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*"What will be the strategies
for enhancing the image of law enforcement
agencies by the year 2004?"*

JOURNAL ARTICLE

By

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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.

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JOURNAL ARTICLE

There are two driving forces which will increasingly influence law enforcement's public relations efforts. First, the fear of escalating crime rates, especially violent crime, will continue to raise doubt as to police effectiveness in providing adequate protection to its citizens. This condition will be exacerbated by current economic instability and future uncertainty in receiving necessary fiscal resources to keep pace with community needs. Second, rapid changes in the ethnic composition of California residents will further challenge the ability of law enforcement to meet the needs and expectations of an increasingly diverse population.

Essential to effective police/community interaction is the perception the public has toward its law enforcement agency. A community sense of security and well-being are inseparably connected to this perception. The study addresses the social, economic, and, in part, political issues which have the potential of impacting the future of law enforcement. The central theme of this report is not public perception, per se. Rather, the focus is to identify *what the strategies will be for enhancing the image of law enforcement agencies by the year 2004*. The issue was developed through extensive review of literature. Local

and national newspapers, trade journals, and selected books were the principal sources used to establish the issue statement.

As a related sub-issue, it will be necessary to explore *what management strategies will be used to influence public confidence toward law enforcement*. Regarding the topic of crime, law enforcement agencies throughout the State of California continue to experience seemingly uncontrollable levels of gangs, drugs and violent crime.

Sacramento, for example, reported a record number of homicides occurring within its city limits for the year ending 1993.¹ Like other cities throughout the state and nation, Sacramento is plagued with a wave of violence that appears to show no signs of abating. Professor James Alan Fox, dean of the College of Criminal Justice at Northeastern University in Boston, attributes family dysfunction, violence in the media, availability of guns, and alienation from society as the principal causes.²

According to F.B.I. statistics, there were 23,760 homicides throughout the United States in 1992. This number is expected to remain about the same for 1993. However, the rate of homicides for 1992 is more than double that of 1965. It has been reported that 1.7 million arrests were recorded in 1992, up from 1.6 million in 1982.³ There is a clear indication that those arrested are becoming increasingly violent. As noted in one report "The adult felony arrest rate rose 37.1 percent between 1982 and 1992."⁴ As noted by Professor Fox, "The really bad news is this is nothing compared to what we will see in the years ahead. It's going to be a lot worse."⁵

Will record levels of crime and its damaging effect on people's lives become the foremost concern that society must face in the future? Moreover, has fear become the

prevailing public attitude toward the issue of crime? In a report released by California Attorney General Dan Lungren, sales of guns in the state reached record numbers for 1993. A total of 665,229 guns were purchased legally during the year, which reflect an 18.9 percent increase over the previous twelve month period. "Clearly, many thousands of Californians feel they are not adequately protected by law enforcement and need a firearm for security in their homes and businesses," Lungren said. ⁶

Is the need for citizens to arm themselves a reflection of their growing intolerance to accept the escalating rate of crime? Or, is it symbolic of a greater statement of their diminishing confidence in the ability of law enforcement to adequately protect them from the violence of everyday life? The riots in Los Angeles in the spring of 1992 and the more recent kidnap and murder of Polly Klaas in the small town of Petaluma has no doubt contributed to a greater sense of apprehension in the public's perception of law enforcement capabilities.

The economy and its effect on the ability of law enforcement to protect and serve has also influenced public attitude. California's economy has been hit particularly hard by the current recession. The day-to-day media reports of budget reductions in state and local government have added to the already heightened concern of fewer police officers and more crime. It could be argued that such thoughts lend themselves to the rationale that citizens will be compelled to take the matter of law enforcement into their own hands.

A second and equally important sub-issue is *how law enforcement will interface with diverse populations to enhance its image*. The future of California will be challenged with the dynamics of cultural diversity. The Immigration and Naturalization Service reports that

two years after Congress enacted the 1990 landmark Immigration Act, the United States admitted 810,635 legal immigrants, representing one of the largest one-year increases since the turn of the century.⁷ The State of California was the recipient of 336,663 of the newcomers, or 41 percent. *USA Today* reports that there are an "...estimated 1.3 million undocumented immigrants living in California, flooding the state at a phenomenal rate of 100,000 a year."⁸ California has emerged as an ethnically diverse population never before experienced in the United States. In the decade ahead, law enforcement must prepare itself to serve a community that is in a state of unremitting cultural evolution.

A third sub-issue will address *what will be the role of technology in enhancing the image of law enforcement*. The degree and effectiveness in which traditional police services are maintained, as well as technological approaches to address emerging problems, will continue to develop as critical issues for law enforcement. Public reaction to the real and perceived effectiveness of police operations, in light of dwindling resources, will continue to be an emerging issue for law enforcement. Technology may serve to be the principal means in effectively responding to these issues.

As evident in this introduction, the changing face of America and, particularly California, will add a new and dynamic dimension to the public perception of law enforcement. Each emerging culture within California brings its own expectation of police service, as well as its perspective of the role of law enforcement in its community. Police issues which are significant to the Vietnamese community may have much less relevance to the African-American community – i.e., the need to recruit police officers who speak Vietnamese. The research indicates that multiple cultures within a given community will

require individualized responses to their needs and expectations.

In looking to the future, law enforcement must be prepared to respond to a changing diversity of ideas, beliefs and feelings from the communities they serve. The issue is what interactions between police and public result in the greatest damage to an agency's credibility with its citizens. Second, it must be asked in any future's orientation, what does the next decade hold for law enforcement as it relates to potential public exposure to negative perception? Last, what, if anything, must police agencies do to prepare for future social and economic conditions which may challenge their ability to attain high levels of credibility with their communities?

Public image is an essential component of any successful enterprise. The luxury of exclusive domain over law enforcement services does not relieve police departments from the need to responsibly market those services. As Robert D. Hisrich wrote in his book Marketing: "Marketing is a central and integrated part of society, and to some extent affects the lives of everyone... marketing is not an isolated function within a firm, but rather begins and ends in the changing external environment, starting with the idea for a product or service and finishing only when the consumer has had sufficient time for evaluation."⁹ To this end, law enforcement must look to the future to analyze and evaluate its relationship with the community it serves.

The strategies which police agencies use to promote their services will be an essential and integral component of any department's future. In an effort to determine the effect those strategies will have on shaping the future image of law enforcement there must be an exhaustive examination of this subject. The process used in this analysis involved a futures

study, strategic plan and transition management plan. The following is a discussion of that research.

THE FUTURE OF THE ISSUE

In an effort to further explore the trends and events related to the issue of enhancing the image of law enforcement, the Nominal Group Technique process (NGT) was utilized. A group of twelve panel members were asked to "brainstorm" the issue of **what the strategies will be for enhancing the image of law enforcement agencies by the year 2004.** They were selected based on one or more of the following criteria: expertise in the area of marketing, diversity of opinion, cultural perspective, and experience in innovative law enforcement programs. They ranged in profession from a prominent media executive to marketing specialists. Each panel member was chosen for their expertise in their respective fields with an emphasis on diversity of opinion.

The panel ultimately selected the following ten critical events which they identified as most likely to affect the future of the issue:

1. Development of "grass roots" community advisory board.
2. Watershed-massive civil unrest with widespread violence.
3. High level of negative media coverage involving a police incident/investigation (i.e. Dorothea Puente murder investigation).
4. Consolidation of all city/county government services.
5. Sensational crime occurs equal to the Polly Klaas homicide –results in mobilizing

local, state, and national attention toward addressing the crime issue.

6. A major incident occurs in which several police officers are slain in the line of duty.
7. A 3.2% growth rate occurs in the Sacramento area – infrastructure reaches capacity.
8. A local initiative passes that enables the city council to enact a benefit assessment district which will provide for additional police personnel and services.
9. A major media program that focuses on positive community interaction with the police.
10. Sacramento is recognized as a model for community oriented policing.

Trends - The panel developed an independent list of ten trends which they identified as having the greatest effect on the issue. The trends selected by the panel are as follows:

1. California will experience a level of cultural diversity. The senior population will be affected.
2. There will be access to information and communication through the use of interactive video.
3. There will be a level of polarization of the "have and have nots".
4. The public will depend on the visual media as their principal source of information.
5. Level/amount of law enforcement agency participation in youth initiatives. Law Enforcement will assume a leadership role in youth related activities.
6. Tensions emerge between minority groups with a level of factionalization. There will be a general lack of communication between the police and these groups.

7. Change in the family structure. Family values will be affected.
8. Law enforcement's acceptance that the community can "engineer" the policies and "culture" of police agencies.
9. Gangs and their related crimes, as well as physical blight, will be an issue (i.e. graffiti).
10. The issue of crime and its impact on society will become a problem.

Scenario - In the next phase of the research, the trends and events identified by the panel were used to create an alternative future scenario. The purpose of the scenario was to expand upon the causes and consequences of major developments and offer insight into probable futures. In analyzing the logical interaction of the identified events and trends a "most likely" scenario was produced. What follows is a "history" written from the perspective of the year 2004:

The Sacramento Police Department, under the leadership of a new police chief, had gained national recognition for its community oriented policing (COP) initiatives. In March of 1996 (event 10) the department received a national award presented by the U.S. Attorney General for its outstanding achievement in this area. The California Commission on Peace Officers Standards and Training (POST) adopted the Sacramento Police Department's model as a training standard for all agencies within the state. Of particular importance to POST was the positive contributions and leadership role the department had made toward youth outreach over the past several years (trend 5).

As with all good things there inevitably comes the bad. In July of 1999 (event 3) the

department also experienced one of their worst community relations incidents. A high ranking member of the department is arrested for embezzling a large sum of money from the narcotic fund. The police official had been a member of the department for nearly twenty years and was highly regarded by the agency. The visual media, which is now the principal media source used by the public (trend 4), presented a series of special reports featuring the department's failure to recognize and act on early indications of the police official's misconduct.

It was only through the positive efforts previously achieved through community oriented policing that this public relations nightmare was effectively halted in its early stages. Community outreach efforts were immediately set into action. The community advisory committee (event 1) that had been previously organized served a vital function in networking with their respective groups. The use of interactive technology that had been identified and developed through the department's technology committee was extensively used to provide the community with current status reports of the police department's response to these incidents.

Largely due to the aggressive efforts of the department's newly assigned marketing manager, a prime-time television drama featuring the Sacramento Police Department (event 9) aired in December 1999. The program had a very positive effect on influencing the public's perception of the department. It provided the agency with welcome national recognition with virtually no effort on the part of staff. More importantly, however, it required absolutely no investment of department resources in such fiscally conservative times.

In July of 2001 a new challenge confronted the police department – highways throughout the city reached their traffic volume capacity (event 7). The time needed for an officer to respond to priority calls was unacceptably high. Citizens and officers alike were delayed for hours in traffic jams. The department looked again to the technology committee as the only viable solution to the problem (trend 2).

Through the use of state of the art interactive video technology the department was able to provide immediate service to the public that was previously available only when officers were dispatched to the homes of citizens. The interactive video offered residents the opportunity to communicate with police officers and handle their service needs for all matters except emergency situations. The efficiency of this technology allowed field officers to be deployed throughout the city and available to respond only to emergency incidents.

It was two years later, in January 2003, that the most sensitive and emotional of all crimes hit Sacramento (event 5). A young child was kidnapped and brutally assaulted. The child survived the beating but had been injured so severely that she would never regain consciousness. The investigation lead to the arrest of a suspect who had been previously incarcerated three times for the same offense.

Community outrage over the senseless violence that had become part of everyone's daily life had reached a climax. Public confidence in law enforcement's ability to protect its citizens was again threatened. The citizens themselves began to take an active role in addressing their personal safety. Unlike previous years, this was not a token effort of a few, but rather a dramatic change in the "culture" of the community (trend 10).

Intolerance to crime became a community value that spread throughout every

neighborhood in the city. By November of that year community advisory boards (event 1) working in concert with the department's marketing project manager mobilized citizen action teams to patrol neighborhoods throughout the city. The result was significant reductions in crime and an enhanced quality of life for the residents of Sacramento.

It was the momentum and energy of this movement that led to an improved level of open communication between neighborhoods. The political special interest groups that had previously prevented alliances from developing between the community and the police were also overshadowed by a greater prevailing urgency to effectively deal with crime. As individuals became increasingly involved in their neighborhoods, they developed a heightened sensitivity and understanding of the problems faced by law enforcement. Through this partnership, the police and community established a foundation from which they would continue to work together with a shared purpose and understanding.

Strategic Planning

The organization used as the focus of this study is the Sacramento Police Department. It is an agency which has a total of over one-thousand employees, of which there are nearly six-hundred sworn police officers. The department is organized into four major divisions: Office of Operation, Office of Administrative Services, Office of Investigations, and Office of the Chief. The city of Sacramento is the capitol of California and has a resident population of nearly 400,000. It is a very ethnically diverse community with minority groups currently comprising 48 percent of the total population.

As the Sacramento community changes, so will the needs and priorities of its police department. Critical to this process will be the fundamental need to develop strategic initiatives which effectively market a positive law enforcement image. It is necessary to first analyze the dynamic inter-relationship of these issues and formulate from that analysis an implementation plan.

The process first begins with a mission statement which reads as follows:

The Sacramento Police Department is dedicated to fostering a high level of community confidence. Regardless if the community perceives crime as real or threatened, it is our goal that the community hold the police and their abilities in high regard. In fulfilling this mission, the Sacramento Police Department will strive to become the foremost leader in the State in technological innovation. The application of technology in the enhancement of communication between the police and the community will serve as a national model. Technology will facilitate greater police/community relations by creating new avenues of communication in which shared concerns, ideas, and solutions can be effectively managed.

The Sacramento Police Department will endeavor to promote a positive image with the minority community. It will be the goal of the Department to develop confidence within the minority community that the service they receive will be responsive and equitable. The Sacramento Police Department will be committed to serving the unique needs and concerns of the city's ethnically diverse population. It will be the goal of the Department to gain the public trust of the minority communities which will be equal that

expressed by the general population. The Department will strive to create a mutual sense of trust, support and common purpose that will prevail throughout the Sacramento community.

Environmental Analysis

To place into action the goals of the mission statement it was necessary to first analyze the environment which will directly affect its implementation. In conducting the analysis it was necessary to explore opportunities that support and promote the goals of the mission statement. Conversely, threats that impede or prevent its implementation were also examined. The process for identifying significant opportunities and threats principally focused on social, technological, and economic issues.

Threats:

Crime is reported to be the foremost concern of the American public. The overwhelming fear of becoming a crime victim seemingly crosses all socio-economic boundaries and has correspondingly raised anxiety levels throughout the Sacramento community.

It is also inevitable that our society will become increasingly reliant on technology. The proficiency levels necessary to fully utilize these systems will become difficult, if not impossible, to achieve for large segments of our community. Predictability, immigrant populations, as well as significant numbers of economically disadvantaged will experience greater difficulty in adapting to the complex world of technology.

From the economic perspective, the Sacramento Police Department has sustained

significant reductions in its base budget during the 1993-94 budget year. Shortfalls in city revenue have resulted in a 5.5 million dollar budget cut and the subsequent loss of 72 police officer positions.

Opportunities:

The response to these "threats" can be answered through a number of existing, as well as, future opportunities. With respect to the crime issue, the Sacramento Police Department has taken an aggressive posture in implementing the community oriented policing (COP) philosophy. For example, the success of the neighborhood beat officer program has drawn the attention of the media and has provided the department with much needed positive coverage. Technology will also afford the Police Department with the opportunity to provide greater service to the community through enhanced communication with limitless public relations potential. Technology of the future will be instrumental in delivering and promoting strategies which enhance law enforcement's image, as well as, providing immediate access to police services.

Lastly, the economic impact of budget reductions has compelled the Police Department's management staff to creatively identify new and more efficient programs for accomplishing goals. The restructuring of department resources has allowed officers and civilian personnel opportunities to attack neighborhood policing with new strategic approaches. The loss of fiscal resources has also created an environment in which there exists a tremendous potential to form new partnerships between the public and private sector.

Key Stakeholders - An implementation strategy requires the identification of key individuals or groups (stakeholders) that will have a principal role in plan development. The stakeholders include: the Chief of Police, Mayor and Council, rank and file officers, business community, City Manager, minority community, neighborhood associations, minority police officers associations, and the media.

Various assumptions were made with respect to each of the stakeholders. The Chief of Police, City Manager, rank and file officers, Mayor/Council, business community, and neighborhood associations, were identified as committed to the development of a long term marketing plan. They were viewed as unquestionably supportive of improving police/community relations and enhancing the public's perception of the police. The business community, minority police officer's association, and minority community were also supportive of the plan. There was, however, an assumption that specific strategies must be developed which provide resources that focus within these communities. The media stood alone as the only organization which would be seen as inconsistent in their support of police programs, and therefore unpredictable in their characterization of the department's strategic efforts.

Key Strategies Considered - To successfully adopt the goals identified in the Mission Statement, two essential strategies were examined. Both strategies were evaluated based on the following criteria: Desirability - short and long term, implementation feasibility, cost, community involvement, stakeholder support and public acceptance. The first was to *produce a ten-year strategic marketing plan which provides a detailed analysis and*

implementation model for the Sacramento Police Department. The second was to invest into technology which will enable the department to communicate with large segments of the population. It is evident that both strategies are interconnected and will be the basis for the development of an implementation plan.

Implementation Plan

In order to initiate a long-term strategic marketing plan several key concerns need to be addressed. In an era of competing priorities, support will need to be gained from both inside and outside the department. The public as well as the sworn and civilian staff of the department will need to endorse the plan. To support the program they must understand the need and often unrealized value of a marketing plan.

The marketing of the plan itself may be the first step in successful implementation. Fiscal concerns will also be an obstacle which must be addressed in gaining approval. The commitment to dedicate staff to develop the plan will also need to be decided in the early stages. Input related to plan implementation should be solicited throughout the community as well as within the department. Lastly, it is essential that the plan have a component which measures the relative success of the various strategies.

TRANSITION MANAGEMENT

The strategic plan was created for the purpose of identifying strategies used to enhance the image of law enforcement in the year 2004. The transition management plan is the process in which key strategies will be implemented over the course of the next

decade. It is the mechanism in which the Sacramento Police Department will transition from its current state to the future as envisioned in the previously described "most likely" scenario.

The strategic plan also identified several stakeholders who would have a significant role in influencing the adoption of identified strategies. The transition management plan identifies within those stakeholder's component of "critical mass". A "critical mass" is defined as those individuals or groups, who if they support the change it will be successful. Conversely, if they resist the change it will fail. For Sacramento this includes: Chief of Police, Mayor, police labor union president, City Manager, media, minority community, and neighborhood associations.

To simply identify stakeholders will not provide sufficient insight into the complex process which produces significant organizational change. To effectively address this concern it will be necessary to identify the individuals whose relationship, and often times personal commitment, will be vital to the outcome and direction of the plan. The analysis must take into consideration the dynamics of each stakeholder's interaction with other key members of the critical mass. It will also be necessary to evaluate the collective commitment of the stakeholders to achieve the desired results. The analysis of the stakeholder's ability to make change happen or prevent change from occurring will be essential to the evaluation process.

Critical Mass

First, there is the Chief of Police who is widely known in the community for his aggressive leadership role in the development of enhanced police/community interaction.

To make change happen the Chief of Police must assume an active role in advocating the urgent need for the development and implementation of a marketing plan. The Chief will, in fact, support credible efforts that may further develop police/community partnerships once he has been presented with logical and persuasive arguments as to his role in the process.

Next, the Mayor would be viewed as allowing change to occur. As the most powerful elected official within the City of Sacramento, his support for the plan would be critical to its success. The Mayor's endorsement to the city council and city manager's office would ensure a viable future for plan. If presented with a comprehensive analysis of the plan's community relations value and reasonably assured that the plan would, in fact, create a positive atmosphere between the police and the community, it would clearly gain his support.

The president of the Sacramento Police Officer's Association is identified in the category of blocking change. The police department, under the leadership of a new Chief has experienced significant change during the past year. The Police Association has been critical of many of the policies related to the various changes. However, once rank and file members of the department recognize that the plan would benefit labor goals, either directly or indirectly, they would take a relatively passive position. It is, therefore, necessary that the association president become an active participant in the early phases of program development to ensure that labor is appropriately represented.

The City Manager has taken a very aggressive leadership role in the reorganization of City services and would clearly endorse any department plan which serves to create

enhanced service to city residents. The Manager's role would also be critical in obtaining approval for resources necessary to effect change. To ensure acceptance the plan would need to be presented by the Chief and "project manager" as a continuation, or augmentation, of the already existing community oriented policing policy.

The local media, particularly the print media, often features stories related to organizational and management issues of the Sacramento Police Department. A significant change in operational styles, as would be the case in the marketing plan, would result in prominent coverage by the local media. Controversial elements of the plan would potentially be the focus of news reports. Therefore, media participation and support will be vital to its successful implementation. Ongoing dialogue between media representatives and police staff will be essential in providing them with accurate details related to program design.

There are numerous minority organizations throughout the greater Sacramento area. To achieve maximum results, it will be necessary to move the minority population of the city to become active participants in support of transition strategies. Significant elements of the plan specifically target the minority community and the active involvement of this population will be critical in realizing the plan's optimum benefits. Therefore, key representatives of the minority community should be encouraged by the Chief of Police to become participants in the early developmental stages of the plan. The perspective and needs of the minority community should be introduced as the basic methodology applied in program development. Early buy in from the minority leaders will be necessary if the plan is to move forward toward full implementation.

The neighborhood associations will generally allow change to occur. Although there are numerous associations throughout the City, their political influence is often compromised due to their lack of cohesiveness. A concern is that they often become adversarial following the implementation of significant change of police service. To address this issue and move neighborhood associations toward more active involvement in the early stages of the plan, it will be necessary for the Chief of Police to encourage representatives to provide input into the development of public relations strategies. The creation of community advisory groups would also serve to facilitate and foster ongoing communication.

TRANSITION MANAGEMENT STRUCTURE

In order to provide for a well planned and successful program to enhance law enforcement's image, it is necessary to first develop a transitional management structure. It will be the responsibility of the department's management team to identify and develop a process to move the Sacramento Police Department from its current state of a limited community relations effort to a strategic plan that evolves over the course of the next decade. A ten-year marketing plan will demand a significant commitment from the management staff of the police department. It will also require that the Chief of Police appoint a project manager.

The project manager may be either a civilian or sworn officer, but in either case must be equal to the rank of division manager. Within the Sacramento Police Department, the Captain responsible for the Planning and Research Division would be the appropriate position to assume the project manager role.

The Planning and Research Captain will also have sufficient authority to make change happen. He will be introduced as the Police Chief's representative in all matters related to the implementation of the marketing plan. He will essentially have the ability to direct policy on behalf of the Chief of Police.

The Chief of Police must also provide the project manager access to executive management meetings throughout the department. He must also have direct and immediate access to the Chief as well as to the Deputy Chiefs. Equally important, the project manager must be given the authority to freely interact with the Mayor, Council and City Manager's Office. The neighborhoods, business and minority communities should all be given a status of high priority by the project manager.

TECHNOLOGIES/TECHNIQUES TO SUPPORT IMPLEMENTATION

During the early phase of the program the project manager and key members of his support staff must receive training in the technical skills necessary to begin the process of implementation. The project manager must be specifically introduced to a comprehensive educational program that provides him with an academic basis from which he will begin developing a marketing plan.

A commitment to consultation services will also be an essential element of the initial phase of this process. Consultants who have a demonstrated history of developing successful marketing plans will assist the project manager in areas where expertise is absent within the department's staff.

Early attention must also be directed toward addressing the apprehension and anxiety

which will predictably occur both in the community and within the department. The individuals and groups previously identified as "critical mass" must be the focus of an educational campaign at the onset of the program. An ongoing communication mechanism must be developed which affords members of the "critical mass" access to information pertaining to the marketing program.

Lastly, a technology committee would be formed to research existing and future technologies which will be used to achieve identified goals. The committee would be chaired by the project manager and comprised of selected department representatives, as well as technical experts from the private sector. The group will be tasked with developing the technological component of the marketing plan. It will ensure that available technological resources are redirected to support implementation goals. It would also offer a future scenario of technologies that will support the long-term objectives.

CONCLUSION

The development of a positive relationship with the community should not be left to chance. Essential to effective police/community interaction is the perception the public has toward its law enforcement agency. A community's sense of security and well-being are inseparably connected to this perception. To effectively respond to the changing forces within the Sacramento community, the department must be pro-active in its approach to community relations. The public's increasing fear of crime, the uncertainty of the economy and the changing face of America are critical issues of today that will inevitably shape the future of the next decade.

The "most likely" scenario demonstrated the variety of interesting futures that would significantly effect the direction in which the Sacramento Police Department approaches its use of strategies. It provided an opportunity to envision a logical scenario that emanates from the interaction of diverse outside influences. In doing so, it painted a picture from which a series of anticipated events and trends may be effectively managed. It also demonstrated the value for fostering close relationships with the public, as well as creating mechanisms to ensure communication networks exist between the police and the minority community.

Several strategies were identified in which, if implemented, will have a positive effect on influencing the public's current and future perception of service delivery:

- A project manager will be appointed that will have an instrumental role in providing community members, civilian and sworn personnel, and city staff with accurate and immediate responses to program developments.
- Development of a mission statement which identifies attaining a high level of public confidence as an essential goal for the year 2004. It would be the foundation for ensuring the success of community oriented policing and serve to promote a greater sense of well being throughout an increasingly diverse community.
- The creation of a ten year strategic plan which will serve as a road map in defining the future state of the Sacramento Police Department. The active participation of key members of the community, Police Department, and local government in the development of the strategic plan will be crucial to its success.
- Key Stakeholders are critical to the implementation of the strategic plan and will be

the focus of an educational and promotional campaign at the onset of the program. Special attention will be directed at the media who has a key role in the delivery of vital information to the community.

- Technology will have an ever-expanding role in achieving the Police Department's desired goals. It will afford the Department opportunities to deliver the public relations strategies to the often difficult to reach populations. Existing technologies may be immediately incorporated in the marketing plan while developing technologies will be essential in deciding future strategies.

It was also revealed that there is a need to produce a foundation from which further analysis may be conducted in identifying future law enforcement strategies. In preparing for the future it will be necessary to continue to examine the role of technology in the delivery of components within the marketing plan. Opportunities in the areas of telecommunication and automation may prove to be valuable assets in addressing future communication and service delivery needs. Finally, police agencies must respond to the challenge and demands of their communities as populations continue to change. The demographic forecasts of today will continue to be affected by the social and political climate of tomorrow. Future events and trends will undoubtedly change the composition of populations in the years ahead. With this change will come the need to further explore the police service needs of the future.

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