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PLANNING THE RELATIONSHIP BETWEEN POLICE AND LOCAL NEWS MEDIA BY THE YEAR 2000

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PART ONE

A FUTURES STUDY

WHAT WILL BE THE RELATIONSHIP BETWEEN POLICE AND THE LOCAL NEWS MEDIA BY THE YEAR 2000?

PART TWO

STRATEGIC MANAGEMENT

A MODEL PLAN FOR STRATEGICALLY MANAGING THE RELATIONSHIP BETWEEN POLICE AND THE LOCAL NEWS MEDIA BY THE YEAR 2000

PART THREE

TRANSITION MANAGEMENT

THE DEVELOPMENT OF A TRANSITION PLAN TO FACILITATE IMPLEMENTATION OF THE STRATEGIES DEVELOPED IN PART TWO

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INTRODUCTION

Relations between law enforcement and local news media have suffered for a variety of reasons, including misconceptions of roles, competition, and failure to collaborate toward shared interests. This study strives to define the optimal relationship between these two entities and determine ways to achieve this goal by the Year 2000.

The current environment evolves from the 1950's when the media's coverage of law enforcement was restricted to half-hour television news and a few publications, to the 1980's with 24-hour live television and numerous publications that are probing, competitive sources of both news and entertainment. The trend towards instantaneous exposure will continue with technology and the public demand for information.

Police Departments have traditionally been closed societies; however, the need for public support has prompted police administrators to seek ways of gaining the public's approval, respect, and confidence.

The police station is one of society's most prolific sources of news. The manner in which police reveal "news" is an extremely significant factor in the public's perception of their worth and standing in the community.

Former Attorney General Ramsey Clark has addressed this issue by stating, "if police are alienated from the public, they have mistaken their very purpose and lost their chance to succeed. Is the relationship between police and the community one of confidence, respect, of understanding the importance of the mission, of full support and free interchange? Or is it a relationship of fear and mistrust? Or perhaps there is no relationship at all, but rather a void, an absence of communication."

To achieve improved relations with the press, thus providing appropriate information about police activity to the public, open and honest communication must be promoted.

This is a difficult challenge in an environment of fear in releasing news that generates negative publicity sometimes exaggerated by what critics call yellow journalism. It is compounded by the fact that police and news media are motivated by competing, and sometimes conflicting, interests.

This study will identify past, current, and future issues that affect the relationship between police and local news media. It is hoped that this understanding will promote and encourage further interest in the goal of optimizing the relationship. Research sourses include literature scanning, brainstorming sessions with law enforcement colleagues, and interviews with professionals associated with the news media.

The study will be presented in three major sections. Section One will present an analysis of trends and potential future events and their interrelationship through cross-impact analysis. This will provide the data for three scenarios depicting an exploratory "most likely," a hypothetical "worst case," and a normative "desired and attainable" alternate futures as related to police and local news media.

Section Two will present a strategic plan for managing the relationship between police and local news media by the year 2000. It will analyze strengths and weaknesses of the targeted police department and threats and opportunities presented by the identified trends. It will also articulate mission statements related to general policies and specific issues related to the subject area. Key stakeholders are also identified and negotiation strategies are developed to facilitate acceptance of the plan.

Section Three presents a transition plan to facilitate implementation of the strategies developed in Part Two. It will analyze a critical mass of key actors to determine their position and needs. It will also chart commitment planning, responsibilities, and capabilities of the key actors. This section also describes a structure to manage the implementation process.

This paper does not attempt to rewrite any existing police-press policy manual. It does seek to look at alternative futures and facilitate the realization of the one viewed as most desirable and attainable. It balances a mixture of appropriate use of high technology with consideration for the human dynamics associated with the relationship between police and local news media by the year 2000.

PART ONE

A FUTURES STUDY

What will be the relationship between Police and the Local News Media by the Year 2000?

ISSUES

Understanding the implications of the primary issue "What will be the Relationship Between Police and the Local News Media by the Year 2000?" requires the development and examination of attendant sub-issues. This was accomplished through literature scanning, brainstorming sessions with law enforcement colleagues, and interviews with professionals associated with the news media.

This research yielded the following relevant sub-issues:

Past Issues

1. What has been the nature of the relationship between police and the local news media?
2. Have the police attempted to learn about the media--or depended on the media to learn about them?
3. What led to the current state of the relationship?

Present Issues

1. Is there a need for a new relationship?
2. Is mistrust and tension necessarily bad?
3. What training is necessary to maximize effectiveness in dealing with the press?
4. What opportunities do the police have in collaborating with news media for mutual benefit?

Future Issues

1. How will technology affect the method by which news is gathered?
2. How will technology affect the method by which police document, relay, and store information of interest to the press?

3. How will decisions regarding dissemination of information in police reports be made?
4. What will be the public's expectation regarding release of information and privacy concerns?
5. Is there an opportunity for commodity exchange programs between police and the local news media?

METHODOLOGY

Several research methodologies were used to gather, develop, and evaluate information relating to the primary and sub-issues. These included literature scanning, brainstorming, and interviews. A modified conventional delphi panel was recruited for trend and event selection and forecasting, and for cross-impact evaluations. Three futures scenarios were written on the basis of information developed from the delphi process.

Interviews

Interviews were conducted with professionals associated with law enforcement, print media, electronic media, public relations, media law, and high technology. Basis for the interviews and issues were developed from literature scanning and brainstorming with law enforcement colleagues.

Interview questions were designed to focus attention on the future of the relationship between police and the local news media. Past and present sub-issues were also explored.

The following represents common responses of those interviewed regarding specific issues, understanding of past and current status, and new/innovative ideas:

The current environment evolves from the fifties when the local news media's coverage of police activity was restricted to half-hour T.V. news and a few publications. Government was then able to "stonewall" and spoon-feed limited information to a fairly docile press.

Watergate was a major event that changed public passivity. The public demanded full and accurate disclosure, and the media became probing and competitive to meet that demand.

Mass protests during the civil rights movement and the Vietnam war placed a tremendous burden on police, who were constantly "exposed" by the

news media during and after their response to the protests. Constant negative publicity led the police to both mistrust and fear the press. As they responded by closing ranks, a vicious cycle began.

The interviews revealed an overwhelming belief that police today are much better educated, trained, and responsive than the police of the 50's and 60's. There was common belief that tension between the two is not only healthy, it is essential in a democracy that requires news media to be free from governmental restrictions. The police must understand this and respect the sometimes conflicting roles and responsibilities that create this tension.

Increased training in press relations was noted as one of the most important elements of enhancing relations. A few hours of academy instruction then "upgrade" training upon promotion were seen as inadequate to meet the demands of a truly optimal relationship. Those interviewed from outside law enforcement placed the onus for understanding the roles on the police. Some blame the police for unnecessary escalation of hostility by failure to provide training and exposure regarding existing adequate press policies.

Most felt that collaboration between the two entities was both difficult and potentially dangerous in a democratic society. The common opinion was that the press must maintain objectivity, and that if they collaborate or become a part of the police conduct, they will lose both objectivity and independence. Emphasis was placed on a continued need to report police activity as it occurs, including special interest stories and the occasional "good guy" story--so long as it is balanced with accurate reporting of the negative occurrences.

Law enforcement representatives felt that local media lacked seasoned reporters, due to the practice of frequently rotating them in and out of "the cop beat." Surprisingly, the press-oriented response to this was that the

police should compensate by assisting with on-the-job training in their contacts with inexperienced reporters.

An overwhelming response regarding availability of information was that it is the responsibility of the police to make "nonwithholdable" information available on a timely basis. They felt that this practice would reduce the frequency of reporting uninformed/inaccurate responses by second parties.

The interviews revealed a major concern over the potential of high-technology limiting accessibility of police information. Inability to continue monitoring police radio broadcasts and delays in access to information "in the computer" were offered as examples of potential strains associated with high technology.

A response consistently offered by the press and recognized by law enforcement was that status quo regarding availability of information would be the minimum accepted. It was generally agreed that failure to find ways to maintain an appropriate information flow--even when technology made secrecy feasible--would deal a major blow to the relationship between the two entities.

Collaboration through commodity exchange programs was generally viewed as worth exploring but potentially dangerous as another threat to objectivity and the "watchdog" role of the press over the government. Most felt, however, that programs might be worked out as long as this was guarded against and conflicts were resolved in favor of objectivity.

Modified Conventional Delphi

Throughout the process of brainstorming, literature scanning, and interviewing, candidate lists of trends and events were generated. A delphi group was recruited for the purpose of selecting and evaluating a final set of trends and events relating to the total issue. The group members represented

law enforcement, local and regional newspapers, television news, media law, public relations, and the public.

Each member of the delphi group was provided information relative to the subject as well as verbal and written instructions relative to the delphi process.

The delphi was conducted in two rounds, either by fax or in person, depending on location. In the first round, the group evaluated a gross list of trends and events for degree of importance to the issue.

Trend Evaluation

This resulted in the following five trends being selected for further evaluation in round two.

T-1: High speed, instantaneous, mass communications, i.e. fax, electronic mail, teleconferences, etc.

T-2: Accountability of local law enforcement

T-3: Public demand for information

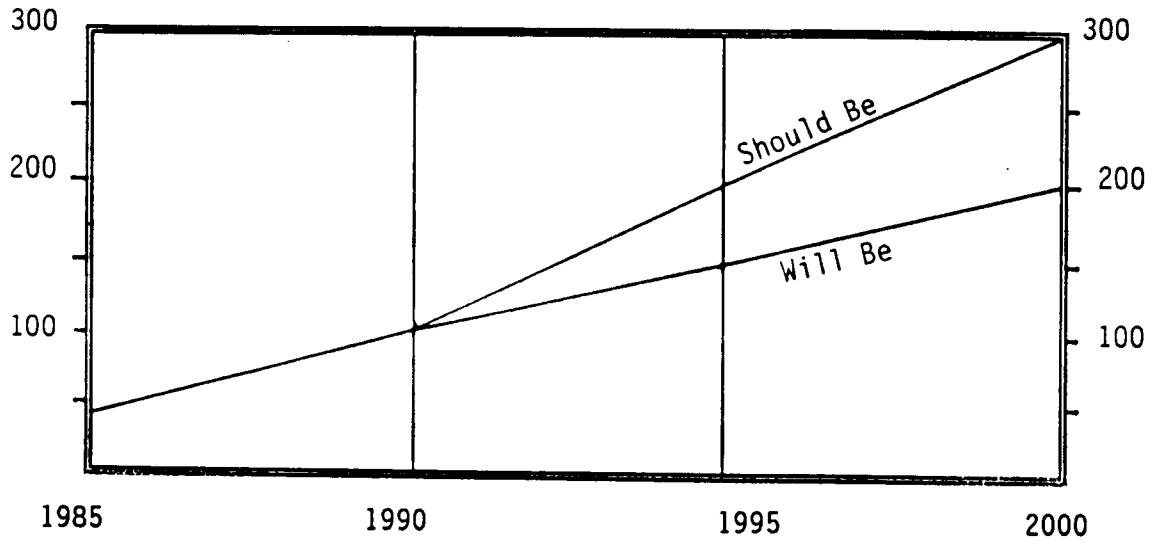
T-4: Concern for privacy

T-5: Police efforts to enhance image

All trends were assigned a present-day value of 100. The delphi group was instructed to interpret what the respective trend level was five years ago. Trend direction and level for the next five and ten years were then projected. Lastly, the group assessed where the trend level should be if favorable policies and actions occurred during the next five and ten years. The respective median values established by the group for each trend level are documented on the figures that follow:

Figure 1

Trend 1: High speed, instantaneous, mass communications, i.e., fax, electronic mail, teleconferences, etc.



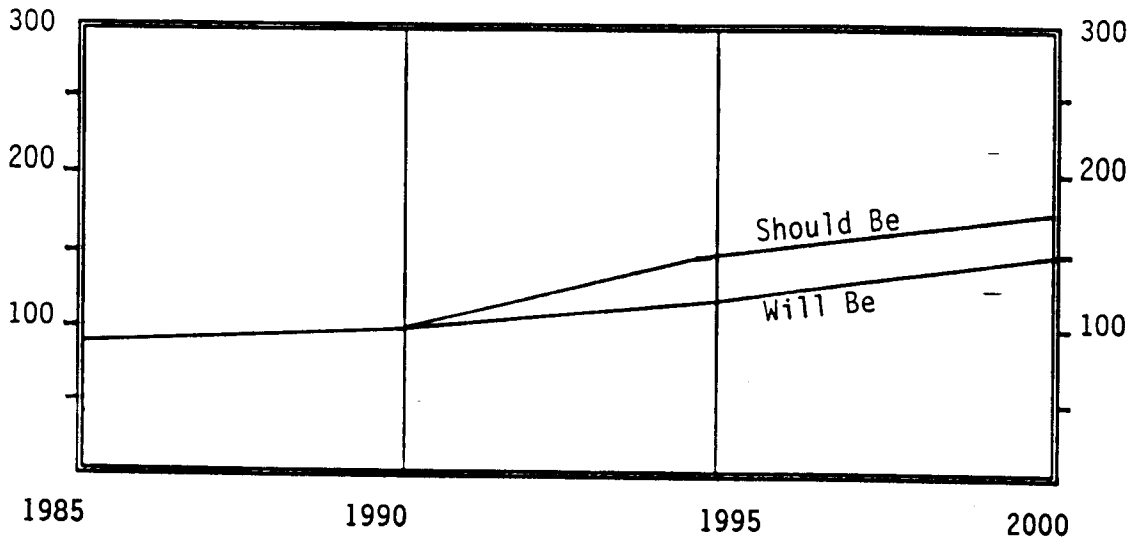
Level values: **1985--40; 1990--100; 1995--will be 150/should be 200**
2000--will be 200/should be 300

Trend one analysis. The use of high-speed, instantaneous mass communications has increased significantly over the past five years and will continue to climb dramatically over the next ten years. Even with the anticipated increase, the level should climb at an even higher rate.

Successful news agencies are increasingly "on the scene" to broadcast live in both audio and video modes. Instant news coverage means spontaneous live interviews as well as other means to publicly expose events and police response to same.

Figure 2

Trend 2: Accountability of local law enforcement

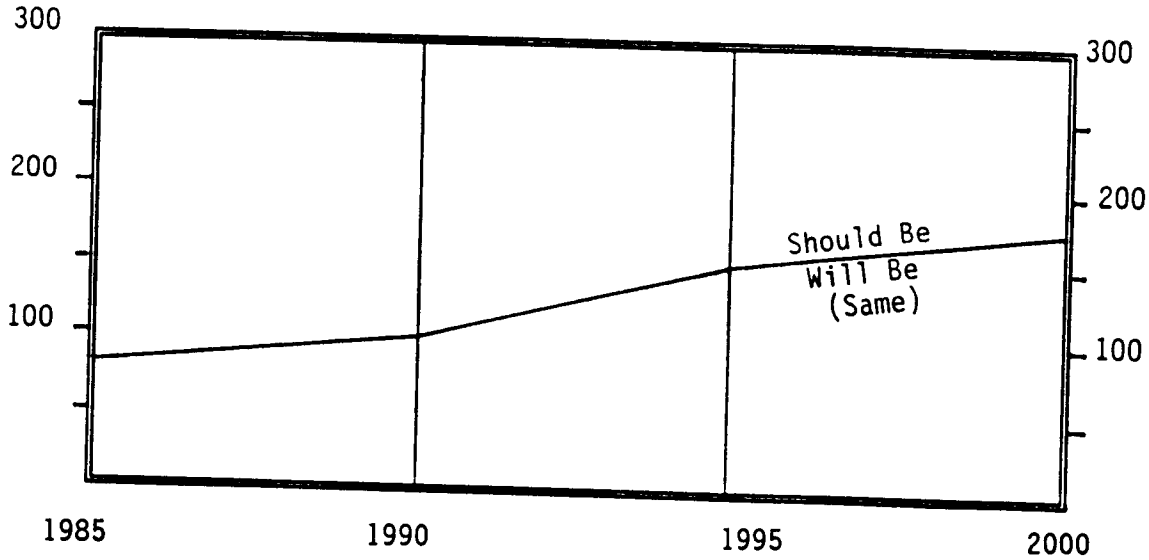


Level values: 1985--80; 1990--100; 1995--will be 120/should be 150; 2000--will be 150; should be 170

Ten years after Watergate, government lost some of the intense accountability to which it had been previously subjected. The panel felt that the post-Reagan era will realize an increase in the accountability of government. Local as well as national issues are increasingly and critically examined by the news media,and the public is increasingly involved in issues. Ballot initiatives, protest marches, demonstrations, and willingness to be arrested are examples of the public's willingness to become directly involved with and make demands upon government. Law enforcement itself has joined in the effort towards accountability of individuals. Investigations of public officials and sting operations have increased, creating further demand for accountability as well as a response to it.

Figure 3

Trend 3: Public demand for information



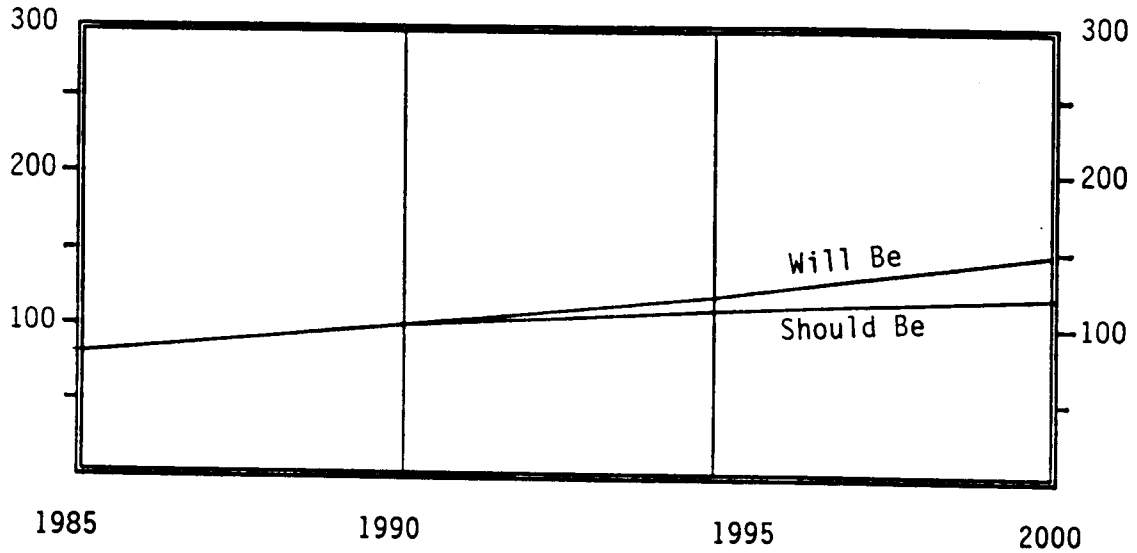
Level values: 1985--80; 1990--100; 1995--will be 150/should be 150; 2000--will be 175/should be 175

The panel expects the public demand for information to rise, as it should, by a significant rate over the next ten years. As the country moves deeper into the "information society," the public will naturally demand more (available) information. The number of specialty print publications and the number of hours of electronic news programming and home computer data subscriptions are indicative of this rising trend.

Information from the news media is increasingly presented in an entertaining manner. Live coverage interviews and photos are commonly used to enhance news "stories" and high technology is expected to increase capability to provide such coverage.

Figure 4

Trend 4: Public concern for privacy



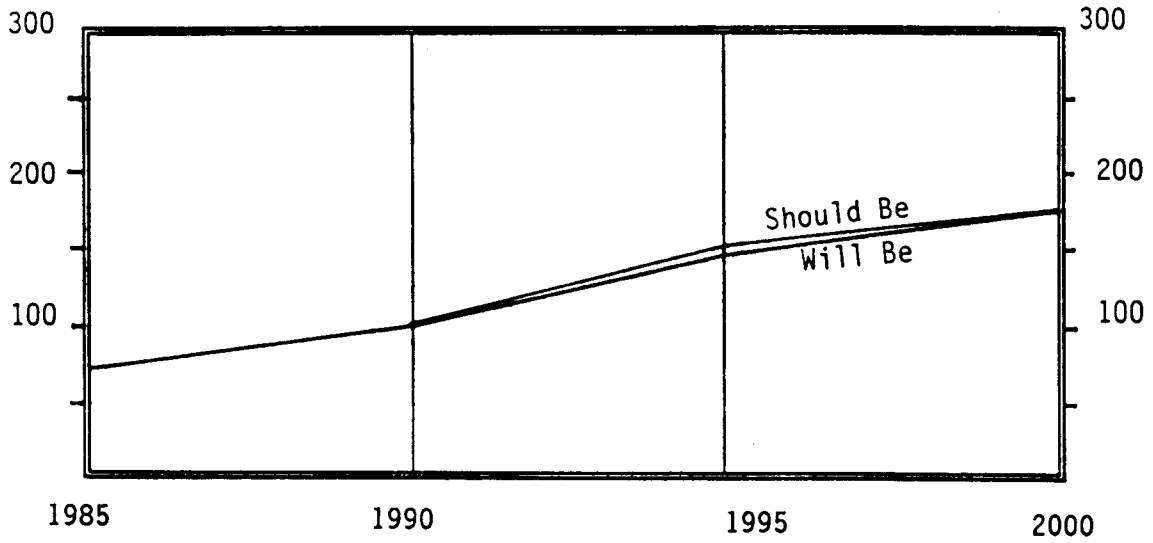
Level values: 1985--80; 1990--100; 1995--will be 120/should be 110; 2000--will be 150/should be 120

Trend four analysis. The panel expects the public concerns for privacy to increase at a substantial level over the next ten years. They also believe this upswing is not as warranted as the public fears.

An expressed opinion was that citizens should not, but will, expect privacy when calling upon the services of a publicly funded agency such as law enforcement. On the other hand, information regarding matters commonly considered private, such as contracting AIDS or having an abortion, should be protected. A major concern regarding privacy is the growing computer data bank containing information on private citizens.

Figure 5

Trend 5: Police efforts to enhance image



Level values: 1985--70; 1990--100; 1995--will be 140/should be 150; 2000--will be 175/should be 175.

Police efforts to enhance image have and will continue to increase. Police apparently realize this and will continue the effort at the desired level. This may be attributed to a decrease in the availability of public funding and the increase of both exposure and accountability. Police seem to be conscious of the importance of this trend and should continue at the projected level. They also realize that local news media plays an important part in the public's perception of their value and an effort must be made to capitalize on opportunities presented by good media relations.

Event Selection

The delphi process resulted in the following five events being selected for further evaluation in round two:

Event One: 25% of Police Departments become paperless.

The vast majority of police departments currently use typed or handwritten police reports to document field activity. This provides immediate "hard copies" that can be reviewed as soon as they are written. These reports are often censored by blocking out non-releasable information and allowing the news media access to the remaining parts of the report.

"Paperless" agencies could still produce "hard copies" upon request but extra steps such as accessing a computer for the report, would have to be taken just to keep availability of reports/information status quo.

Event Two: Court-ordered, immediate public access to all nonwithholdable information in police files.

As more information is gathered, it is increasingly solicited by entities outside of law enforcement, especially the news media. Accessing this information creates two main issues:

1. What information should be released.
2. How can this information be released in a practical manner. As the volume of requests increases, the burden on law enforcement also increases. Delays and inappropriate decisions as to what is withholdable can cause conflicts with those requesting information.

Event Three: Dispatchers transmit calls to field units via secure electronic message system in 25% of police departments.

In most law enforcement agencies, communication between the dispatcher and field units is accomplished by two-way radio. Car-to-car communication and communication between specialized field units is also accomplished by radio. Monitors capable of receiving these radio transmissions are sold to the public at numerous outlets and at an inexpensive price. The news media relies heavily on monitors to pick up police radio transmissions as the first means of notification that a potentially newsworthy event has occurred. This "instant notification" enables the press to quickly respond to the scene of such incidents for live coverage.

Event Four: U.S. enters another "Vietnam," prompting 60's-style mass protests.

Public reaction to another Vietnam would entail mass demonstrations and protests that would focus attention on the police response. In the Vietnam era, citizens already supportive of law enforcement continued their support; however, images of police wading into crowds with riot sticks swinging resulted in major public relations damage. Police blamed the media for overemphasizing law enforcement's response to violent protest while the media was critical of police "overreaction" and "excessive use of force." The public streets became a battleground and the media became, according to many police officials, war correspondents that created anti-police sentiment through inflammatory reporting and exposure.

Although current police practices relating to handling large protests are better accepted by the public, large-scale and continuous activity of this nature would have a severe impact between the police and those reporting police reaction and conduct.

Event Five: "Hacker" breaks into a police record system and provides news media with information.

The threat of "hackers" has prompted extraordinary security measures among industries and public agencies requiring secrecy and confidentiality in computer files. Even so, computer "viruses," "worms," and unauthorized access results in monetary loss, disclosure,and embarrassment.

Increased use of computers carries with it an increased threat of unauthorized use. In the case of computerized police files, such access could result in the dissemination of criminal history of individuals as well as confidential investigative files. If this information was provided to the media and published, widespread damage could result.

Event Assessment

The five events selected by the Delphi group have been evaluated for a variety of factors. Table No. 1 on the next page depicts the findings of the event evaluation. The median value for each of the groups' responses is used for charting purposes.

TABLE 1
Event Assessment

Event Statement	Probability			Impact on the Issue Area If the Event Occurred	
	Year that Probability First Exceeds Zero	By 1995 (Five Years From Now) (0-100)	By 2000 (Ten years From Now) (0-100)	Positive (0-10)	Negative (0-10)
25% of Police Department Becomes Paperless	1994	30	60	2	5
Court-ordered immediate public access to all non-withholdable information in police files	1995	30	60	7	5
Dispatchers transmit calls to field units via secure electronic message system in 25% of Police Departments	1992	40	70	2	7
U.S. enters another "Vietnam" prompting 60's-style mass protests	1992	10	25	0	8
"Hacker" breaks into police record system and provides news media with information	1991	50	75	2	8

Cross-Impact Analysis

A cross-impact analysis was completed by the Delphi Group as a method to gauge interrelationships between events and trends. Each member was instructed to evaluate the impact of each event, assuming it happened, upon the other events and trends. The value of the event's impact could range from +100 to -100.

Table 2 on the next page depicts the median score of the Delphi Group.

The following summary will aid in interpreting the cross-impact evaluation matrix:

If 25% of police departments became paperless:

The probability of occurrence for

- Court-ordered access to information	60% increase to 80%
- Dispatchers transmit via electronic message	70% increase to 85%
- Another "Vietnam" prompting mass protests	No effect
- "Hacker" providing police records to media	75% increase to 95%

The probability of impacting

- High-speed, mass communications	increases	25%
- Accountability of local government	decreases	10%
- Public demand for information	increases	20%
- Public concern for privacy	increases	10%
- Police efforts to enhance image	increases	10%

TABLE 2
CROSS-IMPACT ANALYSIS

Suppose that this event actually occurred.....How would the probability of the events shown below be affected?

	Paperless P.D.'s	Public Access to Info.	Electronic Dispatch Messages	Mass Pro-tests	Hacker in system	High Speed mass communications	Law Enforcement Accountability	Public demand for information	Public Concern for privacy	Police Efforts to enhance image
						How would the level of these trends be affected?				
Paperless P-D's		+20	+15	0	+20	+25	-10	+20	+10	0
Public Access to Information	+10		+10	0	-10	+10	+20	+20	+20	+10
Electronic Dispatch Messages	+10	+20		0	+10	+10	-10	+10	-10	0
Mass Protests	0	+10	+20		+10	+5	+20	+20	+15	+10
Hacker in System	-10	0	10	0		-10	+10	+5	+20	+10

E-1: 25% of Police Departments become "paperless"

E-2: Court-ordered immediate public access to all non-withholdable information in police files

E-3: Dispatchers transmit calls to field units via secure electronic message system in 25% of police departments.

E-4: U.S. enters another "Vietnam," prompting 60's-style mass protests

E-5: "Hacker" breaks into police record system and provides news media with information

T-1: High speed, instantaneous, mass communications, i.e. fax, electronic mail, teleconferences, etc.

T-2: Accountability of local law enforcement

T-3: Public demand for information

T-4: Public concern for privacy

T-5: Police efforts to enhance image

If a court orders immediate public access to all nonwithholdable information in police files:

	The probability of occurrence for
25% of police departments becoming paperless	60% increase to 70%
- Dispatchers transmit via electronic message	70% increase to 80%
- Another "Vietnam" prompting protests	no effect
- "Hacker" providing police records to media.	75% increase to 95%

	The probability of impacting
- High-speed mass communications	increases 10%
- Accountability of local law enforcment	increases 20%
- Public demand for information	increases 20%
- Public concern for privacy	increases 20%
- Police efforts to enhance image	increases 10%

. dispatchers transmit calls to field units via secure electronic message systems in 25% of police departments:

	The probability of occurrence for
- 25% of police departments becoming paperless	60% increase to 70%
- Court-ordered access to information	60% increase to 80%
- Another Vietnam prompting protests	No effect
- Hacker providing police records to media.	75% increase to 85%

	The probability of impacting
High-speed mass communications	increases 10%
- Accountability of local law enforcement	decreases 10%
- Public demand for information	increases 10%
- Public concern for privacy	decreases 10%
- Police efforts to enhance image	no effect

If the U.S. entered another "Vietnam" prompting 60's-style mass protests:

	The probability of occurrence for
- 25% of police departments becoming paperless	no effect
- Court-ordered access to information	60% increase to 70%
- Dispatchers transmitting via electronic message	70% increase to 90%
- Hacker providing police records to media.	75% increase to 85%

	The probability of impacting
- High-speed mass communications	increases 5%
- Accountability of local law enforcement	increases 20%
- Public demand for information	increases 20%
- Public concern for privacy	increases 15%
- Police efforts to enhance image	increases 10%

If "Hacker" breaks into police record system and provides news media with information:

	The probability of occurrence for
- 25% of police departments becoming paperless	60% decrease to 50%
- Court-ordered access to information	no effect
- Dispatchers transmit via electronic message	70% increase to 80%

- Another "Vietnam" prompting protests	No effect

The probability of impacting

- High-speed mass communications	decreases 10%
- Accountability of local law enforcement	increases 10%
- Public demand for information	increases 5%
- Public concern for privacy	increases 10%
- Police efforts to enhance image	increases 10%

Future Scenarios

Three future scenarios, based on data gathered thus far, have been developed. The first "exploratory" scenario describes the most likely future that may develop if no intervention occurs. The second "hypothetical" describes a worst-case future if no positive intervention is employed for mitigation. The third "normative" scenario describes a desired and attainable future that might be realized if policies and procedures are put into place to help it come about. The strategic and transition plans that follow in this study are designed to achieve results described in the desired and attainable scenario.

SCENARIO NUMBER ONE - EXPLORATORY "MOST LIKELY"

Detective Jackson still felt uncomfortable at these new conferences. This one was going to be worse than most--the fact that a local public official was the accused incited a virtual feeding frenzy among the press. The detective had hoped that the case would be "released" to the media when he was ready--after all the work was complete. When the investigative files were leaked by whoever gained access, the press inquiries became too voluminous to handle on a one-on-one basis. "Damage control," thought Jackson, "Just keep the damage to a minimum."

As the press conference began, Jackson felt fairly confident reading his press release. He had reread his "Press Relations Training" notes and reviewed department policy, so he had a good idea of what the release should contain. He was surprised at how intimidated he felt in front of all the reporters' equipment, knowing that he was going on live in such a high-profile case.

The questions were tough and the reporters were demanding--about what Jackson expected. The one good thing about all this was Jackson's ability to make the department look good as far as the investigation was concerned. After all, the Police Department couldn't help the fact that someone brought the case to their attention. And the investigators did a damn fine job developing leads and building an objective case--until the information got out and the media publicized it.

Now the questions took an unexpected turn;

> "How did the hacker get into the case file?"
>
> "Why wasn't the investigative information protected from such eventualities?"
>
> "What about exposure of other 'confidential' information that might devastate the reputation of members of the general public?"

As clever as he was, Jackson couldn't do much better than refer this line of questioning to the administration.

As soon as the conference was over, Jackson went back upstairs to review the latest "hard copy" of the investigation and resume his follow-up. As the investigation approached closure, he took some consolation in the fact that he could relay information to field units electronically--without "monitors" eavesdropping on audible conversations. He knew the press hated this--but that was their problem. In the absence of a hacker or other unauthorized revelation of confidential file information, the press wouldn't get the end of this story until the department was ready to tell it!

SCENARIO NUMBER TWO - HYPOTHETICAL "WORST CASE"

"Why can't I have it?" fumed Ken. He had only been on the police beat for a few months, but he knew the kid's name was releasable. "I just don't think her parents would appreciate everyone knowing that she was the victim of such a freak accident," answered the police front counter clerk. "If you want it, you'll have to wait until the watch commander okays it. I just can't give it to you now."

Lieutenant Hernandez hoped Ken would get tired of waiting and just leave. He wasn't really sure on this one, and besides, why should he cooperate with Ken's paper? Those muckrakers slanted every story they could, just to make us look bad. Their new hot-shot self-proclaimed "investigative" reporter demanded more than the last five reporters.

"Let 'em wait; then give up bare-bones minimum," was Hernandez unwritten policy. He hated the constant calls and demands for information. He also wanted to get his hands on the cop who was providing that paper with inside information. "Things are bad enough without them being spoon-fed information about the department's internal problems," thought Hernandez. "Ever since we went to secure radio calls, these guys act like our information belongs to the public. With all their contacts and equipment, the public is getting a story; it's just too bad they don't tell the story the way it really happened."

Chief Douglas wasn't much fonder of the press in general, and Ken's paper in particular. He still fumed when he thought of that rag printing information about ongoing investigations when that hacker (or police insider, maybe?) broke into the computer and released that critical information. He also thought of how aggressive they were and how annoyed he would get when they showed up at crime schemes and stuck mikes in his officers' faces. "Didn't these cops have enough to do without having to deal with something they weren't sure of anyway?"

"Oh well," thought the Chief. "It's not going to get any better by fighting with people who buy ink by the barrel. We'll just give them what we have to and hope they leave us alone."

Chief Douglas then called his attorney. He needed advice on next week's fact-finding inquiry regarding alleged mismanagement of department resources. He thought he'd be cleared and that the committee would see that he really was doing a good job--contrary to recent articles in the *Daily Journal*.

SCENARIO NUMBER THREE - NORMATIVE - "DESIRED & ATTAINABLE"

"459 in progress, Macy's warehouse, corner of Jackson Street and 5th Avenue," cracked the police radio. The rest of the details were transmitted by electronic message and picked up on each patrol car's computer screen. All the officers working the commercial and adjoining beats were alerted to the call by the voice transmission. Those near tuned in to catch the details--silent alarm tripped, interior monitors picked up traces of two intruders moving throughout the building while a third stands still by the broken rear door.

"This one's going to take a multi-unit response," thought Sergeant Harris. He was confident that available units had been alerted and were ready to coordinate their approach.

Meanwhile, KRO Channel 14, Eye-in-the-Sky Reporter Dan Hutchins also heard the "alert" portion of the call. Although he didn't get the details, he knew the police department had a burglary in progress at the Macy's warehouse, which wasn't far from his morning traffic report assignment. Years ago, Dan would have flown right over the action hoping to get something hot. Now he would wait until the helicopter's presence wouldn't tip off the crooks or otherwise interfere with the police department's tactics. Still, Dan was ready to move in and pick up a police unit in case there was a chase. Not a bad deal. The cops get an eye-in-the-sky and his station gets coverage of a felony in progress--even if it was the tail end.

The apprehension was quick and routine. As soon as Dan heard the "Code 4, three in custody," he flew over and got some good shots of the cops loading the threesome into the transport van.

Officer Cortez relaxed, put her stun laser back in the charger and picked up her portable interactive computer. Report-taking the fast way--just punch in our security code and a few numbers and the program asks all the right questions. Sergeant Harris sure liked the new artificial intelligence program. It took most of the guess work and personal bias out of determining what part of Cortez' report the press was going to see. Of course, he knew that the identity of the one juvenile arrested was supposed to remain confidential and now that the computer automatically segregates the input into categories of releasability, there would be no decision-making by the clerks.

After Officer Cortez punched in her report, she sent it to the review Sergeant via dedicated electronic line. After approval, it was downloaded into the department's main frame where it was segregated further and sent electronically to the various agencies that would require predetermined categories of information for their own specific purposes. It would also signal the predetermined "automatic press release" and send the story simultaneously to all the local news agencies subscribing to the service.

When Dan returned to his press office, he used his modem to dial into the police department's press bulletin board. The story appeared on his screen, minus information that was non-releasable. Dan ordered his hard copy to take along on his field contacts.

While he was at the modem anyway, he looked at a synopsis of all calls within the last 24 hours. A few fresh ones looked promising, so he got a hard copy of the "press version" of those.

Now off on his field contacts, Dan was glad that he didn't have to spend time hanging around the police department waiting for someone to copy reports then waste more time arguing over what he could see. At next month's meeting between the media associates and the public safety officers, he might not have any complaints to iron out--but then again, four weeks was a long time and some conflict was bound to arise.

PART TWO

STRATEGIC MANAGEMENT

A Model Plan for Strategically Managing the Relationship Between Police and the Local News Media by the Year 2000

METHODOLOGY

The purpose of part two is to develop a strategic plan and management process that will facilitate the optimal relationship between police and the local news media by the year 2000.

Section One examined the issue and attendant sub-issues through various research techniques. The findings of the data collected in section one, as articulated in the normative "desired and attainable" scenario provide the foundation for the development of a strategic plan.

This plan will provide a situation assessment, evaluate the subject police agency's strengths and weaknesses, identify and define policy considerations and structure the implementation process.

The following methods and techniques have been used in the strategic planning and development of policy considerations:

1. A **WOTS-UP** capability analysis (**W**eakness, **O**pportunities, **T**hreats, **S**trengths) has been used to determine the strengths and weaknesses of the identified police department. This analysis also includes the threats and opportunities posed by the five subject area trends. A police chief, a police supervisor, a public relations officer and the author conducted this analysis:
2. A group process was used to brainstorm policy considerations.
3. A modified policy delphi was conducted to select policies for implementation.
4. A mission statement has been articulated for general policing and specific issues related to subject area issues.
5. A **S**trategic **A**ssumption **S**urface **T**echnique (**SAST**) was used to identify key stakeholders and evaluate their positions in the policy implementation process.

6. Negotiation strategies have been developed to facilitate acceptance/ implementation of desired policies.

WOTSUP Analysis

The **WOTS-UP** analysis offers a model or framework in which to audit this situation. The first part of the analysis, dealing with opportunities and threats, facilitates understanding the impact of previously identified trends in terms of posing threats to the organization, or opportunities that may be used advantageously. The second half of the **WOTS-UP** analysis is used to assess strengths and weakness of the identified organization. This is necessary in order to "operationalize" the forthcoming strategies as they do not occur in a vacuum.

Before presenting the **WOTS-UP** analysis, an overview of the operational environment is presented.

The Newark Police Department's 60-sworn members serve a population of 40,000 in the San Francisco Bay Area. The City was incorporated as a rural community in 1955. In the ensuing 35 years, it has developed a well-balanced mixture of residential, light industrial, and commercial establishments. The City's financial outlook is sound. The City's operating budget increased from $5,400,000 in 1980 to $16,600,000 in 1990. Staffing level in 1980 was 131 employees. This increased to 208 by 1990. Fiscal priorities have shifted to quality-of-life considerations; i.e., community pool, art festivals, etc., now that basic city services are adequate. Residents are employed within an even mixture of blue collar, white collar and service industries. The minority population is comprised of approximately 7% Black, 20% Hispanic and 8% Asian.

Approximately five years ago, the Police Department underwent a major transformation. After a number of incidents that generated negative media

attention, a new administration was installed and line-level staffing was increased by 30%

The Police Department currently enjoys a fairly cooperative relationship with the local news media. Three newspapers cover local events and five T.V. stations are the mainstay of the local electronic media. Additionally, numerous radio stations cover significant events occurring in the City. The Police Department does not have a formally trained "press officer." Events worthy of news media attention (as determined by the on-duty watch commander) are normally brought to media attention by press release. Particularly newsworthy events additionally generate phone calls to the three printed publications serving the area. The newspapers either telephone or come to the Police Department on a daily basis and request "press copies" of potentially newsworthy reports. Occasionally, a major event will generate enough media inquiries to necessitate a news conference attended by a majority of the Bay Area print and electronic news agencies.

Trend Assessment

The following five trends have been identified in section one as impacting the relationship between police and the local news media by the year 2000. The Threats and Opportunities that each trend poses on the identified organization are outlined below:

Trend One: High speed, instantaneous mass communications; i.e., fax, electronic mail, teleconferences, etc.

- **O** - Ability to quickly disseminate "investigative" information to public
- **O** - Ability to quickly disseminate emergency instructions/information to public.

O - Ability to transfer/distribute written documents; e.g., instant, simultaneous press releases.

O - Less time/labor spent on "personal" distribution facilitates greater productivity.

T - "One Chance" coverage - no second chance.

T - Increased chance of exposure in negative circumstance.

T - Less time to prepare/rehearse.

T - Interference by "intrusive" media.

T - Public misperception caused by early release of raw "news"; e.g., nationwide broadcast of Bay Bridge collapse, freeway damage, and world series cancellation led many to believe entire Bay Area was devastated by 1989 earthquake.

Trend Two: Accountability of local police

O - Recognition of good work.

O - More positive public involvement.

O - Louder voice with instant mass audience.

O - More informed public.

T - More critics.

T - More conflicting agendas.

T - Public unwillingness to allow negative issues to evaporate.

Trend Three: Public demand for information.

O - Public more informed re working of police department.

O - Informed public better able to provide information/leads.

T - Individual privacy rights jeopardized.

T - Chance of successful investigation threatened by exposure.

T - Demand filled by inaccurate, incomplete information.

Trend Four: Public concern for privacy

O - Privacy concern provides opportunity to withhold selected information.

O - May be impetus for legislation expanding/clarifying confidentiality issues.

T - Ability to collect and file data restricted.

T - Increased lawsuits.

T - Reduced available/useable information for investigations and employee background inquiries.

T - Increased citizen complaints regarding "exposure."

T - Police caught in middle of conflicting "demand for information" trend.

Trend Five: Police efforts to enhance image

O - More public involvement/interaction.

O - Motivates publicly acceptable police conduct.

O - Increased public trust.

O - Increased information sharing.

T - Motivation to look better without actual improvement.

T - Misguided efforts can backfire and cause embarrassment.

T - Negative publicity takes on greater significance.

Organization Capability Analysis

The internal capabilities of the Newark Police Department were determined by the use of a capability rating chart (Table 3). This instrument was used to assess strengths and weaknesses as determined by selected numbers of the Department, including managers, supervisors, officers, and non-sworn personnel.

Evaluation of the data developed indicates most categories examined were at least acceptable with many above average. The noted internal strengths are as follows:

1. **Money** - The department enjoys an operating budget of $ 16,600,000. This figures represents a 190% increase over the past 10 years. This is a benefit of the City's sound tax base and good fiscal planning.
2. **Management/Supervisory Skills** - Management and supervisory personnel are well-trained and aware of the importance of the strategic need area.
3. **Police Officer Skills** - Sworn officers are trained beyond P.O.S.T. basic requirements. Most officers attend one 40-hour P.O.S.T. course annually in addition to internal training and special assignment training.
4. **Council Support** - The City Council has remained consistently supportive over the past several years. All current members are experienced incumbents who understand the workings of the Department.
5. **City Manager** - The City Manager has been with the City for over 20 years. He understands the department had has a positive relationship with its members.

6. **Complaints received** - Although the department maintains a high level of enforcement activity, citizens' complaints are infrequent. In calendar year 1989, only 10 were received.

The organization's weaknesses were determined as follows:

1. **Manpower** - The department's authorized strength is adequate at 60 sworn. Although the turnover rate is relatively low, difficulty in recruiting quality personnel has resulted in positions going unfilled. Several ongoing "injured on duty" cases also contribute to the personnel shortage.
2. **Technology** - The organization is exploring new technologies, mainly in the dispatch and records functions. It currently utilizes old radio equipment that is frequently unreliable. Officer's handwrite reports, and only basic statistical information is transferred into computer files. Department management is requesting new state-of-the-art dispatch systems and is working on proposals for crime analysis and other technological innovations.
3. **Facility** - Like many departments, Newark Police have outgrown their facility. Consideration is being given to constructing additions; however, a new facility is the employees' popular option for additional space needs.
4. **Specialties** - Opportunities for lateral movement are less than desirable due to the size of the department. To compensate, specialized positions are rotated. While this practice reduces the frustration of long stints in patrol, the category still developed a "problem" rating.

The second (and final) internal rating instrument evaluated the type of change activity that is encouraged within the identified police department (see Table 4 on page 43.

Evaluation of the data developed indicates that top management favors a "strategic" mode in that it seeks related change to cope with and impact developing needs.

The organizational climate was determined to fluctuate between a marketing mode in which it seeks familiar change and a strategic mode. The organization's overall competence level was determined to focus on a marketing mode with the exception of middle management which would seek related change (strategic response). The familiar change "marketing mode" is consistent with the basic conservative nature of police organizations and individual employees.

TABLE 3

CAPABILITY ANALYSIS - RATING ONE*

STRATEGIC NEED AREA: Organizational Capabilities with empahsis on local news media relations

Instructions:

Evaluate each item, as appropriate, on the basis of the following crteria:

- I Superior. Better than anyone else. Beyond present need.
- II Better than average. Suitable performance. NO problems.
- III Average. Acceptable. Equal to competition. Not good, not bad.
- IV Problems here. Not as good as it should be. Deteriorating. Must be improved
- V Real cause for concern. Situation bad. Crisis. Must take action.

Category:	I	II	III	IV	V
Manpower				x	
Technology				x	
Equipment			x		
Facility				x	
Money		x			
Calls for Service			x		
Supplies			x		
Management Skills		x			
P.O. Skills		x			
Supervisory Skills		x			
Training		x			
Attitudes			x		
Image			x		
Council Support		x			
City Mgr. Support		x			
Specialties				x	
Mgt. Flexibility			x		
Sworn/non-sworn ratio			x		
Pay Scale			x		
Benefits			x		
Turnover			x		
Community Support			x		
Complaints Rec'd		x			
Enforcement Index			x		
Traffic Index			x		
Sick Leave Rates			x		
Morale			x		

*Ratings reflect median value established by the Rating Group

TABLE 4

CAPABILITY ANALYSIS - RATING TWO*

STRATEGIC NEED AREA: Organizational Capabilities with empahsis on local news media relations

Instructions:
Evaluate each item for your agency as to what type of activity it encourages:

I	Custodial	Rejects Changes
II	Production	Adapts to Minor Changes
III	Marketing	Seeks Familiar Change
IV	Strategic	Seeks Related Change
V	Flexible	Seeks Novel Change

Category:

	I	II	III	IV	V
TOP MANAGERS:					
Mentality Personality	___	___	___	x	___
Skills/Talents	___	___	___	x	___
Knowledge/Education	___	___	___	x	___
ORGANIZATIONAL CLIMATE:					
Culture/Norms	___	___	x	___	___
Rewards/Incentives	___	___	___	x	___
Power Structure	___	___	___	x	___
ORGANIZATION COMPETENCE:					
Structure	___	___	x	___	___
Resources	___	___	x	___	___
Middle Management	___	___	___	x	___
Line Personnel	___	___	x	___	___

*Ratings reflect median value established by the rating group.

Mission Statement

Based on analysis of information gathered thus far, two mission statements have been developed. The first is a macro mission of law enforcement in general. The second is a micro mission that deals with police relations with the local news media.

Macro Mission:

1. To protect life and property.
2. To keep the peace.
3. To prevent crime.
4. To apprehend criminal violators

Micro Mission:

1. To facilitate timely and convenient public release of information relative to police activity.
2. To protect individuals rights to privacy and the integrity of investigations by protecting confidential information.
3. To implement legislated and judicially mandated rules/laws relative to release of information.
4. To take advantage of technology to facilitate effective and efficient means of distributing information to the public.
5. To facilitate positive means of resolving conflicts with the press by recognizing, understanding, and appreciating conflicting interests and needs.
6. To facilitate cooperation within the press as a primary media for educating the public on ways to protect itself from criminal activity.
7. To recognize the press as a primary media for accountability to taxpayers

Modified Policy Delphi

A selected group of law enforcement personnel, news media practitioners, and municipal government officials has been asked to suggest policies that should be considered in achieving the desire future. These policies were rated on a policy delphi rating sheet (see Table 5 on Page 46). By rating each candidate policy according to feasibility and desirability, a list was made for final consideration. A group process was then conducted to select policies for further analysis. These are listed below:

1. To utilize computer software to distinguish and disperse information according to programmed categories of releasability.
2. To facilitate modem access to police computer bulletin boards.
3. To establish joint media relations training for local government officials.
4. To establish a forum for law enforcement and local news media to discuss and resolve contemporary issues.

Policy Considerations

The four selected policies were proposed for their feasibility and desirability in optimizing police and local news media relations in the year 2000. A thorough explanation of each policy follows:

Policy Number One: Computer software program. Police Departments currently depend on individuals to decide what information contained in police reports should be released to the news media. Although guided by laws and regulations, much time and personal discretion is used in making final decisions. Disagreements frequently occur when the media accuses police personnel of ignorance of the law and/or unwarranted personal bias in the decision to not release certain information. Conversely, law enforcement accuses the media of

TABLE 5

POLICY DELPHI RATING SHEET

Each policy alternative was evaluated and scored using the following feasibility/desirability index. The policy alternatives with the highest scores were used in the Strategic Plan.

Alternative					
Feasibility	DF	PF	PI	DI	Score-
		(3)	(2)	(1)	(0)
Desirability	VD	D	U	VU	
		(3)	(2)	(1)	(0)

Feasibility Definitely Feasible	no hindrance to implementation no R&D required no political roadblocks acceptable to the public
Possibly Feasible	indication this is implementable some R&D still required further consideration to be given to political or public reaction
Possibly Infeasible	some indication unworkable significant unanswered questions
Definitely Infeasible	all indications are negative unworkable cannot be implemented

Desirability Very Desirable	will have positive effect and little or no negative effect extremely beneficial justifiable on its own merits
Desirable	will have positive effect, negative effects minor beneficial justifiable as a by-product or in conjunction with other items
Undesirable	will have negative effect harmful may be justified only as a by-product of a very desirable item
Very Undesirable	will have a major negative effect extremely harmful

Highest Scoring Policy Alternatives

Seven-member Policy Delphi Panel — Total points possible for each category - 21

Policy 1: Utilize computer software to distinguish and disperse information according to programmed categories of releasibility.

Feasability: Total Score: 17
Desirability: Total Score: 18
Combined Score: 35

Policy 2: Facilitate modem access to police computer bulletin boards:

Feasability: Total Score: 20
Desirability: Total Score: 18
Combined Score: 38

Policy 3: Establish joint media relations training for local government officials:

Feasability: Total Score: 19
Desirability: Total Score: 17
Combined Score: 36

Policy 4: Establish a forum for law enforcement and local news media to discuss and resolve contemporary issues:

Feasability: Total Score: 18
Desirability: Total Score: 17
Combined Score: 35

demanding contents of police reports that are confidential and cannot be released, or for other reasons should not be released. Additionally, time is wasted by manually "blocking out" information that is deemed confidential. Time is also wasted by police clerks and officers who search for higher authority in resolving these conflicts. Policy number one recommends collaboration between law enforcement and the computer industry to develop artificial intelligence software that will organize data at the input stage into one of the following categories:

1. Non-releasable: This includes information prohibited from disclosure by statute; i.e., RAP sheets.
2. Withholdable - This includes information that may be withheld for cause; i.e., It would jeopardize an in-progress investigation. This information category would change status as the investigation reached closure.
3. Mandatory release - This includes basic information; i.e., identity of adult arrestee, charge, location of crime, etc.

As noted above, the data would be automatically organized into one of the three categories of releasability at the input stage. For the purpose of defining this policy, input stage means the reporting officer keying in responses to interactive computer "tracking." (Series of computer questions related to the incident.) The computer then "decides" the appropriate category for each entry.

This policy would require clear-cut guidelines as determined by individual agencies. Regional decisions regarding dissemination of information would only be made by agencies having broader regional jurisdiction; e.g., Federal Bureau of Investigations and Department of Justice.

Category Number Two - Withholdable would still require human intervention but on a scale greatly reduced considering the effect of implementation of categories one and three.

Policy Number Two: To facilitate Modem access to Police Computer Bulletin Boards. Reporters assigned to the "Police Beat" currently obtain information regarding police activity in one of two ways: One means is to have electronic and print media outside of the immediate jurisdiction telephone the on-duty dispatcher or another individual and ask if anything "newsworthy" has occurred since the last inquiry. This places a burden on the individual police employee to decide what, if anything that has transpired (that he or she is even aware of) should be the subject of disclosure. The other means is to visit the police station and either ask an individual or review the "log" to personally assess the reported incidents. Those incidents that are potentially newsworthy are the subject of further inquiry that depends on police willingness and ability to answer.

Policy Number Two concerns modem access availability to the aforementioned police activity log and releasable information of public interest generated therefrom. This policy would facilitate the local news media being capable of accessing a police "computer bulletin board" via modem. The reporter would not have to depend on a dispatcher or other individuals to assess the worthiness of potential news stories. Additionally, he or she would not have to personally request information at the police station. Access to the "releasable" files would first reveal basic information such as type of crime, person(s) arrested, date, time, etc. Information generating further inquiry regarding particular circumstances would be available by simple access command keystrokes. At some point in acquiring information for a complete story, the reporter may find it necessary to make personal inquiries of individual police employees; however, he

or she should also have enough disclosed information to initiate field contacts outside of the police station.

In addition to telephone modem access, the police agency would provide a bulletin board with accompanying keyboard access within the police facility.

Financing the internal hardware would be the responsibility of the police department. Each modem hook-up would be the financial responsibility of the news service subscribing to the service.

Policy Number Three: Joint Media Relations Training. Police officers receive a few hours of media relations training in the Basic Academy. Those who are promoted receive additional training in the POST course designed to prepare them for the new assignment. POST also sponsors special press relations courses that are normally attended by officers who are about to assume "Press Officer" duties.

Policy Number Three calls for joint training of emergency services personnel and all government officials, including elected, that would work together in a crisis that would generate news coverage.

The training would be regional so that participants could interact with people they would actually be working with in emergencies. The course would last eight hours and would include the following subjects:

1. Role of the press
2. Press policy guidelines
3. Editorials
4. News releases
5. Crisis relations after the fact
6. Hostage and in-progress incidents--relations before the final outcome

Policy Number Four: Conduct bi-monthly meetings between Public Safety and Local News Media. As stated earlier in the study, law enforcement is the most prolific source of news within local government. While individuals within the media and police fields often create open lines of communications, and while complaints generated from both sides can always be registered to editors and chiefs, there is a distinct lack of special forum for this continuous and unique relationship.

Policy Number Four calls for scheduled bi-monthly meetings between all local law enforcement/public safety agencies and all local news agencies. The meetings would be hosted at different locations within the region; however, one police agency would assume responsibility for coordinating for one year. The meetings would be attended by practitioners who have the authority to represent their respective agencies. The agenda would be open for discussion on problems encountered between parties with a focus on violations of existing policies. The meetings would not be restricted to negative input as accolades would also be an appropriate topic. Although minutes would be taken and distributed to all local agencies (news and public safety), all meetings would be "off the record" for outside consumption. This policy also recommends a two-hour time limit for the official meeting, but it will be scheduled so that the meeting ends either at noon (for informal lunch break) or at 4:00 p.m.

Further analysis of each policy reveals the following **pros** and **cons**:

Policy Number One: To utilize computer software to distinguish and disperse information according to programmed categories of releasability

PROS

- Facilitates an electronic link with the press.
- Develops consistency in the type of information released.

- Reduces the inadvertent release of information that should be withheld.
- Reduces decision-making by unqualified/unwilling personnel.
- Serves as a source of initial authority to settle disputes.
- Offers the most advantageous use of high technology.
- Acts as a reference authority for training.

CONS

- Programming error(s) may generate the release of confidential information or the withholding of releasable information.
- Programming inconsistency may generate disputes between agencies. Program expense may be viewed as prohibitive by some managers.

Policy Number Two: Modem access to police bulletin board

PROS

- Offers the efficient use of technology as a substitute for manpower.
- Facilitates quick and efficient access to data.
- Reduces the need for waiting/non-productive time at the police station by reporters.
- Reduces time committment by police "front counter" personnel.
- Gives a total picture of police activity without a trip to the station.

CONS

- Reduces productive personal interaction.
- Requires the immediate submission of reports for maximum efficiency.
- Reporter may miss the significance of a story due to lack of initial personal contact.

Policy Number Three: Joint Media Relations Training for Local Government Officials

PROS

- All personnel involved receive the same information and acquire a common baseline for understanding.
- Personal interaction between participants takes place.
- Members of the press are met before conflict arises.
- Other departments' needs and agendas are understood.
- Networking between departments is reinforced.

CONS

- Training schedules are difficult to coordinate.
- Personal time constraints make attendance difficult.
- Turnover of key personnel requires retraining of replacements.
- Some personnel will fail to see the value of this policy and will not participate.

Policy Number Four: Scheduled meetings between law enforcement and news media

PROS

- Establishes a common basis for understanding issues.
- Establishes interpersonal relationships.
- Provides a pro-active and comprehensive forum for problem-solving.
- Enhances relationships with other public safety personnel--not just the press.
- Provides a non-adversarial and solution-oriented forum.

CONS

- Meetings will be difficult to coordinate.
- Interaction between participaints is potentially confrontational.
- Participation requires personal resources.

Stakeholders

Stakeholder identification and analysis is a necessary element in the development of a strategic plan. A stakeholder is defined as a person, persons or organization that may affect or be affected by the outcome of an issue under consideration. Strategies designed to optimize the relationship between police and the local news media by the year 2000 involve numerous stakeholders. The most significant ones in this issue area were identified thorough a group process. They are listed as follows:

1. Chief of Police
2. Elected City officials*
3. Local news media
4. Police supervisors
5. Chamber of Commerce
6. American Civil Liberties Union*
7. High-tech industries
8. Police officers
9. General public
10. California Police Chiefs (Association)
11. Police records personnel
12. City management staff.

*This stakeholder is a "snaildarter" in that their involvement with the issue is not direct but could impact the process and outcome.

Stakeholder Assumptions

Once the list of primary stakeholders was developed, a brainstorming session was conducted to explore respective assumptions related to the policies. These assumptions are listed below:

1. Chief of Police:

- A cooperative relationship with the press is a primary objective.
- The Chief sets the tone of his agency's interaction with the press.
- The Chief must demonstrate support of a policy or it will fail.
- The Chief will view a policy from varying perspectives; i.e., legal, financial, etc.

2. Elected City Officials:

- Personal image and reputation are important.
- Desired images of the community will vary among individuals.
- Cooperative relationships with media representatives are important.
- Policies that generate little or no adverse community reaction are more desirable.
- Constituents who feel informed will be supportive when called upon.

3. Local News Media:

- Public support of police is greatly affected by the nature of media coverage.
- Any policy that restricts information is undesirable.
- Any policy that enhances ability to gather information is desirable.
- Undesirable policies implemented by police will result in deterioration of relations and negative coverage.
- The public wants to be informed and entertained.

- Conflicting interest will always generate tension between the press and police.

4. Police Supervisors:
   - Will want news stories to show their work in a positive light.
   - Will consider press relations to be a burden.
   - Will welcome technology that would reduce the burden of decision-making on press matters.
5. Chamber of Commerce
   - Recognizes the value of positive press relations.
   - Is not particularly concerned about the efficiency of news-gathering as long as the end result promotes a positive community image.
   - Community image is a primary concern.
6. Americans Civil Liberties Union:
   - Will litigate against any strategy that they believe violates the first amendment.
   - Will litigate against any strategy that violates privacy rights.
7. High-tech industries:
   - Will support use of technology for financial gain.
   - Will recognize law enforcement as a viable market for new technology.
8. Police officers:
   - Mistrust the news media.
   - Will attempt to maintain productive relations to appear positive to the community.

9. General Public:

9. General Public:

- Wants to be well-informed and entertained.
- Is more concerned about the end product than means used to achieve it.
- Is concerned about personal privacy.
- Wants to feel secure and to support local police.

10. California Police Chiefs (Association):

- Same as Number 1, Police Chiefs.
- Wants consistency between agencies.
- Does not want individual agencies to appear uncooperative/hostile to the media.

11. Police Records Personnel:

- Would welcome technology that would reduce decision-making.
- Consider time/energy spent in dealing with the press to be a time-consuming burden.
- Are concerned about the police image.
- Are often defensive/uncertain in dealing with the press.
- Lack of training contributes to the negative nature of their interaction with the press.

12. City Management Staff:

- Recognizes the need for positive relations with the press.
- Will consider varying factors in policy implementation including financial, political, etc.
- Believe that image of local government is of major importance.
- Buy-in and cooperation from top management is necessary for success of proposed policies.

- Legal concerns must be addressed in a satisfactory manner--any policy that does not pass legal test will be rejected.

TABLE 6
Stakeholder Assumptions

STAKEHOLDER	POLICY 1	POLICY 2	POLICY 3	POLICY 4
1. Chief of Police	For	For	For	For
2. Elected City Officials*	Split	Split	For	For
3. Local News Media	For	For	Split	Split
4. Police Supervisors	For	For	For	For
5. Chamber of Commerce	Neutral	Neutral	For	For
6. ACLU*	Against	For	Against	Against
7. High-tech industries	For	For	Neutral	Neutral
8. Police Officers	For	For	For	For
9. General Public	Neutral	Neutral	For	For
10. CAL Chiefs	Split	For	For	For
11. Police Records Personnel	For	For	For	For
12. City Management Staff	For	For	Split	For

Policy No. 1 - Software Program

Policy No. 2 - Modem Access

Policy No. 3 - Joint Media Relations Training

Policy No. 4 - Law Enforcement/Media Meetings

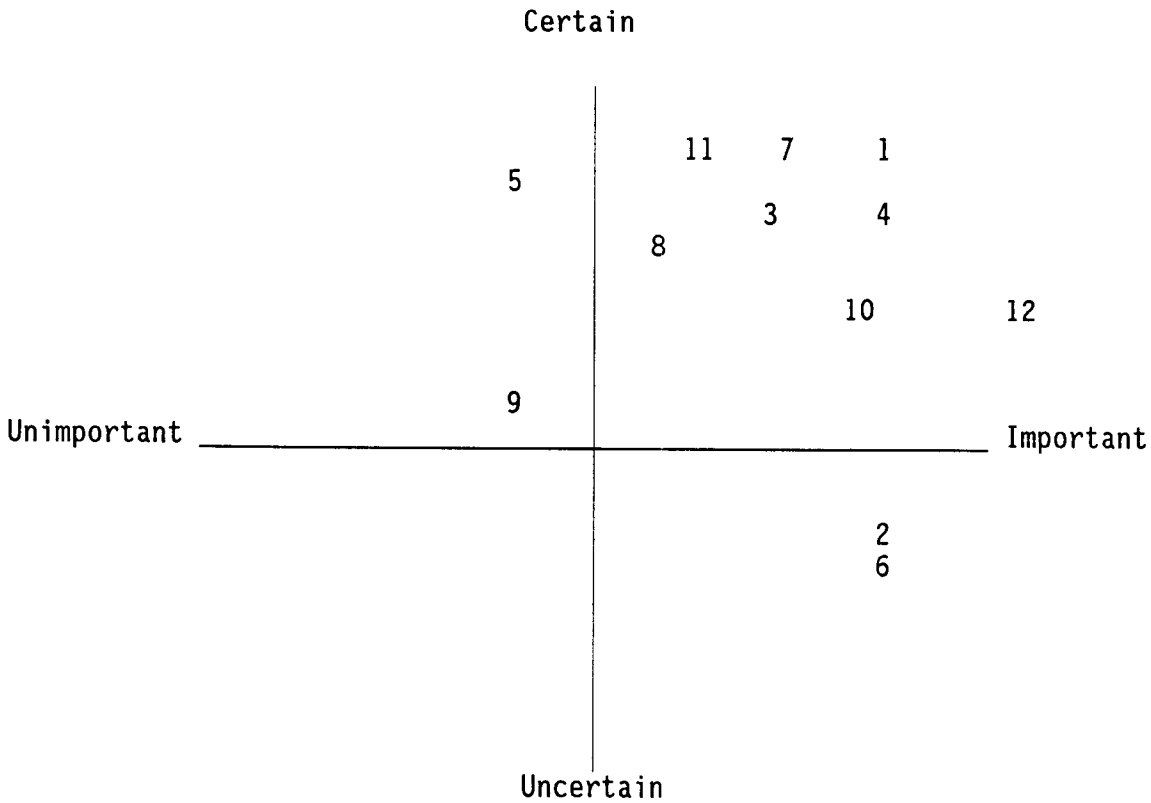
*Snaildarters

Strategic Assumption Surfacing Technique Plots

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

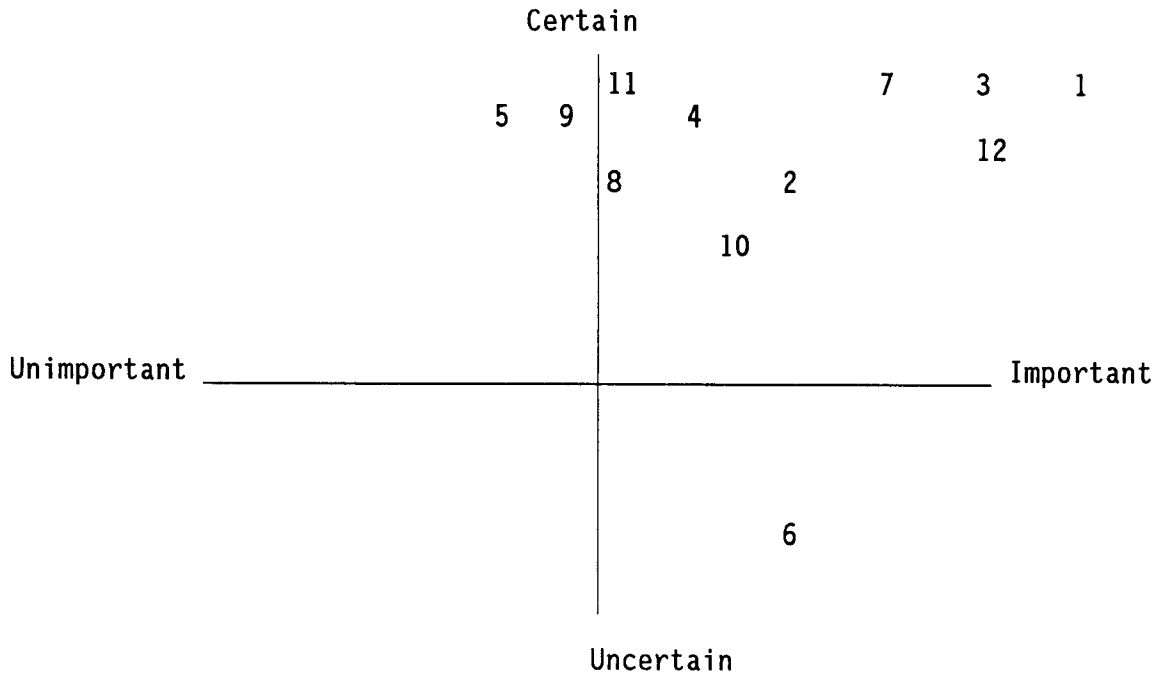
The **horizontal** axis depicts importance of the stakleholder's assumption(s) to the organization and issue:

FIGURE 6
POLICY ONE
Software Program



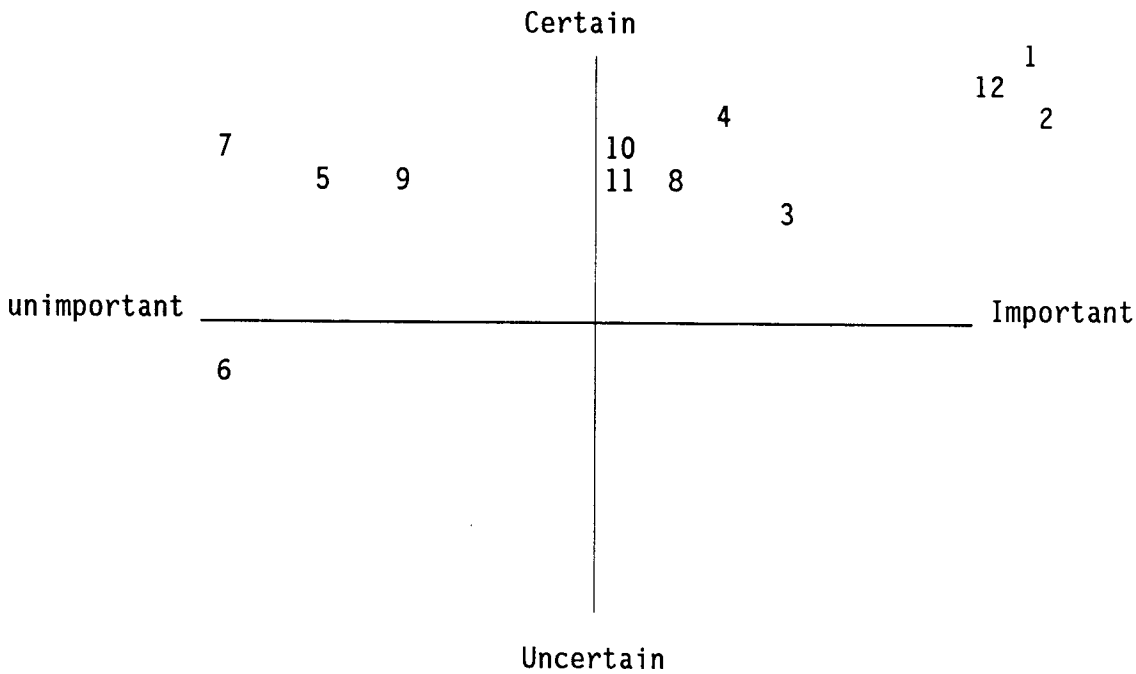
1. Chief of Police
2. Elected City officials
3. Local news media
4. Police supervisors
5. Chamber of Commerce
6. American Civil Liberties Union*
7. High-tech industries
8. Police officers
9. General public
10. California Police Chiefs (Association)
11. Police records personnel
12. City management staff.

FIGURE 7
POLICY TWO
Modem Access



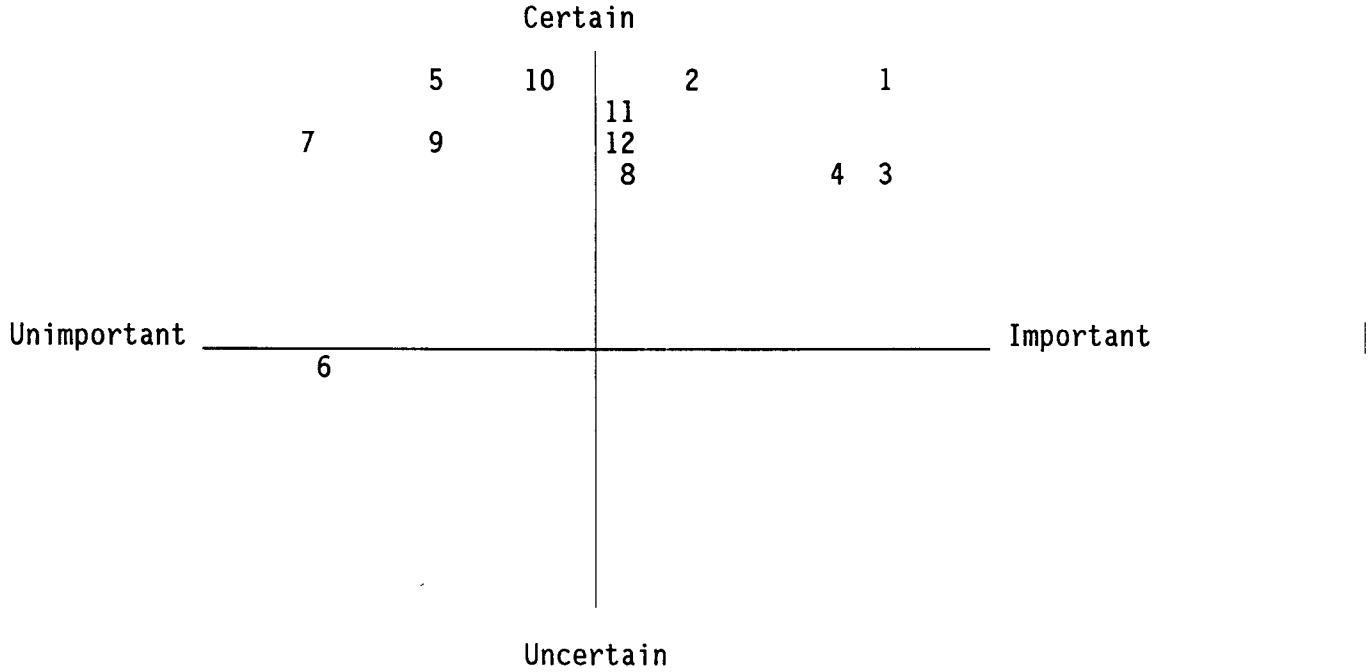
****

FIGURE 8
POLICY THREE
Joint Media Relations Training



1. Chief of Police
2. Elected City officials
3. Local news media
4. Police supervisors
5. Chamber of Commerce
6. American Civil Liberties Union*
7. High-tech industries
8. Police officers
9. General public
10. California Police Chiefs (Association)
11. Police records personnel
12. City management staff.

FIGURE 9
POLICY FOUR
Law Enforcement/Medi Meetings



1. Chief of Police
2. Elected City officials
3. Local news media
4. Police supervisors
5. Chamber of Commerce
6. American Civil Liberties Union*
7. High-tech industries
8. Police officers
9. General public
10. California Police Chiefs (Association)
11. Police records personnel
12. City management staff.

NEGOTIATIONS AND IMPLEMENTATION STRATEGIES

Stakeholder Analysis has revealed divergent views and positions on the policy proposals. Successful implementation of a strategic plan that will optimize the relationship between police and the local news media requires acceptance from critical stakeholders. It is therefore necessary to develop negotiation and implementation strategies that will facilitate the implementation process.

Policy Number One: Computer Software Program

This policy has the most potential for creating disagreement among the stakeholders. It relies on computer artificial intelligence to "decide" questions of information release. Initial programming as to what specific information will be channeled into each category of release will be a key issue.

Negotiation strategies must consider the apprehension inherent for stakeholders in an undertaking of this magnitude and consequence.

Beginning with the initial phase, stakeholders--especially news media representatives--should be allowed input for consideration prior to any final decision by law enforcement.

Rational discussion including legal mandates should facilitate implementation. Emphasis must be placed on the attributes of this policy that will benefit a majority of the stakeholders. The news media will not be opposed to a mutual gain strategy, as long as it does not cost them the loss of any information that is currently available. They must be convinced that the current level of appropriate information released will remain status quo and that efficiency related to the timeliness of release will improve.

Stakeholders within the police agency will support this policy if convinced that initial decisions relative to the release of information will not jeopardize

investigations or give up information otherwise currently restricted. Stakeholders outside of these with functional process concerns will want the municipality in question to appear as positive as possible. Organizations such as the Chamber of Commerce must be sold as to the wisdom and prudency of predetermining information release and the drawbacks of maintaining a system of relying on individuals for all release decisions.

Generally, all interested stakeholders must be shown that the benefits outweigh the drawbacks and that systems such as this are inevitable as the information age advances.

Policy Number Two: Modem Access to Police Bulletin Board

This policy should receive no summary opposition from any stakeholder. It may be anticipated that the news media will initially mistrust the availability of complete information and will continue to seek additional information by continuing the practice of personnel contact at the police station. This eventuality can be alleviated by including the media in final planning so they can observe firsthand that the system will not reduce availability of initial information. They will be accepting when it is clearly demonstrated that the policy, once implemented, will offer an efficient alternative means of collecting news with the "old way" still available.

The press will be concerned with their financial commitment to achieve modem access. They must be shown the long-term savings by reducing the time spent by reporters making personal contact to initially ascertain the existence of newsworthy stores.

Similarly, city management staff must be educated as to the human resource cost of face-to-face dealings with the press as the latter seeks initial information. Staff must be provided with figures to compare this with the cost-savings of allowing modem access.

Police records personnel may be the most enthusiastic proponents of this policy as it will greatly reduce their workload in dealing with the press, including the emotional relief of reduced disputes with reporters.

Mutual gain of the primary stakeholders is this strategy's major selling point.

Policy Number Three: Joint Media Relations Training

This policy will be met with uncertainty and some opposition even within stakeholder groups. Certain groups, such as the ACLU and some news media personnel, will be concerned with the potential for collaboration (or at least its appearance) and will need to be assured they are not going to be manipulated with a biased curriculum. Conversely, police employees and city management staff must also be assured that training will not be biased in favor of providing the press with undue considerations. A negotiation strategy of accommodation and cooperation as opposed to collaboration will help reduce the aforementioned anxieties of the major stakeholders.

City management staff can be motivated to attend training suggested by the policy if they are made to understand, not only the benefits of consistency in governmental response to the press, but also understand the personnel and organizational liability of failure to interact appropriate.

All parties should be privy to the curriculum in advance of commitment deadline in order to pique interest and to know the stated purpose and meaning of this policy is the only agenda item.

Policy Number Four: Law Enforcement/Media Meetings

Like Policy Number Three (joint training), this policy will be met with some opposition even within individual stakeholder groups. Some police personnel may initially view this as an opportunity to vent against the press and thus

become the winners in a win-lose proposition. The press may suspect a set-up and fail to participate to avoid a hostile confrontation.

For these reasons, defined goals of this policy must be articulated to the stakeholders. They must see a mutual benefit resulting from attendance and participation in the described problem-solving forum.

It may be expected that initial participation will be lacking especially by the news media. A "fait accompli" strategy should be employed with the expectation that if the meetings are held and minutes are sent to all local news organizations and public safety agencies, attendance will eventually increase.

The police department must also use personnel with wide-scale credibility to make personal contacts within the public safety and news committees to promote the benefits of this strategy.

Planning System

A turbulence/predictability matrix was used to plot the chosen policies. See Table 8 on page 70. A group process was used to determine the appropriate system, considering anticipated turbulence and predictability. The vertical axis on the chart displays a "1" for a high predictability to a "5" for an unpredictable surprise future. Turbulence was displayed on the horizontal axis from "1" as no change to "5" as continuous change.

Four possible planning system offered by this method were operational, issue, periodic, and signal surprise. The Issue Planning System was chosen as the most appropriate for all four policies. It was felt that the future technology required for realization of policies 1 and 2 and the personnel commitment necessary for implementation of policies 3 and 4 were predictable with some degree of turbulence.

Table 7

PLANNING SYSTEMS MATRIX

PREDICTABILITY					
5	OPERATIONS PLANNING		PERIODIC PLANNING		
4					
3	ISSUE PLANNING				
2		x	SIGNAL SURPRISE PLANNING		
1					
	2	3	4	5	

TURBULENCE

Summary

After defining the operational environment, four policies were chosen as a viable strategy in optimizing the relationship between police and the local news media by the year 2000. Stakeholder assumptions were determined and negotiation strategies were developed to facilitate acceptance of the policies.

The final phase will be the development of a transition management plan.

PART THREE

TRANSITION MANAGEMENT

The Development of a Transition Plan to Facilitate Implementation of the Strategies Developed in Part Two

METHODOLOGY

The purpose of Part Three is to develop a Transition Plan that will facilitate the effective and efficient implementation of the policies discussed in Part Two of this study. The transition period is a crucial time that must be carefully planned and managed.

Steps in the transition include the following:

- Critical-mass identification and analysis to determine key actors and their predictable positions and needs.
- Commitment planning to chart necessary movement and commitment of key actors.
- Selection of a structure to manage the implementation process.
- Responsibility charting to identify and display tasks and responsibilities.
- Readiness/capability analysis to determine and illustrate readiness and capability of the key actors.
- Supporting technologies to facilitate efficient implementation.

To reiterate, the strategic policies suggested for optimizing the relationship between police and the local news media by the year 2000 are as follows:

1. Use of computer software to distinguish and disburse information according to programmed categories of releasability.
2. Facilitate modem access to police computer bulletin boards.
3. Joint media relations training for local government officials.
4. Scheduled meetings between public safety and local news media.

Policies One and Two

The first two policies are technical in nature and will be dealt with as a single "technical strategy" using the steps previously identified.

Critical-Mass Analysis

The critical mass consists of those stakeholders whose support is necessary to successfully implement the strategic plan. It is important to identify and analyze these actors in order to determine those actions necessary to change or influence their positions.

The following actors have been identified as the critical mass relative to policies one and two:

1. Chief of Police.
2. Elected City officials.
3. Local news media.
4. High-tech representatives
5. Cal Chief's Association
6. City Manager

The below table depicts the critical mass, their current levels of commitment, and the level of commitment required to ensure successful implementation of the "technical strategy" (policies 1 & 2)

TABLE 8

COMMITMENT PLANNING
POLICIES 1 & 2

TYPE OF COMMITMENT

	Block Change	Let Change Happen	Help Change Happen	Make Change Happen
Chief of Police			0-------->	X
Elected City Officials		0----	----> X	
Local News Media		0----	----> X	
High Tech Representatives			X <--	------ 0
Cal Chiefs		X0		
City Manager		0 ---	----> X	

Symbols: 0 = Current Position
X = Position Needed to Facilitate Change

Chief of Police--this key actor is shown as needing to move from a "help change happen" position to "make change happen." This highest level of commitment is required of the department leader if others are to be convinced of the benefits represented by the strategy. The chief must be educated as to the

benefits for major stakeholders with whom he must deal. This is necessary in order to gain support and minimize criticisms from stakeholders who otherwise wouldn't see the mutual gain derived from the strategy.

Elected City Officials--This body of individuals must move from "let change happen" to "help change happen." This requirement is due mainly to the necessary funding approval. This group is concerned with personal image and reputation that is generally influenced by the local news media. They will want to do anything reasonably possible to facilitate good press relations and they must be convinced that this strategy will be instrumental in this regard. They will be particularly receptive to the benefits associated with reduced adversity stemming from police error in withholding information that should be released.

Local News Media--This stakeholder must also move from "let change happen" to "help change happen," especially in regards to Policy Two. This stems from the fact that they must secure their own modems/hardware. They must be convinced that they will gain faster access to information appropriate for release if these policies are implemented. In order for this to occur, they must be kept constantly informed during the developmental stages. This will be especially important when deciding the criteria for determining what information goes into each category of release. At this stage, the media must know that current (appropriate) levels of disclosure will not be reduced.

High-Tech Reps--These individuals have a fiduciary interest in the strategy and will want to "make change happen." Their interest must be controlled and managed to a "help change happen" role in order for the other stakeholders to benefit appropriately. A knowledgeable individual acting as a representative of the chief of police must control this stakeholder to ensure the required technological needs are met without excess.

Cal Chiefs--This group of individuals is at an appropriate "let change happen" level of commitment. This highly influential group should not interfere with the strategy once informed as to the potential benefits. It is expected that they will be skeptical but will take a wait and see posture. Once the strategy is up and running, they should see its benefits and individuals within this stakeholder gorup should implement similar strategies within their own agency.

City Manager--This stakeholder must move from a current, "let change happen" to a "help change happen." He is the liaison between the police department and city council and must feel comfortable making recommendations for support and funding. The city manager must be fully educated as to the benefits to the council, community, and police department. He must be included in decision-making and approve final decisions. The city manager must clearly believe and be able to convince others of the plan's mutual benefits/gain. Education and inclusion are necessary to achieve this.

Transition Management Structure

A transition plan must have a management structure in order to succeed. In selecting the most appropriate structure for implementing the strategy under consideration, several factors must be taken into account. The management must have the ability to communicate with all stakeholders and be persuasive--even over those with whom there is no authority. Credibility with stakeholders is of paramount importance. This is derived from a number of personal traits including integrity and openness as well as technical skills, and knowledge. These include expertise in the subject matter, organizational skills, and knowledge of the department and city budgets.

Based on these requirements, the most effective structure to manage this transition is the Project Manager style. This individual will be chosen from

commanders who have held the position of records captain. In addition to the aforementioned qualifications, this individual will have extensive knowledge in laws and regulations relative to release of information. He or she will also have established relationships with stakeholders, including close-working relationships with members of the press.

Major tasks of the project manager include planning and organizing activities, setting goals and objectives and overseeing the project within time and budget restraints. To accomplish this, the project manager will consider input from an advisory committee staffed by a representative from high-tech industry, the city public information officer, a media representative, and the current records division staff supervisor.

Responsibility Charting

Responsibility charting is a method by which role/task relationships within the transition team can be identified and graphically displayed. This method also facilitates appreciation for fellow team members by promoting understanding of interelationships. This is particularly helpful in implementing a strategy that requires cooperation and teamwork from a widely diversified group of individuals. The below table depicts tasks that must be accomplished to achieve the strategic plan. It depicts these tasks in relation to actors and levels of accountability (responsibility, approval, support, inform, irrelevance).

TABLE 9
RESPONSIBILITY CHART
POLICIES 1 AND 2

R = Responsibility (not necessariy authority)
A = Approval (right to veto)
S - Support (put resources toward)
I = Information (to be consulted)
- = Irrelevant to this item

ACTORS

Decision	High-Tech Reps	Chief	Project Manager	City Attorney	City Council	City Manager	Media Rep	Records Supervisor
Design Program	R	A	A	-	S	S	I	I
Determine Criteria For Release Categories	I	A	R	I	I	A	I	I
Make Request For Proposals	-	A	R	-	-	S	I	S
Purchase Equipment	-	A	R	-	S	S	R*	I
Orientation/ Training	S	S	A	I	-	I	I	R

*Media is jointly responsible for own modem and associated equipment purchases

Readiness and Capability Assessment

In determining the potential success of implementation of the strategy, the readiness and capability levels of the critical mass must be considered. This was accomplished by determining awareness, motivation, skill, and resources available to each actor.

The below chart illustrates the predicted readiness and capability of the critical mass:

TABLE 10
READINESS/CAPABILITY CHART

	Readiness			Capability		
	High	Medium	Low	High	Medium	Low
1. Chief	X				X	
2. Elected City Officials			X		X	
3. Media		X			X	
4. High-Tech Reps	X			X		
5. Cal Chiefs			X		X	
6. City Manager			X		X	

Supporting Technologies

Team building--At this point, individuals working towards implementation of the strategy must be given a forum for "team building" considerations. The team building process is a tool to enhance the cooperative effort and is especially important in transforming a diverse group of individuals into a cohesive unit. Team building will identify for all participants the desired future state within the operational environment. Obstacles to success will be identified and addressed. It is anticipated that members will experience anxiety, uncertainty, and conflict. This can lead to fear and resistance that, if unmanaged, can ultimately jeopardize the plan. Team building efforts must include open and honest communication. Full information regarding what is really lost compared to what the stakeholders will gain, must constantly be at the forefront. This does not mean that losses will not be recognized--it does mean that vision of the desired state will not be overwhelmed.

Feedback is a necessary element in the team building effort. The members must actively solicit feedback from each other, from stakeholders and any other source relevant to the strategy team. Leaders must be responsive and recognize that feedback is valuable in understanding interest as well as perceptions of others affected by the strategy. The previously mentioned advisory committee is important in identifying issues and community feedback by various stakeholders and other "interested" parties. They should solicit feedback, information and support.

Open and honest communication, shared vision, education, and inclusion are all necessary elements in the team-building effort. Regularly scheduled meetings as well as informal interaction must take place to facilitate the human dimensions necessary for successful implementation.

Transition Considerations - Policies Three and Four

These two policies are non-technical in nature. They both require personnel commitment within contexts that are familiar to all stakeholders--training and meetings.

Policy Three

Critical Mass

Joint media relations training for local government officials generates a critical mass that is mostly internal to the city government. These members are as follows:

1. Public Information Officer
2. City Manager
3. Department Heads

The two remaining critical mass entities are:

4. Mayor/City Council
5. Local News Media

The city manager will be in favor of the plan as it will facilitate a consistent and informed press response from city departments. This will help "his city" to promote a positive image, especially during a crisis. The elected officials will see the policy in the same positive light. Due to the consistency in the commitment of the majority of stakeholders and the authority of the city manager in moving the key actors, further analysis by commitment charting is not necessary.

Only one stakeholder, the local news media, will be skeptical. They can't block the plan but may move from "let happen" to "help happen" if given the opportunity to assist in curriculum development and presentation.

Due to the familiar nature of this policy--training, all stakeholders should be capable of accomplishing its goals.

Transition Management Structure

Achieving success will require an appropriate management structure for Policy Three. The Project Manager style was chosen. The manager will be the city's Public Information Officer (PIO) as he is the subject expert and this is recognized by City employees and the press. He also has access to training facilities within the city. The PIO will benefit from input from a steering committee comprised of the police and fire training managers and one media representative chosen by each of the three local newspapers.

Responsibility Charting

Once the curriculum is developed by the PIO (with the steering committee's input) the tasks necessary for implementation are routine and of an operational nature. Procuring a training site, materials, scheduling, and other routine tasks associated with training will be coordinated by the police training manager. Specific operational tasks may be "charted" as they need arises.

Supporting Technologies

Team building is required for the steering committee to assist the PIO in curriculum development and in expanding the necessary cooperation for efficient operational task completion. This will require full disclosure of all aspects of curriculum development as well as open communication regarding details. Compromises must also be made regarding such detail as scheduling. Team building dynamics described in strategies one and two are applicable here.

Policy Four

Critical Mass

Bi-monthly meetings between public safety agencies and the local news media generates the following critical mass:

1. Regional Public Safety Chiefs/Sheriff
2. Local News Media

3. Public Information Officer

4. Police Sergeants

5. Detective Supervisor

6. City Manager

Like Policy Three (Joint Training) a majority of the critical mass hold internal (city) positions and will assume a support position consistent with the City Manager. The latter will welcome implementation of this policy as yet another means to work with the press and ultimately enjoy better press coverage. He will see this as a step forward in positive press relations and lead his subordinates into the same viewpoint. External public safety agencies such as the county sheriff's department will experience similar dynamics.

The local news media may hesitate to participate fully for fear of hidden agenda and the public safety participants' "ganging up" on them. Any commitment less than "make change happen" would in effect "block change" as their participation is required. This stakeholder should move to the desired level of commitment by initial inclusion in planning the agenda and operational considerations (location, date, etc.) then experiencing the dynamics of the first several meetings. It is expected that participation will grow as the media gains exposure to the policy.

Transition Management Structure

The project manager style was again chosen as the most appropriate structure. The City PIO was also chosen to assume this role. The reasons are basically the same as those existing for his appointment in Policy Three.

He will also benefit from a steering committee comprised of the assistant fire and police chiefs, the detective supervisor, and one media representative chosen by each of the three local newspapers. The steering committee selected

for this policy is similar to that in Policy Three. The police training manager has been replaced by the detective sergeant due to the latter's frequent contact with the press.

Responsibility Charting

Once the steering committee meets to finalize the objective and structure of the meetings, the tasks necessary for implementation are, like Policy Three, routine and of an operational nature. Procuring meeting sites, sending invitations, distributing minutes, etc. will be managed by the PIO who will delegate the tasks to personnel at the clerical level. Due to the routine nature of these responsibilities, "charting" as required in policies one and two, is not necessary.

Supporting Technologies

Again, team building is required for the steering committee to assist the PIO in selling the concept to those whose attendance at meetings is required for success. The aforementioned team building dynamics are applicable to this strategy.

Summary

The transition plan is intended to facilitate the implementation of the policies developed in part two. It is necessary to alleviate organizational disruption and resistance that often accompanies change. Identifying and addressing needs as well as tasks associated within change greatly enhances the likelihood of successful implementation of strategic plans.

CONCLUSION

The relationship between police and the local news media has been characterized by tension and mistrust. Although both purport the desire for fair access and accurate, balanced, and intelligent reporting, efforts to truly understand each other and tolerate sometimes conflicting interests are usually minimal. Tensions beyond those necessary in a democratic society prevail.

Events in recent history, notably Watergate and Vietnam, created public mistrust of government and local law enforcement. In the past several years, the public, although wary, has regained some of the trust that events in the 60's and 70's took away.

Moving into the 90's and beyond, a new relationship is desirable and can benefit police, the local news media, and the public. This relationship will recognize democracy's need for the "watchdog" role of the media over government, while still capitalizing on opportunities to optimize the relationships as far as the legitimate needs of all three entities allow.

This study examined current trends, potential events, and the impact of their interrelationship on police and the local news media. This provided data to forecast future scenarios as targets for policy consideration.

The scenario chosen ("desired and obtainable") depicted an optimal relationship characterized by acceptable collaboration, appropriate use of high technology, understanding of each others legitimate roles, and means to resolve conflict.

A strategy consisting of the following four policies was developed to "create" the desired future:

1. Use of computer software to distinguish and disburse information according to programmed categories of releasability.

2. Facilitate modem access to police computer bulletin boards.
3. Conduct joint media relations training for local government officials.
4. Conduct scheduled meetings between public safety and local news media.

The developed policies present a circular strategy that combines the use of high technology to gather and store news, high technology to access news, training for appropriate and consistent dealings with new media personnel and, finally, a positive forum to addressing problems and issues.

The secrecy, hostility, and resentment stemming from negative press results in vicious cycles that can be prevented. The strategies presented in this study can be realized if both sides want to make it happen. This must occur to enjoy the benefits of technology without suffering the ramifications of unwise use.

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APPENDIX A

PROJECT PARTICIPANTS

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APPENDIX B
CANDIDATE TRENDS

Local Cable Programs

Most-wanted shows

High speed, instantaneous mass communications, i.e., fax, electronic mail, teleconferences, etc.

Police protection of useless information

Number of hours of news broadcasts

Media viewed as accountable for news

Media input on policies

Changing moral standards

Instant coverage

Ethics of government officials as public issue

Turnover of reporters

Competition within news media

Probing nature of media

Public demand for information

Public suspicion of government

Power of police labor unions

Home video to "catch" police

Number of news-gathering sources

# of news-broadcasting sources

Live broadcasts

Maturation of T.V. generation

Police department concern for image

Protection of victim identification

Concern for privacy

Complexity of release laws

Police efforts to enhance image

Changing minority populations

Accountability of Local Law Enforcement

APPENDIX C

CANDIDATE EVENTS

7.5 earthquake in Bay Area

25% of police department "paperless"

Home video allowed as evidence

Secret recordings allowed at evidence

Regional law enforcement replaces individual departments

Court-mandated immediate access to news

Lethal weapons outlawed for police use

Direct access to government files by news media

Government refuses to communicate with certain new company(s)

POST requires academy teaching of laws rerelease of information

Media "ride-along" required in field training

Grant requires police-press meetings

Court ordered "mandatory press release" for certain occurrences

California uniform press policy adopted by police departments

California press standards adopted by press

Dispatcher to field unit transmission security system in 25% of Police Departments

"Hacker" breaks into police record system and provides news media with information.

United States enters another "Vietnam," prompting 60's-style mass protests.