

CJ 650 Final Project Guidelines and Rubric

Overview

Today, criminal justice agencies are struggling to contend with various pressures that are driving employees to work harder with fewer resources, such as shrinking budgets, political pressures, liability costs, and fluctuating crime trends. All of this is happening while agencies try to meet the needs of their biggest stakeholder, the public. For example, there has been increased public demand for criminal justice reform through agency transparency and accountability. As managers and leaders inside these organizations, public safety administrators must apply business practices, leadership and management principles, and technological innovations to provide the public with quality service. Specifically, public service administrators are called upon to create actionable goals and objectives, long-term organizational strategies that support these goals and objectives, and tactical responses to address unforeseen scenarios both ethically and professionally.

For this assessment, you will assume the role of a public safety administrator for an organization you will select from the [Final Project Scenarios](#) document. You will have two different tasks that will result in two separate submissions. For Part A, you will need to review background information explaining the context and community within which your organization operates, as well as the current challenges it faces. Based on this information and what you have learned about effective and ethical management, you will determine a viable organizational strategy that will address the needs of the community while accounting for fiscal and operational constraints. You will articulate this big-picture strategy in an **organizational strategy proposal**. Then, in Part B, you will address a crisis scenario that will require you to draw upon your leadership skills in order to adapt and respond to a specific emergency. You will communicate this in a **crisis response plan**.

The project is divided into **two milestones**, which will be submitted at various points throughout the course to scaffold learning and ensure quality final submissions. These milestones will be submitted in **Modules Five and Seven**. Both parts of the final project will be submitted in **Module Nine**.

In this assignment, you will demonstrate your mastery of the following course outcomes:

- Determine effective resource allocation for meeting the fiscal and personnel needs of public safety organizations
- Make recommendations for fostering ethically sound and socially responsible decision making by leadership and personnel in public safety organizations
- Develop long-term organizational strategies for guiding the actions of public safety institutions in meeting community needs
- Create specific, tactical plans that allow public safety organizations to adapt to and address crisis situations
- Communicate effectively and transparently within public safety organizations and to the communities that the organizations serve

Final Project Part A

Your **organizational strategy proposal** should answer the following question: How can your public safety organization effectively and ethically balance the needs of the community within the financial and operational realities?

Specifically, the following **critical elements** must be addressed:

I. Introduction

- a) Briefly summarize the **background** information needed for understanding the proposal. Describe the current state of the organization and the problems it faces. What are the major needs of the community it serves? What are the fiscal and operational realities at play?
- b) Then, articulate the **guiding principles** of your strategy. What are the mission and vision of the organization? What are the current goals and objectives? To what extent should these be modified in the longer term to secure the solvency and effectiveness of the organization?

II. Financial Strategy

- a) In the **near term**, how should the organization allocate its financial resources? How should funds be relatively apportioned among the various departments or other line items? Justify your proposed distributions by citing specific evidence that shows how they will support the organization's current goals and objectives.
- b) Make recommendations regarding how the organization will stay financially solvent while continuing to meet the **long-term** needs of the community. Justify your recommendations by citing specific evidence that shows how they will support your proposed longer-term goals and objectives.

III. **Personnel Development Strategy:** Outline a strategy for training and developing personnel so that the organization will continually improve in meeting the community's needs. Specifically, discuss how your recommended personnel development strategy will foster ethically sound and socially responsible decision making on the part of both leadership and staff. Justify your proposal by citing specific evidence showing how it will support the current and long-term goals and objectives of the organization.

IV. Community Relations Strategy

- a) Explain how the organization will achieve a positive and productive **relationship with the public** that it serves. For example, how can the organization anticipate and react to social issues that might arise within the community? How can the organization limit its liability while still fully addressing the needs of the public? Justify your response by citing specific evidence that shows how your strategy will support the goals and objectives of the organization.

- b) Additionally, make recommendations for how the organization will maintain appropriate and transparent **communication** with the diverse members of the community. For example, how will the organization operate on social media? Justify your response by citing specific evidence that shows how your strategy will support the goals and objectives of the organization.
- V. **Implementation:** Finally, identify ways for leadership to responsibly implement each of your proposed strategies. Consider potential ethical dilemmas or other challenges that may be faced in executing the strategy and provide specific measures to deal with each.

Final Project Part B

Your **crisis response plan** should answer the following question: How should your organization adapt to address the given emergency while still advancing the goals and objectives outlined in your organizational strategy proposal?

Specifically, the following **critical elements** must be addressed:

- I. **Situational Analysis:** Dissect the crisis scenario to isolate the specific problems that must be addressed. Identify root causes and any other relevant factors that can be used in creating your response tactics. Finally, organize each problem into a hierarchy of importance for effectively prioritizing the response efforts.
- II. **Response Plan**
 - a) Based on your situational analysis, **propose** specific response tactics that your organization can reasonably and effectively apply to address the given situation, including all of the component problems that you identified in your analysis. Additionally, determine contingency options that can be used if you run into obstacles for each of the response tactics that you propose.
 - b) **Justify** why your plan is the best course of action for addressing the crisis situation by citing specific evidence of how it would most effectively address the crisis while still meeting the goals and objectives of the organization.
- III. **Impacts to Organizational Strategy**
 - a) **Financial Impacts:** Explain how this crisis response plan will impact the organization's allocation of resources as described in your organizational strategy proposal. How will the plan account for these impacts while still advancing the organizational goals and objectives?
 - b) **Impacts to Personnel:**
 - i. Explain how you will **communicate** the crisis response plan **to members of the organization** in a timely and appropriate manner. How well does this align with your organizational strategy for training personnel?

- ii. Explain how you will advise leadership to be **ethical and socially responsible** in their decision making while implementing the crisis response plan. How well does this align with your organizational strategy for training personnel?
- c) **Impacts to Community Relations:**
 - i. Determine how you will appropriately and transparently **communicate** the crisis response efforts **to the community**. How well does this align with your organizational strategy for maintaining positive community relations?
 - ii. What are the potential **liabilities** for the organization? How will you account for these while still advancing the organizational goals and objectives?

Milestones

Milestone One: Draft of Organizational Strategy Proposal

In **Module Five**, you will complete a draft of your organizational strategy proposal for Part A of the final project. This milestone will be graded with the **Milestone One Rubric**.

Milestone Two: Draft of Crisis Response Plan

In **Module Seven**, you will create a draft of the crisis response plan for Part B of your final project. This milestone will be graded with the **Milestone Two Rubric**.

Final Submission: Final Project

In **Module Nine**, you will submit a full and final draft of your two-part final project, including the organizational strategy proposal and the crisis response plan. It should be a complete, polished artifact containing **all** of the critical elements of the final product. It should reflect the incorporation of feedback gained throughout the course. This submission will be graded with the **Final Project Part A Rubric and the Final Project Part B Rubric**.

Final Project Part A Rubric

Guidelines for Submission: Your organizational strategy proposal should be about 6 to 8 pages in length and should use 12-point Times New Roman, double spacing, and one-inch margins. Sources should be cited according to APA style.

Critical Elements	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Introduction: Background	Meets “Proficient” criteria, and description reflects keen insight into the challenges faced by contemporary public safety organizations	Describes the current state of the organization and the realities it faces with sufficient detail to support the proposal	Discusses the current state of the organization, but there are gaps in necessary detail	Does not discuss the current state of the organization	12
Introduction: Guiding Principles	Meets “Proficient” criteria, and discussion reflects a nuanced appreciation for the proper role of public safety organizations in serving the needs of their communities	Articulates the guiding principles of the organization, including current and future goals and objectives, that clarify and support the proposal	Discusses the guiding principles, but does not include current and future goals and objectives, or proposed principles do not clarify and support the proposal	Does not discuss the guiding principles of the organization	12
Financial Strategy: Near Term	Meets “Proficient” criteria, and proposal demonstrates creative problem-solving for effectively allocating resources in a public safety organization	Proposes a sound financial strategy for the near term and justifies the resource allocations with evidence that they support the goals and objectives	Proposes a financial strategy for the near term, but proposal is not fully sound or not fully defended with evidence of supporting the goals and objectives	Does not propose a financial strategy for the near term	12
Financial Strategy: Long Term	Meets “Proficient” criteria, and proposal demonstrates creative problem-solving for effectively allocating resources in a public safety organization	Proposes a sound financial strategy for the long term and justifies the resource allocations with evidence that they support the goals and objectives	Proposes a financial strategy for the long term, but proposal is not fully sound or not fully defended with evidence of supporting the goals and objectives	Does not propose a financial strategy for the long term	12
Personnel Development Strategy	Meets “Proficient” criteria, and proposal reflects insightful or innovative techniques for fostering ethical and socially responsible decision making in public safety organizations	Proposes an appropriate personnel development strategy and demonstrates how it will foster ethical decision making and continual improvement in meeting the community’s needs	Proposes a personnel development strategy, but proposal is not appropriate or does not fully demonstrate how it will foster ethical decision making and continual improvement	Does not propose a personnel development strategy	12

Community Relations Strategy: Relationship With the Public	Meets “Proficient” criteria, and proposal reflects a nuanced appreciation for the proper role of public safety organizations in serving the needs of their communities	Proposes a community relations strategy for creating positive and productive relations while limiting liability, and defends it with evidence that it supports the goals and objectives	Proposes a community relations strategy, but proposal would not create positive relations while limiting liability, or it is not fully defended with evidence of supporting the goals and objectives	Does not propose a community relations strategy	12
Community Relations Strategy: Communication	Meets “Proficient” criteria, and proposal reflects insightful or innovative techniques for effectively and transparently communicating with diverse communities	Proposes a communication strategy that would create appropriate levels of transparency, and defends it with evidence that it supports the goals and objectives	Proposes a communication strategy, but proposal would not create appropriate levels of transparency, or it is not fully defended with evidence of supporting the goals and objectives	Does not propose a communication strategy	12
Implementation	Meets “Proficient” criteria, and proposal reflects insightful or innovative techniques for fostering ethical and socially responsible decision making in public safety organizations	Proposes socially responsible and effective implementation measures that acknowledge potential ethical dilemmas and conflicts of interest	Proposes implementation measures, but they are not socially responsible or effective, or they do not fully acknowledge potential ethical dilemmas and conflicts of interest	Does not propose implementation measures	12
Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	4
Total					100%

Final Project Part B Rubric

Guidelines for Submission: Your crisis response plan should be about 4 to 6 pages and should use 12-point Times New Roman, double spacing, and one-inch margins. Sources should be cited according to APA style.

Critical Elements	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Situational Analysis	Meets “Proficient” criteria and analysis is highly nuanced and expertly organized for efficiently adapting in a crisis scenario	Identifies specific problems and root causes of the crisis scenario and organizes each into a hierarchy for prioritizing the response tactics	Discusses the specific problems or root causes, but fails to comprehensively analyze or organize into an appropriate hierarchy	Does not discuss the specific problems or root causes of the scenario	10
Response Plan: Propose	Meets “Proficient” criteria and proposal reflects creative ability to adapt and innovate public safety services in a crisis scenario	Proposes specific response tactics and contingency plans for reasonably and effectively solving each of the problems identified in the situational analysis	Proposes response tactics and contingency plans, but they are not fully specific, reasonable, or effective in solving each of the problems identified in the situational analysis	Does not propose response tactics and contingency plans	10
Response Plan: Justify	Meets “Proficient” criteria and justification reflects nuanced understanding of best practices for adapting in a crisis scenario	Justifies the response plan by citing specific evidence of how it would most effectively address the crisis while still meeting the goals and objectives of the organization	Discusses the merits of the response plan, but does not fully justify it using evidence of how it would most effectively address the crisis while still meeting the goals and objectives	Does not discuss the merits of the response plan	10
Impacts to Organizational Strategy: Financial Impacts	Meets “Proficient” criteria and proposal reflects creative problem-solving for effectively allocating resources in a public safety organization	Explains the financial impacts of the crisis response plan and proposes measures to account for these while still advancing the goals and objectives	Discusses the financial impacts, but there are gaps, or does not propose measures to account for the impacts that would still advance the goals and objectives	Does not discuss the financial impacts of the crisis response plan	13
Impacts to Organizational Strategy: Impacts to Personnel: Communicate to Members of the Organization	Meets “Proficient” criteria and proposal reflects insightful or innovative techniques for effectively and transparently communicating with internal audiences	Proposes an internal communication plan that would ensure timely and appropriate messaging	Discusses internal communications, but fails to propose a plan that would ensure timely and appropriate messaging	Does not discuss internal communications	13

Impacts to Organizational Strategy: Impacts to Personnel: Ethics and Social Responsibility	Meets "Proficient" criteria and proposal reflects insightful or innovative techniques for fostering ethical and socially responsible decision making in public safety organizations	Proposes a plan for advising leadership to be ethically and socially responsible in their decision making during the crisis	Discusses the need for ethical decision making during the crisis, but fails to propose a specific, workable plan for leadership	Does not discuss the need for ethical decision making by leadership during the crisis	13
Impacts to Organizational Strategy: Impacts to Community Relations: Communicate to the Community	Meets "Proficient" criteria and proposal reflects insightful or innovative techniques for effectively and transparently communicating with diverse communities	Proposes a plan for appropriately and transparently communicating with the community during the crisis	Discusses external communications, but fails to propose a plan that would ensure appropriate and transparent communication during the crisis	Does not discuss external communications	13
Impacts to Organizational Strategy: Impacts to Community Relations: Liabilities	Meets "Proficient" criteria and proposal reflects keen insight into balancing liability with the needs of the public in a crisis scenario	Proposes a plan for limiting liabilities created by the crisis while still advancing the goals and objectives of the organization	Discusses possible liabilities, but fails to propose a sound plan for limiting those liabilities while still advancing the goals and objectives	Does not discuss possible liabilities created by the crisis	13
Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	5
Total					100%