MANDATORY PHYSICAL FITNESS FOR DUTY PROGRAMS ON RETENTION OF PATROL OFFICERS

by

STEVEN M. LOYD

COMMAND COLLEGE CLASS XIII

PEACE OFFICER STANDARDS AND TRAINING (POST)

SACRAMENTO, CALIFORNIA

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This Command College Independent Study Project is a FUTURES study of a particular emerging issue in law enforcement. Its purpose is NOT to predict the future, but rather to project a number of possible scenarios for strategic planning consideration.

Defining the future differs from analyzing the past because the future has not yet happened. In this project, useful alternatives have been formulated systematically so that the planner can respond to a range of possible future environments.

Managing the future means influencing the future--creating it, constraining it, adapting to it. A futures study points the way.

The views and conclusions expressed in this Command College project are those of the author and are not necessarily those of the Commission on Peace Officer Standards and Training (POST).

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Standards and Training

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Executive Summary

(POST NUMBER)

PART ONE - FUTURES STUDY

The Study includes the use of a futures file and literature search to obtain background information on the issue and sub-issues. A panel of law enforcement personnel, and fitness, and disability professionals were used to forecast future trends and events likely to impact the issue. The panel projected five major Trends likely to impact the issue: 1) Level of disability retirement, 2) Level of physical violence, 3) Level of fitness of police officers, 4) Incidents of work related injuries,and 5) Impact of fitness standards on women and minority field police officers. The panel projected the potential occurrence of five major events with varying probability that would substantially impact the issue: 1) POST creates minimum physical agility standards for entry, 2) Agencies held liable for not providing opportunities for employees to maintain adequate physical fitness, 3) Mandatory fitness for duty physical standards are adopted, 4) Use of deadly force doubles since 1990,and 5) Technology reduces the need for physical standards for police officers.

As part of the Futures Study three scenarios were developed from the forecasted Trends and Events using the Explorative, Hypothetical, and Normative (desired) scenarios.

PART TWO - STRATEGIC MANAGEMENT

A strategic plan was developed on the basis of the "desired" scenario modeling a proposed Mandatory Health/Fitness program on the author's agency, Fremont Police Department, Fremont, California. A WOTS-UP analysis of the environment and internal/external impacts on the agency was conducted. The focus of the strategic plan was to implement a mandatory fitness program in place of a voluntary program so as to obtain the maximum return on the investment that an agency makes in initiating a program. The return in reduction of employer costs from disabilities, injuries, premature retirements, and additional new employee costs are considered to

be high.

PART THREE - TRANSITION MANAGEMENT

To successfully guide an agency from a current state of affairs to a desire change state it has been found in the past to best accomplish the mission through a series of transitional states. This is true with this study. The plan identifies a Project Manager with the authority and staff assistance to complete the tasks. Key players identified in the process include the Police Association, City Manager, and City Council. A key player to that can assist in the implementation of this study is the Press. Their assistance is needed and cooperation with the Press is viewed as of extreme importance. Several implementation stages are suggested and methods to successfully complete the transition are offered. A responsibility chart is provided in the appendices as a guide to identification of tasks, decision making and action planning.

PART FOUR - CONCLUSIONS AND RECOMMENDATIONS

Of major importance to this study is the future impact of the Americans with Disabilities Act which will take effect on July 26, 1992. This impact has not been projected in previous studies on the issue. Literature on the Act and information presented in this study indicate that the effect may be dramatic. If police officers can function effectively without meeting any work tasks standards; departments, especially larger agencies, may face the issue of disabled employees filling the positions most often considered to be the premium assignments, i.e., investigations, administrative assignments, the desk jobs, etc. Further research may be in order for the varieties of employees not covered in this study such as non-swom employees, detectives, and police managers. A future study on the functions that a variety of disabled Americans can successfully fill in a police department in the future may also yield desirable results.

INTRODUCTION

A brief presentation on the need for a study on the issue statement and information on physical fitness for police officers is offered.

FUTURES STUDY

An examination of the potential impacts of forecasted trends and events on the issue statement and an identification of sub-issues is presented. Several scenarios are developed from the forecasts.

STRATEGIC MANAGEMENT

Several alternative strategies are offered for implementation of Physical Fitness Programs and Health/Fitness Programs including mandatory performance standards, a pay incentive program, and a health fitness wellness program.

TRANSITION MANAGEMENT

A direction in implementing the strategy is offered so as to allow the change needed to proceed without organizational disruption.

CONCLUSIONS, RECOMMENDATIONS, AND FUTURE IMPLICATIONS

A review of what is considered to be the effective future state and an offering of potential future studies to be undertaken.

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INTRODUCTION

A brief presentation on the need for a study on the issue statement and information on physical fitness for police officers is offered.

INTRODUCTION

This study focuses on the implications that future physical fitness programs will have on a medium size law enforcement agency in California. In practice, the study can be applied to any such agency in California and with the interjection of the appropriate changes of the labor and retirement issues in other states the study may be a guide for the Nation.

Several large police agencies have implemented mandatory physical fitness for duty standards with varying degrees of success in the past. The California Highway Patrol and the Federal Bureau of Investigation both have fitness standards. Acceptable performance of standardized tests or actual work tests must be completed at periodic times throughout an employee's career. The California Highway Patrol offers a financial incentive for officers to participate in the program.

There is no question that optimum physical fitness is highly desirable in law enforcement. In a profession that spends most of the time in a very sedentary work environment, it is difficult to motivate many to maintain fitness. "Cops have an image of being tough and strong, but according to one study, 56% of them are overweight, and 86% do little or no exercise."[1] The forecasted demographics of the nation would suggest that the future police applicant pool will be made up of older employees as the baby boomers of 1946-1964 are now over 25 years old. The age group 17 - 25 years is projected to be much smaller in the next ten years than in the past twenty-five years. One such impact on the increased age of the applicant pool will be

the downsizing of the military in the next five years. "In the next five years, about a half a million members of the armed forces are expected to be mustered out too young to fade away."[2]

The introduction of the American Disabilities Act (ADA) effective July 26, 1992 will have significant impact on the employment practices of law enforcement agencies. "The ADA is effective on July 26, 1992 for any employer with 25 or more employees and all public entities regardless of size."[3] This impact will not only effect the new applicant, but may greatly impact the current employee who becomes disabled and eventually incapable of performing the full range of duties of a sworn police officers as defined by the employing agency. "Once an employment relationship is established, the employer may not discriminate against the disabled employee in the areas of compensation, benefits, training or retention."[4] Unfortunately, the larger a police department is the greater the likelihood some swom police positions do not require performance of the full range of duties. This Act may doom physical fitness performance standard incentive pay plans as being discriminatory to disabled employees. This will be especially true with departments who have "grandfathered" some employees from not participating in programs by not paying them the incentive and not requiring them to perform the tests. "For example, if a collective bargaining agreement includes a provision for payment of premium compensation to firefighters able to demonstrate a certain level of physical fitness, but allows firefighters unable to meet the standards to continue their employment, the program will likely be found to violate the ADA."[5] This allows for a different standard for some to do the same job and a higher standard for others,

especially the applicant with a disability attempting to obtain employment.

Financial revenues in California are significantly down as the recession continues. Economic forecasts range from the optimistic to the downright pessimistic forecast of depression. "What concerns us the most is not how long and deep the recession may turn out to be, but how strong and sustainable will be the eventual recovery."[6] Little doubt should be present as decisions are being made in the near future that the message throughout the nation both with private and public entities doing more with less is the new standard. Quality work environments, services, and products is here now and into the future, not quantity for sake of quantity.

The evidence seems to indicate that existing physical fitness programs are addressing the need to provide incentives for field officers to maintain desired fitness, that the Americans with Disabilities Act has a potential unknown impact on the continuance of such programs, and that the financial basis for such programs in the future could be impacted by reduced funding.

Therefore, Physical Performance Standard Fitness Programs may not offer to all the promise of the future. Other alternatives must be sought out. "An effective physical fitness program depends on adequate planning, employee support, and careful evaluation."[7] The Fitness Program that develops the physically and mentally fit employee guiding them from injury and disease is a program that will stand up to cost benefit analysis studies of City Councils and city management teams to lead California Law Enforcement into the Twenty-First Century.

FUTURES STUDY

An examination of the potential impacts of forecasted trends and events on the issue statement and an identification of sub-issues is presented. Several scenarios are developed from the forecasts.

In order to thoroughly examine the question of future fitness programs, a group of law enforcement managers was drawn together for the purpose of shaping the issue and related sub-issues. Using a futures wheel method the following issue and related sub-issues were determined to be meaningful for a futures study.

ISSUE:

WHAT IMPACT WILL MANDATORY PHYSICAL FITNESS FOR DUTY STANDARDS HAVE ON A MEDIUM SIZE POLICE DEPARTMENT BY THE YEAR 2001?

SUB-ISSUES:

1 WHAT IMPACT WILL INJURIES AND DISABILITIES HAVE ON MANDATING PHYSICAL FITNESS STANDARDS?

2 WHAT IMPACT WILL THE AMERICAN DISABILITIES ACT, PERS RETIREMENT SYSTEMS, OR CALIFORNIA WORKER'S COMPENSATION LAWS HAVE ON PHYSICAL FITNESS STANDARDS?

3 WHAT RESULTS ARE EXPECTED IN A POLICE PHYSICAL FITNESS PROGRAM FOR FIELD PATROL OFFICERS?

Efforts by an employer to improve or maintain fitness can be misdirected and actually act as a discouragement or hinderance to the initial goal. "Developing a comprehensive fitness program improves motivation, morale, and job satisfaction while reducing job-related stress. Police and fire personnel who exercise regularly and become physically fit have longer careers and protect themselves from heart disease and other disabilities."[8] This issue impacts the future of law enforcement and is impacted by many internal as well as external forces.

The issue and sub-issues involve terms and concepts that are viewed differently by many segments of the population. The following definitions and explanations are offered to clarify the authors intent in this study.

Medium Size Police Department: A police department with more than fifty (50) sworn police officers but less than five hundred (500) sworn police officers.

Health-Oriented Physical Fitness: Fitness intervention activities which attempt to reduce risk factors of disease and injury through modification of an employees health behaviors.

Field Patrol Officers: Police Officers assigned to positions responding to initial calls for service from the public as their normal work task.

Physical Fitness Performance Standards: "Work Sample Tests or Generic Tests of fundamental

physical abilities. Work sample tests are normally comprised of simulations of actual on-the-job work tasks, such as scaling walls, moving incapacitated persons, and traversing pursuit obstacle courses. Such work tasks are always critically important entities. A generic test battery typically includes such items as the bench press, situps, pushups, or tests which require specialized equipment. Each test in a generic test battery must be shown empirically to predict performance on one or more critically important work tasks." [9]

American Disabilities Act (ADA): "On July 26, 1990, President George Bush signed the Americans with Disabilities Act of 1990 (ADA). Effective July 26, 1992, the ADA will prohibit discrimination in employment against qualified individuals with a disability because of their disability." [10] This act provides for no special exceptions for law enforcement or any other public safety employer.

Public Employee Retirement System (PERS): A retirement fund plan which has as enrolled members the majority of California Public Safety employees. The fund provides for longevity retirement payments as well as on the job and off the job disability retirement payments.

METHODOLOGY

A Nominal Group Technique was utilized to determine and prioritize the potential trends and events likely to have an impact on the issue within the next ten years. A forecasting activity followed the Nominal Group Technique. The panel members were contacted prior to the exercise

and their attendance and cooperation were solicited. The panel consisted of police professionals as well as civilians (Appendix A). Each member was informed prior to the meeting of the Issue question. Additionally, the group was provided with examples of trends and events previously utilized in similar exercises as well as the definitions of "Trends" and "Events." The panel meet as previously arranged, and the process was explained and definitions as well as several examples of "Trends" and "Events" were provided. The round-robin technique of soliciting trends and then events was used. This process resulted in the identification of 30 potential trends (Appendix B) and 35 potential events (Appendix C). The panel discussed the trends and refined them to insure they were non-directional and that they were not events. The events were also discussed to insure that they met the stated definition of an "Event."

TRENDS

The list of important trends was reduced to ten in phase one of the process. A trend screening process was utilized to determine the value for future's forecasting of the important trends. The screening process involved placing a value on the projected trend for the purposes of top-level strategic planning. The panel was asked; how valuable would it be to have a really good long range forecast of the trend. The panel utilized a rating form which rated the trends as: priceless, very helpful, helpful, not very helpful, or worthless. A chart based upon the panel's selection was completed (Appendix D) as well as a graph (Appendix E). The panel cast a second ballot which resulted in the retention of five "Trends" which were used for the forecasting. Six of the

trends achieved the same numerical rating in the range of priceless to helpful which resulted in one of the trends being excluded due to a lack of relation to the other five.

As a result of the Nominal Group Technique the following five "Trends" were selected and later forecasted.

Trend 1 - Level of disability retirement

This was defined as the level of retirements granted by the Public Employees Retirement System which occurred as a result of an on the job injury. (Forecast Appendix F and G)

Trend 2 - Level of physical violence

This was defined as the level of physical violence directed towards police officers during incidents they were involved in while performing their duties. (Forecast Appendix H and I)

Trend 3 - Level of fitness of police officers

This was defined as the level of fitness of full time sworn police officers typically employed by the medium size police department. (Forecast Appendix J and K)

Trend 4 - Incidents of work related injuries

This was defined as the level of incidents of all on the job injuries occurring in

law enforcement. (Forecast Appendix L and M)

Trend 5 -Impact of fitness standards on women and minority field police officers

This was defined as the impact on women and racial minority field police officers of establishing fitness standards in California. (Forecast Appendix N and O)

The round robin brainstorming and secret balloting segments of the process allowed for the development of much discussion on the chosen trends and their importance. The group came to several conclusions in forecasting the trends. Of major concern to the group was the level of fitness of police officers, especially those entering the profession in the future. Additionally, "Trend 5, The Impact of standards on women and minorities" lead to significant discussion. Many times agencies will utilize a diagonal slice of employees to establish benchmarks for standards. Since most agencies still have an employee pool of significantly more white males, the standards established from the cross section sampling could be challenged as discriminatory. "The police and fire departments of the East Bay (Northern California) are two of the most exclusive clubs around. Ninety-four percent of their members are men. Eighty percent are white even though almost half the East Bay's population is non-white."[11] At the same time, the level of physical violence confronting police officers on a daily basis appears to be on the rise as reported in the 1990 Uniform Crime Report which indicates a ten percent rise in violent crime with only a six percent rise in population. Officers in 1990 reported as being feloniously assaulted over 71,000 times with over 26,000 receiving injuries as a result of the assault. Fortunately, the number of officers killed in the line of duty in the nation has decreased to the

lowest number since the 1960's when statistics were first kept.

EVENTS

The same process was utilized to identify significant future events that may impact the issue, and specifically the sub-issues previously listed. An initial balloting process reduced the number of events to ten. A discussion process followed wherein definitions of the events evolved and a second ballot occurred which reduced the final list to five events. These were determined by the panel to be important to the issue for forecasting purposes. The following five events were identified:

EVENT 1 - POST creates minimum physical agility standards for entry

This event is defined as the occurrence of POST changing their previously established guidelines for agility standards to state mandated standards which exceed the proficiency standards established in the basic recruit academy.

EVENT 2 - Agencies held liable for not providing opportunities for employees to maintain adequate physical fitness

This event is defined as a court or regulatory agency decision in a specific case deciding in favor of an employee or group which ultimately results in mandated programs and facilities.

EVENT 3 - Mandatory fitness for duty physical standards are adopted

This event is defined as a statewide or local agency regulation that physical fitness performance standards would be adopted.

EVENT 4 - Use of deadly force doubles since 1990

This event is defined as a specific time in the future in which a significant increase in the use of deadly force occurs in relationship to past statistics.

EVENT 5 - Technology reduces the need for physical standards for police officers

This event is defined as a significant advancement in a technological device which reduces the need for the full duty police officer in enforcement situations.

FORECASTING

After the "Trends" had been identified and clarified, the NGT panel was asked to forecast their values relative to today. In order to provide consistency in the group, "Today" was given a preset value of 100. The now "forecasting" panel was asked to estimate the level of each "Trend" for a period "Five Years Ago", and forecast the level "Five Years from Today" and "Ten Years from Today." Besides the nominal forecast asked for in two future time frames, a

normative forecast utilizing the question, "What do you think the level of each of the "Trends" should be?" was requested.

The forecasting panel forecasts were tabulated and the results were discussed. There were obvious differences of opinions within the group which were attributed by the author to the diversity of the panel. The range of forecasted opinion was evaluated and the median value for each trend were calculated and used in the forecasting process (Appendix P).

The data gained from the Trend Forecasting indicated some interesting concerns for the future.

The "Level of Disability Retirement" indicated that it will increase in the future to nearly twice the magnitude of today (Appendix F). Interestingly, the desired future was forecasted to be slightly less than it is today, 80 versus 100 (Appendix G).

The "Level of Physical Violence" indicated that it will also be increasing in the future to more than twice the magnitude of today (Appendix H). The forecast of the desired future was also less than it is today but only for the five year range. The ten year range was forecasted to have a return to today's level (Appendix I), which indicates some optimism for law enforcement to take advantage of new programs or future change.

The "Level of Fitness of Police Officers" indicated that it will be increasing in the future by only fifty percent and then leveling off into the final ten year period with only another ten percent

increase (Appendix J). The desired future was forecasted similarly into the first five years, but more optimistically into the ten year period at more than twice as much today (Appendix K).

"Incidents of Work Related Injuries" were forecasted to increase fifty percent in the next five years with an additional ten percent increase in the next ten years (Appendix L). The desired future was forecasted to have a twenty-five percent drop in the next five years and to maintain that level with a very small increase into the ten year range (Appendix M). This may signify a desire to implement a course of action as soon as possible with as great an impact immediately. This showed a rather optimistic outlook for the future and a challenge to one seeking a method to reach the desired future.

The "Impact of Fitness Standards on Women and Minority Field Police Officers" had the highest combined score in the "Trend Screening" process as being priceless or very helpful in forecasting the future (Appendix N). The data obtained in the forecasting phase did not produce a significant impact as was expected. The data indicated that it will increase only fifty percent in the next five years and almost level off with little increase (ten percent) into the ten year range (Appendix O). The desired future also forecasted a slight increase in the trend of fitness standards on women and minorities, but only slightly into the next ten years. A concern that performance type fitness standards will inherently have a negative impact on women and minorities in law enforcement may possibly be concluded from this.

The NGT panel reduced the original 35 events through two ballot sessions to five events that

they agreed were most important to the issues at hand. They were asked to forecast the occurrence of the events on a probability scale. An Event Evaluation Form was given to each of the members of the forecasting panel with the instructions that if they thought the event would probably occur the value would be 100. They were also asked to indicate the year in which they believed that the probability of an event would exceed zero (0). Additionally, the forecasting panel was asked to indicate the impact on the issue question of the event occurring in both a positive and negative manner. The forecasting panel was instructed that the impact could be both negative and positive or one alone within a scale of 0 - 10 (Appendix Q).

The group discussion on the event "POST creates minimum physical agility standards for entry" was quite active. There was substantial agreement that POST currently has recommended standards, but that the brutality issues confronting law enforcement today as a result of the "Rodney King" incident may require POST to mandate standards as an effort to reduce escalation of force incidents in the future. The data indicated a seventy-five percent probability that this will occur in five years and a ninety percent probability of occurring in ten years. Probability of occurrence in excess of zero percent was anticipated within three years (Appendix R). The forecast of effect of this event on the issue statement was significantly positive with an offsetting negative impact of half as much (Appendix S).

The probability of the courts deciding that "Agencies be held liable for not providing opportunities for employees to maintain adequate physical fitness" in law enforcement was forecasted as only thirty percent in the next five years, but eighty percent in the next ten years.

The probability of this first occurring with any percent was forecasted in only five years (Appendix T). The occurrence of this event was considered to be equally positive and negative at a level of five (Appendix U).

The probability that law enforcement would adopt "Mandatory Fitness for Duty Physical Standards" was forecasted as only forty percent probable within five years, but seventy-five percent probable with ten years (Appendix V). A change of this magnitude was considered to be highly positive on the issue statement with a minimal negative impact. (Appendix W).

The probability that "Use of Deadly Force Doubles since 1990" was forecasted as only five percent in the next five years and fifty percent in the next ten years. The probability that this would occur with any percent was placed at four years from today (Appendix X). There was a very high positive impact on the issue statement forecasted by the group should this event occur (Appendix Y).

The probability that "Technology reduces the need for physical standards for police officers" occurring was fifty percent in the next five years and seventy percent in the next ten years. The forecast on this event may have been overly optimistic by the group although technological advances have been increasing in a synergistic manner rather than linear. The impact on the issue statement was considered to be an equally positive and negative five on a scale of ten (Appendix AA).

CROSS IMPACT ANALYSIS

Members of a Cross-Impact Panel were asked to complete a cross-impact analysis of the final five trends and five events previously selected. The panel was asked to project the impact of events should they occur on the other events and on the trends. It was requested that the panel use a nominal forecast and that the impact on each event and trend be recorded as a percentage change positive or negative. The following table is provided to indicate the median data of the panel for the Cross-Impact Analysis (Appendix AB).

ILLUSTRATION I

CROSS-IMPACT EVALUATION MATRIX*

IMPACTING EVENT		IMPACTED EVENT					IMPACTED TRENDS					ACTORS
		E-1	E-2	E-3	E-4	E-5	T-1	T-2	T-3	T-4	T-5	
E-1	POST CREATES MINIMUM PHYSICAL AGILITY STANDARDS FOR ENTRY	X	60	80	0	-20	50	-20	80	50	-25	8
E-2	AGENCIES HELD LIABLE FOR NOT PROVIDING OPPORTUNITIES FOR EMPLOYEES TO MAINTAIN ADEQUATE PHYSICAL FITNESS	75	X	75	40	-10	30	20	50	-10	0	8
E-3	MANDATORY FITNESS FOR DUTY PHYSICAL STANDARDS ARE ADOPTED	90	75	X	10	40	40	20	75	20	-10	9
E-4	INCREASED USE OF DEADLY FORCE	-10	-10	-10	X	-10	-10	-5	-20	-10	30	9
E-5	TECHNOLOGY REDUCES THE NEED FOR PHYSICAL STANDARDS FOR POLICE OFFICERS	75	60	75	75	X	-20	20	35	30	-15	9
REACTORS		4	4	4	3	4	5	5	5	5	4	

* PANEL MEDIANS

N = 9

EVENTS ON EVENTS
PERCENTAGE CHANGE (+ or -)

EVENTS ON TRENDS
PERCENTAGE CHANGE (+ or -)

T - 1 LEVEL OF DISABILITY RETIREMENTS
T - 2 LEVEL OF PHYSICAL VIOLENCE
T - 3 LEVEL OF FITNESS OF POLICE OFFICERS
T - 4 INCIDENTS OF WORK RELATED INJURIES
T - 5 IMPACT OF FITNESS STANDARDS ON WOMEN AND MINORITY FIELD POLICE OFFICERS

The median data in the Cross-Impact Analysis provided the necessary information to determine the "Actors" and "Reactors" involved as well as their strength. The "Actors" all were determined to be rather high as were the "Reactors." Only in the situation of Event 1 - "POST creates minimum physical agility standards for entry" which are mandatory was there no impact on another event, "Event 4" - "Increased use of deadly force doubles from 1990." Discussion on this situation brings to the forefront that continued evaluation of an employees fitness on the job is more significant than entry standards.

SCENARIOS

The Future State is often studied by developing a series of "Scenarios" for use in Strategic Planning. A "Scenario" is defined as "a non-fictional narrative - typically written as if by a historian looking back over the forecasted events and trends as if they had actually occurred--intended to clarify the causes and consequences of major developments and thereby facilitate the identification and evaluation of relevant policies or actions by the user."[12] There are three primary types of "Scenarios" used in Futures Studies. The Demonstration Scenario is utilized most often in such areas as medical research and military actions. In this scenario, the analyst has an image of what will occur and there is but one path to get there. The Driving Force Scenario is utilized most often in business and finance. In this scenario, the futurist analyzes multiple driving forces to envision a future as in economic modeling. In a System Change Scenario, the futurist gathers up a body of forecasted events and trends by using a cross impact matrix. They offer the author the necessary facts to write it. Three different scenarios are

offered for comparative study. To accomplish the Scenario writing the author will use a path of time to the future, 1991-2001, and a slice of time 1996. Several future newsworthy headlines are offered prior to each scenario to place the reader into the forecasted future.

EXPLORATORY SCENARIO

The City Attorney during a report to the City Council on the past experiences of the Police Department to legal challenges offered the following comments.

The Police Department has enjoyed relative freedom from EEOC complaints and settlements as they do not impose physical performance standards on their employees. As a result of this and the past failure to define the physical requirements of a police officer they find themselves with an ever decreasing number of officers able to respond to a full range of duties. Officers and new applicants with disabilities have found comfort in the Americans with Disabilities Act for allowing them access to the premium positions within the department. The premium positions not requiring the full range of physical responses are being steadily filled with employees physically unable to respond to field emergencies in place of traditional older employee found in these positions in the past.

Those officers still in field patrol assignments are reporting increasing numbers of on the job injuries and disabilities suggesting a frustration with the situation.

The use of deadly force has been on a steady rise since 1990 and the incidents of violence directed against the police has doubled in the first five years of this decade and are up another fifty percent in the last five years.

In closing, the City Attorney cautioned the City Council to set aside revenues to fund adequate fitness facilities for police and firefighters in the anticipation of an upcoming Supreme Court ruling.

NORMATIVE SCENARIO

The Fremont Police Department management staff, on January 2001, were reviewing the issue of officer fitness for duty. Captain Smith submitted a ten-year summary of disability retirement, pointing out that the retirements based upon disabilities had decreased twenty percent over the last ten years. In fact, that twenty percent decrease was reached in the 1996 and has remained at that level. Captain Smith reported that the number of work related injuries for all employees also decreased twenty-five percent in the first five years, but has since increased in the later half of the decade to more than five percent above the 1991 level.

The Department Training Manager attributed the decrease in disability retirements and work related injuries to the pressure for mandatory physical fitness programs. The state legislature has

been examining the issue based upon the lobbying efforts of officers associations and legislation proposed, but not passed, has kept the issue in the forefront. The training manager noted that the department's effort to instill physical fitness or wellness programs has fit in with the general move to have such programs without legislation and has led to an increase in awareness.

The Patrol Captain noted that the level of physical violence in the community did go down from the 1991 level some ten percent by 1996, but has now returned to the 1991 at the end of the decade, thereby indicating a continuing need for officer fitness.

The Chief noted that with the movement toward either POST creating minimum physical agility standards and the increasing concern over agencies being held liable for not providing opportunities for officers to maintain fitness (data indicates that the courts are becoming more involved in fitness liability), that it is desirable for the department to move forward in increasing the fitness of the officers. He proposes a mandatory health fitness for life program. The Chief indicates that such a program should take advantage of emerging technology and not have an adverse impact on minorities or women.

HYPOTHETICAL SCENARIO

"Ray Technology of Topeka introduces the LASER 5150 which disrupts the voluntary muscle system of a person for ten minutes without any known side effects."

"Supreme Court rules that physical fitness for duty standards are discriminatory to protected classes of employees based upon the normal range of duties performed by police officers."

"Large scale riots and incidents of racial violence are occurring in core California cities due to White Supremacist Movements."

White Supremacist groups, previously limited to rhetoric and sporadic incidents mostly in rural areas, are committing random violent attacks throughout the state. The incidents, which are clearly racially motivated and highly publicized, are stretching valuable police resources to their limits. A backlash of incidents directed at a variety of races begins in retaliation to the White Supremacist groups. Federal officials had previously forecasted such events based upon leading research although local agencies lacked the ability to handle the regional magnitude of the involved groups. The numbers of violent confrontations and incidents of resistance dramatically increase as the largest numbers of field police officers continue to be white males. There is a lack of confidence by the public in general on the issue of police brutality based upon previously highly publicized incidents.

In an effort to improve the condition of the average street police officer, many departments began to require "Fitness for Duty Physical Standards". This attempt was to reduce the issue of escalation of force by officers to demonstrate that the lack of fitness by an officer had no bearing on the amount of force used. Unfortunately, the courts left the issue mute with several clear decisions that held such standards as discriminatory to protected classes of employees.

Fortunately, modern science came to the aid of law enforcement. Research previously dedicated to military issues has lead to the development of the first Non-Lethal laser guided ray gun. This weapon disrupts the voluntary muscle groups of the body disabling a person for at least ten minutes.

STRATEGIC MANAGEMENT

Several alternative strategies are offered for implementation of Physical Fitness Programs and Health/Fitness Programs including mandatory performance standards, a pay incentive program, and a health fitness wellness program.

MISSION STATEMENT

In order to develop a strategic plan that would impact this issue in a way to achieve a desirable future the normative scenario was selected. The Fremont Police Department will be utilized as the model agency on which to base a strategic plan. The Fremont Police Department has 291 employees with a sworn police officer authorized strength of 197 with 127 sworn officers assigned to the Patrol Section. The focus of this portion of the study is the development of a mission statement, a strategy from several alternative offered strategies, and a series of negotiation strategies and tactics for stakeholders impacted by their being employed. The Mission Statement of the Fremont Police Department is:

"WE ARE DEDICATED TO PROVIDING ETHICAL AND PROFESSIONAL POLICE SERVICES AND TO DEVELOP THE ORGANIZATION TO MEET FUTURE NEEDS. OUR COMMITMENT IS TO SAFEGUARD LIVES AND PROPERTY, PRESERVE CONSTITUTIONAL RIGHTS, ACTIVELY APPREHEND THOSE WHO VIOLATE THE LAW AND THE RIGHTS OF OTHERS, MAINTAIN PEACE AND ORDER AND PROMOTE A SAFE, HEALTHY ENVIRONMENT."

In order to insure the issue of physical fitness is addressed specifically in the future a group of managers developed the following as a micro-mission statement:

"PROVIDE A HIGH LEVEL OF EDUCATION AND MOTIVATION TO LAW ENFORCEMENT PERSONNEL TO EFFECT A CHANGE IN THEIR LIFESTYLE PROMOTING PHYSICAL FITNESS. REDUCE THE OCCURRENCES OF DISABLING INJURIES AND DISABILITY RETIREMENTS BY PROVIDING APPROPRIATE INCENTIVE FOR POLICE OFFICERS TO MAINTAIN PHYSICAL CONDITION."

SITUATIONAL ANALYSIS

As a result of the Futures Study, an analysis of environmental opportunities and threats, as well as organizational strengths and weaknesses was conducted. The focus being on the current state of affairs in the Fremont Police Department and on the forecasted future from the Futures Study. To conduct a WOTS-UP (Strengths, Weaknesses, Opportunities, and Threats) analysis, a review of available data using an approach from Social, Technological, Economic, Environmental, and Political (STEEP) issues was undertaken.

ENVIRONMENT

The majority of a police officer's duty time is non-strenuous with rare instances of physical exertion or physical battles for life. A professional athletic is regularly challenged as to their fitness; on the other hand the professional police officer is confronted with physically demanding and challenging situations infrequently. An important issue to overcome is the perceived level of fitness an individual is confident that he or she possess which may be far from reality. Analyzing the environment, involving such a personal topic as one's real fitness level, is fraught with controversy.

OPPORTUNITIES

The American society and especially Californians continue to support a Fitness Craze. "According to an Ad Age/Gallup national survey, 67% of adults engage in some form of exercise on a daily basis, up from 44% 5 years ago."[13] The Fremont Police Department is adjacent to a city park and lake which provide for jogging trails, a par course, tennis courts, basketball, and a swimming lagoon. The department has a small, although well maintained and equipment fitness room. A new police facility is planned which will offer a more expansive room for exercise. The city has an abundance of open space trails for walking and jogging as well as bicycling. There is a large number of commercial fitness clubs offering a full range of services including aerobics and anaerobic facilities. The mild year round climate of Fremont provides for substantial opportunities for outdoor exercise.

Sports medicine and the advantages in physical therapy offer hope for greater rehabilitation of injured employees.

Research in genetics and especially the advances in DNA research may offer medical solutions to many fitness problems of the future. Many disease and physical fitness issues such as obesity, high blood pressure, etc., may be easily overcome.

The current economic recession may provide opportunities in the future for corporate clients including government to obtain excellent contracts with Fitness Centers for their employees.

THREATS

Budget cuts throughout California's various correction facilities from the state to the counties are resulting in earlier releases of convicted offenders. "In the most populous states especially, California is running out of prison space and money..."[14] The inmates involved are often there for violent offenses. "States have few other choices. But they must reassure citizens that letting criminals out of prison is not putting them on easy street-and that Willie Horton was an aberration."[15] Their physical condition is often dramatically improved upon their release.

The economic condition of California is just now visibly showing the signs of a nationwide recession. In the last several years a reduction in municipal employees has been occurring nationwide. The ripple of this is spreading from the East Coast to the West Coast with many cities in the East reporting reductions in their work force. The budget picture in California is forecasted to be even more bleak in the future than today.

The Supreme Court has accepted for opinion a Proposition 13 Tax Case which may well revolutionize the tax structure in California. The primary recipients to a reversal of Proposition 13 will be the State and Counties. The current distribution of property tax revenues to the cities is minimal.

The "Applicant Pool" for the entry age group is decreasing into the next ten years according to demographic data forecasted into the year 2001. This same "Applicant Pool" lacks few if any persons with prior military experience.

ORGANIZATIONAL CAPABILITY

STRENGTHS

The Police Department has a command staff which is committed to a fitness program and actively encourages employees to participate.

The Police Department has had a fitness program since 1985. The evolution of this program has undergone radical changes. Today the program is one of few which offers to employees on a voluntary basis the opportunity to workout during normal duty hours. The program has a Fitness Director who directs the Wellness Program of the entire City Staff as well as the Police Department. In 1989, fifty-five percent of the sworn police employees participated in the program. In 1991, seventy-four percent of the sworn police employees participated in the program.

WEAKNESSES

The Fremont Police Department has a young work force with 45 percent under age 35. The median age being 36. As the work force grows older with minimal attrition which is anticipated with the continued poor economic conditions of the nation; injuries and disabilities will be a greater problem.

The Police Department currently has little space for exercise equipment. The department will have difficulty utilizing new advances in exercise technology due lack of space.

The incentive for the current program is an opportunity to workout on duty four of an employees five shifts a week. The number of calls for service and incidents of violent crime are rising. This is forecasted to be an even greater problem in the future. Additionally, it is forecasted that the expanding budgets of the eighties will rapidly shrink into the year 2001. With a lack of funding comes a potential reduction in employees or minimally no new employees.

STAKEHOLDER ANALYSIS

The development of a strategic plan requires the author to seek out information on those persons or entities who may be affected by the use of the plan or by the lack of planning. Listed below are several of those who may be impacted by strategic planning of the issue statement and should be considered stakeholders.

1. Fremont Police Officers Association

A. Oppose issues which place their constituents at risk for their continued employment or future promotion.

B. Are concerned with the health and welfare of their members.

C. Normally, oppose programs which mandate their participation or performance

personally without appropriate compensation or incentive.

D. Are more likely to accept programs and standards that effect future employees and "grandfather" present employees.

2. Fremont City Council

A. Want the community to view them as tough on crime and supportive of issues that promote public safety.

B. Desire the best investment on the tax dollars that are available to them.

C. Must consider the needs of all of their employees and balance the desires of one group of employees and their fringe benefits with those granted to others.

D. Desire that their city and various departments are rated as the best in their specialties and promote the positive image of the city.

3. Chief of Police

A. Promotes optimum physical fitness of his employees.

B. Concerned with injuries and disabilities occurring to police officers on duty.

C. Must deploy staff throughout the organization and is hindered in this process when officers are temporarily disabled and unable to perform their normal duties.

D. Develops the organization so that it can be identified as a leader in a variety of programs and services, i.e., on the cutting edge if possible.

4. City Manager

A. Must maintain adequate funding and staffing in all departments of the city.

B. Understands the need for fitness programs for public safety, but appreciates the need throughout the other departments.

C. Is concerned with the police department's actions as portrayed by the press.

5. Risk Manager

A. Promotes physical fitness programs as a direction in reducing worker's compensation claims against the city.

B. Provides necessary reporting of injuries to government and the activity of the employee at the time of injury.

C. Manages in the city's safety programs and could be held criminally liable for failing to take appropriate actions to reduce or eliminate preventable injuries to employees or educate other managers on their responsibilities.

6. Personnel Director

A. Desires to promote as a prospective employer to applicants that the city has something to offer that others do not or minimally offers similar benefits.

B. Organizationally has management responsibility for both the City Fitness Officer and the Risk Manager.

C. Monitors City Departments and programs to ensure that they meet applicable

equal opportunity employment laws.

7. Judicial System

A. Must rule on issues of controversy in criminal prosecution on the subject of use of excessive force by police officers and assaults under the color of authority.

B. Must preside over trials of civil damages for issues of use of excessive force or use of deadly force by police officers.

8. Human Relations Commission

A. Promote the health of the city through their review of city policies and issues that relate to the ability of the various segments of the city's population to work and live sociably together.

B. View as their responsibility to act as a review of police practices and incidents that are brought to their attention by citizens.

9. Press Organizations (Snaildarter)

A. Take a position of responsibility in publishing issues that they view as a concern to the public. Act as the eyes and ears of the public.

B. View the issues of use of physical force and use of deadly force as newsworthy and of concern to the general population.

10. State of California Peace Officer Standard and Training (POST)

A. POST desires to implement standards which may be applicable to law enforcement agencies throughout the state.

B. POST through training and standards desires to promote the most professional law enforcement effort throughout the nation.

C. POST must create standards which are not discriminatory in practice or theory.

ASSUMPTION MAPPING

An Assumption Map (Appendix AC) was developed by plotting the above listed stakeholder assumptions by depicting the certainty and importance of them to the issue.

The final phase of the Futures Study resulted in the development of policy statements utilizing the "Normative Scenario World." Five policies were developed that would help bring about the desired future through a group process involving a team of police managers. Thereafter, the same group forecasted the impacts of the policies onto the trends and events.

1. Police Department establishes a mandatory health fitness/wellness program.

2. Police Department lobbies POST and other state agencies through professional organizations not to implement mandated performance standards.

3. Police Department establishes minimum staffing levels which provide adequate time for on-duty exercise.

4. The Police Department establishing the reporting of progress of the program and the impact on disabilities and on the job injuries.

5. The department explores the commitment of assigning a full-time employee as Fitness Coordinator.

The results of the group process are demonstrated in the following table:

ILLUSTRATION II

POLICY CROSS-IMPACT MATRIX*

IMPACTING POLICY		IMPACTED EVENT **					IMPACTED TRENDS ***				
		E-1	E-2	E-3	E-4	E-5	T-1	T-2	T-3	T-4	T-5
P-1	Police Department establishes a mandatory health fitness/wellness program.	80	75	80	50	0	70	50	80	30	40
P-2	Police Department lobbies POST and other state agencies through professional organizations not to implement mandated performance standards.	-40	-50	-50	-50	-10	-50	-25	-40	-60	0
P-3	Police Department establishes minimum staffing levels which provide adequate time for on-duty exercise.	40	80	80	50	10	40	50	75	30	40
P-4	City Manager requires reporting of progress of the program and the impact on disabilities and one the job injuries.	0	60	50	0	10	25	0	5	5	0
P-5	City assigns full-time employee as Fitness Coordinator	40	50	50	25	10	25	5	10	25	5

E - 1 - POST creates minimum physical agility standards for entry
E - 2 - Agencies held liable for not providing opportunities for employees to maintain adequate physical fitness
E - 3 - Mandatory fitness for duty physical standards are adopted
E - 4 - Use of deadly force doubles since 1990
E - 5 - Technology reduces the need for physical standards for police officers

T - 1 - Level of disability retirement
T - 2 - Level of physical violence
T - 3 - Level of fitness of police officers
T - 4 - Incidents of work related injuries
T - 5 - Impact of fitness standards on women and minority field police officers

DEVELOPING ALTERNATIVE STRATEGIES

Several potential strategies were developed which are directly related to the "ISSUE" and the Mission Statement. Of the potential strategies developed and discussed, strategy three is preferred by the author for implementation.

STRATEGY ONE

Mandatory performance standards. Adopting the standards established by The California Highway Patrol in their "Physical Performance Program", the Department can initiate a mandatory physical fitness program. The program allows for employees to take either a certified equivalent fitness test or an actual work task test. The program is designed to be given as a standardized series of tests without regard to sex, age, or physical dimensions of the employee. The Department will require participation in the program of all officers hired after implementation of the program, all employees at time of promotion, and all employees who desire to participate in the Department Fitness Program on duty or in the Department provided facilities.

PROS:

1. Adopting established standards which have already stood the test of challenge reduces the risk of future challenges and failure.

2. Establish standards provide the employee with clear expectations of what acceptable performance is.

3. Maintaining or improving physical conditioning will reduce the risk of injury or disability on the job.

CONS:

1. The standards of a State Traffic Officer may not be upheld as applicable to a municipal police officer.

2. The testing process involves only a once a year pass/fail result with no emphasis on stress reduction.

3. The program offers no emotional support or counseling for the poor performer, only punitive action not based upon his activity in the field.

STRATEGY TWO

Pay incentive program. Adopt a mandatory Physical Performance Program as indicated in Strategy One. Provide a pay differential for employees who maintain and exceed the standards as a percentage of their monthly salary. Allow employees to participate in the program even though they do not meet the standards by requiring them to use a performance improvement plan developed by the City's Fitness Officer. Employees who fail to maintain standards or use a performance improvement plan will be subject to disciplinary action pursuant to adopted city regulations.

PROS:

1. Employees will more readily accept a program that offers them a financial incentive for extra effort.

2. Adopting established standards which have already stood the test of challenge reduces the risk of future challenges and failure.

3. Establish standards provide the employee with clear expectations of what acceptable performance is.

4. Maintaining or improving physical conditioning will reduce the risk of injury or disability on the job.

CONS:

1. The standards of a State Traffic Officer may not be upheld as applicable to a municipal police officer.

2. The testing process involves only a once a year pass/fail result with no emphasis on stress reduction.

3. The program offers no emotional support or counseling for the poor performer, only punitive action, which is not based upon activity in the field.

4. Current forecasts on the application of the American Disabilities Act suggest that premium pay for fitness will be discriminatory.

STRATEGY THREE

Mandatory Health Fitness/Wellness Program. Develop a Wellness program which concentrates on the overall health of the employee both physically and mentally. The goal to maintain physical fitness, emotional well being, and stress reduction throughout the employees career. Establish no performance standards or minimum testing criteria. Promote cardio-vascular efficiency, flexibility, and muscle tone rather than muscular strength. Provide each employee with a health improvement plan and provide periodic counseling to reinforce the

need to maintain and/or improve fitness. Offer employees counseling services for further stress reduction as needed. Offer employees an opportunity to exercise on duty in Department provided facilities. Conduct random visits during the exercise programs to promote safe practices and evaluate the condition of equipment. Require participation in the program to anyone hired at the time of implementation, as a condition of future promotion, and as a condition for special assignment which offers incentive pay.

PROS:

1. Promotes health fitness and wellness of the employee rather than creating performance tests.

2. Provides needed counseling and encouragement to the employee to maintain fitness or improve condition.

3. Addresses the whole person both physically and emotionally and focuses on stress reduction.

4. Assists in the reduction of on the job injuries and disabilities in certain circumstances by promoting continued health awareness throughout an employees career.

5. Provides for a substantial pay incentive by allowing fitness to occur during duty time.

6. Allows the department to restrict certain forms of exercise or activities by employees which are likely to increase risk of injury.

CONS:

1. Reduces the available staff hours to provide other police services.

2. Requires expenditures of tax dollars that are not directly returned to the public in services.

3. Will allow malingers to do less with an approved activity with no test of their performance to substantiate the time spent from monitored duties.

PREFERRED ALTERNATIVE

As indicated in the pros and cons of strategy two the application of the American Disabilities Act which must be followed by employers after July 26, 1992 will dramatically impact fitness programs. In fact incentive pay for physical fitness programs where the employer has the same class employee performing the job and not getting the incentive pay due to fitness will be discriminatory. Premium pay or incentive pay physical performance programs have been one of the programs most often adopted by law enforcement.

The preferred strategy selected by the author is strategy three which if successful would promote employee health fitness over the course of five to ten years. It would provide appropriate monitoring of the participants to assist in personal improvement. Establish plans for improving physical fitness and mental fitness through a long term process. Assist the employee in establishing personal goals for improvement rather than ones measured against others as in a competition. An employee who is physically fit is more emotionally able to handle stressful events. "Developing a comprehensive fitness program improves motivation, morale, and job satisfaction while reducing job-related stress."[16] Several of the events and trends that were forecasted in the Futures Study can be impacted by this program. This program would meet the discriminatory challenges of the American Disabilities Act and is in fact an example that can be used for a full range of employees regardless of handicaps. The use of a full time employee to promote the program, develop personal fitness prescriptions, and monitor the officers provides the needed administration. This preferred strategy would be

one which can be implemented on a local basis as well as a statewide basis with benefits to a wide range of agencies and populations.

IMPLEMENTATION PLAN

The preferred strategy should be implemented through the Chief of Police by the Personnel Director. The Personnel Director as the labor negotiator for the city will meet and confer with the Police Association to gain their support and approval of the program.

The Training Unit is the preferred Department contact for the monitoring of the program. Employees who fail to maintain their fitness program will be subject to appropriate disciplinary action through their superiors.

The Computer Technical Services Unit will be required to modify existing Records Management Systems to provide log-in and log-off records of the employees exercise schedule to assist in the monitoring of the program.

The Fitness Officer will develop training sessions and training bulletins to address the changes from the current program. This will assist in reducing anxiety about the new program. Alternative programs will be developed by the Fitness Officer to allow those who are still employed but in a disabled situation to improve their physical condition.

KEY RESOURCES REQUIRED

The City, the Police Department, and the Police Association must be committed to the program for success.

The City must provide appropriate long-term funding to allow for the program to impact the issues of on the job injuries, disabilities, and develop the appropriate level of fitness on the job for police officers.

PERFORMANCE OBJECTIVES

The Fitness Officer will provide quarterly reports which identify the employees involved in the program and recognizes new members to the program. Provide information on the general categories of fitness of employees. Track the injuries of employees on duty with the Risk Manager to identify frequency of types of injuries and lengths of time off the job. The Fitness Officer will report on safety measures that should be undertaken to reduce injuries. The Fitness Officer will report on the frequency of participation of employees, the number during specific days and hours of the day to allow staff to correlate police services with the program.

The Department Section Commandeers and Unit Supervisors will assist the Fitness Officer in providing periodic training sessions on a group basis with the various work groups.

NEGOTIATING ACCEPTANCE OF THE STRATEGY

POLICE DEPARTMENT

Although fitness is a concern for every living person, the degree that one makes it a conscious priority in their lifestyle and conversely their work style is another matter. There are persons in the work environment who would spend as much time as they could on exercise and recreation programs. There are also persons who believe that exercise and fitness is left to one's own time and has no place during the work day. These concerns require that the Department's commitment to implementing the plan be solid, but flexible and understanding to the divergent attitudes present in all of the employees. Controversy will rise when the needs or perceptions of key role players in the organization evoke change especially if the change is based upon their personal views and values. Therefore it is important that the issues effecting the implementation be identified. Identification of those that are Non-Negotiable matters which are considered critical to the success of the plan or Negotiable matters which may be compromised or eliminated in gaining support and implementation of the plan.

Not Negotiable:

-All employees must participate in the program except for periods of temporary disability.

-The program must occur during the officer's normal work period to avoid overtime due to Memorandum of Understandings and the Federal Labor Standards Act.

-The department must retain control of the program and the incidents of on-duty exercise so as to maintain an appropriate level of service to the community.

-The department must be able to modify the program and time devoted due to budget constraints that may occur in the future.

-The program must not become a benefit plan to the employee, but continue to be an element of the employees job tasks.

Negotiable:

-The Fitness Officer can be an employee of another city department or the Police Department.

-The exercise prescriptions and testing periods are subject to a considerable amount of flexibility based upon the employees workload and personal interests in exercises.

-The Department facilities are preferred for the exercise site although other acceptable sites in the city should be considered.

STAKEHOLDERS POSITION

Ten key stakeholders were identified as being effected by the plan or having an effect on the plan. The following is a summation of their forecasted interests and positions on this issue.

Obviously, the Fremont Police Officers Association is the most significantly impacted stakeholder. The size of the membership and the diversity of interests in the members always causes there to be a difference of opinions and desires on issues confronting the group. This issue will be no different. There will be members who will wholeheartedly support the program, but some who will oppose it adamantly. The association will seek a solution which protects all of the members and have the resources to challenge the plan in Meet and Confer as well as through the courts. Their position will be one of compromise rather then non-negotiable on any specific issue as more than seventy percent of their members already participate in the voluntary program.

The City Council ultimately controls the success and implementation of this program as the legislative body that can fund it or not. They are concerned about the costs of the program and the relative return in the future. They are not negotiable on the issue when it impacts their ability to fund projects of interest to them or their constituents significantly.

The Chief of Police will be not negotiable on the issue of mandatory participation of all sworn police officers due to the uncertainty of future challenges involving the American Disabilities Act. The Chief will not acquiesce control to another department nor allow the plan to become an employee benefit. The Chief must be able to suspend the program due to budget constraints or workload increases as needed. The Chief will allow the staff to implement the plan with a great deal of flexibility. The periods of exercise and types of equipment and prescriptions utilized will be negotiable.

The City Manager will not be negotiable in the funding of the program. He will not negotiate in the area of funding that displaces other programs or impacts negatively other departments. He will be negotiable on funding that comes from the Police Departments current budget through appropriate fund transfers and through the use of Asset Forfeiture Funds.
The Risk Manager will not negotiate on any significant increase in staff work load. The Risk Manager will negotiate on the submission of injury report data as long as it can be drawn from current databases.

The Personnel Director will not negotiate on any issue in this plan which may cause a discriminatory challenge or violation of equal rights legislation to be upheld. The Personnel Director will be negotiable on the work load issues as long as appropriate funding is provided so as not to interfere with the Personnel Department's other missions. The Personnel Director will be negotiable the future extension of this program to other employees.

The Judicial System will not be negotiable on any discriminatory issue in the plan if a challenge is brought to them. They will be for the most part on the sidelines of the plan.

The Human Relations Commission is not in a not negotiable position in this plan. They are definitely in a negotiating position on obtaining information on efforts by the Department in reducing the incidence of violent confrontations.

The Commission on Peace Officer Standards and Training (POST) are a stakeholder in this plan on the basis of the plan being an example that can be used as a model. Their not negotiable issues will revolve around any problems that the plan has in not being implemented statewide.

NEGOTIATING STRATEGY

As with any new program or service a need for and desire to have must be established. Some programs have these built into them because their are the result of demand for a particular good or most likely a service. On the other hand most new products and services are desired because of good advertising and demand is created. To this need there is a need for a variety of strategies to be utilized in negotiating the implementation of a program like the one proposed herein. The following strategies and tactics are not considered to be totally encompassing or inflexible but merely suggested means of approaching a diversity of persons and institutions.

One of the best ways to obtain support of the Police Association is to bring them into the program design phase as a participant. Either formally requesting "Association Representatives" or informally by appointing department committee members who are informal leaders of the Association. Another method is to point out to the Association, City Manager, Personnel Director, and City Council that the forecasted data indicates that the several of the previously identified trends and events when they happen will mandate a program which may not be to their liking. If there is an assumption that what may happen could be a state mandated program they will be apt to adopt a model program for others to emulate. Another strategy to use would be reverse the direction of the plan and move in the direction of a Physical Performance Test Program which creates a clear pass/fail situation.

TRANSITION MANAGEMENT

A direction in implementing the strategy is offered so as to allow the change needed to proceed without organizational disruption.

CHANGE IMPLEMENTATION

The Future Study provided an opportunity for the author to bring together nine persons as a panel utilizing the Nominal Group Technique (NGT) and futures forecasting. The members of the panel included law enforcement managers and line level employees from different agencies, fitness and disability experts. As a result of their efforts, numerous trends and events were projected as possible occurrences in the future, relating to the issue statement. The previous section outlined a strategic plan based on the Future Study for future implementation. Local law enforcement must pro-actively take action to diminish the incidents of violence against citizens. An endeavor of this magnitude requires that employees should be in as optimum physical condition as possible until medical or technological advances are made that make the difference. The strategy involved the development of a Health Fitness Program based upon wellness and injury prevention and reduction rather than the traditional physical fitness performance standards.

The strategic plan suggested is a change from the current state of affairs. Implementing a change from current practices is best accomplished through a series of transition stages rather than through radical action.

The "Transition Period of a change state needs to be monitored with a control system, put into motion with thorough action plans, and be managed properly. This portion of the study is meant to provide a means to accomplish the change set forth in the previous portions of this study.

The Strategic Plan suggested for implementation in the preceding section identified ten different individuals or entities who would be impacted by the implementation of the plan or the lack of the (stakeholders) implementation. Some of the stakeholders identified were classes of individuals or entities who would benefit from the plan or possibly suffer some loss or harm if it was not implemented. Many of the individuals or entities upon close examination are not critical to the plan, but may simply be influenced by others. This examination lead to the identification of several "Critical Mass" individuals or entities whose commitment for the plan is required. (See Appendix AE for listing)

CURRENT AND REQUIRED COMMITMENT

Each of the individuals or group identified previously as "Critical Mass Actors" will have a certain level of commitment to the strategy proposed. This is assumed based upon their position in their department, corporation, or entity. Their assumed level of commitment may not be perceived to be acceptable for the implementation of the proposal. The narration following will identify their current assumed commitment, the needed commitment, and the suggested approaches to gain the needed commitment.

It is assumed that the commitment of the Chief of Police in the program is at a "Make it Happen" level and has been for a considerable time or the plan would never have come to realization. The Police Association on the other hand at the initial introduction of the program will be in a "Block" the change mode. It will be necessary to move them to the

"Help it Happen" mode and preferably to the "Make It Happen" mode. This can best be accomplished by gaining their participation in the planning stages. Identifying trends and events which are threats to the current practices which will create a desire to change on their part. The City Council normally can be assumed to be in a "Let it Happen" commitment to begin with although when approached for funding they need to be in a "Make it Happen" commitment. The City Manager is also thought to be in a "Let it Happen" commitment initially, but is needed to be in a "Help it Happen" mode. This can be best accomplished through trend and event presentations especially from information gained from the Risk Manager on the status of on the job injuries, claim settlements, and lawsuits. The Risk Manager is believed to be in a "Help it Happen" mode initially. The Risk Manager need only remain in that mode to allow the program to be implemented. The Personnel Director is also in the same position and by allowing the Personnel Director to participate in the planning and particularly the review stages prior to implementation the commitment should remain the same. The Press is the one stakeholder whose commitment is questionable. The Press is thought to be in a "Let it Happen" position which would best be moved to a "Help it Happen" mode. In a "Help it Happen" position the Press will create a considerable amount of favorable influence for the City Council to approve the program as well as any funds. Well timed press releases and reports of injuries, violence in the community directed at officers, success of employer provided fitness programs especially in the private sector are important. The Press also could turn in the opposite direction and become a "Block" Critical Mass Actor. In the "Block" position the Press can negatively influence several other "Critical Mass Actors" to the extent that the program may never occur. This situation is critical in

communities where the police and press do not have good relations. Again as in many issues that confront the police executives press relations are extremely important.

MANAGEMENT STRUCTURE

Making change in organizations requires an examination of the three different phases considered common to the process. The present state is examined to determine the proper resources and mechanisms needed to determine the transition management structure. The transition state is that period during the pre-change state when the desire or need for change is identified and the post-change state when the desired goals and changes within the organization have been achieved. The current situation is one where there is a strong support for fitness programs. The basic components of this plan are in place what is lacking is the commitment of the stakeholders to make the current program mandatory.

The transition state or proposed state will be a period of education and training on the fitness issue directed at the non-participants in the voluntary program. Several projects will be undertaken to gather information from them on why they are not participating, if they would ever voluntarily participate, and then to provide appropriate feedback to them on their views. This is not a time for confrontation or point - counterpoint, but a time for understanding and persuasion.

The result of the transition state properly evolved is the post-change state when the somewhat unknown but desired implementation of a mandatory physical fitness program occurs. It is through the implementation of a program that is non-threatening to the employees that cooperation and commitment can be accomplished. What is not desired is a statewide mandated program that lacks incentive for year round health fitness improvement. One which establishes standards that are tested yearly or semi-yearly but do not encourage continual health fitness and lifestyle changes to reduce premature death and injury especially as a result of an on-duty incident.

The Chief of Police as chief executive of the organization involved in change in this report is critical to the success of the program. The Chief will be unable to direct this project and carry out the many duties and responsibilities of his position. The overall operation of the department will suffer greatly if his attention is focused on the single issue of implementing this project. Micro-management by executive staff of specific projects within large organizations indicates a lack of trust and or confidence in the available support staff. This project is in need of a project manager appointed by the Chief with the authority and responsibility of the Chief to complete the project.

The Training Unit Manager is an ideal person to serve as the project manager with the "Fitness Coordinator" as the implementor. With the Chief's appointment and support he will have the necessary "clout" to gain assistance and compliance within the organization to

complete the project. He has the needed interpersonal skills to gain the needed commitment from the critical actors through a variety of methods. He possesses a great deal of respect within the organization and in the community as a person knowledgeable in police training issues. The Training Unit Manager has the necessary training and background to manage the design and implementation of new programs. The resources of the position including curriculum assistance, printing resources, and classroom availability will enhance the Training Managers ability to successfully complete the project.

To assist the project manager in the research, design, and implementation of this project will be a project group comprised of representatives of the constituencies involved. The involvement of representatives is believed to be a best case scenario than that of one utilizing a group gathered from a diagonal slice or random sampling. This is especially necessary within the culture of the police department where the informal leadership structure can assist greatly in the implementation of change.

IMPLEMENTATION TECHNIQUES AND METHODS

An effective project manager will use a variety of technologies to intervene and overcome the resistance which is natural when change is contemplated. Overcoming resistance should be considered as natural as unfreezing ice into water. To change a frozen attitude into one which is receptive to the change needed can be handled most effectively through good communication, creating a desirable end state, a practical change with minimum risk and

disruption, and an effective time line which does not force change upon the resistors unnecessarily. Some of the most effective implementation techniques and methods to implement the strategy identified in this project are:

Vision: The first method in this project once the Chief is committed to the project is to develop a vision or projected future state for the project manager to guide the project and the variety of participants. It is important that the vision of the project be compatible with the core mission of the organization. It is equally important to establish midpoint goals within the vision or future state projections. The establishment of incremental or midpoint states allows for adjustment of the final future state which is somewhat elusive especially in a long term project.

Problem Finding: This project will benefit greatly from a series of problem finding exercises with a variety of the individuals involved. The Risk Manager and the Fitness Coordinator will be key persons in providing and interpreting data. This will be one of the most productive methods to bring together the critical actors from outside the organization to gain their commitment to a needed level in an unthreatening manner. The method will be used to clarify the problems and issues. A minimum of structure is needed and there will be little if any publicity of the results generated in this process. The problem finding will result in issue identification without requiring action or resource commitment from the involved actors. The results will be temporary pending action utilizing other methods. The key to problem finding is to bring together the critical mass actors in an environment which limits risk to all.

Responsibility Charting: This is a extremely helpful method that will be most useful after problem finding is utilized. The responsibility chart can be useful in identifying the behaviors necessary to change tasks, actions, or decisions between the groups and individuals who are the critical mass actors. The critical mass actors are listed on one axis of a chart while tasks and decisions are listed on the other axis. The chart is then completed indicating whether the actor is responsible (R) for the action, can approve (A) or veto the action, must support (S) or provide resources for the action, or merely be informed (I) before the action occurs. The Responsibility Chart in this study indicates the Chief of Police is responsible for a majority of the tasks. In this case the Chief would delegate the tasks to a Project Manager, the Training Manager. A responsibility chart is provided as Appendix AF for this project.

Team Building Workshop: One useful tool that can be utilized to support implementation within the organization especially command staff is a team building workshop. The team building workshop does not have to be dedicated to this project alone. The workshop atmosphere is preferred for the generation of support without distractions common in the work environment. The need of the workshop will be to gather internal support, reduce anxiety and uncertainty within the command staff and to obtain their assistance in gaining the needed commitment from the critical mass actors.

Media Tools: One of the most important tools to be used in this project is one of the media. It will be critical to the success to publicize progress through newsletters within the department as well as within the community. This is especially important in addressing the

Press Organizations. Timely reports to the council and press releases can provide an excellent environment for the presentation of the program publicly. The use of videotape presentations to the police department's line personnel during briefings will assist in reducing anxiety.

Educational Intervention: The method of educational intervention will be utilized along with the media tools to bring attention to the critical mass actors outside the department. Training Bulletins and video presentations released on similar topics that have been provided to the press will be distributed to the officers. Roll-call training sessions have demonstrated excellent success in the past for such training activities.

IMPLEMENTATION

It is of critical importance that a transition team comprised of the project manager and members of the representative group monitor the progress of the project. The transition team will not be one which has a set number in it or specific persons required to remain in it. It will instead be one which changes periodically as the project proceeds and successes are made. Of critical importance is the identification of disorders within the organization which will impede the success of the project such as:

Lack of Communication	Lack of Direction
Kingdom or Empire Building	Crisis Management
Unmanaged Change	Loss of Vision or Uncommon Vision
Conflicting Values	Lack of Organizational Trust
Lack of Creditability	Lack of Commitment
Lack of Follow-up	Non-Responsibility

CONCLUSIONS

RECOMMENDATIONS

AND

IMPLICATIONS

A review of what is considered to be the effective future state and an offering of potential future studies to be undertaken.

CONCLUSIONS

The study revealed that mandatory physical fitness programs for medium sized police departments are desirable to mitigate a variety of future issues. One major finding was that if POST created minimum physical agility standards for entry level, the level of disability retirements would probably decrease, the level of fitness of officers would increase, and the incidents of work-related injuries would decrease.

There are clear indications from the study that police officers will continue to be confronted with violent incidents and personal confrontations. The initiation of a mandatory fitness program is projected to reduce the level of disability retirements to a level much less than would occur with no intervention.

A mandatory Health Fitness program is believed to be acceptable under the Americans with Disabilities Act of 1992. It will pass judicial scrutiny as indicated in the study which programs based upon performance standards will likely not.

A health fitness program is expected to offer to employees the opportunity to increase their physical fitness especially cardio-vascular, improve nutrition and create an atmosphere of medical self-care. Optimal health based upon balancing physical, emotional, spiritual, intellectual, and social health can be achieved.

RECOMMENDATIONS

Departments with fitness programs based upon fitness for duty performance standards should review their organizations for compliance with the American with Disabilities Act. Departments should avoid pay incentives or rewards that can not be given to the disabled employee.

Departments should consider investing some of their resources in a voluntary Health Fitness/Wellness Program. Once participation is strong enough to overcome peer pressures and fears a mandatory program should be implemented. Physical violence against the police, job stress, and other on the job injuries can be mitigated with a fitness program.

IMPLICATIONS

Future implications shall rest with the further interpretation of the Americans with Disabilities Act and other similar legislation. The economic uncertainty of the state in particular should cause rise to further exploration of the topic of "Fitness in Law Enforcement." Several other segments of law enforcement not considered in this study, such as, non-sworn employees, detectives, or police managers may offer another researcher new direction.

APPENDIXES

APPENDIX A

NOMINAL GROUP TECHNIQUE PANEL

1. Police Captain, Fremont Police Department
2. Police Captain, Mountain View Police Department
3. Police Lieutenant, Fremont Police Department
4. Police Lieutenant, Berkeley Police Department
5. Police Sergeant, Fremont Police Department Training Unit
6. Police Detective, Fremont Police Department Personnel Unit
7. Police Detective, Fremont Police Department Crime Analysis Unit
8. Fitness/Wellness Officer, City of Fremont Personnel Department
9. Risk Manager, City of Fremont Personnel Department

APPENDIX B

TRENDS

1 * Incidents of the use of deadly force are occurring

2 Physical training in High Schools impacts police applicants.

3 ** Level of disability retirement

4 privatization of law enforcement

5 combining public safety services

6 ** level of physical violence

7 *Numbers of ailments that qualify as presumptive worker's compensation

8 Number of questionable claims from unregulated fitness programs

9 Low impact track and exercise equipment developed

10 Financial solvency and status of PERS and workers compensation

11 * Money available for Law Enforcement and the effect on physical training

12 Incidents of heart disease among police officers

13 Resources for recruitment of police officers

14 Incidents of public unrest - riots.

15 Public acceptance and involvement with police departments

16 Level of public expectations for police fitness

17 Tactical training of violent confrontations

18 ** Level of fitness of police officers

19 Level of fitness of criminals

20 * Number of lawsuits reference use of force and arrest techniques

21 Level of 18 - 24 year olds in applicant pool that can pass entrance standards

22 * Number of employer provided health fitness programs

23 Fitness programs as they relate to injuries

24 ** Incidents of work related injuries

25 Level of Deadly weapons in the hands of criminals

26 Level of police service response to the community

27 Changes in demographics of California

28 Mandatory fitness programs for police officers

29 ** Impact of fitness standards on women and minority field police officers

* and ** First round choices

** Final round choices

APPENDIX C

EVENTS

1 ** POST creates minimum physical agility standards for entry

2 Strict implementation of ADA 30 % handicap employee force

3 Maximum age limit is abolished

4 ** Agencies held liable for not providing opportunities for employees to maintain adequate physical fitness

5 Cure for cancer is developed

6 Lack of fuel resources mandates foot/bicycle patrols

7 Majority of police applicants are women

8 Court decisions eliminate standards related to ability to do or perform

9 * Aging workforce requires lessen physical standards

10 State worker's compensation fund out of money

11 Crisis incidents have special emergency response teams only

12 Handguns are illegal for citizens to own

13 PERS has no money for disability retirement

14 PERS changes percentage of disability retirement due to lack of money and increased incidents of disability retirements.

15 * Non-lethal weapon invented which eliminates physical confrontations

16 Elimination of on-duty fitness workout time

17 Injuries in fitness programs out way the benefit of the program

18 ** Mandatory fitness for duty physical standards are adopted

19 POST pre-employment recommendations become mandated standards

20 Applicant pool has majority of persons who are too small

21 Whites are 50 percent or less of the population of California

22 ** Technology reduces the need for physical standards for police officers

23 Psychological screening for police candidates are prohibited

24 Polygraph examinations during applicant backgrounds are prohibited

25 Small vehicles restrict the size of police officers

26 ** Use of deadly force doubles from 1990

27 Medical science creates the super human

28 PERS mandates permanent light duty positions

29 Lack of physical training in high school reduces the number of qualified candidates based on fitness

30 Decline in physical fitness and health of the 20 to 30 age group

31 Mandatory drug screening for all employees

32 New police facility is built and opened

33 * Physical examinations for promotions are required

34 Deaf police officer is hired

35 Lack of revenue for government

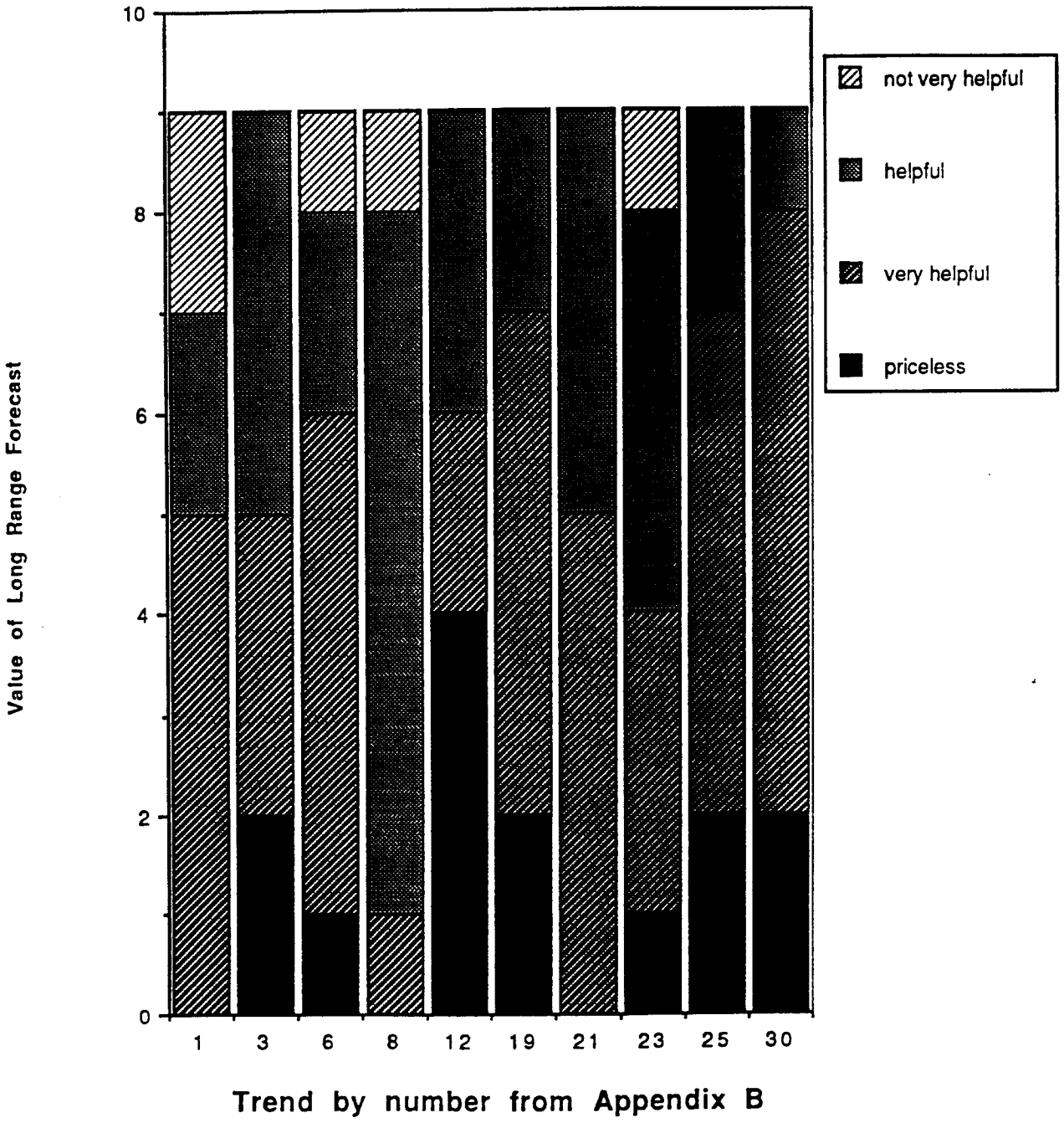
* and ** First round of priorities

** Second round of priorities

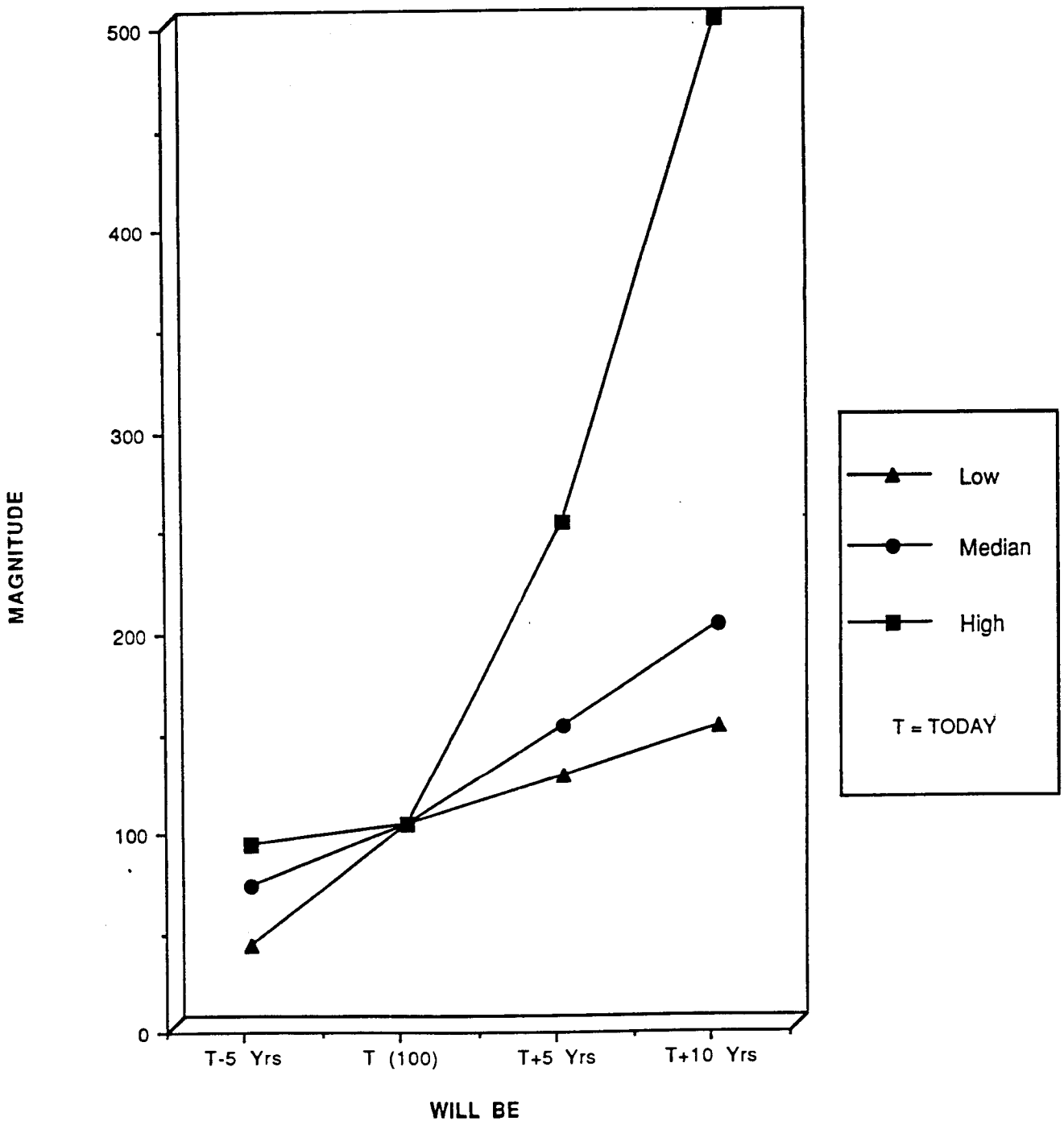
TREND SCREENING

CANDIDATE TREND	FOR PURPOSES OF TOP-LEVEL STRATEGIC PLANNING. HOW VALUABLE WOULD IT BE TO HAVE A REALLY GOOD LONG-RANGE FORECAST OF THE TREND?				
	PRICE-LESS	VERY HELPFUL	HELPFUL	NOT VERY HELPFUL	WORTH-LESS
INCIDENTS OF THE USE OF DEADLY FORCE ARE OCCURRING		5	2	2	
LEVEL OF DISABILITY RETIREMENTS	2	3	4		
LEVEL OF PHYSICAL VIOLENCE	1	5	2	1	
NUMBERS OF AILMENTS THAT QUALIFY AS PRESUMTIVE WORKER'S COMPENSATION		1	7	1	
MONEY AVAILABLE FOR LAW ENFORCEMENT AND THE EFFECT ON PHYSICAL TRAINING	4	2	3		
LEVEL OF FITNESS OF POLICE OFFICER	2	5	2		
NUMBER OF LAWSUITS REFERENCE USE OF FORCE AND ARREST TECHNIQUES		5	4		
NUMBER OF EMPLOYER PROVIDED HEALTH FITNESS PROGRAMS	1	3	4	1	
INCIDENTS OF WORK RELATED INJURIES	2	5	2		
IMPACT OF FITNESS STANDARDS ON WOMEN AND MINORITY FIELD POLICE OFFICERS	2	6	1		

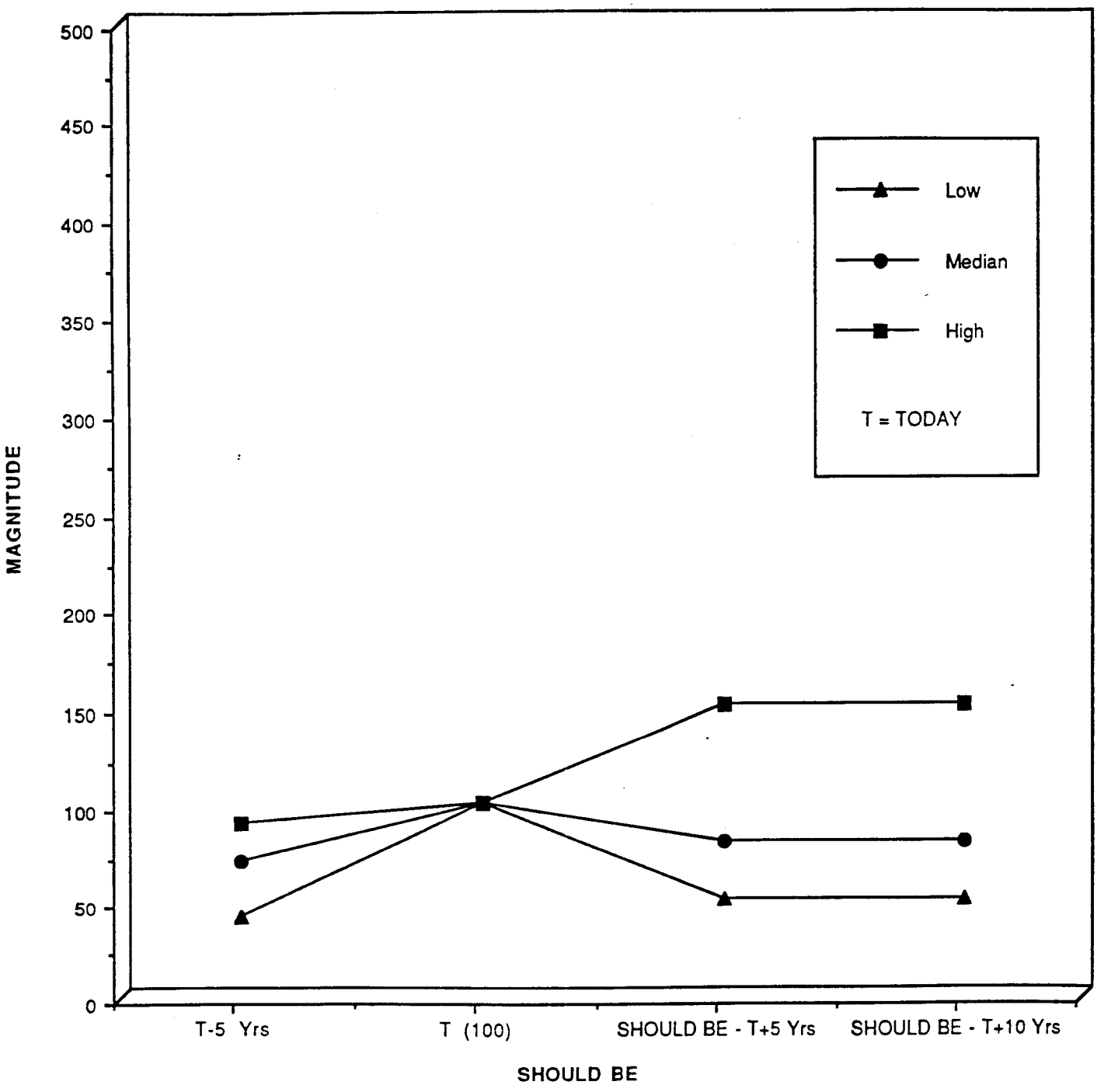
TREND SCREENING GRAPH



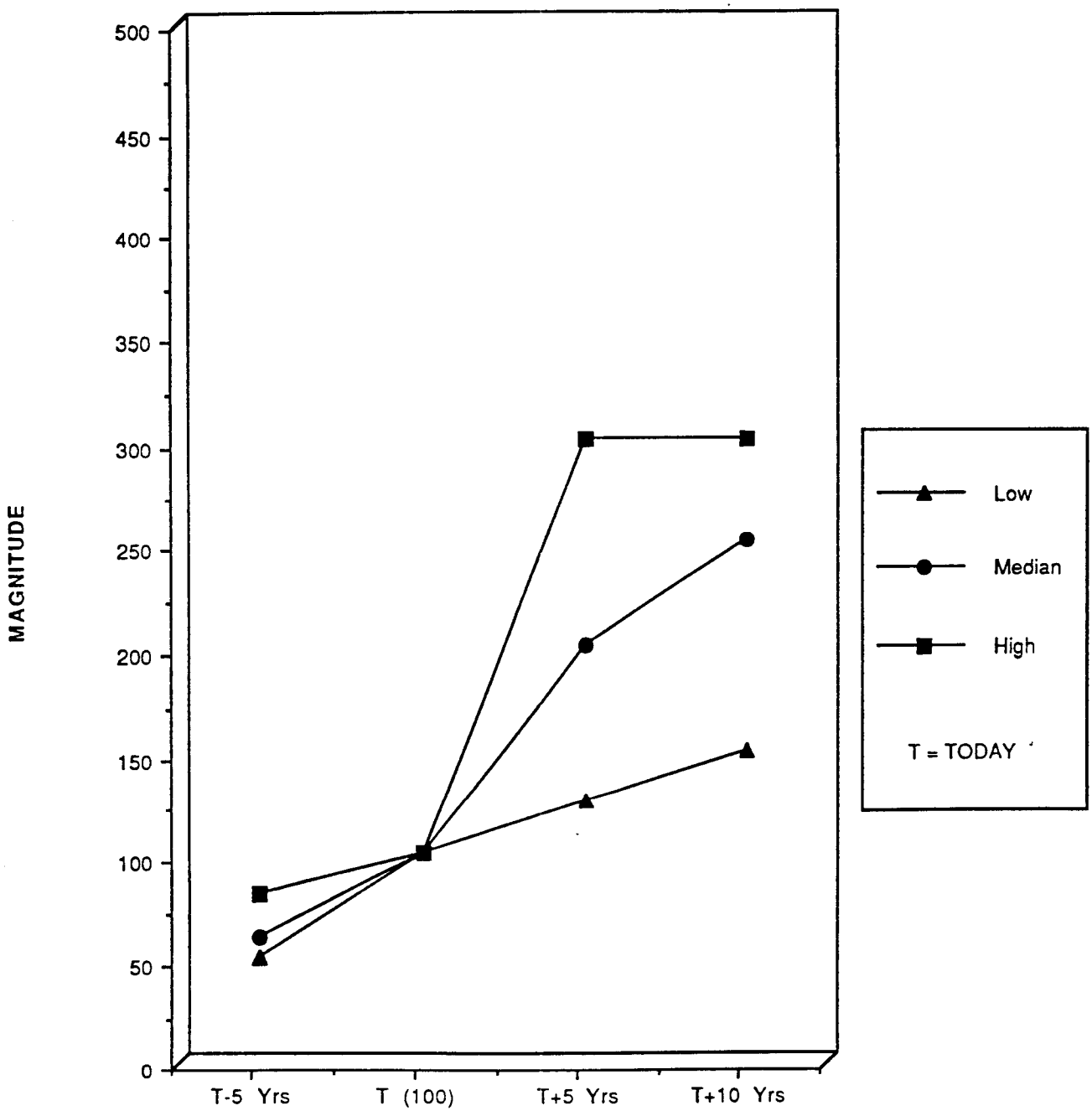
LEVEL OF DISABILITY RETIREMENT



LEVEL OF DISABILITY RETIREMENT

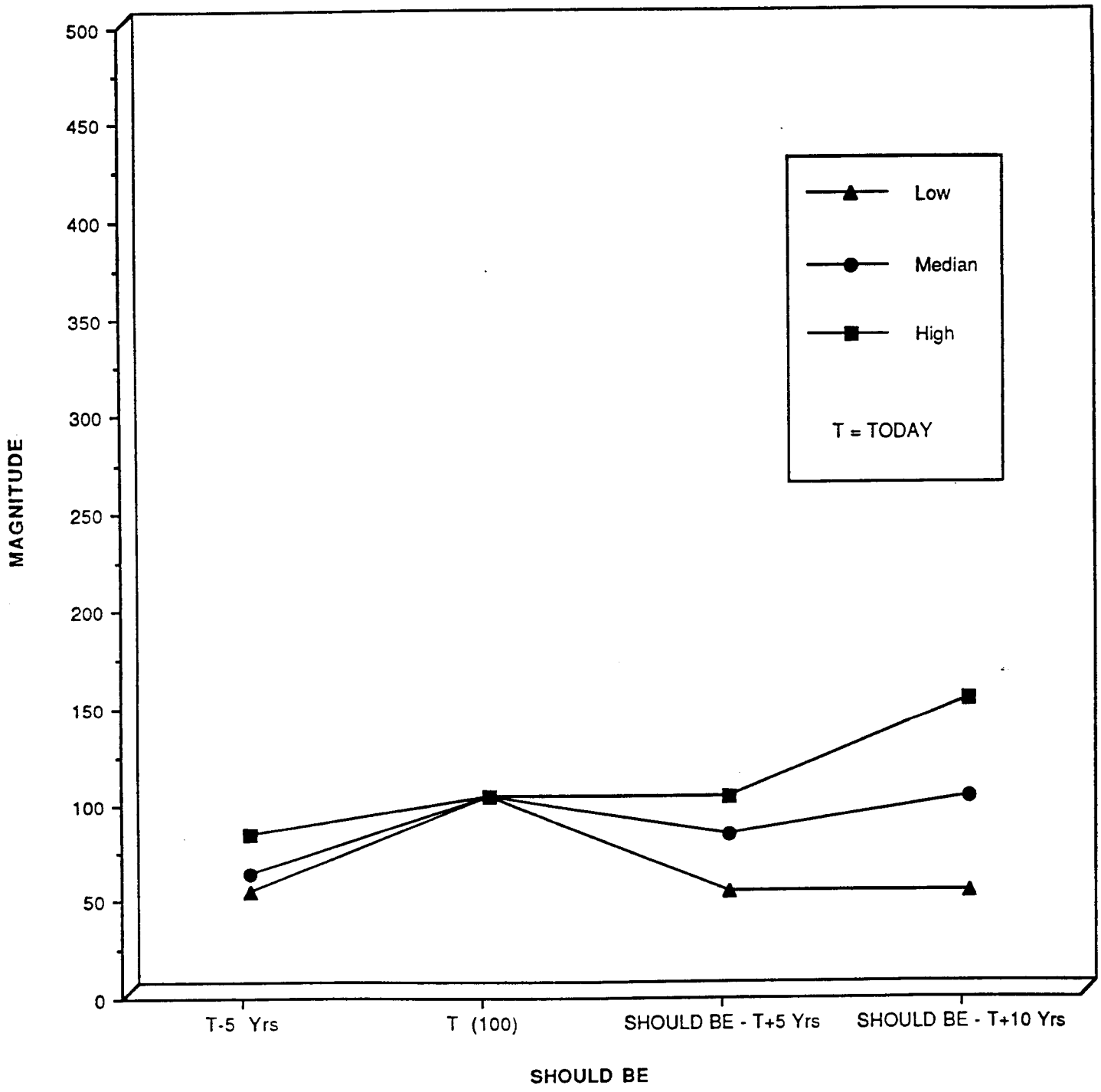


LEVEL OF PHYSICAL VIOLENCE

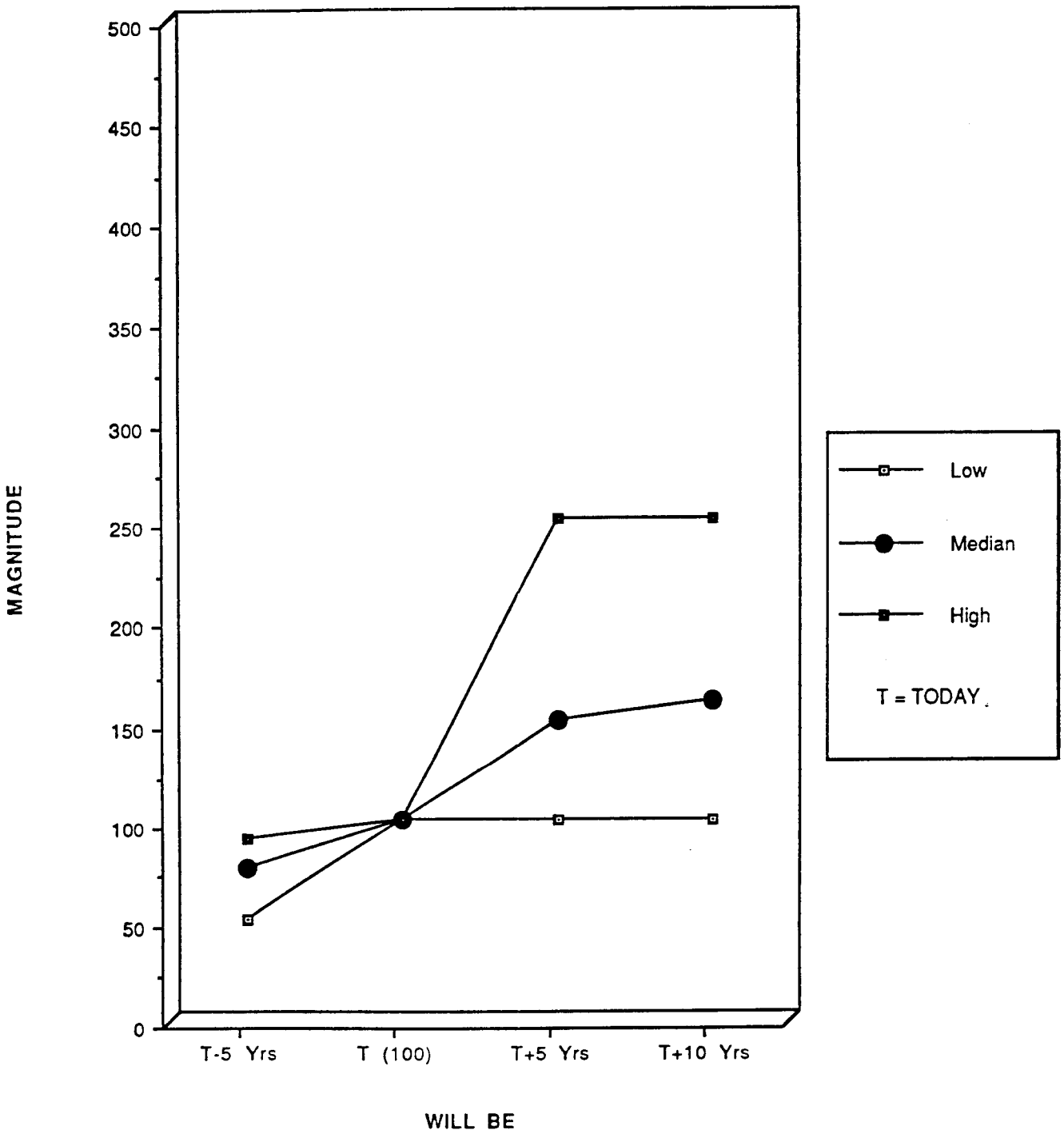


WILL BE

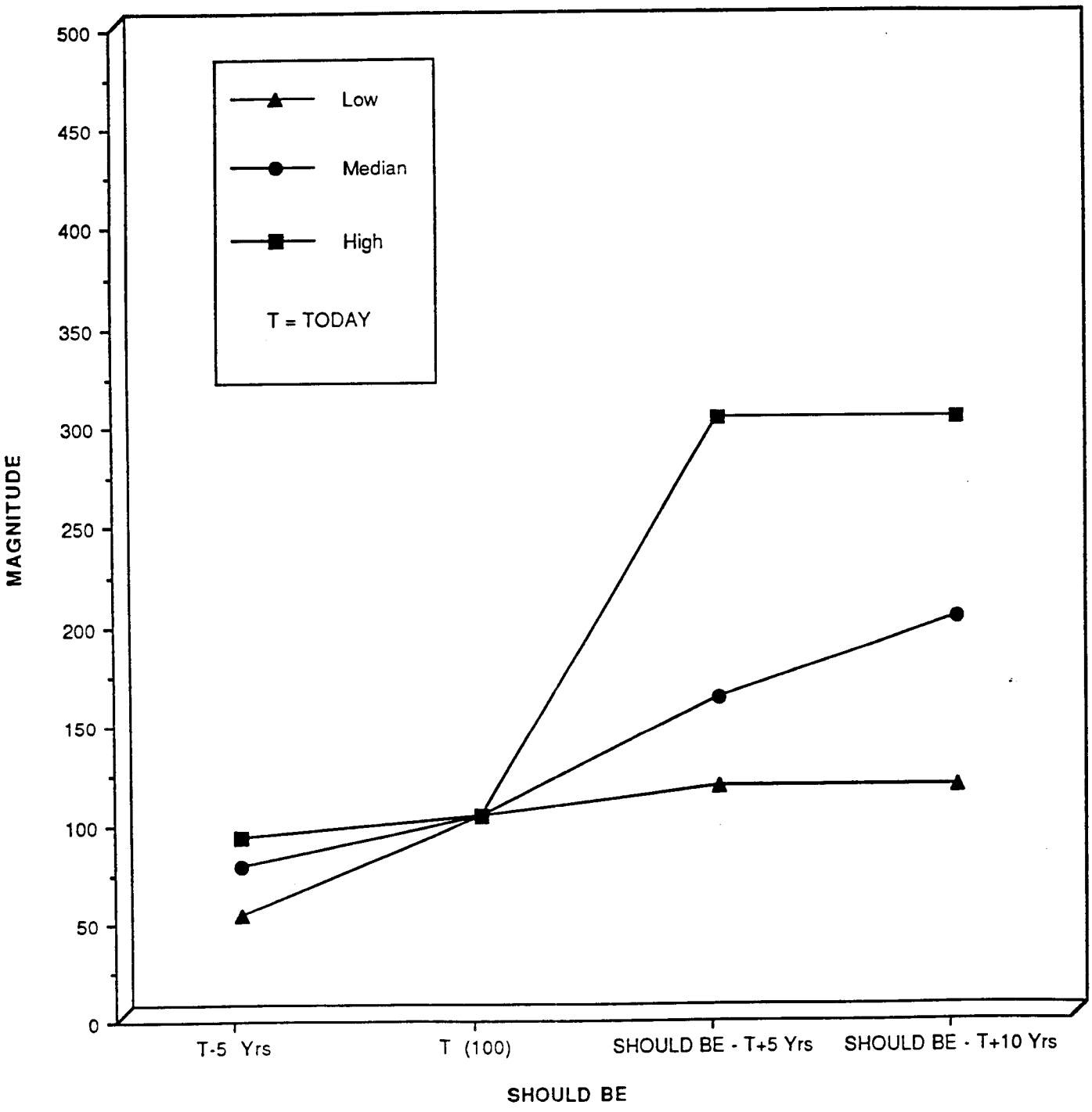
LEVEL OF PHYSICAL VIOLENCE



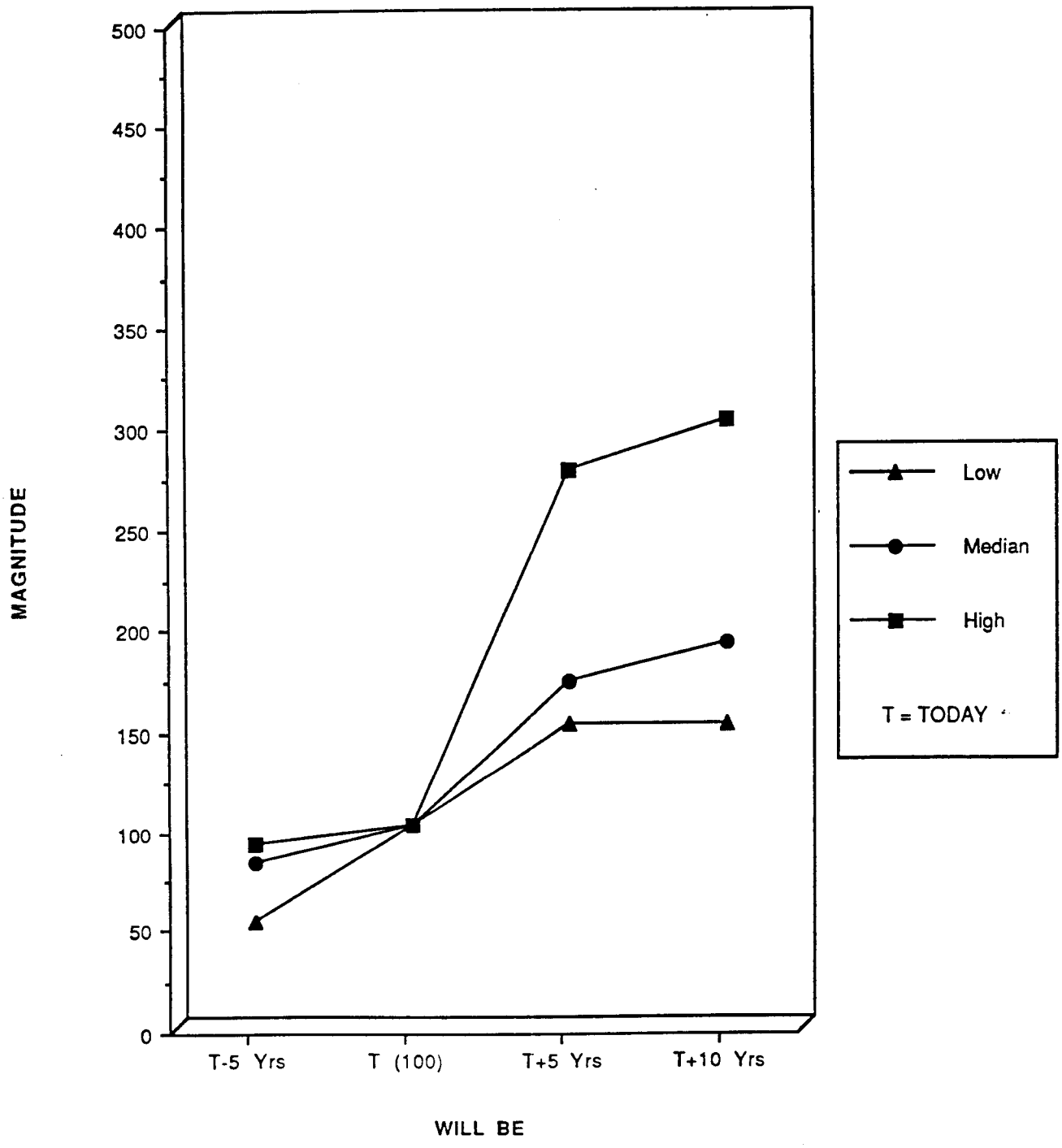
LEVEL OF FITNESS OF POLICE OFFICERS



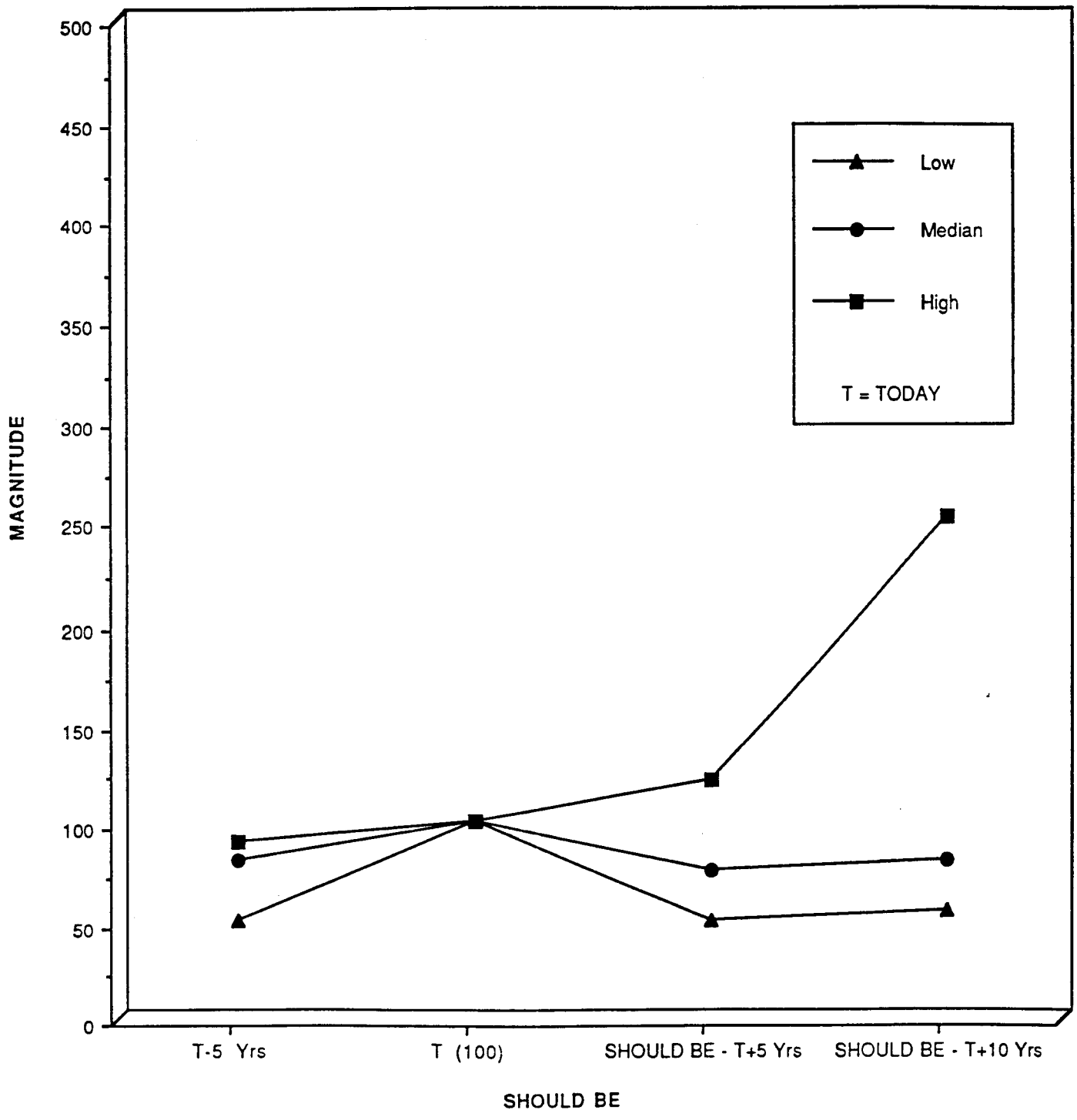
LEVEL OF FITNESS OF POLICE OFFICERS



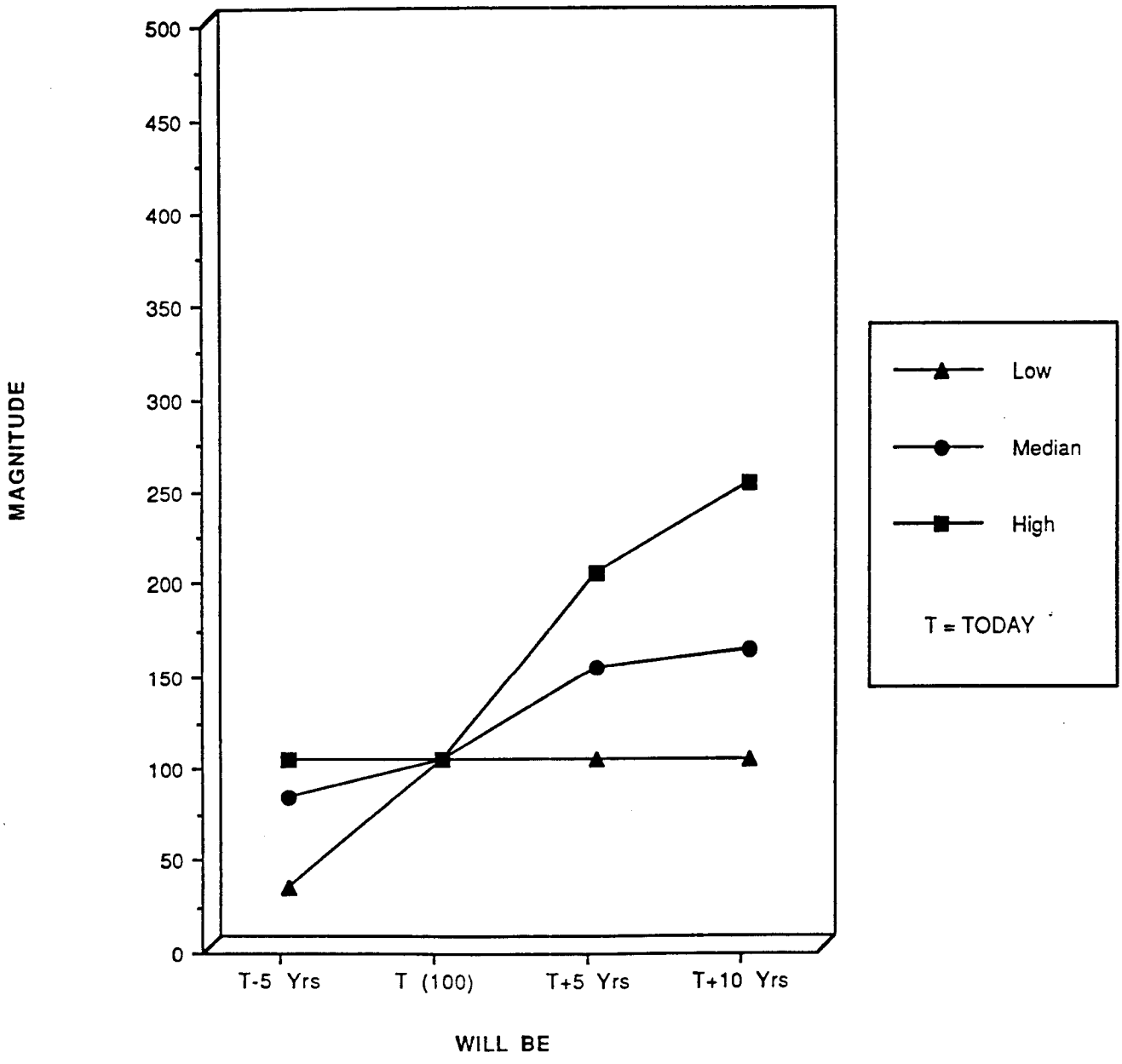
INCIDENTS OF WORK RELATED INJURIES



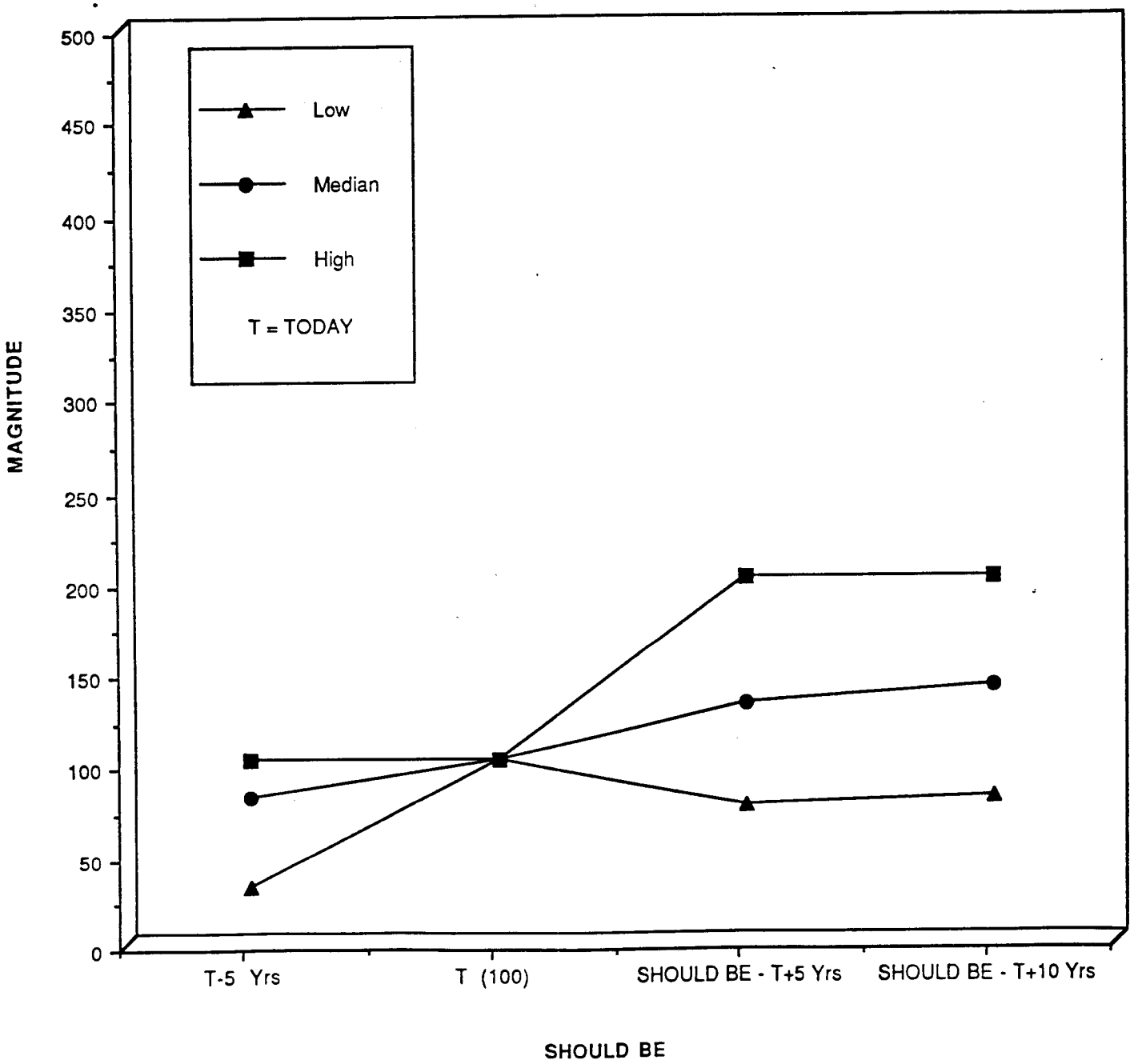
INCIDENTS OF WORK RELATED INJURIES



IMPACT OF FITNESS STANDARDS ON WOMEN AND MINORITY FIELD POLICE OFFICERS



IMPACT OF FITNESS STANDARDS ON WOMEN AND MINORITY FIELD POLICE OFFICERS



TREND EVALUATION

TREND STATEMENT		LEVEL OF THE TREND* (Today = 100)			
TREND #		5 YEARS AGO	TODAY	5 YEARS FROM NOW	10 YEARS FROM NOW
T-1	LEVEL OF DISABILITY RETIREMENTS	40	100	150 / 80	200 / 80
T-2	LEVEL OF PHYSICAL VIOLENCE	60	100	200 / 80	250 / 100
T-3	LEVEL OF FITNESS OF POLICE OFFICERS	80	100	150 / 160	160 / 200
T-4	INCIDENTS OF WORK RELATED INJURIES	75	100	170 / 75	190 / 80
T-5	IMPACT OF FITNESS STANDARDS ON WOMEN AND MINORITY FIELD POLICE OFFICERS	80	100	150 / 130	160 / 140

* PANEL MEDIAN FORECASTS

N = 9

WILL BE / SHOULD BE

N = 9

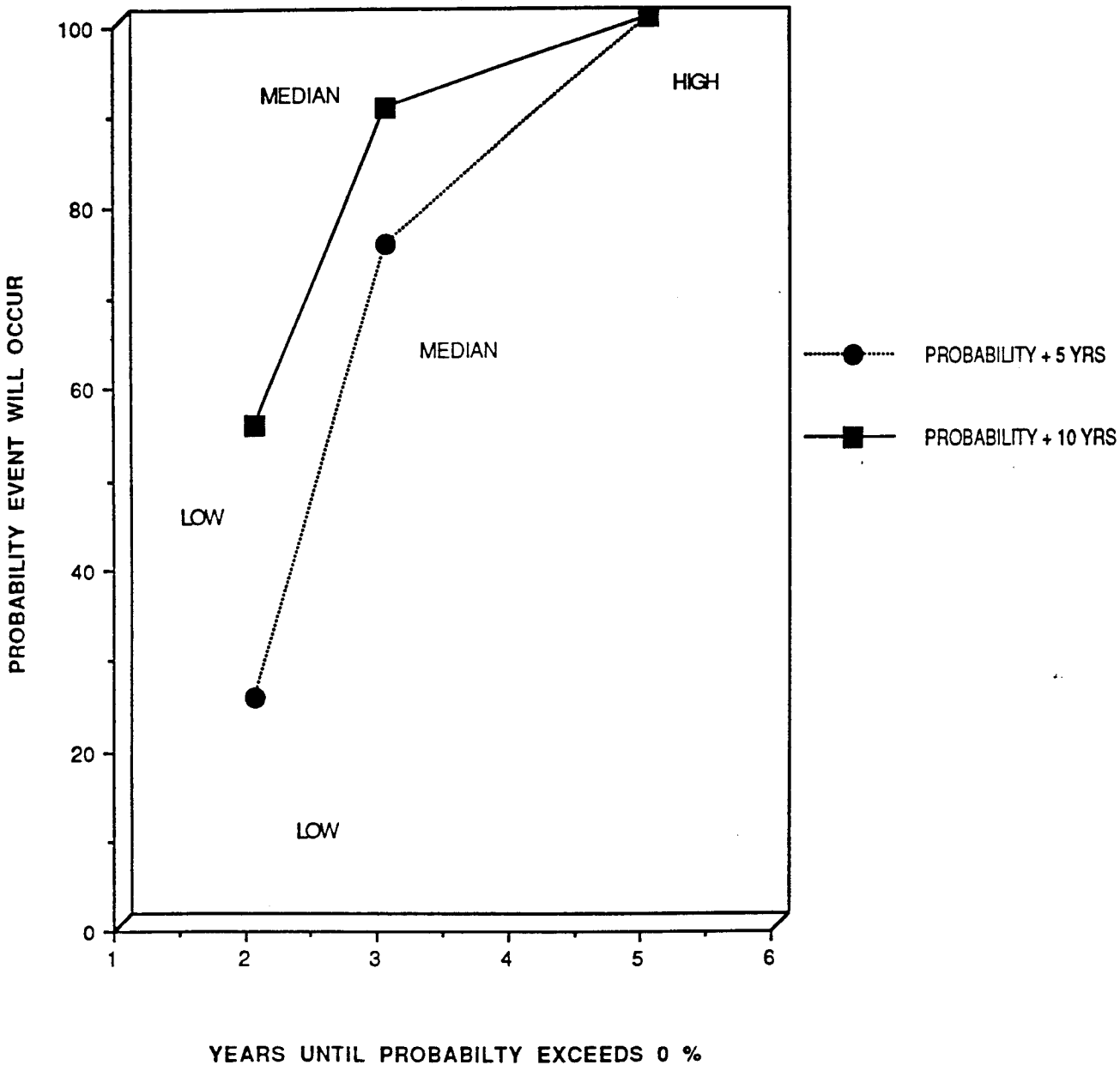
EVENT EVALUATION

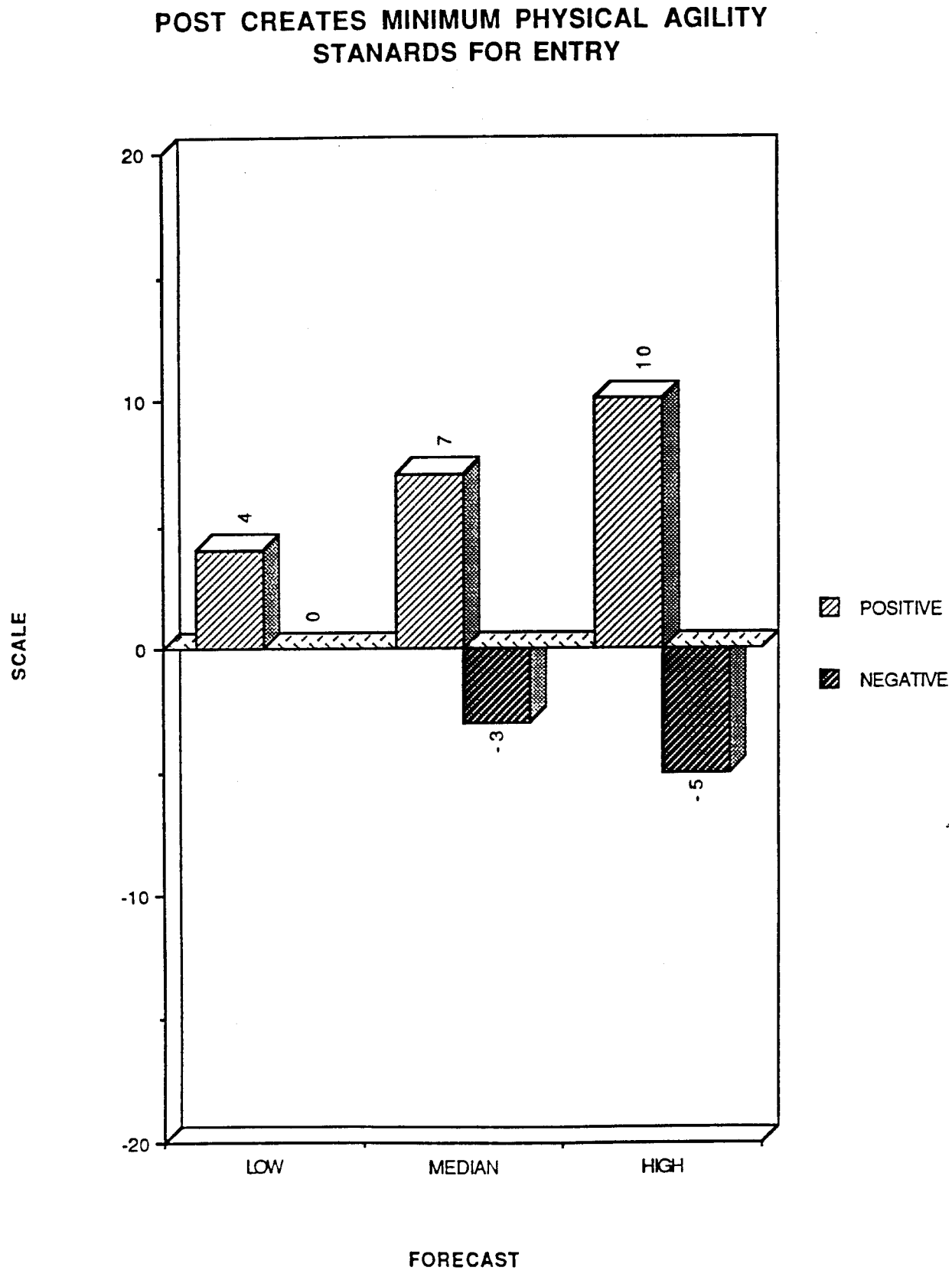
EVENT #	EVENT STATEMENT	YEARS UNTIL PROBABILITY FIRST EXCEEDS ZERO	PROBABILITY*		IMPACT ON THE ISSUE AREA IF THE EVENT OCCURRED*	
			5 YEARS FROM NOW (0-100%)	10 YEARS FROM NOW (0-100%)	POSITIVE (0-10 SCALE)	NEGATIVE (0-10 SCALE)
E-1	POST CREATES MINIMUM PHYSICAL AGILITY STANDARDS FOR ENTRY	3	75	90	7	3
E-2	AGENCIES HELD LIABLE FOR NOT PROVIDING OPPORTUNITIES FOR EMPLOYEES TO MAINTAIN ADEQUATE PHYSICAL FITNESS	5	30	80	5	5
E-3	MANDATORY FITNESS FOR DUTY PHYSICAL STANDARDS ARE ADOPTED	5	40	75	7	3
E-4	USE OF DEADLY FORCE DOUBLES SINCE 1990	8	5	50	8	1
E-5	TECHNOLOGY REDUCES THE NEED FOR PHYSICAL STANDARDS FOR POLICE OFFICERS	3	50	70	5	5

* PANEL MEDIAN FORECASTS

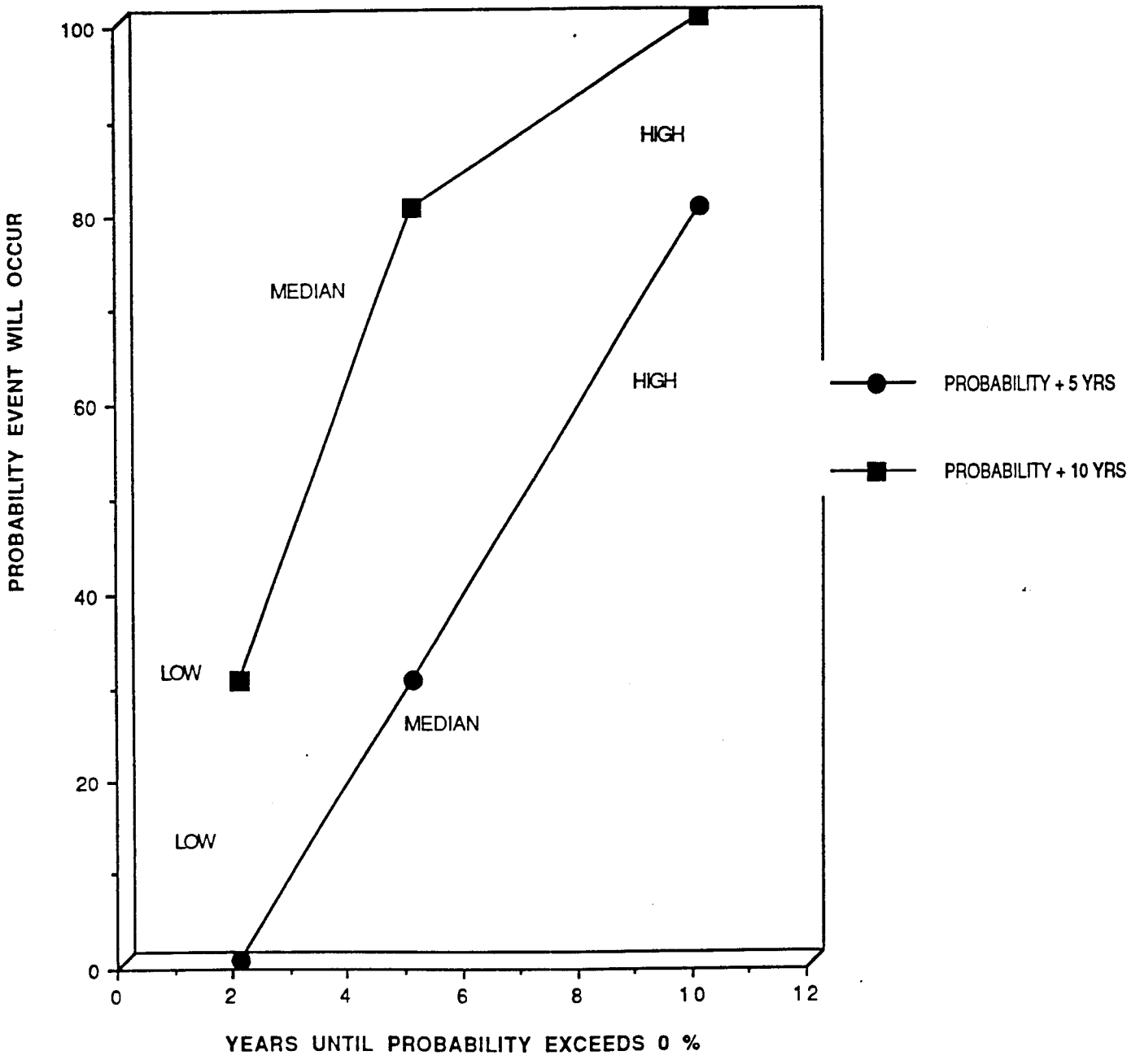
N = 9

POST CREATES MINIMUM PHYSICAL AGILITY STANDARDS FOR ENTRY

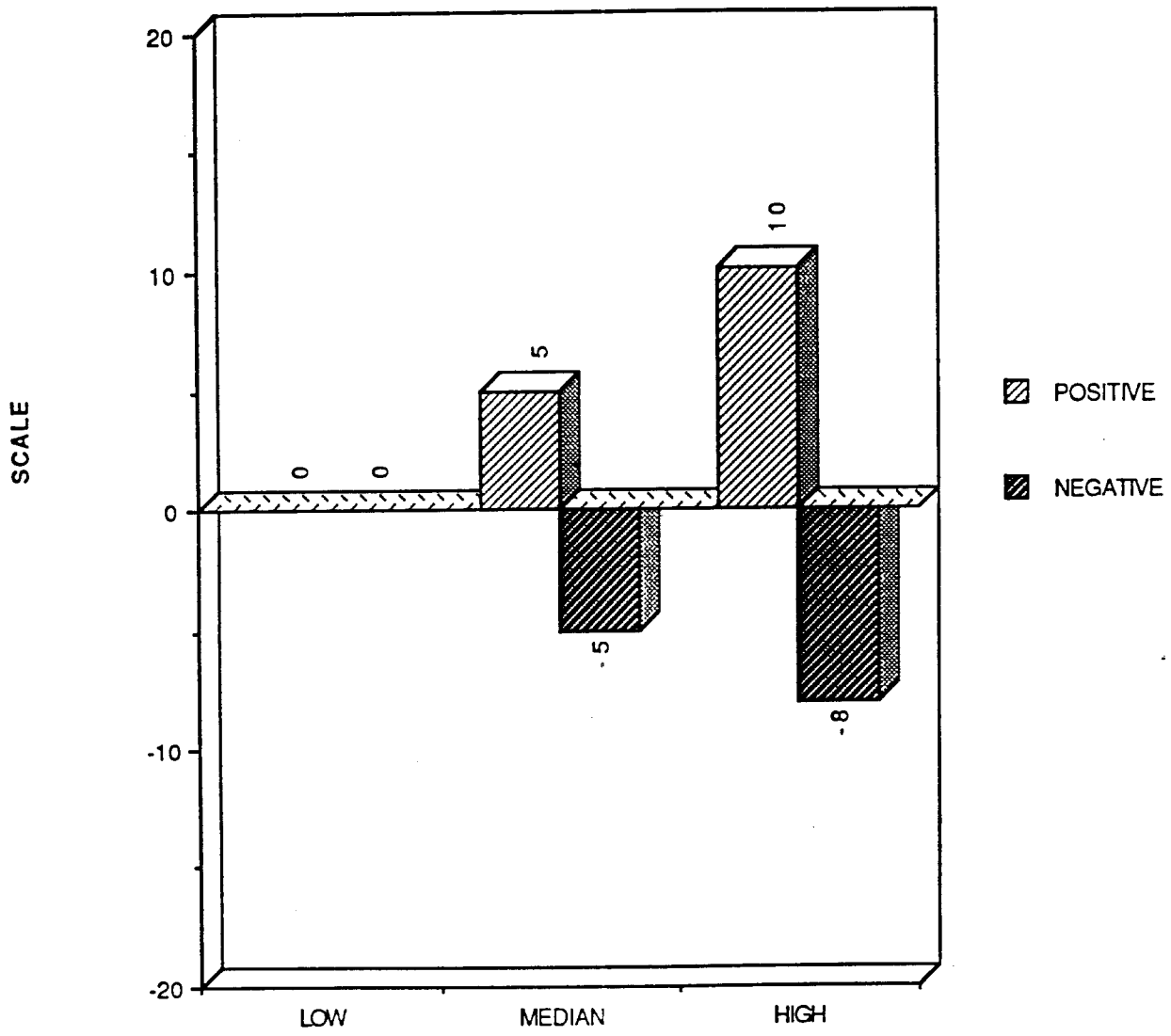



POST CREATES MINIMUM PHYSICAL AGILITY STANARDS FOR ENTRY
SCALE
20
10
0
-10
-20
4
0
7
-3
10
-5
LOW
MEDIAN
HIGH
FORECAST
POSITIVE
NEGATIVE

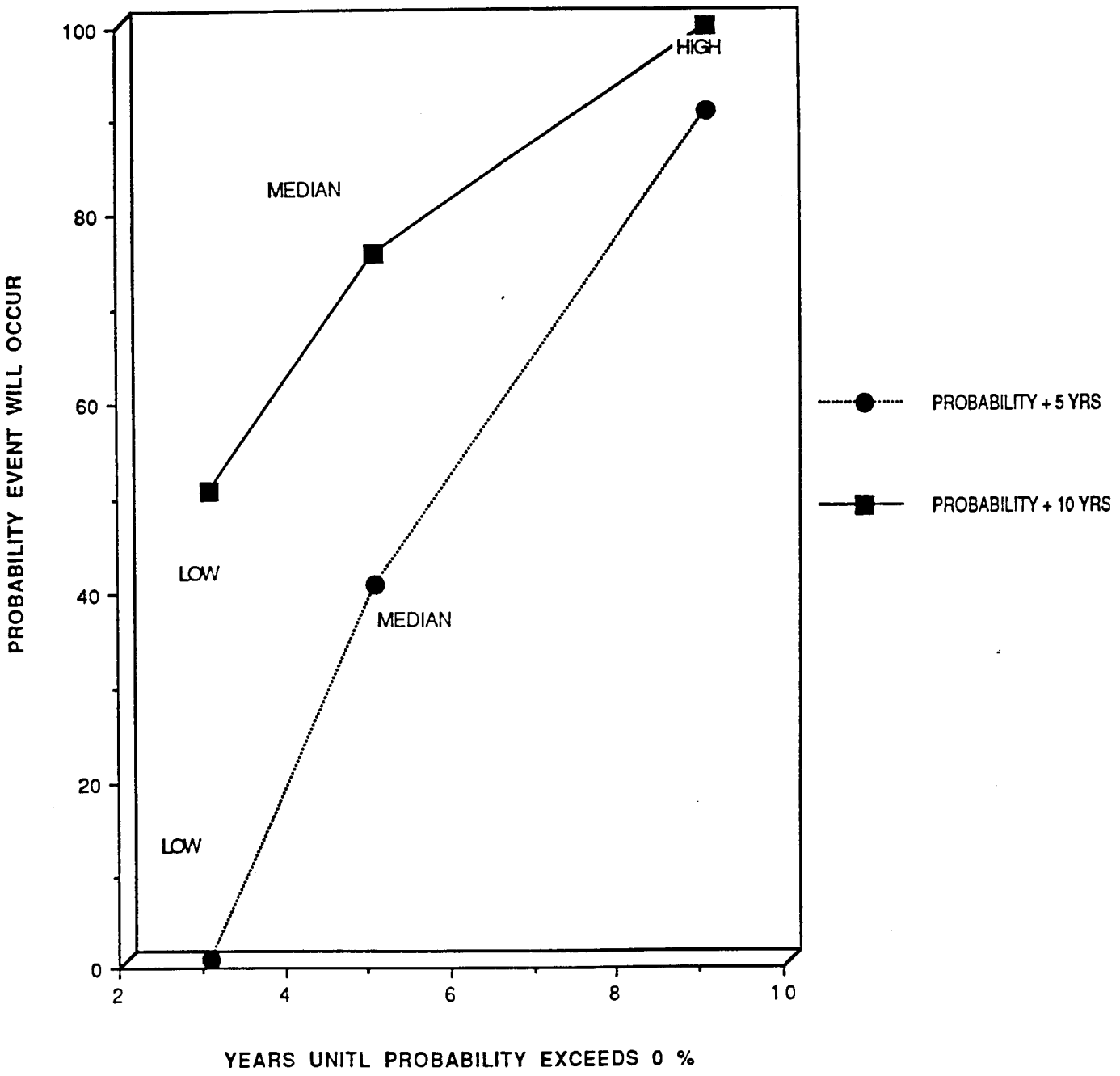
AGENCIES HELD LIABLE FOR NOT PROVIDING OPPORTUNITIES FOR EMPLOYEES TO MAINTAIN ADEQUATE PHYSICAL FITNESS



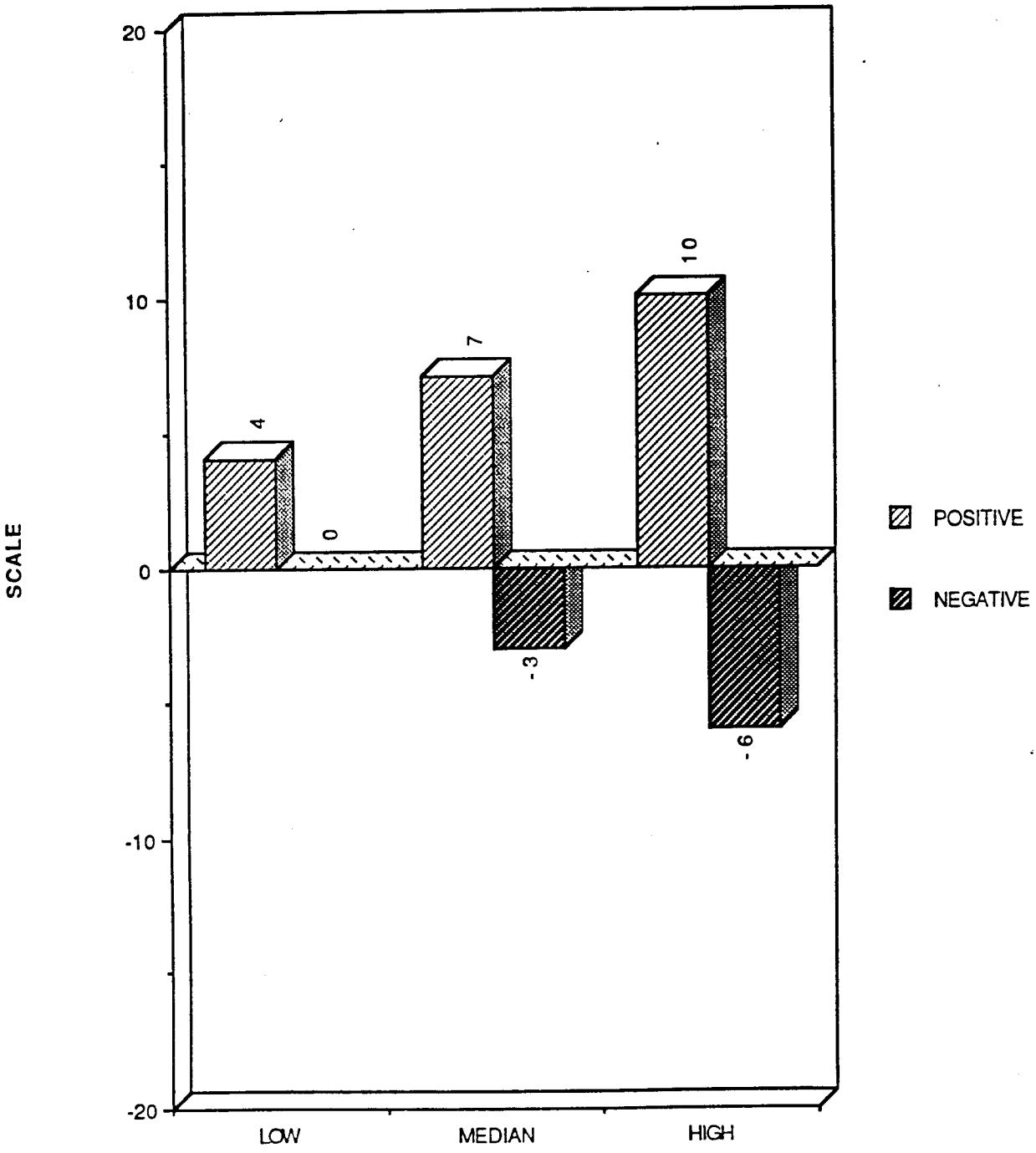
AGENCIES HELD LIABLE FOR NOT PROVIDING OPPORTUNITIES FOR EMPLOYEES TO MAINTAIN ADEQUATE PHYSICAL FITNESS



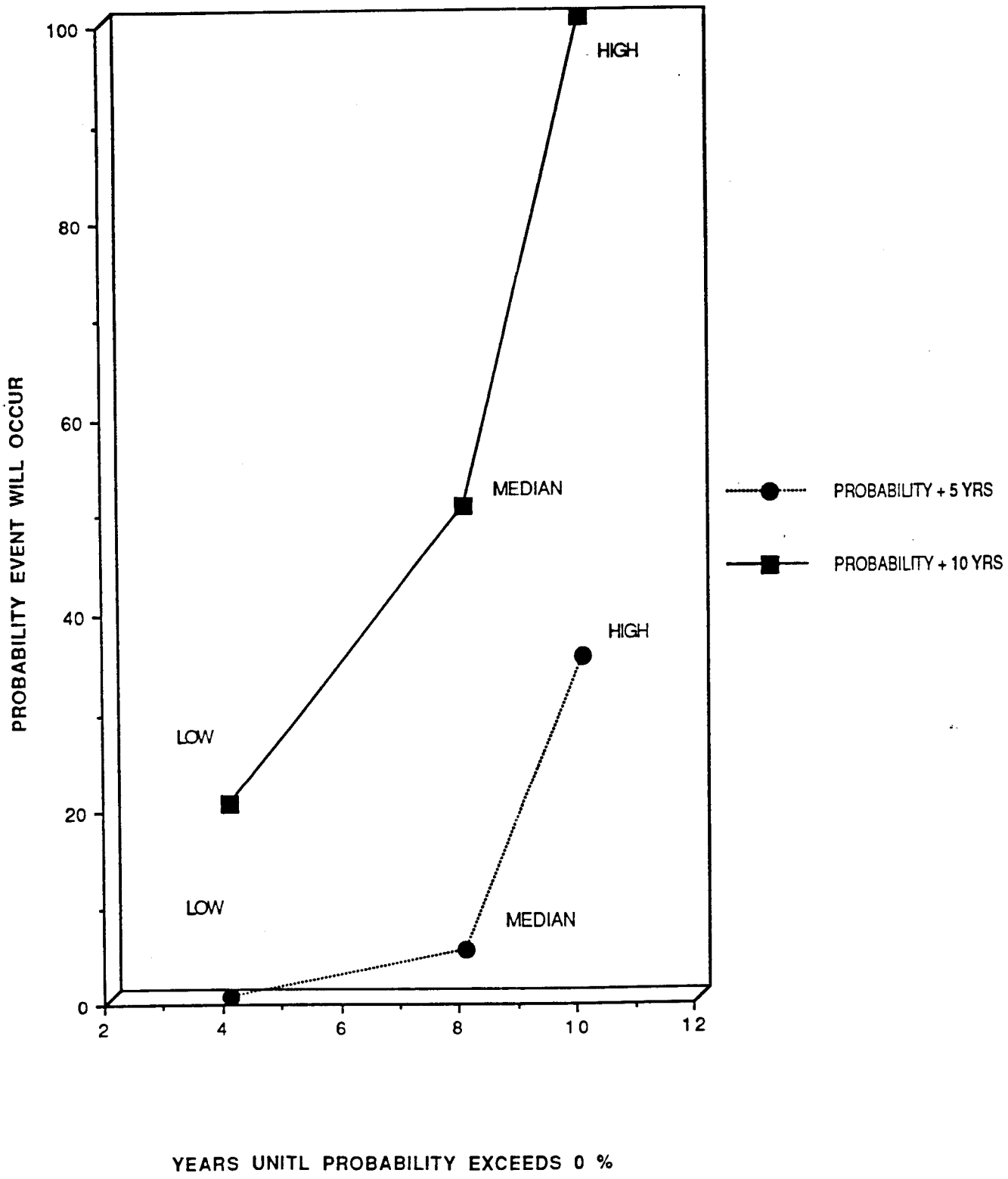
MANDATORY FITNESS FOR DUTY
PHYSICAL STANDARDS ARE ADOPTED



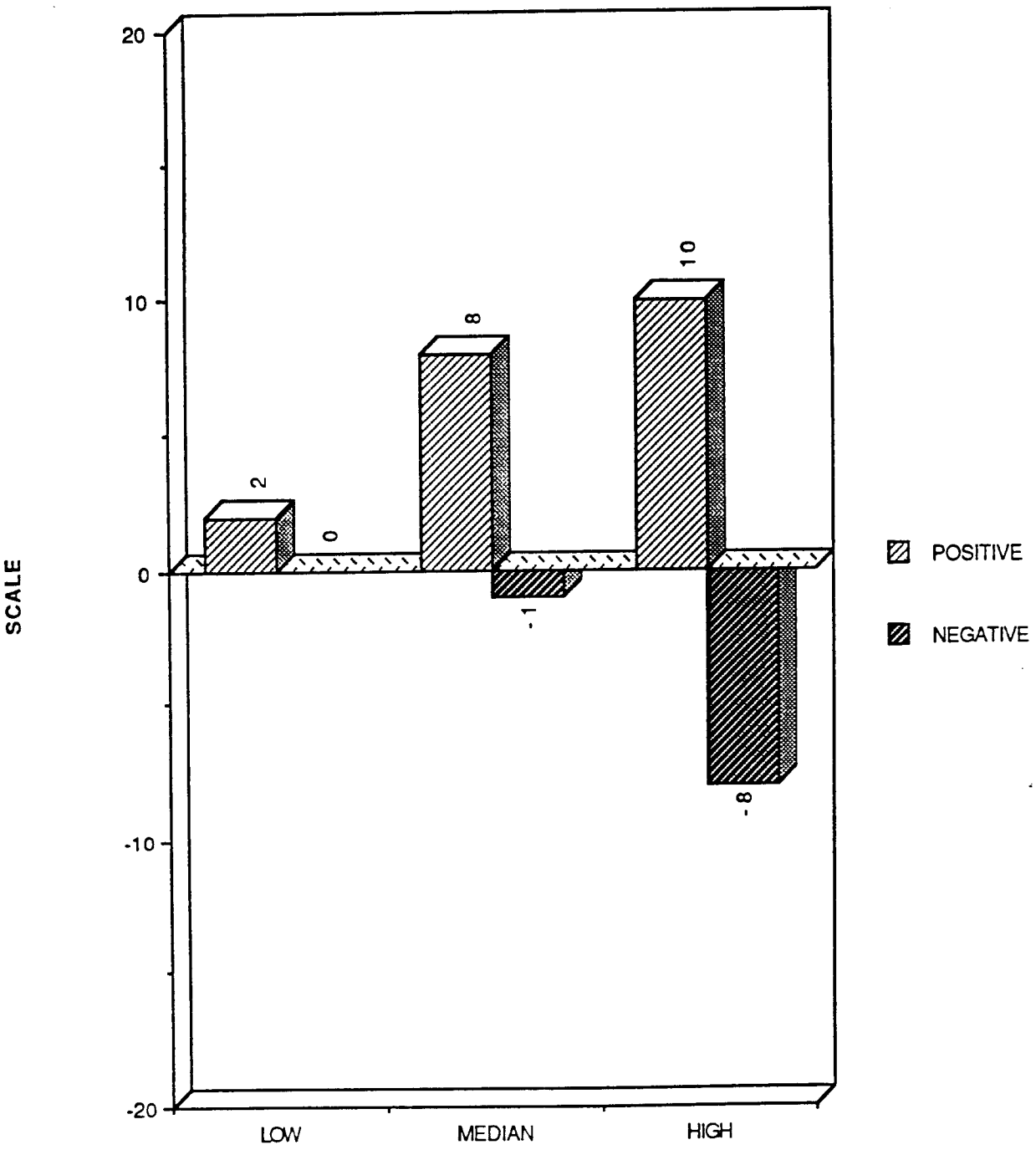
MANDATORY FITNESS FOR DUTY PHYSICAL STANDARDS ARE ADOPTED



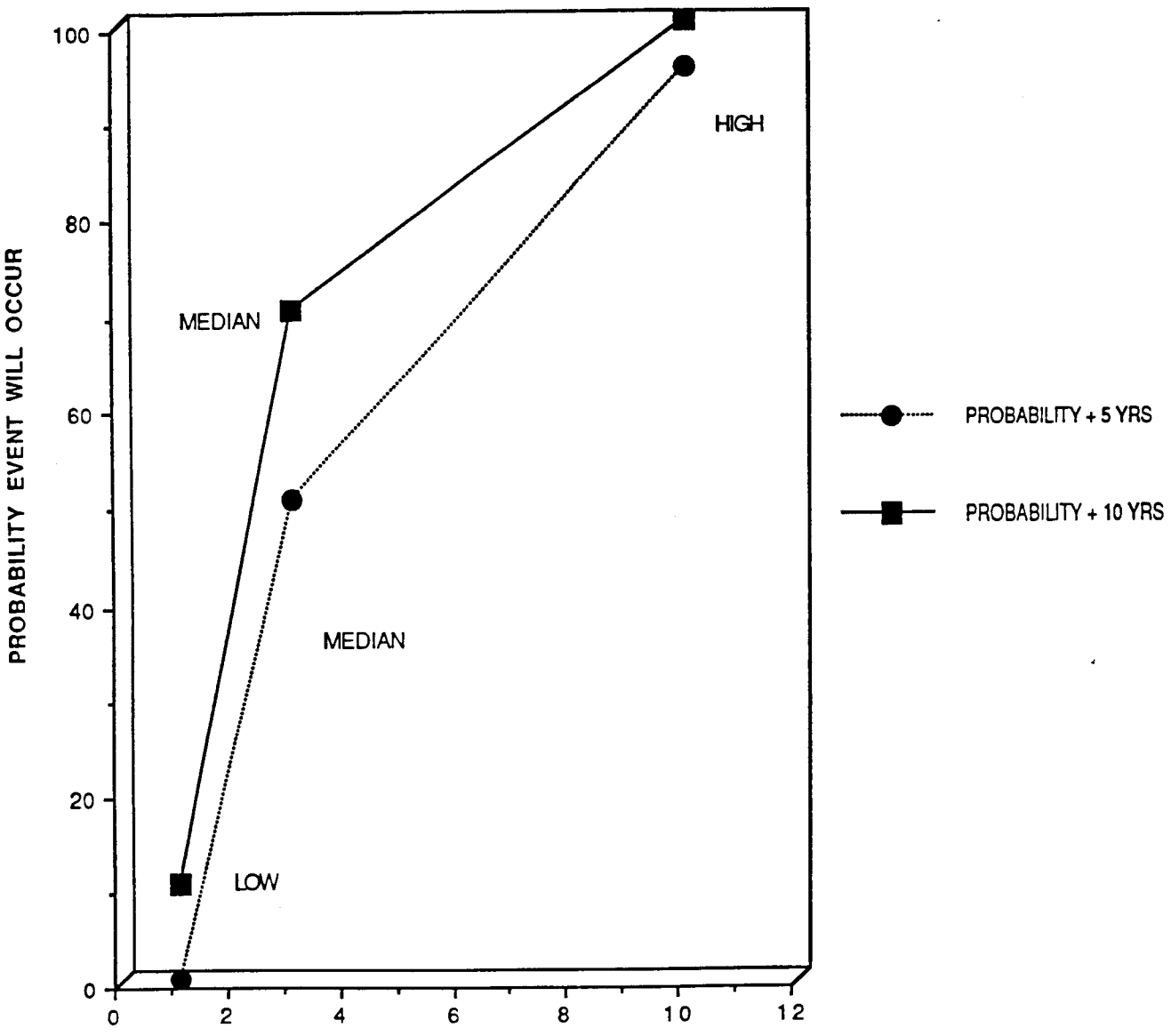
USE OF DEADLY FORCE DOUBLES SINCE 1990



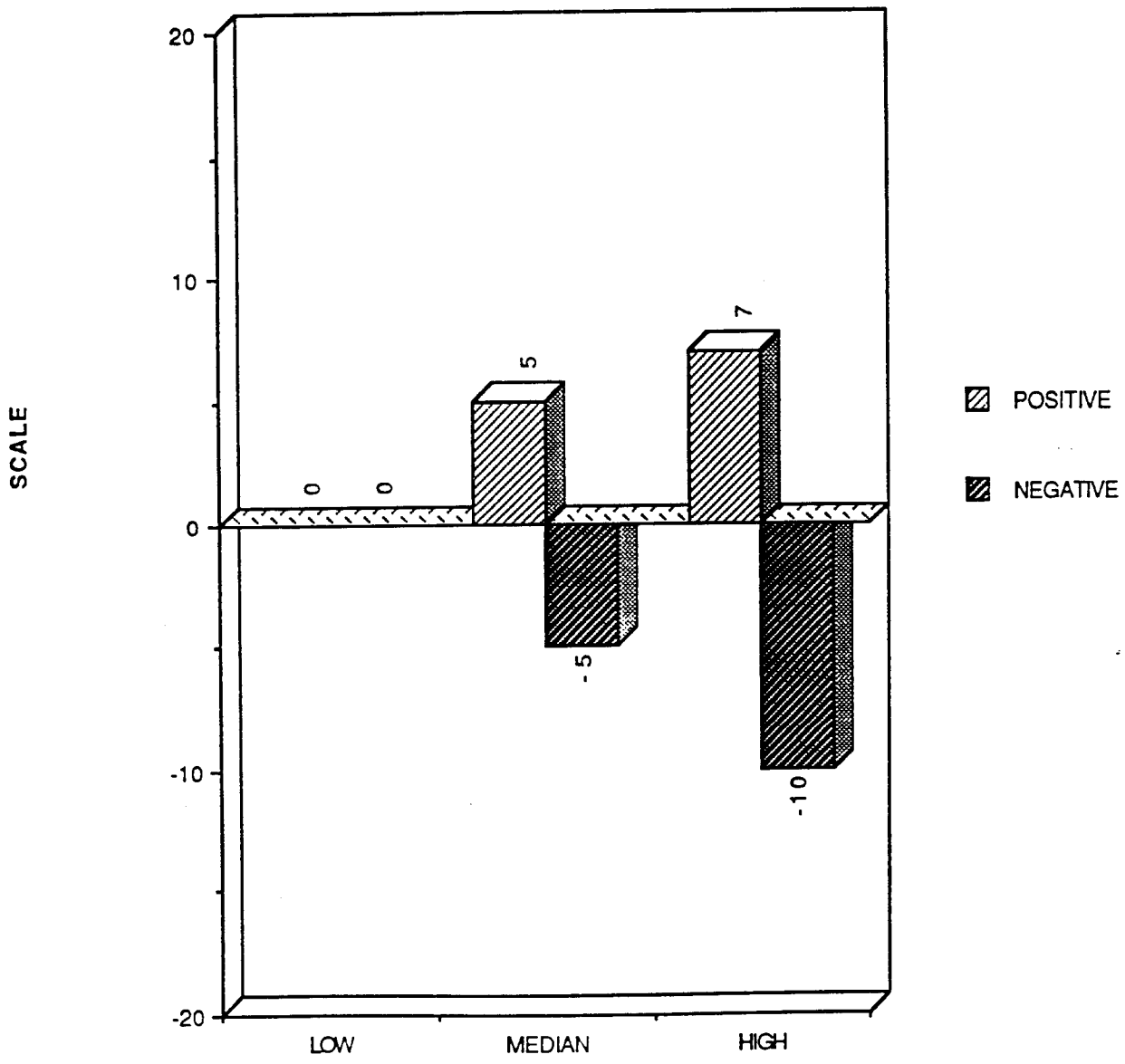
USE OF DEADLY FORCE DOUBLES SINCE 1990



TECHNOLOGY REDUCES THE NEED FOR PHYSICAL STANDARDS FOR POLICE OFFICERS



TECHNOLOGY REDUCES THE NEED FOR PHYSICAL STANDARDS FOR POLICE OFFICERS



CROSS-IMPACT EVALUATION MATRIX*

IMPACTING EVENT		IMPACTED EVENT					IMPACTED TRENDS					ACTORS
		E-1	E-2	E-3	E-4	E-5	T-1	T-2	T-3	T-4	T-5	
E-1	POST CREATES MINIMUM PHYSICAL AGILITY STANDARDS FOR ENTRY	X	60	80	0	-20	50	-20	80	50	-25	8
E-2	AGENCIES HELD LIABLE FOR NOT PROVIDING OPPORTUNITIES FOR EMPLOYEES TO MAINTAIN ADEQUATE PHYSICAL FITNESS	75	X	75	40	-10	30	20	50	-10	0	8
E-3	MANDATORY FITNESS FOR DUTY PHYSICAL STANDARDS ARE ADOPTED	90	75	X	10	40	40	20	75	20	-10	9
E-4	INCREASED USE OF DEADLY FORCE	-10	-10	-10	X	-10	-10	-5	-20	-10	30	9
E-5	TECHNOLOGY REDUCES THE NEED FOR PHYSICAL STANDARDS FOR POLICE OFFICERS	75	60	75	75	X	-20	20	35	30	-15	9
REACTORS		4	4	4	3	4	5	5	5	5	4	

* PANEL MEDIANS

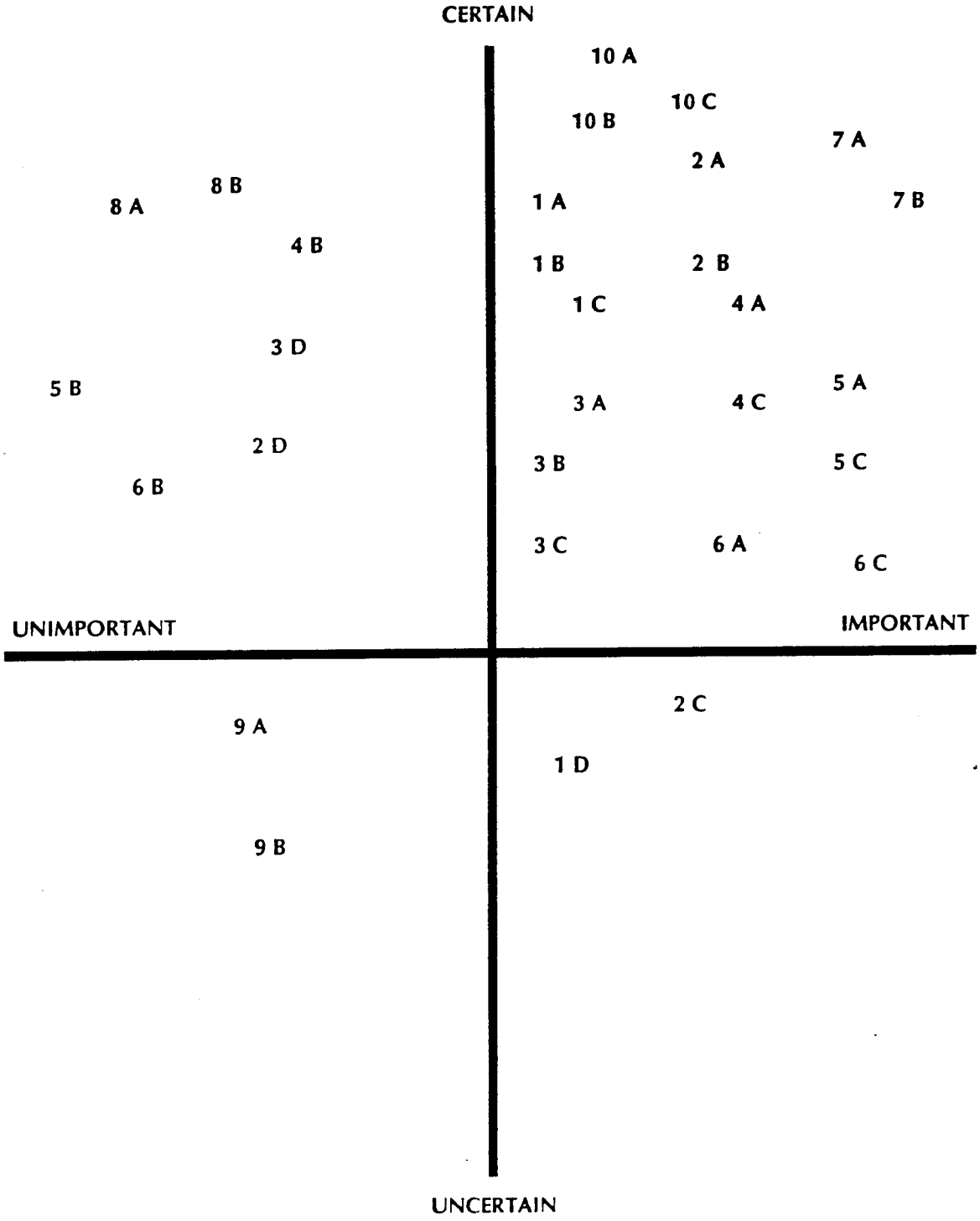
N = 9

EVENTS ON EVENTS
PERCENTAGE CHANGE (+ or -)

EVENTS ON TRENDS
PERCENTAGE CHANGE (+ or -)

T - 1 LEVEL OF DISABILITY RETIREMENTS
T - 2 LEVEL OF PHYSICAL VIOLENCE
T - 3 LEVEL OF FITNESS OF POLICE OFFICERS
T - 4 INCIDENTS OF WORK RELATED INJURIES
T - 5 IMPACT OF FITNESS STANDARDS ON WOMEN AND MINORITY FIELD POLICE OFFICERS

STAKEHOLDER ASSUMPTIONS



POLICY CROSS-IMPACT MATRIX*

IMPACTING POLICY		IMPACTED EVENT **					IMPACTED TRENDS ***				
		E-1	E-2	E-3	E-4	E-5	T-1	T-2	T-3	T-4	T-5
P-1	Police Department establishes a mandatory health fitness/wellness program.	80	75	80	50	0	70	50	80	30	40
P-2	Police Department lobbies POST and other state agencies through professional organizations not to implement mandated performance standards.	-40	-50	-50	-50	-10	-50	-25	-40	-60	0
P-3	Police Department establishes minimum staffing levels which provide adequate time for on-duty exercise.	40	80	80	50	10	40	50	75	30	40
P-4	City Manager requires reporting of progress of the program and the impact on disabilities and one the job injuries.	0	60	50	0	10	25	0	5	5	0
P-5	City assigns full-time employee as Fitness Coordinator	40	50	50	25	10	25	5	10	25	5

E - 1 - POST creates minimum physical agility standards for entry
E - 2 - Agencies held liable for not providing opportunities for employees to maintain adequate physical fitness
E - 3 - Mandatory fitness for duty physical standards are adopted
E - 4 - Use of deadly force doubles since 1990
E - 5 - Technology reduces the need for physical standards for police officers

T - 1 - Level of disability retirement
T - 2 - Level of physical violence
T - 3 - Level of fitness of police officers
T - 4 - Incidents of work related injuries
T - 5 - Impact of fitness standards on women and minority field police officers

COMMITMENT CHART

CRITICAL MASS ACTOR	BLOCK	LET IT HAPPEN	HELP IT HAPPEN	MAKE IT HAPPEN
1. FPOA	X →		O	
2. CITY COUNCIL		X →		O
3. CHIEF OF POLICE				X O
4. CITY MANAGER		X →	O	
5. RISK MANAGER			X O	
6. PERSONNEL DIRECTOR			X O	
7. PRESS		X →	O	

RESPONSIBILITY CHART

Decision	FREMONT POLICE OFFICER ASSOCIATION	CITY COUNCIL	CHIEF OF POLICE	CITY MANAGER	RISK MANAGER	PERSONNEL DIRECTOR	PRESS
Devote Staff Time To Study The Issue	S	I	R	I	S	S	-
Provide Review Of Plan For Legal Compliance	I	I	R	I	R	R	-
Information Gathering Of Sub-Issues	-	-	S	-	S	S	-
Report On Problems Of Lack Of Fitness	S	I	R	S	S	S	S
Report On Success Of Similar Programs	I	I	R	S	S	S	S
Budget And Approve Funds	S	A	S	A	S	S	-
Identify Staff Responsibilities	-	A	R	A	R	R	-
Obtain Compliance With Mandatory Program	R	I	R	S	I	R	-
Support The Implementation Of The Program	S	A	R	A	S	S	S

R = RESPONSIBILITY (NOT NECESSARILY AUTHORITY)
A = APPROVAL (RIGHT TO VETO)
S = SUPPORT (PUT RESOURCES TOWARD)
I = INFORM (TO BE CONSULTED)
- = IRRELEVANT TO THIS ITEM

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