

Campus Law **Enforcement Journal**

A PUBLICATION OF THE INTERNATIONAL ASSOCIATION OF CAMPUS LAW ENFORCEMENT ADMINISTRATORS

VOLUME 27, NO. 4

JULY/AUGUST 1997

Itemizing the Bill: Two Perspectives

HR 715

The Accuracy in Campus Crime Reporting Act of 1997



Having trouble taming the records beast??



Integrated Education Systems provides Law Enforcement with the necessary tools to conquer records as well as other beasts within your department.

Affordable solutions for small to mid-sized law enforcement agencies. Call today for a Free demo

Integrated Software Solutions for Windows 3.1, Windows '95, Windows NT & Macintosh Operating Systems for Novell, Windows NT & other major network operating systems

⊗ Computer Aided Dispatch ⊗ E-911/ANI/ALI ⊗ Records Management ⊗ Training & Personnel ⊗
 ⊗ Jail Management ⊗ Mapping/AVL ⊗ Mobile & Handheld Data ⊗ Video Imaging ⊗
 ⊗ Police/Fire/EMS ⊗ Parking & Traffic Enforcement ⊗



INTEGRATED EDUCATION SYSTEMS, INC.

Makers of
ARMS & CARS

Headquarters
 4275-29 Rosewood Drive, Pleasanton, California 94588
Sales Office
 43 Riverside Ave., Suite 402, Medford, Massachusetts 02155
 Phone 800-365-9962 Fax 617-389-7899
 Web Page www.arms.com

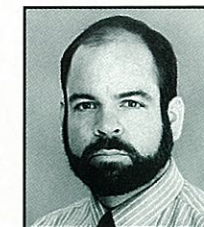
Upcoming Regional Demonstrations				
Advance registration required. Refreshments served.				
May 13 - Boston	May 19 - Raleigh	May 27 - Cleveland	June 4 - Houston	June 10 - San Francisco
14 - Syracuse	20 - Nashville	28 - Chicago	5 - Dallas	11 - Los Angeles
15 - Washington, DC	21 - Atlanta	29 - Kansas City	6 - Denver	Aug 13 - Las Vegas
16 - Philadelphia	22 - Tampa	30 - St. Louis	9 - Seattle	

Proudly serving the College and University Law Enforcement community since 1988!

The Business of Policing at St. Mary's University

Stephen M. Ramirez, Director, University Police, St. Mary's University of San Antonio

It seems as if it were only yesterday that my wife and I were living in the Ivory Coast of West Africa. In fact it was over a dozen years ago, yet the impressions left on me from that place and its people run deep. One day when I was returning home from work I found the young African man who worked at our house frantically beating the ground with a stick. As I approached I found a small and harmless snake that was trying just as frantically to escape. I took the stick, scooped up the little snake, and began walking toward the edge of the rainforest to release it. My African friend implored me to kill it.



Stephen Ramirez

"You must kill it, patron," said Kofi. "It is bad."
 "Why is it bad?" I asked.
 "It might bite someone if they step on it."
 "Then the snake would be defending itself."
 "Yes, patron, you are right. Now will you kill it?"
 "Why should I kill it?" I asked.
 "Because it is bad," he replied.

I was reminded of this conversation by a similar one I had years later when I was the Director of a University Campus Safety Department in South Florida. I was

speaking to a criminal justice standards official about the process of creating a sworn police department at a private university.

"Yes, it makes sense that you should have police status," said the official.

"What procedure do I follow?" I inquired.

"None," he replied. "It can't be done."

"What do you mean it can't be done?"

"The State Commission would have to approve it," he said.

"Excuse me, sir, but aren't you the director of that entity?"

"Yes, I am," he said proudly.

"And . . . didn't you just tell me that a police force at a private institution made good sense to YOU?"

"Why, yes — yes I did."

"So what would be our procedure of application?"

"None," he replied. "It can't be done."

What does any of this have to do with campus law enforcement? In both cases the subjects involved were engaged in illogical thinking due to fear and a lack of vision. Fear holds us within the current paradigm. Fear limits our possibilities.

I am currently serving as the Director of Police at St. Mary's University of San

Antonio, TX. It is a sworn police force at a private institution. Not only does the St. Mary's University Police Department prove that privatization of policing can be done, it may be a look into the future of policing in the United States. At St. Mary's we are involved in the "the business of policing."

The Business of Policing

Providing law enforcement and crime prevention services to a university is most certainly a business endeavor. We have customers in the form of students, faculty, staff, alumni, and visitors. Our customers have certain needs and wants that must be anticipated and addressed if we are to be successful. At a private institution like St. Mary's University, if we as a police department fail to provide adequate service to our customers, we can be fired, replaced, and outsourced. If I, as director, fail to lead this department in a manner that is conducive to maintaining professional service to our campus community, I could be selling tacos on the riverwalk for a living. That's free enterprise policing and you can't beat that with a stick. Just like picking up the snake, it has its risk, but it is this risk that forces us to be our very best.

There are many business-related concepts that can aid those of us in the field of law enforcement management in our endeavors to be the benchmark for excellence in service. *Strategic planning* provides a vision of where the organization

Continued on page 30

must go in order to be successful, as well as a procedure or map to facilitate the journey. Without the benefit of forecasting and planning, the police executive is left with a muddling-through, crisis style of management.

In business, the *marketing* concept holds that the key to achieving organizational goals is determining the needs and wants of the various constituents and delivering the desired satisfactions efficiently and effectively. This can be achieved by defining the constituents' needs from their points of view. It is not enough simply to listen to the needs and complaints; the strategic planner also must maximize the customer's opportunity to complain and provide input. The data collected must then be used to create a marketing or strategic action plan to respond constructively to the needs of various constituents. A customer-oriented organization should track its customer satisfaction level each quarter/semester and set appropriate improvement goals.

Another important factor in the business of campus policing is that of *organizational development*. One way to look at organizational development is that it is planned change in a unplanned, changing world. The realization that organizations are involved in and surrounded by constant change is an ancient one. Even as long ago as 1513 AD, Niccolo Machiavelli cautioned that a leader must "consider not only present difficulties, but also those of the future." The business world in the United States and elsewhere has been actively engaged in the diagnosis, implementation, and management of change for decades. Only in recent years have the most progressive law enforcement leaders adopted these methods to our environment. Why do we so often seem to be behind the learning curve in the areas of leadership, management, and human resource development? Perhaps it is because unlike in the private business world, we in public law enforcement do not run the risk damaging our career if we fail to utilize innovative management techniques. This lack of market pressure leads to an environment in which the creative leader is suppressed and the "company man" is rewarded. For the purpose

Politicians are focused on self, winning, position, and power. Leaders are focused on mission, effectiveness, vision, and people.

of this writing, a "company man" is an employee who cares more about his or her own career than about doing the right thing. These people walk the halls of many law enforcement agencies and a great many of them sit in the chief's office every day.

The Business of Leadership

During the last several decades of this century, the business world of the United States has been receiving a global wake-up call. Many sectors of American business who formerly considered themselves invincible have found that extinction may be the price paid for arrogance. The lack of significant competition during the post-war years led to organizations that were top heavy and reactionary. As the herds were thinned out by the lions of Europe, Japan, and the Pacific Rim nations, the survivors have been reminded that creative leadership was the original key to their success.

In American law enforcement, there is far less pressure to truly succeed. We often mistake the false prophets of politics for leaders. Politicians are focused on self, winning, position, and power. Leaders are focused on mission, effectiveness, vision, and people. Mixing the two is like creating a mule. The progeny looks something like both parents but isn't really either — and is always sterile.

Campus law enforcement is about as close as any police entity has yet come to "free enterprise policing." We are held to a greater level of accountability in many cases than our municipal counterparts. At a private institution such as St. Mary's

University of San Antonio, the executive administration has the option to terminate the employment of the Chief of Police, as well as any part of, or all of, the department. We can be replaced or outsourced. We have the marketplace pressure to perform. Some persons currently in the profession of policing may shrink in fear of this workplace risk. Perhaps they should choose to stay in their tents sipping tea while the rest of us safari into the future of law enforcement. Only by taking risk will we ever truly be worthy of a professional image. If we chart new paths toward organizational effectiveness, then we will at last feel the exhilaration of real success. Our business counterparts have been finding this out the hard way over the last few decades. We in campus law enforcement can learn from their experiences and move proactively toward the application of relevant business practices within our environment.

Picking Up the Snakes

Recently, while attending a training program with a friend who is a psychologist specializing in the counseling of police, I was posed with an ominous question. Fred Stovall, a Catholic Brother of The Society of Mary at St. Mary's has spent much of his time studying about and working alongside the police of South Central Texas. We were discussing the past, present, and future state of law enforcement when Fred asked me the simple question, "Who are the giants?" He made the observation that in many professions there exist a list of "giants" who have led that particular field of endeavor forward to new and greater horizons. In law enforcement however, beyond the threadbare quotations of Sir Robert Peel, our list of "giants" is real short.

We are at an exciting crossroads in the life journey of American law enforcement. To choose the path that will lead us forward will entail taking greater risk. Like our business counterparts we must be reminded that "people are the heart and spirit of all that counts" (Depree 1989). We must all have the courage to pick up

Continued on page 36

Parking Lot and Garage Security

Lawrence J. Fennelly, President, APTI, Inc. Security

What is the first thing that comes to your mind about a parking lot or a garage?

Most will say getting a space close to a door or elevator. Did you ever park in a lot or a garage only to find, when you came out, it was dark and no lights were on — or your car was stolen and the closed circuit television camera didn't pickup the theft because it was broken?

Consider the following crimes that can occur:

- Abandoned Motor Vehicles (M/V)
- M/V accidents
- M/V Hit and Run
- Individual Hit and Run
- Individuals Driving - w/no license
 - w/no insurance
 - under the influence
 - a stolen car
- Trailers stolen, abandoned, concealment
- Malicious destruction
- Theft from M/V
- Attempted theft of a M/V
- Theft of a M/V
- M/V set on fire
- Assaults
- Assault and battery
- Assault with a dangerous weapon
- Assault with intent to commit felony

- Assault with intent to commit rape
- Domestic violence and abuse
- Workplace violence
- Drug sales
- Prostitution
- Abduction
- Murder
- Rape
- Trespass
- Disposal of trash
- Parking in a Disabled Designated space
- Parking in a Fire Lane.

The list can go on and on. It is not our intent to address these crimes, only to make you aware of potential problems.

Employee Parking

At the time employees are hired, they should be advised exactly where they are expected to park, as well as to be aware that we don't live in a crime-free society and thus they should be aware of their surroundings and report any suspicious persons or suspicious activity to security. Employees should always be encouraged to report crime problems to security personnel, who should conduct proper follow-up to the incident.

Company Cars and Trucks

All cars and trucks should be placed in a secured environment or fenced-in area. Trucks and trailers should be locked with

proper padlocks and seals. Vehicles should be parked close to the wall, backed into the wall or even back-to-back. Trucks or containers contain inventory, profit for the company, or material thieves want to fence for 20 cents on the dollar.

You can have the greatest accountability procedures and invoice system but that is usually when the goods are inside the complex. Consider how many people know the contents of your truck — the driver, shipping clerks, dock workers, accounting personnel and probably the janitor.

Patrolling Parking Lots and Garages

The most popular method of patrolling a parking lot or a garage over the years has been the Cushman Patrol Vehicle. These vehicles work effectively and are able to patrol at the proper speed through narrow passageways and walkways. In addition, bicycle patrols are a fairly new and popular concept of the nineties. Walkie-talkies, cellular phones or centrex phones in the parking lot or garage add to your security package by allowing you fast access to security by means of effective security.

Signage

Sign No. 1- "No Trespassing - Parking by Permit Only/Violators will be towed at owner's expense"

Continued on page 32

Manager Versus the Leader

Continued from page 27

Leaders promote self-esteem by enabling their people to experience success, and by building on strengths to satisfy employees' needs and desires so they can contribute productively to the accomplishment of the mission.

Leaders accept that they are only as good as the men and women they command. The true leader makes subordinates feel important — because they truly are — and fully understands that without the subordinates' commitment, the leader is nothing more than a manager playing an organizational role.

About the Author

Lt. Harry Mounts is a 16-year veteran of the Anne Arundel (MD) County Police Department and holds a Bachelor of Science degree in criminal justice. He is currently in a Master of Public Administration in criminal justice program. He has also attended various writing workshops and is a member of the Maryland Writer's Association as well as the Police Writer's Club.

The Business of Policing

Continued from page 30

that snake of accountability, walk into the forest of modern society, turn it lose and see where it will take us.

Reference

Depree, M. (1989). *Leadership is an Art*. New York: Bantam Doubleday Dell.

About the Author

Steve Ramirez is the Director of Police at St. Mary's University of San Antonio, Texas. He holds a B.S. degree in human resource management and a M.S. degree in human resource development. Steve is currently a candidate for the Executive Leadership Doctoral Program at The George Washington University. He has over fifteen years of combined civilian and military law enforcement experience.

cooperation, teamwork, knowledge, and management commitment.

The Skills

In essence, leaders view as their jobs not to control, but to lead. To be effective, people must know what is expected of them. Leaders set standards, increase effectiveness, promote continuous improvement, and make expectations clear to their subordinates. Leaders practice leadership by example. They assist subordinates in learning how to meet expectations, provide feedback on their performance, and hold them responsible to perform. Leaders seek from their people more than mere compliance by drawing out knowledge, initiative, skills, understanding, and good judgment. Leaders promote self-esteem by enabling their people to experience success, and by building on strengths to satisfy employees' needs and desires so they can contribute productively to the accomplishment of the mission. Leaders also encourage creative ideas and lead others to develop new insights. All of this starts with clear expectations. Leaders do this by spending time with individuals and groups, practicing active listening, and repeating key points and goals.

VEHICLE IMMOBILIZERS

H SERIES Hook-Loc (PAT PENDING)

- One piece rugged steel construction
- Rhino Hook-Loc system eliminates traditional attachment jaws
- Optional padlock & cover for 3-tier tamperproof locking system
- Secur-Bolt-Key lock system
- Installs in 30-60 seconds
- No assembly required
- Lightweight - 17½ lbs
- Safety orange coating for high visibility



"Move up to
Quality"



MITI

MANUFACTURING
3183 HALL AVENUE
GRAND JUNCTION CO 81504

Manufacturers of the most comprehensive
line of vehicle immobilizers. Made in USA

Call For 970/434-9100 Fax/434-9200
Catalog Web Site: www.mitico.com
E-mail address: Services@mitico.com

Rhino
SINCE 1958
VEHICLE IMMOBILIZERS

"Immobilizers for
anything on Wheels"

• MEDICAL AGENCIES • AVIATION • COLLEGES & UNIVERSITIES • PARKING GARAGES • SECURITY •

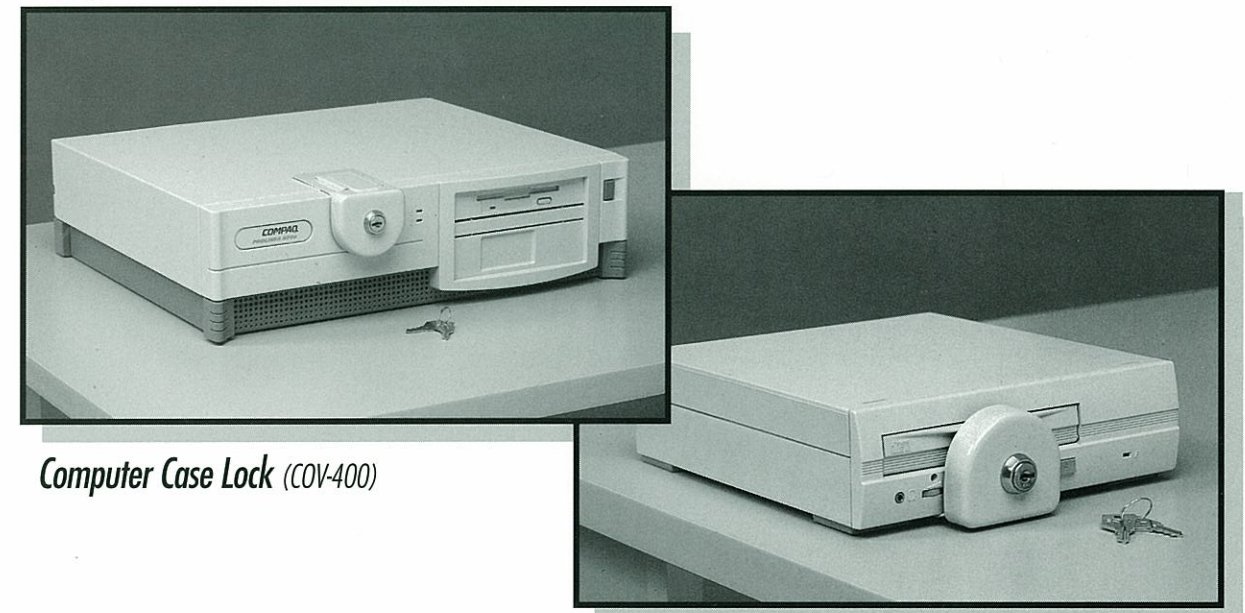
Stop Pentium Chip Theft With The CoverLock™

Locks CPU Case/CD ROM/Floppy Drive

- Prevents Pentium processor and memory chip theft
- Secures all internal components
- Universal — Fits most CPU Models
- Locks in CD ROMs
- Optional security cable available to lock down equipment
- Locks available keyed alike, keyed differently, or master keyed
- Lifetime warranty on all components

Quick And Easy To Install!

Suggested Retail Price \$29.95



Computer Case Lock (COV-400)

CD Rom Lock (COV-400)

Secure-It

Order now — Call 800-451-7592...
8:30 am – 8 pm EST

18 Maple Court, East Longmeadow, MA 01028, USA phone 413-525-7039
FAX: 413-525-8807 EMAIL: secure-it@owls.com INTERNET: <http://www.secure-it.com>

©1996 Secure-It, Inc.