

SUBJECT TO DEBATE

A NEWSLETTER OF THE POLICE EXECUTIVE RESEARCH FORUM



13 California Police Agencies Join Forces With Other Groups in a Gang Prevention Network

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PERF Chiefs Tell the Inside Story on Consent Decrees

POLICE CHIEFS HAVE REMARKABLY DIVERSE OPINIONS ABOUT the 1994 federal law that authorizes the U.S. Justice Department to investigate allegations of misconduct by local police departments and to file lawsuits to force reforms.

In some cases, chiefs have used the threat of federal intervention to obtain money from their mayors and city councils in order to implement reforms that they wished to make anyway—or to force the hand of police unions or others opposed to new policies.

But in other cases, federal involvement has proved costly, apparently never-ending, and bureaucratic, slowing down the efforts of reform-minded chiefs. And court-appointed monitors sometimes seem to get out of control, demanding reforms even after the Justice Department is ready to give a local police agency a clean bill of health and end its involvement.

That is the gist of the opening session of PERF's 2008 Annual Meeting, held April 24–26 in Miami. The session began with a presentation by Shanetta Y. Cutlar, chief of the Special Litigation Section of the Justice Department's Civil Rights Division. Ms. Cutlar explained that the Special Litigation Section is charged with enforcing federal civil rights laws in several specific areas, including the conduct of law enforcement agencies and the conditions of confinement in jails and prisons. Federal law allows the Justice Department to open investigations of local police agencies if it determines that there is reasonable cause to believe that the local police are engaging in a "pattern or practice" of violating citizens' Constitutional rights. If a Justice Department investigation shows that Constitutional violations are occurring, the DOJ can file a lawsuit to obtain reforms, or can work out various types of agreements with the local police agency short of a lawsuit.

Ms. Cutlar was followed by six police chiefs—Robert McNeilly, Dean Esserman, John Timoney, Thomas Streicher, Ella Bully-

Cummings, and William Bratton—who talked about their experiences on the receiving end of such federal intervention.

ROBERT MCNEILLY AND THE FIRST DOJ CASE

Robert McNeilly joined the Pittsburgh Bureau of Police in 1977 and made chief in 1996, shortly after the ACLU and NAACP had filed a series of lawsuits against the city and the police. A year later, the city entered into a consent decree with the Justice Department—the first decree under the new "pattern or practice" law. The city came into compliance with the decree in two and one-half years, and later became the first city to be released from federal oversight.

Chief McNeilly, who continued to serve as chief in Pittsburgh until 2006, when he took the top position in the Elizabeth Township, Pa. Police Department, told the PERF audience that he knew the department needed reforms. A shortage of experienced officers meant that in one case, Chief McNeilly had an officer with only one year of experience who was training other officers. He also fired officers for outrageous conduct, including one who worked as a prostitute on her days off and others who sold drugs, took bribes, committed thefts, etc. "Ten years later, I was disciplining officers for not wearing their seat belts when they drove," he said. "To me, that says a lot about where we had come."

Excerpts from Chief McNeilly's remarks:

I have mixed emotions about the consent decree. I firmly believe that without the consent decree, we would not have made the progress we did. The FOP was opposed to the consent decree and grieved many of the changes. But with the consent decree, changes were mandated. And when we were negotiating this consent decree, I had the opportunity to build in some initiatives that I knew we needed, like training for officers that would keep them out of trouble, and obtaining computer systems. When I took over there were no computers in the >> continued on page 4



LEFT: Shanetta Y. Cutlar, Chief of the Special Litigation Section, U.S. Dept. of Justice, Civil Rights Division. RIGHT: Elizabeth Township, Pa. Chief Robert McNeilly



FROM THE EXECUTIVE DIRECTOR

A Day in the Life of PERF

AT PERF'S ANNUAL MEETING THIS MONTH IN MIAMI, AT the Board of Directors meeting, some of the Board members remarked that they were surprised at the large number of different projects that PERF is managing. It occurred to me that our members may be unfamiliar with the wide range of PERF activities.

In this month's column, I'll describe some of our projects over the last six months. The idea is not to "toot our own horn." Rather, I'd like to make sure that PERF members get a better idea of what we do, because there may be areas where members would like to get involved and help us shape our agenda. And PERF may be doing work that members could benefit from knowing about.

Let's start with research. In the last six months, PERF's Research Department completed a study of the use of body armor by police officers, a study of port security that involved visiting 16 ports across the nation, an evaluation of a school violence prevention program in Cleveland, and a study of the types of firearms and ammunition used in gunshot cases investigated by police. The PERF research team also has ongoing work in more than a dozen areas. These include: the use of Conducted Energy Devices, or CEDs, e.g. "Tasers"™ in jails; a separate study of injury and liability issues pertaining to CEDs; less-lethal force technologies; police responses to the mentally ill; license plate recognition technology; and crime analysis in the context of community policing.

One of PERF's biggest research projects at the moment is the Law Enforcement Management and Administrative Statistics (LEMAS) survey. The Justice Department contracted with PERF to conduct the LEMAS survey. This is a massive undertaking, in which we ask more than 3,000 law enforcement agencies for extremely detailed information about their personnel, equipment, policies, programs, operations, computers and information systems, and other topics.

One new project we have just begun is working for the University of Virginia and James Madison University to evaluate the immigration enforcement policies in Prince William County, Va.—currently one of the hottest spots for immigration policy in the nation.

Next, let's take a quick look at PERF's Management Services Department, which is hired by police agencies to come in and study their operations and recommend improvements. Projects completed in the last six months included evaluations of the Royal Canadian Mounted Police, the New Haven, Ct. Police Department, and the Fort Collins, Colo. Police Department. Management Services currently is working in San Francisco; Portland, Ore.; San Antonio; Minneapolis; and Fresno County, Calif. And we just received word that we have been selected to do studies in Berks County, Pa. and Longview, Wash.

My dedicated chief of staff, Andrea Luna, also manages projects in addition to everything else she does. This includes our recent efforts on immigration enforcement, our current violence reduction projects in St. Louis and North Charleston, S.C., helping to coordinate the large-scale San Francisco study, and projects to develop police guides to elder abuse issues and influenza pandemic planning. We are also constantly being hired by cities to help

identify candidates for open police chief positions, and Drea helps manage these executive searches with Charlotte Lansinger, our longtime head-hunter extraordinaire.

Another one of PERF's bright spots is the Senior Management Institute for Police (SMIP), a three-week executive development program that helps to produce the next generation of police leaders. SMIP has become so popular that we had a long waiting list last year. So this year, we expanded SMIP to three sessions instead of two. This is another massive undertaking, but one that is very satisfying because of the positive response we get from SMIP graduates and their chiefs. We are expecting 246 people for SMIP this summer.

PERF's Homeland Security and Development Department currently is working with the FBI on identifying best practices. In addition, this department produced a book about effective homicide investigations, and is in the process of publishing another book about what the most experienced police chiefs have to say about the job and the advice they offer to new or aspiring chiefs. Finally, our Homeland Security Department is developing a methamphetamine abuse reduction program in police departments in 24 states, and has an ongoing project regarding Intelligence Fusion Centers. And it recently won a contract to develop a security plan for the port of Savannah, Ga.

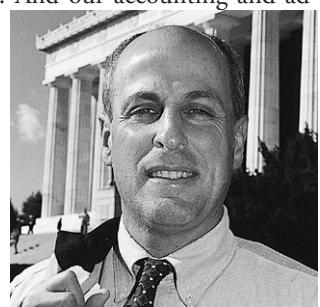
PERF's Center on Force & Accountability (CFA) recently completed projects with the Denver Police Department (disciplinary processes) and Brooklyn Park and Brooklyn Center, Minn. (violent crime reduction). CFA currently is working with the San Antonio and the Minneapolis Police Departments to study matters involving Internal Affairs, citizen complaints, and other issues. CFA also has managed one of PERF's highest-profile projects in the Motorola-sponsored Critical Issues in Policing series, which uncovered increases in violent crime in 2005 and 2006 and is currently exploring related issues, such as hot spots policing.

PERF's Training and Technical Assistance Department had 16 projects under way in the last six months, ranging from an evaluation of leadership issues to community policing training for the Dallas Area Rapid Transit Police and writing guidebooks on offender reentry and community governance.

We held national conferences on the "Stop Snitching" phenomenon, on Hot Spots policing, and on the hot-button immigration issue. Our Publications Department oversees and edits reports such as *"Good to Great" Policing* and sends out the PERF Daily Clips by 11 a.m. every morning. Nearly every day we get calls from reporters at major news organizations. Our Membership Division efficiently coordinates events like our Annual Meeting as well as day-to-day issues for our members. And our accounting and administrative folks are always busy keeping us out of trouble in tracking the myriad details associated with running more than 100 different projects.

As far as my own time goes, I have always viewed my role as that of a player/coach, working on projects where I think I can make a difference. For example, lately I find myself in the Middle

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13 California Police Agencies Join Forces With Other Groups in a Gang Prevention Network

BY JOHN A. CALHOUN

"This is priceless. And we are encouraged by being part of something larger. The learning is amazing."

— Chief of Police John Crombach, Oxnard, California

Is CHIEF CROMBACH DESCRIBING THE LATEST PROFESSIONAL development course, a tour of another city's policing program, a motivational seminar, a conference? All this and more. The chief refers to his experience in a meeting of the California Cities Gang Prevention Network.

Violent crime rates began to rise across the nation in 2005, and in California in 2006. With gangs playing a disproportionate role in the violence in many communities, this new network of 13 cities in California was created to identify and share gang prevention strategies and solutions.

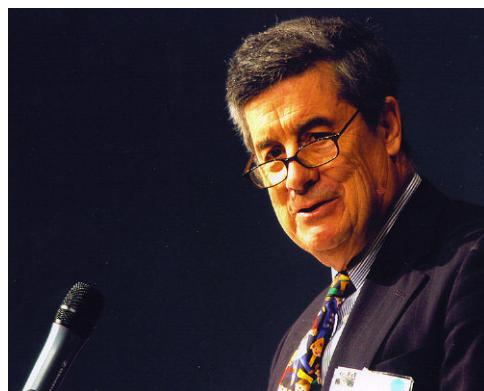
Crafted in 2006 and launched early in 2007 by the National League of Cities' Institute for Youth, Education, and Families (YEF) in partnership with the Oakland-based National Council on Crime and Delinquency, with the full cooperation of both the California Governor's and Attorney General's offices, the California Cities Gang Prevention Network is based on the idea that gang violence would not be reduced unless participating cities developed citywide plans involving all key stakeholders and shared their lessons—both successes and failures—with each other.

The 13 participating cities are Fresno, Los Angeles (San Fernando Valley), Oakland, Oxnard, Richmond, Sacramento, Salinas, San Bernardino, San Francisco, San Diego, San Jose, Santa Rosa and Stockton. Each city has formed a five- to eight-member team with at least one representative from the mayor's office, the chief of police, and the community, as well as other municipal leaders, law enforcement officials, school administrators, and faith-based and nonprofit stakeholders.

GOALS OF THE NETWORK

This initiative has several goals aimed at helping the network cities reduce and prevent gang violence:

- Creating citywide strategies that blend enforcement, prevention and intervention;
- Creating and sustaining a vibrant network of urban leaders in California who will work with and learn from peers to advance their local anti-gang strategies;
- Identifying and documenting good practices in terms of program and policy (what works, what doesn't, who are the key actors, etc.); and
- Identifying and recommending state and federal policies and practices that would support effective community-based approaches.



John Calhoun

THE POTENCY OF WORKING TOGETHER

According to San Jose Chief of Police Robert Davis, "The network has streamlined our ability to get information in real time. You can pick up the phone and call someone by name. This bodes so positively for the state: it keeps us on top of trends and activities. We might think we're pretty good, but the network keeps us on our toes. We're shoulder to shoulder, pushing the wheel together. This has never been done in a state before. This is a watershed moment."

Before the project started, a few of the participating cities had already developed gang prevention action plans, and these cities looked to the network for help in refining ideas. Others had begun innovative programs but had no overarching strategy. Some had levied taxes to fund prevention and intervention programs, but had not connected them to the work of enforcement. All felt they were working alone.

To date, city teams and a statewide Advisory Committee have met three times. "Network" does little to describe the vibrancy and potency of the work that is being done. The network serves as an information conduit, but it is more than that. It is a source of inspiration and validation, providing a context in which police officials and others can let down their hair, sharing frustrations (and hope) as they wrestle with one of the nation's most vexing social problems. Network members are on the phone with each other constantly; they e-mail, serve on each other's panels and visit each other. One city may be strong in innovative law enforcement practice, another in safe schools, another in work with families of gang members, another with zoning or tax policy, and another with the utilization of former offenders. Every city has visited a sister network city at least once.

FIVE PRINCIPLES OF SUCCESS: EARLY FINDINGS

If a city subscribes to five core principles, the chances to reduce gang violence—and help build communities that do not produce crime—increase.

First, the mayor and chief of police must be together, leading. This leadership combines the moral ("This will not be tolerated..."), the conceptual (a plan), and the bureaucratic (city business will be done in a different way).

Second, law enforcement and social services must not be seen as antithetical concepts. They are wedded. As parents, we set limits and we nurture. To reduce gang violence, we must convey both certainty of consequences and certainty of help. Police enforce the law, and at the same time many police leaders are ardent proponents of prevention. "We must stand shoulder to shoulder with the community," says Chief Davis. "The socioeconomic issues that trigger so much crime and violence are not >> continued on page 6

department. Within two years we not only computerized the entire department, we built a computer system to track employee performance that won a semi-finalist Webber/Seaverry Award from the International Association of Chiefs of Police/Motorola.

[Asked why he did not choose to fight the Justice Department to avoid the consent decree]: I was advised by our Law Department it would have cost us millions of dollars to fight it, and the Department of Justice had many resources and considerable prestige with the courts. It wasn't worth fighting to me. I thought we should not have spent funds fighting the changes that we should have made, one way or the other. And the federal oversight helped convince local officials to provide all of the resources required to make those changes.

The consent decree was about reform for a department that was in need of some reformation.

DEAN ESSERMAN: EXPERIENCE ON BOTH SIDES

Providence, R.I. Chief Dean Esserman has experience on both sides of the federal monitoring process. In 2001, he was appointed by a federal district judge to serve as a monitor of the Police Department in Wallkill, N.Y., which had been the subject of complaints of abuse of police authority, including harassment of young women and intimidation of those who filed complaints.

Later, in 2003, Esserman was chosen by the new mayor of Providence, David Cicilline, to take over a police department that had become notorious for corruption. The Justice Department had launched an investigation of the Providence Police Department a few months before Colonel Esserman was named.

Esserman knew that the department needed reforms. "I found that Internal Affairs had a 100-percent record," he said. "It was perfect. They had never disciplined an officer successfully."

But in an unusual development, Esserman was able to work with the Justice Department on reform measures without ever signing a consent decree or being sued. The Justice Department recently closed its investigation without ever having forced an agreement on the city of Providence.

Colonel Esserman's comments to the PERF session:

Providence was a department in trouble. It had lost the confidence of the community, and it had lost the confidence of many of its own officers. The FOP welcomed [the DOJ involvement and reforms], and the rank and file welcomed it to some degree. But they all absolutely wanted to get their reputation back. [Hundreds of negative news stories about the department had damaged officers' morale.] The crisis was within, but the solution needed an outside catalyst. There is no question that we were not going to get there alone.

And it was the people in the department who rebuilt it. We worked with the Civil Rights Division and we rebuilt our Police Department. When we got the letter from the Justice Department [announcing that the investigation was over], we made 500 copies and put it in the hands of every officer.



Providence, R.I. Chief Dean Esserman

[Asked for his advice to other departments facing a Justice Department investigation]: Don't spend your energy fighting it. You are dealing with pros.

JOHN TIMONEY'S EXPERIENCES IN PHILADELPHIA AND MIAMI

Miami Police Chief John Timoney has had experience with federal oversight in Miami as well as in Philadelphia, where he served as Commissioner for four years. In both cases, his experience with the Justice Department was generally positive, although the Philadelphia decree, written by Justice Department and city lawyers with no involvement from the Police Department, had some unrealistic provisions that needed to be corrected, he said.

In Philadelphia, within a few years, we got out of 14 of the 16 areas that were covered. We probably could have closed it entirely, but the judge said, 'It's not the worst thing in the world to keep this open. It'll give you some cover as you try to make reforms.'

Bob [McNeilly] is absolutely correct about the consent decree helping you get technology. The Philadelphia Police Department went to the front of the list, and it's something you can hold over the city administrator's head. You can say, 'Hey, we've got to do this.' So it worked out pretty well in Philadelphia.

In 2003, I took the chief's job in Miami. In 2002, Mayor Manny Diaz had requested that the Justice Department come in. There had been a series of FBI investigations, and the day I was sworn in, there were 13 police officers going to trial in federal court. In 2003 I met with [R. Alexander] Acosta, the head of the Civil Rights Division. We sat down for a few hours, and there was no disagreement on what needed to be covered. We in Miami had intended on fixing those areas anyway, so there was complete agreement with the Justice Department. There were about six or seven areas; the big ones were police shootings and canine bites. [Reforms were successful in bringing police shootings down.] My first 20 months in Miami, we went the full 20 months without discharging a single bullet. We then had a couple of shootings, all "clean" shootings, then we then went another 12 months without discharging a single bullet, and now we average one or two shootings over the last two years. That's a dramatic reduction. In the K-9 area, the year before I got there, there were 84 canine bites. Every year we've managed to reduce that, and last year there were only 13.

In Philadelphia, there was huge resistance on the part of the union to implementing some of the changes, and we implemented them by sheer force along with the consent decree. In Miami, the union understood that reform needed to happen to keep the cops out of trouble, and they went along and never objected to any of the reforms. We would have done it in any case, but we couldn't have done it as fast and as well without the cooperation of the head of the FOP at that time.

THOMAS STREICHER DESCRIBES CHANGE IN DOJ ATTITUDE

Cincinnati Police Chief Thomas Streicher began working with Justice Department investigators in 2001, when the city suffered several days of riots following a racially charged fatal police shooting. In fact, Chief Streicher told the PERF audience, Justice Department officials showed up and asked for a meeting to discuss a set

of reforms even before the rioting had ended, which did not sit well with the local police:

It started out as extremely contentious. We ended up spending the next 10 months negotiating a memorandum of understanding. [Unlike a consent decree, a MOU with the Justice Department is not subject to federal court oversight.] And the basic idea was that everything was the Police Department's fault. And we needed to fall into this cookie-cutter approach. And we didn't have a very good marriage with the monitor. So it was very contentious at the beginning.

That was 2002. Move the clock forward to 2004. Now Shanetta [Cutlar] is in charge, and she told me, "Things are going to change. I know things have been difficult. We need to help you, and you need to remain in charge of the Police Department. We need to develop something out of this that comes from within your Police Department."

It's been wonderful. We ended up completing the MOU in August of last year. And they had been very helpful. The last two years of the process were tremendous, because they were truly about improving the department.

[Asked whether the Cincinnati Police Department is a better agency as a result of the Justice Department involvement]: Absolutely. You can say whatever you want as a police chief, but the public will look to what the Justice Department monitor says. If the Department of Justice says, 'Yes, they are making progress,' then you are not only a better Police Department, but in the eyes of the community, your stock goes way up.

ELLA BULLY-CUMMINGS: MONITORS CAN BE DIFFICULT

Ella Bully-Cummings became police chief in Detroit in 2003, three years after the Justice Department launched an investigation of the Police Department's use of force, its arrest and detention practices, and the conditions of its holding cells. Recently the city went to court and extended its settlement agreement with DOJ until 2011.

Like some of the other chiefs, Chief Bully-Cummings expressed mixed feelings about the consent decree:

The department was an island for many years, we did not involve ourselves nationally, network with other agencies to ascertain best practices. We had some great policies but absolutely no accountability. The culture in Detroit was so embedded that the only way to make changes was through a consent decree. Being a career Detroit police officer, at first it seemed kind of offensive [to have federal oversight]. But after taking a step back and looking, I had to say they were absolutely correct. I do not believe we would have made the progress that we have made without the consent decree.

On the other hand, the consent decree itself is very costly, aside from the costs of implementing changes, Chief Bully-Cummings pointed out. The city pays the court-appointed monitors, and that cost recently increased from \$1.9 million to \$2.4 million a year, she noted. That is an especially difficult pill to swallow in a department that has lost manpower due to budget cuts—about 800 fewer officers during Bully-Cummings' tenure.

We're making progress, but we're not where I want to be. The financial challenges that the city faces are an impediment. I think we would be farther along in implementing the reforms if the City of

Detroit had not encountered some dire financial issues. And I have very adversarial police unions. In fact, my command staff is unionized. And I still have people in place who have not embraced the new policies, and they have an impact on my new officers.

Dealing with the court-appointed monitors also is "a bit of a challenge," Bully-Cummings said. They "have a tendency to go outside the four corners of the document" and demand new policies or procedures that are not actually required by the consent decree, she said.

Has there been conflict? Yes. We had to develop 33 new policies in our department. And what's disheartening is that whatever we have to develop, whenever our final document is submitted to the monitor, it is never approved the first time around. Not one document has been approved the first time around. It's disheartening because I have people who are attorneys working on this, I have people with many, many years of policing experience working on this. And they've collected policies that represent best practices across the country. I think we need guidelines for federal monitors.

WILLIAM BRATTON: "RESIST IT IF YOU CAN"

William J. Bratton became chief of police in Los Angeles in 2002, two years after the city council and mayor approved a consent decree stemming from the Rampart scandal of the late 1990s.

The DOJ investigated reports of excessive force, false arrests, and unreasonable searches and seizures, and the 90-page consent decree called for changes in policy and procedure in many areas.

Chief Bratton urged his colleagues to be cautious about

entering into a consent decree:

The consent decree was probably a necessary tool to make change. The department had been totally blind to the need to make changes. And it will have been a good thing. However, it's too much of a good thing. We have the 800-pound gorilla of consent decrees, the largest one in the country, and it's gone on much too long. They should have been gone several years ago. The bureaucracy that I have to deal with at the LAPD is worse than anything any of you could ever imagine. It smothers the organization. It slows us down. It has been onerous. It has been extraordinarily costly.

So much of what the consent decree is trying to do, I believe that many of you could do on your own. Reform-minded, committed police chiefs who know what needs to be done, who have the ability, the willingness, and the guts to take on the union and the city management, can get things done.

If you can, resist them, if you're a reform-minded chief and you have a good mayor, and you believe that you are going in the right direction. Federal oversight will create a bureaucracy that will drive you crazy. The benefit of it is that it gives you that federal imprimatur, to get the city government and the mayor to spend the money that so often is necessary to get the resources that you need to make the changes.

But the necessary ingredient still is you. If the chief is not committed to reform, I don't care how big the consent decree is, how tough the judge is, you're not going to institutionalize the change.

law enforcement issues. We must mobilize the community to focus on the socioeconomic issues that drive crime." According to Deputy Chief Keith Foster of Fresno, "The network lifts up law enforcement-community partnerships. It is the only way to go. It is good to know that we're in it together."

Third, a comprehensive, citywide strategy must be developed. This is difficult. Most feel that a *program* here and there will save a city. It won't. All key civic entities must play a role: schools, businesses, the faith community, social services and zoning, to name a few. Developing such a plan is difficult conceptually (it's not always easy to know what to do) and politically (someone is always unhappy). "It's like herding cats," says Chief Crombach, "but it's the only way."

Fourth, an entity must be designated or created to track the work once the plan is developed. Accountability is essential. Examples of "tracking" entities include the Mayors' Gang Prevention Task Forces in San Jose and Santa Rosa, the Gang Commission in San Diego, and the Blue Ribbon Commission in Stockton.

Fifth, get close to young people in the community. Gang members are lured into gangs by other people who engage in their lives and who seem to care about them ("I've got your back."). The community, the police and social services must know gang members' names to stop them, to help them and to engage with them.

Cities that are having trouble often manifest very different behaviors. Sometimes, the problem is that mayors and chiefs are not working together. In other cases, programs are started with little or no connection to other initiatives, or there is a strategic disproportion (too much or too little enforcement). By networking with other cities and other agencies, police chiefs can gain a perspective on how to improve their cities' response to gang violence.

EARLY RESULTS

At the 18-month mark, measuring the impact of the Gang Prevention Network is mostly a matter of seeing improvements in "process": citywide planning entities have been created or enhanced; anti-gang programs are being evaluated more rigorously; people who live in crime-besieged communities are having their voices heard; mayors and police chiefs are focusing attention on the issue; and there is a deeper, more courageous penetration of anti-gang work into the community, such as the use of streetworkers and partnerships with the faith community.

Some cities *can* point to outcomes, most notably San Bernardino, which reports a 38-percent reduction in gang crime in its Operation Phoenix area. The city has decentralized city services and fostered partnerships at the street level between police and child welfare, public health, zoning, and other agencies. For example, an officer who arrests a father will contact child welfare officials if he sees that the arrest may disrupt the family. Moral leadership is also part of it: San Bernardino Mayor Pat Morris has frequently stood on some of the city's roughest corners, barbecuing, listening to



Panelists at a February 2008 meeting of the California Cities Gang Prevention Network: Los Angeles Police Chief William Bratton; Connie Rice, Director of the Advancement Project in Los Angeles; Robert D. Arias of Communities in Schools of the San Fernando Valley and Greater Los Angeles; and Rev. Jeff Carr, Director of Gang Reduction and Youth Development for the City of Los Angeles.

citizens, seeking ideas, and pledging his support.

Overall, a strong and interdependent statewide network has been developed. "You have created a learning community," says Deputy Chief Foster. "Every time the Fresno team attends a 13-city meeting, we've taken something away from it. And given the calls that have come in to us, I know we have a few things other cities want. Bottom line: the network pushes us never to be happy with our current status. The minute we stop revising and critiquing, we stagnate."

The National League of Cities' Institute for Youth, Education, and Families (YEF Institute) and the National Council on Crime and Delinquency (NCCD) co-lead the network. The network is supported through grants from five private sources: the California Endowment, the California Wellness Foundation, the East Bay Community Foundation, the Richmond Children's Fund and the Evelyn and Walter Haas, Jr., Fund.

For more information, visit www.ccgpn.org or www.nlc.org/iyef, or contact John Calhoun at (703) 442-0318 or hopematters@verizon.net.



John A. Calhoun, senior consultant to the National League of Cities' Institute for Youth, Education, and Families, is the founder of the National Crime Prevention Council, which he led as president and CEO for 20 years. He is the author of *Hope Matters: The Untold Story of How Faith Works in America*.

East, working for the State Department as part of a team trying to sort out policing issues. Being involved myself in some of the PERF projects has enabled me to see first-hand the issues that our members face.

But I am running out of space. I hope that my laundry list of PERF activities gave you an idea of the types of things we do, and that maybe you saw something you would like to know more about. There's more detailed information about much of our work on our Website, www.policeforum.org. If you click on "About PERF" and then "Staff Directory," you'll find a list of all our employees who can tell you more. And I encourage all PERF members to contact me any time you'd like to discuss a policing matter that's on your mind.



Sir Hugh Orde and Chief Roy Minter, Jr. Receive PERF's 2008 Awards

PERF PRESENTED ITS TWO ANNUAL AWARDS, THE GARY P. Hayes Memorial Award and the Leadership Award, during a reception at its Annual Meeting April 24 in Miami.

The Hayes Award, named for PERF's first executive director, goes to up-and-coming police professionals whose character and record of leadership embody the best ideals in American policing. This year the Hayes Award went to Denton, Texas Chief Roy Minter, Jr. Chief Minter has a record not only of bringing crime rates down in difficult neighborhoods, but also of improving police relations among residents who had lost confidence in the police. He was nominated for the award by Chief Daniel Oates of Aurora, Colo., where Minter previously served.

"I stand here tonight accepting this award on behalf of the leaders who blazed the trail of leadership and inspired me, people

like Lee P. Brown, Bill Bratton, Harold Hurtt, John Timoney, Ella Bully-Cummings, Dave Kunkle, Dr. Theron Bowman, Dan Oates, and many more," Chief Minter said.

The Leadership Award, PERF's highest honor, went to Sir Hugh Orde, chief constable of the Police Service of Northern Ireland, who has led the effort since 2002 to transform policing in Northern Ireland and achieve political reconciliation based on the Good Friday peace accord.

PERF President John Timoney, who emigrated from Dublin to the United States at the age of 13, presented the Leadership Award to Sir Hugh with these words: "For this man to have done in my old country what he's done over the last five years—and a Brit no less!—God bless Sir Hugh!"

"It's a great honor, and a great honor for my organization, to come here and accept this award," Sir Hugh said. "I'm very proud of my people. They have taken the risks. They have reduced crime for six years now in a row. They have achieved an 84-percent confidence-in-policing rate. Most of our junior officers are required to make life-and-death decisions every day. We ask them to deal with imperfect information, with conflicting information, with incorrect information, and to make split-second decisions where 'no decision' is simply not an option. We reflect in their glory. It is a huge privilege for me to accept this award from PERF, which is truly a world-class policing organization, on their behalf."



Colonel Dean Esserman, Chief Charlie Deane, Sir Ian Blair, Chuck Wexler, Sir Hugh Orde, Chief John Timoney, Chief Ella Bully-Cummings, Chief Rick Myers, and Chief William Bratton



Leadership Award Winner Sir Hugh Orde and Gary Hayes Award Winner Chief Roy Minter, Jr.



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