Department: Financing a Community Policing Program

Executive Summary

A main issue adversely affecting is that they are struggling to develop relationships with members of their community, making it difficult for them to collaborate with members of the community for resolutions of issues and conflicts. To address this problem, the author has asked how can design a community policing program to have police officers work more effectively with their community to reduce crime, build relationships, create a culture of trust, and provide an environment where all people feel protected, included, and safe?

This research paper specifically addresses the cost of a community policing program and how to budget for it. In addition, the paper will also address the return on investment of a community policing program. Theories that will be used to explain how to budget for a community policing program will be budget functions, fundraising, conflicts of interest, risk requiring reward, and return on investment.

In order for the community policing program to be implemented, resources dedicated to this initiative must be included in ‘s budget, and decisions must be made on how much of the budget will be allocated for community policing. By including a budget as part of the program, can designate resources to the program and give management the ability to evaluate parts of the program that may be successful or unsuccessful. This will allow them to determine where money and resources should be allocated, and where it will have the most impact.

Like many other police departments, is continuously looking for ways to do more with less resources. Fundraising and grants are a great way to increase the community policing budget and complete projects without having to take from the budget. It is also a way to include and educate the community about the projects, causes, and issues on campus.
Conflicts of interest can arise when it comes to making financial decisions about the community policing program. If management or top leadership decide funding or additional resources should be put towards other programs that they would rather see supported, it can lead to the community policing program losing funding. It is imperative that the importance of the community policing is understood by not only managers, but also top leadership. Conflicts of interest can also lead to agency problems. In other words, the management is not acting in the best interest of what the top leadership wants done, and essentially not supporting the community policing program.

To get top leadership and the regents of to financially support the community policing program, the expected rewards of the program must outweigh the risk. There must be a return on the investment if there is going to be continued support for the community policing program. Returns that could be expected are decrease in employee grievances, decrease in formal complaints from citizens, reductions in use of force, and increased participation from police officers and members of the community.

Since a police department like does not operate like a traditional business whose goal is to make a profit, the return on investment for a community policing program would be reflected in the results of how successful the program is. Ways to measure the return on investment for a community policing program could be looking at reduction in crime rates, decrease in complaints, new partnerships established, increased activities with various groups, and possibly even feedback surveys from both police officers and members of the community at the appropriate time.
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Organization Overview

() is a full-service law enforcement agency, dedicated to promoting a safe and secure environment for staff, faculty, students, and visitors on campus. Like many municipal police departments, is comprised of various specialty units that include two K9 Officers, Community Outreach, Parking Enforcement. In addition to the day to day patrol operations, is responsible for providing security for special events on campus, such as football games, sporting events, controversial speakers, public gatherings, or dignitary visits.

is dedicated to the safety of all people on campus and are constantly working to develop strong relationships with all members and groups of the community. It is imperative that look for new ways to improve how it connects with the community they serve and develop strategies to improve community policing. By continuing to strive for a strong, successful, and modern community policing program, can ensure established relationships with members on campus that will last for many years to come.

Defined Problem

A main issue adversely affecting is that they are struggling to develop relationships with members of their community, making it difficult for them to collaborate with members of the community for resolutions of issues and conflicts. To address this problem, the author has asked how can design a community policing program to have police officers work more effectively with their community to reduce crime, build relationships, create a culture of trust, and provide an environment where all people feel protected, included, and safe?

This research paper specifically addresses the cost of a community policing program and how to budget for it. In addition, the paper will also address the return on investment of a community policing program. Theories that will be used to explain how to budget for a
community policing program will be budget functions, fundraising, conflicts of interest, risk requiring reward, and return on investment. These theories will be used throughout the paper to discuss the cost of budgeting for a community policing program.

**Budget Functions**

In order for the community policing program to be implemented, resources dedicated to this initiative must be included in the department’s budget, and decisions must be made on how much of the budget will be allocated for community policing. A budget performs three basic functions, it indicates the amount and timing of the department’s needs for future financing, it provides the basis for taking corrective action in the event budgeted figures do not match actual or realized figures, and finally it provides the basis for performance evaluation and control (Keown, Martin, & Petty, 2017). By including a budget as part of the program, can designate resources to the program and give management the ability to evaluate parts of the program that may be successful or unsuccessful. This will allow them to determine where money and resources should be allocated, and where it will have the most impact.

The main considerations for budgeting for a community policing program are deciding whether officers will be dedicated full time to community policing, or working it into their regular patrol function. Community policing practices and economic uncertainty has led to a new trend of evidence based police administrative decision making (Srinivasan, Sorrell, Brooks, & Edwards, 2013). Consideration must be given to the question of whether overtime it can be approved to allow officers to adjust their schedules for community policing events and meetings. It must also be considered what part of the budget can be allocated for trainings and resources to market and provide to the community. Identifying priority groups is important during this process should budgeting dollars begin to dwindle. must be flexible when at first implementing
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the program, so that they can determine where the budget should be allocated, and where the
greatest need is. should also look to their community leaders to identify problems or concerns on
campus, and get an idea of where they feel community policing would be most helpful. After all,
it is the community wants to build relationships with, and the perceptions of crime is often
different for the public.

**Fundraising**

Like many other police departments, is continuously looking for ways to do more with
less resources. Even at a large university that provides a significant budget for their police
department, it is often difficult to argue for additional funding. Fundraising and grants are a great
way to increase the community policing budget and complete projects without having to take
from the budget. It is also a way to include and educate the community about the projects,
causes, and issues on campus. Assigning these roles to the appropriate staff will take evaluation
of current positions, skill set needed, along with projecting number of hours required to be
successful in these areas. A consideration would be whether current staff can take on the
additional duties, or would additional staff be needed? If no additional staff is needed, this could
be presented as budget neutral; however, if it is determined an additional position is needed, then
the type of position (part time or full time) must be determined, and cost of benefits become a
consideration in addition to salary.

Considering whether current staff can take on the additional duties or not is a critical step
in planning the budget, so must be given due diligence. Adding a full time police officer to the
budget is a cost that must be supported by all of the criteria being weighed to implement the
program. A new police officer is considered on probation for one year, with an hourly rate of
$24.32. This equates to an annual salary of $50,585.60. If a full-time staff is added, this is
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approximately another 30% increase of salary for benefits. For one full time officer, this would be an additional $15,175.00 added to the base annual salary increase needed to the budget. The average overtime cost due to the several sports events, public events, dignitary activities and community functions can go as high as 20% of salary, so an additional $10,000 needs to be in the mix to cover that anticipated cost. Uniform reimbursement and needed equipment can run anywhere from $1,500 to $3,000, depending on inventory. Given the total increase to the budget to add one new officer is over $77,000 per year to the budget, grants and fundraising for the initiative may not only provide needed funds, but assist in the marketing aspect, offsetting some of that cost.

Community policing programs should be contemporary and applicable to the community and designed to work with homeowners, renters, business owners, and people who commute to and from the community (Schultz, 2015). This should also include aspects of the program designed to work with youth, students of all ages, seniors, and any group that could be considered at risk. Fundraising could play a role when working with these groups, because we can use fundraising to partner with these groups support causes that help them. This will show that cares about the community and is willing to help support various causes in the community. is already supporting Safe House, an organization that provides safety and support to victims of domestic violence, by organizing the 5K Purple Run on Campus and donating all the proceeds to Safe House. can add to this by supporting other organizations in the community through fundraising. In turn, these organizations and community members will be willing to support during their fundraisers. This process of building strength through collaboration and working toward a common goal will create an overall enhancement of the community policing program (Stroope, 2014).
Conflicts of Interest

Conflicts of interest can arise when it comes to making financial decisions about the community policing program. If management or top leadership decide funding or additional resources should be put towards other programs that they would rather see supported, it can lead to the community policing program losing funding. It is imperative that the importance of the community policing is understood by not only managers, but also top leadership. For the community policing program to succeed, there needs to be buy in by all members of the department. How well leaders take on new roles and responsibilities such as change agent, facilitator, and motivator, can have a major impact on the success of the change effort to implement the community policing program (Ford, 2007). It needs to be understood that the community policing program is an important program for the department, one that needs financial support, and is a priority for department senior leadership. Even though there may not always be extra funding for the community policing program, it must not be forgotten. These conflicts of interest can lead to agency problems. Discussing possible issues that may arise due to conflicting programs is a vital discussion so that the community policing program can be assigned as a priority, and conflict is resolved early on. This will ensure mid-level and staff understanding of the program’s importance, the culture change that is needed for the program to be a success, staff understanding their role in that process, and engagement when it comes time to implement.

Agency Problem
Agency problems are problems and conflicts resulting from the separation of the management and top leadership of the department (Keown et al., 2017). In other words, the management is not acting in the best interest of what the top leadership wants done, and essentially not supporting the community policing program. As mentioned in the previous paragraph, open and honest discussion must take place regarding any perceived concerns or conflicts so that senior leadership is at the forefront in making clear that the initiative is a priority of the department, and its expectations that it is adopted at all levels.

**Risk Requires Reward**

To get top leadership and the regents of to financially support the community policing program, the expected rewards of the program must outweigh the risk. There must be a return on the investment if there is going to be continued support for the community policing program. Returns that could be expected are decrease in employee grievances, decrease in formal complaints from citizens, reductions in use of force, and increased participation from police officers and members of the community. These are progresses that can be measured to show stakeholders progress being made, or areas that need improvement.

The natural question that one must ask is “what do we want to see improve as a result of a community policing approach?”. The reward is obtaining what hopes to gain: improved relationships with community partners, clubs, and groups. These better relationships will produce spin offs in decrease in crime, establish collaboration, create partnerships, and change how law enforcement is viewed. The only way to find out if community policing can improve these areas is to implement the program and figure out what ideas will work positively with the community. According to Blake, some of the most frequent community policing activities for campus police departments are walk-home escorts, safety awareness programs, crime prevention
programs, sexual assault prevention, geographic patrol areas, and first-year orientation programs on campus safety (2011). These activities could be incorporated into patrol officers’ daily activities and add no additional cost to . already provides some of these services, such as walk-home escorts and sexual assault prevention, but they do not advertise or inform the community that these services are being provided. By better educating the community about services we already offer, we can increase police officers’ involvement in community policing without additional costs. This will demonstrate to stakeholders that the risk of supporting the community policing program will be worth the reward, and that will do their best to increase community policing without increasing their budget.

Return on Investment

The return on investment is the ratio of the net profit and the cost of the investment. A high return on investment means the investments gains compare favorably to the cost of investment. Since a police department like does not operate like a traditional business whose goal is to make a profit, the return on investment for a community policing program would be reflected in the results of how successful the program is. A robust crime prevention program when combined with a community policing program can together be a powerful tool to not only improve the perception of the police in the community but also to lower the crime rate (Schultz, 2015). Considering that the return on investment will not be as easy as subtracting the cost of the investment from the profit, we must look at other ways to measure the benefits of the program.

Ways to measure the return on investment for a community policing program could be looking at reduction in crime rates, decrease in complaints, new partnerships established, increased activities with various groups, and possibly even feedback surveys from both police officers and members of the community at the appropriate time. Studies also show that
community oriented policing strategies provide evidence that community policing increases satisfaction with police, elements of police legitimacy, and citizens perceptions of disorder (Gill, Weisburd, Telep, Vitter, & Bennett, 2014). These successes will not be measured in dollars, but can be measured by whether they increase or decrease. By creating a benchmark on how the success of the program will be judged, stakeholders in the program can see if their return on the investment is beneficial to the community. Building capacity over time as a change effort unfolds is critical to accomplishing this integration (Ford, 2007).

**Conclusion**

In conclusion, it is important that the financial aspect of a community policing program be considered when implementing the program. It is imperative that a budget be decided for the program and other ways of gaining financial support, such as fundraising and grants, be considered when looking for funding for the program. When making financial decisions for the program, conflicts of interest and agency problems must be looked at, to ensure decisions are being made in the best interest of and the community. The risks, rewards, and return on investments must also be considered when deciding how much money, time, and effort should be invested in the community policing program.

Without a hard look at what the budget might be for the community policing program, it can never officially be put into action. There must be a serious effort made to dedicate part of the budget to community policing and as the program evolves and changes will be better able to decide what parts of the program are successful and which are not. If this does not happen, risks the potential rewards of decreased crime, decreased employee grievances, decrease in formal complaints against officers, increased participation from officers, new partnerships, and a better relationship with their community. When police officers build positive relationships with the
community, they can impact outcomes like citizen satisfaction and trust, which can lead to effective problem solving in the community (Gill et al., 2014).

has the advantage of protecting and serving a close-knit community that can be reached through social media, social clubs and groups on campus, their workplace, and through their classrooms. There are easy opportunities for to develop partnerships with the community and establish themselves as a valued entity on campus. It is understood that ’s budget is not infinite, and like most other departments, they must demonstrate why they deserve an increased budget or additional funding. By creating a successful community policing program with positive results, the justification for the financing of the program will be an easy decision.

References


