

The Washington Association of Sheriffs and Police Chiefs

Increasing diversity in law enforcement

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February 16, 2014
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MEMO

February 16, 2014

TO: Mr. Mitch Barker, Executive Director

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SUBJECT: Strategic Communications Plan

Attached, please find the strategic communications plan designed to increase the number of women and diverse racial and multiethnic groups applying for careers in law enforcement in the state of Washington. This plan supports the Washington Association of Sheriffs and Police Chiefs' (WASPC) commitment to promoting diversity within Washington's law enforcement agencies.

The plan is designed for implementation over the next year and includes messages and tactics specifically designed to reach women and diverse racial and multiethnic groups. Several strategies developed after extensive primary and secondary research, including agency surveys, surveys, and focus groups with our target audiences and interviews with local community leaders and activists.

The first strategy is to create a new website hosted by the WASPC that lists all available law enforcement jobs in Washington and provides user-friendly access to various online training programs. Also, community outreach teams made up of current law enforcement officers are another strategy to increase recruitment. These teams will consist of women, white, black, and multiethnic officers who live within the communities they serve. Through a series of public information sessions, this strategy aims to establish genuine relationships with community leaders and activists, connect with multiethnic media outlets to raise awareness of their efforts, and for members of this team to serve as the points of contact for individuals interested in joining law enforcement.

I look forward to a successful partnership with the WASPC. Please feel free to contact me at (202) 375-1004 if you have any questions.

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Executive Summary

The law enforcement profession is most effective when it reflects the diversity of the communities it serves. According to the Bureau of Justice Statistics, multiethnic groups in state and local agencies made up 23.6 percent of full-time sworn personnel in 2003, up from 14.6 percent in 1987. Women accounted for 11.3 percent of officers in 2003, up from 7.6 percent in 1987. While the numbers are increasing, the profession lacks representation of women and diverse racial and multiethnic groups due to mistrust from law enforcement to the community and vice versa.

Law enforcement requires a blend of personality traits and characteristics to be successful, including racial, ethnic, and cultural sensitivity, empathy, effective communication, compassion, intelligence, and the ability to relate to people from different backgrounds. To achieve this successful diversity, the Washington Association of Sheriffs and Police Chiefs must make women, diverse racial and multiethnic recruitment a priority in collaboration with local, regional, and national stakeholders. The campaign is researched-based to ensure the messages are appropriately tailored to the target audiences and evaluated for effectiveness during and after its target duration.

The campaign, scheduled to run from March 2014 through February 2015, is designed to accomplish the following objectives:

- Increase the number of female applicants by 2% within one year.
- Increase the number of ethnically diverse applicants by 2% within one year.
- Attract 30,000 unique visitors to a new WASPC website in one year (2,500 visitors per month).
- Recruit and train community outreach teams comprised of current women, white, black, and multiethnic law enforcement officers who live within the communities they serve.

A variety of tactics used to accomplish these objectives include hosting a series of information sessions for those interested in law enforcement careers, establishing genuine relationships with community leaders and activists, participating in various cultural events, and promoting the profession by engaging with local ethnic media outlets. A before and after comparison of applicant demographics through the Public Safety Testing and National Testing Network will measure campaign effectiveness.

Law enforcement agencies are public-funded and ethically bound to serve the entire community fairly, without bias or prejudice. A commitment to diversity and requiring current law enforcement officers to live within the communities they serve sends a strong message of inclusion and equality.

Section 1: Situation Analysis

Introduction

This strategic communications campaign plan stemmed from a situational analysis of the representation of women and diverse racial multiethnic groups in law enforcement within Washington. After considerable secondary and primary research, the Washington Association of Sheriffs and Police Chiefs has the most strategic insight and political pull to launch and sustain a campaign of this magnitude. Information gathered around the issue, and the WASPC includes the following:

- Review of Washington State census data.
- Review of available full-time law enforcement data (men and women demographic information only, by agency).
- Interviews with law enforcement officers from the King County Sheriff's Office.
- Analysis of previous diversity efforts from other states.
- Assessment of best practices for law enforcement recruiting.
- Evaluation of numerous websites providing information regarding recruitment and application processes for law enforcement employment in Washington.

The Washington Association of Sheriffs and Police Chiefs - Background

The Washington Association of Sheriffs and Police Chiefs (WASPC) is a state-funded, non-profit organization founded in 1963. Its membership consists of executives and top management from law enforcement agencies statewide, including sheriffs, police chiefs, the Washington State Patrol, the Washington Department of Corrections, and several federal agencies (WASPC, 2013). The stated function of the WASPC is to lead collaboration among law enforcement executives to enhance public safety by providing sustainable programs, projects, and services to all law enforcement agencies (WASPC, p.2) in the state, members, and non-members alike.

2013-15 Strategic Intentions WASPC Values:

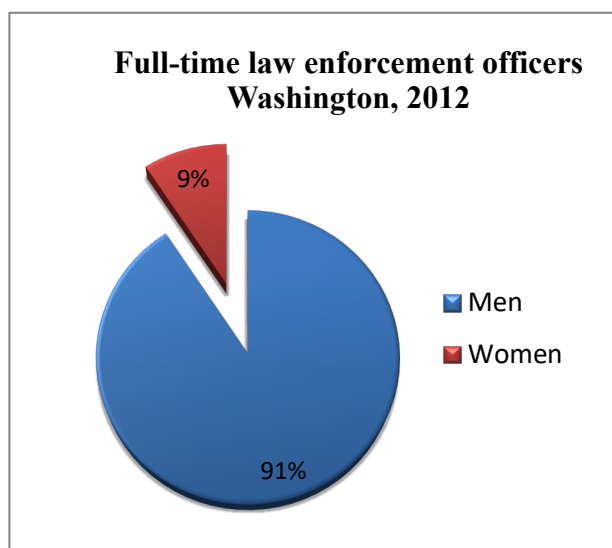
Mission-Driven Association
Quality Services
Honesty and Integrity
*Accountability and Responsibility to
our Members*
Diversity
Public/Private Partnerships
Competent, Professional Staff

In its 2013 - 2015 Strategic Intentions plan, the WASPC lists diversity as one of its values. However, the WASPC currently has no programs or initiatives that promote or support diversity. By executing this strategic communications plan, the WASPC will demonstrate its commitment to this value. As an organization comprised of Washington's law enforcement leaders, the WASPC is well-positioned to promote law enforcement as a career among women and diverse racial and multiethnic groups and increase the number of applicants for such jobs through strategic, innovative, targeted tactics.

Issue Analysis

Current State of Diversity

Lack of diversity in the ranks of law enforcement officers is a severe problem for agencies across the country, particularly those in Washington state. According to the Bureau of Justice Statistics, women account for approximately 11 percent and multiethnic groups less than 25 percent of law enforcement officers nationally (Hickman and Reaves, 2006). Within Washington state, women accounted for only 9.3 percent of full-time law enforcement officers in 2012 (Criminal Justice Information Support, 2012). Recent statistics of people from diverse ethnic backgrounds serving in law enforcement have become increasingly difficult to find as disclosure of ethnicity in Washington is optional. The 2012 United States Census noted that just over 50 percent of the American population is female, and 36 percent belong to an ethnic group. While Washington is consistent with the national percentage for women, only 18.4 percent of the state's population belongs to an ethnic group (United States Census Bureau, 2013).



In the 1990s, a surge of women and diverse racial and multiethnic people entered law enforcement, but those percentages have declined slightly. One possible explanation for the decline in Washington's law enforcement agencies is the 1998 passage of Initiative 200 (National Conference of State Legislatures, 2012), which eliminated affirmative action. The purpose of affirmative action is to stop unlawful discrimination against applicants for jobs and schools and provide opportunities for people discriminated against historically. With the passage of Initiative 200, Washington prohibited state and local agencies from granting preferential treatment to any individual or group based on race, sex, color, ethnicity, or national origin in public education, public employment, or public contracting.

Budget and Recruiting Issues

Since 2008, many law enforcement agencies in Washington have reduced or eliminated budgets to support recruiting efforts. Before 2008, only 32 percent of state and local agencies funded recruiting efforts, and the national average for spending on those efforts was a scant \$2000 per year (Reaves, p. 10). The majority, 69 percent (Reaves, p. 11), of agencies' recruitment efforts are limited to newspaper advertising, personal contact, and internet advertising (ibid). However, other documented recruiting efforts include attending job fairs and special events, taskforce or advisory group engagement, radio, magazine, and television advertising.

Some experts suggest that traditional recruitment efforts are too broad and fail to target diverse racial and multiethnic groups and women. In Washington, most of the recruiting messages focus on specialized tactical units (Spokane Police Department, 2013) like SWAT, Marine Units, Air Support Units, and other aspects of the job that may not resonate with women and diverse racial and multiethnic groups. This style of messaging tends to target applicants with a military background, so not surprisingly, the majority of recent applicants for law enforcement careers in Washington State have been white males discharging from the military.

Why Diversity Matters

The United States Civil Rights Commission cites increased recruitment and hiring of women and people of diverse racial/ethnic backgrounds in law enforcement as the key critical factor in protecting civil rights. These practices lead to law enforcement's effective functioning and legitimacy as police agencies begin to "look more like us" (U.S. Commission on Civil Rights, Ch. 2 P. 2). In a 2007 report, the International Association of Chiefs of Police summarized the value of a diverse workforce:

Having a department that reflects the community it serves helps build community trust and confidence, offers operational advantages, improves understanding and responsiveness, and reduces perceptions of bias. (p. 13)

The causes of the underrepresentation of women and diverse racial and multiethnic groups in law enforcement are complex and include environmental and societal factors. Some agencies have not changed their recruitment practices in decades, despite considerable changes in social values, job markets, marketing strategies, and shifts in policing styles. In diverse racial and multiethnic communities, job seekers do not see law enforcement as a viable career due to a history of abuse and mistrust. Law enforcement in these communities is more often than not considered an occupying force rather than public servants who can engage with law-abiding community members to keep neighborhoods safer (International Association of Chiefs of Police, p. 29).

SWOT Analysis

Strengths / Opportunities

Law enforcement officers are tasked with enforcing the law, maintaining order, and providing services in communities that vary widely in racial and ethnic makeup, income levels, and employment status (Fight Crime: Invest in Kids). Most are drawn to the profession by the desire to serve the public.

In Washington, the median salary for entry-level law enforcement officers is \$55,202 (Salary.com, 2014). Washington's law enforcement officers also receive generous benefits packages, including medical, dental, and vision insurance, paid vacation and sick leave, a state retirement, and various options for supplemental retirement funds. Specific salary and benefits packages vary by agency.

Most law enforcement agencies in Washington utilize eight, ten, or twelve-hour shifts. Officers receive two, three, or four days off per week, allowing them to pursue various interests and hobbies outside of work.

Washington's law enforcement officers receive high-level training. Each entry-level officer receives 720 hours of instruction at the Basic Law Enforcement Academy before earning a Peace Officer Certification (Washington State Criminal Justice Training Commission, 2013). State law also requires all law enforcement officers to complete 24 hours of continuing education training each year, in addition to maintaining a variety of qualifications and certificates.

Weaknesses / Threats

The hiring standards for law enforcement officers act as barriers for women and diverse racial and multiethnic groups seeking to pursue a law enforcement career. The standards are high, and the process is necessary because law enforcement officers are in a position of immense trust.

Each agency maintains its specific requirements. However, in general, candidates must be at least 21 years old, U.S. citizens, possess a high school diploma or general equivalency diploma, read, write, and speak English fluently. The hiring process begins with a written and physical fitness test, including a mile and a half, timed run, 300-yard sprint, push-ups, and sit-ups. The process continues with a background check, including a candidate's criminal and financial history. Finally, candidates complete a polygraph, psychological and medical exam. Depending on the agency, the hiring process can take two to nine months.

Minimum hiring requirements:

- 21 years old
- U.S. citizen
- High school diploma or GED
- Read, write and speak English fluently

In many parts of the world, law enforcement has a bad reputation. Not all groups are inclined to work in law enforcement (Matthies, Keller, & Lim, n.d.). A survey from the RAND Center on Quality Policing found that Asian recruits were more than twice as likely to report negative perceptions from their friends as a reason not to apply, compared to their fellow recruits. Black recruits reported negative perceptions from both family and friends. Recruits from immigrant families were also significantly more likely than non-immigrant families to cite family members' negative views as a disadvantage to becoming a law enforcement officer (Matthies, Keller, & Lim, n.d.). Further, a substantial racial/multiethnic population is among the most important predictors of these candidates pursuing careers in law enforcement (Zhao, He, & Lovich, 2005), making the recruitment of people from diversity difficult for agencies where they are underrepresented.

Regardless of gender, racial or ethnic background, the same RAND survey found that most recruits cited the "threat of death and the threat of injury" as the two top reasons their friends and peers did not apply. In reality, according to the Bureau of Labor Statistics, law enforcement is

roughly three times safer than farming and ranching and 16 times safer than fishing (Bureau of Labor Statistics, 2010).

Summary

A summary of the SWOT analysis actively recruiting women and diverse racial and multiethnic groups to be law enforcement officers in Washington is below:

<i>SWOT Analysis Summary</i>	
Strengths	<ul style="list-style-type: none">● Highly competitive salary and benefits package● Work schedule promotes a work/life balance● Overtime available but generally not required● Strict hiring standards● High level of training● Stable job market segment
Weaknesses	<ul style="list-style-type: none">● Hiring measures can be intimidating● Physical fitness test (women)● Citizenship requirement● Required to read, write, and speak English fluently● 24/7 function means working weekends and holidays
Opportunities	<ul style="list-style-type: none">● Additional compensation available for multilingual candidates● Desire to serve the public and make an impact in their communities● Better connection with diverse communities
Threats	<ul style="list-style-type: none">● Negative perceptions of law enforcement within ethnic groups● High profile use of force incidents or officer-involved shootings

Stakeholders

Internal

For WASPC, its internal stakeholders are the 238 law enforcement agencies serving nearly seven million people in Washington (Washington State Criminal Justice Training Commission, 2014; United States Census Bureau, 2013). The agencies and the law enforcement officers they employ have a vested interest in effective public service and more effective crime control. Ensuring the support of Washington's law enforcement agencies is a critical component of this plan's success. Agencies will also contribute personnel for the proposed community outreach teams.

External

The majority of WASPC's stakeholders for this initiative are external. The residents of Washington benefit from a more diverse and equally representative police force. Women and people from diverse racial and multiethnic backgrounds are stakeholders both as a target audience for recruitment efforts and as community members the law enforcement serves.

Washington's colleges and universities and their students are stakeholders in this project. Educational institutions seek to connect their graduates with living-wage jobs and careers tied to their academic offerings.

Local and national opinion leaders among women and diverse racial and multiethnic groups are critical for establishing and promoting effective messaging as they are the *navigators* (Sosnik, Dowd, and Fournier p. 5). These are the people who drive public opinion into their communities.

Most law enforcement agencies outsource the initial application and testing process to one-of-two private companies in Washington: Public Safety Testing and National Testing Network. Both companies are stakeholders because of the monitoring performed based on the applicant's demographic. The purpose of this monitoring from the plan's implementation is to measure the campaign's effectiveness and make any necessary course corrections to achieve our final objectives.

Finally, Washington's state and local elected officials are stakeholders in this effort. Elected officials control budgets, the source of funding for WASPC and its initiatives, and the budgets of local law enforcement agencies. This budgetary control will influence the reach and sustainability of this diversity recruitment initiative.

Primary Research Recommendations

The above summary of secondary research and situational analysis is just the beginning of fully understanding the issue at hand to create an effective campaign. While it provides an overview of the situation, I recommend conducting further primary research to understand the current reputation and public perception of law enforcement in Washington state and the reasons why potential candidates are not seeking careers in law enforcement.

To focus our efforts and reduce cost, I suggest conducting all survey-based research efforts in the following six Washington counties: Franklin, Grant, Yakima, Douglas, King, and Okanogan. These counties have the highest percentage of residents identifying as a member gender, racial or ethnic group (U.S. Census Bureau, 2012). They will serve as a representative sample for the rest of the state.

Before the campaign's launch, I recommend gathering current agency demographic information to establish a baseline of the percentage of women and persons from diverse racial and multiethnic groups that make up each agency in the designated counties. Currently, there is no central repository for this information. In addition, contact the Public Safety Testing or the National Testing Network to provide the number of women and diverse racial and multiethnic

applicants in Washington over the last five years. The five-year time period will allow for trend analysis among women and various racial and multiethnic applicants.

To accurately gauge the current public perception of law enforcement and careers in law enforcement, conduct a telephone survey. It is not the least expensive method, but telephone surveys allow for a higher level of control than other survey methods (Anderson, 2013). There is also screening of respondents that either belong to a racial or ethnic group or are female. I recommend conducting an Internet-based survey among college students in Washington. The purpose is to understand current perceptions better and pinpoint misconceptions regarding careers in law enforcement.

Conduct in-depth interviews with leaders from various racial and multiethnic groups to gain insights into these groups' opinion, experience, and motivation and their relationship with law enforcement (Anderson, Lesson Two: Qualitative Research, 2013). These interviews will help refine the campaign's messaging and tactics and can provide nuanced information to assist the WASPC beyond this campaign.

Finally, using focus groups will test and refine the proposed messaging before the campaign launches. Recruit focus group participants: current law enforcement officers who are women, current law enforcement officers who belong to a racial or ethnic group, and recruits who are either women or belong to a diverse racial or multiethnic group. Conduct enough groups so that themes repeat without prompting (Anderson, Lesson Three: Focus Groups, 2013).

Section 2: Campaign Strategy

Introduction

After completing the extensive situational analysis, develop the campaign strategy using communication theories and proactive strategy to inform and help shape the approach. In public relations, a goal is a short, simple statement that acknowledges the issue and, using general terms, sketches out how the matter will be settled (Smith, p. 97, 2013). A goal provides the direction, while objectives guide us to our destination.

Campaign Goal
Increase the gender, racial, and ethnic diversity within Washington state's law enforcement agencies.

Goal

This campaign aims ***to increase the gender, racial, and ethnic diversity within Washington state's law enforcement agencies.***

This goal is rooted in the WASPC's mission and provides the organization with an opportunity to take a leadership position regarding diversity. At the same time, law enforcement continues to focus on its core values. The lack of diversity within law enforcement can cause issues between the agencies and the communities they serve. The primary focus of this campaign is to increase the number of women and racially diverse and multiethnic candidates for law enforcement jobs. The goal is to change the current demographics within Washington's law enforcement agencies, which in public relations is a task management goal (Smith, 2013, p. 98).

Objectives

Objectives are clear and measurable statements written to state the intended outcomes of the campaign. The objectives are linked to the goal and are consistent with the organization's mission. Consider objectives as a three-step hierarchy that follows the three stages of persuasion: awareness, acceptance, and action (Smith, 2013, p. 104). The objectives for the campaign are:

- Recruit and train outreach teams of current law enforcement officers from around the state who live in the communities they serve to act as spokespeople (*awareness*).
- Attract 30,000 unique visitors to the new WASPC-sponsored website (*acceptance*).
- Increase racially and ethnically diverse applicants by 2 percent (*action*)
- Increase female applicants by 2 percent (*action*).

Guiding Theories

The campaign will use a combination of two key proactive strategies, action and communication, to implement the following theories:

Two-Step Flow Theory

The two-step flow theory allows for broader audience engagement by targeting opinion leaders who will carry WASPC's message to others. Engaging with opinion leaders through interviews and focus groups employs "strong two-way communication tactics and engaging audiences and publics in communication activities" (Smith, 2013). A two-step theory ensures that messages target the specified audience. The information will meet five conditions to determine success: (1) received, (2) understood, (3) relevant, (4) discrepancy with past beliefs, and (5) credible (Graber, p. 86).

Agenda Setting Theory

Using agenda-setting theory, I will seek to influence the tone and content of media coverage by generating newsworthy information. The majority of ethnic groups in Washington "... consume news from ethnic media," according to a News America Media article (Pham, 2010). Generating newsworthy stories, this campaign, for example, will help reinforce our messaging by highlighting the positive side of law enforcement agencies through the news media.

Diffusion and Adoption Theory

Using the diffusion and adoption theory creates an opportunity for publicity and media engagement outside the news media. For instance, women dominate on Pinterest. According to a Data-Driven Business article, "33% of online women use Pinterest, compared to just 8% of men" (Stambor, 2014). Incorporating a corresponding element for web videos on YouTube and Vimeo will deliver a multimedia campaign to our target public. Media engagement and generating publicity via social media sites will help WASPC reach many of the target publics.

Section 3: Communications Plan

Messages

The WASPC is committed to promoting gender, racial, and ethnic diversity in Washington's law enforcement agencies. There are four key messages that I want potential applicants to know about careers in law enforcement that will inform each campaign tactic:

- A diverse police force can build trust, increase police legitimacy, and ultimately police effectiveness.
- Law enforcement is a prestigious and exciting career with excellent pay and benefits.
- Quality training promotes safety and prepares you for a wide range of situations.
- A career in law enforcement can be a rewarding opportunity for anyone looking to bring positive change to the community.

Tactics

Communication tactics are the visible elements of the plan used to meet the stated objectives. Strategic communication tactics divide into four areas: interpersonal communication, organizational media, news media, and advertising and promotional media (Smith, 2012, p. 229). I have developed communication tactics to reach the campaign objectives within each of these categories.

Objective 1: Recruit and train gender, racially and ethnically diverse outreach teams who live in the communities they serve to act as spokespeople for law enforcement.

Recruitment

Washington law enforcement agencies will ask for volunteers from their agencies to serve on the outreach teams. Selected officers will represent women and targeted racial and multiethnic populations. The outreach teams will receive specialized media relations and social media training and are responsible for speaking with the media, building relationships with community leaders and activists, attending and hosting a variety of cultural and recruiting events throughout the implementation phase of the campaign.

Outreach Training

Over 18 percent of the 7 million people who live in Washington state get their news through diverse racial and multiethnic news media outlets (Pham, 2010; U.S. Census Bureau, 2013). The WASPC outreach teams consist of current Washington law enforcement officers who are either female or belong to a diverse racial or multiethnic group. The teams will interact with diverse racial, multiethnic, and general local news media outlets. At the end of each training session, participating members will:

- Serve as a spokesperson for the WASPC as an ambassador for the law enforcement profession.
- Publicly discuss issues of gender, racial, and ethnic diversity and inclusion.
- Engage and build genuine relationships with people from different genders, racial and ethnic backgrounds online and offline.
- Demonstrate racial, ethnic, and cultural sensitivity and awareness.
- Remain poised, calm, and camera-ready during live interviews.
- Speak passionately and intelligently about the need for diversity in Washington's law enforcement agencies.

Objective 2: Attract 30,000 unique visitors to the new WASPC website.

WASPC will sponsor creating a new website intended to be a central resource for those seeking law enforcement careers in Washington. The site will contain links to every agency and include its hiring standards, job prospects, and agency information. It will have physical training programs to help candidates prepare for the physical fitness test, sample tests to prepare candidates for the written exam (Matthies, Kellar, & Lim, 2012), and a media room serving as a resource for media outlets. A website wireframe, which displays the proposed elements, can be found in appendix C.

Generate News

Create informative, engaging content for the new WASPC website to drive site traffic. I suggest creating a section with multilingual news content to serve as the "go-to" resource for journalists in racially and ethnically diverse, as well as general local news media outlets. The content will cater to those seeking information about the WASPC's diversity and recruitment campaign and examples of law enforcement's positive contributions as a whole within Washington state. To be effective, this new site content should be:

- Search engine optimized
- Promote the site to journalists from racially and ethnically diverse media outlets who also cover women's issues.

Media Engagement

The campaign will create web videos to reach and influence the target publics online and on social media sites frequented by women and diverse racial and multiethnic groups. In addition to directing traffic to the WASPC website, the number of web video click-throughs will also help gauge overall interest. The content of each video will serve to:

- Announce the launch of the WASPC website.
- Promote the number of law enforcement positions available around the state.
- Announce when there are public information sessions, cultural events, and community activities.

To reach the public outside of the traditional news media, the WASPC will develop and distribute a series of multilingual PSAs. The PSAs will air on local public access television and radio stations across the state because it is more cost-effective for a state-funded organization like the WASPC. The multilingual PSAs will:

- Announce when and where public information sessions, diversity events, cultural and community, and activities occur.
- Drive audiences to the WASPC website.

Objectives 3 and 4: Increase the number of racially and ethnically diverse applicants by 2 percent/Increase the number of women applicants by 2 percent.

Generate News

The WASPC will send media releases to promote positive community-related law enforcement stories to diverse racial and multiethnic and general local news media outlets. The news stories will contain visual elements tailored for each target audience's gender and various racial and multiethnic makeup. Create interstitials, "very short-duration commercials inserted between two programs or ads of longer duration," (Business Dictionary, 2014), for use in traditional news and online news environments that will:

- Announce and promote campaign kickoff.
- Announce and promote the launch of the new WASPC website
- Announce when and where info sessions, cultural events, and community activities.

Audience/Community Engagement

Women and diverse racial and multiethnic groups live on many online and social media sites. Primary research will inform which social media sites to use for this campaign. For example, a large social media site for Hispanics is Migente.com (similar to Facebook but for Latinos). Also, women, for example, are a dominating force on sites like Pinterest and Twitter. The WASPC should use half of their newly formed community outreach teams to build a strong presence within traditional media and the other half to build and maintain a strong presence online. Online is where the outreach team will:

- Conduct open discussions on social media forums targeting women and diverse racial and multiethnic groups.
- Engage with our target populations about law enforcement as a career and answer questions.
- Send potential law enforcement applicants to the new WASPC website.
- Incorporate a photograph/video element on the WASPC website; ask target groups to send photos/videos documenting their law enforcement journey on Instagram, Pinterest, and YouTube.

- Use Twitter to encourage women and different racial and ethnic groups to send a tweet documenting each new step of their law enforcement journey with a hashtag. For example #BWAppliedToLawEnforcement or #NATakingWrittenLawEnforcementExam.
- Encourage each law enforcement agency to host a "tweet-along," giving residents a real-time view of a day on the streets as a law enforcement officer.
- **Host in-person public information sessions at strategic locations.**
 - These sessions will play a pivotal role in outreach and audience engagement. They will introduce prospective applicants to law enforcement as a career, explain the hiring requirements, discuss test preparation, and open the conversation for questions and concerns.
 - Also, it presents an opportunity to gather qualitative research with questionnaires following each public information session.
 - Target women in the military during pre-separation counseling sessions. These sessions are part of the Department of Defense's Transition Assistance Program requiring military members to attend before discharge from military service.
 - Conduct public information sessions at locations frequented by women, such as malls, playgrounds, daycares, fitness gyms, self-defense courses, restaurants, women empowerment seminars, battered women shelters.
 - Additional distribution channels for racially and ethnically diverse groups include malls, restaurants, community centers, churches, faith-based organizations, playgrounds, daycares, shelters.
- **Create and distribute printed promotional materials** to law enforcement agencies and student-run organizations for women and diverse racial and multiethnic groups within area high schools and community colleges. For example, women's movement clubs, dance teams, choirs, Black/Latino student unions.
 - Target educational institutions directly with printed promotional materials will help increase interest in law enforcement as a viable career option, drive traffic to the WASPC website, and promote student attendance at WASPC hosted information sessions.
- **Host monthly engagement meetings with identified community opinion leaders.**
 - Foster trust and build relationships between law enforcement and the communities served.
 - Collaborate with community leaders and activists to develop talking points so that diversity within law enforcement is one of their key messages as they interact with state and local legislators.
 - Secure the endorsement of notable public figures to establish brand credibility and increase brand awareness and recognition

Timeline

Paine et al. (2008) said: "without knowing where we want to 'get to,' it is very hard to define the steps that we need to take to 'get there.'" Developing and implementing a campaign of this magnitude involving 238 law enforcement agencies and a broad range of stakeholders will

require approximately one year. This campaign begins March 1, 2014, and runs through February 28, 2015. This timeline allows for thorough planning, strategy, execution, and evaluation of the whole process. The table below gives a breakdown of the duration, activities, and audiences involved in the campaign.

Time	Activities	Audience
March - April 2014	Create surveys (agency, phone, and internet)	Internal
	Conduct phone and internet survey	Women, diverse racial and multiethnic groups, college students
	Conduct Interviews	Local and national community leaders
	Focus Groups	Women and diverse racial and multiethnic members of law enforcement, civilian women, and various racial and multiethnic group members.
	Develop web content	The WASPC
	Establish Outreach Team	Law enforcement officers/agencies
May 2014	Train Outreach Team on campaign plan and messaging	Outreach Team
June 2014	Launch the new WASPC website	The WASPC, potential applicants, the general public, media
	Schedule information sessions and cultural events to attend	Potential applicants
July 2014	Outreach Teams meet with diverse racial and multiethnic, as well as female community leaders.	Diverse racial and multiethnic groups and women
	Host information sessions	Potential applicants
	Begin targeted social media engagement	Potential applicants, the general public
	Engage diverse racial and multiethnic media outlets.	Diverse racial and multiethnic groups in target areas
October 2014	Monitor applicant demographics with PST and NTN for benchmarking	
February 2015	The final evaluation, analysis, and recommendations for the next steps	The WASPC and agencies
February 28, 2015	Release final report	All stakeholders

Section 4: Evaluation

Methods

"Without a measurable, systematic approach to public relations objective-setting, strategy development, and evaluation, you may never know enough about your performance to introduce improvements when needed" (Weiner, 2006 p. 47).

Evaluation is critical to the success of this campaign to determine if the specified strategies and tactics achieved the stated objectives. Or if adjustments are necessary. Using a step-by-step measurement process to evaluate the strategies and tactics' success ensures that the campaign meets its set goals and achieves an acceptable return on investment. I have adopted "**tracking**," which is the most common and effective public relations tool (Page, 2014), as the primary measurement tool. This campaign will use the following tracking methods:

- Monitor the number and demographics of applicants via individual agencies and independent testing contractors.
- Track website analytics to gauge the effectiveness of social media and online tactics.
- Analyze responses retrieved from information sessions to gauge the number of attendees and requests for additional information.
- Track the number of media mentions using select key terms.
- Conduct a content analysis of media coverage measuring frequency, placement, and tone of media coverage.

For this reason, I will also use the yardstick model, which measures the outputs, outtakes, and the outcome of our messages (Page, 2014).

Output: I will measure the number of disseminated press releases, conducted information sessions, attended cultural and community events, announced PSAs, and the number of distributed printed materials during the campaign.

Outtake: I will conduct a media content analysis to determine if the overall tone of law enforcement articles has changed. I will also measure the number of visits to the WASPC website and attendees at information sessions.

Outcome: I will conduct a comparative analysis of the number of women and people from diverse racial and multiethnic groups who apply for law enforcement careers pre and post-campaign. I will monitor community leaders' use of our talking points and track budget changes in local, county, and state governing bodies specifically related to law enforcement diversity recruiting efforts.

Using Paine et al. (2008) matrix, I will attach each of our objectives to measure, as shown below:

Objective	<i>Output</i>	<i>Outtake</i>	<i>Outcome</i>
<i>Increase women, racially and ethnically diverse applicants by 2%.</i>	Content on the new WASPC website.	Unique visitors to the website.	The number of click-throughs to websites and the time spent on the website.
	Public information sessions.	The number of people attending the public information sessions.	Increase diversity applicants for law enforcement careers.
	Social media posts	Engagement with posts via "likes" or "retweets." Track demographics for "likes" and "retweets."	Increase applicants for law enforcement careers.
	TV/Radio PSAs	Announcements received by the public.	Increase applicants for law enforcement careers.
	Meet with women and diverse racial and ethnic community leaders and activists.	Understand key messages	Use talking points with legislators, changes to LE budget allocations.
<i>Attract 30,000 unique visitors to the WASPC website.</i>	Website content	Awareness raised by the website.	The number of visitors to the website by clips, tones, or times spent.
<i>Recruit and train Diverse Community Outreach Teams.</i>	Announcement to agencies seeking volunteers	The number of diverse law enforcement applicants from the community outreach teams.	Content analysis of community outreach team generated media messages and events.

Conclusion

The WASPC's diversity recruitment campaign is a significant undertaking to ensure the genders and ethnicities of law enforcement officers are an accurate reflection of the communities they serve. I hope that this campaign initiates a long, sustainable, and diverse effort in Washington.

Appendix A - Telephone Survey

This administered telephone survey is for a strategic communications campaign plan for the Washington Association of Sheriffs and Police Chiefs (WASPC) to increase diversity within law enforcement agencies in Washington.

Survey Instructions

Administer this survey according to the following rules:

1. The interviewer should ask the questions without adding or removing any word or meaning from the text.
2. Allow the respondent to answer without any prejudice or help from the interviewer.
3. Do not instigate the respondent with your personal opinions like "oh," or "wow," or any such exclamations.
4. Report the answers as the respondents give them without any supposition.
5. Politely ask the respondent to explain further any answer that was not very clear or repeat slowly questions that are not very clear.
6. Thank all respondents for their time and interest in participating in the survey.

Survey Introduction

Hi, my name is _____, and I'm surveying on behalf of the Washington Association of Sheriffs and Police Chiefs. Your responses to the 12-question survey are kept private and confidential. Washington's law enforcement agencies will reflect gender, racial, and multiethnic diversity. Your feedback is appreciated.

Survey

1. How do you identify your gender? _____ Male _____ Female
2. What age range best describes you? A. 18 - 25 B. 26 - 35 C. 36 - 45 D. 46 - 55 E. 55+
3. Which group best describes your race or ethnicity? A. Hispanic B. African American C. Caucasian D. Asian E. Native American F. Other

If respondents identify as Caucasian and male: Thank you for your time and participation. I have no other questions at this time. Have a great day!

4. What is your current occupation? _____
5. What, if any, social media sites do you currently use?
6. Have you or any of your family members ever worked in law enforcement? A. Yes B. No If so, who?
7. What is your perception of the law enforcement profession? A. Good B. Bad C. Neutral D. Not Good
8. What has your experience been when interacting with police? A. Good B. Bad C. Neutral D. Not Good
9. On the scale of 1-10, 10 being the best and 1 being the worst, rate law enforcement as a career option:
10. Which law enforcement agency most interests you for a career? A. State Patrol B. City Police C. County Sheriff D. Other
11. What attracts you to a law enforcement career? A. High-income B. Attractive benefits C. Community D. All of the above E. Nothing
12. Would you recommend a career in law enforcement to friends or family members? A. Yes B. No
13. What, if anything, would you change about law enforcement in Washington? _____

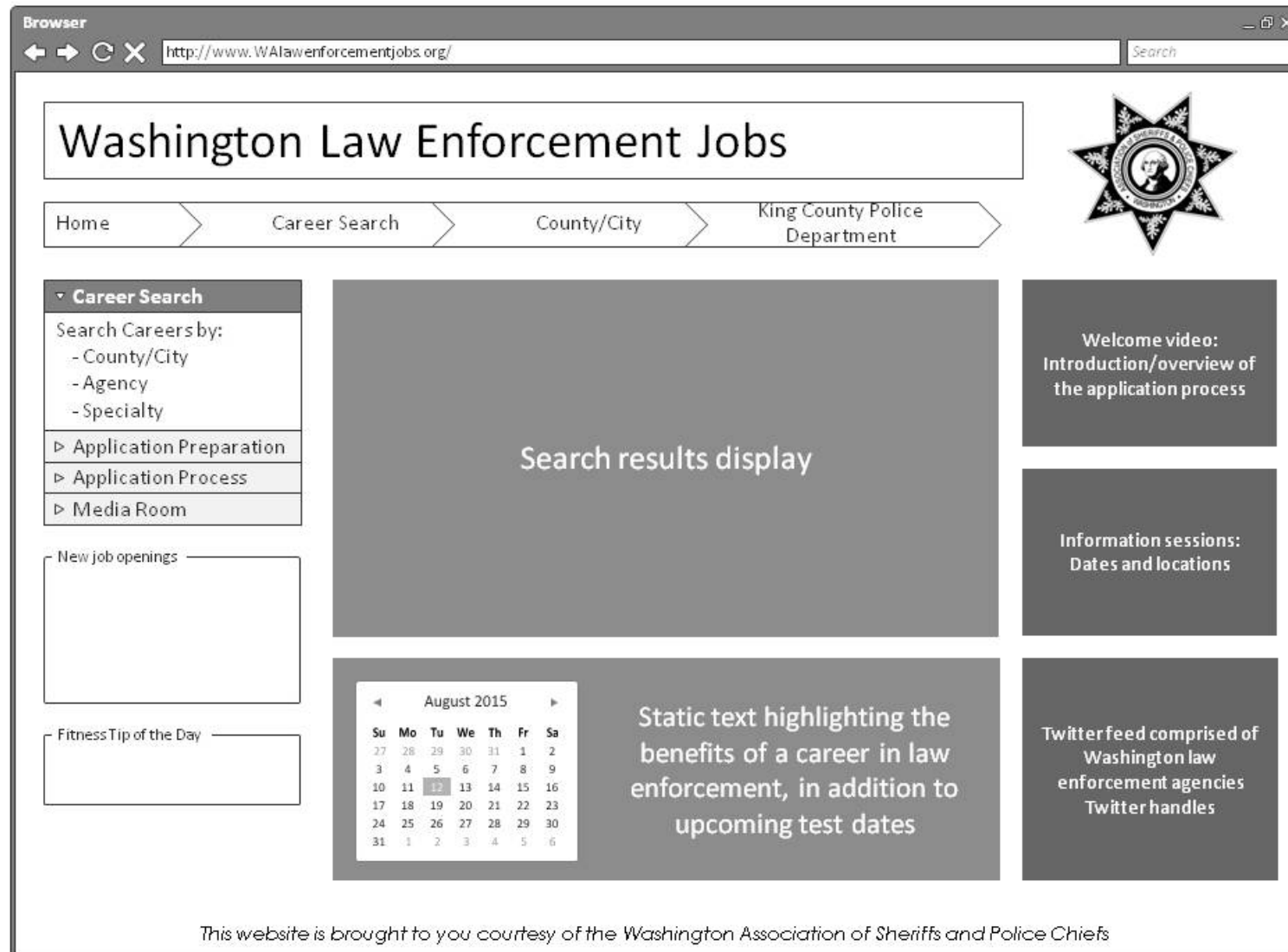
Closing

Thank you for participating in this survey. Your responses will help determine the strategic campaign plan for promoting law enforcement careers among diverse, underrepresented groups. If you would like more information about careers in law enforcement or WASPC's commitment to diversity within police agencies, please visit our website at www.waspc.org/diversity. Again, thank you for your time!

Appendix B - Budget

Strategies	Descriptions	Cost
Research	Development, administration, and analysis of phone surveys and focus groups.	\$20,000
Outreach Team	Media training for Community Outreach Teams	\$30,000
Information sessions	Materials, supplies, and travel costs related to hosting information sessions at various locations	\$50,000
Website	Content and web development; programming; host and server costs	\$20,000
PSA	Development, production, and distribution	\$35,000
Evaluation	Benchmark and final campaign analysis	\$15,000
TOTAL		\$170,000

Appendix C – Website Wireframe



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