

# Decentralization: Pros and Cons

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## Abstract

*The St. Johns County Sheriff's Office is researching the possibility of implementing decentralization. This paper studies the benefits and the obstacles for the organization. A survey was sent out to nine sheriffs' offices and one police department within the State of Florida that are, currently decentralized. The surveys and the research showed important data to reflect what agencies experienced who have decentralized. Areas of concern were identified along with some benefits of decentralization of an organization. Possible solutions to some of the problems associated with decentralization are also discussed.*

## Introduction

The population of St. Johns County has increased dramatically over the past fifteen years. In 1990, the County had a population of only 83,972 which increased to a population of 155,154 by 2005 (Conner, 2008). This unprecedented population growth in the County has increased the calls for service for the St Johns County Sheriff's Office. As a result, the agency has been forced to increase the number of deputies to meet the demand.

Because the Agency and County population have grown so dramatically over the past twenty years, it has become imperative that the Agency look at various ways of restructuring and reorganizing. Currently, the St. Johns County Sheriff's Office operates from a centralized structure and command. All of the decisions and authority come from an Executive Command with the Sheriff as its CEO. The purpose of this paper is to look at decentralization of the Agency and whether such reorganization is a viable option, especially in today's economic climate. Specifically, I want to examine the advantages and disadvantages of decentralization and whether the Sheriff's Office should remain centralized.

It is my intent to examine the issue of reorganization and to provide our staff with data to help with the decision to either stay with a centralized structure or make a change to a decentralized structure.

## Literature Review

### *Definition*

In order to properly acknowledge the problem it would be important to give a proper definition of decentralization and centralization. In his book review of *Organizational Structure in American Police Agencies*, Thomas Shevory quotes the author, Edward R. Maguire on the definition of centralization. Maguire defines centralization as, "the degree to which the decision-making capacity within the

organization is concentrated in a single Individual or small group” (Shevory, 2003). Decentralization is defined as, “if a mid-manager in a centralized agency is placed in charge of a new non-centralized operating site, and given considerable responsibility over local operations, decision-making responsibility has been shifted downward (vertical) and outward (horizontal)” (Shevory, 2003).

### *History of American Policing*

Most of the police organizations in the United States were influenced by how the colonies were formed from the settlers from the British Empire. The Sheriff was the most important law enforcement official in colonial America (CliffNotes, n.d.). Early policing and police organizations were structured by the model by Sir Robert Peele in London and it was a military command structure. Police organizations in the United States became more quasi-military but each jurisdiction had its own police organization. (Chappell & Kaduce, 2004).

The American people have always been suspicious of a centralized police force or a national police force. This fear of a national police force has led to a decentralized police force in the United States which has brought about multiple police agencies which brings about waste and a duplication of services in many areas (CliffNotes, n.d.).

### *International Police Organizations*

In most European countries police organizations are centralized with a national police force. This is also true with many Asian countries which chose to have national police organizations. The Republic of China Taiwan is an example of a country which has a centralized police force and very effective. The country has a low crime rate and a top rated training program for officers that have been recognized by most U.S. police administrators (Kurtz, 1995). According to Howard Kurtz, the nations of the world have a very important decision to make and that is whether countries police forces should be centralized or decentralized. Centralization is looked at as a huge danger to democracy as well as personal freedom. Decentralization is viewed as very inefficient and fragmented. (Kurtz, 1995).

The international community does not have small departments spread out over numerous jurisdictions as the United States has. With a national police force these countries are able to better train their personnel and have a standardized service oriented police force. (Kurtz, 1995).

### *National Level*

When discussing police organizations and how they are structured here in the U.S. it might help to look at some history on the national level. Police organizations went through three specific periods of change and transition from the early 19<sup>th</sup> century. These periods of change are divided into the Political Era, Reform Era and the Community Problem-Solving Era. (Kelling & Moore, 1988).

During the Political Era, from the late 1800s to early 1900s, the police had very close ties to the politicians who were the authority the police worked under. The police and the politicians had such tight links that the police were often seen as extensions of the politicians who were in office at the time. The police were used for crime prevention but also served as social services when necessary. Most police organizations were quasi-military organizations with a centralized command yet divided into districts or precincts. This was the era of foot patrols where officers became very familiar with citizens and business owners. (Kelling & Moore, 1988).

The Reform Era which lasted from the 1930's into the 1970's was brought about because of ongoing corruption within police departments. This was an extension of the ties with the politicians and the citizens within the communities the police were serving. The reformers wanted an end to the close relationships with the politicians and the police departments. In some cities officers were not allowed to patrol the area they lived in to avoid any sign of political influence. The very goal of the police during this time period was to control crime and enforce the law. The organizational structure of police agencies was centralized and the control and authority came from the top of the department. (Kelling & Moore, 1988).

Police communication equipment and 911 systems allowed the police to respond faster to calls for service. Officers were placed in high visibility vehicles to patrol large areas and gave a sense that the police were everywhere to deter criminal activity. The connection between the police and the citizen within the neighborhood and business became a thing of the past. Foot patrol was looked down upon as an outdated mode of policing and rejected as expensive and inefficient. (Kelling & Moore, 1988). The reform model was used to reduce corruption within the departments and politicians. Yet information that police used to solve crimes began to dry up as the police lost contact with the community and its eyes and ears to criminal activity. (Chappell & Kaduce, 2004).

The third era is the Community Problem Solving or COPS and it began in the late 1970's and early 1980's. (Kelling & Moore, 1988). What the police found out was that they were lacking in the citizen-police interaction and they needed information. It was very hard to solve crime without information and the police were patrolling from a vehicle not walking a beat. The foot patrol made a comeback and is working well in several communities across the United States. One such place is Flint Michigan where the police decided to have officers walking a beat across the entire city. Politicians and upper brass of police departments have found citizens helping to solve problems and crime within their communities. Police started working with other agencies to bring about resolution and the front line officers had more tools to attack a problem. (Kelling & Moore, 1998).

The problem with implementation of COPS has been the structure of the organization to make it work properly. Most police agencies need to decentralize in order to make COPS effective but are having a difficult time determining how to restructure. (Chappell & Kaduce, 2004).

### *A National Example*

The City of New Orleans in the late 1980's and most of the 1990's had one of the highest homicide rates in the country. The city's crime rate was rising and the police department was under investigation for corruption by the federal government. Police morale was very low. (Pitts, 1997).

The city hired a new police chief to help turn the situation around. Police Chief Richard Pennington (Pennington is currently the Police Chief of Atlanta Ga.) found the police force needed to be restructured. He brought people from outside the department to help with the restructuring. (Pitts, 1997).

The New Orleans Police Department experienced one of the largest restructuring in its history. Chief Pennington began decentralizing the department and divided the agency with eight district commanders. Each of the district commanders was responsible for his district and accountability of the actions taken. Officer's salaries had to be increased and ethics training was mandatory. The agency began to train its officers in community-policing techniques as well as updating technology and equipment. A system of COMSTAT was brought to the agency to help tract data with dealing with crime and the solutions to the problem areas. (Pitts, 1997).

### *Florida Level*

The community-oriented policing programs are the fastest growing initiatives in law enforcement agencies today. In 1994 almost one half of all police departments had reported using some type of community-oriented policing program. (Cochran, Bromley & Swando, 2002). This type of policing is still progressing in the state of Florida. As an example, the Hillsborough County Sheriff's office in Tampa as of 1999 had 970 law enforcement officers and one of the largest agencies in Florida. (Cochran, Bromley & Swando, 2002).

With any organizational structure change, an agency has to implement planning and training for their officers. In the case of community-oriented policing decentralization of the command structure is necessary in order for the officers to do their tasks well. All of this has to be accomplished with employees input and acceptance. The Hillsborough County Sheriff's Office decentralized their agency in the mid 1990s and has four district offices. This was a huge change from traditional policing methods to a problem solving and service based model. (Cochran, Bromley & Swando, 2002).

What are some factors that influence an agency to consider restructuring an organization? In his review of the book, *Organizational Structure in American Police Agencies: Context, Complexity, and Control*, Thomas Shevory states, that Edward R Maguire brings out three main factors. Shevory states, "Size is a primary factor to be considered, since there is considerable evidence that size does influence organizational structure, and it makes sense intuitively that larger organizations will be more complex and more centralized than smaller ones. Technology which he (Maguire) defines broadly to mean "the work performed by an organization," can also influence structure, but determining how this occurs

can be difficult to assess for organizations that have considerable contact with diverse publics.” As Maguire notes, “Public service organizations like the police, who conduct the majority of their work in the public eye, may be far less able to develop structures that are consonant with their core technology.”

Maguire also states the importance of “environmental” influences on police agency behavior as well. This can include everything from funding sources, clients, and unions to media and even “rumors”. (Shevory, 2003).

In a study of the Hillsborough County Sheriff’s Office, the study looked at organizational change in reference to size along with internal and external factors. The study also discussed the employee resistance to change and how an agency can possibly overcome that obstacle. Organizational culture and a lack of support from line and mid-level supervisors can also cause huge obstacles for an agency to restructure its organization. (Cochran, Bromley & Swando, 2002).

The study concluded that female and minority officers would be better suited to a change to the community-oriented policing model. Officers with a higher education were also more likely to accept change within an organization. The study also concluded that officers who had more of a service oriented perspective in their police duties would be a better selection for the community-oriented police work. (Cochran, Bromley & Swando, 2002).

### *Negative of Decentralization*

Agencies all over the United States are dealing with organizational changes within their organizations. In recent years the impact of unethical behavior of law enforcement officers has taken a huge toll on police agencies. One of those possible factors would be decentralization. The community-oriented policing (COP) model brings about organizational change. Most agencies have a centralized command structure prior to COPS being implemented. This structure usually provides accountability and a strict chain of command. (O’Malley, 1997).

The COP model and philosophy encourages decentralization of an agency and the officers now must work with limited supervision. The officers have more contact with the public and they are forced to work with other organizations and agencies in order to solve a problem. A lot of these activities can go unsupervised which results in less accountability and fosters more unethical behavior and temptations. (O’Malley, 1997).

Are there other advantages and disadvantages of decentralization? Are there more advantages to centralization? A survey of several Sheriff’s Offices and Police Departments in Florida was conducted to obtain additional information to help answer these questions.

## Method

The purpose of this research is to determine both the positive and negative impact of the St. Johns County Sheriff's Office decentralizing the police service it now provides to the citizens that it serves. The data was collected through surveys with Sheriffs' and Police Departments within the State of Florida. The survey reflects how each Department is currently organized and whether the agency is decentralized or centralized. A total of ten surveys were sent out.

The initial survey sampling was sent to nine sheriffs' offices and one police department with a somewhat similar population and sworn personnel size to that of St. Johns' County. The selection of the various agencies was intended to provide a better understanding of the potential effect of decentralization might have on our agency if implemented. Several of the agencies were larger than our agency in sworn personnel. I knew that this would be the case because larger agencies tend to decentralize their services more often than smaller agencies. More particularly, I sent the surveys to agencies who responded to the St. Johns County Professional Standards Unit who sent out an email asking agencies who were decentralized and give a contact person to speak with about the subject. I was also interested whether any agency had been decentralized but later returned to centralization. Unfortunately, I was unable to locate an agency in the State of Florida with this issue.

The surveys provided feedback about the potential negative effects on the agency as well as positive. I was also interested in the financial impact that decentralization might have on an agency if the process was initiated. Additional information was also gathered on which particular units or divisions within each agency were decentralized. Finally, I was also interested in whether the agencies had to reorganize their staff in order to facilitate the transition.

Some of the agencies that responded to the survey also sent programs that were implemented within their agency to assist with thee various issues that each agency had encountered. I also used an interview with the Hillsborough County Sheriff's Office to gather information on issues they encountered when they made the decision to decentralize in the 1980s.

## Results

Seven of the ten surveys sent out to agencies responded giving a 70% return rate. The survey data from the seven agencies and departments that responded is based on twelve out of the fourteen questions on the surveys. Two questions, Numbers One and Fourteen, requested the name of the agency and the name of the person answering the survey, respectively. The following is a list of the agencies that responded to the survey:

- Charlotte County Sheriff's Office
- Collier County Sheriff's Office
- Hernando County Sheriff's Office

- Polk County Sheriff's Office
- Sarasota County Sheriff's Office
- Volusia County Sheriff's office
- Hialeah police Department
- Hillsborough County Sheriff's Office (Telephone Interview)

Question Number Two on the survey asked the number of sworn officers that the agency currently employed. There were five choices and these were the percentages in relation to the approximate number of sworn officers from each agency.

- 50 – 100 – 0% of the respondents
- 101 – 200 – 0% of the respondents
- 201 – 300 – 43% of the respondents
- 301 – 500 – 28.5% of the respondents
- Over 500 – 28.5% of the respondents

I was particularly interested in the group that had between 201 – 300 sworn officers because that is the same category that St Johns' County Sheriff's Office is currently in.

Question Number Three on the survey asked the total number of square miles that each agency covered within their jurisdiction. Collier County had 2,025 square miles and Polk County had 2,010 square miles. They were the largest of the agencies surveyed. Volusia County was next with 1,207 square miles, followed by Charlotte County with 888 square miles. Sarasota County has 572 square miles and Hernando County was very close with 515 square miles. Hialeah Police Department had the lowest at 20 square miles. The square mileage within Sarasota County's and Hernando County's jurisdictions is the most similar to that of St Johns County than any of the other Sheriff's Departments represented in the survey.

Question Number Four asked about the population of the specific jurisdictions. Volusia and Polk Counties had the largest with 496,575 and 565,049 respectively. They were followed by Sarasota with 370,000 and Collier with 300,000. The City of Hialeah had 250,000 people which are a significant amount of people in an area consisting of only 20 square miles. Hernando County was next in size with a population of 165,049, followed by Charlotte with a population of 148,130.

Question Number Five asked how many divisions and units make up its organizational structure. Out of the seven agencies, 85.7% had 4 or more divisions/units. There were 14.3% with 3 or less divisions/units within their organizational structure.

Question Six inquired about the problems or issues that are associated with the decentralization process. Based on the survey results, the greatest problem encountered by the various agencies and departments was handling communication and information sharing once the decentralization process was complete. Communication issues accounted for 71.4% of the group surveyed.

The next area of concern was uniformity and consistency, and 28.6% stated this was their greatest problem within their agency.

Survey question Number Seven asked about the possible benefits that were associated with decentralization. The largest response of 42.8% stated that a more effective response to the needs of its citizens was the greatest benefit. Two agencies (28.6%) stated that allowing their district commanders to take ownership of their geographical area of responsibility was their greatest benefit. And, 28.6% responded that they had better intelligence gathering for suspects that were involved in criminal activity within the districts as a result of decentralization.

Question Eight dealt with the major financial costs associated with beginning the decentralization process. All of the agencies surveyed unanimously agreed that the largest financial expenditure was the cost of establishing and maintaining district offices. The agencies broke down the financial impact into several line items. First, there are the necessary personnel to staff the offices, as well as, equipment. Second, the cost of leasing various facilities was also a large expenditure for the district offices.

Survey question Number Nine asked about any financial benefit from decentralization. Three agencies comprising 42.8% responded that a better level of service was offered to the public which allowed the agency to be more efficient. Two agencies comprising 28.6% stated they had a reduction of overtime. One agency, 14.3%, answered that it had a reduction in travel and fuel costs for the officers working within the districts. The final answer from an agency stated it had better information and statistical data for budget requests for each fiscal year.

Question Number Ten asked about which group within the agency was more resistant to change and the decentralization process. Respondents had to rank the following groups from 1-6, with one being most resistant: Executive Staff, Non-Sworn, Patrol, Investigative Units, or Specialized Units. Two agencies chose the Specialized Units or 28.6%. Patrol and the Non-sworn each got 28.6% as the most resistant to change. One agency or 14.2%, chose the Investigative Unit as the most resistant to change. A couple of agencies chose to only give the rank of the group most resistant to change.

Question Number Eleven asked whether the agency had to restructure in order to decentralize. This was a "yes" or "no" question. The majority or 71.4% stated they had had to restructure the agency in order to decentralize. The remaining 28.6% stated that it was not necessary.

How many of the agency's Specialized Units were decentralized was the focus of question Number Twelve. Some agencies were specific while others only gave a number. This could be a flaw in the way the question was phrased. Volusia County has not decentralized any of their specialty units. Polk County has ten Specialized Units and they are all decentralized. Collier County had eight Specialized Units but none of them were decentralized. However, their major crime and investigation units were decentralized. Charlotte County has six specialty units but they did not answer if they were decentralized or not. Sarasota kept the majority of their Specialized Units under Special Operations. Sarasota's



Community Policing unit was decentralized and their School Resource Unit remained independent but was divided up into districts. Hernando County has five units under their Operation Support Section and they are not decentralized. Their School Resource Unit is currently decentralized due to budget cuts. The Hialeah Police Department kept every unit centralized except their Special Investigations Unit.

The final question of the survey requested any suggestions or advice that might help an agency that would be implementing decentralization. Six out of the seven responding agencies answered the question.

One agency made sure there were performance measures for patrol staffing and crime analysis along with geographic patrol distribution. This allowed their agency to perform a comprehensive evaluation of their service to the community to make sure the agency was meeting the needs of the community.

Another agency suggested that keeping the agency's line supervision, as well as, the deputies in the field informed of all the changes taking place. Once the decentralization process started, they noted that it was very important to involve the field personnel in the process. By involving the field personnel, everyone is allowed to have ownership in the restructuring and changes that decentralization causes.

Three agencies re-emphasized the importance of responsibility and accountability that is brought with decentralization. All of these agencies suggested some type of system or process to facilitate the accountability issue. One such system recommended was called STARCOM. This is defined as the Sheriff's Tracking, Accountability, and Responsiveness to Crime Oppression Management.

One additional area that was mentioned was the importance of making sure that your product is delivered consistently in all districts or sectors. The agency explained that officers began to complain that certain calls for service were not being handled the same way as in another district. Based on their experience, this situation did not manifest itself until a few years after the decentralization process had been implemented.

A telephone interview was conducted with Major Ray Lawton with the Hillsborough County Sheriff's Office. A discussion on the initial problems with decentralization paralleled issues brought up by other agencies in the survey. Major Lawton suggested that the staffing of the districts with the Chain Of Command (COC) was an important step in the decentralization process. The second step of deciding which units to decentralize was a problem and some mistakes were made initially. For example their Homicide unit was decentralized at the beginning but later returned to the central office as one unit. Deciding what units should be decentralized or left as centralized should be thought out and looked at closely.

One of the worst problems with decentralization according to Major Lawton is the sharing of information and accountability. The agency has dealt with this issue by using a system called S.T.O.P. This process requires each district to meet periodically and discuss issues and share information. It also

requires the COC within each district to know what crime trends are going on within the district and come up with a plan of action or response to those trends. Major Lawton also discussed uniformity within each district as a constant battle but a very important issue to deal with.

The greatest financial benefit of decentralization for the Hillsborough County Sheriff's Office has been the fuel savings. The deputies have been able to save time and keep mileage down by not having to travel to the central office. Another benefit has been the ability to be responsive to the specific needs of the community in each district. The community has a greater access to the Sheriff's Office for reports or to report problems. The deputies feel they have a better access to the COC within their district to discuss issues or make recommendations for the district they work in. (R. Lawton, personal communication, Feb 23, 2009).

### Discussion

The results of the survey showed specific areas that decentralization can have an adverse effect on the organization. The accountability and financial costs to implement the process are two of the major concerns. Both of these areas have possible solutions and can be corrected or adjusted. The benefits can be gained over time as the decentralization process is implemented. The agency will see savings of overtime and savings of fuel costs as officers travel less. People within specific communities will see more proactive response to criminal problems and law enforcement will be more responsive to the areas problems.

As mentioned above, one of the important issues of decentralization is the financial costs of the district offices at the initiation of the process. Every agency pointed to the financial cost of staffing and equipment as being the most costly. This is in conjunction with either leasing the building for the district offices or owning the building outright. In the current economic and budgetary climate, this could be a huge obstacle for the St. Johns' County Sheriff's Office. One of the solutions is planning ahead for the financial costs. One way of possibly getting help to fund the building costs would be getting financial help from the private sector.

One of the areas of concern on decentralization is the issue of accountability that several agencies in the survey addressed and had to deal with. Several agencies have used a management system called STARCOM. This management system is used to insure that accountability is maintained by increasing data sharing and identify crime patterns of each geographic area. This allows the district commanders to analyze the data and be proactive to attack the problem.

With STARCOM each geographic district is required to collect data for a 6 week period. All of the data is analyzed and placed in a format and given to the District Commander as a reference. After the 6 week period a meeting is held with all of the District Commanders and a formal review by Command Staff. Each District Commander is given the opportunity to address the crime trends in their

area and whatever actions or plans were put into place to address those problems.

This type of management tool gives ownership to the District Commander for his area and holds them responsible for the problems and the solutions. This looks like an issue for decentralization but in reality is a bonus for the community. This allows for the COC in that district to meet with the community and come up with solutions to their problems. A faster response to the problem is the benefit without going through a lot of bureaucratic layers of a law enforcement agency.

Several areas of literature that was cited found the same problem of accountability surfacing after the decentralization process was implemented. The authors stated that some type of accountability is necessary. It was interesting that the study of the Hillsborough County Sheriff's Office that indicated that the Community Oriented Policing Philosophy was taught to the entire agency. (Cochran, Bromley & Swando, 2002). This was an important addition to the accountability problem because officers are already trained to work alone and solve problems within the community. With a management tool to help with accountability and the COPS program this issue can be managed.

The survey specifically showed two areas of concern with decentralization. The initial financial costs and the accountability issue. The survey was weak in giving possible answers for the financial problem. Most of the information received from the agencies surveyed gave detail answers to the accountability problem. My research showed more of a problem with the accountability and uniformity issue than the financial problem.

This shows the concern for the accountability and uniformity issue may be much greater than the financial. The financial issue might be an obstacle initially but can be overcome. The literature and the survey showed that proper management of the accountability and uniformity problem can be controlled by a management tool like STARCOM or some other type of management tool that has been proven to be successful. The important issue is to make sure you have one in place.

## Recommendations

From the results of the survey and with several pieces of the literature that was reviewed a few recommendations can be made to help with the implementation of decentralization.

- Make sure proper funding is in place for the lease of the building and equipment for the district offices.
- Proper funding for additional clerical staff as well as the Chain of Command for the district office.
- Make sure the rank & file and line supervisors are part of the planning process and constant updates on the process.
- Research and find an Accountability Management tool that fits with your agency's culture. Visit other agencies that already have these tools in place.

- Make sure you have the right people for the District Commanders. They should have strong people skills for interacting with the community as well as the district staff.
- Research and talk about what units you want to decentralize and research the problems that might affect each unit.
- Research the cost of instructing Community Oriented Policing to all of the sworn staff within the agency.

I was unable to locate an agency within the State of Florida that had decentralized their agency but then decided to re-centralize their agency structure. That is not to say that there are not any law enforcement agencies in the State of Florida or, possibly, within the United States, who have decentralized for a period of time but ultimately elected to recentralize. Based on my research, however, it appears that it is more likely than not that once an agency decentralizes; it is not likely to ever recentralize.

Lieutenant Tommy Aman has been with the St. Johns County Sheriff's Office since 1989. He has worked in patrol and the school resource unit. Tommy currently is a Patrol Administrator and is a graduate of the Charter Class of the Florida Leadership Academy. Tommy has a Bachelor of Science degree in Business Management from Nova Southeastern University.

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## SURVEY

My name is Lt. Tommy Aman with the St. Johns County Sheriff's Office. I am conducting a research project for the Senior Leadership Program in the Executive Institute at FDLE. My research project will be to assess the Pros and Cons of Decentralizing a Police Organization. My agency is currently considering decentralization. My definition of decentralization for the project is taking law enforcement officers and have them report and work from a district office in several areas of a jurisdiction. This would include investigative units as well as other specialty units that you might have. Your participation in this survey is critical to both my research project and my agency's future organizational structure. A copy of this research project will be provided to all who participate. Please return the survey by **December 19, 2008**.

1. Organization Name \_\_\_\_\_
2. What is your agency size of sworn law enforcement (excluding Jail Deputies)
  - a. 50-100
  - b. 101-200
  - c. 201-300
  - d. 301-500
  - e. Over 500
3. How many square miles does your agency cover? \_\_\_\_\_
4. What is the citizen population of your jurisdiction? \_\_\_\_\_
5. How many units/divisions does your agency have? (Ex. Support, Patrol, Investigations)
  - a. 3 or less
  - b. 4 or more
  - c. Other
6. What were the problems associated with decentralization?
7. What were the benefits associated with decentralization?
8. What were the major financial costs associated with decentralizing your agency?

9. What were the major financial benefits associated with decentralizing your agency?
  
10. Who seemed to be more resistant to the change of decentralizing?  
Please rank from 1-6 with one being most resistant.  
 Executive Staff  
 Non-sworn employees  
 Patrol employees  
 Detective units  
 Specialized units  
 Other \_\_\_\_\_
  
11. Was any staff reorganization necessary when you decentralized? Yes \_\_\_ No \_\_\_  
If Yes, please explain.
  
12. How many specialty units do you have and were these units decentralized?  
(Example – School Resource, Traffic etc)
  
13. Please provide any other advice to an organization considering decentralizing that has not been asked in this survey? Please use the back of this form if needed.
  
14. Name of person completing the survey \_\_\_\_\_  
Contact number: \_\_\_\_\_

I would like to thank you for taking the time to fill this survey out and the comments that you have made. If you would please send this survey back to me as soon as possible it would be greatly appreciated. You may email the survey back to my email address at; [haman@sjso.org](mailto:haman@sjso.org) or mail to our office at; St Johns County Sheriff's Office, Att: Lt Tommy Aman, 4015 Lewis Speedway, St Augustine Fl, 32092. Thank you again for your participation.