

**WHAT THE FUTURE ORIENTATION OF POLICE  
EMPLOYEES WILL BE TO ASIAN CULTURE: IMPACT  
ON MID-SIZE DEPARTMENTS BY THE YEAR 1996**

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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 the 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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## EXECUTIVE SUMMARY

### PURPOSE:

By the year 1996, Fountain Valley and the surrounding areas will have a large Asian population. The purpose of this project was to explore and define issues, trends and events that could effect the future of law enforcement in this area and to determine what the future orientation of police employees will be to the Asian culture.

### ACTIVITIES:

1. Brainstorming session with the selected members of the Fountain Valley Chamber of Commerce Asian American Committee. During this session, which incorporated both Asian and non-Asian members, a series of discussions took place relative to the plight of the Asian immigrant and acceptance by the non-Asian community.
2. In-depth interview with both Asians and non-Asians on an individual basis. Also a detailed questionnaire was completed by both Asian and non-Asian subjects.
3. Two group sessions involving management and middle-management personnel. Nominal group technique was utilized in both groups. (This NGT was also given to officers in the Los Angeles County area and the results were very similar.)
  - A. The first group analyzed trends.
  - B. The second group analyzed future events.

### SUMMARY OF CHANGES:

Trend Statement -

1. Community involvement with Asians.
2. Leadership by example.
3. Increased Asian intelligence information.
4. Asian employees.
5. Asian volunteers: Public Relations and interpreters.
6. Break down fear of police and non-criminal element.
7. Review history of Mafia and other beneficial enforcement practices in cultural understanding.

Event Statement -

1. Cultural Interaction Event Seminar, Employee Education.
2. Quality circles, and employee involved workshops.
3. Special agent task force with department expert.
4. Affirmative Action.
5. Crime Prevention Program, incorporating volunteers.
6. Work with Asian community leaders.
7. Special research units.

IMPACT:

There are many inherent difficulties involved with determining impacts of future immigration. One difficulty is that it is unknown what the social economic characteristics will be of future immigrants - characteristics such as education and income levels, labor skills, English-speaking ability and family structure.

This current influx is causing law enforcement to re-evaluate its present position and how to effectively enforce laws and assist citizens. There is a large barrier the Asians have against police officers in general. This barrier must be removed and trust must be developed. This can only be accomplished through education, open communication between Asians and non-Asians, which include law enforcement personnel and city officials.

## INTRODUCTION

Historical data on human settlement patterns show that people tend to settle in areas where there are others of the same group to lend support and assistance in interpretation of and adaptation to the new environment. Economic factors such as housing and employment opportunities, are also significant motivators. An examination of locational distributions of ethnic groups under study, reveals that new arrivals (immigrants and in-migrants from other areas of the United States) in particular, tend to settle in proximity to others of the same group. Over a period of time the influences of assimilation and adaptation to the features of the base population often encourage dispersal away from extreme ethnic concentrations.

The geographic categories studies included the following counties: Los Angeles, Orange, Riverside, San Bernardino and Ventura, and ethnic majority neighborhoods. The data base for this study included tabulations from the 1970 and 1980 Census Public Use Microdata Sample. Orange County will be utilized primarily for this report.

An Overview of Orange County from 1970 to 1980 shows a total population growth of 35% or about one-half million people. Three ethnic groups grew by over 100% during this period: Asian/Other at 371%, Hispanics at 145%, and Blacks

at 140%.<sup>1</sup> Obviously, the most phenomenal growth was the Asian/Other ethnic group. There were also significant Asian/Other communities in Orange County in 1970. The situation was quite changed in 1980. There was an almost contiguous band of medium-density settlement from the Los Angeles County border at La Mirada to the southern edge of Santa Ana. (The only areas without significant increase in Asian/Other settlement were the coastal edge of the County.) Source: SCAG publication, 12/84. The 1980 Public Use Micro-data Sample indicates that about 4/5 of all immigrants coming to the Southern California region used Los Angeles County as their destination point.

Over 10% of recent immigrants to the region migrated to Orange County (about 64,000). Hispanic and Asian/Other each had about 27,000 entries out of this total. A far greater percent of immigrants settling in Orange County were Asian (43%) compared to percentages in other areas; only 30% of immigrants in Los Angeles County were Asian/Other.<sup>2</sup>

The ethnic composition of the new immigration wave is different from earlier waves in that the majority of recent immigrants is Latin-American and Asian (83%) and not European. A larger portion of the immigrants are also "un-documented" immigrants than was evident in earlier periods. Recent data also indicates that since 1980, immigration has been occurring at even a higher annual average than during the 1970's.

This immigration has caused shifts in the overall ethnic composition of the area making it truly more ethnically diverse. For example, Hispanics and Asians represented 30% of the 1980 population compared with only 17% of the population in 1970; non-Hispanic whites represented 61% compared with 75% in 1970.

Possible reasons for the shift to this area include:

- ° The abundance of job opportunities in this region compared to other parts of the nation;
- ° The proximity of Mexico and Central America;
- ° The location of this region to the Pacific Rim;
- ° The similarity (warmth) of this region's climate to Latin America and Asia-Pacific countries;
- ° The largest ethnic communities and cultural centers already established in the area--Orange County's "Korea Town" and Vietnamese communities.

Future levels of immigration are hard to forecast. They will be affected by changing U. S. Immigration poli-

cies, economic and political upheavals around the world, the continued entry of undocumented persons, and the economic conditions of this region relative to other areas.

Factors that might bring about a reversal of high immigration trends include:

- ° Changing Public Attitudes. Although polls show the public to be ambivalent about immigration, certain perceptions--that immigrants take jobs from U.S. workers, create a tax burden, and require bilingual education--may cause a demand for stricter immigration policies. Public concerns about excessive immigration levels have, in the past, led to restrictive immigration policies.
  
- ° Changing Distribution of Immigrants in the Nation. As other U.S. regions undergo economic growth, a demand for immigrant labor may follow. This may slow the flow of immigrants or induce some of those already here to move on. In addition, first-generation immigrants may enter the nation, obtain the needed education and working skills while adjusting to U.S. society, and then migrate out to other states. This

pattern of mobility has been demonstrated throughout our nation's history.

- ° Employer Penalties. The Simon-Mazzoli Bill would require job applicants to prove legal status before being hired, and impose sanctions on employers that knowingly hire undocumented immigrants.
  
- ° Increased Competition between Immigrants and Inter-regional Migrants for Jobs. Immigrants and individuals born in this region capture most of the job growth in this region, and there is an actual net out-migration of individuals from this region to other regions. There is a possibility that the long-term trends would return and once again there would be positive net-migration to this region. This would result in increased competition for jobs, reducing the attraction of this region to immigrants.

On the other hand, the following factors may perpetuate high levels of immigration:

- ° The Region's Economic Attractiveness. According to the Southern California Association of Governments, calculations show that this region's need for workers is not likely to be met through natural increases, and that either immigration or inter-regional migration will be needed to meet this demand.
  
- ° Gateway of the Pacific Rim. This region has become a major center of the Pacific Rim, with commercial and cultural ties to many Asian nations. The growth of businesses here with connections to Asian businesses is likely to make this region a preferred location for Pacific-nation immigrants.
  
- ° Economic "Push" of Other Nations. The economic "pull" of the United States is augmented by the push from nations with high unemployment rates.
  
- ° Political "Push" of Other Nation. The United States has always been a haven for political refugees; i.e., Hungarians in the 1950's, Cubans in the 60's, Haitians and Southeast Asians in

the early 1980's. In 1981, it was estimated that about 450,000 Southeast Asian refugees lived in the United States with over a fifth residing in the region. The current political turmoil in Nicaragua and El Salvador has caused thousands to flee their homes and enter the United States illegally. This region is likely to continue to experience high levels of immigration from areas undergoing political turmoil.

**HOW ARE THE ASIANS ADMITTED TO THE UNITED STATES?**

Prior to 1980, refugee admissions were handled by various pieces of federal law such as Displaced Persons Act of 1948, The Hungarian Refugee Program of 1957, and The Refugee Fair Share Act of 1960. These and other laws allowed the United States to admit refugees but did not usually require the federal government to assist fiscally, state and local governments with cost attributed to the refugee.

Congress passed the Refugee Act of 1980 which established guidelines for selecting refugees for admissions into the United States. Among other important functions of the law, it provided a definition of refugee:

- A. Any person who is outside any country of such person's nationality or, in the case of a person having no nationality, is outside any country in which such person last habitually resided, and who is unable or unwilling to return to, and unable or unwilling to avail himself or herself of the protection of that country because of persecution or a well-founded fear of persecution on account of race, religion, nationality, membership in a particular social group, or political opinion or,

- B. In such special circumstances as the president, after appropriate consultation (as defined in Section 207[e] of this Act) may specify, any person who is within the country of such person's nationality or, in the case of a person having no nationality, within the country in which such person is habitually residing, and who is persecuted or who has a well-rounded fear of persecution on account of race, religion, nationality, membership in a particular social group, or political opinion. The term "refugee" does not include any person who ordered, incited, assisted, or otherwise participated in the persecution of any person on account of race, religion, nationality, membership in a particular social group, or political opinion.<sup>3</sup>

The Refugee Act also contained the following provisions:

- A. Objective of the Act is to assist the refugee to a point of economic self-sufficiency;
- B. Created the Office of Refugee Resettlement (O.R.R.) charged with assisting refugees, and required states receiving federal funds to

implement programs and designate individuals responsible for coordinating the program;

- C. Provided for refugee assistance in the form of cash, training and medical assistance;
- D. Provided for 100% federal reimbursement to the state of cost of refugee services up to 36 months;
- E. Required the federal government to collect data on refugee location and employment.

In addition to the above provisions, the Act required the executive branch to confer with congress each year, prior to the new fiscal year and establish refugee ceiling for the coming fiscal year.

Meeting the legal definition of refugees does not entitle entry into the United States; the following criteria is also utilized. (The refugee must meet all the criteria.)

- A. The applicant must be among the types of refugees determined during the consultation process to be of special humanitarian concern to the United States;

- B. The applicant must be admissible under U. S. law;
- C. The applicant must not be firmly resettled in any foreign country.<sup>4</sup>

For information, if we apply this criteria to the situation in Southeast Asia, the United States admitted over 700,000 into this country. Table "A" lists the number of refugees admitted to the United States from 1975 to September 1985 and the ceilings placed on each since 1980:

TABLE A  
ACTUAL SOUTHEAST ASIAN REFUGEE ADMISSIONS  
TO THE UNITED STATES AND  
CEILINGS ON REFUGEE ADMISSIONS  
F.Y. 1975-86

Federal F.Y.	Ceiling	Admissions
1975	-	135,000
1976	-	15,000
1977	-	7,000
1978	-	20,000
1979	-	76,521
1980	169,200	163,799
1981	168,000	131,139
1982	96,000	73,522
1983	64,000	39,408
1984	52,000	51,960
1985	50,000	49,970
1986	45,500	<u>N/A</u>
	Total	763,893

Source: Bureau of Refugee Programs/U.S. Dept. of State<sup>5</sup>

### TRENDS TO MONITOR

The following are emerging trends and events that may affect both the future of law enforcement and the demographic shift within the City of Fountain Valley and surrounding areas.

These trends were discussed during a brainstorming session with select citizens who were both Asian and non-Asians. With this information a Nominal Group Technique meeting was held with members of the Police Officers' Association, senior officers and administrative staff.

During the N.G.T. meeting, all officers participated without hesitation and explained that the substance of the project was going to be beneficial to their future as well as the community.

The N.G.T. was conducted according to the guidelines outlined in the "Group Techniques for Program Planning - Guidelines for Conducting N.G.T. Meetings" manual. (It should be noted that this N.G.T. was also given to officers in the Los Angeles County area and the results were very similar.)

TRENDS	EVENTS
1. Increased Asian organized crimes and gangs.	1. Special Asian Task Force.
2. Traffic management	2. Special enforcement and city planning development
3. Health regulation enforcement.	3. Use public health services.
4. Inability for Asians to assimilate with U.S.	4. Community seminars--town meetings, education.
5. Reluctance to report crimes.	5. Improve public relations.
6. Reluctance for citizens to accept Asians.	6. Committees to address problems of bigotry and prejudice.
7. Recruit Asian officers	7. Affirmative Action program.
8. Increase size of police department.	8. City Council observes need for more officers.
9. City and police department need more interpreters.	9. Special bureau formed for interpreters with different dialects.
10. Asians lose minority status of business.	10. U.S. Commission on Civil Rights removes minority status.

I then gave another N.G.T. focusing only on how the Asian culture will affect the police employee and what are the emerging trends and events that may affect this issue.

TRENDS	EVENTS
1. Community Involvement with Asians.	1. Cultural Interaction Events Seminars, employee education.
2. Leadership by example.	2. Quality circles, employee-involved workshops.
3. Increased Asian intelligence information.	3. Special Asian task force with department expert.
4. Asian employees.	4. Affirmative action.
5. Asian volunteers; public relations and interpreters.	5. Crime prevention program incorporating volunteers.
6. Break down fear of police in non-criminal element.	6. Work with Asian community leaders.
7. Review history of Mafia and other beneficial enforcement practices and cultural understanding.	7. Special research units.

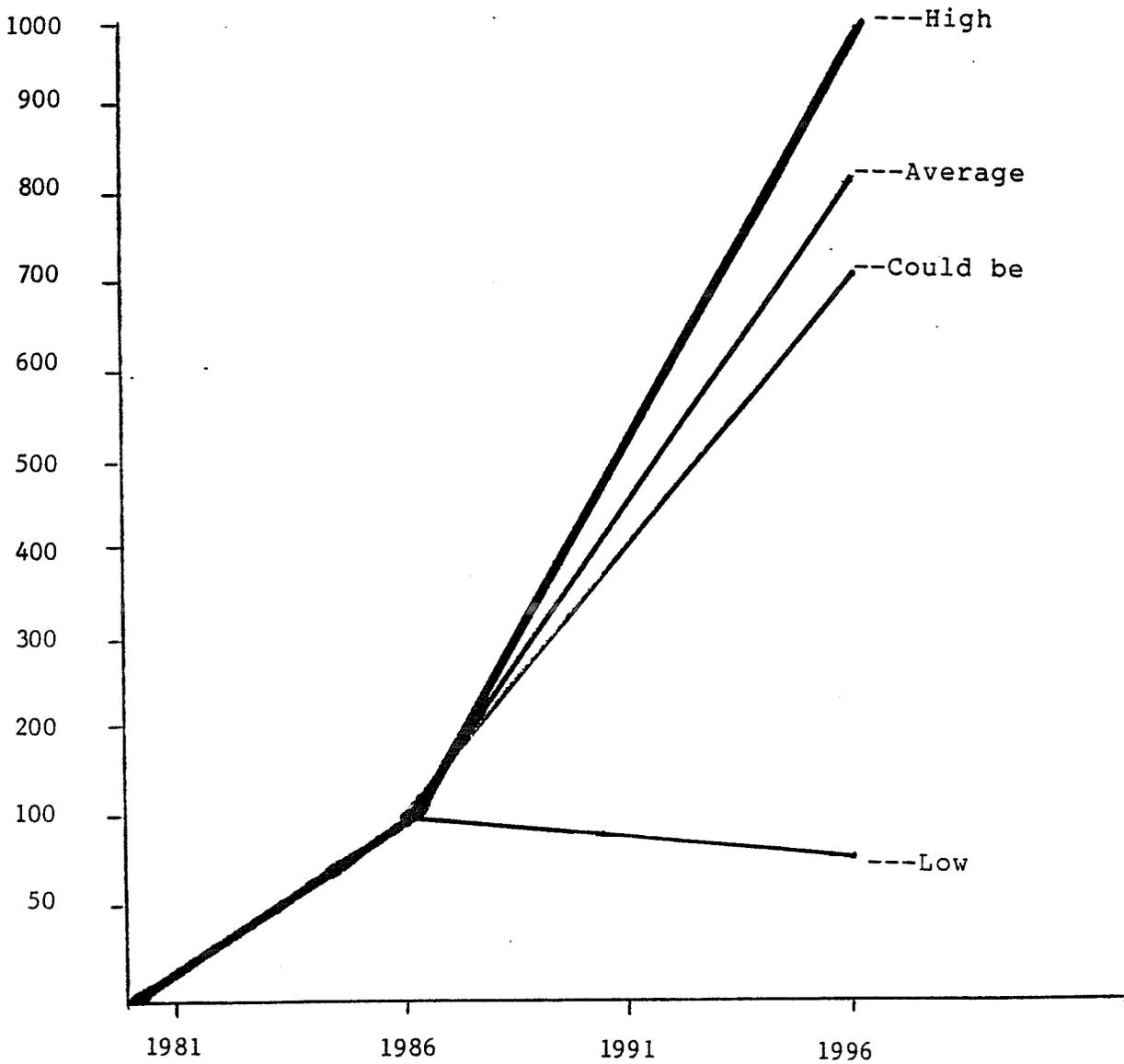
Again during the N.G.T., over 18 candidate trends were discussed. Eventually these candidate trends were reduced to the following five most revelent trends that could affect the issue.

#### **LEADERSHIP BY EXAMPLE**

In order to effectively enhance this program it must have people who believe in the cause and can provide excellent leadership in this area. The department must identify those employees who express prejudice and bias against the Asian population and attempt to educate them on the positive aspects of the Asians and their culture. This can be accomplished by positive examples set by the department's leaders, workshops and quality circles in an effort to solve these problems and create a more beneficial atmosphere in which to work.

TRENDS

LEADERSHIP BY EXAMPLE



HIGH = 1000  
LOW = 65  
AVG. = 834  
COULD BE = 722

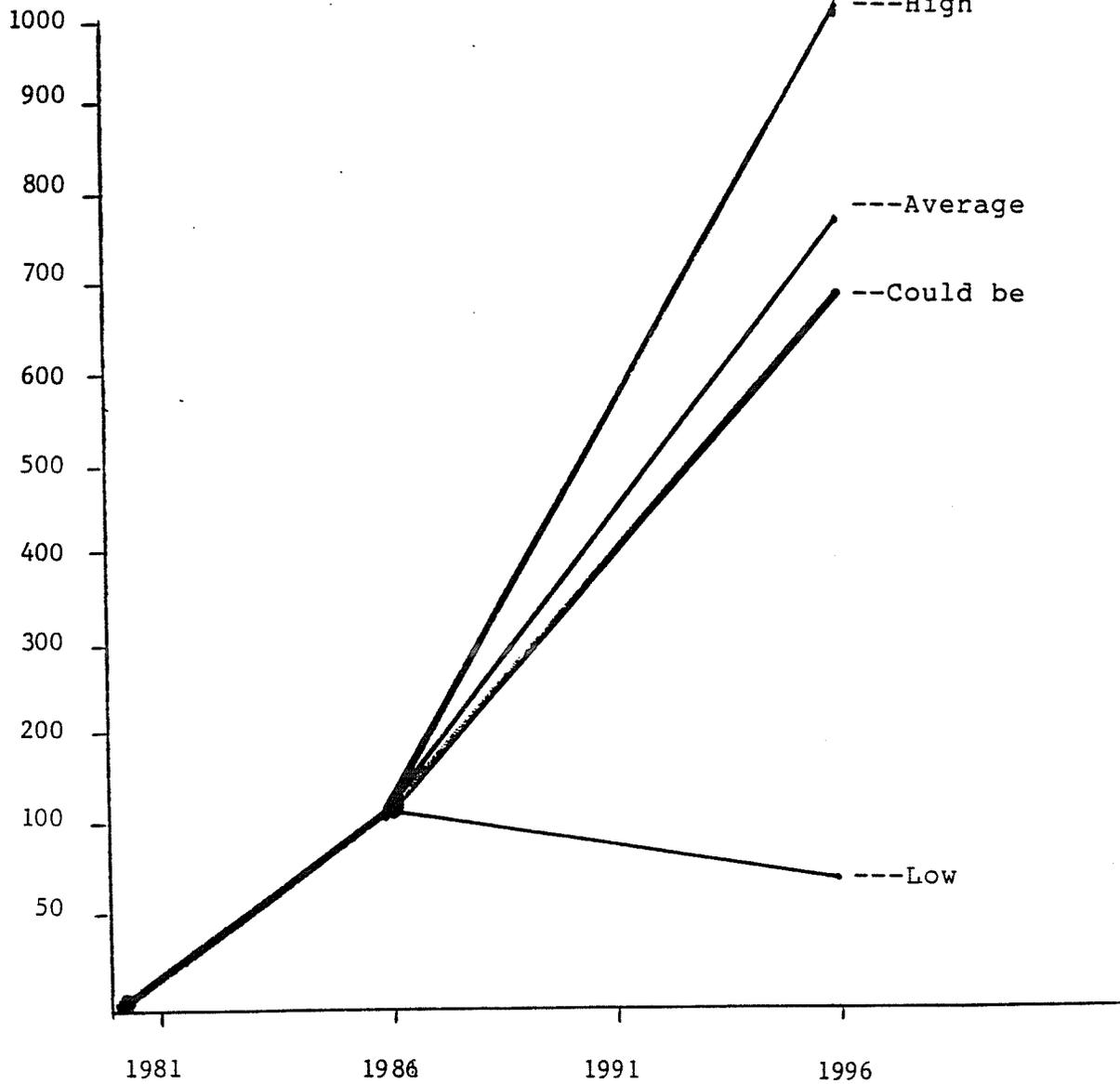
This chart demonstrates Average between the High and the Low trends and what the trend could be in ten years.

**COMMUNITY INVOLVEMENT WITH ASIANS**

The police employee must understand the culture of the Asian population in order to effectively provide all law enforcement services. The department should start by having training seminars for all employees and concentrating on the Asian culture. There must also be cultural interaction between the Asian and non-Asian in order to break down the "unknown" barrier that separates the two. We must "get to know them".

TRENDS

COMMUNITY INVOLVEMENT



HIGH = 1000  
LOW = 80  
AVG. = 752  
COULD BE. = 683

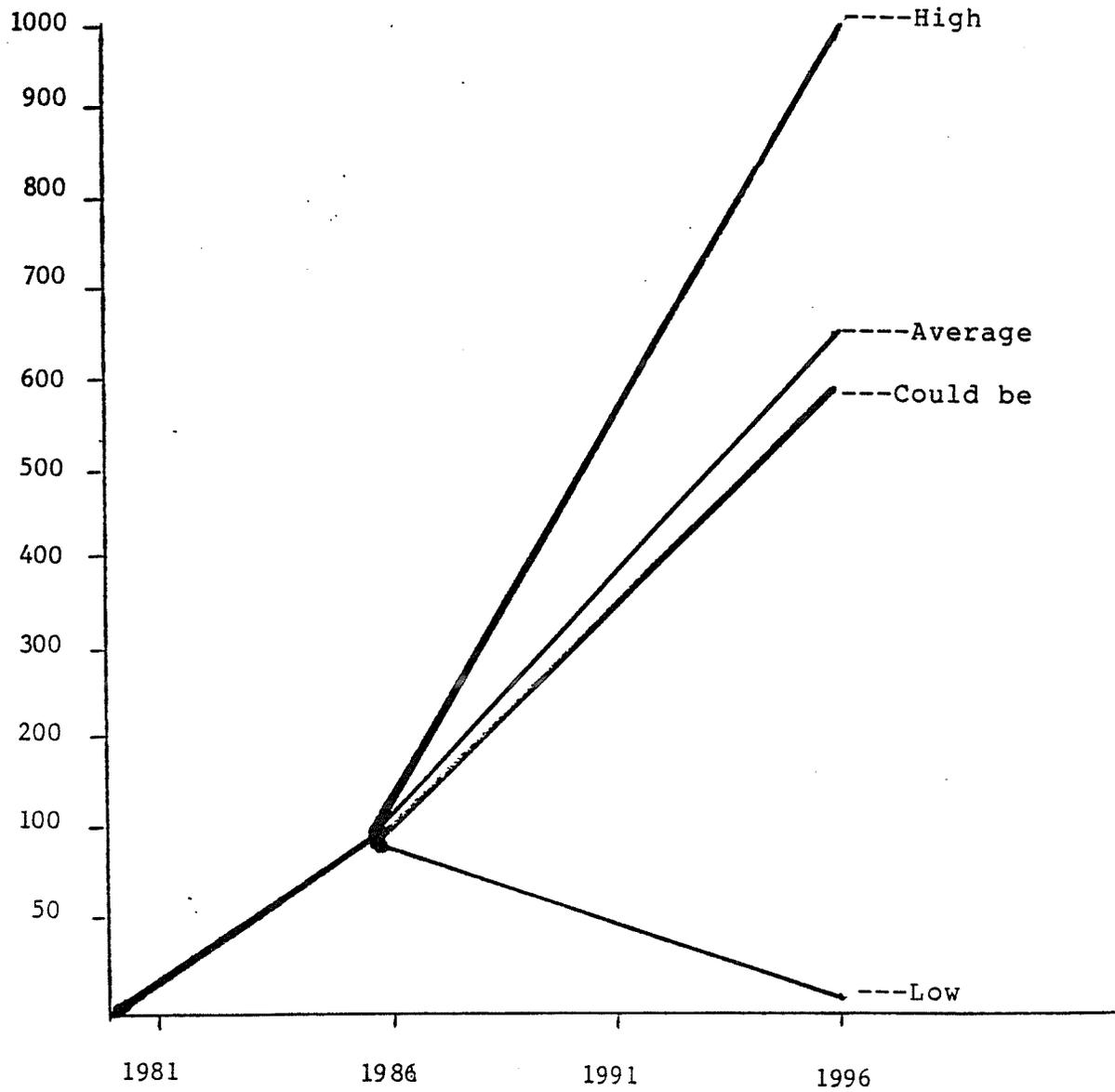
This chart demonstrates Average between the High and the Low trends and what the trend could be in ten years.

**ASIAN EMPLOYEES**

Currently the Asians are having a difficult time establishing themselves in the law enforcement workforce. Many Asians do not trust the police officer because the police in their homelands were corrupt, power hungry, and violent. The American law enforcement agencies must eliminate that fear and demonstrate to the Asians that there are legitimate incentives in becoming a law enforcement officer.

TRENDS

ASIAN EMPLOYEES



HIGH = 1000  
LOW = 2  
AVG. = 667  
COULD BE = 600

This chart demonstrates Average between the High and the Low trends and what the trend could be in ten years.

**ASIAN VOLUNTEERS--PUBLIC RELATIONS INTERPRETERS**

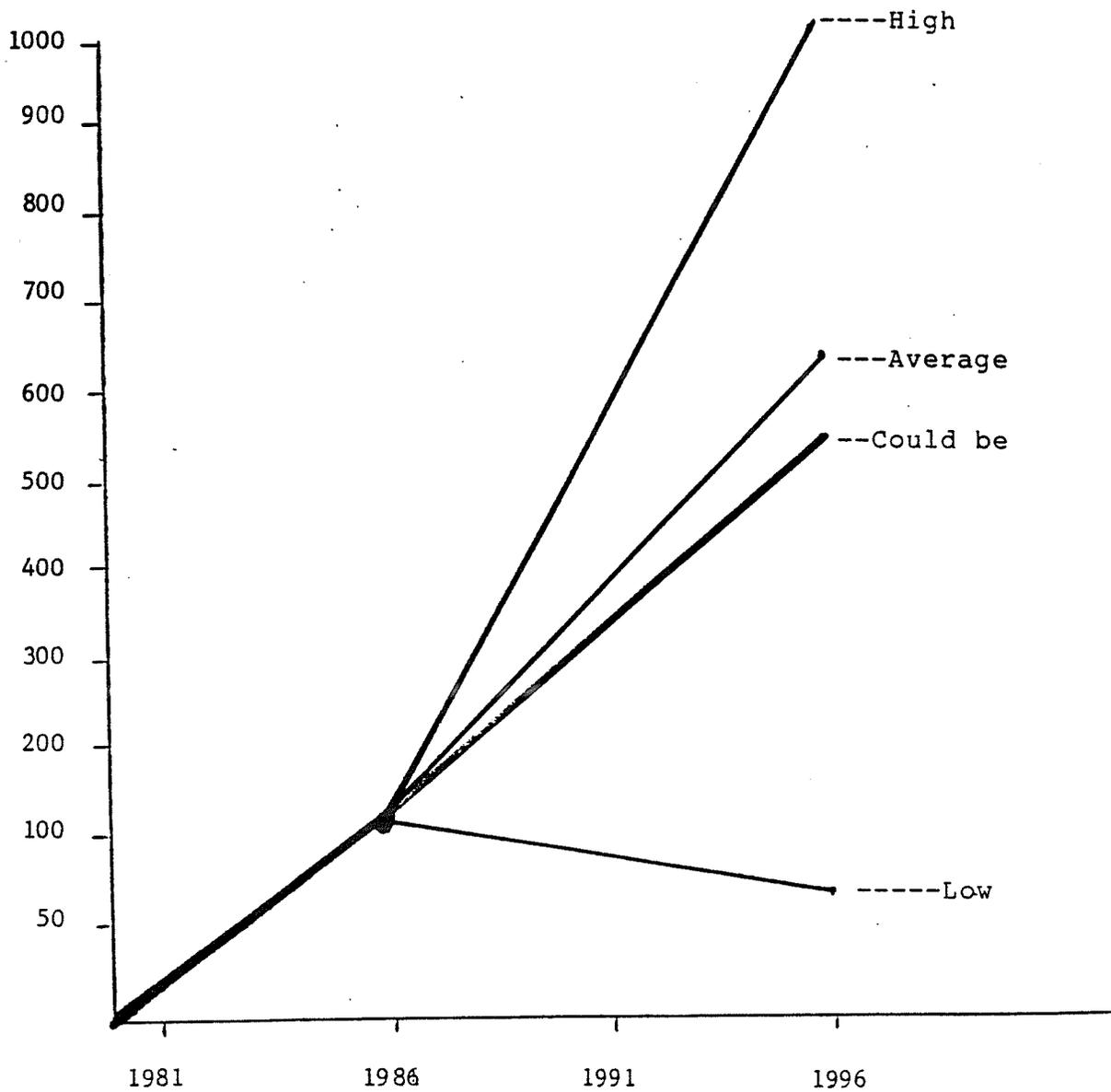
A strong public relations program is necessary in order to help the Asians assimilate into our culture. To expedite this process, law enforcement personnel must utilize trained Asian volunteers and interpreters.

The next ten years could be a difficult time for all American citizens because change is not readily acceptable. This is also true for the Asian immigrant who is also reluctant to change his way of life.

A specific interpreters bureau should also be established to help both the Asian and non-Asian in understanding the needs of one another. This bureau would also assist law enforcement officers in taking crime reports, disseminating pertinent information, etc.

TRENDS

ASIAN VOLUNTEERS-PUBLIC RELATIONS-INTERPRETERS



HIGH = 1000  
LOW = 72  
AVG. = 666  
COULD BE = 526

This chart demonstrates Average between the High and the Low trends and what the trend could be in ten years.

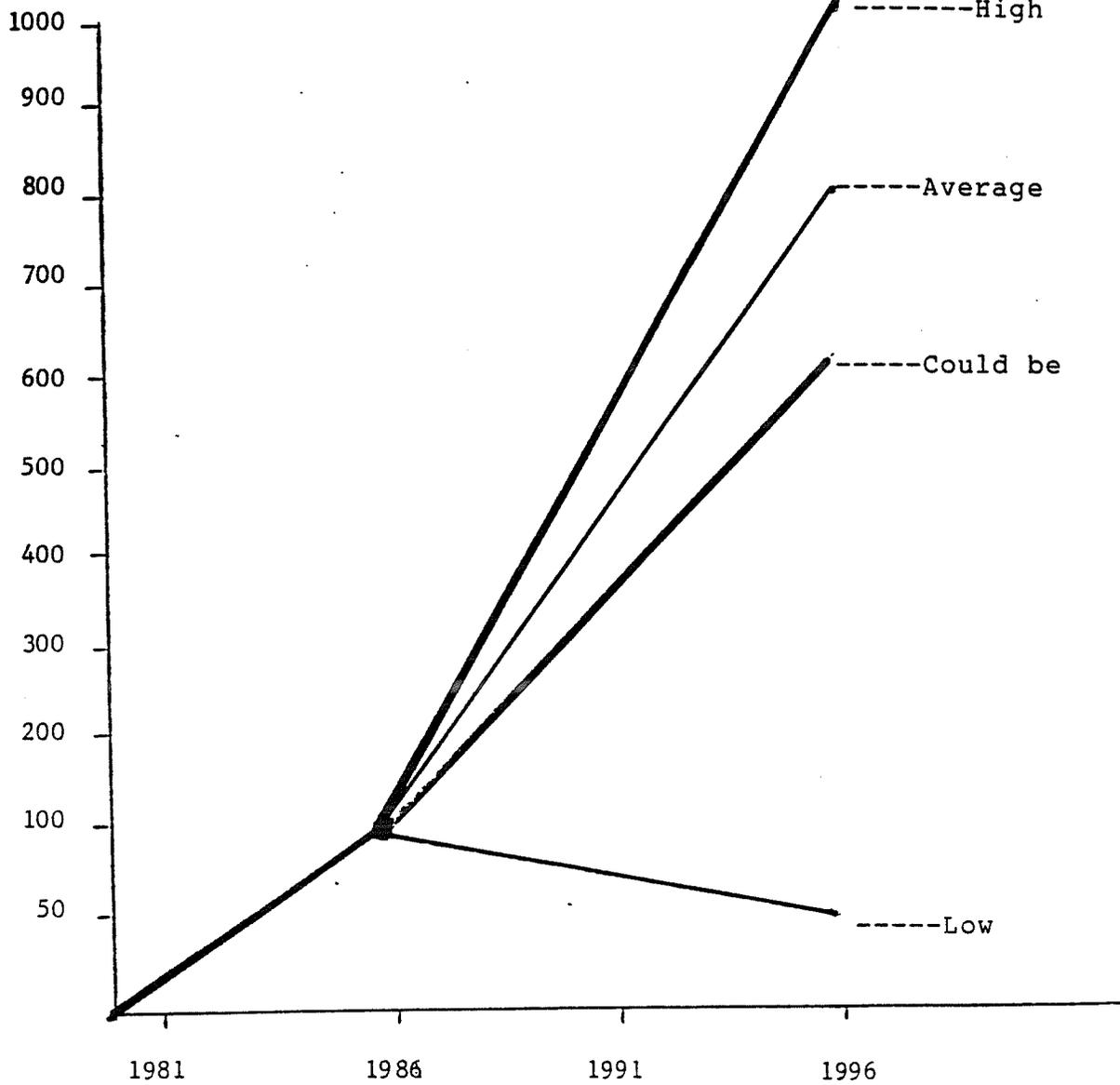
**INCREASE ASIAN INTELLIGENCE INFORMATION**

Networking in the Asian community will become most beneficial in understanding the Asian way of life. Also any and all intelligence information gathered on the Asian crime situation will be helpful to not only the police but also the Asians themselves, in combating crime situations where they may become the victims, i.e., extortion, robberies, etc.

Without proper intelligence information, law enforcement will be like a ship floating adrift in the ocean without power and no direction.

TRENDS

INCREASE ASIAN INTELLIGENCE INFORMATION



HIGH = 1000  
LOW = 50  
AVG. = 813  
COULD BE = 639

This chart demonstrates Average between the High and the Low trends and what the trend could be in ten years.

### KEY DEVELOPMENTS

There are several key developments that, should they occur, would have a definite effect on the future of law enforcement.

A survey was sent to both sworn and non-sworn law enforcement personnel which included several select non-law enforcement citizens.

I did not receive all the information I wanted from the survey, as there appeared to be some misunderstanding on what was needed for the probability ratings.

I am sure I could have received better information if I had interviewed each subject in person, but with the limited amount of time I had, the survey was adequate.

I have computed their responses, and a list stating the events which may affect the future of law enforcement in the year 1996 was developed along with a probability rating, which is listed below.

	DEVELOPMENT EVENT	1996 PROBABILITY		
		SWORN	NON-SWORN	AVG.
1.	A majority of those surveyed believed police employees have ethnic prejudices against the Asians. They believe it will increase due to ignorance, misunderstanding, cultural differences and job competition resentment.	77.5	83.5	80.5
2.	The majority of both groups surveyed believed that the major law enforcement problem involving Asians within the next 10 years will be the increase in crime, i.e., organized crime, extortion, robberies, burglaries, etc.	86.7	74.4	81
3.	With regards to the City of Fountain Valley itself, a majority of those surveyed believed that organized crime existed within the city limits, but the crime leaders did not actually live inside Fountain Valley jurisdiction.	86.7	86.1	86.4
4.	Asians will not assimilate with the American citizens. They are more comfortable with their "own kind," cultural differences; Asians are not willing to change.	73.3	64.3	68.8
5.	Currently there is a 15% increase in Asian businesses within the city. The question was asked how much of an increase would occur, if any, within the next 10 years. probability of this happening.	106.63	45	75.81
6.	What do you estimate the Asian population of the city will be in 10 years.	15,667	21,417	18,542

## SCENARIOS

After analyzing all of the listed data and developing a personal insight into the complications developed by the Asian migration, the following scenarios have been formulated to depict the effects this influx will have on the future orientation of police employees to the Asian culture.

Scenario 1. Demonstrates what could happen if local government officials, law enforcement administrators and managers did not do any future forecasting and policy changing and along came 1996.

Scenario 2. Demonstrates how local government officials, police administrators and managers have forecasted certain issues, trends and events and properly prepared for the year 1996.

SCENARIO 1:

During the 80's, a large Asian immigrant population was observed forming in surrounding areas of Los Angeles and Orange Counties. Fountain Valley was developing a small community of Asians, especially in the business district, but they were looked upon as a help to the community economically and could, therefore, be tolerated. Besides, the surrounding communities such as Garden Grove and Westminster survived with the Asian, so what is really the harm and why get excited. No one really saw the extent of the resentment that was growing in the community nor in the local law enforcement communities because it was masked by a quasi-campaign to develop a "better understanding" of the Asians and their culture.

Approximately between 1980 and 1985, the Oriental business population had increased more than 15%, but it was good for the city economically and would allow the city to grow. During the last 10 years, the Asian has continued to purchase businesses because they offer higher prices for the property which has created a "white flight" or "white squeeze" in the business community. Also, during this decade--1986-1996--the Asian population has continued to expand and is quickly becoming a majority within certain

parts of the communities. This is easily seen in the number of Asian-type restaurants, churches, and various Asian dominated signs.

The major cause for the migration is due to the communist takeover of Hong Kong in the year 1997 and the sanctions placed on other Asian countries which is creating a mass exodus which terminates here in the United States and eventually in the Orange County area, which has established ethnic communities.

This Asian population is not only documented with legal immigrants, but inundated with illegal immigrants as well who are impossible to apprehend because of lack of funds and low-priority status with the Immigration and Naturalization Service; and the recent court decision that was spearheaded by the ACLU that forbids law enforcement officers from requesting immigration documentation, as it is thought to be a form of harassment.

The Asians have refused to assimilate and, in their culture, it is important to purchase land for security and power which they have done. During the 1980's they did help Fountain Valley economically, but within the last 10 years they have purchased and developed all of the commercial properties and much of the residential area. This has not benefited the city as anticipated because the lack of diversified competitive growth has stagnated the business community.

The lack of assimilation has created anti-Asian bigotry and has manifested itself into ongoing violence, vandalism, religious discrimination and stereotyping.

The increase in Asians has caused a large competition in the job market with immigrants and created a feeling of insecurity, which has also resulted in high unemployment. This is not an overnight uprising. This manifestation has been growing extensively since 1990 when violent confrontations began in the local high school and have been escalating into the city streets.

The Asian community has developed a strong political power base within the area, which is becoming very influential. This was a slow process because it takes five years for an immigrant to become eligible for citizenship. Currently the Asians are campaigning for seats on the city council and school board. This political action is creating a lot of political furor because the Asians were thought of as guests in the city and not as a political power to contend with.

City officials were in a state of panic a couple of years ago when they observed the buying power of the Asian community and attempted to pass legislation which could limit residential development and give voter approval of any development over one acre. Another motion was also sought

to reject business license applications submitted by Asians. These ordinances were found unconstitutional and discriminatory against the Asians.

Both the Asians and non-Asians have never attempted to understand each other's culture and have only developed a larger dislike for one another.

The Asians have determined that due to the large number of immigrants, in-migrants, and political power they no longer need the non-Asians's assistance. Both side will remain ignorant and will not try to actively communicate with each other.

Law enforcement has found itself severely handicapped due to poor planning. Asian organized crime is rampant and continuing to increase. Earlier trends demonstrated that it was on the rise in Fountain Valley, but no one thought it could ever become so serious. The department is now aiming all of its efforts towards combating the situation on a day-to-day basis.

The department is trying to recruit Asian police officers, but it is very difficult due to lack of interest. Interpreters are also needed but again, are difficult to locate and expensive to train due to the many dialects.

Citizen complaints against police officers has increased while the officers' morale has decreased because they do not understand the Asian culture and believe that everyone is taking the side of the Asian because of their

"political pull". The officer feels he is trying to do his job as well as he has been trained, but when he "gets involved," a complaint is lodged against him.

The department recently started an Asian cultural-sensitivity training course required for all officers, but it is really too late. The officers are already prejudicial in their thinking and enforcement and feel the course is a waste of time.

As explained earlier, the Asian influx has increased the city's population along with police calls for service. This has placed a strain on the current number of officers and has increased the use of paid overtime, which has decreased the use of holidays, vacations and time off. The police chief has attempted to obtain more officers, but the city officials are so involved with the Asian power struggle, they have refused to discuss the issue.

The Asian community has been discussing breaking away from city control and incorporating their own city and instituting their own police and fire services. This announcement has created even more concern for the city.

Along with all of these problems, city and law enforcement officials are attempting to maintain harmony and provide service to the remainder of the city.

SCENARIO 2:

The year 1996 is a harmonious and prosperous year for the city, the police employee and the Asian community. The Asians' migration has steadily increased but as of this date, it appears to have stabilized and both Asian and non-Asian are understanding each other's cultures.

This has developed through the years, because in 1986, the city officials had the foresight to forecast issues, trends and events which could affect the city of Fountain Valley.

The following is a brief overview of what occurred during the last decade:

City officials conducted seminars with cities in the surrounding areas that had a large migration of Asians into their communities and what problems, if any, were encountered and how they were rectified.

The Fountain Valley Chamber of Commerce Asian-American Committee is a viable tool in educating both Asian and non-Asian citizens of the basic cultural differences. Committees, seminars and city meetings were held to address the issue of bigotry and prejudice.

The schools also started to educate all students in the different cultures that were inherent to the migration but did encourage English as the main language of this country.

Bilingual and bicultural school staff were participating on the campus but still utilized English whenever possible. This activity helped to reduce a lot of campus unrest and helped many students develop an insight into the cultural differences.

The federal government has removed the minority status from Oriental businesses, thereby removing their special loan rates. This helped to revive the city's business community by allowing a more diversified, non-Asian group to emerge and compete with the Asians. The Orange County Human Relations Commission made several recommendations that were implemented and assisted in developing a better understanding of the Asians' problems. Some of these recommendations were:

- ° County officials contacted all city and county departments and implemented better data collection regarding Asian-Americans and other minorities.
- ° County officials conducted a detailed evaluation of public and private services which determined their effectiveness in dealing with the Asian community.
- ° The county and city expanded social services and other public programs for Asians and other members of the community. This included development of educational and recreational projects with multi-cultural sensitivity.
- ° A public relations program was developed for a "media blitz" to promote intergroup harmony, celebrate pluralism, increase cultural understanding and stress commality. There was also a renewal and revitalization of affirmative action programs in business and industry, the private sector and education.

Churches, service clubs, and various businesses have actively participated in educating citizens of the various cultural differences which has greatly reduced bigotry and prejudice on both sides. For years now, the police department has actively campaigned for Asian police officers and Asian interpreters. Currently the department has a number of Asian officers who actively participate in group seminars involving both Asian and non-Asian citizens. These seminars are conducted on a quarterly basis and are structured to discuss any problems that have occurred within the community or could be used as a training session for crime trends, etc.

The department has ongoing Neighborhood Watch and Business Watch programs. If necessary, these programs can be given in the immigrants' native language so they can understand the laws of the land and the American way of life.

Also, the department has other programs geared to the younger generation which helps to overcome the prejudice that most immigrants have for police officers. This prejudice was developed in their native land.

Communication and understanding is a most important part of the police department's enforcement programs. All department personnel attend an ongoing, mandatory, cultural sensitivity training for all minorities which has helped to reduce many citizen complaints against police officers, and

has improved the morale of the officer because he has a better understanding of the people he is protecting and serving. All administrators and managers on the department are projecting a positive attitude towards this project and have set high goals that have been implemented because of their leadership by example. Most personnel who were prejudice or bigoted have been specially trained and most of their biases have been eliminated.

Crime has not been eradicated from the city, but due to thoughtful planning, a special division has been in effect for some time that deals with the Asian organized crime. Thus far, it has proved very valuable and has restricted many of "organized crime" movements and has gained invaluable knowledge from its intelligence information center.

The gang problem never really surfaced as expected-- hopefully, due to intense educational "push" for assimilation and cultural understanding. The gangs that do exist have not created too much trouble.

Thus far, due to thoughtful planning, the City of Fountain Valley and its police department have actively participated in many community educational services that helped all citizens and department personnel, both Asian and non-Asian, to assimilate well in a new cultural experience in 1996.

**CURRENT POLICY ALTERNATIVES**

1. Develop more community organizations to address problems of bigotry and prejudice on both sides.
2. Educate both Asian and non-Asian on cultural differences.
3. Educate all personnel of police department and city government of cultural differences.
4. Need extensive list of interpreters.
5. Actively recruit Asian police officers.
6. Conduct special meetings with immigrants to explain new laws.
7. Special Asian task force for organized crime, intelligence and Asian gangs.
8. Promote public relations to instill confidence in police department and report crimes.
9. Use Interpreters for special programs in native language.

10. Keep open lines of communication for all citizens.

11. Be proactive rather than reactive.

## STRATEGIC PLAN

The first part of this report has identified the situation environment which depicted the historical data, trends and events that may affect the future of law enforcement employees. The police department must develop future forecasting methods and policy changes which will enhance both the department and the community and allow a harmonious and properous assimilation of all cultures.

### RESOURCES

Resources that must be utilized in order to formulate a proper strategic plan are the police department, public officials and the community.

The department administration must be aware of the needs of the community and be willing to implement plans and programs that could be utilized in an effort to effectively develop a working relationship with both Asians and non-Asians.

Public officials must be aware of the need for increased police personnel to handle the eventual increase in calls for service.

The police personnel must be trained to understand both the Asian and non-Asian cultures and develop a working relationship between the two.

The community at the present time has not accepted the Asian influx and many non-Asian have left the area in a form of "white flight." Others have sold their property to the Asians because they can obtain top dollar and thus are squeezed from the community.

Communications with local Asian associations will be necessary in order to provide information from the immigrants and allow the department to monitor the needs and expectations of their culture.

It appears from all data that opposition from implementing these issues to strengthen the police employees' understanding of the Asians and their culture would be very small and would include organized crime, street criminals with mixed feelings from the immigrants, migrants and the Asian political power base.

Possible snaildarters who would oppose the plan might be Asian political activists who may feel they are giving up too much in an effort to assimilate to the United States way of life. The surrounding community Asian groups would have mixed feelings about the plan.

#### MISSION

A mission appropriate to law enforcement.

The purpose of any police department is to provide adequate law enforcement to all members of the community. In order to accomplish this mission, the department must

develop an understanding of all ethnic cultures who either live within or surround its community. The officers of the department must enforce all laws without prejudice or bigotry; therefore, the department must establish a strong public relations program that will incorporate education and communication among all cultures within the city; develop a cultural sensitivity training mandatory for all officers; develop an ongoing neighborhood watch program that could be understood by Asians and non-Asians; an active campaign for Asian police officers and a department program that shows leadership by example in eliminating prejudice and increasing the understanding of others.

In order to accomplish the above-stated mission, which is desired by the Fountain Valley Police Department, the department and city officials must actively become involved within the community in a joint effort to promote assimilation and harmonious relationships.

#### EXECUTION

Execution of this program will involve three alternative courses of action:

1. The initial program could be handled by our current crime prevention officer which administers our current public relations program. More officers would have to be added to this bureau to

properly maintain its effectiveness. The officer in this bureau utilizes neighborhood watch programs, school programs and public information forum. This bureau could modify their current programs and incorporate the necessary changes which would facilitate the strategic plan.

2. An in-house committee could be selected to study the needs of the department and what would be necessary in order to develop a program that would incorporate personnel training in cultural differences, public relations, Asian assimilation, reduce prejudice and bigotry between Asians and non-Asians and develop intelligence information on Asian organized crime and how to combat it.
  
3. A third strategy would be to develop a committee, chaired by a member from the police department, city officials, non-Asian improvement groups, and Asian improvement groups. The committee, in a round-table discussion, would discuss the overall strategic plan and determine what input their individual groups could make which would assist the department in developing the aforementioned program.

The recommended course of action in order to develop a program that would facilitate the stated plan during the next ten years, strategy number three appears to be the most effective.

All parties mentioned are necessary in balancing the scales and making proper determination of the needs of the department and the community as a whole.

In order to accomplish this plan, the following must be adhered to:

- ° The committee chairman must be knowledgeable of the department's strategic plan and a strong leader who can instill "leadership by example," preferably an officer with a rank of lieutenant or higher, who can direct the committee's individual desires.
  
- ° The committee must be comprised of law enforcement officers who can generate provocative ideas towards the accomplishment of the department's stated goals. Caution must be taken not to overload the committee with too many officers. In order to obtain a more equitable balance of officers, a member of the Police Officers' Association should be included.

In order to maintain a working relationship within this committee, two (2) sworn officers and two (2) civilian police employees should initially be chosen.

- ° The next section of the committee should be comprised of city officials who will be able to provide insight into the city's financial statements that may encumber or aid the department's plan. The city manager and a city council person should be included.
- ° Members of Asian and non-Asian improvement groups will be able to list their special interest and provide insight into ways of overcoming cultural differences and how to develop a better understanding on both sides.
- ° A member of the Asian local business community, an Asian political activist, a non-Asian business person, and a non-Asian citizen should comprise this portion of the committee.

After the twelve (12) members of the committee and the committee chairman have been selected, several brainstorming

sessions will have to be scheduled in an effort to develop ideas and methods to incorporate them into a viable plan.

A set number of meetings cannot be predetermined at this time because it will depend on the progress of the committee during each meeting.

The initial meeting will be utilized to explain the proposed goals of the department, the purpose of the committees, and provide an overview of the existing problems along with the anticipated problems during the next ten years.

All of the aforementioned trends and events, both in this text and the future's project, must be discussed in detail during these sessions.

After several meetings, which due to time constraints will probably incorporate many months, the committee must analyze all of the gathered data.

The committee members of the police department must now propose a written plan that can be implemented effectively within the department that specifies ways to:

1. Effectively provide leadership by example in eliminating prejudice and bigotry by police employees.
2. Develop a program where the police employee actively becomes involved in the Asian community and culture, and visa versa.

3. Recruit more qualified Asian employees.
4. Improve public relations between Asians and non-Asians and the police Department.

Increase the use and acquisition of interpreters.

5. Increase Asian intelligence information from within the city and surrounding areas.

After the initial draft of the plan has been completed, the committee shall present it to the department's administration for review and discussion. When the plan has been scrutinized, evaluated and eventually finalized, it should be ready for implementation.

#### ADMINISTRATION AND LOGISTICS

In order to effectively implement a plan that can help to develop a better understanding between the different cultures which, in turn, should help eliminate certain problems that may occur with law enforcement employees, total commitment is necessary from the police department administration.

The committee chairman and his law enforcement committee must be allowed as much time as deemed necessary to complete their brainstorming sessions.

Time will be the only major problem as these law enforcement officers will be absent from their normal assignments. Some shifts that are short in manpower, may have to utilize overtime to compensate for the lack of officers.

Due to the magnitude of this plan, the administration must not place unnecessary restrictions on the committee and should allow their creative juices to flow.

With the administration's full support, the committee should not have any problems with logistics:

- ° The council meeting rooms are available for all committee meetings; staff meetings can utilize the assigned conference rooms.
- ° Any equipment necessary to complete the plan will be available to the committee (i.e., pencils, visual aids, computers, telephone, etc.).
- ° The department's clerical pool will assist in typing the report.
- ° The city's print shop will be available for duplication.

While developing the plan, the chairman shall give a verbal update to the administration once a week.

Every three weeks the chairman shall have a meeting with the administration and staff and explain the committee's accomplishments. This meeting, which is in conjunction with a regular staff meeting, will help determine if the committee is on the "right track." Any necessary alterations can be completed at this time.

Upon completion of the committee's research and documentation of the final plan, along with the administration's approval, the plan should be immediately implemented.

In order to improve departmental acceptance, the entire plan should be explained in detail to all personnel so they can feel that they are a part of the plan. Also each member of the department will know what his responsibilities are towards the successful implementation of the plan. This is a very important area of implementation because each individual on the department must be committed towards the successful execution of the plan, otherwise, the mission will fail.

After implementation, the plan must be constantly monitored and, if necessary, appropriate changes made.

PLANNING SYSTEM

After analyzing and plotting the listed dimensions of the environment, two systems of planning were determined.

Issue planning would be utilized to plan for increases in organized crime and public relations.

The other environmental areas would utilize the signal/surprise planning system which would allow for a short planning horizon determined by the ability of the department to respond and has a continuous planning cycle.

IMPLEMENTATION

Much of the implementation has been discussed in the administration and logistics section.

My major problem during the initial program will be to locate qualified committee members who are attuned to the city's needs in this area and also have the time to attend the proposed meetings.

I feel very strongly towards the goals of the department regarding this plan and I believe the committee must adhere to the trends and events listed in this text. Only then will the committee members be able to properly develop a plan that effectively orients police employees to the Asian culture and incorporates those trends and events discussed earlier.

I do not believe I will have any problems with my major stockholders, mainly the police administrator and the police officers. The only exception may be the Police Officers' Association who may balk at the extra training utilized and not being involved in the process. I neutralized this problem by placing a member of the Association on the committee. This person will also be involved with the written proposal for the plan and will have a better understanding of the necessity for the plan. Therefore, I believe the Police Officers' Association's strategy would be cooperative/compromise.

Knowing that I need the Association's backing, my strategy will also be cooperative/compromise.

I believe the police administration and managers' attitude towards the entire plan will be cooperative as this plan benefits the entire department. Again my strategy would be cooperative/compromise.

Another major stockholder is the city manager, whom I believe will support the plan, but will be concerned if there is a major increase in spending that has not been budgeted.

My strategy will be to start with cooperation and a smattering of competition, then attempt to complete the deal with cooperation looking for a win-win situation.

I expect to neutralize her competitive attitude by placing her and a council person on the committee in an effort to show them, first hand, the need for the plan.

My overall strategy in an effort to gain acceptance of this plan will be involvement. I have attempted to neutralize my largest opponents by including them in the committee. Their input could be very valuable. Overall my conflict style will predominantly be cooperation, high aggressiveness and high cooperation looking for a win-win situation along with creative solutions.

Implementing any change will cause some resistance. The critical mass in this plan is:

1. The police administration
  - a. Police chief
  - b. Police captains
  - c. Lieutenants
  - d. Sergeants
2. Sworn and non-sworn personnel employed by the police department.
3. The city manager.
4. Local Asian business leaders; current president of Asian Business Association.
5. Immigrants.
6. Asian political power.

7. Non-Asian citizens

- a. Current president of Chamber of Commerce
- b. Members of city council
- c. Vocal leaders of community

The chief of police and police captains play a crucial role in administering the project. They are currently committed to the project 100% and believe they must remain actively involved if the project is going to succeed.

The chief has advocated that his entire department will be involved in constant training in an effort to understand the cultural differences of the Asians. He will also be a positive force within the community and help strengthen the ties between the Asians and non-Asians.

The captains, like the chief of police, are highly committed to the project and will be coordinating all operations within the department. They will assist in developing current training methods that will assist the officers in understanding the various cultures and conflicts within the community. They will also target those individuals within the department who may resist the project and attempt to counsel with them and demonstrate why their commitment is required.

The police lieutenants and sergeants must be involved in a crucial department seminar that details the need for their understanding and commitment.

This seminar will be facilitated by the department captains along with members of the local Asian community. After the lieutenants and sergeants accept the need for change and develop an understanding of their roles within the project, they will be responsible for transferring this understanding to their subordinates through formal training, counseling and on-the-job training. They will be required to set the example and to constantly monitor the activities of their officers. Again, in order to make this project work, the lieutenants and sergeants must be totally committed.

The sworn and non-sworn personnel must also realize the need to understand this project and must be totally committed in becoming involved so they can not only give proper service when required, but can actively assist the Asians in their time of need.

The city manager is supportive of the plan and realizes the need for this project. She is very proactive rather than reactive. She is concerned about excessive budget allowances, but the administration is attempting to devise a plan that will help control excessive use of overtime.

The immigrants are often split on their commitment towards the project. Due to different cultures, many immigrants view the police with distrust and little or no respect. Others feel just the opposite. A high percentage

of these immigrants must be committed to this project. In order to gain their commitment, the executive director of the newly-formed Pacific Asian Cultural Organization has pledged his support. He will hold community meetings involving both the immigrants and members of the police department. These meetings will, hopefully, bridge the gap that currently exists and develop their commitment towards this project.

Developing the Asian political power base will be very difficult. Many ask the question, "what's in it for me?" and also, "why should we trust you now?". This attitude could hinder the project, but not totally destroy it. All parties must be able to communicate with each other in order for them to survive in the community. They must be made aware of the need to help their people assimilate. The police department and the Pacific Asian Cultural Organization will be most beneficial in this area.

Local business leaders will be committed only as far as how the plan will benefit them. Again we have a problem of trust. Their commitment to the plan is necessary for a smooth transition from culture to culture. It will also help them to understand our laws. The current president of the Asian Business Association will assist the police department in developing services that will accurately inform the Asian business leaders. The police department will provide

trained public relations personnel to instruct all parties on local laws and ordinances.

The last of the critical mass is the non-Asian citizens. Their commitment must be extremely high or, again, the plan will falter. If the non-Asians do not get involved, then why would the Asians?

Currently the Chamber of Commerce, city council and local community leaders are developing a campaign demonstrating the need for understanding between the cultures. Members of the police department and various subcommittees will be responsible for scheduling meetings, sister city seminars, etc. in an effort to develop a more friendly atmosphere. A win-win situation must be developed.

The management structure of this plan involves many top-level managers in various fields, therefore, the method will be one mainly of teamwork and possibly some substructures. This type of structure necessitates the use of a strong project manager.

The chief of police will oversee the entire project, but the services division commander will be the project manager. The police lieutenants and sergeants will actively participate in developing necessary training seminars and will monitor the actions of their subordinates when involved with any Asians. The patrol division commander will act as chairman of this group and will give guidance and leadership when necessary.

The city manager, leaders of the local Asian Business Association, Pacific Asian Cultural Organization, Asian political base, Chamber of Commerce, community leaders and city council members, must all be involved in a different management substructure which will again be monitored by the project manager.

The project manager should investigate the use of a diagonal slice of representatives of various functions and the "kitchen cabinet."

Above all, this particular structure will incorporate participation from all members of the entire team.

In order for this structure to be successful, the project manager must be in constant contact with all the lead players to discuss problems that may arise and determine ways to eliminate them or bypass them.

#### TECHNOLOGIES

The teams will have several meetings designed to develop plans for determining methods to be used in meeting our goals. The teams will use several tools to help determine their course of action.

The lieutenants and sergeants, as a group, will develop goals and plans within group meetings that will meet our training needs in this area. They will be given ample time to perform this task and the senior lieutenant will be

responsible to see the task is completed in accordance with the project manager's instructions.

Other groups identified in the critical mass, will also hold meetings and seminars in an effort to show the need for assimilation into our culture and to also attempt to understand the Asian culture.

The project manager will contact the leaders of these various groups and identify those persons who may hinder the project and attempt to determine how to overpower those persons or groups.

The project manager and the various leaders must decide on proper strategies, be it educational activities, confrontation meetings, experimental projects or role/responsibility clarification activities.

This project must be sold to all involved parties and demonstrated that if the project is successful, it will be better for the entire community and surrounding areas.

## NOTES

1. Southern California Association of Governments, Locational Patterns of Ethnic and Immigrant Groups, Volume 3, (December, 1984) p. 15.
2. Ibid., p. 30.
3. Section 101(a)(42) of the Immigration and Nationality Act, as amended, by the Refugee Act of 1980.
4. Ibid., p. 5.
5. Stanley Knee, Captain, Garden Grove Police Department research paper, "Law Enforcement Needs of the Southeast Asian Refugees in the Year 1995: To Develop Strategies to Meet Those Needs," (1985) p. 10.

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- "The New Asian Peril," Report of a Hearing on Rising Anti-Asian Bigotry by Los Angeles County Commission on Human Relations; May, 1984.
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SUPPORT DOCUMENTS

QUESTIONNAIRE

The purpose of this project is to determine what the future orientation of police employees will be to the Asian culture and its impact on mid-size departments by the year 1996

Please answer the following questions based on your experience and opinion.

1. Do you believe police employees have ethnic prejudices against the Asians in Orange County? \_\_\_\_\_

Do you believe they will increase or decrease within the next ten years? \_\_\_\_\_

Probability  $\frac{1}{2}$  \_\_\_\_\_  
of this happening

2. Do you believe the Asian influx will increase within the City? \_\_\_\_\_

How will it affect the City? \_\_\_\_\_

3. What do you believe is the cause of the influx? \_\_\_\_\_

4. Do you believe this influx is good for the City economically? \_\_\_\_\_ . Why? \_\_\_\_\_

5. What do you estimate the Asian population of the City will be in 10 years? \_\_\_\_\_

6. Do you foresee a "white flight" within the City? \_\_\_\_\_.

Why? \_\_\_\_\_  
\_\_\_\_\_

7. What do you forecast as a major law enforcement problem within the next 10 years involving Asians? \_\_\_\_\_

\_\_\_\_\_

Probability % \_\_\_\_\_  
of this happening

8. Do you believe there are oriental gangs and organized crimes within the City? \_\_\_\_\_

\_\_\_\_\_

Probability % \_\_\_\_\_  
of this happening

9. Will the Asian culture assimilate well within the City during the next 10 years? \_\_\_\_\_

Probability % \_\_\_\_\_  
of this happening

10. What percentage of increase do you see in the Asian business during the next 10 years \_\_\_\_\_

Probability % \_\_\_\_\_  
of this happening

11. Do you foresee any major problems that non-Asian police employees may encounter with Asian police employees. \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

12. Do you believe that a police employee must really understand the Asian culture to adequately perform his duties? \_\_\_\_\_

Why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

13. In your opinion, are there enough training seminars, lectures, resources to explain the Asian culture? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

14. Is it really the responsibility of the police employee to learn the Asian culture or is it the responsibility of the Asian community to learn and assimilate with the people of the United States? \_\_\_\_\_

Why? \_\_\_\_\_  
(Please explain your answer.)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

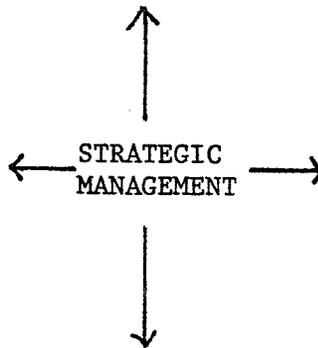
STRATEGIC FOUR FACTOR ANALYSIS

EXTERNAL ENVIRONMENT/STRATEGIC PLAN

Unacceptability by Asians and non-Asians;  
unknown socioeconomic characteristics of  
future immigrants; watch Asian political  
force

RESOURCE REQUIREMENTS

Improve knowledge of Asian  
culture; improve education  
and communications with  
entire community



ORGANIZATIONAL CONSIDERATION

Department administrators must  
support entire program. Officers  
must have sensitivity training;  
determine attitudes of local  
government officials

INTERNAL ENVIRONMENT/STRATEGIC CONTROL

Must continue to evaluate programs; must in-  
fluence all employees on the need to actively  
participate in programs; must coordinate with  
private organizations

## WOTS-UP ANALYSIS

### OPPORTUNITIES

Improve service to entire community;  
Develop an understanding for Asians  
and their culture;  
Allow Asians to actively participate  
as citizens in community;  
Employ more officers;  
Decrease bigotry by non-Asians

### STRENGTHS

Assertive management;  
Future planning and research  
development;  
Improve Asian assimilation  
Improve Department morale through  
better understanding

### THREATS

Unacceptability by citizens;  
Asians refuse to assimilate;  
Asian political force opposes  
assimilation;  
City government officials  
oppose budget increase for  
personnel;  
Officers unwilling to accept  
Asians and their culture  
(remain bigots)

### WEAKNESS

Lack of understanding by Asians;  
Lack of personnel;  
Implementation could be excessively  
delayed;  
Improper monitoring of program

PLANNING SYSTEM

The planning system design is an engineering problem.

Appropriate design is a function of:

1. Environmental turbulence
2. Predictability
3. Nature of diversification
4. Economics of scope
5. Strategic philosophy

The planning system is based on evaluation of the two dimensions of the environment. These dimensions are:

TURBULENCE -  
Number of Changes

- No changes (1)
- A few/occasional changes (2)
- Changes on a regular basis (3)
- Many changes (4)
- Almost continuous change (5)

PREDICTABILITY OF FUTURE

- Recurring (1)
- Forecast by extrapolation (trends) (2)
- Predictable threats and opportunities (3)
- Partially predictable weak signals (4)
- Unpredictable surprises (5)

After evaluating the two dimensions, it was determined that two planning systems would be beneficial - Issue Planning and Signal/Surprise Planning.

## DIMENSIONS OF THE ENVIRONMENT

### Increase in Organized Crime

T	P
4	4

### Interpreters

T	P
2	2

### Traffic Management

T	P
2	3

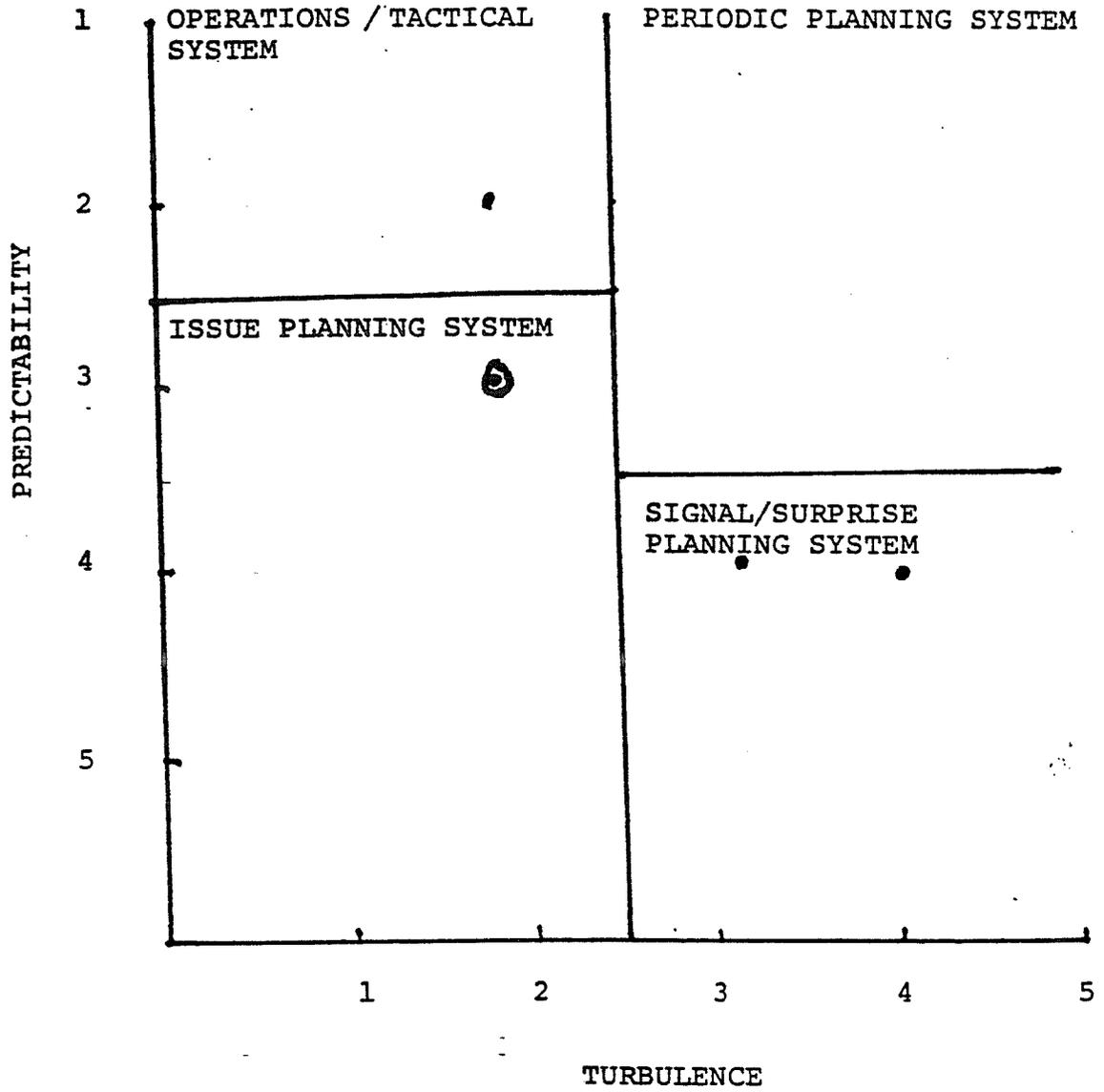
### Public Relations

T	P
3	4

### Increase Size of Department

T	P
2	3

PLANNING SYSTEM



STAKEHOLDERS AND ASSUMPTIONS

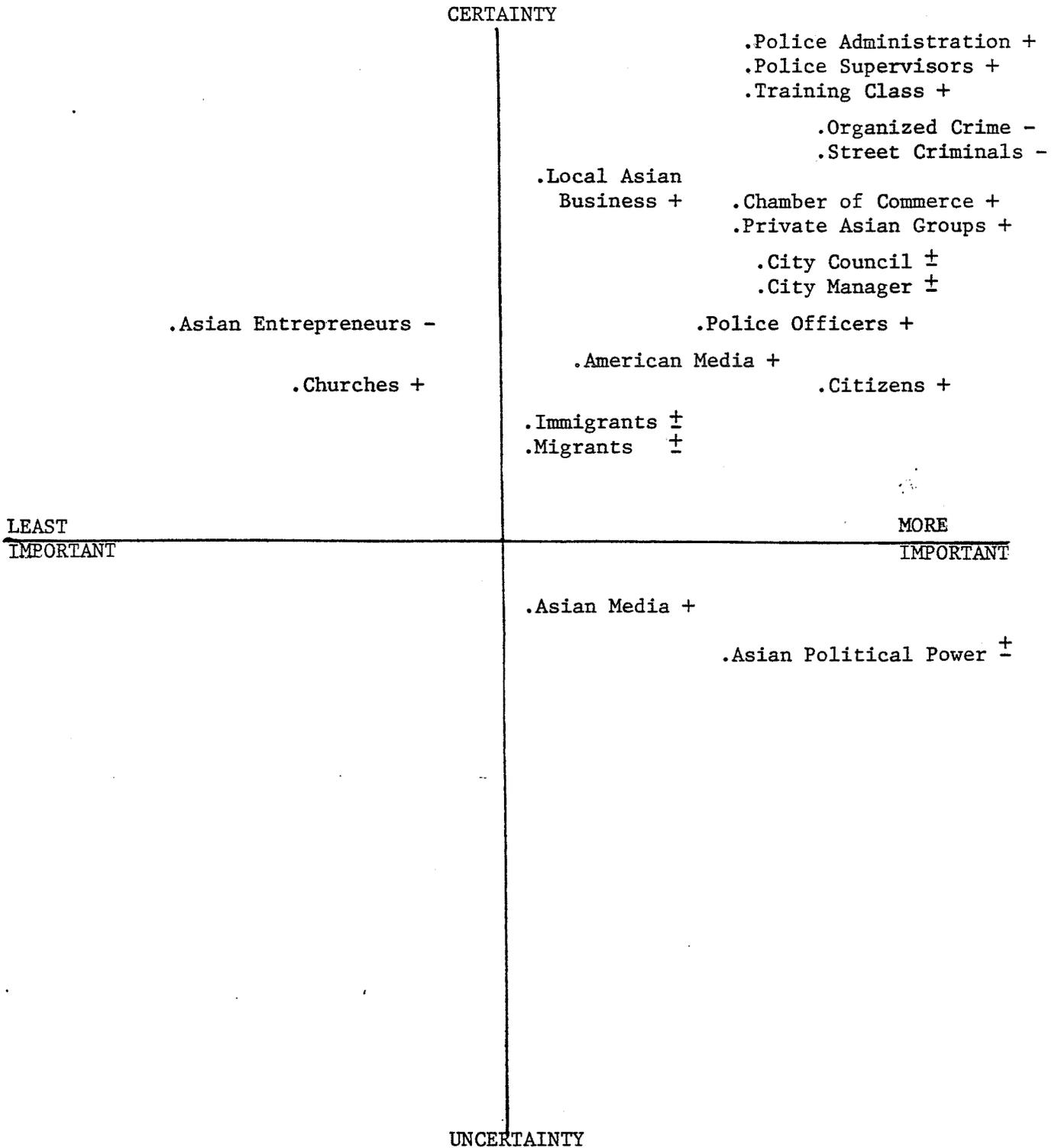
1. Organized Crime	-	Oppose
2. Street Criminals	-	Oppose
3. Churches	-	Support
4. Chamber of Commerce	-	Support
5. Private Asian Groups	-	Support
6. City Council	-	Mixed (support idea; oppose funding personnel)
7. City Manager	-	Mixed (support idea; oppose funding personnel)
8. Police Officers	-	Support
9. Police Administration	-	Support
10. Police Supervisors	-	Support
11. Local Asian Businesses	-	Support
12. Citizens	-	Support
13. Immigrants	-	Mixed
14. Migrants	-	Mixed
15. American Media	-	Support
16. Asian Media	-	Support
17. Asian Entrepreneurs	-	Oppose
18. Training Classes	-	Support
19. Asian Political Power	-	Mixed

## STAKEHOLDERS

Utilizing the Stakeholder Analysis and Assumption, Surfacing and Testing Technique, a number of Stakeholders and Snaildarters were developed and are listed along with their assumptions and positions relative to the issue. Their assumptions have been plotted and in an effort to identify their feelings regarding the Strategic Plan.

The purpose of plotting Stakeholders' assumptions is to "guard against or neutralize threatening Stakeholder forces and facilities and build on the supporting and driving Stakeholder forces."

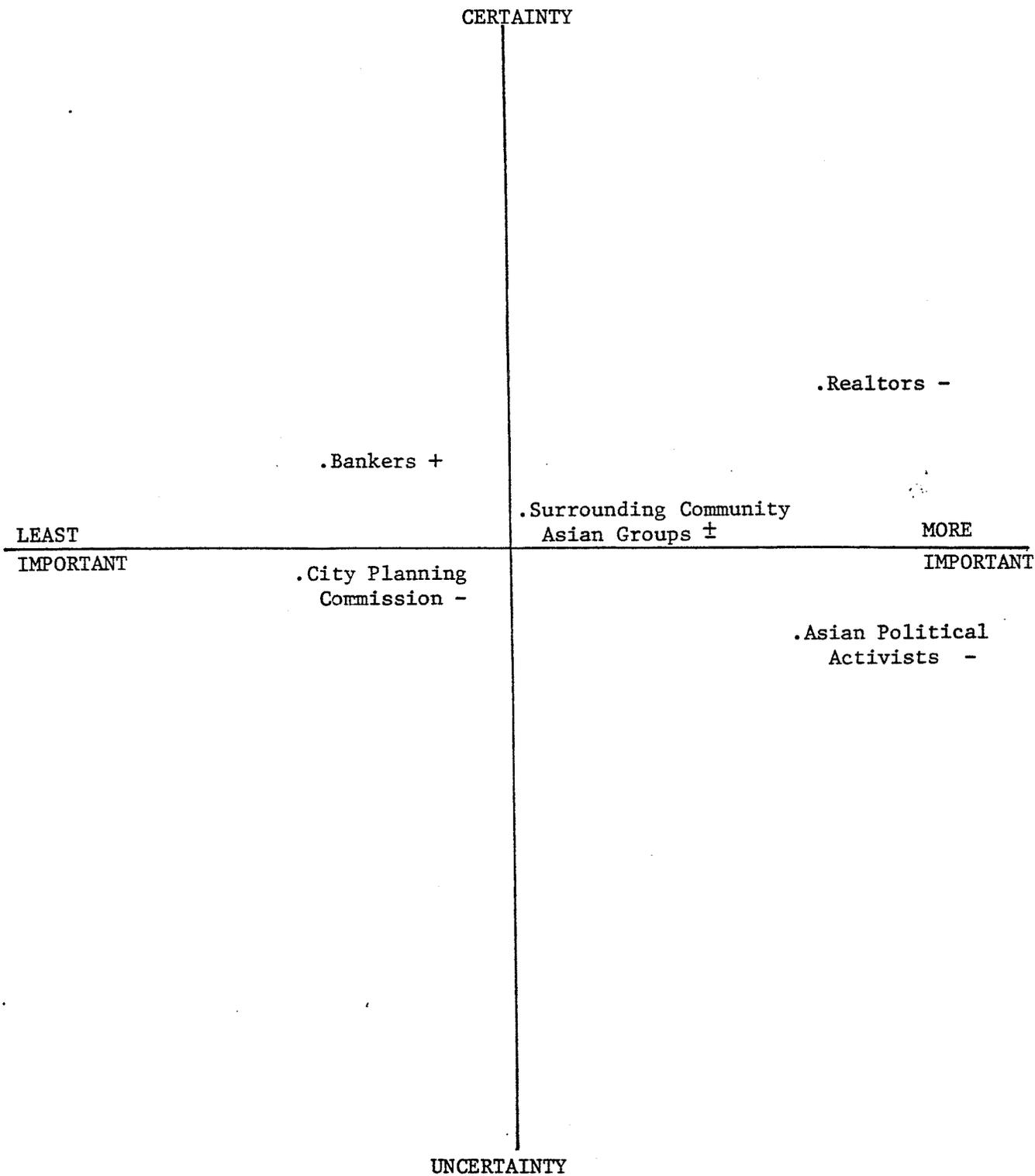
PLOTTING OF STAKEHOLDERS



SNAILDARTERS AND ASSUMPTIONS

Realtors	-	Oppose
Asian Political Activists	-	Oppose
Bankers	-	Support
Surrounding Community Asian Groups	-	Mixed
City Planning Commission	-	Oppose

PLOTTING OF SNAILDARTERS



### SUMMARY

I originally started this project while I was working in Los Angeles County, then I moved to Orange County and continued with the project. Surprisingly, I found the trends and events to be very similar.

This paper is designed not to answer every question within an agency regarding police employee orientation and the Asian culture, but to have the administrators take a close look at their agencies and ask what will they need to do in the future to develop a harmonious relationship between the two.

I submit this project as a guide to all law enforcement agencies. I covered areas that I, members of my department, and community felt were generic to the Orange County area.

This project was very beneficial to me and I have started to implement portions of this plan, so that within the next 10 years, the police department of Fountain Valley will have developed a relationship with the Asian community that has reduced employee prejudice and bigotry, and enhanced the understanding of the Asian culture and increased their assimilation process.

I was also very happy to see that the officers themselves, were excited about developing a program where they can institute "leadership by example" and in this way,

peer pressure can help develop a more positive attitude towards the entire program.

I also wish to thank the Command College for giving me this learning opportunity.