

TELEMASP BULLETIN

TEXAS LAW ENFORCEMENT MANAGEMENT AND ADMINISTRATIVE STATISTICS PROGRAM

April 1994

Vol. 1, No. 1

Introduction of TELEMASP Program

The Texas Law Enforcement Management and Administrative Statistics Program (TELEMASP) is one of several endeavors of the Bill Blackwood Law Enforcement Management Institute of Texas (LEMITE). Established by the Legislature in 1987, LEMITE is responsible for developing future Texas law enforcement leaders. The Legislature's intent was to have a program equal to the best nationally known law enforcement management institutes. The curriculum was developed by leading Texas educators and law enforcement professionals.

House Bill 977 was passed by the Legislature in May 1993 renaming the Institute in honor of the late Representative Bill Blackwood of Mesquite, Texas, and transferring administration of the program to Sam Houston State University, effective on September 1, 1993. The Institute is now known as the Bill Blackwood Law Enforcement Management Institute of Texas. The programs offered by LEMITE are described in an inset of this bulletin.

This bulletin, and future bulletins, are a product of TELEMASP. They are designed to provide Texas police managers with timely information on administrative policies, programs, and strategies throughout the state. Recognizing that Texas police managers would benefit enormously from a steady and reliable source of information about comparative administrative practices led to the program's development. Personnel assigned various agency responsibilities are continually on the telephone conducting informal surveys regarding

selection standards, promotion testing techniques, problematic policy issues, information system characteristics, and programs such as DARE. Not a week goes by without a Texas police official calling other Texas police officials to ascertain policies or practices.

TELEMASP is an on-going, cyclical administrative survey designed to meet this need. It involves a continual data gathering process, not a one-shot or annual questionnaire. Particular topics or areas of inquiry are identified and surveys are conducted on a regular schedule among the participating agencies. Each survey is then summarized in a monthly bulletin. A substantial effort is conducted by SHSU graduate students. At any one time, three to five graduate students may be working on the endeavor. By using graduate students and limiting the survey to approximately fifty Texas police departments, the program can be maintained within reasonable financial constraints.

This issue provides a preview of future bulletins that will be published and describes the sample of agencies that will be used.

Looking Ahead • • • • •

What are local law enforcement agencies in Texas doing to combat crime in Texas? One popular answer is to increase the number of foot patrol officers. Backed by federal support to expand police ranks, local law enforcement agencies are

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increasingly interested in selection standards for recruits. A number of TELEMASP bulletins will be devoted to this issue.

An analysis of the *Staffing Level Trends* of Texas cities will focus specifically on the correlation between the crime rate and the staffing level of each city over the last ten years. The utility of adding more street officers in an effort to lower the crime rate will be examined.

Recruit selection processes will also be examined. *Background Investigation Techniques for Selection of Texas Police Officers* are very important in that the background investigation is the department's first contact and screening mechanism with the candidate. Education, hobbies, previous employment, prior felony convictions, financial stability, and family and community ties are variables used to predict future job performance. This bulletin will examine those variables which are considered the most important predictors of future job performance, those conditions which will lead to automatic disqualification of the candidate, and those background areas that are checked more thoroughly.

After successfully completing the background check, candidates must then pass a psychological screening test. *Psychological Screening Procedures for Selection of Police Officers in Texas* will report on those personality assessment tools that are used by Texas police agencies and outline the criteria used to distinguish stable candidates. This analysis will also assess how clear the departmental goals are and how well the recruiter understands the job description of a police officer. Both this assessment and the following will report on sensitive issues relating to the selection process and the Americans with Disabilities Act (ADA).

Selection of Police Candidates: Intelligence and Physical Agility, will examine the methods used to test a candidate's mental and physical ability. In an increasingly complex society, a promising candidate must be able to learn easily, think clearly and quickly, be able to accurately recall events, and be physically able to perform duties. Intelligence and physical agility tests are scrutinized for any biases based on sex, race, or religion. Standards set by an agency must be validated. This bulletin will describe the methods used in Texas to test a candidate's intelligence and physical ability and the measures taken to follow ADA and EEOC guidelines.

Policy Issues

Written policy directives are diverse and often-times developed only when a crisis emerges. Policies should, however, be developed before the department faces a crisis situation. Written policies help protect the department from legal liabilities and help clarify what the parameters of action are in a given situation. Upcoming TELEMASP bulletins will research the use of written policy directives in Texas for off-duty police employment, citizen complaints, juvenile offenders, and pursuits. The bulletins will discuss what a policy should contain and provide sample policy statements and guidelines. Watch for the following bulletins:

- *Off-Duty Police Employment*
- *Written Policy Directives: Citizen Complaints*
- *Written Policy Directives: Juvenile Offenders*
- *Written Policy Directives: Vehicular Pursuit*

Special Programs

There are a wide range of special programs developed by Texas law enforcement agencies. In the coming year, several TELEMASP bulletins will be devoted to exploring some of these programs. The increased necessity of interaction of law enforcement agencies with school systems has spawned several programs. Through joint programs, the schools and law enforcement agencies can share resources and respond to problems in schools more efficiently and effectively. Two separate bulletins will focus on these programs: *School Resource Officer Programs* and *Characteristics of the DARE Program in the State of Texas*.

School resource officers promote a positive relationship between children and the police, creating a critical link between future adult citizens and the police. Resource officers are available at the elementary, junior high, and high school levels. This bulletin will highlight the activities of the resource officer, the amount of support from the

schools, and the selection, training, supervision, and funding for the position.

The DARE (Drug Abuse Resistance Education) program is the most recognizable joint police-school program. First developed by the Los Angeles Police Department and the Los Angeles Unified School District, the program has gained national attention and support. While there are many different formats, DARE basically educates 5th and 6th graders about substance abuse and helps them to build interpersonal and communication skills, and enhance their self-esteem. The purpose of this bulletin will be to report on the use of DARE in Texas, what type of format is most frequently used, which grades the program targets, the amount of community and school involvement, and how the DARE officers evaluate their program's impact on substance abuse prevention among school age children.

Citizen Police Academies (CPAs) were first developed in England. Quick to see the potential benefits to both the police and citizens, the concept was adopted in the United States in 1985. Through education, the CPAs increase understanding and communication between the police and the citizens. Although the academies vary in content, most include topics such as police policy, community relations, firearms training, use of force, and state and municipal ordinances. Through a TELEMASP survey, researchers intend to discover to what extent CPAs are offered in Texas, how they are taught, who the participants are, and the cost of operating a CPA.

Specialized units are common in all law enforcement agencies. Unit size varies depending upon the size of the jurisdiction and the type of unit. Three types of units will be studied by TELEMASP: narcotics, gangs, and crime analysis.

- **Narcotics Task Forces: Utilization of Law Enforcement Resources in Texas.** This bulletin will report on the number of narcotic task forces in Texas, what the average budget is, how personnel are assigned, what type of information is shared, and with what agencies.

- **A Description of Crime Analysis Units in Texas.** The primary objective of the crime analysis unit is informational support and administrative and operational decision making. This bulletin will report on how crime analysis is being used in Texas. Are the primary goals of crime analysis administrative, tactical, or strategic? In addition, this bulletin will review computer programs and systems being used in Texas and how they are rated by their users.
- **Gang Units in Texas.** Increased pressure to "do something" about gangs has resulted in gang units to develop in both urban and rural law enforcement agencies. Oftentimes these units are formed with little planning or forethought. Too often they are a reaction to a crisis. This bulletin will focus on the number of gang units in Texas, the number of personnel assigned to them, and their command structure. In addition, the bulletin will report on the estimated demographic characteristics of gangs in Texas and what types of crime are most common to these gangs. Preventive strategies used across Texas will also be discussed.

Agencies Surveyed

Depending upon the topic to be addressed, agencies included in the data set will vary. For example, the May 1994 bulletin describes the characteristics of Citizen Police Academies. All identified agencies in Texas that have Citizen Police Academies were asked to respond to the survey. However, the "standard" survey population will be those 40 agencies in Texas employing 150+ sworn personnel (see Table 1) and a representative sample of smaller departments. Generally, each bulletin will focus on responses from forty to fifty departments.

Including a sufficient range of departments to be truly representative of a state the size of Texas is difficult within reasonable cost and time constraints. By automatically including all agencies with 150 or more sworn personnel, the policies, programs, and strategies which affect about two-thirds of the sworn officers of Texas can be reported. Figure 1 includes a series of pie charts depicting the proportion of sworn officers employed by the five largest agencies, the ten largest, and agencies with

over 200, 150, 100 and 25 sworn personnel respectively. While 50% of the 36,021 Texas peace officers are employed in one of the ten largest departments, only 12% are employed in one of the 485 agencies composed of less than 25 sworn personnel.

From one perspective, most bulletins will disproportionately represent large departments. From another perspective, however, the most representa-

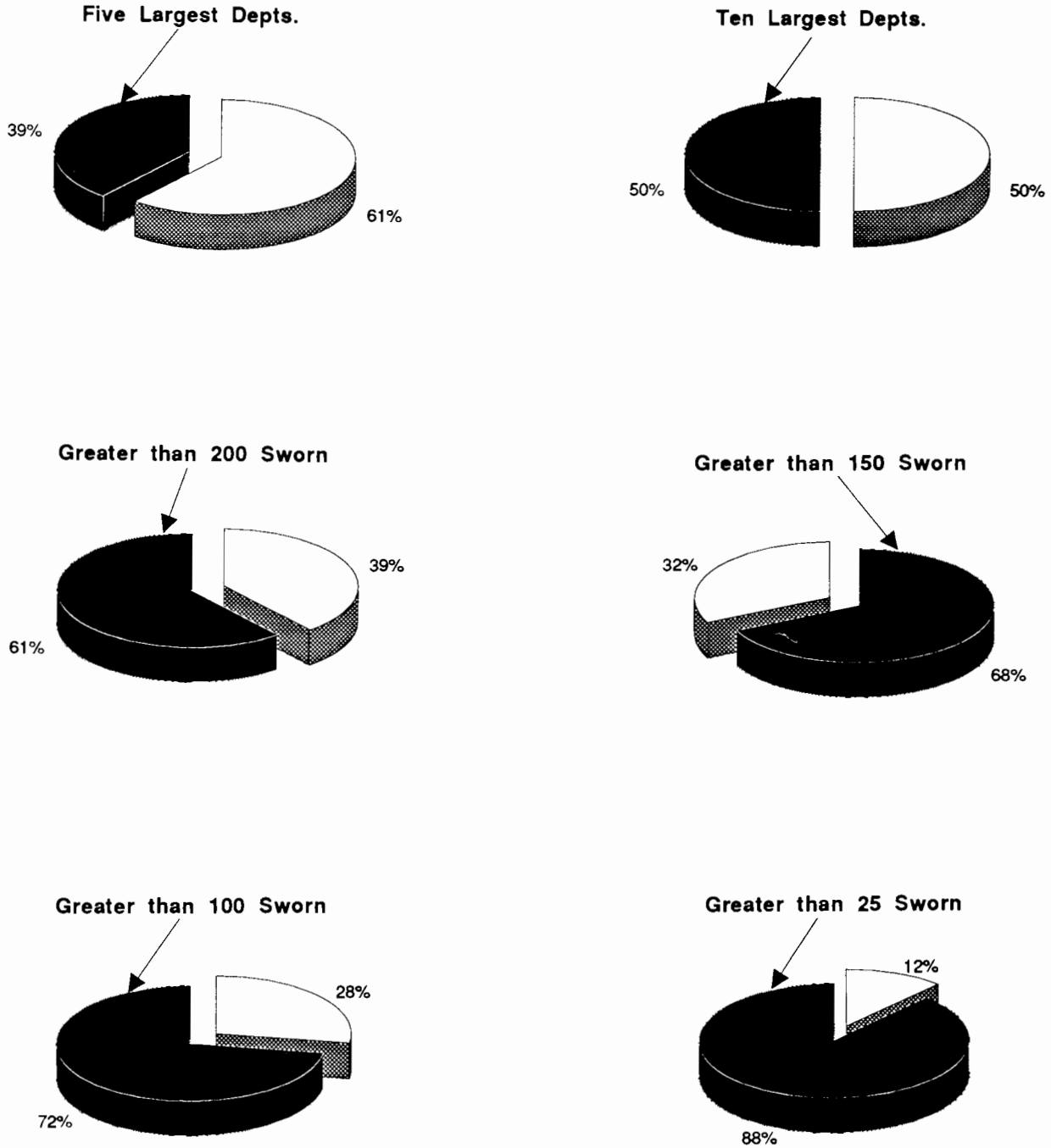
tive sample of *peace officers* in the state is obtained by including all large agencies. It must also be remembered that large agencies are more likely to have the types of programs, organizational units, policies, and distinguishable strategies which will be the focus of many bulletins. Nevertheless, a representative sample of smaller departments will be included in every bulletin.

Table 1
Texas Police Agencies Employing
Over 150 Sworn Personnel

<u>Agency</u>	<u>Sworn Strength</u>	<u>Agency</u>	<u>Sworn Strength</u>
Houston	4201	Laredo	220
Dallas	2882	Montgomery Co.	218
Harris Co.	2794	Pasadena	207
TX Dept. Public Safety	2734	El Paso Co.	201
San Antonio	1545	Waco	192
Fort Worth	1027	Plano	183
El Paso	828	Abilene	168
Austin	825	Odessa	168
Bexar Co.	693	Fort Bend Co.	167
Tarrant Co.	541	Galveston	264
Dallas Co.	428	McAllen	164
Corpus Christi	374	Brownsville	162
Arlington	370	Mesquite	161
Lubbock	306	Nueces Co.	161
Irving	256	Wichita Falls	160
Amarillo	252	Midland	157
Hidalgo Co.	252	San Angelo	157
Garland	245	Travis Co.	151
Galveston Co.	238	Grand Prairie	150
Beaumont	233	Webb	150

From 1993 Uniform Crime Reports

Figure 1
Proportion of Texas Sworn Police Officers
Included in Various Agency Size Categories



Do you want your agency to be included in our Bulletin surveys?

LEMIT staff have contacted agency administrators of 40 Texas police departments employing over 150 sworn personnel, as well as a representative sample of smaller departments, inviting them to participate as survey respondents. We would like to make the TELEMASP program as comprehensive as possible. If your agency wishes to routinely participate in the survey program, please write to:

**Ms. Jamie Tillerson
Police Research Center
College of Criminal Justice
Sam Houston State University
Huntsville, TX 77341-2296**

We will immediately request a copy of your agency's policy/procedure manual and an organizational chart. Therefore, you may wish to include these with your letter.

You will be asked to complete approximately eight surveys annually. Every effort will be made to make each survey as easy to respond to as possible. Surveys are likely to be completed by various personnel in your department. For example, an upcoming survey on DARE programs would probably be best completed by the person in immediate charge of your DARE program, while a survey on crime analysis would best be completed by that unit. For administrative purposes, we ask that you designate a TELEMASP coordinator for your agency. All correspondence will be sent to that coordinator, who may distribute a survey to the appropriate individual for completion.

We enthusiastically welcome your participation.

Current Programs of the Bill Blackwood Law Enforcement Management Institute of Texas

Graduate Management Institute (GMI)

The most comprehensive management training course of study offered by LEMIT is the Graduate Management Institute program. Entailing ten weeks of intensive classroom instruction, assigned readings, and a management research project, the program is designed to provide police administrators with a range of basic administrative knowledge and skills necessary for successful leadership. Participants in the program complete a one-week management overview program, three fourteen-day training modules, and a research project to be completed over a year to a year-and-a-half time frame. The first module is conducted at Texas A&M University, the second at Texas Woman's University, and the final module at Sam Houston State University. Research projects are reviewed by TWU faculty, and final approval is the responsibility of Institute staff, who accept the projects and certify participants for graduation and the designation of GMI.

Executive Issues Seminar Series

The Executive Issues Seminar Series is designed to emphasize interchange among police administrators. Nevertheless, each program is carefully designed to maintain a focus upon a particular endemic issue in policing, i.e., problems prevalent, recurring, and peculiar to the management of law enforcement agencies. Each seminar involves presentations by experts drawn from a pool of nationally eminent scholars and practitioners. The Executive Issues seminars are designed to help managers address the long-term, intractable problems associated with policing a democracy. Expansion of the Seminar Series is planned for 1994-95.

Policy Series

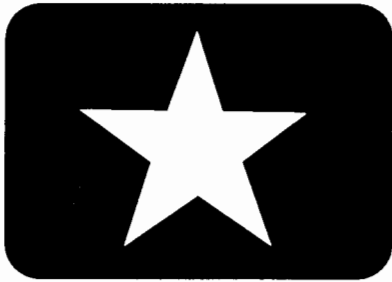
Beginning in 1994, LEMIT will be offering short course police policy programs throughout the year in several locations statewide. The workshops will vary from one day to one week in duration, and will focus upon current problems or issues concerning the management of public law enforcement agencies. The emphasis of this Series is to respond quickly to emerging needs in the field, many of which may be temporary.

Professional Conference Support

LEMIT cooperates with associations representing Texas law enforcement managers to offer administrative development programs at annual and regional meetings. For example, a program addressing total quality management principles was offered in conjunction with the 1993 annual conference of the Texas Police Chief's Association. The Professional Conference Support program not only enhances the educational elements of the association meetings, but offers a cost effective means for the Institute to deliver training as well.

Texas Law Enforcement Management and Administrative Statistics Program (TELEMASP)

LEMIT is offering for the first time in 1994 a new program called the Texas Law Enforcement Management and Administrative Statistics Program (TELEMASP). This program is premised upon the recognition that Texas police managers benefit from a steady and reliable source of information about comparative administrative practices. TELEMASP is designed to meet this need through periodic surveys and a monthly bulletin distributed to police managers throughout the state.



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