

LAW ENFORCEMENT MANAGEMENT INSTITUTE

**THE FEASIBILITY OF COMBINING THE POSITIONS OF
CITY MANAGER AND CHIEF OF POLICE
IN TEXAS CITIES**

A Research Paper
Submitted in Partial Fulfillment
of the Requirements for
Graduation

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#24

ABSTRACT

This paper will examine the feasibility of practical application for cities in the state of Texas considering the employment of one highly trained and qualified individual to fill the positions of city manager and chief of police concurrently as a matter of budget savings, as well as other advantages that may exist.

ACKNOWLEDGMENTS

I wish to extend my thanks and appreciation to the LEMI on campus staffs at Texas A&M University, Texas Woman's University, Sam Houston State University, and TCLEOSE for allowing me the opportunity to attend the Academy.

Thanks to Mr. Bill Bailey, Librarian at Sam Houston State University, for his assistance and patience in explaining the proper form for this paper.

And, a very special thanks to my wife, family, and city officials; without their support, my efforts in the pursuit of advanced knowledge in the field of management could not continue.

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INTRODUCTION

The purpose of this research paper is to address the fact that most governing bodies of municipalities very seldom consider one of their top professionals for promotion into top management as city manager. This highly trained and qualified individual is the police chief.

This paper will contend that the successful management of a well-operated police department is excellent work experience that suits the position of city manager and, under certain circumstances, a police chief should be seriously considered for the dual role.

Research in this area is extremely important if we can open the minds of city council members and mayors that police chiefs are more than just "cops". Such a combined position will enable some cities to link the two positions so that one well qualified individual could perform the duties of both without substantial problems. This combination would result in tremendous savings in salaries spent, as well as the benefits that are necessary to now be offered to get quality employees into municipal systems, especially top managers.

Since no current research is readily available, it is hoped that this paper will generate interest from the intellectual community and result in future research

studies on the matter of dual positions to assist in opening the minds of those in city government that can make these decisions. This paper does not suggest other positions cannot be combined with the Chief of Police.

METHODOLOGY

No previous research concerning the dual positions of city manager and police chief in city government was located; however, material was available concerning the history and qualification requirements of both the city manager and the police chief. From this information, a similarity of the training, background, and responsibilities of the two positions has been identified.

Since this researcher did not feel this information was sufficient material for discussion of the advantages and disadvantages when actually in the dual role, a special questionnaire was designed, with LEMI support staff, for those individuals that are known to hold or have held the two positions. For purposes of this paper, a director of public safety was considered as a position similar to police chief when the director holds the position at the same time as city manager. Of course, this researcher will use knowledge derived from his own experience to express some views. From telephone response to the questionnaire and personal experience, this writer will offer what he feels is an acceptable conclusion based on all the information made available.

The questionnaire is designed to ask specific questions such as age, sex, race, length of job duties,

when hired, when given dual positions, length of law enforcement certification, length of time in management, population of city where employed, type of city government, budget preparation information, etc. The answers to these questions are directly addressed in the proper section of this paper.

EXAMINING THE QUALIFICATIONS OF EMPLOYMENT

The City Manager

As early as 1911, the "Lockport Plan" in the New York State Legislature generally set up the city manager as is still known today. The city council was to have limited control over the administrative department in the following ways:

First, it would issue general and special orders by resolution to the city manager giving the authority to carry out the powers and duties conferred upon the manager. Second, it was to require the city manager to file with it a complete report of the condition of the departments once a year with audit controls, independent of the city manager. This auditor was to have access to virtually all vouchers and records except those controlled by actual act of council. In addition, this proposal gave the manager unusual power:

1. The Manager was the administrative head of the government.
2. The Manager's tenure of office was to be at the pleasure of the council.
3. The Manager was to exercise the general powers of executing laws and ordinances promulgated by the city council.
4. The Manager was to do whatever was conferred upon

mayors of cities.

5. The Manager was to make proper recommendations and reports as to finances and other material matters relative to the welfare of the city.
6. The Manager was to appoint all the officers whose selection was not provided for in some other fashion.
7. The Manager was to designate officers to perform certain duties which the council had ordered and to give written notice to heads of the departments.
8. The Manager was to sign documents as the public agent of the city and have access to all the books and vouchers of the city.
9. The Manager was to have the power to conduct whatever examination of officials or conditions that might be necessary for a thorough knowledge of the public business which it was vital for him to have (Toulmin, 1974).

With minor exceptions, this description remains intact some eighty years later. By the 1930's, the typical city manager was a white, native-born, American male in either the South or Midwest (approximately 75% of manager communities were located in the South or Midwest); 93% of the cities were under 50,000 population,

and 40% were under 5,000 population (Crouch, 1968).

The council-manager plan was invented to secure more capable executives and establish conditions under which management could be brought to a higher stage of perfection. The success or failure of the manager does not, to be sure, always depend on executive qualities, but executive methods are of prime importance and are entitled to a systematic survey in any account of actual performance--performance, not politics (White, 1927).

The typical 1930's manager:

1. Graduated from high school.
2. Some attended college; slightly more than half had obtained bachelor's degrees, and about 10% held advanced graduate degrees.

In these early days, a city manager was well-educated, since at that time more than half the American populations had never attended high school. Seventy-five percent of the group with bachelor's degrees studied engineering. Less than three percent majored in political science or public administration. Hours were long in the early days: ten to twelve hours a day and from five and one-half to six days a week.

Post-World War II brought a group identity crisis to the manager. Roles were uncertain in a modern world that was less than enthusiastic about the problems of

municipal efficiency.

In 1952, a code of ethics surfaced. In the search for an ideological consensus, the original wording remained basically unchanged. A new professionalism surfaced in 1960 that continues to this day.

The modern manager:

1. Predominantly white, native-born, and Protestant although the general population is over 13% Black and only 34% Protestant.
2. An average age of 43, with a range from 25 to 75, but two-thirds of the group are between the ages of 31 to 50.
3. Ninety-seven percent married.
4. Background is rarely (less than 2%) from professional families. Two-thirds are from families in small business.
5. Well-educated; 69% are college graduates or have advanced college training and 98% have graduated from high school.
6. Forty percent trained and educated in the liberal arts.
7. Primarily in small to medium size communities.
8. Very involved in community's social activities and organizations.
9. Income ranked upper middle class (Crouch, 1968).

The Police Chief

Sir Robert Peel, in 1829, passed London's Metropolitan Police Act through Parliament. The overall image was created by Charles Rowan, a distinguished military officer and Richard Mayne, a rising barrister. They more or less established the policies of military organization, discipline, the system of patrolling fixed beats, and the distinctive blue uniform.

New York City's Municipal Police Act was placed in effect in 1845. New York City created the first police force modeled on English precedent outside the British Empire. In contrast to the London police, the New York police was constantly changing. From this humble beginning, lacking in public trust, and having very little widespread support, the New York police would continue to exist even though changes also continued.

At one point, the control of the New York police went from city to state and finally back to city control in 1870. In New York, most of the citizens accepted the policeman's personal authority as the last means of coping with those who threatened social resolution.

Despite some criticism, public acceptance continues. Social change has brought parallel change in how police business is conducted. Police differ from their predecessors in their training, techniques, equipment,

and education. (Miller, 1977).

Until the middle 1970's, there was little or no policy on training. Only 33 states had laws requiring basic training, and only 19 states required 200 or more hours of instructions according to an IACP survey. Hours of training ranged from 72 to 400.

The 1970's also showed the need for repetition of training (Folley, 1976). Judgment refers to the capacity to make accurate predictions of future event, so to anticipate what is going to happen, police officers need sense for patterns in human affairs. They must form concepts or classifications, which help them to assimilate and distinguish discrete persons and events. Through repetition, these habits become the basis for their accuracy and effectiveness in solving cases.

Police have to make daily assumptions concerning the everyday activities of citizens. Success in making these decisions sets the stage for advancement in police hierarchy. Successful judgments create leaders.

Since these decisions are to be made on a regular basis, officers must develop professionalism. Too much power in the hands of any one person is a very fragile matter. The person that is entrusted with such power and responsibility will be either worthy or unworthy; only time and action under fire will determine that fact.

Even though the research by Nardulli and Stonecash in 1981 involved the Champaign, Illinois Police Department, the data can be applied to other departments in terms of the importance of using advanced technology, innovative police programs, high recruitment and behavior standards for staff and educational incentive programs. Qualifications in management and training were the primary requirements for the late 70's (Nardulli and Stonecash, 1981). These standards still predominate today.

In 1980, there was a movement to make the college degree a minimum prerequisite for employment as a policeman. This standard may change as professional schools (police academies) begin to produce graduates. Hence, a college graduate with a degree may not choose to become a police officer because his or her diploma is not a specific requirement for the job; thereby making the occupation unattractive to the graduate.

Finally, and perhaps most important, an occupation that cannot find sufficient numbers of candidates of adequate background and quality and that yields to the compulsion to take whatever is available veers quickly into a course of drastic decline. There is little use in having police officers if they are not of the caliber we need.

The change began in real earnest. The idea was, first, look for more than the high school graduate, if possible, when recruiting. Second, in-service training should be extended at least two years. Third, an on-going educational program should be required for all recruits, and present staff should have to meet the same requirements. Fourth, success in studies should be rewarded by increases in pay and career advancements. These types of requirements have been put in effect in Texas over the last two decades. As a result, the quality of police work and services has certainly improved (Bittner, 1980).

One question that is often asked is are police professionals? A profession is an occupational group which exercises relatively exclusive control over a body of knowledge and expertise employed in the common interest to achieve certain basic social values (Bittner, 1980). The distinguishing feature of a professions that sets it apart from other occupations is the degree of control exercised by its members over the work done by the occupation. By this definition, some consider that police are not professionals because the profession is controlled by the administrative part of government and not by the practitioners. Nothing could be further from the truth.

There are several crucial issues regarding the role of exclusive knowledge for professionalization. First, one must determine whether a relatively exclusive body of theory, knowledge, and intellectual technique is associated with the occupational domain. Second, one must investigate who is responsible for determining what qualifies as knowledge. Third, one must analyze how and to whom the knowledge is communicated.

The changes that are evolving are evidence that the police officer has, in fact, become a professional. As recent as 1975, the National Manpower Survey reported the following facts:

1. Forty-six percent of sworn personnel report some college attainment.
2. Forty-eight percent of managerial level personnel as compared to over 40% of line officers and sergeants had at least two years college.
3. Most large agencies provided entry-level training for personnel.
4. A substantial proportion of small agencies provided no formal entry level training.
5. Less than 400 hours of training by agencies accounted for 40% of law enforcement employment.
6. Ninety percent of agencies surveyed reported

less than 25% of their officers had received in-service training during the current year.

7. Only thirty-six percent of officers report ever having taken a special course.

Few of these findings currently hold true in Texas. To insure the emergence of professionalism in the field of law enforcement, Texas Commission on Law Enforcement Officers Standards and Education (TCLEOSE), is continually upgrading the requirements to become and remain a police officer. Some of those requirements are:

1. A minimum of 400 hours training is required before entry into any size agency as a certified peace officer.
2. A complete personal and criminal history is thoroughly checked.
3. A professional psychological examination is administered by a licensed psychologist or psychiatrist.
4. A professional drug test by a licensed physician.
5. A minimum requirement of an additional 40 hours in-service training of TCLEOSE approved courses must be completed every 24 months of service to retain state certification.
6. A firearms use qualification is required

annually.

In addition to specific requirements such as the few listed above, special courses approved by TCLEOSE are available to police officers of all agencies throughout Texas regardless of the size or location of the agency. With this sort of training available and the close supervision of TCLEOSE, the professionalism of Texas police officers is assured.

RESULTS OF SPECIALLY DESIGNED QUESTIONNAIRE FOR KNOWN DUAL POSITION INDIVIDUALS

The survey conducted by this researcher was done by telephone in view of the time factor involved. The individuals contacted were those known by this researcher to be or to have been in a dual position capacity.

Data to come out of that survey included the following:

1. The average dual position employee was a 46-year-old white male with some college. Forty percent had college degrees.
2. One hundred percent were originally hired as police officers.
3. One hundred percent were elevated to dual position in three years or less.
4. One hundred percent had a salary change that was the equivalent of more than either job, but considerably less than both positions held by two individuals would have paid.
5. Eighty percent had council resolution to create the dual position.
6. The average years in law enforcement was 16 years, with a range of 5 to 24 years.
7. One hundred percent that their dual position status was both a financial decision and the

result of their ability to use knowledge and of their general ability.

8. One hundred percent receive assistance in preparing the annual budget from the governing body, department heads, or both.
9. The only problem encountered in preparing the budget was in being able to balance police department needs against the needs of other departments.
10. Forty percent had experienced one or two elected city officials who attempted to eliminate the dual positions.
11. Only 20% had experienced any difficulty with citizen discontent to any degree.
12. One hundred percent felt the police department had probably improved, and had fewer problems, because of dual positions.
13. One hundred percent recommended dual positions for any Texas city under 5,000 population. Time was the factor given, not the ability to do the mechanics of both jobs.

Given the fact that these interviews with people who were currently in dual positions or who had been in dual positions, this researcher believes the respondents gave candid, honest answers.

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

It is apparent that managers had a distinct advantage over police chiefs as far as education and background. However, the gap between the two has narrowed considerably.

From personal experience, it is obvious that police training, like management training, is an on-going process, perhaps more so for police than for managers.

This researcher's colleagues in police management are as educated on the whole as city managers in like cities. The conclusion, therefore, can be made because of the administrative, management, and personnel training that is necessary for an individual to become either a chief of police or a city manager, it only makes good sense that one individual be entrusted with both positions. Limitations to this would apply only to the amount of time needed to accommodate the social responsibilities, not the job duties. That restriction seems to come into play at about 3,000 to 5,000 population.

That having been said, it would be this writer's recommendation that small cities in the state of Texas look at the possibility that one individual handle the dual role of police chief and city manager. The budget savings and communication chain should be improved by

this action.

Any police officer who has been in top management for any period of time should be an excellent candidate for any top management position in any city. Although dual positions are not recommended for cities larger than 5,000 population, police managers are extremely qualified to be in other areas of top management such as city managers, budget directors, directors of public works, personnel managers, etc., even in larger cities. It is time for those who are in a position to take advantage of this valuable pool of talent begin, in earnest, to do so.

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LEMI RESEARCH PROJECT
DUAL POSITION QUESTIONNAIRE

NAME Lloyd Behm DOB 6/14/38 SEX Male

EMPLOYER City of Princeton POSITIONS CM/Chief

EMPLOYER ADDRESS 306 N. Front CITY Princeton ZIP 75077

POPULATION 3,000 NUMBER OF COUNCIL MEMBERS 5

DATE EMPLOYED 7/85 ORIGINAL JOB POSITION Police Chief

DATE ELEVATED TO DUAL POSITION 6/88 SALARY CHANGE? Yes

COUNCIL RESOLUTION TO CREATE DUAL POSITION? YES X NO

WHAT DO YOU FEEL WAS THE ORIGINAL PURPOSE OF YOUR GOVERNING BODY IN CREATING THE DUAL POSITION? POLITICAL X BUDGET REDUCTION X FULL USE OF EMPLOYEE ABILITY AVAILABLE X
EXPLAIN Council needed help; I was available.

YEARS IN LAW ENFORCEMENT 20 YEARS IN MANAGEMENT LEVEL OF LAW ENFORCEMENT 20 SIZE OF YOUR DEPARTMENT 8

HOW IS THE BUDGET UNDER WHICH YOU OPERATE CREATED?
WITH COUNCIL GUIDANCE X SOLELY BY CITY MANAGER X
WITH DEPARTMENT HEADS ASSISTANCE

DESCRIBE ANY PROBLEMS DUAL POSITION HAS CAUSED FOR YOU IN THE BUDGET DEVELOPMENT PROCESS None

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION IN ALLOCATING RESOURCES None

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION IN EFFECTIVELY RELATING TO OR SUPERVISING OF STAFF PERSONNEL None

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION IN RELATING TO ELECTED OFFICIALS IN YOUR JURISDICTION Not until one year ago; now have one problem.

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR
DUAL POSITION IN EFFECTIVELY RELATING TO CITIZENS AT LARGE
None

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR
DUAL POSITION THAT MAY HAVE AFFECTED THE EFFECTIVENESS OF
YOUR POLICE DEPARTMENT Absolutely none

WOULD YOU RECOMMEND DUAL POSITION FOR OTHER CITIES ? _____
EXPLAIN Yes, but only smaller cities--5,000 or less

DATE 11/4/92

PLEASE FOWARD THE COMPLETED QUESTIONNAIRE IN THE STAMPED AND
SELF-ADDRESSED ENVELOPE ENCLOSED.

THANKING YOU IN ADVANCE FOR YOUR PARTICIPATION, I REMAIN,

SINCERELY,

W. E. "WILT" BROWN, JR.
CHIEF OF POLICE/CITY MANAGER
CITY OF CLARKSVILLE

LEMI RESEARCH PROJECT
DUAL POSITION QUESTIONNAIRE

NAME Wilt Brown DOB 8/19/38 SEX Male

EMPLOYER City of Clarksville POSITIONS CM/COP-Chief

EMPLOYER ADDRESS 800 West Main CITY Clarksville ZIP 75426

POPULATION 4,133 NUMBER OF COUNCIL MEMBERS 8

DATE EMPLOYED 12/1/88 ORIGINAL JOB POSITION Chief of Police

DATE ELEVATED TO DUAL POSITION 1/17/89 SALARY CHANGE? Yes

COUNCIL RESOLUTION TO CREATE DUAL POSITION? YES NO

WHAT DO YOU FEEL WAS THE ORIGINAL PURPOSE OF YOUR GOVERNING BODY IN CREATING THE DUAL POSITION? POLITICAL BUDGET REDUCTION FULL USE OF EMPLOYEE ABILITY AVAILABLE
EXPLAIN _____

YEARS IN LAW ENFORCEMENT 5 YEARS IN MANAGEMENT LEVEL OF LAW ENFORCEMENT 5 SIZE OF YOUR DEPARTMENT 8

HOW IS THE BUDGET UNDER WHICH YOU OPERATE CREATED?
WITH COUNCIL GUIDANCE SOLELY BY CITY MANAGER
WITH DEPARTMENT HEADS ASSISTANCE

DESCRIBE ANY PROBLEMS DUAL POSITION HAS CAUSED FOR YOU IN THE BUDGET DEVELOPMENT PROCESS Must be very careful not to show favoritism to police department.

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION IN ALLOCATING RESOURCES Same as above

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION IN EFFECTIVELY RELATING TO OR SUPERVISING OF STAFF PERSONNEL None

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION IN RELATING TO ELECTED OFFICIALS IN YOUR JURISDICTION Two have been opposed from the beginning.

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION IN EFFECTIVELY RELATING TO CITIZENS AT LARGE
Small number (2 or 3) are opposed to one man, two jobs.

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION THAT MAY HAVE AFFECTED THE EFFECTIVENESS OF YOUR POLICE DEPARTMENT Sincerely feel the department is better
and more effective now.

WOULD YOU RECOMMEND DUAL POSITION FOR OTHER CITIES ? _____
EXPLAIN Yes, but only to cities under 5,000

DATE 11/1/92

PLEASE FORWARD THE COMPLETED QUESTIONNAIRE IN THE STAMPED AND SELF-ADDRESSED ENVELOPE ENCLOSED.

THANKING YOU IN ADVANCE FOR YOUR PARTICIPATION, I REMAIN,

SINCERELY,

W. E. "WILT" BROWN, JR.
CHIEF OF POLICE/CITY MANAGER
CITY OF CLARKSVILLE

LEMI RESEARCH PROJECT
DUAL POSITION QUESTIONNAIRE

NAME David Johnson DOB 7/27/53 SEX Male
EMPLOYER City of Dublin POSITIONS CM/Chief
EMPLOYER ADDRESS 213 E. Black Jack CITY Dublin ZIP 76446
POPULATION 2,900 NUMBER OF COUNCIL MEMBERS 8
DATE EMPLOYED 6/81 ORIGINAL JOB POSITION Policeman--Chief '79
DATE ELEVATED TO DUAL POSITION 1981 SALARY CHANGE? Yes
COUNCIL RESOLUTION TO CREATE DUAL POSITION? YES X NO

WHAT DO YOU FEEL WAS THE ORIGINAL PURPOSE OF YOUR GOVERNING
BODY IN CREATING THE DUAL POSITION? POLITICAL BUDGET
REDUCTION FULL USE OF EMPLOYEE ABILITY AVAILABLE X
EXPLAIN The second city manager in two months that had been hired
quit. The council felt they needed my knowledge of the city.

YEARS IN LAW ENFORCEMENT 15 YEARS IN MANAGEMENT LEVEL
OF LAW ENFORCEMENT 13 SIZE OF YOUR DEPARTMENT 6

HOW IS THE BUDGET UNDER WHICH YOU OPERATE CREATED?
WITH COUNCIL GUIDANCE X SOLELY BY CITY MANAGER
WITH DEPARTMENT HEADS ASSISTANCE X

DESCRIBE ANY PROBLEMS DUAL POSITION HAS CAUSED FOR YOU IN
THE BUDGET DEVELOPMENT PROCESS None

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR
DUAL POSITION IN ALLOCATING RESOURCES Careful not to favor
police.

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR
DUAL POSITION IN EFFECTIVELY RELATING TO OR SUPERVISING OF
STAFF PERSONNEL None

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR
DUAL POSITION IN RELATING TO ELECTED OFFICIALS IN YOUR
JURISDICTION One has tried to remove me for several years,
beginning in 1981.

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR
DUAL POSITION IN EFFECTIVELY RELATING TO CITIZENS AT LARGE
Not really

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR
DUAL POSITION THAT MAY HAVE AFFECTED THE EFFECTIVENESS OF
YOUR POLICE DEPARTMENT None--if anything it has improved--men
seemed to have more confidence after change.

WOULD YOU RECOMMEND DUAL POSITION FOR OTHER CITIES ?
EXPLAIN Only if under 5,000

DATE 10/28/92

PLEASE FORWARD THE COMPLETED QUESTIONNAIRE IN THE STAMPED AND
SELF-ADDRESSED ENVELOPE ENCLOSED.

THANKING YOU IN ADVANCE FOR YOUR PARTICIPATION, I REMAIN,

SINCERELY,

W. E. "WILT" BROWN, JR.
CHIEF OF POLICE/CITY MANAGER
CITY OF CLARKSVILLE

LEMI RESEARCH PROJECT
DUAL POSITION QUESTIONNAIRE

NAME Gary Lyle DOB 5/15/50 SEX Male

EMPLOYER City of Winnsboro POSITIONS CM/Chief

EMPLOYER ADDRESS 501 South Main CITY Winnsboro ZIP 75494

POPULATION 3,700 NUMBER OF COUNCIL MEMBERS 5

DATE EMPLOYED 11/76 ORIGINAL JOB POSITION Patrolman

DATE ELEVATED TO DUAL POSITION 7/78 SALARY CHANGE? Yes

COUNCIL RESOLUTION TO CREATE DUAL POSITION? YES NO

WHAT DO YOU FEEL WAS THE ORIGINAL PURPOSE OF YOUR GOVERNING
BODY IN CREATING THE DUAL POSITION? POLITICAL BUDGET
REDUCTION FULL USE OF EMPLOYEE ABILITY AVAILABLE X
EXPLAIN I know the city better than anyone else

YEARS IN LAW ENFORCEMENT 24 YEARS IN MANAGEMENT LEVEL
OF LAW ENFORCEMENT 16 SIZE OF YOUR DEPARTMENT 8

HOW IS THE BUDGET UNDER WHICH YOU OPERATE CREATED?
WITH COUNCIL GUIDANCE X SOLELY BY CITY MANAGER X
WITH DEPARTMENT HEADS ASSISTANCE X

DESCRIBE ANY PROBLEMS DUAL POSITION HAS CAUSED FOR YOU IN
THE BUDGET DEVELOPMENT PROCESS None

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR
DUAL POSITION IN ALLOCATING RESOURCES None

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR
DUAL POSITION IN EFFECTIVELY RELATING TO OR SUPERVISING OF
STAFF PERSONNEL None

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR
DUAL POSITION IN RELATING TO ELECTED OFFICIALS IN YOUR
JURISDICTION None

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION IN EFFECTIVELY RELATING TO CITIZENS AT LARGE
Local newspaper editor. Kept on until I resigned to get my council
off the hook. They accepted my recommendations for the hiring of a
new city manager.

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION THAT MAY HAVE AFFECTED THE EFFECTIVENESS OF YOUR POLICE DEPARTMENT None--much more effective

WOULD YOU RECOMMEND DUAL POSITION FOR OTHER CITIES ?
EXPLAIN Yes--under 5,000

DATE 11/3/92

PLEASE FOWARD THE COMPLETED QUESTIONNAIRE IN THE STAMPED AND SELF-ADDRESSED ENVELOPE ENCLOSED.

THANKING YOU IN ADVANCE FOR YOUR PARTICIPATION, I REMAIN,

SINCERELY,

W. E. "WILT" BROWN, JR.
CHIEF OF POLICE/CITY MANAGER
CITY OF CLARKSVILLE

LEMI RESEARCH PROJECT
DUAL POSITION QUESTIONNAIRE

NAME Dennis Watson DOB 3/26/50 SEX Male

EMPLOYER City of Heath POSITIONS CM/Chief

EMPLOYER ADDRESS 200 Laurence Dr. CITY Rockwall ZIP 75787

POPULATION 2,500 NUMBER OF COUNCIL MEMBERS 5

DATE EMPLOYED 6/3/91 ORIGINAL JOB POSITION Both

DATE ELEVATED TO DUAL POSITION N/A SALARY CHANGE? Yes

COUNCIL RESOLUTION TO CREATE DUAL POSITION? YES NO

WHAT DO YOU FEEL WAS THE ORIGINAL PURPOSE OF YOUR GOVERNING BODY IN CREATING THE DUAL POSITION? POLITICAL BUDGET REDUCTION FULL USE OF EMPLOYEE ABILITY AVAILABLE
EXPLAIN _____

YEARS IN LAW ENFORCEMENT 18 YEARS IN MANAGEMENT LEVEL OF LAW ENFORCEMENT 13 SIZE OF YOUR DEPARTMENT 5

HOW IS THE BUDGET UNDER WHICH YOU OPERATE CREATED?
WITH COUNCIL GUIDANCE SOLELY BY CITY MANAGER
WITH DEPARTMENT HEADS ASSISTANCE

DESCRIBE ANY PROBLEMS DUAL POSITION HAS CAUSED FOR YOU IN THE BUDGET DEVELOPMENT PROCESS Council concerned about favoring police.

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION IN ALLOCATING RESOURCES Probably shorted police budget under pressure when it should not have.

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION IN EFFECTIVELY RELATING TO OR SUPERVISING OF STAFF PERSONNEL City secretary felt she should have had the job.

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION IN RELATING TO ELECTED OFFICIALS IN YOUR JURISDICTION None

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION IN EFFECTIVELY RELATING TO CITIZENS AT LARGE
Two citizens at first; none now.

DESCRIBE ANY PROBLEMS YOU HAVE EXPERIENCED BECAUSE OF YOUR DUAL POSITION THAT MAY HAVE AFFECTED THE EFFECTIVENESS OF YOUR POLICE DEPARTMENT
None; maybe some neglected, but keeping up all certifications.

WOULD YOU RECOMMEND DUAL POSITION FOR OTHER CITIES ?
EXPLAIN Yes, under 4,000

DATE 10/28/92

PLEASE FORWARD THE COMPLETED QUESTIONNAIRE IN THE STAMPED AND SELF-ADDRESSED ENVELOPE ENCLOSED.

THANKING YOU IN ADVANCE FOR YOUR PARTICIPATION, I REMAIN,

SINCERELY,

W. E. "WILT" BROWN, JR.
CHIEF OF POLICE/CITY MANAGER
CITY OF CLARKSVILLE