ VENTURA BLVD.
- ⑦ OAKDALE AVE.
- ⑧ TARZANA DR.
- ⑨ TARZANA DR.
- ⑩ NESTLE AVE.
- ⑪ MAGNOLIA BLVD.
- ⑫ LOUISE AVE.

- ⑬ VALLEY VISTA BLVD.
- ⑭ EMPRESS AVE.

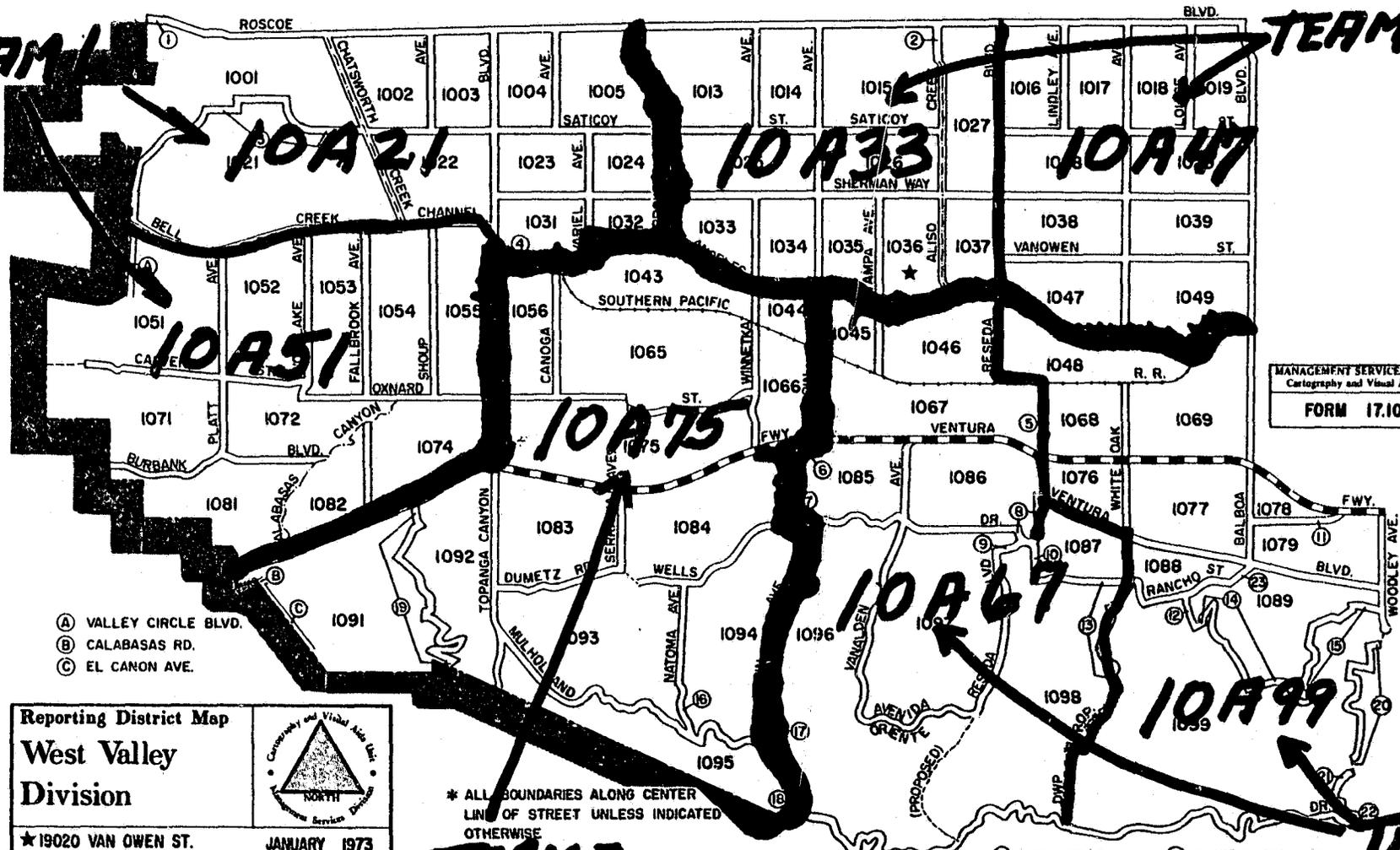
- ⑮ BOSQUE DR.
- ⑯ HAYVENHURST AVE.
- ⑰ SANTA MARIA RD.
- ⑱ OAKDALE CANYON
- ⑳ OWEN BROWN RD.

- ⑲ SALE AVE.
- ⑳ CASS AVE.
- ㉑ CERRILOS DR.
- ㉒ SAN FELICIANO DR.
- ㉓ MULHOLLAND DR.
- ㉔ MULHOLLAND HWY.

- ㉕ MEADOW VIEW DR.
- ㉖ CLEAR VALLEY DR.
- ㉗ MEADOW RIDGE WAY
- ㉘ CONTERA RD.
- ㉙ SAPPHIRE DR.
- ㉚ LINE OF SIGHT FROM WEST PROPERTY LINE 3610 SAPPHIRE DR. TO INTERSECTION OF ROYAL HILLS DR. AND SEPULVEDA BLVD.

**TEAM 1**

**TEAM 2**



- (A) VALLEY CIRCLE BLVD.
- (B) CALABASAS RD.
- (C) EL CANON AVE.

MANAGEMENT SERVICES DIVISION  
Cartography and Visual Aids Unit  
FORM 17.10.00

Reporting District Map  
West Valley  
Division  
★19020 VAN OWEN ST. JANUARY 1973

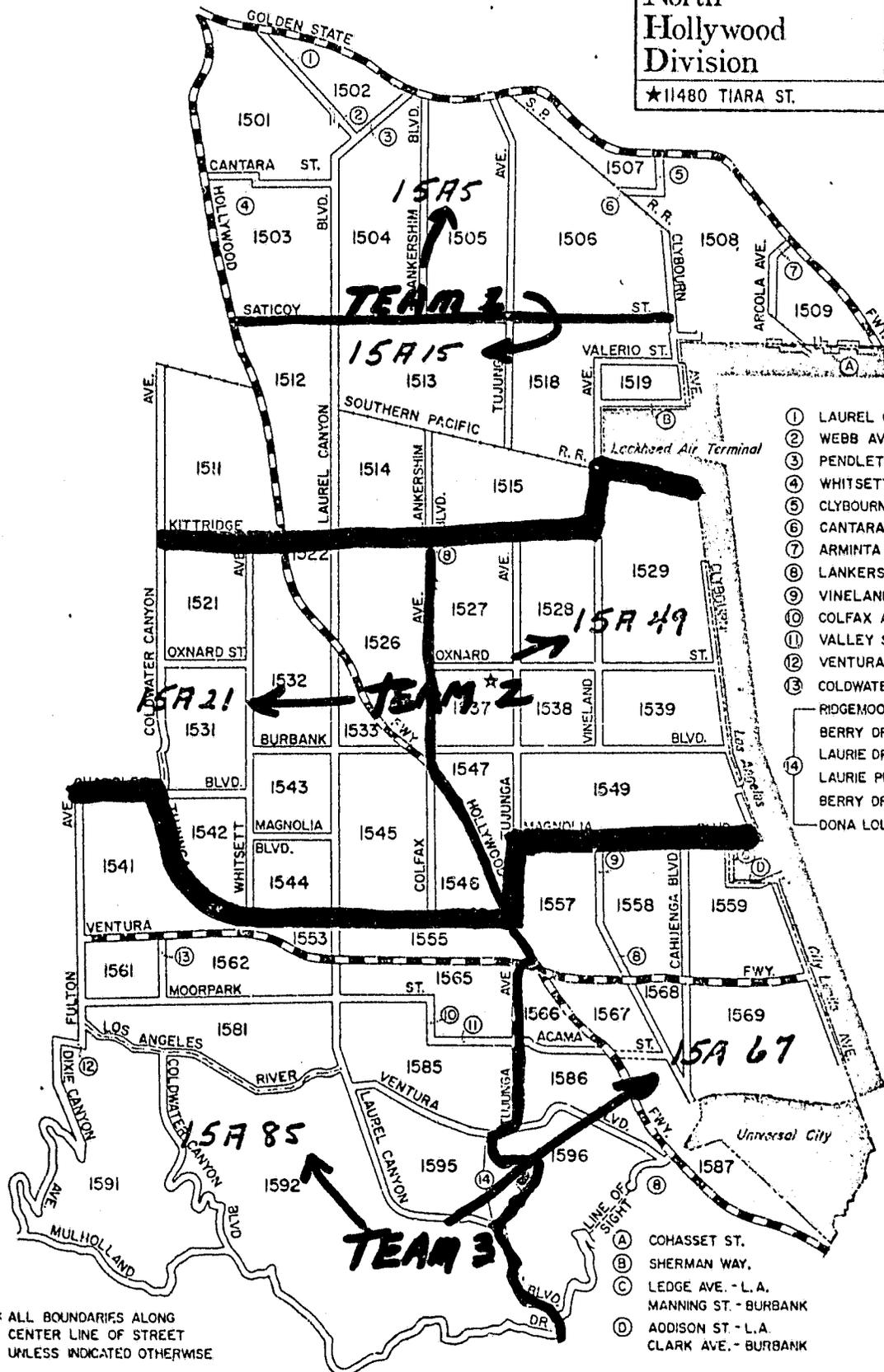
\* ALL BOUNDARIES ALONG CENTER LINE OF STREET UNLESS INDICATED OTHERWISE

**TEAM 3**

- ② ROYAL HILLS
- ② N. SEPULVEDA WAY
- ③ BALBOA AVE.

**TEAM 4**

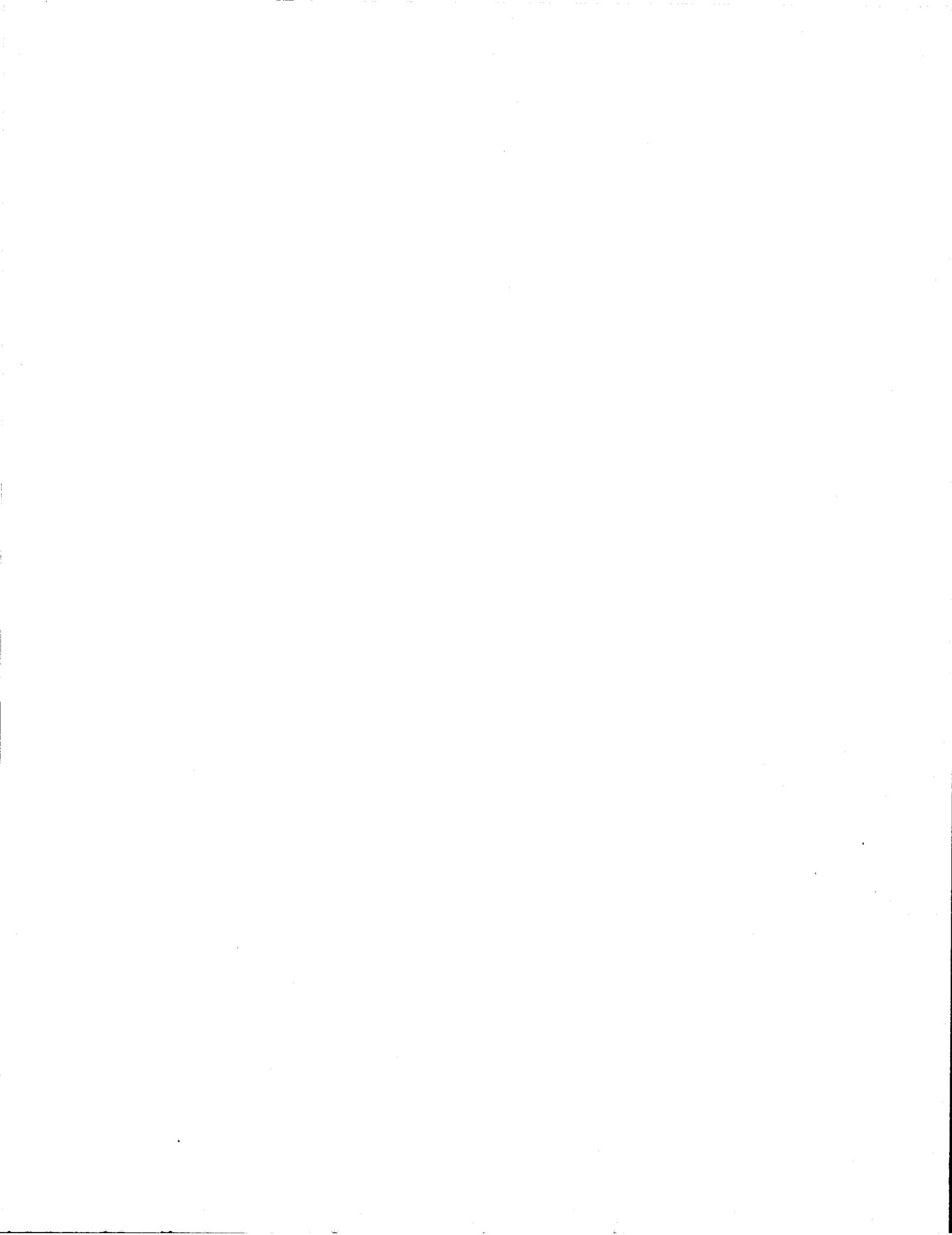
Reporting District Map  
**North Hollywood Division**  
 ★11480 TIARA ST. JANUARY 1973

- ① LAUREL CANYON BLVD.
- ② WEBB AVE.
- ③ PENDLETON ST.
- ④ WHITSETT AVE.
- ⑤ CLYBOURN AVE.
- ⑥ CANTARA ST.
- ⑦ ARMINTA ST.
- ⑧ LANKERSHIM BLVD.
- ⑨ VINELAND AVE.
- ⑩ COLFAX AVE.
- ⑪ VALLEY SPRING LN.
- ⑫ VENTURA BLVD.
- ⑬ COLDWATER CANYON BLVD.
- ⑭ RIDGEMOORE DR.

- LINE OF SIGHT
- (A) CHASSET ST.
  - (B) SHERMAN WAY.
  - (C) LEDGE AVE. - L.A.
  - (D) MANNING ST. - BURBANK

\* ALL BOUNDARIES ALONG CENTER LINE OF STREET UNLESS INDICATED OTHERWISE



- ① SOMBRERO CANYON
- ② OLIVE VIEW SANITARIUM BNDRY.
- ③ MAY CANYON WASH
- ④ NORRIS AVE
- ⑤ DYER ST
- ⑥ HERRICK AVE
- ⑦ LAZARD ST
- ⑧ WHEELER AVE
- ⑨ FERNMONT ST

- ⑥ ARROYO ST
- ⑦ FOOTHILL BLVD
- ⑧ VAUGHN ST.
- ⑨ STRANWOOD AVE
- ⑩ SAN FERNANDO MISSION BLVD.
- ⑪ ARLETA AVE
- ⑫ LITTLE TUJUNGA WASH

- ⑬ CONOVER ST
- ⑭ FIRE ROAD
- ⑮ DOANE CANYON RD
- ⑯ STONEHURST AVE
- ⑰ JOHANNA AVE.
- ⑱ LA CAÑADA WAY
- ⑲ MARY BELL AVE.
- ⑳ WENTWORTH ST
- ㉑ COTTENWOOD AVE
- ㉒ COTTENWOOD AVE EXTENDED
- ㉓ PLAINVIEW AVE.
- ㉔ TUJUNGA CANYON BLVD
- ㉕ PLAINVIEW AVE
- ㉖ IRMA AVE.
- ㉗ MACHREA ST.
- ㉘ BETTY LOU LN
- ㉙ VALMONT ST
- ㉚ MT GLEASON AVE.
- ㉛ Mc GROARTY ST
- ㉜ GLENTIES LN
- ㉝ WOODLAND AVE
- ㉞ FIRE ROAD

- ㉟ NATIONAL FOREST BNDRY.
- ㊱ HAINES CANYON AVE
- ㊲ DAY ST
- ㊳ GISH AVE
- ㊴ VALMONT ST
- ㊵ FRANCE AVE.
- ㊶ TUJUNGA CANYON BLVD
- ㊷ VENTURA CANYON AVE.
- ㊸ TUXFORD PL
- ㊹ TUXFORD ST
- ㊺ VINEDALE ST
- ㊻ CREST OF RIDGE
- ㊼ CLYBOURN AVE
- ㊽ GLENOAKS BLVD
- ㊾ ROSCOE BLVD
- ㊿ WILDWOOD FIRE RD
- ① TUJUNGA CANYON BLVD
- ② HONOLULU AVE

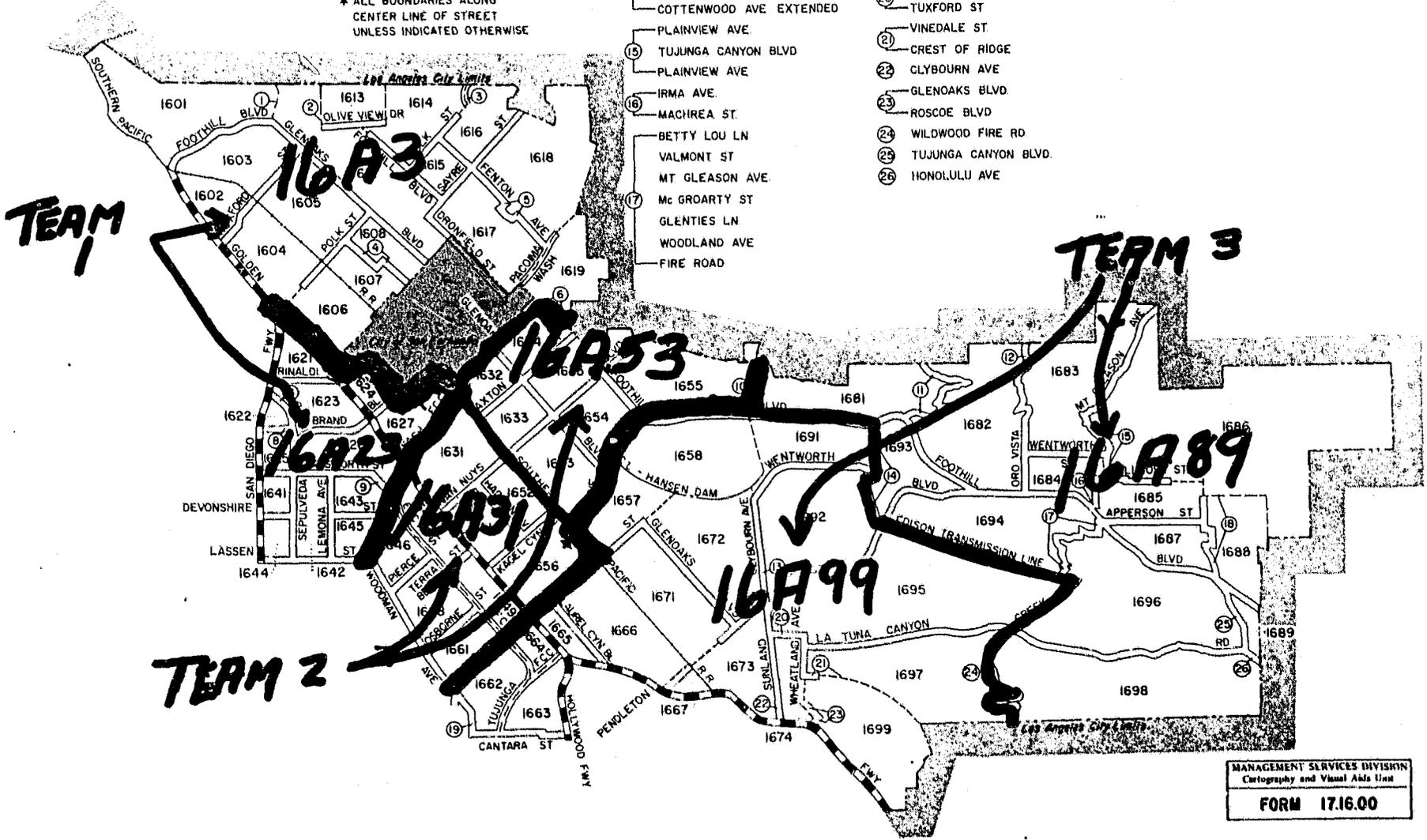
**Reporting District Map**

**Foothill Division**

★ 12760 OSBORNE ST.      JULY 1972



\* ALL BOUNDARIES ALONG CENTER LINE OF STREET UNLESS INDICATED OTHERWISE



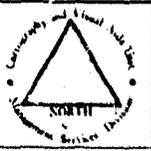
MANAGEMENT SERVICES DIVISION  
Cartography and Visual Aids Unit  
FORM 17.16.00

Reporting District Map

Devonshire  
Division

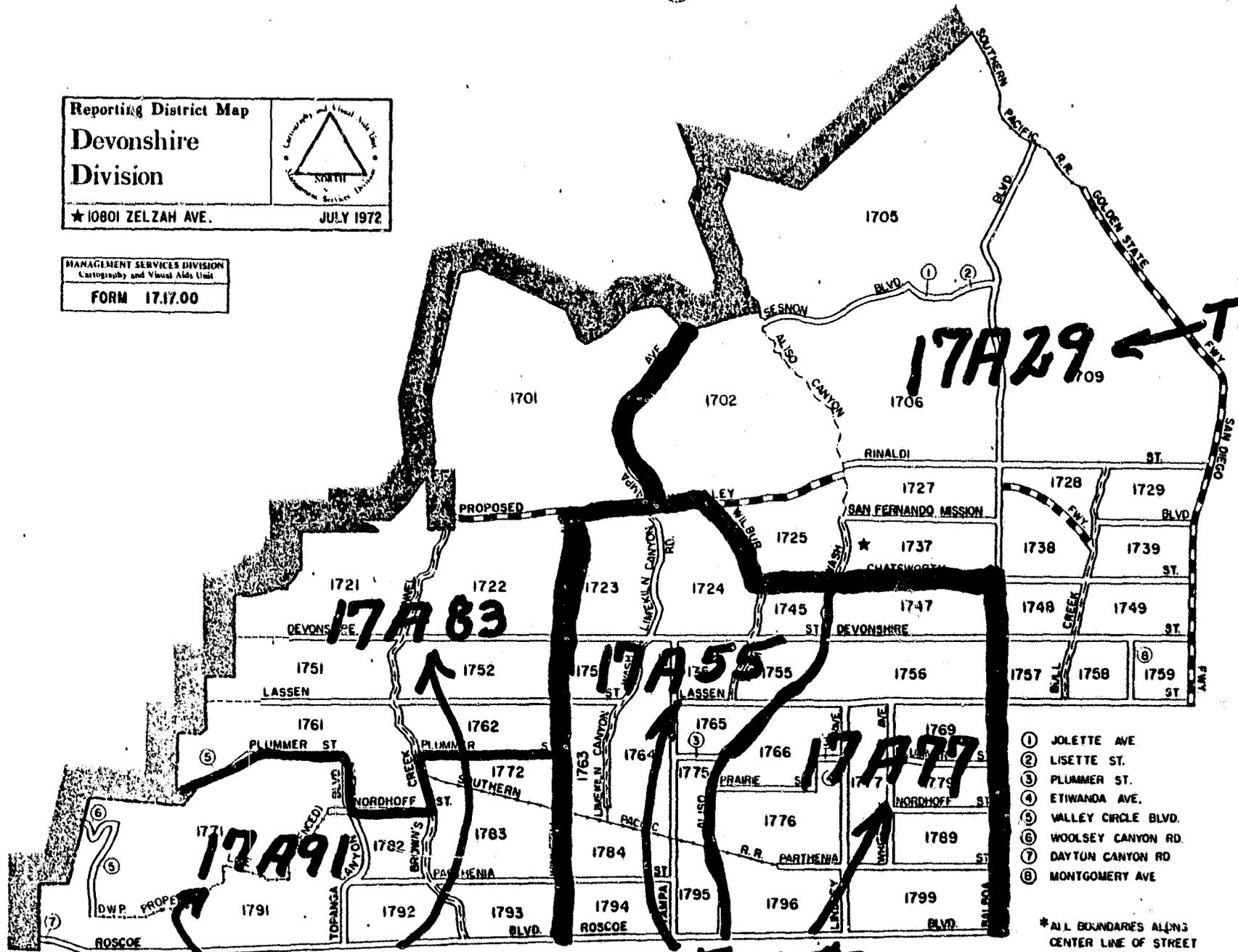
★ 10801 ZELZAH AVE.

JULY 1972



MANAGEMENT SERVICES DIVISION  
Cartography and Visual Aids Unit

FORM 17.17.00



TEAM #2

TEAM #1

TEAM #3

- ① JOLETTE AVE
- ② LISETTE ST.
- ③ PLUMMER ST.
- ④ ETIWANDA AVE.
- ⑤ VALLEY CIRCLE BLVD.
- ⑥ WOOLSEY CANYON RD.
- ⑦ DAYTON CANYON RD
- ⑧ MONTGOMERY AVE

\* ALL BOUNDARIES ALONG  
CENTER LINE OF STREET  
UNLESS INDICATED OTHERWISE

BIBLIOGRAPHY

- \*Bloch, Peter B. and David Specht. Neighborhood Team Policing. U.S. Department of Justice, Law Enforcement Assistance Administration, National Institute of Law Enforcement and Criminal Justice, Washington, D.C.
- Los Angeles Police Department. Final Evaluation of TEAM 28. April, 1974.
- Los Angeles Police Department. Neighborhood Action Team Policing. May, 1974.
- A planning grant prepared by the Los Angeles Police Department for the Police Foundation, Washington, D.C.
- Los Angeles Police Department. Office of Operations Management Paper No. 14, Operations Suggestion Plan. March 28, 1974.
- Los Angeles Police Department. Office of Operations Memorandum No. 7, Standardization of Team Policing Terminology. September 3, 1974.
- Los Angeles Police Department. Team Policing Video Tape. Prepared by MILE Unit, Training Division, Los Angeles Police Department (available for CCTV presentation December 1974).
- Los Angeles Police Department. Office of Operations Memorandum No. 2, The Role of the CRO in the Operations Suggestion Plan. March 28, 1974.
- Odiorne, George S. Management by Objectives. Pittman Publishing Company, New York, 1965.

\*This is an outstanding resource document, and is recommended for reading by team leaders.



**END**