

**Texas Commission
on
Law Enforcement Officer
Standards and Education**

**POLICE OFFICER
RECRUITMENT MANUAL**

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POLICE OFFICER RECRUITMENT MANUAL

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TEXAS COMMISSION ON LAW ENFORCEMENT
OFFICER STANDARDS AND EDUCATION

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I. INTRODUCTION

PURPOSE OF THIS MANUAL

The purpose of this document is to provide law enforcement agencies in the State of Texas with some general guidance on how to go about recruiting well-qualified minority applicants for employment as peace officers. While the emphasis in this manual is upon the recruitment of minority applicants, this should not be construed as a recommendation for preferential treatment. To the contrary, federal law prohibits preferential treatment in employment on the basis of race, color, religion, sex, or national origin. To quote Chief Justice Warren Burger, "Discriminatory preference for any group, minority or majority, is precisely and only what Congress has proscribed." (Griggs v. Duke Power Company, 401 U.S. 424, 3 FEP 175 [1971]).

A sound recruitment program is the foundation for an effective merit system. Without a representative group of well-qualified applicants from which to choose, the system will inevitably fall short of its objective, which is the appointment of the best qualified persons available for public service.

Unfortunately, significant segments of the labor market have not traditionally applied for employment in the public sector. Consequently the public employer has not always had the opportunity to select from a truly representative group of applicants. With respect to law enforcement specifically, ethnic minorities and women are often underrepresented among the applicants seeking employment as police officers. This is not to say that such underrepresentation is the result of unlawful discrimination, although this is sometimes the case. Whatever the reason for the underrepresentation, current case law requires the employer to take "affirmative action" to insure that all

segments of the relevant labor market are aware of job opportunities and encouraged to apply. The frequency of employment discrimination complaints against police departments obviously suggests that the police employer's recruitment programs must now include efforts to recruit minorities.

The purpose of this manual is to describe an "outreach recruitment" program for law enforcement agencies. "Outreach recruitment" involves the identification and active solicitation of groups in the labor market who have not typically applied for law enforcement positions in representative numbers. Outreach recruitment relies heavily upon existing community resources and personal contacts by qualified recruiters. The objective of outreach recruitment is to generate an applicant group that is reasonably representative of the employer's labor market. The satisfaction of a "quota" is not an objective of outreach recruitment. Assuming that the employer's selection procedures are job-related, then every applicant must be judged on his or her own merit. Title VII of the Civil Rights Act of 1974 clearly prohibits employment decisions that are based upon the applicant's race, color, religion, sex, or national origin. Nor is the objective of outreach recruitment achieved by simply discouraging majority applicants from applying so as to increase the overall percentage of minority applicants. Such a practice is probably illegal and is as repugnant as any other form of racial discrimination.

Another frequent misconception about minority recruitment programs relates to numbers of applicants. Many recruiters feel that their success as a

recruiter is judged on the basis of the raw number of applications they are able to generate. However, the objective of outreach recruitment is not to generate the largest possible applicant group. Rather, emphasis should be placed upon developing a group of applicants who appear to be highly qualified and who are reasonably representative of the employer's labor market. Excessively large applicant groups create substantial problems for public employers because they, unlike private employers, are usually obligated to consider each application received. Consequently, excessive numbers of applicants can easily "overload" the employer's selection system. This is a particularly critical problem when the selection procedure is comprehensive and time consuming, as is usually the case with law enforcement agencies. For example, most police departments administer written examinations, oral interviews, background investigations, physical tests and medical evaluations. Because the resources for testing and evaluating applicants are almost always limited, excessively large applicant groups can cause long delays in the selection process. During these periods of delay, better qualified applicants may find employment elsewhere. Also, if severe time constraints are placed on the selection process in order to accommodate more applicants, there is a very real chance that the resulting evaluations will be less comprehensive than they should be.

OVERVIEW OF TYPICAL RECRUITMENT PRACTICES AND PROBLEMS

There are four methods by which public employers typically obtain applications for employment: (1) Word-of-mouth recruiting; (2) Nepotism, a variant of word-of-mouth recruitment in which those with some relationship to present employees are

preferred; (3) Walk-in applications; and, (4) Job bulletins and other advertisements. A review of these practices and the legal implications of each is helpful in understanding some of the reasons why certain groups are sometimes under-represented among applicant groups. Also, a review of the pertinent case law will reflect the general philosophy of the courts on issues relating to recruitment.

Word-of-mouth Recruitment

Federal courts have not been reluctant to condemn word-of-mouth recruitment where the statistics show a substantial disparity between the ethnic make-up of the employer's work force and the ethnic composition of the relevant labor market. In cases such as this, it is argued that employees normally advise people of their own race, and to some degree their own sex, of the availability of employment in their employer's establishment (see Parham v. Southwestern Bell Telephone Company, 433 Fed. 2nd 421, 427, 2 FEP 1017 [8th Circuit, 1970]). Also, at least one federal court has found that white employees do not normally have enough contact with minorities to notify them of the availability of employment opportunities (see Rowe v. General Motors Corporation, 457 Fed. 2nd 348, 359, 4 FEP 445, 452 [5th Circuit, 1972]). Consequently, numerous federal courts¹

¹EEOC v. Detroit Edison Co., 515 F.2d 301, 313, 10 FEP 239, 247 and 1063 (6th Cir. 1975). (Practice of relying on referrals by predominantly white work force rather than seeking new employees in marketplace for jobs was discriminatory); Long v. Sapp, 502 F.2d 34, 8 FEP 1079, 1084 (5th Cir. 1974). (Word-of-mouth recruitment serves to perpetuate all-white work force and thus violates Title VII); Cf. Wade v. Miss. Cooperative Extension Service, 372 F.Supp. 126, 144, 7 FEP 282, 296-97 (N.D. Miss. 1974), aff'd 12 FEP 1031 (5th Cir. 1976). (State agency violated Fourteenth Amendment by discriminating against blacks by using word-of-mouth communication by largely white staff of professional vacancies; special recruitment efforts for blacks ordered.) But see Taylor v. Safeway Stores, Inc., 524 F.2d 263, 11 FEP 449, 454-55 (10th Cir. 1975). ("Word-of-mouth" hiring valid "absent evidence of prior discrimination"); United States v. Hayes Int'l. Corp., 456 F.2d 112, 119-20, 4 FEP 411, 417 (5th Cir. 1972). (Referrals of applicants by existing employees permissible).

have found that word-of-mouth recruitment by a substantially all-white work force has the effect of perpetuating the racial characteristics of the existing work force.

Nepotism

Granting a preference to the relatives of existing employees has the effect of "selecting out" certain prospective applicants. The practice of nepotism is prohibited by Title VII where it has a disparate impact because of race, color, religion, sex or national origin.² In Local 53, Asbestos Workers v. Voegler, the court invalidated a union policy which, while neutral on its face, restricted membership to sons or close relatives of current members. The obvious effect of the policy was to perpetuate in the present, the effect of the past exclusion of minorities from the all-white union. In United States v. Sheetmetal Workers Union Local 36, a past history of nepotism resulted in the court requiring that an extensive recruitment program be developed and directed to previously excluded groups.

It can normally be assumed that present employees will refer relatives and friends for employment, sometimes in substantial numbers. Consequently, most employers will find it necessary to rely upon some form of outreach recruitment to insure that applicant groups are reasonably representative of the labor market.

²Rock v. Norfolk & Western Ry. Co., 473 F.2d 1344, 1346-48, 5 FEP 623, 625-26 (4th Cir.), cert. denied; United Transp. Union, Lodge 550 v. Rock, 412 U.S. 933, 5 FEP 1122 (1973); Clark v. American Marine Corp., 304 F.Supp. 603, 607, 2 FEP 198, 201-02 (E.D. La. 1969); EEOC Dec. 73-0463, CCH EEOC Dec. par. 6380 (1973).

Walk-in Applications

In 1973, the United States Department of Labor published the results of a special "Job Finding Survey" which showed that more people find employment as a result of "walk-in" or direct application than any other method. While there have been no federal court cases in which the legality of this procedure has been discussed, an employer should exercise caution in relying exclusively upon walk-in applications. Since a walk-in application procedure is usually tied directly to word-of-mouth recruiting, and since a substantial disparity between the ethnic make-up of the group hired and the relevant labor force raises an inference of discrimination, employers would be well advised to engage in special recruitment efforts if such a disparity exists.

Another aspect of walk-in applications has to do with the location of the employment office. Where the employment office is located in an all-white neighborhood or in some other location which minorities are not likely to visit, there is a good likelihood that, upon review, a federal court would find the employer's recruitment practices to be discriminatory. This principle is particularly important for law enforcement agencies. It is often argued that potential minority applicants are discouraged from applying for employment where it is necessary for them to apply at a facility where they do not feel welcome. It is generally true that the typical police department is an imposing facility to persons not familiar with its operations. Also, where the employees of the department are predominantly white, it is conceivable that some minority applicants may be discouraged by these surroundings. Accordingly, police departments should attempt to provide and staff a facility for the receipt of employment applications that is as congenial and non-threatening as possible.

Job Opportunity Advertising

In considering the legality of job announcements, job bulletins, and other forms of advertising, it is necessary to consider not only the content of such publications, but also their distribution within the labor market. With regard to content, Section 704(b) of the Civil Rights Act of 1964, prohibits employment advertising which indicates any preference, limitation, specification, or discrimination based upon race, color, religion, sex or national origin. In addition, however, employers should be careful to avoid statements of qualification, descriptions of duties, or other language which may suggest a preference for applicants of a particular race, color, religion, sex, or national origin. With regard to the distribution of job advertisements, an employer must be careful to avoid placing advertisements only in newspapers with a predominantly white readership, placing job announcements in locations not usually visited by minorities, sending job bulletins to organizations or groups in the community whose membership or clientele is predominantly white, and so on. Where job bulletins and advertisements are an integral part of an employer's recruitment program, the employer should routinely distribute such materials to newspapers, radio stations, service clubs, fraternal organizations and other groups that are in frequent contact with minorities in the labor market.

The Effects of Employer Reputation

In some employment discrimination cases, the plaintiff will demonstrate a substantial disparity between the ethnic make-up of the employer's work force and the ethnic composition of the relevant labor market, thereby raising an inference of discrimination. The employer will sometimes attempt to rebut

this inference of discrimination by arguing that the group in question, by not applying, has shown a lack of interest in the job. The issue in many of these cases then turns on whether or not the representation of minorities within the employer's applicant pool was "chilled"; that is, whether protected group members were dissuaded from applying either by actual discriminatory practices of the employer or by the employer's reputation for discrimination. If the court finds that the representation of minorities with the applicant group were artificially limited for this reason, the court will normally reject the employer's defense. Most "chilling" issues arise in the context of an employer's alleged reputation for discrimination. However, the issue can also arise as a result of actual discriminatory practices, such as turning away minority applicants or otherwise inducing them not to apply. (See United States v. Lee Way Motor Freight, FEP 710, 746 (W.D. Oklahoma 1973).

The "chilling" effect of an employer's reputation within the labor market should not be ignored by law enforcement agencies. There can be little question that individuals who view police departments with suspicion and distrust are less likely to apply for employment as a police officer. Nor can it be denied that law enforcement agencies have been and in many cases continue to be the subject of substantial distrust in the minority community. Given these facts, it is obvious that substantial effort must be made to recruit applicants from among minority groups. Reliance upon walk-in applications, word-of-mouth recruitment, and even properly prepared and distributed job announcements will not overcome the negative image of law enforcement among minorities in the labor market. In the long run, this problem will be overcome by good public relations and professionalism within the law enforcement community. In the short

run, the problem is best addressed through the implementation of outreach recruitment programs.

Clearly, it is not enough for an employer to simply refrain from recruitment practices which have a discriminatory effect. Where there is a disparity between the ethnic composition of the labor market and the make-up of the employer's applicant group and/or work force, the employer has an affirmative obligation to actively recruit from among those groups that are underrepresented. Accordingly, the remainder of this manual is devoted to the description of an outreach recruitment program that is designed to be of assistance to Texas police departments in fulfilling that obligation.

II. DEVELOPING A COMMITMENT TO OUTREACH RECRUITMENT

The success of an outreach recruitment program depends substantially upon the commitment of all parties involved in the program. It is essential that recruiters and participating agencies be committed to the general objective of the recruitment program which is the development of a well-qualified group of applicants who are reasonably representative of the relevant labor market. Equally important, however, is a commitment to the means by which the objective will be achieved. It is essential that all involved parties understand and accept the principle of equal employment opportunity; to wit, employment decisions shall be based upon merit and fitness rather than upon race, color, religion, sex, national origin, "who you know," or any other non-merit criteria.

ORGANIZATIONAL COMMITMENT

Because the implementation of any significant management program often depends upon the cooperation of different organizational units, it is essential that an acceptable level of commitment to the outreach recruitment program be developed among organizational units and the individuals within each unit. It is especially important that all persons who have direct or indirect responsibility for the personnel program be committed to the objectives of the outreach recruitment program. At a minimum, the following organizational units and/or individuals should identify and publicize their commitment to outreach recruitment:

- City Council/Civil Service Commission

The appropriate legislative body should adopt a general policy statement with respect to equal employment opportunity. Many cities will already have accomplished this through the development and implementation of an approved affirmative action program or equal employment opportunity program. Where

previous policy statements were not sufficiently specific, or where the statement may be subject to misinterpretation in a manner which is inconsistent with the objectives of outreach recruitment, a separate policy statement with respect to outreach recruitment should be drafted and submitted for adoption. This statement should reaffirm the agency's commitment to the principle of equal employment opportunity and state specifically the agency's policy of making employment decisions on the basis of merit and fitness, not upon the basis of race, color, religion, sex or national origin.

-Mayor/City Manager/Personnel Director

The chief executive officer or, in the case of a personnel department, the personnel director, should promulgate an administrative order or directive to the effect that the outreach recruitment effort in the police department is consistent with the agency's official policy on equal employment opportunity. In addition, the administrator's directive or statement should include a strong, personal statement of commitment to the principle of equal employment opportunity as well as the objectives of the outreach recruitment program. This same administrative directive should assign staff responsibilities for specific action steps to be taken in the implementation of the outreach recruitment program. These action steps should include a reporting procedure by which management personnel and elected officials can be apprised of the program's effectiveness.

-Police Chief

The commitment and involvement of the police chief is an essential element. It is essential that the police chief, preferably through a departmental order, inform departmental employees of the agency's policy and his personal support for that policy. The organizational structure and administrative responsibility for the outreach recruitment program should be outlined and the active support and commitment of departmental employees should be solicited. It is especially important that the police chief assure current employees that employment decisions shall continue to be made on the basis of merit and fitness and not upon considerations of race, color, religion, sex, or national origin. In particular, the rationale for any recent changes in employment standards, or for the adoption of new selection procedures should be thoroughly described so as to preclude any suspicion that employment standards have been

subordinated to any other consideration. The chief's statement should also identify possible benefits of the outreach recruitment program to the department. For example, should well-qualified minority candidates be recruited, and by virtue of their qualifications earn appointment to the department, it may be reasonable to anticipate some increase in departmental effectiveness in dealing with the minority community.

-Recruiting Staff

Since the individual recruiter carries the major burden for the implementation of outreach recruitment, it is absolutely crucial that each recruiter thoroughly understand the nature of the agency's policy on equal employment opportunity, and further, that each recruiter be committed to the merit principle as well as the objectives of outreach recruitment.

Obviously, it is not sufficient to simply adopt statements of policy and commitment within the organization. Since the outreach recruitment is directed outside the organization, it is important that the agency's policy statements be communicated outside the organization. There are any number of ways by which this can be accomplished, including reliance upon local news media, the dissemination of formal policy statements to organizations and interest groups within the community, as well as the preparation of personalized letters for use or distribution by recruiters.

While the preparation and adoption of statements of policy and commitment are necessary first steps, they are not sufficient to convince those persons who doubt the sincerity of the agency's commitment. In short, actions speak louder than words. Tangible demonstrations of commitment include the following:

- The city council's willingness to allocate the resources necessary to assure an effective recruitment program and a non-discriminatory selection process (i.e., a job-related selection process)
- The personnel director's willingness to review selection standards and procedures to insure the elimination of unnecessary and artificial barriers to the employment of minorities
- The personal involvement of the police chief and senior command personnel in outreach recruitment efforts
- The active support of employees' associations.

Regardless of how the agency's commitment to outreach recruitment is manifested, tangible examples of that commitment should be publicized to the extent feasible.

COMMUNITY COMMITMENT

Because outreach recruitment relies heavily upon existing community resources, it is essential that efforts be made to contact and solicit the support of existing community organizations and their leadership. The most expedient means of accomplishing this objective is to communicate by letter with each organization and/or individual. This letter should include references to the agency's statements of policy and the personal commitments of the administrative staff. The letter should specifically state the nature of any assistance being requested, and should solicit a written statement of support or other indication of the recipient's willingness to be of assistance. Organizations or persons who do not respond should subsequently be contacted by the recruiting staff or by the police chief himself. Organizations and persons that should be contacted in this manner include the following:

1. Junior Colleges
2. Colleges and Universities
3. Vocational Training Facilities
4. Fraternal or other social organizations
5. Recreational Associations
6. Union and other employee organizations
7. Neighborhood Councils
8. Churches
9. Responsible leaders in the minority community

In conjunction with soliciting and developing community support for outreach recruitment, consideration should be given to the establishment of a citizens advisory committee. Membership on such a committee not only provides interested supporters with the means to demonstrate their own personal commitment, but more importantly, it provides the mechanism by which valuable advice and counsel can be provided during the recruitment program. Another advantage of such an advisory committee is with respect to the initial training of the recruitment staff. In many cases it may be extremely advantageous to have representatives of certain community organizations work with the recruiting staff for a few hours for the purpose of establishing an appropriate degree of community awareness, as well as for the purpose of developing recruitment strategies directed towards that particular organization's membership.

III. SELECTION AND PLACEMENT OF RECRUITING STAFF

Once again it is important to recognize that the primary burden for the success of the outreach recruitment program rests with the individual members of the recruitment team. Therefore, one of the most important steps in insuring the success of outreach recruitment efforts is to assure that the persons assigned to the recruitment function are among the best-qualified employees available for such an assignment. In some instances, departments have attempted recruitment programs which rely only upon those employees who, because of industrial injury or other incapacity, cannot currently be assigned to patrol or other enforcement activities. While some of these individuals make excellent recruiters, the failure to consider other, perhaps better qualified individuals on the work force for this important assignment, has resulted in the failure of some recruitment programs. Obviously, one of the best ways to demonstrate a commitment to outreach recruitment is to assign your very best officers to this important function.

In selecting recruiters, attention should be given to individuals currently serving as sworn peace officers. However, it is not necessary to rule out other city employees as possible recruiters. For example, members of the personnel department staff, community relations/public information departments, and non-sworn members of the police department might also be assigned to this function. However, it is assumed that the majority of the members of a recruitment team will in fact be sworn police officers.

In selecting officers for assignment to the recruitment program, the department should strive to establish "representative" recruitment teams. Wherever possible, the recruitment coordinator and the recruiters should be representative of the target labor market in terms of sex and ethnic background. In addition, recruiters should be selected with appropriate consideration given to the following criteria:

- Members of the recruitment team must be committed to the objective of outreach recruitment and must be committed as well to the principle of merit selection.
- Recruiters should be knowledgeable about job duties, promotional opportunities, and should have a first-hand understanding of the advantages and disadvantages of employment as a police officer. Recruiters who are sworn police officers should be sufficiently experienced to provide a balanced perspective on the job as well as to speak with credibility about the job.
- A recruiter should be able to relate well with all segments of the community, including persons of varying socio-economic backgrounds, different age groups, and persons with differing degrees of responsibility within the organizations to be contacted.
- A recruiter should be well respected by his peers within the department, and by the community that he serves.
- A recruiter must have excellent communications skills including an ability to communicate effectively in the language of the various sub-cultures he may encounter. Also, recruiters should have had experience or at least have the ability to communicate effectively in front of large groups.
- The prospective recruiter should have a well-balanced view of his role and responsibilities and, above all, should not be seeking assignment as a recruiter for the purpose of proving a point or advocating a particular position which may be inconsistent with the objectives of the program.

The organizational placement and supervisory responsibility for the recruitment program are often crucial considerations. Because the recruiting team must work cooperatively with those persons who have responsibility for the selection process, it is important that the organizational and supervisory arrangement result in a non-adversarial relationship between the recruitment personnel and the selection personnel. Where responsibility for selection is a function of an established personnel department, it may be appropriate to locate the recruitment team temporarily within that department. Conversely, where the selection process is administered by the police department under the general supervision of the civil service commission or a personnel director, it may be appropriate to temporarily assign the responsible individual to a position or location within the police department. Whatever the arrangement, it is essential that the recruiters be kept aware of agency policy with respect to the selection process, the anticipated dates for the administration of the various tests, and any changes in the selection process that may require clarification for certain applicants. Also, while the selection process is underway, recruiters should be given sufficient information about the performance of applicants at each stage of the selection process to allow them to provide feedback and appropriate counseling to unsuccessful applicants and appropriate encouragement to successful applicants.

IV. TRAINING OF RECRUITERS

While the individual selected for assignment as a recruiter should have some general understanding of the personnel policies and practices of the agency, it will typically be necessary to provide additional training to assure that their responsibilities are properly discharged.

Recruitment is a personnel management function. Therefore, a firm understanding of professional personnel policies and procedures is imperative. Without this background, a recruiter's efforts will frequently result in misunderstandings, disappointed or disillusioned applicants, and perhaps even the failure of the outreach recruitment effort. Obviously, nothing is to be gained by sending untrained recruiters into the field.

Prior to the initiation of field recruiting activities, recruiters should be exposed to sufficient formal and/or informal training in each of the following areas:

1. The recruiter should have some knowledge of all aspects of the agency's personnel management program (i.e., recruitment, selection, appointment, assignment, classification, salary administration, training and educational programs, industrial safety, employee benefits, etc.) A general knowledge of these topics will be important in answering questions from individuals who have expressed an interest in employment with the agency.
2. The recruiter should have some knowledge of the federal statutes and guidelines pertaining to employment. This should include a specific understanding of the principles of equal employment opportunity as well as a general understanding of the provisions of the guidelines adopted by the Equal Employment Opportunity Commission, the Department of Justice, the Law Enforcement Assistance Administration, and other federal agencies with compliance responsibilities in the area of equal employment opportunity.

3. The recruiter should have a thorough knowledge of the salary, benefits, career opportunities, basic training, and special assignments available to individuals appointed as police officers with the agency. In addition, the recruiter should be generally familiar with the police department's organizational goals, management philosophy, and general approach to law enforcement. In addition, recruiters will find it helpful to be well informed as to any innovative or otherwise noteworthy programs or efforts sponsored by the police department.
4. The recruiter must be thoroughly knowledgeable with respect to the minimum employment standards (minimum qualifications) imposed by the agency for appointment as a police officer. Also, the recruiter should be generally aware of the agency's policies with respect to the interpretation of those minimum qualifications. The recruiter should know who to contact or to whom to refer a prospective applicant in the event that clarification is needed with respect to the applicant's compliance with minimum qualifications.
5. The recruiter should be aware of the details of each component in the selection process. Not only is it necessary for the recruiter to be aware of the dates, times, and types of examinations to be given, but it is also important that he have a general understanding of what the examinations purport to measure and at what level. This information will allow the recruiter not only to be of assistance to applicants in terms of the logistics of the selection program, but also to provide realistic counseling and advice to applicants who might benefit by exposure to remedial training prior to taking the examinations.
6. The recruiter should be specifically aware of any educational resources available to applicants who are underprepared. Relevant educational resources might include remedial education programs, adult education, special education, G.E.D. Test Centers, etc.
7. The recruiter should be exposed to sufficient information about the relevant labor market to allow for the development of an appropriate degree of community awareness. At a minimum, the recruiter should be informed of the general socio-economic features of the relevant labor market as well as activities, language, or other forms of behavior which may be offensive or otherwise inappropriate in that particular community.

8. The recruiter should fully understand the demographic data pertaining to the relevant labor market. The recruiter should be fully aware of the results of the labor market analysis upon which the goals of the recruitment program are predicated. (Labor market analysis is discussed in the next section of this manual.)
9. The recruiter should be exposed to descriptive information concerning the organizations or other institutions that he may come into contact with during the course of the recruitment effort. Relevant information would include the purpose or function of the organization, the nature of the membership or clientele, the specifics of the organizational structure, the name and background of the chief executive officer, and the name and background of the contact person in that organization.
10. The recruiter should be specifically aware of the nature of his role and responsibilities, and the constraints that are imposed on his behavior while engaged in the recruitment function.
11. The recruiter should be fully aware of the details of the recruitment plan. In most cases, the details of the recruitment plan will not be fully developed until recruiters have been selected, trained, and allowed to offer their suggestions. Nonetheless, it is important that the recruiter understand the genesis and evolution of the recruitment plan as it exists at that time.

Most of the training described in this section can usually be provided by city staff from the personnel department and from the police department. However, consideration should be given to the possibility of including subject matter experts from outside the agency. Also, in those situations in which a citizens advisory committee has been established, consideration should be given to the possibility of including selected members of the committee in the training activities. Also, information pertaining to successes and failures in other law enforcement recruitment programs can often be helpful to persons without prior recruiting experience. For this reason, consideration should be given to the possibility of having representatives from other law enforcement agencies with recruiting experience involved in the training program.

V. DEVELOPING AND IMPLEMENTING A RECRUITMENT PLAN

LABOR MARKET ANALYSIS

Inasmuch as the objective of outreach recruitment is, in part, the development of a reasonably representative applicant group, it is necessary to conduct some analysis of the labor market in order to determine what constitutes a representative applicant group. This labor market analysis should result in the identification of the demographic characteristics of the relevant labor market. Specifically, the proportion of the ethnic minorities and women in the labor market should be determined. These percentages then become the goal of the outreach recruitment effort.

The first step in conducting a labor market analysis is to determine the geographical area from which applications are typically received. The most accurate method of making this determination is to analyze the applications received during previous recruitments. With respect to municipal police departments, a majority of applications typically come from city residents. The remaining applications usually come from surrounding communities, with a few applications coming from widely scattered locations. By systematically analyzing the geographical origin of past applications, it is possible to identify an employer's "primary labor market." A primary labor market consists of those cities, counties, or other geographical or political subdivisions from which the bulk of applications are received. The primary labor market is usually defined in terms of those areas from which 70 to 90 percent of the applications originate. This area may consist of a single city, some combination of cities, a particular county, or other identifiable area.

Once the geographical characteristics of the primary labor market have been determined, it is necessary to determine how many of the persons residing in that geographical area are actually in the relevant labor market; i.e., how many persons in the general population are qualified for employment as a police officer. It cannot be assumed that general population figures are for all practical purposes identical to the labor market figures. Many persons in the general population are not in the labor market. For example, general population figures include school children, military personnel, individuals confined to institutions or hospitals, and many individuals who do not possess the minimum qualifications for employment. (For example, a high school diploma.) By consulting the official reports of the United States Bureau of the Census, it is often possible to refine general population figures so as to exclude individuals who are obviously not candidates for employment. Most frequently, general population figures can be refined for the primary labor market area in terms of educational qualifications and in terms of minimum and/or maximum age requirements. For example, if an employer determines that his primary labor market area is Travis County, Texas, he could consult the census report for that geographical area and determine the number of individuals who possess a high school diploma or G.E.D. equivalency certificate and who also are currently between the ages of 19 and 35. His labor market would then be defined in terms of those persons in the relevant geographical area who possess at least these two readily identifiable qualifications. The census reports would also allow the employer to determine, or at least estimate, the demographic characteristics of a labor market defined in this way.

That is to say, the number and percentage of each major ethnic and sex group in the labor market. These percentages then become the numerical goal for the recruitment program. For example, the labor market analysis might result in the following findings:

Table 1

Demographic Characteristics of a Sample Labor Market for
Police Officers as Compared to General Population Characteristics

GENERAL POPULATION--SANTA CLARA COUNTY, CALIFORNIA		
Total Population		1,169,006
Spanish-Surnamed Population		139,696 (11.95%)
LABOR MARKET		
<u>Counties in Primary Labor Market Area</u>	<u>Total Population with Relevant Qualifications*</u>	<u>Spanish-Surnamed Population with Relevant Qualifications**</u>
Alameda	173,713	10,203
Contra Costa	102,082	4,655
San Francisco	148,679	12,692
San Mateo	114,001	7,164
Santa Clara	203,343	13,142
Santa Cruz	<u>22,685</u>	<u>1,060</u>
Totals	764,503	48,916
Percent		6.4%

* Taken from: United States Census Reports, "General Social and Economic Characteristics--California," Volume PC(1)-C6, April, 1972, Table 120, p. 6-1038 to 6-1042.

** Taken from: United States Census Reports, "General Social and Economic Characteristics--California," Volume PC(1)-C6, April, 1972, Table 130, p. 6-1080 to 6-1084.

While this type of labor market analysis is helpful in establishing a realistic recruiting goal, it should be understood that there are certain sources of imprecision in this type of analysis. For example, it is not possible on the basis of the census information that is readily available to define with any substantial precision that group of individuals within the labor market who possess all of the qualifications necessary for employment as a police officer. While it is generally possible to distinguish on the basis of age and educational attainment, there is no comparable means to eliminate from consideration those individuals who do not possess the required level of verbal or communicative skills, the necessary interpersonal skills, the physical skills, or any of the other specific qualifications necessary for successful performance as a police officer. Therefore, a labor market defined in accordance with the above recommendations will necessarily include many individuals who might later be judged unqualified for employment.

In addition, the labor market as defined above will include many individuals who, while fully qualified for employment as a police officer, are not interested in such employment. This sub-group would probably include practicing doctors, lawyers, scientists, and others with advanced educational credentials and/or well-paying jobs. In addition, major segments of the relevant labor market may not be interested in employment as a police officer for cultural reasons. To a degree, this continues to be true of women in the labor market who may be fully qualified for employment as police officers.

It is important to recognize the inaccuracies inherent in a competent labor market analysis. While such an analysis is a tremendous improvement over relying upon raw population data, it is not a totally accurate reflection of reality. For this reason, any recruitment goal which is predicated upon such a labor market analysis must be viewed in this context. Furthermore, it must be understood that the recruitment goal is not a quota. Failure to achieve the goal may reflect nothing more than the imprecision that results from limited information about the true characteristics of the labor market.

Once the geographical boundaries and demographic characteristics of the employer's primary labor market have been determined, consideration can be given to the specific methods by which the recruitment goal can be achieved. Those methods will include advertising, community contacts and resources, counseling, orientation programs, record keeping, follow up, and evaluation.

ADVERTISING

Advertising can be viewed as a means of advancing the image of the department as well as a method for reaching potential law enforcement candidates. However, advertising for the purposes of recruitment must be highly selective. Mass media is not selective and frequently results in excessively large applicant groups. However, news media can often be used effectively in such a way as to disseminate information about job opportunities while at the same time including information on the nature of the qualifications required for employment. This is usually true because the typical news program can devote more time and attention to the subject than is possible within the limitations of a brief public service announce-

ment on radio or television.

While the news media and other mass media are effective in reaching large numbers of people, other forms of advertising are usually more effective in achieving the recruitment goal. The most popular forms of advertising include brochures, posters, mail-outs, special application forms, and other such materials. Listed below are a number of ideas that may be of assistance in developing these advertising materials:

1. Recruiters should attempt to solicit the voluntary assistance of local media and, if available, professional advertising agencies. These resources can provide valuable assistance and advice in preparing advertising materials which have a professional appearance. Early in the recruitment program, efforts should be made to provide a budget for advertising. Possible sources of funds for this purpose include regular budget allocations to the police department, personnel department, or the public information function. In addition, funds can often be obtained from the city's contingency fund. If time permits, grant funds may be obtained from various criminal justice agencies as well as from private foundations or service clubs.
2. Brochures or other handout materials that include information on job duties, minimum qualifications for employment, benefits, job opportunities and possible work assignments are extremely valuable. Any photographs or sketches on these brochures should depict women and minority employees as well as majority employees. Also, another effective technique is to include in these brochures a tear-off section which might be a short-form application or a pre-paid postcard request for additional information.
3. The preparation of posters for placement in public places is also a highly effective tactic. These posters should include extensive information about the job as well as information on whom to contact in order to make application or get additional information.
4. Another possibility is to prepare mail inserts for the city's utility bills or other official city mail. In many cases the brochures described in paragraph 2 above can be effectively distributed in this fashion.

5. Where professional assistance cannot be obtained, many departments will find individuals with substantial creative talents and relevant training among their current employees. These employees may be of substantial assistance in preparing advertising materials.
6. In preparing advertising materials, every effort should be made to accurately describe the agency's policy on equal employment opportunity. In particular, it should be clear that while the agency encourages and welcomes applications from minority individuals, it does not grant a preference to any applicant because of race, color, religion, sex, or national origin.

COMMUNITY CONTACTS AND RESOURCES

Once the necessary advertising materials, application forms, and other documents have been prepared, recruiters should initiate their contacts with community organizations and other community resources. There are many ways in which the recruiter can proceed in developing community involvement. Some of these are listed below:

1. Contact should be made with those organizations and individuals who, in response to the department's initial solicitation, expressed interest in and support for the outreach recruitment program. Particular attention should be devoted to the members of any citizens advisory committee that may have been established.
2. Contacts should emphasize the department's commitment and should encourage the active referral of well-qualified candidates.
3. Contact should be made with local media and business groups and an effort made to convince these organizations of their importance as a part of the community in sharing the responsibility and the success of the outreach recruitment effort.
4. The recruitment coordinator should seek out opportunities for recruiters to be interviewed on TV and radio talk shows, or on news spots where there will be sufficient opportunity for the recruiter to provide complete information about the recruitment program.
5. Every effort should be made to organize a series of community meetings or other forums in various locations at which members of the recruiting staff can make a presentation.

6. Any organizational or institutional facilities that may be visited by significant numbers of minorities should be supplied with posters, brochures, application forms, and other advertising materials, and consideration should be given to the possibility of temporarily assigning a recruiter to that location. Also, every effort should be made to enlist the support and assistance of the regular staff assigned to that location.
7. Other locations where advertising materials might be made available and where recruiters might be temporarily assigned include sporting events, shopping centers, department stores, recreational facilities, and government buildings.
8. The recruitment coordinator, who should normally be of supervisory rank, should arrange to speak with all departmental personnel who have field responsibilities. This is most easily accomplished by making arrangements to do so during routine roll call. The recruitment coordinator should solicit the assistance of all departmental personnel and encourage all personnel, in their community contacts, to encourage and refer well qualified minority applicants. In some cases it may also be helpful to provide departmental personnel with "referral cards" on which they might record the identity of individuals who have expressed to them an interest in employment with the department. These cards could then be forwarded to the recruitment staff who would follow up and provide additional information about the job opportunities.

COUNSELING

In their personal contact with potential job applicants, recruiters should approach prospective candidates with a positive attitude and attempt to motivate them to compete successfully. Recruiters should be very careful in pre-judging a prospective candidate's abilities or his potential. However, where a prospective candidate is obviously unqualified or perhaps possesses marginal skills in some areas, every effort should be made to inform that candidate of opportunities for additional education or training that may be of assistance to him in competing for employment.

In encouraging and attempting to motivate prospective candidates, the following factors should be considered:

1. The typical applicant lacks familiarity with the civil service system, including the written examinations, application forms, oral interview procedures and physical agility tests, and many other testing procedures utilized by the department.
2. The applicant may lack confidence in the "system".
3. He or she may not possess much self confidence.
4. There may have been prior attempts at civil service examinations that were unsuccessful.
5. He or she might have ambivalent feelings about the position (indecisiveness).
6. The applicant may be suspicious about the department's commitment to equal employment opportunity.
7. The applicant needs a full understanding of the advantages and disadvantages of a career in law enforcement.

Competent counseling of prospective candidates will enable the applicant to make an employment decision with confidence. Proper pre-employment counseling stimulates the development of a professional commitment to law enforcement.

ORIENTATION PROGRAMS

Formal orientation programs can be viewed as a follow-up to the counseling conducted by recruiters. Orientation programs may include more specific information with respect to job duties, responsibility, career opportunities, and benefit programs. In addition, orientation programs frequently include specific information about the more technical aspects of the written examinations, oral interviews, physical agility tests, and other components of the selection process. Proportionately, minorities have less knowledge and familiarity with the vocational aspects of the criminal justice system and the typical civil service examination procedures. Therefore, an orientation program can result in a substantial increase in the applicant's knowledge, interest, and subsequent

success rate in the selection process .

Organizing and conducting orientation programs is often a cost-effective activity . The orientation program can be viewed as a means of protecting the earlier investment in prospective applicants by the recruiting team . Also , a well-developed orientation program often results in good public relations .

The content of an orientation program can vary substantially depending on local needs . However , program content usually includes specific information about the number of questions on written examinations , examination time limits , the purpose and structure of oral interviews , and specific information about the requirements of the physical agility tests . Sample questions from written examinations and video taped or filmed examples from interviews and from the physical agility tests are highly effective in communicating specific information about these components of the selection process . Whatever the content and the methods of the program , extreme care must be exercised so as to avoid any compromise in the security and fairness of the examinations and other components of the selection process .

RECORD KEEPING

Adequate records are necessary to a successful outreach recruitment program . A simple record keeping system should be devised that allows the ethnic and sexual characteristics of the total applicant group to be determined at any given point in time . In addition , the record keeping system should allow for the identification of those community resources that contributed the most to the

achievement of the recruitment program objective; i.e., a well-qualified applicant group that is reasonably representative of the relevant labor market.

The record keeping system also serves as a means of tracking candidates through the selection process. The recruitment records will provide the data base for the subsequent analysis of candidate performance at different stages of the selection process. These records can be beneficial in developing future recruitment strategies as well as identifying potential problems in the selection process. Additionally, adequate records will provide a basis for reporting on the effectiveness of the recruitment program.

FOLLOW-UP

Follow-up activities include:

1. If feasible, contacting applicants prior to each step of the examination process to encourage them and assure their continued participation.
2. Contacting unsuccessful candidates who have the potential to compete successfully in future examinations and encouraging them to maintain their interest and to seek out educational or other training opportunities that may improve their chances for success on the next examination.
3. Periodically communicating with new recruits during the basic training and during the probationary period in order to provide encouragement and, if feasible, help the recruit with any particular problems that he or she may be having.
4. Staying in contact with well-qualified applicants whose names remain on the eligible list pending additional vacancies. The purpose of these contacts is to provide current information about job vacancies and to provide additional encouragement to individuals who might otherwise lose interest.

The follow-up activities are an integral and important aspect of the outreach recruitment process. In fact, the essence of outreach recruitment is a systematic series of personal contacts and follow-up contacts. These personal contacts are what distinguishes an effective outreach recruitment effort from the traditional program of merely posting job announcements. These follow-up activities are often the most crucial aspect of the outreach recruitment program inasmuch as they almost exclusively involve contacts with individuals who are known to be well-qualified for employment.

VI. EVALUATION

The final step in the outreach recruitment effort is program evaluation. The essential question here is how close did the effort come to achieving the initial recruitment goal? It should be remembered that for all the reasons cited earlier, it is unlikely that any particular recruitment effort will result in an applicant group which precisely matches the estimated ethnic characteristics of the employer's primary labor market. Nonetheless, the degree to which the recruitment goal has been achieved is a relevant consideration in determining whether or not the effort has achieved the overall program objective of generating a well-qualified applicant group that is reasonably representative of the relevant labor market.

If the recruitment goal has not been achieved, it is important to identify the reason why. There may be any number of plausible explanations for an agency's failure to achieve the recruitment goal, including one of the following:

1. The labor market data may have been substantially inaccurate.
2. The data used to identify the employer's primary labor market area may have been out-of-date. For any number of reasons, including the general level of unemployment, the employer's labor market may have expanded or contracted since the previous recruitment effort.
3. The salary and benefits offered by the employer may not be competitive with those offered by other employers for similar or related work.
4. Identifiable segments of the labor market may not have applied in proportionate numbers due to cultural factors which are largely beyond the control of the employer.

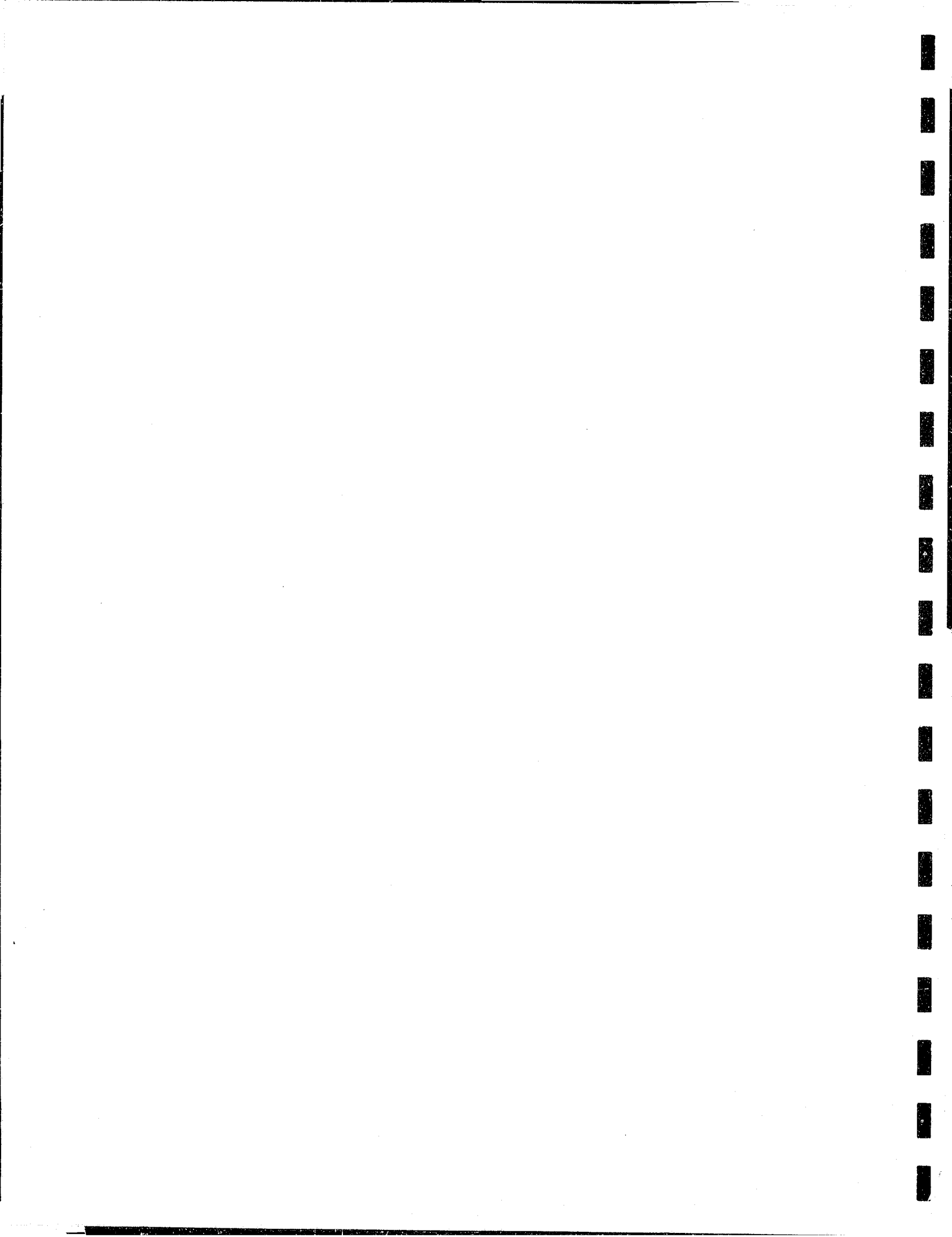
It should be remembered that a concurrent objective of the outreach recruitment effort was to generate a well-qualified applicant group. Consequently, the evaluation of the recruitment effort should include consideration of the extent to which this objective was accomplished. Information that may be pertinent or relevant to this determination includes academy performance evaluations, performance evaluations during the probationary period, and information on turn-over rates.

The results of the program evaluation, in conjunction with the information provided by the record keeping function, will be of substantial assistance in identifying aspects of the outreach recruitment program that require adjustment or modification. If properly applied, this information should result in an overall improvement in the effectiveness of future outreach recruitment efforts.

It must also be recognized that an important by-product of the outreach recruitment program is the positive public relations that can usually be expected. In most cases, the department's image in the community will be enhanced by virtue of the recruitment effort. This is often true even when the department has fallen short of the initial recruitment goal. While the degree to which the department has achieved the program objective is the primary consideration, one should not overlook the value of having the community recognize the sincerity and honesty of the department's efforts during the recruitment program. This demonstration of the department's commitment may very well have the effect of increasing the overall level of community commitment during future outreach recruitment programs.

APPENDIX A

Texas Radio Stations
With Predominantly Minority
Audiences



RADIO STATIONS WITH PREDOMINANTLY MINORITY AUDIENCES

ALICE

KOPY+
Box 731 (78332)
(512) 664-4323

AUSTIN

KUT-FM
Bldg. B
Communication Center (78712)

KMXX-FM+
Perry Brooks Bldg.
121 E. 8th St. (78701)

KCSW-FM
Pioneer Broadcasting Co.
P.O. Box 2197 (78768)

Radio station and transmitter
in San Marcos.

BEAUMONT

KAYD-FM
Texas Coast Broadcasters of
Beaumont
P.O. Box 370 (77704)

KJET*
P.O. Box 6067 (77705)
(713) 842-2210

BEEVILLE

KIBL+
Hwy. 202
P.O. Box 700 (78102)
(512) 358-1490

BROWNWOOD

KEAN*
1 Texas St.
P.O. Box 100 (76801)
(915) 646-2575

KOXE-FM
Brown County Broadcasting Co.
P.O. Box 280 (76801)

CARRIZO SPRINGS

KBEN
P.O. Box 335 (78834)
Contact: W.H. Herbort

CORPUS CHRISTI

KCCT+
401 S. Staples
P.O. Box 5206 (78405)
(512) 884-2426

KUNO+
4718 Leopard
P.O. Box 4722 (78408)
(512) 884-5202

DALLAS

KNOK*
1914 Forest Ave. (75212)
(214) 421-4144

DEL RIO

KDLK+
P.O. Box 1489 (78840)
(512) 775-4941
V.T. Wood, General Manager

Prefer broadcasting.

EDINBURG

KBFM-FM
KBFM, Incorporated
311 W. University Dr. (78539)

EL PASO

KAMA+
4141 Pinnacle St. (79902)
(915) 544-7600

FALFURRIAS

KPSO+
P.O. Box 309 (78355)
(512) 325-2112
325-3311
Contact: Raymond O. Creely

*Contact with Blacks primarily.

+Contact with Spanish-surname primarily.

FORT WORTH

KBUY-FM+
661 Seminary South (76115)
(817) 265-4844

KESS-FM+
Latin American
Broadcasting, Inc.
Box 6195 (76115)

KNOK*
3601 Kimbo (76103)
(817) 267-2721

GEORGETOWN

KGTN+
802-1/2 Main (78626)
(512) 863-3911

HARLINGEN

KELT+
Harbenito Radio Corp.
Drawer 711 (78551)

KGBT+
1519 W. Harrison (78551)
(512) 423-3910

HOUSTON

KCOH*
5011 Almeda St. (77004)
(713) 522-1001

KLOL
Rusk Corp.
P. O. Box 1520 (77001)

KYOK*
3001 LaBranch (77004)
(713) 526-7131

KINGSVILLE

KINE+
205 E. King (78363)
(512) 592-5211

LAMESA

KPET+
P.O. Box 30 (79331)
(806) 872-2404
872-7707

LAREDO

KLAR+
P.O. Box 1899 (78040)
(512) 723-7459

KOYE-FM+
P.O. Box 1731 (78040)
(512) 723-4398

KVOZ+
P.O. Box 1638 (78040)
(512) 723-4396

LUBBOCK

KFYO*
P.O. Box 10527 (79408)

MISSION

KIRT+
City Bldg.
P.O. Box 985 (78572)
(512) 585-1629

NEW BRAUNFELS

KGNB+
1540 Loop 337 N.
P.O. Box 598 (78130)
(512) 625-7311

ODESSA

KOYL
Mid-Cities Broadcasting Corp.
4000 Rasco Ave. (79762)

PASADENA

KLVL+
1811 Pasadena Blvd. (77501)
(713) 472-1361

*Contact with Blacks primarily.
+Contact with Spanish-surname primarily.

PEARSALL

KVWG+
P.O. Box 938 (78061)
(512) 334-3615

PLAINVIEW

KPLA-FM
Plainview Broadcasting Co.
P.O. Box 1420 (79072)

PLEASANTON

KBOP+
215 N. Main
P.O. Box 247 (78064)
(512) 569-4871

PORT ARTHUR

KOLE
Gulf States Broadcasting Co.
P.O. Box 336 (77640)

KPAC*
Port Arthur College
P.O. Box 520 (77640)
(713) 985-7458

RALLS

KCLR
Box 669 (79357)

ROSENBERG

KFRD+
1501 Radio Lane
P.O. Box 832 (77471)
(713) 232-3776

SAN ANGELO

KSJT-FM+
P.O. Box 1296 (76901)
(915) 653-5008

SAN ANTONIO

KAPE*
608 E. Travis St. (78205)
(512) 223-3877

KCOR+
411 E. Durango Blvd. (78204)
(512) 255-2751

KEDA+
226-1/2 Dolorosa St. (78204)
(512) 226-6942

KUKA+
501 W. Quincy (78212)
(512) 225-5757

SEGUIN

KWED-AM+
609 E. Court St.
P.O. Box 989 (78155)
(512) 379-2234

TAYLOR

KTAE-AM
(76574)

TYLER

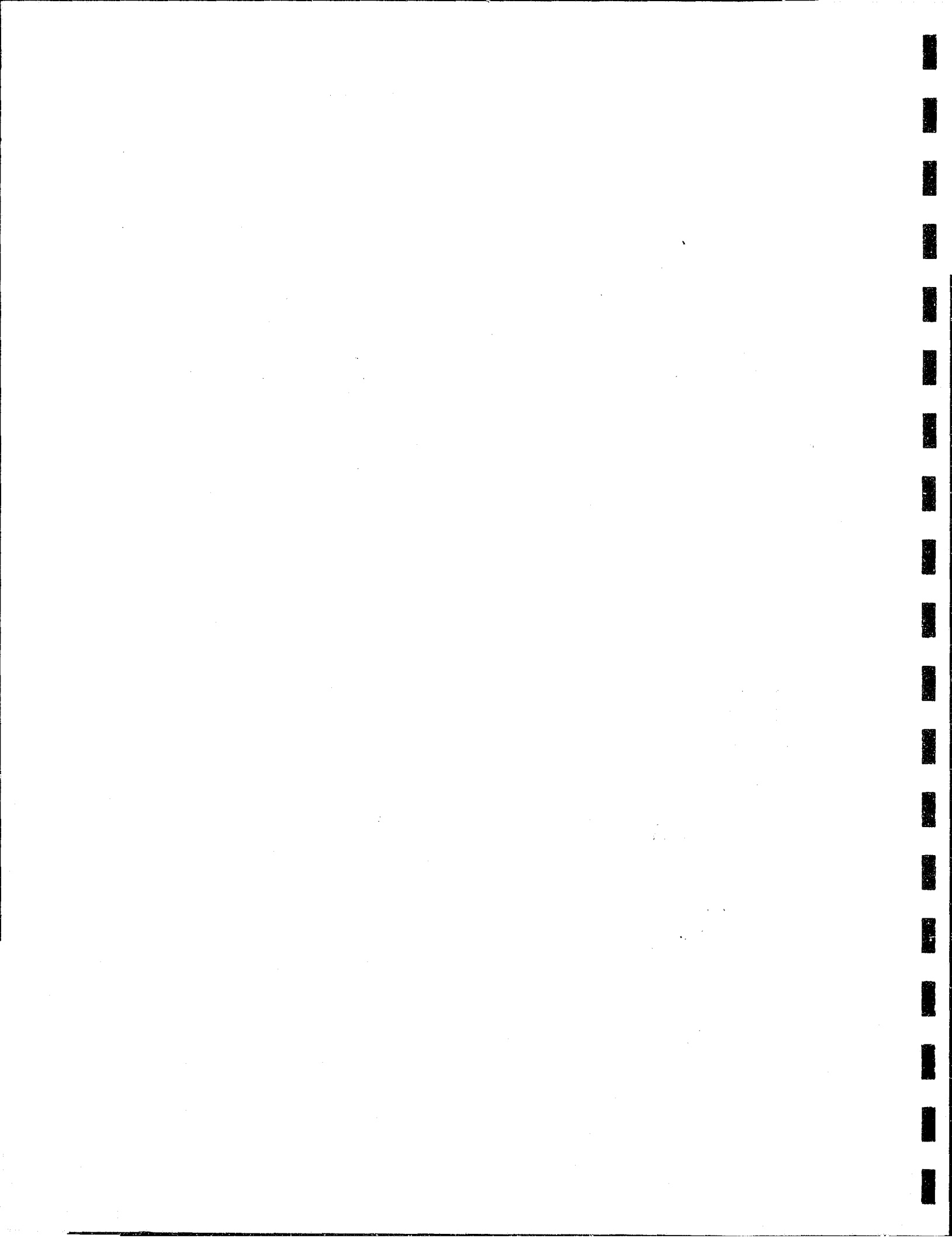
KZEY*
Lake Park Dr.
P.O. Box 4248 (75702)
(214) 593-1744

UVALDE

KVOU+
P.O. Box 758 (78801)
(512) 278-2555

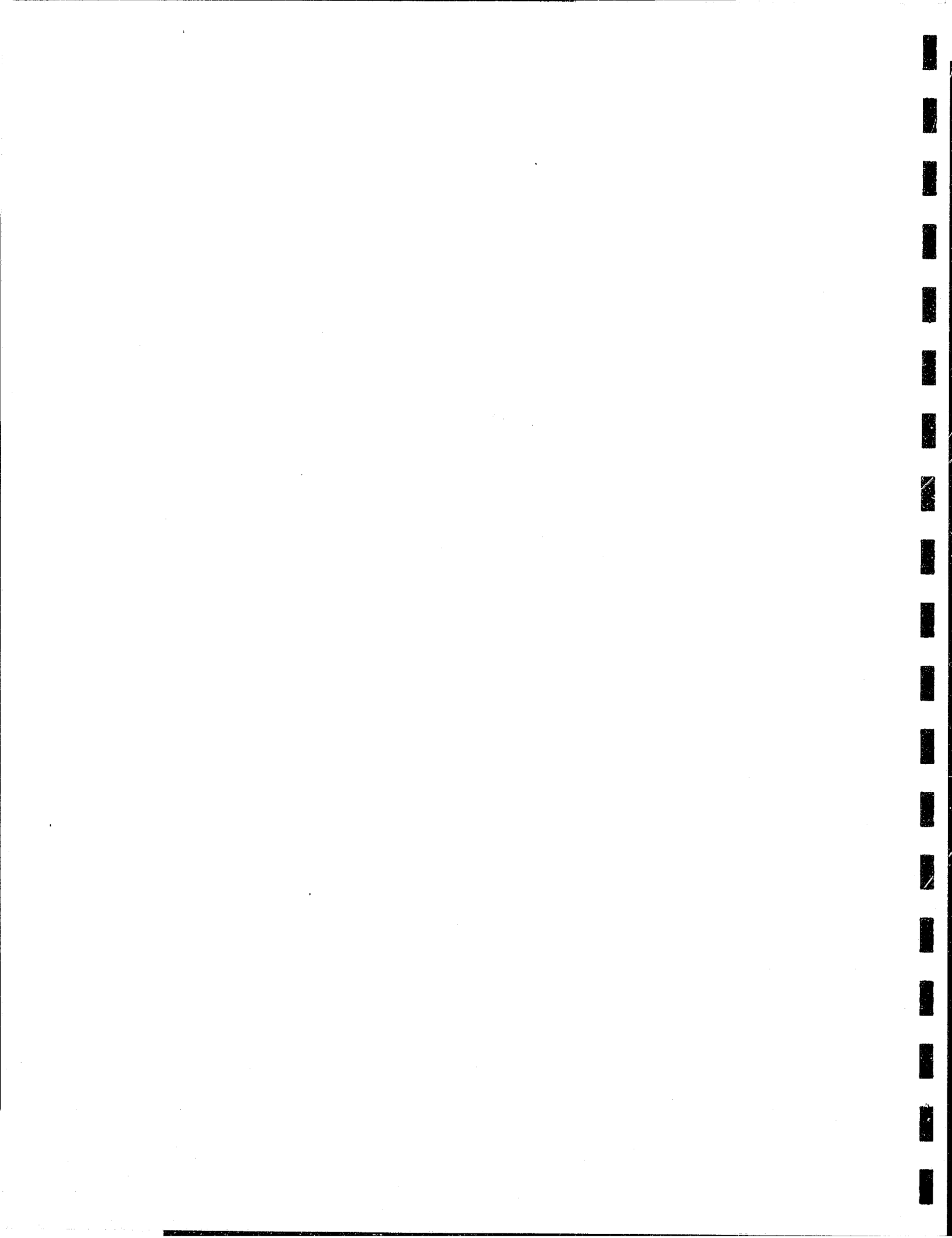
*Contact with Blacks primarily.

+Contact with Spanish-surname primarily.



APPENDIX B

Texas Newspapers
With Minority Readerships



NEWSPAPERS WITH MINORITY READERSHIPS

AUSTIN

La Fuerza, The Herald+
1811 South 1st
P.O. Box 9563 (78756)
(512) 442-1457
Blacks and Mexican-American
readership
Weekly; circulation: 30,000

The Austin American-Statesman
Classified Ad Department
308 Guadalupe (78701)
(512) 472-8461
Daily; circulation: 115,000

The Austin Citizen
621 W. St. Johns (78752)
William Klusmeier, Publisher
Daily; circulation: 17,000

The Austin Sun
314 West 11th St., Suite 110
(512) 472-1780 (78701)

Capitol City Argus*
1803 Rosewood Avenue
Austin, Texas 78702

The Daily Texan
P. O. Box D (78712)
L.L. Edmonds, Jr.
General Manager
College student readership
Daily; circulation: 38,000

The Tribune*
1811 South 1st
P.O. Box 9563 (78756)
(512) 442-1457
Blacks and Mexican-American
readership
Weekly; circulation: 30,000

The Villager*
1621 Rosewood Ave. (78702)
(512) 476-0082
T.L. Wyatt, Editor
Black readership
Weekly; circulation: 5,000

BROWNSVILLE

The Brownsville Herald
1135 E. Van Buren (78520)
(512) 542-4301
Daily; circulation: 15,535
Also published as Spanish
language edition

CORPUS CHRISTI

Chicano Times+
1514 18th Street (78404)
(512) 888-5223

El Progreso+
902 South Staples (78404)
(512) 883-0996
Mexican-American readership
Weekly; circulation: 50,000

La Verdad+
910 Francesca (78405)
(512) 882-7853
Mexican-American readership
Weekly; circulation: 900

The Corpus Christi Caller-Times
Classified Ad Department
820 Lower N. Broadway (78401)
(512) 882-9401
Daily; circulation: 94,000

DALLAS

Dallas Key News*
2241 Cedar Crest (75203)
(214) 946-1992
Al Smith, Publisher
Black readership
Weekly; circulation: 8,000

Dallas Morning News
Classified Ad Department
Young & Houston Streets (75202)
Communication Center
(214) 745-8123
Daily; circulation: 315,000

Elite News*
1912 Forest Avenue
Dallas, Texas 75215

*Black
+Spanish Surnamed

DALLAS (Cont'd.)

El Sol De Tejas+
1802 Spann (75201)
(214) 747-2620
Mexican-American readership
Weekly; circulation: 125,000

Equal Times
Dallas Women's Center
3107 Routh St. (75201)
(214) 651-9795
Lila Roney
Advertising Director
Women readership
Monthly

Key News*
2241 Cedar Street
Dallas, Texas 75203

La Luz De Dallas+
111 Continental Ave. (75207)
(214) 651-1728

Linea Abierta+
4332 Maple Ave. (75219)
(214) 522-6860

Post Tribune*
3428 Sunnyvale St. (75216)
(214) 376-6408
Mrs. Dickie Foster
Executive Editor
Black and college student
readership
Weekly; circulation: 2,300

The Dallas Weekly*
2700 Grand Ave. (75215)
(214) 428-8958
Black readership
Weekly; circulation: 40,000

Times Herald
Herald Square (75202)
(214) 748-1414
Daily; circulation: 227,903

World*
1314 Wood Street
Dallas, Texas 75202

EL PASO

El Continental+
218-220 S. Campbell (79901)
(915) 532-6587
Mexican-American readership
Daily; circulation: 33,000

El Paso Herald Post
401 Mills (79901)
(915) 747-6800
Daily; circulation: 95,000

El Paso Times
401 Mills (79901)
(915) 532-1971

Nosotros+
812 N. Virginia (79902)
(915) 532-2714

FORT WORTH

Bronze Texan News*
3025 S. Freeway
Fort Worth, Texas 76104

Fort Worth Como Monitor*
P.O. Box 885 (76101)
(814) 737-4288
William Wilburn, Sr.
Publisher
Black readership
Bi-weekly; circulation: 3,000

Fort Worth Star Telegram
Classified Action Ads
400 West 7th (76102)
(817) 332-7722

Fort Worth Tribune
1200 West Berry (76110)
(817) 926-2411

La Vida*
1621 Miller Ave. (76105)
(817) 531-3879
Black readership
Weekly; circulation: 36,000

Mind*
805 Bryan Street
Fort Worth, Texas 76107

*Black
+Spanish Surnamed

HARLINGEN

Valley Citizen
310 E. Jackson (78550)
(512) 423-1818
Weekly; circulation: 20,000

Valley Morning Star
1310 S. Commerce (78550)
(512) 423-5511
Daily; circulation: 21,047

HOUSTON

Breakthrough
P. O. Box 88072 (77004)
(713) 526-6686
Women readership
Monthly; circulation: 10,000

Defender*
4406 Charles
Houston, Texas 77004

El Sol+
2434 Navigation (77003)
(713) 224-0616
Mexican-American readership
Weekly; circulation: 2,000

Forward Times*
4411 Alameda Street
P.O. Box 2962 (77004)
(713) 526-4727
Black readership
Weekly; circulation: 30,000

Globe Advocate*
3221 Southmore
P.O. Box 8147 (77004)
(713) 524-1893
Black readership
Weekly; circulation: 10,000

Houston Chronicle
Classified Ad Department
801 Texas (77002)
(713) 224-6868
Daily; circulation: 308,096

Houston Post
Want Ads Dept.
4747 Southwest Freeway (77027)
(713) 926-8237
Daily; circulation: 700,000

*Black
+Spanish Surnamed

HOUSTON (Cont'd.)

Houston Westside Reporter
1410 Campbell Road (77055)
(713) 468-5481
Weekly; circulation: 42,695

Informer and Texas Freeman*
1609 Binz (77004)
(713) 527-8261
Black readership
Weekly; circulation: 32,500

The Leader
4315 Glebe (77018)
(713) 686-8494
Weekly; circulation: 27,000

Negro Labor News*
P.O. Box 8055
Houston, Texas 77004

Preston Publishing Company*
6622 Ferris
Houston, Texas 77004

Sunnyside Digest*
3306 Chenevert Street
Houston, Texas 77004

Voice of Hope*
4815 Dowling
Houston, Texas 77004

KENDLETON

Messenger*
P. O. Box 7
Kendleton, Texas 77451

LAREDO

Laredo Citizen+
1206 Santa Maria
P. O. Box 598 (78040)
(512) 722-7556
Mexican-American readership
Weekly; circulation: 5,500

The Laredo Times+
Carlton Gardens
P. O. Box 29 (78040)
(512) 723-2901
Mexican-American readership
Daily; circulation: 19,350

LUBBOCK

Avalanche-Journal
Classified Ad Department
710 Avenue J (79401)
(806) 763-9311

La Voz+
1007A Avenue G. (79402)
(806) 762-9546

The Lubbock Sun
602 Broadway (79401)
(806) 763-9565

Manhattan Newspapers*
P. O. Box 225
Lubbock, Texas 79408

Retailer News
1419 17th Street
P. O. Box 1613 (79401)
(806) 763-9565
Weekly; circulation: 30,000

West Texas Times
P. O. Box 225 (78408)
(806) 763-4883
Weekly; circulation: 7,000

SAN ANTONIO

Chicano Times+
P. O. Box 7518 (78207)
Jose Luis Rodriguez
Publisher
Mexican-American readership

El Ganadero Internacional+
118 West Nakoma (78216)
(512) 349-2574

El Sol+
(512) 225-7411
*Weekly supplement to San
Antonio Express News
Mexican-American readership
Weekly; circulation: 50,000*

San Antonio Express and News
Classified Ads Department
Avenue E and 3rd (78205)
(512) 226-1666

*Black
+Spanish Surnamed

SAN ANTONIO (Cont'd.)

San Antonio Light
420 Broadway (78205)
(512) 226-1231
Daily; circulation: 125,032

San Antonio Register*
1224 East Commerce (78205)
(512) 222-1721
*Black Readership
Weekly; circulation: 14,475*

Snap News*
107 Chestnut Street
San Antonio, Texas 78202

Today's Catholic
207 Arden Grove (78215)
(512) 223-2655
Weekly; circulation: 24,000

TYLER

Courier-Times and Morning
Telegraph
Classified Ad Department
410 West Erwin (75701)
(214) 592-3818
Daily; circulation: 45,000

East Texas Focus*
906 Barret
Tyler, Texas 75701

Tyler Leader*
1106 N. Palace
Tyler, Texas 75704

WACO

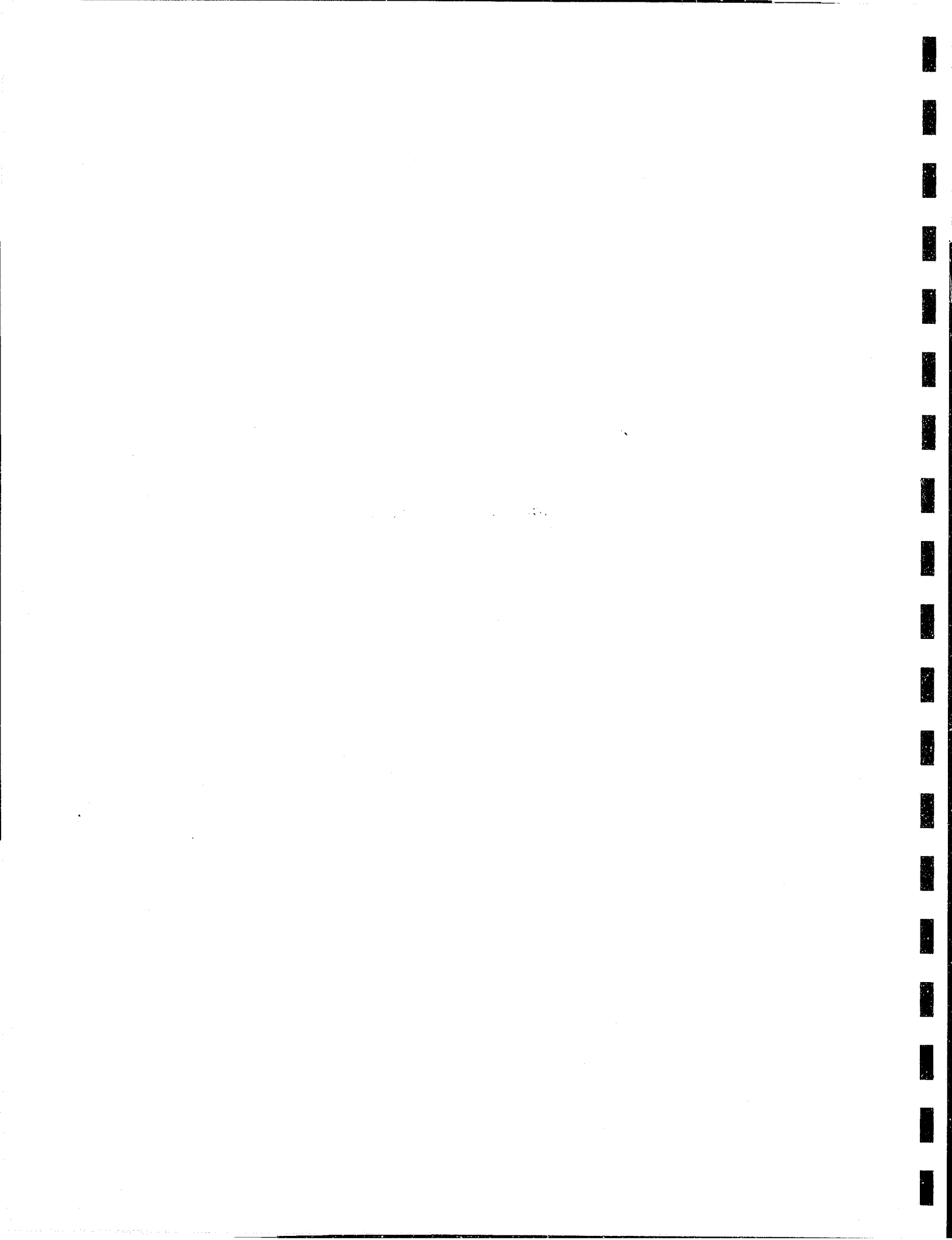
Messenger
504 Clifton Street (76707)
(817) 799-8911
Weekly; circulation: 3,000

Waco Citizen
1021 North 25th (76707)
(817) 754-3511
Weekly; circulation: 25,000

Waco Tribune Herald
900 Franklin (76701)
(817) 754-2331
Daily; circulation: 50,000

APPENDIX C

Minority Civic and
Service Organizations In
The State of Texas



MINORITY CIVIC AND SERVICE ORGANIZATIONS

ABILENE

The Bridge
P.O. Box 3157
201 Cedar (79601)
(915) 672-7854

Community Action Program, Inc.
of Taylor County
720 Pine Street (79601)
(915) 673-5785
Kenneth Deckard, Director

G. I. Form+
2442 Westmoreland (79603)
(915) 677-2405
Mr. Juan Jaramillo, President

LULAC+
2326 Fannin (79608)
(915) 677-7656
Mr. Morris Hernandez, President

Mexican-American Citizens
for Success+
3201 Highland (79605)
Mr. Leon Garcia, President

NAACP*
718 Mesquite (79601)

Texas Human Relations Commission
City of Abilene, Box 60 (79604)
The Honorable J.C. Hunter, Mayor

ALICE

Community Action Corp. of
South Texas
P.O. Drawer 1820 (78332)
(512) 664-0146 (Bus.)
664-9879 (Bus.)
664-6739 (Res.)

Lions Club, Alice+
1001 Highland (78332)
(512) 664-4349
Mr. Juan Rivera, President

ALICE (Cont'd.)

Lions Club, Alice Evening+
1117 Cynthia Drive (78332)
(512) 664-4574
Mr. Armengol Farias, President

AMARILLO

Alamo Neighborhood Center
1502 S. Cleveland (79102)
(806) 373-0392
Mr. Tony Renteria, Center
Coordinator

Alamo East Community Center
3305 E. 10th (79102)
(806) 373-6653

NAACP*
605 Arnold Pl. (79107)
(806) 383-6566
Dr. R. W. Jones, Ex. Director

North Central Branch YMCA
1330 N.W. 18th St. (79107)
(806) 373-1811
Mr. Earl Bledsoe, Ex. Director

Panhandle and South Plains
District Venture (Migrant
Program)+
1800 N. Spring (79107)
(806) 383-2244
Sister Elena Gonzalez, Director

Texas Panhandle Community Action
Corporation
1605 W. 7th (79102)
(806) 373-6881 (Bus.)
355-1659 (Res.)
Mr. Argus Burnett, Director

Wesley Community Center
1615 S. Roberts (79109)
(806) 372-7960
Mr. Jacino Aldrete, Ex. Director

*Black

+Spanish Surnamed

ANGLETON

LULAC+
305 W. Munston St. (77515)
Mr. Epifanio Trevino, Pres.

ARANSAS PASS

LULAC+
461 S. McCampbell (78336)
Mr. Rodolfo P. Torres, Pres.

AUSTIN

American G.I. Forum
Veterans Outreach Program
1209 Rio Grande, Suite 206
(78701)
(512) 476-2300

Antioch Juarez Lincoln
University
715 E. First St. (78702)
(512) 474-5061

Austin Chicano Cultural
Center+
1002 Sahara (78745)
(512) 442-0751
444-2593

Austin Community College
901 Neal St. (78702)
(512) 478-9674
Contact: Dr. Ernesto Ramirez

Austin Community Development
Office
City of Austin
P.O. Box 1088 (78767)
(512) 477-6511
Ms. Lorraine Yancey, Coordinator

Austin Independent School
District
6016 Dillard Circle (78752)
(512) 454-2231
Lee Laws, Director

Austin School Board Member*
1010 E. 10th (78702)
(512) 478-1875 (Bus.)
476-1688 (Res.)
Rev. Marvin C. Griffin

AUSTIN (Cont'd.)

Austin School Board Member+
6707 La Salle (78723)
(512) 452-7686 (Bus.)
926-3710 (Res.)
Mr. Gustavo Garcia, Contact

Austin Urban League
1164 San Bernard St. (78702)
(512) 478-7176 or 478-7007
Contact: Linda Moore

Bergstrom AFB Placement Office
2414 Bitter Creek Drive (78744)
(512) 385-4100, ext. 2828
Maria Elisa Rodriguez
Coordinator

Brown Berets+
1206 Willow (78702)
(512) 476-0392
Contact: Paul Hernandez

Caritas of Austin
308 E. 7th St. (78701)
(512) 472-4135
Clint Bulter, Director

Chicano Faculty Ass'n.+
Center for Mexican-American
Studies
College of Education, Rm. 310
University of Texas (78705)
(512) 471-7551
Contact: Dr. Leonard Valverde

Chicano Graduate Students Ass'n.+
Dean of Students Office
Speech Bldg. - Rm. 110
University of Texas (78712)
(512) 471-1201
Contact: Jude Valdez

Chicano Law Students Ass'n.+
University of Texas Law School
Townes Hall - Rm. 109
University of Texas (78705)
(512) 471-5309
Contact: Jorge Sutierriz

Chicanos Unidas De Central
Texas (CU)+
811 West 5th (78703)
(512) 472-3649

*Black

+Spanish Surnamed

AUSTIN (Cont'd.)

City-Wide Committee for Human Rights
1106-B Concho St. (78702)
(512) 474-1556
Dr. J. W. Witherspoon, Dir.

Clarksville Neighborhood Center
1013 W. Lynn (78703)
(512) 476-3972
Ms. Mary Baylor, Director

College Assistance Migrant Program (CAMP)+
St. Edward's University (78704)
(512) 444-2621, Ext. 209

Community of Cristo Rey+
2109 East 2nd (78702)
(512) 474-6376
Mr. John Pineda, President

Concerned Parents for Equal Education
4414 Lareina Drive (78745)
(512) 926-4186
Mr. Pete Reyes, Contact

Development Assistance for Rehabilitation
1711-A East First St. (78702)
(512) 476-0694
Sisto C. Ramirez, Director

Dissemination Center for Bilingual-Bicultural Education+
6504 Tracor Lane (78721)
(512) 926-8080
Mr. Juan D. Solis, Director

East Austin Committee for Justice
105 E. San Marcos (78702)
(512) 476-0392
Mr. Paul Hernandez, Contact

East First Neighborhood Center
1619 East First St. (78702)
(512) 476-0641
Elisea Garza, Neighborhood Center Director

AUSTIN (Cont'd.)

Education Service Center
Region XIII
7703 N. Lamar (78752)
(512) 458-9131
Gloria J. Fairweather
Personnel Officer

Emergency School Aid Act Programs
6016 Dillard Circle (78752)
(512) 477-9331, ext. 321
Lee Laws, Director

Employment Assistance Program
1906 Chicon (78702)
(512) 472-6882
Alice Barker, Ass't. Director

G.I. Forum+
200 Crockett (78702)
(512) 475-6485
Mr. Samuel Guzman, Contact

Graduate Chicano Students Association+
c/o Homero Lopez
Dean of Students Office
Speech Building
University of Texas (78705)
(512) 477-9150
471-1201

Hispanic American Institute+
100 East 27th (78705)
(512) 477-9150
Mr. Ruben Armendariz, Contact

Hogg Foundation for Mental Health
P.O. Box 7998
University of Texas (78712)
(512) 471-5041
Reymundo Rodriguez, Exec. Assistant

Human Relations Commission
City of Austin
P.O. Box 1088 (78767)
(512) 477-6511
William Stewart, Director

*Black

+Spanish Surnamed

AUSTIN (Cont'd.)

Juarez-Lincoln Center
Graduate School+
3001 South Congress (78704)
(512) 444-1863
Mr. Armando Trevino, Contact

Juarez-Lincoln Center, Nat'l.
Farmworker Information Clearing-
house+
3001 South Congress (78704)
(512) 444-1863
Mr. J.J. Martinez, Contact

Juarez Lincoln University
Migrant Program+
715 E. 1st (78701)
(512) 474-5061
Contact: Ernesto Chavarria

Lions Club, East Austin+
2313 South 1st (78704)
(512) 442-5994
442-8437
Mr. Henry Guerro, President

Lions Club, Montopolis+
385C Deep Eddy Apt. (78703)
(512) 474-1069
Mr. Pedro Cohen, President

Lions Club, River City Sun-Up+
Box 391
Buda, Texas 78610
(512) 442-6741
Mr. Johnny Calderon, President

LULAC+
5700 Gobi Drive (78745)
(512) 444-8587
Mr. Louis Martinez, Contact

LULAC Council #85
1414 Suffolk (78723)
(512) 385-9994
Andrew Rodriguez, President

LULAC District 7
Mrs. Maria Garcia
3906 Greystone
Austin, Texas
(512) 471-5334 (Bus.)

AUSTIN (Cont'd.)

Manpower Planning
P.O. Box 1088 (78767)
(512) 477-6511
Mr. Andy Ramirez, Contact

Manpower Training Division
City of Austin
P.O. Box 1088 (78767)
(512) 477-6511
Jacklyn Williams, General
Supv. of Operations

Mexican-American Catholic
Alliance+
P.O. Box 13327 (78711)
Contact: Rev. Lonnie C. Reyes

Mexican-American Chamber of
Commerce+
.55 North Interregional
Suite 116 (78702)
(512) 476-4762
Mr. Marcel Rocha, President

Mexican-American Council for
Economic Progress+
Andre Hall
3001 South Congress (78704)
(512) 444-3262
Ms. Marta de Luna, Contact
Ms. Marta Cotera, Research &
Evaluation Consultant

Mexican-American Cultural
Committee+
Student Union Bldg. - Rm. 342
University of Texas (78712)
(512) 471-5653
Contact: Maggie Hernandez

Mexican-American School Board
Members Association+
959 Reinli, Rm. 101
Gus Garcia, President

Mexican-American Studies+
Speech Building, Rm. 307
University of Texas (78705)
Juan Reyes, Office Supervisor

*Black

+Spanish Surnamed

AUSTIN (Cont'd.)

Mexican-American Youth
Organization+
Student Union Bldg. - Rm. 342
University of Texas (78712)
(512) 471-5653
Contact: Edward Martinez

Migrant Coalition of Texas
607 Littlefield Bldg. (78701)
(512) 474-1948
Dan Cardinas, Director

Minority Student Services
Speech Building
University of Texas (78712)
(512) 471-1201
Billy G. Johnson, Coordinator

Montopolis Neighborhood Center
1700-D Montopolis Dr. (78741)
(512) 385-4540
R. Castleberry, Director

NAACP*
1704 E. 12th St. (78702)
(512) 476-6230
Volma R. Overton, President

National Association of Chicano
Social Scientists+
1220 E. 38-1/2, Apt. 145A
Austin, Texas 78756
(512) 471-1201
Dr. Rodolfo Arevalo, Contact

National Migrant Referral Project
530 Littlefield Building (78701)
(512) 474-1948
Dan Cardenas, Exec. Director

National Welfare Rights
Organization
2007 Rosewood (78702)
(512) 478-0129
Ms. Velma Roberts
State Rep. & Chairman

Pan American University of
Texas at Austin (PAUTA)
Education Annex, Rm. F-38
Austin, Texas 78712
(512) 471-7554

AUSTIN (Cont'd.)

Raza Unida Executive Committee
of Travis County+
5606 N. Lamar, Apt. 126 (78751)
(512) 453-1391 (5:30 p.m.)
Paul Velez, Director

Rosewood Neighborhood Center
1906 Chicon (78702)
(512) 472-6882
Don Harris, Director

SER (local staff)
55 North IH 35 - Rm. 207 (78702)
(512) 476-9252
Arthur Navarro, Proj. Director

SER, Regional Field Office
Millican Bldg. - Suite 615
400 E. Anderson Lane (78752)
(512) 837-6767
Pedro Garza, Director

SER Job Bank+
1501 Guadalupe (78701)
(512) 476-9252
Marcos Villalobos, Dep. Director

Services for the Elderly, Inc.
99 Waller Street (78702)
(512) 477-3796
Contact: Tony Cabrera

Services for the Family Child
and Family Service
99 Waller Street (78702)
(512) 478-1648

South Austin Neighborhood Center
2414 Oak Crest (78704)
(512) 444-3528
Abel Ruiz, Director

Southwest Education Development
Laboratory
211 E. 7th Street (78701)
(512) 476-6861

St. John Neighborhood Center
7100 Bethune (78752)
(512) 454-3975
Ms. Virginia Brown, Director

*Black

+Spanish Surnamed

AUSTIN (Cont'd.)

St. Julia's Church Employment
Center+
3100 Lyons (78702)
(512) 926-0556
Julie Sykora, Director

Texas Human Relations
Commission
P.O. Box 1088 (78767)
(512) 477-6511
Bill Stewart, Director

Texas Nurses Association
One Highland Center
314 Highland Mall Blvd.
Suite 504 (78752)
(512) 452-0645
Patricia J. Boydston
Assistant Director

Trabajadores de la Raza+
P.O. Box 6004 (78762)
(512) 475-6451
John Moore, Director

Travis County Precinct Four
5412 Lockhart Highway (78744)
(512) 385-0490
Richard Moya, County Commis-
sioner

University of Texas Mexican-
American Cultural Commission+
Texas Union 342 (78712)
(512) 476-0222

VOE Counselor/Part-time
Employment
Johnston High School
1112 Arthur Stiles Rd. (78721)

Zonta Club of Austin
2107 Newfield Lane (78759)
(512) 472-9019
Contact: Bernice Johnson

BAYTOWN

LULAC+
P.O. Box 3721 (77520)

BAYTOWN (Cont'd.)

Texas Human Relations Commission
1900 Clayton Drive
P.O. Box 60 (77520)
Ruben F. DeHoyos, Director

BAY CITY

Economic Action Committee of
Matagorda County
P.O. Box 382 (77414)
(713) 245-6901 (Bus.)
245-9552 (Res.)
Laura Lee Jones, Contact

BEAUMONT

Economic Opportunity Commission
of South East Texas, Inc.
524 Buford St., Rosary Hall
Beaumont, Texas 77701
(713) 838-6243 (Bus.)
838-1206 (Res.)
D. Gene Valentini, Director

Lamar University (Migrant
Program)+
High School Equivalency Program
Box 10067 (77710)
(713) 838-3977
Sam F. Parigi, Director

LULAC+
5370 Annie Lou Drive (77705)
(713) 843-2191
John Lopez, President

LULAC+
1490 Avenue B (77701)
(713) 835-1156
Mr. Frank Rojas, President

LULAC+
2020 Harrison (77701)
(713) 832-0842
Ms. Gloria Ramirez, President

LULAC+
P.O. Box 19
Winnie, Texas 77665
(713) 794-2761

*Black

+Spanish Surnamed

BEAUMONT (Cont'd.)

LULAC District 9
William H. Dilworth
115 - 35th Street
Nederland, Texas

BEEVILLE

Community Council of Bee
County
P.O. Box 1049 (78102)
(512) 358-1865
Jimmy Martinez, Director

G.I. Forum+
907 E. Gramman (78102)
(512) 358-5901
Ms. Carmela Garza, State Tres.

LULAC+
508 W. Springer (78102)
(512) 358-7504
Mr. Joe E. Hernandez, President

Wacker Broadcasting Corp.
P.O. Box 700 (78102)
Contact: Watts Wacker, Jr.

BENAVIDES

Lions Club, Benavides+
c/o Ramirez Dr. Inn (78341)
(512) 256-9304
Mr. Domingo Ramirez, Pres.

BLOOMINGTON

LULAC+
P.O. Box 527 (77951)
(512) 897-3051
Mr. Martin Garcia, President

BROWNSVILLE

Cameron County Resources &
Community Affairs
1156 E. Elizabeth St., Rm. 405
(78520)
Alberto M. Medrano, Counselor

BROWNSVILLE (Cont'd.)

Cameron-Willacy County
Community Projects, Inc.
601 E. Elizabeth St. (78520)
(512) 546-3161 (Bus.)
546-4937 (Res.)
Mr. Ben R. Garza, Director

Lions Club, Brownsville West+
30 Aldridge (78520)
(512) 831-4465
Mr. Rudy Hernandez, President

LULAC+
1825 E. Polk (78520)
Mr. Jose M. Coronado, President

LULAC District 13+
Rene Garza
c/o Cortez Barber Shop
260 S. Texas Boulevard
Weslaco, Texas 78596
Off: (512) 968-9922

SER+
1156 Elizabeth, Rm. 413 (78520)
(512) 542-4308
Mr. Enrique Salazar
Project Director

Texas Southmost College
80 Fort Brown (78520)
Alberto A. Ortiz
Financial Aid Director

BRYAN

Brazos Valley Community
Action Program
302 Varisco Bldg. (77801)

LULAC+
708 Commerce (77801)
(713) 823-5980
Mr. Ramiro Quintero, Pres.

LULAC+
506 S. Sims (77801)
(713) 882-4681
Ms. Vera Martinez, Pres.

*Black
+Spanish Surnamed

CANYON

Afro-American Association*
West Texas State University
P.O. Box 998 (79016)
Mr. Frank Castleberry, Dir.
of Student Activities
Center Sponsor

El Chicano+
West Texas State University
P.O. Box 998 (79016)
Mr. Francisco Jose Moreno
Assistant Professor of Modern
Languages Sponsor

CARRIZO SPRINGS

Lions Club, Carrizo Springs
Evening+
P.O. Box 96 (78834)
(512) 876-5236 (Bus.)
876-5206 (Res.)
Mr. Chris S. Cuzcasa, M.D.
President

CENTER

Tri-County Community Action, Inc.
321 Shelbyville Street (75935)
F.D. McClure, Executive Director

CLEVELAND

Manpower, Education & Training
Cleveland, Texas (77327)
(713) 592-6483
Mr. Frank Acosta, Director

COLEMAN

Central Texas Opportunities, Inc.
P.O. Box 82 (76834)

LULAC+
216 E. 5th Street (76834)
Ray R. Villarreal, President

COLLEGE STATION

LULAC - District 17+
Marie Chittwood
1204 Mary Oaks
College Station, Texas 77840
Res: (713) 845-7033
Off: (713) 846-0761

CORPUS CHRISTI

American G.I. Forum+
4625 Bonner Drive (78405)
(512) 883-1789
Dr. Hector P. Garcia
Organizer and Founder
Amador Garcia, Legal Advisor

Apprenticeship Outreach Program
3105 Leopard (78408)
(512) 884-3943
James R. Eaton, Proj. Director

Black Mobilization Organization*
5445 Greenwood Drive
P.O. Box 5512 (78417)
(512) 855-9351
Contact: Rev. Harold T. Branch

Career Development and Place-
ment Center
Texas A&I University at Corpus
Christi
P.O. Box 6010 (78411)
H. Lee Baker, Director of
Placement

Coastal Bend Migrant Council
Inc.+
5001 Ambassador Row (78416)
Contact: Carlos A. Herrera

Coastal Bend Work Experience
Program
505 South Water Street
P.O. Box 9195 (78408)
Mary K. Whitmire, Proj. Director

Corpus Christi Manpower Program
505 South Water (78408)

Corpus Christi Mexican-American
Chamber of Commerce+
3001 Highland (78405)
(512) 882-5125
Mr. Francisco Medina, Pres.

Human Relations Commission
P.O. Box 9277 (78403)
(512) 884-3011
Contact: Cynthia Gutierrez or
Patricia King

*Black

+Spanish Surnamed

CORPUS CHRISTI (Cont'd.)

La Raza Unida+
3022 Morgan (78405)

Lions Club, Four Bluff+
521 Rosemary (78418)
(512) 937-5174
Mr. G.V. Garcia, Pres.

LULAC+
Box 4339, 2590 Morgan (78405)
(512) 882-8285
Mr. Tony Bonilla, Nat. V.P.

LULAC - District 11
Rudolfo Torres, Jr.
514 N. Commercial
Aransas Pass, Texas 78336

Mexican-American Chamber of
Commerce+
P.O. Box 5523 (78405)
(512) 882-5125
Frank Medina, President

NAACP*
Corpus Christi Branch
P.O. Box 5546 (78405)
Vanilla Guy, President

NAACP*
1638 Bois D'Arc (78416)
(512) 852-4057

Nueces County Community Action
Agency
3105 Leopard, Suite 1 (78408)
(512) 883-7201
Rene Ramirez, Director

SER+
1201 S. Port Ave. (78415)
(512) 883-4333
Bernie Sandoval, Proj. Director

Southern Christian Leadership
Conference*
2801 Carver (78412)

Texas Human Relations Commission
1109 Waco (78403)
(512) 884-3011, Ext. 277
Rev. Elliott Grant, Chairman

*Black
+Spanish Surnamed

CORSICANA

Community Services, Inc.
Box 612 (75110)
(214) 874-5697
Jerome Vacek, Exec. Director

Texas Human Relations Commission
1012 W. 3rd Ave. (75110)
Mr. Herman L. Roberts, Dir.

CROSBYTON

Community Action Council of
Floyd, Crosby & Dickens
Counties
202 W. Birch (79322)
James T. Karr, Exec. Director

CROWELL

EOAC of Cottle, Foard, Hardeman
and Wilbarger Counties
P.O. Box 546 (79227)
(817) 684-5511 (Bus.)
552-6490 (Res.)
Mr. Feliz Taylor, Dir.

DALLAS

Alliance for Minority
Enterprises
7220 N. Stemmons Freeway (75222)

American G.I. Forum+
801 Core (75207)
(214) 651-0224
Mr. Lorenzo Trevino, Chairman

American Indian Center
1314 Munger Blvd. (75206)
(214) 826-8856
Clifford Kilpatrick, Exec. Dir.

Apprenticeship Outreach Program
412 Exposition St. (75226)
(214) 823-7355
Mr. Ruffian Roan, Proj. Dir.

Black Chamber of Commerce,
Dallas*
2834 Forest Ave. (75215)
Russell Foster, Exec. Director

DALLAS (Cont'd.)

Brown Berets+
4212 Sylvester (75219)
(214) 562-9090
Mr. Juan Perez, Director

Bureau of Indian Affairs
1100 Commerce St. - Rm. 2044
(75242)
Verdon C. Christiansen, Dir.

Chicanos in Action &
Job Placement+
El Centro College
Main & Lamar (75202)
(214) 746-2195

Commission on Mexican-American
Affairs+
4235 W. Lovers Lane (75209)
(214) 351-4391
Dr. Onesimo Hernandez, Chairman

Dallas Council of the AFL-CIO
2011 Cedar Springs, Suite 104
(75201)
(214) 748-3327

Dallas County Community Action
Committee, Inc.
2208 Main (75201)
(214) 742-2500
Aron J. Floyd, Director

Dallas Inter-Tribal Center
536 1/2 W. Jefferson (75208)
Mike Mahsetky, Clinic Director

Dallas Mexican Chamber of
Commerce+
4343 Maple, Suite 200 (75219)
(214) 522-6490
Mr. Mario Cadena, Pres.

Dallas Negro Chamber of Commerce*
2834 Forest Avenue (75215)
(214) 428-3114
William Thomson, Ex. Director

Dallas Opportunities Industriali-
zation Center
3315 Elm St. (75226)
(214) 748-6001

DALLAS (Cont'd.)

Dallas Urban League, Inc.
2606 Forest Ave. (75215)
Roosevelt Johnson, Jr.
Executive Director

DIC - Manpower
324 Jefferson (75208)

Filipino-American Association
of Dallas
P.O. Box 45581 (75235)
(214) 241-2086

Human Resource Development
Project
833 Singleton Blvd. (75212)
(214) 651-1007
Jon Viveros, Proj. Director

IMAGE, Government Employees
Association
7812 Greenspan (75232)
(214) 749-1885
Carlos Romero, Regional Dir.

Interracial Council for Business
Opportunity
2001 Bryan Tower, Suite 630
(75201)
Leon J. Gauthier, Exec. Director

La Raza Unida+
P.O. Box 50525 (75215)

Lions Club, Dallas Central+
2318 Richbrook
Garland, Texas 75042
(214) 651-4311 (Bus.)
272-6187 (Res.)
Mr. Edward T. Garcia, Pres.

LULAC+
P.O. Box 50054 (75202)
(214) 651-0220
Mr. Dan Galvan, Pres.

LULAC - District 3
Dan Galvan
1200 Main Tower
Dallas, Texas 75202
Off: (214) 655-4056

*Black

+Spanish Surnamed

DALLAS (Cont'd.)

Mexican Chamber of Commerce+
4343 Maple, Suite 201 (75219)
(214) 522-6490
Ross Velasques, Manager

NAACP - Southwest Region*
2600 Flora, Rm. 100 (75201)
(214) 747-0057
Richard L. Dockery, Regional
Director

Phylon Salesmanship Club
2800 Forest (75215)

Project Concern
4300 N. Central Expressway
Suite 209 (75206)
Mr. Calvin Stevens, Co-Director

SER+
2514 Harry Hines Blvd. (75201)
(214) 741-3814
Frank Ramirez, Proj. Director

Social Workers of Aztlan
Trabajadores Sociales de Aztlan+
833 Singleton (75212)
(214) 630-0646
651-1007
Mr. Gregorio Gomez, Director

South Dallas Information Center
2808 Pennsylvania (75215)

Texas Association of Bilingual
Educators
Dallas I.S.D.
3700 Ross Ave. (75202)
Dr. Arturo Gutierrez, Pres.

Urban League State Council
2606 Forest Ave. (75215)
Contact: Wendell Douglas

U.S. Bureau of Indian Affairs
1100 Commerce, R. 2C44 (75202)
(214) 749-2361

DEL RIO

Lions Club, Del Rio San Felipe+
803 Griner (78840)
(512) 775-2644 (Bus.)
775-6245 (Res.)
Mr. Hector Espinoza, President

*Black
+Spanish Surnamed

DENTON

American Legion Post No. 840
816 Lakey Street (76201)
Contact: Noble Holland
Texas Human Relations Commission
816 Lakey Street (76201)
Noble Holland, Director

DILLEY

Community Services Agency of
Frio, LaSalle & Dimmit Counties.
P.O. Box 42 (78017)
Edward R. Maldonado, Coordinator

DIMMITT

Dimmitt Jaycees
Box 486 (79027)

Dimmitt United Lions+
Box 511 (79027)
Contact: Pete Garza

EAGLE PASS

Lions Club, Eagle Pass Evening+
861 Vista Hermosa Dr. (78852)
(512) 773-2313 (Bus.)
773-5710 (Res.)
Mr. David Frausto, President

Lions Club, Eagle Pass Host+
1190 Quarry Street (78852)
(512) 773-9575 (Bus.)
773-2457 (Res.)
Mr. Celso Garcia, President

EDINBURG

Associated City-County Economic
Development Corp. of Hidalgo Co.
Box 1198 (78539)
Alonzo R. Perez, Personnel Dir.

Lions Club, Edinburg+
P.O. Box 54 (78539)
(512) 383-5311
Mr. L. Aron Pena, President

LULAC

P.O. Box 354 (78539)
(512) 383-5311
Contact: Arnoldo Cantu

EDINBURG (Cont'd.)

Pan American University (High School Equivalency Program)+
1201 W. University (78539)
(512) 383-3981, Ext. 377

EL PASO

El Paso Economic Development Association
6410 Gateway East (79905)
(915) 779-1840
Mr. Ed Prado, President

Ex-Students Association of U.T. El Paso
240 Smith Road (79907)
(915) 533-2277 (Bus.)
859-8532 (Res.)
Mr. Don Leslie, Pres.

Filipino American Association
10005 Odessa (79924)
(915) 755-4070
Mr. Menandro Paraza, Pres.

G.I. Forum+
517 N. Campbell St. (79901)
(915) 533-3890 (Bus.)
532-1749 (Res.)
Mr. Guillermo Villarreal
President

Le Group+
8129 Gilbert (79907)
(915) 591-3581
Mr. Raúl Alvarez, President

Lions Club, Alameda+
7263 Alameda (79915)
(915) 778-0516
Mr. Pete Martinez, Pres.

Lions Club, Del Norte+
5308 Bastille (79924)
(915) 678-2488 (Bus.)
751-8345 (Res.)

Lions Club, Downtown+
2626 Frankfort (79930)
(915) 532-5421 (Bus.)
566-6661 (Res.)

Mr. John A. Phelan, Pres.

*Black

+Spanish Surnamed

EL PASO (Cont'd.)

Lions Club, Moon City+
339 N. Zaragosa (79907)
(915) 859-5147
Mr. Frank Esquivel, Pres.

Lions Club, Paisano+
810 Pueblo (79903)
(915) 566-5995 (Bus.)
821-0760 (Res.)
Mr. Tom G. Caisari, President

Lions Club, Sun City*
1212 Roswell (79915)
(915) 598-3341 (Res.)
Mr. Arthur Black, President

LULAC+
5708 Creston Ave. (79924)
Contact: Mary Inocencio

LULAC+
3609 Monroe (79930)
Mr. Ralph Murillo, Dist. Dir.

LULAC+
3510 Mobile (79930)
Mr. Javier Bonales, President

LULAC - District 4+
Guillermo Acosta
4007 Chester
El Paso, Texas
Res: (915) 565-7141

LULAC, Youth Organization+
6304 Frank Valdez (79905)
(915) 778-4235 (Bus.)
778-0593 (Res.)
Mr. Rudy Alvarado, Director

NAACP*
P.O. Box 26938 (79926)
Roland H. Rogers, Branch
Executive Coordinator

NAACP*
3304 E. Yandell (79903)
(915) 566-0779
Mr. Harvey L. Washington
President

National Alliance of
Businessmen
P.O. Box 682 (79944)
Jack I. Hamilton, Director

EL PASO (Cont'd.)

Optimist Club, Alta Vista+
2128 Whitcomb (79925)
(915) 543-7579
Mr. Manuel Villareal, Pres.

Optimist Club, Riverside+
217 Cullen Ave. (79915)
(915) 772-0201 (Bus.)
778-6904 (Res.)
Mr. Samuel Calderon, Pres.

Political Association
Lower Valley+
353 La Fayette (79915)
(915) 591-5929
Mr. Angel Morales, Pres.

Political Association of
Spanish-Speaking Organiza-
tions (PASO)+
8312 Morly (79925)
(915) 778-7639
Mr. Frank Alderete, Pres.

Project Bravo, Inc.
716 N. Piedras (79903)
Frank R. Davila, Director

SER+
830 E. Yandell (79902)
(915) 553-2631
Mr. Angel Valero, Proj. Dir.

Southwest Area Office Migration
& Refugee Services of United
Catholic Conference+
700 S. Santa Fe St. (79901)
(915) 533-7242
Mr. L. A. Velarde, Director

Texas Commission for Tigua
Indian Affairs
119 S. Old Pueblo (79917)
(915) 859-7913
Joseph L. Juancho, Director

Texas Employment Commission
616 N. Santa Fe
P.O. Box 562 (79944)
(915) 544-4530

EL PASO (Cont'd.)

The University of Texas at
El Paso High School
Equivalency Program+
Campus Box 29 (79968)
(915) 542-0210
Mr. Frank Ciriza, Director

FORT WORTH

Alene Moseley Community Club
5312 Goodman Ave. (76107)
Arquilla H. Gardner, President

Bethlehem Community Center
970 E. Humbolt St. (76104)

Community Action Agency
1008 Macon St. (76102)

East Hattie St. Neighborhood
Haven
1525 E. Hattie
P.O. Box 3185 (76105)

Ft. Worth Mexican-American
Chamber of Commerce
1407 Clinton Avenue (76106)
(817) 624-1895
Mr. Pete Zepeda, President

Ft. Worth Tarrant County
Neighborhood Youth Corps, Inc.
1000 Houston Street (76102)

G. I. Forum+
100 Macon Street (76102)
(817) 923-2605
Mr. Tony Morales, State Chrmn.

Greater Fort Worth & Tarrant
County Community Action Agency
1201 W. Lancaster (76102)
Alice Georges, Personnel Manager

Greater St. Stephen Employment
Service
1021 Ash Crescent Street (76114)

*Black

+Spanish Surnamed

FORT WORTH (Cont'd.)

Lions Club, Ft. Worth Northside+
1520 Mims Street (76106)
(817) 624-8436 (Bus.)
451-9678 (Res.)
Mr. Joe Avila, President

Mexican-American Chamber of
Commerce, Inc.
1206 Sinclair Bldg. (76102)
(817) 624-1061
Contact: Pris Dominguez

NAACP*
915-1/2 Calhoun St. (76106)
(817) 332-6576
Dr. G.D. Flemmings, President

Tarrant County Youth Develop-
ment Com.
County Court House, Rm. 407
(76102)

Texas Human Relations Commission
1000 Throckmorton (76102)
Mr. Robert E. Starr, Ex. Dir.

Worth Heights Youth Council
3027 Hemphill (76110)

FORT STOCKTON

Community Action Agency of
Pecos County
P.O. Box 1641 (79735)
(915) 336-5422 (Bus.)
336-5332 (Res.)
Ms. Anna F. Allen, Dir.

FREEPORT

LULAC+
134 Stanford Road
Lake Jackson, Texas 77566
Pat Aguilar, President

LULAC, Freeport+
Council 636
P.O. Box 2819 (77541)
Contact: Ruben Trevino

FREER

Lions Club, Freer+
Box 915 (78357)
(512) 394-4761
Mr. Israel Garza, Pres.

GALVESTON

Comerciantes Unidos+
1902 Ave. N. 1/2 (77550)
Pete Enriquez, President

Galveston County Community
Action Council, Inc.
5801 Broadway
P.O. Box 3206 (77550)
(713) 744-6348
June P. Rose, Exec. Director

Lions Club, Galveston+
3006 Broadway (77550)
(713) 762-3692
Mr. Alfred Del Papa, Pres.

LULAC+
2019 Ave "O" (77550)
(713) 763-3908
Mr. Oscar Moreno, Pres.

LULAC+
2125 Ave. M-1/2 (77550)
(713) 762-0418
Ms. Angie Gomez, Pres.

SER+
1902 Ave. N-1/2 (77550)
Mr. William Cruz, Proj. Dir.

Texas Human Relations Com-
mission
P.O. Box 779 (77551)
Mr. Harris L. Kempner
Sr. Director

University of Texas Medical
Branch
(77550)
John K. R. Downey
Assistant Personnel Director

*Black

+Spanish Surnamed

GEORGETOWN

Williamson/Burnet County
Opportunities, Inc.
P.O. Box 740 (78626)
Kathy Swift, Coordinator

HARLINGEN

Lions Club - District 2A3
406 W. Lincoln (78550)
Lt. Governor

LULAC+
2002 N. Commerce (78550)
(512) 423-5746
President

LULAC+
1118 N. A Street (78550)
(512) 425-6381
Mr. Santos A. Valdez, Pres.

HEBBRONVILLE

Lions Club
909 W. Harold (78362)
(512) 527-3239
President

HENDERSON

Rusk Cherokee CAP, Inc.
P. O. Box 1107 (75652)
James R. Elliott, Exec.
Director

HIDALGO

Lions Club, Hidalgo+
P.O. Box 22 (78557)
(512) 843-2197
Mr. Miguel Gonzalez, Pres.

HILLSBORO

Community Action, Inc. of
Hill County
P.O. Box 438 (76645)
(817) 582-3423
Mr. Arthur Kampschafer, Dir.

*Black
+Spanish Surnamed

HILLSBORO (Cont'd.)

County Area United Service
Enterprises, Inc.
(CAUSE, Inc.)
P.O. Box 438 (76645)
Exec. Director

HOUSTON

American G.I. Forum of
Texas, Inc.+
3602 Navigation Blvd. (77003)
(713) 222-8361
Mr. David Adame, Job Developer

Association for the Advancement
of Mexican-Americans+
Educational Resources
3518 Polk (77023)
Director

Bates College of Law
University of Houston
Cullen Blvd. (77004)
Jan Henrie Fry, Ass't. Dean

Bishops' Committee for Spanish
Speaking+
1700 San Jacinto (77002)
(713) 224-5461
Mr. Hector J. Garcia

Catholic Council on Community
Relations
Diocese of Galveston - Houston
P.O. Box 907 (77001)
Executive Director

Christian Rescue Mission
P.O. Box 88001 (77004)
(713) 228-5371
Rev. L. J. Woodard

Concentrated Employment Program
2720 Leeland (77003)
(713) 224-5981, Ext. 34
Mr. John Costello, Jr., Director

Diocese of Galveston-Houston
Community Relations Council
1700 San Jacinto (77002)
(713) 224-5461
Mr. Hector J. Garcia, Contact

HOUSTON (Cont'd.)

Harris County Community Action
Association
6300 Bowling Green (77021)
(713) 748-4410 (Bus.)
674-4575 (Res.)
Mr. Sam Price, Contact

Hester House
2020 Solo (77020)
Ms. Ida Thomas, Director

Hope Development, Inc.
2801 Lyons Ave. (77026)
(713) 228-0711
Mr. Lloyd Choice, Contact

Houston Area Urban League
4702 Dowling St. (77004)
Exec. Director

Houston Area Urban League*
On-the-Job Training Program
2312 Blodgett St. (77004)
Alphonso Drummon, Proj. Director

Houston Area Urban League Man-
power Service, Job Development
Unit*
3000 Rosedale (77004)
Mr. Vincent Austin, Contact

Houston Citizen Chamber of
Commerce*
2808 Wheeler Ave. (77004)
(713) 522-9745
Earl E. Loggins, President

Houston Community College
22 Waugh Dr. (77007)
Donahleah Robey, Director
Student Placement

Houston Economic Development
Corp.
812 Hawthorne (77006)
Roberto G. Rodriguez
Executive Director

HOUSTON (Cont'd.)

Houston Opportunities
Industrialization Center
3602 Navigation (77003)
(713) 222-8361
Contact: William J. Foreman

Houston Urban League*
4702 Dowling (77004)
(713) 526-5127
Larry Cager, Executive
Director

Human Resource Development
Institute (HRDI)
6333 Gulf Freeway, Suite 200
(77023)
(713) 923-5535
President

Julia C. Hester House, Inc.
2020 Solo (77020)
Exec. Director

Labor Council for Latin
American Advancement
Texas Council
2600 Hamilton (77004)
(713) 659-7855
Vice President

Lions Club, Heights
5402 Beechnut (77035)
(713) 668-9306 (Bus.)
869-1489 (Res.)
Sol K. Chang, President

Lions Club, McArthur
816 Witcher Ln. (77022)
(713) 694-4305 (Bus.)
675-3281 (Res.)
Raymond F. Yosko, President

Lions Club, Port Houston
12102 Sagedown (77034)
(713) 481-0011 (Bus.)
483-3770 (Res.)
Gilbert Perez, President

*Black

+Spanish Surnamed

HOUSTON (Cont'd.)

Lions Club, Southwest Houston
5927 Ettrick (77035)
(713) 723-1311 (Bus.)
521-1611 (Res.)
Rudy E. Bubela, President

LULAC+
2103 Viking (77002)
(713) 686-4669
Celia Ramirez, President

LULAC+
4310 Polk (77023)
(713) 921-1523
Joe Luna, President

LULAC+
6414 Flamingo (77017)
(713) 649-7349
Juan M. Ramirez, President

LULAC+
3807 Ebbtide (77045)
(713) 433-4947
Lillie Zapata, President

LULAC+
3601 Allen Pkwy. #2 (77019)
(713) 523-0429
Rudy Acosta, President

LULAC, Educational Resource
Center+
3326 Canal (77003)
(713) 229-8639
Rose Ann Blanco, Contact

LULAC - GULF COAST - District 8+
Mamie Garcia
518 W. Saulnier
Houston, Texas 77019
Res: (713) 528-4970

Martin Luther King Center
2720 Sampson (77004)*

Mexican-American Contractors
Association (MACA)+
3130 Navigation Blvd. (77003)

*Black
+Spanish Surnamed

HOUSTON (Cont'd.)

NAACP - Metro Council*
2314 Wheeler Ave. (77004)
(713) 529-4195
Contact: Rev. N. S. Brown

National Alliance of Business-
men
3637 W. Alabama, Suite 340
(77027)
(713) 628-9600
Manager

(NYC) Job Opportunities for
Youth
4118 Fannin (77004)
(713) 529-3931
Jean Fluker, Contact

Operation Breadbasket*
2314 Dowling (77004)
(713) 224-9057
Pluria Marshall, Contact

Opportunities Industrialization
Center (OIC)*
3602 Navigation (77003)
(713) 222-8361

Ripley House
P.O. Box 18121 (77023)
(713) 928-3718
928-3719
Felix Fraga, Director

SER Job Bank+
250 W. 19th Street (77008)
(713) 868-1144
Ernesto O. Garcia, Proj. Director

Shape Community Center
3815 Live Oak (77004)

State Board of Education*
Riverside Clinic
2914 Blodgett (77004)
Contact: Joseph C. Gathe, M.D.

Texas Employment Commission
W.I.N. Program
P.O. Box 1390 (77001)
(713) 224-4211
Employment Supervisor

HOUSTON (Cont'd.)

Texas Human Relations Com-
mission
Mayor's Office
900 Brazos (77002)
(713) 222-3011
Blair Justice, Director

Thurgood Marshall School
of Law
Texas Southern University
3201 Wheeler Ave. (77004)
Chester A. Woodard, III
Placement Director

University of Houston/High
School Equivalency
Program
3801 Cullen (77004)
(713) 749-1011
Julius Gordon, Contact

Wesley Job Development
2111 Terry (77009)
(713) 223-4050

WIN Program
2700 Montrose, Box 1390
(77001)
(713) 224-4211
Benjamin Diaz, Contact

HUNTSVILLE

Lions Club, Huntsville
P.O. Box 67 (77340)
(713) 295-6211
Jim Tiller, President

KINGSVILLE

LULAC+
826 W. Ave. H (78363)
(512) 595-1858
Juan Garza, President

Texas Human Relations Com-
mission
Presbyterian Pan American
School (78363)
(512) 592-4307
Contact: Dr. Sherwood S.
Reisner

LA COSTE

LULAC+
P.O. Box 685
Lytle, Texas 78052
(512) 772-3802
David Martinez, President

LA FERIA

LULAC+
P.O. Box 1151 (78559)
(512) 797-7951
Manuel Vega, President

LA JOYA

Lions Club, La Joya+
P.O. Box 26 (78560)
(512) 585-1488
Arturo Garza, President

Lions Club, San Jaun Tri City+
General Delivery (78560)
(512) 585-4082
Heron S. Ramirez, President

LAMESA

Lamesa-Dawson County Community
Action Council
P.O. Box 96 (79331)
(806) 872-2711 (Bus.)
872-8060 (Res.)
Janet Everheart, Director

West Texas Opportunities, Inc.
P.O. Box 96 (79331)
Janet Everheart, Exec. Director

LAREDO

Laredo-Webb County Community
Action Agency
P.O. Box 2125 (78041)
(512) 722-0021
Pedro R. Sanches, Personnel/
Human Rights Officer

LULAC+
1404 Davies (78040)
(512) 722-1902
722-2411
Jesse M. Sanchez, President

*Black

+Spanish Surnamed

LAREDO (Cont'd.)

LULAC+
102 Inwood Road (78040)
Juanita LaGrange, President

LULAC+
1301 Guatemozin (78040)
(512) 722-4801
Jess Martinez, President

LULAC - District 14+
J. Manuel Tijerina
241 Allende
Laredo, Texas
Res: (512) 722-5982

Manpower Programs of Laredo
P.O. Box 1757 (78040)

Texas Migrant Council, Inc.
P.O. Box 917 (78040)
(512) 722-5174
Oscar L. Villarreal
Executive Director

LA SARA

Lions Club, La Sara+
Box 137 (78561)
(512) 642-3376
Jose M. Chavez, President

LEVELLAND

LULAC Council+
119 Flint Ave. (79336)
President or Vice-President

South Plains Community Action
Agency
P.O. Box 610 (79336)
(806) 894-3649
Director

LINDEN

Community Council of Cass,
Marion and Morris Counties,
Inc.
P.O. Box 427 (75563)
(214) 756-5596
(Myrtle) Ann Freeman
Acting Director

LIVINGSTON

Alabama-Coushatta Indian
Reservation
Tribal Enterprise
Route 3, Box 640 (77351)
(713) 563-4391
Emmett Battise, Superintendent

LUBBOCK

Comerciantes Unidos Mexico-
Americanos+
914 Lubbock National Bank
Building (79401)
(806) 762-8721
Billy Aguero, President

Community Action Board in
Lubbock County, Inc.
Federal Building
1205 Texas Ave., Rm. 412
(79401)
(806) 763-5261
Dempsey Taylor, Director

G. I. Forum+
3003 2nd Street (79415)
(806) 744-9912
America Ramos, State Secretary

LEARN
Educational Talent Search
1203 University, Suite 208
(79408)

Llano Estacado (Farm Workers
of Texas, Inc.)+
1717 Ave. K., Suite 222 (79401)

Lubbock OIC
2200 E. Broadway (79403)
(806) 763-8077

LULAC+
1314 61st Street (79410)
(806) 747-3904
Joe Sandoval, President

LULAC+
6027 Orlando (79413)
(806) 792-8600
Melba Nunez, President

*Black
+Spanish Surnamed

LUBBOCK (Cont'd.)

LULAC - District 1+
Art Chavez
P.O. Box 558
Lubbock, Tbxas 79408
Off: (806) 763-4256

New Life Ministries
P.O. Box 374 (79408)
Executive Director

SER Job Bank+
1414 Texas Ave. (79415)
(806) 747-3681
Robert Marviaz, Proj. Director

SER Jobs for Progress, Inc.+
1906 Fourth Street (79415)
Project Director

Social Action Service
P.O. Box 2171 (79408)
Sister Regina Fappe, Director

South Plains Association of
Governments
1611 Avenue M (79401)

Texas Human Relations Commis-
sion
1009 Texas Ave.
P.O. Box 2000 (79401)
Marion Sanford, Director

Texas Tech University Complex
P.O. Box 4053 (79409)
Director of Personnel Relations

Veteran's Outreach Program
1414 First Street (79401)
VOP Specialist

LULING

LULAC - SAN MARCOS - District 2+
Andy Lopez
325 Hickory
Luling, Texas 78648

*Black
+Spanish Surnamed

MARFA

Big Bend Community Action
Committee, Inc.
P.O. Box 265 (79843)
(915) 729-4908
Robbie L. Fellows
Executive Director

MARLIN

LULAC+
201 Hays (76661)
(817) 936-6062
Louise de la Cruz, President

MARSHALL

Alpha Phi Alpha Fraternity, Inc.
2705 University Ave. (75670)
Contact: Dr. I. J. Lamothe

East Texas Human Development
Corporation
P. O. Box 1343 (75670)
(214) 938-6609
S.A. Anderson, Exec. Director

Harrison Panola Community
Action Association, Inc.
P.O. Box 1343 (75670)
(214) 938-6609 (Bus.)
935-3103 (Res.)
S. A. Anderson, Director

NAACP - Harrison County Branch*
P. O. Box 152 (75670)

Texas Human Relations Commis-
sion
Marshall National Bank
P. O. Box 690 (75670)
V. H. Hackney, Director

MCALLEN

G. I. Forum+
900 South 15th (78501)
(512) 686-1620
Fidencio DeLeon, President

MCALLEN (Cont'd.)

Lions Club
P. O. Box 876 (78501)
President

Lions Club, McAllen+
c/o Sanborns
P. O. Box 1210 (78501)
Hector Villarreal, President

Lions Club, McAllen Evening+
P. O. Box 2475 (78501)
President

Lions Club, McAllen Palm City
201 E. Jackson (78501)
(512) 686-4204
Ramiro Salazar, President

LULAC+
2601 Quince (78501)
(512) 682-3604
Cipriano Garza, President

LULAC+
215 W. Ellen (78577)
(512) 787-4482
Teresa Palacios, President

McAllen Chamber of Commerce
P. O. Box 790 (78501)

Southwest Minority Chamber of
Commerce, Inc.
1716 North 10th Street (78501)
(512) 682-2459
Exec. Vice-President

MCKINNEY

LULAC+
401 Lincoln Street (75069)
(214) 542-4714
Frank Garcia, President

MERCEDES

Lions Club
1050 South Ohio (78570)
President

State Board of Education+
P. O. Box 403 (78570)
Ruben E. Jinojosa, Member

*Black
+Spanish Surnamed

MIDLAND

Lions Club, Midland East Side+
812 Sinclair (79701)
(915) 683-4330
Philip G. Marquez, President

Lions Club, Terminal Midland+
P.O. Box 6037 (79701)
(915) 337-0325
Antonio T. Mendoza, President

Midland Community Action
Agency, Inc.
P. O. Box 2433 (79701)
Executive Director or Director

MINERAL WELLS

CETA Manpower
P. O. Box 1212 (76067)
Project Coordinator

Palo Pinto Community Service
Corporation
314 N.W. 4th Street (76067)
(817) 325-6944
Jim Metcalf, Director

MISSION

Lions Club, Mission+
1108 Country Club (78572)
(512) 585-3408
Joe Carrea, President

LULAC+
410 Mayberry (78572)
(512) 585-2288
Hollis Ruthglade, Sr. Pres.

MT. VERNON

N.E.T. Opprotunities, Inc.
Community Action Agency
P.O. Box 478 (75457)
(214) 537-2256
Thelma Morris, Exec, Director

NACOGDOCHES

Community Action Nacogdoches,
Inc.
P. O. Box 925 (75961)
(713) 564-2492
Director

NEW BRAUNFELS

Community Council of South
Central Texas
P. O. Box Drawer 698 (78130)
(512) 625-7591
Exec. Director

ODEM

Community Service Center
P. O. Box 185 (79760)
Contact: Joe Rutledge

ODESSA

Greater Opportunities of the
Permian Basin
P. O. Box 3922 (79760)
(915) 337-4414
Betty Jo Mitchell, Director

Lions Club, Odessa Basin+
732 Willow Drive (79761)
(915) 333-1256
Robert R. Ponce, President

Lions Club, Odessa Ector*
1200 Pine (79760)
Tartar Coleman, President

LULAC+
Odessa-Midland
1210 Summer (79763)
(915) 337-7418
Gilbert Del Bosque, President

Joe Rutledge*
c/o Blackshear Jr. High School
Odessa, Texas 79760
(915) 337-6275
332-8263

Super Service Grocery*
500 South Dixie (79760)
(915) 332-7511
Willie Hammond, Contact

Three Tier Learning Center*
1205 South Dixie (79760)
(915) 332-9159
Wilma Ray, Director

OZONA

Lions Club, Ozona Southside+
Box 1233 (76943)
Alfonso B. Ramirez, President

PEARSALL

EODC of Frio, La Salle and
McMullen Counties
411 N. Willos Street (78061)
(512) 334-3285
Juan Flores, Director

PECOS

Community Council of Reeves
County
902 East 10th Street
P. O. Box 2096 (79772)
(915) 445-3166
EEO Officer

LULAC - PECOS - District 6+
Fred Dominguez
P. O. Box 1992
Pecos, Texas 79772
Res: (915) 445-4227

PHARR

Lions Club, Pharr+
Rt. 1, Box 245B (78577)
(512) 787-4050
Juventino Ramirez, President

PLAINVIEW

Central Plains Community Action
Program, Inc.
P. O. Box 609 (79072)
(806) 293-4396
Robert Barnett, Director

LULAC+
1405 West 26th Street (79072)
Victor Rendon, President

LULAC+
2504 Houston (79072)
(806) 296-7928
Frances Sawaya, President

*Black

+Spanish Surnamed

PLANO

Texas Human Relations Commission
P. O. Box 358 (75075)
H. G. Rowlinson, Director

PORT ARTHUR

Lions Club, Port Arthur
Breakfast*
2960 - 27th Street (77640)
(713) 982-6550
Mike Hatton, President

LULAC+
1548 Rosedale (77640)
Arnold Garcia, President

LULAC+
3501 30th Street (77640)
(713) 982-6586
Arturo Garcia, President

LULAC+
1490 San Antonio Ave. (77640)
(713) 985-8988
Elisa Reyna, President

RAYMONDVILLE

LULAC+
635 W. Rodriguez (78580)
(512) 689-2538
Adam Saenz, President

REFUGIO

LULAC+
P. O. Box 345
Woodsboro (78393)
(512) 543-4900
Enselmo Rodriguez, President

RICHARDSON

LULAC+
13816 Brookgreen Drive
Dallas (75240)
(214) 231-7485
Javier F. Chacon, President

RICHARDSON (Cont'd.)

Texas Human Relations Commission
2403 Custer Pkwy.
P. O. Box 309 (75080)
Dr. Werner Beyen, Director

RIO GRANDE CITY

Community Action Council of
South Texas
P.O. Box Drawer S (78582)
Francisco G. Zarate
Executive Director

Lions Club, Rio Grande City+
202 N. Mitchell (78582)
Arnoldo H. Trevino, President

ROBSTOWN

LULAC+
125 W. Avenue H (78380)
Gilbert Perez, President

ROCKPORT

LULAC+
P.O. Box 351 (78382)
Marcilino Ramirez, President

ROMA

Lions Club, Roma+
P. O. Box 904 (78584)
Alonzo H. Alvarez, President

ROWLETT

Lions Club, Rowlett+
P. O. Box 569 (75088)
Wesley Easley, President

RUNNELS

LULAC+
710 W. Pierce
Winters (79567)
Mike Zuniga, Jr., President

*Black
+Spanish Surnamed

SAN ANGELO

Lions Club, San Angelo South-
side+
228 South Chadbourne Street
(76901)
Lorenzo D. Whittle, President

LULAC-SAN ANGELO-District 5+
Henry Guevara
Manpower Office
Twohig Building-6th Floor
San Angelo, Texas 76901

SER+
7 West Twohig Building (76901)
(915) 655-5456
Armando L. Trevino, President

Tom Green Community Action
Council
7 West Twohig Building (76901)
(915) 653-2411 (Bus.)
949-7479 (Res.)
Jim Mohler, Director

SAN ANTONIO

American G. I. Forum, South-
west Chapter
415 Barrett Place (78225)
(512) 922-3187
Contact: Walter L. Herbeck, Jr.

Barrio Betterment & Development
Corporation
P. O. Drawer 7467 (78207)
Contact: Mike Bravo

Barrio Comprehensive Child
Health Care Center
P. O. Box 7629 (78207)
Ora Prattes, Project Director

Bexar County OIC
223 North Cherry Street (78202)
(512) 225-6291
Ralph Dukes, Job Placement
Officer

Commission for Mexican-American
Affairs
P. O. Box 7492 (78207)
Margie Paniagua, Acting Director

*Black
+Spanish Surnamed

SAN ANTONIO (Cont'd.)

Economic Opportunities Develop-
ment Corp. (EODC)
Regional Migrant Manpower
Program
902 West Martin Street (78207)

Economic Opportunities Develop-
ment Corp. of San Antonio and
Bexar Counties
410 South Main Avenue
P. O. Box 9326 (78204)
Edmundo M. Zaragoza, Executive
Director

Federation of Black Organizations
for the Benefit of Black
People, Inc.*
214 Meerscheidt Street (78203)
(512) 227-6162
Melvin M. Stance, Jr.
President

IMAGE+
118 Broadway, Suite 621 (78205)
(512) 225-3068

Inter-America
201 North St. Mary's Street (78205)
(512) 225-4071
Santiago Mendoza, Contact

Lions Club, Southwest
1111 Fair (78223)
James L. Hopp, President

Lions Club, Westside
P. O. Box 121 (78291)
Edwin L. Cromwell, President

LULAC+
511 Hoefgen (78203)
(512) 532-5209
222-2621
Tom Sandoval, President

LULAC+
415 Oakwood Drive (78228)
(512) 432-8140
Manuel J. Gonzales, President

LULAC+
415 Barrett Place (78225)
(512) 922-3187
Walter Herbeck, Jr. President

SAN ANTONIO (Cont'd.)

LULAC+
2135 Cincinnati (78228)
Isabel Mendez, President

LULAC+
315 N. Trinity (78205)
(512) 225-0452
Armando Salazar, President

LULAC+
702 W. Southcross (78211)
Francis Stegmon, President

LULAC+
554 Menefee (78207)
(512) 434-5882
Librado Cena, President

LULAC+
2811 Guadalupe Street (78207)
Jesse Saucedo, President

LULAC+
203 Patricia (78207)
(512) 673-0293
Armando Madrid, President

LULAC+
710 Price (78207)
(512) 923-3875
Armando Quintanilla, Pres.

LULAC+
518 Marquette (78228)
(512) 432-2531
Josie Cox, President

LULAC+
210 E. Arsenal (78204)
(512) 222-2621
Bobbie J. Sandoval, President

LULAC, District 15+
Robert Montalvo
4903 Gulfview
San Antonio, Texas 78202

LULAC, Southside Council 403+
702 West Southcross (78211)
Joe P. Sanchez, President

SAN ANTONIO (Cont'd.)

Mexican-American Cultural Center+
P. O. Box 28185 (78284)
Ruben Alfaro, Development
Director

Mexican-American Neighborhood
Civic Organization+
2811 Guadalupe St. (78207)
Rogelio Chapa, Exec. Director

Mexican-American Unity Council+
712 Flores (78204)
(512) 225-4241
Ramon Sanchez, Contact

NAACP, San Antonio Branch*
P.O. Box 7513 (78207)
Emerson Marcee, President

National Educational Task
Force de la Raza+
114 Glenview Dr. W., Suite 118
(512) 736-4353
Pasqual Perillo, Director

National Migrant Worker Program+
902 W. Martin Street (78207)

National Spanish Speaking
Housing Development Corpora-
tion+
1415 Tower Life Bldg. (78205)
(512) 224-2718
Fred Ochoa, Director

Project Help-n-Hand of the 1st
Providence Baptist Church*
2003 Nebraska Street (78203)
(512) 534-3966
Rev. Clifton S. Byrd, Director

San Antonio Mexican Chamber of
Commerce
P. O. Box 1628 (78296)
Gary E. Payne, Manager

San Antonio MDTA Skills Training
Center
1617 East Commerce Street (78205)

*Black

+Spanish Surnamed

SAN ANTONIO (Cont'd.)

SANYO, Inc.+
6819 S. Zarzamora (78224)
Mercy Pena, Counseling
Coordinator

Senior Employment Service
307 Marshal Street (78212)

SER+
1515 Saltillo (78207)
Rolando Esparza
Executive Director

Society of Citizens Organized
for Progressive Endeavors
(SCOPE)
224 Boque Street (78228)
William J. Wallace, President

Southwest Migrant Association
2327 Castroville Road (78207)
Ernie Lopez, Director

Southside Neighborhood
Assistance Corporation
6622 South Flores (78214)

State Board of Education+
804 S. Trinity Street (78207)
Jesse Herrera, Member

St. Thomas More Parish
4411 Moana Drive (78218)
Contact: Rev. Thomas J. Collins

SAN BENITO

Lions Club, San Benito
131 Palo Blanco (78586)
(512) 399-1737
Don Cowan, President

SAN DIEGO

Lions Club, San Diego
P. O. Box 684 (78384)
Contact: Alego Garcia

SINTON

San Patricio County Community
Action Agency
111 N. Odem Avenue (78387)
Malio A. Guerra, Director of
Personnel

SNYDER

LULAC+
P. O. Box 499 (79549)
Mario C. Herrera, President

LULAC District Office+
P. O. Box 664 (79549)
Ricardo L. Corrales, District
Director

SONORA

Bastrop County Combinso
Community Action, Inc.
P. O. Box 753 (78957)
Steve Quitta, Jr.
Executive Director

Lions Club, Sonora West Side
705 Orient (76950)
Roy Ralamantes, President

TEXARKANA

City of Texarkana
P. O. Box 1967 (75501)
Frank S. Couch, Jr.
Director of Personnel

Community Action Resources
Services, Inc.
1510 Plum Street (75501)
E. E. Collins, Exec. Director

TEXAS CITY

Lions Club
207 - 20th Ave. North (77590)
Donal W. Wesley, President

Lions Club, Texas City
3017 Third Ave. North (77590)
Merry W. Wheelis, President

*Black
+Spanish Surnamed

TOYAH

Lions Club, Toyah
General Delivery (79785)
Robert R. Jones, President

TYLER

Tyler Human Relations Council
P. O. Box 2039 (75710)
Contact: Diane Vinson

UVALDE

Community Council of South-
west Texas, Inc.
439 W. Main Street
P. O. Drawer 1709 (78801)
Josue Garza, Jr.
Executive Director

Southwest Texas Junior
College (78801)
Ismael Talavera, Student
Financial Aid Director

VICTORIA

Department of Community
Affairs
City of Victoria
P. O. Box 2142 (77901)
Pinkney L. Butler
Executive Director

LULAC-Victoria-District 10+
Rocky Martinez
2405 E. Mimosa
Victoria, Texas 77901
Res: (512) 575-0775

WACO

Association for Selective
Career Opportunities
1020 Elm Street (76704)
Robert L. Gilbert, Coordinator

Baylor University School of
Law (76703)
Angus S. McSwain, Jr., Dean

Economic Opportunities
Advancement Corp.
110 S. 12th Street (76701)
Thurman E. Dorsey, Exec.
Director

LULAC, Council 273+
1712 N. 15th (76707)
Michael Gonzales, President

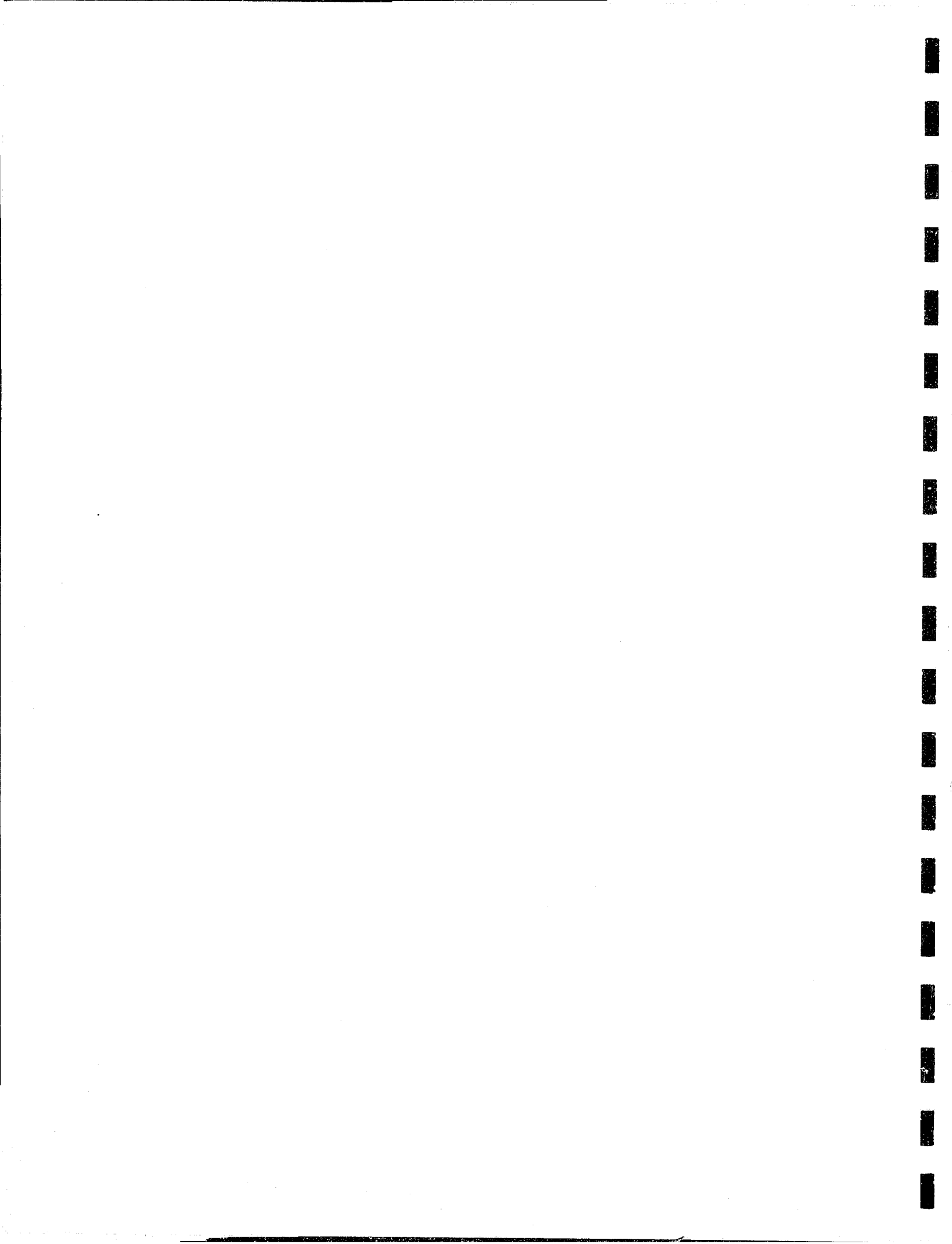
WICHITA FALLS

Community Action Corp.,
Wichita Falls and North
Texas Area
602 Broad Street (76301)
Angus Thompson
Executive Director

ZAPATA

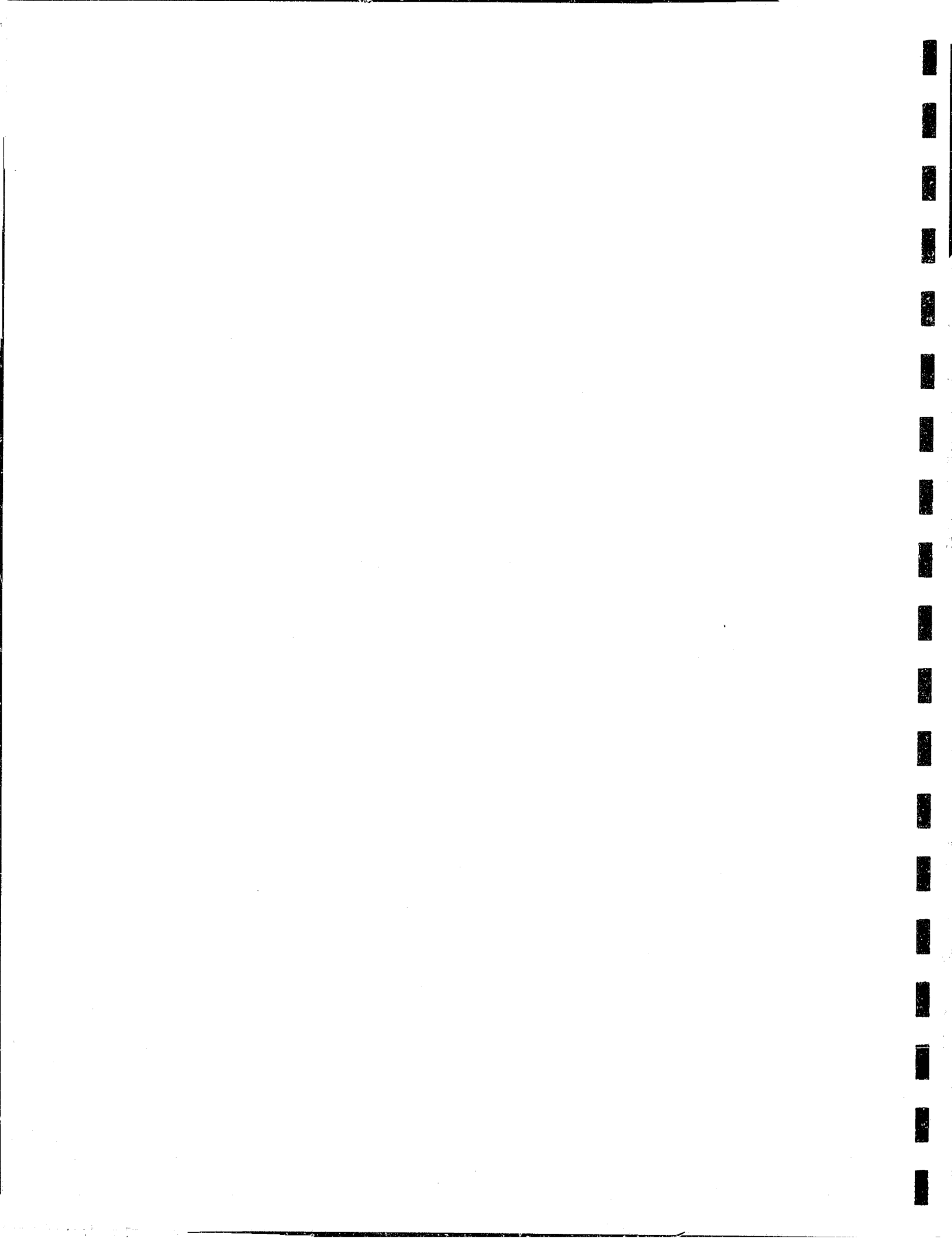
Lions Club, Zapata
P. O. Box 665 (78076)
Contact: Frank L. Saenz

*Black
+Spanish Surnamed



APPENDIX D

Predominantly Black
Colleges in Texas



PREDOMINANTLY BLACK COLLEGES

Huston-Tillotson College
1820 East 8th Street
Austin, Texas 78702
(512) 476-7421, ext. 272
Lavon Marshall, Placement
Director

Bishop College
3837 Simpson-Stuart Road
Dallas, Texas 75241
Director of Placement

Jarvis Christian College
Career Counseling & Placement
Office
Hawkins, Texas 75765
Jerome L. Donaldson
Director

Texas Southern University
Career Planning & Placement
3201 Wheeler Street
Houston, Texas 77004
Alva Steward
Director

Jacksonville College
P. O. Box 1747
Jacksonville, Texas 75766
(214) 586-2518
Contact: Robert McMakin

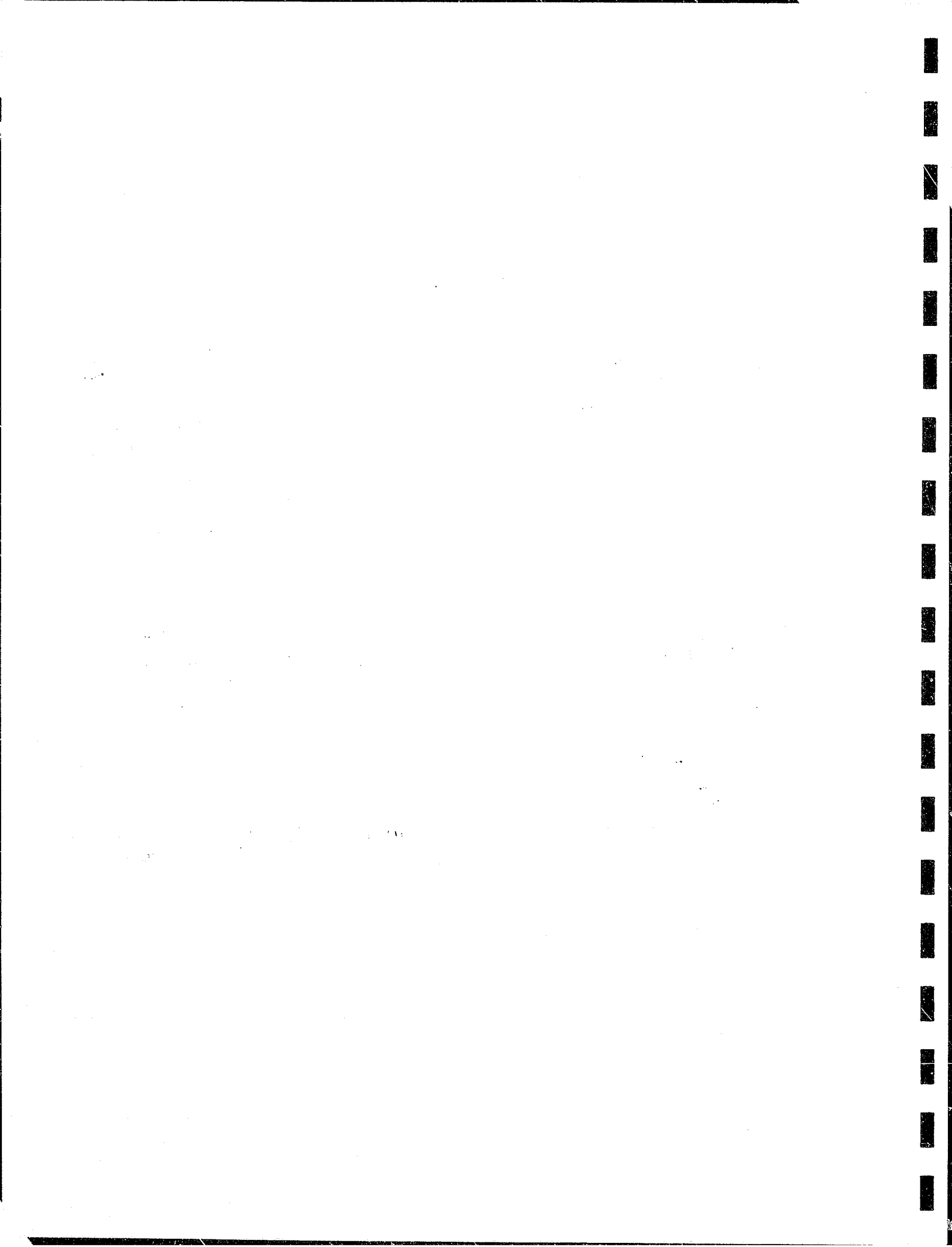
Wiley College
Marshall, Texas 75670
(214) 935-2157
Bishop Curry, Jr.
Director of Placement

Prairie View A&M University
Career Education & Placement
Services
P. O. Box 2746
Prairie View, Texas 77445
Brutus N. Jackson, Director

St. Philip's College
Placement Office
211 Nevada Street
San Antonio, Texas 78203
Johnnie M. Walker
Placement Officer

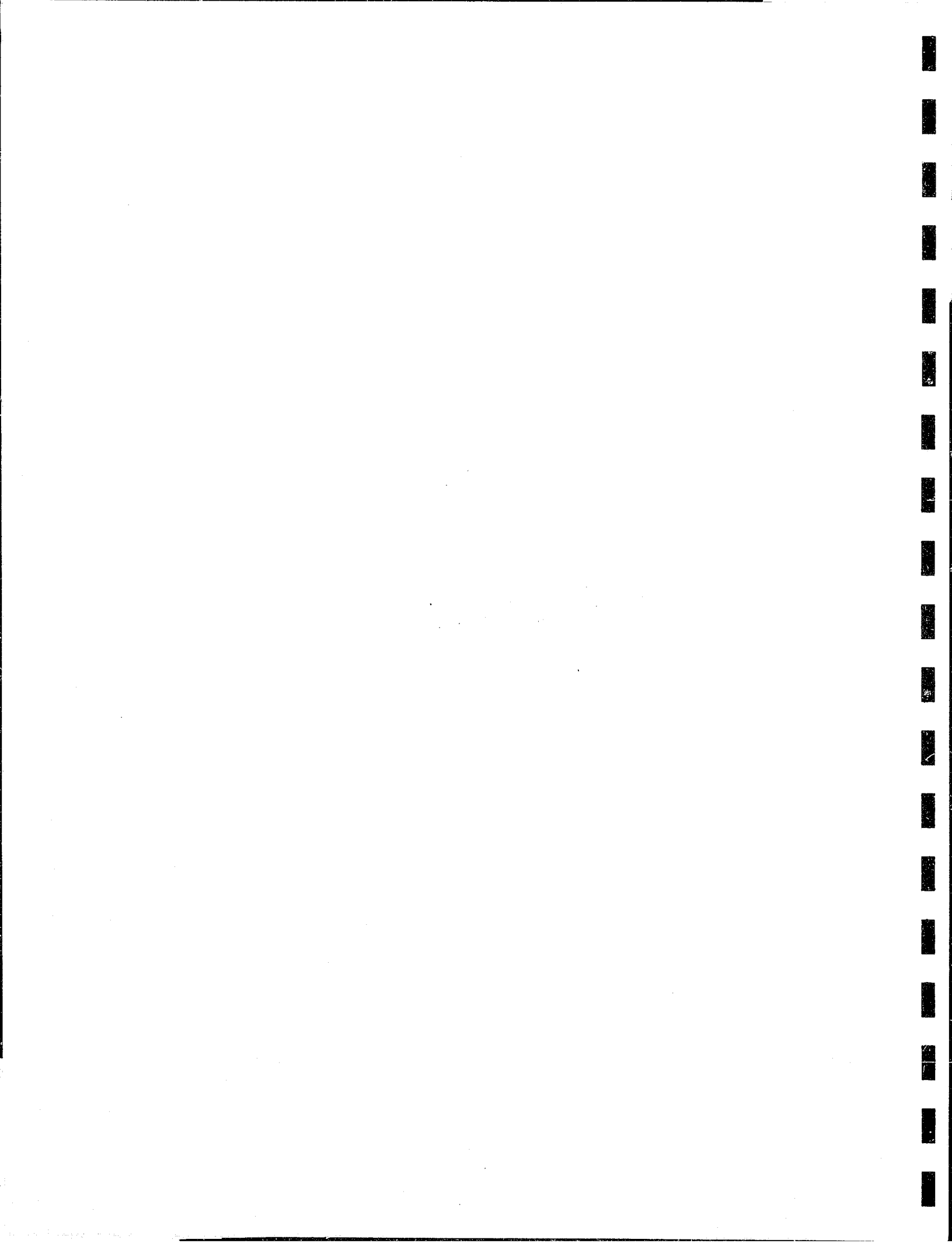
Texas College
100 McKinney Hall, Room 1
Tyler, Texas 75701
(214) 593-8311, ext. 24
Jaye Jo Williams
Director of Placement

Paul Quinn College
Placement Center, Johnson Hall
1020 Elm Street
Waco, Texas 76704
(817) 753-6415, ext. 39
Robert L. Gilbert, Director
Career Counseling & Placement
Service



APPENDIX E

Texas Colleges Located in
Communities With Large Spanish
Surnamed Populations



LOCAL POPULATION PREDOMINANTLY SPANISH SURNAMED

St. Edward's University
3001 South Congress
Austin, Texas 78704
(512) 444-2621, ext. 343
Robert D. Lucash, Placement
Director

Texas Southmost College
83 Fort Brown
Brownsville, Texas 78520
(512) 541-1241, ext. 42
Albert Ortiz, Director of
Student Services

Del Mar College
101 Baldwin
Corpus Christi, Texas 78404
(512) 882-6231, ext. 50
Contact: Pat Tarpley

Texas A&I University at Corpus
Christi
6300 Ocean Drive
P. O. Box 6010
Corpus Christi, Texas 78411
(512) 991-6810
H. Lee Baker, Director of
Placement

Pan American University
University Center, Room 115
Edinburg, Texas 78539
(512) 381-2473, ext. 295
Romulo D. Martinez, Jr.
Director of Placement, Career
Planning and Testing

El Paso Community College
6601 Dyer
El Paso, Texas 79904
(915) 566-6781, ext. 253
Nancy Nelson, Director of
Personnel

University of Texas at El Paso
High School Equivalency Program
Miners Hall Campus
P. O. Box 29
El Paso, Texas 79968
Luis Meraz, Placement Officer

University of Houston
High School Equivalency Program
College of Education
Suite 415
Houston, Texas 77004
Hugo V. Valdez, Director

Texas A&I University
Office of Student Placement
Kingsville, Texas 78363
J. L. Johnson, Director of
Student Placement

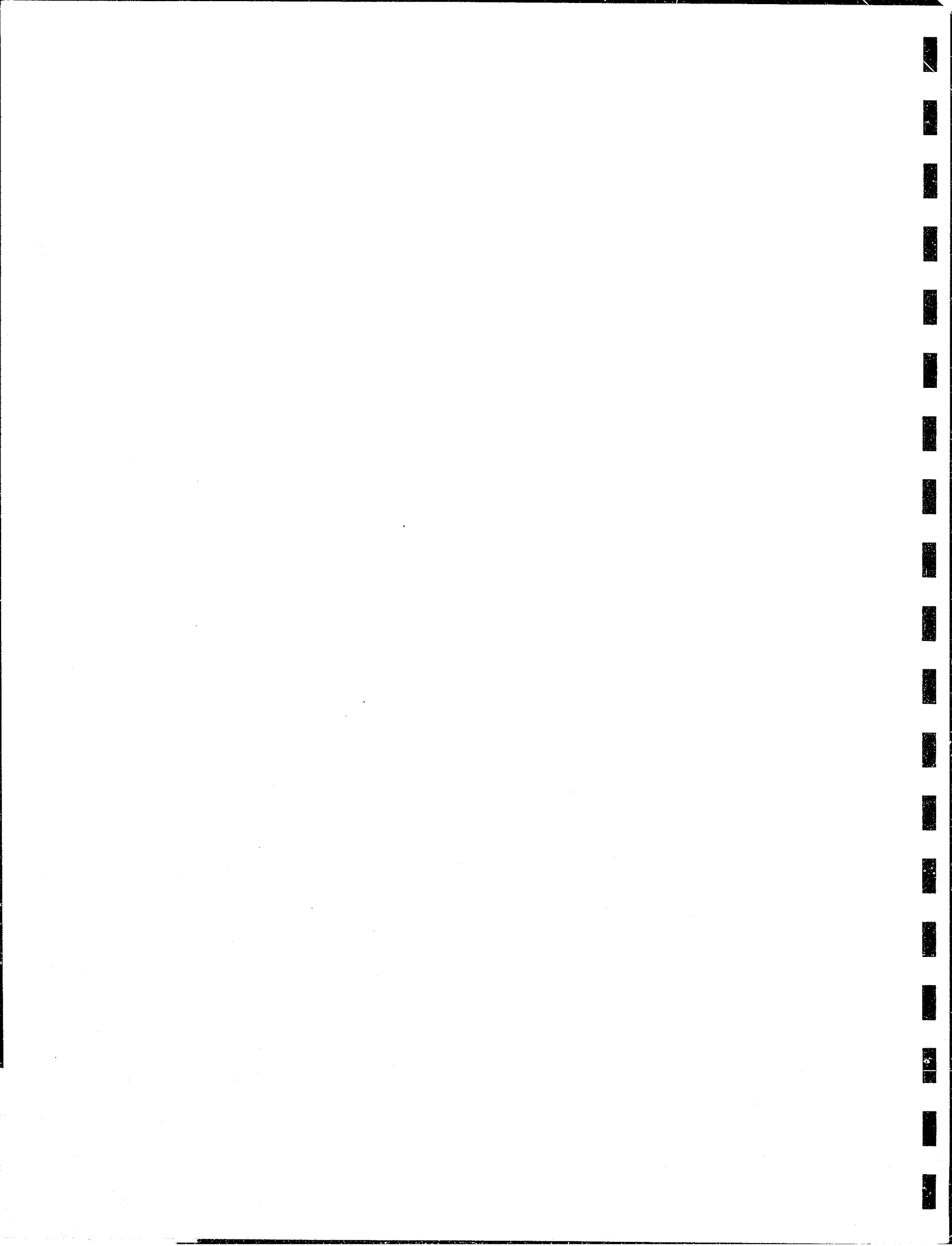
Laredo Junior College
P. O. Box 738
Laredo, Texas 78040
Arthur L. Innis
Director of Personnel

Texas A&I University at Laredo
P. O. Box 537
Laredo, Texas 78040
David E. VerMilyea, Director
of Administrative Services

Incarnate Word College
4301 Broadway
San Antonio, Texas 78209
(512) 828-1261
Mr. Philip Osborn
Director of Student Placement

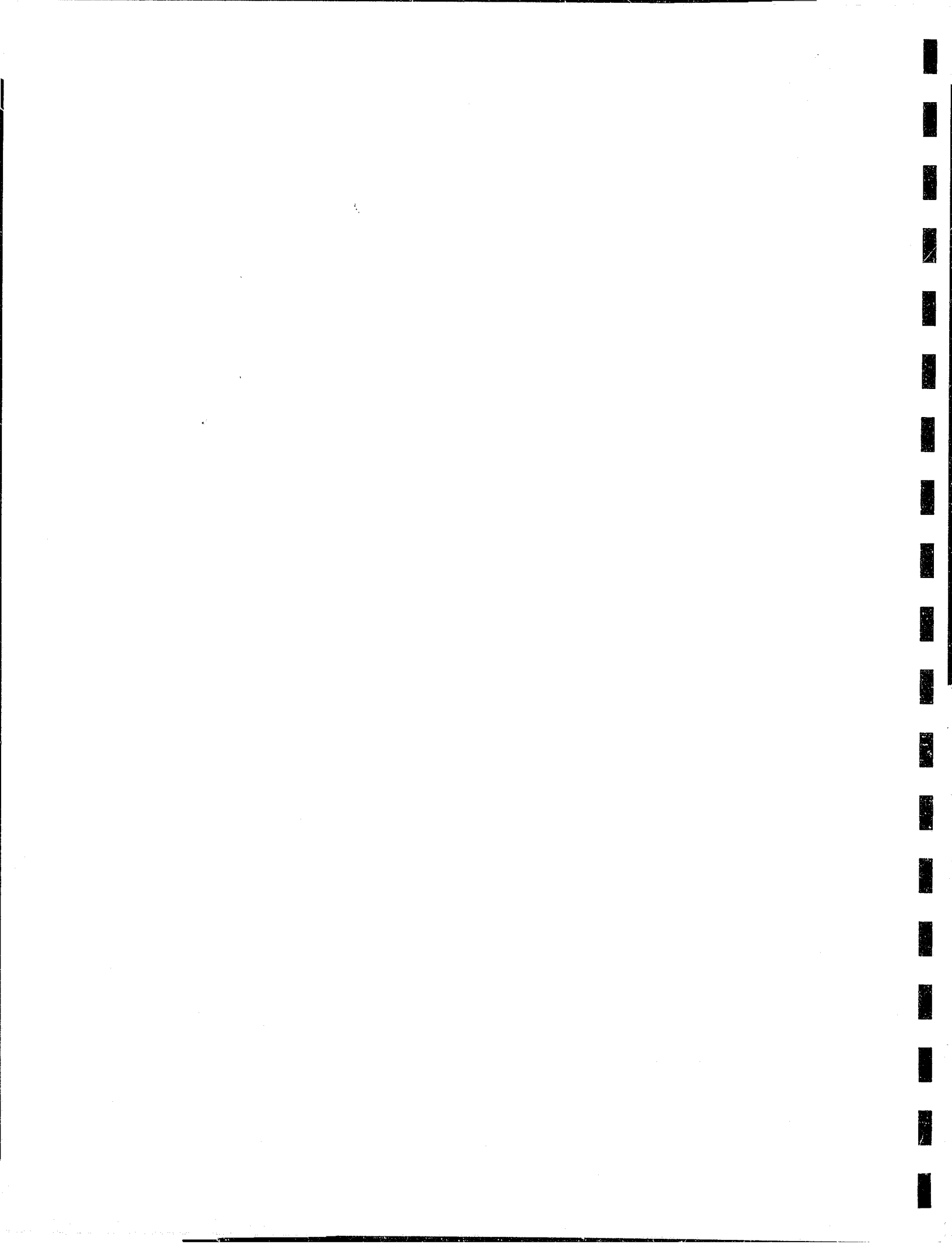
Our Lady of the Lake College
411 Southwest 24th Street
San Antonio, Texas 78207
(512) 434-6711
Mr. John Corder
Director of Placement

St. Mary's University
One Camino Santa Maria
San Antonio, Texas 78284
(512) 435-3132
Rose Mary Droke, Director of
Career Counseling and Placement



San Antonio College
Job Placement Office
1300 San Pedro
San Antonio, Texas 78284
Rayford T. Lewis, Job Placement
Counselor

Southwest Texas Junior College
Uvalde, Texas 78801
(512) 278-2436
Mr. Ismael Talavera
Director of Placement and
Financial Aids



APPENDIX F

Other Valuable Resources



TEXAS COLLEGES AND UNIVERSITIES
WITH LAW ENFORCEMENT DEGREE PROGRAMS

Baccalaureate Programs

Abilene Christian University
at Dallas
Director
Criminal Justice Department
1700 Eastgate Drive
Garland, Texas 75041
(214) 279-6511

American Technological University
Director
Criminal Justice Department
P. O. Box 1416
Killeen, Texas 76541
(817) 526-8531

Baylor University
Chairman
Criminal Justice Department
Waco, Texas 76703
(817) 755-1111

Bishop College
Chairman
Police Science & Corrections
3837 Simpson-Stuart Road
Dallas, Texas 75241
(214) 376-4311, ext. 218

Dallas Baptist College
Chairman
Sociology Department
P. O. Box 210607
Dallas, Texas 75211
(214) 331-8311

East Texas State University
Chairman
Department of Sociology &
Anthropology
Commerce, Texas 75428
(214) 468-2298

Hardin-Simmons University
Law Enforcement Department
Box 858 H-SU Station
Abilene, Texas 79601
(915) 677-7281, ext. 514

Lamar University
Head of the Department of
Public Affairs
P. O. Box 10068
Beaumont, Texas 77710
(713) 838-8828
Tex-An 855-8828

Midwestern State University
Coordinator, Criminal
Justice Program
Wichita Falls, Texas 76308
(817) 692-6611, ext. 377
Tex-An 836-4376

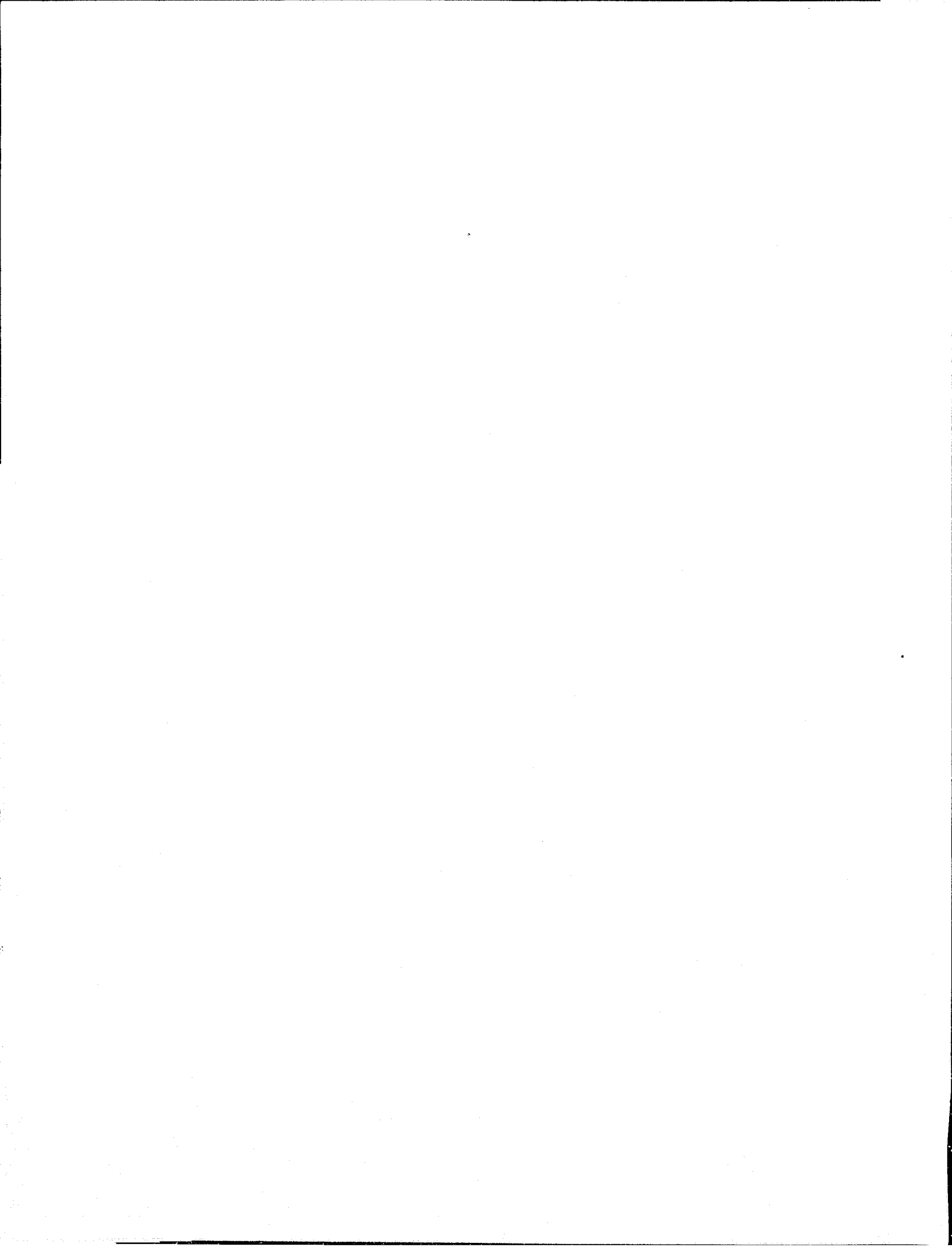
North Texas State University
Dean of School of Community
Service
Box 13438, NTSU Station
Denton, Texas 76203
(817) 788-2533

Pan American University
Coordinator, Criminal Justice
Department
Edinburg, Texas 78539
(512) 381-3566
Tex-An 826-3566

Saint Edward's University
Chairman, Department of
Behavioral & Social Sciences
3001 South Congress Avenue
Austin, Texas 78704
(512) 444-2621, ext. 314

Saint Mary's University
Chairman
One Camino Santa Maria
San Antonio, Texas 78284
(512) 436-3224

Sam Houston State University
Director, Institute of Con-
temporary Corrections & the
Behavioral Sciences
Huntsville, Texas 77340
(713) 295-6211, ext. 2058
Tex-An 858-2888



CONTINUED

1 OF 2

Southwest Texas State University
Chairman, Department of Law
Enforcement
San Marcos, Texas 78666
(512) 245-2174

Stephen F. Austin State University
Director, Criminal Justice
Program
Department of Sociology
P. O. Box 3047, SFA Station
Nacogdoches, Texas 75961
(713) 569-4405
Tex-An 854-4405

Sul Ross State University
Chairman, Police Administration
Box C71
Alpine, Texas 79830
(915) 837-3461
Tex-An 841-5255

Tarleton State University
Director, Law Enforcement Department
Department of Social Sciences
P. O. Box T2006
Tarleton Station
Stephenville, Texas 76402
(817) 968-2196

Texas A&I University at Corpus Christi
Director, Department of
Criminal Justice
6300 Ocean Drive
P. O. Box 6010
Corpus Christi, Texas 78411
(512) 991-6810
Tex-An 828-5296

Texas A&I University at Laredo
Chairman, Criminal Justice Department
Box 537
Laredo, Texas 78040
(512) 772-8001

Texas Christian University
Director, Criminal Justice
Department
P. O. Box 30060A
Fort Worth, Texas 76129
(817) 926-2461, ext. 535

Texas Eastern University
Chairman, Criminal Justice
Department
School of Technology &
Applied Sciences
3900 University Boulevard
Tyler, Texas 75701
(214) 566-1471
Tex-An 836-3170

Texas Wesleyan College
Division of Social Science
Criminal Justice Department
P. O. Box 3277
Fort Worth, Texas 76105
(817) 534-0251, ext. 263

University of Houston at Clear Lake City
Director, Programs in Public
Affairs
2700 Bay Area Boulevard
Houston, Texas 77058
(713) 488-9424

University of Houston Downtown College
Chairman, Criminal Justice
Department
No. 1 Main Plaza
Houston, Texas 77002
(713) 749-2053

University of Texas at Arlington
Director, Criminal Justice
Program
Institute of Urban Affairs
P. O. Box 19069
Arlington, Texas 76019
(817) 273-3071

University of Texas at Dallas
Green Academic Centre 2206
P. O. Box 688
Richardson, Texas 75080
(214) 231-4479

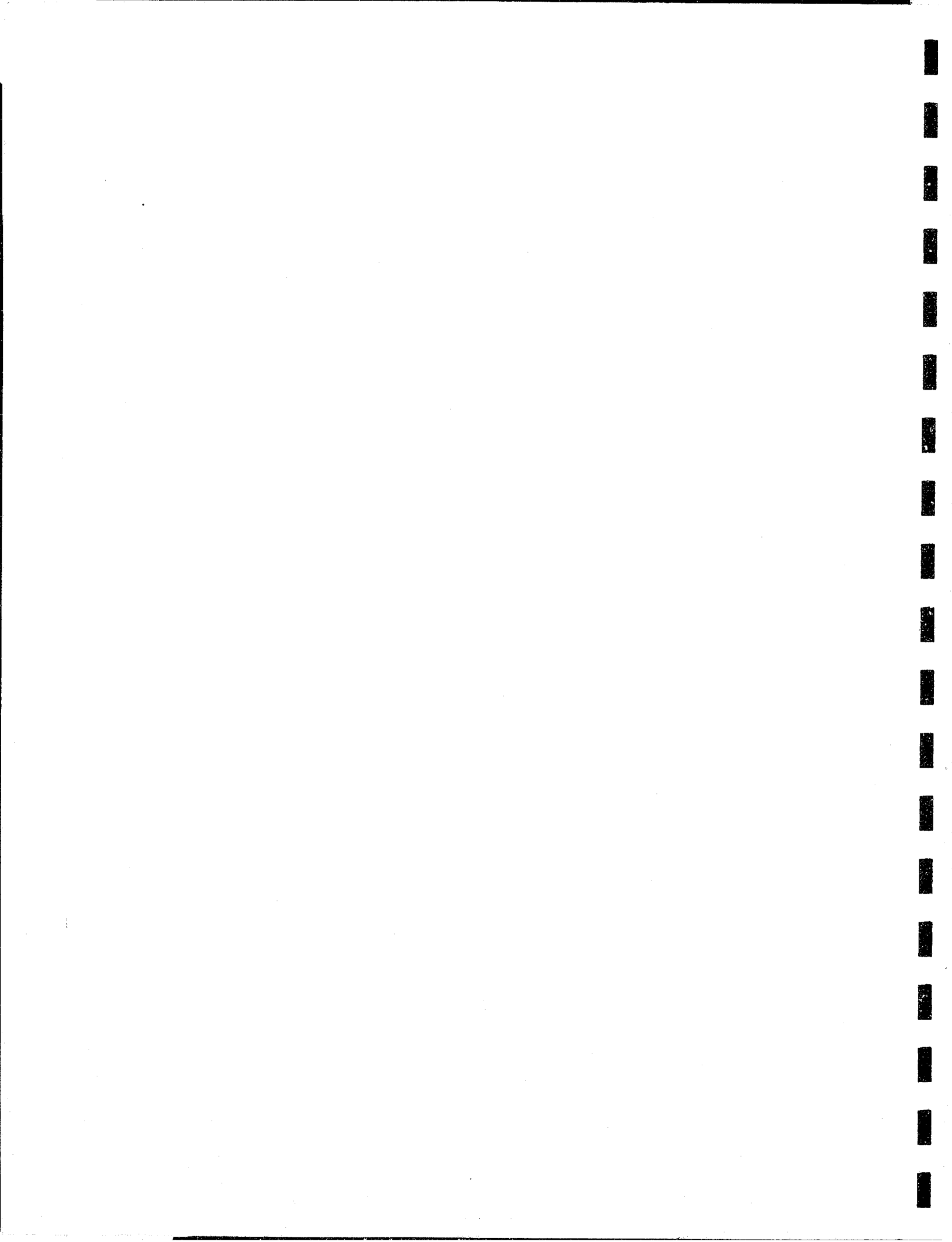
University of Texas at El Paso
Director, Criminal Justice
Department
Room 350, Liberal Arts Bldg.
6309 Westwind
El Paso, Texas 79968
(915) 747-5296

University of Texas of the
Permian Basin
Coordinator, Law Enforcement
Department
College of Management
Odessa, Texas 79762
(915) 367-2168 or 367-2126
Tex-An 846-2168 or 846-2126

University of Texas at San
Antonio
Coordinator, College of the
Multidisciplinary Studies
4242 Piedras Drive East
Suite 250
San Antonio, Texas 78285
(512) 691-4620
Tex-An 828-4620

Wayland Baptist College
Director, Law Enforcement
Department
1900 West 7th Street
Plainview, Texas 79072
(806) 296-5521, ext. 23

West Texas State University
Director, Criminal Justice
Administration
WT Box 12
Canyon, Texas 79016
(806) 656-3797
Tex-An 844-3876



Associate Programs

Alvin Community College
Law Enforcement & Correctional
Science
3110 Mustang Road
Alvin, Texas 77511
(713) 331-6111

Amarillo College
Public Safety Education
P. O. Box 447
Amarillo, Texas 79178
(806) 376-5111, ext. 334

Angelina County College
Law Enforcement Department
P. O. Box 1968
Lufkin, Texas 75901
(713) 634-7744

Austin Community College
Chairman, Law Enforcement
Department
901 Neal Street
Austin, Texas 78702
(512) 476-6381

Bee County College
Law Enforcement & Police
Administration
Route 1
Beeville, Texas 78102
(512) 358-6990

Blinn College
Law Enforcement Department
Vocational-Technical Education
902 College Avenue
Brenham, Texas 77833
(713) 836-4062

Brazosport College
Director, Law Enforcement
Corrections in Occupational
& Technical Education
500 College Drive
Lake Jackson, Texas 77566
(713) 265-6131

Central Texas College
Law Enforcement Department
Highway 190 West
Killeen, Texas 76541
(817) 526-1275

Cisco Junior College
Law Enforcement Department
Route 3, Box 3, CJC
Cisco, Texas 76437
(817) 442-2567

College of the Mainland
Law Enforcement Department
8001 Palmer Highway
Texas City, Texas 77590
(713) 938-1211

Community College of the Air
Force
Public Services Department
Careers Division
CCAP/AYP
Randolph Air Force Base
San Antonio, Texas 78148
(512) 652-2287

Cooke County Junior College
Director, Law Enforcement
Program
P. O. Box 815
Gainesville, Texas 76240
(817) 668-7731

Del Mar College
Department of Police Science
West Campus
Corpus Christi, Texas 78404
(512) 882-6141, ext. 67

El Centro College
Coordinator, Law Enforcement
Department
Main and Lamar Streets
Dallas, Texas 75202
(214) 746-2360

El Paso Community College
Coordinator, Law Enforcement
Education
6601 Dyer Street
El Paso, Texas 79904
(915) 566-6781

Frank Phillips College
Occupational Education &
Technology
P. O. Box 311
Borger, Texas 79007
(806) 274-5311

Galveston College
Dean, Division of Occupational
Education
4015 Avenue Q
Galveston, Texas 77550
(713) 763-6551

Grayson County College
Coordinator, Law Enforcement
Department
6106 Highway 691
Denison, Texas 75020
(214) 465-0060

Henderson County Junior College
Director, Law Enforcement
Department
Athens, Texas 75751
(214) 675-6214

Houston Community College
Chairman, Division of Public
Service Careers
2720 Leeland
Houston, Texas 77003
(713) 237-1040

Howard College of Big Spring
Law Enforcement Technology
1001 Birdwell
Big Spring, Texas 79720
(915) 267-6311, ext. 73

Kilgore College
Director, Police Science
Department
1100 Broadway
Kilgore, Texas 75662
(214) 984-8531

Laredo Junior College
Law Enforcement Department
P. O. Box 738
Laredo, Texas 78040
(512) 722-0521

Lee College
Occupational & Technical
Education
P. O. Box 818
Baytown, Texas 77520
(713) 427-5611, ext. 313

McLennan Community College
Law Enforcement Education
1400 College Drive
Waco, Texas 76708
(817) 756-6551, ext. 284

Midland College
Coordinator, Occupational-
Technical Education
3600 North Garfield Street
Midland, Texas 79701
(915) 684-7251

Navarro College
Coordinator, Law Enforcement
Department
P. O. Box 1170
Corsicana, Texas 75110
(214) 874-6501, ext. 47

North Harris County College
Director, Technical-Vocational
Education
12620 North Freeway, Suite 219
Houston, Texas 77073
(713) 443-6640

Odessa College
Law Enforcement Department
P. O. Box 3752
Odessa, Texas 79760
(915) 337-5381

Panola Junior College
Dean, Occupational Education
West Panola Street
Carthage, Texas 75633
(214) 693-3838

Paris Junior College
Chairman
2400 Clarksville Street
Paris, Texas 75460
(214) 785-7661, ext. 148

Ranger Junior College
Coordinator, Law Enforcement
Department
College Circle
Ranger, Texas 76470
(817) 647-3234

San Antonio College
Department of Public Affairs
1300 San Pedro Avenue
San Antonio, Texas 78284
(512) 734-7311, ext. 202

San Jacinto College
Chairman, Law Enforcement
Department
8060 Spencer Highway
Pasadena, Texas 77505
(713) 479-1501

Schreiner Junior College
Director, Law Enforcement
Department
Kerrville, Texas 78028
(512) 896-5411

South Plains College
Law Enforcement Technology
Levelland, Texas 79336
(806) 894-4921

Southwest Texas Junior College
Director, Law Enforcement
Department
Garner Road
Uvalde, Texas 78801
(512) 278-7311

Tarrant County Junior College
Chairman, Law Enforcement
Department
N.E. Campus
828 Harwood Road
Hurst, Texas 76053
(817) 281-7860, ext. 277

Temple Junior College
Director, Law Enforcement
Technology
2600 South First Street
Temple, Texas 76501
(817) 773-9961, ext. 51

Texarkana Community College
Director, Police Technology
2500 North Robinson Road
Texarkana, Texas 75501
(214) 838-4541

Texas Southmost College
Director, Law Enforcement
Technology
80 Fort Brown
Brownsville, Texas 78521
(512) 546-0021

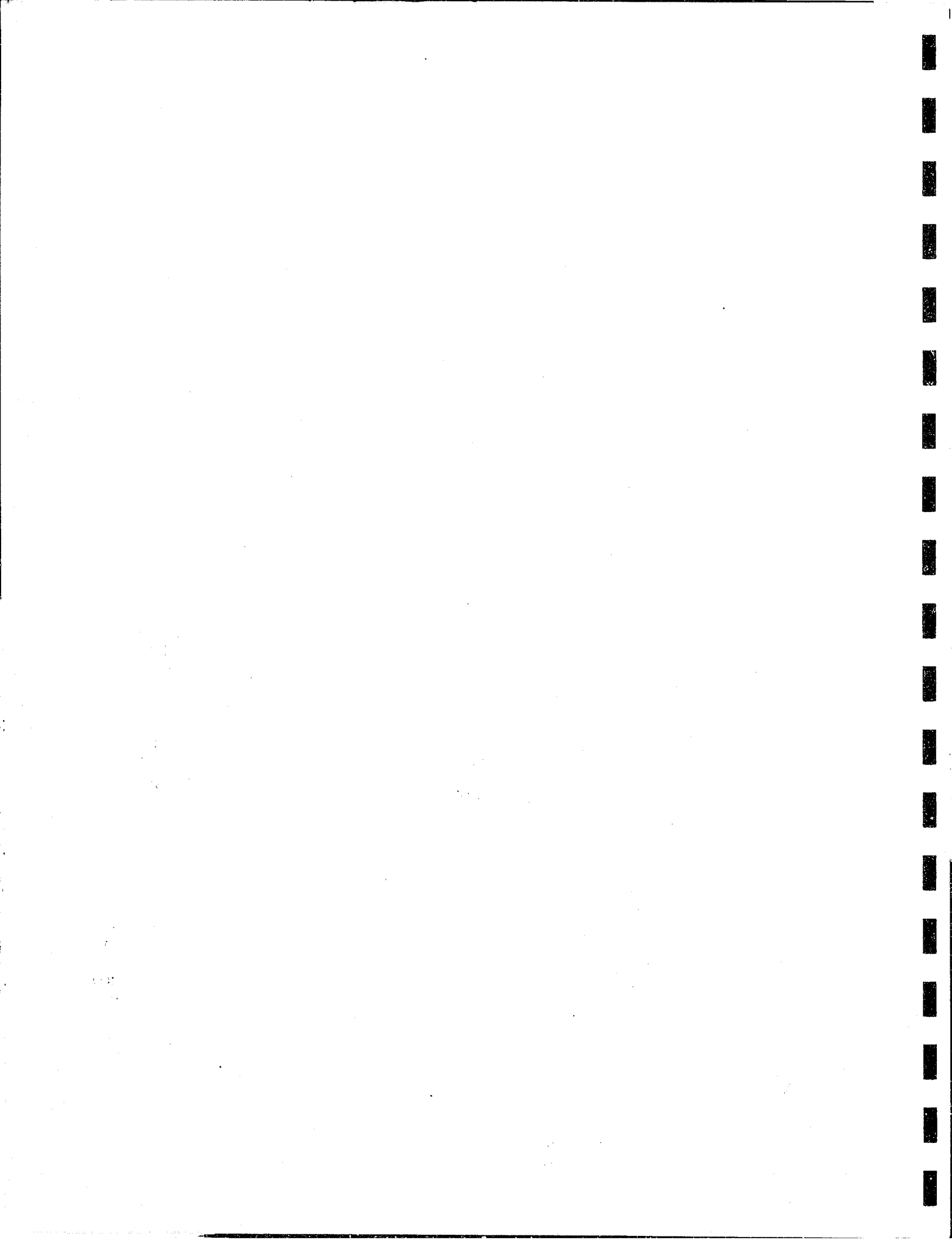
Tyler Junior College
Director, Vocational-
Technology
East Fifth Street
Tyler, Texas 75701
(214) 593-4401

Vernon Regional Junior College
Director, Vocational-Tech-
nical Education
4400 College Drive
Vernon, Texas 76384
(817) 552-6291

The Victoria College
Director, Vocational-Tech-
nical Education
2200 East Red River
Victoria, Texas 77901
(512) 573-3295

Western Texas College
Director, Department of
Occupational Education &
Technology
Synder, Texas 79549
(915) 573-8511

Wharton County Junior College
Law Enforcement Department
911 Bowling Highway
Wharton, Texas 77488
(713) 532-4560



OTHER VALUABLE RESOURCES

AFFIRMATIVE ACTION REGISTER
(AAR)

10 South Brentwood Blvd.
St. Louis, Missouri 63105
(314) 863-1711
Warren H. Green, Editor

Monthly publication lists job opportunities (managerial and professional positions throughout the country) for minorities, women and the handicapped.

DIRECTORY FOR REACHING MINORITY
GROUPS

U. S. Department of Labor
Manpower Administration
Washington, D. C. 20210

Lists by state and city, the names, addresses and telephone numbers of organizations and individuals who can reach minority groups to inform them of job opportunities.

DIRECTORY OF AFRO-AMERICAN
RESOURCES

Order Department, R. R. Bowker
Company
P. O. Box 1807
Ann Arbor, Michigan 41806

List, describes and cross-indexes professional associations, disciplinary committees, data sources, and study centers.

EVALUATION OF REGISTRIES OF
WOMEN IN THE PROFESSIONS
Federation of Organizations
for Professional Women
2000 P Street, Suite 403
Washington, D. C. 20036

INSTITUTE FOR THE STUDY OF
EDUCATIONAL POLICY
Howard University-Dunbarton
Campus
2935 Upton Street, N. W.
Washington, D. C. 20008
(202) 686-6686
Julius W. Hobson, Jr.
Information Officer

National clearinghouse and research center on policies affecting equal opportunities in higher education and employment.

MANUAL FOR DETERMINING THE LABOR
MARKET AVAILABILITY OF WOMEN
AND MINORITIES

U. S. Department of Health,
Education and Welfare
Office for Civil Rights
Washington, D. C. 20201

Discusses data requirements and how to obtain and analyze availability data. A section on data sources for occupations in higher education institutions is included.

PROJECT ON THE STATUS AND
EDUCATION OF WOMEN
Association of American Colleges
1818 R Street, N. W.
Washington, D. C. 20009
Bernice Sandler, Director

Sources for recruiting women.



END