Executive Summary

The 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, 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 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 provide an environment where all people feel safe?

This paper is a summary of the research and recommendations that could be used to develop a successful community policing program. The summaries will be broken down into the following sections, Organizational Behavior, Financial Analysis, Planning, and Control, Strategic Management, and Multiculturalism. After these sections, there is a section dedicated to recommendations for the community policing program, broken down into short term and long term goals.

The researcher developed several recommendations for a new community policing program, these recommendations will further develop relationships with members of the community and will reduce crime, build relationships, create a culture of trust, and provide an environment where all people feel safe. Developing a new community policing program will not
be easy and will take a lot of effort. Even though it will take hard work and dedication to create a successful community policing program, all indicators point toward it will be well worth it if in the end, we can better connect with and serve our community.
Department: Developing a New Community Policing Program

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Organization Overview
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The 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, 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 safe? Community oriented policing focuses on fostering prevention, building partnerships, and establishing trust within the community (Friend & Martinez, 2010, p. 10).

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following sections of the paper, Organizational Behavior, Financial Analysis, Planning, and Control, Strategic Management, and Multiculturalism. After these sections, there is a section dedicated to recommendations for the community policing program broken down into short term and long term goals.

**Organizational Behavior**

When applying community policing to organizational behavior, the researcher specifically asked how a community policing program would impact the relationship between the community and the police department? The themes of employee engagement, training, managing conflict and negotiating, motivation, ethics, and trust were used to explain the impact the community policing program would have.

It is instrumental for to create an improved community policing program, and to develop high trust and respect with the community. By incorporating employee involvement, new training, developing a better way to manage conflict, and motivating employees and members of the community, can create a community policing program that will not only benefit themselves, but also the entire community. Resources allocated to neighborhood crime prevention programs and other community outreach programs, if effective, could reduce crime and increase police response (Dukes, Portillos, Miles, 2009, p. 315). In addition, would develop a close working relationship with important members of their community, who in turn would support law enforcement and this effort within the community at the ground level. It would also develop a better understanding of how officers and citizens perceive neighborhood problems and the factors that shape their perceptions would be important for police leadership and policy makers to understand (Sun & Triplett, 2008, p. 436). These theories and ideas would play an important role in the new program. 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. The impact on the community and relationship would be a positive one.

**Financial Analysis, Planning, and Control**

Applying community policing to the financial side of the police department was a difficult task, since a police department does not have a goal of making a profit. The researcher specifically asked what the budget and return on investment would be for a community policing program? The themes of budget functions, fundraising, conflicts of interest, agency problems, risk requiring reward, and return on investment were used to explain the financial cost and benefits of a community policing program.

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 in employee grievances, decrease in formal
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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).

**Strategic Management**

Strategic management plays an imperative role in developing a community policing program because it is the way in which community policing becomes incorporated into the department’s mission, vision, values, and culture. The researcher specifically asked how the community policing program could be tied into the mission, vision, strategy, and goals of the department? To do this, a SWOT analysis was completed and the theories of mission and vision statements, strategy implementation, and stakeholder analysis were used to explain how community policing would be used in strategic management.

Making a commitment to a community policing approach needs to reflect in the integral fabric of the department on many levels, and have the full 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 what the 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.
Multiculturalism

When incorporating multiculturalism into community policing, the researcher specifically asked how can take a multicultural approach to the program? Theories used to explain a multicultural approach were understanding cultures, stereotypes, prejudices, and discrimination, succeeding in a diverse workforce, and supporting an inclusive environment.

To successfully implement a community policing program, must use an effective multicultural approach to dealing not only with the community, but also with their employees in the department. By having a better understanding of cultures, combating stereotypes, prejudice and discrimination, having a successful diverse workforce, and supporting an inclusive environment, can accomplish this goal. Having a multicultural approach can bring several benefits besides having a successful community policing program. The benefits to successfully managing diversity include attracting and retaining the best available talent, increasing organizational flexibility, improving the quality of management, problem-solving and innovating more powerfully, increasing productivity, and contributing to social responsibility (Car-Ruffino et al., 2013). Clearly, it is in’s best interest to support a multicultural approach for community policing and management of their employees.

Furthermore, needs to demonstrate their commitment to a multicultural approach to community policing by putting their mission, vision, and program into action. Critics have noted that both recruitment of ethnically diverse police is frequently regarded as aimed at presenting the right outward image, rather than achieving a real community benefit (McMurray, Karim, & Fisher, 2010). needs to avoid this pitfall by taking concerns from the community seriously, having an open flow of communication for police officers as well as community members, and keeping in mind the importance of stakeholder analysis for all involved.
Recommendations

Through the process of gathering information and data related to community policing programs, the researcher has multiple recommendations and ideas for to implement their own new community policing program. The recommendations and ideas should be taken into consideration when developing the community policing program to ensure that all issues and concerns are discussed before making final decisions regarding the program. All recommendations and ideas are divided into short and long term goals.

Short Term Goals

Short term goals are goals that can be reached soon and accomplished quickly. The following recommendations can be implemented sooner because many of them will not need additional funding or resources. They are small changes that can make a big difference when trying to reach the long-term goals in future.

Revise Mission and Vision Statements

Starting with short term goals, can start by revising their mission and vision statements to emphasize the importance of community policing and instill the message of community policing from the top of the organization down. The current vision statement of (2017) is “To become the global leader in safety and security services, exceeding all expectations”. While the mission statement reads, “The Division of Public Safety and Security 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”.

To improve these statements, could revise the vision statement to read “To become a core partner within the community through a community policing culture, while being a global
leader in safety and security services, exceeding all expectations”. A sentence could be added to the current mission statement that reads “This outcome is achieved by continually striving for excellence in both a community policing approach, and competence in knowledge and implementation of law enforcement protocols.

**Utilize Social Media**

needs to utilize social media efficiently to connect with members and visitors on our campus. The adoption and successes of community policing programs for traditional forms of crime, however, has also led a small number of scholars to argue that there may be value in engaging the sizable online user population for law enforcement initiatives using strategies derived from community oriented policing (Bossler & Holt 2013). We can use social media for free so it will be no additional cost to the department to use it. A procedure for who and what information needs to be established. This should include allowing on duty police sergeants to post useful information in real time regarding crimes, events, severe weather situations, and any useful information for anyone who may be on campus.

**Freshman Orientation**

As part of the community policing program, needs to develop an in-depth freshmen orientation presentation that provides information to incoming students about the services and role of on campus. It needs to be explained to students how and when to contact . In addition, it needs to be instilled in students that there are reoccurring crimes on campus such as larcenies and bike thefts. Students are often under the impression that there is no crime on campus and leave their belongings, such as laptops, cell phones, and wallets, unattended and their property gets stolen. also takes many reports for stolen bicycles because bikes were not secured properly. If it was explained to students from the start of their first semester and make them aware that these
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Crimes do happen, we can hope to reduce these types of crimes in the future. Furthermore, it is the most opportune time to introduce incoming students to the culture of community policing, and present the department as a trusted partner in their community.

Many students come from other countries or states that have different laws and ordinances from the ones we have on campus. Common laws that students are often unaware of are Minor in Possession of Alcohol, laws regarding the possession of marijuana, and that a large nature area called The Arboretum is closed at sundown. Working on a college campus, we deal a lot with underage students drinking alcohol. Students are often surprised that they can get in trouble for underage drinking and the consequences that comes with receiving a ticket. It is even worse when it comes to the possession of marijuana. Off campus, in the city of Ann Arbor, the possession and use of marijuana is a civil infraction that only costs you a $25 ticket. What students fail to understand is that on campus we enforce state law which requires us to arrest for the possession of marijuana and charge them with a misdemeanor. Students are often caught in their dorms or in the Arboretum after dark smoking marijuana or drinking alcohol. If it were explained in depth at orientation, we could reduce these crimes and save students the headache of getting into legal trouble. This would also give students the opportunity to ask questions and meet community outreach officers.

**Fundraising**

Needs to take advantage of fundraising ideas to gain community support and to show what projects we are working on. It will give community members an opportunity to show their support and give a way to increase their budget. Also needs to explore additional grant opportunities to find creative ways to support projects within the department.
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**Stakeholder Analysis**

A stakeholder analysis needs to be created before the implementation of the new community policing program to ensure that anyone who may have interest or want to voice an opinion on the program is able to give that opinion and hear what the plans are.

**Expand Community Outreach with Children on Campus**

needs to take the opportunity to connect with the children we have on campus by connecting with Mott Children’s Hospital and the child care centers on campus. Officers could volunteer for events such as “Story Time with a Cop” and/or “Touch a Truck”. During “Story Time with a Cop” a police officer could read to a group of children. Either allowing the children to choose a book or bringing a book describing the job of a police officer. During a “Touch a Truck” event, along with other local police departments, fire departments, ambulances, and the transportation services could bring their vehicles to put on display. Children would be allowed to touch and explore each of the vehicles. These events could be especially positive for sick children and families at the hospital. In 2017, had their first ever “Shop with a Cop” event at the holidays with children at Mott hospital, and it was very successful. needs to use that opportunity to grow and make more connections with children on campus.

**Collaborate with Students for Events**

The community policing program could also schedule events with students on campus. An example could be “Game Night on the Diag”. The program also needs to make sure officers are visible at major student events. Perfect opportunities of this nature would be events like Spring Fest and North Fest, where student groups and clubs set up booths to share information with other students. needs to have their own booth where they can interact with visitors at the
event, giving them the opportunity to share information, answer questions, and hand out free swag. This type of grass root involvement would make more visible to the public and gives opportunities for positive interactions with police officers.

**Community Outreach Officers Working Directly with Patrol**

Designated Community outreach officers need to be chosen and work directly with patrol officers to ensure buy in from officers on all levels. It will also be a way for to show the importance of community policing within the department. Community outreach officers can schedule times to meet with officers during their start of shift briefing to share information about what is going on around campus and give patrol officers the opportunity to give feedback or ask questions regarding community outreach.

**Adjust Schedules to Accommodate Community Policing**

Another short-term goal with immediate impact could be allowing police officers to adjust schedules to accommodate attending meetings/events on campus with various groups or clubs. This will give groups on campus the opportunity to have a police officer attend their event to do presentations or answer questions, and see law enforcement as a partner.

**Include Community Policing in the Department’s Budget**

During the planning for the next fiscal year, community policing needs to be included in the budget. This is a short-term goal because I believe obtaining a small budget to get the community policing program started can happen in the short term and the budget can grow as the program develops. Creating a larger budget for the community outreach program will be included as a long-term goal.
Long Term Goals

Long term goals are going to take longer to accomplish than short term goals. The following recommendations will take additional funding, planning, and implementation. Since they will need additional resources to be put into action, it is also going to take additional manpower and effort. They may also prove to be more difficult because there will have to be more involvement of top leadership to approve and give consent for the implementation of these long-term goals.

Increased Budget for Community Policing

As the community policing program continues to develop and grow, a long-term goal would be to dedicate a larger budget to the program. This would allow the program to gain additional resources and ensure that the program continues to be an imperative part of the department. It will also allow for the program to determine what parts of the program need to expand and provide the resources to do so.

Expand Active Shooter Training

Each year officers are put through a simulation training for an active shooter situation. Police officers and security officers are included in the training, but students, professors, and staff are not. In the future, active shooter training needs to incorporate students and staff who wish to watch or be a part of the training. This would get them involved in the training and give them an idea of what to expect if an active shooter is ever on campus. In addition to including staff and students, there needs to be an effort made to use various buildings on campus for the trainings. Each year uses the same empty building on campus for active shooter trainings. By using different buildings that are actually in use, this would make the training more realistic and
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give officers the chance to see what it would be like to respond to a building that they may not be familiar with and in different settings.

**Education Program for Students and Staff**

An additional long term goal, would be to develop an education program for students and staff that tailors to their needs. This will take extra time to develop because we will need to meet with members of the community to determine what their needs are. Whether it be educating them about traffic stops, specific crimes on campus, sexual assault prevention, neighborhood watch, or about the procedures and protocols police officers follow, public feedback will be required to determine what education would be useful.

**Required Training**

A training plan for police officers specific to community policing, and specific cultures on campus needs to be developed. Community policing training needs to be a required yearly training, incorporating any revisions and updates as the program grows. This will help to gain buy in from officers and reinforce the mission of community policing into the department’s core. Police officers training should include practical issues to change false beliefs and prejudices that can bias their performance (Cunha & Goncalves, 2017).

**Develop Strong Relationships with Groups and Clubs on Campus**

needs to continue to develop strong relationships with groups and clubs on campus. This will take time, effort, and probably years in some areas to create trusting relationships with the community. Community policing has a problem-solving orientation that typically involves the collaboration of police personnel, community residents, and other public and nonprofit
organizations in the development and implementation of community improvement projects (Rohe, Adams, & Arcury, 2001). Building these relationships is arguably the most important part of the community policing. With the current climate in the media regarding the negative views of law enforcement, it is sometimes going to take extra effort to change peoples’ views and perceptions of the police.

**Increased Participation from Officers**

As the community policing program grows and becomes more of a part of, a long-term goal would be increased participation from all officers. It is important that officers realize the benefits of having a community policing program and are willing to embrace the new changes. Hopefully, the community policing program will also help officers to better understand the members of their community and be able to use them as a resource.

**Citizen Police Academy**

A citizen police academy should be developed to allow citizens of the community to come to the police department and receive education regarding crime prevention, police protocol and procedures, and various aspects of law enforcement. They will not become reserve officers, but only receive education regarding what the police do and be given the opportunity to interact with officers. could utilize this forum to also present educational courses to the public on various topics that affect them.

**Make Community Police Officer Positions Permanent**

Currently, the positions in the community policing unit are 3 year terms. The community policing positions need to be permanent so that officers are given ample time to develop relationships within the community. This would ensure that the relationships are long lasting
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with officers that are able to develop trust within the community. The community policing officers will also become friendly familiar faces on campus.

Conclusion

In conclusion, the researcher developed several recommendations for a new community policing program that will further develop relationships with members of the community that will reduce crime, build relationships, create a culture of trust, and provide an environment where all people feel safe. Where traditional policing largely involves responding to calls for service once a crime has been committed, community policing involves identifying the underlying conditions that lead to crime and then organizing efforts to alter those conditions (Rohe, Adams, & Arcury, 2001). Developing a new community policing program will not be easy and will take a lot of effort. Even though it will take hard work and dedication to create a successful community policing program, all indicators point toward it will be well worth it if in the end, we can better connect with and serve our community.

References


