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THE BADGE AND THE PEN: A LOVE-HATE RELATIONSHIP

POLICE MEDIA RELATIONS BY THE YEAR 2005

By

Anthony W. Batts

Long Beach Police Department

May 1995

20-0402

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Police Media Relations by the Year 2005

ABSTRACT

The future of law enforcement media relations is examined to provide strategic
alternatives for future improvement. A future study of the skills and abilities in media
relations that will be required of law enforcement in the year 2005. A model strategic
plan is presented to assist in the development of those skills and abilities. The
manuscript offers a comprehensive 10-phase model, which provides the reader with a
method to effect Large Scale Organizational Change, as it relates to media interaction.
In addition, the future study will provide the reader with an insight into technologies
and policy issues. An appendix includes a sample expert survey, interview
references, graphs, and a bibliography.

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This Command College Independent Study Project is a FUTURES study of a particular emerging issue in law enforcement. Its purpose is NOT to predict the future, but rather to project a number of possible scenarios for strategic planning consideration.

Defining the future differs from analyzing the past because the future has not yet happened. In this project, useful alternatives have been formulated systematically so that the planner can respond to a range of possible future environments.

Managing the future means influencing the future-- creating it, constraining it, adapting to it. A futures study points the way.

The views and conclusions expressed in the Command College project are those of the author and are not necessarily those of the Commission on Peace Officer Standards and Training (POST).

There are countless articles and publications providing instructions on how to write a press release, how to stand during a news conference, or even how to reply to questions from a hostile audience. Few, however, have provided a step-by-step practical guide for improving media relations through innovative technologies and policies.

This article will focus on the above topics in a futures-oriented model of study. Most futures studies identify strategic long-range alternatives for organizations with specifics on implementation. This article, while reporting the highlights of the study, will target the transition from the present to the identified future goal.

The need for a study of this type is increasingly obvious in these times of high profile criminal cases, cases like Rodney King, O. J. Simpson, and the Branch-Davidians in Waco, Texas. All three cases generated worldwide recognition for the agencies involved. Advances in technology will increase the speed, mobility, and flexibility of the mass media in capturing events.[1] Proactive policies and plans need to be identified, and implemented to keep up with new innovations.

METHODOLOGY

The issue of the study is stated in question form: "What strategies are foreseen in managing media relations functions in large law enforcement organizations by the year 2005?" Large law enforcement organizations will be defined as those having over 500 employees and a full-time press information staff.

The organization that will be highlighted in this case is the Long Beach Police Department (850 sworn, 400 non-sworn). Long Beach is a racially diverse community located approximately 25 miles southeast of downtown Los Angeles.

The main issue is highlighted by three sub-issues, which provide a framework to better identify and examine the dynamics of the question. The sub-issues are as follows:

Sub-Issue #1:

What societal changes may affect the managing of the media relation function? (Societal changes - movement of community opinions and tolerance levels.)

The dramatic demographic shifts taking place in Los Angeles County and Long Beach may impact the manner in which the police organization will provide information for the news media. For instance, with a heavy influx of non-English speaking residents to Long Beach, new measures should be identified to provide non-English media outlets with information[2]

Another potential impact on local media relations is the potential for new laws pertaining to the video taping of occurrences.[3] For instance, the Rodney King case is a good example of a citizen capturing a criminal act on video tape. Now the question is, does law enforcement have the right to seize this video as evidence? Moreover, if the video is sold to a news station, does law enforcement have a right to the video? These are questions which are and will be played out in legal suits; the results will have a significant effect. The central emerging issue(s) to be aware of are a changing of the customer base and the potential for new laws as a result of new technologies.

Sub Issue #2:

What impact will emerging technology have on the managing of the media relations function?

There are a number of innovations which have the potential to impact the police media relationship; for instance, improved palm-sized 8mm video cameras, which can be concealed easily on the person of a reporter.[4] In the past, it was very easy to see from a distance a news crew approaching. The large bulky camera equipment that the cameraman carried was a giveaway. The future holds small self-contained equipment that one reporter can carry, and set up by him or herself. In addition, the explosive growth in the number of satellite ground stations, allowing the routing of video

recorded information to any place in the world, on a moment's notice.[5] The central emerging issue is that future technologies will afford the media the ability to be faster and more mobile.

Sub Issue #3:

What new steps or technologies will law enforcement management use to mitigate negative public perceptions? (Negative pubic perceptions— derogatory opinions or beliefs held by person(s) not substantiated by consistent linear lines of logic or facts.)

Several proactive steps may be utilized to deal with potential crisis situations before they occur; for example: establishing procedure(s) to engage in interest based bargaining with local or regional media, establishing agreeable standards which will allow or assist the media in reporting a fair and open story. In addition, training standards can be addressed in order to provide all law enforcement personnel with media relations training, above and beyond today's standards, and the adoption of higher standards of conduct for law enforcement personnel. The central emerging theme is to provide increased training of personnel in the areas of presentation and media-related laws, as well as establishing communication and negotiation with local media policy makers. The thought is that mitigation begins prior to events occurring.

PROFESSIONAL SURVEY

With the main question providing a direction, and the three sub-issues establishing a framework, the process for gathering opinions from known professionals was constructed. A twenty-six question survey was developed and mailed to one hundred news and law enforcement practitioners. The responses indicated four key areas that these experts thought were crucial to law enforcement media relations. They are as follows:

1. A need for improved media/law enforcement training.

2. Technology will dictate that greater amounts of information will be needed.

3. The pace at which this information is provided to the media will increase drastically.

4. Policies governing law enforcement interactions with the media should be strengthened with viable sanctions.

These four crucial points had a distinct correlation to the points identified in the sub-issue framework. In order to estimate a possible future state, a futures forecasting process was undertaken.

NOMINAL GROUP TECHNIQUE

The Nominal Group Technique was utilized to capture potential future impact upon the identified topic using a nine person expert panel.

During an intensive six hour session, the expert panel identified over eighty-six (86) possible police/media relations trends and events. The ten most crucial trends and events, which may impact the main question, were identified by the panel, and are listed below:

Trends	Events
1. Media/Police Cooperation	1. Legalizing Narcotics-related Offenses
2. Social Responsibility	2. Court Decision Limiting Media Access
3. Cultural Awareness Training for Media and Law Enforcement	3. Social and Racial Riots
4. High Technology Police Reporting Systems	4. Closing of Mexican Border
5. Changing Demographics	5. Long Beach Becomes 65% Latino
6. Police Training Standards	6. City Government Corruption

7. Global Demand for Information   7. Long Beach Becomes
Major Tourist Destination

8. Ratio of Income Gap Between Top   8. Vigilante Acts
10% and Lower 10% of the Population

9. National Media Policies   9. Police Scandal

10. Sensationalized Entertainment   10. Local Cable News Broadcast
Reporting   Station Established

The four apparently crucial areas identified by the NGT panel corresponded to those illuminated by the questionnaire survey:

1) Training, 2) Technology, 3) Policies, and 4) the ability to gather large amounts of information.

The trends and events were utilized to compose a "most likely to occur" future scenario.

SELECTED SCENARIO

A data based series of forecasts were used to develop a coherent scenario—one with enough specifics to guide the strategic planning phase. The following paragraphs will provide the reader with a brief synopsis of the "most likely to occur" scenarios.

The scenario takes place in the city of Long Beach in 1997. Large media companies begin to merge, in order to control the news market. A positive that comes from the mergers is a National News Policy. The large media conglomerates introduce two new technologies: 1) desktop 24-hour computer news video, and 2) a 24-hour interactive news channel.

The city of Long Beach is chosen as a location for the first experimental systems. As a result of the new technology, the demand for information from the Long Beach Police Department increases. The Chief of Police responds by enlarging his

press information staff. After this fails, he institutes new 40-hour training program for all employees on media presentation skills. The Chief also has new policies drafted that allow greater freedom for officers when addressing issues to the media; however, severe sanctions were put in place for any violations of the new media policy. The Chief also investigates new technologies, like paperless reporting systems for the department, to assist in providing more information to his Reduced Press Information Staff.

The scenario was drafted to point out the potential that new technology brings. As companies like Fox Media continue to grow and assimilate new stations, there is a likelihood of companies merging.[6] The making of these large conglomerates would allow for greater power and influence of public policy. The police may respond to the increased demand by enlarging their PIO staff, ignoring news requests, or by training a larger number of people who can become onscene PIO's.

A strategic plan was then constructed to address the concerns identified in the scenario.

STRATEGIC PLANNING

The process involved several steps: 1) the development of a mission statement, 2) analysis of stakeholders, 3) identifying alternative strategies, and 4) the development of an implementation plan.

The mission statement identified Long Beach Police Department as becoming a recognized leader in the field of media relations. Eleven objectives were developed to serve as guide posts for the accomplishment of the goal.

The stakeholder analysis identified ten groups (i.e., community special interest, city council, and local business organizations) that would be impacted by the implementation of the plan.

Based on the above information, three possible strategies were constructed, one focusing on external change, the second focusing on internal change, and the third focusing internally and externally.

The third plan was selected as the most preferred, and the best for assisting in the accomplishing of the goal. This plan identified ten phases to assist the Long Beach Police Department in becoming a leader in the media relations field.

THE PREFERRED STRATEGY
STRATEGY THREE (10-Phase Concept)

Phase I — Establish a mandatory media relations training matrix of all police personnel. The training would be inclusive of the recruit police academy, advanced officer training, command officer training, cultural awareness training, and in service squad meeting training. The Matrix should include a 40-hour in-house training module for all employees (sworn and civilian). In addition, ethical standards must be incorporated into these sessions. Law Enforcement receives the vast majority of its negative press as a result of on or off duty indiscretions, or voids in ethical behavior.

Phase II — Instill a "customer-driven philosophy" in the police organization, the customer being the mass media.

Phase III — Ensure that the police organization has state-of-the-art equipment, in order to provide the media with timely information.

Phase IV — Ensure police personnel have the state-of-the-art equipment to gather information; for example, interactive report-taking systems from the home, or laptop paperless systems for the police vehicles. These devices offer faster dissemination of information.

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Phase V — <u>Establish a well-drafted Media Relations Policy</u>, which has sanctions (i.e., discipline) for violations.

Phase VI — <u>Establish organized local and regional press information associations</u> to 1) exchange information and learning experiences, 2) provide political and external leverage on news organizations in a watchdog capacity, 3) provide regular joint inservice training sessions for media organizations and law enforcement, 4) conduct quarterly meetings with radio, T.V., and news-related associations, and 5) engage in interest-based bargaining programs.

Phase VII — <u>Utilize political leverage with the news-related associations</u>, to introduce a regional media policy on the reporting standards of the news. Moreover, mandate ethical standards training for new and present reporters and editors.

Phase VIII — <u>Implement Computer Desktop Video Police Programming</u> (24 hours) (Rapid Information Retrieval).

Phase IX — <u>Implement interactive local municipal 24-hour cable police program</u> to disseminate information.

Phase X — <u>Ensure that promotions are geared towards advanced knowledge of media relations</u>.

This plan was designed to impact deep rooted organizational cultural norms through training, locking in place new norms with policies, and providing technological innovations to support change.

The advantage of the 10-phase plan is that it allows for the responding to environmental changes. The disadvantage is that it is a complex procedure which entails some risk. It also requires effort and extensive follow-through.

The emerging issue identified during the strategic plan was that the majority of stakeholders identified would be supportive. The only potential snaildarter (obstacle) was thought to be apathy in the command structure.

The next and most crucial step was to identify a feasible and viable implementation plan. The transition plan will be presented in great detail to emphasize the importance of its role in futures studies.

Transition Plan

Transforming the strategic 10-phase plan into operational effectiveness requires the development of a transition plan or structure. The transition plan is to ensure the orderly completion of the goals identified in the strategic planning stage. However, change can be a destabilizing force in organizations today. Patrick Connor states in his book, Managing Organizational Change, "The hallmark of organizational and managerial life in this, the last decade or so of the twentieth century, is change."[7] Change requires exchanging something old for something new. People have to unlearn and relearn, exchange power and status, and exchange old norms and values for new norms and values.[8] The transition referred to is the movement of the organization from the current state to the new state. The transition plan provides careful management in overcoming resistance, or unforeseen problems. The following areas were addressed in the management of the strategic changes:

- Critical Mass/Commitment Analysis
- Management Structure
- Transition Management Timeline

Critical Mass/Commitment Analysis

Critical mass is an analytical tool to help identify key players who are critical to the success of the strategic plan. It is designed to impose political realities in the planning process.

It is not enough that target-group members are merely aware that change is indicated. A change can be facilitated even more appropriately when they (critical mass) believe that change is a must.[9] Change is made easier if those of the critical mass: 1) perceive the presence of the problems, 2) are willing to work to remedy those problems, and 3) have the ability to do so.[10] The vast majority of the targeted critical mass in Long Beach are city government employees. As the title infers, "critical mass" targets are vital to the success of any plan. The following persons were identified as the critical targets:

1) The Mayor

2) City Manager

3) Chief of Police

4) Deputy Chief of Administration Bureau
   (Responsible for Press Information Office, Policies and Training)

5) Police Officers Association President

6) President of the Radio Television News Association of Southern California

It is believed by the author that all six perceive a problem, are willing to help, and are in a position to help remedy the situation. It is further believed that all six would be supportive and committed to the strategic changes. Five of the six leaders work very closely together on a regular basis in Long Beach. To their credit, all work harmoniously together as a city/labor management team. All would enjoy the benefits of positive media relations. Although the RTNA president does not interact with the police organization directly, the members of her group who do would be very supportive. The only estimated resistance to the plan would come from the Police Officers Association President, who would be opposed to discipline of the new policy. Probably the most frequently used method to overcome resistance to change is to educate people about change.[11] In addition, the P.O.A. President would be provided with the opportunity to give input on the formulation of the new policy(ies). He would

also be informed that officers are accountable for and expected to obey all department policies.

After identifying the critical players in the transition plan, the next step entailed the formation of a ten member committee to oversee implementation.

Management Structure

The implementation committee would have the responsibility of ensuring that all goals and timelines are met or adjusted. The chairperson of the committee would be the commanding officer in charge of Media Relations. What is also key, is that the identified members of the committee be educated on the need and goals of the department. It is a must that all members have a sense of commitment or "buy in" into the program. The committee would be made up of the following members:

1. Chairperson - Media Relations Section C/O
2. City Budget Rep.
3. Research & Development Rep.
4. RTNA Board Member (Radio Television News Assoc.)
5. Cable Company Rep.

6. Dept. Personnel Office
7. Police Officers Association
8. Long Beach Police PIO
9. Long Beach City PIO
10. Organizational Psychologist

The key component of the team will be the chairperson, who will provide leadership, instruction and vision. This position may also prove to be that of the snaildarter. Currently, in the Long Beach Police Department, all commanders are required to rotate their positions every three years. There are no guarantees that the new replacement will have the same level of commitment to the program. However, the committee members serve as a check and balance to this potential.

Once a management structure has been identified, it is crucial that all employees are informed of what is taking place. In light of this fact, Long Beach is

decentralized into four stations and numerous storefronts, several methods will be utilized:

- Electronic Mail Systems
- Department Newsletters
- A Roll Call Video
- Department Memos
- News Releases

The committee must next assess the organization's readiness for change. There are three major categories from which the assessment starts:

- Depth of Change Wanted
- Pervasivenss of Change
- Size of the Organization[12]

The Long Beach Police Department has harbored an anti-media sentiment for several decades. This sentiment has become a part of the organization's culture. The ten-phase plan is proposed in order to unfreeze old ideas, while moving and freezing into place new norms. The plan should address depth pervasiveness and size. Moreover, an informal verbal survey of employees indicated a motivation to change; however, the skills and resources needed for change are not present. The plan was designed to address these concerns.

The next step was to develop a timeline.

Timeline

A timeline for the implementation of the plan was developed with three key areas:

- Planning Phase
- Implementation Phase
- Evaluation Phase

The planning phase would encompass a time period of one month. This month will allow for the assembling of the transition committee, as well as the studying of the current state, and opportunities to educate those who will be impacted.

The implementation will take a two year period for all ten phases to be incrementally introduced to the department.

The third phase, evaluation, will be ongoing throughout the implementation process. A complete evaluation will be conducted after all ten phases have been implemented. The evaluation process will be conducted through surveys, audits, and onscene observations by committee members. The committee will also recommend solutions to problems, based on the observations reported to them.

When change is as complex as the Long Beach Police 10-phase plan, it requires a sophisticated management mechanism. The transition plan should provide that sophistication. If the entire futures process is successful for the Long Beach Police, it should:

- Produce positive changes in line and staff attitudes.
- Prompt employees to behave more effectively.
- Enhance the organization's potential for future achievement.[13]

Conclusion

This conclusion is intended to bring focus to this research effort, and to provoke further thought and study of the issue. The focus of the futures study was centered around the question of:

What strategies are foreseen in managing the media relations function, for large law enforcement organizations by the year 2005?

The futures study project identified a 10-phase strategy and transition planning process. The ten-phase plan was constructed to provide alternatives for the Long Beach Police Department in its goal to become a recognized leader in police media

relations. The plan targets internal and external factors, while ensuring that deep rooted cultural norms are impacted. The plan also provides for the potential use of technology for the rapid dissemination of data to the media and the public.

In addition, the strategy provides for the impacting of the future critical areas identified in the mail-out survey. Those areas of concern were 1) training, 2) technology, 3) policies, and 4) and the ability to gather large amounts of information for dissemination to the public.

The three sub-issues that provided the framework for the main question are:

Sub-Issue #1:

What impact will emerging technology have on the managing of the media relations function?

Technology will be the driving force behind advances in police media relations. New advances in camera equipment, computers, and satellites will allows the media to be faster and more mobile in the coverage of news events.

Law enforcement must obtain technologies like paperless reporting systems, interactive cable shows compute bulletin boards, desktop video systems, that will provide greater amounts of information.

Quicker response to events by the media will necessitate better trained officers who can answer questions professionally.

Sub-Issue #2:

What societal changes may affect the media. relations function?

The two most critical changes will be demographic changes in the city of Long Beach and surrounding communities. The second is potential changes in laws pertaining to the video taping of occurrences.

Law enforcement will need to provide information to non-English speaking media outlets in their native language. A changing customer base means the work force must adapt.

Sub-Issue #3:

What steps will law enforcement use to mitigate negative public perceptions?

Mitigation of negative perceptions does not begin at the scene of a crisis situation. Mitigation begins internally, years or months prior to a major incident. It starts with in-depth media training and viable policies.

Proactive mitigation of potential hazards will necessitate a new way of thinking and training. The new mindset will have to be woven into the fabric (culture) of the organization. Anti-media sentiments will have to be addressed and modified. A mindset of "opportunities to improve" will be introduce[1]d to substitute the attitude of "Let's circle the wagons."

SUMMARY

In closing, the same issues today will need to be addressed tomorrow. This futures piece was compiled to provide the reader with pragmatic alternatives to future media relations issues. This article focused on the most difficult and important part of a strategic plan, the transition.

The major hinderance in carrying out a strategic plan is usually due to the inadequate management of implementation. Lack of commitment, as well as unmanaged resistance, often leads to sabotage and blocking. This paper attempted to illustrate the critical need for efficient transition management.

[1] Hoenig, Gary (1987), Coping With the New Technology. The Electronic Revolution in News Photography. Pg. 10.

[2] City of Long Beach 1990 Census Report, City Manager's Special Report (1972). Pg. 1.

[3] Home Box Office Video Presentation, "Shock Video" (1994).

[4] Lester Paul Martin (1993), Juggling Journalism and Humanism. The Ethics of Photojournalism. Pg. 20.

[5] Ibid.

[6] Time Magazine (June 27, 1994), Cable's Big Squeeze, Richard Zoglin. Pg. 66.

[7] Tichy, Noel (1983), Managing Strategic Change. Wiley-Inter Science Publication, New York. Pg. 203.

[8] Connor, Patrick E. (1988), Managing Organizational Change. Praegar Publishers, New York. Pg. 95.

[9] Mohrman, Alan M. (1989), Large-Scale Organizational Change. Jossey-Bass Publishers, San Francisco. Pg. 76.

[10] Connor, Patrick E. (1988), Managing Organizational Change. Praegar Publishers, New York. Pg. 96.

[11] Watkins, Karen (1993). Sculpting the Learning Organization. Jossey-Bass, San Francisco. Pg. 239.

[12] Tichy, Noel (1983), Managing Strategic Change. Wiley-Inter Science Publication, New York. Pg. 210.

[13] Ibid. Pg. 214.

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INTRODUCTION

INTRODUCTION

"The Badge and the Pen" is a metaphoric reference of two entities dedicated to upholding the public trust. "The Badge," law enforcement officers sworn to the mission of guarding and enforcing those noble concepts housed in the American Constitution, and "The Pen," more commonly known as the "media," entrusted with the mission of ensuring that the public is kept well informed. In an attempt to illustrate the importance of the press, James Madison wrote:

> "A popular Government without information or means of acquiring it is but a Prologue to a Farce or a Tragedy or perhaps both. Knowledge will forever govern ignorance: And a people who would mean to be their own Governors, must arm themselves with the power which knowledge gives."[1]

In recent years, the media and law enforcement have worked together and against one another. In short, these two icons have a love-hate relationship. For instance, the media has been the critical component in finding lost or abducted children and fugitives. News/documentary-style programs like America's Most Wanted are prime examples of this symbiotic partnership. However, there are times when this partnership becomes adversarial, for example, the February 28, 1993 Waco, Texas shooting. In this incident, the local media (Waco Tribune-Herald) learned of the Bureau of Alcohol, Tobacco, and Firearms (ATF) plans to serve search warrant(s) at the compound of a religious cult, called the Branch Davidians. This cult was lead by Vernon Wayne Howell, better known as David Koresh. The local paper, having knowledge of a potential raid, was asked not to print a series of stories about the leader, entitled the "Sinful Messiah."[2] The ATF asked the paper to not print the story, because it might alert the cult to the raid. However, the paper did not cooperate, and printed the first of a five-part series the day prior to the service of the search warrant. It was learned later that the article did in fact alert the Branch-Davidians. In his 8:00 a.m. worship the day prior to the warrant service, Koresh preached about the article "Sinful

Messiah." In addition, Koresh concluded his sermon by stating "they" (law enforcement officials) were coming for him.[3]

These are only two examples of how the two entities can work together or against each other.

The need for this study becomes glaringly apparent when events like the Waco incident, the arrest of motorist Rodney King, and the trial of O.J. Simpson hurl law enforcement organizations into the forefront of global news. Are most law enforcement organizations prepared to manage media events of this magnitude?

There have been many books and articles drafted on how to write a press release, and how to conduct oneself during a hostile news interview. However, a need exists to provide practical concepts for law enforcement executives on how to establish or improve relationships with the mass media. Most do not provide information on how to impact cultures and sub-cultures in law enforcement organizations, which may not trust or like interaction with the media.

The goal of this study is to look at these very issues in a futures oriented slant, to provide law enforcement management with the tools to more effectively deal with the media of the future.

The study will focus on "What strategies are foreseen in managing Media Relations functions in large law enforcement organizations by the year 2005?" Large law enforcement organization will be defined as those having over 500 employees and a full-time press information staff.

The organization that will be highlighted in this case study is the Long Beach Police Department. Long Beach is a southern California city, approximately 50 square miles in size, located in the suburbs of Los Angeles County, 25 miles southeast of downtown Los Angeles. Long Beach's population is a diverse 429,433 citizens, with a Police Department of 1,250 employees (850 sworn, 400 non-sworn).

For the purpose of this paper, the term "media" will be defined as:

Print — News-related tabloids, periodicals, grassroots local, state, national, and international publications (Quad City Community News vs. Jebens).

Radio — Broadcast news-related programs transmitted by radio waves—local, state, national, and international programs.

Electronic — Refers to the television medium.

Reporter — An individual employed by the print, radio, or electronic media to convey information to the public.

BACKGROUND

In order to understand media relations as it exists today, one must appreciate the historical context and cultural milieus. The news media has gone through several phases of evolution in this century.

1930's

The early 1930's was a time of experiments for the electronic media. The National Broadcast Company (NBC) opened the first television station (WZXBS) in July of 1930. The first attempts to televise news was by CBS (station WZXAB) in 1932. The program consisted of charts, based on the presidential election returns.[4] However, radio and print media were the primary methods of bringing news to the public.[5]

1940-1960

Author David Dary asserts in his book T.V. News Handbook that the 10 year period following World War II was referred to as the "groping years" for T.V. news. Dary points out that T.V. networks had difficulty adapting successful radio news

programs for television.[6] The print media experienced an era of stable growth during this period.[7]

1960-1970

William Wood states in his book Electronic Journalism, "Although television news had made progress during the 1950's, it was not until the 1960's that television news began to mature. Videotape, satellites, improved film, and camera gear helped."[8] However, Wood points out that recognizable journalists (Cronkite, Rather, Mudd) made the biggest impact.[9]

Radio programming experienced a decrease in listenership in the late 50's and early 60's, due to the affordability of televisions.[10]

The mid-60's was when television news became "big business."[11] America was firmly planted in the midst of the Civil Rights movements, and Vietnam loomed around the corner. By 1967, the half-hour local T.V. news program had become commonplace. Color T.V. hit the market, which also had a significant impact.

1970's

The 1970's brought a stabilizing time for the mass media field. By 1970, the explosion in television news had leveled off.[12] Advances in technology, with the introduction of lightweight cameras, brought an era of speed, editing, flexibility, and mobility to the electronic field.[13] Because of the efficient handling of the news, the mass media came under attack from legislators and law enforcement officials.

In September 1970 in a speech to a Radio and T.V. Convention, Walter Cronkite said, "We must fight tenaciously to win through Congress, and the courts guarantee that will free us forevermore from the present restrictions on our craft."[14]

The 70's became an era of solidifying the media's abilities and limitations through highlighted court cases. There are several significant laws resulting from court cases that set the parameters for the media during law enforcement interactions.

Legal Issues

The origins of the media's constitutional right to access news began in the 1972 Supreme Court case of Branzburg vs. Hayes. In that case, the court observed that "news gathering is not without its First Amendment protections," and that the press has the right to gather news "from any source by means within the law".[15] However, the Constitution does not guarantee special access for these inquiries, above that of the general public.

The second recent court case which dealt with the media's role was in 1977, Houchins vs. Television Station KQED.[16] In Houchins vs. KQED, upon reports of an inmate suicide blamed by some on living conditions inside the jail, Station KQED requested permission to inspect the jail. The local Sheriff denied the request. The Sheriff did change his stance at a later date to permit monthly public tours of certain portions of the jail by the general public. Recording devices and cameras were prohibited.

The Supreme Court ruled that, "Neither the first Amendment nor the Fourteenth Amendment mandates a right of access to government information or sources of information within the government's control."[17] The court counseled that the appropriate method by which the public may be informed of jail conditions was a policy decision to be resolved by the legislature.

The third court case was Press Enterprise co. vs. Superior Court of California.[18] There, by order of the trial court, the preliminary hearing in a murder case was closed to both the public and the press, and transcripts were sealed. In a suit to force release of the transcripts, the issue before the court was whether the First Amendment guaranteed access to news (i.e., the transcripts of the preliminary). The court ruled for the media, based upon a two-pronged test:

1)   Whether the place and process has historically been open to the press and public.

2)   Whether public access plays a significant positive role in the functioning of the particular processes in question.

The Branzburg, KQED, and Press-Enterprise trilogy, which carved the First Amendment right of media access to news in the 1970's, is important because it recognizes the important societal role served by the media. These court cases served as guidelines to establishing California laws pertaining to media access.

California Law

409.5 Penal Code

"Although the United States Supreme Court has recognized that the news media has no greater right of access to "on-the-scene" events than the general public, the California Penal Code Section 409.5(a) allows representatives of the media to enter scenes of riot, civil disturbances, flood, storm, fire, earthquake, or other disasters. There is no right of access to crime scenes for the media or the public."[19]

6254(F) California Government Code

This section requires that certain information be made available to the public. In some cases, there are certain individuals (i.e., victims) that can obtain specific types of information.

Categories of crime reports subject to release under this section:

Arson; Burglary; Explosion; Fire; Larceny; Robbery;

Vehicle Theft; Crimes of Violence; Vandalism.[20]

In summary, this paper is to provide the reader with critical information on the possible future of Police Media Relations. The author will endeavor to explore related trends and potential events that may impact the field of media relations and police interaction.

This paper will be presented in three sections:

Chapter 1   -   An analysis of trends and potential future events and their interrelationships.

Chapter 2   -   A Strategic Plan for managing the media/ law enforcement relationship.

Chapter 3   -   A Transition Plan to facilitate implementation of the Strategic plan.

CHAPTER ONE

A FUTURES STUDY

WHAT STRATEGIES ARE FORESEEN IN MANAGING MEDIA RELATIONS FUNCTIONS IN LARGE LAW ENFORCEMENT ORGANIZATIONS BY THE YEAR 2005?

METHODOLOGY

The futures study section deals with the questions of what's going to happen.

The following issue(s) and sub-issues were developed for a futures management study. This study will examine how practitioners may impact the media realm in 2005. This paper will illustrate that the driving forces for change will be emerging technology and information gathering innovations.

Issue:

What strategies are foreseen in managing media relations functions in large law enforcement organizations by the year 2005?

Sub-Issue #1:

What societal changes may affect the managing of the media relations function? (Societal changes—movement of community opinions and tolerance levels.)

- DEMOGRAPHICS —— (Statistical Excerpts Taken From 1990 Census)

  California - In 1990, California had 29,839,250 residents, the largest population of any state in the nation. This was 11 million more people than the nation's second largest state, New York. California is the nation's most racially diverse state (69% White, 13.2% Latino, 9.6% Asian, 7.4% Black, 0.8% Other).

  Los Angeles County - Is the most populous county in the state of California. The population of the county in 1990 was 8,863,164. L.A. County is more diverse racially than the state (37.8% Latino, 15.5% Black, 10.8% Asian, 40.8% White).

  Long Beach - The population of the city as reported by the United States Census was 429,433 on April 1, 1990. Long Beach is the second largest city in Los Angeles County, the fifth largest in California. Long Beach has also become extremely diverse over the past decade (49.5% White, 23.6% Latino, 13.6% Asian, 13.2% Black). The future holds greater diversity, coupled with greater opportunity.

- PRIVACY ISSUES —— As the videotape camcorder becomes more affordable, issues of privacy will arise. There are already court cases that are springing up concerning private citizens violating the privacy rights of others by filming different acts.[21]

- INCREASED ACCOUNTABILITY —— In the South and Midwest, there is a trend in local news programming. The news is becoming more customer sensitive. Several stations have begun "Family Sensitive News Programming," as a result of community backlash. Society is becoming increasingly less tolerant of gratuitous violence, even in news broadcasting.

- ELECTRONIC TEMPTATIONS —— The media (electronic) has the difficult task of being the eyes of the public. In addition, they are highly visible as they carry their equipment in and around news scenes. Sometimes they have only seconds to capture an image before it disappears forever; yet, to the public, the job may appear to be voyeuristic or even ghoulish.[22] New technology has allowed the media to enhance pictures, but electronic editing gives them the power and temptation to alter the truth. The message could go from news to deception. Standards and guidelines have become a very important topic for the media and law enforcement as well.[23]

- MEDIA UNDER FIRE —— "As tensions rose, and the skies of Los Angeles filled with smoke, the journalist's camera came to be seen by the rioters as another enemy rather than a witness to their anger".[24] The public's respect for the media has decreased dramatically in past years. Robert McCloskey, former reporter for the Washington Post, stated in a 1983 article that the public's confidence level in the media dropped from 29% in 1976, to 13.7% in 1983, as recorded by the National Opinion Research Center.[25] Henry further asserts that arrogance, insensitivity,

sensationalism, and the sounding of First Amendment alarms at every provocation have all cost the media sympathy. "There is no longer a prevailing feeling that the press is fighting to right a wrong." In the "Police/Media Relations" publication put out by the National Press, the number of physical attacks on T.V. photojournalists rose from 22.0% in 1990 to 40.6% in 1991; 64.9% encountered open "hostility" towards the media in 1990, and 91.2% of photographers encountered hostility in 1991.[26]

Sub-Issue #2:

"What impact will emerging technology have on the managing of the media relations function?" (Emerging Technology——new invocations of information gathering and dissemination.) "Modern technology and the U.S. Constitution appear to be on a collision course".[27]

- INTERACTIVE REPORTING SYSTEMS —— Automated systems that will allow a citizen to see and converse with an officer at a station from their living room, or to update a report, will help ensure more control of information by law enforcement. Currently, the media is made aware of many events by listening to police calls on a scanner. Eliminating this public access gives law enforcement more leverage. However, the First Amendment guarantees the media access to public information (Branzburg v. Hayes). We are mandated to provide the media with information, but the method utilized is a policy decision (Houchins v. KQED). Even the most cherished rights of freedom of religion, speech, and assembly could be endangered in a "high tech" state (America Undercover Series, 1993, "Shock Video").

- VIDEO CAMERAS —— With the emergence and popularity of the portable video camera, the media industry has found thousands of freelance "on-the-scene" recorders. Therefore, officers' actions and inactions will be scrutinized more than ever before. The introduction of Hi-8mm metal tape makes it possible to get video shots from inconspicuous cameras. Palm-sized 8mm cameras make it possible for

news "Videographers" to become practically invisible.[28] The future will bring smaller and more sophisticated equipment that may be used to capture events that could not be captured in the past.[29]

The Fourth Amendment was drafted to protect citizens against unreasonable searches by the government; new technology may be the catalyst for new laws to protect private citizens against unwanted intrusions.

The following are excerpts taken from HBO's Undercover series, "Shock Video," 1993: "The video camera has changed our world, showing us things previously hidden from view, creating a new video world. So swift has the video revolution overtaken us, that we haven't had enough time to count its blessings or consider its dark side." "A brutal police beating is recorded on home video; a nanny abuses a child, watched by the home video camera; student demonstrators in Taiwan use home video to show the world their oppression; a couple making love on a roadside find themselves exposed and watched by millions."

"Is the 'video camera' the best thing in crime fighting since Superman? Or is it 'Big Brother' stripping us of our privacy?"

• SECURED POLICE TRANSMISSIONS —— As law enforcement departs from airwave transmissions, whether by interactive systems, digital hand-held radios, or paperless reporting systems, these processes will ensure greater security and better information management and control. Law enforcement will also need to pay better attention to "hackers" who may remove or "plant" information in computerized systems.

• LISTENING DEVICES —— In today's market, we have many new devices which may become more sophisticated and problematic. For instance, thanks to new technology, many phones are in cars, hip holsters, or packs slung across our shoulders. Cellular telephones are becoming commonplace. But, they are merely

radios on a frequency; sophisticated scanners picked up from your local radio shop will allow a person to listen to all local cellular phone calls. There have been media representatives who have monitored police transmissions for information at crisis scenes. These situations also evoke new ethical and legal considerations.

- SATELLITE TRANSMISSIONS —— The most dramatic change in television news technology in this decade is the explosive growth in the number of satellite ground stations; news video can be routed through space to anyplace in the world on only a moment's notice.[30]

- COMPUTER NETWORKS —— As government and private agency computers become more compatible, information on a person's criminal record, credit history, tax returns, and medical records will be gathered and stored in a single data bank. A person's activities could be recovered through computer access. This system will become even more complete as society moves to a cashless system. A Universal Card for all charging will have pertinent information on one's entire history.[31]

- DESKTOP VIDEO NEWS —— In September 1994, NBC started delivering a multimedia business newsfeed service designed for the financial services industry. The Desktop Programming is available 18 hours a day and focuses on live coverage of major events (Telemedia, 7/94).

Sub-Issue #3:

"What new steps or technologies will law enforcement management use to mitigate negative public perceptions?" (Negative Public Perceptions —— derogatory opinions or beliefs held by person(s) not substantiated by consistent linear lines of logic or facts).

- IMAGE MAKING —— Law enforcement should utilize the art of persuasion and image building, much like the large private corporations of today.

- LAW ENFORCEMENT will adopt higher standards.

- LAW ENFORCEMENT LEADERSHIP will recognize the influence and power that exists with communication. The communication of the future will be done by a Chief Executive Officer who will persuade, influence, and move opinion through his/her communication skills. Technological innovations may provide the vehicle for accomplishing this mission.

- POLICE MANAGERS will be very skilled at fighting public crises in the media. They will be armed with the skills of influencing perception and publicity. Technology will allow or dictate immediate responses from leaders to control potential hazards.

Several research methods were utilized to gather and analyze information in order to construct a possible future state.

The methodologies utilized were as follows:

I. Futures Wheel

II. Futures File

III. Literature Research

IV. Expert Questionnaire/Survey

V. Nominal Group Technique (Trend/Event Forecasting)

VI. Cross Impact Evaluations

At the conclusion of the above processes, three future scenarios were drafted. This section will provide an intricate look at the methodologies utilized, and the results that were extrapolated from the process.

FUTURES WHEEL

The Futures Wheel was developed as a result of a brainstorming session with a Command College classmate (Lt. Don First, Long Beach Police).

The futures wheel is a technique for graphically depicting interrelationships and consequences of issues and subissues. The key issue is identified in the center of the wheel (strategies which may impact managing the media relations function in 2005), with the sub-issues (Technology, Societal Changes, Negative Perceptions) at the outer portion of the wheel. The futures wheel illustration is located on the following page.

EXPERT QUESTIONNAIRE SURVEY

The next phase dealt with an expert questionnaire/survey (Appendix 1), in which one hundred media executives were asked their opinions on the future of media relations.

The following pages are a compilation of excerpts and analyses taken from the expert surveys, which were mailed to participants in March of 1994 with a recommended three week return date. The author obtained a 27% return rate. Two survey returns were eliminated because of extremely poor penmanship (illegible). The following excerpts were taken from the remaining 25%.

For the purpose of this report, the response analysis has been limited to the ten most pertinent questions which help illuminate the identified subissues. All questions are in an open-ended format in order to extract expert opinions. The analysis of the ten questions is provided below:

Analysis of Question #8 - How do you perceive the working relationship between law enforcement and the media?

It appears that there are inconsistencies in the interactions with different law enforcement agencies and media personnel. Very few respondents

Table 1

FUTURE WHEEL

SOCIETAL CHANGES

- First Ammendment
- Standards
- First Amendment
- Tabloid Journalism
- Media Under Fire
- Privacy Laws — Privacy Issues
- Gender
- Demographics
- Aging Population
- Conservative Baby Boomers
- Ethnicity
- Increased Accountability
- National Policy

STRATEGIES IN MANAGING POLICE MEDIA RELATIONS FOR LARGE DEPTS. BY 2005?

TECHNOLOGY

- Law Suits
- Hi-Tech Listening Devices
- Crime Reduction
- Society Surveillance
- Video Cameras
- Satellites
- New Laws
- Computer Networks — Hackers

NEGATIVE PERCEPTIONS

- Increased Skills
- Leadership
- Increased Skills
- Training
- Standards Raised
- Image Making

categorized the relationship as uniformly "pleasing." A large number of respondents used the terms "adversarial" or "strained" in their descriptions.

Analysis of Question #9 - How would you rank this relationship? (The author wanted to force respondents to pick a specific response area, for better clarification of Question #8.)

Good - 6

Fair - 16

Poor - 3

The majority of respondents indicate that the relationship can be categorized as fair; however, linked with the answers to Question #8, it is obvious there is room for a great deal of improvement. It appears that all respondents simply "deal" with the current model.

Analysis of Question #10 - What can be done to improve this relationship?

The respondents identified a common theme, "Education and Exposure." Key points identified:

- Commitment from the top down with viable enforced policies.
- Raising and enhancing internal standards, in order to eliminate negative perceptions.
- Ride-alongs for the media and law enforcement policymakers.
- Training; enhancement of skills necessary to be more effective in the media environment.
- Raising the levels of trust and confidence between both entities.

Analysis of Question #11 - Do you anticipate any changes over the next decade in laws, rules or policies that will possibly affect how the media does its job today?

Excerpts:

Yes	No	I Don't Know
16	3	6

Indications are there will be some type of movement in the policies governing the media. Question #12 asks for a more detailed explanation.

Analysis of Question #12 - If yes, please explain.

Respondents assert that changes will come in the strengthening of California Penal Code section 409.5 PC (addressed in the introduction under Background), which defines when media can access a scene. In short, the media currently does not have the right to access a crime scene, but does have the privilege to access the scene of a natural disaster. Moreover, law enforcement may be the initiators, to allow more access in order to improve relations.

Respondents further assert that technology will play a role as the superhighway provides faster methods of disseminating information. As a result, laws will be enacted to protect privacy rights of citizens.

Analysis of Question #13 - Do you anticipate any technological changes that will impact the media field over the next decade? If yes, please explain and identify.

It is clear that as cameras become smaller (8mm Hi-8 video), they will allow the news reporters greater and quicker mobility.

As technology increases, interactive news may be the call of the day. A viewer may have the option of looking at a typical 90-second sound bite news story, or push a menu and get the same story in a 15-minute presentation, highlighted by investigative reporting.

Analysis of Question #14 - With the above technological changes, will the police/media relationship improve or be harmed?

The respondents give a pretty definite "maybe" as the overall response. Some believe technology will improve the relationship; some think it will not; most don't know. One respondent asserted that guidelines should be established proactively, in an attempt to preserve a working relationship.

Analysis of Question #24 - Will demographics affect the future of police/media relationships? If yes, in what way? (Note: The author was attempting to assess if the power structure of a community changed demographically, would the media reflect the regional changes? Demographers predict large demographic changes in California over the next decade, especially in Southern California.)

Results of the overall respondent rate indicated that 40% thought demographics had no correlation to media/police relations; 60% thought there was a strong correlation between media/police relations and demographics. Law enforcement agencies must evolve with their external customer base.

Analysis of Question #25 - How will tabloid news affect serious news programming, and citizens' opinions?

The purpose in exploring this question was to see if industry standards were perceived to be deteriorating, and if there was a correlation between the quality of stories and competition for sponsorship. It appears that the respondents affirmed these assumptions. How does this affect the media/police relationship? Perhaps, in two distinct ways:

1. The media may obtain more quality information, and produce a better story.

2. Produce sub-standard products (or stories) based on a maze of third party statements, and inflame an already strained relationship.

Analysis of Question #26 - Identify any issue that you see as important...over the next decade.

The respondents illuminate several important and critical ideas which may impact the future media/police relationship.

In conclusion, the expert responses indicate a need to improve media/law enforcement training; technology will dictate greater amounts of information will be needed for the media, at a faster pace; and law enforcement policies governing law enforcement interaction with the media should be improved and strengthened.

NOMINAL GROUP TECHNIQUE

The Nominal Group Technique was utilized to capture potential future impact upon the identified topic, using an expert panel (i.e., a panel consisting of trained knowledgeable professionals).

During an intensive six-hour session, the expert panel identified over eighty-four (84) possible events and trends (Appendix 3).

The NGT is a small group process for achieving agreement on the answer to a single, usually complex question by alternating private work and open discussion. It is used to identify and define all significant trends and events on the issue and then rank order them. It is then followed by a forecasting panel process.

Prior to the meeting of the group, each participant was provided with an in-depth synopsis and history of the subject matter, in addition to an overview of the NGT process.

Expert Panel

Jim Crutchfield, Executive Editor, Long Beach Press-Telegram

Robert Sudock, Director of Engineering, KTTV Fox News

Michael Skogh, Chief of Police, Los Alamitos Police Department
(Past Command College Graduate)

Scott Bryant, Executive Director, Management Consultant

Robert Rhia, Jr., Freelance Photojournalist, USA Today

Robert Anderson, Press Information Officer, Sworn, Long Beach Police

Karen Kerr, Press Information Officer, Non-Sworn, Long Beach Police

Ray Jordan, Commander North Patrol Div., Long Beach Police (Past Command College Graduate)

Dale Brown, Commander Internal Affairs, Long Beach Police (Past Command College Graduate)

Each panelist, well-researched and prepared, provided input in a "roundrobin" format which was captured by two scribes on a flip chart. In addition, a third scribe, seated to the rear of the room, captured all information stated or written. Trends were first identified in a brainstorming format. Scribes were careful to capture all information, while obtaining clarification, ensuring the correct representation of ideas. At the conclusion of this phase, the scribes, with the help of the expert panelist, went over the extensive list and combined and eliminated repetitive statements. After several elimination rounds, the lists were voted on and narrowed down to the top ten. The panel identified those topics which they felt were most important to the discussion of future media relations. The same process was conducted with the events. Several elimination rounds were conducted, and the list was narrowed to the ten most pertinent events.

The following is a compilation of the top ten events and trends:

Top Ten Trends Ranked:

A trend is a series of events by which change is measured over time. It contains events that are related and can be forecasted, but does not include a predetermined measurement.

1. Media/police cooperation.
2. Sense of social and community responsibility.
3. Cultural awareness training within law enforcement and the media, as it relates to customers.
4. High-tech police systems for gathering information.
5. Customer base changing (rate of demographic change).

6. Need for media training standards for police.

7. Level of worldwide demand for news.

8. Amount of separation between classes (haves vs. have-nots).

9. Formulation of National Media Guidelines.

10. Shift in entertainment reporting.

Forecasting Trends

Using a Trend Evaluation Form, the panel was told to use a base number of 100 for each trend as it stands today (1995). They were then asked to think back five years and also project out five and ten years and provide a number they felt the trend was or would be in comparison to today's level. Utilizing this format, the panel established a low and high range, with a median.

The results and trend charts are listed below.

Trend 1 - Media/Police Cooperation

300 │
250 │
200 │
150 │
100 │
50 │
0 │
    1990   1995   Year   2000   2005

—○— Low   —■— Median   —●— High
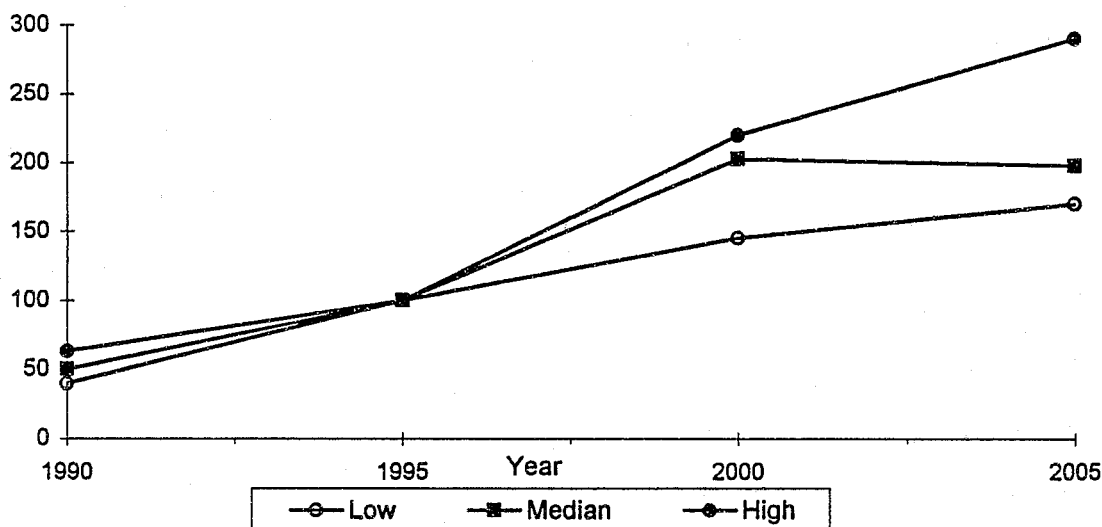
Trend 1 Analysis —— The graph reflects that the panel generally believed that the trend has been increasing over the last five years, and will continue to do so until the year 2000, when a slight decrease will occur.

Using 100 as a base number for today, the panel forecasted this trend with the following high/low ranges: Five years ago (1990): low=48; median=50; high=60. The year 2000: low=100; median=160; high=190. The year 2005: low=150; median=155; high=255.

The panel asserted that this trend could indicate future collaborations and partnerships with media and law enforcement. The panel felt that the media may have technological advances (i.e., long-range cameras) which may assist in the police mission.

Trend 2 - A Sense of Social and Community Responsibility
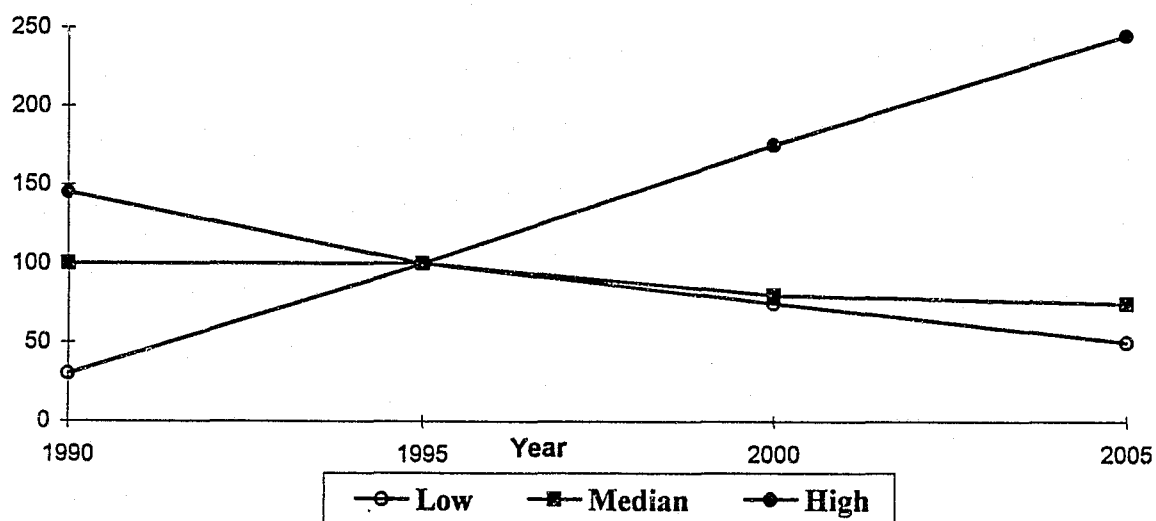
Trend 2 Analysis ——— The panel defined this as "taking responsibility for your actions." The panel stressed the need for more consciousness at the micro and macro levels. Further, the panel highlighted the media as being a part of a community, and having a responsibility to the standards of that macro community.

Using 100 as a base number for today, the panel forecasted this trend as follows: Five years ago (1990): low=25; median=100; high=149. The year 2000: low=60; median=70; high=150. The year 2005: low=50; median=68; high=250.

The graph indicates a stabilizing of social and community responsibility in the year 2000.

Trend 3 - <u>Cultural Awareness Training</u>
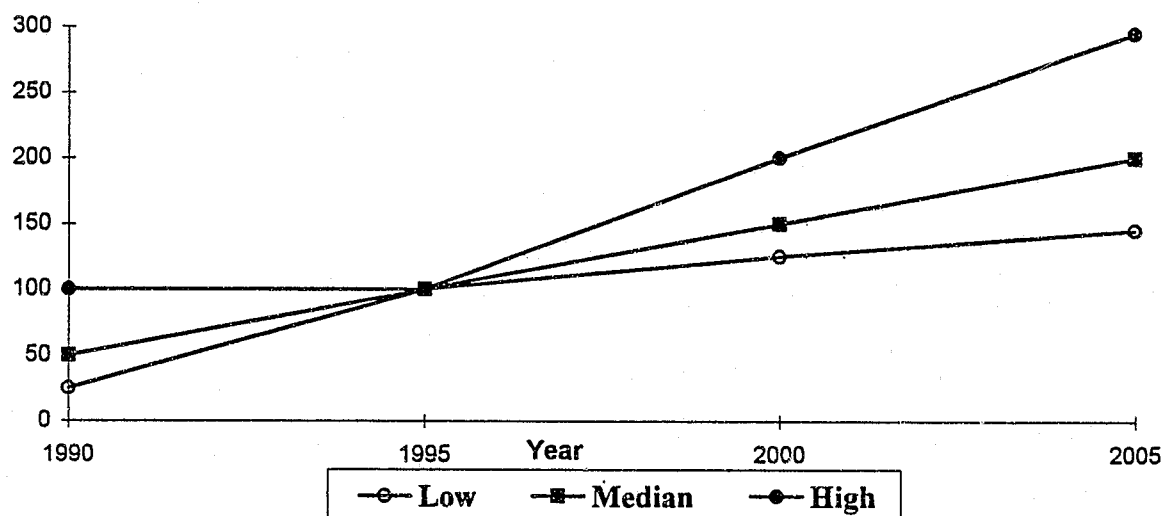
<u>Trend 3 Analysis</u> ——— The panel asserted that this trend deals with quickly changing demographics of the Southern California Region, where citizens of Latino and Asian descent will soon become the majority. With these demographic changes, the panel felt that the media's role would change slightly, or adjust for the majority constituency.

The panel added that law enforcement will have to continue to expand cultural diversity training. Bilingual officers will become very necessary.

Using 100 as a base number for today, the panel forecasted this trend as follows: Five years ago (1990): low=10; median=50; high=99. The year 2000: low=105; median=120; high=160. The year 2005: low=105; median=150; high=270.

The panelists indicated on this graph that cultural awareness training will become an increasing need for law enforcement and the media over the next ten years.

Trend 4 - High Technology Police Data Systems
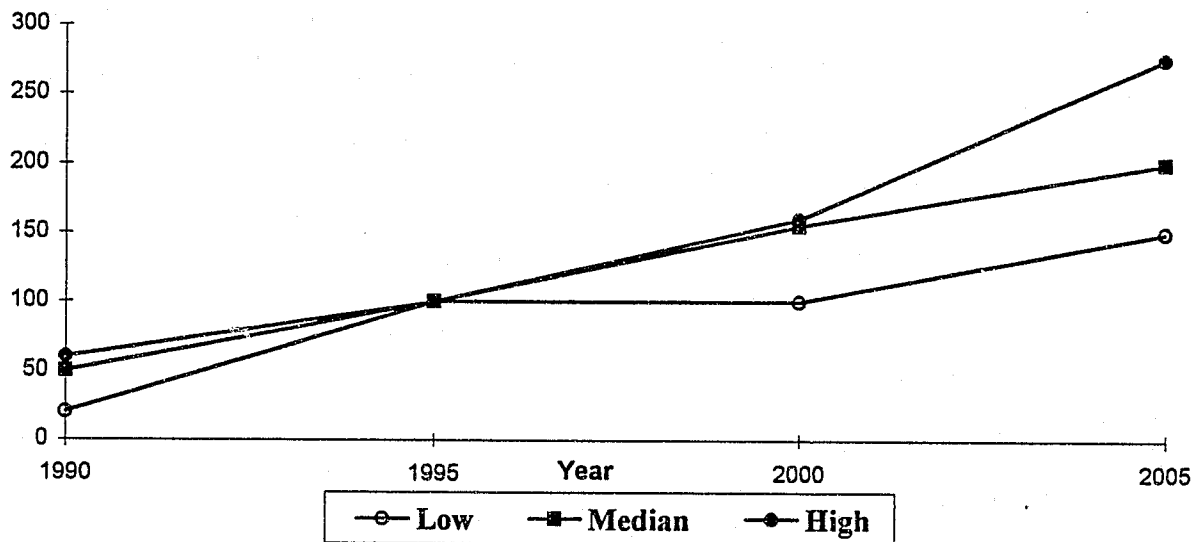
Trend 4 Analysis ——— The panel asserted a belief that police-operated data gathering methods would improve as law enforcement acquired the budgets to purchase these new systems.

Using 100 as a base number for today, the panel forecasted this trend as follows: Five years ago (1990): low=20; median=50; high=60. The year 2000: low=100; median=155; high=160. The year 2005: low=150; median=200; high=275.

The panel indicated an increase in this trend over the past five years. The trend appears to continue over the next decade. This trend by estimates can be characterized as an "explosion." The expert surveys earlier referenced show the same patterns of increased media-related technology.

Trend 5 - Changing Customer Base (Rate of Demographic Change)
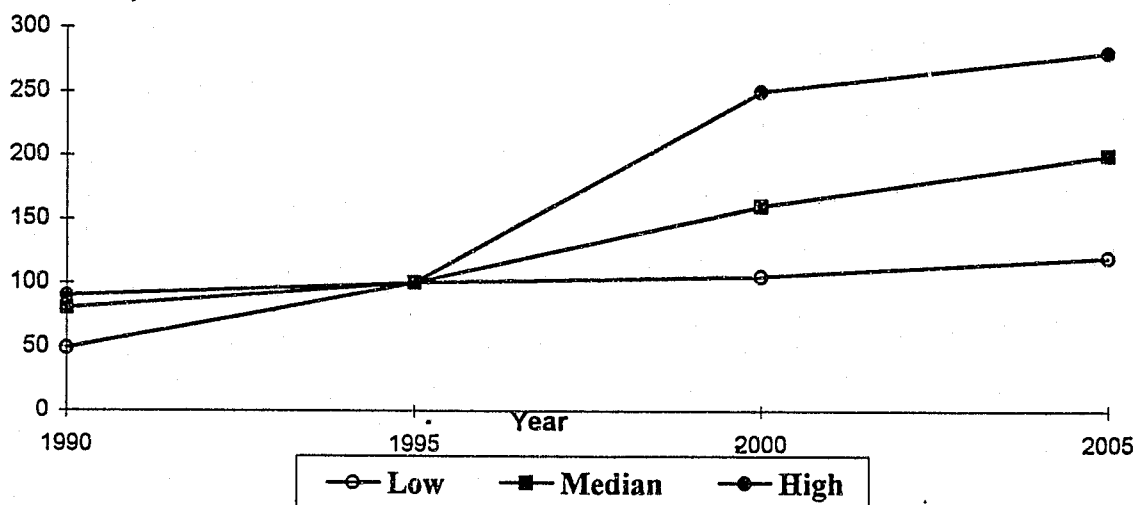
Trend 5 Analysis ——— This trend relates to the rate of demographic change. The panel felt that this trend would necessitate law enforcement using new methods of communication to ensure a high quality of customer service.

Using 100 as a base number for today, the panel forecasted this trend as follows: Five years ago (1990): low=49; median=80; high=90. The year 2000: low=105; median=160; high=240. The year 2005: low=120; median=200; high=280.

The graph shows a slight increase over the past five years in the rate of demographic change, with a significant increase over the next ten years.

The panel thought this trend indicated a need for "better marketing and training of employees." As the customer base changes, it will be necessary for management to provide the line officers with the tools to cope.

Trend 6 - A Need For Police Media Relations Training
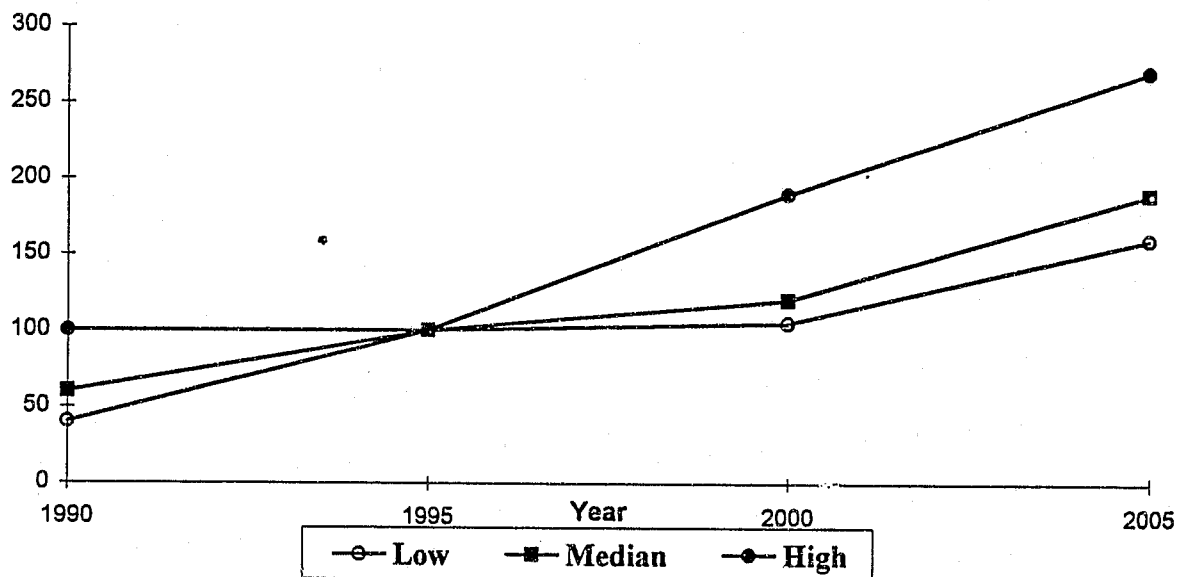
Trend 6 Analysis —— The panel defined this as the need for increased hours of media relations training for all officers. The panel thought it will be extremely important over the next decade that line officers understand the laws governing, and the capabilities of, the mass media.

Using 100 as a base number for today, the panel forecasted this trend as follows: Five years ago (1990): low=40; median=60; high=100. The year 2000: low=105; median=120; high=190. The year 2005: low=160; median=190; high=270.

The graph shows a steady increase or need for improved training for the next decade. This pattern correlates with trend 5.

Trend 7 - <u>Worldwide Demand for News (Increased Demand for Information)</u>
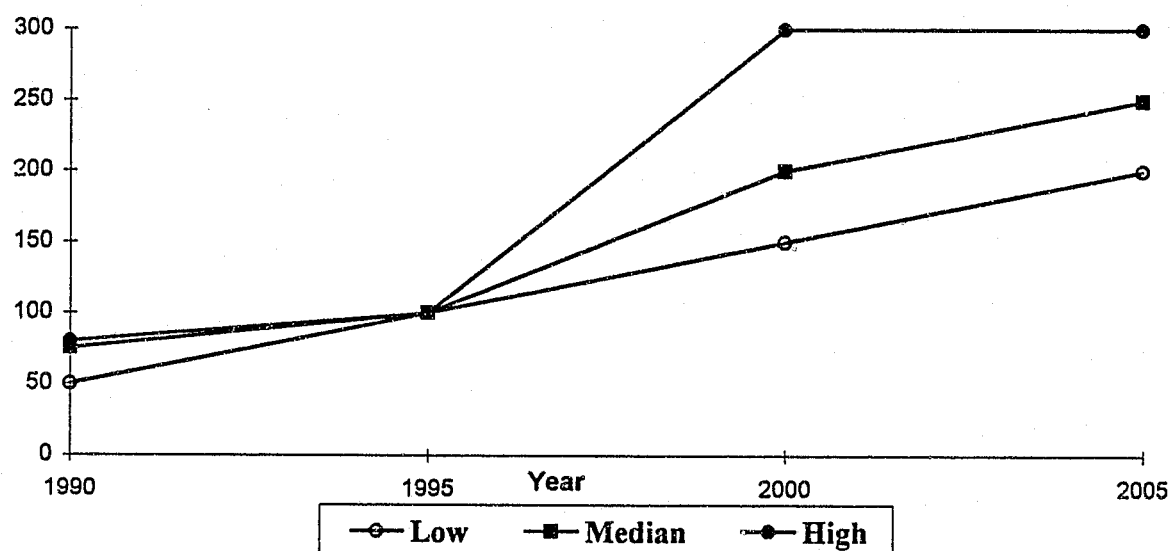
<u>Trend 7 Analysis</u> ——

The graph indicates a very significant increase in this trend over the next ten years.

Using 100 as a base number for today, the panel forecasted this trend as follows: Five years ago (1990): low=50; median=70; high=80. The year 2000: low=149; median=200; high=300. The year 2005: low=220; median=250; high=300.

Notice the closeness in the scores five years ago; this indicates that the panel felt there was and would be a significant desire for worldw information. According to the panel's graphed opinions, this need will triple (on the high end) over the next decade.

This trend has the potential of impacting (to a large degree) the other nine trends.

Trend 8 - Class Separation/Disparity
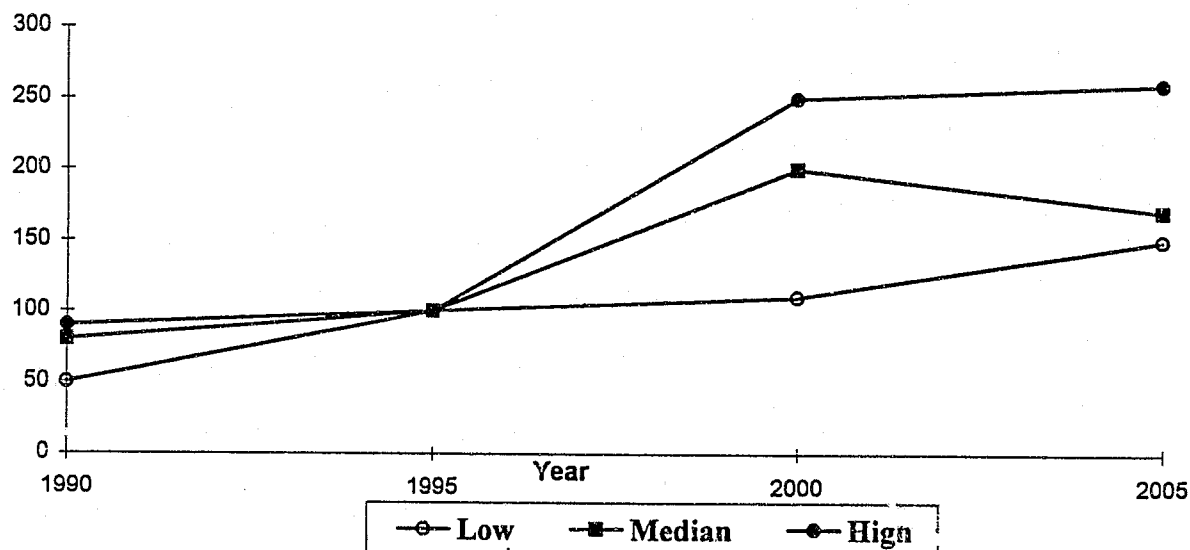
Trend 8 Analysis —— The panel felt that a growing problem or issue was the differences between economic and educational opportunities between the very rich and the very poor. The panel felt that a good indication of this was the recent riots experienced in Los Angeles in the early 90's.

Using 100 as a base number for today, the panel forecasted this trend as follows: Five years ago (1990): low=50; median=80; high=90. The year 2000: low=110; median=200; high=250. The year 2005: low=150; median=170; high=260.

The panel further asserted that this increase in separation may diminish when the overall national economy began to improve, or a political ideological change occurred. The panel summarized that as the gap between "haves and have nots" enlarged, crime would increase, dictating a stronger approach by police.

Trend 9 - <u>National Media Guidelines</u>
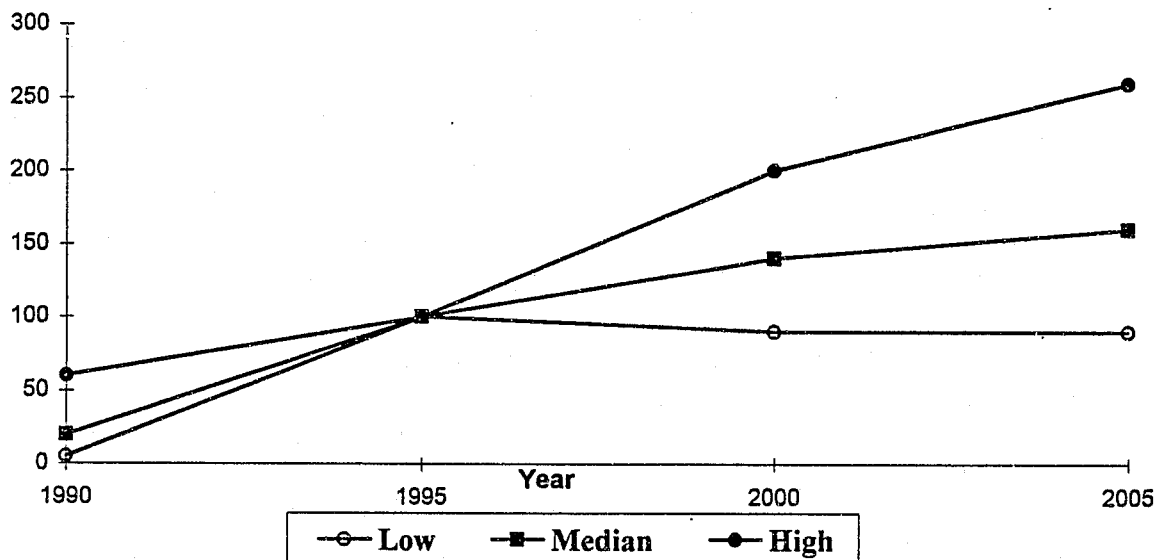
Trend 9 Analysis —— The panel reports an obvious increasing need for a comprehensive national policy.

Using 100 as a base number for today, the panel forecasted this trend as follows: Five years ago (1990): low=5; median=20; high=60. The year 2000: low=90; median=140; high=200. The year 2005: low=90; median=160; high=260.

Notice the closeness and low range of the scores in 1990. The panel felt that the identified increase, or the increased need for a policy, would be driven by tabloid-style journalism (T10).

Trend 10 - Frequency of Entertainment Reporting
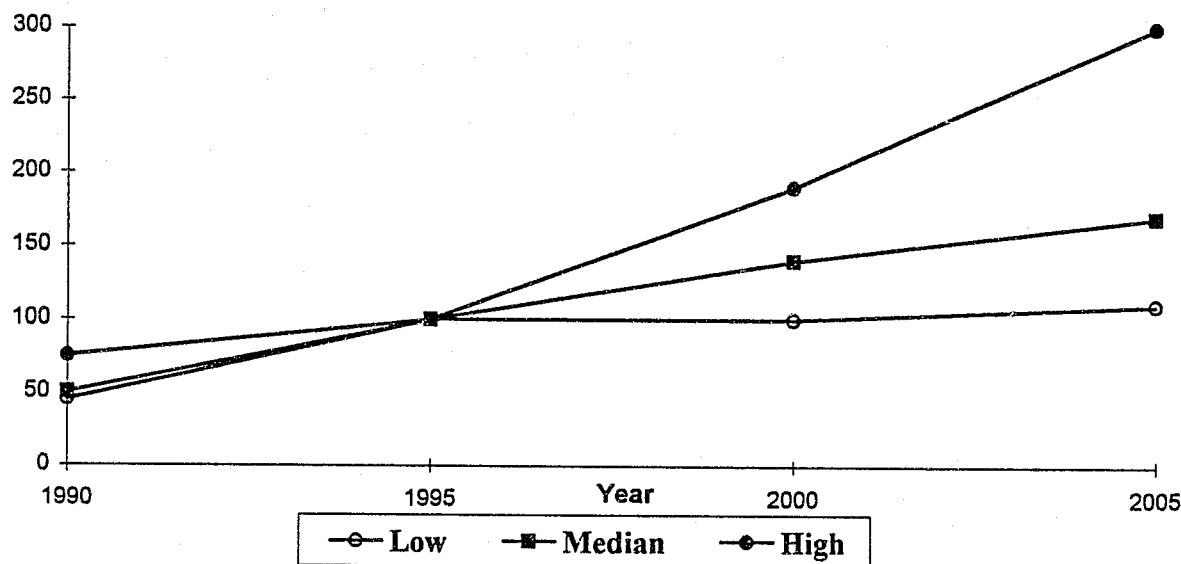
Trend 10 Analysis —— The panel indicated this trend will be a significant motivating force over the next five years.

Using 100 as a base number for today, the panel forecasted this trend as follows: Five years ago (1990): low=45; median=50; high=75. The year 2000: low=100; median=140; high=190. The year 2005: low=110; median=170; high=300.

As the graph indicates, there has been a consistent increase over the past five years, with the pattern increasing over the next decade. The panel felt that there will be a continued attraction to sensationalized journalism by the public.

Trend Summary

Analysis: Most of the identified trends increased, with the exception of Trend 2 (social responsibility). The range on that graph indicates a slight decrease of the median and low ranges. However, the graphs point to potential significant changes for the media/police relationship for the year 2005, and the strategies to cope with these changes.

TREND EVALUATION FORM

TREND STATEMENT	LEVEL OF THE TREND (today = 100)			
	Five Years Ago	Today 1995	5 Years From Now	10 Years From Now
T1 - Media/Police Cooperation	L = 48 M = 50 H = 60	100	L = 100 M = 160 H = 190	L = 150 M = 155 H = 255
T2 - Social and Community Responsibility	L = 25 M = 100 H = 149	100	L = 60 M = 70 H = 150	L = 50 M = 68 H = 250
T3 - Cultural Awareness Training	L = 10 M = 50 H = 99	100	L = 105 M = 120 H = 160	L = 105 M = 150 H = 270
T4 - High Technology Police Data Systems	L = 20 M = 50 H = 60	100	L = 100 M = 155 H = 160	L = 150 M = 200 H = 275
T5 - Changing Customer Base	L = 49 M = 80 H = 90	100	L = 105 M = 160 H = 240	L = 120 M = 280 H = 280
T6 - Police Media Relations Training	L = 40 M = 60 H = 100	100	L = 105 M = 120 H = 190	L = 160 M = 190 H = 270
T7 - Worldwide Demand for News	L = 50 M = 70 H = 80	100	L = 149 M = 200 H = 300	L = 220 M = 250 H = 300
T8 - Class Separation	L = 50 M = 80 H = 90	100	L = 110 M = 200 H = 250	L = 150 M = 170 H = 260
T9 - National Media Guidelines	L = 5 M = 20 H = 60	100	L = 90 M = 140 H = 200	L = 90 M = 160 H = 260
T10 - Frequency of Ent. Reporting	L = 45 M = 50 H = 75	100	L = 100 M = 140 H = 190	L = 110 M = 170 H = 300

Event Definition

An event is a discrete, one-time occurrence that can have an impact on the issue or other events. Using the same process as they did for trends, the panel was asked to generate a list of future events that could impact the issue (See Appendix 8).

Once the top twenty events were listed and discussed, the panel was asked to select their individual top ten by using the same ranking process they used for the trends. The following is a list of the panel's top ten events in rank order. These events will be further defined in the next section.

Top Ten Events Ranked

1. Legalizing of narcotic-related crimes.
2. Court decisions decreasing media's ability to invade privacy.
3. Major social or racial riot.
4. Closing of the Mexican border.
5. Long Beach Latino population reaches 65%.
6. Major crime event with a serious negative outcome.
7. The City of Long Beach becomes a major tourist attraction in the year 2000 (theme park established).
8. A vigilante act of significant magnitude.
9. Major police scandal.
10. Long Beach-based cable news broadcast is established.

Forecasting Events

The panel was asked to forecast the probability of each event occurring and when they felt it would first occur. The panel was then asked to attempt to determine in which year the probability of the event would first exceed zero. The next step was to determine the probability (in percentage) that the event would occur within five and then within 10 years from now.

EVENTS

The following pages will overview graphs of pre-identified events. Graphs 1-10 depict the mean for each of the events occurring, together with the high and low deviations. Scores were collected, tabulated and averaged to determine the minimum, mean, and maximum probability range of an event occurring that was forecast by the panel. Additionally, the minimum, mean, and maximum probability of when the event might occur was also calculated, as well as the impact of the event on the issue. The nearest time of occurrence, coupled with the high probability scores, provided the minimum curve, while the farthest time of occurrence and low probability scores indicate the minimum curve. Included with the graphs is an Event Analysis.

Event 1 - Legalizing Narcotics-Related Crimes
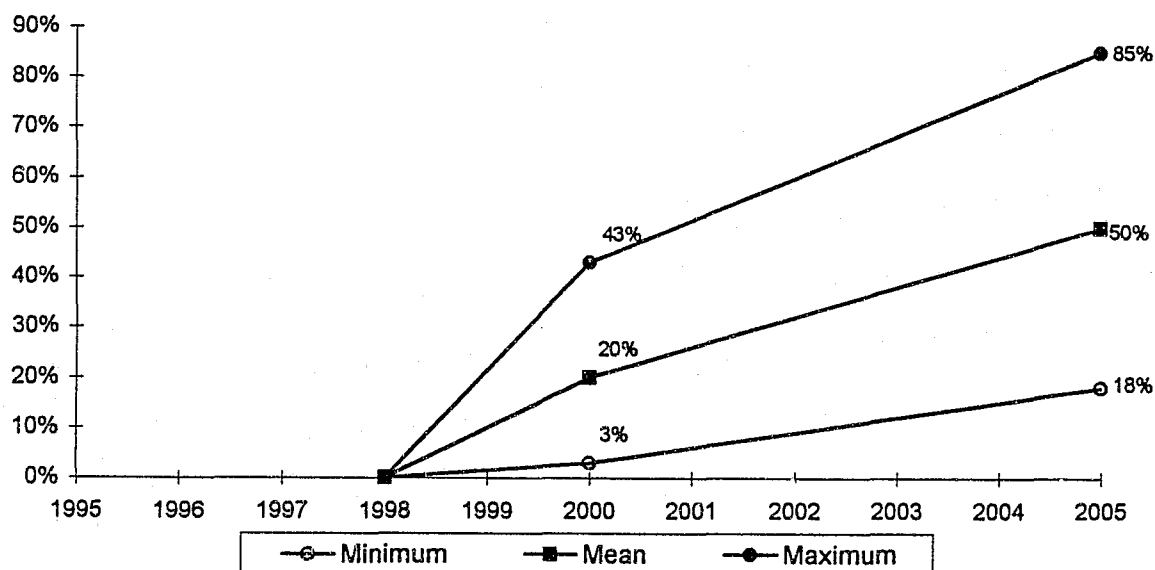
Event #1 Analysis —— The panel felt this event would significantly impact the media/law enforcement relationship by downsizing the number of press contacts.

The panel defined this event as a revocation of all laws pertaining to the possession and sales of narcotics identified in the California Penal and Health and Safety Codes. The panel wasn't clear how this would occur, (i.e., voters or a measure passed by state legislators).

The panel forecasted the time and probability of occurrence as follows: Time frame —— low=3 years; mean=3 years; high=4 years. Five year probability: low-3%; mean=20%; high=43%. Ten year probability: low=17%; mean=50%; high=85%.

Impact —— The panel estimated this event to have a negative impact on the police/media relationship. On a scale of 1 to 10, the panel rated it a 9 (negative) impact.

Event 2 - Court Decision Limits Media Access
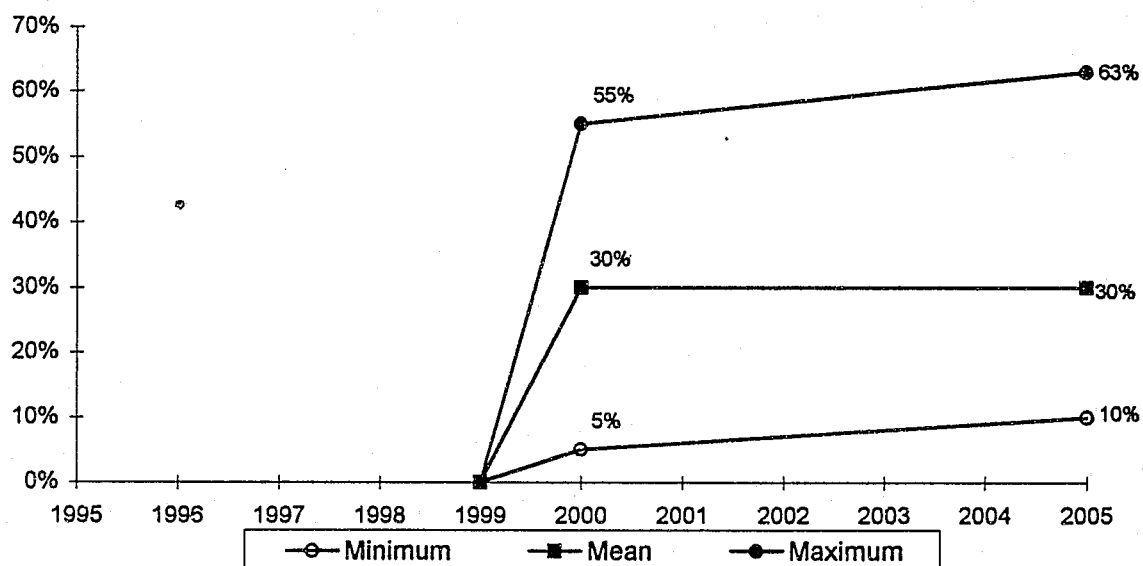
Event #2 Analysis —— The panel felt that public tolerance of the media's intrusions into private lives would be curtailed by the courts. This would be accomplished by a Supreme Court ruling on one specific case. The panel felt that because of the improvements in technology and the advent of smaller hi-tech cameras, a societal backlash would occur, manifesting itself in the courts.

The panel forecasted the time and probability of occurrence as follows: Time frame —— low=<1 year; mean=4 years; high=4 years. Five year probability: low=5%; mean=30%; high=55%. Ten year probability: low=10%; mean=30%; high=63%.

Impact - On a scale of 1 to 10, the panel rated the impact an 8 (negative). The majority of the panel felt that the media would see this as a negative, whereas the police and private citizens would be happy with this move, an interesting contradiction, in light of increasing tabloid-style programming, and a need for more information.

Event 3 - <u>Major Social or Racial Riots</u>
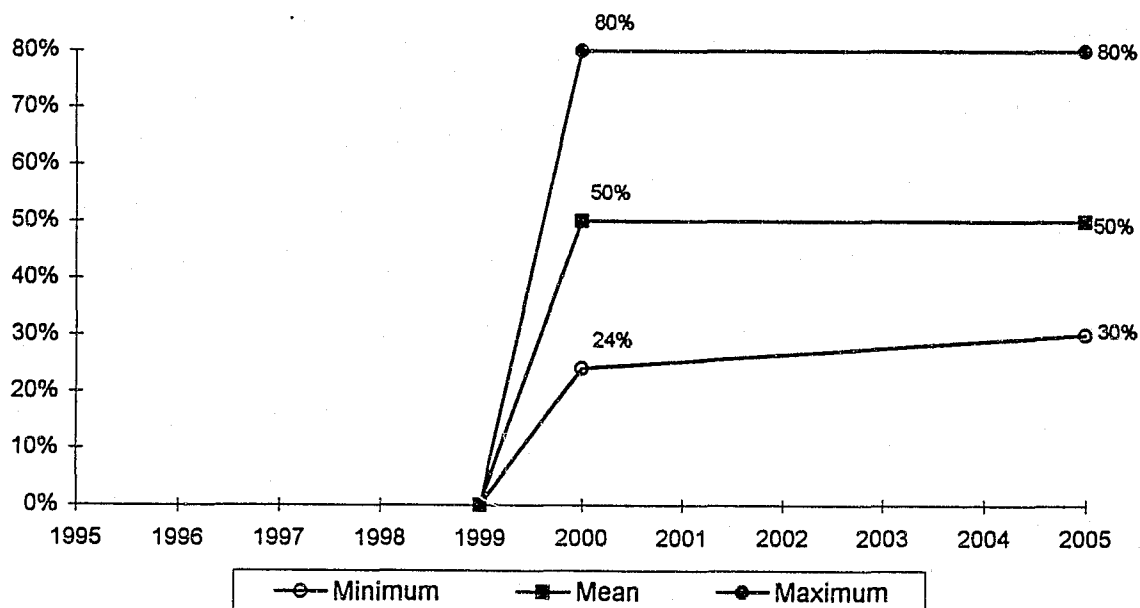
Event 3 Analysis —— The panel thought that class discrimination could occur in Southern California. In addition, it was thought that disenfranchised masses would revolt or riot to voice their concerns.

The panel forecasted the time and probability of occurrence as follows: Time frame —— low=2 years; mean=3 years; high=4 years. Five year probability: low=24%; mean=50%; high=80%. Ten year probability: low=30%; mean=50%; high=80%.

Impact - A significant negative impact is forecast by the panel with 8 (negative) on a scale of 1 to 10. The panel's justification for the negative impact was the fact that the media received substantial blame (or accountability) for inciting the Los Angeles riots of 1992. Several panelists asserted that the media may perhaps become the central focus of the rioting in the future. Nevertheless, event #3 would have an overall negative impact on police/media relations.

Event 4 - Closing of Mexican Border
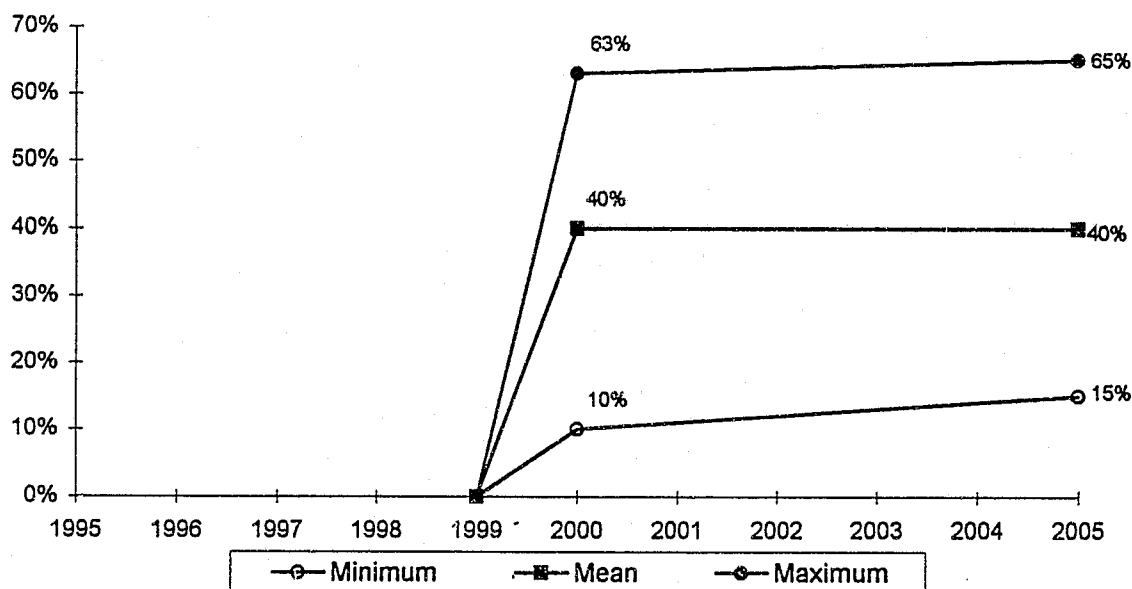
Event 4 Analysis —— The panel felt this was a possibility, and that it would affect the police/media relationship. The event may cause rioting in the streets by the Latino populace.

The possible rioting would cause the media to become champions of the underclass. The police would be mandated to quell such activity, and would be portrayed as the aggressors or "bad guys."

The panel forecasted the time and probability of occurrence as follows: Time frame —— low=<1 year; mean=4 years; high=5 years. Five year probability: low=10%; mean=40%; high=63%. Ten year probability: low=15%; mean=40%; high=65%.

Impact - This was forecast as a significantly negative impact; 7 (negative) on a 1 to 10 scale. However, several panelists conversely stated that an event like this could be portrayed fairly.

Event 5 - Long Beach Latino Population Reaches 65%
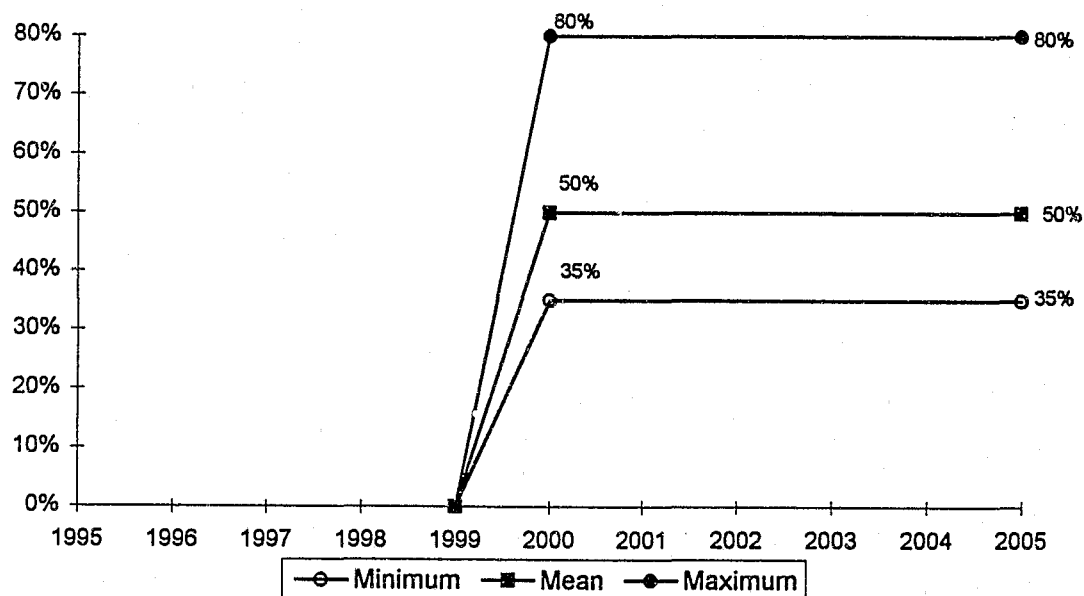
Event 5 Analysis —— The 1990 census report indicated that Long Beach's Latino population virtually doubled over the past ten years. The panel asserted that this trend will continue over the next decade, putting the Latino population in the majority in Long Beach. (Also asserted in expert surveys.)

The panel forecasted the time and probability of occurrence as follows: Time frame —— low=1 year; mean=4 years; high=5 years. Five year probability: low=35%; mean=50%; high=80%. Ten year probability: low=35%; mean=50%; high=80%.

Impact - The panel felt that a rating of 5 (positive) would be the impact on police/media relations.

The panel asserted that dramatic shifts in the population may impact crime trends.

Event 6 - Major Crime Event With Negative Outcome
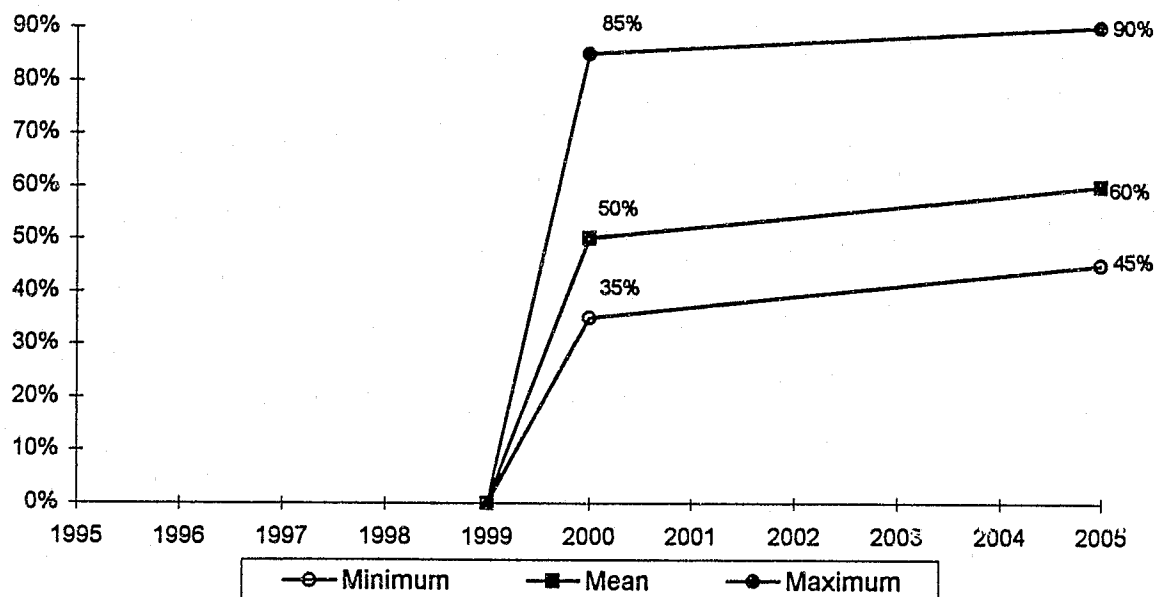
Event 6 Analysis —— The panel defined this as a major crime event involving a high-ranking local government official. In addition, it was classified as a negative outcome. The panel defined a negative outcome as one which would cause a significant amount of embarrassment to the police organization (i.e., a high-ranking police official caught embezzling funds). Moreover, the panel thought that such a negative incident would automatically place the media and law enforcement at odds with one another.

The panel forecasted the time and probability of occurrence as follows: Time frame —— low=2 years; mean=4 years; high=5 years. Five year probability: low=35%; mean=50%; high=85%. Ten year probability: low=45%; mean=60%; high=90%.

Impact - The panel estimated that this event would have a significant negative impact on police/media relations. This is evidenced by a score of 9 (negative) on a scale of 1 to 10.

Event 7 - <u>Long Beach - A Major Tourist Attraction In The Year 2000</u>
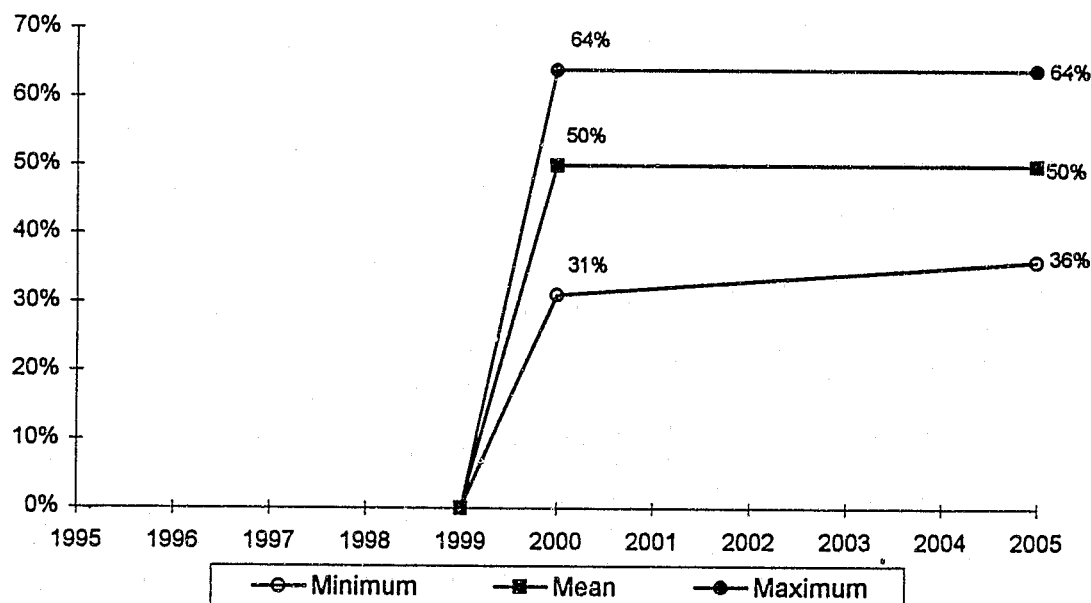
<u>Event 7 Analysis</u> —— The panel defined this event as the emergence of a bonafide amusement park-type location. The City of Long Beach is currently in the planning stages of a waterfront theme park. The panel identified this project as the major tourist attraction, in conjunction with the city's icon, the "Queen Mary." The panel indicated that extra revenue to the city may be directed towards the police department, adding to its efficiency. Moreover, panelists stated that a positive attraction of this nature may give the perception of a healthy, safe community (i.e., Anaheim and Disneyland).

The panel forecasted the time and probability of occurrence as follows: Time frame —— low=4 years; mean=4 years; high=5 years. Five year probability: low=35%; mean=50%; high=85%. Ten year probability: low=45%; mean=60%; high=90%.

Impact - The panel identified this event as having a significant positive impact on police/media relations; evidenced by a rating of 10 (positive).

Event 8 - A Significant Vigilante Act Occurs
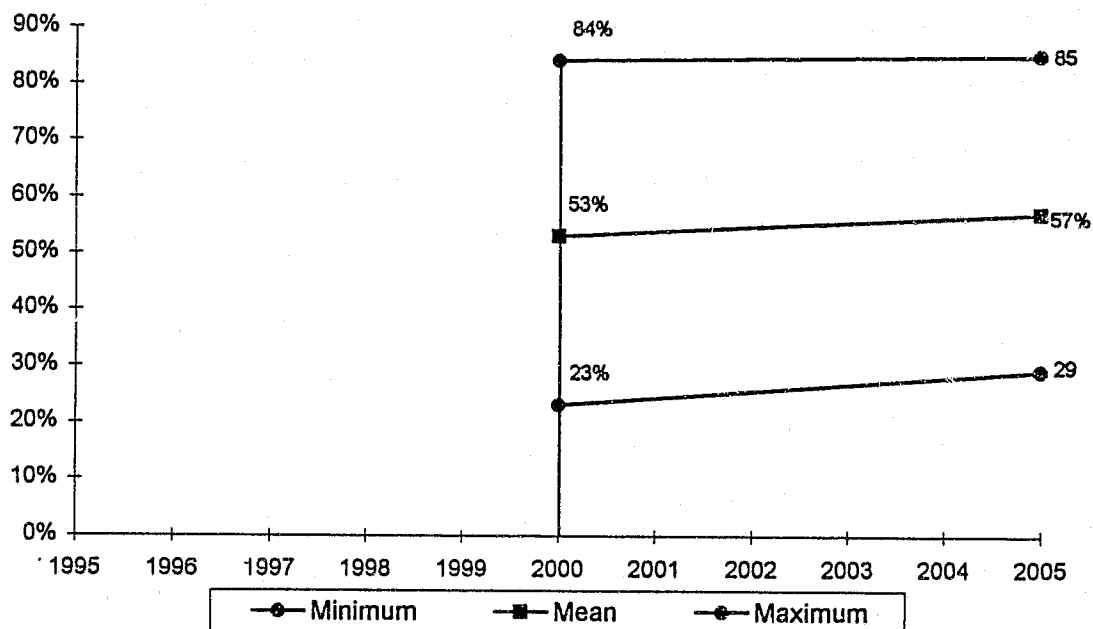
Event 8 Analysis —— The panel indicates that they believe there will be a significant vigilante act in the next five years. The panel thought that with the nation gradually moving towards a more conservative political ideology, the tolerance level for crime and differences would lower.

The panel forecasted the time and probability of occurrence as follows: Time frame —— low=5 years; mean=5 years; high=5 years. Five year probability: low=23%; mean=53%; high=84%. Ten year probability: low=29%; mean=57%; high=85%.

Impact - The panel estimated that this event would have a "nondescript" impact on police/media relations, evidenced by a rating of 3 (positive) on a scale of 1 to 10.

Event 9 - Major Police Scandal
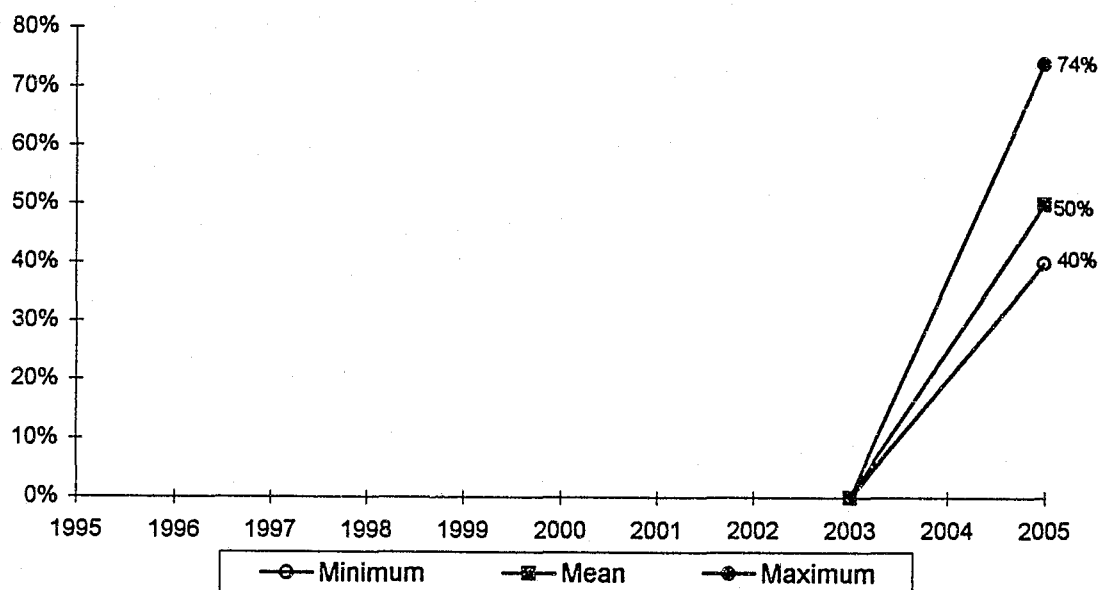
Event 9 Analysis —— The panel felt that a major police scandal would put the Long Beach Police Department under a microscope. The difference in the two events is that E9 deals specifically with the police, whereas E6 may impact local government.

The panel felt that in the recent past, these events were handled poorly. A "circle-the-wagon" mentality was adopted.

The panel forecasted the time and probability of occurrence as follows: Time frame —— low=7 years; mean=8 years; high=9 years. Five year probability: low=40%; mean=50%; high=60%. Ten year probability: low=40%; mean=50%; high=74%.

Event 10 - Long Beach Broadcast News
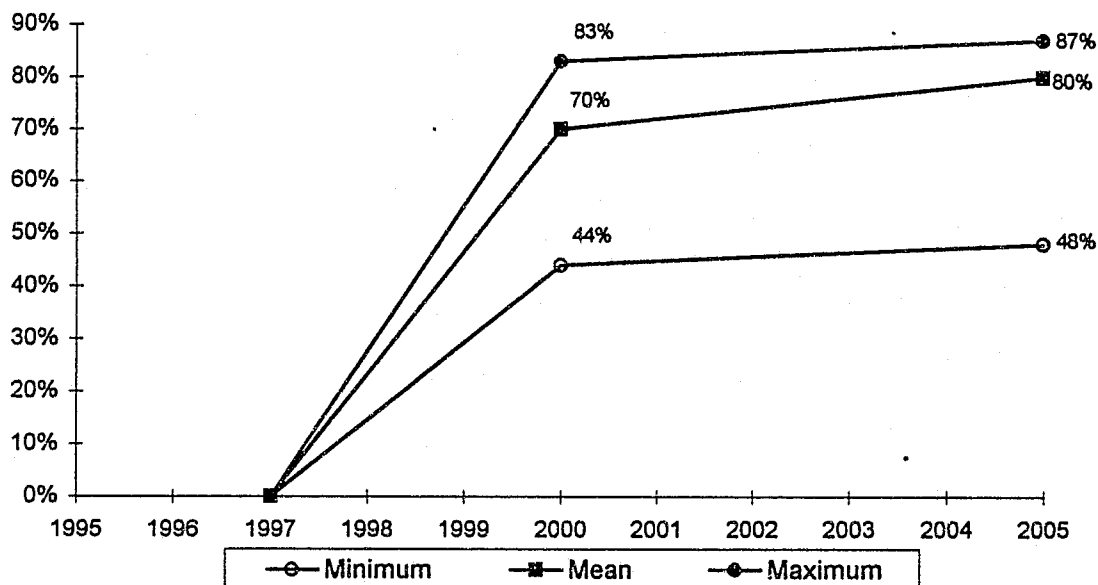
Event 10 Analysis —— The local paper (Long Beach Press-Telegram) is negotiating to buy the local cable company. The paper has plans to establish a locally-based news program. The panel felt that the quality of information would be less sensationalized.

The panel forecasted the time and probability of occurrence as follows: Time frame —— low=1 year; mean=2 years; high=3 years. Five year probability: low=44%; mean=70%; high=83%. Ten year probability: low=48%; mean=80%; high=87%.

Impact - The panel estimated the impact would be a positive one, evidenced by a rating of 10.

EVENT EVALUATION FORM

EVENT STATEMENT	YEARS UNTIL PROBABILITY FIRST EXCEEDS ZERO	PROBABILITY		Impact on the Issue Area If the Event Occurred	
		FIVE YEARS FROM NOW (0-100)	TEN YEARS FROM NOW (0-100)	POSITIVE (0-10)	NEGATIVE (0-10)
E1 – Legalizing Narcotics & Related Crimes	L = 3 M = 3 H = 4	L = 3 M = 20 H = 43	L = 17 M = 50 H = 85	1	-9
E2 – Court Decision Limits Media Access	L = 1 M = 4 H = 4	L = 5 M = 30 H = 55	L = 10 M = 30 H = 63	0	-8
E3 – Major Social Riots	L = 2 M = 3 H = 4	L = 24 M = 50 H = 80	L = 30 M = 50 H = 80	0	-8
E4 – Closing of Mexican Border	L = 1 M = 4 H = 5	L = 10 M = 40 H = 63	L = 15 M = 40 H = 65	0	-7
E5 – Latino Population 65%	L = 1 M = 4 H = 5	L = 35 M = 50 H = 80	L = 35 M = 50 H = 80	5	0
E6 – Crime Event With Negative Outcome	L = 2 M = 4 H = 5	L = 35 M = 50 H = 85	L = 45 M = 60 H = 90	0	-9
E7 – Long Beach Major Tourist Attraction	L = 4 M = 4 H = 5	L = 35 M = 50 H = 85	L = 45 M = 60 H = 90	10	0
E8 – Vigilante Act Occurs	L = 5 M = 5 H = 5	L = 23 M = 53 H = 84	L = 29 M = 57 H = 85	3	0
E9 – Major Police Scandal	L = 7 M = 8 H = 9	L = 40 M = 50 H = 60	L = 40 M = 50 H = 74	1	-8
E10 – Long Beach Broadcast News	L = 1 M = 2 H = 3	L = 44 M = 70 H = 83	L = 48 M = 80 H = 87	10	0

CROSS-IMPACT ANALYSIS

Cross-impact analysis is completed on the selected ten events. Cross-impact analysis, as applied in this project, involves the following: An assumption is made that each event occurs. The impact of each occurrence upon every other event is then estimated by a small consensus group (3 NGT panelists: Karen Kerr, Long Beach Police PIO; Robert Rhia, Jr., Freelance Journalist, USA Today; and Robert Anderson, Long Beach Police PIO) who arrive at an agreed-upon percentage of change through discussion (Figure 11).

The following page contains a Cross-Impact Matrix showing the original probability, the percent of change, and the adjusted probability of each event as affected by the occurrence of the other events.

FIGURE 11

CROSS-IMPACT MATRIX

Note: Max Pos X Impact = 100 minus Final Prob. Max Neg = Final Prob.

10 = Number of Events

Initial Prob-->		E1 51	E2 34	E3 37	E4 40	E5 43	E6 32	E7 50	E8 36	E9 56	E10 36	Adjusted Final Probabilities		A
E1	20	X	0	0	0	0	5	1	-1	-1	-1	E1	39	5
E2	30	0	X	2	-1	2	1	0	2	-1	2	E2	51	7
E3	50	2	2	X	2	2	5	-1	5	3	0	E3	50	8
E4	40	-2	2	2	X	-2	2	5	3	0	0	E4	30	7
E5	50	5	-1	2	-2	X	2	-2	2	2	0	E5	57	8
E6	50	2	4	5	3	4	X	-3	4	3	3	E6	60	9
E7	50	-3	0	-4	-4	-5	-3	X	-4	-2	4	E7	24	8
E8	53	5	4	4	3	3	4	-3	X	4	5	E8	60	9
E9	50	0	-1	2	0	3	4	-2	4	X	3	E9	55	7
E10	70	-1	-4	5	0	1	4	4	1	4	X	10	55	8
R	X		7	7	8	6	8	9	8	9	8	6	X	X	X

All probability numbers are percentages.

EVENTS MATRIX LEGEND

A = Actors   R = Reactors

1. Legalizing Narcotics Related Crimes
2. Court Decision Limits Media Access
3. Major Social or Racial Riots
4. Closing of Mexican Border
5. Long Beach Becomes 65% Latino
6. Major Crime Event with Negative Outcome
7. Long Beach Becomes A Major Tourist Attraction
8. Significant Vigilante Act Occurs
9. Major Police Scandal
10. Long Beach Broadcast News

CROSS-IMPACT MATRIX DISCUSSION

Event-to-Event

In examining the Event-to-Event Cross-Impact Matrix (Figure 11):

The two most significant events that impact the other associated events appear to be E6, "A Major Crime Event With A Serious Negative Outcome," and E8, "Significant Vigilante Act."

The correlation with Event 6 and Event 8 is very important; if a major crime(s) occurs with a serious negative outcome (E6) (numerous deaths), it may cause an increase in vigilante activity (E8). If one or both of these events came to fruition, they could seriously undermine the confidence in local law enforcement (i.e., L.A. Riots). The media relations sections of those affected law enforcement organizations would be responsible for re-establishing public confidence. Image building and a cooperative working relationship with the media would be the cornerstone of the re-establishment program. Improved training would also be necessary for law enforcement to show levels of improvement.

FUTURES SCENARIOS

This section is intended to clarify the causes and consequences of major developments and historical policy evolution, by evaluating policies and actions. Scenarios are hypothetical situations developed from the objective analyses of aforementioned events and trends.

A Sigma Probabilistic Scenario Generator program from Policy Analysis Inc. in Washington, D.C. was used to assist in determining which events would be used in the scenarios. The events, probabilities, and impacts were entered and generated 100 times to provide sufficient data to select events to use.

Using the final probabilities from the cross-impact program, the 100 iterations from the scenarios generator were grouped by scenarios with the same similarities.

This phase of the project necessitated that three possible scenarios be identified, structured, and analyzed. One scenario focused on a "most likely to occur" thesis, with the remaining two discussing an interesting future and a pessimistic future. (Note: The aforementioned scenarios and occurrences will be presented in a creative news article format from the future.)

CREATIVE SCENARIO #1 (Interesting Future)

ITERATION #20, SEED #5707235

The following events occur:

1)	February, 1999	E-7	Long Beach Becomes Major Tourist Attraction
2)	May, 1999	E-5	Long Beach Becomes 65% Latino
3)	June, 2000	E-8	Significant Vigilante Act Occurs
4)	November, 2000	E-3	Major Social or Racial Riots
5)	October, 2003	E-2	National Media Policy

The last ten years (1995-2005) have been filled with ups and downs, as law enforcement and the mass media have united to work in a cooperative fashion (T1). An introspective look at what has encouraged this relationship will be the theme of this thesis. The purpose of this thesis is to identify those historical events that contributed to the changes.

It is only necessary to go back six years (1999) to see the trends that led to a national media (T9) policy, and changes in the Long Beach Police Department. The following is a brief thumbnail sketch of the most important news headlines and events which influenced the media, law enforcement, and the Long Beach community:

1999

- Newsweek Magazine - Long Beach, California, located 25 miles southeast of Los Angeles, was recognized as one of the top five cities for growth over the next decade.

- <u>Business Week</u> - Long Beach has grown from a small bedroom community into a major port for import/export and tourism. The opening of the "Multi-cultural Seaport Waterfront" has contributed to making Long Beach a major tourist attraction (E7).

- <u>Long Beach Press-Telegram</u> - "...Long Beach Police began lessons in how to speak Khmer (Cambodian) in an attempt to provide good customer service. This is another phase of the Police Department's long-range cultural awareness training program. (T3). Chief Johnson felt the training would assist in the policing of the city, which has a large Southeast Asian population. Long Beach's population is estimated to be approximately 1 million people; 65% Latin-American (E5), 20% Asian-American, 10% European-American, 3% African-American, and 2% other."

- <u>Long Beach Business Journal</u> - "Long Beach citizens are happy that the 'Multi-cultural Seaport Waterfront' theme park has helped spur the city's economy. But, 'The city has not put any money back into the inner city.' Community activists further point out that, 'The separation of classes is growing' (Expert Survey Statement). Community Leader J. Estaban commented at a recent rally, 'If the city's rich keep filling their pockets without giving to the less fortunate, a colorless, seamless clash, much like the 1991 L.A. Riots may occur' (T8). Estaban further stated, 'Now that the city is 65% Latino, with a Latino mayor, there was no excuse for this attitude.' Estaban closed by saying, 'Long Beach businesses will have to adapt to a changed customer base' (T5). She added that 'There aren't enough bilingual speakers in the city's business district' (T5)."

- <u>Psychology Today</u> - "...Dr. Weintraub, noted social scientist, commented that he and other social scientists cannot explain the trend over the past 20 years of declining social values (T2). Weintraub added that society as a whole

continues to pull away from traditional values and the religious teachings. Weintraub attributed some of the problems to the competition between the 15 major T.V. networks who bombard society with entertainment news (T10) and senseless violence (Expert Survey Statement). Weintraub stated that 'The rubber band of moral fiber will eventually snap back the other way.'"

2000

- Long Beach Press-Telegram (June) - The Southland is experiencing the worst summer heat wave in recent history, with temperatures of 100 degrees for three consecutive weeks. Weathermen are predicting similar temperatures for the duration of the summer.

    Long Beach Police report a dramatic upsurge in violent crimes. Chief Johnson reported today that violent crimes have tripled in the city over the past month. Mayor Torres demands action from Chief Johnson, before the crime trend affects the tourist trade. Chief Johnson stated that he would attack the problem by putting more officers on the street during peak hours, as well as using the 24 hour Interactive Police Cable Show to give hints and tips on street safety. Johnson cautioned citizens about organizing and arming themselves in vigilante-style groups (E8). Johnson added, "When the weather cools, there will not be so many people out late at night, which will allow the crime rate to drop." Local conservatives blame recent immigrants from Mexico.

- U.S.A. Today - Headline News (September) - Popular Long Beach, California Latino mayor was arrested (E6) by the F.B.I., after an investigation revealed that Mayor Torres' wife, Greta Torres, was found to have embezzled eight hundred thousand dollars ($800,000) from the "Multi-cultural Seaport Waterfront." Greta Torres is the Chief Executive Officer of the waterfront

theme park. An inside source reported that Mayor Torres was made aware of his wife's illegal activities three months ago by Chief Johnson and two other high-ranking city officials (E6). Reports have it that Mayor Torres confronted his wife and had the money returned. Mayor Torres ordered the Chief of Police to return the money and destroy all police computer records on the case (E9). When the Redevelopment Manager threatened to leak the information, the mayor had him fired and branded a disgruntled city employee. It was further rumored that the "Big Business Power Elite" was aware of Torres' actions and supported his handling of the situation to save the city international embarrassment (T7). Long Beach Cable News broke the story first (E6, E10).

Initial interviews of Long Beach citizens paint a picture of disbelief and anger. Local Latino residents say that this is more entertainment T.V. at their expense (T10).

- CNN News - International Headline News (T7) - Los Angeles - Several local T.V. reporters were attacked (Expert Survey Statement), and their cameras stolen, by a small group of picketers at the courthouse steps today where Mayor Torres and Chief Johnson were being indicted on felony conspiracy charges. After seriously injuring the reporters, the crowd began to chant, "No more media set-ups, no more trials by T.V." (T10).

- CNN News - International Headline News - Washington - In a bold move, the Supreme Court ruled in favor of the petitioner in the Brown vs. United States case, which in essence makes narcotics-related crimes legal (E1).

Washington - In a joint news conference, the President and representatives of Congress and the Senate announced that they had reached an agreement to close America's southern borders to all

immigration, and that the North American Trade Agreement (E4) would be repealed.

- Washington Post - November - The suburb of Long Beach, California erupted in sporadic rioting over the past week (E3). Citizens from this community, which has a growing Latino population, were protesting the government's decision to close the Mexican border. The press has been urged to stay out of the area. To date, 15 news reporters have been injured.

  It has become very difficult to explain the hostility geared towards the media. It is as if the rioters are blaming news personnel for the actions of the government (T10).

- Newsweek Magazine (December) - "...Today's Newsweek poll showed strong public support for the violence directed towards the media."

2003

- L.A. Times - "...As a result of the violence directed towards the media during the 2000 Long Beach riots, a comprehensive National Media Policy (T9) has been adopted by the nation's 25 major networks. The bold move was spearheaded by the Radio, Television and News Association (RTNA).

  The policy takes a hard look at the ethical reporting of news and regular programming. In addition, the National Policy has established a Watchdog group consisting of a mix of nationally-known community activists (10) and news executives (10). The committee has the ability to impose fines on those stations which step over the bounds of the standards drafted in the agreement. The money will go towards the support of the committee.

  The main standard identified in the policy is the mandated training (T6) of all network staff in media ethics.

  National executives commented, 'It's good to be on a level playing field; this will remove the inequities from the equation.'"

2005

- <u>New York Times</u> - "In an expected move, the Supreme Court curtailed the ability of the press to report information which has not been sufficiently validated by the 'reasonable person standards' which were drafted in the National Media Policy in 2003 (E2). The new court ruling places strict guidelines on the media's ability to report hearsay, or statements by 'unknown sources.'

In addition, the ruling impacts the 1978 Houchins vs. KQED case which limited the ability of the press to obtain information. The prior case indicated that the press was able to obtain information that the 'regular' public was entitled to.

The new ruling allows the press to obtain a greater degree of information, more than that allowed to the general public.

This ruling will evoke a greater degree of cooperation between the information holder (law enforcement) and the news media (T1)."

ALTERNATIVE SCENARIO #II   (Pessimistic Future)

ITERATION #39, SEED #5707254

The following events occur:

1)	January, 1997	E-9	Major Police Scandal
2)	March, 1998	E-5	Long Beach Becomes 65% Latino
3)	July, 1998	E-3	Major Social and Racial Riots
4)	January, 1999	E-7	Long Beach Becomes Major Tourist Attraction

In January of 1997, the Long Beach Police Department was hit with a scandal. Twelve officers were arrested for stealing narcotics (E9). This episode ended a good relationship with the public and the media. The Long Beach Police rank and file felt that the arrested officers were not given a fair shake by the media. As a result, the

Police Officers Association picketed the corporate headquarters of the Radio, Television and News Association.

In March of 1998, Long Beach's majority Latino population (E5) voiced their outrage at the legalizing of narcotics-related crimes (E1). The conservative, Catholic Latino population vowed to organize a write-in campaign to voice their concerns. The Latino leadership stated, "We strongly support family values. This is unacceptable."

A young reporter is assigned the job of capturing the story for the Los Angeles Times newspaper. As he arrives at the largely Latino community of central Long Beach, he is greeted with hostile remarks from residents.

The young reporter observes several fifteen-year-old males standing on a nearby street corner. He begins to ask them questions about their parents' opinions of the new legalized narcotics laws. His questions are met with a volley of blows from the youths' fists. As they brutally beat the reporter, they are heard to say, "You and your kind are the problem."

Police respond to calls of "man down." When they arrive, they find an unconscious reporter who has been badly beaten. Officers then begin to take rocks and bottles from the quickly gathering crowd. The besieged officers call for assistance from area units. Ten area units respond as the conflict turns into a riot (E-3) of large magnitude. Fires erupt, as officers are forced out of the area.

As officers re-group, electronic news crews arrive on scene. The crowds immediately begin pelting them with rocks and bottles. Two crew members are fatally injured.

As the melee rolls into its fifth hour, conflict erupts between officers and news crews. Officers refuse to allow the crews access to the ongoing scene (E-2). Police officials explain to the news directors now on the scene that the media appeared to be the catalyst of this event.

The rioting continues and a major portion of Long Beach is left burnt and demolished by rioters. If that wasn't enough, other citizens concerned about loss of property begin to shoot the rioters (E-4).

It took seven days and 3,000 officers and National Guardsmen to quell the rioters. The scene was brought to a conclusion after the Governor intervened and promised to re-evaluate narcotics laws in the state of California. However, the damage done to the media, citizen, and police relationship was severely damaged. Two reporters lie dead, with one other badly beaten. Moreover, numerous reporters were arrested for breaching police lines, after the area was declared a crime scene.

(January, 1999) The ancillary fall-out of the riots experienced last year was that the city had to divert funds from its aquarium project to revamp damaged communities. The aquarium was projected to be a major tourist attraction and revenue generator for the city (E-7).

A citizen summed it up by saying, "Our city is in shambles."

ALTERNATIVE SCENARIO #III   (Most Likely)

ITERATION #41, SEED #5707260

The following events occur:

1)	June, 1997	E-10	Long Beach Broadcast News
2)	September, 1997	E-2	Court Decision Limits Media Access
3)	February, 1998	E-9	Major Police Scandal
4)	August, 1998	E-5	Long Beach Becomes 65% Latino
5)	May, 1999	E-7	Long Beach Becomes Major Tourist Attraction

1997

Long Beach Press-Telegram (June) - Knight-Ridder Publications (owner of Long Beach Press-Telegram and numerous other papers across the nation)

announced the purchase of Cable Vision Incorporated. Since 1989, CVI was the sole cable company for the Long Beach area.

Carl Smith, the Knight-Ridder spokesperson, stated, "The principal reason for the purchase of the cable company was to start our own innovative local newscast (E10). Our subscriptions had begun to drop. Several polls indicated a dramatic shift towards T.V. viewing by the 'X generation.'"

Critics comment that this move was an opportunity for Knight-Ridder to control all information in the southern L.A. County area. The Press-Telegram is the primary news source in that area.

Mr. Barry Knight stated in an interview in Florida today, "The purchase is a prologue of what will begin to occur in the news industry nationwide (T12). The larger companies will merge with smaller ones."

Knight added, "With the large mergers, media lobbyists may garner enough support to change the recent case decisions limiting media in police crime scenes (E-2).

1998

Business Week Magazine - Rupert Murddock (owner of the Fox Television Network) announced the merger of his company and the National Broadcasting Company (NBC) after months of heated negotiations (T12).

This announcement comes on the heels of an internal scandal at NBC. In an unprecedented move last year, NBC fired its top news executive staff. It was learned that NBC news staffers had, on a regular basis, fabricated news stories related to local law enforcement scandal (E-9) to bolster sagging ratings. The stories had all been attributed to "unknown sources."

Experts cautioned that this scandal was a direct result of the pressures of entertainment/tabloid-style news shows (T10). "Traditional news shows just can't compete with the tabs," commented Ted Turner (Cable News Network).

Stocks in the Fox Corporation have risen as Murddock introduced two news-related inventions. The Fox Corporation unveiled its "mini-box," a small device the size of a postage stamp that connects to your T.V., which allows for an interactive choice of news programs (E42).

"In short," Murddock commented, "it allows you to pick what news story you would like to hear about. In addition, it offers the viewer the choice of a short version or a long version."

Long Beach Press-Telegram - Several local leaders were interviewed, and asked how the Murddock-NBC merger will affect their companies. The first to comment was Police Chief Johnson, who stated, "The interactive system will allow for more thorough and complete information, although Murddock's second innovative system will probably impact my shop more than the merger." Johnson was referring to Murddock's new 24-hour Desktop Video News Service (E19).

"My press information staff will have to double to keep up with the demand for information," said Chief Johnson. "For example, prior to the merger, Fox News Service began an experimental program with the Desktop Video News, in the L.A. basin. As a result of this small change, daily news inquiries from the media jumped from 10 to 70 a day."

The increase was attributed to Fox's new Desktop Video News System, which allows a subscriber to access the local news program any hour of the day from any computer terminal. Murddock stated that he has plans of linking his new interactive system with the Desktop Video News Service in the next year.

Chief Johnson also pointed out that as a result of the new technologies and large wholesale mergers occurring in the media field, the International Association of Chiefs of Police Officers Standards and Training Institute has called for a national media policy to unify standards across the country (T9). Johnson said, "Murddock and the Radio Television and News Association are the driving forces behind the idea of a

National Media Policy, and the call for a nationally recognized standardized Media Press Card (E37)." Johnson further stated, "These uniformed standards will go a long way towards eliminating some of the problems of sensationalizing news stories (T10), which have plagued the media industry in recent years."

Johnson was asked what other things the Long Beach Police Department was doing to cope with the growing demand for news-related information, aside from doubling the size of the press information office. "I've enlarged my PIO staff from four to 10 persons, which has given us (LBPD) 24-hour office coverage. However, I've seen the need to give all of my officers the tools to interact better with the media. Logic dictates that I will not be able to continuously enlarge my PIO staff as technology improves, so it is necessary that I train the entire organization to be 'quasi-PIO's' or department dignitaries. I have mandated a bi-annual; 40-hour media relations training for all police personnel (E43)."

This reporter asked the Chief why he was putting so much time and effort towards media relations. His response was, "My people can do everything right in crisis situations, but if I don't get that information out, the media could devastate this organization. The aforementioned technologies that Murddock and his bunch are pushing are opportunities for us to shine." Johnson added, "Murddock's new innovations allow us to provide information to all the constituencies of Long Beach, even those who don't speak English. This is very important since Long Beach is now 65% Latino (E-5)."

(May, 1999) The first story covered on the interactive system was the opening of the Long Beach Aquarium Theme Park (E-7). The coverage brought Long Beach international reviews and recognition. The city residents are pleased with its new media access systems. The media has become customer sensitive.

POLICY ISSUES

An analysis of the research in the futures study has identified some policies that may need to be established in order to assure the desired future state.

It appears from the research undertaken in the previous pages that there are concerns about rapidly improving technology. In addition, there are concerns with cultural awareness and uniform media standards.

It is obvious with this mandate that new policies, goals, and objectives should be identified to guide law enforcement organizations into the next decade. But, it does not stop with policies; training and employee evaluations should also be identified and corrected.

In closing, the critical areas of policy analysis (as it pertains to this topic) should focus on the following:

- An improved press policy (which embodies high standards of image and image building).

- Ancillary policies, which impact conduct (i.e., conduct unbecoming).

SUMMARY

The future holds many roads and possibilities, but the NGT process can help identify potential paths by analyzing possible trends and events.

This chapter provided an insight into the opinions of experts (that did not participate in the NGT) through a mail-out survey form. The results indicated: (1) A need to improve media/law enforcement training; (2) technology will dictate greater amounts of information will be needed for the media, (3) at a faster pace; (4) and law enforcement policies governing law enforcement interaction with the media should be improved and strengthened.

The NGT process identified ten top trends and events crucial to this study. A cross-impact analysis was then completed with the selected ten events. The purpose of this analysis was to estimate the impact of each occurrence upon every other event.

The Sigma Probabilistic Scenario Generator program from Policy Analysis Inc. was used to assist in forming three potential future scenarios. Using final probabilities, 100 iterations from the scenario generator were grouped into the following three structured future scripts: (1) most likely to occur scenario; (2) Interesting future scenario; and (3) a pessimistic future scenario.

The three scenarios were drafted and presented in a creative news article style. The author chose the "most likely to occur scenario," to adopt and provide a strategic plan model.

The next section will specifically cover these concerns, and will cover strategies for improving media-related policy issues. In addition, a sophisticated process will illustrate how to identify internal and external support for new changes.

CHAPTER TWO

STRATEGIC PLANNING

STRATEGIC PLANNING

The purpose of this section is to provide the reader with a strategic plan model for managing police media relations in the future.

Over the past fifteen years, the Southern California suburban city of Long Beach experienced unprecedented change. Dramatic shifts in the City's demographics, economy, and housing density significantly increased the challenge of policing.

Managing information dissemination to the mass media will become very complex with new innovations. Rapid changes in technology, leadership concepts, demographics, and other critical trends have made it necessary to map out a sophisticated plan of attack to deal with the uncertainty of the next decade.

This carefully constructed strategic plan will provide future focus; consider outside variables; identify stakeholders and resources; and set priorities for the media relations manager/executive, while maintaining room for creativity and contingency planning. The strategic plan was constructed with the "most likely scenario" in mind. The strategic plan will provide concrete alternatives and contingencies to deal with the possible future state. The concept is only a model for a vision. The vision begins with a mission statement, and identifies steps to accomplish the mission (vision).

MISSION STATEMENT

The mission of the Long Beach Police Department is to become a recognized leader in the field of law enforcement media relations. The Long Beach Police Department will consistently strive to provide timely and credible information to all segments of a diverse public, utilizing electronic and print media to accomplish this end.

OBJECTIVE I

- We will stay abreast of new technologies as they relate to information dissemination (media relations).

OBJECTIVE II

- We are committed to developing a partnership with the media.

OBJECTIVE III

- We are committed to developing innovative and creative new ideas, as leaders in the law enforcement media relations field.

OBJECTIVE IV

- We will personify high ethical conduct.

OBJECTIVE V

- We will look at the media as a customer and stakeholder.

OBJECTIVE VI

- We will organize local, county and regional press information associations.

OBJECTIVE VII

- We will strive to look upon adversity as an opportunity.

OBJECTIVE VIII

- We will embrace constructive criticism.

OBJECTIVE IX

- We shall provide the media with constructive feedback and acknowledge reporters who do "just and well done" stories.

OBJECTIVE X

- We will increase media relations training to all levels of the police organization.

OBJECTIVE XI

- We shall train the public on police issues.

SITUATIONAL ANALYSIS

Ten members of the Long Beach Police Department's Community Relations Division, which houses press information, participated in a modified Delphi exercise of situational analysis identifying stakeholders, stakeholder assumptions, and strategy selection.

The following is a list of the ten participants:

1. Lt. Steve McAndrews, c/o Press Information Section
2. Sgt. Charles Higley, Administrative Assistant
3. Sgt. Thomas Taylor, Neighborhood Watch Detail
4. Officer Robert Anderson, Press Information Office
5. Officer Margi Dewitt, Press Information Office
6. Officer Kim Allison, Business Watch Program
7. Police Service Assistant Karen Kerr, Press Information Office
8. P.S.A. Eric Sing, Press Information Office
9. Community Relations Assistant Zelma Hawkins, Special Projects
10. C.R.A. Yooko Hemphill, Special Projects/Budget

An analysis of the internal and external environment of the Long Beach Police Department, relating to the issue, was conducted using the STEEP (Social, Technological, Economic, Environmental and Political) process, and the WOTS UP (Weakness, Opportunities, Threats, Strengths, Underlying and Planning) analysis. This information is part of developing a strategic plan for addressing future policy concerns.

ENVIRONMENTAL ANALYSIS

Formulating a strategic plan requires a careful analysis of the organization's environment.

Opportunities

Social —— The media is a very powerful entity. It has the ability to color opinion, and even end careers. But the media's overkill of insignificant stories (i.e., Bobbitt mutilation case) has offered an opportunity for improvement.

Law enforcement must recognize the media's awesome power. The media has also helped paint a picture of lawlessness and doom in America. As a result, law enforcement is losing society's confidence.

Long Beach——The city suffers from an image problem. The city is perceived by neighboring cities as having a high crime rate. However, the facts indicate that crime has dropped in all categories.

Improved media relations will allow for the publication of this information. An opportunity exists to establish a partnership with local papers and cable programs. If this partnership is firmly established, information may flow with better efficiency between customer (local media) and supplier (law enforcement).

Historically, the police organization has been closed to external bodies, including the local press. This attitude often resulted in strained relations and one-sided stories. The opportunity lies in improving the relationship(s).

Technological —— Media technology improvements are occurring mainly in two areas——satellite capability and camera improvements.

• Cameras are becoming smaller, more mobile, and easier to conceal. Innovations in photo cameras include taking pictures with CD-type film. The user could remove the CD from the camera, place it in a computer and transmit the image in moments.

• Cable T.V. has the potential of providing 500 new stations. (How many will be news based?)

Long Beach —— With the recent purchase of a new Computer Aided Dispatch and Record Management System, the police organization will have the potential to

reduce the number of paper projects. The system has the capability to allow officers to type reports in the field, and have them wired to numerous destinations within the organization.

The program will also allow for limited access into the system by external entities, like local newspapers. This is currently under review by the Chief of Police and a research committee.

The new program also offers the potential or opportunity to set up limited access by the public for information or reports.

Economic —— The media industry is driven by economics, the controlling force which directs the medium. If the media is to change its approach, this will be the Achilles' heel. Print news, as well as electronic, are supported by advertisers' dollars.

An economic opportunity can be in the form of an organized body that influences media advertisers to exert pressure on media principals to improve standards.

Long Beach —— The economic opportunity in the City of Long Beach lies with convincing the police organization that good media relations can benefit everyone. For example, if the police organization provides the media with quick and accurate information, more accurate two-sided stories may be printed. If the stories are printed and a more accurate portrayal of the city is adopted, additional businesses may choose to settle in Long Beach, bringing with them tax dollars which contribute towards salaries and raises.

In addition, a good police/media relationship would allow for city leaders to market the city to groups looking for a city to host major conventions. In recent years, this was not possible, due to a perceived feud between law enforcement and the local paper.

Political —— This section is closely tied to the social comments. Because of the media's enormous power, politicians are not readily prepared to take them on about issues.

Long Beach —— In this mid-size suburban city, the political system(s) has a small town flavor. A large percentage of the city relies mainly on the local newspaper for information. With this in mind, local politicians are very reluctant to take on issues which may garner unwanted negative coverage. Moreover, as an extension of city government, the police department has begun to actively pursue positive coverage of news stories. The police chief shares the spotlight with city officials and politicians as much as possible. The local politicians enjoy the positive press.

Threats

Social —— "The decline of societal values is having a drastic effect on the issue. Violence is seen as the only way to resolve conflict. People, especially youths, are becoming desensitized to the amount of violence in today's media" (Woesner, 1994, pg. 5).

When it is more important to get a shot of a dying woman taking her last breath than the societal causes leading up to her violent demise, an imbalance in values is evident. Moreover, if law enforcement as a whole does not recognize the need to garner public support through the media, a further lowering of societal confidence will continue.

Long Beach —— The media has a powerful effect on how people, internally and externally, view the city of Long Beach, although like most cities its size, Long Beach has its share of violent crime. Recently, the police department and city hall have started a program of responding to negative editorials based on false perceptions or incorrect news stories, whereas in the past these stories were not corrected and citizens were left with the negative impressions. The media can dramatically affect a person's perception of their quality of life.

Technological —— With innovations and improvements also comes the potential for misuse. Today's computer graphics can allow the head of one person to easily be transferred to the torso of another. Hi-tech listening devices and long-range cameras are all inventions that can be misused.

Long Beach —— The police organization lacks some of the state-of-the-art equipment available today that would assist in achieving its media relations mission statement. For instance, when covering a breaking news story in the field, laptop computers, portable printers, and portable fax machines would be invaluable. In significant incidents which occur in the city, not only does the local paper respond, but many, if not most, network affiliates do also. The aforementioned equipment would assist in providing timely updates to our main station, as well as to newsrooms.

In addition, most reports are currently written and processed manually. It is not unusual for a report to take one or two days to get to a detective for follow-up. This can cause problems for the media on high profile cases.

Economic —— Over the past four to five years, the state's economy has been in a recession. As a result, local economies have suffered.

Long Beach —— The reduction of military contracts has hit the city hard, coming in the form of naval base closures, and the laying off of thousands from Douglas Aircraft Company. The trickle-down effect is the reduction of the city's tax revenues as citizens move out of state. Law enforcement is impacted through fewer and smaller raises. Those who can, go from lateral to higher paying positions.

Political —— The most pressing issue is, "What influence can be used to initiate change with the media?"

Long Beach —— Change has begun at the local level. However, the greatest threat is to have the police/media relationship deteriorate back to its state ten years ago, and not possessing the ability or influence to impact or change that relationship.

ORGANIZATIONAL ANALYSIS

The following paragraphs provide a succinct look at those internal strengths that will assist in accomplishing the mission:

STRENGTHS

CUSTOMER-DRIVEN ORGANIZATION:

The organization initiated a massive strategic planning process in 1992. Department stakeholders (i.e., citizens, elected officials, Department employees) were interviewed, in order to solicit their input on what they expected from their police organization. Using this captured information, the organization began tailoring its police services to fit the needs of the responding community.

A MOVE TOWARDS DEVELOPING PARTNERSHIPS:

In addition to the above paragraph, the organization began involving the overall community in the fight against crime. Advisory groups comprised of most special interest groups (i.e., NAACP, National Organization of Women) have been formed to involve them in the decision-making process. This has forged partnerships with new groups that have been at odds with the organization in the past.

GENERATIONS OF POLICE PERSONNEL:

Long Beach is a town where many residents are born and never leave. As such, there is a tradition of multi-generational family members in the police organization. The large-sized organization is still small enough to be thought of as a family. Traditions, culture, values, and norms are passed on from one generation of law officers to the next.

THE NEED TO BE IDENTIFIED AS A LEADER:

Like most police organizations, the Long Beach Police Department has a strong need to be seen as a leader in the law enforcement arena. In a market which includes

major organizations like the Los Angeles Police Department and the Los Angeles Sheriff's Department, it is not always easy.

A WELL-ESTABLISHED CULTURAL SENSITIVITY PROGRAM:

Over the past four and one-half years, the Long Beach Police Department has conducted a 40-hour mandatory training for all employees dealing with sensitivity and diversity. After receiving 100% attendance compliance, the organization has started a second phase dealing with religious and gender differences. This is in response to a rapidly changing population.

A CHANGING WORKFORCE:

Over the past five to six years, the police organization has hired approximately 400 new recruit officers. This large influx of new recruits brings ethnic and gender diversity, and youthful new ideas. The new employees are beginning to affect the culture of the organization in a positive manner.

A CHIEF EXECUTIVE OFFICER:

Who values and knows the worth of a good Press Information Detail.

STRATEGIC PLANNING:

A 105-page Strategic Plan that will map out the direction the organization will take over the next decade, based on citizen input. Incorporated within its pages is the need to establish better media relations.

The following organizational weaknesses have been identified:

WEAKNESSES

MISTRUST OF THE MEDIA:

The Long Beach Police Department has a long history of media-bashing. This attitude has permeated the organization's culture. A great deal of the bashing has resulted from negative stories done over the years by the local paper.

LACK OF RESOURCES:

Like most California law enforcement organizations, the Department has suffered from a lack of adequate funds. State-of-the-art equipment is needed to more efficiently perform media relations (i.e., laptop computers, portable fax machines, portable copiers, hand-held camcorders).

A HISTORY OF TRADITION:

Although this heading was identified as a strength, it is also a weakness. Because of multiple generations of law enforcement officers in the Department, sound traditions, as well as bad traditions, are passed on. Change is often seen as an attack on tradition. New processes have to be carefully fused into past traditions and myths, in order to be instituted.

CONSTRUCTIVE CRITICISM:

Constructive criticism from the external environment is often seen as an attack. Criticism is not taken as an opportunity to grow. At times, a siege mentality exists, much like many other law enforcement organizations, although great strides have been made in this area in recent years with the help of citizen advisory groups.

STAKEHOLDERS

Stakeholders are individuals or groups who have an interest in the outcome of the issue, that can impact what is to be done, or are impacted by what is about to be done. In any strategic plan the critical stakeholders must be identified, and their assumptions calculated regarding their reaction to the strategic plan. These actions should be anticipated in order to prevent a stakeholder's reaction from deterring the effort to formulate the strategic plan. The following stakeholder identification and analysis was conducted by a panel of Long Beach Police Department Community Relations Division employees.

1. <u>CITY MAYOR/COUNCIL</u> - Currently, the City Council has seven men and three women. There are seven white males, one African-American female, one Latina female, and the Mayor is a white female. The form of government is the "Council-Manager," with the Mayor elected directly by the electorate, with an appointed City Manager.

The following is a list of the city's councilpersons:

Mayor	-	Beverly O'Neill
District 1	-	Jenny Orpeza
District 2	-	Alan Lowenthal
District 3	-	Doug Drummond
District 4	-	Thomas Clark
District 5	-	Les Robbins
District 6	-	Doris Topsy-Elvord
District 7	-	Mike Donelon
District 8	-	Jeffrey Kellogg
District 9	-	Jerry Schultz
City Manager	-	James Hankla

Assumption A: Becoming the leader in the media relations field would add to the positive image of the City, locally and nationally. Because of that, the strategy would have the full support of the Council.

Assumption B: The City Council would be more apt to spend larger amounts of money if the organization was recognized as a leader, not only in media relations, but law enforcement in general.

2. CHAMBER OF COMMERCE - The Chamber and the police organization have traditionally supported one another. A positive public image only supports the goals of the Chamber. The Chamber would be in full support of the mission.

    Assumption A: As long as the type of coverage shown by the media is positive, the organization will have the support of the Chamber. If the coverage is consistently negative, the Department, and the Chief, would lose their support.

    Assumption B: The Chamber would assist by contributing in-kind assistance to the Department in its quest to accomplish the mission. Positive press attracts businesses, which increases tax revenues, which keeps the city fathers pleased.

3. SPECIAL INTEREST GROUPS - Encompasses ad hoc grassroots community groups, as well as large associations like the National Association for the Advancement of Colored People (NAACP), National Organization of Women (NOW), etc.

    Assumption A: Some groups would be pleased to garner positive coverage of the City. The vast majority of the groups would see the Department's successes as positive for the City partnership. Well-planned media coverage could help educate special interest groups on germane topics.

    Assumption B: Poorly handled media relations, which could make the City a target for negative stories, would fuel many special interest groups. The police organization would come under attack. Certain groups may already have a negative opinion about police, such as being insensitive to specific community needs. The negative stories would reinforce such beliefs.

4. LONG BEACH UNIFIED SCHOOL SYSTEM - The school district is made up of 75,322 enrolled students, and 6,513 employees, with a very ethnically diverse student population.

    Assumption A: If polled, the school district stakeholders would probably comment that the vast majority of news coverage relating to schools and police is negative. Schools are usually only mentioned in conjunction with law enforcement when enforcement is needed. Because of this fact, they would certainly enjoy a better relationship between school, media and law enforcement.

    Assumption B: In addition, the school district would support the mission because it would help bring focus to the City. The school district prospers when the City has a safe and productive image. During crisis times, the schools need timely information in order to make decisions.

5. PROPERTY OWNERS - The City has a population of approximately 450,000 citizens. Long Beach is seen as a residential community with many strengths. There are many large parks, numerous golf courses, two marinas, and an airport. All are marketable assets for property owners. Property values are directly linked to outside perceptions.

    Assumption A: A strong viable mission for better media relations would serve to inform property owners. They would be extremely supportive, if obtaining the goal resulted in positive press. Conversely, they would be non-supportive if obtaining the goal fueled a negative image of the City.

    Assumption B: In accomplishing our mission, it would bring greater accountability as the organization became open to close scrutiny.

6.   ORGANIZED CHURCH GROUPS - Historically, organized church groups have been extremely successful in catching the attention of our political leaders; they can influence large numbers of the population.

    Assumption A: The church groups have always supported police programs. Positive programs only serve to inform and assist their constituents.

    Assumption B: Church groups feel that law enforcement is a very ethical service. The media is not always fair to law enforcement.

7.   LATINO POPULATION - The Latino population makes up approximately 24% of the residents of Long Beach. This group is also the fastest growing. Many are long-time residents, but a substantial number are first and second generation immigrants.

    Assumption A: Many fear the police because they don't know, or understand, the organization.

    Assumption B: The police organization does not value this segment of the community. Because of this perception, they would not support the mission.

8.   ASIAN POPULATION - The Asian population of the City of Long Beach is comprised mostly of Southeast Asians. The community makes up approximately 12% of the population, and is the second fastest growing group. The majority are Vietnam war refugees (Cambodian), and they are first generation descendants.

    Assumption A: The police organization does not have a firm grasp on the culture. Police are unable to communicate with the community effectively.

Assumption B: Police are to be feared and avoided. Police in their homeland were traditionally corrupt and brutal.

9.   POLICE PERSONNEL - The police department is comprised of approximately 1,250 employees (850 sworn and 350 non-sworn). It is a traditional police organization with a powerful police union undercurrent.

Assumption A: The greater police employee population does not have a strong understanding of the need for press information.

Assumption B: Only a small number of employees think that media relations matter.

10.   MASS MEDIA - The Los Angeles Basin is one of the highest ranked news markets in the nation, extremely competitive and highly aggressive.

Assumption A: The media community feels that the Long Beach Police Department strives to do a better job of media relations than most other agencies. The organization is seen as flexible and growing. The overall media customer base would be extremely supportive of the mission.

Assumption B: The Long Beach Police Department is seen as innovative in media relations in the Southern California Basin.

10.   SNAIL DARTER - Long Beach Police Command Staff —— The police department's command staff (commanders and above) rotate positions approximately every three years. It is unknown the level of commitment that each command officer has towards accomplishing the stated goals and objectives.

Assumption A: Most commanders and deputy chiefs do not have an interest, nor a knowledge base of police media relations.

Assumption B: Goals will not be obtained as a result of a lack of interest.

STRATEGIC ASSUMPTION SURFACING TECHNIQUE PLOTS

The following plots display assumptions related to each stakeholder's position on the policies. The vertical axis displays the degree of certainty that the articulated assumption is correct.

The horizontal axis depicts importance of the stakeholder's assumption(s) to the organization and issue.

```
                        Certain                        · 10A

                   6A   │  9A  9B        1A


                        │  3A

              4B        │  2A      10B
                   7B   │     4A
       ─────────────────┼──────────────────────────────
       Unimportant  8A  │       Very Important
                        │  2B  3B          6B
                   5B   │               1B
          8B            │          ·    5A
                        Uncertain
```
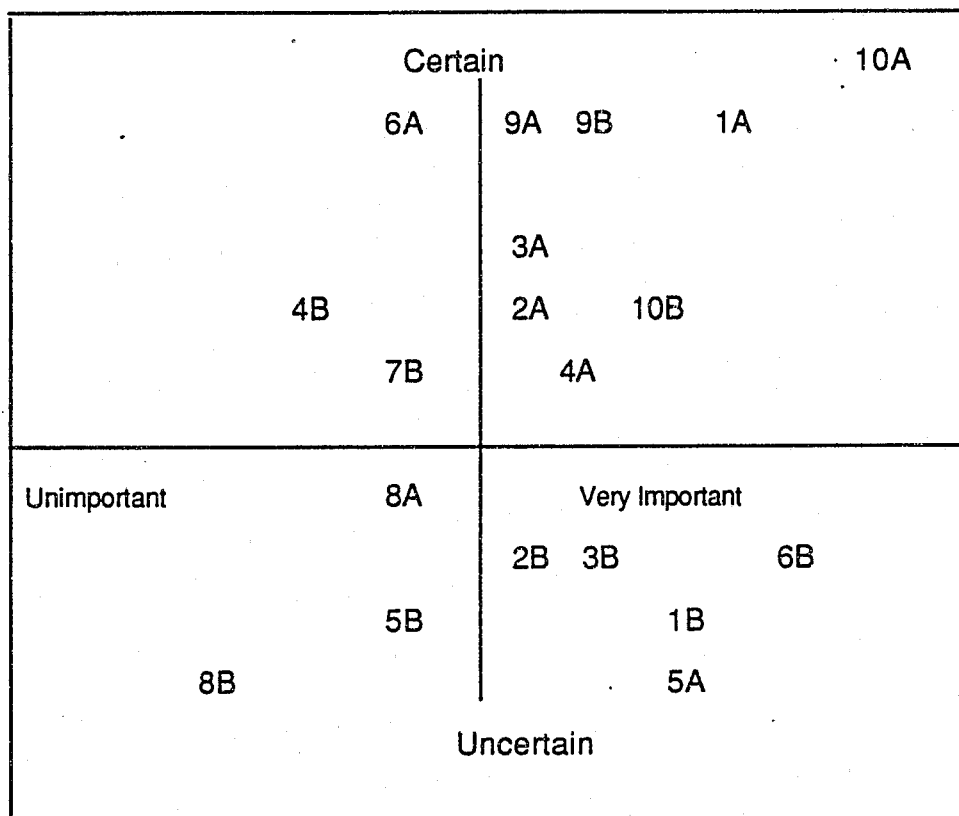
Stakeholder Assumption Map — Used to chart certainty and importance of assumptions about identified Stakeholders.

STAKEHOLDER IDENTIFICATION

1. City Council/Mayor
2. Chamber of Commerce
3. Special Interest Groups
4. Long Beach Unified School District
5. Property Owners
6. Organized Church Groups
7. Latino Population
8. Asian Population
9. Police Personnel
10. Mass Media

POLICY STRATEGIES

Using a Modified Conventional Delphi process, in which a group of individuals consider the results of the Futures Study, the environmental analysis of the organization, and the selected scenario, three alternative strategies were developed for consideration for inclusion into the strategic plan. These three alternative strategies were developed by a panel comprised of the following individuals from the Long Beach Police Department:

Thomas Taylor, Police Sergeant, Neighborhood Watch Program

Robet Anderson, Sworn Officer, Press Information Officers

Karen Kerr, Non-Sworn Police Service Assistant,

Press Information Officer

Kim Allison, Sworn Officer, Business Watch Program

Evelyn Johnson and Diane Barazza, Community Relations Assistants

Sam Chitapab, Police Service Assistant, Asian Affairs

The panel was presented with data on the situational analysis of the organization, trends and events perceived as threats and opportunities, strengths and weaknesses, and the mission statement of the Long Beach Police Department.

The panel identified three possible alternative strategies. They are as follows:

STRATEGY A (Internal Focus)

This strategy deals with internally focused concepts, which would sharpen the organizational systems. The strategies do not require a large cash outlay. The concept calls for a three (3) pronged approach:

- RESEARCH OTHER LAW ENFORCEMENT AGENCIES which requires extensive research and comparisons of other law enforcement media relations offices. "In an effort to perfect your craft, you must take knowledge from the best in your field."

- COORDINATE AN INTENSIVE 40-HOUR COURSE ON MEDIA RELATIONS (hands-on hi-tech futuristic concepts) with the Long Beach Police Command Staff. The rationale is that a better trained command staff would ensure that line level employees would find an appreciation for quality media relations.

- MOUNT AN INTERNAL MARKETING STRATEGY or campaign to emphasize a quality media image; a campaign that focuses on good customer service, attitude, and appearance.

INTERNAL FOCUS PROS/CONS

Pros
- Allows for a comparison model.
- Provides quality long-range training in methods and technology.
- No stakeholder opposition.
- Little, if any, cost factors.

Pro Summary

The "internal focus" identifies what has worked in other law enforcement organizations. This first phase of the plan proposes to adopt an already established method, and to weave it into the Long Beach environment. The second phase of the plan is to establish a well-trained (eight-hour course) cadre of command level officers,

who have the tools to handle the media in a protracted crisis management situation (i.e., riots or natural disasters).

The final phase calls for disseminating written material and slogans that emphasize media cooperation to lower level employees. The lower levels would be trained with a minimal amount of knowledge of the media relations function (i.e., two-hour training course).

Cons
- May not be enough for long term attitude changes.
- May not deal with root of the problem.
- Only focuses on internal solutions, does not address external variables.

Con Summary

The negatives as identified above may not address deeply rooted problems within the police organization (internal culture). An eight- or a two-hour course does not ensure that the individual(s) have the basics of public presentation. The brief training course only allows for introductions, basic laws, and case law analysis.

An analysis of the stakeholders' probable position on this strategy finds that most of them will support the strategy, with the strongest support coming from internal city stakeholders (i.e., City Manager, City Council, and Police personnel).

STRATEGY B (Partnerships)

Strategy B deals with establishing a three-pronged concept which would focus on establishing community and business partnerships for financial support. In addition, PIO's will be better trained:

- Extensive in-house and external training programs for Press Information Officers covering crisis communication, media relations, speech making,

communication, high technology, Spanish and Khmer languages, image building, and public relations writing.

- Establish partnerships with business and concerned community groups to raise funds to improve in-house media relations equipment, such as camcorders, 24-hour video recorders for news, video splicing technology, a media center, multi-screen TV areas, interactive technology, and video conferencing telephones for important cross-country meetings. Groups which may wish to assist are the Lions, Rotary, aerospace companies (i.e., McDonnell Douglas), and the Chamber of Commerce.
- Target the non-English speaking community of Long Beach. This segment of the community has been forgotten and disenfranchised. The non-English speaking population is growing by significant rates, and with this new customer base comes new opportunities.

PARTNERSHIP FOCUS PROS/CONS

Pros
- PIO's become more professional.
- Funding is shared with outside sources.
- All segments receive valuable information.

Pro Summary

This strategy allows for a professional and well-trained PIO team. The external training courses would be classes conducted by California Training Institute, local universities, colleges, Federal Emergency Management Association, and the Federal Bureau of Investigation.

Business would be solicited by sponsorship of equipment.

Cons
- Would need to obtain non-profit status to receive donations and to do fundraising.
- Does not hit all segments of police ranks.
- Business and community may not participate.

Con Summary

The most negative impact of this strategy is that a very small number of employees have the knowledge or skills to perform media relations. Consequently, they will make the media wait until a trained person arrives on scene. This is not good customer service on minor cases.

An analysis of the stakeholders' position on this strategy finds that there would be support from the city fathers and internal staff. However, it is questionable how much external support the plan would garner from special interest groups or the Chamber of Commerce.

STRATEGY C (10-Phase Concept)

The overall strategy looks at impacting large scale change in an organization on several levels at the same time. This strategy will impact technology, culture, and external variables, in an attempt to institutionalize change.

Phase I — Establish a mandatory media relations training matrix for all police personnel. The training would be inclusive of the recruit police academy, advanced officer training, command officer training, cultural awareness training, and in service squad meeting training. The matrix should include a 40-hour in-house training module for all employees (sworn and civilian). In addition, ethical standards must be incorporated into these sessions. Law enforcement receives the vast majority of its negative press as a result of on or off duty indiscretions, or voids in ethical behavior.

Phase II — Instill a "customer driven philosophy" in the police organization, the customer being the mass media. Instill the understanding that the press is a check and balance system for the society. The police organization has a mandate to provide a quality product.

Phase III — Ensure that the police organization has state-of-the-art equipment, in order to provide the media with timely information. Communication is a fast-paced medium; in order to supply a quality product and be a leader in the field, state-of-the-art equipment is needed. News stations replace their equipment on a regular basis. Where does this equipment go? This is an opportune occasion to establish a partnership.

Phase IV — Ensure police personnel have the state-of-the-art equipment to gather information; for example, interactive report-taking systems from the home, or laptop paperless systems for the police vehicles. These devices offer faster dissemination of information.

Phase V — A well-drafted Media Relations Policy, which has sanctions (i.e., discipline) for violations.

Phase VI — Organize local and regional press information associations to 1) exchange information and learning experiences, 2) provide political and external leverage on news organizations in a watchdog capacity, 3) provide regular joint inservice training sessions for media organizations and law enforcement, 4) conduct quarterly meetings with radio, T.V., and news-related associations, and 5) interest-based bargaining programs.

Phase VII — Utilize political leverage with the news-related associations, to introduce a regional media policy on the reporting standards of the news. Moreover, mandate ethical standards training for new and present reporters and editors.

Phase VIII Computer Desktop Video Police Program (24 hours) (Rapid Information Retrieval).

Phase IX	Interactive local municipal 24-hour cable police program to disseminate information.
Phase X	Have promotions geared towards advanced knowledge or media relations.

10-PHASE CONCEPT (PROS/CONS)

Pros
- A plan that stresses internal and external variables.
- Deals with key grassroots issues.
- Hard-hitting solutions.

Pro Summary

This solution is geared towards impacting future law enforcement cultures, as well as providing media liaisons and the utilization of technology for rapid information dissemination to the public. The phases are divided into the following categories to affect the below listed area:

Organizational Culture
- 40-hour training session for all levels of the organization.
- Customer-driven philosophies (the media as the customer.)
- Interest-based bargaining program to establish a method to remedy mutual concerns.
- A Media Relations Policy with sanctions for violations.
- Promotions geared towards advanced knowledge of media relations.

Technology
- Police Desktop Video System to provide timely information to anyone who wants to subscribe; citizens and media alike will have access. In addition, it would be a method to disseminate uncut information to the public without it being filtered.
- Interactive municipal police cable programming.

- State-of-the-art equipment to film the story when the media is delayed. The tape or disc could be used for evidence as well.
- The organization of a group of regional emergency services. P.I.O.'s are an integral part of the plan. Picture an organization which can sanction a particular reporter if his story is poorly done. An association that can unify media relation standards, and liaison with media associations.

These are the future parts to the "puzzle."

Cons
- Mass media may not buy in.
- May not have buy-in from association.
- A media backlash may be focused at the organization or city that spearheads this move.

Con Summary

The most obvious con is cost expenditures.

An analysis of the stakeholders' position on this strategy finds that there would be mixed reviews on this undertaking. However, the author feels this is the most comprehensive strategy to attack the problem(s).

IMPLEMENTATION PLAN

In this section, key issues will be identified in an action plan format for the 10-phase concept. A time line of short, medium, and long ranges will be utilized. Short range will equate to a time span of immediately to six months; medium will equate to a time span of six months to two years; long range will equate to a time span of two years to five years until implementation.

The selected strategy for implementation is strategy #C. This plan was developed to impact change at several levels.

This strategy deals with internal issues to address depth of change, as well as external issues to impact outside co-dependent stakeholders.

The first step to implementation would be the successful selling of the program to the Chief Executive Officers of the organization.

The next step would be the securing of funding for the project, which should be stretched over several budget periods. There are several areas that don't require funding, and could be immediately implemented (i.e., organizing the media group/establishing a training matrix, etc...). In addition, lobbying efforts of key personnel could be undertaken. This will be discussed further in the next chapter.

The following section will identify the implementation plan for each phase.

Phase I —   **Establish a mandatory training matrix.**

Short Range Goal

Action Steps:

A.   Draft curriculum.

B.   Organize instructors.

C.   Coordinate program with bureau heads.

D.   Communicate to all personnel.

E.   Implement 90 days.

F.   Re-evaluate (employee feedback).

Financial Impact: Minor

Others Involved: Bureau Chiefs, Academy.

Measure of Success: Final percentage of employees attending classes; end-of-course surveys from employees; feedback from media customers.

Phase II —   <u>Instill customer-driven philosophy</u>.

<u>Short Range Goal</u>

Action Steps:

A.   Communicate philosophy in policy

      documentation.

B.   Reward positive steps; discipline negative

      steps.

C.   Include philosophy in Department's mission

      statement.

D.   Lead by example.

E.   Inform all personnel.

F.   Evaluate progress.

<u>Financial Impact</u>: None

<u>Others Involved</u>: Chief of Police, Instructors, Bureau Chiefs,

Command Structure.

<u>Measure of Success</u>: Feedback from media customers.

Phase III —   <u>State-of-the-art equipment to supply a quality product</u>.

<u>Long Range Goal</u>

Action Steps:

A.   Identify present state-of-the-art equipment

      (i.e., portable fax machines, cell phones,

      portable copiers).

B.   Identify what new technology is on the

      horizon; research and development.

C.   Know what direction news engineers are

      headed in the next decade.

D. Plan future upgrades into the budget.

E. Have a contingency funding plan.

F. Communicate plans to media, for input.

G. Inform police employees.

H. Re-evaluate.

Financial Impact: Major

Others Involved: Command Structure, Commanding Officer, Media Relations, Press Information Detail, Research and Development Section, Budget Administrator.

Measure of Success: If the organization's equipment stays close to that of your news customer base; a quality product is put out in a timely manner; employees' use of equipment.

Phase IV — **State-of-the-art intake equipment.**

Long Range Goal

Action Steps:

A. Identify futuristic equipment; research and development.

B. Plan future upgrades into the budget.

C. Supply organization with equipment.

Financial Impact: Major

Others Involved: Same as above.

Measure of Success: Providing information on demand; customer satisfaction levels; police employees' adaptation to equipment.

Phase V — <u>Internal Media Relations Policy with sanctions.</u>

<u>Short Range Goal</u>

Action Steps:

A. Interest-based negotiations with local or regional media and employee union reps to set standards.

B. Develop policy.

C. Allow media and union reps to review for buy-off.

D. Train all employees on new policy.

E. Establish 90 day grace period for learning and feedback.

F. Re-evaluate.

G. Implement.

H. Media Evaluation Survey.

<u>Financial Impact</u>: None

<u>Others Involved</u>: City Manager, Chief of Police, Bureau Chiefs, Commanding Officer Internal Affairs, Commanding Officer in charge of Media Relations, employee unions.

<u>Measure of Success</u>: The number of violations weighed against media evaluation survey.

Phase VI — <u>Organize associations.</u>

<u>Medium Range Goal</u>

Action Steps:

A. Identify local, private and public PIO's and organize group.

B. Identify regional law enforcement, emergency services providers, and Fire Dept. PIO's to organize structured group.

C. Establish group rapport and common mission.

<u>Financial Impact</u>: Minor

Others Involved: Eighty-eight police organizations in L.A. County, CEOs of those organizations, private entities in Long Beach, city fathers, area politicians, Los Angeles County Fire Departments, all federal, state, and local emergency services provider PIO's.

Measure of Success: Group formation and cohesiveness. The number of objectives accomplished with a positive impact.

Phase VII — **Regional media coverage policy.**

Medium Range Goal

Action Steps:

A. Utilize PIO associations to formulate the policy.

B. Bring politicians and other influence brokers on board.

C. Establish short 12-Point Policy initially.

D. Publicize as large media event (i.e.,   family values to news coverage).

E. Contact news executives, utilize political clout and positive benefits for a win-win resolution. (Interest-Based Bargaining)

F. Implement and evaluate.

Financial Impact: Minor

Others Involved: Same as above.

Measure of Success: Total or partial adoption of policy goals by news providers.

Phase VIII — <u>Police Desktop Video Program</u>.

    <u>Long Range Goal</u>

    Action Steps:

    A.   Identify appropriate technology and cost.

    B.   Equip personnel with technology and training.

    C.   Market innovative program, internally/
         externally.

    D.   Implement/evaluate.

    <u>Financial Impact</u>: Major

    <u>Others Involved</u>: Command level officers, media, public, C/O of
    Press Information.

    <u>Measure of Success</u>: Survey to subscribers.

Phase IX —   <u>24-Hour Municipal Interactive Cable Show</u>.

    <u>Long Range Goal</u>

    Action Steps:

    A.   Contact local cable company.

    B.   Research and obtain the technology.

    C.   Staff the project.

    D.   Communicate to police and media personnel.

    E.   Inform City leaders.

    F.   Implement/evaluate.

    <u>Financial Impact</u>: Major

    <u>Others Involved</u>: Command level officers, the public.

    <u>Measure of Success</u>: Customer feedback.

Phase X —   **Promotions Geared Towards Media Relations**

Knowledge Base.

Short Range Goal

Action Steps:

A.   Establish criteria.

B.   Provide training opportunities.

C.   Provide opportunities for work experience.

D.   Communicate expectations.

E.   Implement and evaluate.

Financial Impact: Moderate (training).

Others Involved: Training sites.

Measure of Success: Employee feedback.

SUMMARY

This section of the Futures Study identified: 1) a path to accomplish a desired future, and 2) the pitfalls which may await. A comprehensive plan to address media relations of the future was presented. Technology and innovative approaches were explored.

In management terminology, this is known as strategic planning. The mission statement identified what will guide us to the efficient "managing of the media relations function in the year 2005" is "How to become a leader in the Law Enforcement Media Relations Field."

A ten-phase concept was identified by a panel of in-house Long Beach Police experts. The most significant part of the plan is that sections or the entire plan may be utilized.

In conclusion, a theorist once mused, "Those who don't plan and prepare, plan to fail."

The next section will cover the process for transition management. A plan will be presented to assist the reader in the change process within their organization.

CHAPTER THREE

TRANSITION MANAGEMENT PLAN

TRANSITION MANAGEMENT PLAN

This section will introduce a transition model for the time span of 1995 to 2005, and managing that model through the implementation phase. The model will focus on "becoming a leader in law enforcement media relations." The following methods will be utilized to develop the transition model:

- Critical Mass Analysis
- Commitment Analysis
- Management Structure
- Responsibility Charting
- Transition Management Timeline

The strategy that will be utilized in this model is a ten (10) phase concept that was constructed to be visionary, reachable, flexible, with a clear purpose; while incorporating the needs of the internal and external environment(s).

IDENTIFICATION OF CRITICAL MASS

Critical Mass is an analytical tool for use in transition planning, to help identify those few key players who are critical to the success of the strategic plan. Critical Mass is defined as the "...minimum number of players who if they support the change you are likely to succeed, or if they oppose the change you are likely to fail."

It is designed to impose a political reality of the planning process. It drives home two lessons. First, quality planning is of no value without acceptance of results by key individuals. And second, some of those key individuals have to take ownership of the proposed change, and play an active role in its implementation.

The critical mass is identified as:

- **MAYOR**

  Current level of support: The Mayor is a very strong supporter of City law enforcement. She would strongly support and lobby for any plan that would bring positive press to the City, and its Police Department. In addition, any method that would keep City residents up to date on occurrences and events.

  Desired support level: The Mayor's support is critical to the success of this plan. It is necessary that they may "help it happen." Her support would ensure the active involvement of other City Council Members, the City Manager, the police union, and other public and private stakeholders.

  The Mayor should be educated on the implementation plan and timelines. She should be kept well-informed, and her opinions solicited for input and inclusion. The Mayor would be the lobbyist for city government approval.

- **CITY MANAGER**

  Current level of commitment: The City Manager would be skeptical about the large expenditures of monies for technology. However, the City Manager is a strong supporter for efforts to enhance the City's public image, and also allows for more efficient dissemination of information to citizens.

  Desired support level: It is crucial that the City Manager's support is obtained. A cost benefit analysis should be done and presented to the City Manager. A historical research and pictorial of negative news stories should be presented to him.

  It is certain the City Manager would give his support, if the cost factors were justified.

- **CHIEF OF POLICE**

   Current level of commitment: The Chief is a strong supporter of enhanced media relations. The Chief took the first steps three years ago of taking a field lieutenant's spot from patrol, and placing it in media relations. He has supported movement of personnel to the press information office, to expand office coverage. He has observed the rewards of advancements in media relations.

   However, it would be naive to assume he would not have concerns about the technological expenditures.

   Although it is not expected that the Chief would have major concerns on any of the policy issues, except Phase V Media Relations Policy With Sanctions, this initiative may take heavy lobbying by the Chief to institute this phase. The Chief would have concerns about applying negative training (discipline) to a new program.

   Desired support level: The Chief's support is extremely crucial and key. Without his support, none of the phases will be implemented. His concerns on cost will be answered by illustrating the cost of negative press. The Chief is supportive of projects which allow the police organization to be seen as a leader in a specific field.

   The Chief will have to be the spokesperson to the City Manager and Mayor, about the project. He would have to be knowledgeable about the individual phases, and the conceptual vision behind the plan.

- **DEPUTY CHIEF OF ADMINISTRATION BUREAU**

   Current level of support: The Deputy Chief of Administration is in charge of critical areas that will be impacted by the plan. However, his support for press information, or media relations, is the highest in the organization.

Desired support level: The Administration Bureau houses the following key component areas in the ten phase plan:

A) Community Relations Division:

— Press Information Section

B) Personnel Division:

— Police Academy

— Training Section

— Manuals and Policies

C) Information Management Division:

— Budget Office

— Research and Development

The Bureau Chief would have to be thoroughly briefed, and provided with all the applicable answers to cost and conceptual background information. Moreover, policy considerations would have to be researched, and answers provided for the Bureau Chief. In addition, the Bureau Chief would be the Police Officers Union liaison contact person on the plan.

- **PRESIDENT OF THE POLICE OFFICERS ASSOC. (POA)**

Current level of support: The POA President would be supportive of all phases, with the exception of Phase V (Discipline Issue). Although, if the current Chief championed this point, the POA President would probably not oppose it, as long as the POA could give input on the construction of the new media policy.

Desired support level: The POA President's agreement not to sabotage the program is needed. This is not a major concern, in that the management/labor relationship has been excellent over recent years.

- ## PRESIDENT OF RADIO TELEVISION AND NEWS ASSOC. (RTNA)

Current level of support: This group has been very supportive of the recent strides Long Beach Police have made over the last three years. The President would be extremely supportive of the plan.

Desired support level: The President's verbal and written support for the program would be a powerful catalyst for governmental and elected officials. The President should be kept updated and informed on the implementation timelines and issues. Further, she should be kept in the overall information loop, for feedback and expert input.

TABLE A

COMMITMENT PLANNING

CRITICAL MASS KEY PLAYERS	TYPE OF COMMITMENT			
	BLOCK CHANGE	LET CHANGE HAPPEN	HELP CHANGE HAPPEN	MAKE CHANGE HAPPEN
CHIEF OF POLICE		O------------------------------------> X		
MAYOR		O----------------> X		
DEPUTY CHIEF OF ADMN		O----------------> X		
CITY MANAGER		OX		
PRES. OF R.T.N.A.		O-----------------------------------> X		
PRES. OF P.O.A. ASSOC.		OX		

O = Present   X = Desired

The Commitment Chart above lists the actors in the critical mass, their current commitment level (X) and the desired commitment level (O) necessary to make the change successful. With the exception of City Manager and President of the POA, all of the actors require a shift in their commitment level.

The earlier pages discussed what would be necessary to move the identified actors to the new locations on the above graph.

MANAGEMENT STRUCTURE

To effect change in a large organization takes a degree of preparatory work to accomplish the goals. The management structure that is selected must be efficient in communicating planned philosophies and policies, while personifying the media relations professional of the future. Since the identified "critical mass individuals"

comprise a widely divergent group, it is imperative to identify a group within the existing management structure that will relate well to the variety of constituents.

A committee group consisting of ten (10) participants should be formed. The meetings should be held monthly, or on an as needed basis, until the plan can run without oversight. The following is recommended committee structure:

1. Transition Manager (Team Leader)

2. Budget Representative

3. Research and Development Representative

4. R.T.N.A. and/or Local Media Representative

5. Municipal Cable Company Representative

6. Personnel Division Representative

7. Police Officers Association Representative

8. Police P.I.O. Representative

9. City Hall P.I.O. Representative

10. Organizational Psychologist (Organizational Development Advisor)

This team configuration should be inclusive of all the entities which could or may be impacted by implementation of the plan. Consensus building will be necessary both internally and externally. The transition management team must provide leadership, vision, and personal commitment.

TRANSITION MANAGER

The Transition Manager will be responsible for the development and implementation of the master transition plan. It will be necessary for this individual to map out the various strategies and actions to be taken in order to carry out the overall transition plan. The Transition Manager must act as the center of information,

leadership, instruction, and resource allocation. It is important that communication flows freely to the critical mass of individuals and stakeholders. When implementing change, it is crucial that all entities are made aware of pending changes and potential pitfalls. This should be a command officer high enough in the organization to influence change, but dynamic enough to persuade others.

The recommended Project Manager should be the Commander of Community Relations.

TECHNOLOGIES AND TECHNIQUES TO SUPPORT CHANGE

The management team must use a variety of communications conduits to inform stakeholders of recommended changes.

TECHNOLOGIES:

- **E-Mail/Voice Mail/Computer Bulletin Boards:**

These systems would allow the transmission of vital information and updates in a rapid and efficient manner.

- **Newsletter:**

A special transition team newsletter should be adopted. The newsletter would include progress on the media relations improvement project, but would also include tips and stories on how to improve speech communication, public relations and image building, noting those who do a commendable job at media relations.

- **Roll-Call Video:**

Informational video updates, for internal and external use, could be constructed to inform stakeholders.

- **News Short Stories:**

A news short documentary could be sought to inform the public of the strides being taken by Long Beach Police Department.

- **Techniques:**

Action Plans - Developing Action Plans that clearly articulate future goals will keep the transition focused.

Team Building - It is imperative that significant attention be given to team building activities prior to and during the transition process.

Budgetary Considerations - Expenditures for training, non-personal expenditures, and team building should be factored into the strategies.

Interest Base Bargaining - Should be utilized if conflicts arise with any stakeholder (i.e., media, police union).

Verbal Support - The transition team and department leaders will need to support the new policies through verbal acknowledgments. The topic should be discussed in small and large group meetings.

Role Modeling - Key organization leaders will need to personify the new media policies through their actions.

Rewards - Adopting a commendation system for quality media related activities, or actions, by employees.

Audits - Inspections should be conducted to see if policies are being adhered to.

CURRENT STATUS OF ORGANIZATION AND CHANGE

An assessment was done on the level of satisfaction or dissatisfaction of the Long Beach Police Department's ability to deliver service.

The assessment revealed that the public information section of the police organization was delivering a high quality product. However, other levels of the organization were inconsistent in the quality of information. The quality and customer service ranged from terrible to very good. This informal verbal survey was conducted

with members of the print and electronic media. In addition, several command level officers were approached and surveyed, with identical conclusions.

ASSESSING THE ORGANIZATION'S READINESS FOR CHANGE

The attached chart on the following pages entitled "Readiness for Major Change" was utilized in order to gauge the readiness of the organization. The assessment instrument focused on the position of key leaders and their levels of awareness and willingness.

There are three major categories from which the assessment results are formulated. Those areas are:

- **Awareness Dimensions** — The leadership of the department has been assessed as generally possessing "some degree" or "a great degree" of understanding of the current environment. In addition, the instrument showed a knowledge of interrelationships which affect the organization's mission. However, there is room for improvement in this area. The instrument allows you to benchmark or obtain a framework from which to work. In order to become a leader in a particular field, it is important to raise the awareness level of the overall command staff.

- **Motivational Dimensions** — This dimension measures the willingness of the leadership structure to visualize a vision, and struggle to obtain that vision. The instrument indicates a medium to high degree of willingness and motivation.

- **Skill and Resource Dimensions** — This area measures the skills possessed by the organization's leadership to manage change and conflict.
  - **Depth of Change Wanted:** Large scale organizational change, like the ten phase concept that is recommended, involves shifts in beliefs, norms, and values of organizational members. Major transitions cannot

be accomplished without changes in the beliefs and an understanding of how specific roles in the organization will be changed.

- **Pervasiveness of Change:** In "large scale change" models, it is necessary to measure the impact and degree to which sub-systems and subsections are affected. If the plan does not attack the subsystem of an organization, the change will only be temporary in nature.

- **Size of the Organization:** The larger the organization, the larger the change needed to alter its character and performance. The greater the size of the organization, the greater the organizational differentiation and complexity. The change strategy must be complex enough to handle the increased complexity of an organization the size of the Long Beach Police Department.

The 10-phase plan is complex enough to deal with the organization's subsystems, while simplistic enough for ease of implementation.

- <u>**Responsibility Charting**</u> — In responsibility charting, each party is assigned a behavior during each step of the transition change process. The behavior that is required to implement change, assignments, and responsibilities is made clear to those who are accountable. Responsibility charting facilitates the teamwork necessary for successfully implementing a holistic approach to transition management.

Actors basically fall into one of four main classifications (R.A.S.I.) for each task in the responsibility chart. (R) is responsibility to see that the actions or decisions occur. (A) is approval of actions or decisions with right to veto. (S) is support of action but no right to veto. (I) is informed of action or decisions but no right to veto. Some tasks may not apply to an actor and are designated with (-).

RESPONSIBILITY CHART (RASI)

10-PHASE MEDIA IMPLEMENTATION PLAN

ACTORS/KEY PLAYERS

DECISIONS	CHIEF OF POLICE	DEPUTY CHIEF OF ADMINISTRATION	COMMANDING OFFICER OF MEDIA RELATIONS (PROJECT MANAGER)	CITY MANAGER	MAYOR	ORGANIZATIONAL PSYCHOLOGIST	POLICE ACADEMY TRAINING STAFF	POA PRESIDENT	PRESIDENT OF R.T.N.A.
PHASE I — DEPARTMENT TRAINING	A	R	S	S	I	S	S	S	I
PHASE II — CUSTOMER-DRIVEN	R	S	I	I	I	S	I	S	I
PHASE III — HI-TECH EQUIPMENT TO INFORM MEDIA	A	R	S	I	I	(-)	(-)	I	I
PHASE IV — POLICE INTAKE INFO. EQUIPMENT	A	R	I	I	I	(-)	(-)	A	(-)
PHASE V NEW MEDIA POLICY	A	A	R	I	I	S	I	I	A
PHASE VI — P.I.O. ASSOC.	I	I	R	I	I	I	(-)	I	I
PHASE VII — REGIONAL MEDIA POLICY	A	A	R	I	I	(-)	(-)	I	A
PHASE VIII DESKTOP VIDEO	A	R	A	I	I	(-)	(-)	I	S
PHASE IX INTERACTIVE CABLE	A	R	A	I	I	(-)	(-)	I	S
PHASE X PROMOTIONAL TESTING	A	R	I	I	I	(-)	I	S	I
INTERN/EXTERN COMMUNICATIONS	R	I	I	I	I	I	I	I	I
COST BENEFIT ANALYSIS	A	R	I	I	I	(-)	(-)	S	I
EVALUATE PROGRAM (FOLLOW-UP)	A	A	R	I	I	I	I	I	I

R = Responsibility For Action (But Not Necessarily Authority)

A = Approval (Must Approve, Has Power to Veto)

I = Inform (Must Be Informed Before Action)

S = Support (Provides Resources, Does Not Have to Agree)

(-) = Irrelevant

Responsibility for each function can only be given to one actor. If the group has difficulty in assigning responsibility to any actor, three actions occur as a result:

1. Break the problem into subparts and assign to separate actors.

2. Move the R (responsibility) up one level in the organizational structure.

3. Move the decision about the allocation of the R (responsibility) up one organizational level.

The responsibility chart should be circulated throughout the organization in order to double-check assignments, and communicate responsibilities.

TRANSITION MANAGEMENT (IMPLEMENTATION) PLAN

I. **Planning** (Short Range——1 Month)

A. Police Chief Gives Approval (Articulates the Vision)

1. Assign Project Manager (defines future state).

2. Chief communicates expectations and boundaries to Project Manager.

3. Transition Team is assembled.

4. Present 10-Phase Media Relations Plan to Transition Team.

5. Environment is evaluated for political timing constraints (environmental assessment).

6. Project Manager identifies and sets goals and objectives.

7. Project Manager subdivides responsibilities.

8. Establish timeline with reasonable due dates for target objectives.

B.   Infrastructure

    1.   Project team members research delegated responsibilities.

    2.   Timelines re-adjusted.

    3.   Logistic concerns identified.

    4.   Budget developed.

    5.   Identify key players and possible snail darters.

    6.   Team building sessions.

    7.   Determine organizational capabilities.

    8.   Define future organization.

        - Policy Development

        - Technologies

        - Future Mandates (legal, political, ethical)

    9.   Establish command and control system (authority structure).

    10.   Communicate to affected areas and stakeholders (30 days).

        -    Internal Communication (i.e., newsletter, E-mail, videotapes, speeches).

        -    External Communications (i.e., news articles, newsletters, presentations, videotapes).

    11.   Obtain team feedback and evaluate.

    12.   Update internal policies.

    13.   Obtain equipment.

    14.   Allocate resources.

II.   **Implementation** (One to Two Years)

    A.   Institute Training Matrix-Media as Customer Philosophy Training (2nd Month)

        1.   Interest base bargaining sessions

        2.   Evaluate

        3.   Accounting systems

    B.   Institute New Policies (Second Month)

        1.   Promotion test criteria updated

        2.   Evaluate

    C.   Institute Discipline Policy (Third Month)

        1.   Evaluate

    D.   Go On-line with New Technologies

        1.   Interactive Cable (Sixth Month) - Evaluate

        2.   Desktop Video (One Year Mark) - Evaluate

        3.   State-of-the-Art Report Writing Systems (One and one-half Years) - Evaluate

    E.   Formalize New Structure (Two Years)

III. Evaluate

    A.   Audit Individual Systems and Expenditures for Breakdowns

        1.   Re-evaluate

    B.   Evaluation of Transition Period

        1.   Project Team Feedback

        2.   Internal/External Assessment

    C.   Evaluation of Results and Plan

        1.   Restructuring

        2.   Modify

    D.   Document Process and Results

    E.   Evaluate Effectiveness and Systems Yearly

        1.   Restructure

(NOTE - Continuous evaluation is needed throughout the program. At each step of the plan, the project team needs to assess the progress of objectives towards the intended goal.)

CONCLUSION

"The Badge and the Pen: A Love Hate Relationship," is a manuscript geared towards long-range strategic planning. The main focus of the project was the analysis of police media relations in the twenty-first century.

This conclusion is intended to bring focus to this research effort, and to provoke further thought and study of the issue. To facilitate that intention, this broad and complex issue has been defined for structured research and posed in question form as:

WHAT STRATEGIES ARE FORESEEN IN MANAGING THE MEDIA RELATIONS FUNCTION, FOR LARGE LAW ENFORCEMENT ORGANIZATIONS, BY THE YEAR 2005?

In today's era of home invasion robberies and gang members with automatic machine guns, law enforcement management spends little, if any, time discussing media related strategies. Most police training academies dedicate an average of one hour to the training of recruits in this area. Why? Because there are more important police functions to be concerned with. However, it is more likely that an officer will encounter a news camera crew than a gun wielding bad guy with a fully loaded machine gun. Moreover, it is entirely likely that the untrained law enforcement professional will cause more long-term damage to an organization as a result of a negative interaction with the media.

The awesome power of the media can easily destroy a police chief's longevity, or increase the public's confidence in an organization. A 90 second sound bite can take an agency from the nation's best to the nation's worst.

Recently, law enforcement has taken notice of the enormous power that the mass media possesses. The response was to identify trained specialists who would interact with the media. The future will bring faster methods to provide news to an information hungry society. As competition increases to a feverish pitch, in the form of tabloid journalism, law enforcement will need to respond in new ways (or strategies).

The reactive crisis management model of "damage control" will not be good enough. Proactive steps to influence opinions and attitudes will be necessary. The media relations specialist will not be the answer. Attitudes of the media will have to be affected and changed (moving from specialist to generalist). An evolution of thought and purpose will have to be forged.

This new mindset will be the result of improved training, policies, and technology. New officers will be armed with the tools of presentation and image building. Managers will understand the need to get timely and accurate information to the media, in an age of global information. The law enforcement organization will understand the linkages between the local news and public confidence in the organization.

The futures study identified a 10-phase strategy through a complex strategic and transition planning process. The 10-phase plan was constructed to provide alternatives for the Long Beach Police Department in its goal to become a recognized leader in police/media relations. The plan targets internal and external factors, while ensuring that deep rooted anti-media sentiments are impacted. The strategy also impacts the areas identified as concerns by media experts. Those concerns are: 1) training, 2) technology, 3) policies, and 4) the ability to gather large amounts of information for dissemination to the public.

WHAT IMPACT WILL EMERGING TECHNOLOGY HAVE ON THE MANAGING OF THE MEDIA RELATIONS FUNCTIONS?

Technology improvements may cause law enforcement agencies to expand existing press information details; those agencies that do not have press information details will need to better train their officers and personnel.

Because of potential future mergers of large media organizations (i.e., 500 new channels), and improved camera technology (which will be significantly reduced in size), law enforcement must prepare for increased demands for information. Portable satellite devices will allow for global live transmissions. As the Los Angeles Police Department

experienced the freeway scene involving O. J. Simpson in the white Ford Bronco, that scene was observed around the world as it happened.

These are the types of opportunities that law enforcement will have to take advantage of. Technology will afford the opportunity to improve law enforcement's image and influence opinion.

Paperless law enforcement reporting systems, interactive T.V. systems, desktop video, and computer bulletin boards are just a few of the technologies that may be utilized by law enforcement to provide a more efficient information product to the mass media and the public. These are mediums to provide information quickly on a global basis.

In addition, technology improvements will potentially impact privacy laws. Improved cameras and listening devices may be misused by the user. Computers can be used today to change photographs and the scenes represented.

WHAT SOCIETAL CHANGES MAY AFFECT THE MEDIA RELATIONS FUNCTIONS?

Societal changes and technological improvements will be the driving forces behind changes in police media relations.

Changes in the makeup of the community or region will greatly affect law enforcement in that area, and its media component. The presentation of news is different in the rural midwest as compared to a large urban city in California.

Southern California has experienced dramatic change in demographics over the past decade. As constituencies change, so should the product. Multilingual news outlets will need bilingual officers to provide information and cultural analysis.

Law enforcement also possesses the opportunity to impact the media's trend towards sensationalistic journalism. As society moves towards more conservative ideologies, law enforcement must seize the opportunity to establish new self-imposed standards. This can be attempted through new approaches:

- Interest Base Bargaining, which the media formulates agreements on new policies and standards.

- Regional Press Information Officers Association, which can assert combined pressures on the media's leadership.

The shift to a more conservative ideology can be used to improve or establish guidelines by which the media presents its product. For instance, reducing the number of violent scenes portrayed on the news, or reaching an agreement not to publish the names of street gangs. These are all potential areas for improvement where law enforcement must take the lead role.

One important item to remember is that the media is a business, and as such will be willing to negotiate any situation which would result in increased business. If the benefit to agreeing to new standards would increase their flow of information on a regional level, chances are they would be agreeable. This also gives law enforcement the opportunity to understand their strategic economic objectives and policies, whereas in the past, police organizations only reacted to crisis situations.

WHAT STEPS WILL LAW ENFORCEMENT USE TO MITIGATE NEGATIVE PUBLIC PERCEPTIONS?

Mitigation on negative perceptions does not begin at the scene of a crisis situation, with hundreds of news cameras. Mitigation begins internally, years or months prior to a major incident. Mitigation begins with in-depth media training and policies, which will give an organization its character and integrity.

Robert Dilenschneider stated in his bestseller Power and Influence Mastering the Art of Persuasion that "Media training is not a launch for an ego trip; it is self-defense, the martial arts of communication." Law enforcement has yet to totally realize that their job is not 90% of fighting and shooting bad guys. But it is 90% of communicating issues of conflict resolution and image building. However, law enforcement spends more training time on weaponless defense and lethal force than any other.

Mitigating potential hazards will necessitate a new way of thinking and training. But media relations training will not be enough. The new mind set will have to be woven into the very fabric (culture) of the organization.

Crisis managers should automatically be thinking of how they will present the organization at the conclusion of a major event.

Case in point, a local police organization handled a barricaded suspect, with several children as hostages. Although the police organization made numerous self-identified errors during the process of the situation, at the conclusion, a gray-haired senior officer brought one of the unbathed, unkempt children out, clutched closely to his chest, with an adoring grandfather-like smile. The picture was on the front page, which read "Officers Bring a Dangerous Situation to a Safe Conclusion." A picture is worth a thousand words. In the future, scenes like this will be on global news shows and computer systems within seconds of occurrence. The handwriting is on the wall; can law enforcement afford to ignore it?

Investing in the proper training and policies, which are strongly enforced, are worth much more than can be imagined. In the "technomania age," communication of valuable information will be the most valuable resource. Law enforcement needs to learn and develop an expertise in the market of information brokering.

RECOMMENDATIONS FOR FURTHER STUDY

This research was not intended to answer all the questions one may having about police media relations, but to inspire thought. Each point of the identified 10- phase plan is very complex. Each issue is sufficiently complex to generate a separate study or experiment. This is an area which needs to be researched and expanded upon in many different writings, especially, areas surrounding technology, constitutional rights, and sophisticated training programs.

In closing, the most important aspect to be noted is that the author obtained a certain expertise in drafting this document. Moreover, five parts of the 10-phase plan have been adopted and instituted in the Long Beach Police Department as a direct result of this process. The results have met with rave reviews from the local and regional media, as well as other law enforcement agencies.

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SURVEY

"MEDIA RELATIONS IN THE YEAR 2005"

1. Please print your name: _____

2. Occupation and Company: _____

3. Years of experience? _____

4. Age: _____

5. Sex: _____

6. Level of education completed? _____

    _____

7. Please identify what experience do you have in the Media
    Relations field? How many years?

    _____

    _____

    _____

    _____

8. How do you perceive the working relationship between Law
    Enforcement and the Media?

    _____

    _____

    _____

    _____

9. How would you rank this relationship?

    Good _____   Fair _____   Poor _____

10. What can be done to improve this relationship?

_____

_____

_____

_____

11. Do you anticipate any changes over the next decade in
laws, rules or policies, that will possibly affect how
the media does its job today?

Yes _____   No _____

12. If yes, please explain?

_____

_____

_____

_____

13. Do you anticipate any technological changes that will
impact the Media field over the next decade? If yes,
please explain and identify.

_____

_____

_____

_____

14. With the above technological changes, will the Police
Media relationships improve or harm?

_____

_____

_____

_____

15. How has the personal camcorder affected the Media function?

_____

_____

_____

_____

16. How will the camcorder affect the Media's ability to report the news over the next decade?

_____

_____

_____

_____

17. As digital radio systems improve and computer paperless system become more of a norm for police department's, how do you anticipate it affecting the Police/Media relationship?

_____

_____

_____

_____

18. How will interactive T.V. affect the News Media and its Police relationship?

_____

_____

_____

_____

19. How will increased channel accessibility affect the News
    Media (ie. 500 available channels)?

    _____

    _____

    _____

    _____

20. How will improved local City Cable News Programs affect
    the large News Networks?

    _____

    _____

    _____

    _____

21. With Police Technology improving dramatically, how will
    the ability to better control the flow of information
    affect the news services?   Pros/Cons?

    _____

    _____

    _____

    _____

22. How probable is it that Law Enforcement will develop the
    expertise to run a 24 hour news channel (ie. like the
    CNN format)?

    _____

    _____

    _____

    _____

23. Do you see Law Enforcement maintaining the same role(s) in 2005, (ie. will Public Law Enforcement be only for the poor?)?

_____

_____

_____

_____

24. Will demographics affect the future of Police/Media relationships? If yes, in what way?

_____

_____

_____

_____

25. How will tabloid news affect serious news programming, and citizens' opinions?

_____

_____

_____

_____

26. Please use this space to identify any issues that you see as important or will have a major impact on the Police/Media Relationship over the next decade. (ie. social, technical, economic, political)?

_____

_____

_____

_____

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Respondents' Occupations:

- Five respondents were police executives (rank of Captain or above).

- Eight respondents were news media reporters (those who regularly interact with law enforcement officers).

- Twelve respondents were news media executives (defined as: Executive Editors, Executive Producers, Editor and Chiefs, News Directors, Assignment Editors, Chief Engineers).

Respondents' Average Age:

Forty-three years of age.

Respondents' Average Years of Work Experience:

Twenty-three years.

Sex of Respondents:

Four Females

Twenty-one Males

The survey itself consisted of twenty-six (26) questions. The questions covered the following topics:

- Technology

  - Potential Effects

  - Technology Changes

  - Emergence of the Camcorder

  - Interactive T.V.

  - Paperless Computer Systems for Police Reports to Control Information

- Media/Law Enforcement Relationship

  - Perceived Level of Relationship (good/fair/poor)

  - Demographics and Possible Residual Effects

- Potential Changes of Laws or Policies That May Affect

How the Media Does Its Job

- Local City Cable T.V. News Stations

Electronic Media

1. C.B.S. News - Channel 2

2. N.B.C. News - Channel 4

3. A.B.C. News - Channel 7

4. K.T.L.A. News - Channel 5

5. K.C.A.L. News - Channel 9

6. K.T.T.V. Fox News - Channel 11

7. K.C.O.P. Independent News - Channel 13

8. K.M.E.X. News (Latino Customer Base)

9. K.M.E.T. News (Latino Customer Base)

Radio News

1. K.F.I. Talk Radio

2. K.F.W.B. 24 Hour News Radio

3. K.A.B.C. Talk Radio

Newspapers

1. Los Angeles Daily News

2. Los Angeles Times

3. Long Beach Press-Telegram

4. San Diego Union Tribune

Law Enforcement

1. Long Beach Police Department

2. Los Angeles Police Department

3. Los Angeles Sheriff's Department

Identified Trends

1. The amount of stonewalling by the media.

2. The amount of instant news.

3. The number of live broadcasts.

4. A shift in entertainment reporting.*

5. Syndicated newscasts.

6. Multilingual presentations of news.

7. Training standards for police.*

8. The responsibility of media.

9. Competition for public and private dollars.

10. Cooperation between police and the media.

11. The use of freelance employees (like temps).

12. Merging of major networks.

13. Media two-way communication practices (the use
    of customer surveys for immediate feedback).

14. The worldwide demand for news (increased demand for
    information).*

15. Information clarification.

16. The number of civilian media specialists
    (professionalism).

17. High-tech police systems for gathering information.*

18. Concern of hate crimes.

19. High-tech training of police.

20. Utilization of media as a partner.

21. Customer base changing (demographics).*

22. The size of press information staffs for law
    enforcement agencies.

23.   Merging of multi-media companies (electronic/print/phone).

24.   Corporate sponsorships.

25.   Technology allowing access by the media into systems.

26.   Standards of conduct for PIO's and media (ethics).

27.   PIO's role.

28.   Formulation of a National Media Policy.*

29.   The amount of social and political changes.

30.   Police having direct access to newsrooms.

31.   The amount of separation between classes (the haves

vs. the have-nots).*

32.   Standards of information.

33.   The amount of pressure in courts—fair trials vs. tried in media.

34.   Privacy issues and laws.

35.   Media's need for more information.

36.   Ethical restrictions on media (blood and gore).

37.   Moral value standards (public).

38.   A sense of social and community responsibility.*

39.   Technology driving social standards.

40.   The amount of social responsibility of the media.

41.   Regulations on electronic media.

42.   Cultural awareness within law enforcement and the media as it relates to

customers.

*Top Ten Trends

Identified Events

1. Closing of our borders (strained relations with Latino Community).*

2. Court decisions decrease media's ability to invade (or access) privacy.*

3. Media caught manufacturing news.

4. L.B. Base News Broadcast (cable local news).*

5. National disaster when media reports/broadcasts misinformation.

6. Major crime event with a serious negative outcome.*

7. Legalizing victimless crimes (changing roles of law enforcement).*

8. Negative event involving media which will impact national policies.

9. Long Beach becomes 65% Latino.*

10. Latino-dominated city government.

11. Long Beach declares bankruptcy.

12. Police Officers seen as gang members.

13. Unification of area gangs.

14. A National Media Policy.

15. Long Beach becoming a major tourist attraction.*

16. Civil unrest where the media becomes the target.

17. Major social and racial riot.*

18. A vigilante act of significant magnitude.*

19. Paperless newspapers.

20. Long Beach Police hiring bilingual officers as a minimum requirement.

21. Complete ban of firearms.

22. California's Police Officers Standards and Training Commission funding stops for training.

23. Further decentralization of Long Beach Police Department.

24. Major school riot.

25. Major collapse of utility services.

26. Retirement of current Police Chief.

27. Major world conflict/war.

28. Local conflict. ·

29. Hazardous material incident (large).

30. Merging of CNN and HBO (major cable stations).

31. Regional policing (California State Police).

32. Local government scandal.

33. Full-scale gang warfare (local level).

34. Major environmental war.

35. Major police scandal.*

36. Major incident from South Africa.

37. One standardized Press Card.

38. Long Beach Police Department obtains state-of-the-art technology.

39. Suspension of freedom of press.

40. Law enforcement conflict.

41. Southern California becomes a state.

42. Interactive media.

43. Long Beach Police Department receives 40 hrs. mandatory media training.

*Top Ten Events