

SUBJECT TO DEBATE

A NEWSLETTER OF THE POLICE EXECUTIVE RESEARCH FORUM



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PERF Town Hall Meeting, Chicago, October 23

PERF Annual Meeting, Washington, DC, April 26–27, 2012

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Leadership in a Cyber World: Perspectives from Six Police Executives

By Lauri Stevens
Founder, LAWS Communications

POLICE EXECUTIVES ARE CHALLENGED EVERY DAY with economic, social, professional and political influences that would cause many seasoned business executives to cash out and head for a tropical island. In most cases, one does not become a top cop without many years on the job, developing skills and knowledge in negotiation, diplomacy, and patience, as well as finding the right balance of ego versus humility.

Having ascended to such a position, why then do so many seasoned top law officers bristle when the subject turns to the proliferation of computer software applications that we've come to call "social media"? Perhaps it is because today's police chiefs are finding themselves in the position where the new recruits have more knowledge than they do, on a topic that is increasingly affecting policing.

Chiefs today have been thrust into a world of the unknown like never before.

Yet many chiefs around the world are in fact succeeding with the implementation of social media into their agency's repertoire. Some are welcoming social media and all the challenges, risks, and opportunities that it brings to policing.

As a consultant who specializes in social media in policing, I have noticed that the police chiefs who are leading the way have much in common with each other, in terms of their leadership philosophy in a cyber world. They acknowledge the risks of social media, but they look for the rewards. They accept that mistakes will be made and that the social media landscape is a moving target, ever

changing and testing their ability to remain nimble and yet steadfast in their adherence to high policing standards.

These chiefs also accept that they are not all-knowing. Regardless of whether they are young chiefs with just a year or so in their position, or are decades into the role, they are comfortable acquiescing to those among their ranks or even outside of policing who know more.

Perhaps most important, these chiefs understand and recognize that truly accepting social media into the profession of policing requires an acknowledgement that it runs counter to police culture as it has existed for many decades. Social media threatens the traditionally hierarchical, paramilitary structure of policing. It's a bottom-up phenomenon that tends to flatten the law enforcement organizational structure. The police executives who truly understand social media and all it offers not only believe that to be true; they welcome it.

SIX CHANGE LEADERS

Six police chiefs from five countries were interviewed for this article and were asked to offer their thoughts. These chiefs were selected because they all are considered progressive and open-minded thinkers, and because they are all early-adopters of social media technologies in their agencies. They serve as mentors to their colleagues, and as examples of what is possible for those who understand that

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Godbee Named to PERF Board — PERF is pleased to announce that its Board of Directors has appointed Detroit Chief of Police Ralph L. Godbee to an at-large seat on the board. Chief Godbee joined the Detroit Police Department in 1987 and was promoted through the ranks, including stints heading the Executive Protection Unit, the recruiting unit, and other assignments before being named chief in 2010. Chief Godbee is a graduate of PERF's Senior Management Institute for Police.

There's a Lot Going on at PERF

SUMMER OFTEN SEEMS TO BE A BUSY TIME AT PERF, and this year is no exception, so I'd like to take this opportunity to update you on several PERF projects and to thank all of our members for your active participation in PERF, which is essential to the success of everything we do. I believe our work is having a real impact on many of the most critical issues facing police agencies.

Earlier this year we released *2011 Electronic Control Weapon Guidelines*, a 54-page report that provides an updated version of guidelines that PERF first issued in 2005 on the use of Tasers™ and similar weapons. Thanks go to the COPS Office, which supported this project, and to the 150 police chiefs and other officials who participated in a two-day meeting in Philadelphia last year to hammer out the details of the new guidelines.

We know that the 2005 guidelines were adopted in whole or in part by many police agencies. And we still see news stories every week about controversies arising out of the use of ECWs, so we know that the new guidelines are needed to help agencies ensure that ECWs are used in the most appropriate and effective manner possible, while also ensuring that “no weapon should [diminish] the fundamental skills of communicating with subjects and de-escalating tense encounters,” as COPS Director Barney Melekian noted in his introduction to the report.¹

Furthermore, at the Philadelphia meeting there was a good deal of discussion about “the 5-second automatic cutoff” issue. PERF members asked TASER International officials whether they could change their products in order to automatically discontinue the electric current being applied to a subject after 5 seconds. This would help reduce the risk of unnecessarily long ECW activations, possibly increasing the risk of injuring the subject. PERF's guidelines noted that continuous cycling of ECWs “appears to increase the risk of death or serious injury and should be avoided where practical.”

So PERF President Chuck Ramsey, John Gnagey of the National Tactical Officers Association, and I sent a letter to TASER President Doug Klint urging him to modify the company's products accordingly. Several months ago, TASER International advised us that the company's new products now include the automatic cutoff after 5 seconds.

Another critical issue is the question of local police and sheriffs' agencies' role in immigration enforcement. Back in 2007, as part of the Critical Issues in Policing Series supported by Motorola, PERF explored this issue with a survey of PERF members and a Summit in Washington, and we immediately heard chiefs raise concerns about immigrants being less likely to contact police when they are victims or witnesses if they are afraid that the local police are a conduit to immigration enforcement. “If you're a victim, we need to know it, regardless of your resident status,” said John Timoney, who was then chief in Miami and President of PERF.

With support from Carnegie Corporation of New York, PERF later followed up on this issue in several ways, including a 2010 report that describes the response of police agencies in six jurisdictions where immigration issues had become very controversial (Phoenix; Mesa; Minneapolis; New Haven, CT; Montgomery County, MD; and Prince William County, VA).

With support from then-Phoenix Chief Jack Harris, PERF also coordinated a meeting of 9 police chiefs last year with Attorney General Eric Holder, who was considering whether to file a legal challenge to the new Arizona immigration law.

Today, two of the chiefs at that meeting with the Attorney General—Chuck Ramsey and Tucson Chief Roberto Villasenor, as well as Sheriff Doug Gillespie of Las Vegas—are serving on a task force that I was asked to chair by John Morton, Director of Immigration and Customs Enforcement (ICE). The task force is charged with producing findings and recommendations regarding Secure Communities, which at the moment is one of the highest-visibility federal immigration enforcement programs. Several states have been trying to “opt out” of being involved with it, but ICE now says states do not have that option. I think that Commissioner Ramsey, Chief Villasenor, and Sheriff Gillespie will not contradict me if I say that immigration enforcement is one of the most contentious and difficult issues I have ever witnessed in policing.

I would like to note that with the graduation of more than 200 participants in this summer's sessions of PERF's Senior Management Institute for Police, we have now seen more than 3,000 people complete this program. We like to say that SMIP helps prepare the next generation of police chiefs, and that's not an empty claim. Many of today's police chiefs were yesterday's SMIP grads. Tony Narr of PERF deserves tremendous credit for managing SMIP. (See page 4 for a listing of our most recent SMIP graduates.)

Looking to the future, PERF, with support from the Joyce Foundation, will embark on a year-long focus on how guns impact our communities. The first step in this process will be a new survey of our members regarding gun violence and gun enforcement issues. I know that for PERF members, it sometimes seems that we conduct a lot of surveys, but let me emphasize how important we believe our surveys are. We want to get behind the gun violence and obtain information from you about how it is impacting your communities and what should be done about it. So I thank you in advance for completing our new survey on gun crime, and we will be announcing the findings at our Town Hall Meeting in Chicago on Sunday, October 23, during the IACP conference.

PERF also is involved in a new Critical Issues Series project regarding the investigation and prosecution of sexual assaults. One of the key issues is whether the FBI's definition of rape, as it is used in the Uniform Crime Reporting program, is too narrow, resulting in widespread underreporting of sexual assault crimes nationwide. Chuck Ramsey has taken the lead on the issue. Nearly a year ago he testified before a Senate committee about the Philadelphia Police Department's concerted efforts to reverse the systematic downgrading of rape cases that was revealed in the late 1990s. We will be convening a Summit on this issue here in Washington on September 23.

Thanks again to all our members for your leadership and your day-to-day support of all of PERF's activities. 



Chuck Wexler,
PERF Executive Director
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1. The ECW report is available online at <http://www.policeforum.org/library/use-of-force/ECWguidelines2011.pdf>.

ONDCP and COPS Office Convene Police and Industry Leaders To Explore Growing Problem of Pharmacy Robberies

By Lieutenant Molly B. Bartley
Newport News, VA Police Department
PERF Visiting Fellow

ON JULY 28, THE OFFICE OF NATIONAL DRUG Control Policy (ONDCP) and the Justice Department's COPS Office brought together approximately 40 local, state and federal law enforcement leaders and pharmacy executives for a roundtable discussion on the recent increase in pharmacy robberies and prescription drug abuse.

Armed robberies at pharmacies rose 81 percent between 2006 and 2010, from 380 to 686, according to the Drug Enforcement Administration. The number of stolen pills nearly doubled, from 706,000 to 1.3 million. Florida, California and Tennessee are among the states with large numbers of pharmacy robberies. A bottle of oxycodone can be sold in illicit markets for \$5,000, and a single pill can sell on the street for as much as \$80.

DEA also noted that the level of violence associated with pharmacy robberies has increased. Tragedy struck a Long Island pharmacy in June of this year, when two store employees and two customers, ranging in age from 17 to 71, were killed during a robbery. The alleged assailant, arrested three days later, came prepared with a backpack and stole thousands of opiate painkiller pills, police said.

ONDCP Director Gil Kerlikowske, ONDCP Deputy Director for State, Local and Tribal Affairs Benjamin Tucker, and COPS Office Principal Deputy Director Joshua Ederheimer made opening remarks, indicating that the purposes of the roundtable discussion were to share current data on pharmacy robberies and pharmacy safety issues, and to identify the responsibilities of local law enforcement agencies, private industry, and the federal government.

ONDCP Associate Director for Public Affairs Rafael Lemaitre said that the dynamics of pharmacy robberies have changed. In the last year, there has been an increase in organized crime groups stealing prescription drugs in order to sell them for financial gain, as opposed to drug users committing robberies to support their own addictions. Mr. Lemaitre noted that the issue has received a great deal of attention in the news media; stories about pharmacy robberies have increased from approximately 100 stories in 2010 to more than 800 so far in 2011.

DEA and FBI officials encouraged local law enforcement agencies to work with federal agencies on the investigation and prosecution of pharmacy robbery cases, because federal laws offer stricter sentencing than most state laws. Federal law provides for prison terms of up to 20 years for using force or intimidation to rob a person of controlled substances if the drugs are worth \$500 or more or the crime results in death or significant bodily injury to a victim. Federal sentences do not provide for large reductions in prison time for "good behavior" or parole.

PHARMACY ROBBERIES OFTEN OCCUR LATE AT NIGHT OR IN EARLY MORNING

Independent pharmacies are more often targeted for nighttime robberies, and chain pharmacies tend to be targeted for robberies in the morning hours, often during the opening of the store, according to a recent survey conducted by the National Association

of Boards of Pharmacy (NABP). Carmen Catizone of NABP told the ONDCP/COPS meeting participants that the survey also found that lone female pharmacists, or female pharmacists with only one assistant, are often targeted. The survey did not detect any pattern in terms of rural versus urban pharmacies, but pharmacies located near an Interstate highway appear to be targeted more often. Pharmacies with poor exterior lighting or other environmental design weaknesses are often targeted.

Thomas Carr, director of the Washington/Baltimore High Intensity Drug Trafficking Area, noted that there are currently 28 HIDTA programs across the country, with participation by 14 percent of all U.S. counties. Federal, state, and local law enforcement agencies in each HIDTA program collaborate to address the specific drug threats in their jurisdictions, including prescription drug abuse.



Lieutenant Molly B. Bartley

Officials noted that a "big-picture," system-wide orientation is needed to deal with the

problem of pharmacy robberies. For example, an aggressive enforcement effort targeting drug dealers and users on the street can inadvertently result in an increased likelihood of pharmacy robberies, as drug dealers and users search for new sources of prescription drugs.

USE PROBLEM-ORIENTED POLICING

Officials recommended continued reliance on the principles of problem-oriented policing. Directed patrols of pharmacy locations by district officers may deter robberies. Community policing officers can offer to conduct inspections of local pharmacies and advise store managers about environmental risk factors, as well as other robbery-prevention tips such as use of private security officers, time-delayed safes, product tracking devices, and training of personnel to be aware of robbery risk factors. Depending on the severity of crime in a given pharmacy's neighborhood, police may discuss with pharmacy personnel the possibility of removing certain controlled substances from on-site storage altogether. Posting signs indicating that a pharmacy does not carry a specific targeted drug, such as oxycodone, may reduce the chance of being a victim. Police also may use social media networks to alert the public and businesses to crime trends and suspect information. 

Lt. Molly B. Bartley, who is currently serving at PERF headquarters as a PERF Fellow, has been with the Newport News Police Department for 17 years. She has handled a variety of assignments in the Community Operations, Investigations, and Administration Bureaus. She holds a B.A. in Marketing and Management from Ohio University.

PERF Congratulates More than 200 SMIP Graduates

PERF IS PLEASED TO OFFER CONGRATULATIONS to the graduates of the 2011 Senior Management Institute for Police (SMIP), PERF's three-week education program for mid- to upper-level police executives who are considered top candidates for leading police agencies in the future. More than 200 police leaders completed this demanding course in three separate sessions this year. SMIP, which is held at Boston University, has a faculty drawn from Harvard's Kennedy School of Government, PERF, and other leading institutions. The coursework covers general management theory, policy development, planning processes, and organizational structure and behavior, as well as the critical issues facing law enforcement executives today.

Congratulations to the 2011 Senior Management Institute for Police graduates:

SMIP Session 47, June 5–23, 2011

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Indianapolis Metropolitan Police Dept.

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Philadelphia Police Department

Deputy Chief Michael G. Bates
Indianapolis Metropolitan Police Dept.

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SMIP Session 48, June 12–30, 2011

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SMIP Session 49, July 10–28, 2011

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Riverside, CA Police Department

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Clearwater, FL Police Department

Captain Dana D. Wingert
Des Moines Police Department

Deputy Chief Tony Zucaro
Virginia Beach Police Department



success in social media, as in other areas, comes down to old-fashioned principles of leading organizational change.

This article explores that leadership by illustrating several points made by the police chiefs:

- Overcoming resistance and leading change is a process.
- Leaders must be willing to understand the extent of what they do not know—and admit to it.
- There are risks to using social media, and mistakes will be made.
- Success requires trusting your people.
- Policy has to be flexible, because social media is a moving target.
- Social media is about people, not technology.



Gordon Scobbie



Peter Sloly



Craig Steckler



Guus Auerbach

“KNOWING WHAT YOU DON’T KNOW”

Gordon Scobbie is the Deputy Chief Constable of the Tayside, Scotland Police Force. He is also the social media leader for policing in the UK. For the past two years, Scobbie has focused on creating an environment in which his peers can be comfortable with identifying the outer limits of what they know, and striving to get an idea of what lies beyond those limits. “It’s been about chipping away. Social media are becoming much more visible on the world stage. Leaders are accepting that they need to be aware of it,” Scobbie said. In the UK, Scobbie and his colleagues feel that only recently they have been successful in creating a safe environment where fellow leaders are comfortable to admit they don’t know everything they need to know.

Social media stands to revolutionize policing if fully embraced. Peter Sloly is a Deputy Chief in the Toronto, Canada Police Service. Toronto is already widely known for doing a lot of things right with social media. Yet the force recently went through a complete reevaluation of its social media program on a department-wide basis. For Sloly, social media represents an opportunity to decentralize communication, and that runs directly counter to policing’s paramilitary culture of command and control. “Getting the police culture to understand this thing comes with some very, very strong admissions as to where the weaknesses of our culture lie,” he said. For Sloly, social media is about honesty, transparency, and the willingness to be one of many voices, as opposed to *the* voice. It’s also about recognizing that people want to engage with police in social media, because they feel they are capable of helping police and contributing to public safety. “In fact, many of them will say we’ve got this all wrong,” he said. “They don’t want to be talked to, they want to be talked *with*.”

It’s a point not lost on Scobbie, who values feedback from people who aren’t necessarily seen as strong supporters of the police. “Our critics sometimes give us disruptive feedback, which shifts our thinking,” he said. “We can get feedback from them that’s actually helpful.”

DON’T OVERREACT TO MISTAKES

The collaborative opportunities with social networking tools increase an agency’s opportunities to put the interests of community first. For Craig Steckler, Chief of Police in Fremont, California, it’s about not being satisfied with the status quo. As the second-longest-serving chief in the state, he hasn’t gotten to where he is in his career by acting irrationally. Steckler said he has always em-

braced technology, but when it comes to the new media available today, he’s the first to say he’s “not the smartest guy on the block”. He added, “I probably understand policing better than a lot of the police officers in the department or even California for that matter. But I’m the first to acquiesce to others in areas where I’m not an expert. We hire people who want to be part of the department, and we tell them that they’re going to have a say in what they do and what we want them to do.”

Steckler acknowledges, as do all six chiefs interviewed, there are risks to endure with the use of social media. But he cautions that it’s important not to overreact when mistakes are made. If an officer does something in social media that compromises the department in some way, Steckler said it’s important not to turn that into a department-wide overreaction that will stifle progress. “I have no problem going up in front of the public and saying, ‘You know, what that officer did was not smart, and we will take corrective action. But this is new territory and mistakes are going to be made. So I’m sorry, and let’s move on.’”

OPPORTUNITIES SHOULD BE SEEN AS “CHANCES”

In the Netherlands, use of social media in policing has gone through a process of acceptance and growth. Inappropriate online posts by officers have resulted in discussion, but have not proved significant enough to stifle expansion. Guus Auerbach is the Chief of Digital Forensics at The Hague Police Service. His department has used social media for outreach for a couple years. He refers to

ABOVE (LEFT TO RIGHT): **Gordon Scobbie**, Deputy Chief Constable, Tayside, Scotland; **Peter Sloly**, Deputy Chief, Toronto, ON, Canada; **Craig Steckler**, Chief of Police, Fremont, CA; and **Guus Auerbach**, Chief of Digital Forensics, The Hague Police Service, The Netherlands.

opportunities as “chances” and added, “We’ve always focused on the chances, not the threats that social media brings to us. The chances are winning, and they are very diverse.”

The chiefs interviewed for this article understand that the inevitable mistakes that will occur in social media should not cause them to lose trust in their employees. John Stacey, Chief of Police in Bellevue, Nebraska, is a pioneer in the use of social media in policing. He formulated one of the first social media policies in early 2009. He was quick to recognize that while law enforcement policies are normally black and white, with social media you’re not dealing with an exact science. “You have to set boundaries, but these boundaries are going to be vague, because things are transpiring around you that have not really been built yet, and you don’t know where things are going to fall. They may have to be to the left or the right of your boundary line, and you may



John Stacey



Roman Quaedvlieg

have to move your boundary.” Coming to grips with the fact that social media management in policing isn’t as precise as most things in law enforcement is key to the process. Trust in the troops is imperative, Stacey added. “Trust should be unspoken. You should already be at that level if they’re working with you. If not, then you’ve got other problems that you need to deal with before you deal with social media,” he said.

In the final analysis, social media is about people, not technology—the people you serve, and the people you employ. It requires a major shift in thinking to resolve the tension between a “command and control” environment and one that is nimble and

agile and dilutes control. Roman Quaedvlieg, the Chief of Police of the Capital Territory for the Australian Federal Police, spoke to the need for a more flattened policing structure. “It’s certainly not something that a lot of police leaders would have an appetite for, because it’s not something that’s ingrained within our DNA,” he said. “The more agile you make an institution, the more you increase its ability to respond to change, the more you dilute your control and increase that tension. I don’t know how to reconcile that yet.” Quaedvlieg said police leadership today requires the willingness to “shake off the shackles of 25 or 30 years of conservative institutional mentalities.” Resistance to social media in policing, as Quaedvlieg described it, is not assertive, but more passive. It’s an ingrained lack of accommodation for innovation on an institutional basis.

SIX VOICES SAYING THE SAME THING

All six police leaders admitted that they were once skeptics about social media. Seeing the benefits has been an ongoing process. These chiefs don’t all know each other; in fact, only a couple have met in person. But their views on social media’s impact on policing are starkly similar. They all have reached the same conclusion: that is that it’s no longer a question of *whether* social media has a place in modern policing. The questions instead are *when* does it happen and *how well* it will get done. 

Lauri Stevens, an interactive media professional with over 25 years of media experience, is the founder and principal consultant with LAWs Communications. She founded LAWs Communications in 2005 to assist the law enforcement profession with the implementation of interactive media technologies. Ms. Stevens runs a section on social media in policing for PERF’s SMIP program.



For additional information, go to <http://lawscommunications.com/> or contact Ms. Stevens at lauri@lawscommunications.com.

ABOVE (LEFT TO RIGHT): John Stacey, Chief of Police, Bellevue, NE; Roman Quaedvlieg, Chief of Police, Australian Federal Police, Capital Territory; and Lauri Stevens, Founder, LAWs Communications.

Save the Dates for Two Big Events!



PERF Town Hall Meeting

WHEN: Sunday, October 23, 2011, 1–5 p.m., with reception immediately following.

WHERE: Hyatt Regency McCormick Place, Chicago, adjacent to McCormick Place West, site of the IACP conference

Everyone is welcome to attend (PERF members as well as nonmembers) and to make comments or raise questions about any issues that impact policing.



PERF 2012 Annual Meeting

WHEN: Thursday–Friday, April 26–27, 2012

WHERE: Washington, D.C., Renaissance DuPont Circle Hotel



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