

Institutional Assessment & Change

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I've been extremely fortunate to have embarked in my law enforcement career over 26 years ago. I entered the LAPD on the heels of the Rodney King incident and the Los Angeles Riots. I observed an organization that was still shaken from the civil unrest, and eagerly looking for leadership that would support and guide them out of the despair they were trapped in. Years later our department, as well as the face of policing, has been knocked down and dragged through the mud. The last few years have challenged modern day policing to the core. The Covid-19 pandemic, violent civil unrest/riots, nationwide distrust and defunding of policing, and the difficulty with recruitment efforts and retention of veteran officers have all contributed to a blurred vision towards the future of policing in America.

Law enforcement will need transformational leadership in order to prevail from the difficulties, distrust, and a sentiment of police racial bias. The charismatic skillset "provides vision and sense of mission" (Morgan) as well as the situational style of leadership will be essential in our ever-changing environment. The ability to be flexible and "to adept [the leadership] style to the demands of different situations (Morgan)," will provide command staff with increased success of community collaboration and trust. No matter the style utilized, leadership in policing must be genuine and uphold the highest standards of ethics and accountability. Our policing leaders must continue to ensure that public safety and community engagement are paramount to their department's success. As leaders we must also ensure that our rank and file are provided with essential training, possess the current tools, and are supported publicly.

My first selection showcases formulating a fiscal budget for a hypothetical police agency. I was forced to make substantive choices for the betterment of the

department. A budget document illustrated the story of the challenges the agency faces and how it's using its resources to address these challenges. This exercise provided me with the ability to separate the emotional choices, and hold myself fiscally responsible while making and justifying the monetary expenditure for the department. Chief Bratton drafted his principle for successful collaboration. "Have a vision, one that energizes people" (Trumpbour, 2012). This holds true to empower the police agencies' sworn employees and community to have a clear path towards positive accomplishments.

In my Conflict Resolution selection, I emphasized to my command staff the importance of having collaborative negotiation, along with strong team building and peer mediators, as vital steps to a healthier functioning department. The ability to identify a certain conflict and bring down the barriers to collaboration and communication is integral for positive policing. Building rapport is critical as the establishment of trust, friendly relationship, or a sense of mutual understanding is needed to bridge the parties. The MLEPSL program in particular has positively effected my productive efforts with the diverse groups that we work within our community.

"You could be in the quintessential change-making profession given the unique tasks involved in law enforcement and public safety leadership" (Fritsvold, 2021). The law enforcement arena has always been on the forefront of change and continues to be asked to re-identify itself and its mission. My final selection in Data Analysis focuses on the homeless plight in Los Angeles. To find better solutions for this epidemic on our streets, we must first analyze the quantitative data and its effects upon our

communities. These include specific crime patterns, mental health issues, and drug dependency rates. Armed with this data, we are in a better position to assess possible remedies and prevention efforts. The data aspect of policing presents us with the tools necessary to find fact-based solutions on humanistic problems.

Work Cited:

Fritsvold, E. (2021). *Module 4 Presentation 4.1: Engaging in Law Enforcement and Public Safety Institutional Assessment and Change: What It Means to Me*. University of San Diego.

Morgan, G. (2014). *Images of organization*. SAGE Publications, Inc.

Trumpbour, J. (2012, May 9). "Collaborate or Perish!" Bratton addresses police union leaders at HLS on April 27. Harvard Law.