

**CCPC Mission Statement Team**

*Rev. Dr. V. Yvonne Conner*

*Honorable Lee Fisher*

*Detective Lynn Hampton*

*Ms. Amanda King*

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# Mission Statement Best Practices

*Cleveland Division of Police*

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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

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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.<sup>1</sup>

*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 IMPROVEMENT<sup>2</sup>*

## 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

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<sup>1</sup> Improve Consulting, Inc.

<sup>2</sup> <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.

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# Mission Statement Best Practices

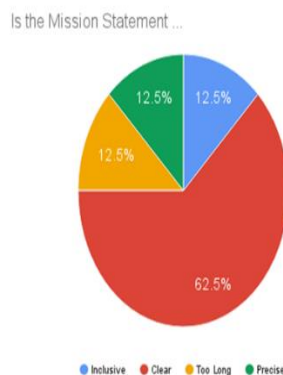
## Most Recent Mission Statement Work

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*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 strategy<sup>3</sup>. 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.

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<sup>3</sup> 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 21<sup>st</sup> 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***

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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 values<sup>4</sup>.

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<sup>4</sup> 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.<sup>5</sup>

### 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.<sup>6</sup>

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

<sup>6</sup> 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.<sup>7</sup>

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.<sup>8</sup>

### 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.<sup>9</sup>

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:

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*(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)*

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

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

<sup>9</sup> 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.<sup>10</sup>

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.<sup>11</sup>

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.<sup>12</sup>

So how do you come up with an effective mission statement? Here are six tips from Mark Di Vincenzo<sup>13</sup> 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.

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

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

<sup>12</sup> Ibid.

<sup>13</sup> 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.<sup>14</sup>

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<sup>14</sup> 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](http://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.

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- <http://research-methodology.net/research-methods/>
- [http://www.sagepub.com/sites/default/files/upm-binaries/10985\\_Chapter\\_4.pdf](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](http://www.academia.edu/746649/Methods_of_data_collection_in_qualitative_research_interviews_and_focus_group)



# ADDENDUMS

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# 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 XXXXXX 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.