

# POLICE CHIEF



## Officer Wellness & Resiliency



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## Officer Wellness & Resiliency

Comprehensive officer wellness goes beyond physical safety to include emotional and mental health in the workplace, in the field, and at home. It's imperative that police leaders and officers understand the challenges to wellness and the best practices for addressing them.



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### 30 Addressing Burnout and Compassion Fatigue

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THOMAS E. COGHLAN

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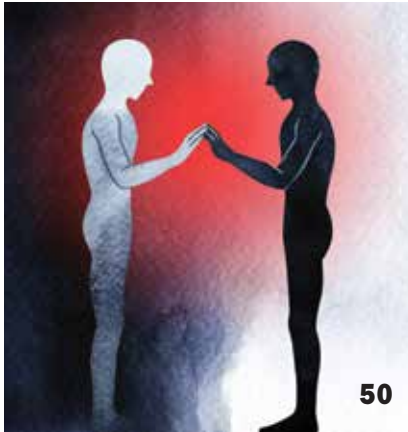
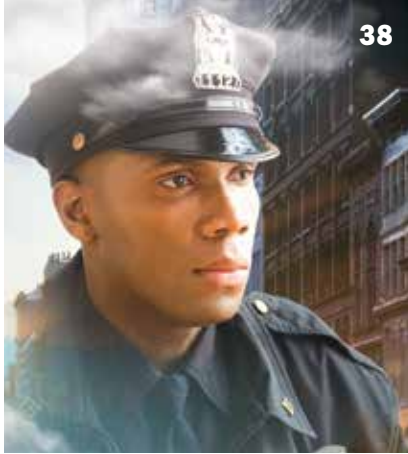
Community wellness requires healthy officers. Ontario Provincial Police has implemented a number of internal mental health strategies to maintain a well workforce.

ROBYN MACEACHERN, RICK FOLEY

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Bonus articles are posted weekly at [policechiefmagazine.org](http://policechiefmagazine.org)

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<p>16</p>  <p><b>Eric R. Atstupenas</b></p> <p><i>Eric Atstupenas is the general counsel for the Massachusetts Chiefs of Police Association. Licensed to practice law in three states, he is a member of the IACP Legal Officers Section, and he is the author of several training materials and articles. In addition, he provides training to law enforcement professionals on various topics.</i></p>	<p>18</p>  <p><b>Jake Davis</b></p> <p><i>Jake Davis, AIA, leads DLR Group's Justice+Civic Public Safety Studio. He is an expert in the design and planning of public safety facilities and has presented his insights at international public safety conferences, highlighting the need to design healthy spaces to reduce stress and improve officer wellness.</i></p>	<p>21</p>  <p><b>Chief John Letteney</b></p> <p><i>John Letteney has held the position of chief at Apex Police Department since December 2012. His 37-year law enforcement career has included the roles of chief of Southern Pines Police Department and captain/zone commander for Monroe County Sheriff's Office. He currently serves as 4th vice president of the IACP.</i></p>	<p>30</p>  <p><b>Dr. Thomas E. Coghlan</b></p> <p><i>Tom Coghlan is a clinical psychologist and a retired New York Police Department detective. He is the chief clinical officer for a first responder treatment program at Lumiere Treatment, and owns a private practice that exclusively serves first responders, Blue Line Psychological Services, PLLC.</i></p>
<p>38</p>  <p><b>Richard Goerling</b></p> <p><i>Richard Goerling is a retired police lieutenant and a thought leader in resiliency, human performance, leading change, and community building. He is an affiliate professor in the Graduate School of Psychology at Pacific University and completed a year-long training program at the University of California Los Angeles, Mindful Awareness Research Center.</i></p>	<p>44</p>  <p><b>Inspector Robyn MacEachern</b></p> <p><i>Robyn MacEachern is a 25-year member of the Ontario Provincial Police. She is currently assigned to the Career Development Bureau as the manager of the Ontario Provincial Police Wellness Unit.</i></p>	<p>44</p>  <p><b>Staff Sergeant Rick Foley</b></p> <p><i>Rick Foley is a 19-year member of the Ontario Provincial Police. He is currently assigned to the Career Development Bureau as the provincial coordinator of the Critical Incident Stress Response/Peer Support (CISR/PS) teams within the Wellness Unit.</i></p>	<p>50</p>  <p><b>Dr. Lewis Z. Schlosser</b></p> <p><i>Lewis Schlosser is a board-certified police and public safety psychologist who has conducted more than 7,000 law enforcement recruit and fitness-for-duty evaluations. He frequently makes presentations for law enforcement leaders on fitness for duty evaluations and officer wellness. Dr. Schlosser is a member of the IACP Police Psychological Services Section.</i></p>
<p>50</p>  <p><b>Chief Andrew A. Kudrick Jr.</b></p> <p><i>Andrew A. Kudrick Jr. is a 25-year veteran of the Howell Township Police Department in New Jersey. During his tenure as chief, he has instituted programs within the department to increase employee mental and physical health. He currently serves as the vice president of the Monmouth County Police Chiefs Association.</i></p>	<p>58</p>  <p><b>Nicole Randall</b></p> <p><i>Nicole Randall is the communications senior director at the Out of Home Advertising Association of America. Her career started as an intern (from Ohio University) at the National Center for Missing &amp; Exploited Children.</i></p>	<p>58</p>  <p><b>Chief Michael A. Brown</b></p> <p><i>Michael A. Brown has been the chief of the Sugarcreek Township Police Department in Ohio since 2013. His prior experience includes 26 years with the Dayton, Ohio, Police Department; he retired as a major.</i></p>	

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# Moving the Conversation on Mental Health Forward



**Paul M. Cell**  
Chief of Police

*Montclair State University  
Police Department, New Jersey*

“  
**We have lost too many of our own to suicide, and we must commit to ensuring better services and outcomes for our officers.**

”

**THE HEALTH AND SAFETY OF LAW ENFORCEMENT OFFICERS HAS ALWAYS BEEN A PRIORITY OF IACP AND HAS BEEN A SIGNIFICANT ISSUE THAT ALL OF THE PAST PRESIDENTS OF THE IACP HAVE DEVOTED ATTENTION AND RESOURCES TO. FROM OUR RECENT INAUGURAL OFFICER SAFETY AND WELLNESS SYMPOSIUM IN SAN ANTONIO, TEXAS, TO OUR CURRENT WORK IN THE AREAS OF FAMILY WELLNESS, RESILIENCE, AND SUICIDE PREVENTION, THE IACP STAYS ON THE CUTTING EDGE OF ISSUES IMPACTING THE WELL-BEING AND SAFETY OF LAW ENFORCEMENT.**

As leaders, we must prioritize the safety and wellness of our officers and provide them with the proper resources and support to get home not only physically safe, but also well. As a field, we have long faced a powerful stigma that too often prevents officers from accessing mental health services in times of need. We have lost too many of our own to suicide, and we must commit to ensuring better services and outcomes for our officers.

To this end, I am proud to announce that the IACP has launched the National Consortium on Preventing Law Enforcement Suicide (the Consortium), a project of the U.S. Department of Justice, Bureau of Justice Assistance's (BJA's) National Officer Safety Initiatives Program. The Consortium will provide a voice to address the mental health needs of law enforcement officers by convening multidisciplinary experts to

raise awareness of and to prevent law enforcement suicide. Members of the Consortium include law enforcement officers and families, mental health and suicide prevention experts, and academics. Through a partnership with the National Action Alliance for Suicide Prevention (Action Alliance), we will expand our reach and increase our understanding of suicide prevention successes and promising practices from a broad range of public and private sector fields.

In a profession that prides itself on bravery and heroism, mental health concerns may be mistakenly viewed as weakness by some. Law enforcement suicide is often difficult to acknowledge and discuss. As law enforcement suicides continue to outnumber line-of-duty deaths each year, it is time to transform the conversation into action. We must end the silence and stigma of law enforcement suicide. With direction from BJA, the IACP, and the Action Alliance, the Consortium will leverage its collective expertise to produce a variety of resources directed toward halting law enforcement suicide. These resources will include a groundbreaking comprehensive report; recommended policy and procedure updates; research and creation of a national database; effective messaging strategies; and promising practices in suicide prevention, intervention, and postvention.

With each phase of IACP's efforts to address this issue, we move the



To learn more about the NOSI Program or the National Consortium on Preventing Law Enforcement Suicide, please visit [www.bja.gov/national-officer-safety-initiatives/index.html](http://www.bja.gov/national-officer-safety-initiatives/index.html) and [theIACP.org/resources/document/law-enforcement-suicide-prevention-and-awareness](http://theIACP.org/resources/document/law-enforcement-suicide-prevention-and-awareness).

The President's Message is now available each month to our readers in five languages: Arabic, English, French, Portuguese, and Spanish. To read a translation of this message, please access it at Police Chief Online.

conversation forward. This project will build upon IACP's strong foundation of work on law enforcement suicide and will continue under the direction of future IACP presidents, including IACP First Vice President Steven Casstevens, who will step into the office of president in October 2019.

Past efforts include the IACP Police Psychological Services Section's compilation of materials designed to assist law enforcement agencies in developing suicide prevention and awareness programs. IACP has also addressed law enforcement suicide through projects such as the National Symposium on Law Enforcement Officer Suicide and Mental Health as well as the Suicide Prevention and Awareness Initiative. Tools developed through these projects address the unique needs of police executives, line-level officers, and families and friends of law enforcement personnel.

We choose a career in law enforcement because we are driven by a calling to help others and to protect and serve our communities. We know when we take the oath that our job comes with certain risks; however, that does not

mean we do not need adequate support for the emotional and psychological impacts of the job. The IACP will continue to support the policing profession and ensure the wellness of our colleagues through projects such as the National Consortium on Preventing Law Enforcement Suicide in order to provide officers and agencies with the support and resources they need from recruitment on into retirement.

Stay safe. ♥

**NOSI**  
NATIONAL CONSORTIUM ON PREVENTING LAW ENFORCEMENT SUICIDE

**DID YOU KNOW:**

- Law Enforcement Officers are more likely to die by suicide than in the line of duty.<sup>1</sup>
- Officer suicides often go misreported or unreported.<sup>2</sup>
- Shame and stigma often prevent law enforcement officers from accessing mental health services.<sup>3</sup>

**One officer suicide is one too many.** Through the newly-created National Consortium on Preventing Law Enforcement Suicide, a program of the Bureau of Justice Assistance's National Officer Safety Initiatives, the International Association of Chiefs of Police will lead a national conversation around the issues of officer mental health and suicide.

**The silence cannot continue.** The Consortium will provide a national voice to the mental health needs of law enforcement, bringing together experts from law enforcement agencies and families, mental health and suicide prevention services, and academia to raise awareness of and prevent law enforcement suicides.

**MOVING DISCUSSION INTO ACTION:**

**What can you expect?**

Suicide awareness and prevention tools and resources for law enforcement officers, agencies, and family members.

An anonymous online platform for law enforcement to report officer suicides to help identify trends and work toward solutions.

A comprehensive report on Consortium findings identifying recommendations, policy updates, messaging strategies, and more.

**Why it Matters**

Community members call on officers when they need help; officers also need protection. The Consortium will break the silence and start the conversation on how to address and prevent law enforcement suicides.

For more information, please visit <https://www.bja.gov/national-officer-safety-initiatives/tools.html> and <http://www.theIACP.org/preventing-suicide-in-law-enforcement>.

**BJA** **IACP**

This project is supported by Grant No. 2016-OP-BJ-0001 awarded by the Bureau of Justice Assistance, the Bureau of Justice Assistance is a unit within the Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Justice Research and Delinquency Prevention, the Office for Victims of Crime, and the Juvenile Justice Office. None of these entities is authorized to speak on behalf of the United States Department of Justice.

1. Agency Work, JPL 2014, and Police Magazine, 2015. The Behavioral Health Needs of Law Enforcement Officers (BHNLEO) Report 2015. The Behavioral Health Needs of Law Enforcement Officers (BHNLEO) Report 2015. The Behavioral Health Needs of Law Enforcement Officers (BHNLEO) Report 2015. The Behavioral Health Needs of Law Enforcement Officers (BHNLEO) Report 2015.

2. National Institute of Justice, 2015. The Behavioral Health Needs of Law Enforcement Officers (BHNLEO) Report 2015. The Behavioral Health Needs of Law Enforcement Officers (BHNLEO) Report 2015.

3. National Institute of Justice, 2015. The Behavioral Health Needs of Law Enforcement Officers (BHNLEO) Report 2015. The Behavioral Health Needs of Law Enforcement Officers (BHNLEO) Report 2015.



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# Protecting and Honoring Our Heroes



**Jon Adler**  
Director

*Bureau of Justice Assistance*

**AS THE DIRECTOR OF THE BUREAU OF JUSTICE ASSISTANCE (BJA), OFFICE OF JUSTICE PROGRAMS, U.S. DEPARTMENT OF JUSTICE—AND HAVING SERVED IN LAW ENFORCEMENT FOR MANY YEARS—IT IS AN HONOR TO SUPPORT LAW ENFORCEMENT OFFICERS THROUGH A WIDE RANGE OF VITAL PROGRAMS, ESPECIALLY THOSE THAT SUPPORT OFFICER SAFETY AND WELLNESS. WE OWE THE BRAVE MEN AND WOMEN IN LAW ENFORCEMENT OUR UNWAVERING GRATITUDE AND SUSTAINED PROGRAMMATIC SUPPORT.**

On February 9, 2017, U.S. President Donald J. Trump issued an Executive Order on Preventing Violence Against Federal, State, Tribal, and Local Law Enforcement Officers. The order calls for the federal government to

*[d]evelop strategies, in a process led by the Department of Justice and within the boundaries of the Constitution and existing Federal laws, to further enhance the protection and safety of Federal, State, Tribal, and Local law enforcement officers.*

As the BJA director, I am committed to fulfilling this order.

BJA works in close collaboration with its national law enforcement stakeholders

to design and offer resources that meet the real needs of law enforcement officers across the United States through programs such as VALOR and the Bulletproof Vest Partnership as well as other officer safety and wellness initiatives.

Through our National Officer Safety Initiatives (NOSI), BJA addresses law enforcement safety in three key areas: law enforcement suicide prevention, innovative tactics and training, and public awareness and education. BJA knows that officer safety encompasses a wide range of issues aside from tactical safety; it includes physical, emotional, and mental wellness factors. The time to do more to raise awareness of and prevent law enforcement suicide is now.

Additionally, through our VALOR program, we are developing initiatives that protect officers from harm while working to ensure resiliency and survivability. VALOR is continuously evolving to address the various issues, concerns, and trends that law enforcement officers face, and the program integrates the latest research and practices to address all aspects of officer safety, wellness, and performance.

When tragedy does strike, BJA's Public Safety Officers' Benefits (PSOB) Program stands ready to assist and care for the families of fallen law enforcement officers and other first responders, recognizing those heroes who selflessly and courageously protect and serve their communities.

“

*The time to do more to raise awareness of and prevent law enforcement suicide is now.*

”

Providing nearly \$2 billion in assistance to public safety families since 1976, PSOB has recently determined many claims for law enforcement officers and other responders whose deaths and disabilities are linked to exposure from their tireless rescue, recovery, and cleanup efforts on 9/11 and the days that followed.

In May 2018, new PSOB regulations were published to establish significant efficiencies when reviewing death, disability, and education claims for the families of fallen and catastrophically injured officers. While much has been accomplished with the PSOB Program, including a web-based portal to streamline the submission process, we continuously strive to implement a standard of excellence in claims processing and support to law enforcement and first responder families.

During National Police Week 2019, we join in honoring the fallen law enforcement heroes of the United States—and the officers who selflessly stand and serve us today. ♡



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### Support for Participation in the National Use-of-Force Data Collection

On January 1, 2019, the FBI launched the National Use-of-Force Data Collection as a voluntary program to gather data on law enforcement use-of-force incidents and provide an aggregate view of the associated circumstances, subjects, and officers involved.

The IACP has supported this effort since its conception and strongly encourages all U.S. agencies to participate.

Access more information, a sample memo urging participation, and an implementation checklist at [theIACP.org/national-use-of-force-data-collection](http://theIACP.org/national-use-of-force-data-collection).

### Updated Model Policies & Policy Documents

Updated policies and documents for seven topics are in the Law Enforcement Policy Center.

Members can access these documents and other policy resources at [theIACP.org/policycenter](http://theIACP.org/policycenter).

- [Body-Worn Cameras](#)
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### 2018 IACP/MOTOROLA SOLUTIONS TROOPER OF THE YEAR

Each year, IACP and Motorola Solutions recognize state troopers and provincial police officers who have demonstrated bravery, courage, leadership, and professionalism. At the 2019 Division Midyear meeting, the IACP and Motorola Solutions honored four regional finalists and announced the IACP/Motorola Solutions Trooper of the Year.

The 2018 awardee is Corporal Joshua Moer, Texas Department of Public Safety.

Read about this year's finalists in the IACP blog at [bit.ly/IACP-trooper-of-the-year](http://bit.ly/IACP-trooper-of-the-year).



### 2019 DAID CONFERENCE

It's not too late to register for the 2019 Annual IACP Training Conference on Drugs, Alcohol, and Impaired Driving. Attendance is open to drug recognition experts, physicians, prosecutors, toxicologists, sworn officers, first responders, and civilian employees of public safety and government agencies.

Learn more or register at [theIACP.org/DAIDConference](http://theIACP.org/DAIDConference).



2018 IACP/Target  
Officer of the Year Award

### IACP/TARGET POLICE OFFICER OF THE YEAR

The International Association of Chiefs of Police (IACP) is proud to again partner with Target to present the 2019 IACP/Target Police Officer of the Year Award. This prestigious award recognizes outstanding achievement in law enforcement and honors these heroes who work tirelessly every day to make communities around the world safer.

To learn more, visit [theIACP.org/2019-iacptarget-police-officer-of-the-year](http://theIACP.org/2019-iacptarget-police-officer-of-the-year).

### IACP/DuPont Kevlar Survivors' Club

The IACP/DuPont Kevlar Survivors' Club promotes proper vest wear to reduce an officer's chance of bodily injury or death while in the line of duty. The Survivors' Club honors and recognizes those officers that survived a life-threatening incident as a result of wearing their body armor.


For more information on the Survivors' Club and how to apply, visit [theIACP.org/projects/survivorsclub](http://theIACP.org/projects/survivorsclub), or email [survivorsclub@theIACP.org](mailto:survivorsclub@theIACP.org) for an application.

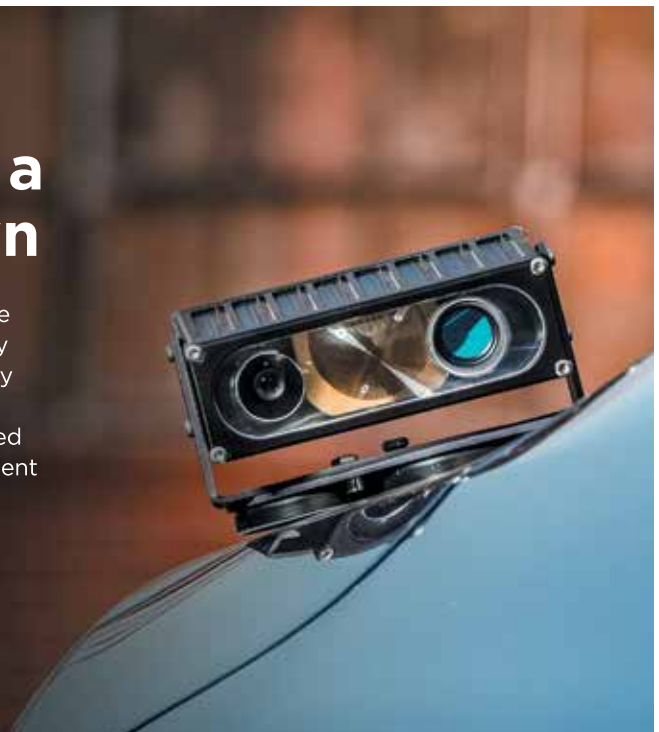


## ELSAG M6 License Plate Readers Have a Mission of Their Own

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## Q: How has the topic of officer safety and wellness evolved over the past 20 years?



**A:** When I became a police chief 10 years ago, my greatest fear was losing an officer in the line of duty. Within my first two years as chief, I lost an officer in the line of duty to a massive heart attack. Despite an officer safety regimen, we lacked discipline in our fitness expectations. Since adopting the 21st Century Policing Pillar 6—Officer Wellness and Safety, we now have a very active regimen, which includes each officer rowing 5,000 meters per week and recently included a paid CrossFit membership. Officers are now very physically engaged, and competition between the shifts can be fierce.

We need to stop killing ourselves at the dinner table and start living our lives preparing for that fight.

**Paul J. Chapa**  
Chief of Police  
Assistant Vice President, Enterprise Risk Management, Trinity University



**A:** Agencies have begun encouraging and enabling officers to achieve a work-life balance. I have seen shift bids implemented, allowing officers to remain on a set shift for an extended period of time, which permits the development of more normal sleep patterns and home routines. Compressed schedules in which officers work longer shifts allow for more days off at a time and improved home routines. Many agencies have also begun providing information about health and nutrition to their employees, encouraging officers to take better care of themselves. Finally, many departments have implemented mental health programs for law enforcement officers. All of these efforts together work toward improving the life and health of those among our ranks.

**Jackie Ehrlich**  
Assistant Chief  
United States Border Patrol



**A:** In the past two decades, police leaders were faced with restrictive funding models and rising community demands to deal with gaps in social services. The result is an overwhelming increase in the challenges for police officers. These pressures are compounded by the expectations for an officer to have the skills of a doctor, psychologist, teacher, and referee—and witness the best and worst of humanity while maintaining emotional control. Police leaders now have a better understanding of the impacts these pressures have on officers mentally, physically, and spiritually. We have seen many multi-pronged solutions that include support services, dedicated wellness units, suicide prevention programs, mental health and crisis intervention training, and safe environments for officers to ask for help.

**Vince Hawkes**  
Director  
Global Policing, IACP



**A:** The topic of officer safety and wellness has experienced two major shifts: (1) from the singular focus on physical health to holistic health and (2) from reacting to critical incidents to proactively building resilience for multiple personal and professional traumas and stressors. Holistic health includes mental, emotional, physical, and spiritual health. Police agencies, officers, and mental health professionals are recognizing that it is the accumulation of stress and trauma that is the most damaging. Waiting until officers reach a high threshold of damage is neither economical nor humane. This has resulted in the increase of peer support teams and department mental health professionals to assist officers and their families with daily struggles.

**Dr. Stephanie M. Conn**  
Licensed Psychologist  
First Responder Psychology

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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 three experienced leaders from our mentorship panel.



## Q: What skill has been most useful to you as a law enforcement leader?

**A1:** *Chief Susan Ballard:* When I was appointed chief, our department was—and still is—going through some dark times. The trust of both the public and the officers was compromised. The skill I found most useful is what I call “Boots on the Ground Communication.”

The first task was reconnecting with the community by talking with any and every group who asked me to speak. The groups could ask any question—no subject was off limit and every question was addressed. This allowed me to humanize our officers and myself. I also met and continue to meet with the officers in a forum where they are allowed to ask me anything. I started posting short vlogs to provide insight into decisions I’ve made and information that was previously kept secret from officers. Officers have enjoyed the vlogs and feel more invested.

**A2:** *Chief Adam Palmer:* An important career skill has been the ability to build a strong, loyal, and diverse team

around me. Whether you serve as a frontline supervisor or a senior police executive, it is crucial to surround yourself with a team of hardworking, dedicated, and well-respected people who can collaboratively work together to achieve a common vision. A major pitfall in leadership is choosing to surround yourself only with people that share your same experiences and viewpoints. Building a team with diverse skill sets, opinions, and backgrounds is key to addressing complex problems and achieving lasting solutions. As a result, leaders need to foster inclusion and support diversity when assembling their team, as those are key aspects of building a robust team and achieving success.

**A3:** *Chief Wayne James:* Mentoring has become as much a behavior as a skill for me and one that bolsters the success of my agency in several ways. Mentoring improves officer performance and occurs outside of formal training or disciplinary processes. When effective, it motivates officers to develop abilities, to set and achieve goals, and to have confidence in strengths that can benefit the agency, as well as the individual. Choosing to mentor requires a degree of confidence and acumen from the mentor, so both are impacted by the relationship.

And just as I model behaviors of mentors who are important to me, I see this transference in my own officers, who commit to helping others in our field and, in turn, become better law enforcement officers themselves. ☺

## MEET THE MENTORS



**Susan Ballard, Chief**

HONOLULU POLICE DEPARTMENT, HI



**Adam Palmer, Chief Constable**

VANCOUVER POLICE DEPARTMENT, BC



**Wayne James, Chief of Police**

INDIANA UNIVERSITY-NORTHWEST POLICE DEPARTMENT



BY

Eric R. Atstupenas, Esq., General Counsel, Massachusetts Chiefs of Police Association

# Dealing with Haters and Trolls

## Moderating Agency Social Media Sites and the First Amendment



In that case, the Supreme Court recognized

*A fundamental principle of the First Amendment is that all persons have access to places where they can speak and listen, and then, after reflection, speak and listen once more....*

*While in the past there may have been difficulty in identifying the most important places (in a spatial sense) for the exchange of views, today the answer is clear. It is cyberspace—the “vast democratic forums of the Internet” in general, and social media in particular.<sup>2</sup>*

The result of this decision, of course, confirms the prior hypothesis: governmental participation in social media necessarily implicates the First Amendment.

### WHAT ABOUT HATERS, TROLLS, AND NAYSAYERS?

It is common for agencies with a social media presence to encounter haters, trolls, and naysayers. Some agencies have simply blocked those users or taken down the content posted by these individuals. This was probably thought of as the norm until June 2014, when the Honolulu, Hawaii, Police Department was ordered to pay \$31,610.56 in attorneys' fees to individuals who sued after the police department removed their posts on the

**LAW ENFORCEMENT AGENCIES ACROSS THE GLOBE HAVE DISCOVERED THE VALUE OF ESTABLISHING A SOCIAL MEDIA PRESENCE AS A MEANS TO ENHANCE INVESTIGATIONS, TAP INTO A BROADER HIRING POOL, AND IMPROVE PUBLIC PERCEPTION THROUGH POSITIVE INTERACTIONS WITH COMMUNITY MEMBERS ON THE PLATFORMS. IN MOST INSTANCES, DIRECT INTERACTION IS INCREDIBLY VALUABLE; HOWEVER, IN OTHERS, IT IS LESS SO. THE TROUBLE MANY AGENCIES ENCOUNTER IS MODERATING THEIR OWN SOCIAL MEDIA PAGES, PARTICULARLY WHEN SOME USERS, COLLOQUIALLY KNOWN AS “HATERS,” “TROLLS,” OR “NAYSAYERS,” ATTACK AN AGENCY OR ITS PERSONNEL IN AN ATTEMPT TO HARASS OR OTHERWISE NEGATIVELY IMPACT THE PUBLIC PERCEPTION OF THE AGENCY. SO, WHAT CAN AN AGENCY DO ABOUT THOSE ATTACKS, IF ANYTHING? UNSURPRISINGLY, FOR U.S. AGENCIES, THAT ANSWER CENTERS ON THE CONTOURS OF THE FIRST AMENDMENT.**

#### THE FIRST AMEND-WHAT?

The First Amendment of the U.S. Constitution provides that “Congress shall make no law... abridging the freedom of speech....” While the framers of the Constitution likely did not envision that, one day,

people would use electronic devices to share content and ideas and to instantly communicate with one another, such applications, nevertheless, do not escape the grasp of the First Amendment. The U.S. Supreme Court

held in *Packingham v. North Carolina* that a state statute making it a felony for registered sex offenders to access social media sites impermissibly restricted lawful speech in violation of the First Amendment.<sup>1</sup>

“

*Agencies must be aware of the First Amendment principles governing the way in which they moderate their social media sites.*

”

department’s Facebook page and blocked them.<sup>3</sup> This case, along with subsequent cases, have served as a catalyst to rethink the rules of engagement within the context of social media.

In the case of *Davison v. Loudon County Board of Supervisors*, the U.S. District Court for the Eastern District of Virginia, and subsequently the Fourth Circuit Court of Appeals, considered the application of the First Amendment when Phyllis Randall, chair of the Loudon County Board of Supervisors, banned Brian Davison from her official public Facebook page for approximately a 12-hour period after he raised ethical questions about school board officials.<sup>4</sup> Davison was blocked despite Randall’s invitation for public comment on her page and a lack of any other terms of use policy.<sup>5</sup> The court determined Randall engaged in viewpoint discrimination, a practice which is prohibited no matter the public forum established, noting that “[i]f the Supreme Court’s First Amendment jurisprudence makes anything clear, it is that speech may not be disfavored by the government simply because it offends.”<sup>6</sup>

The court agreed, however, that “a degree of moderation is necessary to preserve social media websites as useful forums for the exchange

of ideas.”<sup>7</sup> In order to do so, agencies should consider

*[n]eutral, comprehensive social media policies like that maintained by Loudoun County—and eschewed by Defendant here—[which] may provide vital guidance for public officials and commenters alike in navigating the First Amendment pitfalls of this “protean” and “revolution[ary],” forum for speech.*<sup>8</sup>

In another case, *Knight First Amendment Institute v. Trump*, the U.S. District Court for the Southern District of New York addressed the issue of whether U.S. President Donald J. Trump violated the First Amendment by blocking certain individuals from his Twitter account (@realDonaldTrump) as a result of their expressed political views.<sup>9</sup> Although the court concluded that the president created a designated public forum, typically permitting some content- and speaker-based restrictions, the president ultimately engaged in viewpoint discrimination, which is strictly forbidden, regardless of the forum.<sup>10</sup>

While the court could have concluded its analysis here, it endeavored to provide public officials with some insightful guidance. In particular, the court discussed the

differences between “muting” and “blocking” users on Twitter, finding that unlike blocking, muting may be constitutionally permissible since “[a] person’s right to speak is not infringed when government simply ignores that person while listening to others,” or when the government “amplifies” the voice of one speaker over those of others.<sup>11</sup>

#### THE TAKEAWAY

Since social media abounds with haters and trolls, agencies must be aware of the First Amendment principles governing the way in which they moderate their social media sites, particularly as the law surrounding this “protean and revolutionary forum of speech” continues to develop. In order to moderate social media sites, agencies should work closely with their legal advisors to craft a constitutionally sound, content-neutral terms of use policy.<sup>12</sup> Agencies must also practice absolute abstinence from engaging in viewpoint discrimination, a constitutional violation so unforgiveable that even the presence of a content-neutral policy will provide no vindication. Agency moderators must be trained on these principles and policies and should avoid blocking individuals, instead opting for other more constitutionally defensible options like

muting someone (or its equivalent), taking down or censoring a post consistent with policy, or simply “burying” negative posts. This can be a challenge for many agencies, but one that should be readily accepted in exchange for the massive benefits that social media provides. ♡

#### NOTES:

<sup>1</sup>*Packingham v. North Carolina*, 582 U.S. \_\_\_, 137 S. Ct. 1730, 198 L.Ed.2d 273 (2017).

<sup>2</sup>*Packingham*, 137 S. Ct. at 1735, internal citations omitted.

<sup>3</sup>See *Hawaii Defense Foundation et al., v. City and County of Honolulu et al.*, Civil No. 12-00469 JMS-RLP Order Adopting In Part And Modifying In Part Findings And Recommendation To Grant In Part And Deny In Part Plaintiffs’ Motion For Attorneys’ Fees, Doc. No. 64 (D. Hi., June 19, 2014).

<sup>4</sup>*Brian C. Davison v. Loudoun County Board of Supervisors et al.*, Civil No. 1:16cv932 (JCC/IDD), Memorandum of Decision (E.D. Va., July 25, 2017); *affd sub nom. Brian Davison v. Phyllis Randall et al.*, No. 17-2002 (4th Cir. 2019).

<sup>5</sup>Randall posted on her Facebook page, “I really want to hear from ANY Loudoun citizen on ANY issues, request, criticism, compliment, or just your thoughts.”

<sup>6</sup>*Davison*, Civil No. 1:16cv932, citing *Matal v. Tam*, 137 S. Ct. 1744, 1763 (2017) (listing cases).

<sup>7</sup>*Davison*, Civil No. 1:16cv932.

<sup>8</sup>*Davison*, Civil No. 1:16cv932, quoting *Packingham*, 137 S. Ct. at 1736.

<sup>9</sup>*Knight First Amendment Institute et al. v. Donald J. Trump et al.*, 17 Civ. 5205 (NRB) (S.D. N.Y., May 23, 2018).

<sup>10</sup>*Matal*, 137 S. Ct. 1744, 1763 (citations omitted).

<sup>11</sup>*Knight First Amendment Institute*, 17 Civ. 5205, quoting *Minn. State Bd. for Cmty. Colls. v. Knight*, 465 U.S. 271, 288 (1984).

<sup>12</sup>*Davison*, Civil No. 1:16cv932, quoting *Packingham*, 137 S. Ct. at 1736.

BY

Jake Davis, AIA, Principal, DLR Group

# Mind Shift in Public Safety Workspaces

## Designed for Officer Wellness



The Will County Public Safety Complex's public entry features daylighting and transparency as welcoming elements. Design by DLR Group. Photo by James Steinkamp.

call for the design of police workspaces that are carefully thought out and mindful of the built environment's impact on the people who work there.

### MIND SHIFT

This new reality requires a major shift in thinking about the work environments beyond the literal programming for wellness, counseling, or fitness rooms. The often-overlooked resource of the physical design of the public safety facility itself has the potential to create a culture that improves the attitudes of staff, reduces turnover, and enhances a sense of security and belonging that prioritizes team building and communication through intentional design features. These spaces must be secure, yet visually transparent and welcoming to the public. They must be adaptable to technological and organizational change, yet highly functional for present needs. In addition, they must be efficient to operate while contributing to employee wellness.

Tackling the push-pull of these dynamics begins by seeing these buildings as literal parts of the tool kit that officers use to do their jobs. Four basic design strategies help create a healthy work environment and a positive experience for the public they serve.

### HOLISTIC WELLNESS

For the stressful lives of public safety professionals, the facility must be a place where officers feel safe, secure, and at ease, with space to decompress

**IN A TIME WHEN FIRST RESPONDERS LIVE WITH CONSTANT PUBLIC SCRUTINY WHILE DEALING WITH HORRIFIC CRITICAL EVENTS, OFFICER HEALTH AND WELLNESS CAN NO LONGER BE AN AFTERTHOUGHT. KEEPING PUBLIC SAFETY OFFICERS HEALTHY PHYSICALLY, MENTALLY, EMOTIONALLY, AND SPIRITUALLY IS RISING TO THE TOP OF THE PRIORITY LIST FOR MORE AND MORE AGENCIES. THESE AGENCIES ARE SEEKING NEW WAYS TO ADDRESS HEALTH AND WELLNESS, INCLUDING SUCH AREAS AS REDUCING THE RISK ASSOCIATED WITH HIGH-STRESS FACTORS; RECRUITING AND RETAINING OFFICERS; AND REDUCING SUICIDE RATES OF FIRST RESPONDERS.**

According to statistics from the Ruderman Family Foundation research, first responders (policemen and firefighters) are more likely to die by suicide than in the line of duty. In 2017, in the United States, there were at least 103 firefighter suicides and 140 police officer suicides. In contrast, 93 firefighters and 129 police officers died in the line of duty.

The demands of policing in the 21st century, including increased use of technologies such as body-worn cameras and predictive analytical software, coupled with significant media and public scrutiny, can quickly amplify stress levels in officers. These factors



**Above:** The Will County Public Safety Center uses an open public lobby with direct access to community rooms. The open stairway communicates intra-departmental connectedness. Design by DLR Group. Photo by James Steinkamp.



**Top right:** The Will County Public Safety Complex uses open break areas and bold environmental graphics to inspire staff and create a sense of belonging. Design by DLR Group. Photo by James Steinkamp.

**Right:** City of Cheyenne Public Safety Center created a welcoming environment using wood feature wall and comfortable seating in the waiting area. Design by DLR Group. Photo by Ed LaCasse.



and debrief. A celebration of the police officer as the lifeblood of a public safety agency is a big part of a comprehensive wellness strategy. The layout should be convenient and well organized, but, more than that, it should welcome officers into their domain, while simultaneously embracing the public and keeping unwanted threats out.

The building itself is a tool for recruitment and retention, critical in a competitive landscape where many agencies struggle to recruit qualified officers. Wellness is a multifaceted strategy that considers the following design elements:

**Acoustic control across a variety of spaces.** Noise not only affects people's ability to focus and be productive, but it also impacts employee satisfaction levels. Special acoustic consideration is given to secure spaces, particularly in interview rooms where privacy is imperative.

**Lighting tuned to shift workers.** In round-the-clock services like policing, some employees will be working shifts

in the middle of the night. Sensitivity to circadian rhythms is a necessary element of lighting design for a facility that operates on a 24/7/365 schedule. New lighting technologies take advantage of positive biological effects on humans, measured in equivalent melanopic lux (EML), which are available to help ease transitions from outside to inside at night.

**Access to daylight and views.** Countless studies highlight the positive impact of daylight on occupants' health, confirming that sunlight affects mood, decreases absenteeism, improves memory functions, and delivers a host of other benefits.

**Monitoring of building data.** Modern facilities have the capability to optimize thermal comfort and occupancy awareness. Employee satisfaction improves when there is a sense of personalized environmental control.

**Integrated socialization.** Many police stations need a culture that breaks down hard-walled fiefdoms and opens departmental areas for more casual gathering spaces, encouraging relationship

building, knowledge sharing, and a strengthened sense of shared mission.

**Mental health focus rooms.** As policing culture incorporates peer support and outside mental health clinicians, the need for spaces within the workplace environment where officers can get away and have some alone time will increase.

### CONNECTEDNESS

Easy access to patrol vehicles and resources that every officer must use means quicker connections to the streets, decreasing response times in emergencies. Officers must have a direct link not only to their patrol cars, but also to large duty bags, firearms, and equipment, from ticket writers, fingerprint readers, and radars to body-worn cameras and digital keys, on the path to and from their vehicles. This simple consideration honors officers' time and can significantly bolster their safety. These areas should also connect directly to those involved in other major patrol functions, including briefing rooms, evidence packaging, and locker rooms.

**COMMUNICATION**

In the life of a public safety officer, camaraderie and communication between work units lead to smoother operations and foster a culture of peer support and openness in the workplace. Successful strategies provide open, casual break and meeting areas. These areas offer the twin benefits of enhanced visual communication between different operational groups and the consequent sharing of information between locations scattered around the building. Eliminating hard walls between offices creates more fluidity in the workspace, but also reduces the need—and cost—of building materials, and eases heating and cooling demands for individual spaces.

Another successful design strategy uses vertical connectivity with open stairways between floors to help ease stratification and the ivory-tower mind-set that can beset large police departments. Transparency between levels encourages improved communication between administrators, investigators, and patrol

officers, as well as integrated and equitable access to a variety of staff resources, such as fitness and wellness zones.

**COMMUNITY CONVERSATION**

One of the most pressing issues facing public safety agencies is trust and transparency between officers and the communities they protect. It is a complex issue and design is not the sole answer, but it is a worthwhile place to start. A space that invites the public into the facility goes a long way in creating a positive association of place, knowing that good community relations means potentially reduced stress levels for officers. Achieving this starts with dedicated community spaces, clear way-finding, and respect for the community members' right to privacy, as public safety facilities often host difficult and traumatic situations.

Community members should feel that a public safety facility is a place of refuge, and the design should assure victims they will not be seated

next to the perpetrator of the crime they experienced. The architecture should address safe connections and specialized program spaces with both structured and more casual access to the officers and administrators. The front entrance should integrate the community space with the lobby creating heightened visibility, symbolically connecting a large facility to the street at an appropriate scale.

Public safety facility design can set the stage for integrating officer wellness strategies across the agency. It takes time to consider the multifaceted perspectives of all who enter a public safety facility, but the resulting benefits create safe places where officers and the public alike feel safe, protected, and uniquely connected as a community. ♡

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BY

John Letteney, Chief, Apex, North Carolina, Police Department, and 4th Vice President, IACP

# Traffic Incident Management for Responder Safety

**IN MOST PARTS OF THE UNITED STATES AND MANY COUNTRIES AROUND THE WORLD, TRAFFIC CONGESTION, CRASHES, AND TRAFFIC FLOW ARE MAJOR ISSUES. IT SEEMS THERE ARE MORE VEHICLES EVERY DAY ON THE SAME NUMBER OF ROADWAYS, AND CONSTRUCTION OF NEW ROADS OR ADDITIONAL LANES ON HIGHWAYS ISN'T HAPPENING FAST ENOUGH. WHERE ROADWAY CONSTRUCTION IS OCCURRING, TRAFFIC CAN BE SIGNIFICANTLY IMPACTED DURING THE PROJECT. COUPLE THE INCREASED VOLUME WITH EMERGING ISSUES LIKE HIGHER SPEED LIMITS AND DISTRACTED DRIVERS AND THE NEED TO EFFECTIVELY MANAGE TRAFFIC FLOW, PARTICULARLY DURING AN INCIDENT, IS EVEN MORE IMPORTANT.**

Law enforcement leaders have a responsibility for public safety in their communities, as well as for the safety of their staff. "Officer safety" goes beyond the traditionally armed encounter; leaders cannot dismiss the fact that too many officers have been seriously injured or killed while handling traffic incidents. In the 10-year period from 2008 to 2017, 126 officers were struck and killed by a vehicle, accounting for about 8 percent of all police officer line-of-duty deaths during that period. Sadly, police agencies around the world are facing the same issue.

While all struck-by injuries and deaths might not have been preventable, research conducted by the U.S. Department of Transportation Federal Highway Administration (FHWA) shows promising results from a comprehensive system of managing traffic incidents involving all responders.

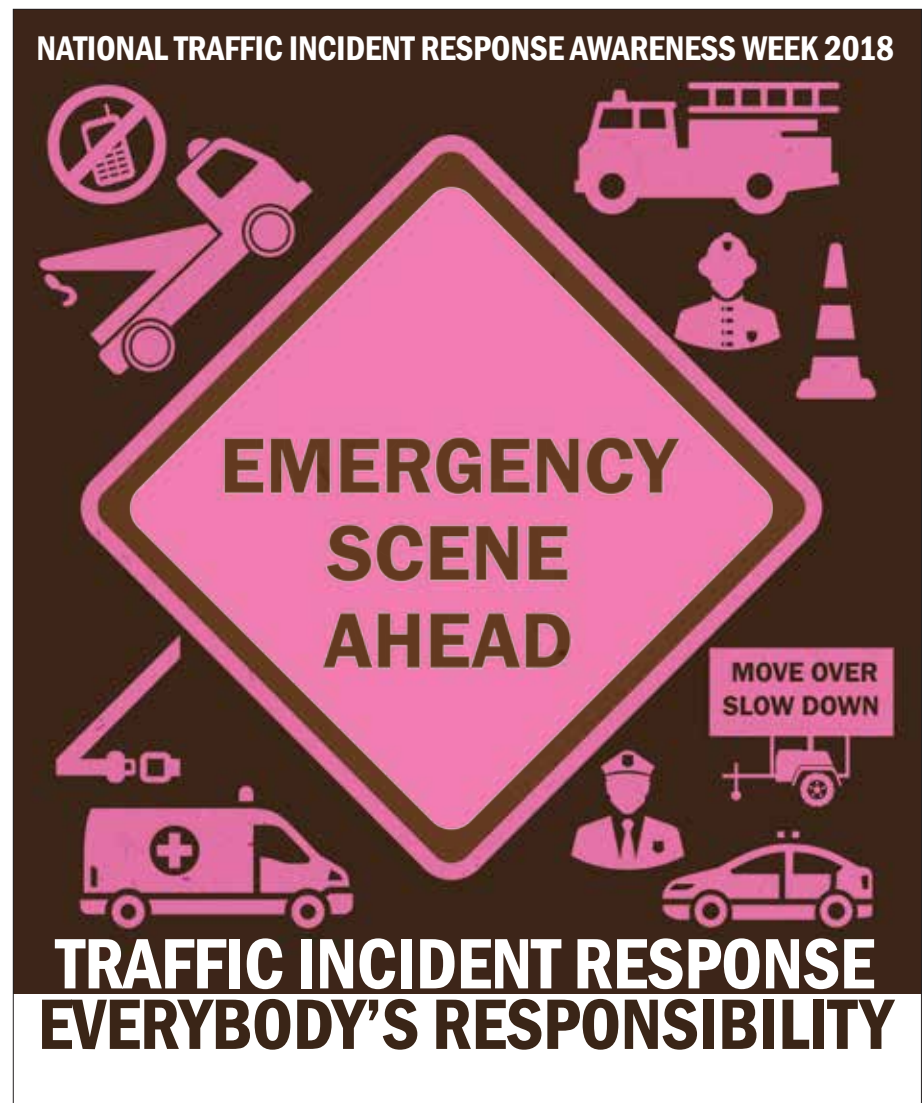
Traffic Incident Management (TIM), is "a planned and coordinated multi-disciplinary process to detect, respond to, and clear traffic incidents so that traffic flow may be restored as safely and quickly as possible." It is part of the FHWA's all-hazards program, known as Emergency Transportation Operations.

Many aspects of traffic safety are coordinated under this umbrella, and, together, responders and leaders are making a difference. Research is being conducted on lighting, signage, and occupant safety, while engineers and planners are designing safer systems.

TIM brings together those responsible for responding to and managing an

incident on the roadways. It goes beyond the traditional public safety responders of police, fire, and emergency medical services, and includes state and local highway departments, safety service patrols, public works departments, tow operators, and others. Engaging all highway response partners in TIM is an opportunity

FIGURE 1: NTRAW POSTER



The author acknowledges the input, review, and assistance of Chief Dan Sharp, Oro Valley, Arizona, Police Department, Chair of the IACP Highway Safety Committee.

Want to learn more about TIM and responder safety? Visit [www.policechiefmagazine.org/traffic-safety-initiatives](http://www.policechiefmagazine.org/traffic-safety-initiatives) to read an extended version of this column.

for collaboration and preplanning a collective response to a traffic incident, while enhancing safety for all responders and roadway users. It also helps build a community of responders who understand and share a collective responsibility for the safety of everyone, including officers.

How can that be done? The first step is to create the shared vision that all responders have responsibility for scene safety, despite the different roles they fulfill. Law enforcement leaders can bring that vision into focus and obtain a commitment by agency leaders and the leaders of partner organizations to develop protocols for a response. Training is critical to success, and joint training has proven to be most effective in helping an agency's line staff understand and employ the TIM concept. Bringing all stakeholders into a shared classroom

setting—police, fire, EMS, towing staff, highway staff— rather than just when an incident occurs, helps build relationships, community, and the aforementioned shared vision. The theme of the 2018 FHWA National Traffic Incident Response Awareness Week (NTIRAW), “Traffic Incident Response: Everybody’s Responsibility,” gives a clear message of collaboration and partnership.

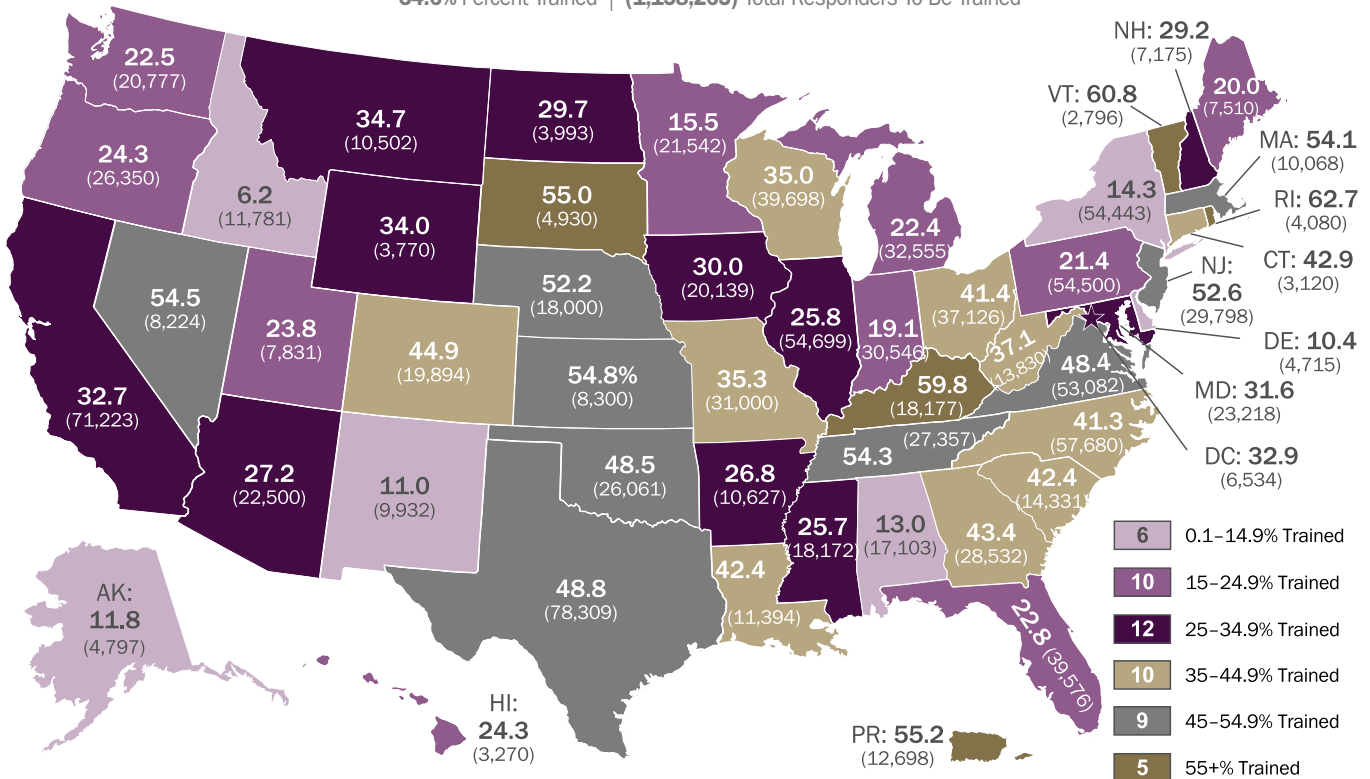
The International Association of Chiefs of Police (IACP) has taken an active role in enhancing responder safety through TIM. IACP is represented by several law enforcement leaders and IACP staff on the FHWA Executive Leadership Group (ELG) on Traffic Incident Management. Representatives from the Division of State Associations of Chiefs of Police (SACOP), the Division of State and Provincial Police (S&P), and the Highway Safety Committee have partnered with

**FIGURE 2: TIM TRAINING STATUS MAP**

## TIM TRAINING PROGRAM IMPLEMENTATION PROGRESS PERCENT TRAINED - GOAL OF 45%

AS OF MARCH 25, 2019

34.6% Percent Trained | (1,158,265) Total Responders To Be Trained





the FHWA and other aligned partner associations to further the concepts of TIM and encourage the delivery of training throughout all responder professions.

The primary TIM training course is the National Traffic Incident Responder Training – Strategic Highway Research Program (SHRP) 2. As of March 2019, almost 400,000 responders have been trained through the SHRP2 Program. While this is a significant number, it represents only about 35 percent of those who have been identified by their states as highway responders who would benefit from the training. Of the total responders trained, the law enforcement profession represents only 27 percent. Clearly, there remains work to be done in this area.

The National TIM goal for 2019 is to have 45 percent of identified responders trained. So far, 14 U.S. states, as well as Puerto Rico, have achieved that percentage and are continuing to train more responders. It is encouraging that law enforcement colleagues in Canada and Mexico are also participating and have trained almost 2,000 of their responders as well. Several states have incorporated TIM training and related operational practices into their basic police, fire, and EMS training academies, and others have added provisions to towing contracts and encouraged other disciplines to require training.

But training isn't the end goal; the focus should be on enhancing responder and motorist safety.

Through SafeShield, a subsection of SACOP, presentations about TIM have increased awareness among police leaders and provided a road map for creating a culture of safety in law enforcement agencies. Methods to incorporate telecommunicators in advising motorists of "fender bender" laws that, in many states, require motorists involved in a minor crash to move their vehicles off the roadway, have been developed. Partnerships have been established with departments of transportation and media to enhance awareness of Move Over laws that, in every U.S. state, require passing motorists to slow down or move over for stopped emergency vehicles (in some states, the requirement applies to utility and service vehicles, as well).

Many agencies have conducted awareness and enforcement campaigns to highlight the importance of these laws. In one such enforcement campaign held in Apex, North Carolina, shortly after the 2018 NTIRAW, dozens of motorists were educated about the perils responders face on the roadways. Most did not know the law, but now, with that knowledge, they will operate more safely.

More work is indicated to educate the motoring public about their responsibility in highway safety. Aside from safer driving and seat belt use, motorists need to know the laws regarding Move Over and Quick Clearance, as well as other laws designed to keep them—and responders—safe. The IACP and others have prepared simple and straightforward public service announcements (PSAs) and other announcements, which the media should continue to air.

The bottom line is simple. What the law enforcement profession is doing is critically important to traffic incident

management; the safety of responders; and, ultimately, the safety of their communities. As a team, law enforcement leaders have made significant progress, but more work needs to be done. It is important for officers, agencies, families, and the motoring public. Whether an agency has primary responsibility for highway patrol and crash investigation, assists in these operations, or has any roadway system in its jurisdiction and the authority to assist motorists and enforce laws, it has a responsibility for traffic incident management. Law enforcement may never know the crash it prevents, but these efforts *are* preventing crashes and people are alive today as a result. TIM is not only about effective management of an incident on the roadways—it's also about responder safety, which should make it a priority for all police leaders. ♡

**FIRST LINE**  
TECHNOLOGY

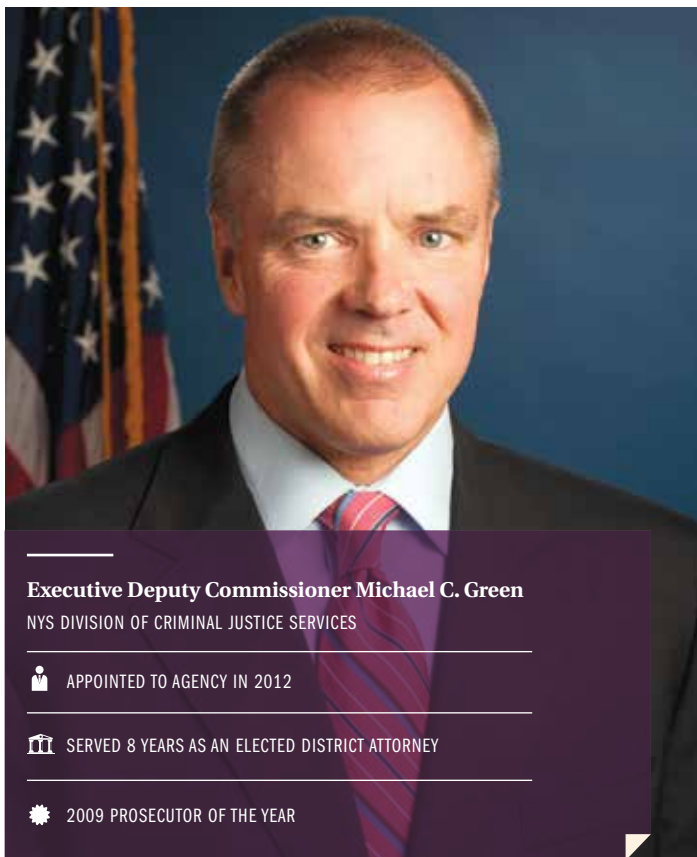
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# Leveraging Connectivity to Solve Crimes



**MOST INVESTIGATORS AND LAW ENFORCEMENT LEADERS RECOGNIZE THE VALUE OF SKILLED CRIME ANALYSTS, ESPECIALLY WHEN IT COMES TO CONNECTING THE DOTS THAT LEAD TO THE IDENTITY OF PERPETRATORS OR TO CLOSE CASES. HOWEVER, AS SOCIETY BECOMES MORE FLUID AND CRIMES CROSS MULTIPLE JURISDICTIONS, LAW ENFORCEMENT NEEDS TO BE ABLE TO MAKE CONNECTIONS ACROSS REGIONS IN REAL TIME. IN NEW YORK, HUNDREDS OF AGENCIES, LED BY THE STATE'S DIVISION OF CRIMINAL JUSTICE SERVICE (DCJS), HAVE BANDED TOGETHER TO SOLVE THIS CHALLENGE, QUIETLY BUILDING A NETWORK OF CRIME ANALYSIS CENTERS OVER THE LAST DECADE.**

Nine centers currently compose the Crime Analysis Center (CAC) network in New York with plans for a tenth center in the making. Ranging from single-county centers to multi-agency, regional centers, these provide connectivity across 19 counties, a number that is continuing to grow. All of the

centers are interconnected, allowing analysts to search for data across the entire network, pulling information from the records of more than 300 agencies statewide. While parts of New York are not currently linked into the CAC network, about 80 percent of the state's crime information outside of New York City is accessible to the network.

In addition to the cross-center and cross-agency information sharing, the partnership with the state provides seamless access to many state databases, including the Department of Corrections and Community Supervision, and the Department of Motor Vehicles, among others.

Beyond expanded access to information, the partnership can also leverage the state's purchasing power for technologies for the centers, such as licenses for facial recognition and social media mining tools. Along with network-wide deployments of advanced technology, the state also provides guidance and assists with policy development. "We work with all of the relevant stakeholders around the state to develop a policy" for these new technologies to ensure they are "responsibly used and used within the parameters of the law," says Executive Deputy Commissioner Michael Green.

The program started in 2007, with the first three centers opening during 2008. Now, over 10 years later, the CAC network offers real-time investigative support and has assisted with the solving of thousands of cases, including homicides, child abductions, kidnappings, and more. The CACs' success is such that major crimes detectives often actively seek out the analysts' contributions and inputs from the very start of their cases. In the words of one police detective, "I couldn't be happier with [the] quality and service... They have assisted me and the Homicide Unit as a whole [to] solve several homicides." A federal investigator who interacts with a CAC concurs, saying, "There is so much they [the analysts] do, and they do it well! They have been a huge part of solving countless cases I have worked on... Love having this resource!"



This success didn't happen overnight. The initial investment was a challenge, and it took DCJS a lot of time on the ground to build trust among police agencies so they would be willing to share their data with other jurisdictions and understand the benefits of doing so. Policy development was key, since data sharing brings privacy concerns and potential technological conflicts.

According to Deputy Commissioner Michael Wood, the partnership aspect of the project is what drives the CACs' success—the centers are run by boards that give the involved agencies a seat at the table, and the boards and the state have to reach a consensus on all important decisions, from the implementation of new technologies to policy development and more. "The multiagency oversight is critical. It helps ensure everyone has a seat at the table and input when important decisions are made," says Wood.

“  
*The CAC network offers real-time investigative support and has assisted with the solving of thousands of cases, including homicides, child abductions, kidnappings, and more.*  
”

The CAC network has definitely changed the way many New York police departments do business for the better. Every day, crime analysts at the centers leverage their connectivity and resources to further law New York law enforcement agencies' ability to solve crimes while also supporting advances in evidence-based policing practices and long-term crime reduction strategies. According to a police detective sergeant with 31 years in law enforcement, "The CAC is the most progressive thing I have ever witnessed." ☺

### RECOMMENDATIONS

DCJS offers some tips for other states or regions considering a similar connectivity effort.

- Start small, adding one center a year, and grow over time; don't go too quickly.
- Strategic planning is key; be sure to have a long-term plan in place.
- Take the time to get out, meet with potential partners, and build relationships and trust across all parties.
- Use a true partnership approach and give partners a role in decision-making. A unilateral effort by the state or a single agency will not succeed at the level needed.
- Don't discount the importance of policy development and infrastructure (facilities, training, staff, project management, etc.).



## 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.

### U.S. POLICE ROSTERS: FATIGUE AND PUBLIC COMPLAINTS

While fatigue is not exclusive to law enforcement, it is particularly significant due to the nature of the job. Officers respond to calls for service and emergencies, patrol the community, handle complaints, and interact with the public and other officers daily. Departments often use shiftwork to meet this need. Officers may also need to work overtime, go to court during their off-duty hours, or even pursue secondary employment, which can inevitably disrupt sleep schedules and lead to fatigue. High levels of fatigue can cause several negative effects, including acute and chronic health problems; impaired alertness; and decreased cognitive processes, problem-solving skills, concentration, and reasoning. The impact the lack of sleep has on the body can also affect an officer's job performance. If the quality of public service and community-police encounters decreases, this can lead to an increased amount of public complaints.

This study examined the association between work schedules, fatigue levels, and sleep deprivation and public complaints against police officers to determine whether the likelihood of a public complaint was associated with a lack of sleep. Results show that on-duty sleepiness and fatigue, particularly due to night shifts, were strongly associated with public complaints. Off-duty daytime court appearances further increased the likelihood of a public complaint due to reduced sleep between consecutive night shifts. These results suggest that off-duty court appearances should be limited between consecutive night shifts and on-duty schedules should be considered when scheduling off-duty court hours.

Samantha M. Riedy, Drew Dawson, and Bryan Vila, "U.S. Police Rosters: Fatigue and Public Complaints," *Sleep* (2019).

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### EXAMINING BODY-WORN CAMERA INTEGRATION AND ACCEPTANCE AMONG POLICE OFFICERS, CITIZENS, AND EXTERNAL STAKEHOLDERS

A study of Tempe, Arizona, Police Department's body-worn camera program found that using the U.S. Department of Justice's (DOJ's) *BWC Implementation Guide* might contribute to a successful implementation of body-worn cameras. The study examined how closely the department adhered to the DOJ-recommended process and evaluated implementation effectiveness using two sets of outcomes: (1) the level of acceptance of BWCs among officers, community members, and external stakeholders and (2) the degree to which officers and external stakeholders integrated BWCs into their daily work routines.

Findings show that Tempe's implementation incorporated all of the guide's key elements, including education and planning, formation of a working group, policy development, solution procurement, communication with stakeholders, and phased roll-out. Officers' beliefs that BWCs would improve the quality of evidence rose from 88 percent to 95 percent, while officers' opinions that BWCs would negatively impact community-police relations declined from 11.4 percent to 4.3 percent.

Stakeholder acceptance findings were more complex. While some concerns were expressed about privacy, camera activation, and other factors, the study described overall acceptance as "overwhelmingly positive." Nearly 80 percent of external stakeholders felt that BWCs would result in more professional and respectful behavior by officers and citizens, while 84 percent indicated that BWC benefits would outweigh the costs.

Michael D. White, Natalie Todak, and Janne E. Garb, "Examining Body-Worn Camera Integration and Acceptance Among Police Officers, Citizens, and External Stakeholders," *Criminology & Public Policy* (2018).

### THE RESEARCH ON BODY-WORN CAMERAS: WHAT WE KNOW, WHAT WE NEED TO KNOW

Body-worn cameras (BWCs) are one of the most rapidly spreading technologies in law enforcement. Over the last decade, there have been several high-profile events involving the police and (often) unarmed minority individuals, which might account for the rapid implementation of BWCs. Additional factors include public demand, added government funding, and the development of innovative technology. Ideally, implementing BWCs would reduce the use of force, enhance community-police relationships, and provide accountability for both officer and community members' actions. However, the rapid adoption of BWCs has occurred without knowing whether BWCs will fulfill the goals and expectations of them.

This article provides a comprehensive review of the existing evidence base for BWCs. Seventy empirical studies covering the impact of BWCs on officer behavior and perceptions, citizen behavior and perceptions, and police investigations and organizations were examined. Results found that officers and citizens are generally supportive of BWC use, but BWCs have not had significant or consistent effects on changing officer and citizen behavior or citizens' views of the police. Regardless, BWCs have rapidly spread through law enforcement, and many agencies will continue to adopt them. Police leaders and researchers should give more attention to how, when, and where BWCs are most beneficial or could be harmful, as well as how BWCs can be used in training, management, and internal investigations to achieve more fundamental organizational changes with the long-term potential to improve police performance, accountability, and legitimacy. ♡

Cynthia Lum, Megan Stoltz, Christopher Koper, and J. Amber Scherer, "The Research on Body-Worn Cameras: What We Know, What We Need to Know," *Criminology & Public Policy* (2019).



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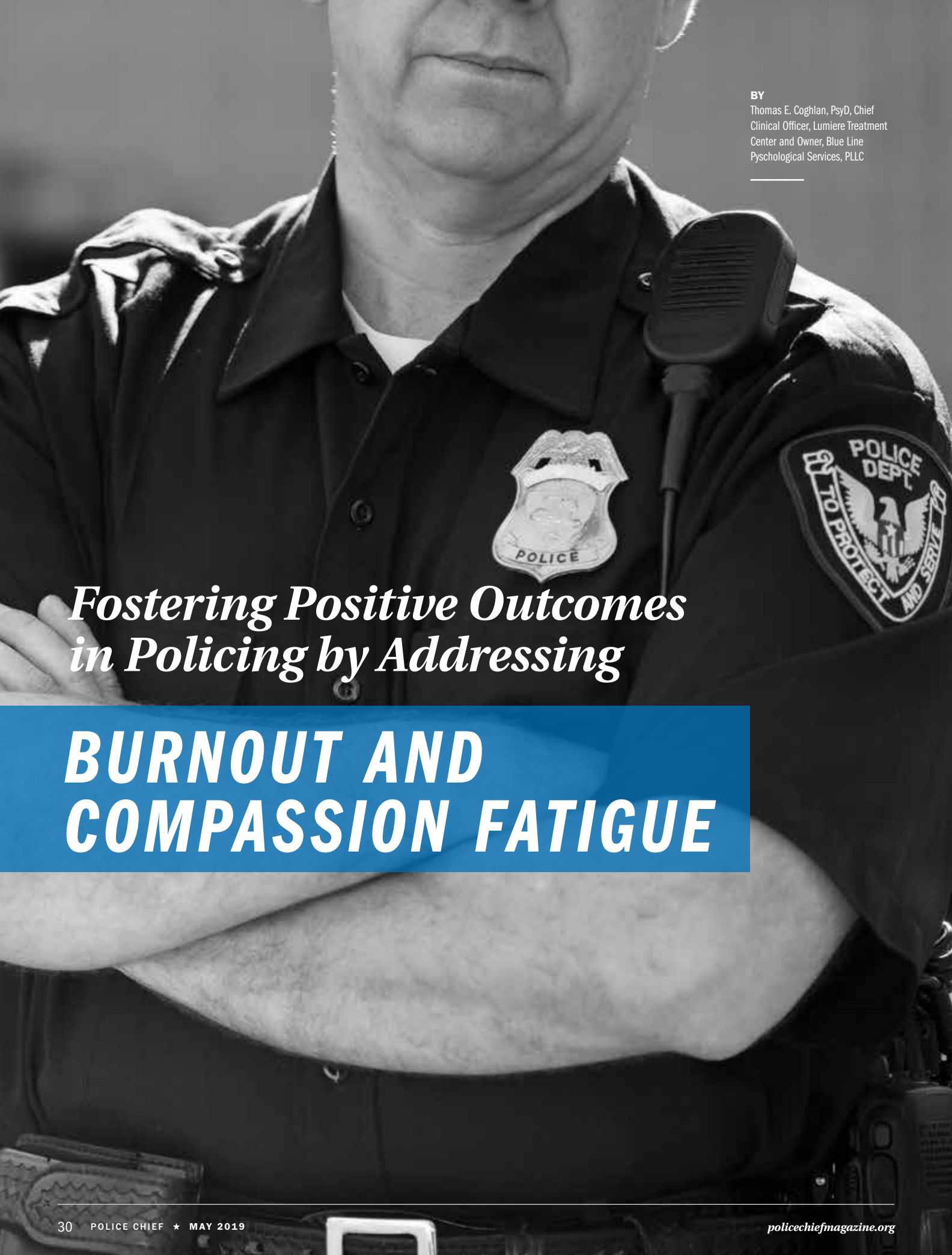
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**BY**  
Thomas E. Coghlan, PsyD, Chief  
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Center and Owner, Blue Line  
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*Fostering Positive Outcomes  
in Policing by Addressing*

# **BURNOUT AND COMPASSION FATIGUE**



“

*Research suggests that the ripple effect that results when agencies direct attention to improving the emotional, cognitive, and physical wellness of their workforce via resiliency training, wellness programs, or trauma-informed policies is notable.*

”

**BY WHAT METRIC ARE POSITIVE OUTCOMES MEASURED IN POLICING?** Is operational activity and the meeting of “productivity goals” (e.g., the number of arrests, summonses, warrants served) the measure of positive outcomes in policing? Or are positive outcomes measured in relation to negative outcomes (e.g., an increase or decrease in the number of citizen complaints, misconduct allegations, or excessive force incidents)? Is the satisfaction level of the workforce the metric by which positive outcomes are measured (i.e., are officers engaged at work, are they committed to their agency and to service, the rate of turnover and attrition, etc.)? Or are positive outcomes in policing measured by the degree to which the community feels a sense of partnership with the police? Regardless of whether positive outcomes in policing are measured by enforcement productivity goals, reductions in the numbers of negative outcomes, the satisfaction of the workforce, or partnership with the community, research suggests that all of these metrics can be adversely affected by both officer burnout and compassion fatigue.

Therefore, chiefs and agency executives seeking positive outcomes for their agency and community can benefit from implementing programs that promote wellness and resiliency and to design protocols that fend off burnout and compassion fatigue among their officers. The first steps, however, are understanding burnout and compassion fatigue, and learning how to recognize them.

## BURNOUT

In a 1969 publication regarding programmatic and organizational design for a community-based, residential correctional program for young-adult offenders, correctional administrator Harold B. Bradley proposed scheduling patterns to help workers avoid what he referred to as “burnout,” but he did not go into deeper discussion of the construct. Soon thereafter, psychologist Herbert Freudenberger is credited with the first clinical use of the term “burnout” in observations he made of volunteer workers at a free clinic for those experiencing drug addiction and homelessness in New York City. In this original use as a clinical construct, burnout has referred to a negative outcome sometimes experienced by those in service and “helping” or “caring” professions—the professions or volunteerism involved in doing “people-work.”

Specific to policing, burnout can occur over time when officers perceive that the amount of energy they invest in their work is not reciprocated in turn by the community members they serve, the agency for which they work, or the colleagues with whom they work. Additionally, when the work is occupationally burdensome (e.g., shift work, substantial number of calls for service, mandatory overtime); organizationally unsupportive or unreasonable (e.g., punitive or draconian policies, poor support from supervision); or operationally traumatic, burnout is more likely. It is suggested that organizational and occupational stressors in policing contribute to burnout more so than operational stressors and that higher rates of burnout in policing are associated with a more permissive attitude toward escalations in use of force by officers.

Freudenberger described burnout as an insidious process occurring over time, characterized by mental, physical, and emotional exhaustion resulting from one’s professional experiences. Thus, burnout is seen as state originating as a response to external factors, rather than the manifestation of a long-standing internal personality trait. This suggests, then, that burnout and its negative consequences can be proactively preempted either at the individual (e.g., insight, inoculation, developing coping skills) or contextual and organizational (e.g., training programs, wellness initiatives, organizational paradigm shifts) levels. In policing, burned-out officers are sometimes referred to as the “on-duty retired”; officers who may “punch the clock” every day, but are not particularly engaged during their shifts. Taking proactive steps to address burnout can help chiefs reduce the negative consequences of burnout in their agencies and the communities they serve.

Following Freudenberger, psychologists Christina Maslach and Susan Jackson conducted factor analyses of the construct of burnout in the development of the leading measure of burnout, the Maslach Burnout Inventory (MBI). This laid the groundwork for the development of three primary factors that together are considered the gold standard for measuring burnout: emotional

# BURNOUT

EMOTIONAL  
EXHAUSTION



DEPERSONALIZATION



LOW SENSE OF  
PERSONAL  
ACCOMPLISHMENT

exhaustion, depersonalization, and low sense of personal accomplishment.

## Emotional Exhaustion

Emotional competence can be conceptualized as having an energy source, a sort of emotional fuel tank. Each individual has differing innate levels of emotional “fuel in the tank.” As their energy resources become depleted, people become less emotionally competent; that is, they become less able to effectively tolerate emotionally draining situations, interact appropriately with others in emotionally sensitive or challenging encounters, or manage their own internal emotional worlds. It is analogous to setting off on the same 100-mile automobile trip every day, but filling the gas tank a little less with each passing day. The driver may become an expert at the ins-and-outs of the backroads and highways of the trip but becomes gradually less able to make the trip each day as he or she runs on the fumes of a depleted energy source. In policing, this “driver” might be an expert veteran

officer who knows the job but gradually loses the emotional energy to do it competently. When work is the source of this emotional depletion, people can become emotionally overextended and exhausted by the demands of their work and, over time, can become a liability to their agency, to the community they serve, and to their colleagues, as well as carrying effects into their personal lives.

Research findings suggest a variety of negative effects of emotional exhaustion on job performance and interactions with coworkers, family members, and consumers of services (e.g., mental health clients, members of the public). Examples of research findings shows that mental health workers who scored high on the emotional exhaustion scale were more likely to have cynical attitudes about their clients and to evaluate them more negatively, coworkers were more likely to have negative appraisals of those who score high on emotional exhaustion scales, and police officers scoring high on emotional exhaustion scales were more likely to report feelings of anger toward their spouses and children.

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## Depersonalization

Depersonalization is an experience in which one becomes callous to the needs of others, develops an impersonal response to others, and comes to see others more as objects than as human beings. Just on its face, one can see how the experience of depersonalization could be predictive of negative outcomes in policing. In addition to being a negative effect of the causes of burnout; however, depersonalization is a protective but maladaptive-when-overused reaction to certain operational stressors of police work—a coping mechanism. Coping mechanisms used to defend oneself from adverse events can be healthy when applied in small doses. When overused and over-relied upon, however, the same coping mechanisms can become toxic; in this case, the coping mechanism of depersonalization becomes a toxic effect of burnout. A response style that is characterized by depersonalization is also an element of compassion fatigue.

## Low Sense of Personal Accomplishment

Reciprocity is an important aspect of job satisfaction. Receiving a return for one's efforts is an aspect of what makes one's work worthwhile and both personally rewarding and professionally satisfying. This reciprocity might come from one's employer (e.g., a promotion); from one's colleagues (e.g., camaraderie and social support at work, a sense of fraternity); or from those served (e.g., expressions of support from the community). When these are either lacking or are hostile rather than supportive, reciprocity and a sense of personal accomplishment can be lost; for example, an agency being slow to praise but quick to punish or a community that is likewise quick to criticize but slow to appreciate can reduce one's sense of personal accomplishment. Such perceptions of a failure-on-returns can bring a sense of indifference to one's responsibilities and a sense of apathy one's required tasks and job demands.

## COMPASSION FATIGUE

Researchers David Turgoose and Lucy Maddox define compassion fatigue as the “negative effects of working in a psychologically distressing environment on a person's ability to feel compassion for others.” Although burnout and compassion fatigue are similar constructs, there is a significant difference: in burnout, one loses the drive to perform his or her job and becomes apathetic to the work, while in compassion fatigue, one loses empathy for those he or she serves and becomes



apathetic to the victims and community. Turgoose and Maddox's definition highlights the important distinction that, while both are insidious state effects, burnout stems from long-term occupational demands and organizational stress coupled with perceived low reciprocity, whereas compassion fatigue stems from exposure to traumatic material and secondary traumatic stress (vicarious trauma).

Since compassion fatigue stems from repeated exposure to traumatic, emotionally draining, and psychologically distressing material, it is found among workers from many professions that help those in negative situations, such as hospice workers, nurses, psychotherapists, police officers, social workers, emergency medical technicians, and clergy. Anecdotally, it is reported that the Christian missionary Mother Teresa understood the negative effects that compassion fatigue could have on her workers in the Missionaries of Charity and ordered that her nuns would take one year off and away from caregiving after every few years of service. Regardless of profession, compassion fatigue can negatively impact the quality and efficacy of professional services, as well as the quality of the professional's personal life.



The negative effects of compassion fatigue include low levels or a lack of empathy, an indifference toward victims or those in need, a lack of concern for others, a general sense of apathy toward the community, and seeing only the negative attributions of others. Compassion fatigue can stem from repeated professional exposure to traumatic events, similar to what is sometimes referred to as vicarious trauma or professional traumatic exposure. For example, consider a hypothetical officer who routinely responds to a high volume of calls for service, including numerous calls for opioid overdoses in which multiple “NARCAN saves” (potential fatalities prevented by administration of naloxone) occur. Over time, the officer bears witness to high numbers of both opioid fatalities and saves. This officer potentially becomes indifferent and apathetic to such calls, losing the ability to feel empathy for opioid users who overdose and seeing the person in need on each such call as more of an object and less of a human being. This sort of apathetic response is typical of the compassion fatigued officer.

## ADDRESSING THE NEGATIVE OUTCOMES OF BURNOUT AND COMPASSION FATIGUE

In proactively addressing burnout and compassion fatigue, chiefs can reduce liability to their agencies from excessive force incidents, public complaints, and on-duty and off-duty officer misconduct. Likewise, chiefs can reduce absenteeism and days lost to sick leave, thus increasing headcount per shift, which decreases response time and increases the number of available personnel responding to calls for service from the community they serve. Further, by reducing the prevalence of burnout and compassion fatigue among their officers, chiefs can reduce the accompanying negative behavioral and emotional traits, thus paving the way to a healthier connection to the communities they serve. Research suggests that the ripple effect that results when agencies direct attention to improving the emotional, cognitive, and physical wellness of their workforce via resiliency training, wellness programs, or trauma-informed policies is notable. These benefits are, in part, due to proactive intervention in the development of negative outcomes associated with cynicism, demoralization, and reduced resiliency.

Cynicism is a particularly robust predictor of poor performance and negative outcomes in policing. Indeed, research suggests that cynicism in police officer candidates is a strong predictor of negative

outcomes later in their careers, including citizen and internal agency complaints, involuntary termination from department and early departure, and poor supervisory ratings. A simple way to operationalize cynicism is to think of it as the polar opposite of naiveté. Cynicism involves a tendency to navigate the world from a place of fundamental distrust of others and their motives; to attribute the behaviors of others to stable, negative internal traits; and to be self-focused. This sort of untrusting, pessimistic worldview from officers skews community-police interactions in unfavorable ways. Rather than the sort of healthy skepticism and situational awareness that is adaptive in policing, cynicism is instead a toxic and maladaptive style of appraising others that can develop as an element of burnout. A cynical attitude can be accompanied over time by a tendency to view or treat others more like objects than people, reduced job satisfaction, and increased problematic incidents at work. This is not to suggest that naiveté is a preferred trait over cynicism in officers, but rather that a healthy “middle ground” sense of objective realism is a preferred trait.

Demoralization is another factor associated with both burnout and compassion fatigue. Demoralization is the persistent belief that one lacks the ability to effectively handle life stressors. This is what psychologists might refer to as an external locus of control: a belief that one lacks efficacy in the world and that one is helpless in the face of adversity, along with a sense of hopelessness in one’s worldview. Demoralization is known to be linked to both anxiety and depression and can be an aspect of a trajectory toward suicidal thinking.

Finally, both burnout and compassion fatigue are associated with reduced resiliency—a reduction in one’s capacity to effectively weather adverse events and “bounce back” from negative life stressors such as trauma. Elements of resiliency include optimism over pessimism, a belief in one’s self-efficacy and personal competence, an ability to think abstractly rather than linearly in problem-solving, and a capacity to tolerate frustration and failure, all of which deteriorate in those experiencing burnout or compassion fatigue. The relationship between burnout and resilience is bidirectional; each influences the other. As the insidious path of burnout occurs over time, resiliency can act as a protective factor. However, resiliency can also be reduced as burnout increases and one’s sense of personal efficacy is negatively affected.

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## RECOMMENDATIONS

Chiefs and agency executives are encouraged to consider a number of options to reduce the prevalence of both burnout and compassion fatigue among their officers and to mitigate the potential negative outcomes of each by considering policies and programs that address the root causes of both constructs. Investing in officer wellness on the front-end reduces liability and cost for the agency, since an employee who is emotionally healthy is more productive and less problematic. Considering approaches that are novel and “outside-the-box” is encouraged, as such approaches tend to challenge the sort of traditional elements of police management that sometimes contribute to burnout.

To proactively address burnout and promote positive outcomes, it is recommended that chiefs explore ways of reducing the occupational and organizational stressors that contribute to burnout. For example, a review of policies that are perceived by the rank and file as draconian, unjust, or unnecessarily punitive is one possible step. Implementing programs that foster a sense of return from the agency, such as proactively recognizing officers who engage in effective policing as measured by multiple metrics is another possible step at countering organizational stress and increasing job satisfaction. Occupational stressors such as shift work, lack of options for flexible schedules, or frustrating administrative demands such as redundant or duplicative paperwork all contribute to the insidious course of burnout. Convening focus groups or working with consultants to ameliorate such stressors or streamline such processes can help provide solutions to these contributors to burnout and foster positive outcomes.

To proactively address compassion fatigue, chiefs should explore ways to address the root causes. It is recommended that chiefs consider resiliency programs that help officers develop skills to cope with repeated professional traumatic exposure; initiatives that promote overall holistic wellness (i.e., mental, physical, financial, spiritual, tactical); and resources to help officers navigate vicarious trauma and psychologically distressing experiences.

For example, the Office for the Victims of Crime’s Vicarious Trauma Toolkit is a free resource developed to help assist agencies adopt trauma-informed approaches to policing, which recognize the role that exposure to the traumatic experiences of other people plays in burnout and compassion fatigue. The Vicarious Trauma Toolkit includes tools and resources for public safety organizations and police agencies to address the



vicarious trauma needs of their staff, and to promote positive outcomes. Further, the IACP, in partnership with the University of Pennsylvania and the Bureau of Justice Assistance’s VALOR Initiative, is customizing a program specifically designed to enhance resiliency skills in officers. Developing such skills can help to inoculate officers from the negative effects of compassion fatigue. By making use of these and other wellness and resiliency programs, chiefs can help reduce liability, reduce negative outcomes, and foster positive outcomes in policing by proactively addressing burnout and compassion fatigue. ♡

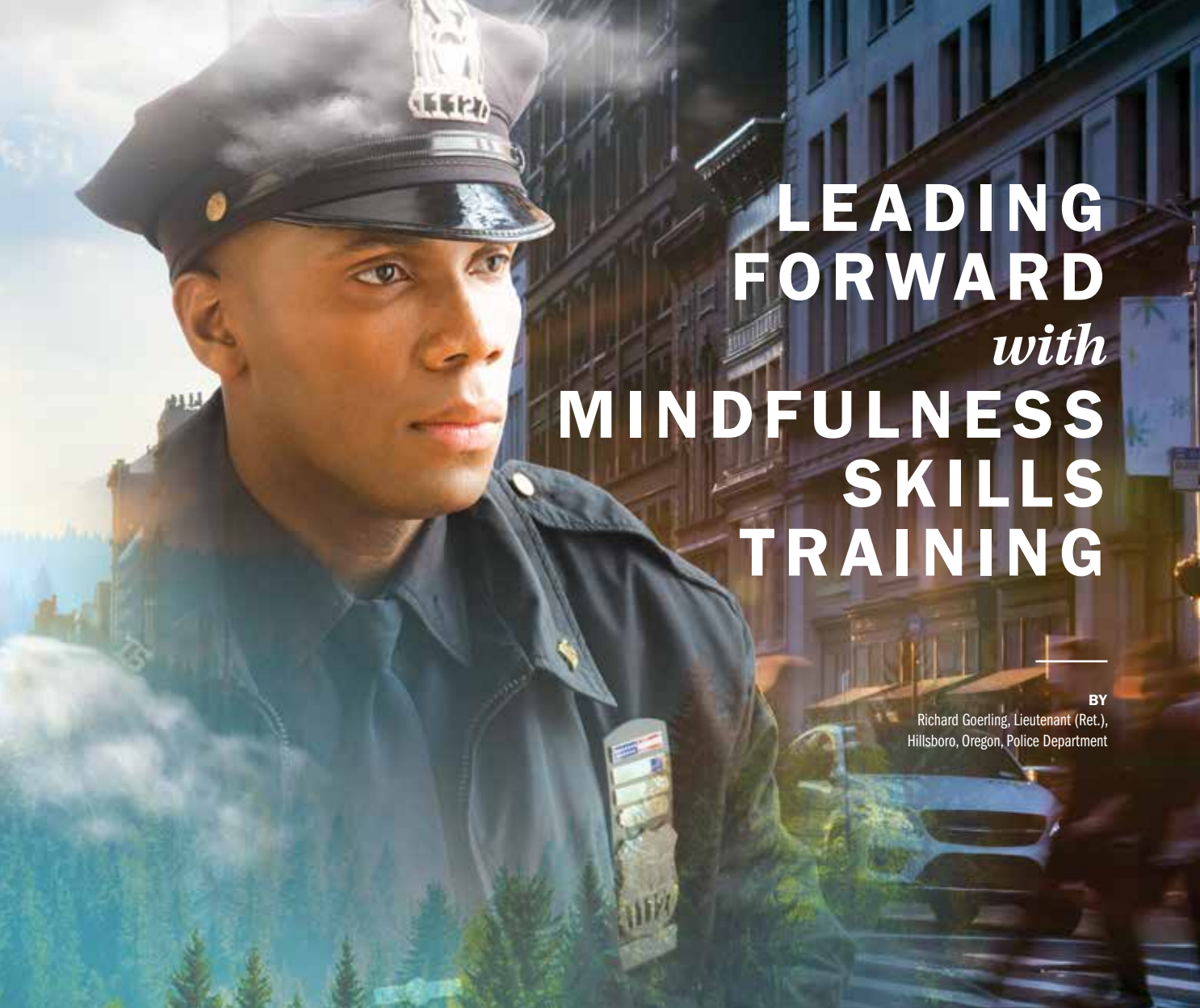
### IACP RESOURCES

- Vicarious Trauma Toolkit
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- “Risk Management Through Fatigue Management” (article)

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# LEADING FORWARD *with* MINDFULNESS SKILLS TRAINING

BY

Richard Goerling, Lieutenant (Ret.),  
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**ONE OF THE GREATEST CHALLENGES FACING POLICE AND COMMUNITY LEADERS** is determining how best to prepare police officers to meet the complex operational landscape of policing in the 21st century. Trauma-informed training has helped the field enhance its understanding of the socioeconomic factors that contribute to the complexity of policing. Turning this trauma-informed lens inward, to law enforcement's organizations and people is a critical next step. The current science and research on human performance, trauma, recovery, and resilience can offer some waypoints along the evolutionary pathway of police leadership.

## NEXT-GENERATION TRAINING

Imagine training that improves a police officer's self-awareness, capacity to self-regulate, attention, compassion, and other behavioral health

measures. Imagine a police officer who skillfully understands and regulates his or her judgements and bias as they show up in diverse communities; a police officer who takes in situational intelligence and processes these data with greater cognitive clarity and agility, absent the entanglement that fatigue and chronic stress often bring. Imagine a police organization with a culture that supports whole-person fitness as a means to optimize performance and humanity.

Officers can be trained to this level of high performance and humanity. Law enforcement leaders have the opportunity to lead the cultural changes needed to meet 21st century challenges, but this requires some hard work for leadership at all levels of police institutions and communities. Perhaps the first step is to allow contemporary science around stress, resilience, and performance to shed some light on training development and delivery. This is where mindfulness comes into play.



## MINDFULNESS TRAINING OVERVIEW

Mindfulness training has emerged as a promising evidence-based methodology within law enforcement over the last decade. Although it is often misunderstood and dismissed, the practice of mindfulness has successfully translated for practical, tactical and culturally relevant use within the landscape of police leadership and operations.

Mindfulness training explores three different modes of attention, teaching individuals to enhance concentration, self-awareness, and situational awareness. In short, mindfulness training aims to improve people's skills in awareness (attention) and compassion (humanity). These skills provide people with the foundation to step into peak performance states; thrive through adversity; and develop the wisdom to understand strategies for recovery, elasticity, and sustained post-traumatic growth.

Mindfulness training offers to enhance one's health and human performance in self-awareness; awareness of family, close social groups, and environment beyond one's team structure; regulation of emotion; sensemaking; cognitive flexibility; and decision-making. Mindfulness skills, when practiced both formally and informally over time, provide the foundation for sustaining resilience to support one's self and family unit through occupational stressors, trauma, and the challenging and rewarding rhythms of the law enforcement career.

## RESEARCH ON MINDFULNESS-BASED TRAINING

Research within the U.S. Department of Defense has demonstrated positive outcomes from mindfulness-based training. One randomized control trial run through at the U. S. Navy Special Warfare Command found that mindfulness training for U.S. Marines improved physiological recovery and stress resilience, among other outcomes. An earlier study found that the U.S. Marines who underwent mindfulness training prior to deployment were able to reintegrate with greater ease into the social rhythms of their lives upon their return from deployment.

Research around mindfulness in policing in the United States has emerged with encouraging support from federal funding bodies within the U.S. Department of Justice (DOJ) and National Institutes of Health. For example, the University of Wisconsin at Madison is currently researching mindfulness training interventions with police in that region, funded by the Department of Justice (DOJ). Pacific University and the University of New Mexico just began a five-year randomized control trial training mindfulness to officers at both Albuquerque, New

Mexico, Police Department and Portland, Oregon, Police Bureau.

A randomized control trial among police officers showed that mindfulness training contributed to reductions in anger and aggression, alcohol use, perceptions of both operational and administrative stress, and cortisol levels, as well as leading to improvements in sleep, pain management, and compassion. Anecdotal interviews with the participants suggested that the training cultivated skills that helped officers navigate challenging personal and professional situations.

While the research is still underway in many cases, the evidence thus far suggests that, if mindfulness skills are integrated into police training priorities, they offer significant value for the officers, organizations, and communities.

Generally, the research supports that the following outcomes are achievable with the integration of mindfulness in our police organizations:

- enhanced health and well-being of individuals and organizational culture
- greater capacity to lead self and others
- improved ability to step into peak performance (flow states)
- new opportunities for community building and the evolution of public safety

## INDIVIDUAL, ORGANIZATION, AND COMMUNITY WELLNESS

Police officers are expected to perform exceptionally within a complex geopolitical, technological, and traumatic landscape. Mindfulness training delivers the outcomes they need to navigate this landscape and perform policing tasks with the most skillful humanity. Mindfulness training is not merely training officers for wellness; it's the next frontier of human performance development. Through mindfulness skills training, police officers develop skills that can transform their lives in small and large ways. From these shifts toward health and well-being come positive changes in how officers show up in their communities.

Mindfulness skills can also transform leadership by enhancing leaders' sense of self and their abilities to lead self and others. Mindful leadership skill building holds the potential to deeply impact team synergy and culture, offering a foundation for transformational leadership, an evolution of policing, and new possibilities in community building. Mindfulness training is about systems' wellness. A culture that is grounded in a practice of awareness, compassion, and skillful action is one that offers greater equanimity to the community it serves and

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greater resources for health and well-being of the people inside the police organization.

## LOOKING AHEAD—OPPORTUNITIES, CHALLENGES, AND RECOMMENDATIONS

Mindfulness skills training should be the foundation of police training strategies. As the research continues and law enforcement learns to translate the research findings into practical and tactical training models, to the potential to enhance both performance and humanity increases.

Mindfulness training models are emerging in North America in some exciting ways. From one-day workshops to eight-week series to multiday immersion trainings, the opportunities to train officers in mindfulness are becoming more and more accessible. Certified and culturally competent trainers are slowly emerging to meet the demands for mindfulness training in policing, yet there remains a shortage of trainers who understand the nuances of training within police culture.

Police and community leaders exploring how best to integrate mindfulness skills training into policing should consider the following recommendations.

### Educate Your Leadership Team.

**Learn**—Research available information around mindfulness and its relevance to an operational landscape.

**Evaluate**—Assess current evidence and understand the failure of status quo approaches to wellness across public safety disciplines.

**Experience**—Step into mindfulness training in the community and elsewhere. Try it on in a variety of ways to see how it might best fit. Understand that some of this early piloting will fail—assess the failures, make changes, and keep exploring ideas that will work.

### Create a Team of Champions.

**Query**—See who in the organization has a mind-body training background or has a keen interest in exploring the integration of mindfulness into the rhythms of the organization.

**Build**—Put together a team of operational and administrative personnel that will champion the assessment, planning, and pilot trainings and work with the leadership team to develop a strategic plan.

**Train**—Get members of this team connected with other efforts and get them trained in foundational mindfulness skills through immersion training from a culturally competent trainer.

### Build a Trauma-Informed and Performance-Focused Strategy.

**Innovate**—Include over-the-horizon performance outcomes in the agency's vision and work backward to develop a strategic vision, strategic plan, and operational plans to achieve the evolution and transformation of the people, the organization, and the community.

**See the Connection**—Understand that occupational stress and trauma profoundly impact the capacity of people and organizations to perform. Align the ideas and goals of mindfulness training



with the leadership and community vision of the police organization. Build a strategy that aligns with leadership's vision for the agency and community. See this as part of the strategic development of the agency, not merely wellness training. Law enforcement has a greater ability to build community relationships when an agency has the aptitude to embrace skillful humanity.

**Ground Truth**—Use an understanding of interpersonal neurobiology, trauma, and human performance to create a vision and plan that integrate evidence-based skills that are deeply grounded in the organization's greatest resource: its people.

## Develop Peer Coaches.

**Invest**—Select a small team of skilled trainers to send to a mindfulness-based peer coach training program through the University of California San Diego or another quality training program. Peer coaches can integrate seamlessly into existing peer support programs and training programs.

## Collaborate with Community Partners.

**Resist Group Think**—Recruit and skillfully choose key community partners to work with as the organization builds a mindfulness strategy. Train collaboratively with community-based mindfulness trainers, yoga teachers, mental health professionals, or other mind-body practitioners and trainers.

**Train in Schools**—Train school resource officers alongside teachers to deliver mindfulness skills training to at-risk youth in schools. The next generation of police officers in schools must include the skills to train students in self-awareness, self-compassion, and self-regulation. Mindfulness can bridge the gap between police officers and students.

**Step into Council**—Bring council practices (group mindfulness) as an effort to build community relationships and work through community-police conflict. Council is a group mindfulness practice that allows for a skilled facilitator to bring diverse individuals together to share a common humanity.

## CONCLUSION

The future of police leadership will include the integration of mindfulness-based training models in both leadership and operational training arenas. Mindfulness skills training as a resource for leadership acumen might be the next frontier of leadership development that opens up new possibilities for the profession in the coming decades. An intentional practice of awareness and compassion skills (mindfulness) among police command staff

can radically impact how law enforcement officers see themselves and others—and, consequently, how they show up, how they communicate, and how they treat others.

Training officers in mindfulness skills will undoubtedly improve their health and well-being. If organization leaders are demonstrating mindfulness skills in authentic ways, operational personnel will pay close attention. Right now, one can only speculate what attention and emotion regulation skills training might do for tactical performance in policing. It is entirely reasonable that agencies will see improved communication with the public and more skillful, perhaps even less, use of force by officers.

Many obstacles exist ahead—aversion to change, funding, training availability, and so forth. All of these are manageable and are not reasons to avoid the journey of exploring the possibilities around mindfulness skills training throughout police organizations.

This is not simply about wellness. It is about human performance optimization in multiple domains: personal health, family relationships, social and community relationships, operational and tactical performance, leadership, management, and more. This is evidence-based training from the inside-out, grounded in real-world experience that is authentic and relatable for officers and staff. Mindfulness skills training requires leaders to demonstrate the courage to take their own personal and professional developmental journey and to invite those they are privileged to lead and manage along with them.

It is an exciting and promising new frontier for training to health and well-being, performance in all domains, and community policing. Nothing here is simple; leading into this space will demand courage and acceptance of both success and failure. This is the landscape of policing in the 21st century. ♡

### IACP RESOURCES

- “Mindful Policing—A New Approach to Officer Wellness and Safety Training and Education” (article)
- “Yoga and Mindfulness Program: City of Falls Church Police Department” (article)
- “The Role of Mindfulness Training in Policing a Democratic Society” (article)

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# CONNECTING MENTAL HEALTH TO COMMUNITY SAFETY

**BY**

Rick Foley, Staff Sergeant, CISR/PS  
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Police

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*The Ontario Provincial Police's Mental Health Strategy Our People, Our Communities, was featured in the December 2018 Police Chief. This article expands upon the internal support elements of the strategy as a model for agencies seeking to better support their officers' mental wellness and maintain a healthy workforce.*

**THE ONTARIO PROVINCIAL POLICE EMPLOYS NEARLY 9,000 MEMBERS**, composed of uniformed personnel, civilian employees, and 800 auxiliary officers, and provides services ranging from general front-line patrol to complex investigations across a remarkably diverse geography. To provide context, traveling across the province would take more than 24 hours by vehicle. The OPP is one of the largest deployed police services in North America with more than 90 detachments in five regions serving urban, rural, and indigenous communities.

In line with its mission of service, the OPP is committed to supporting its members with resources and education to focus on improving outcomes for people with mental health issues, whether those

individuals are members of the OPP or members of our communities. This commitment reinforces the acknowledgement that the mental health of police service members is fundamental in community safety.

The Canadian Centre of Occupational Health and Safety defines mental health as

*a state of well-being in which a person understands his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to his or her community. A mentally healthy workplace is a high-functioning, respectful and productive environment.*

For the OPP, police mental health and mental health in the community are intrinsically connected; therefore, in December 2015, the OPP launched the OPP Mental Health Strategy: Our People, Our Communities. This strategy contains two distinct but linked components—Supporting Our People: Healthy Workforce and Supporting Our Communities: Police Interactions with People with Mental Health Issues. The strategy was the first of its kind to concretely link officer mental health and police response to mental health issues in the communities they serve. The extensive research and consultation undertaken during the development phase of the strategy demonstrated that if a police service is to serve the community well and safely, support of the mental health needs of the workforce is paramount.

A coordinated, consistent approach to community safety is key to the OPP Mental Health Strategy's success. The connection between community safety and the mental health of the workforce serving the community is a continual interaction. Ensuring police officers have the required tools to meet the complex and stressful challenges of modern policing is essential to achieve community safety. The tools required for operational police response have evolved dramatically with significant advancements in equipment, technology, and tactical

training. The tools for a healthy workforce require a mirrored evolution, ensuring that programs, supports, and approaches to members' mental health are matched in focus and innovation.

Within the Our Peoples component of the strategy, there is an emphasis on ensuring multiple accessible entry points to mental health and wellness information and services. The goal is to meet people where they are, with the right services that meet their needs. This is a lofty objective in an organization as demographically and geographically diverse as the OPP, requiring a multifaceted, flexible approach.

One of the most crucial entry points within the OPP's Mental Health Strategy, Our People, is the Critical Incident Stress Response (CISR)/Peer Support (PS) Program.

## CISR/PS PROGRAM

### Team Members

The OPP provides internal support to members through the CISR/PS Program. Team members can respond immediately to a critical incident and to individual requests for support. Teams are available 24/7 in every OPP region and include a total of 97 members, including 15 full-time and 82 part-time members across the organization. Members of the CISR/PS team include civilians and special constables, as well as uniformed members ranging in rank from constables up to superintendents. In order to serve the needs of the OPP's personnel, the team's diversity is imperative; to this end, the OPP has recruited specialized members from Canine; the Emergency Response Team (ERT); Investigations and Organized Crime (IOC); and Forensic Identification Services Unit (FISU), among others.

The selection process for the CISR/PS team is rigorous to ensure the best fit for the position, including psychological testing and interviews. Members of the OPP's CISR/PS team are not required to have lived trauma experience; however, those who do, self-identify so that members

accessing services are aware of the team member's experience.

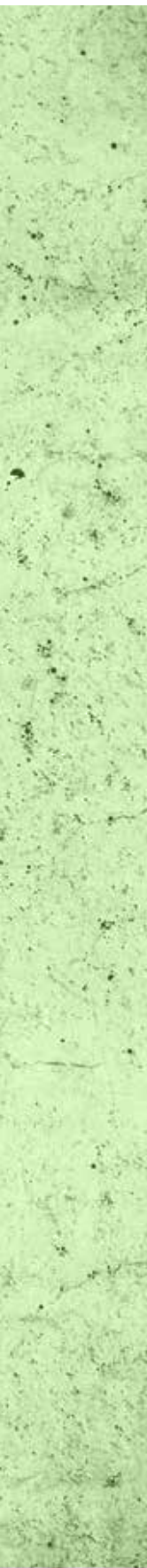
## Supervision

The OPP's CISR/PS team is structured with the necessary supervision to ensure the continued integrity of the program. The program is led by a provincial coordinator (staff sergeant) and an assistant provincial coordinator (sergeant). The province is split into five geographical regions and one traffic division. There are teams in each of the six areas that are led by a full-time sergeant and constable. Team leads and the provincial coordinators are expected to monitor and support their team members to ensure the wellness of the team.

## Training

CISR/PS candidates who are successful at the selection phase complete an intense two-week training course. The first week includes certification in individual and group crisis intervention training by the International Critical Incident Stress Foundation (ICISF). The members also receive a full day of training on the OPP's CISR/PS Suicide Intervention Protocol. The first week of training lays the foundation providing the knowledge, and, in the second week, students apply that knowledge as they are exposed to numerous role-play scenarios based on real events—in effect practicing the skills they will use as CISR/PS team members. They also receive training on CISR/PS standard operating procedures and mandate and education on available internal and external resources, developing relationships, and self-care. Senior team members then mentor new CISR/PS members. The training and mentoring equip new team members to deal with the increasingly demanding, diverse, and complex issues that arise in peer support.

The OPP is aware of the impacts of peer support work on its CISR/PS members. Full-time CISR/PS members meet with a psychologist annually to complete a safeguard check, a check-in that includes psychological testing to ensure



the member's wellness. Following significant critical incidents that CISR/PS members are engaged in, such as a line-of-duty death or suicide of a member, consideration will be undertaken to debrief CISR/PS members at the conclusion of the event to ensure their health and wellness.

## OPP CISR/PS Team Services

CISR/PS members provide a variety of services: wellness checks, defusing situations, debriefings, crisis intervention, one-to-one support, and referrals to professional resources. CISR/PS team members also educate and connect staff members to appropriate services within the OPP Wellness Unit, along with providing management support for the Early Intervention Program, trauma clinicians, or referrals to community-based mental health service providers.

Services offered by the OPP Wellness Unit include

- Total Health Reinvestment (THRIVE) Fitness Liaisons to assist with the development, implementation, and maintenance of wellness and fitness training programs for OPP members. THRIVE facilitates the development of activity, nutrition, and lifestyle plans for members.
- Employee and Family Assistance Program (EFAP), a free, confidential, employer-sponsored service designed to provide employees and their families with access to a variety of supports at no cost to employees on a 24/7/365 basis. Within the OPP, the EFAP has an external service provider that offers a menu of services including short-term counseling with trained professionals, child and elder care resources, legal advice, and financial guidance.
- Employee/Family Liaisons (EFLs) to develop and implement proactive programs and services for OPP employees and their families. Mindfulness is an example of programs offered by the EFLs that support positive strategies and healthy lifestyle approaches.

CISR/PS members are deployed in a variety of circumstances that include, but are not limited to, the off-duty death of an employee, any near-death experience, a use of lethal force, a disaster or multi-casualty collision, or any highly emotional work-related event.

Team members are deployed when an incident involves an employee who has been threatened with a weapon, suffered an assault that endangered his or her life, or used lethal force in the line of duty. The benefit of having CISR/PS members attend and provide immediate support ensures that the involved personnel are made aware at the time of the range of normal reactions and have a connection to support monitoring of negative responses and access to early supports. The value of the early connection and setting the stage is difficult to measure. One veteran CISR/PS member described an interaction with a young officer following a particularly violent and grisly homicide. The member was able to talk through the young officer's actions and reactions immediately, providing clarity as the officer moved forward. The veteran member, who had experienced a number of traumatic incidents throughout his career, reflected on how different his career may have been had there been peer support to walk him through the range of reactions, reassure him that all reactions are normal, and offer supports if required.

In OPP parlance, a critical incident is any situation faced by individuals that causes them to experience unusually strong emotional reactions and has the potential to interfere with their ability to function at the time of the incident or later. Connecting early and providing information on the range of possible reactions prepare members and support resilience, as well as opening the door for further connections as required. Prompt intervention and reaching members early with services are more effective and create better outcomes in the long term than heavy investment in treatment down the road after a culmination of more negative effects. When employees are involved in any critical incident that severely strains or momentarily

overwhelms their ability to cope, the officer in charge is required to engage CISR/PS.

In addition to these CISR-specific supports, the CISR/PS team responds to individual requests for support and provides peer-to-peer assistance for members, as guided by program policy.

CISR/PS services are confidential within the limits of the law (e.g., exceptions can include cases involving a threat of harm to self or others, child abuse, or criminal activity). The credibility of CISR/PS members is crucial to a successful program, and all CISR/PS members are relentless in maintaining confidentiality. The OPP CISR/PS team requires its members to annually review and sign a confidentiality policy acknowledging their obligations. Training and standard operating procedures for the CISR/PS include specific guidelines on note-taking and communications to protect this confidentiality and to give members accessing CISR/PS confidence.


## PEER ASSISTANCE AND RESOURCE TEAM

All OPP Provincial Communications Centres (PCCs) also have a Peer Assistance Resource Team (PART). PART members are similar to CISR/PS members in that they support their peers within their respective PCCs. The PARTs are trained in individual crisis intervention. PART members can offer support to fellow PCC members following what might have been a distressing call or critical incident. PART members report directly to their respective CISR/PS team lead.

## SUICIDE PROTOCOL

The OPP's CISR/PS team and PART members must be prepared to deal with the circumstances involving suicidal members, retirees, and their families. Suicidal behaviour results from interactions between a variety of personal risk factors and an absence of protective factors. Mental health problems or illnesses, previous suicide attempts, and stressful or traumatic life events can increase a person's vulnerability to suicide.





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The role of the CISR/PS team or PART member is to provide support following critical incidents or in response to individual requests for support; this might include members in crisis. The support provided must respect the training, expectations, and limitations of the CISR/PS or PART role, as well as the individual team member's professional strengths and expertise.

When providing support to individuals at risk for suicide, CISR/PS team or PART members might be susceptible to becoming overinvested and experience difficulty maintaining professional boundaries. Preexisting relationships and colleague solidarity often complicate this. For this reason, the implementation of a suicide protocol for any organization considering a peer support team is crucial. Having protective protocols in place ensure the health and well-being of police members being served, as well as the health and well-being of the peer support team members providing service.

The teams are available indefinitely to all employees including active, retired, resigned, terminated, auxiliary, and OPP-administered First Nations members and family members who may be in crisis or need support. The continuum of care beyond employment to family members is essential to honoring the commitment of support for members who have served.

### COMMUNITY REFERRAL LIST

As an organization serving across such broad geography, it is difficult to provide effective psychological services from the OPP's center. Working with qualified and experienced community partners is key to providing accessible and effective service to members. A critical role of the CISR/PS team is identifying community-based expert service providers. Team members assess services to ensure that there is an understanding of the services available locally and that the experts have police and trauma experience, and the team builds relationships with service providers in order to access the most appropriate care when required for members. Currently, there are more than 250 professional service

## PEER SUPPORT BY THE NUMBERS

BETWEEN 2013 AND 2018

13,000+

CALLOUTS FOR  
SERVICE HAVE BEEN  
ANSWERED ACROSS  
THE PROVINCE

12,000+

PEOPLE HAVE RECEIVED  
DIRECT SUPPORT FROM  
THE TEAM

6,000

REQUESTS FOR SUPPORT CAME  
DIRECTLY FROM INDIVIDUALS

1,500+

THE TEAM HAS ATTENDED  
MAJOR INCIDENTS

OFFERED

13,000+

CONSULTATIONS

DELIVERED

12,000+

PRESENTATIONS

providers who are included on the community referral list and recommended as options for OPP members seeking professional support.

## LOOKING TO THE FUTURE: VIRTUAL CONNECTIONS

The CISR/PS team is considering alternative methods to support members, employees, auxiliaries, retirees, and their families (clients) utilizing available smartphone video telephony technology as a communication option when in-person support is not available or readily accessible. All team members are issued OPP smartphones. Ideally, CISR/PS members provide in-person support as required; however, due to the deployed nature of the OPP and geography, in-person support is not always possible. Alternatively, supports are sometimes offered by telephone, text, and email. In the world of professional therapy, individuals with mental health issues face barriers accessing mental health supports. Video telephony technology, which allows audio and video information to be shared concurrently across geographical distances, offers an alternative that improves access. There is existing research indicating that video telephony psychotherapy is very feasible and has been used in various formats and populations with good results and clinical outcomes comparable to traditional face-to-face therapy. The CISR/PS team is currently researching available platforms to utilize video telephony as an optional means of communication with the clients the team serves. The project is near completion and should be live soon.

All CISR/PS and PART members are required to annually complete training that focuses on ensuring all members are equipped with current information and skills, as well as providing an opportunity to review program protocols.

## PEER SUPPORT FOR COMMUNITY SAFETY

The mental health and well-being of members of the OPP is foundational to community safety. The OPP is committed to ensuring the members of the OPP are trained, supported, and focused on

their mental health so they are best able to respond to the needs of the communities they serve. The OPP CISR/PS team is one of a range of supports that make up a broader, connected mental health strategy focused on best outcomes for agency members and the public. Modern policing requires a sustained focus on mental health and wellness. Innovative approaches to supporting member mental health create space for dialogue and a greater understanding of the connection to community safety.

## MENTAL HEALTH FIRST AID POLICE TRAINING

In 2018, the OPP partnered with the Mental Health Commission of Canada (MHCC) and the Canadian Police Knowledge Network (CPKN) to implement Mental Health First Aid Police training for members. This training is meant to help provide additional tools for OPP employees in dealing with mental health in the public and the organization. A vital component of this training is for all employees, identified civilian and uniformed, at all ranks to speak the same language when encountering someone who may be experiencing a mental health crisis. It is a proactive model with the intent to create a psychologically safe workplace and community.

The development and delivery of this nationally certified, blended model of training to attain the goals identified by the strategy has been rolled out to meet the growing needs of OPP members dealing with people experiencing a mental health crisis.

## CONCLUSION

The OPP CISR/PS team is one of the many support services provided members through the OPP Mental Health Strategy. The aim is to ensure the OPP's response to mental health is consistent and efficient in mitigating risk and victimization by improving outcomes for members and communities. Since 2012, the OPP CISR/PS team has engaged with members on more than 49,000 occasions, averaging more than 8,000 engagements annually. The broader evaluation of the OPP Mental Health Strategy looks

## KEY CONSIDERATIONS FOR A SUCCESSFUL EMPLOYEE MENTAL HEALTH PROGRAM

The OPP has identified four primary considerations for other agencies who are exploring or considering programs to support the mental wellness of their employees.

- Development of standard operating procedures
- Formalized recruiting and hiring process
- Standardized training and refresher training
- Supervision to ensure integrity, accountability, and health and well-being of members

at this service delivery output alongside other factors contributing to the success of the strategy. What is known is that, throughout the OPP, members are connected early and often to the CISR/PS Program. This early support to members creates opportunities to intervene through early identification and access to information and services to reduce the potential impacts of exposures to critical incidents, leading to resilient officers who are able to work toward safer communities. ♡

## IACP RESOURCES

- Peer Support Guidelines

### theIACP.org

- "Prioritizing Emotional & Mental Health through Peer Support" (article)
- "Peer Support Teams Fill an Emotional Void in Law Enforcement Agencies" (article)

### policechiefmagazine.org

BY

Lewis Z. Schlosser, PhD, ABPP Institute for Forensic Psychology, and Chief Andrew A. Kudrick Jr., Chief, Howell Township Police Department

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“  
YOU HAVE  
TO SEE  
THE  
PSYCH  
”



## REDUCING THE STIGMA OF SEEKING MENTAL HEALTH TREATMENT AMONG POLICE PERSONNEL

**GENERALLY SPEAKING, POLICE OFFICERS ARE RELUCTANT HELP SEEKERS;** like many people who work in the helping professions, officers are used to being the helpers—not being in the position of looking to someone else for assistance. One of the most serious consequences of this attitude toward seeking help is the sad fact that, for the last three years, more police officers have died by suicide than were killed in the line of duty. Officer wellness programs, which include suicide prevention efforts, are designed to help police officers maintain optimal mental health; these programs are also trying to encourage officers to seek professional help when it is warranted. One of the major barriers to officers seeking help from a mental health professional is the stigma around the concept. Addressing a previously un-discussed aspect of that stigma carries the hope of increasing the likelihood that police officers seek mental health treatment.

## THE POLICE PSYCHOLOGIST AS AN ADVERSARY

Many explanations have been offered to explain why the stigma of seeking mental health treatment has persisted so strongly among police personnel. Some of these ideas include feelings of shame, assumptions of being seen as “crazy” or weak, fear of punitive action by police administration, and fear of being removed from the job. (This list is not exhaustive.) That being said, one previously unexplored explanation for why the stigma of seeking mental health treatment persists is the notion that police personnel view the police psychologist as an adversary.

Typically, at different phases of their careers, police personnel “have to see the psych”—and they view the police psychologist as a barrier to their goals. This perceived adversarial relationship is born at the beginning of almost every officer’s career due to the pre-employment psychological evaluation. Applicants for police officer positions in many departments know that part of getting hired means meeting with and getting a favorable recommendation from a police psychologist; however, they are often unsure of exactly what the psychologist is looking for during the evaluation and may feel uneasy as a result. Moreover, police applicants (who typically have good leadership skills and like to be in control) are likely to feel uncomfortable with being in the one-down position vis-à-vis the police psychologist. For most applicants who are successful in their pursuit of a law enforcement career, this may be their only contact with a police psychologist. This is noteworthy since the pre-employment psychological evaluator has the goal of ensuring that police officers who get hired are psychologically suitable; the police psychologist is helping the agency, not

the applicant. This may feel odd to the applicant who is likely to hold the common belief that psychologists help people—and, because the psychologist is not helping the applicant, the perceived adversarial relationship is born.

Once on the job, most police officers do not need to see a police psychologist; in fact, many probably go their entire careers without ever seeing one. However, sometimes things happen in the course of an officer’s career that will lead an officer to see a police psychologist. For example, when officers have been involved in a critical incident (e.g., officer-involved shooting), they will typically meet with a police psychologist for a debriefing session. While the purpose and intent of the debriefing is for the officers’ welfare and mental health, many officers believe that the psychologist is the barrier to their being returned to duty following the incident. Again, here is another situation where officers may see the police psychologist as a gatekeeper of sorts, and feel that they need to “get past” the psychologist to achieve their goal—in this case, to return to duty. Perceiving the psychologist as an adversary also makes the debriefing experience a missed opportunity to shift an officer’s view of the police psychologist to a more favorable direction.

If an officer gets referred for a psychological fitness-for-duty evaluation (FFDE), then that officer is being ordered to meet with a police psychologist. More often than not, the officer will enter the FFDE believing the psychologist is an adversary as the barrier to achieving the officer’s goal—typically, to return to work. This derives, at least in part, from a common trait among law enforcement personnel of being “worst-case scenario” thinkers (or what mental health professionals call “catastrophizing”). In the FFDE context, the worst-case scenario is being found unfit for duty with little chance for recovery and consequently being removed from the position of police officer. A pair of recent large-scale studies of FFDE (830 evaluations covering a five-year period) shows that 94 percent of officers referred for FFDE were returned to duty, either immediately or eventually following a course of mental health treatment. Said another way, only 6 percent of officers are not returned to duty; they are found psychologically unfit for duty with little chance for recovery (“unfit and unfixable”). It is important to note that one-third of that 6 percent are officers who are seeking disability retirements. Hence, only 4 percent of officers who undergo FFDEs are seeking to be returned to duty, but are found unfit and unfixable. That being said, anecdotal evidence suggests that most police officers who have been referred for an FFDE believe that they will be found unfit and unfixable. With the unfit and unfixable designation as a possibility, however remote, the FFDE psychologist is easily classified by the subject officer as an adversary.



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Across these multiple contexts, the police psychologist can easily be perceived as an adversary by police personnel. As such, it is not surprising that police personnel might be reluctant to engage in individual psychotherapy with a police psychologist, whether the officer is seeking some additional support or in cases where the officer might be experiencing psychological symptoms. When an officer finally does reach out for help, it is typically facilitated by a fellow officer and to a therapist who is known to be familiar with and supportive of the law enforcement community. Some strategies for psychologists, officers, and police leaders are offered herein to help reframe the relationship between police psychologist and police personnel with the ultimate goal of reducing the perceptions of the psychologist as an adversary.

## STRATEGIES FOR POLICE PSYCHOLOGISTS

Psychologists who strive to devote their careers to serving members of the law enforcement community must immerse themselves in and be extremely knowledgeable about police culture. This goes far beyond seeking clinical supervision from a more seasoned police psychologist—the police psychologist needs to become a member of the police community and be seen as a trusted ally. This is an ongoing and continuous process, that takes significant time and energy.

In essence, a police psychologist's training, experiences, and work should all reflect a commitment to serving the police community.

At the same time, there are personal qualities necessary in a police psychologist to earn and maintain the trust from police personnel. For example, given the nature of police work, police psychologists need to be available and accessible to their departments, including outside of normal business hours in cases of urgent need. When an agency reaches out to its police psychologist, it provides an opportunity for that psychologist to either help or harm his or her reputation with the agency. Police psychologists would benefit from being down to earth, approachable, and helpful and by avoiding any reliance on professional jargon. Said another way, the police psychologist who best serves the agency is the one who is, all at once, a friendly, knowledgeable, and trusted expert.

When providing professional services, police psychologists should seek to demystify the work that they are doing. For example, it is helpful for agencies to understand the dimensions of suitability on which candidates are being evaluated during a pre-employment psychological evaluation. Making the process more transparent should also reduce the perception of the psychologist as an adversary—in cases of a negative recommendation regarding an applicant, a transparent process helps all parties see the rationale for the decision. In the FFDE context, the police psychologist should take the time, prior to conducting the evaluation, to explain the possible outcomes of the evaluation to the referring agency. Moreover, the FFDE can also be used as an intervention, when appropriate, in terms of getting an officer into mental health treatment with the goal of restoring the officer to being psychologically fit for full duty.

## STRATEGIES FOR POLICE OFFICERS

Many police personnel are focused on maintaining themselves in good, if not optimal, physical health; this includes regular exercise and good eating habits. If an officer becomes overweight, it is likely that officer would not think twice about focusing on diet and exercise to improve his or her physical health. Police personnel need to understand that mental health is just as important as physical health. So, for example, if an officer becomes depressed, bitter, or angry, what does the officer do? Unfortunately, the answer is often nothing. In some cases, officers turn to negative outlets such as mind-altering substances (e.g., alcohol) or extramarital affairs. However, meeting with a psychologist can assist police personnel with mental wellness—officers can think of it like working with a personal trainer for their mental health.

Along a similar vein, police personnel are accustomed to being evaluated regularly by their

### LAW ENFORCEMENT IMMERSION STRATEGIES FOR POLICE PSYCHOLOGISTS



- maintaining membership in and involvement with professional societies for police psychologists (e.g., the Police Psychological Services Section of IACP);
- spending time with law enforcement personnel in both professional (e.g., attending police meetings, trainings, and going on ride-alongs) and personal (e.g., attending agency events) capacities;
- reading about issues facing the law enforcement community;
- seeking continuing education related to police psychology; and
- demonstrating one's commitment to the field of police psychology (e.g., seeking ABPP certification as a police and public safety psychologist).

supervisors. In addition to any feedback from command staff, police personnel should conduct their own regular self-evaluations. Specifically, officers should look for and recognize any changes in their own behavior. The results could be benign, but they also could be an early warning sign of a possible mental health condition (e.g., depression, anxiety). Police personnel should pay attention to their actions and behaviors, as well as their attitudes. In addition, officers would be wise to listen to trusted people from their personal lives (e.g., significant others, good friends), especially if there is feedback regarding changes in the officer. In sum, understanding oneself as a person will help that individual be a better police officer.

Perhaps it is easier said than done, but police personnel need to understand that the psychologist is not their enemy. Consider a mandatory arrest situation where an officer has no room to exercise any police discretion. Does the officer consider him- or herself an enemy to the person being arrested? Of course not, the officer is merely doing his or her job. In a similar vein, the police psychologist is not acting with malice or treating the officer like an enemy. Rather, the psychologist is doing his or her job—making a decision based on the data being presented. In addition, in an FFDE context, officers should educate themselves regarding the likely outcomes; as noted above, the data regarding FFDE outcomes do not support the catastrophic thinking that often accompanies officers into the FFDE evaluation. Lastly, if the FFDE psychologist recommends or even mandates a course of mental health treatment, police personnel should remember that this treatment is designed with the goal of improving the officer's functioning and restoring the officer to a mentally well, full-duty status.

## STRATEGIES FOR POLICE LEADERS

Police leaders need to lead by example. If they expect their officers to seek mental health treatment, then they themselves must be willing to do so. Moreover, leaders should be transparent and honest about it, as this will normalize seeking mental health treatment. This would be a paradigm shift for many departments, but any change to an

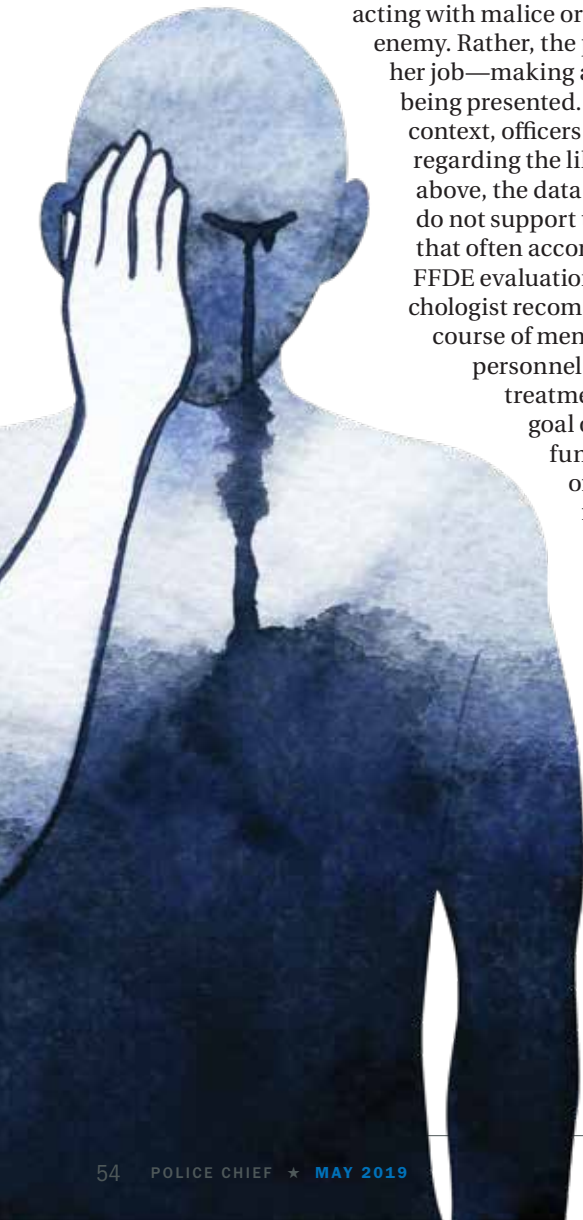
organization requires legitimate and real buy-in from the leadership of that organization. By making mental health and wellness a regular part of police operations and the culture of the department, police leaders can increase the comfort that members of their agency have with mental health professionals. One way to accomplish this goal is to introduce the police psychologist to department personnel. By including the department psychologist in the regular operations of the agency, opportunities are afforded for trust and rapport to be built between the police personnel and the doctor. When officers need assistance at some point in the future, that previously established rapport should make them feel more comfortable with reaching out to the psychologist.

That being said, it is important to realize and acknowledge that some police personnel could be unwilling to seek mental health treatment voluntarily (at least initially). Hence, one possible strategy for success is to offer incentives to increase the likelihood of an officer seeking treatment. For example, many departments afford officers the opportunity to go to the gym and exercise on department time—similarly, officers could be given an opportunity to seek mental health treatment on department time. If going on department time is not available, then perhaps officers could earn compensatory time-off (i.e., time in lieu of cash) or some other mechanism to demonstrate support for the officers seeking to better themselves. Again, police leaders can communicate to their officers that mental and physical health are both important.

That being said, some officers may be reluctant to engage in mental health treatment despite incentives; hence, another strategy could be to have a mandatory annual wellness check for every uniformed member of the department (i.e., a unified approach to keeping the officer's mental health at an optimum level). It would be very important for the department to have buy-in from the union before establishing this kind of program.

Embedded in these suggestions is another critical fact—police leaders must communicate that they view an officer seeking mental health treatment, especially proactively, as a positive decision by the officer. It is important for officers to know that seeking treatment will not serve as a detriment to their overall career development (e.g., that it won't hamper their chances of being promoted). In fact, leaders can communicate a message to their officers that seeking treatment will help the officers function more optimally, which, in turn, should lead to improved job performance and the rewards that accompany good performance (e.g., coveted assignments and promotions).

For some officers, it might not be possible to convince them (at least initially) that the police





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psychologist is not an adversary. Moreover, these same officers are also unlikely to utilize their agency's employee assistance program. This is because officers are generally more concerned with confidentiality (i.e., that someone will find out they asked for help) than they are about getting better, and because officers also assume that they will feel more comfortable talking to a trusted peer than a mental health professional. As such, departments would benefit from establishing a peer support team (PST). In addition to being a source of support for their fellow officers, PST members can help officers see the value in seeing a police psychologist; facilitate getting officers into treatment; and, ultimately, reduce the perception of the psychologist as an adversary.

Similarly, if the department has a chaplaincy program, then the police chaplain may serve as another contact for officer support and as someone who can facilitate officers getting into mental health treatment. Although police chaplains may perform a variety of functions within a department, one underlying purpose of a chaplaincy program can be to develop trust between officers and chaplains so that the officers have an additional resource, whom they trust, to turn to in times of need. This is not to suggest that chaplains replace mental health professionals; rather, officers who feel more comfortable talking with their chaplain might be inclined to start there when they are in

need. Providing some brief mental health training to police chaplains is important, so that the chaplain knows when a referral to a mental health professional is warranted.

There are times where police leaders will need to refer an officer for an FFDE. When this happens, it is very important that the police leader have a thorough understanding of when and how to utilize an FFDE. As noted in the FFDE guidelines published by IACP, police leaders should consult with their psychologist prior to referring an officer for an FFDE. It is critically important that police leaders do not "weaponize" the FFDE as a tactic for trying to get rid of an officer. In addition, information gleaned from the police psychologist during an FFDE should not be used to ostracize or stigmatize an officer. Moreover, the officer referred for an FFDE may be reluctant to be candid with the psychologist due to privacy concerns. Hence, police leaders need to ensure that information and results from an officer's FFDE are limited to only those persons who need to know. Police leaders need to understand that the goal of an FFDE is to return a healthier and better functioning officer back to the department. As noted above, the overwhelming majority of officers referred for FFDE are returned to duty, either immediately or eventually, and police leaders should not forget how much time, energy, and financial resources have been devoted to the development and training of their officers. In sum, police leaders can reduce the perception of the psychologist as an adversary by following these suggestions.

## CONCLUSION

Reducing the stigma of police personnel seeking mental health treatment can help lower the rate of police officer suicides, reduce the number of officers who prematurely retire, and facilitate police officers' retiring in good mental health. Police leaders and police psychologists should work together to help ensure the mental wellness of all police personnel. ♡

### IACP RESOURCE

- Fitness for Duty Evaluation Guidelines
- Consulting Police Psychologist Guidelines
- Preemployment Psychological Evaluation Guidelines

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BY

Michael A. Brown, Chief of Police, Sugarcreek Township, Ohio, Police Department, and Nicole Randall, Senior Director, Communications, Out of Home Advertising Association of America

# Using Billboards to Communicate with the Public

**TEN YEARS AGO, CHIEF OF POLICE NEIL MAHAN OF THE JANESVILLE, WISCONSIN, POLICE DEPARTMENT EXPLAINED A NEW HIGH-TECH LAW ENFORCEMENT TOOL IN POLICE CHIEF MAGAZINE: DIGITAL BILLBOARDS.**

A decade later, this no-longer-new tool is still in use by small and large police departments and has played a key role in numerous cases, particularly those involving missing persons and fugitives.

In 2008, the National Center for Missing and Exploited Children (NCMEC) began transmitting AMBER Alerts to digital billboards, to augment other media. Since then, more than 2,000 AMBER Alerts have been dispatched to digital billboards.

Likewise, the FBI has posted information on digital billboards for more than a decade to help locate fugitives and missing persons and to fight human trafficking, economic espionage, and corruption.

While each case cited herein has different details, together, they illustrate common attributes of the digital billboard communications method. First, digital billboards are fast; messages can be posted immediately. Second, billboards reach broad audiences, complementing other media. Third, this method of communicating with the public does not drain police budgets because the media space can be donated for public safety purposes.

## MISSING PERSON CASES

### **JACOB CALDWELL, SUGARCREEK TOWNSHIP, OHIO**

During the summer of 2017, teenager Jacob Caldwell and his two brothers were the subject of a bitter custody battle between their divorced parents, Robert and Tawnney Caldwell. In July of that year, their father, Robert, was awarded full custody of the three boys.



Six days after Jacob Caldwell's information was posted on digital billboards, law enforcement received a solid tip from an individual who saw the billboard, leading to Jacob's recovery.



Chief Mike Brown at news conference when missing boy was located.

On August 15, 2017, in nearby Riverside, Ohio, Robert Caldwell was shot and killed by a male subject with a handgun in a parking lot as Robert and his three sons approached Robert's parked vehicle. Robert's mother filed for and received emergency custody of the three boys (her grandsons), who moved to their grandparents' house. Jacob Caldwell ran away on August 21, 2017.

The runaway case was assigned to Detective Lesley Stayer of the Sugarcreek Township Police Department, who requested the assistance of the FBI in

attempting to locate Jacob; the FBI was already involved in the father's murder case. The FBI offered a \$15,000 reward for information leading to locating Jacob.

During the year-long search, Detective Stayer made several attempts to interview Jacob's mother, but she refused to cooperate. Police believed Jacob's mother and her family were moving Jacob from location to location. The police search included two visits to Boone County, Kentucky, the home area of Tawnney's mother.



Jayme Closs, who escaped from her captor, was helped by two women who recognized her from the digital billboards activated by the FBI.

Efforts to locate the missing boy included several news conferences, the distribution of flyers (including in other states), and the posting of information on social media. Detective Stayer also contacted the NCMEC, which posted Jacob's information on its website.

As this missing-person case neared the one-year mark, Detective Stayer and the case manager at the NCMEC discussed posting information about Jacob on digital billboards. Since authorities believed that Jacob could still be in the area in which he disappeared, it was decided to focus billboard notices in the Dayton/Cincinnati region of Ohio. Digital billboards were activated on August 21, 2018, provided for this purpose at no cost by two advertising companies.

On August 27, 2018, Detective Stayer received a solid tip from an individual who saw a digital billboard about the case. The tip provided the necessary information to obtain a search warrant, served by Sugar Creek Township Police and FBI agents, which led to them locating Jacob at a residence occupied by a family member of Jacob's mother. The boy's mother and her boyfriend were in custody at the time, awaiting trial on charges related to the death of Robert Caldwell. Several other individuals also have been charged with other offenses.

#### **JAYME CLOSS, BARRON COUNTY, WISCONSIN**

The Jacob Caldwell missing person case in Ohio is somewhat similar to a more recent case in Wisconsin. Jayme Closs, age 13, disappeared in mid-October 2018 after her parents were shot and killed.

Authorities believe Jayme was at home when her parents were murdered, said Barron County Sheriff Chris Fitzgerald after the teenager was reported missing.

The FBI activated digital billboards in Wisconsin and elsewhere as part of a multimedia effort to locate Jayme.

Three months later, a dog walker in Gordon, Wisconsin, spotted Jayme. Together, they knocked on the door of a nearby home. When the resident, Kristin Kasinkas, opened her door, she recognized Jayme immediately. "I mean, her picture has been everywhere around here. Billboards and things," Kristin said to news media in January 2019.

#### **FUGITIVE CASES**

The modern-day use of billboards to help find fugitives began in the Kansas City, Kansas, area after the murder of Ali Kemp, age 19, in Leawood, Kansas, in the summer of 2002. Her father Roger collaborated with an advertising company to display billboards seeking tips, which helped lead to an arrest in 2004.



Antariose Caldwell was indicted October 24, 2018, for Racketeer Influenced and Corrupt Organizations (RICO) conspiracy-murder.

Roger Kemp then encouraged police and the billboard industry to empower the public via billboards. In 2011, Kemp was awarded a Presidential Citizens Medal for advocating for "wanted" billboards and for his efforts to train women in self-defense.

Experts say "wanted" billboards generate productive leads because tips are anonymous and there is repeat exposure to the message.

"When Roger came to me and said what do you think? I thought that's perfect," recalled Major Craig Hill of the Leawood Police Department. "It'll be awesome, because a newspaper, you read it, and it's tossed in the trash. Television, it's aired, it's gone. Billboard, it sits there 24 hours, seven days a week."

By 2007, a small number of billboards had been converted to digital (electronic) technology, displaying images typically for six or eight seconds and then rotating to the next message. In Philadelphia, Pennsylvania, a brainstorming session led the FBI to experiment with fugitives' photos on new digital billboards, generating quick results.

The FBI's Natosha Gale Warner—one of the pioneers in Philadelphia who suggested putting fugitives' photos on digital billboards—says she gets "a little ping in her heart" thinking about the idea. "This makes me feel good to know that people are doing the right thing."

#### **ANTARIOSE CALDWELL, JONESBORO, GEORGIA**

During the time period when Jayme Closs was located safely in Wisconsin, the feds announced the arrest of an alleged gang member wanted for murder, Antariose Caldwell, in Jonesboro, Georgia, following an anonymous tip from the public. On January 9, 2019, the FBI special agent in charge in Atlanta, Chris Hacker acknowledged the importance of the digital billboards, among other media, that led to numerous tips, including a tip that led to the arrest, stating, "The FBI would like to thank the media and the Outdoor Advertising Association of Georgia (OAAG) for helping us with a publicity campaign that directly led to the arrest of Caldwell."

#### **CONCLUSION**

Thanks to the work of individuals like Chief Mahan who have alerted law enforcement to digital billboards as a communication method, the police use of digital billboards has spread and is poised for even more expansion, helping law enforcement find missing persons and fugitives, as well as serving as an option for other communications. ♡

# Cybersecurity: A Growing Body of Resources for a Growing Concern

**CYBERCRIME IS ONE OF THE MOST CONFOUNDING ISSUES FACING LAW ENFORCEMENT TODAY. FROM RANSOMWARE TO CRYPTOMINING TO PHISHING, THERE ARE A NUMBER OF WAYS FOR CRIMINALS TO INVADE COMPUTERS AND NETWORKS—AND THOSE WAYS ARE CONSTANTLY CHANGING. THE TOPIC IS NEBULOUS TO THE POINT THAT OBSERVERS ARE NOT EVEN ABLE TO REACH CONSENSUS ON CYBERCRIME'S FINANCIAL IMPACT—THOUGH ONE FIGURE FROM 2012 PUT THE TOTAL COST AT \$1 TRILLION.**

Although the burden of investigating and preventing cybercrime does not fall solely on police agencies, there is still a role for police to play, and the complex nature of cybercrime can make fulfilling that responsibility a daunting proposition.

“The problem lies in the fact that technology is ever-changing and ever-evolving,” said Tyler Wotring, director of high-tech initiatives for the National White Collar Crime Center (NW3C), based in Fairmont, West Virginia. “Bad guys spend time on new attacks and new vectors, and, then, law enforcement has to spend time with the defensive and the investigative ends.”

With that in mind, knowledge is power when it comes to cybersecurity, both in understanding and investigating criminal activity and ensuring department networks are themselves safe from attack. NW3C and other organizations and companies have developed various cybersecurity training programs designed specially for police agencies. Many training programs are created in conjunction with or supported by federal entities; as a result, some programs are available at little or no cost to trainees.

“Budgets are tight, and tools and resources are limited,” Wotring said. “The question is: How do I implement measures to reduce or resolve issues?”

Courses are available both online and in person. Online courses offer a convenient and effective way of introducing relevant personnel to various issues in cybersecurity, from the dark web to general information on how computers work, Wotring said. Courses focus on networks as well as individual computers and extend to smartphone

apps—one of the hottest areas of interest for cybercrime.

“The goal is to explain concepts and basic attack vectors and tools like person review logs,” Wotring said. “We have a full track of courses, from basic to advanced to mobile apps, where there is a lot of activity.”

Perhaps the most enticing aspect of these courses, Wotring said, is that they are available free of charge to agencies. That’s thanks to NW3C partnerships with agencies within the U.S. Department of Justice, including the Bureau of Justice Assistance and the Office of Juvenile Justice and Delinquency Prevention.

On the online side, NW3C offers a course on cyberstalking, that provides “information on what constitutes cyberstalking in a legal context and information on handling cyberstalking complaints.”

“Common elements of cyberstalking cases, potential tools and platforms used by cyberstalkers, and behavioral indicators are covered in this course,” the NW3C website states. “Developed with a victim-centered approach, this course provides information on establishing a relationship with victims to maximize their safety and further investigative efforts.”

More specific investigation techniques and methods also are part of the NW3C curriculum. For example, a course called Introduction to Cell Phone Investigations instructs users on how to navigate a cyber environment that’s different in key ways from an online network.

“[There are] two phases of a cell phone investigation: the preservation, extraction, and analysis of data within

the phone; and the acquisition and analysis of data external to the phone (call detail records and other information),” the NW3C website states.

NW3C also offers in-person courses. Classroom training is available at locations around the United States and focuses on topics like digital forensic analysis and financial crimes. In general, understanding what to look for—and how to look for it—is at the heart of effective cybercrime enforcement and investigation, and organizations like NW3C are striving to provide that information.

“What types of bread crumbs are they leaving on themselves?” Wotring said. “It becomes like a reverse investigation.”

At the same time, part of having a great offense is having a great defense, and the ability to protect an agency’s network is an important part of any cybersecurity strategy.

“What security systems can be put in place to make sure systems are hard enough to put a plan in place?” Wotring asked. “The data law enforcement agencies have made them a high-value target.”

With so many areas to consider, good training programs need to be comprehensive. The Global Society of Homeland and National Security Professionals, a law enforcement training organization based in Exeter, Rhode Island, has plenty of offerings related to cybersecurity, and those options are multivariate. One training package is the Homeland Security Certification Program.

The program unfolds on four levels, each with different areas of emphasis, including information technology and cybersecurity, among other areas. At Level II of the program, critical infrastructure protection and vulnerability assessment are part of the curriculum. Cyberterrorism is a specific area of focus at Level III, and those who participate in Level IV undergo training in part on

violent non-state actors, which often use computer hacking and similar methods to achieve their objectives.

#### INFORMATIONAL RESOURCES

Don't know where to start? Cybercrime is a highly complex and mutable component for any law enforcement entity.

One leader in helping to keep police departments informed is the Law Enforcement Cyber Center, a website from the International Association of Chiefs of Police, NW3C, and the Police Executive Research Forum. The center was made possible in part by grants from the U.S. Department of Justice, Bureau of Justice Assistance and Office of Justice Programs.

"The Cyber Center was developed to enhance the awareness, expand the education, and build the capacity of justice and public safety agencies to prevent, investigate, prosecute, and respond to cyber threats and cyber crimes," the center website states. "It is intended to be a national resource for law enforcement and related justice and public safety entities."

“

*Understanding what to look for—and how to look for it—is at the heart of effective cybercrime enforcement and investigation.*

”

The center's website functions as a clearinghouse of information for anyone interesting in learning more about cybercrime from a law enforcement perspective. For example, the site contains a primer on IT security, including instructions for separating data and segmenting networks, building firewalls, educating users, and proactively formulating a cyber-attack response plan.

The center also helps promote activities and initiatives centering on cybercrime and law enforcement. For example, the center recently helped support the 2019 Cyber Crime Conference, which provided three days of extensive cybercrime training for law enforcement.

Agency cybersecurity and law enforcement's response to cybercrime are rapidly evolving challenges for police worldwide, but as discussed herein, they do not need to face it alone—organizations, resources, and training are available to guide agency leaders and investigators as they find their way to effective solutions. ♡

## SOURCE LIST

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

- Accenture Security
- AT&T Cybersecurity
- BAE Systems
- DHS Office of Cybersecurity and Communication
- Global Society of Homeland and National Security Professionals
- Huntsman Security
- Law Enforcement Cyber Center (IACP)
- National White Collar Crime Center (NW3C)
- NEC Corporation
- Palo Alto Networks
- Root9B
- Torres AES

## ABRIDGED CYBERSECURITY GLOSSARY

**Cybercrime:** A crime in which a computer is the object of the crime (hacking, phishing, spamming) or is used as a tool to commit an offense (child pornography, hate crimes).

**Cyberstalking:** A practice where an individual uses the Internet to systematically harass or threaten someone. This crime can be perpetrated through email, social media, chat rooms, instant messaging clients, and any other online medium. Cyberstalking can also occur in conjunction with the more traditional form of stalking, where the offender harasses the victim offline.

**Cyberterrorism:** A premeditated attack against a computer system, data, programs, and other information with the sole aim of violence or harm against the target.

**Cryptomining:** Adding various cryptocurrency transactions and evidence of mining work to the blockchain ledger (also known as cryptocurrency mining).

**Dark Web:** Websites that are visible to the public, but have their IP addresses intentionally hidden. These websites can be visited by anyone on the Internet, but it's not easy to find the server details on which a corresponding site is running, and it is difficult to track the one hosting the site.

**Digital Forensics:** The practice of gathering, retaining, and analyzing computer-related data for investigative purposes in a manner that maintains the integrity of the data.

**Hacking:** Unauthorized intrusion into a computer or a network.

**Firewall:** A security system that uses hardware and/or software mechanisms to prevent unauthorized users from accessing an organization's internal computer network.

**Phishing:** An attempt by a malicious actor to entice a victim into clicking on a link that appears to originate from a legitimate site, but actually performs a malicious action. Typical phishing attacks attempt to infect computers with malware.

**Ransomware:** A type of malware program that infects, locks, or takes control of a system and demands ransom to undo it.

Find a more extensive glossary at [www.IACPcybercenter.org/resources-2/glossary](http://www.IACPcybercenter.org/resources-2/glossary).

Sources: IACP Cyber Center; Technopedia

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## AGENCY-CUSTOMIZED OFFICER WELLNESS MOBILE APPS

[www.cordico.com/police](http://www.cordico.com/police)

Cordico Wellness Apps are confidential, available 24/7, easy to use, and customized for law enforcement agencies of every size. The apps provide law enforcement with powerful wellness resources, self-assessments, peer support, instructional videos, geo-mapping of vetted providers, one-touch calling, and on-demand tools targeting critical incidents, depression, insomnia, marital problems, trauma, suicide risk, and much more. “This is a great win,” said Police Chief John Carli. “It combines the best national wellness resources with the best local resources and peer support, and puts these tools directly in the hands of officers. This is a game-changer and there’s nothing else like it.”



Cordico, the worldwide leader in officer wellness technology, builds customized mobile apps for law enforcement agencies of all types and sizes. Focused on delivering the highest quality solutions for law enforcement, Cordico provides innovative wellness programs, resilience strengthening tools, mindfulness training, pre-employment psychological screening, officer-involved shooting support, and leadership acceleration platforms for departments seeking to tackle 21st century law enforcement challenges head-on. Known for his passionate support of law enforcement, Dr. David Black, Founder/CEO of Cordico, has provided services for the IACP, the National Police Foundation, the National Sheriffs’ Association, and Fortune 500 companies including Cisco Systems, Honeywell, and Starbucks.

[www.cordico.com/police](http://www.cordico.com/police)



### Gun Safe

The GS1 gun safe by MedixSafe is an electronically controlled cabinet designed to restrict access to firearms. It requires both an individual PIN and proximity card to gain access. The GS1 records all activity and provides a log of who has accessed the safe, storing up to 30,000 users and 50,000 access activities. Features include a stand-alone networkable TCP- or IP-based controller, USB-host port for offline data

management, audio-visual indicators, bi-color LED operation indicator, two separate compartments, large LCD screen, and MedixSafe Audit software. The only hardware users need is their existing PC or laptop.

<http://medixsafe.com>



### 9mm Cartridges

The NPA patent-pending HELO SR 9mm cartridges are designed to exceed FBI performance protocols and are denser

than other products that use polymer, nylon, or plastic material, giving them a greater ability to stay intact when passing through barriers such as auto glass, steel, plywood, and drywall. A metal alloy-sintered tip allows the ballistic tip to defeat intermediate barriers then release from the main body of the projectile once encountering soft tissue, allowing complete energy transfer and controlled expansion of the main body of the hollow point bullet and mitigating the risk of over-penetration.

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### GPS Tracker

LiveView GPS presents its latest cutting-edge GPS tracker: Live Trac PT-LTE1. The newest device is a self-contained, live-tracking, battery-powered portable GPS tracker with 4G LTE connectivity. The strong neodymium magnetic mounts integrated onto the unit eliminate the need for an external case. Live Trac provides updates every 10 seconds, and its internal rechargeable battery lasts about 18

hours. All these features are available while using the next generation of wireless connectivity. This tracker can help all agencies that need to protect and track assets and equipment.

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

### Compact Shooting Range

Range Systems has partnered with Ti Outdoors to release PerfectFit Compact Shooting Range, an all-in-one range designed for smaller spaces. PerfectFit brings all the aspects of a standard commercial range at one-third of the size. It allows firearms training for agencies who are short on space, providing a 10-lane interactive shooting area. The virtual, live-fire shooting range pairs Ti Outdoors' V23 technology with Range Systems' ballistic rubber. With V23, virtual targets are broadcast in each range lane, allowing for "live-fire" shooting, with the virtual targets closer to the shooter.

[www.range-systems.com](http://www.range-systems.com)



### DUI Enforcement Trailer

The ProPac DUI/Checkpoint trailers operate during checkpoint and sobriety testing. The design includes an office area, 110V power, restroom facilities, and detention capabilities. ProPac also offers a full line of on-scene lighting and storage capability for traffic control equipment. ProPac DUI/Checkpoint trailers are custom designed and outfitted to match individual agency requirements. ProPac emergency

trailer specialists assist with every step from design through delivery. ProPac partners with each customer to determine the best location and fit for all interior cargo design.

<https://propacuas.com/dui-checkpoint-trailer>



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smaller than traditional shooting ranges

TRADITIONAL SHOOTING  
RANGE FOOTPRINT:

**40x107 FEET**



### Mobile Printer

Following Seiko's MP-B20 model, the MP-B30 mobile printer offers similar features to this and its MP-A40 mobile printer counterpart. It is as compact and lightweight as the 2-inch model and can withstand drops of up to 6 feet. The MP-B30 prints high-resolution receipts at 5 inches per second, and its outwardly stylish appearance and ease of use contribute to its ability to operate in all kinds of conditions. It has an easily rechargeable battery, lends itself to readiness, and is compatible with Bluetooth and Wi-Fi, as well as the latest Windows and Android operating systems.

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

### Security Cameras

Hanwha's Wisenet X series Plus cameras are easy to install, service, and upgrade. Cameras utilize magnets to lock sensor modules into their housing for instant configuration. Electricians can run conduit with a single PoE connection to the housing or backplate, without the camera module, allowing the camera to be snapped into place in just minutes. Features include extended temperature handling; increased tilt angle; removable color skins; and pan, tilt, rotate, and zoom for ultimate flexibility. Pre-recorded audio messages and warnings can be triggered by in-camera analytics and played out from the cameras.

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



### Mobile Drone Command Trailer

In collaboration with FLYMOTION, E-One introduces its very first Mobile Drone Command Trailer. The 16-foot aluminum trailer is a fully climate-controlled central command center for receiving all telemetry, video downlinks, and data processing when operating drones. With multiple work and flight stations, the command trailer has practical applications for fire departments, law enforcement agencies, private entities, search and rescue operations, hazmat responses, active shooter situations, mass casualty incidents, and SWAT and tactical operations. Features include integrated communication, an advanced LTE network, and a large external monitor compartment.

[www.e-one.com](http://www.e-one.com)



# JOIN IACP'S PLUS ONE CAMPAIGN



As a member of the IACP, you understand the value and significance of belonging to the association.



Help strengthen the IACP's collective voice as the leading law enforcement organization, by joining the IACP in the Plus One Campaign. As an IACP presidential initiative, **the goal of the campaign is to have each current member bring one new member into the association.**

Through membership growth, the IACP's global network increases, enabling the association to continue to shape the future of the policing profession.

**Participate in the Plus One Campaign; recruit a colleague today.**





# IACP Plus One Drive Application

International Association of Chiefs of Police  
P.O. Box 62564  
Baltimore, MD 21264-2564, USA  
PHONE 1.800.THE IACP • 703.836.6767 • FAX 703.836.4543  
theIACP.org

DO NOT USE

Name: \_\_\_\_\_ (Please Print)  
First Middle Initial Last

Title/Rank: \_\_\_\_\_

Agency/Business Name: \_\_\_\_\_

Business Address: \_\_\_\_\_

City, State, Zip, Country: \_\_\_\_\_

Residence Address: \_\_\_\_\_

City, State, Zip, Country: \_\_\_\_\_

Send mail to my  Business  Residence Address

Business Phone: \_\_\_\_\_ Mobile: \_\_\_\_\_

E-mail: \_\_\_\_\_

Website: \_\_\_\_\_

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) \_\_\_\_\_

Education (Highest Degree): \_\_\_\_\_

Date elected or appointed to present position: \_\_\_\_\_

Law enforcement experience (with approx. dates): \_\_\_\_\_

I have a Member Sponsor participating in the Plus One Drive (not required)—their name is:

Amount to be charged \_\_\_\_\_ (U.S. dollars only - Membership includes subscription to *Police Chief* magazine valued at \$30.)

I have enclosed:  Purchase order  Personal check/money order  Agency check

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Cardholder's Name: \_\_\_\_\_

Card #: \_\_\_\_\_ Exp. Date: \_\_\_\_/\_\_\_\_

Cardholder's Billing Address: \_\_\_\_\_

Signature: \_\_\_\_\_

By joining the IACP, I have reviewed and agree to the IACP's Privacy Policy which can found at [www.theiacp.org/privacy-policy](http://www.theiacp.org/privacy-policy).

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)

Active Member \$190  
(sworn command level)

### Associate Member:

General \$190

Academic \$190

Service Provider \$500

Sworn Officer—Leader of Tomorrow \$75  
(sworn non-command level)

Student—Leader of Tomorrow \$30  
University name: \_\_\_\_\_

### Optional Section Memberships:

Capitol Police Section \$30

Defense Chiefs of Police Section \$15

Drug Recognition Expert (DRE) \$25

Indian Country Law Enforcement \$25

Intl Managers Police Academy & College Training \$25

Law Enforcement Information Management (LEIM) \$25

Legal Officers \$35

Mid-Sized Agencies Section \$50

Police Foundations Section \$20

Police Physicians \$35

Police Psychological Services—initial processing fee \$50

Public Information Officers \$15

Public Transit Police No Charge

Railroad Police No Charge

Retired Chiefs of Police No Charge

Smaller Department Section \$20

S & P Police Alumni Section No Charge

S & P Police Academy Directors No Charge

S & P Police Planning Officers No Charge

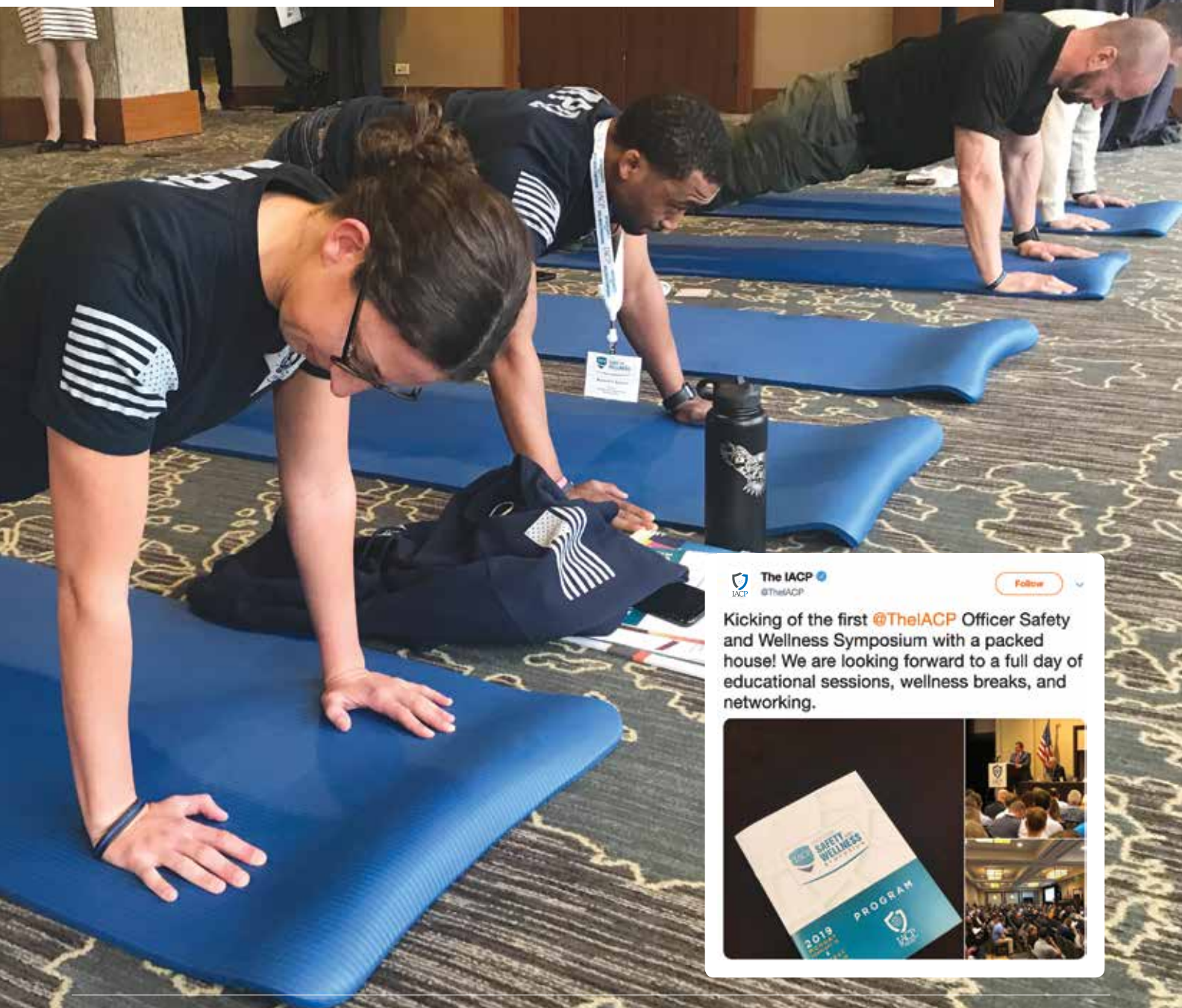
University/College Police—Initial Member \$50

University/College Police—Additional members \$15

# FIRST ANNUAL IACP OFFICER SAFETY AND WELLNESS SYMPOSIUM



On February 18–19, 2019, more than 300 law enforcement officers, academic professionals, police psychologists, police physicians, law enforcement fitness and wellness coordinators, and law enforcement organization representatives attended the Officer Safety and Wellness Symposium in San Antonio, Texas. The symposium was a unique occasion where law enforcement professionals learned from subject matter experts about strategies, resources, and best practices for comprehensive officer safety and wellness. Participants also participated in yoga and mindfulness sessions, a competitive plank challenge, and roundtable discussions.





**Above:** During the final hours of the symposium, attendees broke into roundtables on topics including executive considerations, fitness, small agencies, next steps, and wellness.

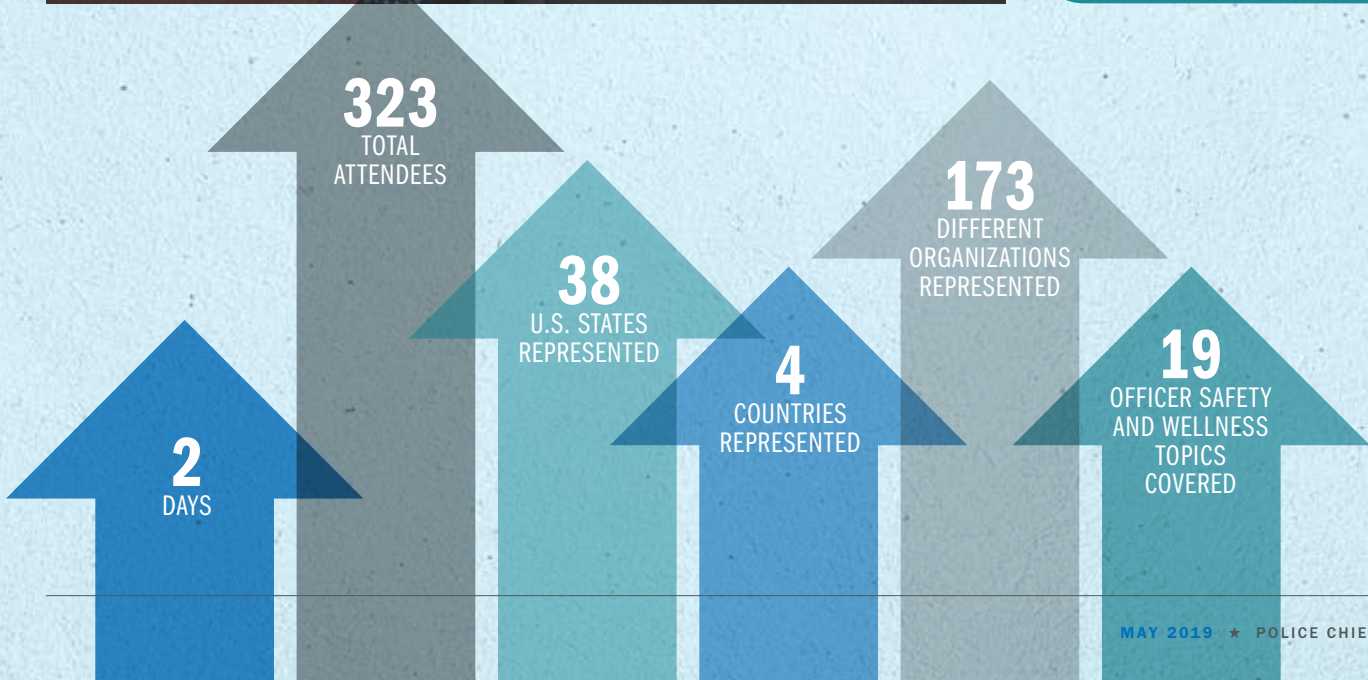
**Opposite page:** Attendees participate in a plank challenge during the symposium.

**Below:** Keynote speakers Joanie and Clint Malarchuk spoke at the closing session.



## TOP ATTENDED SESSIONS

- + Building Resilience
- + PTSD and Police Suicide: A Dangerous Association
- + Components of a Successful Peer Support Program
- + Got Your Six: Exercise Solutions to Measurably Reduce Injury Risk and Optimize Tactical Athleticism
- + Mindfulness: A Nontraditional Approach to Well-Being for Public Safety Personnel





*IACP President Paul M. Cell speaks to attendees at the symposium's opening ceremony.*

## TOPICS COVERED

- + Addiction
- + Drowsy Driving
- + Financial Wellness
- + Mental Well-Being
- + Mindfulness
- + Nutrition
- + Peer Support Programs
- + Physical Fitness
- + Resilience
- + Sleep Deprivation
- + Suicide Prevention
- + Tactical Safety
- + Wellness Programs
- + Work-life Balance

“

*Thank you for coordinating the event! Working in the fitness wellness industry for over 20+ years, it's refreshing to see organizations and police starting to realize the importance of total wellness as we are multidimensional beings.*

”

—ROSEMARY HOHL-CHRISWISSER  
TEXAS DEPARTMENT OF PUBLIC SAFETY  
EDUCATION, TRAINING AND RESEARCH DIVISION



*Participants at the Officer Safety and Wellness Symposium attended workshops, speaker sessions, and networking events.*



*Attendees took part in an optional yoga session prior to starting their second day of workshops and networking.*

Suffield CT Police  
@SuffieldPolice

Follow

Kudos to @TheIACP for 1st Annual Officer Safety & Wellness Symposium in San Antonio, TX earlier this week. Over 300 law enforcement, clinical, & academic professionals from across nation gathered to discuss addiction, trauma, peer support, PTSD, and many other wellness topics.



“  
*I had the opportunity to attend the Officer Safety and Wellness Symposium earlier this week. I just wanted to say, what a great event and I'm glad this was put together for departments.*

”

—OFFICER HUGO ORDAZ  
BERKELEY, CALIFORNIA,  
POLICE DEPARTMENT



**OFFICER SAFETY AND WELLNESS 2020**

Visit [www.theiacp.org/OSWSymposium](http://www.theiacp.org/OSWSymposium) for information.

By  
Stephanie Areizaga, Program  
Coordinator, Erin Feeley, Program  
Manager, and Karen Maline,  
Program Manager, IACP

# New Online Resource for Opioid Response



**THE CURRENT OPIOID EPIDEMIC AFFECTS PEOPLE FROM ALL WALKS OF LIFE, REGARDLESS OF RACE, GENDER, SEXUAL ORIENTATION, SOCIO-ECONOMIC STATUS, OR ANY OTHER DEMOGRAPHIC, TEARING FAMILIES APART, DEVASTATING COMMUNITIES, AND OVERWHELMING FIRST RESPONDERS. LAW ENFORCEMENT OFFICERS ARE ON THE FRONT LINES IN ADDRESSING THIS CRISIS. THEY ENCOUNTER AND RESPOND TO THE CONSEQUENCES OF ADDICTION EVERY DAY. THEY OFTEN ARE THE FIRST TO ARRIVE ON THE SCENE OF AN OVERDOSE. THEY SEE THE TOLL THE CRISIS IS TAKING ON COMMUNITIES, AND THEY HAVE A CRITICAL ROLE TO PLAY IN INFLUENCING HOW COMMUNITIES ADDRESS IT.**

In May 2015, in response to the increasing number of overdoses in his small city, Chief Leonard Campanello of the Gloucester, Massachusetts, Police Department made a startling announcement to the citizens of his community:

*Any addict who walks into the police station with the remainder of their drug equipment (needles, etc.) or drugs and asks for help will NOT be charged. Instead, we will walk them through the*

*system toward detox and recovery. We will assign them an “angel” who will be their guide through the process. Not in hours or days, but on the spot.*

Chief Campanello’s vision of offering treatment to individuals with opioid use disorders (OUDs) was the beginning of a movement that has changed the way law enforcement is responding to this crisis, likened to an epidemic in many parts of the United States. In 2017, there were 70,237 drug overdose deaths in the

United States, of which 47,600, or almost 68 percent, involved opioids, according to the Centers for Disease Control and Prevention (CDC). The surge in overdose deaths is blamed on fentanyl, a powerful synthetic opioid that played a role in more than 30,000 of the opioid overdoses.

The complexity of the opioid epidemic calls for a comprehensive approach, one that addresses both the supply and demand of illicit substances. Chief Louis Dekmar, immediate past president of



For more information—or to contribute information, resources, or documentation to the webpage, please contact IACP Project Coordinator Stephanie Areizaga at [areizaga@theIACP.org](mailto:areizaga@theIACP.org).

If you are working on an opioid response in your community and have information, resources, policies, or other documentation to contribute to the Law Enforcement Opioid Resource Initiative, please visit [theIACP.org/projects/law-enforcement-opioid-resources](http://theIACP.org/projects/law-enforcement-opioid-resources), scroll down to the bottom of the page, and follow the directions to join the Law Enforcement Opioid Response Community.

the International Association of Chiefs of Police (IACP), in his March 2018 *Police Chief* President's Message, "Combating Complex Drug Issues Requires a Collaborative, Multifaceted Approach," stated,

*There is no easy fix for these issues, and law enforcement alone is not the solution. The tactic must be a three-pronged approach—prevention (education), enforcement, and treatment. Without all three of these equally important measures, we won't make positive strides.*

To support the efforts of law enforcement leaders striving to halt the opioid crisis, and heeding Chief Dekmar's message, IACP has created the Law Enforcement Opioid Resource Initiative. This initiative consists of a webpage with resources on the topics of overdose response, enforcement, and prevention, as well as an online community that serves as a means for law enforcement, other first responders, and their partners to engage in peer-to-peer dialogue about the help they need or what is working in their communities.

The Law Enforcement Opioid Resource Initiative webpage is divided into four sections.

- **Overdose Response** includes resources to support education and policies on the use and dissemination of naloxone to reverse overdoses and information on fentanyl safety for law enforcement and other first responders.

- **Enforcement** resources include information on training and examples of memoranda of understanding among agencies and jurisdictions, data-sharing agreements, and policies for the administration of multi-jurisdictional drug task forces.
- **Prevention** includes information on public health approaches to prevention, information on law enforcement-led pre-arrest diversion programs that connect individuals with OUDs to treatment, and resources on building capacity in community-based treatment and services to make diversion programs possible.
- **Resources by State** includes state profiles with information on state-, jurisdiction-, or agency-specific research, policies, statutes, and documentation that can add to the knowledge and success of opioid response practices. Documentation can include agency policies on pre-arrest diversion, information about peer recovery professionals, interagency agreements, guidebooks on setting up programs, toolkits, and more.

One goal of the Law Enforcement Opioid Resource Initiative is to provide an online community where practitioners in the fields of law enforcement, emergency medical response, public health, behavioral health, medicine, and drug treatment can engage in conversations about opioid-related issues and ask questions

of peers who have started to see success from their efforts. Conversations begin with a request for input from a member on challenges he or she is facing in implementing a program, sharing news about recent successes or data from program evaluation, or a request for information on existing policies or practices. Participants are encouraged to ask complex questions, share ideas, and promote evidence-based practices regarding opioid response. They also are encouraged to upload resources that will further populate the webpage and benefit their colleagues in the online community as well as other professionals working on this challenging topic. Sharing advice, information, and resources is a force multiplier, allowing IACP to keep the information on the resources page current, relevant, and beneficial to the entire field. In addition, input received by the IACP from the online community will continue to shape the Law Enforcement Opioid Resource Initiative webpage, enhancing the IACP's ability to provide law enforcement officials with the tools they need to address this crisis and prepare the field for potential future drug-related emergencies.

The Law Enforcement Opioid Resource Initiative, including instructions for joining the Law Enforcement Opioid Resource Online Community, is available at [theIACP.org/projects/law-enforcement-opioid-resources](http://theIACP.org/projects/law-enforcement-opioid-resources). ♡



# Officer Safety and Wellness

## Information to Promote Staff Health and Well-Being

Supporting and improving officer safety and well-being is a concern for all law enforcement agencies. IACP Net brings you the most innovative and up-to-date information to help accomplish that objective.

The Policies e-Library has thousands of ready-to-use policies from agencies like yours, including

- Employee Injury/Exposure Reporting and Review Process (650216)
- Peer Support Program (649868)
- Communications Center Wellness Equipment (649831)
- Physical Fitness and Health (649337)

The Main e-Library contains more than 75,000 solutions and best practices for law enforcement, including

- Meeting Individual and Organizational Wellness Needs (649560)
- Improving Officer Safety on the Roadways (649753)
- Panel Discussion: How Can Officers Stay Safe in Their Cars? (649769)
- Injured on Duty (649780)

The Forms e-Library has more than 4,000 sample forms in use at other departments, including

- Behavioral Intervention System Counseling Record (644331)
- Fitness for Duty Certification (644862)

Access these and more resources at [iacpnet.com](http://iacpnet.com). For more information, call the IACP Net hotline at 800.227.9640.



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## TOP IACP BLOG POST

## Learn about Digital Evidence at the 2019 Tech Conference

The rapidly growing availability of digital evidence is helping law enforcement solve more crimes, but it is also creating a complex need to understand how to properly secure digital evidence, maintain the chain of custody, and ensuring nothing is being missed during analysis.

The 2019 Tech Conference features a new Digital Evidence Track to tackle these challenges.

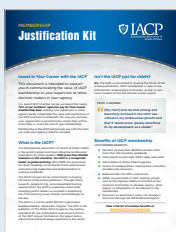
This year's conference takes place on May 20–22 in Jacksonville, Florida.



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

## MOST POPULAR IACP RESOURCE

### IACP Membership Justification Kit



Nearly 70 percent of IACP members' agencies pay for their annual membership. This document is intended to support you in communicating the value of IACP membership to your supervisor or other decision makers in your agency.



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

# TWEET of the month



**.@TheIACP** President Cell and **@TasmaniaPolice** Commissioner Hine attend the White Ribbon Violence Against Women accreditation ceremony in Tasmania.



## TOP READ ITEM IN IACP MONTHLY MARCH NEWSLETTER

# Line-of-Duty Death Report

The monthly Line-of-Duty Death Report is a joint publication of the IACP and the Officer Down Memorial Page (ODMP) and is a product of IACP Past President De Lucca's Task Force to Address Violence Against the Police. The IACP and ODMP are committed to honoring fallen law enforcement officers while also raising awareness about line-of-duty deaths, including related trends and causal factors.



Access the January and February reports at [theIACP.org/resources/line-of-duty-deaths](http://theIACP.org/resources/line-of-duty-deaths)

## TOP POLICE CHIEF FEBRUARY ONLINE BONUS ARTICLE

### “Marijuana, Law Enforcement, Mental Health: A Dangerous Social Experiment”

By Stephen D. Perea, Lieutenant, California Highway Patrol



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

## THIS MONTH'S QUOTE

“Research findings suggest a variety of negative effects of emotional exhaustion...police officers scoring high on emotional exhaustion scales were more likely to report feelings of anger toward their spouses and children.”



“Fostering Positive Outcomes in Policing by Addressing Burnout and Compassion Fatigue”  
Pgs. 30–37

# IACP Resolution Addresses Cannabis and Driving

Perspectives from the IACP Drug Recognition Expert Section



**IN RECENT YEARS, PUBLIC POLICY DECISIONS ABOUT MARIJUANA AND DRIVING HAVE BEEN CHALLENGED BY THE PROPOSITION THAT CONSENSUS IS LACKING ON KEY ISSUES IN THE RELEVANT SCIENTIFIC COMMUNITY. A 2018 RESOLUTION FROM IACP SEEKS TO HELP LAW ENFORCEMENT EXECUTIVES TAKE STRONG, EVIDENCE-BASED STANCES ON MARIJUANA-IMPAIRED DRIVING AND THC PER SE LEGISLATION.**

In September 2017, the National Safety Council (NSC) released a position on cannabis and driving. The NSC, by way of its Alcohol, Drugs, and Impairment Division (ADID), is a widely recognized authority on science-based drug impairment policy. ADID “[m]embers include toxicologists, sociologists, physicians, pharmacologists, legislators, law enforcement officials, educators, chemists, attorneys and other

professionals involved in the study or control of alcohol, drugs and impairment.”

The IACP Technical Advisory Panel, via the IACP Highway Safety Committee, sponsored a resolution to support the NSC position on cannabis and driving, thereby providing law enforcement leaders with a resource to challenge scientifically unsound legislation and inform other related public policy matters.

The IACP Resolution, “Support of National Safety Council Position on Cannabis (Marijuana) and Driving,” was passed in 2018, and is now available [www.policechiefmagazine.org/wp-content/uploads/TAP-19-2018.pdf](http://www.policechiefmagazine.org/wp-content/uploads/TAP-19-2018.pdf). Law enforcement executives are encouraged to utilize this resolution and the NSC’s position paper in discussions with legislators and constituents. The resolution is suitable for use as a one-page synopsis of the executive’s basis to oppose *per se* legislation, promote expanded law enforcement training on identifying drug impairment, and support strict laws against driving under the influence of THC. Chiefs are encouraged to share the resolution with their state associations of chiefs of police to consider adopting similar positions.

It should be clear in discussions of marijuana policy that the primary challenge in chemical testing of impaired driving suspects is not the lack of research or scientific consensus, but rather delays in specimen collection and the rapid departure of THC from the blood. The level of THC in a driver’s blood can drop 75 percent in the first half-hour after reaching peak concentration and 90 percent in the first 1.4 hours. Since peak concentration of THC is typically reached while the user is smoking, this means that a forensic sample taken 30 minutes

to hours later will likely not be a good representation of the driver’s THC level while driving. It should also be noted that a decrease of THC concentration in the blood does not necessarily mean that impairment is similarly decreasing. THC quickly moves from blood into fatty tissues, such as the brain, where it might exert effects not adequately portrayed by the current level remaining in blood.

A 2018 report from the Colorado Division of Criminal Justice illustrates challenges associated with *per se* or “permissible inference”-style laws for THC. Over a third of Colorado’s THC-positive laboratory findings indicated a level of THC below their 5ng permissible inference. It should be noted that Colorado law enforcement has put extensive effort into reducing blood collection time, and this issue exists despite the majority of sample collections occurring 40 to 60 minutes after arrest.

Based upon clear research on these topics, the IACP resolution supports the NSC position that operating vehicles under the influence of THC increases the risk of injury and death—and that there is no minimum blood THC concentration below which a driver can be considered unaffected after recent consumption of cannabis products. ☪

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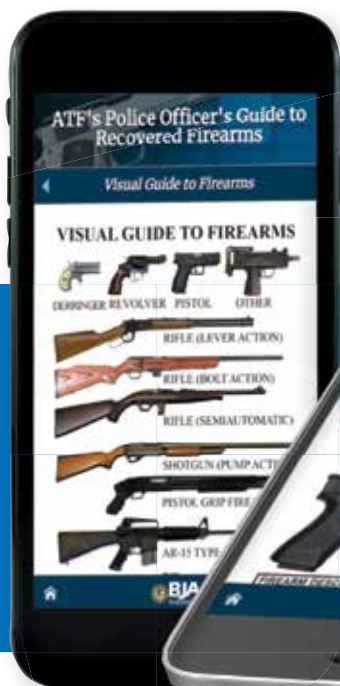
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To access the mobile guide to recovered firearms, scan the QR code or search for "ATF Firearms" in iOS App Store or Google Play store. [www.theiacp.org/firearmsapp](http://www.theiacp.org/firearmsapp)



# CALENDAR

MAY  
20  
—  
22

## Technology Conference, JACKSONVILLE, FL

Technological advancements in law enforcement have their benefits, but they can also present challenges. The IACP Technology Conference provides training, professional development, and a forum for law enforcement executives, operational managers, and technology and research staff to share best practices and lessons learned on a broad array of technologies.

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

JUN  
28

## University & College Police Section Mid-Year Meeting, VANCOUVER, BC

The IACP section will host its 2019 midyear meeting at the IACLEA Annual Conference. The midyear section meeting is an opportunity for members to network with each other and connect with section leadership through an open discussion forum of member concerns and emerging campus law enforcement issues.

[theIACP.org/events/conference/2019-university-college-police-section-mid-year-meeting](http://theIACP.org/events/conference/2019-university-college-police-section-mid-year-meeting)

JUL  
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## SPPADS Conference, NASHVILLE, TN

The 2019 IACP SPPADS Conference is dedicated to advancing the principles and competency of professional law enforcement instructors. This event provides a forum for academy directors and instructors to exchange ideas, methods, practical experience, and to discuss critical issues as well as an opportunity to network with their peers.

[theIACP.org/events/conference/2019-sppads-annual-conference](http://theIACP.org/events/conference/2019-sppads-annual-conference)

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## CARE Conference, ANAHEIM, CA

The IACP CARE Conference is an opportunity for attendees to learn about critical issues in traffic safety, identify best practices, and enhance relationships with their colleagues.

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

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## DAID Conference, ANAHEIM, CA

The DAID Conference features plenary sessions and workshops designed to keep attendees up to date on the latest practices and science of impaired driving with a focus on drug impairment detection and recognition. Networking events enable attendees to meet colleagues and establish a professional rapport.

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

OCT  
26  
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29

## IACP Annual Conference & Exposition, CHICAGO, IL

The IACP Annual Conference & Exposition provides new strategies, techniques, and resources to law enforcement professionals.

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

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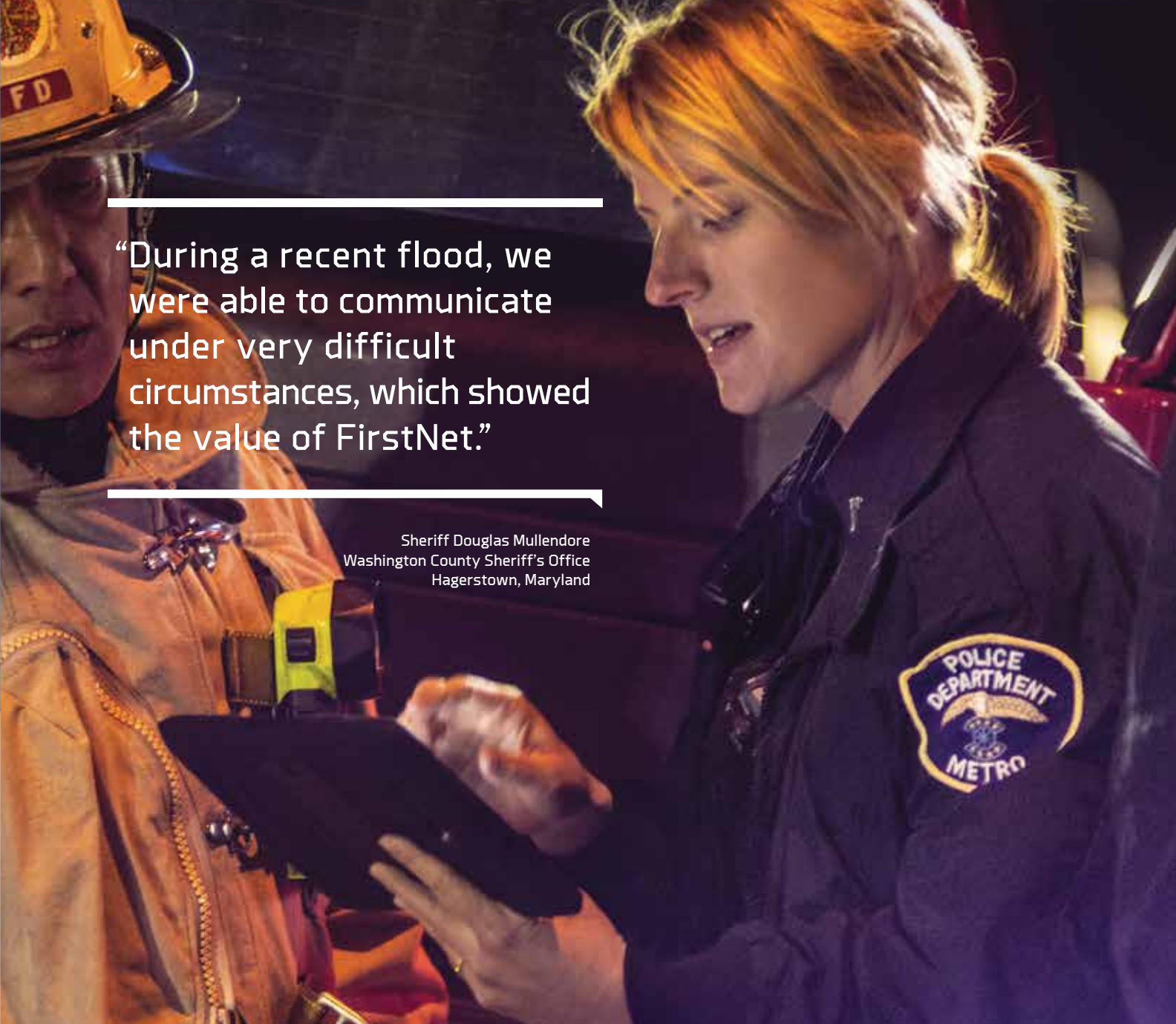
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