

# SUBJECT TO DEBATE

A NEWSLETTER OF THE POLICE EXECUTIVE RESEARCH FORUM



PERF Reception at the  
Country Music Hall of Fame

VOL. 32, NO. 1 | JUNE 2018

## Police Leaders Discuss Challenges in Recruiting At PERF Town Hall Meeting in Nashville

*AT PERF'S TOWN HALL MEETING IN NASHVILLE ON May 31, participants discussed a wide range of topics, including the challenges that law enforcement agencies are facing in recruiting new officers, in achieving diversity in their departments with minority and female officers, and in finding candidates with the skills and attributes to excel as 21st century policing officers.*

*Following are the comments by Town Hall participants who spoke about these issues.*

### **TUCSON, AZ POLICE CHIEF CHRIS MAGNUS:**

#### **Carefully Analyze Every Step of Your Recruiting Process, To Identify Points Where You Lose Good Candidates**

**Wexler:** Chris, you've been chief in several cities—in Fargo, ND; in Richmond, CA; and now in Tucson. Are recruiting issues different in those cities, or are you facing the same challenges?

**Chief Magnus:** Well, I used to feel that I was unlucky. The cities I've worked in have all been great in different ways, but they've all had very restrictive civil service rules and hiring processes dictated by City Hall. So I wondered if I was just getting the short straw all the time.

But as I have talked to other chiefs around the country, I realize we all draw our own version of the short straw in different ways, because processes for government hiring in general are not well-suited to the demands we face in hiring police officers today. So it's a struggle to push, pull, and drag City Hall with its rules into meeting what our needs are to hire the right

people, in a timely way, in a super-competitive environment, where we're going against other agencies that have figured out how to streamline this process or who have a lot more money as an initial draw to offer to recruits.

**Look for blockages in your hiring process:** One of the things I have learned is that you need to do a sort of forensic



LEFT: Tucson, AZ Police  
Chief Chris Magnus

BELOW: 2018 Town Hall  
Meeting





Montgomery County, MD  
Police Chief Tom Manger

analysis of your own hiring process, and take nothing for granted. For example, we thought we were doing a good thing because we had an online application to become a police officer. But we discovered we were losing upwards of 60 percent of the people who started to fill out the application but never completed it.

So we tried filling it out ourselves. I think I'm reasonably technically savvy, but I couldn't even get past the first part of the online application without being dropped. There were fundamental problems with that IT mechanism.

Then we started to look at what happens next. If someone actually makes it through this labyrinth of an online application, how long does it take before they hear back from the police department? And we found it can be a very long time. Then we looked at testing, which includes a written test and an oral board, which doesn't happen until maybe two weeks after the written test. So that's another way for people to fall out of the process.

So we found that the entire system was almost hostile to applicants, even though we wanted to be welcoming.

**Check your physical fitness test for gender bias:** So I recommend carefully scrutinizing every step of your process, and there are a lot of them, and analyze where you are losing candidates. And you may also find that there are steps where you have a huge drop-off of minority candidates, or women. For example, on the physical fitness test, we have moved to a single test for men and women, and we have looked at ways to help ensure that both genders are better prepared to take that test.

**Background checks must be reasonable:** Background investigations are another area to look at. In one city where I worked, background investigators were looking at a candidate with respect to their rules about associating with known felons, but in this case, the known felons were the candidate's parents. The candidate was a young African-American woman who was working as a parking enforcement officer in an adjacent jurisdiction, and she had an

excellent track record, was highly motivated to be a police officer. But her parents had been in and out of prison, and she had really been raising her siblings. And our folks were wondering, can we hire this person? Often it seems we are such rule-followers, it's crazy. I had to say, "No, this is not a problem!" Ultimately we did hire her, and she turned out to be a phenomenal employee.

**Evaluate oral board examiners' values:** I'd encourage everyone to also look at your background investigators and oral board examiners, and look into their values of what a police officer should be. Are your oral board examiners simply the first 10 cops who signed up to do it? That might not be a good plan, because what happens if their scope of people they consider good candidates are different from who you would want to be considered? How many times have you heard people disqualified for lacking "command presence"? That could mean a lot of different things. I'm not saying these investigators and examiners are bad people; they're trying to do a good job for the agency. But make sure their values are consistent with your goals of who you're trying to recruit into the agency, or you will lose good candidates.

#### **MONTGOMERY COUNTY, MD POLICE CHIEF TOM MANGER:**

### **We Want to Hire Lawful Permanent Residents, But It Will Require a Change in the Law**

**Wexler:** Tom, you wrote an op-ed endorsing legislation<sup>1</sup> to allow lawful permanent residents who are veterans to serve in your department.

**Chief Manger:** Yes, this would help expand our recruiting pool and our diversity. I live and work in a county where one-third of our residents were not born in the United States. So if we want to have a police department that reflects the diversity of our residents, we need to make sure we are recruiting for that kind of diversity.

I thought this would be a pretty simple change to a state requirement that you be a U.S. citizen to be a police officer. But it stirred up quite a debate. One of the issues that came up was that in order to be on a federal task force, a police officer had to be a U.S. citizen. I had not been aware of that. One would think that if they had certification in the state of Maryland to be a police officer, that would be enough to allow them to serve on a federal task force, but it evidently is not.

As honorably discharged veterans, these potential applicants have demonstrated their allegiance to the United

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1. The legislation passed the Maryland House and had 41 of 47 Senators as co-sponsors, but it was not approved in the Senate in 2018. Senator Cheryl Kagan said she will re-introduce the legislation next year. <https://www.cherylkagan.org/2018-session-wrap-up/>

States, and have undergone security checks and extensive training. Their spirit for service is unquestioned.

#### **GREENVILLE, SC POLICE CHIEF KEN MILLER:**

### **We Are Engaging Historically Black Colleges And Other Groups to Increase Minority Recruitment**

Greenville's population is 31 percent African-American, the county is 17 percent African-American, and the Police Department was 12 percent African-American when I arrived in 2014, and is now down to 9 percent. The community expects us to responsibly reflect the composition of the community, and no matter how you look at the numbers, we are way below the target. So we've been trying for four years to connect with our minority populations to generate employment interest.

If you've recently attended a job fair with your recruiters and have seen all the law enforcement-related booths, you realize that you are just one in the crowd. So, you've got to clearly distinguish your organization from others.

To do that, we have started engaging our historically black colleges and universities (HBCUs) with more strategic approaches. These approaches put our recruiters and staff in more frequent contact with students, outside of job fairs. We also bring student/faculty groups to our city, we host them for a day or two, and we engage them with different populations in our city. Recently we hosted Benedict College (Columbia), and our Urban League assisted by facilitating a panel discussion about living, working and enjoying our city. The event was held at our training facility and at a downtown rooftop restaurant. So we are bringing the community into the recruitment process to assist and to understand.

#### **DENVER DEPUTY POLICE CHIEF MATT MURRAY:**

### **We Need to Look for Recruits in New Places, And Move Quickly When We Find Good Candidates**

**Wexler:** Matt, you had a recruiting drive aimed at hiring more women. Tell us about that.

**Chief Murray:** Chuck, I hate to gloat, but we are doing great—partly because Denver is a great place to live and we have a booming economy, but also because I think we are doing some great things.

First, we have a great relationship with civil service. They are working with us all the time, and there's constant improvement. We meet often to look at our processes and to speed things up.

**When we see someone we want, we make an offer immediately:** One of my tips is to make rolling offers. We don't develop a long list and wait. If we get an outstanding candidate, we make an offer as soon as we can. As soon as I

Greenville, SC Police  
Chief Ken Miller



can get that file approved, I'll make an offer, because if I don't, another city will. This is a different generation. As soon as you can make an offer to that person, go ahead and make the offer.

Second, we do targeted recruiting. Yes, we're at the festivals and community events, but let's be honest—that's not where your class gets filled. And I know a lot of cities go to the community colleges to get the graduates with criminal justice degrees, and we'll hire them too, but that's not really who we're looking for. We are looking for people with a good heart, not a skill. We can train people in policing skills. We just hired a woman who was running her own beauty salon for eight years. We hired a school janitor who speaks Spanish. A lot of our candidates tell us they like our mission statement, or they've read about what the Denver Police Department is doing and they want to be a part of it. They like what our chief is out there saying. There is something that is attracting people.

**We have been successful in hiring women:** Nationally, only about 13 percent of the people being recruited into police departments are women. We just started a class with 33 percent. What women want is to feel welcomed. We focus on each individual and help them apply if they need help. I'll give one example, similar to what Chris was saying. In

Denver Deputy Police  
Chief Matt Murray



our case it was a young woman working as a security guard in a hospital. We require applicants to submit a writing sample, and she chose to write about a man at her hospital who was spreading feces on the wall, and she was called to deal with it. She wrote about how she sat down with him and talked him down. And I thought, “I have got to hire this person,” because that’s the kind of heart that I’m looking for.

It was a struggle to get everybody to approve her. The first time around, they wouldn’t, but we resubmitted her file, and our recruiters worked with her to get her accepted. She got into the Academy, and we have a hard-and-fast rule that if you fail three tests, you’re out. She only had a GED, not a high school diploma, and she failed two tests. This was probably the first academic work she had done in a long time. So we offered her a slot in another Academy, and she started over, and she got through it. Today she is one of the best employees we have. And after everything she went through to get this job, she is committed to it.

I think that part of our problem is that we are looking for a certain skill set, and we’re all used to hiring the captain of the baseball team or the seven-year Marine. I’m not bashing the military or baseball; I’m just saying we need to start looking in different places.

**LOS ANGELES ASSISTANT POLICE CHIEF MICHEL MOORE:**  
**Recruiting Challenges Include Gender Barriers and Out-of-Date Rules on Marijuana and Financial Missteps**

Chief Charlie Beck gave me an opportunity a couple of years ago to work with our recruitment, because we were having challenges getting enough qualified applicants and also with achieving diversity. We have been able to shorten somewhat how long it takes to get hired, but we’re still taking too long. We’re at about nine months on average from applicant to academy seat, and that needs to be three months. And we are strapped down to civil service



Los Angeles Assistant Police Chief Michel Moore (On June 27, Moore was sworn in as Chief of the LAPD.)



Aurora, CO Police Chief  
Nick Metz

requirements and gates that cause us to lose a lot of good applicants.

**Minor flaws in candidates’ finances should be expected today:** Chief Beck has worked very closely with a new manager of our personnel department to lower some of those gates. It’s not reducing qualifications; it’s just being realistic to the situation today as we look for very capable people who have the right heart, but maybe they have fallen behind 30 or 60 days on a credit card. Well, they’ve fallen behind because everything is expensive today. If I were 21 years old today, I couldn’t afford a telephone. We all remember what it cost when we were young just to exist, and we have a generation of young people now who are facing that compounded by a factor of 5 or 10. And yet with our personnel rules, we’re supposed to be surprised that someone has fallen behind on a credit card. And the result is that we lose them to other agencies that are being smarter about this. We are getting the applicant a good-paying job and, if they are otherwise responsible, should pick them up while we stress our expectations that they live within their means.

**We are careful not to let polygraph results cost us good candidates:** We also look with a very suspicious eye toward the polygraph. We lose many applicants when they get to that gate. We have improved our response. If someone has a significant response on the polygraph, we can’t kick them out and say “We’ll see you in two weeks,” because if we do that, we’ve lost that candidate. So now we’ve improved that. If there’s a significant response, we polygraph them again that same day. We were able to cut about half of our losses by just having a good debrief.

**Gender stereotypes are still a major issue:** We’re also focusing on hiring women. I think there are still gender barriers in our organization because we still live in a society where, when it comes time to staying home with a four-year-old child who can’t make it to pre-school or who has to be picked up, generalizing, our society tends to look at women to take that role. And then we wonder why



women go into the detective ranks rather than supervisory ranks, or why at the ranks of lieutenants, captains, and commanders, we're losing very capable leaders because of a job design that is 24-7-365, and they say, "Thank you, but no thank you."

**Evaluate your policies on past marijuana use:** The question of how recently candidates used marijuana is keeping a lot of people out. I think that American policing five years from now will be in a different place on this. We're trying to treat marijuana and alcohol more equally. Both are recreational and both are highly abused. And yet we have people who misused alcohol six months ago and we call them a recruit, but we have nearly zero tolerance for use of marijuana in the last two years and in some agencies even longer.

#### **AURORA, CO POLICE CHIEF NICK METZ:**

#### **To Encourage Lateral Recruiting, We Emphasize Our Support for Officers' Families**

**Marijuana policies vary widely:** The issue of marijuana legalization in Colorado has presented some interesting dynamics. Just about every police agency in the state has a different standard for it. In Aurora, our old policy was that you couldn't have used marijuana within three years of application. We had a lot of applicants who were honest in admitting that a couple years earlier they had taken a couple hits at a party, and we had to say, "Sorry, we can't hire you," and then another jurisdiction would pick them up.

So we realized we had to do something different, and in 2016 we created basically a one-year policy—for basic recruits, not laterals. Within that general policy, we look at the amount of usage and other factors to determine if you are suitable for Aurora.

Another issue in Aurora is that we require all lateral recruits to go through a 16-week academy. A lot of departments around the state don't require that; you can apply and just start. So we lose some people who don't want to

do that, but the best people are willing to go through our 16-week academy.

**For lateral recruits, family considerations are important:** We have also worked to rebrand our recruiting, especially for laterals, to make it about the officer's family. Most lateral recruits have families, and we want the family members to be happy about moving to Aurora from out of state or from a different city in Colorado. So we emphasize that coming to Aurora is about family, that we take care of each other, and we have good resources in the department with programs for spouses and families. So for example, when we have our lateral day, we'll have 25 or 30 lateral hires come in and we ask them to bring their families, and our spouses show up as well and spend the whole day with the families. That has become a big part of our recruitment, and it has really paid off.

#### **FRESNO, CA POLICE CHIEF JERRY DYER:**

#### **A \$10,000 Bonus for Lateral Recruits And Increased Time Off for Patrol Officers Helped Us Reach a Vacancy Rate of Only 1%**

We experienced a challenge in recruiting about three years ago, and the challenge was about getting new cadets interested in law enforcement, and to get laterals from other agencies. We tried to get a blend, with about half of our new officers being first-time recruits, and the other half being laterals from other law enforcement agencies, who come to us with some experience.

The first thing we did is offer a \$10,000 bonus to laterals, to help offset their moving costs, which we spread out over an 18-month period. We also surveyed our officers who were leaving about why they were leaving, and it had to do with increased demands on them, the increased scrutiny, increased criticism, but also a lack of time off. So we started focusing on increasing time off for employees. As a result of these changes, lateral recruiting increased, and we are back at that 50 percent mark. And as Nick said, family is important, so our recruiting video is geared toward family and lifestyle.

So today, I'm proud to say we are at only 1 percent vacancy, and we have a waiting list of lateral officers and new recruits to come into the department.

#### **PORT OF SEATTLE POLICE CHIEF ROD COVEY:**

#### **We Should Offer Coaching to Help Officers, Especially Women, to Meet the Requirements**

I've been in the policing profession for more than 40 years, and the percentage of women in policing has not changed

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# Charlie Beck and Kathy O'Toole Receive PERF Leadership Award

PERF'S BOARD OF DIRECTORS SELECTED TWO recipients for the 2018 Leadership Award: Retiring LAPD Chief Charlie Beck, and Kathy O'Toole, former Seattle police chief, Boston police commissioner, and chief inspector of the Garda Síochána Inspectorate. The Leadership Award is PERF's highest honor, presented annually to individuals who have made outstanding contributions to the field of law enforcement.

Chiefs O'Toole and Beck were presented with their awards at PERF's Town Hall Meeting on May 31 in Nashville.

**Chief Charlie Beck:** Chief Beck retired on June 27 after a 43-year career with the LAPD. While rising through the command ranks, Beck was frequently tasked with some of the agency's toughest assignments, including leading the Rampart Division after a major corruption scandal and clearing the department's rape kit backlog. In 2009, Beck was named chief of police. His nearly decade-long service as chief reflected a lesson he took from the Rampart scandal: that policing cannot be effective unless the police have the trust of the community, that community trust and effective crime fighting are two sides of the same coin.

Chief Beck measured every aspect of the agency on

how it was related to Constitutional policing, while at the same time producing the lowest Part 1 crime numbers in Los Angeles since 1957. His tenure was marked by a high degree of empathy for troubled persons, including persons with mental illness and homeless persons. He created a Preservation of Life Medal to honor officers who save a life by de-escalating a situation that might otherwise have resulted in a use of lethal force. Beck also developed Homeless Outreach Teams that connect homeless persons to medical care, housing, and other services. And he doubled the capacity of the Mental Evaluation Unit, which partners police officers with mental health professionals.

"During Charlie Beck's 43-year career, the LAPD was transformed from a tough, some would say repressive department that was not particularly good at reducing crime, to a compassionate, Constitutionally-based department that is very good at crime reduction," PERF Executive Director Chuck Wexler said in presenting the Leadership Award to Chief Beck. "Charlie Beck is at the top of anyone's list of the people who made that happen."

In accepting the Leadership Award, Chief Beck said, "I want to thank all of you, not only for this recognition, but for your mentorship and teamwork. I encourage



**LEFT:** 2018 Town Hall Meeting

**BELOW, LEFT:** PERF President and Chief of Police in Camden County, NJ, Scott Thomson presents the Leadership Award to retiring LAPD Chief Charlie Beck.

**BELOW, RIGHT:** Chief Scott Thomson, Dan O'Toole, former Seattle Police Chief Kathy O'Toole, and current Seattle Police Chief Carmen Best.



everyone in leadership positions to always make it about your organization. These are great groups of the finest people on God's earth, and it is an awesome responsibility to protect and serve them, while they protect and serve others."

**Chief Kathy O'Toole:** Kathy O'Toole has had a remarkable career, leading many police agencies in the United States and abroad. She began her career with the Boston Police Department and was promoted to sergeant before leaving the department to join William Bratton at the Metropolitan District Commission Police Department, where she quickly rose to the rank of superintendent. She later served as the second-in-command at the Massachusetts State Police, and was chosen by Governor William Weld to serve as Secretary of Public Safety for the Commonwealth of Massachusetts, where she oversaw 20 agencies, including the state police, the department of corrections, the National Guard, and others.

In 1998 Chief O'Toole served on the Patten Commission in Northern Ireland, which developed a framework for policing in Northern Ireland as part of the Irish Peace Process. From 2004 to 2006, she served as the commissioner of the Boston Police Department, where she developed the agency's community policing program, created

a fusion center, and managed major events like the Democratic National Convention, the World Series, and Super Bowl celebrations. From 2006 to 2012, she served as the first chief inspector of the Garda Síochána Inspectorate, an agency set up to advise the Irish government about whether the national police force is adhering to best practices.

In 2014, Chief O'Toole was named chief of police in Seattle, where one of her accomplishments was bringing the agency into full compliance with its federal consent decree.

Carmen Best, who became Interim Chief in Seattle following Chief O'Toole's retirement and who nominated her for the Leadership Award, said, "Chief O'Toole has been a trailblazer in law enforcement, from coast to coast and abroad. She is the epitome of leadership, vision, and fortitude, and is an inspiration to me and others. She is the best in the business."

Chief O'Toole said, "I wouldn't be standing here but for the support of so many of you. Great mentors, great teams—it's all about working together. I pinch myself every day, because even on the toughest days, it's been such a privilege, and I've loved every minute of it. I feel so blessed to be among you, and so humbled to receive this award." 

## James Shaw, Jr., Hero at Mass Shooting, Addresses PERF Town Hall Meeting

Nashville Police Chief Steve Anderson invited James Shaw, Jr., to speak at PERF's Town Hall Meeting. Mr. Shaw single-handedly disarmed a gunman who fatally shot four people and injured two others at a Waffle House restaurant on April 22. Even though Shaw had received a gunshot wound to his arm, he saw an opportunity when the mass shooter stopped to reload his assault rifle. Shaw charged at the shooter, grabbed the rifle (burning his hand in the process), threw the rifle across a counter, and dragged the shooter out of the restaurant.<sup>1</sup>

Mr. Shaw then created a GoFundMe account that raised approximately \$232,000 to support the victims and family members of victims of the Nashville attack.<sup>2</sup>

"In that second, I just had a brick wall there and a gun on the other side of the door, so there really wasn't much for me to do but act," Mr. Shaw said at the Town



PERF Executive Director Chuck Wexler applauds James Shaw, Jr., next to Nashville Police Chief Steve Anderson.

Hall Meeting. "It was just a voice in my mind that told me to do it now, when I saw the barrel aimed down toward the ground."

Chief Anderson said, "James and I had a difference of opinion the first day. He was on national TV and denied being a hero. But I had to point out to him that a real hero is a person who knows the danger they're entering into,

and then tackles that anyway. And that's exactly what James did, so thank you."

1. "Waffle House Customer Hailed a Hero After Wrestling Rifle Away from Shooter." HuffPost, April 22, 2018. [https://www.huffingtonpost.com/entry/waffle-house-hero-james-shaw\\_us\\_5adcd90ee4b075b631e6d148](https://www.huffingtonpost.com/entry/waffle-house-hero-james-shaw_us_5adcd90ee4b075b631e6d148)

2. "Man Who Wrestled Rifle From Waffle House Gunman Raises \$227,000 for Victims." New York Times, May 7, 2018. <https://www.nytimes.com/2018/05/07/us/waffle-house-hero-victims.html>

# Gary P. Hayes Award Presented to Laretta Hill and Michael Sullivan

THE GARY P. HAYES AWARD WAS PRESENTED TO two honorees at PERF's Annual Meeting: Laretta Hill, Commissioner of Public Safety for the Dallas County Community College District, and Michael Sullivan, Deputy Chief of the Louisville Metropolitan Police Department. The Gary P. Hayes Award, named for PERF's first executive director, is given annually to police leaders at the midpoint of their career who have demonstrated leadership and innovation.

**Commissioner Laretta Hill:** Commissioner Hill spent 20 years with the Arlington, Texas, Police Department, rising to the rank of assistant chief. As an assistant chief, she was put in charge of special operations, which included directing security operations for Super Bowl XLV and World Series games in 2011.

In 2014, she joined the Miami Beach Police Department as Deputy Chief, where she led reforms to

trust and to tackle some urgently needed internal reforms regarding leadership and accountability. Laretta was the first woman and the first African-American to serve as deputy chief, and she was a rock star during her time here."

Commissioner Hill thanked PERF for the award, saying, "PERF has a vision of being progressive, and in policing, we have to be on the cutting edge. We can't wait for things to happen; we've got to make them happen." Hill especially thanked Chief Oates and former Arlington Police Chief Theron Bowman (who received the Hayes Award in 2003).

**Deputy Chief Michael Sullivan:** At the Town Hall Meeting, PERF Executive Director Chuck Wexler explained why Louisville Deputy Chief Michael Sullivan was chosen to receive the Hayes Award:

*Mike Sullivan told me one of my favorite stories in policing, and it goes like this. Back in 1954 in*



**FAR LEFT:** PERF President Scott Thomson and Miami Beach Chief Daniel Oates present the Hayes award to Commissioner Laretta Hill.

**LEFT:** Chief Thomson with Louisville Deputy Chief Michael Sullivan.

use-of-force training and policy and implemented body-worn cameras.

In 2016, Ms. Hill was named the first public safety commissioner for the Dallas County Community College District. While there, she has successfully managed the consolidation of seven separate police departments into one agency, standardizing inconsistent policies and training.

Miami Beach Police Chief Dan Oates, who nominated Commissioner Hill for the Hayes Award, said, "Laretta and I joined the Miami Beach Police Department together as the new leadership team. The department was challenged at that time to regain community

*Louisville, a 12-year-old boy's bicycle was stolen. The boy was upset about it, and so he found a Louisville police officer to report it, and he said, "If I find the kid who stole my bike, I'll whip him."*

*But the officer, whose name was Joe Martin, said, "Hold on, son. If you're going to fight someone, you'd better learn how to box." Officer Martin ran boxing classes at a local gym, and he signed up this 12-year-old boy to learn how to box.*

*That 12-year-old boy was Cassius Clay. Muhammad Ali.*

*That was an early example of what we now call*

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# How the NYPD Is Teaming Street Detectives With Civilian Analysts to Fight Terrorism

By Debra Morgan, NYPD Intelligence Bureau Analyst

IN 2002, THE NYPD CREATED A CIVILIAN ANALYST unit within the Intelligence Bureau as an outside-the-box response to terrorism after 9/11. The goal was to gain the advantage in the fight against terror by *teaming veteran detectives with civilians educated in national security-related subjects*. As the analyst position grows within the NYPD, and as threats from home-grown extremism and terrorism persist across the country, the NYPD's analytical unit may serve as a model for other big city police departments and fusion centers nationwide.

David Cohen, the first person to be named Deputy Commissioner of Intelligence in the NYPD following the 911 attacks and the architect of the department's intelligence program, said, "Our analytic program stands out as a unique pillar of strength in protecting New York City from the scourge of terrorism. Standing side by side with our great detectives, civilian analysts bring their special skills, know-how and perspectives to investigations that might otherwise never materialize."

The analytical unit, which began with just a handful of members, now boasts dozens of analysts assigned to both the Intelligence and Counterterrorism Bureaus, and it remains a unique approach to preventing and investigating terrorism. Graduate degrees held by current analysts include Political Islamic Ideology, Law, International Diplomacy, War and Security Studies, and Arabic Linguistics and Literature. Several analysts have worked abroad in conflict areas.

**Detecting the shift toward smaller attacks by radicalized individuals:** Analysts are credited with observing in the mid-2000s that the terror threat in New York City was metastasizing away from terror organizations bent on conducting major attacks, toward radicalized individuals encouraged to conduct smaller attacks with any available weapon. "That attention to the evolving threat, which has accelerated since the emergence of ISIS, enabled the NYPD to prepare in advance for the type of attacks we now see worldwide," says Rebecca Weiner, Assistant Commissioner of Intelligence Analysis.

Another early success occurred when a New York-based individual was found to be maintaining a Revolution Muslim website that had become an echo-chamber for extremist thought. Teaming detectives and analysts together resulted in a series of firsts, including the idea to preserve online material before the individuals who posted

it are able to remove it from the internet, and the use of analysts to interpret extremist propaganda.

**Detectives and analysts converge:** Analysts and detectives involved in the Revolution Muslim investigation both are quick to credit each other's role, making clear the amount of teamwork involved. Nothing can replace traditional detective work, but Deputy Inspector Paul Mauro of the Intelligence Bureau credits analysts with giving the Bureau an extra edge. Teaming detectives with civilians does not always come naturally, he cautioned. "It's important how you present it to the detectives," Inspector Mauro says. "I tell them that if they treat the analyst like an equal partner, their cases and their life will get infinitely better. I've seen it so many times."

"When you start to hear detectives pontificating about shifting global alliances while their analysts are cursing like veteran street cops, you know something special is happening," says Deputy Commissioner of Counterterrorism and Intelligence John Miller. "You have reached the sweet spot in the detective-analyst relationship."

**Analyzing terror attacks elsewhere to determine if there is an NYC connection:** Currently, civilian analysts work with most of the Intelligence and Counterterrorism Bureaus' operational units. Analysts in the international liaison unit support NYPD detectives stationed overseas. In the aftermath of an attack abroad, they help determine if there is a nexus to New York City and identify lessons from those incidents that can help protect New Yorkers.

The Intelligence Bureau's work is governed by the Handschu Consent Decree, an agreement that limits certain police actions with respect to political activity by community members. NYPD analysts are well-versed in these limitations on investigations. "It's the analyst's job to combine disparate data points into a coherent narrative that drives the investigation," says Assistant Commissioner Weiner. "This is an enormous advantage to the detective, who often spends much of his or her day on the street. The symbiosis between the two can be very powerful."

Analysts meet regularly with Intelligence Bureau leaders to discuss cases. "It's an all-hands-on-deck approach that keeps everyone involved and keeps institutional memory and experience alive," says Deputy Commissioner Miller.

**Understanding terrorism trends worldwide:** The other side of the coin is ensuring that Counterterrorism and Intelligence Bureau executives are kept up to date on terrorism

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*community policing and juvenile diversion.*

*Mike Sullivan told me that story, and I can see why he likes it, because Mike is a lot like Officer Joe Martin. One of Mike's top priorities has been keeping kids out of trouble, and keeping them out of the criminal justice system and the juvenile justice system.*

*Mike knows that an arrest record can cause permanent damage to a teenager's future. So he provided direction to Louisville's school resource officers, instructing them that they should not think of themselves as school disciplinarians. Rather, he told the school resource officers to see their role as keeping schools safe and building relationships of trust with the students. The result: arrests of youths in schools dropped 37 percent after Mike Sullivan implemented these changes.*

*Mike also demonstrated leadership in 2015 when there was a rapid increase in HIV infections near Louisville. He worked with the city's health department on a needle exchange program. Needle exchange programs can be controversial, but Mike Sullivan recognized that they save lives, so he made it happen.*

*And the following year, as the opioid epidemic hit Louisville, Mike implemented another life-saving program: equipping Louisville officers with naloxone, so they can act quickly and reverse opioid overdoses. Louisville officers have already saved more than 400 people with naloxone. Mike Sullivan deserves a lot of credit for that.*

Chief Sullivan said he was “beyond humbled” to receive the Hayes Award. “This award belongs to the men and women of the Louisville Police Department who go out and put themselves on the line every day, and it belongs to the mentors who have supported me all along the way.”

Chief Sullivan added: “To finish the Muhammad Ali story—I was there for his funeral in Louisville in 2016. There were 20,000 people in attendance, and a worldwide audience watching it on TV. And his widow Lonnie Ali walked up to the podium and said, ‘America must never forget that when a cop and an inner-city kid talk to each other, miracles can happen.’ I carry that quote around with me on a piece of paper, and I share it with new cops. We can't forget the impact we have with the jobs that we do and the people we influence.”



issues worldwide. Analysts assigned to the Counterterrorism Bureau lend their analysis of how New York City may, or may not be, affected by incidents abroad. “Counterterrorism Bureau analysts monitor and analyze developments globally to identify emerging trends, new attack tactics, and extremist propaganda that may impact the security of New York,” says Director of Counterterrorism Intelligence Analysis Meghann Teubner. “Their analysis not only informs the NYPD executive leadership in support of counterterrorism deployments, but also provides situational awareness to the officers on the street.”

NYPD analysts work alongside a wide variety of representatives from other law enforcement agencies. “Our analysts are great ambassadors,” says Inspector Mauro. “They have many opportunities to build relationships with other law enforcement agents outside the NYPD. That's invaluable.”

When asked for one specific example of an analyst making a memorable contribution to a case, Lt. William Cook of the Intelligence Bureau said, “It's hard to name just one, because it's a constant thing. Analysts look at things from a civilian perspective, so they always come up with different ideas that help move the case forward.”

**Career challenges for analysts:** NYPD executives acknowledge that the Analytical Unit is still relatively small and does not yet provide as many career-advancement opportunities as some other units in the department. Analysts say it's crucial that they have access to ongoing training and investigative tools, especially as new technologies emerge, and say they should be eligible for department scholarships that are available to uniformed members of the department. To attract and retain good analysts, Inspector Mauro recommends continued development of a dedicated career path for analysts wishing to remain with the NYPD for as long as most cops do.

One thing seems certain: police officers and executives who have worked with analysts think they will play a significant role in the future of policing in New York City. “I believe it's inevitable that every detective squad in the department will eventually have analysts,” says Inspector Mauro. “Whether it's Vice, Narcotics, Organized Crime, or the Gang Unit, analysts can play a big role in tracking down the bad guys.”

“We're extremely proud of our analytic program and the contributions it has made,” Commissioner Miller said. “And we always welcome the opportunity to share what we've learned with other agencies.”



Debra Morgan, NYPD Intelligence Bureau Analyst, previously was an advisor to the Minister of Interior in the Kingdom of Bahrain.

## Chuck Wexler Celebrates 25th Anniversary at PERF

PERF President Scott Thomson, Chief of Police in Camden County, NJ, presented Chuck Wexler with a New England Patriots jersey to commemorate his 25th anniversary as PERF Executive Director.



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much in that time. I had a very personal experience that brought this issue to life for me and changed the way I saw recruiting.

My daughter is a police officer in Gilbert, AZ. But four and a half years ago, she tested at a different police agency and didn't complete the process. She went in and took the written exam and did very well on it, and then she went to take the physical test. When I asked her how it went, it broke my heart because she said, "Dad, I dropped out of the process. You have to do 29 push-ups, and I can't do that."

Now this is a kid who played four years of softball; she's been in sports her whole life; she's physically fit.

**Don't just impose rules on hiring; help candidates to meet the tests:** There's a theory in leadership called expectancy theory, which says that people who think they can't do something are not motivated to do it. And what I realized that my very talented daughter, even though she wanted to be a police officer, had no confidence in her physical abilities, and she almost walked away from a profession that she loves right now.

So we got her a trainer and a gym membership, worked on her confidence and her upper-body strength, and in less than two months, she went and tested at a different agency, the Gilbert Police Department, and she did 38 push-ups.

My point in sharing this story is that I think we need to look at our standards and whether they make sense. We also need to look at programs that will allow our recruits, especially female candidates, to build their confidence—to

offer training in how to complete the testing process, give them coaching, and help them to meet the requirements.



For further information, see PERF's 2017 report, "Hiring for the 21st Century Law Enforcement Officer: Challenges, Opportunities, and Strategies for Success," available online at <http://www.policeforum.org/free-online-documents>.



**LEFT:** Port of Seattle Police Chief Rod Covey

**BELOW:** Gilbert, AZ Officer Dani Covey





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