

**The Bill Blackwood
Law Enforcement Management Institute of Texas**

**The Use of Canine Units by Small Departments
As a Viable Cost Effective Resource**

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**By
Henry Minton**

**Lower Colorado River Authority
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ABSTRACT

The use of K-9 units by small departments as a viable cost effective resource is relevant to contemporary law enforcement because in this time of economic downsizing most departments are seeking ways to provide the best service at an acceptable rate to the communities they serve. The purpose of this research is to see if the cost associated with starting and maintaining this type of specialized unit can be effectively off-set while still meeting the needs of officers and citizens. The method of inquiry used by the researcher included: a detailed search of magazine articles, professional journals, thesis papers, books, and a survey provided to police departments throughout the state of Texas.

The researcher discovered that there are a wide variety of ways in which a department can fund a canine unit. This funding can be used to start or maintain a team that will work to benefit both the department and the citizens of the community. It was shown that by properly using the canine unit as a public relations tool, the community gains a better and more thorough understanding of what the teams are there for and capable of doing. This leads to more community involvement with the department and shows the department in a more positive light. The teams can be used not only to protect the citizens from the "bad guy", but they can also be utilized to locate missing or lost people.

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INTRODUCTION

This researcher wants to consider whether or not there can be a use of canine units by smaller departments as a viable cost effective resource. With the limited manpower and funding at these departments, there should be a manner in which the use of a canine team can be purchased, trained, and deployed. These teams can be utilized to assist in multiple facets of the officer's sworn duties.

The use of canine teams has proven their value to law enforcement agencies around the world. When these teams are be deployed, they can relieve other officers to return to normal patrol duties. A trained canine team can effectively search a much larger area faster than several human officers. In the event of a lost individual, such as an Alzheimer patient, who does not pose a potential threat to officers or the general public, the canine team can be utilized to track and locate the missing and endangered patient. Canines have saved the lives of numerous officers by alerting them to dangers unseen by the human officers on scene. These incidents include the dog being able to locate and alert the officer to hidden suspects intent on doing harm to the officer or others and being able to locate potential explosive materials. When the canine alerts to these dangers, the trained human partner will be able to take the appropriate steps to diminish the threat to officers and the general population.

The purpose of this research is to evaluate the feasibility of funding and maintaining a trained canine team by smaller departments. The researcher will examine the avenues towards locating and securing the funds required to start up a team as well as maintaining the required training. The costs associated with the establishment of this type of unit include the obvious cost of the animal and the

specialized equipment required for the team to function effectively. The researcher will also look into the overlooked costs of maintaining the training and certification of the team, housing for the animal, as well as food and veterinarian care for the dog.

The research question to be examined focuses on whether or not the initial cost of developing a functioning canine unit in a small department is a valid use of funds. The researcher intends to determine if the funding for this type of unit is warranted during this time of increased threat to domestic targets and the availability of federal grants for the use in law enforcement arenas. When the unit is funded, there will need to be an on-going commitment by the police departments' administration to properly budget funds in order to maintain an effective team.

The intended method of inquiry includes: a review of professional journals, internet sites, line item cost on departments' budgets, individual interviews with officers working as part of a canine team, and a survey of multiple departments in Texas. The review of professional data will include a Department of Defense training manual for military working dogs. There will be personal interviews with professionally trained canine handlers conducted; who are currently certified by whatever agency is carrying the certification for the team. The survey will be used to determine the most common ways departments acquire and utilize the assigned teams.

The expected results of this research is that the initial cost of establishing and maintaining a valid canine unit will be minimal when examined next to the potential benefits experienced by the department. These benefits should include a safer working environment for officers and less manpower used in specific situations. The unseen potential benefit of deploying this type of unit may be felt in the area of public relations,

where the citizens within the community can see the positive manner in which the unit can be used.

The field of law enforcement will benefit from the research because departments who have previously thought that the cost of this type of unit was out of reach may re-examine their decisions and see the positive impact a canine unit can have on the officers and community. These departments will be able to use the information found to justify the cost and time required to start a canine team. They will be able to draw from the other departments currently utilizing these teams to see the positive advantages a properly trained team can provide to the department.

REVIEW OF LITERATURE

Police departments from around the world have used K-9 teams to supplement their officers on the street for years. The dogs have been used as a productive member of the team and as a tool to get the job done safer for their human counterparts. There is no other tool in service today that could effectively take the place of the canine, and the loss of this tool would serve as a blow to the manner in which police departments serve the general public (Barrow, 2001). Departments, both large and small, have made use of the K-9 in order to supplement their force and to make the job safer for the officers. When properly utilized, the police dog will help ensure that the officer is as effective as he possibly can be, while it is the officer's responsibility to put the dog into situations where he can use his innate abilities to perform duties not possible by the human officers (Griffith, 1979).

Dogs have a greatly enhanced sense of smell that dwarfs what any human has. Law enforcement departments have found that by properly using the dog and his nose,

they can reduce the number of officers required to complete an area search. A dog's nose is the main reason dogs are currently used to assist police departments; however, a canine will use hearing, sight, touch, as well as scent during the performance of their duties. Compared to man, a dog can hear 15,000-50,000 cycles more, which gives them the ability to hear both lower as well as higher pitch and volume sounds (Bryson, 2000). Bryson stated, "The police dog has about 200 million olfactory receptors in his nose, 20 times the number in mans. Scent or odor: Airborne molecules that activate the sense of smell upon contact with the individuals nasal receptors" (p. 55). This greatly enhanced ability to smell allows the dog to detect sources that would never be found by a human alone. Dogs that are worked on a regular basis as well as dogs that maintain a rigid training schedule are capable of performing air searches in a fraction of the amount of time it would take several people to complete with the same amount of accuracy. A dog assigned to work at Los Angeles was able to locate, in training, a gun hidden over 50 yards out into the sand dunes surrounding the complex. This article search was conducted after the weapon was hidden, ensuring the dog could not see where it was being placed. After receiving the command to search from the dog's handler, the dog began a quick search of the area and found the gun in mere seconds (Wardwell, 2008).

In the area of searches, dogs are used to searching areas, as well as buildings and vehicles. These searches can be for a wide variety of items including people, drugs, explosives, evidence, and bodies. When searching for people, it is important to differentiate between searching for a suspect, a victim or innocent lost individual. This is due to not wanting to send a canine out on a search for a missing or lost individual

and have the dog react as if it were a criminal. Humans give off a scent, which is what experts believe is how a dog is able to track them to their location. Certain chemicals are excreted from the human body along with dead skin cells which are shed as the person moves. The same basic chemical is given off from a person who is scared from being lost, as is given off from a suspect fleeing the police (Bryson, 2000). Dogs have been called into service to search buildings for suspects. The majority of these calls come at night, when manpower on the shift is usually reduced, and the building is dark. The canine team has the capability of searching a multi-floor building in minutes, where without the team's assistance it could take a pair of officers a couple of hours to complete with the same degree of certainty that the suspect was found or that the building was empty (Hamilton, 2003).

Police dog teams are not limited to cases of car or building searches. They can be utilized effectively in a wide variety of calls. These teams can be dispatched to any call where the suspect might attempt to flee, or, by the very nature of the call, the suspect is outside and prone to flee upon an officer's arrival, such as a peeping tom. The trained teams have been deployed to assist at disaster scenes, major sporting events, and along parade routes, as well as for crowd control through their abilities and the psychological effect they can produce (Chapman, 1990). These canine teams have been reported to complete an area or building search in the same amount of time that it would take approximately ten trained officers. These unique attributes of canines prove to be an invaluable resource to the departments that use them correctly (Marek, 1997).

One of the main factors in determining if a department should obtain and maintain a canine team is the cost. This can be very daunting to administrators and city

officials who are concerned with the budget. Finances for this program can begin even prior to a department receiving the dog or sending the handler for training. The fleet manager for the department needs to be in on the discussion concerning one of the largest costs associated, which is a dedicated vehicle for each team. This expense can be off-set by using an existing vehicle in the fleet and adding a K-9 cage for the dogs' protection (Melson, 2002). There can be some arraignments made and donations solicited from the community to assist in meeting some of these necessities. The equipment required by a canine team can be obtained through donations, grants, or possibly from governmental surplus.

A good public relations campaign initiated by the department can cultivate positive feelings towards the program long before a dog is purchased. It is critical that the agency build this relationship if they are planning on financing part or the entire program through public and private donations (Melson, 2003). The dog team idea should be presented to the community as soon as the decision is made to obtain one. The public spokesperson for the department should initially advise the local media about the plans and then begin talking to all of the entities within the community that could benefit from this type of unit, such as schools and community centers, where demonstrations could be planned. According to Marek (1997) "each agency (who responded to the survey) believes that their community responds to the canine demonstrations, resulting as a positive public relations tool for each agency" (p. 8). Proper socialization is a critical aspect of maintaining a working dog team capable of being used for public demonstrations, as well as in crowded environments, such as schools (Morn, 2010). By safely exposing the dog to a variety of controlled situations,

the handler (and department) can be assured that the dog will act or behave in an acceptable manner.

An officer familiar with or educated about canine teams should make contact with other agencies in the area who are currently utilizing this type of resource to determine how their unit is funded. This officer should also contact the other agencies surrounding theirs who do not have a dog and who might be interested in assisting with the cost of the dog team. The team could then be jointly used by putting a formal inter-local or memorandum of understanding in place outlining how the dog is to be shared. By jointly owning a dog team with a neighboring agency, the department that does not “own” the dog does incur some problems. The main issue with not owning an agency dog is not having it available right when the team is needed. By nature of the duties these units perform, time is critical (Hamilton, 2003). When initially evaluating the need for a canine unit, the department needs to ensure that the proper policies and procedures are established to govern the manner in which the team shall operate (Marek, 1997).

Dogs have been utilized for years in a variety of police and military functions. One of the first things that they were known for was being able to sound the alarm if danger was near (Coren, 1994). The bark plays a huge role in police dogs duties. It is used to alert the handler or other officers to a potentially dangerous situation close at hand. The bark alarm is also used by the dog, and handler, when the canine is conducting a free search for a non-hostile individual. When the animal locates the person, it will stay with them and bark until the handler is able to locate them. This ensures the dog remains with the victim until help arrives, to either lead them out, or to

provide any aid needed at the time. The bark is a natural instinct that all dogs have and has been used by the animals since before they were even domesticated.

There are two areas of law enforcement where dogs can be especially beneficial to the department but are not as common as the drug and tracking dogs. These specialties are in the areas of explosive and cadaver trained dogs. In each of these areas, the trained dogs have proven their worth several times over, keeping the handler safe (during the explosives search) and assisting in locating deceased bodies for evidence or to give the deceased's family closure. The type of dog selected to be trained as a cadaver dog differs somewhat than that of a dog for routine police work. It is best to utilize one of the herding or working dogs for this duty. More vital than the type of dog is the nature of the dog selected (Rebmann, 2000). The dog needs to be very playful and enjoy interacting with humans. The play drive of this dog is critical due to the nature of the job they will be trained for.

Searching for cadavers can take extended periods of time, depending on the terrain being searched, and a dog must have the energy and stamina for the long hours. Explosive trained dogs, or bomb dogs as they are commonly referred to, are a very special tool for a department to use for the safety and well being of their community. These dogs are usually deployed in conjunction with an explosive ordinance team but can be sent prior to dispatching the team. In contrast to the cadaver dogs, these dogs need to have a much calmer, more controlled nature but still maintain the high play drive. The scheduling and use of these dogs is usually directed by the command staff, which needs to be educated as to what the dog can and cannot do (Mistafa, 1998). It has been insinuated that the command staff does not always realize the limitations of

these teams and the value that they have to the department. These teams are usually sent to work the local airport checking baggage until they are dispatched to another call. They can also be utilized at the local schools to ensure the safety of the students, who have reported to feeling safer when dogs are, used (Mesloh, 2003).

METHODOLOGY

The research question to be examined considers whether or not there can be an effective use of canine units by smaller departments. The use of a K-9 team can be cost effective in both financial and manpower to the department. The initial cost of the animal and training will be examined to determine if the monetary outlay by the department can be offset by the positive response from officers as well as the community that is being served. How these types of units are utilized as a resource can be shared between smaller departments for the betterment of the citizens.

The researcher hypothesizes that the initial and on-going cost of this unit can be covered by grants, donations, and other means. With proper training and use, this team can become self sufficient quickly by obtaining narcotic seizures. The positive working relationships between neighboring departments will be enhanced due to the abilities that a well trained K-9 team can demonstrate. By participating in public demonstrations at local schools, events, and celebrations, this team can gain the support and trust of the community, building a closer bond between the department and the citizens. This bond will stretch beyond just the use of the dog and will reach out into many of the contacts that officers and administrators have with the community. It can serve as a bonding point for the people who live there and give them a sense of ownership and pride in the positive work that a canine unit can produce. With a properly trained team,

the community will have more confidence in their department during a search event for any lost or injured person.

The method of inquiry will include: a survey that will be distributed to many departments of various size throughout the state of Texas, a review of books containing training and source information about the current use of canine teams within law enforcement, professional law enforcement journals, and magazine articles. There will be personal interviews with three K-9 supervisors within the state of Texas. During these interviews, they will be asked how the K-9 is utilized within their department, how often their K-9 is utilized during a normal working month, and how a handler is compensated for this additional responsibility. The instrument that will be used to measure the researcher's findings regarding the subject of using canine teams as a cost effective resource by small departments will include a survey distributed to multiple agencies within Texas. The size of the survey will consist of 18 questions, distributed to 50 survey participants from the state of Texas. The response rate to the survey instrument resulted in 28 departments, which have active K-9 programs at this time, 22 departments that do not have a working K-9 team; however, four of these departments have had teams in the past.

The information obtained from the survey will be analyzed by comparing the manners in which departments fund their units, how the initial funding was found, and how these teams have been utilized to help departments assist other agencies with whom they have an established inter-local agreement. All participants and departments of this survey will be kept anonymous and will be allowed access to the results of the survey once it has been completed and analyzed.

FINDINGS

The results of the surveys submitted for this research provided some insight as to how K-9 teams are currently being utilized and funded in the state of Texas. According to the survey results, 56% of the responding departments acknowledged to having a working canine program at this time. Of the 44% that does not have a program, 8% indicated that the department has had one in the past and are looking at re-developing the program in the future.

The departments that do have performing canine teams report having between one and 20 working teams. The spread is based largely on the size of the department. Departments surveyed had between 17 and 3,620 sworn and commissioned officers assigned. Typically, the larger the department and the larger area they cover, the more dog teams they have at any given time. The only exception to this is an Airport Police Department who responded to the survey. This department has a disproportionate number of dogs and handlers compared to the other departments that have similar numbers of commissioned officers. The airport unit has very specialized teams and require them to be on-scene in a very short amount of time due to the scheduled nature of their work, keeping the planes moving on time and in an orderly fashion.

During the survey, a question was asked as to how the canine unit was funded originally, giving the examples of grant, budget, and private donations. Thirty percent of the departments stated their departments started the program within the department's budget. The second highest amount of funding was found to be through private donations. Citizens within the community saw, or were notified of, the need and benefits of a canine team and donated the required funds needed to obtain, train, and

sustain a full time canine unit. This accounted for 12% of how departments initially started their units. Of the departments whose K-9 units were established by private donations, 85% continue to be funded by on-going donations from citizens or businesses within their community. The remaining 15% have been incorporated into the department's annual budget. Only 6% of the departments took advantage of local, state, or federal grants for funding to start and continue a viable canine unit within their agency. The remaining 2% indicated that the units were started with undisclosed funds or other means.

The researcher wanted to determine if agencies were working together and making use of inter-local agreements with the dog teams. An astounding 92% of all the 50 departments surveyed acknowledged to participating in either formal (written) or informal (word of mouth) inter-local agreements. This does include the departments that do not have working teams, but are on the receiving end of this agreement, by making use of a dog owned and paid for by another agency. Several departments (8%) do not participate either by providing teams to other agencies or by receiving assistance from outside agencies. This accounts for some of the specialized departments, such as an airport police department or some independent school district police departments.

When asked about whether the departments provided any funding, training, or other assistance to outside agencies participating in the inter-local agreements, 35% of the ones who do engage in inter-locals stated they did provide some form of assistance to the other agencies. The most common form of this assistance was found to be in providing or participating in cross-agency training. There was one department that stated they paid another agency on a call-by-call basis for every response.

Administrators who completed the survey stated there was no compensation given to the other departments in the inter-local, except for the agreement to provide assistance to the other department if needed. This made up for 65% of the responding agencies.

The researcher attempted to determine how the K-9 teams were currently being utilized. The vast majority of the surveyed departments (95%) stated to having dual purpose dogs. Of these teams, all were patrol certified and either narcotic or explosive certified as the other part of the dual certification. Two departments stated that they are currently working exclusively explosive dogs as a single certified specialty. These were an airport police department and one of the independent school district police departments who have very specific needs that need to be filled by their dog teams. One department surveyed indicated they had a single purpose dog used for locating deceased individuals. This cadaver dog is maintained specifically for this sole purpose and is not cross-trained for any other duties.

The cost associated with the housing and up-keep for a canine team can be a determining factor for some departments. During this research, a question was asked concerning if the department provided care, housing, and food for the dog. Every response to this question was "yes," except for one. The one negative answer indicated that all cost associated with the dogs routine care was the responsibility of the handler, who was paid an extra \$100.00 a month for his time. All other respondents to the survey indicated that the department covers all cost for maintaining the dog, usually at the handler's home. According to a deputy of a rural Texas county sheriff's department, any additional money provided for the dog to be maintained at an officer's resident does

not fully cover the cost incurred. He stated that the handler will “always” be out some money for incidentals needed by the canine.

The researcher attempted to find out how frequently the teams were being utilized by the departments who maintain active K-9 units. Question 13 of the survey asked about the number and types of calls the teams respond to on a monthly basis. The respondents indicated a call volume of between 200 and 400 calls a month. The lower number call loads were turned in by departments with small units, while the higher end numbers were from departments that maintain multi-dog teams on call continually. All departments indicated that the dogs were utilized while on patrol and were subject to respond to calls for service, whether or not the call dictated the use of a canine team. Every respondent indicated the dogs were dispatched to alarm, or open building type calls, while the dual purpose dogs were used for drug or explosive searches depending on their trained specialty. In a conversation with a K-9 sergeant, it was indicated that it is very difficult for a canine handler to approximate the number of calls responded to with pinpoint accuracy. This is due to the fluid nature of police duties, one month a handler may respond to multiple calls, while the next month they may only have one or two calls.

Of major importance in having an effective and professional canine unit rests with the training and certification of the teams. This certification ensures a uniform standard is met and maintained for all teams. The survey found that 90% of the responding agencies require and fulfill this standard prior to allowing a team to work in the field. It showed that 5% rely on training and internal certifications for their teams. Five percent of the departments indicated that they did not know if their department underwent

training and/or certification. According to a K-9 sergeant, continual training is essential to maintaining an effective K-9 team.

The search and scent techniques used by the dogs is an acquired skill, built on their animalistic nature, that needs to be used and reinforced on a regular basis in order to stay proficient. This training is for both the dog and the handler. Some of the certifying agencies mentioned during this survey include the North America Police Working Dog Association, the United States Police Canine Association Inc., the Texas Police Canine Association, the Federal Aviation Administration, and the United States Military (Lackland Air Force Base, San Antonio Texas). A secondary question asked on the survey with respect to the training and certification of these teams was how often the departments required them to train and certify. It was found that 80% require training at least weekly by their teams, ranging from two hours a week to eight hours a week. Another 10% held to a monthly training schedule, while 5% trained every day the team was on-duty, and 5% trained once every six months. These findings fell in line with the certifying requirements set by the departments. Ninety percent require certification at least annually, while 5% require it every six months, and 5% require certification once every two years.

Annual cost for operating and maintaining a K-9 unit varies drastically within the departments surveyed. The range for annual monies spent is from \$3000-\$80,000 per team, according to the survey. It was discovered that the department with the high end cost (\$80,000) was including the officer's salary and the dedicated patrol vehicle in the estimate, which was not included with any of the other agencies estimates. The average cost associated with this survey to maintain a single dog/handler team was

\$5,541, which is excluding the \$80,000 submitted by one department. The money spent by the department includes training, up-keep (veterinary care), and equipment expenses. Due to the nature of how these teams are used, some of these costs will fluctuate from year to year.

The researcher asked if the teams were used as a public relations tool for the agency and, if so, how they are utilized. It was discovered that 85% of the departments do use their canine teams as a public relations tool. They participate in demonstrations on a regular basis at schools, businesses, civic groups, citizen police academies, and other police related, events such as the Red Ribbon week and National Night Out programs. Of the 85% that do use the teams for public relations, 95% conduct regular demonstrations at schools within their jurisdiction. One of the respondents went so far as to write in that the unit is a key marketing tool for the agency. There was 15% of the departments who responded to the survey that answered this question with a “no” response. This indicated that they do not perform public or private demonstrations with their teams.

DISCUSSIONS/CONCLUSIONS

The problem or issue examined by the researcher considered whether or not there can be a viable use of canine teams within smaller departments as a viable cost effective resource. There is substantial cost in establishing and maintaining an active K-9 team; however, this cost can be off-set easily by the vast number of duties a team can perform. They are used in situations where it would be too hazardous to insert an officer, such as searching a building where a violent suspect could be hiding. These types of calls lend them to a canine team’s expertise. The dog will actually take the

lead during this type of search, being the first one to encounter the suspect, and, as such, placing him in the position of greatest danger. In these situations, the dog actually is the primary officer, while the handler fills the back-up or secondary officer role, and completes the apprehension of the suspect once the suspect is controlled by the dog. The canine is also utilized in area searches for both missing individuals as well as hidden suspects. The searching abilities they bring to the team allow them to search a much larger area in a relatively short amount of time, especially in comparison to attempting to search that size area with humans. It has been argued that a dog team can search an area 50 times faster than humans can, and with a much enhanced degree of certainty.

In the specialized areas of drugs and explosive detection, dogs cannot be surpassed for their ability to locate and alert the handler to the presence of these substances. The dogs' innate sense of smell has lent them to become the standard for all other detection methods. This again proves how the dog allows officers to perform their assigned duties in a safer environment. Drug couriers have been known to booby-trap the shipments of narcotics, so the dog will be the first to come into contact with this trap, placing him in danger to fulfill his duties and to protect the human handler. This is even truer when using an explosive trained dog while searching for known or suspected bombs. With the advancement of computers and other technology, departments are still turning to dogs for these duties, which is a testament to the accuracy and performance of these teams.

The purpose of this research was to see if the use of dogs was still a good use of funds and manpower within the smaller departments. With budgets and manpower

being cut at departments across the state, dog teams continue to prove their viability to the department. During this research, it was discovered that in most areas, the citizens will assist departments in obtaining the funds necessary in establishing or maintaining a canine unit. It has been established that the use of a canine team actually saves many man hours during a search, due to the rapid manner in which a dog can clear an area.

The research question that was examined focused on the cost and the effectiveness of canine units. It was shown that the majority of the departments who are utilizing dog teams find them to be an invaluable tool to be used towards fulfilling their mission. There were a wide variety of funding methods reported during this research. Public and private donations were the most prevalent reported, followed by state and federal grants and then by department budgets. There was only one report of the handler having to provide the dog and all monetary aspects of operating the team.

The researcher hypothesized that there would be a use for canine teams within the smaller departments in Texas. It was also believed that these teams could provide a manner in which certain specific duties could be completed safer and more efficiently. If needed, it was thought, and subsequently shown, that the community served by an agency would step up and assist in the funding and support for a canine team. Once the usefulness of the unit was described and demonstrated to the citizens, a partnership would be developed, giving both sides a buy-in with the other.

The researcher concluded from the findings that dog teams are going to continue to be used by law enforcement agencies. The inherent abilities that a dog brings to the department include an enhanced sense of smell, hearing, and sight. Each of these senses is critical for assisting law enforcement in safely completing the task at hand. To

date, there is no form of technology that can effectively and reliably take the place of a well trained dog and a dedicated handler. It is critical that the pair work as a team and are fully confident in each others' abilities; trust between the two is essential. Of the departments surveyed, all of the ones with active dog teams, as well as the four who have previously had them but discontinued them, consider the canine units vital to law enforcement. All of the four departments who have had teams but discontinued their use indicated that the department is looking for ways in which to re-initiate the program. Every agency surveyed, including those without canine teams, acknowledged the usefulness of the teams. Those who do not have a canine do have either formal or informal inter-local agreements ensuring the use of a dog if the situation warrants it. The findings of the research did support the hypothesis. The reason why the findings did support the hypothesis is probably due to the fact that dogs have been used for years in police work, resulting in a positive history within the profession. The canine pairs perform a job that there is no other way in which to complete in a safe and efficient manner. Dogs are not meant to replace the human officer but to enhance the officer's ability to better serve and protect the community.

Limitations that might have hindered this study resulted because the researcher looked only at departments within the state of Texas. This oversight eliminated what is being done throughout the rest of the country and the world in the area of canine deployment. Another aspect that could have skewed the findings of this research was the departments that were selected. By doing this, there was no check on the size or type of departments involved in the survey. There were departments from as small as eight commissioned officers to one department that has a reported 3,620 officers.

The study of using K-9 teams as a cost effective resource within small departments is relevant to contemporary law enforcement because there is a vast number of small police departments. All of these are looking to perform the best job possible for the communities they serve, while operating within a set and limiting budget. Every department has to justify any unit operating under its command, and these units need to provide the biggest “bang for the buck.” Administrators and citizens alike want the departments to provide more services for less money. Canine units are not exempt from budget cuts, but they continue to prove their value to the department and the community.

Departments and communities looking into either starting or maintaining a canine unit stand to be benefited by the results of this research by seeing how other agencies around the state are utilizing and funding their programs. It was shown that communities are willing to help in the funding of the dog teams. Canine teams are being used as a major public relations tool by most of the departments who have active teams. This gives the community a chance to see how the teams work and what benefits having a canine unit will bring to their department. A numbers of agencies that have these teams use them within the school system, providing demonstrations to children from kindergarten through high school, which establishes a critical relationship between officers and the youth of the area. By having this open and positive relationship, the lines of communication are opened with a whole new generation of citizens within the community. The manner and positive nature in which the dogs are used has survived years of scrutiny and continues to prevail as a needed and valuable asset to law enforcement departments.

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APPENDIX



Henry Minton
SERGEANT
Public Safety Department

OFFICE: (512) 473-3333 Ext. 2826
PAGER: (512) 205-6061
EMAIL: hminton@lcra.org
OTHER: Dispatch (866) 527-2267

P.O. Box 220, Austin, Texas 78767-0220
1-800-776-5272 • www.lcra.org

To Whom It May Concern:

I am conducting a survey centered around the utilization of canine units as a cost effective resource for smaller departments. I am hoping to locate the most cost effective method of starting a canine unit and funding it in future years so that the developed unit can become a cost effective one for the department and other agencies where mutual aid agreements are in place. I am requesting your assistance in this matter by taking a few minutes of your time to complete the enclosed survey.

This survey is being conducted as part of the requirements for the Law Enforcement Management Institute of Texas. The results will be compiled and used for the completion of a research paper. Your name as well as the name of any departments submitted will not be included in the published paper or released to any outside agencies. If you or your agency desires the completed results of this survey please include the information as to where it should be sent upon completion in the space allowed.

Thank you for your time and assistance in this matter.

Sgt. Henry Minton

Lower Colorado River Authority

Canine Survey

For Law Enforcement Departments

Please complete the following questions as completely as possible.

1. Individual completing survey: _____
 2. Agency Name, City, and State: _____
 3. Does your agency have a canine unit currently? _____
 4. How many working canine teams does your department have? _____
 5. How many sworn officers are employed by your agency? _____
 6. How was this canine unit funded originally? (grant, budget, private, ect...) _____
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7. How are your dogs obtained presently? (grants, private, budget, or handler provides own dog)

 8. Does your agency participate in inter-local agreements with adjoining jurisdictions, for the purpose of canine calls? _____
 9. If yes to question 8, how many other agencies? _____
 10. Do these other agencies provide any funding, training or other assistance for the canine unit? _____

11. What type of dog(s) does the department deploy? (drug, patrol, narcotic, explosive, cadaver) _____

12. Does the department provide care, housing and food for the animal? _____

13. Approximately how many and what type of canine calls do the teams respond to monthly? _____

14. Are the teams certified by an outside agency or association? _____

15. If yes to question 14, what agencies for the individual types of dogs? _____

16. How often do the teams train / re-certify? _____

17. Approximately what is the total cost to the department's budget for each canine team annually? _____

18. Are the teams used as a public relation tool for the department? If so how are they used?

Thank you for your time and information in completing this survey. Please submit completed surveys to:

LCRA Police Department
Sgt. Henry Minton
P.O. Box 220
Austin, Texas 78767-0220

or email completed form to:
hminton@lcra.org

_____ Please send me a copy of the survey results