

**SUL ROSS STATE UNIVERSITY
GRADUATE PROGRAM IN CRIMINAL JUSTICE
CJ-5311: Advanced Law Enforcement Administration
Summer I, 2015**

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Office Hours: By Appointment

Introductory Conference Call:

Due to the complex nature of the project in this course, I will be conducting an introductory conference calls during the first week of class. The purpose of this conference call is to explain the course project as well as the schedule of the class. Participation in this call is completely voluntary, but HIGHLY recommended. I am offering 2 sessions so that everyone may have the opportunity to attend.

Session 1: Tuesday, June 2, 2015 @ 1:00PM Central Time

Session 2: Wednesday, June 3, 2015 @ 7:00PM Central Time

Call-in Number: 719-955-1371 (or) 888-450-5996

Passcode: 137333 (Please dial in 5 minutes before the call time)

Texts:

NONE. Required readings will be placed in the CONTENT section of BlackBoard.

Criminal Justice Graduate Program Learning Objectives (PLOs)

CJ PLO 1: Demonstrate knowledge of Criminological theories, and apply those theories to practical criminal justice events. The ability to identifying a prominent criminological theory within an actual criminal event or simulated criminal event. The ability to compare and contrast the basic concepts of the differing competing Criminological Theories.

CJ PLO 2: Ability to identify, assess and compare policy processes and outcomes in criminal justice. Ability to identify and analyze various legal challenges to laws and policies within criminal justice.

CJ PLO 3: Develop a working knowledge of the process and application of the methods of scientific research. The ability to critique a piece of research based on its methodology. Develop the ability to apply research to criminal justice policy.

Course Description: This course explores management issues in modern police agencies including hiring, retention, training, dismissal, human relations and cultural sensitivity. Communication, management styles, policy development, effectiveness, problem solving and community policing are also covered.

Platform: This course will be contained within the Blackboard format and will not meet in person during the term. Students are expected to log in regularly to complete assignments. Students should familiarize themselves with all of the sections of blackboard available for this course. Assignments and tests will be listed under the appropriate subheading. Students will also need to become familiar with the discussion board for completing some of this work.

As this is a graduate course, students will be expected to be self motivated, and work independently. Standards for graduate courses are higher than those for undergraduate work – students will engage in more research, reading, and writing. Any computer glitches must be reported promptly or the student will not receive credit on the affected work.

Technical problems can be reported to me - through e-mail is usually the best idea, and/or to the Help Desk at 432-837-8888 locally, 8888 from on campus or 1-888-837-2882 from out of area. You can also log into the LTAC system and create a ticket by going to <https://techassist.sulross.edu/> If you report an issue through the Help Desk or create a ticket by logging into the system, you should send me an email with a description of your issue and the ticket number so I can help ensure that technical issues are addressed and do not negatively affect your grades. If you do not promptly report your technical problems, you will not get credit for any work affected by the problem.

Distance Education Statement: Students enrolled in distance education courses have equal access to the university's academic support services, library resources, and instructional technology support. For more information about accessing these resources, visit the SRSU website. Students should submit online assignments through Blackboard or SRSU email, which require secure login information to verify students' identities and to protect students' information. The procedures for filing a student complaint are included in the student handbook. Students enrolled in distance education courses at Sul Ross are expected to adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook. Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website.

Cheating and Plagiarism: Students are expected to do their own work on all tests and papers. Cheating on tests and plagiarism on assignments will result in a grade of "F" on that part of the course, a possible grade of "F" for the entire course, and possible recommendation for suspension from the university. Plagiarism consists of presenting the work of another as one's own (i.e., without proper acknowledgment of the source) and submitting examinations or other work in whole or in

part as one's own when such work has been prepared by another person or copied from another person (see the Student Handbook).

Important!

See your instructor promptly if you are having problems with your course work or are in need of special assistance.

Qualified students with disabilities needing academic or other accommodations to ensure full participation in the programs, services and activities at Sul Ross State University should contact Grace Duffy in the Accessibility Services Office, Ferguson Hall 112, Box C-122, (432) 837-8203.

Requirements: Final grades for this course will be based on your performance on the following items: Police Department Proposal (60%), Discussion Forum Participation (40%).

Police Department Proposal: A Proposal for a New Police Department will be the focus of this course. You will assume the role of a new police chief charged with building a new police department from the ground up (you even get to name the city!). You will submit your paper to the instructor as an attachment by e-mail NO LATER THAN 11:59PM on Saturday, July 4, 2015.

Discussion Questions: Each week a portion of your proposed police department must be submitted to the discussion board. You must post your own work and give constructive feedback to at least two of your classmates. For the purposes of this section, the week begins on Monday morning at 6:00AM and ends on Saturday evening at 11:59PM, Central Time.

Students will need to log frequently in order to deal with class posts in a timely manner. Students will also be expected to respond to the information posted by other students which may mean logging in several times a week. The professor will review all initial posts and responses, but may or may not respond to individual students.

Students are expected to post an initial post to the discussion board NO LATER THAN Thursday at 11:59PM Central Time of each week (except week 1 when the post is due by Friday). Students are expected to respond to AT LEAST two (2) of their classmates' initial posts NO LATER THAN Saturday at 11:59PM Central Time. Critiques must be constructive and substantive, as the purpose is to help each other build the best proposal possible.

Students are expected to contribute in significant ways to the discussion board, based on the readings, but also on personal experience and knowledge gained through other course work, media reports, etc. This portion of the course is expected to replace the normal dialog that would occur within an in-class course and students will be expected to have a thorough knowledge of the subjects being discussed. This also means that students will have to do outside research.

Discussion Board Participation is worth 40% of your overall grade. There are 4 posting weeks during the summer term, and each week is worth 10% of your grade.

Cheating and Plagiarism: This is a master's level course so everyone should know not to engage in these practices. An F for the semester and possible suspension from the university may occur if these things show up in your work. Plagiarism includes improper use of citations in the research paper, copying from sources without citations, copying without quotation marks, etc.

Important: Anyone needing any assistance with any aspect of the course should contact the professor immediately.

Course Schedule

Week 1

2 – 6 June 2015: Introduction & Mission Statement

**Discussion/Activity: Introductions
Review Syllabus
Mission and Vision Statements**

Outcomes: After completing this module the student will be able to:

- Define the strategy to begin the development process.
- Explain the different organizations that will make up the agency.
- Define the various components of an agency.
- Describe the organizational structure.
- Explain how a police agency is formed.
- Develop a Mission Statement for the Department.
- Define the description of services that are needed within an agency.
- Establish the different sections that will be needed to be a comprehensive law enforcement agency.

Evaluation Rubric: The mission statement and description of services are appropriate and complete

The project addresses and analyzes Community Based Policing, Problem-Oriented Policing OR Differential Police Response as an overarching philosophy of agency management.

Reading: Review PowerPoint Presentation (in “Content” section);
DOJ “Guidelines for Stating and Operating a New Police Department” (in Content Section for Reference)
Week 1 Lecture Notes (in Content Section)

Deliverable: In a **SINGLE** document (attachment), post the following to the appropriate discussion board **NO LATER THAN 11:59PM** Central time on Friday 5 June 2015

:

- 1. Original Department Mission Statement**
- 2. Original Department Vision Statement**
- 3. Description of Services Provided by Department**
- 4. Department Philosophy Regarding Community Oriented Policing or Differential Police Response**

Week 2
8 – 13 June 2015

Developing Divisions & Organizational Chart

Outcomes:

After completing this module the student will be able to:

- Develop a strategic plan for each division or group within the agency.
- Define what sub-division(s) will be required.
- Describe the performance objectives for each division.
- Define the description of each division within the proposal.
- Explain the various components needed for each division.
- Develop a strategic plan for identifying various job descriptions.
- Define what positions are required for the agency.
- Describe where each position will report to.
- Develop an organizational chart.
- Explain within the organizational chart where each division and sub-division are located.
- Develop a chain of command system within the organizational chart.

Evaluation Rubric: The project addresses technology needs for the new department.

The project provides a detailed departmental organizational structure suitable for a department and population of the city.

The project adequately identifies the resources needed, including number of sworn officers and non-sworn civilians, based on current situation.

Reading:

Week 2 Lecture Notes in “Content” section
Sample Organizational Chart in “Content” Section

Deliverable:

In a SINGLE document (attachment), post the following to the appropriate discussion board NO LATER THAN 11:59PM Central time on Thursday 11 June 2015

:

- 1. Technology Needs Analysis**
- 2. Description of the Department’s Divisions, Units, and Sections**
- 3. Department Organizational Chart**

Week 3

15 – 21 June 2015

Human Resources

Salary, Standards, and Number of Personnel

Outcomes:

After completing this module the student will be able to:

- Define specific tasks required of each agency member.
- Detail specific job descriptions of sworn and non-sworn members.
- Describe officer to citizen ratio.
- Develop a salary scale for an agency.
- Determine the number of sworn and non-sworn personnel needed for an agency.
- Identify the minimum standards for each position within the agency.
- Identify the salaries and associated benefits for each position.

Evaluation Rubric:

The project adequately identifies the resources needed, including number of sworn officers and non-sworn civilians, based on current situations given for existing equipment

The project addresses and analyzes, Civilianization, Case-Management, Affirmative Action and Equal Employment Opportunities are thoroughly discussed

Reading:

Week 3 Lecture Notes (in Content Section)

Deliverable:

In a SINGLE document (attachment), post the following to the appropriate discussion board NO LATER THAN 11:59PM Central time on Thursday 18 June 2015

:

- 1. Original Departmental Statement Regarding Equal Employment Opportunities**
- 2. Department Salary Table**

Week 4
22 – 28 June 2015 **Budget**

Outcomes: **After completing this module the student will be able to:**

- Develop a budget.
- Define what items will be purchased in the first year.
- Describe in detail which division will be responsible for the budget and process.

Evaluation Rubric: A budget is proposed and considers all relevant funding concerns for a new department and is within the \$30 million limit.

Reading: Week 4 Lecture Notes (in Content section)
Handout: Police Budgeting (in Content section)

Deliverable: In a SINGLE document (attachment), post the following to the appropriate discussion board NO LATER THAN 11:59PM Central time on Thursday 25 June 2015

:

1. **Department Hiring Policy and Process**
2. **Revised Organizational Chart which indicates staffing levels for each division/unit/shift**
3. **Department Budget for Year 1**

Week 5

29 June – 4 July

Final Project

Outcomes:

After completing this module the student will be able to:

- Identify the items that need to be corrected to make a successful organization.
- Describe the effectiveness of a well-developed organization.

Evaluation Rubric: The project describes the process of developing a police department.

Presentation of the proposal is professional, well-planned and thorough. Grammar, spelling, and syntax are appropriate. You **MUST** use MSWord for your proposal.

Deliverable:

Final Project detailing:

- **Cover Page**
- **Table of Contents**
- **Department Mission and Vision Statement**
- **Discussion of Community Oriented Policing or Differential Police Response**
- **Department Divisions, Sections, and Units (Including Shiftwork Philosophy)**
- **Department Organizational Chart**
- **Department Salary Table**
- **Department Hiring Process, including Officer Qualifications**
- **Department Budget**
- **References**

NOTE: THE FINAL PROJECT IS DUE NO LATER THAN 11:59PM ON SATURDAY, JULY 4, 2015 BY EMAIL TO THE PROFESSOR.

PROJECT INFORMATION (READ THIS DOCUMENT VERY CAREFULLY)

You have recently been appointed as the Chief of Police of a newly incorporated city within the State of Texas. The city is newly chartered (in 2014) to operate under the Council-Manager form of government. The City Commission is comprised of five members, Mayor-Commissioner and four City Commissioners, elected at large. The City Commission appoints a professional City Manager who serves as the Chief Administrative Officer and Chief Executive Officer of the City.

Prior to incorporation as a city, the Sheriff's Office provided all police services to the area. As the Chief of Police, you are appointed by and serve at the pleasure of the City Manager. You have been granted an initial two-year contract, with the option of unlimited 5-year contract renewals. Your salary is \$175,000.00 per year (and must be included in your department's budget). As a bonus, YOU get to name the city!!!

Physical Landmass

The incorporated city consists of 75 square land miles (7.5 miles North to South and 10 miles East to West) with ten (10) square miles of navigable waterways, including 2 rivers, one large lake and beach access to the Gulf of Mexico. The city also has a mid-sized airport serving several regional airlines with direct non-stop flights to and from 10 cities.

Demographics

The permanent population of the city is one hundred thousand (175,000) with an additional daily tourist population of approximately twenty-five thousand (35,000). The racial make-up of the permanent population is 50% Caucasian, 30% Hispanic, 14% African-American and 6% other. The per-capita income is \$37,000, indicating a middle-to upper middle-class socioeconomic community. The population median age is forty-three. The unemployment rate is 2.6%. Within the city there is a school enrollment of 22,000 students, two large five building campus. The city's ISD does NOT have an autonomous police department and will expect your department to provide school resource officers to the district. The city leaders have agreed to this stipulation.

Existing Police Facilities and Equipment

During the incorporation process an agreement was reached with the Sheriff's Department to obtain the building his agency used as a precinct to service the area currently within the city. A copy of the floorplan is located in the CONTENT section of BlackBoard. The building houses offices for administration, investigations, and patrol along with additional facilities including a state-of-the-art dispatch center and records retention. Additionally, the building houses the city's Emergency Operations Center. Finally, the building has a multicar Sallyport and a crime scene investigation and evidence handling room along with other amenities. All office furniture and office equipment (copiers, etc.), a network backbone, 70 desktop personal computers, 125 rugged laptops, and 50 tablet devices are included in the building package. Additionally,

the city acquired 100 new handheld radios. You can assume that this building is satisfactory for housing the new Police Department for at least the next 25 years, with only minor maintenance needed year over year.

Thirty fully equipped police cruisers, both marked and unmarked were also obtained from the Sheriff’s Department.

- Twenty five marked patrol vehicles have been repainted and rebranded for the city’s use.
- Five unmarked vehicles have also been placed into the city’s service.
- One Crime Scene Investigation truck has been repainted and rebranded for the city’s use.
- One Heavy Use Military Surplus Humvee for tactical use has been repainted and rebranded for the city’s use.

These vehicles are equipped with a standard police package, including radios and emergency equipment, are less than one year old, have low mileage, are under warranty, and in very good condition. You need only concern yourself with the need for additional vehicles, as well as fuel (*see below*).

Crime Statistics

For informational purposes, last year within the area incorporated into the city, the Sheriff’s Office handled 195,000 calls for service. Deputies wrote 46,000 original reports and 21,300 supplemental reports. They investigated 3,021 automobile accidents and wrote 63,099 traffic citations. Deputies made 9,128 criminal arrests including 553 arrests for DUI and responded to 2,318 burglary and robbery alarms. School Resource Officers handled 2,450 status offenders including issuing 1,300 Minor-In-Possession citations.

Crime	Number (2014)	Crime	Number (2014)
Homicide	12	Arson	4
Rape/Sexual Assault	33	Motor Vehicle Theft	45
Robbery	75	Narcotics-Related	325
Aggravated Assault	115	Public Order Crimes*	1,650
Burglary	203		

**Public Order Crimes include Gambling, Prostitution, Public Drunkenness, etc.*

Your Mission

You are to employ the number of personnel you need to deliver professional and competent police services to the citizens of our city. You must determine the number of sworn and non-sworn (civilian) personnel you will hire inclusive of any minimum standards you wish to implement; you will use, at a minimum, TCOLE training standards, but may exceed those that are established. Salaries must be established and justified within your proposal. Benefits packages will be established by the city, however the cost of these packages is to be included in your budget (*see below*).

Your proposal should begin with a Mission Statement and proceed with a clear and concise Description of Services that your Department will provide. You must determine the various divisions, sections, and units that will be required to effectively accomplish your intended mission. For each division and subsequent sub-unit established, you will cite the responsibilities of each, including specific performance indicators. Within your proposal, the city manager has asked you to submit an organizational chart for the entire Department, along with separate organizational charts for the various divisions you have recommended. The number of personnel assigned to each division, unit, or section must be included in your organizational chart, as well as a shift plan for patrol operations.

It is imperative that you provide a detailed budget for your entire Department. It is recommended that you begin with a line-item format. For the purpose of this project, the following costs have already been calculated for you:

- Additional vehicles can be purchased for \$31,500 each under a state contract.
- Complete benefits package= \$2,000 per sworn employee, \$1,300 per non-sworn employee.
- Motor vehicle fuel = Bulk rate @ \$1.90 per gallon.
- Weapons and Uniform/Clothing Allowance = \$1,000 per sworn employee.

While these costs are fixed, you must account for these costs in your budget.

You are expected to submit your proposal for the new city police department, inclusive of all aspects of your budget to the City Council for their approval. You must be prepared to thoroughly defend your proposal, as deemed needed by the City Manager, Dr. Mark Rubin.

There is no specific length for your proposal, except as noted herein, but it must thoroughly address all of the issues involved with the creation of a model police department.

In developing a modern and progressive police agency, there exists a need to consider state of the art computer technology for overall efficiency. Just as important is the need to consider implementing innovative policing programs that provide personalized services while keeping in touch with the concerns of the community. This must include an RMS (Records Management System) and Crime Analysis tools.

Your proposal should discuss the concept of Community Based Policing and the feasibility of incorporating this type of program within the Police Department. Problem-Oriented Policing and Differential Police Response should also be addressed. Included should be the civilianization of certain traditional sworn positions should also be considered; i.e. front desk officer, forensic specialists, victim advocates, etc.

During the discussion of an Investigative Division, will the investigators specialize in specific criminal investigation categories or will they be generalist and available for any

type of assignment? You must identify their responsibility and if there be a case-management system for follow-up investigations.

In your final proposal, be sure to include a brief discussion on your shiftwork philosophy. Will patrol officers work 5X8, 4X10, or 12 hour shifts? Be sure to justify your reasoning.

You have the capability to increase your annual budget by \$1 million IF you have a specialized unit designated to the Airport.

In order to effectively address the requirements of this assignment, you are expected to research the various issues identified above, along with any other issues that may arise in the preparation of this proposal. Many helpful documents can be found in the CONTENT section of BlackBoard.

Finally, when considering your personnel requirement, please consider the concept of Affirmative Action and Equal Employment Opportunity.

As a newly created Police Department, you do not have a police union involved. The actual budget for your Police Department must not exceed \$30 million dollars.

The grading rubric is as follows:

Criteria	Ratings				
	0	Novice	Basic	Proficient	Exceptional
The project has a well-developed Mission Statement, Departmental Core Values, and a defined Vision Statement	0	10-13	13-16	17-18	19-20
The project adequately identifies the resources needed, including number of sworn officers an non-sworn civilians, based on current situations given for existing equipment The project has a detailed organizational chart detailing ranks and number of personnel in each division/unit/shift.	0	10-13	13-16	17-18	19-20
A departmental budget is proposed and considers all relevant funding concerns for a new department and is within the \$30 million limit. The project addresses technology needs for the new department.	0	10-13	13-16	17-18	19-20
The project addresses and analyzes Community Based Policing, & Problem-Oriented Policing. Differential Police Response, Civilianization, Case-Management, Affirmative Action and Equal Employment Opportunities are thoroughly discussed.	0	10-13	13-16	17-18	19-20
Final MSWord document of the proposal is presented as a professional, well-planned, and thorough presentation. Grammar, spelling, and syntax are appropriate to the college level. Typed in a double-spaced APA format with citations and references	0	10-13	13-16	17-18	19-20

Maximum Possible Score = 100

Score: _____ of 100