DEPARTMENT: HOW WILL THE COMMUNITY POLICING PROGRAM BE INCORPORATED INTO THE MISSION AND VISION OF THE DEPARTMENT?

Executive Summary

The Department is experiencing challenges with developing relationships with members of their community, making it difficult for them to collaborate with members of the community for resolution of issues and conflicts. More specifically, how can design a community policing program that has law enforcement working more effectively with their community to reduce crime, build relationships, create a culture of trust, and provided an environment where all people feel safe? This paper specifically addresses how a community policing program could formally be incorporated into the mission, vision, and strategic goals of .

Using a SWOT analysis, an updated mission statement, an updated vision statement, strategy implementation, and stakeholder analysis, the author could develop a plan that would incorporate community policing at the core of .

A SWOT analysis will be used to evaluate the strengths, weaknesses, opportunities, and threats facing . Attached at the end of the research paper in Appendix A is a SWOT analysis chart with the internal strengths and weakness, along with the external opportunities and threats for in this initiative. Using the chart, the author could match various factors to develop strategies to further develop ’s ability to further incorporate community policing in to their strategic plan.

’s mission and vision statements are evaluated for improvement. Both the mission and vision statements need to include community policing so that it is at the core of the organization. By including community policing in both the mission and vision statements, it will be on display for all to see and keep on track with implementing their community policing program.

Strategy implementation is part of the strategic management process. A communication strategy that is open, transparent, and on-going is of vital importance for not only the implementation piece, but to build the culture, support the staff, and celebrate successes. This
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Communication strategy must also incorporate a piece that is targeted toward community outreach. By evaluating the strategic implementation of the community policing program, can ensure that they apply a communication strategy that will prove successful for the community policing programs implementation.

Stakeholder analysis starts by identifying the stakeholders in the community policing program. By doing this, can anticipate issues and concerns from the people involved, keep major stakeholders in the program informed and up to date on new developments, and ensure that all involved are given due consideration and have voice in the decision-making process as appropriate. Inclusiveness is going to be key when collaborating with the stakeholders.

By implementing this community policing program at the core of the organization, members of the community would feel safer, be better educated about police policy and procedure, and hopefully see as a beneficial partner, and feel comfortable calling for collaboration or assistance. By identifying it as a goal, and instilling community policing in the mission, vision, and strategic plan, will successfully be able to incorporate community policing into the core of the organization which will help them to put it into action when interacting with the community.
Department: How Will the Community Policing Program be
Incorporated into the Mission and Vision of the Department?

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Central Michigan University

02/17/2018

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Organization Overview

The Department () is a full-service law enforcement agency, dedicated to promoting a safe and secure environment for staff, faculty, students, and visitors on the campus. Like many municipal police departments, offers various specialty units that include two K9 Officers,
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Community Outreach, Criminal Investigations, Special Victim’s Unit, Motorcycle Unit, Bicycle Unit, and 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, 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 our community.

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 paper specifically addresses how a community policing program could formally be incorporated into the mission, vision, and strategic goals of. Theories that will be used to explain how incorporation of community policing will be achieved is through a Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix. In addition to the SWOT analysis, mission statement, vision statement, strategy implementation, and stakeholder analysis will be theories used to discuss the incorporation of a community policing program into ’s core values and fundamental principles.

SWOT Analysis

A SWOT matrix is a tool used to help managers develop strategies for strengths and opportunities, weaknesses and opportunities, strengths and threats, and weaknesses and threats
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(David, 2015). It matches external and internal factors to create strategies to identify issues from various standpoints that enable a wide evaluation and analysis that paints a broad picture and aids in being proactive to fix, or at least consider for discussion and planning, possible problems.

Using the SWOT analysis developed in Appendix A, the internal strengths and weakness, along with the external opportunities and threats for were developed and placed into a chart. Using the chart, the author could match various factors to develop strategies to further develop’s ability to further incorporate community policing into their strategic plan. These initiatives and ideas will aim to promote community safety and improve the quality of life, along with addressing inequalities and reducing crime through community policing (Atherton & Crisp, 2011).

**Strengths-Opportunities Strategies**

provides employee development assessments to improve performance and professional development. An opportunity would be to reinvent the community policing program to be more up to date with the times. Utilizing the current strength of the department’s commitment to employee development can coincide and serve as an avenue to assess and implement the program.

possesses a strong allegiance to the community and the department. A successful program would increase community support to allow to have a larger budget for funding, staffing, and upgrade of their facilities. Ensuring a communication strategy that is broad and at the same time deliberately targets groups and clubs on campus will go a long way to highlight the community events, change perceptions, keep the program on everyone’s radar, and support the culture change.
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Opportunities abound with utilizing communication avenues, including a social media strategy, to advertise what already does. Community policing can be used as a problem solving process that draws upon citizens’ expertise in identifying and understanding the social issues that create crime, disorder, and fear, this can help police officers identify problems in the community (Gill, Weisburd, Telep, Vitter, & Bennet, 2014). Some of the events already being started by to engage with the community are the 5k Purple Run to support domestic violence survivors. This is done in memory of a student who lost her life in a domestic violence situation. Additionally, another other good will community activity that is already involved in is, “Shop with a Cop”. This is where police officers volunteer their time to take sick children at the Mott Children’s Hospital out shopping for school supplies and toys. The incoming freshmen class each year is a perfect opportunity to indoctrinate them into the culture walking through the door, along with 1600 student organization, and the mammoth population of hospital staff and the public who are fans of the. By taking advantage of social media to promote these events, this strategy will better educate members of the community while building the relationship. It will also encourage them to get involved in the events.

Weaknesses-Opportunities Strategies

Currently there is low morale due in part to poor staffing levels, and this would provide an opportunity to expand recruitment efforts to hire more police officers and fill open positions. This would improve morale and put police officers in a positive mind set to engage in the new community policing program.
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The lack of being involved in the community can be improved by expanding front desk hours in the lobby of the police department for better customer service. This will provide more hours for members of the community to enter the police department to report issues, concerns, or pick up any of their property that was turned into our lost and found. The officer at the front desk could also provide copies of police reports and be a liaison between victims of crimes and the detective bureau, when detectives are not on duty. Having a friendly face that they can see as soon as they walk through the door can provide a warm welcome and give them a positive interaction with.

A major weakness of is their lack of effective communication with members of the community. needs to take advantage of social media by making connections with the new incoming freshmen class each year. Police officers who work on college campuses can serve as mentors and as a resource for both students and staff (Romig, 2017). Getting them involved at freshmen orientation to follow on social media and educate them about local laws, ordinances, and issues. In addition to the incoming freshmen class, needs to take advantage of the 1600 student organizations on campus. needs to also connect with them through social media and contact them directly to see if they would be interested in providing educational trainings by.

By taking advantage of these opportunities can reduce their weaknesses and improve their community outreach.

Strengths-Threats Strategies

The campus is a close-knit community, but lack of effective communication to take advantage of this by operating as a proactive part of the community, can have adverse effects. By improving community policing through a robust communication strategy, backed by a
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A comprehensive strategy to build relationships within the community on all levels, can begin to be an integral part of the community and an effective communicator.

Lack of engagement by officers and unwillingness to engage fully in new vision can be an obstacle to success. A change management strategy will need to be adopted with strong support and leadership from the department management team.

Strengths include a committed, dedicated, and professional staff with both sworn officers and civilian employees. In addition to a committed work force, has established a professional public image. A threat may develop in the form of pushback from the liberal community, who sometimes can have a dislike for involvement from law enforcement agencies. A strategy to leverage the established relationships in the community to support the community policing endeavor at the grass root level would be beneficial.

Weaknesses-Threats Strategies

Low morale and older generation of workforce is less willing to change. Threats no willingness to change and police officers not buying into the idea of community policing.

We currently respond retroactively to calls as opposed to being proactive and have distrust among the minority communities. Again, opportunity with the communication strategy will be critical and must target any of these groups with cultural competence. Likewise, the communication strategy must anticipate push back from the liberal community, and ensure the communication strategy is politically savvy and a good opportunity to obtain support from this group based. In other words, what’s not to like? The strategy must be worded so that to be against it paints the naysayers in a poor light.

Mission Statement
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A mission statement is a broad statement that details an organization’s outlook on their future and mission to succeed. A good mission statement should define what the organization aspires to be, be broad enough to allow for change and growth, distinguish an organization from other similar organizations, serve as a framework for current and prospective actions, and be clear and understood by all employees (David, 2015). It is important that an organization have a well laid out mission statement that all employees can support. This can put the organization on the path to their desired goal. When a mission statement is created, it needs to include important aspects of what the organization is all about. The current mission statement of (2017) reads on their website as follows,

“The Division of Public Safety and Security (DPSS) supports the mission of the university as a partner serving to ensure a safe and secure environment while improving the quality of life for all those living, learning, working, healing and visiting within our community”

Their mission statement talks about providing a safe environment for all on campus, and improving their quality of life, but it is missing one key factor, that of community policing. There is no place in the mission statement where community policing is mentioned, nor is there any mention of creating relationships with or interacting with their community and the various groups and clubs that are part of the community fabric. It reads as if will be there to protect and serve the community, but not to be an integral part of the community with a relationship that builds a true partnership. It is imperative that community policing be at the forefront of the mission and vision of . There is no specific criteria for implementing a community policing program, because the mission of each individual police department will be unique to their community (Gill et al., 2014). Without the importance of community policing specifically
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spelled out in the mission statement, it seems that it could be interpreted as being unimportant and not part of the department’s mission.

**Vision Statement**

A vision statement describes what an organization wants to become. It puts in to words their highest aspirations. It gives an organization an opportunity to evaluate where they are going and helps them to stay on track to their goal by keeping their eye on the prize. Having a shared vision within an organization can create a commonality of interests that can lift employees out of the monotony of their daily work and allow them the opportunity to brace the challenge of reaching the organization’s goals (David, 2015). A vision statement is a powerful motivation that can drive behaviors and actions.

The vision statement of currently reads on their website as follows, “To become the global leader in safety and security services, exceeding all expectations” (, 2017). Becoming a global leader in safety and security is an important and certainly a noble goal to strive for, but who’s expectations do they plan to exceed? From reading this brief vision statement, it starts out strong and ends flat. It is not clear whose expectations are being exceeded? Is it the department’s expectations or the expectations of the community? Or maybe both? The lack of clarity leaves one walking away with a question instead of a clear understanding.

In closing, needs to revise their vision statement to reflect their commitment to community policing and the relationships they want to build for the future so they are integral partners of the community thread.

**Strategy Implementation**

In addition to including community policing in the mission and vision statements of, it must also be incorporated into their strategy implementation. Strategy implementation is part of
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the strategic management process. Strategy implementation includes activities such as establishing annual objectives, devising policies, motivating employees, allocating resources, developing a strategy-supportive culture, creating an effective organizational structure, redirecting marketing efforts, preparing budgets, developing and utilizing information systems, and linking employee compensation to organizational performance (David, 2015).

A communication strategy that is open, transparent, and on-going is of vital importance for not only the implementation piece, but to build the culture, support the staff, and celebrate successes. This communication strategy must also incorporate a piece that is targeted toward community outreach. Crime and fear of crime and disorder presents an important area in which strategic planning can improve quality of life on campus (Atherton & Crisp, 2011). Social media must be utilized to its fullest potential to publicize good being done in the community by the police department. Given the amount of young people on campus, not to mention the popularity of social media in general, not utilizing it as part of the communication plan I feel would be a major oversight. An example of an event that would help the community see law enforcement in a good light and help in building relationships would be the “Shop with a Cop” event that police officers participate in. This is an annual event where law enforcement officers volunteer on off hours to take under privileged children shopping during the holiday season. It should also include alerts of what may be happening on campus, and follow up to crimes that have occurred on campus. Several departments now utilize social media to connect with their communities in various ways, and we need to do the same.

**Stakeholder Analysis**

A stakeholder is any person who has an interest, role, or will be affected by a project who may or may not be needed in the decision-making process. A stakeholder analysis is a way of
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Collecting information to determine whose interests should be considered when developing or implementing a new policy or program (Schmeer, 2009). In this case, developing a new community policing program would have numerous stakeholders to keep in mind. Stakeholders would include the board of regents at the , the director of the Division of Public Safety and Security, the chief of police and other top leaders in the department, patrol officers, members of both the and Ann Arbor communities, students, staff, faculty, visitors, groups, clubs, and patients. The external stakeholders can bring pressures from politicians, community and business groups, victims and suspects, special interests, the media, and other law enforcement agencies (Williams, 2015). Stakeholders within the organization such as unions, command staff, supervisors, rank and file officers, and civilians can bring about change for the department from the inside (Williams, 2015).

By identifying the stakeholders in the community policing program, can anticipate issues and concerns from the people involved, keep major stakeholders in the program informed and up to date on new developments, and ensure that all involved are given due consideration and are part of the decision-making process as appropriate. Inclusiveness is going to be a key role when including the stakeholders. Including these members of the community in the development of training and the strategic plan for the department can ensure a successful implementation (Williams, 2015).

Conclusion

In conclusion, making a commitment to a community policing approach needs to reflect in the integral fabric of the department on many levels, and have the support of the staff. Interactions with students and staff is a large part of policing a college campus (Romig, 2017). Having this reflected and / or stated in mission and vision statements is a day to day reminder of
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what a department is trying to accomplish, and what they want to become. The development and implementation of the strategy takes a dedicated and methodical approach, with a deliberate strategy. It is imperative that police officers must not only conduct comprehensive investigations following serious crimes, but should also target quality of life issues identified by citizens that tend to be more important to the whole community (Albrecht, 2011). Leadership support is vital for success, and their behavior should set examples, and ensure transparency and support for staff.

References


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Appendix A

SWOT ANALYSIS
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### INTERNAL FACTORS

<table>
<thead>
<tr>
<th>STRENGTHS (+)</th>
<th>WEAKNESSES (-)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Close Knit Community</td>
<td>1. Low Morale</td>
</tr>
<tr>
<td>3. Committed, Dedicated, and Professional Staff Both Sworn and Civilian</td>
<td>3. Respond Retroactively to calls as Opposed to Being Proactive</td>
</tr>
<tr>
<td>5. Professional Public Image</td>
<td>5. Community Involvement</td>
</tr>
<tr>
<td>6. High Retention Rates</td>
<td>6. Inability to Reach Authorized Staffing Levels Due in Part to Lengthy Hiring Process and Inability to Hire for Projected Vacancies</td>
</tr>
<tr>
<td>7. One of the Best Paid Police Department’s in the State of Michigan</td>
<td>7. Difficulty Recruiting Minorities</td>
</tr>
<tr>
<td>9. Highly Skilled and Trained Personnel.</td>
<td>9. Lack of Communicating with all Members of the Community Effectively</td>
</tr>
<tr>
<td>10. Diverse Workforce</td>
<td>10. Strong Allegiance to Community and the Department</td>
</tr>
<tr>
<td>11. Strong Allegiance to Community and the Department</td>
<td>12. 5k Purple Run – Support Domestic Violence Survivors &amp; Shop with a Cop Events</td>
</tr>
<tr>
<td>12. 5k Purple Run – Support Domestic Violence Survivors &amp; Shop with a Cop Events</td>
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### EXTERNAL FACTORS

<table>
<thead>
<tr>
<th>OPPORTUNITIES (+)</th>
<th>THREATS (-)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. New Incoming Freshmen Class Each Year</td>
<td>1. Limited Budget to Provide Additional Training</td>
</tr>
<tr>
<td>2. 1600 Student Organizations</td>
<td>2. Distrust from Minority Community</td>
</tr>
<tr>
<td>3. Social Media</td>
<td>3. Lack of Communication</td>
</tr>
<tr>
<td>4. Hospital Staff/Community</td>
<td>4. Lack of Preparedness for Civil Disturbance</td>
</tr>
<tr>
<td>5. Visitors/Public</td>
<td>5. Difficulty/Willingness to Change</td>
</tr>
<tr>
<td>7. Increase Community Support to Allow to Increase Funding, Staffing, and Upgrade Facilities.</td>
<td>7. Pushback from Liberal Community</td>
</tr>
<tr>
<td>8. Better Educate Members of the Community – Crime Prevention</td>
<td></td>
</tr>
<tr>
<td>9. Expand Recruitment Efforts</td>
<td></td>
</tr>
<tr>
<td>10. Continued Exploration of Technologies to Maximize Efficiencies</td>
<td></td>
</tr>
<tr>
<td>11. Reinvent Community Policing Program to be More up to Date with the Times</td>
<td></td>
</tr>
<tr>
<td>12. Leveraging Other Community Partners, Resources, Private and Public, Non-Profit and Profit, for Greater Problem Solving Capabilities</td>
<td></td>
</tr>
<tr>
<td>13. Examine Opportunities to Partner with Additional Local, State, and Federal Law Enforcement</td>
<td></td>
</tr>
</tbody>
</table>