

IN THE UNITED STATES DISTRICT COURT
FOR THE NORTHERN DISTRICT OF OHIO
EASTERN DIVISION

UNITED STATES OF AMERICA,)	CASE NO.: 1:15-CV-01046
)	
Plaintiff,)	
)	JUDGE SOLOMON OLIVER, JR.
vs.)	
)	
CITY OF CLEVELAND)	
)	MOTION RECOMMENDING
Defendant.)	APPROVAL OF NEW CLEVELAND
)	DIVISION OF POLICE MISSION
)	STATEMENT

The Consent Decree (the “Decree”) between the United States and City of Cleveland (the “City”) that addresses the Cleveland Division of Police (“CPD” or the “Division”) requires that CPD “ensure that its mission statement reflects its commitment to community oriented policing.” Dkt. 7-1 ¶ 28. “One of the first major tasks under the First-Year Monitoring Plan was the required development of an updated mission statement for CPD.” Dkt. 65 at 28. After an intensive process that featured extensive, direct involvement from numerous officer and community stakeholders, including Cleveland residents, the Monitor recommends that the Court approve CPD’s new mission statement, attached hereto as Exhibit A, and the related changes to General Police Orders 1.1.01 and 1.1.02, described below, that are implicated by such approval.

A mission statement is a relatively brief articulation of an organization’s “fundamental, unique purpose.” R. Duane Ireland and Michael A. Hirc, “Mission Statements: Importance,

Challenge, and Recommendations for Development,” 35 *Business Horizons* 34, 35 (1992). Such a statement must express values and aspirations against which an organization and its members can gauge success:

The effective mission statement . . . is a touchstone for every aspect of organizational behavior. In expressing values that everyone in the organization understands and shares it ensures that everyone in the organization is:

- striving for the same goals
- working in accordance with the same principles
- adhering to the same standards
- fostering organizational morale
- securing the organisation’s reputation [and]
- determining the character of the organization.

Marianne Talbot, *Make Your Mission Statement Work* 10–11 (2003). In a police department, “[s]uccessful institutionalization of community policing is likely only if it is included as part of the adopting organization’s mission,” especially if accompanied by a “set of core values.” E.J. Williams, “Structuring in Community Policing: Institutionalizing Innovative Change,” 4 *Police Practice & Research* 119, 124 (2003).

As of the start of 2016, the mission of the Cleveland Division of Police was the following:

We are committed to improving the quality of life in the City of Cleveland by strengthening our neighborhoods, delivering superior services, embracing the diversity of our citizens and making Cleveland a desirable, safe city in which to live, work, raise a family, shop, study, play and grow old.

CPD General Police Order 1.1.01 (last revised Sep. 29, 2009), Ex. B at 1. This was accompanied by a “values mission statement” that provided a slight variation on the core mission and introduced five core values constituting the acronym “P.R.I.D.E.”:

The Mission of the members of the Cleveland Division of police is to enhance the quality of life, strengthen our neighborhoods and deliver superior services with professionalism, respect, integrity, dedication and excellence by working in partnership with our neighborhoods and community.

CPD General Police Order 1.1.02 (last revised Apr. 13, 2006), Ex. C at 1. The identified values included professionalism, respect, integrity, dedication, and excellence. *Id.*

Work on revising CPD's mission statement began in February 2017, with the Division tasked with securing input and feedback about CPD's mission statement from CPD officers and their unions and organizations.

In accordance with the First-Year Monitoring Plan, CPD sought the input of its officers and police officer organizations. Some 133 officers responded to a short, anonymous, and online feedback form addressing the mission statement that CPD designed and urged officers to complete. *See generally* Ex. D. More than two-thirds (69 percent) of respondents indicated that CPD's mission statement should be separate from the City's mission statement and have its own General Police Order. Officer's were somewhat divided as to whether the Division's values (known in the Division as "P.R.I.D.E.") should exist as a standalone policy separate from the mission statement or be incorporated into the mission statement itself, with 52 percent of respondents saying that the values statement should be separate from the mission and nearly 43 percent saying it should not be a standalone policy.

Officers did not necessarily believe that the Division's prior "values mission statement," incorporating the P.R.I.D.E. concept addressed all that a mission statement might. Approximately 39 percent of respondents believed that it integrated community-oriented policing principles, while 35 percent said that it integrated problem-oriented policing principles. Some 36 percent of respondents said that the mission statement emphasized the sanctity of human life, and 43 percent said that the statement emphasized the principle of bias-free policing.

Representatives of the Cleveland Police Patrolmen's Association ("CPPA"), Fraternal Order of Police Cleveland Lodge Number 8 ("FOP"), and other officer organizations met with

CPD leadership to discuss the mission statement. Indeed, CPPA representatives crafted a proposed, revised mission statement for Consent Decree stakeholder consideration. *See* Dkt. 65 at 29.

Meanwhile, the First-Year Monitoring Plan also tasked Community Police Commission (“CPC” or the “Commission”) with “collect[ing] the concerns, experiences, values, and issues related to the CPD mission statement from across Cleveland’s diverse communities” Dkt. 43 at 3. As part of this process, the Commission also developed a feedback survey for Cleveland residents. Some 122 respondents participated. Overall, respondents believed that CPD’s mission statement should be clear and reflect commitments against which performance might be measured over time. On March 11, CPC provided a report discussing the results of the community survey and its initial recommendations regarding the mission statement to Consent Decree stakeholders, including CPD personnel responsible for drafting policy.

During the drafting process, the Monitoring Team also provided CPD with a primer on mission statements, translating attributes of mission statements generally into specific discussions of various police department mission statements around the country. In particular, the Monitoring Team suggested that CPD’s mission statement should, among other things: articulate a possibility, fulfill a fundamental or broad-based vision that might resonate across the community, address a vision that might transform the Division into the organization it most wants to be, and serve as an instantly and continually accessible point of reference for leaders across the Division.

The Monitor’s First Semiannual Report previously summarized CPD’s subsequent progress on developing a new mission statement:

On March 22, CPD submitted to the Parties a first draft mission statement. [The Department of Justice (“DOJ”)] and the Monitoring Team provided comments

indicating that the submitted statement constituted a good start but that the Division should work to make it simpler, clearer, action-oriented, and values-focused

CPD revised the statement, submitting a new draft during the week of April 11. Subsequently, . . . CPD heard a number of presentations by experts provided at a CPC meeting. CPD made additional changes, submitting another version of the statement on April 18. CPC issued a written report of its work on CPD's mission statement on May 10, 2016.

Dkt. 65 at 29. The CPC's second report, entitled "Mission Statement Best Practices" and attached hereto as Exhibit E, articulated a number of recommendations and outlined best practices. It also inventoried the various draft mission statements that evolved in the nearly three-month drafting process. That report emphasized that, among other things, a mission statement should be "clear," Ex. E at 10, 12; measurable, Ex. D at 2; and "be appropriate for a variety of organizational stakeholders." Ex. E at 10.

The final mission statement proposed by CPD, attached hereto as Exhibit A and approved by both the City and DOJ, is the following:

The mission of the Cleveland Division of Police is to serve as guardians of the Cleveland community. Guided by the Constitution, we shall enforce the law, maintain order, and protect the lives, property, and rights of all people. We shall carry out our duties with a reverence for human life and in partnership with members of the community through professionalism, respect, integrity, dedication, and excellence in policing.

Ex. A at 1. The Monitoring Team has closely reviewed the submitted mission statement. Part of the Monitor's assessment process included receiving feedback from the community. Among other outreach efforts, the Monitoring Team devised and publicized, beginning on May 10, 2016, a guided feedback survey to gauge community response to the mission statement.

Individuals who responded to the Monitoring Team's feedback survey indicated appreciation of the mission statement's references to working in partnership with the community, upholding the value of human life, and operating with professionalism and respect. A number of

respondents used the questionnaire as an opportunity to stress the importance of community policing and community engagement – with many indicating that they would like to see more community policing and collaborative decision-making.

A small number of respondents expressed some concern over the use of the term “guardian,” which they indicated might imply a top-down relationship between the police and the community or perhaps sound militaristic. The Monitoring Team understands the concerns that the use of the term “guardian” may suggest to some. However, the Team interprets the mission statement’s use of the term as emphasizing that a core function of the Division is to take care of the Cleveland community rather than to be “at war with the people [who officers] are sworn to protect and serve.” Sue Rahr and Stephen K. Rice, Harvard Kennedy School and National Institute of Justice “From Warriors to Guardians: Recommitting American Police Culture to Democratic Ideals” at 1 (Apr. 2015), <https://www.ncjrs.gov/pdffiles1/nij/248654.pdf>. As the Division implements its mission statement and considers how many of its operations and Decree-required reforms can be consistent with it, it will need to be mindful of emphasizing that, indeed, the term “guardian” is used to communicate collaboration, protection, and service to the community by officers who recognize that they are indeed part of the community that they serve.

Many respondents noted that the mission statement is just the first step to reform and that it is essential to reinforce these values through training, policy change, and a shift in departmental attitudes and culture. The Monitoring Team agrees that the mission statement will only be as good as the specific measures that CPD takes over time to ensure that the Division and its personnel are living up to the organization’s stated values.

Pursuant to the Team’s community outreach process, the Monitor recommended to CPD that it make a small grammatical change to the mission statement for clarity and ease of

understanding. CPD and the Parties agreed that the change was beneficial, and the final version attached hereto as Exhibit A reflects the modification.

After reviewing both the initial input of CPD officers, CPD officer organizations, CPC, and community members as well as the later input of community organizations and Cleveland residents, and considering the final proposed statement in light of the Consent Decree's requirements, the Monitoring Team has concluded that the statement sufficiently "reflects [CPD's] commitment to community oriented policing," Dkt. 7-1 ¶ 28, because it positions the Division's responsibility "to serve as guardians of the Cleveland community" as the first and primary sentence. The statement's positioning of the Division and its officers as "guardians" of the community that must work "in partnership with members of the community" adequately orients the Division toward an active, collaborative relationship with the Cleveland community across all of the Department's "duties."

Importantly, the Monitoring Team also notes that the process of creating a new mission statement for the Division was completed with Cleveland residents and officers shaping the initial policy-creation process and with an opportunity for all Cleveland residents and organizations to review and comment on a proposed final draft of a new mission statement. As the Monitoring Team described in its First Semiannual Report, a core feature of community policing is that "residents . . . provide input on substantive policing issues, and the department . . . respond[s] to such input." Dkt. 65 at 31 (converted to sentence case). Because the mission statement itself has been developed in active partnership with the community, the Monitoring Team has greater confidence that it does reflect the Division's "commitment to community oriented policing" in the manner that the Consent Decree requires. Dkt. 7-1 ¶ 28.

For the foregoing reasons, the Monitor recommends that the Court approve CPD's proposed mission statement, attached hereto as Exhibit A, and that CPD both replace its current General Police Order 1.1.01, Ex. B, with the mission statement reflected in Exhibit A and revise its current General Police Order 1.1.02, Ex. C at 1, to eliminate the values mission statement paragraph (the paragraph starting with "The Mission of the members"), which is unnecessary in light of the new mission statement, so that the order focuses exclusively on identifying and describing the specific "P.R.I.D.E." values (the paragraph beginning with "Professionalism").

Respectfully submitted,

/s/ Matthew Barge

MATTHEW BARGE

Monitor

115 West 18th Street, Second Floor

New York, New York 10001

Tel: (202) 257-5111

Email: matthewbarga@parc.info

CERTIFICATE OF SERVICE

I hereby certify that on June 24, 2016, I served the foregoing document entitled Motion Recommending Approval of New Cleveland Division of Police Mission Statement via the court's ECF system to all counsel of record.

/s/ Matthew Barge

MATTHEW BARGE

EXHIBIT A

Proposed New Mission Statement for Cleveland Division of Police

The mission of the Cleveland Division of Police is to serve as guardians of the Cleveland community. Guided by the Constitution, we shall enforce the law, maintain order, and protect the lives, property, and rights of all people. We shall carry out our duties with a reverence for human life and in partnership with members of the community through professionalism, respect, integrity, dedication, and excellence in policing.

EXHIBIT B



GENERAL POLICE ORDER CLEVELAND DIVISION OF POLICE



EFFECTIVE DATE: MARCH 2, 2002	REVISED DATE: SEPTEMBER 29, 2009	NO. PAGES: 1 of 3	NUMBER: 1.1.01
SUBJECT: CITY OF CLEVELAND MISSION STATEMENT AND ETHICS POLICY			
ASSOCIATED MANUAL		RELATED ORDERS: 1.1.02	
CHIEF OF POLICE: <i>Michael McGrath, Chief</i>			

Substantive changes are in italics

PURPOSE: To establish a Mission Statement that provides vision, purpose and direction *for the Division of Police and to establish an ethics policy to guide the actions of all its members.*

POLICY: *Members of the Division of Police shall carry out their mission in accordance with the strictest ethical guidelines. Division members shall conduct themselves in a manner that fosters public confidence in the integrity of Cleveland's government, its processes, and its accomplishments. Members of the Division of Police shall be guided by the values expressed in the City of Cleveland Mission Statement, the City of Cleveland Ethics Policy, and the Division of Police Manual of Rules and Regulations.*

City of Cleveland Mission Statement

We are committed to improving the quality of life in the City of Cleveland by strengthening our neighborhoods, delivering superior services, embracing the diversity of our citizens and making Cleveland a desirable, safe city in which to live, work, raise a family, shop, study, play and grow old.

DEFINITIONS:

Anything of value - includes anything of monetary value, including, but not limited to, money, gifts, food or beverages, social event tickets and expenses, travel expenses, golf outings, consulting fees, compensation, or employment. "Value" means worth greater than de minimis or nominal.

Anyone doing business with the City - includes, but is not limited to, any person, corporation, or other party that is doing or seeking to do business with, regulated by, or has interests before the City.

PAGE: 2 of 3	SUBJECT: CITY OF CLEVELAND MISSION STATEMENT AND ETHICS POLICY	GPO NUMBER: 1.1.01
-----------------	--	-----------------------

PROCEDURES:

- I. *Division members must, at all times, abide by protections to the public embodied in Ohio's ethics laws, as found in Chapters 102 and 2921 of the Ohio Revised Code (ORC), and as interpreted by the Ohio Ethics Commission and Ohio courts. Members shall conduct themselves, at all times, in a manner that avoids favoritism, bias, and the appearance of impropriety.*

- II. *A general summary of the restraints upon the conduct of all Division members includes, but is not limited to, those listed below. No member shall:*
 - A. *Solicit or accept anything of value from anyone doing business with the City.*

 - B. *Solicit or accept employment from anyone doing business with the City, unless the member completely withdraws from the City's activity regarding the party offering employment, and the member's appointing authority approves the withdrawal.*

 - C. *Use his or her public position to obtain benefits for the member, a family member, or anyone with whom the member has a business or employment relationship.*

 - D. *Be paid or accept any form of compensation for personal services rendered on a matter before any board, commission, or other body of the City, unless the member qualifies for the exception, and files the statement, described in ORC 102.04(D).*

 - E. *Hold or benefit from a contract with, authorized by, or approved by, the City, (the Ethics Law does except some limited stockholdings, and some contracts objectively shown as the lowest cost services, where all criteria under ORC 2921.42 are met.*

 - F. *Vote, authorize, recommend, or in any other way use his or her position to secure approval of a City contract (including employment or personal services) in which the member, a family member, or anyone with whom the member has a business or employment relationship, has an interest.*

 - G. *Solicit or accept honoraria (see ORC 102.01(H) and 102.03(H)).*

PAGE: 3 of 3	SUBJECT: CITY OF CLEVELAND MISSION STATEMENT AND ETHICS POLICY	GPO NUMBER: 1.1.01
-----------------	--	-----------------------

- H. *During public service, and for one year after leaving public service, represent any person, in any fashion, before any public agency, with respect to a matter in which the member personally participated while serving with the City.*
- I. *Use or disclose confidential information protected by law, unless appropriately authorized.*
- J. *Use, or authorize the use of, his or her title, the name "City of Cleveland," or the City's logo in a manner that suggests impropriety, favoritism, or bias by the City or the official or employee.*

III. *Members of the Division shall also be guided by the Cleveland Division of Police Manual of Rules and Regulations, Section III Ethics, to wit:*

- A. *Rule 3.07 Personnel shall not use their position, badge or credentials for personal gain.*
- B. *Rule 3.08 Personnel shall not solicit or accept from any person, business or organization any compensation, gift or other thing of value for personal benefit or to influence performance or nonperformance of an official duty, act or service.*

EXHIBIT C



GENERAL POLICE ORDER CLEVELAND DIVISION OF POLICE



EFFECTIVE DATE: April 18, 2006	REVISED DATE: April 13, 2006	NO. PAGES: 1 of 1	NUMBER: 1.1.02
SUBJECT: VALUES MISSION STATEMENT			
ASSOCIATED MANUAL:		RELATED ORDERS: 1.1.01	
CHIEF OF POLICE: <i>Michael McGrath, Chief</i>			

- PURPOSE:** To establish a Values Mission Statement for the Division of Police that provides vision, purpose and direction for the members of the Division.
- POLICY:** Members of the Division of Police shall not only be guided by the City Mission Statement, but by the values that the members of the Division shall live by.

Values Mission Statement of the Cleveland Division of Police

The Mission of the members of the Cleveland Division of Police is to enhance the quality of life, strengthen our neighborhoods and deliver superior services with professionalism, respect, integrity, dedication and excellence by working in partnership with our neighborhoods and community.

Professionalism We take pride in ourselves, our profession and our community. We will be role models for our community by enthusiastically excelling in quality performance.

Respect We will treat all people with dignity, compassion, courtesy and without prejudice. We will protect the constitutional and civil rights of everyone through impartial enforcement of the law.

Integrity We hold ourselves accountable to the highest standards of moral and ethical conduct, we maintain public trust by being honest, competent and consistent with our values and actions.

Dedication We dedicate ourselves to improving the quality of life by developing a partnership with the community and being committed to protecting life and property, thus reducing fear which leads to a safer community for all.

Excellence We hold ourselves to the highest standards of law enforcement. We will continuously improve the quality of service to the community through education, training and development.

**We the members of the Cleveland Division of Police take P.R.I.D.E.
in the community that we serve.**

EXHIBIT D

Division of Police
Cleveland, Ohio
Departmental Information

Dist. Zone

Examined by R. Simon Rank Capt March 7 317, 2016
From: Robert Simon, Captain To: Brian Heffernan, Commander
Subject: Results of Mission Statement Division Survey/Member Input
Copies to: Chief's Office, Unit Files

Sir:

In accordance with the settlement agreement, a survey was created using the SurveyMonkey.com website to gather the input and opinions from the members of the Division regarding the Mission Statement of the Cleveland Division of Police. The link to participate in the survey was disseminated to members through a Divisional Notice and via email through the Command Staff. The survey was opened for responses beginning February 12, 2016 and closed two weeks later on February 29, 2016. The survey consisted of four questions, one of which measured responses to six statements on a sliding scale. The survey also had options that allowed members responding to provide comments regarding the questions asked and the survey topic. The final question was used to provide demographic context to the respondents by asking how many years of service each respondent had with the Division. When the survey closed, one hundred and thirty-three members had responded to the survey. Input was also gathered through bi-weekly meetings with members from the organizations that represent Division members (Unions, Social Organizations).

The responses received for the first question involved whether the Division's Mission Statement should be a separate order from the City of Cleveland Mission Statement. While the Mission Statements are currently in two separate General Police Orders (GPOs), the City Mission Statement includes the ethics policy and the Division's Mission Statement is framed as the "Values Mission Statement" which includes the values aspired to by the Division, outlined using the "P.R.I.D.E." acronym. Overwhelmingly, responding members felt that the Division's Mission Statement should be a separate order from the City of Cleveland Mission Statement, 69.29% - Yes, 21.26% - No, with 9.45% choosing other. Choosing "Other", due to the design of the survey, allowed respondents to leave comments. The comments left indicated that members felt that not only should the Mission Statements be separate, but should be stand alone Mission Statements. Respondents commented that ethics and values needed to be policies, though not included with the Mission Statements. The comments also indicated that the Mission Statements should not be GPOs, but should be placed in a manual such as the Manual of Rules.

The second question queried whether the values included with the Division's Mission Statement (P.R.I.D.E.) should be separated from the Mission Statement. The responses proved to be closer together, though separating values from the Mission Statement was preferred 52.34% - Yes, 42.97% - No and 4.69% choose "Other" and provided comments. While the comments to this question (6 respondents) did not support the inclusion of Division "values", information from the meetings with member organizations provided strong support for the inclusion of the P.R.I.D.E. acronym as a statement of values.

The survey next asked members to evaluate six statements about the current Values Mission Statement on a sliding scale from Strongly Disagree with the statement to Strongly Agree with the statement. The sliding scale also included Neither Agree or Disagree. An analysis of the survey responses showed that respondents agreed or strongly agreed with the statements:

Division of Police
Cleveland, Ohio
Departmental Information

Dist. Zone

Examined by *R. Simon* Rank *Cd* March 7
3/7, 2016
From: Robert Simon, Captain To: Brian Heffernan, Commander
Subject: Results of Mission Statement Division Survey/Member Input
Copies to: Chief's Office, Unit Files

The Values Mission Statement addresses the values of the Cleveland Division of Police – 47.33% Agree, 6.87% Strongly Agree

The Values Mission Statement emphasizes the principle of bias free policing.... – 32.82% Agree, 10.69% Strongly Agree

The acronym "P.R.I.D.E." addresses the values of the Cleveland Division of Police – 40.46% Agree, 12.98% Strongly Agree

The statements which involved whether the Mission Statement integrates community oriented and problem oriented policing principles, as well as the statement regarding whether the Mission Statement emphasizes a sanctity for all human life did not indicate agreement or disagreement, roughly breaking down to one third of respondents strongly disagreeing or disagreeing, one third of respondents neither agreeing or disagreeing and one third of respondents agreeing or strongly agreeing.

The final question as stated above was used to provide demographic perspective to the members responding to the survey. The largest group of members responding to the survey have served with the Division between 15 and 20 years (32.33%), followed by members with 20 to 25 years of service with the Division (27.82%). Members who have served with the Division 1 to 5 years, 5 to 10 years, and 10 to 15 years when combined only accounted for 22.5% of member responses.

After reviewing the survey responses, the following are recommendations for the Mission Statement policy for the Division. The City Mission Statement and the Division Mission Statements will be drafted as stand alone policies and the Division Mission Statement will reflect the Division's commitment to community oriented policing. The Ethics policy currently included with the City Mission Statement will be drafted as a policy containing the ethics policy combined with the duty to avoid the appearance of impropriety policy. Finally, a Values policy will be drafted that will contain the P.R.I.D.E. acronym.

Attached to this report are the graphic representations of the member responses to each of the questions in the survey and an email from President Steve Loomis regarding the Cleveland Police Patrol Officers Association's input regarding the Mission Statement. The individual responses of each responding member have been downloaded from Survey Monkey.com and are available via email due to the number of pages.

Respectfully,



Robert Simon, Captain #6566
Bureau of Integrity Control

EXHIBIT E

CCPC Mission Statement Team

Rev. Dr. V. Yvonne Conner

Honorable Lee Fisher

Detective Lynn Hampton

Ms. Amanda King

5/10/2016

Mission Statement Best Practices

Cleveland Division of Police

Cleveland Community Police Commission

Background

The Cleveland Community Police Commission (CCPC) was established by the Settlement Agreement (Consent Decree) between the Department of Justice and the City of Cleveland. The CCPC exists “to leverage the experience and expertise of the people of Cleveland and to ensure that the CDP [Cleveland Division of Police] recognizes and operates in a manner consistent with cooperative community understanding and engagement.” Promoting public trust, confidence, and understanding across the City are critical to this endeavor.

This Mission Statement Best Practices Report is the second and final written CCPC response about mission statements. It is issued on behalf of the community to provide insights to Cleveland Division of Police and other Consent Decree Stakeholders in compliance with the Consent Decree.

About this report on Mission Statement Best Practices:

This report consists of information gathered about mission statements –

- From research by team members
- From research shared by other colleagues
- From two additional community member questionnaires
- From books about conducting surveys, evaluation techniques, and interpreting qualitative data.

This report builds on questions and community member responds from the March 10 Summary Survey Report –

- One section aligns questions from March 10 and community responses with known best practices.
- One section introduces Cleveland Division of Police draft mission statements and draft mission statements from CCPC mission statement team members.
- The reader will find a section on suggested steps for writing mission statements.
- The reader will find a resource list and addendums.

Executive Summary

Research completed and shared by Dr. Ellen Burts-Cooper (Improve Consulting, Inc.) at the April 13 town hall states that a mission statement serves as a goal set for what an organization will do for those it serves. The mission statement communicates the purpose of an organization and the intent of its direction. The statement distinguishes organizational priorities, responsibilities and actions. The statement evolves as the organization evolves.¹

IT DETERMINES DIRECTION

IT FOCUSES THE FUTURE

IT PROVIDES A TEMPLATE FOR DECISION-MAKING

IT FORMS THE BASIS FOR ALIGNMENT

IT SHAPES STRATEGY

IT FACILITATES EVALUATION AND IMPROVEMENT²

Mission Statement Questionnaire #2 and Questionnaire #3 Feedback

Two (2) Cleveland Division of Police (CDP) draft mission statements were administered as part of gathering community feedback to inform the ongoing work of stakeholders.

Questionnaire #2 (see addenda) was administered at the April 13 town hall. It consisted of CDP's first draft statement from April 8th and statements from three (3) established Police Departments – Pasadena, CA; Albuquerque, NM and Cincinnati, OH. The mission statements were presented anonymously along with eight (8) closed-end questions. Participants rated the CDP draft mission statement as the statement meeting best practices, the statement liked best, most memorable, "includes me", and meets expectations. Albuquerque was rated second for each of these same attributes. The CDP draft and Cincinnati tied for being a measurable statement. The Cincinnati mission statement was rated first for easy to remember.

Questionnaire #3 (see addenda) was administered between April 19th and April 30th when CDP provided mission statement draft #3 in response to the CCPC town hall on Mission Statement Best Practices. A majority of respondents reported that mission statement draft #3 expressed the purpose of CDP and provided reasons for its purpose. Then a majority did not feel as though CDP would achieve its purpose. More than 60% of those responding to the question about who CDP plans to serve indicated that the

¹ Improve Consulting, Inc.

² <http://www.glennsmithcoaching.com/7-reasons-your-company-needs-clear-written-mission-statement/>

draft statement was clear about who would be served. The last question asked respondents if they viewed the draft mission statement as a first step in many steps toward building community trust. A significant number of respondents left this question blank; of those responding, a majority reported “yes” to this question.

You will also find 17 responses in the addendum shared by participants in the section of the questionnaire labeled “other.” CCPC has zip codes for all questionnaire #3 participants. Many did not know their ward number; some did know their police district.

The CDP Mission Statement draft that was received late afternoon on April 13 was not analyzed by community members. A third draft was received in its place from CDP April 18, which replaced the April 13 draft version. CCPC was also officially asked by the Monitoring Team to suspend further publishing of targeted surveys for community input.

Qualitative Researchers Feedback on the March 10 Survey Report:

The March 10 Survey Tool was developed in committee (numerous inputs) and contained elements of both quantitative and qualitative research questions. Many of the people who completed the survey shared their stories to express the truth of their lives as it relates to CDP. They were hopeful that their stories/experiences would be correctly interpreted (Coles 1989, pg.7 in *Becoming Qualitative Researchers*). Quantitative inquiry is set to a prespecified intent, qualitative inquiry is evolutionary, with a problem statement, a design, interview questions, and interpretations developing and changing along the way (pg. 6). The construction of the March 10 survey tool did not lend itself to interpretative analysis required for respondents who shared their story/opinion as feedback to the CDP mission statement inquiry. Dr. Linda Crowell, Ph.D., MSSA reviewed the March 10 Survey Summary Report and provides the following summative analysis:

For the 120 persons who responded to the first question (being considered the sample), and with fewer responding to subsequent questions, a range of responses were provided. For each question, an analysis of the phrases, terms, and sentences was conducted.

Beginning with the first question, it became clear that some persons were sharing some thoughts that went beyond the question itself. A few did reflect on the mission statement itself. More provided comments or suggestions about the mission statement, albeit some suggestions were beyond what a typical mission statement usually includes. Many proposed ways of implementing and adhering to the mission statement or made suggestions for the day-to-day duties of Cleveland Division of Police (CDP) officers. Others shared thoughts on community connections; and some focused on the public response to and interaction with the police (CDP). Quite a few responses focused on

diversity issues, while other responses could be classified as observations. Dr. Crowell's analysis divided responses to each question into the following categories. This provides another format for sharing the data but nothing more substantial in terms of what else the data might be saying or trends to be aware of.

Responses to the Mission Statement	Thoughts on Community Connections	Observations
Suggestions for the Mission Statement	Public Response to the Role of Police Public Perceptions	Implementation
Suggestions for implementation and officer deployment	Diversity and Cultural Competence	Public Relations

Although many of the March 10 responses did not relate specifically to the mission statement, the range of responses was maintained in the March 10 Summary Report to provide insights and suggestions for the Cleveland Division of Police to take into consideration as it moves forward with its reform work.

Martha E. Banks, Ph.D. - Research Neuropsychologist, Research & Development Division, ABackans DCP, Inc., also reviewed the community feedback and noted the following:

- It is interesting that most people know about their police district but not their ward number. Does this fit the profile of people living in a police state?
- The number of Black responses begs for a more targeted outreach to this population for greater involvement in this critical process. The lack of respondents declaring their ethnicity is problematic for any additional meaningful scholarly analysis of current data. If there were more declarations of ethnicity, one could have conducted a data analysis of personal experiences by ethnicity.
- People who only work in the city of Cleveland and live elsewhere do not experience the same constant militaristic presence of CDP in the same way as those who live in the City.
- As part of next steps, consider administering a questionnaire that asks participants to provide "why/why not" type feedback about mission statements and share their preference for a specific mission statement. Include mission statements from other police departments for these analyses.
- Use more closed questions or multiple-choice questions to provide more quantitative responses for areas like demographics and preferences.
- Use an existing survey tool as often as possible to eliminate the challenging outcomes incurred when analyzing data generated from a tool developed in committee.

Table of Contents

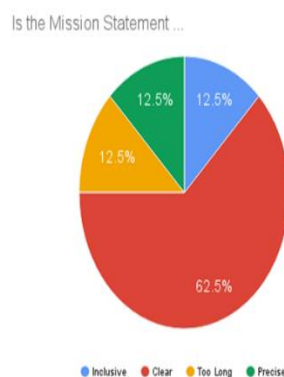
Executive Summary.....	2
Mission Statement Questionnaire #2 and Questionnaire #3 Feedback	2
Qualitative Researchers Feedback on the March 10 Survey Report	3
<i>Most Recent Mission Statement Work</i>	<i>6</i>
Draft Cleveland Division of Police Mission Statements	7
<i>Aligning best practices with select questions and responses from the CCPC March 2016 Community Survey Report</i>	<i>8</i>
What challenges the success of a mission statement?	8
What makes a mission statement effective?	9
What citizens would like included in a new mission statement?.....	10
Overview of Mission Statements from other cities:.....	10
How to write a mission statement?	11
Resource List.....	14
ADDENDUMS	16
MISSION STATEMENT QUESTIONNAIRE #2.....	17
CCPC Mission Statement Questionnaire #3	18
Questionnaire #3 - Other: Community Responses.....	19

Mission Statement Best Practices

Most Recent Mission Statement Work

Cleveland Division of Police (CDP)

In response to the Consent Decree Paragraph 28 the CDP will ensure that its new mission statement reflects a commitment to community oriented policing and will integrate community and problem-oriented policing principles into its management, policies and procedures, recruitment, training, personnel evaluations, resource deployment, tactics, and accountability systems.



Most respondents (62%) to a survey about the current (March 10, 2016 report) CDP mission statement considered it clear. However, none of the respondents considered the statement measurable. The current CDP mission statement expresses

what CDP seeks to achieve. A best practice would include having the mission statement focus more on results than strategy³. Therefore, it is important for CDP to have the ability to measure outcomes of a well-written, implementable mission statement.

Most upstanding organizations derive the foundation for their governing authority and strategy development through their mission statement. This governing authority sets the strategic directions for policies and plans that influence staff actions and behavior. A good mission statement leans toward societal impact rather than simply an explanation of operations, “transitioning from being about something to being for someone” – Stephen Weil (Daedelus, 1999).

There are numerous steps that an organization can take when writing or reviewing a mission statement. The following are four to consider and are recommended (Alliance Reference Guide):

- Create a review team and outline the review process. The team should consist of persons from different functions. The team’s responsibility is to facilitate the process and use feedback to shape what will eventually become a mission statement. It should be authorized by the governing authority and report to the governing authority.

³ Brothers, J. & Sherman A. (2012) *Building Nonprofit Capacity*. San Francisco: Jossey-Bass

- Do research. It will be helpful to do research on the organization to see how its purpose has evolved over time.
- Look at the current mission statement. The strength and weakness of the current statement should be considered in order to determine what should be changed.
- Get feedback: While the review team leads the process, it is important to receive input from a broad range of stakeholders, volunteers, and staff. Feedback from many people can build excitement and passion for the mission statement.

In conclusion of this section, a mission statement will cover three (3) basic elements – 1) an educational scope; 2) describes the organization's unique purpose/locus/role and 3) has the approval of staff and the governing authority.

Draft Cleveland Division of Police Mission Statements

Cleveland Division of Police Mission Statement – April 8, 2016 Draft

The Cleveland Division of Police provides services to all citizens in an effective, efficient, and unbiased manner with the highest regard for the sanctity of human life, to include the community and our police officers. We shall strive to impartially protect the safety and constitutional rights of everyone, with dignity and respect. We are community guardians, as part of and in partnership with the citizens of Cleveland and its visitors. We shall use community and problem oriented policing to make the Division of Police an example of excellence in policing into the future.

Cleveland Division of Police Mission Statement – April 13, 2016 Draft

The Cleveland Division of Police will enforce the law, maintain good order, and preserve the peace through unbiased community engagement. As guardians of the Cleveland community, we shall carry out our duties with professionalism while acknowledging the human dignity inherent in every person. With a reverence for human life and the laws of the people as its foundation, the Cleveland Division of Police is committed to P.R.I.D.E in policing.

Cleveland Division of Police Mission Statement – April 18, 2016 Draft

The mission of the Cleveland Division of Police is to serve as guardians of the Cleveland community by enforcing the law, maintaining order, and protecting the lives, property, and rights of all people, as guided by the Constitution. We shall carry out our duties with a reverence for human life in partnership with members of the community through professionalism, respect, integrity, dedication and excellence in policing.

Cleveland Division of Police Mission Statement – CCPC Suggestions

#1 - The Mission of the members of the Cleveland Division of Police is to enhance the quality of life, strengthen our neighborhoods and deliver superior services with professionalism, respect, integrity, dedication and excellence by working in partnership with our neighborhoods and community.

#2 - The mission of the Cleveland Division of Police is to enhance the Quality of Life through superior service, strengthen our neighborhoods through 21st century policing, deliver quality service with professionalism, respect, integrity and dedication through the constant pursuit education and training while building community based partnerships with diverse local organizations.

When a non-profit organization's purpose is to serve humanity, it is essential that their Mission Statement clearly defines the services to be performed and the compassion driving the people who provide those services.

Aligning best practices with select questions and responses from the CCPC March 2016 Community Survey Report

What challenges the success of a mission statement?

- A lack of transparency; vagueness; generic wording; no mention of principles of diversity or inclusion; no mention of community policing; no mention of fostering relationships with citizens; lack of trust; lack of setting the tone for constitutional policing (Response #2).
- Using words with lots of meanings that are hard to measure (Response # 4).
- Lack of effective training in de-escalation techniques (Response # 9).
- A lack of respect for police officers shown not only by citizens but by politicians, clergy, and those with a voice in the community (Response #13).
- The police officers are too fearful of the communities they are supposed to serve (Response # 16).
- Some officers' negative attitudes towards the LGBT community (Response #18).

Best Practice: A mission statement explains why a company, organization, or activity exists, and what it is designed to accomplish. It clearly and concisely describes the work that is done, providing direction and a sense of purpose. The mission should focus on products and services and be customer-oriented. During implementation, the mission is constrained by the vision and values⁴.

⁴ Guide – CSQA Common Body of Knowledge, V6.2

A mission statement is challenged by overgeneralization, fluff, confusion, relevance and the lack of stakeholder buy-in.⁵

What makes a mission statement effective?

- To provide a safe and friendly environment while rebuilding trustworthiness between police and residents (Response # 4).
- Reaching out to all members of the community, from children to seniors, sick to the healthy, and all ethnic groups. Most importantly, thinking out of the box for solutions. Perhaps including the words "learning about the community" would inspire the police department and the citizens to learn about each other and open their minds to solutions that are win-win for everyone (Response # 7).
- In order for the Cleveland Police Department to attain its mission it needs to take the mission to heart. Nowhere does the mission say enhance the role of the police, strengthen the military an assault weaponry to control neighborhoods or patrol our community as overseers. In ordering for the police to live their mission policing must come from behind the steering wheel, from behind the desk and become a part of the neighborhood (Response # 25).
- Add in "with the support of the Mayor, City, People working together." They cannot attain this Mission without that support, do not just put it on them (the police). We all own this! (Response # 30)
- There needs to be something about protecting citizens. As written, it seems like a generic social service agency mission (Response # 40).
- We need a clear plan with specific step-wise objectives to improve partnership with people in the community. For example, outreach to community leaders and regularly scheduled meetings with police and community leaders identifying specific problems and achievable objectives (Response # 44).
- All lives matter, but u have 2 change the mindset of society that these officers have families 2, what person in their right mind would pull out a weapon and wave it around (Response # 61)

Best Practice: As important as they are, mission statements are frequently little more than slogans. Many are lengthy and ambiguous or, to be useful, they must be accompanied by vision statements and lists of values, goals, principles and objectives. Because they are not carefully constructed, most mission statements cannot be used for regular and rigorous analysis. Furthermore, many managers do not instill the discipline in their organizations to use the mission on a regular basis as a tool to make decisions and achieve goals. Quite the opposite is true with the sales and profit budgets of successful corporations.⁶

⁵ <https://www.entrepreneur.com/article/219544>

⁶ Harvard Business Review (2011) – "How to Create an Effective Non-profit Mission Statement"

Your mission statement should reflect every dimension of your business from the services you provide and the value proposition you have to offer. It should be actionable, substantive, dynamic, and charismatic.⁷

An effective mission statement must be a clear description of where an organization is headed in the future that distinctly sets it apart from other entities and makes a compelling case for the need it fills. Furthermore, this mission must be short, memorable and appropriate for a variety of organizational stakeholders including, for example, employees, funding sources, served constituencies and the Board of Trustees.⁸

What citizens would like included in a new mission statement?

- I don't care about a mission statement; I care about concrete, measurable change and progress (Response #4).
- Words with more specificity (Response #5).
- Accountable to the highest office. Follow the law in regards to interactions with citizens (Response #6).
- "We will hold ourselves personally accountable for any violations of this mission statement and will act accordingly to the will of our constituency" (Response #8).

Best Practice: The process of creating a mission statement, often as important as the final result, may take several months; but well done, a mission statement can last for years. A mission statement must clearly describe the organization's strategy. This commonly used term — "strategy" — defines the actions that make the organization unique. In the private sector a clear and effective strategy (i.e., "uniqueness") facilitates attraction of customers, and that results in a profit. In a nonprofit a clear and effective strategy facilitates attraction of funds and provides the ability to take smart action. An effective strategy provides competitive advantage.⁹

A well-crafted mission statement provides consistency in decision making over both time and geography. In other words, used as a tool to decide between various courses of action, the statement will be understood by employees in the same way over time and from location to location, because it is clear and easy to understand and not subject to multiple interpretations.

Overview of Mission Statements from other cities:

(i.e. — I am not aware of any resources that specifically address the mission statement issue in the context of police reform. I think the best approach given the dearth of help out there would be to look at mission statements of police departments that we know have been in reform mode, and would likely have revised their mission statements in connection with that reform. — Dean Craig Boise, April 2016)

⁷ <http://www.adherecreative.com/blog/bid/138171/5-Elements-of-a-Powerful-Company-Mission-Statement>

⁸ <https://hbr.org/2011/03/how-nonprofit-misuse-their-mis>

⁹ Harvard Business Review (2011) – "How to Create an Effective Non-profit Mission Statement"

- The **Cincinnati** Police Department will develop personnel and manage resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.
- The mission of the **New Orleans** Police Department is to provide professional police services to the public in order to maintain order and protect life and property. In order to accomplish our mission, we are committed to the philosophy of Community Oriented Policing as a means to inform our organizational decisions and prioritize our crime fighting and quality of life initiatives by engaging each neighborhood and community organization in collaborative problem-solving partnerships. We are committed to integrating community and problem-oriented policing into our daily management principles, policies, procedures, recruitment efforts, training, personnel selection, performance evaluation process, resource deployment, tactics and accountability systems.
- We, the members of the **Albuquerque** Police Department, believe in the shared responsibility of police personnel, government leaders and citizens to improve Albuquerque's quality of life and to defend our community. We vow to uphold the U.S. Constitution, to fairly enforce the laws of New Mexico and the City of Albuquerque in order to protect life, property and rights. In partnership with the community, we will engage in policing to maintain order, reduce crime and the fear of crime through education, prevention and enforcement.
- The Mission of the **Orono** Police Department is “To Protect and Serve” – To Protect with vigilance the safety, rights, property, and peace of all. To Serve with compassion and excellence, striving to provide aid and support to any and all in need. Orono, ME
- The mission of the **Houston** Police Department is to enhance the quality of life in the City of Houston by working cooperatively with the public and within the framework of the U.S. Constitution to enforce the laws, preserve the peace, reduce fear and provide for a safe environment.
- The mission of the **New York City** Police Department is to enhance the quality of life in New York City by working in partnership with the community to enforce the law, preserve peace, reduce fear, and maintain order. The Department is committed to accomplishing its mission to protect the lives and property of all citizens of New York City by treating every citizen with courtesy, professionalism, and respect, and to enforce the laws impartially, fighting crime both through deterrence and the relentless pursuit of criminals.

How to write a mission statement?

("If you don't know where you're going, it doesn't matter which way you go."

— Cheshire Cat, *Alice in Wonderland*)

There are as many ways to create a mission statement as there are organizations. Typically, a mission statement explains an organization's purpose and reason for existing.

One organization that has gotten it right is the Nature Conservancy with its mission "to preserve the plants, animals and natural communities that represent the diversity of life on Earth by protecting the lands and waters they need to survive." This mission has been unchanged for years and the organization has been highly successful because its mission is simple (only 26 words), crystal clear and compelling.¹⁰

According to Ron Meshanko of Ecumenical Resource Consultants in Washington, DC, neither the single sentence, single paragraph nor the multi-page approach to writing a mission statement is necessarily the "right" one for your organization. What is important about your mission statement is that it be one guiding a set of ideas, is articulated, understood and supported by the organization's stakeholders, board, staff, volunteers, donors, clients, and collaborators.

The primary importance of the mission statement means that failure to clearly state and communicate your organization's mission can have harmful consequences, including: organization members can waste time "barking up the wrong tree"; the organization may not think broadly enough about different possibilities if its mission statement is unclear or overly narrow; or the organization may not realize when it is time to transform its business tactics.¹¹

Generally, groups are good for many things, but not for writing. One approach is to use a board retreat to find consensus areas. Then assign the task to an individual to take the input gathered and create a draft.¹²

So how do you come up with an effective mission statement? Here are six tips from Mark Di Vincenzo¹³ to help you get it right.

1. **Ask and answer the right questions.** The most important question is: What does your company do? Some mission statements also answer these questions: How does it do it? Why does it do it?
2. **Be succinct.** The hardest part about answering those questions is doing it in as few words as possible. The best mission statements are 30 words or less because brief mission statements will actually be read—and remembered.

¹⁰ Harvard Business Review (2011) – "How to Create an Effective Non-profit Mission Statement"

¹¹ Idealist: Resources for Nonprofit Organizations <http://www.idealists.org/info/Nonprofits/Gov1>

¹² Ibid.

¹³ Mark Di Vincenzo is a journalist with 24 years of experience and a New York Times best-selling author.

Avon's mission statement is 240 words long; H&R Block's is 273 words. How many people know what those statements really say? The medical supplier Becton, Dickinson and Company's mission statement is "To help all people live healthy lives." That statement says a lot in seven words.

3. **Be clear.** Show it to your mother—or someone else's mother—and ask if she understands the mission statement. If she doesn't, rewrite it until she does. Sun Microsystems's mission statement is: "Solve complex network computing problems for governments, enterprises and service providers." Exciting? No. Clear? Very.
4. **Be inspirational.** The mission statement doesn't have to inspire the masses, but it has to inspire company employees. Of course, the best ones do both. Here's one from The Elephant Sanctuary: "A natural-habitat refuge where sick, old and needy elephants can once again walk the earth in peace and dignity."
5. **Match the statement with the company.** The best mission statements fit the companies' culture and personality. A creative business needs a creative mission statement. Like Ben & Jerry's Ice Cream: "To make, distribute & sell the finest quality all natural ice cream & euphoric concoctions with a continued commitment to incorporating wholesome, natural ingredients and promoting business practices that respect the Earth and the Environment."
6. **Strive for perfection.** Don't post your mission statement on a website or on the wall of your business until it has been edited many, many times, preferably by someone who knows how to build sentences and use punctuation.

Every company needs a mission statement, which evolves as the company grows. When done correctly, mission statements can keep employees on the same page and help company leaders guide a company through good times and bad. When they're done wrong, they are quickly forgotten.¹⁴

¹⁴ Mark Di Vincenzo is a journalist with 24 years of experience and a New York Times best-selling author.

Resource List

- Alliance Reference Guide www.aam-us.org
- Guide to Creating Mission and Vision Statements <https://topnonprofits.com/vision-mission/>

- **How to Write a Mission Statement**

There is no formula for finding the wording that best expresses the collective intention of your organization. It can be drafted by one person alone or after input gathered at leadership retreat. The most important issue is that there is consensus on the answers to the questions used in developing the mission statement.

One approach is to use time at a board retreat to discuss these questions and find out where the areas of consensus are and where there are differences. There is a "process" benefit to hashing over an organization's mission statement as well. In the course of discussion and debate, new members are introduced to nuances of an organization's mission and changes in the environment, and old members refresh their understanding of both. As a result, the group will have confidence that the mission statement which emerges (whether it is a new statement or a rededication to the old mission statement) is genuinely an articulation of commonly held ideas.

Groups are good at many things, but one of them is not writing. Have group discussions about big ideas and concepts and then let one or two individuals draft and redraft the wording before submitting a reworked version for the group to respond to. It is important to circulate the draft mission statement a few times to board, staff, and other stakeholders. Some consultants advise organizations to also seek an outside opinion from someone unfamiliar with the organization to see how easily the mission statement can be understood.

Mix with passion, humanity and an eye on the big picture, and keep refining the mission statement until you have a version that people can actively support.

This material from the Support Center is copyright © 1994-95 Support Center, San Francisco, CA, USA Distribution and reprinting permitted as long as this copyright notice is included. All Rights Reserved. (Note: The Support Center is now [CompassPoint](http://CompassPoint.org); this article is no longer available through that website. This text has been lightly edited for publication here.)

- Mission Statement Toolkit <https://www.missionstatements.com/Mission-Statement-Toolkit.html>
- Neuman, W. L. (2005). *Social Research Methods: Quantitative and Qualitative Approaches*. (6th Edition). Allyn & Bacon, Boston, MA.

- Singleton, R., Straits, B. C., Straits, M.M., McAllister, R. J. (1988) *Approaches to Social Research*. Oxford University Press, New York.
- Unrau, Y. A, Grinnell, R. M., Peter A. Gabor, P. A. (2012) *Program Evaluation for Social Workers: Foundations of Evidence-Based Programs*. Oxford University Press, New York.
- Crowell, L. (2010) *Citizenship Institute Program Final Report*: Mandel Foundation, Cleveland, Ohio.
- Crowell, L. (2009) *Neighborhood Leadership Development Program Final Report*: Mandel Foundation, Cleveland, Ohio.
- http://ori.hhs.gov/education/products/n_illinois_u/datamanagement/dctopic.html
- <http://research-methodology.net/research-methods/>
- http://www.sagepub.com/sites/default/files/upm-binaries/10985_Chapter_4.pdf
- Qualitative Research Methods: A Data Collector's Field Guide
- <http://www.ccs.neu.edu/course/is480osp12/resources/qualmethods.pdf>
- http://www.academia.edu/746649/Methods_of_data_collection_in_qualitative_research_interviews_and_focus_group

ADDENDUMS

Cleveland Community Police Commission

MISSION STATEMENT QUESTIONNAIRE #2

This questionnaire asks your opinion about several mission statements. Please follow and respond to the prompts.

My Ward # _____ My Police District _____ My Zip Code _____ Other Location _____

Did you participate in the first Mission Statement Survey offered by the Community Police Commission?

#1

We Are World Class

The XXXXXX Police Department is dedicated to excellence as a world class public safety agency. We are committed to establishing an environment in which members of the department and community thrive. We seek to be a catalyst for positive change through persistent, personalized and cost effective use of public safety resources. By embracing the values of pride, professionalism and integrity we remain committed to maintaining the public trust.

We Engage The Community

We dedicate ourselves to becoming part of the community through improved communication, mutual setting of priorities and a shared commitment to community policing. Together, our efforts will set the standard for policing in the 21st century.

We Solve Problems

We seek to improve the quality of life for all residents of XXXXXXXX through a proactive team approach to timely and innovative interventions in community problems. We recognize that our employees are our most treasured asset and the cornerstone of our department's success. We value the diverse and unique contributions made by police employees, residents and businesses to the common goal of public safety.

#2

The XXXXXXXX Division of Police provides services to all citizens in an effective, efficient, and unbiased manner with the highest regard for the sanctity of human life, to include the community and our police officers. We shall strive to impartially protect the safety and constitutional rights of everyone, with dignity and respect. We are community guardians, as part of and in partnership with the citizens of XXXXX and its visitors. We shall use community and problem oriented policing to make the Division of Police an example of excellence in policing into the future.

#3

We, the members of the XXXXXX Police Department, believe in the shared responsibility of police personnel, government leaders and citizens to improve XXXXXX's quality of life and to defend our community. We vow to uphold the U.S. Constitution, to fairly enforce the laws of XXXXX and the City of XXXXXXXX in order to protect life, property and rights. In partnership with the community, we will engage in policing to maintain order, reduce crime and the fear of crime through education, prevention and enforcement.

#4

The XXXXXXXX Police Department will develop personnel and manage resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.

PLEASE PLACE THE CORRESPONDING MISSION STATEMENT NUMBER NEXT TO EACH RESPONSE.

In your opinion, which mission statement meets best practices?	Which mission statement do you like best?	Which mission statement is measurable?
Which mission statement is concise?	Which mission statement is clear?	Which mission statement is easy to remember?
Which mission statement meets your expectations for Cleveland Division of Police?		
Which mission statement includes your concerns?		

CCPC Mission Statement Questionnaire #3

My Ward # _____ My Police District _____ My Zip Code _____ Other Location _____

Did you participate in the first Mission Statement Survey? _____

Did you participate in the second Mission Statement Survey? _____

PLEASE READ THE PROPOSED DRAFT OF A NEW CLEVELAND DIVISION OF POLICE (CDP) MISSION STATEMENT; then respond to the questions below.

The mission of the Cleveland Division of Police is to serve as guardians of the Cleveland community by enforcing the law, maintaining order, and protecting the lives, property, and rights of all people, as guided by the Constitution. We shall carry out our duties with a reverence for human life in partnership with members of the community through professionalism, respect, integrity, dedication and excellence in policing.

Based on best practices, a Mission Statement should clearly express the answer to two or more of these words: what, why, how and who about an organization.

In your opinion:

- Does this Mission Statement tell you what CDP sees as its purpose? _____
- Does this Mission Statement give you reasons why CDP see this as its purpose? _____
- Does this Mission Statement tell you how CDP will achieve its purpose? _____
- Does this Mission Statement tell you who CDP plans to serve? _____
- Would you support this Mission Statement as a first of **many** steps towards building community trust? _____
- OTHER:
 - _____
 - _____

Questionnaire #3 - Other: Community Responses

Response #1

As I was reading and pondering the mission statement, I was reminded of a quote by Rev. Dr. Martin Luther King Jr. He said:

'We as a nation must undergo a radical revolution of values. ...When machines and computers, profit motives and property rights, are considered more important than people, the giant triplets of racism, extreme materialism, and militarism are incapable of being conquered.' (April 4, 1967)

I would propose re-ordering the phrases in the mission statement to put the first emphasis on being the protectors of people's lives, rights, and safety. I think it would set a different tone – and it would align with the next sentence with its emphasis on the “reverence for human life.”

To that end, I'd like to suggest the following rewording:

1. “... the Cleveland community by protecting the lives, safety, rights, and property of all people, enforcing the law, and maintaining order, as guided by the Constitution.”

In addition to that, I have one other thought at this time: The mission statement doesn't say the Cleveland Division of Police will also “serve” the community. This is a critical component of the concept of community, problem-oriented policing.

Right now the mission statement states the CDP will “serve as guardians,” but this is NOT the same thing as conveying (or saying) it will protect and serve the residents of Cleveland.

To that end, I would suggest some language that reflects this. For instance:

1. You could replace “serve as guardians” with “ ... serve and safeguard the Cleveland community by ... [and pick up with suggestion above?]

I really like the language of “reverence for human life,” “partnership,” “respect,” “integrity” ... I think these are really good.

Response #2

Change “guardians of the Cleveland community” to “guardians of the people of Cleveland.”

Response #3

I would change the last statement to start with, “we remain committed to carrying out our duties ...”

Response #4

I think mission statements are over rated.

Response #5

Revise to make first order the following: ... by protecting the lives, property, and rights of all people, as guided by the Constitution, enforcing the law, and maintaining order.

We shall ...

Response #6

I think missing is the idea that they are to work closely with community to bring the desired result.

Response #7

I think the statement is too wordy. I also think P.R.I.D.E. should be included (acronym), then broken down by its elements in a separate order.

Response #8

It does not build trust. I do not believe that the Cleveland Police Dept. will follow its (this) mission statement. The members do not know how. Hatred, racism, power, control is within a person. And, because the police stick together; even if their partner or fellow police office is wrong. Who will stand up for what is right?! (Not the police or their supervisors.)

Response # 9

The whole department need sensitivity training on how to deal with people with mental health issues and other issues.

Response #10

Need ti be more specific about the purpose.

Response #11

Will they follow this mission statement without race included?

Response #12

Guardian does not seem to be an appropriate word.

Response #13

Think the word guardian sounds big brother; make more sense to say value rather than reverence; who educates the police on the Constitutional Law?

Response #14

The statement is far reaching and not realistic.

Response #15

Add-in a way that makes the community feel they can be trusted.

Response #16

I still feel there needs to be more patrols by the police thru the neighborhoods. There have been weeks before I see a patrol car going down the street in Mt. Pleasant. We have people living on our streets fighting, playing loud music and dealing in drugs. However, I see not one police car coming thru the streets.

Response #17

Not clear of the purpose of the survey. I did not attend other sessions and was not aware of this effort. I do not feel confident to answer.