

# POLICE CHIEF

## LEADERSHIP

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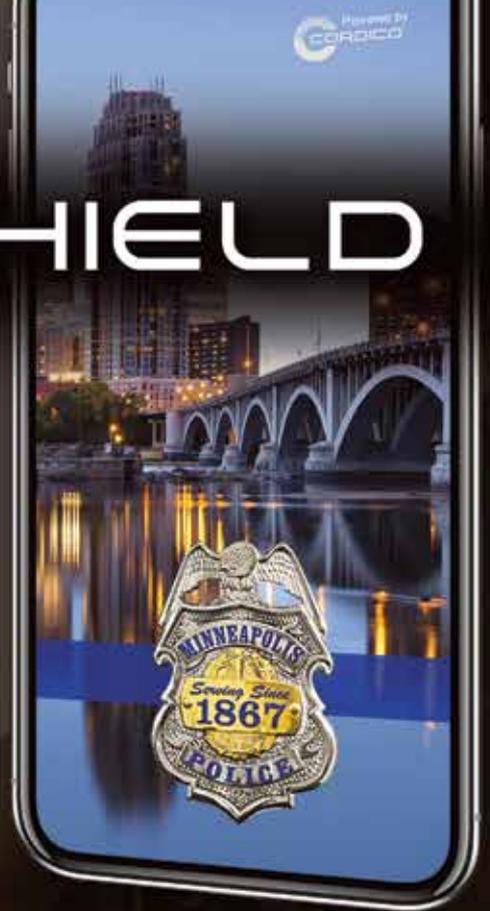
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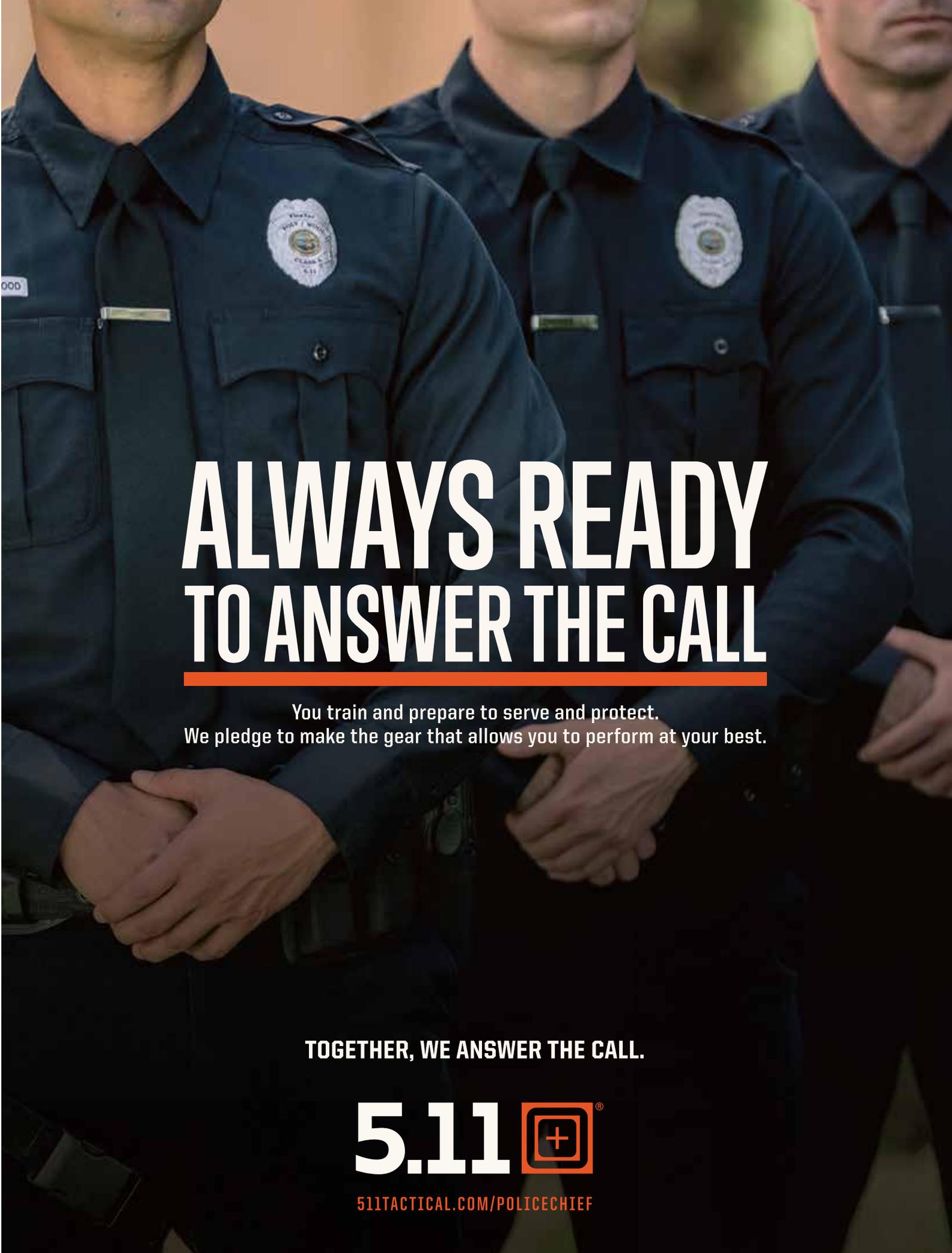
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## 50 SPECIAL FEATURE IACP 2019 Leadership Awards

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MICHAEL A. PFEIFFER

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As more agencies focus on procedural justice in the field, an Arizona police department has also turned the lens inward, overhauling its disciplinary system to align with procedural justice principles.

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ANDREW J. DEATON



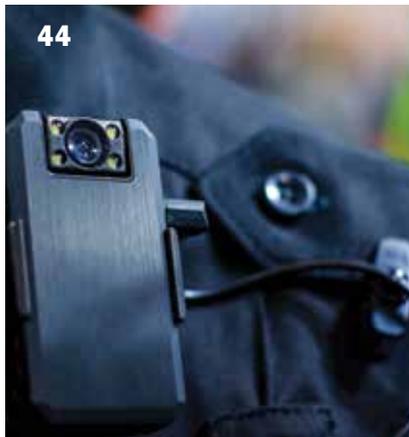
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**Police Chief** articles are written by law enforcement leaders and experts. See the authors featured in this issue below.

<p>14</p>  <p><b>Robert P. Faigin, Esq.</b></p> <p>Robert Faigin was appointed special assistant to the San Diego County Sheriff in 2001. He currently serves as director of legal affairs/chief legal advisor to Sheriff Bill Gore. He is responsible for providing legal advice to the sheriff, command staff, and other departmental personnel.</p>	<p>16</p>  <p><b>Dr. Robin Orr</b></p> <p>Robin Orr, PhD, MPHTY, BFET, is a 20-year veteran of the Australian Army where he served in infantry, physiotherapist, and Human Performance Officer positions. He is an associate professor of physiotherapy in the faculty of health sciences and medicine and the director of the Tactical Research Unit at Bond University.</p>	<p>16</p>  <p><b>Lieutenant Joe Dulla</b></p> <p>Joe Dulla is a 31+ year veteran of the Los Angeles County Sheriff's Department, assigned to the academy. He is a tactical strength and conditioning facilitator (TSAC-F) with the National Strength and Conditioning Association and an adjunct faculty member at the University of San Diego.</p>	<p>16</p>  <p><b>Dr. Jay Dawes</b></p> <p>Jay Dawes, PhD, is an assistant professor in the College of Education, Health, and Aviation at Oklahoma State University and an American College of Sports Medicine clinical exercise specialist (CES).</p>
<p>16</p>  <p><b>Dr. Robert Lockie</b></p> <p>Robert Lockie, PhD, is an assistant professor in strength and conditioning in the College of Health and Human Development and director of tactical research at California State University, Fullerton. He is the author of numerous peer-reviewed and scientific papers on the topic of tactical strength and conditioning.</p>	<p>26</p>  <p><b>Michael A. Pfeiffer</b></p> <p>Michael A. Pfeiffer, JD, is a retired captain with 38 years of experience in law enforcement with the New Orleans Police Department, who serves as the principal policy writer for the NOPD under their consent decree. He also serves on several IACP Policy Center working groups.</p>	<p>30</p>  <p><b>Chief Chris Magnus</b></p> <p>Chris Magnus started his public safety career in 1979. Currently the police chief for Tucson, Arizona, his career has included service as a dispatcher, paramedic, deputy sheriff, and police officer, in addition to previous experience as a chief of police. He also serves as an expert witness for the U.S. Department of Justice.</p>	<p>30</p>  <p><b>Assistant Chief Carla Johnson</b></p> <p>Carla Johnson joined the Tucson, Arizona, Police Department in July 1986. She has held various assignments including patrol officer and sergeant, bicycle officer, hostage negotiator, sex crimes detective, and internal affairs investigator. She has commanded many functional areas of the department and currently oversees the Investigative Services Bureau.</p>
<p>36</p>  <p><b>Colonel Andrew Deaton</b></p> <p>Andrew (Drew) Deaton is a 23-year U.S. Army professional and current student at the prestigious Army War College at Carlisle Barracks, Pennsylvania. His military experience includes commanding multiple organizations as large as 1,100 personnel and leading at senior levels in numerous others, as well as building teams across organizations of varying types.</p>	<p>44</p>  <p><b>Dr. Robin S. Engel</b></p> <p>Robin S. Engel, PhD is director of the IACP/UC Center for Police Research Policy and professor of criminal justice at the University of Cincinnati. Her work includes establishing academic-practitioner partnerships and promoting evidence-based practices in policing with empirical assessments of police behavior and evaluations of crime reduction strategies.</p>	<p>44</p>  <p><b>Deputy Commissioner Tanya Meisenholder</b></p> <p>Tanya Meisenholder, PhD, is the deputy commissioner of Equity and Inclusion for the New York City Police Department. The Office of Equity and Inclusion (OEI) actively strives to educate and engage NYPD employees by cultivating partnerships and resources that create and sustain an environment that is diverse, inclusive, and equitable.</p>	<p>62</p>  <p><b>Dave Sehnert</b></p> <p>Dave Sehnert currently serves as Mission Critical Partners' director of innovation and integration, where he works to drive these values across all divisions to ensure that the mission-critical infrastructure of its clients is capable of meeting the expanded public needs and expectations.</p>

# POLICE CHIEF

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EDITOR Gene Voegtlin

MANAGING EDITOR Danielle Gudakunst

GUEST EDITOR Kathryn Shaw

EDITORIAL COORDINATOR Camryn Nethken

PROOFREADER Margaret M. White

CIRCULATION ASSISTANT Mari Bryant

ADVERTISING SALES The Townsend Group,  
301.215.6710

MEMBER SERVICES Christian D. Faulkner,  
Mara Johnston, and Rizalina Saleh

DESIGN TGD Creative Strategies and Solutions,  
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EDITORIAL ADVISORS

Ryan Daugirda, Sarah Guy, Domingo Herraiz,  
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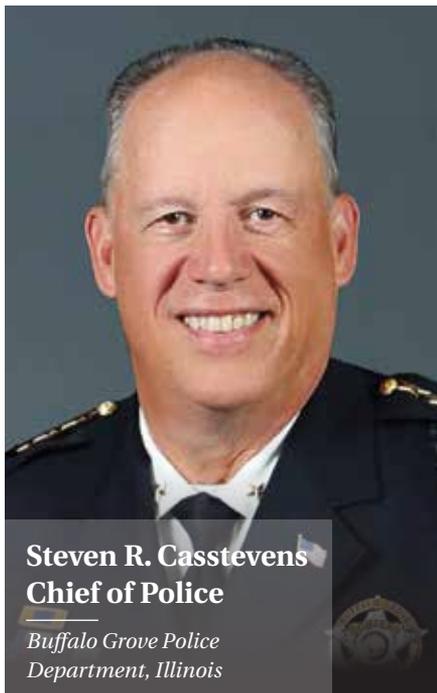


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# Leading with Courage



**Steven R. Casstevens**  
Chief of Police

*Buffalo Grove Police  
Department, Illinois*

“  
**We must be able to make the right decision even when it is not the easiest one, to admit what we do not know, and to stand up for what is best even if it is not popular. We must be courageous leaders.**  
 ”

**AS LAW ENFORCEMENT EXECUTIVES, WE ARE WELL AWARE THAT LEADING IN TODAY'S ENVIRONMENT IS A COMPLEX AND CHALLENGING JOB. WITH INCREASING DEMANDS, INTERNAL AND EXTERNAL PRESSURES, AND EVER-CHANGING TECHNOLOGIES, THE PROFESSION CONTINUES TO EVOLVE, GROWING MORE MULTIFACETED EVERY DAY. WITH THESE RISING EXPECTATIONS, IT IS VITAL THAT WE, AS LEADERS, STRIVE TO BE OUR BEST AND EXEMPLIFY THE FINEST.**

Leadership, at its simplest, is the ability for one to direct another on a course or in a direction—the ability to influence how another behaves. But, as leaders, we know that how one accomplishes this makes the difference. A rigid and authoritative leader may be successful in altering the behaviors of his or her officers, but at what cost to the overall culture and environment of the police department? Leadership entails developing trust and respect within your organization—building an environment in which people feel comfortable expressing their beliefs and concerns and taking responsibility for mistakes when something goes wrong. As Simon Sinek states, “Leadership has nothing to do with being in charge; it is about taking care of those in your charge.”

In influencing the behaviors of others, effective leaders are also invested in their growth. Successful leaders have a desire to share knowledge and encourage development, pushing others to reach their highest potential. To help in this endeavor, IACP has worked to develop a range of leadership resources, from professional services like resume reviews and interview training to articles featuring the latest research and ideas. IACP's programs, such as Leadership in Police Organizations (LPO) and Women's Leadership Institute (WLI), further aid in the development of our future leaders,

providing trainings focused on evidence-informed theories and practices that teach others how to inspire and motivate, serve with compassion and virtue, and lead by example. Through presentations like the IACP Leadership Awards and the 40 Under 40 Awards, the IACP also gives organizations a chance to recognize up-and-coming leaders, providing a venue in which to spotlight their accomplishments and professional development.

But while many can exude positive leadership traits when times are good, it's the hard times that truly test a leader's capabilities. As leaders, we often must take on difficult issues, including those outside of our comfort zone. We must be able to make the right



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decision even when it is not the easiest one, to admit what we do not know, and to stand up for what is best even if it is not popular. We must be courageous leaders.

While many may pride themselves in being successful leaders, there are far less who are fluent in courageous leadership. Being a courageous leader means being vulnerable, and few of us are comfortable with that. The challenges we face as leaders of law enforcement organizations expose us to a multitude of pressures and perspectives. It is through these situations that we must continually look for the greatest good and be willing to speak up for what is right even when it causes backlash or contempt. Leading with courage is hard,

and it is during these situations that our true leadership ability is tested.

Courageous leadership also means making mistakes. It means that, in high-risk situations, we may not always make the best decision, despite our best intent. It's during times like these that open communication is crucial—taking time to speak honestly about what went wrong, where it went wrong, and how it could have been avoided. Form relationships with those you work closely with, and give them the responsibility of holding you accountable. Remain open to their ideas and opinions, even when they are in direct disagreement with your own.

In her book, *Dare to Lead*, Brene Brown speaks to courageous leadership:

*When we dare to lead, we don't pretend to have the right answers; we stay curious and ask the right questions. We don't see power as finite and hoard it; we know that power becomes infinite when we share it with others. We don't avoid difficult conversation and situations; we lean into vulnerability when it's necessary to do good work.*

As leaders of the law enforcement field today, we find ourselves leading our profession and our agencies in a time of accelerating change and increasing disruption. Calls for police reform, protests in our communities, and expanded calls for service beyond law enforcement's traditional duties add to the challenges of the profession. As the pressures from both internal and external forces continue to build, deciphering the best path forward grows only harder. Perhaps today, more than ever, courageous leadership is needed. ♡



# IACP TECHNOLOGY CONFERENCE

LEIT **2020** May 12-14  
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## REGISTRATION OPEN FOR 2020 TECHNOLOGY CONFERENCE

The IACP Technology Conference is a professional law enforcement event bringing together leading practitioners to explore unlimited opportunities for law enforcement to apply the latest technology to create efficient solutions to old problems and to keep pace with sophisticated cyber-enabled crimes. The 2019 conference featured 1,000 attendees, 50+ educational presentations, and 85 industry leading exhibitors.

The 2020 conference will be held May 12–14 at the Oregon Convention Center in Portland, Oregon.

Learn more or register at [theIACP.org/tech-conference](http://theIACP.org/tech-conference).



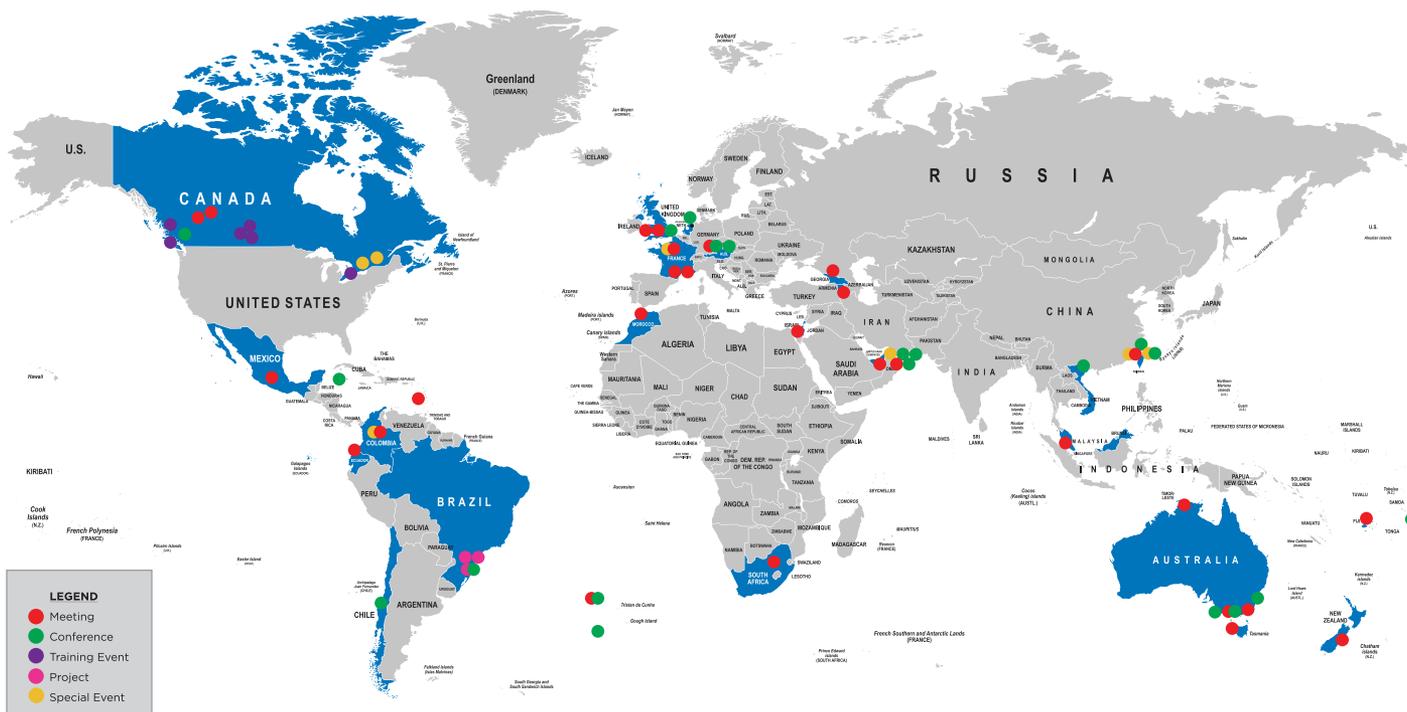
## Women’s Leadership Institute: Bangladesh

The November 2019 Women’s Leadership Institute (WLI) session in Bangladesh brought together 40 women representing agencies in Bangladesh, Pakistan, and Indonesia. In addition to a variety of modules and group learning activities, the weeklong course included opening remarks from Bangladesh and U.S. dignitaries, a cultural event hosted by the Bangladesh Police College, and a graduation ceremony.

Learn more about WLI at [theIACP.org/projects/womens-leadership-institute](http://theIACP.org/projects/womens-leadership-institute).

## IACP’s 2019 Global Impact: 45 Events Across 20 Countries

Locations (outside the United States) visited by IACP board members and staff for various initiatives in 2019.





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## Q: What are the top characteristics that you believe every leader should possess?



**A:** Leaders are required to remain multidimensional to handle the daily demands of the job, not to mention the continually evolving challenges and the possibilities of successful future expansion. A multidimensional leader is one who cultivates a flourishing organizational culture that promotes creative ideas, forward thinking, and progressive processes.

One dynamic and essential element found in multidimensional leadership is that of strategic leadership foresight. Effective leaders must be willing to make hard choices and become forward thinkers who consider possibilities beyond the present status of their organizations to engage globally with their products and services. Multidimensional leadership brings nations, people, ideas, and resources together from different parts of the world to create alternative futures for a better world.

**Argatha Gilmore, PhD**  
Chief of Police  
Lake City Police Department, Florida



**A:** First and foremost, you must be a servant leader, because you are serving your people, your organization, and your community. Without a servant leader perspective, you are likely to have narrow vision and miss many leadership opportunities.

There are several important characteristics that a servant leader should possess. Personal integrity is necessary; without it, no one will follow you. You must have competent communication skills to effectively balance the abilities to listen, interact, and be decisive, while motivating your people to work for the good of the organization and the mission. Finally, a sense of humor is vital—it will go a long way in getting you through the situations that every leader will face.

**Toussaint E. Summers Jr.**  
Chief of Police  
City of New Bern, North Carolina



**A:** Courage and humility. A leader should possess the courage to take risks—the courage to stand up for what is right, not for what is popular. Leaders should have the courage to take ownership of their problems and the solutions to those problems. Additionally, without humility, a leader is unable to listen, unable to grow, and unable to self-assess. As a leader, every interaction with team members should be valued and genuine. When leading with your ego, you risk suffering from the disease of victory. Small victories are great, but as leaders we should continue to provide constant vision and guidance to promote growth throughout the organization.

**Rich Creamer**  
Sergeant, CISM/Peer Support Unit  
Norfolk Police Department, Virginia



**A:** Leading means dealing with challenges and supporting people dealing with stressful circumstances. I believe every leader needs three things to get through those situations.

First is self-awareness. A good leader understands their own emotions as well as those of the people around them. This awareness helps leaders empathize and understand how best to respond to the issues they face.

Leading can take a personal toll, so resilience is also key. Absorbing pressure and soaking up other people's concerns while not passing that down the chain allows teams to deliver on their job and support victims.

Finally, optimism! Leaders must believe things are going to work out and get there with a positive mind-set, which brings people along.

**Richie Adams, PhD**  
Superintendent (Ret.)  
Police Scotland

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*I am convinced that the skills amassed throughout this program were largely responsible for my appointment to Chief of Police. From all-inclusive budgeting practices to reformist community engagement ideologies, I have successfully applied those principles toward the transformation of an agency starved for change. I passionately endorse the LEPSL program.”*

- **John Myrsiades**  
Chief of Police, Plymouth Township (PA)

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## IACP's Women's Leadership Institute (WLI)

addresses the unique challenges and opportunities women face and helps them to succeed as they rise through leadership positions in public safety organizations. The course is open to men and women in sworn and non-sworn positions.



### Women's Leadership Institute participants will:

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- Understand internal and external stakeholders and the impact of their individual differences.
- Learn the value of and how to have crucial conversations.
- Create a strategic career plan.
- Meet and learn from others to bring proven practices and strategies back to their organizations.
- Increase their professional network.

### CURRENT OPPORTUNITIES

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ORILLIA, ONTARIO (CANADA), 2020

April 13-17

### COST

\$1,380. This includes course materials and select meals.

Early registration discounts available.

### FOR MORE INFORMATION:



LeadershipServices@theIACP.org • theIACP.org/WLI  
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# 1Q3A

Experience is often said to be the best teacher. Each month, a question asked by a new chief of police or future law enforcement executive will be answered by experienced leaders from our mentorship panel.



## Q: What is your strategy for motivating officers and staff?

**A1:** *Detective Chief Superintendent Thorsten Kunst:* In my opinion, employee motivation is one of the absolutely key tasks of every supervisor. Some supervisors argue that the salary itself provides sufficient motivation for employees. I would like to explicitly contradict that. Motivation has many levels and the salary is just one of them. I am convinced that superiors motivate their employees best when they lead by example, showing an excellent work ethic and attitude and enjoyment of work. I also trust in the skills of my employees and try to be as transparent as possible. This helps them to understand and support decisions. This increases the motivation of the entire service, as well as my own, as I see on a daily basis how these actions affect everyone's satisfaction.

**A2:** *Chief Doug Shoemaker:* As law enforcement leaders, it is now more important than ever to show our fellow employees that their work makes a difference to those we serve. For me, that means encouraging buy-in from the bottom-up within the department and encouraging open participation in how our culture evolves. Whether it is a change in policy or a new idea that can improve our jobs or help us recruit, everyone must have a voice, and each voice deserves to be heard. We all know some of the best ideas comes from those doing the work each day, so taking time to listen is essential. When people see their participation matters, an organization can accomplish amazing things.

**A3:** *Chief Constable Adam Palmer:* Effectively motivating our people begins with respecting all staff members, making time to talk to staff from across the organization and to actively listen to voices from all levels. In addition, I make it a priority to maintain an open and collaborative relationship with the unions and associations that represent our staff, as they are often where members turn when they need assistance professionally or personally.

In the face of criticism, I firmly believe it is important to stand up for officers and to ensure that they are supported. Lastly, to ensure cohesion among all staff, I make it a priority to speak about the importance of our civilian staff and how these professionals are vital to our organization's success. ♡

## MEET THE MENTORS



**Thorsten Kunst,**  
Detective Chief  
Superintendent

FEDERAL CRIMINAL POLICE,  
OFFICE, GERMANY

EUROPEAN SERIOUS AND  
ORGANISED CRIME CENTRE,  
EUROPOL



**Doug Shoemaker,**  
Chief

GRAND JUNCTION POLICE  
DEPARTMENT, COLORADO



**Adam Palmer, Chief  
Constable**

VANCOUVER POLICE  
DEPARTMENT, BRITISH  
COLUMBIA



# Legal Limitations on Law Enforcement Addressing Homelessness

## BY

Robert P. Faigin, Esq.,  
Director of Legal Affairs/  
Chief Attorney, San  
Diego County Sheriff's  
Department, California

**THE ISSUE OF HOMELESSNESS IS AFFECTING JURISDICTIONS ACROSS THE UNITED STATES. INCREASINGLY, JURISDICTIONS ARE PASSING LAWS AND ORDINANCES TO ADDRESS WHAT SOME SEE AS AN EPIDEMIC.**

Those same jurisdictions are then turning to law enforcement to enforce those laws. Ultimately, U.S. courts are weighing in to address the constitutionality of these laws and law enforcement's implementation of them.

## THE U.S. CONSTITUTION

The Eighth Amendment to the U.S. Constitution provides that "[e]xcessive bail shall not be required, nor excessive fines imposed, nor cruel and unusual punishments inflicted." The U.S. Supreme Court has previously interpreted the Eighth Amendment's chief function to be the imposition of substantive limits on what can be made criminal and punished as such. It is this restriction that drives the discussion as to what extent jurisdictions can criminalize activities associated with homelessness.

## CRIMINALIZING ACTS VERSUS STATUS

In *Robinson v. California*, the defendant was convicted under a California statute that made it illegal for someone to be addicted to drugs. The jury was told that Robinson could be convicted if they found simply that his "status" or "chronic condition" was that of being "addicted to the use of narcotics." The U.S. Supreme Court reversed the conviction, holding that a state cannot punish a person simply for having an illness.<sup>1</sup>

Six years after *Robinson*, the U.S. Supreme Court, in *Powell v. Texas*, was asked to weigh in on the constitutionality of a Texas statute that criminalized public intoxication. The defendant, who was an alcoholic, claimed that the Texas statute punished him for an illness over which he had no control, and, as such, the statute violated the Eighth Amendment. A majority of the Supreme Court's justices upheld the conviction. In a plurality opinion, four justices interpreted the *Robinson* decision to prohibit only the criminalization of "status." In their view, the Texas statute withstood constitutional challenge because, unlike the law at issue in *Robinson*, it did

not criminalize the *status* of "being an addict" or "being a chronic alcoholic," but rather the *act* of being intoxicated in public. The four dissenting justices would have found Powell's conviction violated the Eighth Amendment because Powell—an alcoholic—"was powerless to avoid drinking" and "once intoxicated, he could not prevent himself from appearing in public places."<sup>2</sup>

The ninth justice, Justice Byron White, framed the issue not as "status" vs. "act," but rather "whether volitional acts brought about the 'condition' of public intoxication and 'whether those [volitional] acts [were] sufficiently proximate to the 'condition.'" Because Powell had not provided enough evidence to show that his presence in a public place was not voluntary, Justice White voted to uphold Powell's conviction. In so doing, however, Justice White stated that

*[f]or some of these alcoholics, I would think a showing could be made that resisting drunkenness is impossible, and that avoiding public places when intoxicated is also impossible. As applied to them, this statute is, in effect, a law which bans a single act for which they may not be convicted under the Eighth Amendment—the act of getting drunk.*

These two cases explain why theft is a crime, yet being a thief, in and of itself, is not. Likewise, jurisdictions can criminalize the act of prostitution, but not the status of being a prostitute.

## INVOLUNTARY ACTS CAUSED BY STATUS

More than 50 years after Justice White declared that the inability to avoid public places might make a statute unenforceable under the Eighth Amendment, the U.S. Supreme Court is being asked to grant certiorari in *Martin v. City of Boise*. The issue in *Martin* is whether the enforcement of generally applicable laws regulating public camping and sleeping constitute "cruel and unusual punishment" prohibited by the Eighth Amendment.<sup>3</sup>

The City of Boise, Idaho, had a camping ordinance that made it a misdemeanor to use "any of the streets, sidewalks, parks, or public places as a camping place at any time." They also had a disorderly



conduct ordinance that banned “[o]ccupying, lodging, or sleeping in any building, structure, or public place, whether public or private... without the permission of the owner or person entitled to possession or in control thereof.”

The plaintiffs were six residents of the City of Boise who were experiencing homelessness. They alleged that, between 2007 and 2009, they were cited by Boise police and subsequently convicted of violating the camping ordinance, the disorderly conduct ordinance, or both. They sued for civil rights violations, under 42 U.S.C. § 1983, alleging that enforcement of the Boise ordinances violated the Eighth Amendment’s cruel and unusual punishment clause. The district court granted Boise’s motion for summary judgment, and the plaintiffs appealed to the Ninth Circuit Court of Appeals.

In reversing the trial court’s grant of summary judgment, the Ninth Circuit referenced *Powell* by focusing on what they deemed as the City of Boise’s criminalization of “‘involuntary’ conduct.” In doing so, the court focused on the opinion of Justice White and the dissent’s statement that “criminal penalties may not be inflicted upon a person for being in a condition he is powerless to change.” The Ninth Circuit found that “the Eighth Amendment prohibits the state from punishing an involuntary act or condition if it is the unavoidable consequence of one’s status or being.”<sup>4</sup>

The Ninth Circuit then applied its Eighth Amendment analysis to the prohibited conduct under the City of Boise ordinances, stating

*[A]ny “conduct at issue here is involuntary and inseparable from status—they are one and the same, given that human beings are biologically compelled to rest, whether by sitting, lying, or sleeping.” As a result, just as the state may not criminalize the state of being “homeless in public places,” the state may not “criminalize conduct that is an unavoidable consequence of being homeless—namely sitting, lying, or sleeping on the streets.”*<sup>5</sup>

Ultimately, the Ninth Circuit held that “so long as there is a greater number of homeless individuals in

[a jurisdiction] than the number of available beds [in shelters],” the jurisdiction cannot prosecute homeless individuals for “involuntarily sitting, lying, and sleeping in public.”<sup>6</sup>

#### LIMITATIONS OF *MARTIN V. CITY OF BOISE*

The Ninth Circuit’s decision in *Martin* does not require a city to provide shelter for those experiencing homelessness, nor does it prohibit law enforcement from enforcing ordinances against those individuals who choose not to use temporary shelters if the shelters are realistically available to those individuals for free or if the individuals have the means to pay for housing or shelter. The decision also does not bar ordinances prohibiting the obstruction of public rights of way or the erection of certain structures and ordinances prohibiting sitting, lying, or sleeping outside at particular times or in particular locations, even when shelter is unavailable.

#### CONCLUSION

Simply put, in the Ninth Circuit, if there is no shelter space available, then a jurisdiction is going to be limited in the types of criminal actions it can take. Regardless of whether the U.S. Supreme Court ultimately grants certiorari in *Martin*, it would be wise for cities, counties, and law enforcement agencies to work with their legal counsel to find solutions that address the issues surrounding homeless populations that avoid criminalizing the “unavoidable consequences” of being human. ♡

#### NOTES:

<sup>1</sup>*Robinson v. California*, 370 U.S. 660 (1962).

<sup>2</sup>*Powell v. Texas*, 392 U.S. 514 (1968).

<sup>3</sup>*Martin v. City of Boise*, 902 F.3d 1031 (2018).

<sup>4</sup>*Martin*, citing *Jones v. City of Los Angeles*, 505 F.3d 1006, 1128 (9th Cir. 2007).

<sup>5</sup>*Martin*, citing *Jones*, 505 F.3d 1136, 1137.

<sup>6</sup>*Martin*, citing *Jones*, 505 F.3d 1138.



# The Different Types of Fitness Testing in Law Enforcement

## BY

Robin Orr, PhD, MPHTY, BFET, Director, Tactical Research Unit, Bond University; Joe Dulla, Lieutenant, Los Angeles County Sheriff's Department, California; Jay Dawes, PhD, Assistant Professor, Oklahoma State University; and Robert Lockie, PhD, Director, Tactical Research, California State University, Fullerton

**THE USE OF FITNESS TESTING IN LAW ENFORCEMENT IS OFTEN A CONTENTIOUS ISSUE. THIS IS TRUE EVEN WHEN THE NEED FOR ASSESSMENTS CAN BE SUPPORTED; THE TESTS SELECTED AND THE SETTING OF STANDARDS BECOME CHALLENGES. QUESTIONS OF WHETHER STANDARDS SHOULD BE AGE- AND GENDER-NEUTRAL OR GRADED OFTEN ADD TO THE COMPLEXITY OF FITNESS TESTING.**

Research evidence is likewise conflicting with some measures of fitness related to injury or an occupational task, while not with others. Even the same measure, like a two-mile run, can be strongly associated with, and even predictive of, injury and poor task performance in one study but not in another. As a result, the selection of appropriate physical fitness tests and the setting of standards have

conflicting viewpoints and supporting evidence.

One of the predominant reasons for this conflict and confusion stems from a lack of clarity and understanding regarding the purpose of the physical fitness testing, aside from a generic “fitness for duty” tagline, with officers of all rank levels. If the purpose of the fitness assessment is not clearly articulated, it becomes difficult to justify. When establishing and validating a fitness testing program, it is imperative that the reason for the test is clearly ascertained. Is the test to be used as a predictor of injury risk? Or a measure of health and well-being? Or ability to perform occupational tasks? While the initial answer may be “yes” to all of the above, these three potential uses are not mutually inclusive.

## FITNESS TESTING FOR INJURY PREVENTION

Typically, initial recruit training is conducted over a short, intense period, and the physical demands placed on the body differ from those placed on officers during general duties. These differences and the more intensive nature of training helps explain why recruits are at a higher risk of physical training-based injuries, such as muscle stressing, than incumbent officers during general duties. It should be noted that at this stage, completing the requirements of recruit training is the job for which the recruits are employed; therefore, fitness requirements for recruit training should differ from those of incumbent officers. On this basis, fitness tests can be effectively employed to identify recruits at a greater risk of injury

and training failure—suppositions that are supported by research.

A similar rationale may exist for injury screening physical testing prior to incumbent officers completing requalification courses, like defensive tactics, where the physical demands placed on the body are inherently greater than that required of general duties. The levels of fitness required to mitigate injury risk are designed to identify those who would be at a higher risk of injury regardless of age or sex.

### **FITNESS TESTING FOR HEALTH AND WELL-BEING**

Research has shown that police officers typically lose fitness upon leaving the academy and that police officers are at a greater risk of cardiovascular disease (CVD) than other members of the general public. Shift work, long work hours, stress, lifestyle, and more play a role in impacting the fitness and CVD risk of incumbent officers. Given that these work stressors exist and that CVD risks are greater, it should be vital that new recruits wishing to join this vocation are at least as healthy as their age- and gender-matched counterparts within the general public. The same could be said for maintaining a duty of care for incumbent officers. The use of age- and gender-graded fitness testing is valuable as recruits—and incumbent officers—below the health and fitness standards of their age-matched civilian counterparts may potentially be at a greater risk of illness and mortality. Early identification of this risk may help to mitigate future life-threatening concerns.

### **FITNESS TESTING AS AN OCCUPATIONAL ASSESSMENT**

Fitness tests that serve as a measure of occupational task performance are based on the officer's physical ability to complete a task. While there may be some variations in standards, these are based on potential differences in job task requirements rather than age or sex. These variations may come with job roles (e.g., cyber versus K9 squad, foot patrol, or custody) or with rank. Given that the

physical fitness tests are developed to represent job tasks of a given role or rank, these test requirements are age and gender neutral, as failure to complete these tasks can place the officer, fellow officers, or the general public at risk. These occupational physical fitness assessments also serve to provide a benchmark for officers returning to work following injury or for those wishing to change job roles.

### **EMPLOYING FITNESS TESTING FRAMEWORKS**

After identifying the intent of the framework, and prior to its employment, department-specific research is needed. Every department is different, from the demographics of recruits joining (and, hence, fitness standards) to the training undertaken and to the job stresses and occupational requirements. As such, a one-size-fits-all approach does not work and may explain why the research is conflicting. For example, a two-mile run may predict injury risk in a recruit academy that employs a high volume of running and moving around large areas on foot. Conversely, an academy that has little running and is conducted in a confined area, may fail to find these standards, if not the assessment itself, to be predictive of injury. The same applies for fitness standards employed for a given assessment; while a generic time for a two-mile run may be easier to administer, it may fall short of meeting intent. For example, if the concomitant aerobic fitness requirements to meet a given two-mile run time are being used as a measure of health, fitness, and injury risk for new recruits, the fitness level required of a 45-year-old male or 25-year-old female, when matching the health of the general public, may be below what is required to be at a low risk of injury during training. As such, departmental specificity is vital to ensuring valid standards.

### **GRADED OR NEUTRAL ASSESSMENTS**

Determining which assessments should or should not be age or gender neutral is solely dependent on the reason for the fitness assessment. If the test serves

## **KEY POINTS**

- Each law enforcement organization has a unique operating environment.
- One size usually does not fit all.
- Different physical requirements may exist based on relevant job tasks (K9, investigative, patrol, etc.).
- Be extremely specific on the goal of the physical fitness assessment—injury mitigation, health and wellness, or occupational capability.
- Determine if age- or gender-neutral standards are appropriate based on the type of assessment.
- Validate findings according to federal and state employment practices.

as means of identifying injury risk or as a measure of occupational task performance, it needs to be age and sex neutral. For example, if a firefighter had to climb a 10-foot ladder as an occupational requirement or a soldier needed to carry a 40-pound artillery shell to the gun line, the ladder could not be made shorter, nor the artillery shell made lighter, to accommodate age or sex. Conversely, if the test is to be a measure of health and well-being, then the use of age- and gender-graded standards will allow for comparisons of recruits and officers against the general population.

### **SUMMATION**

The purpose behind and employment of physical fitness tests must be clearly understood, whether the tests be for injury risk management, health and well-being, or assessment of occupational capability. The specific reason for the assessment must be clearly articulated. This understanding will guide whether the assessments should be age or gender neutral or graded. While adhering to the above guidelines, the physical fitness tests and standards need to be department specific to cater for diversities in demographics, training approaches, and occupational requirements. ☑

# Clearing the Scene and Training for Drug Screens

A Look at IACP's Traffic Safety Initiatives

**BY**

Cari Jankowski, Project Manager;  
Breana McKenney, Project Coordinator;  
Erin Feeley, Project Manager (former);  
and Kyle Clark, Project Manager, IACP

**DURING THE THIRD SENIOR EXECUTIVE TRANSPORTATION AND PUBLIC SAFETY SUMMIT ON NOVEMBER 14, 2019, U.S. SECRETARY OF TRANSPORTATION ELAINE L. CHAO TOLD THE AUDIENCE OF PUBLIC SAFETY PROFESSIONALS,**

*Since January 1 of this year, 39 responders have been killed while doing their jobs responding to incidents on America's roads. This tragic tally includes 15 law enforcement officers, 13 towing and recovery personnel, 8 firefighters and EMS personnel, and 3 mobile mechanics. Others have been seriously injured, some in life-altering ways.*

Traffic incident management is a proven method that maintains the quality of life in our communities and saves lives, time, and money. This issue affects not only the responders who respond to crash scenes, but also the motorists on the roadways who are stuck in heavy traffic resulting from the crash response. Safe, quick clearance allows traffic to begin moving and officers to be removed from harm's way more rapidly. It also reduces the chances for a secondary collision, to which additional emergency responders would potentially need to attend.

According to the National Law Enforcement Officers Memorial Fund, as of June 30, 2019, struck-by incidents—where an officer was outside of his or her patrol vehicle—were the leading circumstance of traffic-related law enforcement fatalities. Eleven such fatalities occurred during the first half of 2019—an increase of 57 percent over the same period last year.

“

*Traffic incident management is a proven method that maintains the quality of life in our communities and saves lives, time, and money.*

”

In an effort to help law enforcement provide their local government and legislators with accurate information about the financial and safety benefits of implementing training for safe, quick clearance, the IACP, in partnership with the National Highway Traffic Safety Administration (NHTSA), brought forth a new initiative tackling this issue by forming an advisory group consisting of subject matter experts in the field. The goal of this advisory group is to

- build on the materials and resources that have been developed and recognized as promising practices in the field regarding safe, quick clearance that can equip law enforcement agencies in their operations, activities, policies, and procedures to meaningfully respond to crash scenes; and
- develop an awareness plan for law enforcement professionals and responders in order to reach the largest possible number of officers and gain buy-in from law enforcement leadership and executives.

IACP's Traffic Safety Initiatives team hosted the first advisory group meeting on November 19–20, 2019, in Houston, Texas. Relevant IACP committees, sections, and divisions (as well as traffic safety partner organizations) provided input on and assisted in the creation of resources and PSAs for staff and members to use in resource development. The second advisory group meeting will be used to finalize deliverables and construct a marketing plan; it will be held next month (February 2020) in Scottsdale, Arizona.

#### **DRUG-IMPAIRED DRIVING ENFORCEMENT TRAINING PROGRAM**

Impaired driving is one of the most severe problems on the roads, and drug-impaired driving represents a rising

public safety challenge to communities everywhere. According to NHTSA's Fatality Analysis Reporting System, drugs were present in 43 percent of fatally injured drivers in 2016, representing a 56 percent increase from 2006. In 2016, 41 percent of these drivers were positive for marijuana.

As more states legalize recreational and medical marijuana, law enforcement personnel require more training in the detection of impairment. The IACP continues to provide a leadership role with impaired driving enforcement through the Drug Evaluation and Classification Program (DECP). Established in partnership with NHTSA, this program creates safer roadways through increased education, awareness, and training on matters related to alcohol- and drug-impaired driving.

The Advanced Roadside Impaired Driving Enforcement (ARIDE) and Drug Recognition Expert (DRE) trainings are proven and useful tools in the fight against impaired driving. Increasing the availability of these trainings to officers, prosecutors, and the judiciary is an essential next step to improve the quality of life in communities and reduce traffic deaths and injuries. As in many areas, training requires resources not always available to law enforcement agencies. However, a recent initiative passed by the U.S. Congress permits NHTSA to provide funding for these essential pieces of training. Under the umbrella of the DECP, the IACP recently launched the Drug-Impaired Driving Enforcement Training (DIDET) program to encourage and support the reduction of drug-impaired driving by assisting host law enforcement agencies to provide additional training (not supplant existing training) in ARIDE and DRE training. ♡

#### **ACCORDING TO NHTSA'S FATALITY ANALYSIS REPORTING SYSTEM:**



DRUGS WERE PRESENT IN

**43%**

OF FATALLY INJURED DRIVERS IN 2016.



THIS REPRESENTED A

**56%**

INCREASE FROM 2006.



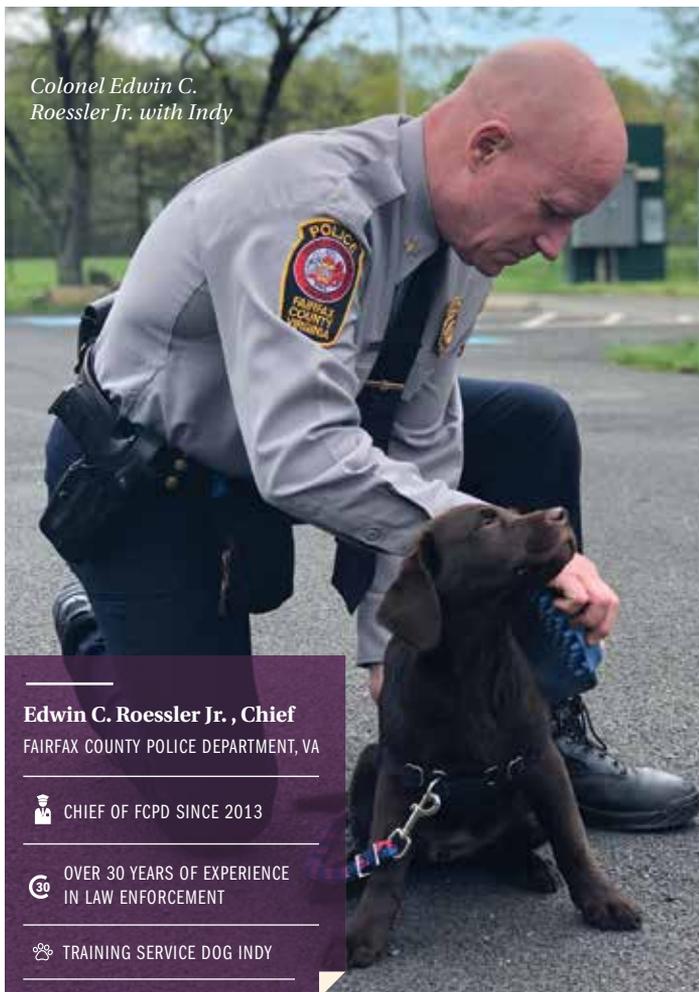
IN 2016,

**41%**

OF THESE DRIVERS WERE POSITIVE FOR MARIJUANA.

To learn more about these projects, go to [theIACP.org/projects/traffic-safety](http://theIACP.org/projects/traffic-safety) or [theIACP.org/projects/did-enforcement-training](http://theIACP.org/projects/did-enforcement-training).

# Service Dogs for Posttraumatic Support



*Colonel Edwin C. Roessler Jr. with Indy*

**Edwin C. Roessler Jr., Chief**  
FAIRFAX COUNTY POLICE DEPARTMENT, VA

 CHIEF OF FCPD SINCE 2013

 OVER 30 YEARS OF EXPERIENCE  
IN LAW ENFORCEMENT

 TRAINING SERVICE DOG INDY

**AS OFFICER WELLNESS PROGRAMS START UP AND EXPAND IN AGENCIES WORLDWIDE, THE FAIRFAX COUNTY, VIRGINIA, POLICE DEPARTMENT (FCPD) HAS TAKEN AN INNOVATIVE STEP BY TEAMING UP WITH A NONPROFIT ORGANIZATION TO BRING JOY AND REDUCE ANXIETY AMONG AGENCY PERSONNEL THROUGH THE USE OF THERAPY DOGS.**

During the summer of 2018, several members of the FCPD's Incident Support Services (ISS) division networked with the newly established First Responder K9 (FRK9) organization. The nonprofit provides purpose-bred mobility assistant dogs—free of

cost—to first responders who have encountered life-changing injuries, such as posttraumatic stress disorder, traumatic brain injuries, or physical mobility disabilities. FRK9 Executive Director Roger Giese proposed the idea of first responders training the service dogs

## BUILDING A STAKEHOLDER TEAM FOR SUCCESSFUL THERAPY DOG PROGRAMS

In looking back on the initial vision of launching the program, Chief Roessler recommends that agency leaders who are considering therapy service dog programs work with a team of stakeholders to develop a strategic business plan for the program. The stakeholder team should include

- the not-for-profit K9 program leader;
- police psychologist, peer support team members, and other critical incident personnel leadership;
- risk manager;
- legal advisors;
- peer public safety partners such as fire chief, sheriff, and dispatch;
- local government leadership; and
- a media relations commander or director.

The goal of the stakeholder team is to co-produce a sustainable program that will blend well in the environment of the agency and provide safety for the handlers and K9s. Additionally, the K9 therapy dog program should contribute to policing's collective goal of removing the stigma of seeking mental health services.

while enhancing the FCPD's array of wellness resources in the ISS division.

After reviews by the Fairfax County legal and risk management staff led by ISS Director Jay Carson, the FCPD signed a memorandum of understanding and launched the pilot program in the fall. Chief Edwin C. Roessler Jr. stated, "The leadership risk to partner with FRK9 was positive and rewarding, knowing that each K9 provides support to the officers and employees during critical incident stress debriefings with our psychologists and peer support team members."

The first K9s placed into service were Holmes and Jack; their respective handlers were Dr. Jill Malloy and Second Lieutenant Chris Sharp. Today, there are five service dogs in training at FCPD.

The mission of FRK9 is enlisting grateful patron volunteers to support the training and placing of service dogs as lifelong assistance partners to injured first responders, including fire, police, dispatch, and emergency medical personnel. Each of the service dogs will train for a period of two years with their handlers in a collective effort to provide

posttraumatic growth for first responders who have been exposed to traumatic events or physical injuries in the line of duty. The K9s and their handlers train once a week, and remedial training opportunities are always available.

The development of the program was seamless, according to Chief Roessler, as FRK9 provides all the medical care, training equipment, and food for the service dogs. The FCPD's service dogs do not respond to operational calls for service as they are with the handlers during administrative times. When handlers need puppy sitting, FRK9 has a robust array of certified sitters to assist.

According to Officer Dustin Granofsky, proud handler of K9 Lennie, "Training and working with Lennie is one of the most enjoyable and rewarding things I have done in my career." K9 Lennie helps Officer Granofsky achieve his personal goal of helping others in the daily peer support mission, and he is amazed to see the positive reactions and joy Lennie brings to the women and men of the FCPD.

During the first few months of the pilot project, Chief Roessler watched joy spread throughout the agency and community due to the handlers and their K9s' presence. "Wellness at work and creating positive engagements with all are the moment-by-moment outcomes," Chief Roessler stated.

The impact of the therapy dogs following critical incidents was immediately apparent, as well. Second Lieutenant Chris Sharp, a supervisor on the FCPD Peer Support Team, had K9 Jack for only three weeks when Lieutenant Sharp responded with his Peer Team to a double murder-suicide incident to provide critical stress debriefings to all involved at the scene. As Lieutenant

Sharp sat with Jack as the debriefing started, the officers who just responded to the horrific scene interacted with Jack to decompress. Lieutenant Sharp observed how valuable K9 Jack's presence was in helping officers emotionally regulate after witnessing the traumatic event. K9 Jack became an instant superstar and disrupted the posttraumatic stress cycle for the officers present.

The first year of the program has exceeded the agency's expectations and increased their engagement within the community. The K9s serve as icebreakers between community members and police officers, allowing a conversation opportunity with the public that might not have occurred prior to the program.

The success of the program inspired Chief Roessler—who has faced his own posttraumatic growth challenges—and his wife to adopt their own puppy to train, Indy. Through Indy's training, Chief Roessler was able to gain firsthand knowledge of the program's benefits, and he hopes Indy will serve a fellow first responder in need of her support.

Officer wellness is a priority for the law enforcement profession as agencies aim to reduce death by suicide through increasing wellness resources. Adding a therapy service dog program to an agency should be considered with a provider, such as FRK9, that shares the same mission of improving the lives of first responders and their families. ♡



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## Research abounds on topics related to law enforcement and criminal justice, and it can be difficult to sift through it all. Informer breaks down three studies for law enforcement leaders to help keep them up to date.

### PREPARING INDIVIDUALS FOR LEADERSHIP IN AUSTRALASIA, THE UNITED STATES, AND THE UNITED KINGDOM

Skilled leadership is a key factor in the effectiveness of law enforcement agencies, but approaches to selecting and training leaders vary widely. A study published in *Police Practice and Research* explored leadership development exercises in three regions to help identify best practices. Researchers interviewed 45 active senior police leaders from local, regional, and national agencies located in Australia and New Zealand (15 leaders), the United States (21 leaders), and the United Kingdom (9 leaders). Participants included 22 agency heads, 16 deputy or assistant heads, and 7 other senior leaders from 33 agencies.

The study identified four developmental journeys. “Accidental leaders” emphasized random events that brought their abilities to light at the right time and place. “Driven leaders” demonstrated both the desire to lead and a leadership ability early in life. “Reactive leaders” pursued leadership in response to leadership failures by others, and “sponsored leaders” were sought out for promotion by others.

Although opportunities for formalized leadership development varied greatly among these countries, descriptions of personal experiences in leadership development were very similar. One exception to this trend was a higher prevalence of references to mentoring by U.S. leaders. The study concludes with three recommendations: increased research into the skills and tools of effective police leaders, active recognition of leadership talent within agencies, and supportive and accountable learning activities that help future leaders adapt to increased responsibility.

Victoria Herrington and Joseph A. Schafer, “Preparing Individuals for Leadership in Australasia, the United States, and the UK,” *Police Practice and Research* 20, no. 3 (April 2019): 240–258.

### OFFICER ENGAGEMENT AND BURNOUT ARE RELATED TO WORK VALUES

Recruiting, retaining, and promoting the best employees are continual challenges for law enforcement leaders. A recent study of officers’ work values in relation to engagement and burnout provides helpful perspective.

Using standardized questionnaires, researchers interviewed 234 officers in Poland to determine what they valued most in their work and rated their level of engagement. Data were gathered for extrinsic values (such as income, job security, and status) and intrinsic values (such as interest, altruism, and personal growth). The officers’ level of engagement was classified as relaxed, engaged, strained, or burned-out. Participants in the study ranged from 26 to 58 years old, with an average of 12 years of work experience.

The values officers ranked highest were supervisor relationships, workplace conditions, job security, coworker relationships, and feelings of accomplishment. Supervisor relationships and workplace conditions ranked much higher than the other three. The study also found that officers in the engaged group had the highest preference for intrinsic values, while officers in the burned-out group had the lowest preference for intrinsic values. Officers in the strained and engaged groups showed no difference in work values. These findings suggest further study of the relationship between work values and burnout might provide new insights into ways to increase employee retention. In addition, good working relationships with supervisors and colleagues appear to be highly valued among most officers.

Beata A. Basinska and Anna M. Dâderman, “Work Values of Police Officers and Their Relationship with Job Burnout and Work Engagement,” *Frontiers in Psychology* 10 (March 2019).

Read it at [doi.org/10.3389/fpsyg.2019.00442](https://doi.org/10.3389/fpsyg.2019.00442).

### THE PROBLEM OF COMPASSION FATIGUE AMONG POLICE OFFICERS

Because police officers experience frequent exposure to traumatic events, researchers in Canada and Finland explored a group of officers’ personality traits and experiences of compassion fatigue and compassion satisfaction. Compassion fatigue can result from exposure to others’ emotional suffering, as well as one’s own trauma. Characteristics include lack of concentration, sleep problems, and hypervigilance, as well as emotional components such as guilt, fear, and apathy. In this study, compassion satisfaction is “the satisfaction that caregiving professionals experience when they help traumatized individuals.”

The research team gathered data from 1,173 officers in the National Police of Finland using a respected compassion satisfaction and fatigue questionnaire, along with a personality traits questionnaire. The study aimed to measure the prevalence of selected personality traits, find a correlation between these traits and the compassion data, and identify factors that might serve as predictors of officer compassion fatigue.

The majority of study participants showed low levels of compassion fatigue, with about 10 percent reporting high levels. Over 40 percent reported low levels of compassion satisfaction. The personality traits of Machiavellianism and narcissism were found to be strong predictors of compassion fatigue; low compassion satisfaction was also a predictor. In light of these findings, police leaders should develop strategies to increase officers’ experience of satisfaction after helping victims in addition to steps to reduce compassion fatigue.

Konstantinos Papazoglou, Mari Koskelainen, and Natalie Stuewe, “Examining the Relationship Between Personality Traits, Compassion Satisfaction, and Compassion Fatigue Among Police Officers,” *SAGE Open* (January 2019).

Read it at [doi.org/10.1177/2158244018825190](https://doi.org/10.1177/2158244018825190).

## 2020 CALENDAR

Are you looking forward to reading about a certain issue in law enforcement or thinking about submitting an article to *Police Chief*? Look below to see some of the topics we are covering this year!

JANUARY	Leadership
FEBRUARY	Investigations
MARCH	Innovations in “Smart” Policing
APRIL	Recruitment & Retention
MAY	Officer Safety & Wellness
JUNE	Targeted Violence
JULY	Great Ideas
AUGUST	Youth Safety & Engagement
SEPTEMBER	Emerging Issues in Traffic Safety
OCTOBER	Police & Policy
NOVEMBER	Human Trafficking
DECEMBER	Leveraging Data in Law Enforcement

Do you have innovative solutions or experiences that you want to share with the policing community? Take a look at our manuscript guidelines on [www.policechiefmagazine.org/article-guidelines](http://www.policechiefmagazine.org/article-guidelines). Articles can be submitted online at [www.policechiefmagazine.org/submit-an-article](http://www.policechiefmagazine.org/submit-an-article).



## Three Reasons Data Priority is Essential for First Responders

by Teddy Durgin

First responders have to roll up on all sorts of uncertain, even daunting scenes—whether it’s a building fire, an active shooter situation, or just fighting the crowds to get to a sick or injured person at a major festival or sporting event. Skills and training are, of course, essential. But equally important in this age of widespread mobile phones and cellular traffic is data priority and reliability.

U.S. Cellular, the fifth-largest wireless carrier in the United States, has made helping emergency personnel stay connected at all times both a business priority and a social responsibility. We sat down with two key members of the company—Andy Schlingman, Director of Business Markets for U.S. Cellular’s business channel serving Wisconsin and Northern Illinois, and Mahesh Patel, Senior Manger of IoT Product Management—to discuss the three main reasons why data priority is essential for first responders.

### Prioritizing Connectivity

If you are a police officer, a firefighter, or a paramedic, reliable connectivity is a must when responding to an emergency. “Communication is the lifeblood of what we do, from everyday response scenarios to emergency response management,” Schlingman said. “First responders need to stay connected in such situations.”

U.S. Cellular has been providing emergency responders with a dedicated Long-Term Evolution (LTE) network that separates mission-critical data from commercial and consumer traffic.

“The network that we created is part of our public safety solution to provide consistent high-quality service with the ability to prioritize and provide pre-emption for our first responders during high-traffic public events or during emergencies,” Schlingman said. “We have developed a network that separates mission-critical data from the commercial and consumer traffic.”

From a layman’s perspective, what U.S. Cellular has done is provide a dedicated SIM card to its emergency responders that puts them at the front of the line when it comes to mission-critical data. The dedicated SIM allows emergency responders to have both quality of service and priority of service.

“The biggest challenge you have with first responders overall is competing with consumer traffic,” Patel said. “Our dedicated core helps get prioritized traffic onto the network to deliver the back-end services that first responders need. One way to think about it is when you are driving on a highway and you have traffic all flowing together and it gets jammed. We open up a lane just for first responders so they don’t get congested with the other traffic.”

Also proving effective is U.S. Cellular’s Wireless Priority Service (WPS), a solution for the cellular communications side of emergency response. The service evolved out of the Department of Homeland Security’s Office of Emergency Communications’ efforts to address the growing need for priority when excessive call volumes exist. WPS access is an add-on feature to existing wireless networks, but it’s restricted to use by emergency support, national security, and emergency preparedness activities such as command and control functions, usually within the first 24 to 72 hours of team support. The best application for the WPS is in situations like disasters, major power outages, civil emergencies, sporting events, festivals, and other large public gatherings, Schlingman said.

### Peace of Mind

Equally important is knowing a solution is going to work regardless of how dire the emergency is or how large the event being policed is. Schlingman describes his team as the front line.

“Fortunately, I don’t think first responders have a stigma when adapting to cutting-edge technology—we just need to make sure the technology works when they need it,” he said. “We work with police, fire, and emergency responders prior, during, and after implementation of a new solution. We allow them to test the solution in their own environment in order to provide that peace of mind when adapting to new technology. We want them to say, ‘Whatever I’m running into, I know this is going to work.’”

The company also offers 24/7 emergency support. So if an emergency within an emergency does occur, U.S. Cellular staff is available to help.

“A common call to 24/7 support is a broken device,” Schlingman said. “Someone dropped their phone, and it got wet or broken for one reason or another. Or there are those scenarios where there’s a large group of people that are coming in to support a festival or a large public gathering. There may be a lot of volunteers and other support staff, and they don’t have enough devices. So, what we do is help them out—by fixing a broken device over the air with spare devices they have on hand or by having a team of people ready and able to run a new device or a new SIM card out to them.”

Another factor that plays into peace of mind is choosing the best data plan. U.S. Cellular works with customers to make sure they always have the right-size plan. Unlimited plans are a popular option that provide peace of mind.

“Generally, those are the plans that first responders gravitate to,” Schlingman said. “But there are other options. What it boils down to is, with U.S. Cellular, no matter what plan the first responders choose, we are always going to have that quality, that priority, and that pre-emption that they need in a time of crisis.”

## A Range of Applications

U.S. Cellular has had great success deploying its technology and team support in various disaster scenarios and, on the more fun side, during big entertainment and sporting events. Regarding the former, one recent effort where Schlingman had to mobilize his team was in Wisconsin, where there was flooding on the

state’s southern border. Many streets were shut down, and emergency responders had their hands full.

“We had to go to a particular firehouse and set up a wireless command center,” he said. “We also had to provide them with additional handsets because their entire wire-line communications network was down. So, they relied solely on the wireless side and the services we could provide.”

Wisconsin also hosts SummerFest, the largest music festival in the United States. There were 19.8 million LTE data connections during the 2018 SummerFest. “It’s really a small city down there for a 10-day period,” Schlingman said. “If you’re down there on a commercial network, in times of congestion, on some networks you’re going to be slowed down or you going to have connection issues. So, that was one area that we certainly were able to deploy the WPS to the organizations we support, and they were able to communicate fully.”

Looking ahead, both men are excited about the potential 5G has to offer.

“I see us having carved out our public safety-focused network, we’ll start enhancing that network with the new technologies that 5G offers,” Patel said. “We’ll create a virtual network for first responders that will feature functions that will be quite different from your normal consumer network.”

“5G is the next generation of wireless technology,” Schlingman added. “The 5G speeds will be much faster than the speeds we see today. The latency of moving data will be almost instantaneous. It will provide our first responders with real-time access to mission-critical information, allowing them to make quicker and more informed decisions when time is of the essence. 5G in the emergency response space is going to be a game-changer in the next two to three years.”





# EMBRACING THE OPPORTUNITY FOR **CHANGE**

## Leading Under a Federal Consent Decree

**BY**  
Michael A. Pfeiffer,  
Captain (Ret.),  
New Orleans Police  
Department, Louisiana

**THERE ARE MANY STATEMENTS THAT CAN STRIKE FEAR INTO THE HEART OF A POLICE CHIEF, BUT HEARING THE AGENCY IS UNDER A FEDERAL CONSENT DECREE IS AMONG THE MOST DAUNTING.** Once a chief reads the document and understands the requirements—and the panic subsides—his or her next thoughts are likely, “This will take years!”; “How can we afford this?”; and “Crime is going to go through the roof!” It is important to take a step back and look at the big picture. Something happened to get the situation to this point. Consent decrees and all the other forms of external monitoring and oversight have all started with some form of diminished “trust” between the community and the agency.

A leader should accept this, embrace it, and use the opportunity to mold the department into an agency that serves the community in the ways the community wants to be served.

How can this be done? First, the critical elements in the consent decree must be identified and analyzed against existing practices—and a framework for changes needs to be outlined. Most of the time, the critical elements in the decree involve

police-citizen interactions (e.g., “stop and frisk”), police use of force, department policy and training deficiencies, and insufficient supervision and accountability. No chief would argue that these are not important areas that can always be improved. Second, an independent, internal mechanism needs to be created to facilitate how the department will comply with the various decree requirements; incorporate the necessary changes; and develop the data collection, analysis, and reporting mechanisms needed to show compliance. Third, and perhaps most important, people with the knowledge, skills, temperament, and vision should be selected to make it all work. This will probably include new, noncommissioned professionals with diverse skills and a broad, outside view of the issues. Fourth, do not become defensive of the criticisms presented in the consent decree or obstruct the processes or changes needed. Change will come. How long it will take, how much it will cost, and the upheaval engendered is significantly under agency leadership’s control. Make sure the messages communicated to the officers and personnel about the process, leadership’s commitment, and the changes needed are positive and consistent.



## STEP 1:

### IDENTIFY AND UNDERSTAND

Consent decrees are written by lawyers. The language will be “legalese” and will not easily translate into law enforcement lingo. Be prepared to ask the monitoring team, the Department of Justice (DOJ), and the agency’s legal advisor before diving too deep into outlining an approach to address a particular issue. It will save a lot of time and frustration if everyone is speaking the same language.

Once the critical areas outlined in the consent decree have been identified, clearly break down what the agency has been doing in those areas (e.g., policy, training, supervision, discipline) and try to identify weaknesses or points of failure. This will often involve meetings with internal subject matter experts. Objectivity will be difficult to maintain as some may become defensive about the areas under their purview. This process should produce an outline of corrective measures to attain compliance in each area. Always remember to touch on all aspects of policy, training,

supervision, and accountability for each critical area under review.

As an example, if a department needs to revise its use-of-force policy, then the proposed solution should specifically address the type and cycle of training to be done to ensure the changes get out to the entire department and that all training is documented. This will mean a review of the written lesson plans (both basic and in-service), training bulletins, roll call training, and other forms of communication the department uses for messaging, as well as a review of how training will be documented. A tracking mechanism to show to the monitoring team and DOJ that every member has successfully completed the updated training within the time frame required must exist. A mechanism of supervisory reporting and for review of a subordinate’s use of force should be in place to ensure members are applying the guidelines correctly or to identify issues that need to be addressed by training or policy changes. An audit or review process should exist to allow for ongoing sampling of actual uses of force in the field to ensure that close and effective supervision is taking place. Finally, there should be a mechanism for accountability and corrective action for those identified cases where members (or supervisors) did not follow policy and training.

## STEP 2:

### CREATE AN INTERNAL COMPLIANCE UNIT

A department that does not effectively internally “police” itself will subject itself to external controls. A law enforcement agency should have an internal unit that focuses on processes. The structure or mechanism to facilitate compliance will, for most agencies, involve creating a compliance unit to act as the facilitator and buffer among the consent decree monitoring team, the DOJ, and the rest of the police agency to smooth the way. This unit can reduce the inherent friction and misunderstanding caused by change. It should also provide consistency, both internally and externally, in messaging and reporting. The compliance unit should foster the development of professional, working relationships among the monitoring team, the DOJ, and the police agency.

The compliance unit can be responsible for the various consent decree requirements, including incorporating the necessary changes and developing the data collection, analysis, and reporting mechanisms needed to show compliance. The compliance unit must have internal independence and answer directly to the chief or agency executive in order to accomplish its mission effectively. There can be significant inertia and resistance to change from those units responsible for the daily operational requirements of calls for service and investigations, as they may view the changes as directly impacting their productivity or ability to fight crime. This inertia tendency precludes the compliance unit from being placed within the chain of command of an existing operational unit’s structure.

Every element of a consent decree will be subject to reporting as progress is made. The reporting and analysis will have to have an objective, factual basis (evidence based and data driven) that can be audited and reviewed by the monitoring team and DOJ. In many cases, data collection processes will have to be created or expanded to meet the reporting requirements.



Agencies going through a consent decree can learn more about the process by reading the special issue on consent decrees of *Police Quarterly* (volume 20, no. 3). See especially, Geoffrey Alpert, Kyle McLean, and Scott Wolfe, "Consent Decrees: An Approach to Police Accountability and Reform," *Police Quarterly* 20, no. 3 (September 2017): 239-249.

As an example, if the consent decree has a bias-free policing component, the agency will be put in the position of having to show it is not discriminatory (trying to prove a negative). This hurdle may require capturing all official interactions between the community and agency members. In many cases, this "proof" requires an expansion of existing field interview documentation to include all types of official interactions and not just *Terry* stops. By collecting all official interactions, the agency can analyze the entire body of data to show it is nondiscriminatory and free of bias in its policing.

#### STEP 3:

### SELECT THE RIGHT PEOPLE

Staffing the compliance unit must focus on identifying the diverse skill set needed to address all elements of the consent decree. Law enforcement agencies might have some capabilities fulfilled internally (e.g., policy writing), but they often have to fill additional staffing needs from outside the agency (capacity building). Most agencies do not have sufficient capability for the amount and type of data collection and analysis required by consent decrees, nor the auditing capability necessary to satisfy the reporting (proof) requirements. Hiring civilian professionals with the required skills who can provide an outside perspective can be of benefit. The unit and agency benefits by the outside perspective and the interdisciplinary approach available by bringing in civilian professionals. It is also important that all members of the compliance unit have good "people skills"—a significant component of the work will involve working with others internally and externally and being able to get buy-in for the process and final product.

Consent decrees generally require a four-step process: (1) changes are reflected in sound policy, (2) the department conducts effective and ongoing

training on the policies, (3) close and effective supervision ensures policies and training are followed, and (4) a system of accountability is in place and effectively utilized to manage any identified misconduct. Compliance is achieved when the agency under the decree can demonstrate that the process has been institutionalized and applied consistently over time.

#### STEP 4:

### EMBRACE CHANGE

No one likes to be publicly criticized, and police officers of all ranks are often very protective of their agencies. Federal consent decrees do not occur easily and generally are issued in reaction to a significant action or incident (e.g., the shooting of Michael Brown in Ferguson, Missouri, or Freddie Gray's death in Baltimore, Maryland) or systemic issues involving civil rights and constitutional policing. However the agency got there, a consent decree dictates what changes must take place. A consent decree is an agreement or settlement to resolve a dispute between two parties (the law enforcement agency and the DOJ) without admission of liability (in a civil case). Policy makers in the agency have to accept the criticisms as valid and move forward. The willingness of a chief and agency to embrace the opportunity for change can have a significant, positive impact on the duration of the process. The acceptance of the process has to be effectively and consistently communicated to the members of the department to prevent the passive-aggressive grassroots resistance that can develop out of miscommunication from the chain of command.

Consent decrees offer agency leaders an opportunity to bring their agencies to the forefront of modern policing; redefine their missions and branding; and establish a closer, more effective relationship with the communities they serve. The collateral benefits to retention, recruitment, job satisfaction, community support, crime prevention, and the overall image of the department are immense and important. ♡

#### IACP RESOURCES

- "An Epic Idea by NOPD: A New Model for Ethical Policing" (article)
- "Managing Change: A Success Story in a Culture Resistant to Change" (article)
- "Five Steps to Building Commitment for Change" (article)

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**BY**  
Chris Magnus, Chief  
of Police, and Carla  
Johnson, Assistant  
Chief, Tucson Police  
Department, Arizona

# INTERNAL PROCEDURAL JUSTICE

## *The Tucson Police Department's New Discipline Model*



Courtesy of Tucson Police Department

**POLICE OFFICERS ARE INCREASINGLY CALLED UPON BY THE PUBLIC TO UNDERSTAND AND PRACTICE THE PRINCIPLES OF PROCEDURAL JUSTICE IN THEIR DEALINGS WITH THE COMMUNITY.** The key tenets of procedural justice include listening, being fair (impartiality), treating people with respect, and demonstrating trustworthiness in decision-making (doing what's best for people). Whenever practicable, members of the public expect that officers will utilize these principles when interacting with community members during traffic stops, calls for service, and enforcement actions.

Police officers have come to realize that there is value to employing procedural justice strategies even if it takes a little longer, requires a bit more patience, and necessitates fine-tuning their communication skills. The net result is that officers' decisions and actions are seen as being more legitimate, and they gain more cooperation from the people they're dealing with—even when they're writing a citation or making an arrest. Most important, when people feel that they're being heard and treated fairly, they tend to be more supportive of policing practices even if they disagree with or dislike the outcome.

Within the Tucson, Arizona, Police Department, there was little resistance to the expectation that the officers utilize procedural justice in their work with the community. Many officers said this was something they were already doing "before we gave

it a name," and that this approach boiled down to applying the "Golden Rule"—treating others as you or your family would like to be treated. Good officers already knew how important it was for people to feel like they had a voice, that their concerns—even frustrations—were truly being heard, and that they weren't being singled out for disparate or unjust treatment.

But the Tucson cops had a good question. If it was so important to utilize procedural justice in their dealings with the community, why were these same principles ignored or marginalized in the department's disciplinary process?

They had a point. The agency's existing discipline system, known as "the matrix," violated at least two pillars of procedural justice (impartiality and doing what's best for people). Its application was inconsistent across divisions, and lengthy suspensions had a devastating financial and emotional impact on officers, as well as their families. Just as the public's perception of police legitimacy is tied to external procedural justice, department members' perceptions of the disciplinary process are tied to how the agency assesses and administers internal procedural justice. Failure to address these concerns breeds cynicism, perpetuates double standards, and contributes to poor organizational morale. To achieve greater legitimacy with its own employees, the Tucson Police Department established a working group to overhaul its disciplinary system.



Courtesy of Tucson Police Department

## WORKING GROUP

The working group represented a cross section of the agency. Professional (civilian) and sworn staff, hourly and exempt employees, and labor-affiliated members participated. It is noteworthy that one member of the group had been a significant “consumer of discipline.” He had received multiple, lengthy suspensions during his career and, as a result, provided a valuable perspective during discussions.

In addition to the working group, all members of the department were invited to provide input. One of the assistant chiefs served as a clearinghouse for the feedback received. This feedback was provided to the working group for incorporation into the discussions that took place. The first meeting was held on February 23, 2016, and the group met almost weekly for over three months.

Each meeting followed an agenda, and discussions were memorialized in meeting notes. Topic areas addressed included the purpose of the disciplinary measures; mistakes vs. misconduct, the substitution test, and aggravating and mitigating factors that could influence the discipline; DUI arrests; levels of sanctions; definition of major discipline; and grievance processes, mediation, and restitution. Group members were given homework assignments to research topics, and other agency’s discipline models were discussed.

The group was chaired by an assistant chief, but rank was expressly “left at the door.” All voices at the table were given equal weight, and all attendees participated regularly in what were often impassioned discussions. Creating a safe space for honest dialogue without judgment was a critical factor in the group’s success.

Members agreed on a number of principles they wanted to incorporate into a new discipline guide including fairness and consistency, the ability to distinguish mistakes from misconduct, and the need for greater flexibility in the use of mitigating and aggravating factors to determine discipline level. Ultimately, they approved a “discipline thermometer” tool.

The new tool addressed a range of violations and misconduct, with policy infractions on the low (“coolest”—or blue) end of the thermometer and serious criminal or severe misconduct at the top (“hottest”—or red) end of the thermometer. The hope was that this approach to discipline would be simple and intuitive. Even more importantly, the group wanted a tool that would be seen as procedurally just by all agency members.

Once the group had a draft framework and discipline guide (thermometer), 10 redacted internal affairs cases were presented for testing. The group used the new tool to evaluate the cases and recommend discipline. The model held up well to scrutiny. The group submitted its recommendations and the new guide to the department’s executive leadership team that included the chiefs, senior professional staff, and legal advisors. On November 1, 2016, the new discipline model was instituted.

Since that time, the group has continued to meet to review closed discipline cases, ensuring consistent and proper application of the guide, as well as to refine the discipline guide itself. One modification was made to add a third track in the restorative supervision area; another was made to address acts of domestic violence by agency personnel.

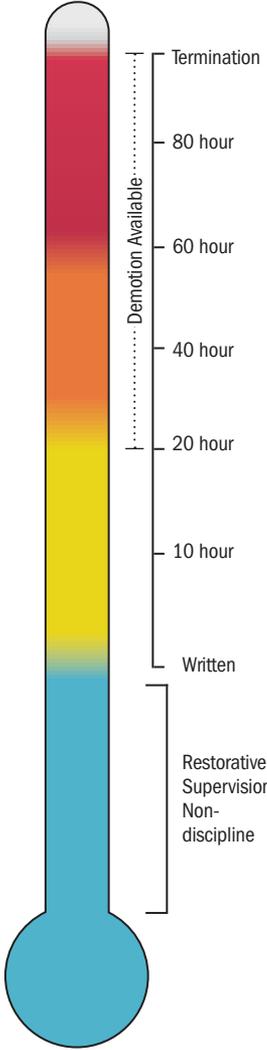
## RESTORATIVE SUPERVISION

Discipline is intended to correct behavior, improve performance, discourage misconduct, address misconduct when it occurs, and maintain public trust. An effective disciplinary process provides information for future training curricula, provides notice to employees of what is acceptable behavior, and ensures that the agency and its members are accountable to the community and to each other.

Restorative justice is a term usually employed in the criminal justice field, but many of the concepts translate well into the employment arena: less emphasis on punishment, opportunities for growth, involvement of complainants in outcomes (e.g., mediation), and repairing damage wrought by



**FIGURE 1: TUCSON POLICE DEPARTMENT DISCIPLINE GUIDE (REVISED AUGUST 8, 2019)**



Type	Description	Additional Information
Serious Criminal/ Severe Misconduct	<b>Acts that seriously undermine community trust, public safety, or the professional image of the department</b> (e.g., preventable collision resulting in death; theft; abuse/misuse of authority; sexual offenses; domestic violence; severe ethical breach; felonious behavior; willful, unjustified violations of <i>General Orders</i> ; failure to obey an order in exigent circumstances; repetitive misconduct; DUI; serious misdemeanors; untruthfulness; loss of AZPOST certification; etc.)	PRESUMPTIVE TERMINATION for untruthfulness, severe ethical breach, felonious acts, loss of AZPOST certification, excessive force with serious injury or death, domestic violence, and DUI. Case-specific variables may mitigate the sanction.  May be considered in aggravating future discipline for 60 mos.
Minor Criminal/ Major Misconduct	<b>Acts that negatively impact TPD operations or involve flagrant unprofessional behavior</b> (e.g., preventable collision with significant injury; loss of issued gun; excessive force with no or minor injury; misdemeanor acts <b>NOT</b> involving physical injury, violence against person or animal, sexual offenses, domestic violence, or ethical misconduct; failure to obey a non-exigent order; etc.)	May be considered in aggravating future discipline for 36 mos.
Misconduct/ Repeated Policy Infractions	<b>Violations of policy with no or minor operational impact, not involving misuse/abuse of authority or an ethical offense</b> (e.g., preventable collision with minor injury; loss or damage of property belonging to a member of the public; loss of evidence, badge or ID; damage to TPD property arising from misconduct; flagrant rudeness; repeated policy infractions following restorative efforts; offenses involving negligence/recklessness; unauthorized leave; etc.)	· Voluntary mediation ILO sanction when appropriate.  · Mitigating factors shall not be used to reclassify these to the restorative supervision category.  May be considered in aggravating future discipline for 12 mos, except traffic collisions, which shall be considered for 36 mos.

For the above (↑) discipline areas: the sanction is based on the severity of violation; subsequent violations of a similar nature move the sanction up the column; only the sanction may change—discipline color (yellow, orange, red) does not change; mitigating/aggravating factors may not move the sanction by more than one increment (e.g., from 20 to 10 hours).

Policy Infractions	Policy infractions with no or minor operational impact (e.g., low-speed preventable traffic collision with no injury; loss or damage of department property; rudeness; tardiness; etc.)  Track 1: Traffic Collision, Property Damage or Loss Track 2: Technology Usage Issues (BWC, MVR, Driving Devices) Track 3: Other Procedural Violations  <i>Aggravating factors may move restorative supervision investigations to the discipline area of the guide (yellow, orange, or red).</i>	See Ops Pamphlet for tracking instructions. These are handled within the division by the COC, using various tools:  · Coaching · Mentoring · Training · BSU/EAP Resource · PPR  <i>A 3rd violation in a 12-mo. period in any track moves to YELLOW, except Traffic Collisions, which shall move to yellow upon the 2nd preventable incident within a 36-mo. period.</i>
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Mitigating	· “Substitution Test” – could this have happened to anyone else in the same situation? (e.g., system, policy, or training issue?) · Receptive to correction/displayed proper attitude · Efforts were made to correct the problem	· Acts would not have come to light without self-report · Member new to the assignment · Tenure · Exemplary record
Aggravating	· High degree of operational impact · Unreceptive to correction (attitude) · Uncooperative with investigation · Delayed report or attempted cover-up · High value/dollar loss	· Speed (in vehicular accidents) · Bias- or harassment-based action · Rank, tenure, or position · Constitutional implications · Lack of due regard

All discipline is the ultimate prerogative of the Chief of Police, who may deviate from this guide as conditions and circumstances warrant.



mistakes or misconduct. The group felt that a suitable phrase to capture the concept of restorative justice in a discipline setting would be “restorative supervision.” Under the new model, restorative supervision, characterized as nonpunitive and non-disciplinary in nature, is used by the chain of command to address low-level mistakes.

In the new discipline guide, the restorative supervision area has three tracks:

1. Traffic Collisions, Property Damage or Loss
2. Technology Usage Issues (involving body-worn cameras, driving devices, department-issued cellphones, etc.)
3. Other (lower-level) Procedural Violations.

Employees committing policy infractions (mistakes) receive no discipline until the third violation over a 12-month period in a single track (with the exception of traffic collisions, as shown in Figure 1).

As an example, an officer may, during a 12-month period, back a vehicle into a pole (traffic collision), break his or her cellphone (property damage), forget to activate a body-worn camera twice (technology usage), accidentally omit an item from a vehicle inventory (procedural violation), and inadvertently miss court (procedural violation)—all without entering discipline territory. These are mistakes. Of course, the officer’s sergeant should be busily

working to tighten up the officer’s performance and provide strategies for improvement.

The philosophy of restorative supervision may also be applied to assist employees in their professional recovery following a suspension or demotion. Supervisors may employ measures such as counseling, outside referral, and additional training, to name a few examples.

## MISTAKES VS. MISCONDUCT

A theme that emerged repeatedly is the difference between a “mistake” and “misconduct.” The group felt strongly that the distinction is significant and that the two should be treated differently in a discipline process that incorporates restorative supervision, a form of internal procedural justice.

In the new discipline model, low-level, non-repetitive mistakes are handled entirely within the chain of command in a corrective manner and are removed from the “discipline” category. There are a number of tools supervisors can use to assist employees in correcting their errors, including coaching, mentoring, training, employee assistance program resources, and personnel performance entries. Mistakes graduate to being treated as more serious offenses when they are repeated, severe, or significantly harmful to the agency.



Courtesy of Tucson Police Department

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Read more about PPVAR and the current board of directors at <http://www.ppvar.org>

PPVAR Board Candidate Qualifications and Position Requirements <http://www.ppvar.org>

Questions or to send resume: [communications@ppvar.org](mailto:communications@ppvar.org)



Courtesy of Tucson Police Department

Some employees engage in repeated misconduct that defies categorization but, nevertheless, demonstrates a disregard for the rules or a pattern of poor decision-making. Under the old system, the agency categorized types of misconduct and made the sanctions progressive even if the behaviors were quite different. Under the new system, a more appropriate way of handling “scattershot” misconduct may be the performance improvement plan (also known as conditions of continued employment, memorandum of understanding, etc.). An improvement plan would include discussing the conduct with the employee to identify root causes (voice); putting employee on notice and making expectations clear (transparency); providing tools for success (fairness); and ensuring an objective evaluation of progress (impartiality)—in other words, employing procedural justice while still addressing the misconduct.

The first iteration of the thermometer tool used the label “mistake” in the restorative supervision area. The word became overused and the label was subsequently changed to “policy infractions,” which fixed the problem.

## SUBSTITUTION TEST

One recommendation that came from the larger department was to employ a “just culture” model. The just culture concept is used by the aviation and medical fields to encourage reporting and to avoid laying blame unless the act amounts to misconduct or repeated mistakes. Sometimes, systems and processes are at fault. From the just culture model, Tucson adopted the “substitution test.” The substitution test

*considers whether another ordinary person with the same competence would behave in the same way in similar circumstances. This test is used to assess whether another individual sharing similar knowledge, experience and perceptions, special skills, education and training, physical characteristics, and mental capacity might have reasonably followed the same course of action. If the answer is yes, then it is inappropriate for the individual to be deemed culpable.*

The substitution test is a mitigator in the discipline guide. When the substitution test uncovers a systemic problem, that issue may be referred to the department’s Sentinel Event Review Board or other body to address the system issue. Some issues may be addressed by improving departmental training or by revising general orders.

## OTHER MITIGATORS

Discipline may be mitigated or eliminated entirely under certain circumstances. The substitution test is one consideration, as discussed, but other mitigators include self-reporting, receptivity to correction (a positive attitude), and early attempts to correct the problem. Self-reporting, particularly if the situation would never have come to light without it, is a significant mitigator.

## MEDIATION

The U.S. Department of Justice, Office of Community Oriented Policing Services, published *Standards and Guidelines for Internal Affairs: Recommendations from a Community of Practice*. Regarding mediation, it states:

*Voluntary mediation conducted by a neutral facilitator, in lieu of investigation and adjudication, permits resolution of minor complaints that are usually not easily resolved through investigation.... Mediation is best used as a means of allowing an officer and a citizen to better understand each other’s perspectives. Mediation should not take place unless the complainant and the subject officer each voluntarily agreed to mediate.... All agencies should establish written policies to ensure that an officer cannot elect to mediate multiple complaints where there is the possibility of a pattern or practice of misconduct or a motive to circumvent discipline or otherwise bypass an agency’s early intervention system.*

A local social service agency provides free mediation to the community. The disciplinary working group concluded that mediation is a useful, underutilized tool for promoting understanding. First, mediation should be offered more frequently to complainants and officers in cases of minor rudeness or other similar misunderstandings. Second, the matter should be closed with no discipline if the officer makes a good faith effort to meet with the complainant and resolve the issue. The final disposition should not depend on the member of the public’s satisfaction with the outcome, but rather on the employee’s meaningful participation in the process.

## LEVEL OF SANCTION

On the agency’s previous discipline matrix, an employee could be suspended for up to 240 hours. Suspensions of that magnitude are difficult for the employee’s family. Long suspensions also

erode staffing levels in operational units. Lengthy suspensions may result in employees becoming embittered, which can bleed over into their interactions with coworkers and community members. If the goal of discipline is to modify behavior and salvage employees, then an 80-hour suspension should be of sufficient duration to convey the gravity of the situation without causing the negative impacts of a protracted suspension.

The new discipline guide continues to recognize that “all discipline is the ultimate prerogative of the Chief of Police, who may deviate from this guide as conditions and circumstances warrant.”

## DOMESTIC VIOLENCE

In 2019, the working group reconvened to review the treatment of domestic violence in the discipline guide. The group recognized that any act of domestic violence by a member is likely to significantly diminish public trust in law enforcement. For that reason, domestic violence, whether committed by sworn or professional staff, will be met with “presumptive termination.”

The determination that an act of domestic violence was committed may be established through a criminal or administrative investigation; it does not require indictment or conviction. Presumptive termination does not mean that all those who commit domestic violence will be terminated. Case-specific variables may mitigate the sanction to something less than termination, but it is not sufficient that the employee has a stellar record and an unassailable work ethic. The specific facts of the case must support mitigation.

One example is a frustrated employee “spiking” his own cellphone and breaking it during an argument with his spouse. Responding officers determine the phone was not hurled at anyone and the only damage was to the employee’s property. There was no assault, disorderly conduct, threats, or other problematic behavior. No neighbors were disturbed. The spouse confirms that the employee hurled the phone at his own feet in a momentary loss of control. The spouse further asserts that there has never been domestic violence in their relationship. The employee is polite and cooperative during the investigation. In this example, it is possible that the employee could remain employed by the department. An employee, sworn or professional, retained after commission of an act of domestic violence would be placed on “conditions of continuing employment” or a “last chance contract.” Any violation of the agreement would result in termination.

## OUTCOMES

In the first year of the new discipline guide’s implementation, the number of suspensions handed out rose. In the following year, that

number returned to levels similar to those prior to implement of the new guide. Durations of suspension decreased following implementation. The labor union’s grievance chair said,

*My take on it was that we overused the thermometer at first but then settled down into what it was meant to be. The grievances as a metric of member acceptance of discipline is also something very interesting to me. I know for example that I have only done one grievance this year that made it more than one level. That seems like it is down tenfold from two years ago.*

## CONCLUSION

The Tucson Police Department’s old discipline process had outlived its usefulness. At its inception, it was a welcome model for achieving greater consistency in the application of discipline. As years passed, the emphasis on harsh punishment at the mid to upper levels of misconduct, as well as the difficulty in distinguishing between the discipline categories, rendered it less effective and tended to alienate employees already teetering on the brink of disengagement and low morale.

The new model aims to correct behavior before it escalates; to keep mistakes where they belong—generally non-disciplinary and in the employee’s chain of command—and to punish employee non-terminable misconduct while preserving the employee. The new guide also provides a path to severe discipline, including termination, when the misconduct and its impact are egregious and profound. When implementing the principles of procedural justice, the police department should direct its efforts not only outwardly, but also inwardly. Leaders have to listen to people, including their own employees. To be perceived as legitimate and to have buy-in from the police ranks, law enforcement leaders must treat agency members with respect, remain impartial, and make decisions that are trustworthy. Even when police officers do not agree with the ultimate decision, if the process of arriving there was procedurally just, they are more likely to accept the outcome. ♡



### IACP RESOURCES

- *Addressing Sexual Offenses and Misconduct by Law Enforcement: Executive Guide*
- Standards of Conduct Model Policy

### theIACP.org

- “Chief’s Counsel: Addressing Employee Misconduct: Standards to Consider” (article)

[policechiefmagazine.org](http://policechiefmagazine.org)

# TURNING TRAGEDY INTO TRIUMPH



Leading Your  
Organization to Excel  
Following Trauma

BY

Andrew J. Deaton, Colonel, Military Police, U.S. Army

**TRAGEDY, TRAUMA, BAD THINGS HAPPENING TO GOOD PEOPLE... UNFORTUNATELY, THESE ARE SITUATIONS THAT MUST BE FACED AT TIMES.** Leaders have to handle the trauma their organizations' members are feeling, while simultaneously dealing with their own grief. Just as with first impressions, leaders get only one chance to get it right when it comes to guiding their teams through trauma.

Any organizational leader, whether the one in charge or a key staff principle, hopes to never have to face any situation that will necessitate the type of leadership discussed herein—leadership during and after a tragedy or traumatic event. But, if that time comes, which it sadly does more often than many leaders in the civilian law enforcement (LE) and Military Police (MP) communities care to remember, then the organization's leaders must be ready. If they are not, the organization and its people will suffer needlessly, and the organization's effectiveness will decline, if not fail completely. If the leaders are prepared, and if they've prepared their team, then the organization will ultimately emerge even stronger on the far side of the tragedy.

But how do leaders know what to do to be ready, since trauma comes in many forms and almost always strikes when it is least expected? Start by being a leader beyond the ordinary.

How can one become a leader beyond the ordinary? Begin with constructive leadership. It's said often, yet it is true that leaders do have to start by building a foundation of teamwork and creating an environment that sets the conditions for subordinates to be able to excel in the organization. This, of course, involves clear, positive communication from leaders at all levels on the organization's mission and vision and the senior leader's intent for what the organization needs to achieve and sustain over time (e.g., service to the community, reduction in crime, preparedness for emergency situations, readiness for combat in the case of MP, etc.).

Leading by example is another critical element, starting from the organization's most senior

## TEAM SUPPORT THROUGH TRAGEDY

The first time tragedy struck my organization, I was a young captain in command of a Military Police (MP) company. The operations sergeant, Staff Sergeant "G" (SSG G.), participated in morning physical training with our company as normal. As I passed him following our soldiers being released to conduct hygiene, we spoke, and he was doing well. Less than 90 minutes later, someone started pounding on my office door incessantly, shouting that SSG G. was in a room down the hall in the unit building and wasn't responding. We all raced down the hall as I yelled "MEDIC!" while en route to alert the battalion medics who were in an office nearby. Our group rushed into the room, and, being in the lead, I was the first to reach SSG G. He was already turning blue, and we immediately began lifesaving measures. The two young medics who worked on SSG G. prior to the ambulance arriving had never deployed to combat and had never seen death firsthand. When SSG G. was pronounced deceased at the emergency room, due to a massive heart attack, trauma hit the whole unit hard; the pain was further amplified by the knowledge that his wife was expecting their first child after years of

trying. As much as this trauma impacted the entire company, it hit the two young medics most severely. They felt they had "messed up" and had let SSG G. die. Leadership's efforts to assist the team included the crisis intervention team, chaplain, and other support. My senior enlisted advisor and I also worked with the chain of command to watch over the two medics and help them through the trauma of the event itself and to realize they had done everything right.

We also made extra efforts to take care of SSG G.'s family. We let them know we would help them in every way possible, guiding them gently through the administrative requirements of the Army's casualty process, visiting at their home to assist with service arrangements, keeping them informed of unit actions for memorials, and ultimately participating in the eulogy and burial ceremonies during the funeral. While we knew he was physically gone, our team's efforts in supporting each other, caring for SSG G.'s family (as well as seeing and having the honor of holding his beautiful baby daughter who was born two months later), and keeping his legacy alive while continuing our mission let us heal and emerge from the trauma stronger together.

**FIGURE 1:** LEADERSHIP PHILOSOPHY & VISION



This example leadership philosophy and vision had four fundamental components, depicted in the foundation and three pillars. The four tenets of (1) Leadership (based on LDRSHIP—the seven Army Values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage); (2) Standards; (3) Discipline; and (4) Teamwork are succinct, easy to remember, and tie into everything a professional organization does and seeks to be. The space between the pillars demonstrate example items of emphasis for individuals and that support the four fundamentals of this philosophy.

leader and going all the way down through the chain of command. Having a succinct, easy-to-remember, and internalized leadership philosophy and vision for the organization also helps to keep the institutional values forefront in one's subordinates' minds. If properly embedded into the fabric of the organization, these values and foundational principles will serve as psychological "muscle memory" when trauma and tragedy strike. This seems like common sense, but it's far less common than many might realize. An example of this leadership philosophy and vision, based on a model created and used by the author while in command of an Army MP battalion of up to 1,100 soldiers, is shown in Figure 1.

So, if this philosophy exemplifies a strong foundational leader, what makes a leader "beyond ordinary" and capable of effectively leading an organization through trauma and tragedy? Moreover, what makes a leader capable of leading the team not only to survive the traumatic experience, but to grow stronger through it and excel together as they emerge from the darkness?

Let's look at "beyond the ordinary." This type of leadership is rooted in how well a leader knows

his or her subordinates—not the officers or MP soldiers in the uniform (though this is important in a professional sense for their career development), but the men or women behind the uniform. Leaders who know their people should be able to answer the following questions:

- What is important to them?
- What are their personal and professional goals?
- What motivates them?
- What challenges and fears do they have?
- What are the SWOT (Strengths, Weaknesses, Opportunities, Threats) of their personal and professional future goals achievement?
- What other skills, not directly related to their job requirements, do they possess that make them stand apart and can potentially enrich the organization or simply make them more resilient?

Leaders also need to examine whether they have truly created an inclusive organizational environment and demonstrated that they value their personnel as both professionals and individuals. When's the last time you deliberately made space in your busy schedule to actually listen and ensure you understand what's on their minds? Did you

take the time to do it in their work area or environment? Or did you do it in a sterile room with a large group or perhaps in your office because it was more convenient for you? Do your subordinates feel comfortable coming to you at any time, knowing you'll make them a priority? Will you set aside your schedule or the demands of your position to hear to what's on their minds? Do you listen to understand or only to respond? Do you try to "fix" the issue they bring to you or mentor them to find a solution with your support, when appropriate, so they continue to develop as leaders too? Have you set the conditions for your subordinates' success to a level where others outside your organization recognize the positive climate and culture? Do you trust, empower, and leverage the expertise of your subordinate leaders to achieve all of the above, being humble enough to realize the limits of your effective span of control? Do you regularly recognize and publicly express sincere appreciation for what your subordinate leaders do to enable organizational success, acknowledging that you can't do it alone? These are just a few examples of the many intangibles that help make

someone a leader "beyond the ordinary," who has earned the trust and loyalty of their organization's members. When a leader can answer the preceding questions in the affirmative—understanding he or she will make mistakes like any other human leader—then he or she is ready to handle the aftermath of trauma and leading the organization through the lingering effects. Leaders who have this knowledge of their people can be confident that they will come through trauma together and excel on the far side of the valley as their organizations and people emerge from tragedy's cold shadow.

## RECOGNIZING AND RESPONDING TO TRAUMA

If a leader has established effective relationships with his or her key subordinate leaders, they will help their leader avoid a myopic, organization-centric viewpoint. This is vital because it helps leaders keep in mind that they must recognize the causes and incidents of trauma and tragedy that can come from outside the organization's formal

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mission parameters and operating environment. Things like the serious illness, injury, or death of a family member or other loved one can have a significantly detrimental effect on the performance of an individual or group of individuals within the team, even if it happens away from the job. This requires focused leadership to support the affected people through the period and aftermath of their personal traumas, which can further strengthen the sense of teamwork and family environment across the organization. This type of trauma or tragedy may necessitate a shorter or less intense period of leadership involvement, but it will certainly require leadership, nonetheless. Leaders who know their subordinates, as previously discussed, will be far more likely to see the changes in an individual's behavior that indicate something is not quite right. This will help the leader recognize when a team member is experiencing emotional stress and can benefit from leadership's involvement and support.

## LEADING THROUGH LOSS

What about when trauma hits home, directly in the heart of the organization, where teammates are supposed to be able to feel safe? What can a leader do when the calm of a professional organization is shattered by a lightning bolt of tragedy that shakes every member of the team to their core? What happens when an agency loses one of its own, whether due to an accident, illness, or during action in the line of duty?

First and foremost, for the short term, the senior leader must set aside other priorities, trusting subordinate leaders to keep the organization's mission on track. When the organization loses one of its own, that loss must be the leader's priority. Leaders must focus their efforts on giving guidance and overseeing the execution of immediate support activities to care for the family of the lost teammate. Notice this does not mean that the leader should be directly executing all these efforts. In fact, if one tries to be too much of a "doer" in these situations, one quickly becomes overloaded and diverts his or her attention from being the leader the organization needs. This is easy to do, as many police leaders are action- and task-oriented by nature. Leaders should instead leverage their experience and the weight of their role to help open doors for their trusted subordinates to make the necessary arrangements for support. Immediate grief and trauma counseling for the organization's members, an official organization representative to be the personal liaison to the deceased teammate's family and help them navigate official bureaucracy, and designated personnel to recover and care for the teammate's personal effects will need to be established. Arrangements for a memorial service or ceremony, participation in funeral arrangements or events at the family's request, and myriad other details will all need attention. With the strong foundation established by a leader beyond the ordinary, the organizational family will pull together to support each other and the family members of their lost teammate.

Once the funeral and memorials are complete, the lost teammate is honorably laid to rest, his or her



“Leaders who know their subordinates... will be far more likely to see the changes in an individual's behavior that indicate something is not quite right. This will help the leader recognize when a team member is experiencing emotional stress and can benefit from leadership's involvement and support.”

family is cared for, and things appear to be back to “normal” in the organization, remember that they likely aren’t. No matter the calm exteriors many in the law enforcement community put on, the loss of a teammate will affect them more deeply and for longer than even they may realize. For the senior leader, this is a time that may be more challenging than the period immediately following the trauma. It is now when the leader needs to be even more adept and aware of the extended impact the teammate’s loss can have on the organization and its members. This is a clear danger period that, if not handled effectively, can have a long-term detrimental effect on the climate and effectiveness of the organization. During this high-risk, albeit often deceptively calm, period, “leadership through presence” is vital to the healing and resilience of the team. A leader’s ability to do this well is predicated on the foundation of trust, which is built over time with his or her subordinates at all levels by being a leader beyond the ordinary.

One way to support the team as a leader is to start working to bring the organization back to its

pre-loss sense of stability. Leaders can do this, in part, by taking time to deliberately and unobtrusively check on their subordinates, whether personally (as with subordinate leaders) or indirectly through the chain of command or supervision. This sends a message that the leader hasn’t forgotten the trauma and he or she cares about the team’s well-being—and is not just using them to get the mission done. Keep in mind no one expects a leader to magically make the pain, doubt, fear, anger, and a host of other emotions and psychological impacts brought on by a teammate’s loss simply melt away. Leaders don’t have to have all the answers, and subordinates might not expect, or even want, their leader to say anything at all. However, leaders are expected to be understanding and acknowledge the significant blow the trauma made to the team. The person formally in charge of an organization represents the emotional weight of the whole institution. While leaders can’t allow traumas to derail them from continuing to lead their organization’s mission, it’s important leaders let their subordinates know that they feel many of the same emotions.



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## EXPERIENCE LEADING THROUGH LOSS

While I was serving in Afghanistan as a lieutenant colonel, deployed with a detention operations Joint Task Force (JTF) as the deputy operations officer for a three-star general's JTF headquarters, I experienced a vivid example of leadership's role when a loss occurs in an organization. One morning, while preparing for duty, I spoke briefly to the head contractor who led a group of civilian law enforcement trainers running a program to train Afghan prison guards. We parted ways; I headed to the Joint Operations Center (JOC), and he went to take his team to a local Afghan prison for the day's training.

Later that same afternoon, an alarm began blaring raucously in the JOC. The sergeant monitoring the communications system indicated that the convoy with the group of civilian contract trainers and their military escort had been struck by a roadside explosion. In the ensuing tumult, we alerted the commanding general and other key leaders and began executing our "battle drills," the standard procedures we had practiced in scenario-based exercises repeatedly to guide our actions in an emergency. We tragically lost the head trainer and another teammate that day, with others suffering various levels of injuries. But, as we quickly found, the injuries that caused the most damage to our teammates weren't visible to any medical scan. Those in the second movement element, who were prevented by security measures from reaching their injured teammates, blamed themselves for not being able

to help immediately after the blast. They dragged themselves through multiple iterations of "if I had gotten to them, maybe they wouldn't have died." This was particularly true of the security element leader. Even finding out that the two teammates we lost had died instantly in the blast didn't help assuage the tumultuous emotions the other convoy members were feeling.

Our organization's leaders rapidly coordinated a trauma support team, chaplain, mental health professionals, and others to be available in the hours and days following the incident to support those who had been on the patrol and others in the JTF who were hit hard by the loss of multiple teammates. The senior leaders in the JTF wisely paid very close attention to the behavior of both the civilian and military members who survived the attack, particularly with the strong signs of "survivor's guilt" some of them were exhibiting. The commanding general had also previously built an incredibly strong organizational environment through his positive leadership, which helped us to stand firm and to immediately begin helping each other heal. Although it was exceedingly difficult, with the caring, engaged leadership from the JTF commanding general on down the chain of command, we pulled through the tragedy as a team. We honored our two lost teammates with a poignant memorial ceremony and by driving on with our mission in their honor, ensuring we carried on in their stead to continue the Afghan prison guard training mission.

It's okay to be appropriately vulnerable when sharing emotions, as it lets subordinates know their leaders are human. And sharing one's pain shows trust. This trust is absolutely critical to help a team and an organization move through the proverbial valley of the shadow of death and come out stronger on the other side.

As those who have been in this situation know, the pain of such a loss never goes away completely, even when the leaders and the organization handle such a trauma with compassion and professionalism. But, with the effective foundation of trust and organizational steadiness built by a leader beyond the ordinary, the team can and will get through it. Once the leader and the team has emerged from the tragedy together, a unified drive forward to continue excelling at the organization's mission is a tangible, effective way to both heal and honor a teammate's memory.

Is the leadership discussed herein really that different than the qualities needed to be an effective leader in normal times? It's not that it's "different," per se, because both sets of qualities build on the same foundation. However, it definitely is an expanded skill set one must seek to deliberately develop in order to be prepared and effective when the trauma of a teammate's loss drops on the organization like a boulder from a mountaintop.

## CONCLUSION: TURNING TRAGEDY INTO TRIUMPH

The author has been part of leading and supporting various teams through multiple critical trauma events (see sidebars for examples). Each event was unique in how it affected the respective organizations at the time of the traumas; however, it was proved true time and again that great leaders—those who led beyond the ordinary—made all the difference in bringing the organization through tragedy to emerge stronger on the far side of the experience.

The preparation taken by a senior leader to enable his or her organization's resiliency will determine if the team succeeds in healing and growing through a trauma or if its effectiveness gets crushed by a traumatic event from which it never fully recovers. Setting the environment that enables subordinates to succeed and excel will create the "muscle" on an organization's framework that gives team members the strength to carry the crushing weight a trauma can bring. The positive, supportive environment leaders create, building trust between leaders and team

members down to the lowest level, will make a critical difference. It will help give the organization the psychological armor essential to handling the impact of losing a teammate, whether from an accident, illness, or in the line of duty. When this type of tragedy hits, focus on taking care of each other and caring for the lost teammate's family. Remember, as a leader, to acknowledge your subordinates' pain and appropriately share the grief, which helps create a cathartic, safe organizational environment that greatly aides in the team's healing. Then, carry on the legacy of the ones lost by focusing the organization's energy on performing its mission to an even higher level of proficiency and effectiveness every day. This will honor the memory of lost teammates in a practical and visible way.

When leaders have this mind-set and turn it into action, they, along with their people, will still feel the pain of the trauma, but will ultimately emerge stronger together for it, turning tragedy into triumph.

Trauma and tragedy will invariably strike; it's not a matter of "if," but rather of "when." As a leader, make sure you are ready. ♡

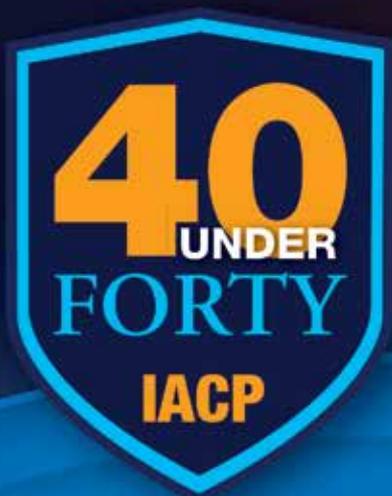
#### IACP RESOURCES

- Line-of-Duty Deaths Policy Considerations

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- "Leadership in Mourning: Leading Personnel Through a Line-of-Duty Death, Suicide, or Other Tragedy" (article)
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# LEADING THE WAY TO EVIDENCE- BASED POLICING

BY

Robin Engel, Director, IACP/UC Center for Police Research and Policy, and Tanya Meisenholder, Deputy Commissioner of Equity & Inclusion, New York City Police Department

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*The NYPD is currently working with a number of independent research organizations to assess various interventions.*

### **EVIDENCE-BASED POLICING (EBP) IS A MOVEMENT CURRENTLY BEING ADOPTED BY POLICE AGENCIES AROUND THE GLOBE.**

Recently, the IACP has identified evidence-based practices as one of its core lenses—an overarching, cross-cutting value—for the membership organization’s strategic framework and a substantive focus moving forward. As more agencies have embraced EBP, it has quickly become a concept with varying definitions and applications. In its most simplistic form, EBP can be described as a method used to advance police decision-making and guide practice by identifying and encouraging “what works” through the use of research. EBP specifically encourages police to embed science within their respective agencies through the evaluation of current policies and practice. The rise of EBP has developed from a combination of innovative police leadership and research scholarship.

Moving an agency toward the use of EBP provides both opportunities and challenges for police leaders. Police executives within the New York City Police Department (NYPD) have taken on these issues. These experiences will allow them to, in turn, provide lessons learned and guidance for other agencies that have yet to implement (or are in the early stages of implementing) EBP. Among these efforts by NYPD to add to the general policing evidence base are systematic evaluations of three new initiatives: implicit bias training, neighborhood policing, and body-worn cameras.

### **EVIDENCE-BASED POLICING PRINCIPLES**

It is now widely recognized that strategies based on scientifically grounded research are more likely to be effective in achieving the goal of reducing problems in a cost-effective manner. A law enforcement agency that employs EBP uses and generates research to guide strategic and tactical decision-making. Strategies that are found to be beneficial should be adopted, while strategies found to have minimum or adverse effects should be avoided. Moreover, well-designed evaluations can generate evidence that guides strategic or tactical modifications to enhance

their effectiveness or points to organizational conditions that hinder proper implementation.

As described by policing scholar Professor Lawrence Sherman, much of the work in EBP has been focused around the concepts of (1) targeting, (2) testing, and (3) tracking. To implement EBP, police agencies should first use evidence to **target** their scarce resources to reduce problems. Targeting is typically accomplished through a combination of data analysis and stakeholders’ (community members and officers) feedback. Once these targets are prioritized, the agency should review and **test** police methods to select the most efficient and effective approaches to reduce problems. Finally, once agencies have used research to target and test practices, they should generate internal **tracking** mechanisms as an accountability method to ensure delivery of the practices and to measure their impact over time. These three strategic core principles guide the EBP approach to inform police decision-making. They also incorporate police practitioner experiences, along with institutional and tacit knowledge. EBP can be used by police leaders throughout the agency to identify and implement effective strategies and reduce costs across numerous issues. For example, EBP principles have been used to reduce crime and disorder, improve community-police relations, increase officer performance, enhance officer safety and wellness, create organizational efficiencies, and test new technologies and equipment.

Implementing the targeting, testing, and tracking essential for EBP requires bold leadership. Despite its numerous strengths, EBP includes inherent challenges that leaders must navigate. In particular, targeting, testing, and tracking police practices require leaders to be prepared to receive findings that those practices are ineffective, or worse, findings that demonstrate unintended consequences that actually detract from the mission and values of the agency. Indeed, the field of policing is littered with well-intended and widely supported strategies that later demonstrated unintended consequences, including failures to reduce crime and disorder, damaged community-police relations, the waste



*Similar to many other police agencies, the NYPD began department-wide training in implicit bias in 2018.*

of valuable resources, and alienated workforces. Leading an innovative police agency requires fortitude, a willingness to fail, an ability to learn from failure quickly, and the desire to move forward with other innovations.

Dedicating the adequate time necessary for testing, tracking, and targeting within police agencies is also a continual challenge for police leaders. Operating within a political and social culture that demands results in real time, police leaders can succumb to political pressure rather than apply the core principles of EBP with fidelity. Therefore, it is imperative that police leaders create the organizational conditions (including available time) necessary for their staff to target, test, and track new trainings and practices in the field.

Finally, for those agencies that have invested in EBP, widely disseminating findings that generate new knowledge for the profession provides further challenges. Reporting success is easy, but reporting failure—which is necessary to build the evidence base required to advance EBP—takes strong and courageous leadership. Sharing findings of all types, good or bad, requires police leaders to have positioned their agencies, and themselves, in a manner that will withstand the public scrutiny and critique that can result when negative findings are publicly released.

In short, leading a progressive police agency and supporting an innovative workforce where EBP can be fostered is not easy. However, this approach provides the best opportunity for the

69%

69 percent of surveyed agencies have implicit racial bias training, and 57 percent of those departments indicated this training was added in the five years since the incident in Ferguson, Missouri.

delivery of effective, efficient, and fair policing practices to communities.

### **EBP LEADERSHIP AND INNOVATION IN THE NYPD**

Given these and other challenges, the movement toward embracing evidence-based practices has been a gradual one, but EBP has gained significant traction in the last 10 years due to the increased availability and application of research and innovative technologies in policing. One of the police agencies leading the promotion of EBP is the NYPD. The NYPD proactively works with external research partners to determine the efficacy of its programs and policies. The NYPD has embraced such partnerships, recognizing the strong foundation that evidence-based measurements can provide in determining success, as well as identifying the potential for adverse impacts.

For example, the NYPD is currently working with a number of independent research organizations to assess various interventions, including evaluations of (1) implicit bias training, (2) neighborhood policing, and (3) body-worn cameras. All three initiatives were implemented department-wide and affected more than 36,000 uniformed personnel. These are also initiatives that are currently being adopted by police agencies around the world. Unfortunately, the evidence base supporting the effectiveness of these initiatives is thin and, in some cases, nonexistent. While each of these initiatives has received widespread support from communities, policy makers, politicians, academics, policing experts, and civic groups, little is known about the effectiveness and the potential for unintended consequences of these approaches. The lessons learned from the NYPD's research projects will help build the evidence base necessary to identify what works in policing.



*As part of Neighborhood Policing, officers are consistently assigned to the same shifts in the same neighborhoods.*

## Implicit Bias Training

Implicit bias refers to an unconscious prejudice that people might develop due to different life experiences. While the science base regarding the existence of implicit bias is especially strong, research regarding how best to manage implicit biases to reduce the likelihood of discriminatory decision-making is less advanced. Due to the high rates of contact between minority populations and police, the impact of successfully managing or offsetting implicit bias could be especially profound for law enforcement. This is one reason why, for example, the President's Task Force on 21st Century Policing specifically acknowledged implicit bias and its role in producing racial or ethnic disparities in outcomes, calling for police training to reduce the impact of such biases. These types of trainings have proliferated in the last five years. For example, a U.S. survey of 155 police departments (including the three largest agencies in each state) conducted by CBS News found that 69 percent of surveyed agencies have implicit racial bias training, and 57 percent of those departments indicated this training was added in the five years since the incident in Ferguson, Missouri.

However, the available research across academic disciplines collectively presents a mixed picture regarding the impact of implicit bias training on changes in employees' attitudes and behavior. Some research has even suggested that there may be unintended consequences of implicit bias training, including increases in the expression of bias. Despite the body of evidence now emerging from other professions, there remains a critical need to test the impact of implicit bias training for police, as reviews have found no experimental evaluations of implicit bias training for police officers that have been completed. In short, police agencies are training officers in implicit bias based on the widely held notion that this type of training will be beneficial, without research evidence regarding its actual effectiveness.

Similar to many other police agencies, the NYPD began department-wide training in implicit bias in 2018. Simultaneously, the agency worked with independent researchers from the Finn Institute and the University of Cincinnati as part

of a project for the IACP/UC Center for Police Research and Policy to evaluate the impact and effects of the implicit bias training. The research includes surveys and analysis of performance metrics pre- and post-training. This will be the first such comprehensive analysis of the impacts of implicit bias training for law enforcement.

The evaluation design includes several components and employs a randomized controlled trial (RCT) design. Estimates of the effects of implicit bias training on officers' attitudes and beliefs are measured through training day surveys. Follow-up surveys are conducted so that these outcomes can be assessed for training decay. These latter surveys also provide data on supervisory reinforcement, as well as officers' self-reported use of the skills gained through the training. Last, an analysis of officers' enforcement behavior, as captured through administrative data from reports, is explored. Implicit bias training has been adopted by many agencies across the United States, and, in order to understand the value and efficacy of this widespread training, the NYPD has committed to supporting its assessment through this collaborative partnership. The findings of this research will be available in spring 2020 and will be shared with the larger law enforcement field.

## Neighborhood Policing

In 2015, the NYPD adopted Neighborhood Policing, a strategy designed to improve communication and collaboration between community residents and police officers, while simultaneously reducing crime. As part of Neighborhood Policing, officers are consistently assigned to the same shifts in the same neighborhoods to increase officers' familiarity with residents and to help them stay in tune with local issues and concerns. Officers are also freed from responding to radio calls during parts of their shifts to engage directly with neighborhood residents, identifying problems and working together to implement solutions. The intent of giving officers more routine geographic assignments and additional time to engage in proactive engagement is to build stronger relationships and foster community engagement.

*NYPD partners with researchers to evaluate the effectiveness of its training programs.*



While the impact of this type of community engagement has not been systematically examined, the evidence base for Neighborhood Policing will receive a much-needed boost through new research being conducted with the NYPD. The RAND Corporation, an independent, nonprofit research organization, is currently evaluating the impacts of Neighborhood Policing on crime, public safety, and the public's trust in the police. RAND's evaluation will examine changes in crime over time, trust between the NYPD and residents, and other measures related to Neighborhood Policing. The NYPD works to facilitate the various activities required to support the research. This includes organizing interviews with key stakeholders, conducting focus groups, and administering surveys both within and external to the agency. Department analysts work to gather administrative data from numerous sources so that key research questions can be answered. The research design includes both impact and process evaluations, with short- and medium-term outcomes examined. Through this rigorous evaluation, the NYPD seeks to understand the effects of the Neighborhood Policing philosophy and inform the work of other cities pursuing an enhancement in the way they police their communities.

### Body-Worn Cameras

The deployment of body-worn cameras (BWCs) has proliferated in recent years within police agencies around the world. For example, a recent study using a nationally representative sample of U.S. police agencies estimated that one-third currently deploy BWCs with some or all of their officers, and an additional 50 percent of U.S. agencies have immediate plans to deploy them. Although the international prevalence of body-worn camera usage is unknown, many police agencies within the United Kingdom, Australia, and other countries have deployed BWCs for several years.

A recent comprehensive review of research on BWCs, conducted by Professor Cynthia Lum and her colleagues, identified 70 studies that have been conducted regarding these tools. The main findings from their review of these studies

suggest first that officers appear to support the use of BWCs, particularly as they become more experienced in their use. Second, in terms of behavior (e.g., officer use of force, proactivity), the available studies provide rather limited consistent evidence of changes produced by BWCs, although community attitudes toward BWCs continue to be generally supportive. In conclusion, Lum and her colleagues suggest the anticipated effects of BWCs may be overestimated, further noting that the current research often fails to explore many significant areas of interest related to BWCs (e.g., impact of BWCs on legality and disparity in officer behavior).

Like many other agencies, the NYPD has adopted BWCs for all officers on patrol. The impact of this equipment and subsequent changes in police policy and practice is being examined by a team led by Professor Anthony Braga. Specifically, Braga is collaborating with the NYPD on an RCT testing the impact of BWCs on a variety of outcomes, initially developed under the auspices of a court-ordered pilot test. The NYPD and the members of the federal monitor's research team worked to design a more rigorous pilot than originally ordered, so that accurate assessments of the BWC program could be made.

The wide adaptation of BWCs has moved at a rapid pace without a strong evidence base about the effects. Further, while research has been taken on with the goal of measuring the impact of BWCs, policies surrounding their use vary across jurisdictions. This evaluation aims to determine whether the benefits of the cameras outweigh their financial, administrative, and other costs to the NYPD. The RCT will evaluate the impacts the cameras have on the civility of community-police encounters, officer work activities, and community perceptions of the police. Throughout the planning and implementation of the research design, multiple bureaus at NYPD have come together to support and ensure the study's fidelity. As is the case for all research partnerships, internal collaboration coupled with regular communication with the researchers strengthens the work. This rigorous evaluation will add to the growing body of literature on BWCs and provide further evidence on the effects of their adoption by the NYPD.

50%

A recent study using a nationally representative sample of U.S. police agencies estimated that one-third currently deploy BWCs with some or all of their officers, and an additional 50 percent of U.S. agencies have immediate plans to deploy them.

## CONCLUSION

Similar to what has become ingrained in other fields such as medicine, education, and nursing, use of the evidence-based approach to policing has increased over the past several decades. In those fields, the initial adoption of evidence-based approaches was subject to an early struggle between research and practice. EBP can draw on the lessons learned from other fields to help ease the challenge of changing policing from reliance on past practices to being based on research and evidence. Scientific research can lend legitimacy to police policies and strategies, in part, because it is gathered neutrally and systematically, so it is devoid of politics and personal beliefs. Importantly, police leaders can use EBP to guide problem-solving strategies while simultaneously enhancing community-police relations and rebuilding community trust. Police leaders, however, must have the long-term vision and fortitude to withstand external pressures when research findings generated do not support practices, initiatives, or training—particularly when those practices, initiatives, and training seem intuitive, have widespread public or political support, or are supported and embraced by officers.

Effective police leadership takes many forms. In addition to managing internal operations and meeting local external expectations, strong police leaders recognize opportunities to advance the profession. Often highly endorsed interventions are not supported by a strong body of empirical evidence that demonstrates their effectiveness. For the policing profession to progress, law enforcement agencies must (1) consider findings from available research and (2) engage in opportunities to fill that void where evidence is lacking. That is, law enforcement must take responsibility for collecting data to generate evidence on the delivery and effects of their practices, moving beyond being consumers of research to engaging



in the production of knowledge. It requires recognizing the ethical duty to combine the implementation of innovative approaches with continuous targeting, testing, and tracking to identify ineffective practices and unintended consequences. While some results may prove unpopular in the short term, scientific evidence must lead the way for the policing profession to reach its full potential. This can be accomplished only through bold leadership by progressive law enforcement executives who choose to adopt EBP and embrace its continual evolution and promise. ♡

*A new study will evaluate the impacts of BWCs on community-police encounters, officer work activities, and community perceptions of the police.*

### IACP RESOURCES

- *Starting with What Works: Using Evidence-Based Strategies to Improve Community and Police Relations*
- IACP/University of Cincinnati Center for Police Research and Policy
- Unbiased Policing Model Policy

[theIACP.org](http://theIACP.org)

# PRESENTED AT THE 126TH ANNUAL IACP CONFERENCE & EXPOSITION

# 2019 IACP LEADERSHIP AWARDS

## COMMUNITY SAFETY POLICY COUNCIL

### IACP LEADERSHIP IN COMMUNITY POLICING AWARD

#### Small Agency

MANSFIELD, MASSACHUSETTS, POLICE DEPARTMENT



*Left to right: IACP Immediate Past President, Paul M. Cell; Chief Ronald Sellon, Mansfield Police Department; and IACP 2nd Vice President and Community Safety Policy Council Chair, Dwight Henninger*

#### Midsized Agency

JACKSONVILLE, NORTH CAROLINA, POLICE DEPARTMENT



*Left to right: IACP Immediate Past President, Paul M. Cell; Mayor Michael Lazzara, City of Jacksonville; Deputy Chief Ashley Weaver, Jacksonville Police Department; Chief Michael Yaniero, Jacksonville Police Department; and IACP 2nd Vice President and Community Safety Policy Council Chair, Dwight Henninger*

#### Large Agency

QUEENSLAND POLICE SERVICE, AUSTRALIA



*Left to right: IACP Immediate Past President, Paul M. Cell; Sergeant Adrian Geary, Queensland Police Service; and IACP 2nd Vice President and Community Safety Policy Council, Dwight Henninger*

### IACP LEADERSHIP IN CIVILIAN LAW ENFORCEMENT/MILITARY COOPERATION AWARD

ST. LOUIS, MISSOURI, POLICE DEPARTMENT AND MISSOURI NATIONAL GUARD



*Left to right: IACP Immediate Past President, Paul M. Cell; Major Angela Coonce, St. Louis Metropolitan Police Department; Paul Boyd, Missouri National Guard; and IACP 2nd Vice President and Community Safety Policy Council Chair, Dwight Henninger*

## COMMUNITY SAFETY POLICY COUNCIL (continued)

### IACP LEADERSHIP IN VICTIM SERVICES AWARD

#### Midsize Agency

SAGINAW, MICHIGAN, POLICE DEPARTMENT



Left to right: IACP Immediate Past President, Paul M. Cell; Lieutenant David Kendziorski, Saginaw Police Department; and IACP 2nd Vice President and Community Safety Policy Council Chair, Dwight Henninger

#### Large Agency

AJMAN POLICE GENERAL HEADQUARTERS, UNITED ARAB EMIRATES



Left to right: IACP Immediate Past President, Paul M. Cell; Lieutenant Khalifa Musabih Alkaabi, Ajman Police General Headquarters; and IACP 2nd Vice President and Community Safety Policy Council Chair, Dwight Henninger

### IACP/ECOATM LEADERSHIP IN CRIME PREVENTION AWARD

ROUND ROCK, TEXAS, POLICE DEPARTMENT



Left to right: IACP Immediate Past President, Paul M. Cell; Chief Allen Banks, Round Rock Police Department; Max Santiago, Senior Director of Law Enforcement Relations, ecoATM; and IACP 2nd Vice President and Community Safety Police Council Chair, Dwight Henninger

### IACP/SECURITY INDUSTRY ASSOCIATION MICHAEL SHANAHAN LEADERSHIP IN PUBLIC/PRIVATE COOPERATION AWARD

MORRIS COUNTY, NEW JERSEY, SHERIFF'S OFFICE; THE MENTAL HEALTH ASSOCIATION OF ESSEX AND MORRIS; THE CENTER FOR ADDICTION RECOVERY EDUCATION AND SUCCESS; THE DAYTOP NEW JERSEY-MENTAL HEALTH TREATMENT CENTER; PREVENTION IS KEY; AND THE MORRIS COUNTY HUMAN SERVICES



Left to right: IACP Immediate Past President, Paul M. Cell; Corporal Erica Valvano, Morris County Sheriff's Office; Madine Despeine-Udoh, Mental Health Association of Essex and Morris Sheriff James Gannon, Morris County Sheriff's Office; Ronald Hawkins, Director of Industry Relations, Security Industry Association; and IACP 2nd Vice President and Community Safety Policy Council Chair, Dwight Henninger

## EMERGING ISSUES POLICY COUNCIL

### IACP LEADERSHIP IN PUBLIC INFORMATION MANAGEMENT AWARD

CARISSA KATEKARU  
NORTH RICHLAND HILLS, TEXAS, POLICE DEPARTMENT



*Left to right: IACP Immediate Past President, Paul M. Cell; Carissa Katekaru, Media Relations Coordinator/Public Information Officer, North Richland Hills Police Department; and IACP Vice President at Large and Emerging Issues Policy Council Chair, Will Johnson*

### IACP/ARNOLD VENTURES LEADERSHIP IN LAW ENFORCEMENT RESEARCH AWARD

GULFPORT, MISSISSIPPI, POLICE DEPARTMENT AND  
UNIVERSITY OF SOUTHERN MISSISSIPPI



*Left to right: IACP Immediate Past President, Paul M. Cell; Dr. Charlie Scheer, Assistant Professor, University of Southern Mississippi; Captain Malcolm Thomas, Gulfport Police Department; Harrison Crist, Criminal Justice Analyst, Arnold Ventures; and IACP Vice President at Large and Emerging Issues Policy Council Chair, Will Johnson*

## 2019 40 UNDER 40 AWARDEES



*IACP 2019 40 Under 40 awardees. Visit [theIACP.org/2019-iacp-40-under-40-awardees](http://theIACP.org/2019-iacp-40-under-40-awardees) to see a full list, as well as photos and bios.*

## INVESTIGATIONS POLICY COUNCIL

### IACP CHIEF DAVID CAMERON LEADERSHIP IN ENVIRONMENTAL CRIMES AWARD

#### Local Agency

SARASOTA, FLORIDA, POLICE DEPARTMENT



Left to right: IACP Immediate Past President, Paul M. Cell; Joseph Polzak, Legal Advisor, Sarasota Police Department; and IACP 3rd Vice President and Investigations Policy Council Chair, John Letteney

#### Federal Agency

U.S. FISH AND WILDLIFE SERVICE



Left to right: IACP Immediate Past President, Paul M. Cell; David Sykes, Resident in Charge, U.S. Fish and Wildlife Service; and IACP 3rd Vice President and Investigations Policy Council Chair, John Letteney

### IACP/PARSONS AUGUST VOLLMER LEADERSHIP IN FORENSIC SCIENCE AWARD

DUBAI POLICE GENERAL HEADQUARTERS, UNITED ARAB EMIRATES



Left to right: IACP Immediate Past President, Paul M. Cell; Major Dr. Mohammad Alqassim, Dubai Police General Headquarters; Trent Teyema Parsons, Senior Vice President; and IACP 3rd Vice President and Investigations Policy Council Chair, John Letteney

### IACP/THOMSON REUTERS EXCELLENCE IN CRIMINAL INVESTIGATIONS AWARD

DUBAI POLICE GENERAL HEADQUARTERS, UNITED ARAB EMIRATES



Left to right: IACP Immediate Past President, Paul M. Cell; Lieutenant Colonel Arif Ali Beshoh, Dubai Police General Headquarters; Daniel DeSimone, Senior Director, Thomson Reuters; and IACP 3rd Vice President and Investigations Policy Council Chair, John Letteney

### IACP/LEONARDO LEADERSHIP IN THE PREVENTION OF VEHICLE CRIMES AWARD

EAST TEXAS AUTO THEFT TASK FORCE



Left to right: IACP Immediate Past President, Paul M. Cell; Lieutenant Kenneth Richbourg, East Texas Auto Theft Task Force; Craig Duncan, Field Operations Manager, Leonardo; and IACP 3rd Vice President and Investigations Policy Council Chair, John Letteney

## LEADERSHIP POLICY COUNCIL

### IACP LEADERSHIP IN HUMAN AND CIVIL RIGHTS AWARD

#### Agency

ARLINGTON, TEXAS, POLICE DEPARTMENT



*Left to right: IACP Immediate Past President, Paul M. Cell; IACP Vice President at Large/Chief Will Johnson, Arlington Police Department; and IACP Vice President-Treasurer and Leadership Policy Council Chair, Ken Walker*

#### Individual

DETECTIVE JOSEPH MOELLER  
GRAPEVINE, TEXAS, POLICE DEPARTMENT



*Left to right: IACP Immediate Past President, Paul M. Cell; Detective Joseph Moeller, Grapevine Police Department; and IACP Vice President-Treasurer and Leadership Policy Council Chair, Ken Walker*

### IACP/BODYWORN BY UTILITY LEADERSHIP IN VOLUNTEER POLICE SERVICE PROGRAMS AWARD

#### Comprehensive Volunteer Police Service Program

DAYTON, OHIO, POLICE DEPARTMENT



*Left to right: IACP Immediate Past President, Paul M. Cell; Cynthia August, NAO Supervisor, Dayton Police Department; Jason Dombkowski, Director of Law Enforcement Relations, BodyWorn by Utility*

#### Auxiliary/Reserve Volunteer Police Service Program

PHOENIX, ARIZONA, POLICE DEPARTMENT



*Left to right: IACP Immediate Past President, Paul M. Cell; Assistant Chief Scott Finical, Phoenix Police Department; Jason Dombkowski, Director of Law Enforcement Relations, BodyWorn by Utility*

## NATIONAL SECURITY/TRANSNATIONAL CRIME POLICY COUNCIL

### IACP LEADERSHIP IN HOMELAND SECURITY AWARD

DEPARTMENT OF HOMELAND SECURITY, OFFICE OF INTELLIGENCE AND ANALYSIS



*Left to right: IACP Immediate Past President, Paul M. Cell; Major David Cabrera, Commander, Texas Department of Public Safety; and IACP 1st Vice President and National Security Policy Council Chair, Cynthia Renaud*

### IACP/BOOZ ALLEN HAMILTON LEADERSHIP IN THE PREVENTION OF TERRORISM AWARD

FEDERAL BUREAU OF INVESTIGATION, COUNTERTERRORISM DIVISION



*Left to right: IACP Immediate Past President, Paul M. Cell; Special Agent Corey Ware, FBI; Vice President Bob Sogegian, Booz Allen Hamilton; and IACP 1st Vice President and National Security Policy Council Chair, Cynthia Renaud*

### IACP LEADERSHIP IN TRANSNATIONAL CRIME AWARD

THE NATIONAL CRIME AGENCY, UNITED KINGDOM



*Left to right: IACP Immediate Past President, Paul M. Cell; Special Agent Health Peterson, Drug Enforcement Administration; Officer, Richard Tinker, National Crime Agency; and IACP President and Transnational Crime Policy Council Chair, Steven Casstevens*

### SPECIALTY

### 2019 IACP/DUPONT™ KEVLAR® SURVIVORS' CLUB®

OFFICER (RET.) JACOB CARLSON  
CASPER, WYOMING, POLICE DEPARTMENT



*Left to right: IACP President Steven R. Casstevens; SACOP Division Chair Tom Clemons; Officer (Ret.) Jacob Carlson; SafeShield Committee Chair Brandon Zuidema; and Doug Grier, DuPont*

The IACP/DuPont KEVLAR Survivors' Club recognizes and honors law enforcement officers who, as a result of wearing personal body armor, survived a life-threatening or life-disabling incident.

## TRANSPORTATION POLICY COUNCIL

### IACP J. STANNARD BAKER LIFETIME ACHIEVEMENT IN HIGHWAY SAFETY AWARD

#### State Agency

**COMMISSIONER WARREN STANLEY**  
**CALIFORNIA HIGHWAY PATROL**



*Left to right: IACP Immediate Past President, Paul M. Cell; Assistant Commissioner Amanda Ray, California Highway Patrol (receiving award on Commissioner Stanley's behalf); and IACP S&P General Chair and Transportation Safety Policy Council Chair, Craig Price*

#### Other Law Enforcement

**CAPTAIN MOHAMED HASSAN ALMISMARI**  
**FUJAIRAH POLICE GENERAL HEADQUARTERS, UNITED ARAB EMIRATES**



*Left to right: IACP Immediate Past President, Paul M. Cell; Captain Mohamed Hassan Almismari, Fujairah Police General Headquarters; and IACP S&P General Chair and Transportation Safety Policy Council Chair, Craig Price*

### IACP/3M LEADERSHIP IN LOOKING BEYOND THE LICENSE PLATE AWARD

**LIEUTENANT COLONEL SAEED OBEID AL KINDI**  
**FUJAIRAH POLICE GENERAL HEADQUARTERS, UNITED ARAB EMIRATES**



*Left to right: IACP Immediate Past President, Paul M. Cell; Lieutenant Colonel Saeed Obeid Al Kindi, Fujairah Police General Headquarters; David Pointon, Business Manager, 3M; and IACP S&P General Chair and Transportation Safety Policy Council Chair, Craig Price*



#### IACP HONORS LAW ENFORCEMENT

**AGENCIES AND OFFICERS** who exhibit leadership, excellence, and professionalism. IACP members and nonmembers are eligible to submit nominations and be nominated for all of our awards.

Visit [theIACP.org/awards](https://theIACP.org/awards) to learn more.

## TRANSPORTATION POLICY COUNCIL (continued)

### IACP EXCELLENCE IN TRAFFIC SAFETY AWARD

**COMMANDER JEREMY ELLISON**  
ST. PAUL, MINNESOTA, POLICE DEPARTMENT



*Left to right: IACP Immediate Past President, Paul M. Cell; Commander Jeremy Ellison, St. Paul Police Department; and IACP S&P General Chair and Transportation Safety Policy Council Chair, Craig Price*

### IACP LEADERSHIP IN POLICE AVIATION AWARD

**TEXAS DEPARTMENT OF PUBLIC SAFETY,**  
**AIRCRAFT OPERATIONS DIVISION**



*Left to right: IACP Immediate Past President, Paul M. Cell; Chief Pilot Timothy Ochsner, Texas Department of Public Safety; and IACP S&P General Chair and Transportation Safety Policy Council Chair, Craig Price*

## THANK YOU TO OUR LEADERSHIP AWARD SPONSORS



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# 2019 IACP RESOLUTIONS

The following resolutions were adopted by the IACP in 2019. The list is organized by the committee or group that submitted each resolution.

## Addressing the Gap in United States Juvenile Justice on Military Installations

### CIVILIAN LAW ENFORCEMENT/MILITARY COOPERATION COMMITTEE; DEFENSE CHIEFS OF POLICE SECTION

*Co-Sponsor: Juvenile Justice & Child Protection Committee*

The IACP calls upon law enforcement leadership in the military, civilian communities, universities, and colleges to partner with each other in order to prioritize efforts to address juvenile crime prosecution and diversion and strengthen the response, prosecution, and assistance to the perpetrators and victims of these crimes. The IACP encourages communities to pursue concurrent jurisdiction for juveniles on military installations to benefit the community at large, as well as the victims and the alleged juvenile offenders.

## Support for the Don't Break Up the T-Band Act

### COMMUNICATIONS & TECHNOLOGY COMMITTEE

The IACP supports the Don't Break Up the T-Band Act (H.R. 451) and Senate Bill S.2748, which maintains critical space on the communications spectrum for use by public safety agencies by repealing previous legislation mandating an auction of the T-Band in 2021. Protecting the T-Band ensures that first responders and public safety agencies have the ability to communicate clearly and without interference from private parties when other means of communication, like cellular service, are not available, such as during a natural disaster or large-scale emergency situation.

## Support of the Efforts of the U.S. Department of Homeland Security (DHS) Cybersecurity and Infrastructure Security Agency (CISA) Incident Communications Advisory Council (ICAC) in Enhancing the National Incident Command System (NIMS) and Incident Command System (ICS)

### COMMUNICATIONS & TECHNOLOGY COMMITTEE

The IACP supports the work of Incident Communications Advisory Council (ICAC) and agrees in concept with its final report. The IACP supports the ICAC's efforts to work through the Federal Emergency Management Agency (FEMA) to achieve the goal of recognizing Information Technology Service and Communications Unit at elevated levels within the ICS and recommends that FEMA review and revise the ICS as recommended by the ICAC, thereby recognizing current

technologies and cybersecurity threats and additionally to direct development of skills and training necessary to address all-hazards communication needs within the National Incident Management System (NIMS).

## Support of Next Generation 911 (NG911) as Affirmed by the U.S. Congress S. 1015 – Supporting Accurate Views of Emergency Services Act of 2019 and H.R. 2760 – Next Generation 9-1-1 Act of 2019

### COMMUNICATIONS & TECHNOLOGY COMMITTEE

The IACP endorses the need to modernize all legacy 911 emergency communications critical infrastructure and migrate emergency communications systems to Next Generation 911 technology to provide first responders with more timely and actionable information during emergencies and to ensure a reliable, available, flexible, and resilient 911 system.

## Crime Prevention, Domestic Security and Quality of Life: Definition and Significant Value of Community Policing

### COMMUNITY POLICING COMMITTEE

*Co-Sponsors: Communications & Technology Committee; Crime Prevention Committee; Education & Training Committee; Forensics Committee; Committee on Homeland Security; Human & Civil Rights Committee; Juvenile Justice & Child Protection Committee; Narcotics & Dangerous Drugs Committee; Police Administration Committee; Private Sector Liaison Committee; Police Professional Standards Ethics & Image Committee; Research Advisory Committee; Terrorism Committee; Transnational Crime Committee; Victim Services Committee*

The IACP accepts, acknowledges, supports, and uses the following definition of community policing: "Community policing is a comprehensive philosophy that guides policy and strategy aimed at achieving more effective and efficient crime control, reduced fear of crime, improved quality of life, and improved police services and police legitimacy through a proactive reliance on community resources that seeks to change crime causing conditions. This assumes a need for greater accountability of police, elected community leaders, and the community in general, along with greater public share in decision-making through the identification of service needs and priorities and a greater concern for civil rights and liberties."<sup>1</sup>

<sup>1</sup>Robert Friedmann, *Community Policing: Comparative Perspectives and Prospects* (New York, NY: Palgrave Macmillan, 1992).

## Applying Comprehensive Community Engagement Strategies and Systems (ACCESS)

### CRIME PREVENTION COMMITTEE

*Co-Sponsor: Community Policing Committee*

The IACP supports the concept of “applying comprehensive community engagement strategies and systems (ACCESS)” and with appropriate review, may support training workshops at annual conferences and other meetings and encourage the use of research-based implementation strategies by its members. The IACP recommends that its members foster understanding and promote dialogue of ACCESS within the policing profession to strengthen community-police trust.

## Standardizing Emergency Response Language Between Schools and Police

### CRIME PREVENTION COMMITTEE

*Co-Sponsors: Private Sector Liaison Committee; Juvenile Justice & Child Protection Committee; Transnational Crime Committee; Community Policing Committee*

The IACP encourages governing and regulatory bodies to work to standardize the language in school-police emergency response protocols as defined by the National Incident Management System (NIMS). The IACP recommends a consistent approach to communication in the local protocols developed by school boards and police services transnationally to promote dialogue and the establishment and maintenance of effective relationships between schools and police based on cooperation and shared understandings.

## Addressing Gender-Based Violence on College Campuses and Military Installations

### DEFENSE CHIEFS OF POLICE SECTION; UNIVERSITY & COLLEGE POLICE SECTION; VICTIM SERVICES COMMITTEE; CIVILIAN LAW ENFORCEMENT/MILITARY COOPERATION COMMITTEE

The IACP calls upon law enforcement leadership in the military, universities, and colleges to partner with law enforcement to prioritize efforts to address gender-based violence and strengthen the response to these crimes. The IACP supports continued partnerships and collaborations to hold perpetrators of gender-based violence accountable in order to ensure the safety of our communities and to best serve those in the military, universities, and colleges who place their trust their policing agencies.

## To Address the Threat Posed by Thefts of Firearms from Federally Licensed Dealers in the United States

### FIREARMS COMMITTEE

The IACP calls upon all 50 U.S. states to prioritize the issue of stolen firearms from licensed gun dealers in commercial retail locations, including burglaries, thefts, and robberies. The IACP recognizes this effort as being important to combating and decreasing gun violence and urges every state to enact

legislation to mandate that licensed firearms dealers implement a security plan and system.

## Encourage Genealogy Companies to Continue to Cooperate with Law Enforcement Investigations

### FORENSICS COMMITTEE

*Co-Sponsors: Police Investigative Operations Committee; CJIS Committee; Public Sector Liaison Committee; Victim Services Committee; Human & Civil Rights Committee; Communications & Technology Committee*

The IACP urges genealogy companies to engage with law enforcement in a productive dialogue about controls and resolves that any changes in the relationship between law enforcement and genealogy companies be thoughtful and collaborative with a focus on the balance of privacy, serving victims and survivors of crime, and exonerating the innocent. The IACP urges consideration of legislation as necessary to support and enable the use of this investigative technique with a focus on victims and survivors of crime and exonerating the innocent, including consideration of privacy protections and limitation of civil liability. Finally, the IACP will foster a continued environment of trust and partnership with genealogy companies.

## Promote the Use of the National Missing and Unidentified Persons System (NamUs)

### FORENSICS COMMITTEE

*Co-Sponsors: Police Investigative Operations Committee; Victim Services Committee; Communications & Technology Committee; Criminal Justice Information System Committee; Juvenile Justice & Child Protection Committee; Indian Country Law Enforcement Section*

The IACP recommends and promotes the routine use of the National Missing and Unidentified Persons System (NamUs) and other similar programs with global reach to assist in resolving missing and unidentified persons cases. Additionally, the IACP encourages law enforcement agencies to implement and support agency activities to gain the maximum benefit from NamUs, such as facilitating professional user access to NamUs, entering missing person case information to the NamUs database in a timely manner, and supporting the use of NamUs resources. Lastly, the IACP recommends that the U.S. National Institute of Justice (NIJ) maintains funding of the NamUs program at levels sufficient to enable federal support and to assist state and local agencies in utilizing the program.

## Support for the National Move Over Initiative

### HIGHWAY SAFETY COMMITTEE

To further promote a commitment to officer safety and wellness, the IACP supports the increased enforcement of Move Over legislation, which requires motorists to either change lanes or slow down when approaching law enforcement or emergency services vehicles that are stopped on the roadside. In addition, the IACP supports international efforts to ensure the roadside safety of emergency personnel and utility workers around the world.

## Immigration Enforcement to Counter Criminal Elements in Society

### HOMELAND SECURITY COMMITTEE

Co-Sponsor: Narcotics & Dangerous Drugs Committee

The IACP supports the rule of law and the role of federal or national law enforcement agency partners tasked with immigration enforcement as their primary mission and recognizes the responsibility of all state, local, and tribal law enforcement agencies to come to their aid in any officer safety situation. The IACP also supports the position that non-federal enforcement of criminal violations related to immigration law is a decision best made by local, state, and tribal police executives in collaboration with elected officials, community leaders, and the citizens they serve.

## Supporting the Use of Averted School Violence Database

### JUVENILE JUSTICE & CHILD PROTECTION COMMITTEE

Co-Sponsors: Crime Prevention Committee; Private Sector Liaison Committee

The IACP encourages law enforcement agencies to report information related to school violence to the Police Foundation's Averted School Violence Database so as to support future research and evidence-based approaches to reducing instances of violence in schools and building trust between communities and police.

## Supporting Awareness of Adverse Childhood Experiences (ACEs) and Developing Appropriate Responses

### JUVENILE JUSTICE & CHILD PROTECTION COMMITTEE

Co-Sponsors: Crime Prevention Committee; Victim Services Committee; Community Policing Committee

The IACP encourages law enforcement agencies to learn and become well-versed in adverse childhood experiences (ACEs) and their correlation with negative outcomes, including disproportionate contact with law enforcement and the criminal justice system. Agencies should work with professionals to develop age-appropriate responses to those suffering from trauma-related experiences by providing protective factors and developing their resiliency to help individuals recover and function at their full capacity and potential.

## Encouraging All Law Enforcement Professionals to Vigorously Enforce Drug Laws in the United States

### NARCOTICS & DANGEROUS DRUGS COMMITTEE

The IACP encourages law enforcement professionals, including prosecutors at the federal, state, and local levels, to vigorously enforce U.S. drug laws in recognition and honor of the victims of drug-related crimes and to respect the democratic process whereby the legislative branch enacts, repeals, or modifies laws as appropriate. Law enforcements and prosecutors have a duty to enforce current drug laws to support efforts to eradicate drug-related crime.

## Supporting the Permanent Scheduling of Fentanyl-Related Substances in Schedule I of the Controlled Substances Act

### NARCOTICS & DANGEROUS DRUGS COMMITTEE

Acknowledging the deadliness of synthetic opioids and the current epidemic of opioid addiction, overdose, and overdose deaths in the United State, the IACP strongly urges the U.S. Congress to permanently schedule fentanyl-related substances and to give the U.S. Drug Enforcement Agency the authority to immediately schedule new fentanyl-related substances as they are discovered. These efforts would close a loophole that allows transnational and domestic drug traffickers to avoid criminal penalties for deadly illicit fentanyl and fentanyl-related substances and allow enforcement agencies to be proactive, rather than reactive, in the battle against opioid addiction and overdoses.

## Reaffirmation of Position on Marijuana

### NARCOTICS & DANGEROUS DRUGS COMMITTEE

The IACP reaffirms its opposition of efforts to legalize or decriminalize marijuana due to the dangers and risks posed by the *cannabis sativa L*. The IACP continues to support the ability for U.S. attorneys to investigate and prosecute individuals involved in the production and sale of marijuana in violation of federal law.

## Support for Global Action to Combat the Threat of Transnational Criminal Organizations Engaged in Drug Trafficking and Related Criminal Offenses

### NARCOTICS & DANGEROUS DRUGS COMMITTEE

The IACP encourages adoption of a global action approach to exploit all investigative leads, information, and links to active investigations to combat transnational criminal organizations engaged in drug trafficking, money laundering, terrorism, bribery, human trafficking, and other criminal offenses. The IACP supports the use of INTERPOL resources and international policing capabilities, as well as coordination with other international entities.

## Support for the Homeland Security Information Network-Critical Infrastructure

### PRIVATE SECTOR LIAISON COMMITTEE

The IACP encourages the use of Homeland Security Information Network-Critical Infrastructure (HSIN-CI) for obtaining and sharing information integral to the protection and operations of critical infrastructure by law enforcement agencies and the private sector communities they serve. HSIN-CI allows the U.S. Department of Homeland Security and other partners to collaborate with the private sector and share important real-time information to enhance community security.

## The Prohibition of Manufacturing, Use, and Possession of Ballistic Body Armor Piercing Ammunition

### PATROL & TACTICAL OPERATIONS COMMITTEE; FIREARMS COMMITTEE

The IACP calls upon legislators to enact laws to prohibit the manufacturing, use, and possession of ballistic body armor-piercing ammunition by and for anyone other than law enforcement officers and agencies. The IACP also urges legislators to fund the development of necessary performance-based standards for the efficient and effective enforcement of these laws. The IACP condemns the use of such ammunition and calls on legislators to set aside partisan considerations in enacting the recommended legislation.

## Worldwide Call for Legislation and/or Appropriate Regulation That Mandates Encryption Implementation Regimes That Maintain Reasonable Security of Communications and Stored Data, Yet Permit Lawful Access by Law Enforcement Pursuant to the Rule of Law

### POLICE INVESTIGATIVE OPERATIONS COMMITTEE; COMPUTER CRIMES & DIGITAL EVIDENCE COMMITTEE

Recognizing the importance of balancing the needs of law enforcement to conduct investigations with the privacy rights of individuals, the IACP urges all world governments to adopt appropriate legislation or regulation to compel technology providers to responsibly implement encryption technologies in a manner that both maintains reasonable privacy protections and permits timely lawful access to communications and digital information in an intelligible format pursuant to the legal requirements of each nation and due process of law.

## Support for the Drive to Save Lives/Drive to Zero Campaign

### DIVISION OF STATE & PROVINCIAL POLICE; STATE ASSOCIATIONS OF CHIEFS OF POLICE; HIGHWAY SAFETY COMMITTEE

The IACP supports the Drive to Save Lives/Drive to Zero campaign, a multiyear, ongoing effort by state, county, and municipal police agencies to reduce the number of traffic-related crashes and highway fatalities through data-driven enforcement that focuses on seat belt usage, speed enforcement, and targeting of impaired and distracted drivers.

## Encouraging the Discontinuation of Victim Forms to Waive Investigations in the United States

### VICTIM SERVICES COMMITTEE

*Co-Sponsors: Police Investigative Operations Committee; Human & Civil Rights Committee; Juvenile Justice & Child Protection Committee; Crime Prevention Committee*

The IACP recommends the discontinuation of victim forms to waive investigations in the United States. Recognizing that the trauma of being victimized deeply affects crime victims and may impair decision-making, the IACP strongly discourages

the use of waivers or forms that reduce a victim's legal rights to justice and empowerment and advises that they should not be used, regardless of the type of crime. Agencies should also provide trauma-informed interviewing and investigation training to employees.

## The Importance of Law Enforcement-Based Victim Services in the United States

### VICTIM SERVICES COMMITTEE

*Co-Sponsors: Police Investigative Operations Committee; Private Sector Liaison Committee; Crime Prevention Committee; Juvenile Justice & Child Protection Committee; Human & Civil Rights Committee*

The IACP recommends that law enforcement agencies of all sizes work to establish and embed Victim Services Units into their operations so that crime victims have immediate access to professional personnel who understand the complexities of trauma and victim needs. Law enforcement executives are called upon to demonstrate leadership by acknowledging the devastating impact of crime and taking action to contribute to victim recovery and community resilience through employing, embedding, or partnering with specialized victim services personnel. The IACP urges law enforcement agencies to work collaboratively with administrators of the Victims of Crime Act (VOCA) and state and local legislators to identify opportunities and to allocate funding for law enforcement-based victim services programs.

## Support for the Regional Information Sharing Systems (RISS) Program in the United States

### RESOLUTION SUBMITTED BY INDIVIDUAL MEMBER

The IACP recognizes that the Regional Information Sharing Systems (RISS) Program is an indispensable resource for local, state, tribal, and federal law enforcement efforts against crime and terrorism as well as for officer and public safety. The IACP strongly urges the U.S. Congress to fully fund the RISS Program.

## Support for the Use of Officer Safety Event Deconfliction in the United States

### RESOLUTION SUBMITTED BY INDIVIDUAL MEMBER

The IACP resolves that agencies that implement event systematic deconfliction into agency operations should utilize one of the three U.S. nationally recognized event deconfliction systems. The IACP recommends that agencies implement event deconfliction system use into policies and procedures, partner with each other to advocate for the use of event deconfliction systems, and support training for agency personnel. The IACP acknowledges that event deconfliction is most effective when all law enforcement agencies participate.

Copies of current and previous resolutions adopted by the IACP can be found at [theIACP.org/resolutions](http://theIACP.org/resolutions). For more information, please contact **Sarah Guy** at **703-836-6767** or **guy@theiacp.org**.

# Building a Drone Program for More Effective Law Enforcement



**BY**  
Dave Sehnert, Director  
of Innovation and  
Integration, Mission  
Critical Partners

**IN MAY 2018, A LITTLE ROCK, ARKANSAS, MAN ALLEGEDLY FIRED TWO BULLETS THROUGH A WALL INTO A NEIGHBOR'S APARTMENT. WHEN POLICE OFFICERS ARRIVED AT THE SCENE, THEY REPORTEDLY FOUND THE MAN STANDING ON A LEDGE OUTSIDE HIS APARTMENT WINDOW. HE REFUSED TO COMMUNICATE WITH THE OFFICERS. GIVEN THE LOW-LIGHT CIRCUMSTANCES, OFFICERS ON THE GROUND WERE UNABLE TO DISCERN WHETHER THE MAN WAS ARMED.**

According to media reports, the department launched a recently acquired camera-equipped drone to enhance situational awareness. Visuals captured by the drone assured incident commanders that no weapons were within the man's reach. Soon after, officers entered the apartment and arrested the suspect.

Earlier that year, in the United Kingdom, a car crash occurred. Reportedly, one of the crash victims wandered away from the scene in a disoriented state. Unfortunately, none of the witnesses could pinpoint the direction in which he went, and he seemingly vanished into the night. The police department deployed a drone equipped with a thermal-imaging payload that located the man, who had fallen unconscious into a ditch, saving him from the potentially fatal effects of hypothermia.

In October 2019, a drone provided by a volunteer was used by a Minnesota county's sheriff's office to find a six-year-old boy who had been missing for about 10 hours. The drone found the boy and his dog in a cornfield—cold but otherwise unharmed. Given that nighttime temperatures had dipped into the low 40s, the ending might not have been happy had the drone not been deployed.

## OVERVIEW

Drones, also referred to as unmanned aerial vehicles (UAVs) or unmanned aircraft systems (UAS), are aircraft operated and piloted remotely. A drone may be remotely controlled by a human or may fly independently through software-controlled flight plans in their embedded systems, which work in conjunction with onboard sensors and the drone's Global Positioning System (GPS) technology.

Flight is a drone's main purpose, but the aircraft may be equipped with technology capable of recording audio, video, and images. For example, a drone may provide live streaming or aerial images from the scene of an emergency incident directly to the individual (or agency) controlling it. They can be equipped with all sorts of gadgets—video cameras, audio recorders, thermal imagers, and more.

Although many of the most notable drone flights have been for military purposes, drone technology is continuing to advance, and its use has exploded across the public safety sector, including in law enforcement. Prominent law enforcement uses include search and rescue, disaster management, crowd monitoring, crime scene analysis, criminal pursuit, and hostage situations monitoring.

Although public safety agencies traditionally have adopted drones at a more gradual pace than commercial industries and hobbyists, they are now adopting them at unprecedented rates to enhance the safety of citizens, assist local emergency responders, and allow for enhanced efficiency and effectiveness in operations.

#### IMPORTANT CONSIDERATIONS

Drones are a great tool for providing emergency responders with information that will help them perform their jobs more effectively and safely. Public safety drones differ significantly from the type of drones used by commercial entities and hobbyists. For instance, public safety drones need to be durable enough to withstand any type of situation, including long flight time. Yet, before an agency purchases its first drone, there are a handful of important considerations it should be aware of:

**Price:** On the low end, drones equipped with a basic camera can be procured for under \$10,000, while drones with more sophisticated payloads—such as a thermal-imaging camera—cost between \$10,000 and \$15,000. Drones specifically designed for law enforcement with more extensive payloads can cost more than \$30,000.

**Charging and Battery Life:** The charging time of a drone can range from 30 minutes to 2 hours. This is an important consideration given that battery life for a drone typically lasts 20–30 minutes, and emergency incidents can last hours.

**Range:** The greater range the drone has, the farther it can travel—and with a longer span, the drone will be capable of completing a greater variety of missions.

**Cameras:** The higher the camera resolution, the better. All-weather is a must. In some cases, it may be better to purchase a drone without a camera and apply a high-performance pan-tilt-zoom (PTZ) camera with thermal imaging to it.

**Broadband:** Band 14 operation should be considered for U.S. agencies, at least as an option, in case the agency decides to join FirstNet.

#### LEGAL, REGULATORY, AND POLITICAL IMPACTS

A patchwork of local, state, and federal laws and regulations has emerged, creating a policy environment that is cumbersome and confusing. For instance, most state legislatures have not considered drone use by public safety agencies, and in those states

that have, a great disparity exists between them. Texas, for instance, has very prohibitive laws concerning drone use for privacy reasons. Those laws grant 21 exceptions, but use by public safety agencies isn't among them. In contrast, Ohio allows drones to fly anywhere except within five miles of an airport.

The Federal Aviation Administration (FAA) has its own rules and regulations that govern drone use. The FAA's Part 107 rules are relatively few but have the potential to greatly impact a law enforcement agency's drone program. As noted above, drones cannot fly within five miles of an active airport. They also cannot be flown over people, making it much more difficult to conduct surveillance, which is a key drone use case. Waivers can be acquired to circumnavigate these rules, and the FAA has established a portal—the DroneZone—via which public safety agencies can submit waiver applications.

Current U.S. federal laws regarding drone use do not address privacy. However, more than 40 states have enacted laws regarding drone use, and many, if not most, have privacy stipulations. It is recommended that public safety agencies fully review and understand any state or local laws before implementing a drone program or developing use cases.

A key challenge is designing and starting a drone program. One approach is to require each individual flying a drone to have an FAA remote pilot certificate (RPC); they would be the only people authorized to physically control the agency's drones.

A public safety agency could also apply for a Certificate of Waiver or Authorization (COA) to fly on specific missions. Agencies that choose to obtain both a COA and an RPC (i.e., a Part 107 certification) generally pursue parallel paths, working on and submitting the COA application while also having their pilots study for and take the Part 107 test to obtain their RPCs. Pursuing both paths helps to create a thorough, well-organized drone operation.

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*Drone use by law enforcement agencies is beginning to turn from 'nice to have' into a 'must have' as additional use cases begin to emerge.*  
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For example, when the Las Vegas Route 91 Harvest Festival shooting occurred in October 2017, the FBI arrived and reportedly wanted to use drones recently acquired by the Las Vegas Fire Department to begin mapping the scene. However, airspace restrictions were a challenge because the incident occurred in an open field very close to McCarran International Airport. Fortunately, the Nevada Highway Patrol had individually certified pilots and a COA, allowing officers to fly drones close to the airport. Armed with their agency and individual licenses, they were able to put the drones into the sky.

In addition to training and certification, any law enforcement agency considering the deployment of drones should ensure that it is covered by insurance in case of accidents. In the event of property damage or injury, liability insurance can mitigate the damages. Types of insurance to consider include drone liability insurance, hull insurance (for damage to the body of the drone itself), and payload insurance (for equipment on the drone).

Finally, politicians often do not understand technology, so it can take a lot of time and effort to get them to embrace the need for it—which is essential because they typically hold the purse strings.

## SUMMARY

Drone use by law enforcement agencies is beginning to turn from “nice to have” into a “must have” as additional use cases begin to emerge—and demonstrate how drones are saving more lives and increasing the efficiency and effectiveness of law enforcement operations.

Clearly, drones are a great tool for providing officers, troopers, and deputies with information that will help them perform their jobs more effectively and safely. However, while many community members believe that law enforcement is one of the most important use cases for drones, the devices also make people nervous because a perception exists that they can be used to invade one’s privacy. Police drone programs will require careful navigation, including a thorough understanding of state and local laws and regulations concerning drone use, in particular, those pertaining to privacy.

Nevertheless, drones are an incredibly exciting tool for law enforcement agencies and will lead to more lives saved, more criminals apprehended, and safer personnel—which, despite the obstacles described in this article, makes them worth pursuing. ☑

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- ✓ Each document is written and **peer-reviewed** by two separate and distinct groups made up of experienced leaders in law enforcement, policy, and law.
- ✓ IACP members have access to documents on over **130 topics!** Learn about the latest evidence-based procedures for Active Shooters, Body-Worn Cameras, Hate Crimes, and more.
- ✓ **DID YOU KNOW** that the IACP Policy Center continually selects topics to update based on **member interest** and demand?



BY

Scott Harris, Freelance Writer

# During a Disaster or a Routine Interaction, Quality Communication Equipment Is Key



Photos courtesy of Information Station Specialists.



Above: At the heart of the RadioSAFE high performance antenna is a heavy-duty, high-efficiency antenna coil.  
Right: The HPR.0990 Antenna by RadioSafe.

## IN NOVEMBER 2016, FIRES RAVAGED THE TOWN AND TOURIST HAVEN OF GATLINBURG, TENNESSEE. THE FIRES KILLED 14 PEOPLE, HURT HUNDREDS MORE, AND DESTROYED THOUSANDS OF BUILDINGS.

As the disaster unfolded, communication channels—including those used by first responders and their agencies—went down, hampering response efforts.

In early 2018, the family of a 14-year-old boy filed a \$5 million claim against an Arizona city following an incident during which an officer mistook their son, who has autism, for someone under the influence of drugs or alcohol.

These are very different, but equally relevant, examples of the dangers today's police forces face when they operate with suboptimal communications equipment. With natural disasters seeming to dominate headlines

and with community-police tensions running high in many areas, the need for good communication is much more than metaphorical.

From car radios to smartphone apps, various vendors offer a range of communications equipment designed to help.

### HARDWARE

For all first responders in the Gatlinburg area, the aftermath of the fire meant a full assessment of communications capabilities. As they rebuilt, they underwent changes and upgrades, with agencies bolstering their communications infrastructure with RadioSAFE, which was developed by Zeeland,

Michigan-based Information Station Specialists.

"Towers get overwhelmed, batteries die. But every cop has a radio in their car," said company founder Bill Baker. "If you have RadioSAFE, you can always use the vehicle to get the message out there when other options go down and begin to cascade."

As cell towers go dark and batteries run low, RadioSAFE bridges the gap until service is restored. The small radio antenna can be used to communicate for extended periods of time up to a 20-mile radius.

RadioSAFE uses the in-vehicle radio as a broadcasting system, transmitting through 911 and emergency operation centers, which are automatically constructed to maintain power and operations during extended outage periods. The system also allows users to stage multiple messages for different scenarios.

The company's newest product, the HPR.0990 Antenna, is 32 feet long and weighs 30 pounds when assembled. The antenna can be mounted on a pole or tower in the yard of a public safety center.

When first responders inevitably leave the vehicle, it can be a challenge to keep in touch with colleagues and the public—not to mention do police work—with phones where batteries are dead or operations are limited. But that's one of the solutions provided by Iridium, the satellite communications giant headquartered in McLean, Virginia.

Several Iridium solutions could fit the bill for law enforcement. One of these is the GSatMicro, a handheld satellite terminal meant for use in harsh and challenging climates, including those out of reach of conventional communications systems.

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*With natural disasters seeming to dominate headlines and with community-police tensions running high in many areas, the need for good communication is much more than metaphorical.*

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The system's durability and security could make it attractive to law enforcement agencies.

The company's website states, "The GSatMicro brings together powerful electronics with an intelligent core to create an extremely versatile unit that can detect and communicate the behavior of assets in the field. In its handheld form factor, the GSatMicro is the world's smallest and lightest self-contained Iridium satellite communications terminal... Within the ruggedized case resides a programmable intelligence capable of letting you know more than just the location of an asset—but the behavior of the asset and how the world around it is affecting it."

Each GSatMicro comes with a rechargeable battery, an antenna, I/O ports, and Bluetooth and GSM modules.

For phones, there is the Iridium Extreme, a satellite phone designed to withstand austere conditions. Services available on the phone include customizable GPS, online tracking, emergency SOS with notification and two-way global coverage, and it has a military-grade design to withstand water, shock, and dust.

#### **SOFTWARE**

Incidents like the one that occurred in Arizona are not unfamiliar to many in law enforcement, and those types of incidents may be attracting more public scrutiny than ever.

But there is a way for officers to become informed and aware of encounters that carry a higher risk of such incidents—before they can ever take place. A smartphone app allows people to digitally identify themselves ahead of time, with police professionals receiving

advance notification when the two parties approach.

This is possible through Vitals, a Bluetooth-based app designed to facilitate real-time recognition and communication between people with various conditions and disabilities, first responders, and other groups.

"It's the only technology out there that allows the public to communicate directly with first responders," said Janee Harteu, president and CEO of the Eden Prairie, Minnesota-based company that developed Vitals and the retired chief of the Minneapolis Police Department. "It can be hard to connect your cops to the community, at least outside of an active incident or crisis. This is a digital introduction to people on your beat."

The service automatically activates when an officer and a civilian user are within 80 feet of each other. The two parties become aware of each other's presence and basic information, including a photograph, and can provide information that officers can use to prepare accordingly for any encounter.

"Once you download it, you don't have to think about it again," Harteu said. "When an officer gets information on their phone that this person has certain limitations, they may not use force. They may not understand that a person has autism or posttraumatic stress disorder or can't properly communicate. There can be a cost to not understanding, be it in a lawsuit or in community trust. It's about having information on a person in front of you. This is a way to take a lot of guesswork out of police work."

A different kind of phone app aims to be a one-stop shop for law enforcement communications. EnforceNet, created by Austin, Texas-based DigitalBlue Software, is a smartphone- and tablet-based solution designed to improve safety and communication for all public safety professionals.

"EnforceNet automatically creates a single agency and mutual aid network of agencies, all on a common, secure, CJIS-compliant platform," said Herbert

Severin, president of DigitalBlue Software. "It provides robust location, communication, and alerting functionality out of the box with a simple app download."

The app integrates mapping and allows users quick access to communicate with other public safety users and to search for units, resources, agencies, and locations. You can easily communicate with anyone from your agency or any unit that is sharing its information from anywhere they are shown in the app.

"Public safety rises and falls on the quality of communication," Severin said. "The scope of that communication doesn't stop with people, but it includes the coordination of equipment and the delivery of situational awareness, incident notification, and command-and-control information at the right time and to the right person." ♡

## **SOURCE LIST**

For contact information, please visit Police Chief Online: [policechiefmagazine.org](http://policechiefmagazine.org)

- Axis Communications
- DigitalBlue Software
- Frontline Communications
- Information Station Specialists
- INVISIO Communications
- Iridium Communications
- Kyocera International
- LanguaugeLine Solutions
- Nomad GCS
- OSOU/CJIS
- OTTO Engineering
- Phonexia
- Vitals Aware Services Inc.

## Stay up to date on new products and advances in technology to ensure your officers are equipped with the tools they need.

### Scheduling Mobile App

Atlas Business Solutions, Inc., announces the release of an updated mobile app for its online public safety staff scheduling software, ScheduleAnywhere. The mobile app allows managers to edit schedules, post changes, and manage employee requests when they are away from their desks. Remote managers can make last-minute schedule changes from the app or website. They can choose to view specific employees by selecting filters, such as location, position, shift, and skill. Managers can also address employee requests using their mobile devices. Within seconds, managers can review time-off, swap, or cover requests and communicate approvals or denials to employees.

[www.scheduleanywhere.com](http://www.scheduleanywhere.com)



### Multi-Gas Detector

FLIR Systems, Inc., presents the FLIR MUVE C360, a multi-gas detector specifically built for unmanned aerial systems. The detector provides a new level of safety, dramatically reducing time to action, and delivering a more complete assessment in situations where every second counts. The MUVE C360 houses a photoionization detection system, as well as a suite of advanced electrochemical sensors that provide real-time continuous monitoring of chemical hazards. This capability will enable emergency response teams to assess situations remotely and select the proper personal protective equipment. It enables response teams to quickly draw a perimeter and map known hazards, while preset alarm thresholds help scene commanders or security operators make quick decisions.

[www.flir.com/C360](http://www.flir.com/C360)



### Gunshot Detection System

Shooter Detection Systems introduces a new addition to the Guardian Indoor Active Shooter Detection System product line in the form of a patent-pending wireless/battery-powered gunshot detection sensor. The sensors have a secure and reliable dual mode wireless option that alerts building occupants and law enforcement to active shooter incidents. Guardian Wireless sensors utilize a highly secure long-range wireless technology, ensuring optimum system uptime as the sensors scan the environment for gunshots while filtering out false alerts. The new sensors are also compatible with the company's patent-pending handheld tester, used in installations and in annual onsite testing performed as an additional layer of compliance.

[www.shooterdetectionsystems.com](http://www.shooterdetectionsystems.com)

### Drone Cases

Pelican Products releases the Pelican Flightline Series Cases to protect popular DJI brand drone models and accessories. Engineered with precision-cut polyethylene foam interiors to protect the drones and accessories, the cases feature a proprietary open-cell core wall construction, allowing them to stand up to harsh conditions. The case protecting the DJI Matrice is modified with a robust pull handle and four stainless steel, ball bearing wheels for effortless transport. All cases in the line meet and exceed MIL-SPEC standards and feature sturdy double-throw compression latches, a polymer O-ring, and an integrated pressure equalization valve that keeps moisture out and prevents vacuum lock.

[www.pelican.com/us/en/professional/drone-cases](http://www.pelican.com/us/en/professional/drone-cases)



## Camera Registry Module

Genetec, Inc., launches the new camera registry module for Genetec Clearance, a digital evidence management system that facilitates collaboration between public safety agencies, corporate security departments, businesses, and the public. With the new camera registry module, organizations can share a registry of the cameras deployed, allowing authorized users to rapidly identify cameras of interest and request video to assist in an investigation. Genetec Clearance supports a variety of video codecs, so recipients can easily review recordings from a web browser without having to download and install a separate video player. The technology allows organizations to more easily share video evidence between stakeholders operating across different systems, departments, and jurisdictions.

[www.genetec.com/clearance](http://www.genetec.com/clearance)



## Multi-Access Hub

InterMotive Vehicle Controls has developed a product to address the increase of aftermarket devices using the OBDII connector on commercial vehicles. The Break Out Box (BOB) is a multi-access hub for CAN bus connections to help reduce compatibility issues on the network. Additionally, BOB decreases the necessity of multiple harnesses crowding the Data Link Connector (DLC) under the dash. Two versions of the product, BOB and BOBe, offer custom options according to customer needs. BOB is available on Ford, GM, FCA, and medium-duty vehicles used in law enforcement, transit, fire, and work truck applications.

[www.intermotive.net](http://www.intermotive.net)



## Magnifying Scope

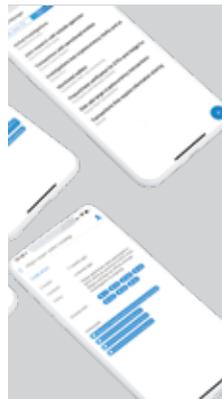
Meprolight announces the MEPRO MX3 T. This compact and lightweight magnifying scope, with an integrated side flip adaptor, is designed to give CQB optics an option to sight at greater distances more easily. The operator can flip the scope to its resting position and out of the way of the reflex sight. The elevation and windage dials are easy to manipulate, allowing the user to precisely adjust the scope to increase the overall effective range of the reflex sight. The MEPRO MX3 T is compatible with Meprolight optical weapon sights, as well as other manufacturers' sights.

[www.meprolight.com](http://www.meprolight.com)

## Cryptocurrency Forensics App

CipherTrace introduces CipherTrace Scout, a mobile app for cryptocurrency forensics that identifies high-risk bitcoin and traces illicit sources of ethereum in the field. With Scout, investigators simply enter any ethereum or bitcoin address into a search interface, and the mobile app determines if tokens are tainted through ransomware transactions, dark market purchases, or other criminal activities. The app also displays the address balance, amount received and sent, and the total numbers of transactions. Users can sort transactions by owner, type, and country, and they can view their open cases or track shared cases along with notes and addresses the cases contain.

[www.ciphertrace.com](http://www.ciphertrace.com)



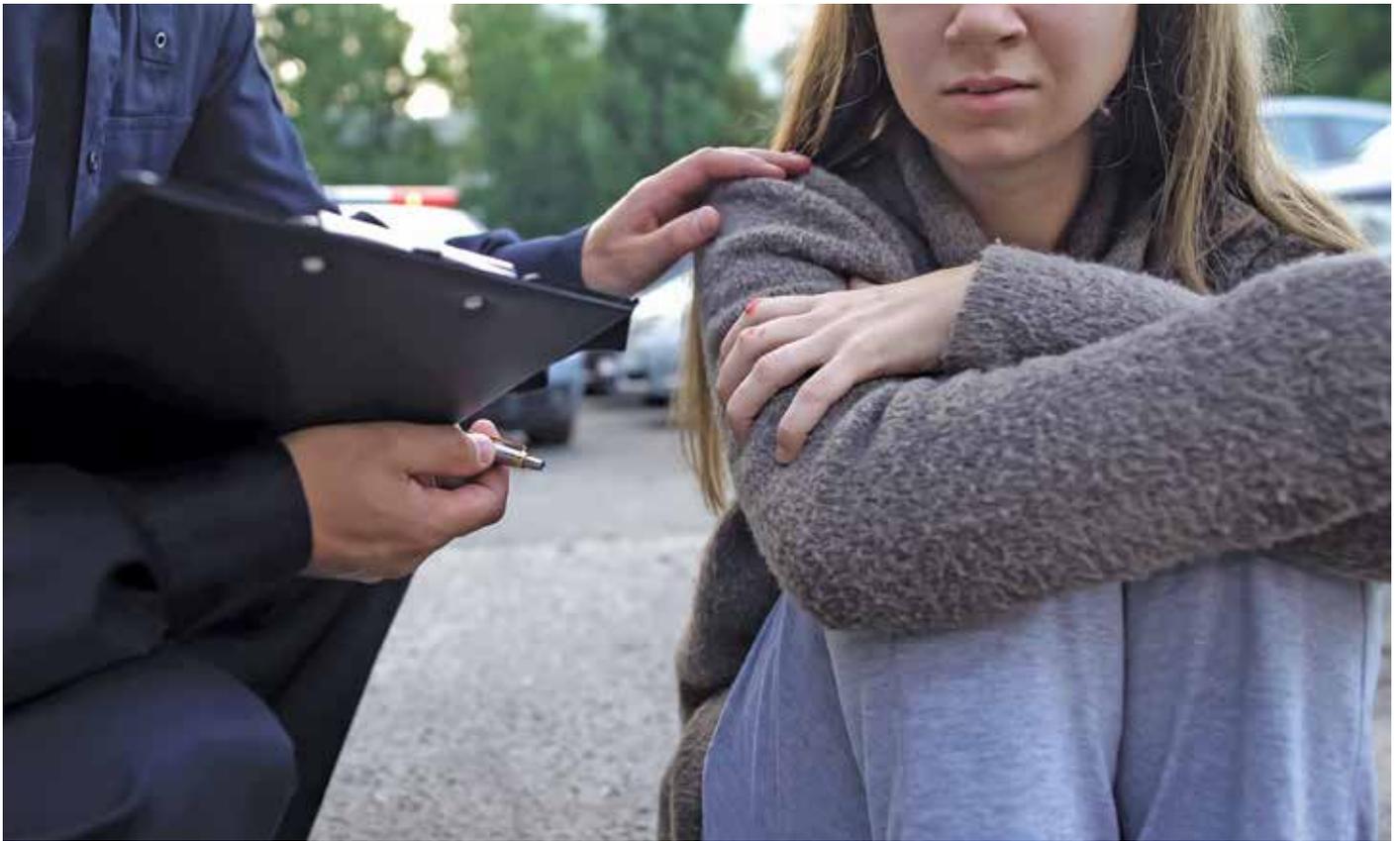
## Public Safety Radio

APX NEXT is the newest mission-critical Project 25 public safety radio offering from Motorola Solutions. The company also provides ViQi, a public safety virtual assistant that provides vital information to first responders and allows users to operate APX NEXT via voice control. The radio comes with embedded LTE connectivity enabled by the FirstNet communications platform to quickly deliver voice and data to first responders in the field. It features a touchscreen that can be used during rain and while wearing gloves. The radio offers one-touch access to radio controls, large touch targets, and an optimized user interface for fast navigation.

[www.motorolasolutions.com](http://www.motorolasolutions.com)

# Meeting the Critical Needs of Crime Victims through Effective Response

## Law Enforcement–Based Victim Services



By  
Amy Durall, Project Manager, IACP

### **VICTIMS OF CRIME ARE TASKED WITH NAVIGATING COMPLEX SYSTEMS IN WHICH THEY DID NOT ASK TO PARTICIPATE.**

Their ability to meaningfully engage in the criminal justice process is often challenged by the short- and long-term impact of trauma. While victims of crime are afforded legal rights, they are also deserving of responsive, accessible services to assist them in exercising those rights throughout their contact with the criminal justice process.

Law enforcement agencies are uniquely positioned to lead coordinated, collaborative,

multidisciplinary, and trauma-informed response to crime victims. However, according to the *2013 Law Enforcement Management Analysis Statistics (LEMAS)* report, which is produced by the U.S. Department of Justice, Bureau of Justice Statistics (BJS), only 13 percent of U.S. law enforcement agencies reported having a specialized unit with full- or part-time personnel dedicated to victim assistance.

The International Association of Chiefs of Police (IACP) has the capability to support local, state, and tribal law enforcement agencies of all sizes through the Law Enforcement–Based Victim



This project was supported by Grant No. 2018-V3-GX-K049, awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this document are those of the author and do not necessarily represent the official position of the U.S. Department of Justice.

Services and Technical Assistance Program (LEV Program). The LEV Program provides foundational guidance for law enforcement agencies to connect crime victims to vital resources in a coordinated and trauma-informed manner through the development or enhancement of victim services programs. Sponsored by the U.S. Department of Justice, Office for Victims of Crime (OVC), these efforts recognize that law enforcement agencies have the ability to ensure victims of crimes are treated with fairness and respect and are notified of their rights, provided with updates on their cases, and given the information and referrals needed to address the often traumatic impacts of victimization.

OVC is taking steps to invest in the development and growth of law enforcement-based victim specialists across the United States, and the IACP is proud to serve as the training and technical assistance provider for agencies selected to receive funding toward these efforts. As of October 2019, through the LEV Program, 52 law enforcement agencies have been selected to receive this crucial funding aimed at supporting collaborations between police and the communities they protect—which can lead to more successful investigations and prosecutions.

Through comprehensive training and technical assistance, led by the IACP and in partnership with the National Crime Victim Law Institute (NCVLI) and Unified Solutions Tribal Community Development Group, Inc. (Unified Solutions), law enforcement agencies can establish effective and sustainable responses to crime victims. In addition to the creation of an individualized **development plan** for each funded law enforcement agency, the IACP and its partners utilize innovative strategies to deliver and reinforce concepts and information essential to successful law enforcement-based victim services. These strategies include

- **Program Staff Virtual Trainings** conducted in a direct instruction format by IACP, NCVLI, and Unified Solutions staff on foundational topics. Additionally, **quarterly meetings** are scheduled with law enforcement agencies to review the application of information learned through virtual trainings.
- **Sworn Staff Virtual Trainings** delivered by IACP, NCVLI, and Unified Solutions staff to law enforcement leadership on topics related to victim services.
- **Victims' Rights Virtual Trainings** that guide law enforcement agencies toward effective notification of and assistance for crime victims to exercise their constitutional and statutory rights.

- **Regional Trainings** that cover foundational material related to the development or enhancement of law enforcement-based victim services. These trainings are vital for implementing facilitated peer support and learning.
- **Victims' Rights Jurisdiction Profiles** prepared by NCVLI and Unified Solutions in state-specific formats that review and analyze constitutional provisions, statutes, rules, policies, and case law pertaining to victims' legal rights.
- **Timed Publication Release** to provide guidance on promising practices and overarching topics to include advocacy parameters, documentation considerations, partnerships and collaborations, and overall value of victim services. Supplemental publications in a **template package series** provide practical templates for personnel standards and responsibilities and crime-specific protocols that can be adapted to individual jurisdictions.

The IACP is committed to providing law enforcement agencies with guiding information toward ethical victim services program standards, responsible and effective staffing models, and high-quality service delivery to crime victims. To ensure open access to this guidance, all virtual trainings and publications are available at no-cost on the IACP website: [theIACP.org/projects/law-enforcement-based-victim-services-lev](http://theIACP.org/projects/law-enforcement-based-victim-services-lev). Through the standardization of professional victim services practices, crime victims' needs can remain at the forefront of response efforts. ♡

## LEV RESOURCES

### Webinars

National Crime Victim Law Institute (NCVLI) – The Role of Victims' Rights & Advocacy

International Association of Chiefs of Police (IACP) – Key Considerations

IACP – Advocacy Parameters

### Publications

*Establishing or Enhancing Law Enforcement-Based Victim Services: What Are the Key Considerations*

Law Enforcement-Based Victim Services: Key Considerations Checklist

### Template Package Series

Law Enforcement-Based Victim Services – *Template Package I: Getting Started*

Law Enforcement-Based Victim Services – *Template Package II: Protocols & Documentation*

**VIEW COLUMN ONLINE FOR LINKS TO THESE RESOURCES.**

# 2020 IACP OFFICER SAFETY AND WELLNESS SYMPOSIUM



The 2020 IACP Officer Safety and Wellness (OSW) Symposium will convene in Miami, Florida, February 27–29. Along with a wide range of activities and numerous networking opportunities, the symposium offers 40 educational workshops, including evidence-based practices, case studies, and other takeaways to help your agency develop new techniques to improve safety and wellness standards for officers.

Sessions and activities are geared to meet the needs of a broad range of law enforcement stakeholders:

- Officers
- Executives
- Fitness and wellness coordinators
- Police psychologists
- Police physicians
- Families
- Academics

## WORKSHOPS

The symposium will include 40 educational workshops across three days. Each workshop will provide a different approach to handling the issues that face law enforcement officers and agencies when it comes to safety and wellness. The workshops will provide the most up-to-date information on these relevant issues:

- Executive Leadership
- Family Wellness
- Financial Wellness
- Injury Risk Reduction
- Mental Health
- Mindfulness
- Peer Support Programs
- Physical Fitness
- Post-Traumatic Stress
- Resilience
- Sleep Deprivation
- Suicide Prevention
- Tactical Athleticism



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## SCHEDULE OF EVENTS

### OPENING CEREMONY:

On Thursday, February 27, IACP's 2020 OSW Symposium will kick off with discussions by IACP President Steven R. Casstevens and federal partners about the trends and issues of officer safety and wellness today.

### INTERNATIONAL PERSPECTIVES GENERAL SESSION:

The Friday, February 28, general session will feature an international panel of speakers from Australia, the United Kingdom, and Canada who will discuss global OSW themes, issues, and solutions.

### QUICK HITS:

On Friday afternoon, February 28, the symposium will open up for short, powerful presentations on cutting-edge topics in a more open forum that offers interaction with the subject matter experts and other attendees.

### ACTIVITY BREAKS:

Are you ready to break the 2019 OSW Symposium Plank Challenge record of a 12-minute plank? Physical fitness activity breaks with a little friendly competition will keep you energized throughout the day.

### MORNING YOGA AND MINDFULNESS:

Start your days off on the right foot with a group yoga session or mindfulness exercises.

### CLOSING CEREMONY:

On Saturday, February 29, Chief Michael Kehoe, who was chief of the Newtown, Connecticut, Police Department at the time of the Sandy Hook school shooting, and his wife, Lori Kehoe, will share their experiences and perspectives on the impact of critical incidents and the importance of building a culture of wellness for both officers and their families throughout an officer's career.



## OSW CONFERENCE APP

Download the IACP Events app from Google Play or the Apple App Store to view OSW Symposium speakers, workshops, and events and to build your own schedule.

**THE APP GOES LIVE JANUARY 27, 2020.**

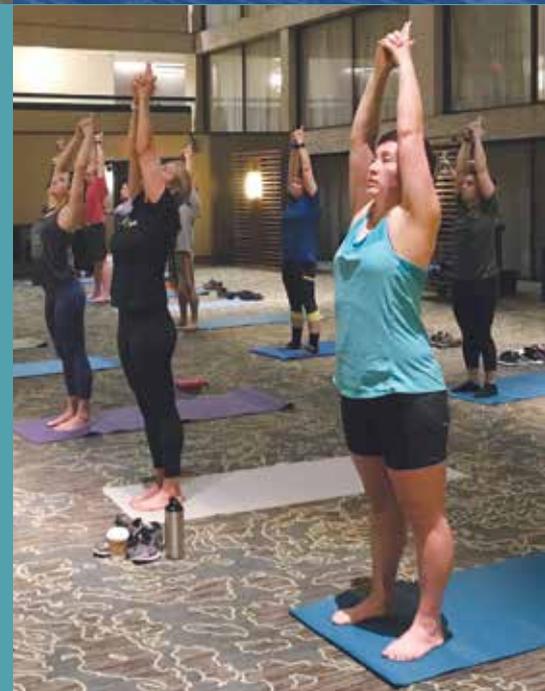
## KEY DATES

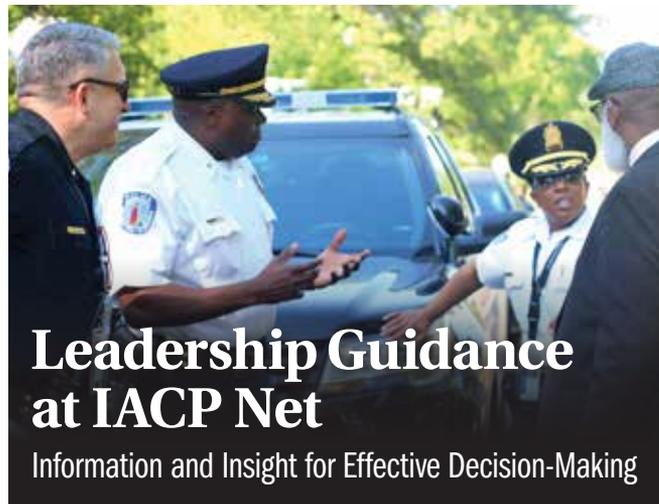
**EARLY REGISTRATION ENDS:  
JANUARY 15, 2020**

(Attendees can register online until the symposium start date, as well as on-site during the event: [theIACP.org/OSWSymposium](http://theIACP.org/OSWSymposium).)

**MOBILE APP LAUNCH:  
JANUARY 27, 2020**

**HOTEL ROOM BLOCK DEADLINE:  
FEBRUARY 5, 2020**





## Leadership Guidance at IACP Net

Information and Insight for Effective Decision-Making



For more than 25 years, IACP Net has and continues to provide the most innovative and up-to-date information on leadership best practices, helping law enforcement leaders stay current and make effective management decisions.

The Periodicals section houses current and past issues of *Police Chief*, *Sheriff & Deputy*, and more, including the following leadership articles:

- “Increasing Officer Resilience Through Servant Leadership” (651980)
- “Connecting Research, Decision-Making, and Police Training” (651914)
- “Preparing for the Office: A Sheriff Reflects on Lessons Learned” (651949)

The Main e-Library includes thousands of documents with solutions and best practices for law enforcement, including

- Intelligence-Led Policing Starts with an Intelligent RMS (651995)
- Community Policing: A First-Line Supervisor’s Perspective (651886)
- Opioid Crisis: Two Chiefs Discuss the Challenges, Changes, and Results in Their Jurisdictions (651444)
- Women in Policing: Breaking Barriers and Blazing a Path (651800)

The Events and Training section includes leadership development opportunities, upcoming conferences, and more, including

- Leadership in Police Organizations (LPO)
- Women’s Leadership Institute
- IACP 2020 Technology Conference

Access these resources and more at [theIACP.org/IACPnet](http://theIACP.org/IACPnet). For more information, call the IACP Net team at 800.227.9640.



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Visit [theiacp.org/member-benefits](http://theiacp.org/member-benefits) for more information.





TOP IACP BLOG POST



**The Winner of the 2019 IACP/Target Officer of the Year Is...**

The International Association of Chiefs of Police (IACP) is pleased to announce Border Patrol Agent Jonathan Morales is the 2019 IACP/Target Police Officer of the Year. The U.S. Customs and Border Protection officer sprang into action in April after a gunman opened fire in a synagogue in California on the last day of Passover.



Read this blog post and others at [theIACP.org/blog](http://theIACP.org/blog).

POPULAR IACP RESOURCE



**Sexual Assault Incident Reports: Investigative Strategies**



Access this resource and more at [theIACP.org](http://theIACP.org).

FEATURED ITEM IN IACP MONTHLY NOVEMBER NEWSLETTER



**The IACP's Digital Task Force Releases Executive Primer**

The IACP's Digital Evidence Task Force (DETF) released its executive primer at the 2019 Annual Conference. The *DETF Executive Primer* includes policy considerations, education for law enforcement executives, and ideas on how to work with communities and policy makers addressing the challenges that digital evidence creates.



Learn more or register at [theIACP.org/resources/document/digital-evidence-task-force](http://theIACP.org/resources/document/digital-evidence-task-force)

TWEET



of the month



The @TheIACP/@DOJBJA/@PennPosPsychCtr VALOR Law Enforcement Resilience Training Program holds the first ever train-the-trainer to develop law enforcement resilience trainers to teach officers skills to navigate challenges and maintain wellness.



TOP POLICE CHIEF NOVEMBER ONLINE BONUS ARTICLE

**“Education Offers Best Solution for Police Misconduct”**

By Sherah Basham, PhD, Columbia Southern University



Read this article and more bonus content at [policechiefmagazine.org/category/bonus-online-article](http://policechiefmagazine.org/category/bonus-online-article).

THIS MONTH'S QUOTE



The preparation taken by a senior leader to enable his or her organization's resiliency will determine if the team succeeds in healing and growing through a trauma or if its effectiveness gets crushed by a traumatic event from which it never fully recovers.



*“Turning Tragedy into Triumph”*  
36-43

# Retired? Now What?

**DO YOU WISH TO STAY CONNECTED TO OTHER CHIEFS OF POLICE AND TOP ADMINISTRATORS—THOSE WHO MANAGE AND LEAD THE DAY-TO-DAY OPERATIONS OF THEIR JURISDICTIONS—WHILE YOU HAVE CHOSEN TO STEP BACK FROM THE REWARDS, FRUSTRATIONS, EXCITEMENT, AND CHALLENGES OF LEADING A LAW ENFORCEMENT AGENCY? IACP HAS A PLACE FOR YOU IN THE RETIRED CHIEFS OF POLICE SECTION.**

You have retired from active law enforcement and might be collecting a monthly stipend. And, there you go—end of your story. Documentaries and sports are your mantra from this day forward. But,

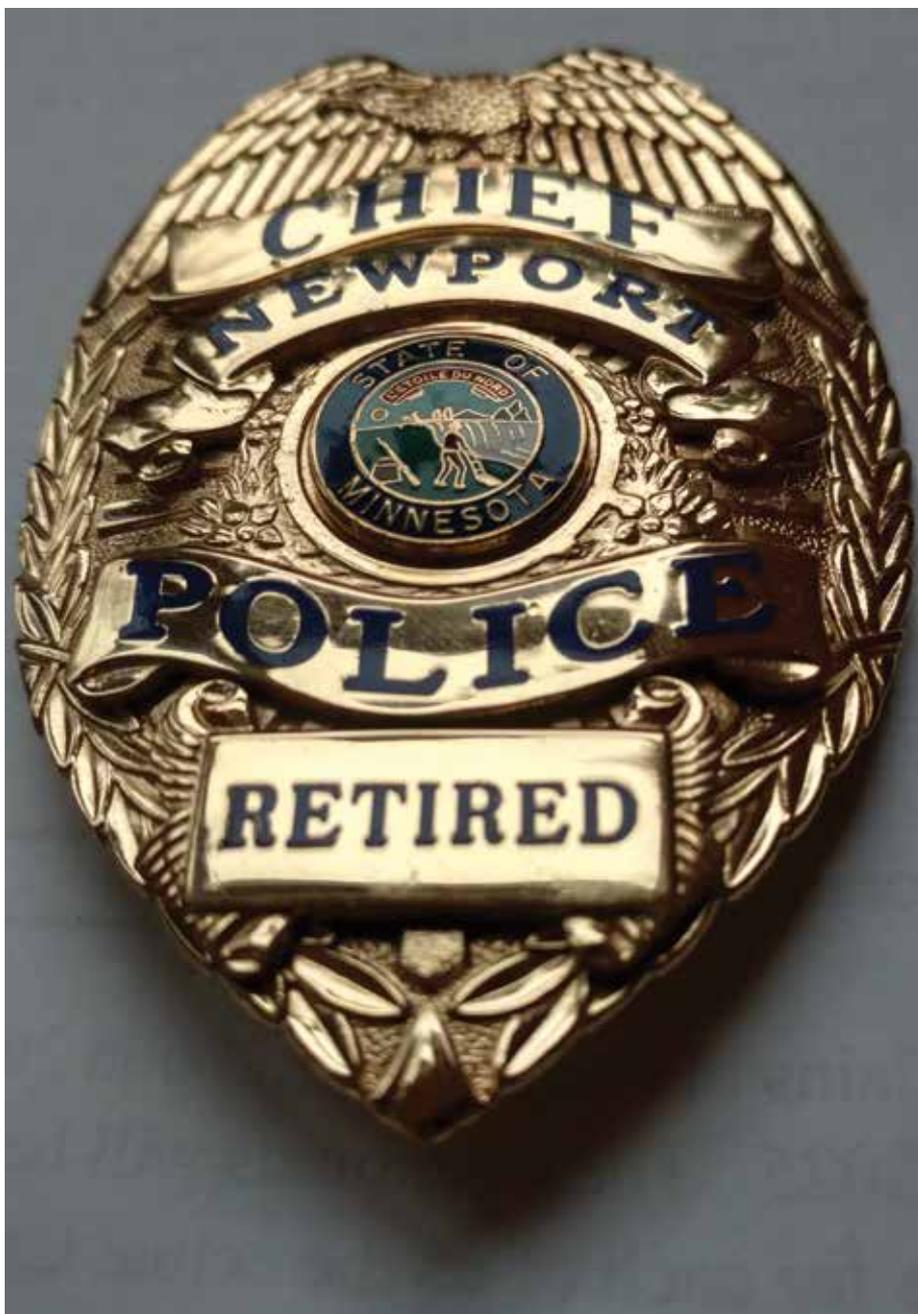
there might be some businesses that are looking for your services and expertise, while your Rolodex is still brimming with the contacts you made in IACP and across the industry. Or you might

just be dissatisfied or unfulfilled with leaving service behind. Is your rewards column of life far from being full? Are you looking for more?

What about joining a law enforcement youth education program to help perpetuate honor and knowledge for those interested in a career that you still love? The newest program, run exclusively by current and retired law enforcement officials, as well as business public safety support personnel, is Public Safety Cadets. Or what about volunteering to be a sergeant-at-arms for a conference or other large event? Does your local school district allow you to be a substitute teacher? Opportunities for retired police leaders abound, and the Retired Chiefs of Police Section is looking for you and your thoughts about how we can still be viable, helpful, energetic, and current contributors to the IACP and our communities.

One of the focal points for the section has been the question of how the section members can stay connected to one another. Another point of focus is looking at what can we do to support the other members of the IACP. Can we put together a learning session for our next annual conference that is topical and chock full of experience and recommendations for those looking to retire? With your involvement, your thoughts, and your coordinated actions, we can continue to serve the public and our organization with the knowledge gained from our long years of experience.

Renew your section membership or join our special group of law enforcement officials who have experienced the joy of protecting, serving, and retiring from honorable service, only to stay connected through the Retired Chiefs of Police Section of the IACP. The Retired Chiefs of Police Section is open to retired IACP members. Pay your annual dues, and join our section at no additional cost. ♡



## CALENDAR

## 2020

FEB  
27  
—  
29**IACP Officer Safety and Wellness Symposium,**  
MIAMI, FL

Improving officer safety and wellness enhances the health and effectiveness of officers, as well as the safety of the community. This symposium is a unique occasion for law enforcement professionals to learn from experts in the field about resources, best practices, and strategies for comprehensive officer safety and wellness.

[theIACP.org/OSWSymposium](http://theIACP.org/OSWSymposium)

MAR  
24  
—  
26**IACP Division Midyear,** DENVER, CO

The Division of State and Provincial Police, Division of State Associations of Chiefs of Police, and Midsize Agencies Division's annual midyear meeting provides an opportunity to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with colleagues.

[theIACP.org/division-midyear](http://theIACP.org/division-midyear)

MAY  
1  
—  
3**Policy Council Midyear,** ORLANDO, FL

This meeting will provide an opportunity for IACP committee members to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with peers and colleagues in the field. This meeting is for appointed members of IACP committees.

[theIACP.org/policy-council-midyear](http://theIACP.org/policy-council-midyear)

MAY  
12  
—  
14**IACP Technology Conference,** PORTLAND, OR

The IACP Technology Conference is a professional law enforcement event bringing together leading practitioners to explore opportunities to apply the latest technologies to law enforcement to create efficient solutions and keep pace with cyber-enabled crimes.

[theIACP.org/tech-conference](http://theIACP.org/tech-conference)

AUG  
6  
—  
8**DAID Conference,** SAN ANTONIO, TX

The DAID Conference features a mix of plenary sessions and concurrent workshops that are designed to keep attendees up to date on the latest practice and science relating to impaired driving with a focus on drug impairment detection and recognition. Attendance is open to drug recognition experts, physicians, prosecutors, toxicologists, sworn officers, first responders, and civilian employees of public safety and government agencies.

[theIACP.org/DAIDconference](http://theIACP.org/DAIDconference)

OCT  
17  
—  
20**IACP Annual Conference & Exposition,**  
NEW ORLEANS, LA

Since 1893, the IACP has been shaping the law enforcement profession. The IACP Annual Conference and Exposition has been the foundation, providing leaders with new strategies, techniques, and resources they need to successfully navigate the evolving policing environment.

[theIACPconference.org](http://theIACPconference.org)



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Have you previously been a member of IACP?  Yes  No

Date of Birth: (MM/DD/Year) \_\_\_\_/\_\_\_\_/\_\_\_\_ I am a sworn officer.  Yes  No

Number of sworn officers in your agency (if applicable) \_\_\_\_\_

Approximate pop. served (if applicable) \_\_\_\_\_

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All memberships expire December 31 of each calendar year. Applications received after August 1 will expire the following year. Return completed application via mail, fax (703-836-4543) or email ([membership@theiacp.org](mailto:membership@theiacp.org)). Questions? Contact Membership at 800-THE-IACP.

## Membership Categories

Information on membership categories, benefits, and eligibility can be found on the IACP web site [www.theiacp.org/membership](http://www.theiacp.org/membership)

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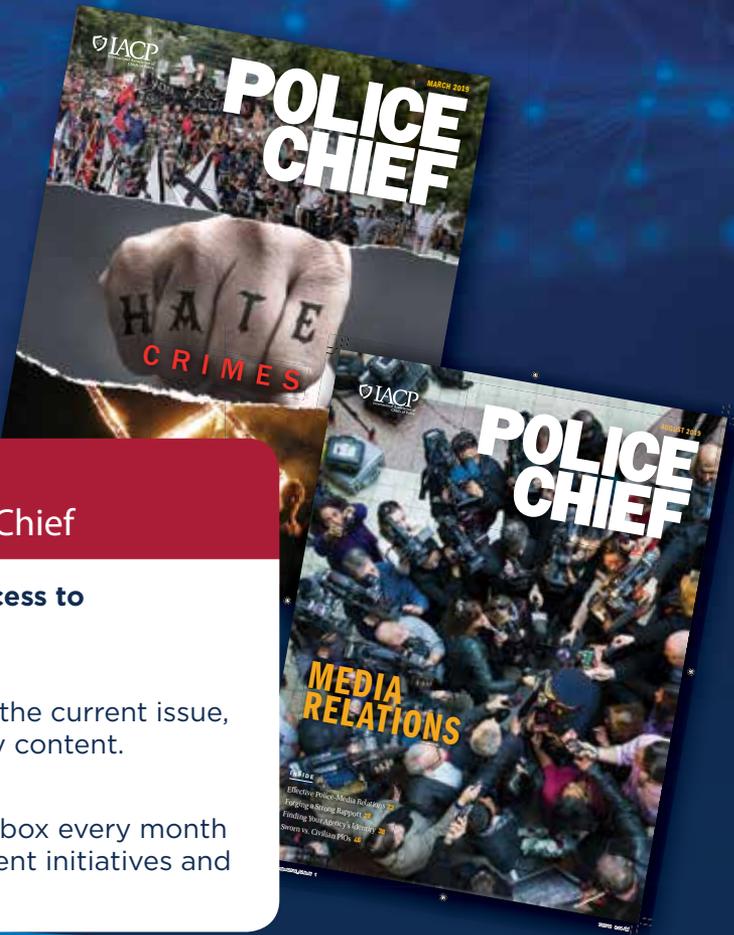
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