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COMMAND COLLEGE III

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

NCJRS

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ELVIN G. MIALI

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This Command College Independent Study Project is a **FUTURES** study on 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.

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

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

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WHAT THE FUTURE ORIENTATION
OF POLICE EMPLOYEES WILL BE TO ASIAN CULTURE;
IMPACT ON MID-SIZE DEPARTMENTS BY THE YEAR 1986

by

Elvin G. Miali, Chief of Police
Fountain Valley, California

There are many inherent difficulties involved with determining impacts of future immigration. One difficulty is that it is unknown what the socio-economic characteristics will be of the 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 includes law enforcement personnel and city officials.

This report covers various changes such as community involvement with the Asians; leadership by example; increased Asian intelligence information; Asian employees; Asian volunteers; public relations and interpreters; break down fear of police in non-criminal element.

Ways in which this can be accomplished are through cultural interaction events, seminars, employee education, the use of quality circles, and employee-involved workshops. A special agent task force will be necessary with department expert, along with affirmative action and crime prevention programs incorporating volunteers. We must also work with the Asian community leaders and involve special research units.

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.

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

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-

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 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.

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-founded 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.³

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

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

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 State⁵

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.

Again during the N.G.T., over 18 candidate trends were discussed. Eventually these candidate trends were reduced to the following five most relevant 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.

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".

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.

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.

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.

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.

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.

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.

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

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.

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

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.

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.

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

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.

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.

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.

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 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.

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

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.

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.

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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 % _____
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? _____

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.)

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

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

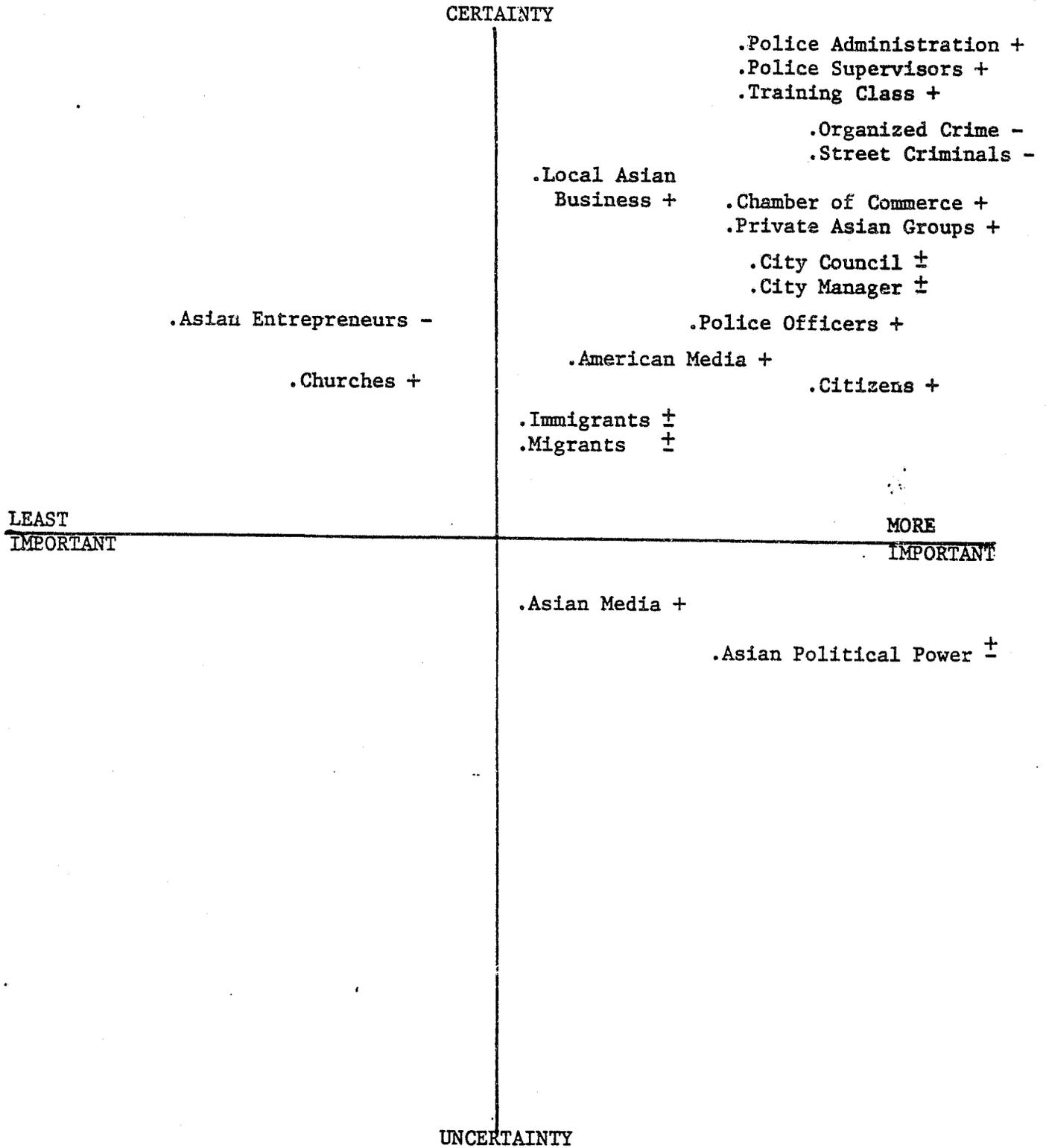
Increase Size of Department

T	P
2	3

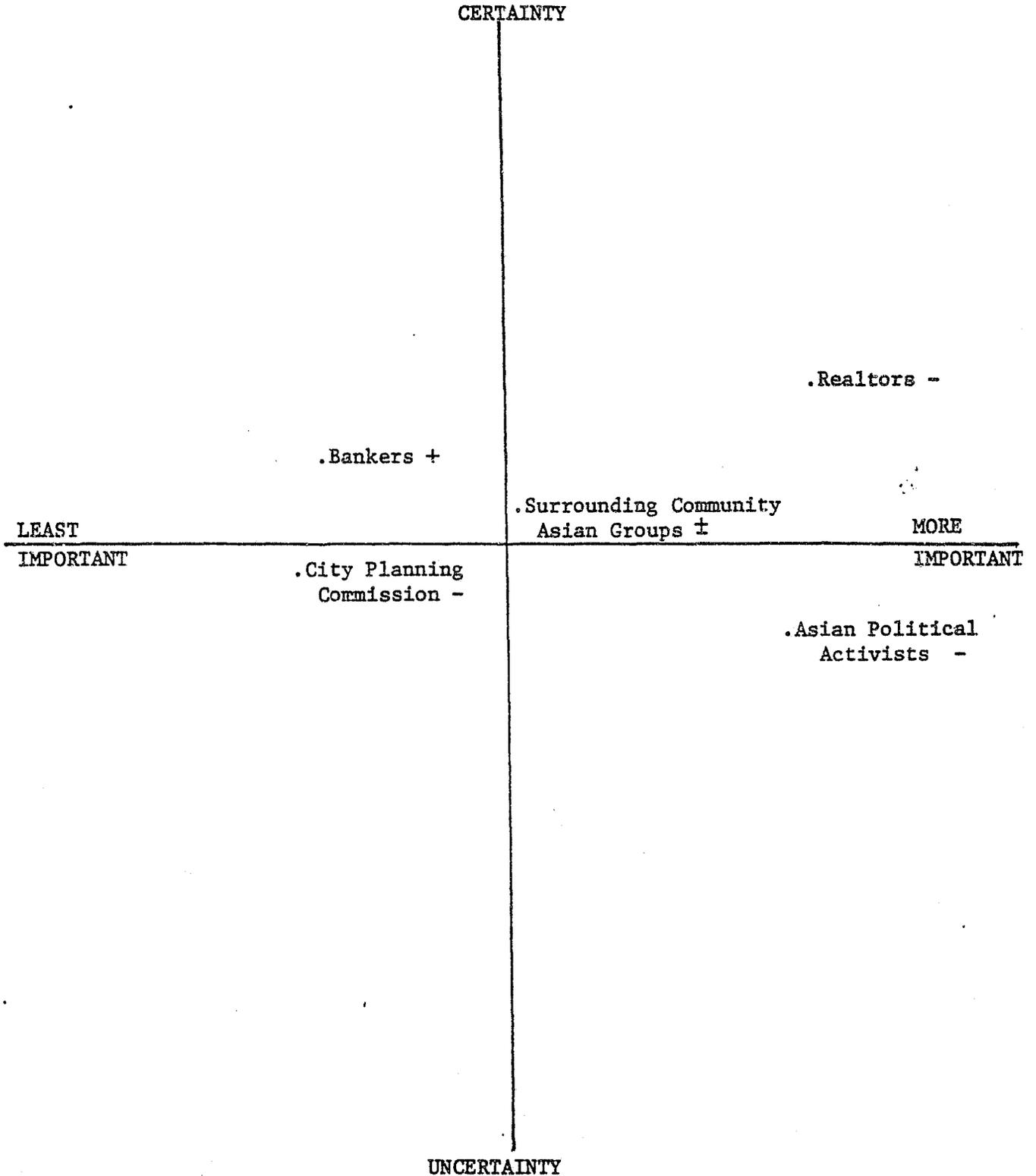
STAKEHOLDERS AND ASSUMPTIONS

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

PLOTTING OF STAKEHOLDERS



PLOTTING OF SNAILDARTERS



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.