

Texas Regional Community Policing Institute



1999 Annual Report



The Annual Report is a publication of
the Texas Regional Community Policing Institute (TRCPI).
This report is an accumulation of information from the fiscal year
beginning October 1, 1998 and ending September 30, 1999.

Director, Randy Garner, Ph.D.

Texas Regional Community
Policing Institute

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TRCPI provides training and technical assistance for law enforcement professionals and community partners.

This project was supported by cooperative agreement #97CKWX0020 awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. Points of view or opinions contained within this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

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About the Institute

How did TRCPI get started?

The Department of Justice's Office of Community Oriented Policing Services (COPS) was created through the Violent Crime Control and Law Enforcement Act of 1994. This Act, which was the largest crime bill in the history of the US, authorized COPS to put 100,000 police officers on the street for community policing programs and authorized \$8.8 billion to be spent on these services. The aim of the COPS Office is to advance community policing in jurisdictions of all sizes across the United States. To do so, COPS provides grants to state and local law enforcement agencies to hire and train community policing professionals, acquire and deploy cutting-edge crime-fighting technologies, and develop and implement innovative policing strategies.

In 1997, COPS funded the creation of the only national training network of Regional Community Policing Institutes (RCPIs) to provide comprehensive and innovative community policing education, training and technical assistance to law enforcement agencies throughout the nation. The RCPIs create innovative curricula on law enforcement issues to enhance traditional training material. Collaborative partnerships and problem-solving strategies are essential components of training for criminal justice practitioners, local government officials, and business and community leaders. Training is provided via traditional classroom instruction, CD-ROMs, community forums, teleconferences, interactive television and the Internet. Training also provides a forum in which law enforcement and community members can discuss and problem-solve around sensitive issues.

The COPS' national network of RCPIs has trained more than 60,000 officers, community members, and government leaders in innovative approaches to community policing. These approaches include:

- 1) Community Mobilization
- 2) Community Partnerships
- 3) Conflict Resolution
- 4) Crime Analysis and Mapping
- 5) Ethics and Integrity
- 6) Problem Solving
- 7) Rural Community Policing
- 8) Strategic Implementation
- 9) Violence Prevention

What is Community Policing?

Community policing represents a departure from traditional law enforcement practices in that it focuses on the prevention of crime and the fear of crime on a local basis. It also attempts to involve members of the community as active partners with the police in addressing crime and disorder in the community. Placing law enforcement personnel on the streets allows them to foster relationships with members of the community, which hopefully will lead residents to trust and respect the officers. Community policing is built around several key principles, including:

- community involvement in establishing and pursuing the policing agenda
- the decentralization of police services
- innovative problem solving approaches
- partnerships with the community and other governmental agencies
- prevention and early intervention

Several benefits of community policing have been noted, including:

- a more realistic knowledge of police work
- a recognition of the interrelationships among police functions
- a recognition of the limited capacity of the police to accomplish their jobs on their own and of the importance of an alliance between the police and the public
- less dependence on the criminal justice system and more emphasis on problem-solving methods
- increased use of the knowledge gained by police officers of their assigned areas
- more effective use of personnel

The TRCPI at Sam Houston State University provides training and technical assistance in Texas on all aspects of community policing. Our training activities since inception have included more than 5,300 participants in numerous training sessions and conferences, resulting in more than 40,800 contact hours.

Beat Management Module

There are still many who perceive that an inherent conflict exists between the principles of community policing and efforts to reduce crime proactively. Community policing is too often perceived as "soft" on crime. A number of law enforcement administrators are convinced that a choice must be made in terms of resource allocation between community policing efforts and crime-specific endeavors. The TRCPI chose as its specialty training the integration of community-oriented and crime-specific policing, dispelling the myth of a dichotomy.

Integrating Community Oriented and Crime-Specific Policing:

Under this approach, clearly defined intervention strategies engage the community as a partner to 1) target particular offenses, 2) committed by particular offenders, 3) at specific places, and 4) during specific time periods.

The TRCPI employed an involved two-pronged approach. First, we documented established, successful programs in Texas that employed community-oriented approaches in targeting and reducing specific crime problems. Second, we developed a Beat Management Computer Module to allow patrol officers to analyze and target problems on their beats. Both efforts were very successful.

In addressing the first of our two-pronged effort, TRCPI became informed through programs of the Law Enforcement Management Institute (LEMIT), that several police departments were already employing community policing methods. We began documenting established and successful Texas community policing programs that targeted and reduced specific types of crimes. Additionally, TRCPI assessed the efficacy of practice used by these approximately 20 Texas police agencies. The approaches were organized into four styles.

1) Neighborhood-Centered Approaches

Although neighborhood-centered approaches are often regarded as focusing upon quality of life issues, many Texas agencies have incorporated crime specific elements. Review included Arlington's Geographic Policing, Waco's Neighborhood Services Sections, Garland's Apartment Managers Association, Beaumont's Housing Unit, Dallas' Support Abatement Forfeiture and Enforcement (SAFE) Team, and Corsicana's community involvement in the Turn Around Texas anti-drug program.

2) Targeted Enforcement

Although tactical patrol efforts have been employed for decades, computer enhanced crime analysis has breathed new life into the approach. A better descriptor of current approaches is targeted enforcement. Programs reviewed were Irving's Parolee Focused Enforcement, the Northeast Tarrant County Multi-agency Major Crimes Unit, El Paso's Auto Theft Task Force, and the San Antonio Youth Firearms Violence Initiative.

3) Youth and Gang Programs

Several of LEMIT's TELEMASP Bulletins (Texas Law Enforcement Management and Administrative Statistics Program) have reviewed youth and gang programs implemented by Texas police agencies. Building upon this base of information, youth and gang programs were identified representing a range of approaches in various sized jurisdictions, including gang enforcement in Kingsville and Victoria, Mission's comprehensive school program, Corpus Christi's curfew enforcement strategy, and El Paso's Drive-By Shooting Response Team.

4) Problem-Oriented Strategies

Review of exemplary problem-oriented strategies included Carrollton's Patrol Centered Problem-Oriented Policing, Lewisville's community officer approach, and Irving and Beaumont's domestic violence reduction efforts.

As noted above, site visits were made to each of the agencies. Subsequently, the case study descriptive materials have been disseminated in three instructional formats:

- The Executive Issues Seminar Series was organized around the case studies. Ten seminars enrolling approximately 200 police executives were offered,
- An Implementation Conference included panel presentations by each of the agencies identified above, and
- A series of seven TELEMASP Bulletins are being distributed to more than 4,000 Texas police managers, as well as to a national mailing list (in addition to the other Community Policing TELEMASP Bulletins).

The trainings, as well as the Bulletins, have been very well received.

The second element of the specialty area is our Community Policing Beat Management Module. Comprehensive and easily-retrieved neighborhood information readily available to beat officers is an essential component of truly comprehensive community policing efforts. With the increasing deployment of laptop computers to patrol officers, the opportunity for application of a Community Policing Module designed for integration with an agency's core information management system now exists. What agencies lack, however, is software which would capitalize upon the laptop's ability to store, sort, and analyze neighborhood and beat specific information.

Programmed in Microsoft® Access®, the Community Policing Beat Management Module responds to this need. It possesses components such as information on beat problem locations, incident summaries by type of incident by sector/beat/neighborhood, incident trend analysis by month/quarter/year, directories of community services/resources by district/beat, and directories of persons of importance to the police by beat/neighborhood. The user interface is "point and click." The module will provide either tabular or graphical display of pattern and trend data.

The module is integrated with our state-of-the-art police information management system; termed the Criminal Research, Information Management, and Evaluation System (**CRIMES**). The system is designed either to supplement or replace systems currently used by most Texas police departments. The demonstration software module is both an extension of **CRIMES** and a stand-alone product. The stand-alone feature is allowed by employing Microsoft® Access® as the laptop interface. Access® is designed to be accessible to other databases.

Philosophically, the module is premised upon the concept of community policing implementation through beat management. The prototype design provides analytic capability to both the beat officer and police managers focused upon "profiling" beats/neighborhoods from a community policing perspective. Beat management entails:

- Analysis of crime and incident trends,
- Developing problem-oriented approaches to crime reduction and call for service control,
- Identifying an array of possible interventions,
- Implementing proactive endeavors, and
- Engaging the community.

Given these premises, our Beat Management Software Module training provides for in-car laptop accessibility to information elements allowing true management of a beat rather than reactive patrol. Officers must be able to identify problem locations and people, as well as community resources, in real time if every beat officer is truly to become a proactive community officer.

Programs

Our training activities for fiscal year 1999 have included more than 1,500 participants in numerous training sessions or conferences, resulting in more than 16,000 contact hours. Although we have designed many of our instructional formats to be primarily hands on (e.g., web-based instructional materials, small group seminars, etc.) even those deliverables that rely heavily on lecture format do not do so exclusively. All of our curricula are delivered consistent with adult learning principles and new programs are scrutinized for their adherence to such principles before acceptance into Institute programming. Our offerings this fiscal year have included:

- Beat Management
- Community Policing Research and Implementation
- Community Policing Resources
- COPS: The Basics
- Crime-Specific Deployment Discussion Seminar
- Curriculum Conference
- Employing Community-Oriented Policing Based Interventions for Family Violence Control
- Executive Issues Seminar: Technology in Policing
- Executive Leadership Seminar: Implementing Community-Oriented Policing
- Implementing Beat Management Module
- Implementing Law Enforcement Programs on Problem-Oriented Policing
- Law Enforcement Management & Technology
- Putting the Community into Community-Oriented Policing
- SARA-Decision-Making and Problem Solving
- Technology in Community Policing

Staff

Executive Personnel

Director

Randy Garner, Ph.D.

Randy Garner received his Ph.D., M.A., and B.S. from the University of Houston. Dr. Garner began his law enforcement career in 1976 in Alvin, Texas and has served at all levels of command, most recently as the Chief of Police in Pearland, Texas. Dr. Garner holds a Master Peace Officer Certification. He handles all administrative decisions and responsibilities required under the cooperative agreement. Dr. Garner also oversees the development and delivery of training programs and deliverables.

Associate Director

Larry Hoover, Ph.D.

Dr. Larry Hoover received his Ph.D., M.A., and B.S. from Michigan State University (MSU). He has been a faculty member at Sam Houston State University since 1977, previously serving as faculty at MSU and as a law enforcement officer in Michigan. Dr. Hoover edits the TELEMASP Bulletin series, instructs in the Executive Issues Seminar Series, and oversees the Beat Management Program development.

Assistant Director

Phillip Lyons, J.D., Ph.D.

Dr. Phillip Lyons received his Ph.D., J.D., and M.A. from the University of Nebraska and his B.S. from the University of Houston Clear Lake. Prior to graduate school, he spent several years as a peace officer in the Houston area.

Support Staff

Robert Werling - Project Coordinator

Regina Ernst - Project Coordinator

Matt Lysakowski - Research Assistant

Rose Burgaleta - Research Assistant

Institute Partners

The Texas Regional Community Policing Institute (TRCPI) maintains partnerships with several agencies and groups across Texas. A tiered-partnership approach is used with one law enforcement agency and one community group as the Institute's primary partners and several other groups as secondary partners. The law enforcement agencies represent variation in their approach to integrating community-oriented and crime-specific policing, the TRCPI's specialty area. Local sponsors also collaborate with the Institute, providing invaluable input and resources.

Primary Partners:

Fort Worth Police Department
Citizens Crime Commission of Tarrant County

Secondary Partners:

Arlington Police Department
El Paso Police Department
San Antonio Police Department

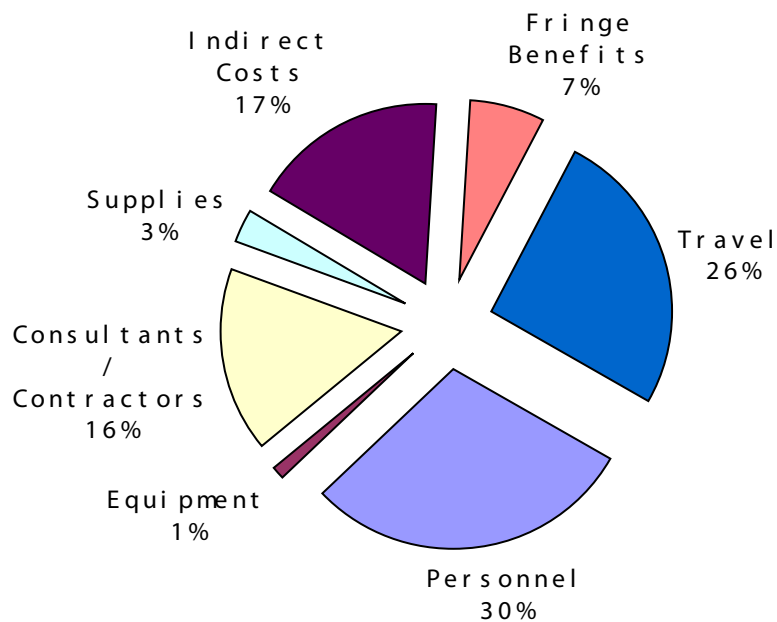
Local Sponsors:

Sam Houston State University Criminal Justice Center

Law Enforcement Management Institute of Texas (LEMIT)
Police Research Center
The Police Foundation

Expenditures

| Budget Category | Approved Budget |
|-------------------------|------------------|
| Personnel | \$271,356 |
| Fringe Benefits | \$62,412 |
| Travel | \$234,900 |
| Equipment | \$11,000 |
| Supplies | \$29,124 |
| Consultants/Contractors | \$151,000 |
| Indirect Costs | \$160,209 |
| TOTAL | \$920,001 |





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