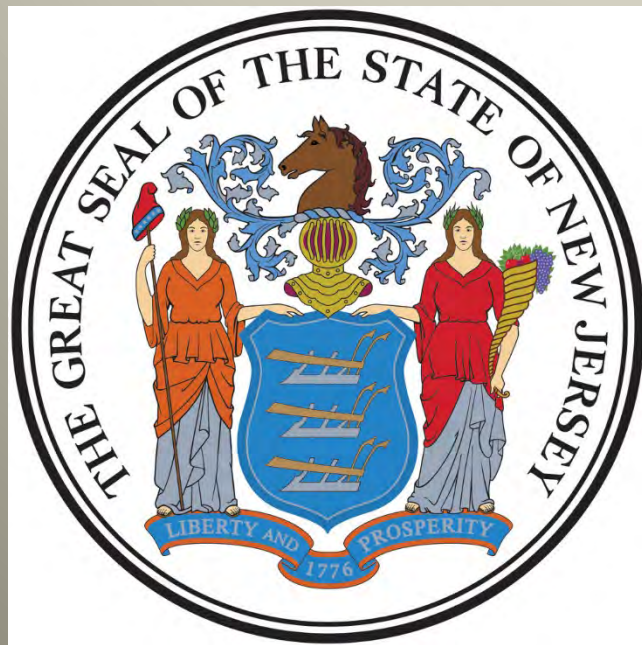


State Chiefs of Police Leadership Issues

13 MAR 2018



Presentation

- Inform & Influence
- State of the State (Guns & Drugs, Target Hardening)
- Social Media Pitfalls
- Leadership & Risk

The Golden Rule:

*Treat others the way
You want to be treated.*

Information That Matters

- Succinct & Targeted
 - 33,000; 550; NJSP; 21; etc.
 - 7 seconds
 - 30 seconds
 - Bullets
 - Pictures/Maps
 - Viewed from the phone
 - Alaska Trooper
 - BLUF
 - How Can We Influence/Inform
 - WIIFM
- Subordinates/Partners
 - What do they think? Why?



State of the State

- Opiates / Overdose
 - Fentanyl vs. Heroin
 - Price/Purity/Enforcement
 - Nalaxone Usage
- Shooting Hits
 - Steady decrease 2011-2016 (approx. 13%)
 - Spike in shooting hits (Murder <)
- Bail Reform (Burglary Example)
- Target Hardening – ISIS reentry into the West
- More Cops? Tech/CS/Collab
- Future – QRF Violence/Civil Disorder, EMS (storms), Intel



Social Media Pitfalls



People v. Waters

Kings County, NY, Superior Court
2009

- Defendant charged with gun
- Defense - officer planted gun
- Officer had MySpace account
- Mood description “devious”
- Status “Watching *Training Day*”
- Officer’s online comments:
 - Delay cuffing, get your \$s worth
- Defendant acquitted



**Posting by an
Officer Accused
of Excessive
Force**



VIOLENCE

It only works if you use it.

2011 Albuquerque Police Shooting

- Officer shot and killed a subject
- Officer's Facebook: "Human Waste Disposal"
- Attorney sought 57 Facebook pages
- Albuquerque Police Chief "disgusted"
- Albuquerque Police Department developed a social media policy



New York Police Department

Officers posted
comments regarding
the annual West
Indian parade



West Indian Parade

- “Animals and savages”
- Defense used postings to discredit testimony who had “liked” the Facebook page
- Defendant was subsequently acquitted
- 17 officers were disciplined



Arizona - POTUS



Leadership

- Emulate
- Teamwork
- Prosecutor
- Sometimes people aren't ready
- Over Communicate
- What's Important
- Do It for Team – War Fighters



CALCULATED RISKS



CALCULATED RISKS



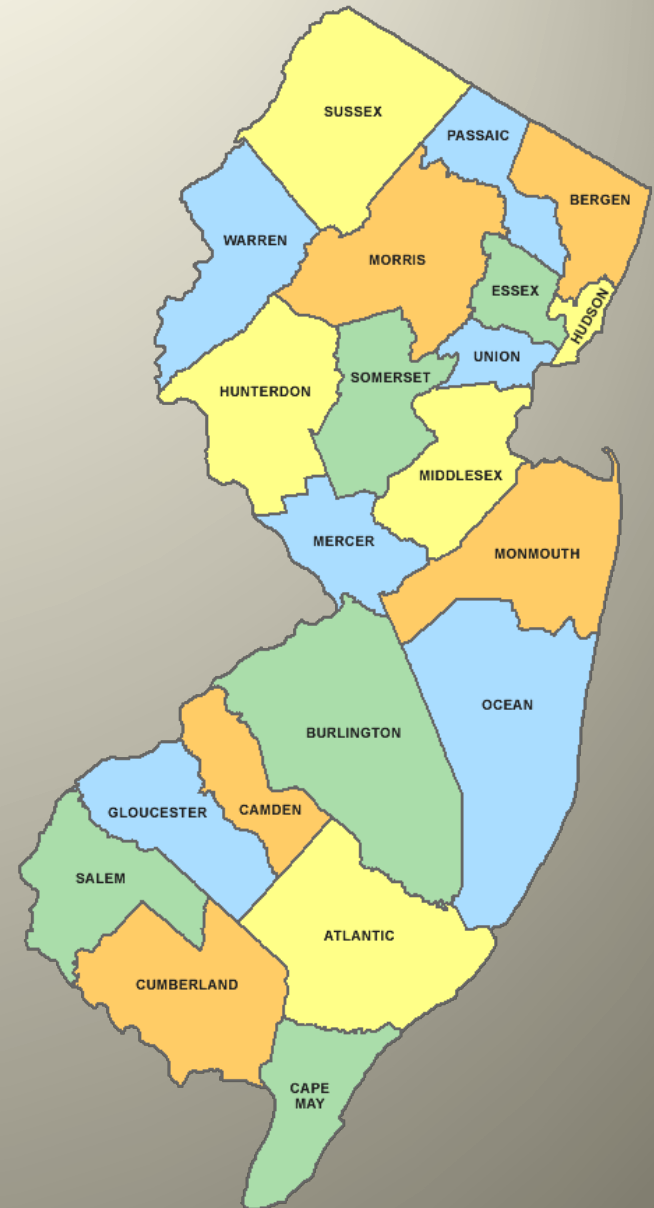
Credibility = Proven Competence + Integrity + Relationships

- NJSP - Sea Girt perseverance
 - We are an elite profession
- Work things out amongst ourselves
- Focus
- How we handled our Boss - trust
- Personal biases aside / varied backgrounds
- Don't talk about people
- How will you address an issue?
 - We care about you
 - Speak direct, be honest
 - Cops can handle news – deliver it



Striving to Achieve

- Break Things.....
 - Innovation
 - Challenge the Status Quo
- Answer Your Phone
 - This is a Dynamic Profession
- We Can Control:
 - Attitude, Work Ethic, Education
- Collaboration vs. Integration



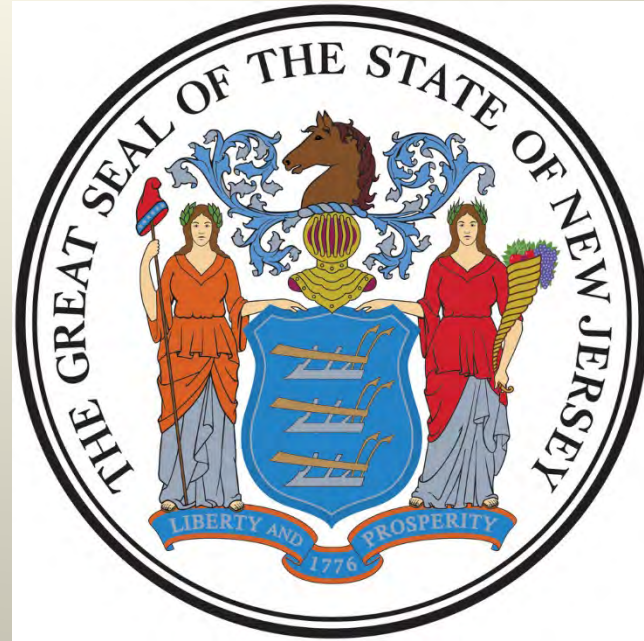
Leadership Continued

- Supervise
 - Shelton/McChrystal
 - Direct & Emotionless
 - Opportunities
- Red versus Blue
 - Great Place To Work
 - Family vs. Mission
- Administration
- Partner Meetings



Leadership Continued

- Over Communicate
- Disseminate
- Customer Service
- Touch It – Own It
- What Gets Measured
- Represent your agency
 - Lots of Opinions
 - Share your vision



Management vs. Leadership

manager

Oversees the current process well

Must achieve balance

Thinks execution

Comfortable with control

Problems are just that,
and need resolution ASAP

Procedure is King

Instructs as to technique and process

Impersonal, remote

leader

Wants to create the future

Needs to make change

Thinks ideas

Welcomes risks

Sees problems as opportunities,
is patient

Substance trumps the King

Your best college Professor

High Emotional Intelligence

Share Information

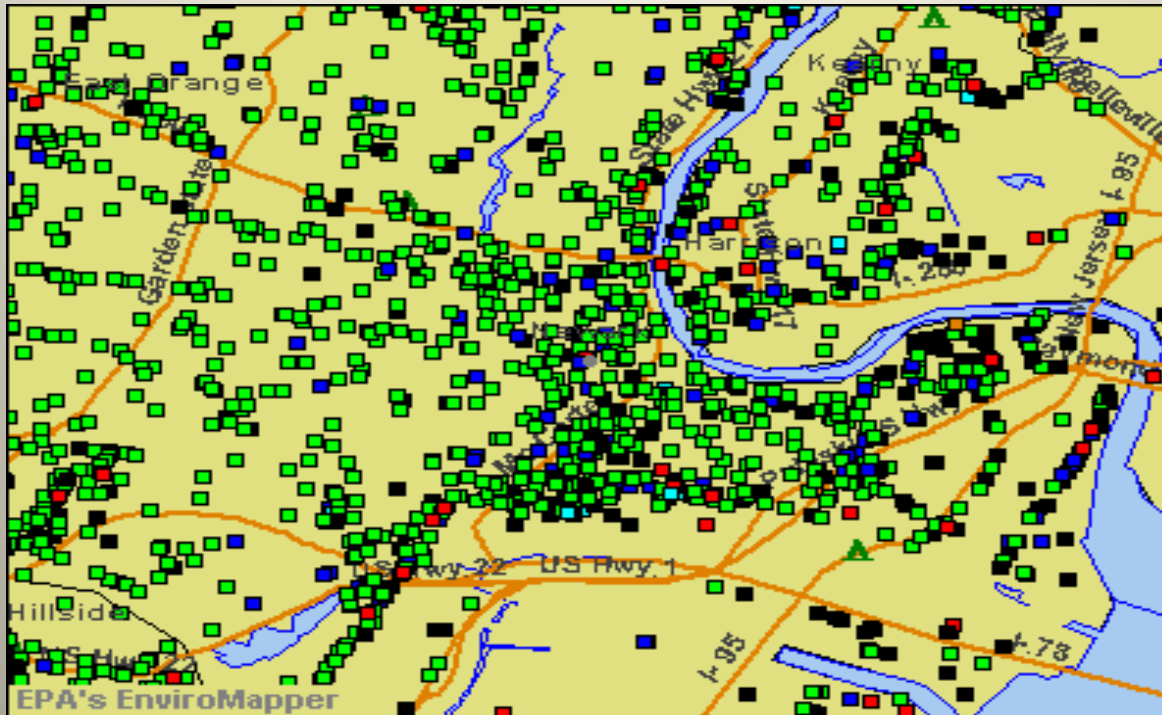


Share until it is uncomfortable

Deconfliction

- <https://www.youtube.com/watch?v=g39xlewgGaM>

Questions



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