JULY 2020

IACP
International Association of Chiefs of Police

POLICE CHIEF

Sir Robert Peel's Nine Principles

1. The basic mission for which the police exist is to prevent crime and disorder.
2. The ability of the police to perform their duties is dependent upon public approval of police actions.
3. Police must secure the willing co-operation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.
4. The degree of co-operation of

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Shelby, North Carolina, Police Department

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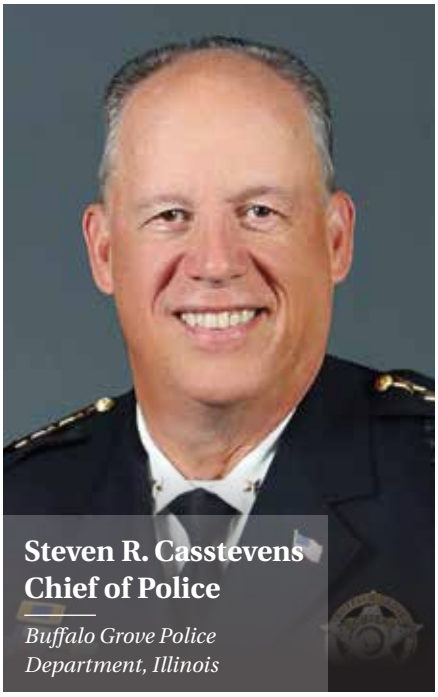
The Challenge Before Us



Steven R. Casstevens
Chief of Police
Buffalo Grove Police Department, Illinois

ANY OFFICERS WHO VIOLATE THEIR OATH OF OFFICE HAVE NO PLACE IN OUR AGENCIES. THEY BETRAY THEIR FELLOW OFFICERS AND TARNISH THE REPUTATION OF A PROFESSION THAT IS DEDICATED TO PROTECTING THE PUBLIC AND PRESERVING THE SANCTITY OF LIFE.

Collectively, we have a real challenge ahead. Mr. Floyd's death is a painful reminder to all who strive for justice that significant work remains before us. While the focus is policing, it will take all of us to develop and implement systemic solutions to build safer, more just communities.

Policing has made significant advancements over the years; there is no question about that. Police leaders have acknowledged the issues of the past and have sought out community partners to build a better future. Agencies have worked hard to increase transparency, revise policies to enhance procedural justice, recruit and hire officers who reflect the communities they serve, reduce use-of-force incidents, and focus on eliminating police cultures that prevent officers from holding each other accountable.

Despite these tremendous advances, there is a call for more. The profession is embracing the concerns and criticisms and reexamining policies and approaches. We are committed to working tirelessly to earn and keep the trust of our communities.

I cannot stress enough that the answer to the solutions sought by many elected officials and community members is not to "defund the police" or shift resources away from the police.

Change will require both dedicated resources and an enduring commitment from police leaders, community members, and elected officials. Now is not the time to further limit the capacity of police agencies.

The issues in our criminal justice system extend well beyond the behavior of police. Over the years, reductions in state and local budgets have slashed funding for mental health, homelessness, and substance abuse and recovery services; offender reentry programs; educational and vocational training; and programs that promote economic improvement.

By default, police agencies have been required to fill the void created by these funding cuts. The "defunding" of these social services means that the police are often the only ones left to call. Although we are training our officers in crisis intervention and mental health first aid, this does not take the place of proper medical treatment.

While I agree that social services, education, and mental health services need additional resources, fulfilling this need should not come at the expense of police funding. By the very nature of the profession, law enforcement remains the only entity of government that consistently and constantly responds to every situation where immediate help is needed.

Successfully moving forward will require a comprehensive, nuanced, determined, and informed policy effort that will involve all aspects of society. This solution will not be simple or cheap, but it is what is necessary to effectively address the challenges that confront us. As the discussions regarding police reform continue, I offer the following framework of key policy considerations.

First, the United States should adopt the National Consensus Policy on Use of Force developed by a broad coalition of law enforcement leadership and labor organizations.

The National Consensus Policy on Use of Force makes clear that it is the policy of U.S. law enforcement agencies to value and preserve human life and that they should develop policies and training practices that focus on de-escalation and the application of force only when necessary.

The policy states that officers should only use force when no reasonable

> "Change will require both dedicated resources and an enduring commitment from police leaders, community members, and elected officials."

alternative appears to exist, they should use that force for only as long as it is necessary to bring a situation under control, officers should provide the necessary medical treatment once it is safe to do so, and all officers have the duty to intervene to prevent or stop the use of excessive force by another officer.

Police agencies should be required to participate in the FBI's National Use of Force Database. This should no longer be a voluntary effort.

In addition, there is a need to develop national standards and policies for the discipline and termination of officers to establish uniformity and a gold standard of excellence and to prevent incompetent and dishonorable individuals from remaining in the profession.

There needs to be the development of a national database of decertified police officers, which will aid law enforcement agencies in making informed hiring decisions and prevent officers who have been terminated or decertified from being able to go to another state to be hired.

Police leaders must prioritize diversity and create a culture of equity and inclusion by working to eliminate racial, ethnic, and gender bias in the workplace, adopting procedural justice and bias-free policing as core values, and providing communities with a role in the review and development of departmental policies and procedures.

Additionally, educational standards, background investigations, targeted recruitment efforts, and hiring practices should be standardized across agencies. Uniform national training standards need to be developed so that police leaders, elected officials, and communities can be confident that their officers are trained to a consistent and acceptable standard.

Finally, labor agreements, and civil service rules sometimes make it difficult for departments to swiftly remove problematic officers. While ensuring that the due process rights of officers are respected, the authority of management in disciplinary proceedings needs to be enhanced to allow agencies to expediently discipline and terminate officers. Further, when negotiating such agreements, police leaders have a responsibility to ensure the agreement aligns with the envisioned organizational culture and community expectations.

While the calls for change are loud, we can't let them affect our morale. We must never lose sight of the fact that the overwhelming majority of the men and women in the policing profession chose to become police officers in order to do good, to protect our communities, and to serve their fellow citizens. At its core, policing is a noble profession made up of individuals who have dedicated their lives—and often lost their lives—in service to the public. While we all certainly recognize and agree that changes must be made, we cannot and should not let the profession be painted with a broad brush that highlights only the bad and overlooks the immense amount of good that is done by officers in communities across the United States—and the world—every day.

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IACP Community-Police Engagement Resource Page

After George Floyd's death and the response that followed, police leaders, community members, and elected officials in the United States and around the world are looking for collaborative, constructive ways to move public safety efforts forward. The IACP has launched a new Community-Police Engagement resource page featuring a variety of tools that provide policy considerations and tangible strategies to support police and communities in their efforts to engage in productive dialogue, form strong partnerships, and identify meaningful solutions. Topics include community policing; bias-free policing; use of force; leadership and culture; and recruitment and promotional testing. At a time when agencies are looking to assess their policies and procedures and develop new initiatives to maximize community-police engagement, these tools provide a meaningful base to help public safety stakeholders develop a strong, consistent foundation.

Access the page at **theIACP.org/resources/document/community-police-engagement.**

ARTICLE SERIES:

Reimagining Policing & Community-Police Engagement

Throughout the month of July, *Police Chief* is publishing a bonus online series of articles centered on reimagining policing with an emphasis on community-police engagement. Every Wednesday from July 1 to July 29, a new article discussing innovative and transformative approaches becomes available, with topics such as community-police partnerships, policing with empathy, leadership, hiring, training, and more.

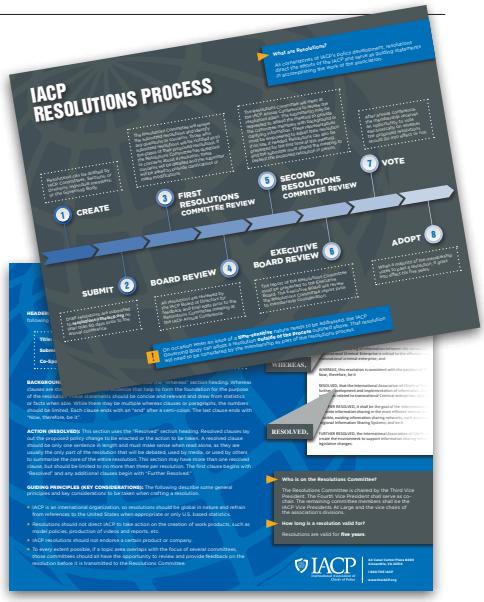
Access these new articles (and other online bonus content) at **policechiefmagazine.org.**

MINDFULNESS WEBINAR SERIES

Join the IACP for our *Mindfulness Strategies for Law Enforcement Webinar Series*. This webinar series is part of the U.S. Department of Justice, Bureau of Justice Assistance's National Officer Safety Initiatives Program and is hosted by Mindful Junkie Founder Gina White. Police officers across every rank, dispatchers, victim services personnel, crime scene personnel, other law enforcement personnel, and family members are encouraged to attend these 30-minute interactive mindfulness sessions.

For more information or to register for Parts 3 and 4, visit **theIACP.org/all-events.**

To watch recordings of Parts 1 and 2, visit **theIACP.org/topics/officer-safety-wellness.**



Resolutions Deadline Approaching

The resolutions process is the cornerstone of IACP's policy development. Through this process, the association membership addresses critical issues facing law enforcement. Resolutions direct the efforts of the IACP and serve as the guiding statement in accomplishing the work of the association. Each year, individual members, committees, sections, and divisions are given the opportunity to submit resolutions for the membership's consideration. The submission deadline for 2020 resolutions is August 18, 2020.

If you would like to submit a resolution, send it to **resolutions@theiacp.org.**

For more information on how the resolutions process works, including how to craft a resolution, visit **theIACP.org/resolutions.**

DECP Annual Report

The International Drug Evaluation & Classification Program (DECP) has released the *2019 DECP Annual Report.* The report contains information specific to each U.S. state's program and a summary of Canada's accomplishments during 2019.

To access the current or past DECP annual reports, visit **DECP.org.**

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Q: Looking ahead to the next five years, which innovation do you anticipate having the greatest impact on the policing profession?

A: 5G wireless technology promises to bring Internet connection speed, data, and capabilities previously only available at a home or business and deliver it to every mobile device. These devices will become the cores of personal computing, entertainment, communications, security, and Internet access. Police officers in the field will benefit by having faster access to facial recognition, license plate readers, and other real-time data. However, as Internet of Things devices connect to 5G, they will also prove to be a tempting target for hackers and criminals. Mobile devices are already used as tools of crime and often contain critical evidence. As we move ahead into a 5G world, professional policing must prepare for both the advantages and the challenges promised.

James Emerson
Vice President, National White Collar Crime Center

A: Innovation is not just about the latest gadget—it's about finding ways to do things better. In my opinion, one of the greatest innovations in policing in the past several years has been the shift toward evidence-based policing. This perspective and philosophy places emphasis on empirical research and statistical analysis but does not dismiss the more traditional drivers of police decision-making. It simply seeks to heighten our awareness and understanding during these times of greater public accountability. This approach has not only allowed police to focus their efforts and resources more effectively, but it has also allowed agencies to further enhance their investments in developing, implementing, and evaluating proactive crime-fighting strategies.

Fiona Wilson
Superintendent, Vancouver Police Department, BC
Deputy Operations Support Officer, Combined Forces Special Enforcement Unit–British Columbia

A: In New Zealand, the innovation is a new sense of identity for police. We must be truly comfortable with who we are as an organization and in tune with the communities we serve. This means embracing the diversity we all bring to build a sound cultural base from which we can approach people with an understanding of how they got to where they are and what they need from us. It means leadership creating space for diverse teams to be their best, in partnership with others with whom we share goals.

I call it *Be first, then do.* We are at our best when we remember our own humanity and the humanity of the people we deal with.

Andrew Coster
Commissioner, New Zealand Police

A: Innovative technologies such as artificial intelligence, autonomous vehicles, cryptocurrency, and encryption are now influencing policing and will continue to do so as technology evolves at an unprecedented rate. Yet, I do not believe it will be a technological innovation that will have the greatest impact, but rather police leadership that embraces, rather than resists, change. It will be collaborative leaders who are not content with the status quo, inflexible and self-imposed policy, or reactive policing, but who, instead, inspire a policing culture that proactively anticipates the future and engrains a deep commitment to innovation within every member and in every aspect of its service.

Thomas Carrique
Commissioner, Ontario Provincial Police

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LEADERSHIP AT EVERY STEP

IACP 2020

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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 is answered by experienced leaders from our mentorship panel.

Q: ***What is a leader's most important role during critical times such as the COVID-19 pandemic or other national or worldwide crises?***

A1: *Colonel Shan Nuckols:* Police leaders are used to managing through crises. The current pandemic gives us another chance to exercise these particular muscles. There are five actions that police leaders can take during local or global crises. First, consolidate information. Our agency created a task force to provide accurate information and put out new information in a daily summary. Next, provide clear guidance. Give your personnel your leadership intent and your left and right limits, then allow them to execute. Third, listen. Your people will be closest to the crisis and will be the best source for the truth and ideas. Fourth, stay connected. You have to deliberately make this a part of your day and encourage your subordinate leaders to do the same. Our focus on the mission should not come at the cost of burning out our people. Last, have a mechanism to collect lessons learned and best practices—and to share them.

A2: *Chief John Batiste:* I've always believed no matter what the leadership challenge, the strategy should be gathering facts, conducting a quick analysis, and then honestly communicating information to your personnel. Leading through effective information sharing helps to inform employees and ease their fears.

When confronted with a crisis or a challenge, one leadership skill remains steady: the courage to exercise the moral strength that's needed for making difficult and sometimes unpopular decisions in a compassionate way.

COVID-19 is no different. We must tell our people what we know, and we must take steps to navigate the concerns of our staff and their families in order to allow them to safely do their jobs. All the while, we must lead by example through changing environments.

A3: *Chief David Zibolski:* A leader's most important role in these situations is to do just that—*lead*—both within our organizations and the communities we serve. Whether we are navigating a pandemic, which places additional safety concerns upon our officers and their families, or pivoting to address systemic issues that threaten public order and safety, we must lead effectively.

Leaders must be externally fearless in the face of these challenges even though we may be internally fearful for the safety of our officers and communities at large. Most importantly, we need to be visibly present, as we are the ones most responsible for setting the temperature and tone, resolving issues, eliminating uncertainty through thoughtful messaging, and holding all accountable to the ideals of our noble profession.

A4: *Colonel Ali Al-Ghufli:* During a crisis, leadership's most critical role is proper crisis management and fast response to mitigate the effects of the crisis. For example, the steps taken by the UAE in response to COVID-19 were meant to reduce the disease's effects on people; hence, how quickly measures were put into place determined the efficiency of the country's government. Quick and effective responses like the ones of the UAE (e.g., facility closures. sterilization programs) protect a country and its people from the possible adversity that a crisis causes.

In addition, leaders need to create awareness among those they serve, provide information, and dispel myths or misinformation. The UAE government accomplished these objectives through advertisements and medical guides, among other methods.

"Q" Do you have a question for our mentors? Email us at **EDITOR@THEIACP.ORG**, and you might see it in a future issue!

MEET THE MENTORS

Shan B. Nuckols, Colonel
VICE COMMANDER/SPECIAL AGENT, U.S. AIR FORCE

John R. Batiste, Chief
WASHINGTON STATE PATROL

David B. Zibolski, Chief
CITY OF BELOIT, WI

Ali Al-Ghufli, Colonel
MINISTRY OF INTERIOR, UAE

BY
David Margolis, Chief Assistant City Attorney, Orlando, Florida

From Policing to Parenting

Lactating in Law Enforcement

ACCORDING TO THE U.S. DEPARTMENT OF JUSTICE, "WOMEN CONSTITUTE LESS THAN 13 PERCENT OF TOTAL OFFICERS AND A MUCH SMALLER PROPORTION OF LEADERSHIP POSITIONS."[1]

As a result, their needs as coworkers may inadvertently be overlooked—specifically, the need to lactate and breastfeed.

At the outset, it is important to observe that the Americans with Disabilities Act (ADA) does not protect these activities. The ADA protects individuals with actual or perceived disabilities. As one court stated, "It is simply preposterous to contend a woman's body is functioning abnormally because she is lactating." Because lactation is a normal human function, the ADA creates no liability for employers who refuse or decline to grant special accommodations for breastfeeding.[2]

By contrast, the Family Medical Leave Act (FMLA) protects lactating employees by guaranteeing up to 12 weeks of unpaid leave per year to care for the birth of a child. However, this leave must be taken continuously until the leave is exhausted or the employee returns. Unless the child has a serious health condition, employers can decline a breastfeeding employee's FMLA request for intermittent leave or a reduced work schedule.[3] Furthermore, the FMLA imposes no liability on employers who discharge employees who refuse or remain unable to resume a normal work schedule after all 12 weeks of FMLA are exhausted.[4]

Regardless of whether an employer's action is permissible under the FMLA, most courts have held that discrimination against breastfeeding violates Title VII. In the case of *EEOC v. Houston Funding II, Ltd.*, for example, a female employee took maternity leave to care for the birth of her child. She was soon willing and able to return to work; however, she requested the ability to bring a breast pump to her office. Her employer declined the request. She was discharged from employment a short time later, ostensibly due to "job abandonment."[5]

The Equal Employment Opportunity Commission (EEOC) sued on the employee's behalf. The Fifth Circuit Court of Appeals ultimately ruled that breastfeeding is a medical condition related to pregnancy or childbirth; therefore, discrimination on the basis of breastfeeding is a form of gender discrimination under Title VII.[6] Because the plaintiff presented significant evidence that her employer discharged her as a result of her breastfeeding, the appellate court allowed the EEOC to present its case to a jury.

Police departments are not immune from these suits. In the case of *Hicks v. City of Tuscaloosa*, a lactating officer requested an alternative duty assignment because the ballistic vest required by agency policy for all patrol officers "was restrictive and could cause breast infections that lead to an inability to breastfeed."[7] The chief declined the officer's request, but allowed her to either order a custom vest or return to patrol without wearing a vest. Instead, the officer resigned and sued the city for pregnancy discrimination. At trial, the jury found the city liable for constructively terminating the officer on the basis of lactation.

The Eleventh Circuit Court of Appeals upheld the jury's verdict. In its ruling, the court acknowledged that Title VII does not require employers to grant special accommodations for breastfeeding. However, if an agency grants alternative duty in other circumstances, then lactating employees must be given the same or equal level of consideration.[8]

Even agencies that rarely offer accommodations to anyone can be liable under Title VII. In *Allen-Brown v. District of Columbia*, a female officer was

> ***Most courts have held that discrimination against breastfeeding violates Title VII.***

granted six weeks of limited duty in accordance with agency policy following the birth of her child. She, then, requested an extension based on her doctor's advice that wearing a bulletproof vest would interfere with her expression of milk. The district declined her request.[9]

While defending the lawsuit, the district proved that 93 percent of all requests to extend limited duty were denied, regardless of the reason for the request. The district cited the 93 percent denial rate as evidence that neither the plaintiff nor any other breastfeeding employees were singled out for unusual treatment. Still, several officers did receive accommodations for off-the-job medical conditions. As a result, the court found sufficient evidence for the plaintiff to at least argue that the district treated her more harshly because she was lactating.[10]

Agencies should also be mindful of break time. As amended in 2010, the Fair Labor Standards Act (FLSA) requires employers to provide a "reasonable break time for an employee to express breast milk for her nursing child for one year after the child's birth each time such employee has need to express the milk." The break time applies only to nonexempt employees and can be unpaid.[11]

If an employer fails to provide break time, damages under this provision are limited solely to unpaid minimum wages and overtime. Because these breaks are normally unpaid, however, a plaintiff who is improperly denied break time may find it difficult to prove that she suffered any loss of income.[12]

The FLSA also requires agencies to provide "a place, other than a bathroom, that is shielded from view and free from intrusion from coworkers and the public, which may be used by an employee to express breast milk."[13] A staff break room can be used for this purpose, as long as it locks from the inside. Even if the chief has a set of keys to the room, the agency has complied with the FLSA if the lactating employee is left alone and undisturbed.[14]

In addition to federal laws, approximately half of U.S. states have enacted separate protections for lactating employees. Hawaii, for example, prohibits employers from penalizing employees who either breastfeed or express milk within the workplace.[15] While these statutes often resemble federal law, state protections provide another forum in which a plaintiff can seek redress in court. Also, several states have expanded protections beyond the requirements of federal law. Indiana, for example, requires government employers to pay employees during breastfeeding breaks, while the FLSA allows for unpaid time.[16] Chiefs should always consult with legal counsel regarding the applicable laws in their jurisdictions.

CONCLUSION

Federal law places three requirements on agencies when interacting with lactating employees. First, the FLSA requires agencies to grant non-exempt employees reasonable breaks in a private area (other than a bathroom) for the purpose of expressing milk. Second, the FMLA requires agencies to grant up to 12 weeks of continuous leave per year to care for the birth of a child. Third, agencies must refrain from discriminating against lactating employees in violation of Title VII. Chiefs are also encouraged to carefully review the laws of their respective states, as an increasing number of states have created additional regulations.

NOTES:

[1]Rianna P. Starheim, *Women in Policing: Breaking Barriers and Blazing a Path* (Washington, DC: National Institute of Justice, Office of Justice Programs, July 2019).

[2]*Bond v. Sterling*, 997 F.Supp. 306, 311 (N.D.N.Y. 1998). See also *Echevarria v. AstraZeneca, LP*, 133 F.Supp.3d 372 (D. Puerto Rico 2015) conditions affecting the production of breast milk do not qualify as disabilities under the ADA.

[3]See *Kim v. Goldberg, Weprin, Finkel Goldstein, LLP*, 862 F.Supp.2d 311 (S.D.N.Y. 2012).

[4]See generally *Hasenwinkel v. Mosaic*, 809 F.3d 427 (8th Cir. 2015).

[5]*EEOC v. Houston Funding II, Ltd.*, 717 F.3d 425, 427 (5th Cir. 2013).

[6]*Houston Funding II, Ltd.*, 717 F.3d at 428.

[7]*Hicks v. City of Tuscaloosa*, 870 F.3d 1253, 1256 (11th Cir. 2017).

[8]*Hicks*, 870 F.3d 1253.

[9]*Allen-Brown v. District of Columbia*, 174 F.Supp.3d 463 (D.C. 2016).

[10]*Allen-Brown v. District of Columbia*, 174 F.Supp.3d 463 (D.C. 2016). See also *Gonzalez v. Los Angeles Airport Marriott*, 142 F.Supp.3d 961, 978 (C.D. Cal. 2015) explaining that although the PDA "does not expressly mandate that employers make reasonable accommodations… it does require that employers accommodate pregnant women or those affected by related medical conditions to the same extent that they accommodate other workers, absent a nondiscriminatory reason for doing so."

[11]Fair Labor Standards Act (FLSA), 29 U.S.C. § 207(r)(1). See also *James v. Dependency Legal Group*, 253 F.Supp.3d 1077 (S.D. Cali. 2015); See *Wilson v. Ontario County Sheriff's Dep't.*, 2014 WL 3894493 (W.D.N.Y. 2014).

[12]See *Mayer v. Professional Ambulance, LLC*, 211 F.Supp.3d 408 (D.R.I. 2016) concluding that federal law does not authorize monetary damages for violating this particular provision in the FLSA. *Accord Lampkins v. Mitra QSR KNE, LLC*, 383 F.Supp.3d 315 (D. Del. 2019). But also see *Poague v. Huntsville Wholesale Furniture*, 369 F.Supp.3d 1180 (N.D. Ala. 2019) a rare case in which the denial of an unpaid break harmed the plaintiff financially.

[13]Fair Labor Standards Act § 7(r).

[14]See *Gentry v. City of Russellville*, 406 F.Supp.3d 1231 (N.D. Ala. 2019).

[15]Hawaii Rev. Stat. Ann. § 367-3 and 378-2 (2019).

[16]Ind. Code Ann. § 5-10-6-2 and § 22-2-14-2 (2020).

BY
Brent Weiss, CFP, ChFC, Chief Evangelist of Facet Wealth

Achieving Financial Wellness as a Law Enforcement Officer

LAW ENFORCEMENT OFFICERS FACE UNIQUE CHALLENGES WHEN MAKING FINANCIAL DECISIONS FOR THEMSELVES AND THEIR FAMILIES. PENSIONS, SECOND CAREERS, AND HEALTH INSURANCE DECISIONS—WHILE WORKING AND IN RETIREMENT—PRESENT ADDITIONAL OPPORTUNITIES AND LOFTY CONSIDERATIONS.

Taking advantage of those options isn't a one-and-done deal. It takes ongoing planning, as well as discipline, to make the decisions that can help achieve financial peace of mind, rather than financial stress.

According to the 2018 National Financial Capability Study, over half of people in the United States say that simply thinking about their finances makes them anxious. A 2013 Kansas State University study revealed that early financial arguments rank as the top predictor of a married couple's potential for divorce. Another study from an economist at the University of Nottingham in England found that people who struggle to pay off debt and loans are more than twice as likely to experience depression, severe anxiety, and other mental health problems.

Those same stressors affect law enforcement officers. A recent study in the *Journal of Police and Criminal Psychology* concluded that personal finances is one of the leading causes of stress among officers. When combined with the incredible stress of a career that places their lives in harm's way on a routine basis, these realities only compound a serious threat to the well-being of police officers, sheriff's deputies, and other first responders.

Fortunately, many law enforcement departments and agencies have started to add "financial wellness" services, generally as an employee benefit, to help officers reduce financial stress and make well-informed decisions about retirement, investments, and finances that impact their everyday lives. As the *Community Policing Dispatch* noted, financial counseling and literacy are critical components of officers' health and wellness. Associations, such as the Deputy Sheriffs' Association of San Diego County, have partnered with financial advisors and management companies. These companies build actionable financial plans tailored toward individuals' goals, helping officers and their families reduce financial stress by managing their finances more successfully.

Partnering with a financial planner can help law enforcement officers answer critical financial questions. Should an officer use the income from a second job to pay down debt or save for college? Is it time to rollover the retirement plan from a previous job to an independent account? Should they open a 529 college account for their newborn now or wait until they have paid off their car loan? The answer to these questions will be different for each person and family.

However, answers to those questions from financial planning professionals aren't always easy to find. Traditional financial planners often decline to work with clients on an officer's pay scale. The Bureau of Labor Statistics cites a $63,800 median salary for police officers. Contrast that with a recent study that showed the average client who uses an independent financial advisor has over $2 million in assets—a far cry from many law enforcement officers' assets. Law enforcement agencies can seek out companies who have no minimums required for service, thereby allowing officers of varying salary ranges access to their own certified financial planner (CFP) professional. Agencies would do well to select providers whose planners are fiduciaries, meaning they hold a legal and ethical obligation to make decisions and recommendations in the best interest of their clients. These partnerships allow officers to have access to financial coaching services at little to no cost, as well as the option to access low-cost financial planning for those who could benefit from guidance and support on an ongoing basis.

The CFPs may work with officers to develop personalized life plans to help them meet their goals, whether that means saving for the future, paying down debt, pursuing their passions, or preparing for the unexpected. This starts with the basics of financial wellness—developing good budgeting and savings habits, learning to be open with a spouse about finances, setting goals, managing debt, and more.

At every step of their financial lives, an officer with a financial planner will have someone to consult with and answer questions about buying a house, paying for a child's college tuition, saving for retirement, or any of the myriad financial challenges they may face.

No one works in law enforcement expecting to become wealthy, but that does not mean those who put their lives on the line every day must bear the brunt of financial stress without help. The world of law enforcement has just started to embrace the importance of wellness. It is time personal finance becomes a part of that equation.

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Diverting the Distraction

The IACP Distracted Driving Toolkit

IN 2018, DISTRACTED DRIVING CLAIMED THE LIVES OF MORE THAN

2,800

PEOPLE IN THE UNITED STATES.

THIS INCLUDED

1,730

DRIVERS,

605

PASSENGERS,

400

PEDESTRIANS, AND

77

BICYCLISTS.

EVERY DAY, ROUGHLY NINE PEOPLE ARE KILLED AND MORE THAN 1,000 INJURED IN CRASHES INVOLVING DISTRACTED DRIVING.

In 2018, distracted driving claimed the lives of more than 2,800 people in the United States, including 1,730 drivers, 605 passengers, 400 pedestrians, and 77 bicyclists. Any activity that is unrelated to driving that occurs while operating a motor vehicle is considered a distraction and can increase the driver's risk of being involved in a crash, potentially causing serious injury or death. These distractions include talking to passengers, eating, drinking, personal grooming, and the most frequent activity—handling a cellular device. In 2017, 401 fatal crashes were reported to have involved the use of cellphones as the source of distraction. There are three common types of distraction:

1. Visual—taking your eyes off the road
2. Manual—taking your hands off the wheel
3. Cognitive—taking your focus away from driving

Recently, many U.S. states have recognized this issue more and more by enhancing and enforcing laws related to distracted driving. For example, Massachusetts passed a handheld device ban in November 2019—and it went into effect in February 2020—prohibiting motor vehicle operators from using any electronic device, including mobile telephones, unless the device is used in hands-free mode.

Recent data from the Insurance Institute for Highway Safety-Highway Loss Data Institute (IIHS-HLDI) states, as of April 2020, talking on a handheld mobile device while driving is banned in 24 states and the District of Columbia. Indiana and South Dakota implemented laws to this effect at the beginning of this month, while Virginia's law will become effective on January 1, 2021. Texting is also banned for all drivers in 48 states and the District of Columbia. While these laws will aid in preventing handheld cellphone distractions, the National Safety Council (NSC) has reported that hands-free devices offer no safety benefit while driving, nor do they eliminate cognitive distraction.

In an effort to assist law enforcement agencies to tackle this issue in their communities and enforce all state laws associated with distraction, the IACP,

in partnership with the National Highway Traffic Safety Administration (NHTSA), officially released the *Distracted Driving Toolkit* in October 2019 at the 126th IACP Annual Conference and Exposition in Chicago, Illinois—a soft launch of the toolkit also occurred in September 2019 at the 2019 VA Distracted Driving Summit in Roanoke, Virginia. This toolkit was created to provide law enforcement executives, command staff, first-line supervisors, and patrol officers with effective strategies that have been used by others to improve distracted driving education and enforcement in their communities, along with tactics to reduce officer distraction in patrol vehicles. The education portion also includes details and examples of the different types of distraction: manual, visual, and cognitive.

The toolkit includes a host of useful resources where agencies can access data and information to help them educate not only the public but also policy makers in their jurisdiction about the importance of strong, enforceable distracted driving laws:

> ***Distracted driving jeopardizes the safety of the offenders, their passengers, surrounding motorists, pedestrians, and bicyclists.***

BY
Breana McKenney,
Project Coordinator, IACP

IACP's distracted driving posters are available in English, Spanish, Portuguese, French, and Arabic.

To learn more about the *Distracted Driving Toolkit*, to download the electronic version, or to request a physical copy, visit **theIACP.org/resources/document/distracted-driving-toolkit**. For more information on other IACP traffic safety–related projects and resources, visit **theIACP.org/projects/traffic-safety** or email inquiries to **trafficsafety@theiacp.org.**

- A report on promising practices for public education, enforcement, and officer safety from Dalton, Georgia, Police Department; Montgomery County, Maryland, Police Department; Ohio State Highway Patrol; Oro Valley, Arizona, Police Department; New York State Police; and Washington State Patrol
- A press release and talking points template that can be used to address distracted driving issues for chiefs of municipal governments and for community education
- Two separate 11x17 poster infographics—*The Dangers of Distracted Driving* and *The Dangers of Distracted Driving by Law Enforcement Officers*—which include statistics and additional information on the danger that distracted driving poses on individuals, communities, and officers; both available in five different languages
- A comprehensive list of resources to help agencies address distracted driving crashes, including links to information from NHTSA, NSC, Governors Highway Safety Association, and many other distracted driving advocacy organizations and associations

Much like other egregious traffic violations including impaired driving, speeding, and reckless driving, distracted driving jeopardizes the safety of the offenders, their passengers, surrounding motorists, pedestrians, and bicyclists. Addressing this issue by increasing enforcement and education on any primary state laws for the public ultimately saves the lives and aids in the improvement of a community's quality of life. It is also crucial for law enforcement agencies to practice safe driving by limiting any distractions inside patrol vehicles as a method to lead by example in their communities.

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.

THE EFFECTS OF DE-ESCALATION TRAINING

Research on de-escalation is sparse. To address this gap in research, the IACP/University of Cincinnati Center for Police Research and Policy (IACP/UC Center) conducted one of the first known evaluations in de-escalation training. The IACP/UC Center introduced a version of the Integrating Communications, Assessment, and Tactics (ICAT) training program to officers at the University of Cincinnati Police Department (UCPD) and evaluated its effects on officer confidence, education, and actions.

Researchers found that the ICAT training program increased UCPD officers' reported confidence in and attitudes toward response-to-resistance skills. However, these changes were small and decayed over time (with the exception of de-escalation of persons in crisis). Nonetheless, the results indicate the training's potential to produce positive effects. The researchers suggest that officers who have greater confidence in their own judgements and the practicality of using de-escalation tactics will be better able to use them to increase the safety of all parties involved.

This study highlights how the implementation, modification, and evaluation of de-escalation trainings can help police chiefs customize training to best suit the needs of officers, agencies, and the wider community. While this study showed promising results, researchers at the IACP/UC Center concluded that additional research is needed to understand which components of the training are most effective.

Gabrielle Isaza, Hannah McManus, Robin Engel, and Nicholas Corsaro, "Evaluation of Police Use of Force De-escalation Training: Assessing the Impact of the Integrating Communications, Assessment, and Tactics (ICAT) Training Program for the University of Cincinnati, OH Police Division (UCPD)" (unpublished manuscript, 2019).

WOMEN IN POLICING AND ORGANIZATIONAL CHANGE

This mixed-methods study examined the relationship between the percentage of female officers in a police agency and how that agency represents itself in its recruiting materials and attitudes toward policing. Styles of law enforcement were categorized in one of three ways, each emphasizing different aspects of the profession in the past 170 years: "watchman" (order maintenance emphasis), "legalistic" (enforcement of laws emphasis), and "service" (flexible, community emphasis). The "service" style, in particular, was associated with the "community policing" or "new policing" era that is characteristic of the past 50 years.

Analysis was conducted using data from the 2013 Law Enforcement Management and Administrative Statistics (LEMAS) survey and semantic content analysis of printed department materials. The quantitative analysis indicated that agencies with a greater percentage of female officers were more likely to use service- or community-oriented styles of policing. However, findings from the qualitative content analysis were mixed.

The author suggests that the findings of this study support prior research and, particularly, the assertion that more female representation in the policing profession is related to an increased departmental commitment to the values of community-oriented policing. The author encourages additional research in this area, suggesting that there is potential for departments to influence and attract a more diverse recruit pool using service-style concepts in recruiting materials.

Michael F. Aiello, "Influential Women? Policing Styles in Online Recruitment Materials," *Police Quarterly* 23, no. 1 (March 2019): 3–24.

SUBSTANDARD PERFORMANCE LEADING TO INNOVATION?

Using the adoption of CompStat systems in police departments as an example, researchers evaluated the connection between a police agency's performance and the likelihood of that agency adopting innovative practices. To measure agency performance, data on the reported crime incidents per 100,000 people in the United States from the FBI's Uniform Crime Report (UCR) were used. Crime was categorized as violent crime (murder, rape, aggravated assault, etc.) and property crime (burglary, larceny, arson, etc.).

Analysis of UCR data from 342 small to mid-size agencies revealed that departments with substandard performance in combating violent crime were more likely to adopt CompStat and were more likely to adopt it earlier than higher-performing agencies. Low performance in property crime, however, was not a significant predictor of CompStat adoption. Based on these results, the author suggests that agencies with substandard performance are more likely to take risks and adopt innovations to improve departmental performance when confronted with challenges.

The author suggests that these findings contradict the myth that innovation is seen exclusively in the highest performing, most resourced agencies. Rather, the adoption of innovative practices is more likely a result of agencies being open-minded and amenable to exploring new ways of correcting deficiencies and producing results. The author also suggests that using data to study organizational characteristics and other factors would be greatly beneficial in understanding agencies' receptiveness to adopting innovation.

Obed Pasha, "Does Substandard Performance Encourage Innovation Adoption?" *The American Review of Public Administration* 49, no. 5 (July 2019): 572–584.

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GREAT IDEAS 2020

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POLICING HAS A LONG AND STORIED HISTORY, BUT AS ANY EXPERIENCED OFFICER OR CHIEF CAN TELL YOU, IT IS CONSTANTLY EVOLVING AND CHANGING. The sources for change are wide-ranging, but often, evolution can be catalyzed by a particularly innovative idea. Although innovation is challenging and sharing a new idea takes courage, such collaborative creativity can lead to more ideas, research, policy, and practices—and, ultimately, enhance the profession.

Five years ago, *Police Chief* released it's first-ever edition of Great Ideas, brimming with innovations, creative solutions, and cutting-edge concepts that leaders could implement or adapt for their own agencies, officers, and communities.

Change is happening at a rapid pace in today's world, and creativity and innovation have kept pace in the past five years. For this collection of Great Ideas, we called upon police personnel, agency and community leaders, subject matter experts, researchers, and more to share their new ideas for enhancing law enforcement. The field responded with a multitude of ideas from around the globe—some that are still in the idea or planning stage, others that have already proven successful at their agencies.

We regret not being able to share every idea, but Great Ideas 2020 showcases many of the best ideas we received. The 33 ideas presented here come from authors in many different fields and many different countries, sharing actionable initiatives and innovations to enhance the craft of policing.

From implementing emotional intelligence in domestic violence response to a new shift assignment process to a collaborative approach to solving cold cases, the Great Ideas in this edition are creative, thought-provoking, and relevant to today's challenges. While many ideas relate to multiple topics, we've grouped them into six main areas, each introduced by a subject matter expert's perspective on the next major evolution in law enforcement.

A Look Ahead at Personnel—Officer Wellness & Performance

HOW WILL OFFICER WELLNESS EVOLVE IN THE NEXT FIVE YEARS?

By Katrina Sanders, MBBS, FRACGP, MPH, Chief Medical Officer, Australian Federal Police

"The future of officer wellness is a blended model of the medical and wellness worlds."

GLOBALLY, THE PREVALENCE OF MENTAL ILLNESS AMONG LAW ENFORCEMENT OFFICERS IS INCREASING while officers also face rising rates of chronic disease: obesity, cardiovascular disease, body stressing injuries, cancer, and sleep disorders. Chronic disease is not unique to police officers, rather this trend reflects the steady rise of these disorders across the world's population. However, it is further complicated in law enforcement settings with finite resources, shift work, not enough time to spend with family and friends, cultural nuances (fear of showing weakness and not wanting to let the team down), and most obviously—crime doesn't stop.

Tactical athletes have stamina, strength, and flexibility of the mind and the body. They utilize a multidisciplinary approach, unique to their needs, to achieve and maintain peak health. Police officers are not professional athletes; they do not have the luxury of a warm-up, starting blocks, or a schedule for when they must perform at their peak physical and mental ability to win the race—they are tactical athletes who are expected to act and respond without warning, for prolonged periods, during all seasons, weather, and times of day. Officer wellness must evolve beyond traditional and disparate "mental" and "physical" health programs to support these tactical athletes, combining the medical and wellness worlds into one.

The current approach to these challenges is richly engrained in a biopsychosocial approach to health—biological, psychological, and social elements that can all cause biological changes to the human body. These elements are intrinsically linked and cannot be separated from each other. For example, consider the officer with a sleep disorder from years of shift work who, as a result, suffers very high psychological distress (sleep disorders are well recognized as a risk factor for multiple conditions including stress and cognitive impairment) or the officer with an injury who can no longer play weekend rugby (an important activity that Australians participate in), who then experiences a deterioration in mental health due to the loss of this outlet. The future, however, needs to include an evolution of these principles, recognizing that a biopsychosocial approach to health cannot be limited to traditional medicine or methods.

The future of officer wellness is a blended model of the medical and wellness worlds. Digital wellness will grow exponentially, integrating data from wearable technology and smartphones for the early identification of illnesses or injuries. The digitally enabled doctor will be able to review the patient's digital wellness data, creating a more trusted and transparent doctor-patient relationship. This blended model will become the norm, permeating every aspect of every day. Other advances looming in the next five years include the following:

1. Improving the gut microbiome (with prebiotic and probiotic supplements) shows promising results in support of mental health through the influence of neurotransmission.
2. The blurring of mental wellness and technology will exponentially rise, removing barriers to treatment such as stigma, time, cost, and availability.
3. Circadian health optimization—incorporating the type and timing of light with biology—has the possibility of improving sleep disorders associated with shift work.
4. Daily activity emphasizing the mind-body connection can help officers improve mental clarity, physical fitness, flexibility, and strength.

Wellness is not a new or radical concept and many law enforcement jurisdictions will already have these programs. The challenge over the next five years is to blend the medical and wellness worlds or risk our officers turning to less trusted sources for information and intervention. Officers are tactical athletes—they need elite, integrated mind and body training. They need human performance coaches to support an evidence-based, contemporary approach to their health and wellness.

The Texas First Responder Peer Network

By Jennifer Davis-Lamm, Senior Program Manager, Caruth Police Institute at the University of North Texas at Dallas (CPI-UNTD); B.J. Wagner, Interim Executive Director, CPI-UNTD; and Courtney Ripley, Research Assistant, CPI-UNTD

POLICE LEADERS WORLDWIDE ARE AWARE THAT SUICIDE AMONG LAW ENFORCEMENT OFFICERS IS ENDEMIC. In 2019, at least 228 police officers died by suicide in the United States alone, eclipsing line-of-duty deaths in the same year by nearly 60 percent, and many other countries are also encountering high suicide rates among their police forces. Despite the fact that so many in policing have pledged to do all they can to address it, in Texas (and in many other states), there is no statewide, coordinated effort to end first responder suicides. The Caruth Police Institute at the University of North Texas at Dallas (CPI-UNTD), under the direction of Interim Executive Director B.J. Wagner, wants to change that. To do so, CPI-UNTD has partnered with the Meadows Mental Health Policy Institute (MMHPI); 22Kill, a well-respected and culturally competent clinical services provider; and Boulder Crest, an institute dedicated to training first responders in the posttraumatic growth approach to healing.

Through this collaboration, CPI-UNTD plans to establish the Texas First Responder Peer Network to end first responder suicides in Texas. The network will be grounded with six regional law enforcement agency hubs across the state with CPI-UNTD administering training and technical support to agencies as they recruit and train peers in trauma-informed peer-to-peer response techniques; 22Kill will provide clinical services to those needing additional services, and Boulder Crest will provide training to peers and mental health professionals in posttraumatic growth. Additionally, MMHPI will monitor and assess the program. Our goal is to make Texas a zero-suicide state by creating a positive pattern for mental health resource utilization across the state. Peer-to-peer support works when it's done correctly—it needs to be culturally competent, trauma informed, and evidence based; deployed by well-trained peer providers; be ingrained in department culture as part of an inclusive wellness and prevention program; free from stigma; and dedicated to timely and effective responses. Additionally, such a program should be carefully evaluated for outcomes, best practices, and implications to the entire first responder community.

We believe that this holistic approach to suicide prevention among first responders, including culturally informed training, clinical services, peer support, and rigorous evaluation, makes this statewide effort unique, and CPI-UNTD believes it could serve as a model for other states as they work to address this critical issue. First responders are faced with constant exposure to death and destruction; the unceasing tragedies exert a toll on the wellness of the men and women tasked with society's safety and security and can wreak havoc on their mental health. It is absolutely critical that police and public safety officials take proactive, evidence-based, and culturally competent steps to address this increasingly heartbreaking situation. No lives lost by suicide can ever be acceptable—and CPI-UNTD believes that collaborative work can create a path forward toward the goal of eliminating this all-too-frequent tragedy.

"Peer-to-peer support works when it's done correctly—it needs to be culturally competent, trauma informed, and evidence based [and] deployed by well-trained peer providers."

The UK National Police Wellbeing Service

By Ian Hesketh, PhD, Senior Responsible Owner, National Police Wellbeing Service, United Kingdom

WHEN THE SUBJECT OF WELL-BEING OR WELLNESS IS MENTIONED, most people immediately think of healthy living, including diet, exercise, gym memberships, and so forth, concentrating on the physiological dimension. However, workplace health also includes the psychological, sociological, and financial aspects of working life. This is especially significant when discussing the nature of emergency service responders' (ESRs') working environment.

In 2013, the UK National Police Chiefs Council (NPCC) formed a working group to look at the current police provision in terms of well-being and engagement. Research was undertaken to help understand the landscape in terms of these two emerging business areas in policing. It may seem surprising now, but well-being as an area of study in policing was virtually unheard of in 2013, and just a handful of organizations were beginning to realize the benefits of good workplace well-being practices. This research also uncovered significant unmet needs, and the NPCC agreed that a whole-system approach was required to embed prevention into the policing system. In 2017, Oscar Kilo was created, providing an online portal to house the findings and create the Blue Light Wellbeing Framework, an online self-assessment tool for agencies.

In July 2017, the UK Home Secretary announced a grant of £7.5 million to address welfare provision within policing across England and Wales. Under this grant, the National Police Wellbeing Service (NPWS) was formed.

Over the following three years, these eight "live services" have been made available for all police departments in England and Wales.

1. Leadership for Wellbeing: Developing executive leaders and line managers who can lead and manage their organizations in a way that facilitates well-being, and improves performance

2. Individual Resilience: Building the resilience of officers and staff by developing their understanding and use of positive psychology and other techniques to enhance personal well-being and improve their ability to support others

3. Peer Support for Wellbeing: Delivering a national peer support model and network in order to provide the best care and support to officers and staff

4. Psychological Risk Management: Screening those in high-risk roles for potential psychological trauma and making well-being screening available for all emergency responders

5. Trauma Management: Providing a police-specific post-incident support and disaster management model of care for officers and staff that provides clear strategic and tactical direction specific to well-being when dealing with major incidents—Emergency Services Intervention Programme (ESTIP)

6. Wellbeing at Work: Providing occupational health support and liaison, as well as post-government inspection peer support

7. Mobile Wellbeing Outreach Service: Providing access to well-being services at workplaces, in order to increase access

8. Physical Wellbeing: Implementing fitness mentoring and initiatives with Police Sport UK and universities throughout the United Kingdom

The program is fully supported by all police departments, government, and staff associations across the profession and has attracted global attention, not least from many police departments in the United States. The underpinning philosophy of the NPWS is anchored to four pillars, those being to Promote, Prevent, Detect & Support, and Treat & Recover in relation to the many health challenges that exist for those in ESR roles throughout the United Kingdom. The program has also contributed to the COVID-19 support for UK policing.

Exciting opportunities for the future of the NPWS include developing strategic health relationships with primary, secondary, and tertiary health care providers; an ambitious occupational health standards project; and further work on the impacts of fatigue, shift work, and conflict. The final piece will be conducted in collaboration with U.S. colleagues, with whom relationships have been forged through the IACP network over recent years.

Many of the services, guidance, and advice referenced herein are freely available to emergency responders via the Oscar Kilo website: **www.oscarkilo.org.uk**.

Why Do Officers Succeed?

By Julius (Jay) Wachtel, Special Agent (Ret.), Bureau of Alcohol, Tobacco, Firearms and Explosives, Lecturer (Ret.), California State University – Fullerton

Jay Wachtel is the author of the long-running blog, *Police Issues* (**police issues.org**), a resource to help police professionals and criminal justice faculty and students stay informed about significant developments and emerging issues in law enforcement and criminal justice.

POLICING IS A HUMAN ENDEAVOR, and for that reason alone, it occasionally yields catastrophic consequences. Nearly two centuries have passed since Sir Robert Peel founded the Western world's first organized police service, the Metropolitan Police of London, but law enforcement still struggles to devise strategies that foster the order and tranquility community members deserve without at least occasionally garnering criticism or backlash.

This unending quest is certainly not for a lack of sophistication. Automation has long supplanted old-fashioned card files and pin maps. Analysts at their computers and officers in the field can readily scour vast repositories of data and produce textual and graphical output, often at a moment's notice. Deployment of personnel is facilitated by tools that use current and historical incident data to identify persons and places in need of attention.

In that sense, it really *is* a brave new world. In another sense, not so much. Computers can't control the uncertainties of the environment—or the quirks of neighborhoods—or of their inhabitants—or, alas, of the well-intended yet imperfect officers who are sent in to keep the peace. No matter how much agencies train or how closely leaders supervise, tragedies happen. These misfortunes occur far more often in the economically deprived, at-risk places often selected for enhanced policing.

Officers know that the socioeconomic dilemmas that lie at the root of crime and disorder are beyond their power to solve. But, as violence threatens to consume neighborhoods, they can't just stand idly by. Are there ways to vigorously respond without creating needless offense? Academics have stepped in with a structured approach that probes poor law enforcement outcomes and devises solutions. These inquiries, though, have been relatively few, and their effectiveness can be impaired by the reluctance of key participants to accurately depict what took place.

But there is a far less conflicted way to promote quality policing. Officers are frequently involved in encounters that, had they not been adroitly handled, would have likely turned out poorly. They regularly meet substantial challenges when gathering evidence of serious crimes. These obstacles and others are overcome almost as a matter of course. Imagine the potential benefits to the practice of policing should we probe these happy outcomes to find out why officers succeed.

This is absolutely within range. While most police triumphs remain "under the radar," fleshing them out is a straightforward task that could be accomplished through interviews. Officers could be asked to describe recent episodes of fieldwork whose outcomes they found especially gratifying. Examples might range from the seemingly mundane, such as gaining critical information from a hostile resident, to the more noteworthy, say, peacefully and safely taking a dangerous and combative suspect into custody. To learn how these successes came about, officers would be asked to identify the factors they believe helped produce such good results. Comments could be solicited in two areas: (1) officer attributes such as experience, temperament, risk tolerance, and facility with non-lethal weapons, and (2) extrinsic variables including quantity and quality of information; conduct of suspects, witnesses, and bystanders; and the presence of other officers and specialized teams.

Many years ago, the author conducted taped, at-length interviews with narcotics detectives in several agencies to probe their views about production and craftsmanship. Officers were promised anonymity, and their heartfelt responses confirmed that they took that assurance to heart. A like approach could be used here. A college or university criminal justice program could be asked to develop a protocol, conduct interviews, and analyze the results. Their findings could be used to stimulate dialogue about quality policing and the paths to that end.

In these uncertain times, it's absolutely vital that police do a good job. Fortunately, most officers already know how to get there. All we need to do is ask.

Shift Bid Point System

By Bret Edge, Chief of Police, Moab City Police Department, Utah

OFFICERS ASSIGNED TO THE PATROL DIVISION OF THE MOAB CITY, UTAH, POLICE DEPARTMENT (MCPD) had been working the same rotating schedule for several years. Essentially, every month, the officers would rotate through one of four shifts, moving from early days one month to late days the next, followed by a month of reliefs and then a month of graveyards. After completing the graveyard shift, officers had three days off and then rotated back into an early day shift, starting the process over.

Both recent research in the field of officer wellness and personal experience had shown that shifts with monthly rotations were detrimental to officers' health, so, as the agency's new chief of police, I began to research other options, including a shift bid system.

I shared with our members that I was open to alternatives, and, shortly thereafter, I was approached by a relatively new officer to our agency. He stated that he'd had discussions with other members and that a shift bid system was almost universally satisfactory to them. Traditionally, shift bids have been based entirely on seniority, but the officer suggested that our agency develop a point system that gives members credit for performance as well as longevity.

I shared the idea with our management team, and we all agreed we should spend some time exploring this idea. After several meetings, including consultations with some of our officers, we developed a plan that has since been implemented with initial success.

> *"Both recent research in the field of officer wellness and personal experience had shown that shifts with monthly rotations were detrimental to officers' health."*

The MCPD shift bid point system awards points for the following criteria:

- Total years in law enforcement
- Years of service with MCPD
- Annual evaluation score
- Annual physical training assessment score
- Annual awards
- Annual productivity statistics

These criteria were determined to be the best fit for MCPD's system; however, the concept of the point system is eminently customizable and scalable. Agencies can select the criteria (e.g., experience, skill sets) that best fit their needs and requirements and assign point values using whatever scale makes the most sense to them.

Points are offered for each category, and approximately six weeks before a shift rotation, the points are tallied and officers are notified of their accumulated point balances. Officers then submit a shift bid and, if more than one officer requests the same shift, officers may bid some or all of their points to secure their preferred shift. Officers are allowed to carry over any remaining point balance to the next bid. Points reset in January each year.

Additionally, rather than a monthly rotation, officers spend four months assigned to a shift. Officers may not spend more than two rotations (eight months) on the same shift.

MCPD implemented this program at the beginning of the year, and it has been well received. Only time will tell if eliminating monthly rotations results in healthier officers and improved morale, but MCPD believes it will.

Ukraine's Support and Control Unit

By George Grigalashvili, General Advisor, ICITAP, Chief (former), Patrol Police of Georgia, and Sara C. McFann, Finance and Reporting Coordinator, ICITAP

AS THE NATIONAL POLICE OF UKRAINE (NPU) EMERGES FROM THE POST-SOVIET STRUCTURE OF ITS PAST, the public perception of police remains stubbornly low. Despite energetic efforts to reform law enforcement over the last five years, greater changes need to come from within the system itself. Struggles with personnel recruitment and high turnover rates indicate that there is room for improvement in how the NPU approaches personnel management. Relying solely on disciplinary measures (the proverbial stick) to convince officers to fall in line with new policies and procedures is ineffective. Perhaps more value can be found in an approach that involves a combination of "carrots" and "sticks"—benefits and incentives backed up by prevention-focused discipline—that is currently being tested within the Patrol Police Department of Ukraine in the new Support and Control Unit (SCU).

A model of complementary benefits and discipline was created in 2004 for the Patrol Police of the Republic of Georgia as a mechanism that provided the foundation for true, long-lasting reform. The SCU model was built into the Patrol Police Department of Ukraine in 2015, but it remained underdeveloped for several years while reform efforts focused on training and institutional capacity building. Then, in 2019, the same experts who helped restructure the Georgian National Police rolled out a pilot of the SCU in Ukraine's capital, Kyiv. The SCU provides a methodical way for the NPU to objectively monitor officer activities as they relate to administration, police work, and community-police interactions. The unit acts as a bridge between community members, police officers, and police commanders to provide a multifactor approach to assessing police work, identifying weak points, and encouraging pathways for meaningful correction.

Though standardization and quality control are key objectives of the SCU, the unit is also focused on providing the support to officers that is often lacking in traditional monitoring structures. This support can take the form of placing a neutral third party on scene when there is a risk of a compromising situation for the officer. SCU inspectors are available when officers in the field may want the support of an official interlocutor as a witness and problem solver. For example, an SCU inspector could intervene in an escalation between an officer and an uncooperative subject, a claim of an individual attempting to pay off an officer, or an instance of anti-police animosity expressed by a disgruntled neighbor. The presence of this third party simultaneously increases officers' faith in their employer to support them in challenging situations and increases the public's faith in the police's dedication to fairness and impartiality.

Another component of the SCU addresses police effectiveness and public satisfaction with police. As inspectors follow up on police actions, they make direct contact with the community members involved to assess their view of police performance and whether their problems were resolved. By doing so, inspectors can track how well police are doing their job, allowing for improvements in resource management and accountability by creating room for problem-oriented policing strategies to solve persistent problems. Also, when the public witnesses the police acting swiftly, fairly, and respectfully, it instills stronger trust in the entire criminal justice system, leading to increased compliance with the rule of law.

To gain insight into how officers are performing their duties, SCU inspectors will sometimes use another strategy in the SCU toolbox—covert observation of officers and other personnel on the job. For example, an inspector may visit a police station posing as a civilian to assess the experience of visitors to the station. In another instance, an inspector may observe how a crew of officers handle a call for service. In both cases, the inspector can gauge how well the officers follow the standard operating procedures (SOPs) and later provide feedback and recommendations for course correction directly to the officers. Only in the event that the officers do not fix the problem despite being given the opportunity and support to remedy it, will the inspector report the

problem to a supervisor. By providing this service to officers, SCU inspectors are creating an atmosphere of supportive problem-solving as opposed to strict regulation and punishment. Most deviations from rules and standards can be "nipped in the bud" before they grow into larger, more problematic situations.

A challenge for the NPU as it continues to press forward with institutional reform will lie in changing the mentality of a population disenchanted with promises of reform and transparency and convincing a law enforcement workforce that the Patrol Police is a great place to grow their careers. Implementing a mechanism for accountability at all levels that is equally rooted in encouraging compliance, providing support, and rewarding exceptional performance may help the NPU gain the public and internal support it needs to sustain itself now and into the future.

Both authors are contractors working on behalf of the U.S. government's ICITAP program.

"Relying solely on disciplinary measures (the proverbial stick) to convince officers to fall in line with new policies and procedures is ineffective."

Developing Officers and Agencies of Character

By Penny Dunn, Chief of Police, Davidson Police Department, North Carolina, and Dave Anderson, Police Training Expert

ETHICS TRAINING USUALLY STARTS WITH REVIEWING THE LATEST INCIDENT COVERED BY THE MEDIA. Then it moves to the focus of the course—things not to do. However, a consistent rehashing of what not to do doesn't inspire anybody. What if we shifted the focus to character development?

The vast majority of officers want to do the right thing. After arriving in Davidson, North Carolina, I prompted discussions with officers and supervisors about identifying the department's leaders, formal and informal, and the leadership traits they possessed. The next step was creating a path to follow. With this in mind, character-focused training was adopted in Davidson.

Modeling the practice of habits of leaders of character and providing materials to supervisors was the initial level of introducing a healthy culture to the organization. The character training began with reading the book *Becoming a Leader of Character* and continued with the corresponding curricula made available by the author. Through live training events with the author and internally led follow-up, self-paced training, the scenario-based training did not stop at an academic discussion about character. Agency members actually spent considerable time discussing how to exercise character on the job and at home. The engagement and the eagerness of even the most jaded officers when discussing the six "Habits of Character"—courage, humility, integrity, selflessness, duty, and positivity—gave evidence to the power of character training. Nearly all staff embraced the changes in the organizational culture.

The growing community and agency in Davidson, like in many communities, has many new faces. The on-boarding of staff and a new round of promotion testing gave our agency a chance to prepare officers to practice daily habits so there is no hesitation on what to do, rather than focus on what *not* to do as an officer.

All officers are called to be leaders, even if they don't wear the stripes or brass. Leadership is a blend of competence and character. Very simply, competence is knowing what to do and how to do it, but leaders also need to make the choices to do what needs to be done, even when it's the harder path—or different from past decisions.

Character is developed in the small day-to-day choices we all face. What we choose in those small tests of character set us up for our choices in the big moments and is 100 percent in our control. Character cannot be given or taken away by another. We'll know how to make the right choice at the moment we're tested if we understand what it means to exercise character habits. Leadership training and modeling needs to prepare officers to make the right choices when faced with a challenging decision. That preparation is the responsibility of the leaders of each agency.

Training is an event. Development is a process. Davidson Police Department decided the key to long-term change was not to just hold a single event focused on character. It was necessary to be sure the six habits of character became a part of daily discussions. To be sure these habits become part of who Davidson Police Department is as an agency, we are focusing on the process of developing character and exercising those habits in all agency choices.

Supervisors and those engaged in the promotion process were given a personal copy of the book *Becoming a Leader of Character.* Soon staff not involved in the promotion process and other department managers wanted copies too. The healthy discussions and culture were expanding beyond the police department.

Department presentations and one-on-one conversations about the six habits of character were moments for staff to share experiences. Shared experiences of successes and failures of one's own character were vital in demonstrating that people are not perfect. But, when we practice habits daily, we become the leaders the agency and profession need us to be. Through conscious practice, people can learn to recognize opportunities to be courageous and humble and to demonstrate integrity, selflessness,

duty, and positivity. One sergeant said it has validated and inspired his work, made him a better father and husband, and refreshed his over 20-year career. Several officers have given copies of the book to their children. This is exactly the direction we want Davidson to be moving in.

Law enforcement professionals want to be inspired, and they want to focus on what they can and should do each day. They want leadership who inspires them to be better every day at work and home. Agencies who develop officers and agencies of character will be the ones to attract and retain the best people and be respected in their communities.

Davidson Police Department is building an agency where staff exercise courage, humility, integrity, selflessness, duty, and positivity on a habitual basis. Character can be taught. This is accomplished when we shift our focus from "don't do this" to inspiring people to be the "leaders of character" their agencies, communities, and families need.

"Agencies who develop officers and agencies of character will be the ones to attract and retain the best people and be respected in their communities."

A Look Ahead at Crime Prevention and Investigation

HOW WILL CRIME PREVENTION AND INVESTIGATION EVOLVE IN THE NEXT FIVE YEARS?

By Richard Arrington, Crime Prevention Training and Services, LLC, Virginia

> *"Requesting community members to report suspicious activities may be among the best proactive measures."*

COVID-19, MASS VIOLENCE, VIOLENT PROTESTS, AND CRIMES FACILITATED THROUGH TECHNOLOGY will influence the prevention and investigations of crimes over the next five years.

The pandemic-driven release of newly arrested persons and prisoners will immediately create safety concerns. The National Instant Criminal Background Check System (NICS) has already reported increases in firearms background checks for March of more than 1 million and in April of more than half a million over the 2019 figures for the same months, indicating an increased demand for firearms among the general population as a response to unrest and safety concerns.

Decreases in specific crimes during the height of the pandemic were likely due to the absence of victims. During the return to normal activities over the next three months, increases in burglaries and robberies are likely, as a target-rich environment is created by houses once again becoming empty during the day and the wearing of masks and gloves encouraged. Public service announcements requesting community members to report suspicious activities may be among the best proactive measures.

Risks due to the practice of releasing new arrestees during the pandemic require a coordinated effort of the courts and the police to expeditiously bring these parties to court. The newly paroled prisoners may return to their former criminal behaviors; thus, partnerships with parole staff to obtain identifying information and crime preference details are helpful. Parolee information allows crime analysts to monitor the community for increases in specific types of crime, modus operandi, and descriptions. Crime prevention staff may assist in protecting previous victims by examining their personal habits and making minor adjustments or providing recommendations for target hardening of their homes. They may also provide preventative presentations relative to the crimes of preference in the communities at risk.

Cutting proactive units to supplement core functions during budget tightening in the past led to the deterioration of the police image and increased complaints. Executives, having learned this lesson, will seek alternatives that maintain community connections and trust. Creative solutions such as using volunteers and allocating staff to "hot spots" rather than by patrol plans may help maintain favorable community-police relationships. Command staff can also boost their agencies' public images by participating in online conversations or media programs.

Police must be prepared for the continued increase in demonstrations, specifically leading to and after the upcoming elections in the United States and other countries experiencing strong political divisions. Efforts will need to be made to prevent violence while still protecting citizens' rights to peaceably assemble. Police staff must be proactive and spend time reviewing prevention plans, permitting processes, and response needs.

A decrease in mass attacks can be achieved only if a realistic examination of the underlying issues is undertaken. Research demonstrates that unaddressed crises and mental health issues are two of the common threads. Many agencies have adopted behavioral threat assessment teams (BTATs) to address this issue, but the future lies in the use of algorithm technology in early warning systems. Set thresholds developed by multidisciplinary professionals are the key to such systems. A BTAT works, but, unlike an algorithm, it depends on people to recognize and report concerns.

Finally, technology-facilitated crime will impact policing for years to come. It will explode within the next five years; thus, training in Internet security is needed to prepare investigators and prevention staff alike.

Local Genealogy Profiles to Improve Investigations

By Samantha Gwinn, Crime Analyst (former), Public Safety Platform Manager, LexisNexis Risk Solutions

TO INCREASE LEADS AND ACTIONABLE INFORMATION, AGENCIES COULD CREATE LOCAL-LEVEL GENEALOGY DATABASES, much like they already have local DNA indexing systems. Uploading DNA profiles into a genealogy database could produce investigative leads for all types of investigations, especially those for which there is no CODIS hit.

While there are a number of ethical aspects that will come into play, these can be addressed through careful planning, enhanced privacy and access controls, clear policies, optional participation, and transparent operations, among other potential elements.

In order to meet privacy requirements, be transparent, and ensure community support, members of the community would be able to opt into the database. To educate people about the advantages of such a system and to encourage participation, local agencies could hold genealogy drives, similar to the missing person events that have taken place around the United States.

Creating a local database seems to be part of the natural evolution of investigative genetic genealogy, combined with familial DNA searching. As of right now, investigative genealogy is being used only as a last resort for high-profile cases, but it has proven over the past two years to be an effective investigative tool. If genealogy data can be combined with physical descriptors and criminal history in a locally managed database, lead generation and pattern identification could increase significantly.

For example, an agency could have a series of unsolved burglaries, with DNA left at one or more crime scenes. If that profile is found to be a close genetic match to someone in the local community or to someone else who has committed a crime, a local database would allow investigators to identify those leads. Rather than relying on the purchase of DNA kits by individual citizens and subsequent upload of their profiles into one of the many genealogy websites, agencies could move toward a proactive stance that would undoubtedly provide positive return on investment if implemented intelligently.

This would also allow agencies to take advantage of new technology as it becomes available and build a DNA strategy into their investigative workflow. For example, full DNA profiles can now be extracted from rootless hair, and technology continues to advance when it comes to retrieving DNA from firearms, bullets, and shell casings. As community members see crime continue to decrease, they will become more invested in this solution. If these advancements are coupled with an effort to use the same technology for other positive outcomes, as well, such as the potential exonerations of wrongfully incarcerated persons, this could further increase community engagement.

"Creating a local database seems to be part of the natural evolution of investigative genetic genealogy...it has proven over the past two years to be an effective investigative tool."

This is a personal idea based on the author's crime analysis and cold case investigations background; it does not represent the views of or imply endorsement by LexisNexis Risk Solutions.

Collaborative Prevention of Mass Shootings

By James M. Fico, PhD,
Consulting Psychologist

> *"If we have the right data about a potential assailant's conduct, mass shootings may become easier to detect and thwart."*

MASS SHOOTINGS ARE HORRIFIC. They are also difficult to predict and, therefore, difficult to prevent. While rare compared with the rate of other shootings, mass shootings have a substantial impact on people's sense of personal safety. Like terrorism that is fueled by claims of religious fervor, mass shootings have no credible justification. In contrast with some crimes, whose incidence can be associated with trauma, ongoing disputes, and past criminality, these attacks are more difficult to predict—but, if we have the right data about a potential assailant's conduct, mass shootings may become easier to detect and thwart.

In order to gather those data, community members and law enforcement need to set aside irrelevant aspects of mass shootings. For example, the shooters' stated motives are often justifications that are attempts to mask their desperate search for notoriety. Instead of being distracted by the shooters' justifications, we need to look for observable evidence, including a history of property destruction and of cruelty to, neglect of, or exploitation of any person or animal. We are much more likely to be able to prevent mass shootings by focusing on who, what, when, where, and how rather than trying to understand why.

The language used to describe mass shooters (sick, troubled, etc.) can be misleading. Our misunderstandings of mass shooters have led to tragic assumptions, including "those sounds are just firecrackers; they are just writing creatively; if we had only listened to the reasons behind their anger; if they had only gotten the treatment they needed." Individuals who are in distress must be listened to and helped; however, people who present signs of planning mass murder require intense investigation.

In the spirit of one of Sir Robert Peel's principles, "The police are the public and the public are the police," community members and law enforcement are already forming location-specific teams for schools, businesses, and places of worship. These teams need to be guided by a structure not only for assessing risk but also for implementing protective factors to help mitigate that risk.

Protective Factors

In the model proposed herein, each location's designated safety group should include both residents or users of the location (stewards) and law enforcement representatives. They will be serving as assessors of threats and trainers, meeting for planning activities and whenever needed. Stewards will create a cooperative plan with input from all stakeholders. The group will recommend physical and procedural changes to ensure increased safety and will emphasize the assessment of observable evidence. They will also provide training for people occupying those spaces in how to respond to threats. Stewards' assessments of threat will be structured according to established sources of threat. When justified, the group will seek law enforcement's access to potential assailants' entire physical and electronic living space. Stewards will also provide training for the location's users in the principle of "A silent witness is an accomplice."

Risk Factors

For each location, the designated stewards and their law enforcement partners will assess threats by examining each incident using a specific set of 21 data-based risk factors.

Factors 1–5: Connection Seeking. Potential assailants seek connection with (1) past mass murders; (2) ideological promoters or followers; (3) accomplices who provide physical help or conceal evidence of threat; (4) suppliers of money, weapons, ammunition, alcohol, and drugs; and (5) providers of active cover, including apologists, deniers, and excusers.

Factors 6–10: Communication. High-risk assailants (6) collect and communicate about perceived injustices, resentment, and distortion of others' advantages and intent; (7) express contempt for potential targets; (8) create lists of potential targets;

(9) state justifications that are intended to support and distort contempt for those targets; and (10) express the desire to surpass the impact of past mass shooters.

Factors 11–13: Expressions of Intention. Assailants express their intentions through (11) social media, texts, logs, or diaries; (12) creative writing, including in school assignments; and (13) comments to associates.

Factors 14–17: Predictive Actions. High-risk individuals demonstrate (14) obsessions with weapons and explosives; (15) fantasies about weapons and power beyond trying to acquire skill; (16) bullying of vulnerable people or animals; and (17) property destruction.

Factors 18–21: Planning. Immediately prior to their attacks, potential assailants (18) accumulate massive amounts of ammunition; (19) acquire propane, gasoline, or other explosives; (20) accelerate weapon acquisition; and (21) demonstrate evidence of increased emotional excitement.

The stewards' findings on these 21 potential signs of risk will provide a framework for pursuing a court order to investigate further.

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Advanced Cold Case Support Team

By Mitch Cunningham, Deputy Chief (Ret.), Cape Fear Community College, North Carolina

THE HIGHLY SUCCESSFUL EAST COAST RAPIST CASE COMBINED INVESTIGATORS, CRIME ANALYSTS, AND DATA MANAGERS to access a vast storehouse of data, later resulting in the identification of a violent rapist who plagued the East Coast for several decades. This successful model can be replicated on a national or global basis to close open-unsolved cases. There is a lack of awareness of the vast data troves residing in police data warehouses such as NCIS LInX, NCIC, N-DEX, and Coplink. While these repositories are brimming with data, many investigators, and analysts either don't know about these systems or do not have access to them. Moreover, many individuals do not know how to use more sophisticated analytical tools to pull critically important case leads from these systems. Most police agencies comprise less than 50 officers, and these smaller agencies often do not have access to more sophisticated analytical and technical resources to assist their investigators with case leads and data queries, especially those that cross jurisdictional lines.

At the outset of the East Coast Rapist investigation, a team of investigators from Fairfax County, Virginia, along with a number of highly capable and experienced analysts and data managers who had access to a number of national databases convened to address the similarity between sexual assault cases that occurred in Virginia, Maryland, and Connecticut. Recognizing that NCIS NCR LInX database had been collecting police records management data from all these jurisdictions for several years, this unique team began developing highly refined queries to identify a suspect. Ultimately, out of millions of records, the query results provided a pool of 70 subjects from which the suspect was identified, though the evidence that led to his arrest derived from other investigative techniques.

This effort proved successful because it addressed the reality of a very uneven level of resources and capabilities across police agencies. Therefore, I strongly recommend that a plan be created to install a team of these types of experts—investigators, analysts, and data managers—at fusion centers. Agencies that are not able to make progress in certain cases could then work with these professionals to identify a pool of suspects to further the investigations.

Fusion centers are ideal bases for these specialized teams because of the already high capabilities of analysts who are employed there and their access to resources and data. Fusion centers also serve a defined jurisdictional area and are typically overseen by state and local officials, thus providing more geographically responsive governance.

Suggested Process

The process in a simplified form could look like the following:

1. Advanced Cold Case Support (ACCS) team meets with requesting agency's representatives and review all relevant information.
2. ACCS team decides whether to adopt the case.
3. Case agreement is signed by both parties.
4. ACCS investigators, working with local investigators and with the assistance of crime analysts and data managers, identify data sets that are needed to create a pool of suspects or commonalities in a series of crimes.

5. Regular meetings take place until the leads are exhausted.
6. A final report is provided.

Conclusion

The current reality of analytics, investigations, and IT management is that there are no required certifications for analysts. That lack results in a landscape where some agencies have very talented analysts who are able to bring a high degree of analytical skill to their jobs and who will seek out further training to enhance those already formidable skills. Unfortunately, that does not describe *all* analysts. Victims or their survivors should not have to be dependent on these inequities to see that justice takes place in their cases. Rather those victims—and the investigators working to see that they receive justice—should be afforded the best analytics, resources, and methods, such as the model proposed here.

Remembrance and Prevention

By Matthew Menosky, Patrol Officer, Holmdel Township Police Department, New Jersey

THE PURPOSE OF DWI CHECKPOINTS IS TO EDUCATE THE PUBLIC about the dangers of driving while under the influence of drugs or alcohol. As police officers work the lanes in the checkpoints, we speak to the drivers and hand out pamphlets with information about the dangers of DWI. However, there might be a way to truly drive home the reason why we are out there educating the public—displaying billboard-style pictures of innocent victims of DWI crashes. These pictures would line the lanes as drivers make their way through the checkpoint. Each poster could include a picture, a short bio about the person, and a statement that the individual's life was senselessly cut short by an impaired driver. The victims who resided close to or within the hosting agency's jurisdiction could take priority for the displays at each checkpoint.

Another possibility is dedicating specific checkpoints or nights of roving DWI patrols in remembrance of victims of DWI crashes. Pamphlets or flyers could be made with the selected victim's information and handed out on the traffic stops throughout the night.

In order to avoid revictimization or inflicting trauma on victim's families, it would be essential to gain consent before using a victim's image or information. Many families who lose a member to a DWI crash become active in DWI prevention efforts; however, their privacy and emotional wellness must be a priority when planning these checkpoints or dedicated patrols.

These DWI prevention activities would be a fitting tribute to victims to ensure they are not forgotten and their memories live on. New Jersey has started to lay the groundwork to start this in Monmouth County for the 2020 checkpoints. The goal is for this program to be a model for other agencies.

"These DWI prevention activities would be a fitting tribute to victims to ensure they are not forgotten and their memories live on."

A Look Ahead at Community-Oriented Policing

HOW WILL COMMUNITY-ORIENTED POLICING EVOLVE IN THE NEXT FIVE YEARS?

By Ronald Sellon, Esq., Chief of Police, Mansfield Police Department, Massachusetts

TOMORROW BELONGS TO THE ENGINEERS, ENTREPRENEURS, AND ARCHITECTS; we must become them. In the next five years, we will see new advances in and inhibitors to communication with the communities we serve and a continuing redefinition of the role of police in society.

While modern communication platforms such as social media provide a great avenue for engaging the communities we serve, they also represent a barrier as we strive for the attention of the people in our communities. This is not a new development; however, since the beginning of the 20th century, we have seen technology and corporate advancements redefine community and its tenuous tie to geography. Technology and expanding entertainment options continue to challenge the limits of people's attention spans, and individuals' time is increasingly scarce. Police agencies will have to continue to compete for the attention of the community and must find more imaginative and creative ways to do so. This will challenge us to broaden our communication and engagement skills to be more human and artistic, leveraging education and entertainment to get our messages across. All of these factors result in an evolving definition of community and a moving target for local policing agencies as they strive to maintain working relationships with the communities they serve.

The phrase "That's not our job" is being replaced with "How do we help?" This change is occurring with the understanding that public trust and legitimacy positively impact the community's mental health and reinforce positive social norms, which leads to more effective and frequent communication. As police departments embrace what is important to the communities they serve, the communities will respond in kind, facilitating a communication and feedback loop. We have seen that the role of policing is not simply law enforcement's alone. Additionally, law enforcement has a responsibility to communicate and facilitate not just demanded compliance with the law, but an understanding and recognition of the law's ultimate goal or intent. Police departments will continue to evolve to reflect these principles.

Over the next few years, community-oriented policing will be tested, but with the increased acceptance of programs and philosophies such as problem-oriented policing (POP), we will see further refocusing on engagement and prevention over the traditional reactive enforcement methods. During periods of crises like the ones we are currently experiencing, organizations may gravitate toward the familiar. This will test the commitment to community policing in seeking new paths and evolving.

Increases in specialization, such as POP teams, will also help redefine our metrics for success. POP teams with their preventive mindsets look at the community like engineers, entrepreneurs, and architects, envisioning and reengineering a better way forward. This philosophy helps agencies to work collaboratively with the community to find the root cause of problems and reinforce the two foundational keys to all community-police relationship goals: maintaining local control and accountability.

As we navigate crises and advances alike, we will be tested on how quickly we abandon or embrace the philosophy of community-oriented policing.

> *"We will see further refocusing on engagement and prevention over the traditional reactive enforcement methods."*

Speaking the Same Language

By Tracy Lowe, Inspector, Highway Safety Division, Ontario Provincial Police, Canada

> *"Accessible service is key to promoting trust and confidence in our communities."*

THE ONTARIO PROVINCIAL POLICE (OPP) IS COMMITTED TO CONTINUOUS IMPROVEMENT and finding new ways to deliver services to meet the diverse needs of our communities. In partnership with the Ontario Association of the Deaf (OAD), the OPP endorsed a visor card to assist a person who is deaf when communicating with a police officer during a traffic stop.

For a long time, the OAD has been receiving concerns from the Deaf community about how to achieve smooth communications with authorities. There are many examples of unfortunate cases where simple misunderstandings have led to negative consequences due to a breakdown in communication.

As many might not realize, people who are deaf use a wide variety of different communication methods such as American Sign Language (ASL), Langue des Signes Quebecoise (Quebec Sign Language), written language, spoken language, lip-reading, and others. Some may wear hearing aids, cochlear implants, or no hearing-assistance devices at all. As a result, no particular communication method is 100 percent accessible to every person who is deaf or hard of hearing. For example, lip-reading is not effective, as only 30 percent of English words are lip-readable, making much of that communication method guess work.

The OPP Deaf Visor Card has provided an innovative and creative solution to bridge the communication gap between individuals who are deaf and frontline officers during traffic investigations. It is the first of its kind developed in Canada by a police service.

"With the visor card, we feel strongly reassured that, with the ease of pointing to what needs to be communicated, OPP officers and the Deaf community can work better together now and going forward," said Communications Coordinator Caylan McMullan of the Ontario Association of the Deaf/Deaf Outreach Program.

Following the public launch of the visor card and release of the promotional video on the OPP's and OAD's social media platforms, the news of the initiative garnered significant attention from around the world. Recognizing the idea's value, police services from across North America, particularly in the Greater Toronto area, have requested support from the OPP in developing their own visor cards. The visor card has been shared with the Ontario Association of Chiefs of Police for endorsement as a tool for use by all police services across Ontario.

Further, international agencies have requested to use the card for other purposes to assist with communications and language barriers, such as for refugees and immigrants or persons with disabilities. According to the OAD, they have received more than 3,000 emails inquiring about the visor card from around the world.

According to OPP Chief Superintendent Rohan Thompson,

> *Community engagement and mobilization is the key to building and maintaining relationships within our communities. Members from the Ontario Association of the Deaf (OAD) and the OPP Highway Safety Division Inclusion Council, led by Staff Sergeant Mike Di Pasquale, came together to problem solve a service gap affecting the Deaf community. The OAD OPP Deaf Visor Card is a product of this engagement. Through genuine and authentic police-community communications, we can further enhance police services to the different diverse communities we interact with on a daily basis.*

The concept of the visor card is an excellent example of an innovative tool designed through community-police collaboration with proven results and tremendous value to the way the OPP provides policing excellence and support to our community and its members. Further, it supplements the accessibility and customer service training and best practices provided to OPP members.

Accessible service is key to promoting trust and confidence in our communities. According to the Canadian Association of the Deaf, it is estimated that there are 357,000 individuals who are deaf in Canada and 3.21 million Canadians who are hard of hearing.

The visor card further positions the OPP as a leader in policing excellence by providing an innovative and creative tool that enhances accessible, sensitive, and proactive policing services to members of the Deaf community and our police service members.

First Drinks: First Impressions

By Owen Hortz, Inspector, Queensland Police Service; Troy Lehmann, Senior Sergeant, Queensland Police Service; and Grant Devilly, Professor, School of Applied Psychology and Griffith Criminology Institute, Griffith University

IN 2017, A PROJECT CALLED FIRST DRINKS: FIRST IMPRESSIONS COMMENCED IN QUEENSLAND, AUSTRALIA. This is a Gold Coast Police initiative to reduce violence and involves a partnership between the police and Griffith University. This project is a community-police engagement intervention as people enter the Surfers Paradise Safe Night Precinct.

Safe Night Precincts (SNPs) were created as a Queensland government initiative to reduce late-night drug- and alcohol-related violence. SNPs exist in key entertainment areas across Queensland. SNPs are designed to achieve cultural change around drinking behavior, promote responsible drinking practices, and ensure a safe environment in and around Queensland's licensed venues. The Surfers Paradise SNP can attract up to 25,000 to 30,000 patrons nightly on the weekends.

In this project, police worked with researchers to engage with patrons, especially those who had "pre-loaded" with alcohol prior to entering the SNP of Surfers Paradise. This was conducted between 9 p.m. and midnight on both Friday and Saturday nights. Pre-loading (or drinking in private and suburban settings prior to arriving at the nighttime entertainment district) is a frequent weekly activity for many youth and is associated with excessive alcohol consumption, increased public disorder, and individual and social harms. During First Drinks: First Impressions, more than 1,421 patrons were engaged between March and September 2017 on randomly selected weekends.

As a part of the engagement, researchers armed with breath testing devices offered patrons free breathalyzing so they would know their blood alcohol levels. Results of the breath test were written down onto a card by police and given to the patrons. Explanations were provided on the likely effects the alcohol would have on the patron and the likely chances of having trouble with other people based on this reading. The police also spoke about which nightclubs to avoid due to the length of the lines to enter and answered any queries. Frequently the engagement involved speaking about the positives and negatives of being a police officer, how they ended up being a police officer in the first place, and how one might join the police service.

Positively interacting and building relationships with patrons attending the SNP early in the night made police more approachable and less threatening, as evidenced by patrons stating that they would likely get police involved if an incident arose, instead of allowing it to spiral out of control. Patrons have also changed their intended behavior for the night after receiving their blood alcohol reading. They stated that they would be more cautious in their drinking habits and decision-making the more inebriated their breathalyzer score indicated they were.

After seven months of engaging with patrons, Griffith University evaluated the First Drinks: First Impressions project using crime data from its Social Analytics Lab (SAL), which has access to Queensland Police Service (QPS) crime data. The outcomes were significant:

- Reduced assault rates by more than half, in comparison to nights when this intervention was not occurring
- Halved the perception of police as being "patronizing" when speaking to people
- Increased the perception of police as "respectful" by more than 25 percent
- Increased the likelihood that people would interact with the police before trouble began later in the night by more than 25 percent
- Significantly increased police "approachability"
- Changed people's behavioral intentions by making them more cautious in their decisions, as outlined previously

Due to these results, the Gold Coast Police have begun using this strategy to convey needed messages to people entering the SNP. We are currently using this intervention to deliver messages to young men and women about what constitutes consent to

> *"Positively interacting and building relationships with patrons attending the SNP early in the night made police more approachable."*

address sexual assaults. Early indications are that young people tend to have a poor understanding of what constitutes informed consent. This intervention increases people's awareness of how alcohol may be affecting their decision-making. It also provides an avenue to open a discussion with patrons about issues that are of public concern (sexual assault, domestic violence, antisocial behavior, one punch kills, etc.). As a result, this initiative has been implemented as business-as-usual for both SNPs on the Gold Coast for the last 12 months.

Governments have spent vast amounts of money to reduce alcohol-fueled violence. Other approaches have included increased police presence, tougher laws, earlier close times for SNPs, and more severe punishments for antisocial behavior. All of these prior measures have had only modest reductions in assault rates and negatively affected the vibrancy of the SNPs.

This initiative is unique in that it greatly increases police legitimacy without requiring any extra resources. This intervention is completely transferrable to other areas; simple and effective, using available resources; and highly cost efficient. In effect, this project has led to a safer city, and patrons have a greater regard toward a police presence. This initiative has assisted in meeting the Queensland Government Priorities by reducing victimization, and both QPS strategic objectives of improving community safety and preventing crime.

This project to date has won numerous awards, including

- Gold Coast City Council Safer Suburbs Award 2019 (Gold – Projects)
- Queensland Police Awards for Excellence 2019 (Silver – Customer Focused)
- Australian Crime and Violence Award 2019 (Gold)
- World Class Policing Award 2019 (Highly Commended)

In October 2019, this project was presented to the QPS executive leadership team and was widely supported by the commissioner and other members of the team. It is now being rolled out to other SNPs across the Queensland.

Senior Sergeant Troy Lehmann (Gold Coast Police) and Professor Grant Devilly (Griffith University) receiving the Highly Commended Award at World Class Policing Awards in London, England, December 2019.

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- Alcolizer Technology for the loan of LE5 breathalyzers and the donation of mouthpieces and recalibrations
- Rapiscan Systems for the loan of the Itemiser 3 Ion Scanner and donation of consumables and servicing

Operation Front Porch

By Allen Banks, Chief of Police, Round Rock Police Department, Texas

THE ROUND ROCK, TEXAS, POLICE DEPARTMENT (RRPD) STARTED OPERATION FRONT PORCH in December 2017 as a novel way for residents to prevent package theft. Each holiday season, residents are invited to have their online purchases shipped directly to the RRPD station. This ensures secure delivery, which gives peace of mind to our residents. Each package shipped to our station is one less package that can possibly be stolen, which allows our officers and dispatchers to focus on other calls for service. We hope Operation Front Porch raises awareness of the many options for secure delivery, whether it's sending packages to our station, an employer, or an Amazon or FedEx locker.

Participation in the program has grown each year. We received about 30 packages in 2017, 380 in 2018, and 474 in 2019. Prior to the start of this program, December reports of package theft were steeply rising each year from 4 in 2014, to 8 in 2015, to 13 in 2016. After the launch of Operation Front Porch, December reports of package theft in Round Rock have slowed with 4 in 2017, 5 in 2018, and 9 in 2019. For reference, Round Rock is a city of 117,000 residents, and RRPD has approximately 180 sworn staff and one police station.

Here's how it works: When residents do their online shopping, they can choose to have the packages shipped to their name and our address. We'll accept the deliveries and store them securely inside the station. Then, the package owners can come by the station and pick them up anytime during business hours or on Saturdays from 11 a.m. to 1 p.m. In 2019, the program ran from November 8 to December 21, and it was open to all Round Rock residents. There is no charge for the service, and RRPD accepts optional donations of toys for our Blue Santa program. Operation Front Porch has no budget and requires minimal staffing. In 2019, volunteers provided 85 hours of service to help administer the program.

Operation Front Porch was chosen for the 2019 Leadership in Crime Prevention Award from the IACP, and Round Rock Police Chief Allen Banks has since spoken with representatives of agencies from Georgia to Canada who are interested in doing something similar.

Operation Front Porch was recognized with a 2019 IACP Leadership in Crime Prevention Award.

For more info on Operation Front Porch, visit **RoundRockTexas.gov/frontporch**.

Left and below: *Volunteers staffed the program to help residents pick up their packages.*

Using an Outcome-Based Policing Strategy

By James Small, MJA, Public Safety Director, Village of Palmyra, Wisconsin

> *"Officers need to care about what they are doing and develop creative solutions. Problem-solving relies on individual decision-making."*

IMAGINE YOUR COMMUNITY'S CRIME RATE IS TWICE THE STATE'S AVERAGE, while your police officers are disrespected and marginalized. This situation, which might ring true for many agencies, was being faced by the Village of Palmyra, Wisconsin, in the early 2010s.

An internal review of police department operations found ineffective policing strategies were perceived by community members as retaliatory and lacking legitimacy. Few cases were being prosecuted. Community leaders had openly questioned the value of maintaining a police department.

Now, in 2020, Palmyra's crime victimization is at an all-time low and community support is high. This shift was accomplished using an outcome-based policing strategy.

IMPLEMENTING AN OUTCOME-BASED STRATEGY

It may seem impossible to reduce a community's crime rate by 90 percent in five years, but Palmyra experienced this drop from 2015 to 2019. In 2014, UCR property crimes were at a rate of 43.4/1,000 population and by 2019, the rate declined to 5.5/1,000.

An outcome-based policing strategy challenges officers to look beyond traditional enforcement tactics to facilitate an ultimate solution. Officers look further than the initiation of enforcement and take personal ownership of strategies to correct the underlying issue. Officers use relationships to remove barriers that prevent people from correcting deviant behavior. This strategy acknowledges that some individuals are not correctable and require incarceration, but usually the long-term solution can be found outside of the criminal justice system.

The Palmyra Public Safety Department (PPSD) identified five components to a successful outcome-based policing strategy: personnel, workplace design, targeted enforcement, relationships, and respect.

1. Law Enforcement Personnel

Outcome-based policing requires great employees who are dedicated, kind, compassionate problem solvers. Employee selection in Palmyra is designed to target the kind, compassionate, problem solvers in our applicant pool—we can't teach these attributes and an outcome-based strategy won't work with officers who lack them.

Officers are role models, and community members will mirror their behavior. Officers need to care about what they are doing and develop creative solutions. Problem-solving relies on individual decision-making. PPSD staff are empowered to implement creative solutions to create long-term positive impacts.

2. Workplace Design

Great employees who enjoy coming to the workplace are crucial for outcome-based policing. Research says that engaged employees produce better quality work and have higher retention rates with fewer negative occurrences such as discipline, illness, and work injuries.

Engagement requires facilitating a workplace that is fun and meaningful. At Palmyra Police Department, employees are expected to be decision makers and mistakes are typically viewed as opportunities for learning rather than discipline. Officers who are punished for mistakes will avoid risks and look for certainty instead of creativity. Retention is important for fostering relationships.

Our workplace emphasizes civility, and all department staff attend annual training in civility. This helps foster an underlying culture of respect and cooperation. Research suggests that civility improves employee engagement.

3. Targeted Enforcement

An outcome-based strategy identifies the "people of deviance" in the community. PPSD targets five violations to identify common problem areas:

- Unlicensed driving
- Impaired driving
- Outstanding arrest warrants
- Probation violations
- Bond conditions violations

We try to help people resolve their issues. For example, a person with a suspended driving status may have difficulty restoring legal driving status. Staff are encouraged to provide the reinstatement conditions and explanation to the person. Staff are empowered to issue a correction notice on these violations to allow people time to reinstate their legal driving status prior to issuing a citation. This has been a tremendous tool for building relationships because it sends a message to people that we are trying to help them rather than create further negative consequences.

4. Relationship Building

Relationship building brings organizational credibility as PPSD works toward a goal that each community member knows an officer by name.

Relationships with the entire population provide information on criminal activity. This leads to an increased ability to address minor crimes prior to the development of larger crime problems. Officers are encouraged to meet community members and build relationships. Youth frequently seek out individual officers and stop at the station to talk about situations in the community.

Officers participate on regional committees to maintain these community-police relationships. Officers are expected to maintain their role of kind, compassionate problem solvers when building and maintaining relationships. These positive relationships with stakeholders provide additional tools for the officers when encountering problematic behavior in the community.

A relationship with the local school has led to our agency hosting students removed from the high school for disciplinary reasons. Rather than expulsion, these students meet face-to-face with teachers in PPSD's training room. The students regularly interact with our staff while they complete their education.

5. Respect

Respect is necessary to create desired outcomes. People who engage in criminal or problematic behavior often lack self-respect, and disrespect from others, including police personnel, reinforces this issue. Respect reinforces that a person is someone worthy of being respected. Respect role models positive behavior and discourages negative behavior by showing that someone in a position of authority values the individual.

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Project A.M.E.N.

By Suzanne Campbell,
Detective Senior Constable,
Queensland Police Service,
Australia

> *"The police officers work in partnership with the multifaith community, bringing together the capabilities of both organizations."*

RELIGION HAS BEEN DEFINED BY THE HIGH COURT OF AUSTRALIA AS "A COMPLEX OF BELIEFS AND PRACTICES which point to a set of values and an understanding of the meaning of existence." Religion encompasses a wide range of cultural practices, rituals, institutions, and belief systems framing life as a whole.

The city of the Gold Coast in Queensland is the sixth largest city in Australia with a static population of more than 600,000 people. As Australia's premier tourist destination, it attracts over 1 million visitors each year. On the Gold Coast, the Queensland Police Service (QPS) is currently piloting an Advisory Multi-Faith Engagement Network (Project A.M.E.N.). This project focuses on enhancing service delivery through current resources already in operation within the QPS. It is an adaptive, holistic approach where community members from multiple faiths and the QPS come together to take collective action and generate solutions to reduce victimization, prevent crime, enhance community safety, and reduce youth recidivism. The goal is to build stronger and more resilient local communities.

This project was commenced because it was considered as a real opportunity for police on the Gold Coast to better reach this segment of the community through a coordinated effort. Many people of faith will turn to their religious leaders or groups when they experience criminal or antisocial incidents rather than report these incidents to the police. The issue is that faith groups are often ill-informed regarding the assistance that can be provided by the law enforcement agencies either directly or by partner agencies through referrals.

Due to recent events within Australia and the wider Queensland community, the issues of faith needs are very much in the public consciousness. Working within existing resources, legislation, and networks, Project A.M.E.N. simply involves a cultural shift of attitude regarding how faith communities can support the police with their existing capabilities and police can better support them.

The project aims to support strategies from the QPS Strategic Plan:

- Focusing resources to identify and deliver sustainable, effective, innovative, and efficient services to prevent, investigate, and disrupt crime
- Improving policing responses to people who are overrepresented in the criminal justice system as either victims or offenders, including vulnerable persons and victims of domestic and family violence
- Fostering collaborative partnerships with government agencies, nongovernmental organizations, and community groups to maximize opportunities to prevent crime and enhance community safety

Project A.M.E.N. is currently in the trial stage. It extends across seven churches and other faith organizations on the Gold Coast. Each of these organizations has a dedicated "champion" who serves as the group's liaison. These officers, who are all at the rank of constable or senior constable, attend the faith group's gatherings; engage with the leaders and parishioners; and provide advice and, where necessary, follow-up assistance. The police officers work in partnership with the multi-faith community, bringing together the capabilities of both organizations to assist vulnerable persons, thereby delivering on the priorities of improving community safety and reducing victimization. Officers dedicated as a champion for a particular church or faith group work part time in this role, in addition to their normal duties.

After an initial nine-month trial, demonstrated successes have included

- behavioural cautions for juvenile offenders,
- welfare checks,
- notifications of alleged child abuse victims, and
- education of 500+ youth on issues related to crime

In addition, investigations have been commenced concerning domestic violence, elder abuse, and human and sex trafficking due to the improved communication between faith groups and the QPS. Further engagement has also identified a family at risk of significant domestic and family violence, resulting in police intervention, removing the family from an extreme risk. These successes are considered to be in addition to what would have been expected prior to the implementation of the project. Within faith communities, local police are now assisting in meeting priorities surrounding the issues of youth recidivism and offenses against vulnerable persons.

Should these achievements continue, the creation of a Gold Coast multi-faith referral unit will be recommended to coordinate and oversee support systems effectively and efficiently. Positive interaction and building relationships with diverse faith groups has made police more approachable and less threatening, and this has resulted in tangible benefits to both the community and the police.

Safe and Welcoming Place

By Matthew Mills, Police Community Officer for Research and Engagement, Buffalo Grove Police Department, Illinois

THE BUFFALO GROVE, ILLINOIS, POLICE DEPARTMENT HAS LAUNCHED A MEMORY CAFÉ as part of our ongoing crime prevention and community engagement efforts. A memory café is a safe and welcoming place for individuals with dementia and their care partners to gather for social interaction and activities. As memory cafés grow in popularity across the United States, the Buffalo Grove Police Department saw an opportunity to bring this program to our community.

The memory café serves a number of functions from the law enforcement perspective. Residents with mild forms of dementia are some of the most vulnerable groups in our communities—they are particularly vulnerable to crimes such as scams, elder abuse, and ruse burglaries. The memory café provides the police department with the opportunity to connect with these residents and their care partners to educate them on how to avoid becoming a victim of these types of crimes.

Being a care partner to someone with dementia is a very stressful role to take on. In some cases, this role leads to domestic trouble. Care partners who visit the memory café are informed of the support networks for them in the community. They also are afforded the opportunity to discuss some of the stressors with other people in similar positions.

Additionally, the memory café serves as a means for multiple community stakeholders to collaboratively support these residents. Organizations such as the park district, libraries, assisted living centers, and other groups that cater to local seniors have embraced the concept and have assisted the Buffalo Grove Police Department in ensuring the memory café is a safe and successful program. The Buffalo Grove Police Department takes pride in maintaining active relationships with local organizations and businesses, and the memory café is a powerful example of the benefits of these relationships. It is hoped that our success in leading this effort inspires others to continue to seek new and innovative ways to engage the community.

> *"The memory café serves as a means for multiple community stakeholders to collaboratively support residents with dementia."*

Diversity Engaged and Embedded Multicultural Community Policing (DEEM-COP)

By Vineet Kapoor, PhD, Member, Indian Police Service, Visiting Fellow, University of Virginia Democracy Lab

> *"Embedded community-based policing solutions are designed to mitigate communal conflicts for building sustainable peace."*

THE POLICE DEPARTMENTS OF MANY STATES IN INDIA, SUCH AS THE CENTRAL INDIAN STATES OF MADHYA PRADESH AND MAHARASHTRA, have developed protocols and tools for respecting diversity in terms of differences in caste, religious beliefs, languages, and cultural backgrounds of communities, with a special focus on those living in shanty towns and slums. The Diversity Engaged and Embedded Multicultural Community Policing Strategy, in which police partner and engage with the communities, has evolved as a successful model of policing in the complex multicultural social environment in India, where the diversity in closely knit neighborhoods can create multiple challenges for policing and public order maintenance.

In such a multicultural environment, interpersonal trust and intercommunity trust becomes essential to check criminal behaviors and eliminate the possibilities of cultural and communal clashes so as to ensure a more peaceful and cohesive community. The active participation of community members is ensured through the formation of *mohalla* (neighborhood) committees in each urban ward and in villages that involve representatives of all communities living in the area, including women in each committee. In addition to *mohalla* committees, special *bandobast* committees (events committees) are formed to manage large religious and cultural events and processions where intercommunity participation and volunteering is encouraged by the police to ensure community involvement and to decrease communal mistrust.

These committees have community members as coordinators, while police officers become facilitators, keeping records of the members and handling the meeting logistics. The important issues of the community are discussed in regularly held meetings, where community members get an opportunity to express their problems related to crime and vagrancy, along with issues related to religious festivals and cultural events and their management. The police learn firsthand the sentiments and important concerns of the communities and are able to partner with them, not only in checking criminal behaviors but also in managing cultural events. These volunteers also act as force multipliers for the police. The communities partner with the police to organize special community festivities and children's events where police officers are invited. Many nongovernmental organizations working in slum communities also join in to create a more participative environment.

The police departments follow an organizational socialization norm of anti-prejudice training concentrated on ethical and behavioral capacity building to mainstream the values of cultural and community rights enshrined in the Indian Constitution. Investing in the organizational capacity building for community engagement, this strategy follows an unprejudiced and engaged community policing strategy.

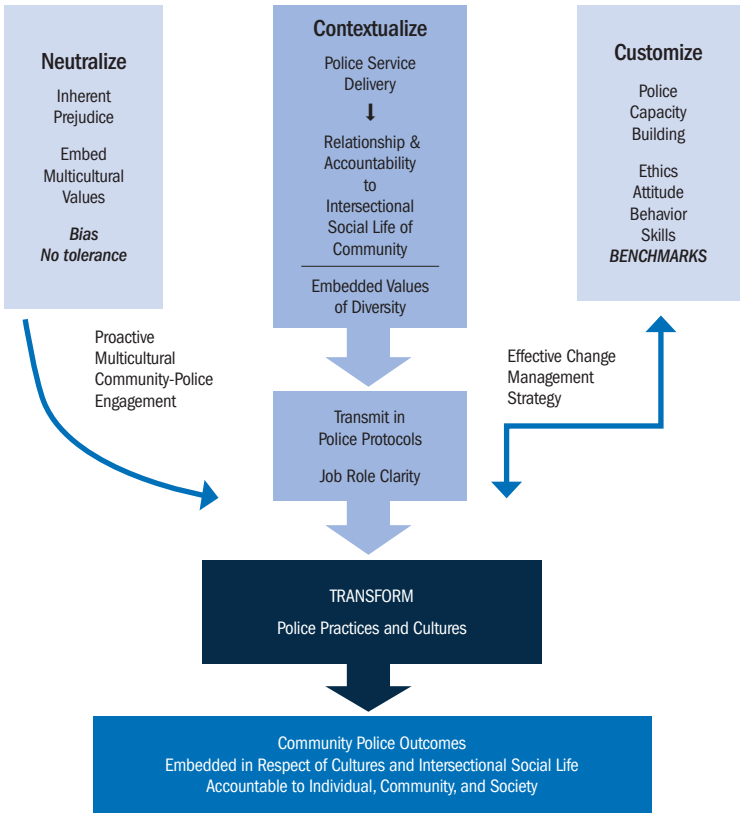
This approach has evolved over decades of experience in diversity-engaged policing, which requires an understanding of communal conflicts in multicultural social environments. Embedded community-based policing solutions are designed to mitigate communal conflicts for building sustainable peace, public order, and community members' security. These solutions are designed to predict and address the possibilities of conflicts and take timely, socially accountable, and fair actions. Police actions are facilitated through the investments made in building community relations, which allows inroads and passages into the community for policing purposes.

The system has been validated through a Community Police Law enacted by the state government in Madhya Pradesh. The provisions of the law clearly keep political party members out of the network in order to maintain fairness and accountability and to keep the system purely community oriented and free from political vested interest. Special focus on partnership building with the slum communities has ensured a stronger trust-based relationship between the police and communities, resulting in better crime control as police accessibility in slums weeds out

gang activities and steers youth away from criminal vocations.

Adherence to these norms have resulted in better outcomes in urban safety and the prevention of communal violence and improved public trust in policing. Where police officers have ignored or flaunted the strategy, communal tensions have prevailed, resulting in clashes and compromised public order and safety, further eroding public trust in the police. This police protocol based on culturally embedded community policing has matured over the last 30 years of the existence of the Community Policing Act and Rules. These rules and practices have provided for a policing alternative that avoids coercive and repressive policing strategies, involves community participation in conflict-laden communal environments, and has potential for replication in other multicultural settings.

TRANSFORMATIONAL MODEL FOR CULTURALLY EMBEDDED COMMUNITY POLICE TO COUNTER NEGATIVE SUB-CULTURE SOCIALIZATION



Left: *A* mohalla *(community group) meeting in a slum area near Bhopal, India.*

Below: *Community-police engagement is a key element of DEEM-COP.*

Sympathy Card Program

By Aaron Spicer, Lieutenant, Mesa Police Department, Arizona

THE VALUE OF A HANDWRITTEN NOTE TO A FRIEND OR ACQUAINTANCE IS WELL UNDERSTOOD AND APPRECIATED when a loved one passes away, and the expression of sincere compassion and empathy is one of the simplest yet profound efforts that can be made to ease the pain and burden of such a loss.

After my wife's uncle died unexpectedly of untreated illness a few years ago, several police officers responded and discovered him inside the apartment. Though his death was not the result of a criminal act, while witnessing the compassion displayed by the officers who answered the call that morning, I began to consider the role of a police officer in times of loss and the significant impact they have on the family in such times of emotional crisis. As I reflected back on that morning, I recognized the role of police officers in times of loss is much greater than that of crime stats, report writing, or the next call for service; rather, the role of responding officers should include compassion and empathy toward the family, irrespective of the circumstances.

Sample Mesa Police Department sympathy card.

Later that year, after hearing about a small municipal law enforcement agency in the Midwest that would regularly send out cards with handwritten notes to its residents, I began to explore how a large metropolitan police agency, such as Mesa, Arizona, Police Department, could express compassion through a simple act of sending a sympathy card with a short handwritten note offering condolences. Police agencies are key players in promoting the overall safety and well-being of the communities they serve, so why shouldn't programming reflect the same sense of well-being and compassion?

In 2017, the Mesa Police Department developed a sympathy card program with the sole purpose of expressing compassion and empathy toward families of a decedent with whom department members had been in contact. The humanizing effect of this program has had a lasting positive impact for the police department, community members, and the relationship between the two groups. The cards, consisting of a short, handwritten note, are inexpensive and simple to implement, and the program has enhanced community outreach and connectivity.

To date, hundreds of sympathy cards have been sent to families who have lost loved ones. The feedback has been almost exclusively positive, as evidenced by the regular flow of "thank you" return letters that find their way back to the police department. Whether it is a letter from a grieving husband who wrote, *"Thank you so much for your condolence note and especially for the officers who assisted my wife….we appreciate what police officers do daily to make our lives better,"* or a touching tribute letter from a mother who lost her son to a tragic accident writing, *"Thank you for your service on our most tragic night. Not the way we want to meet those who serve the community, but we are most grateful for your sympathy, professionalism, and support,"* there is little doubt the simple act of sending sympathy cards from the police department has worked to build and maintain strong community bonds in Mesa.

A Look Ahead at Mental Health Response

HOW WILL LAW ENFORCEMENT'S RESPONSE TO MENTAL HEALTH EVOLVE IN THE NEXT FIVE YEARS?

By William D. Walsh, Lieutenant, Voorhees Police Department, New Jersey

> *"Programs, staffing, and interventions must be designed in a manner that strives to do no harm to the community."*

AS SOCIETY CONTINUES TO TURN TO LAW ENFORCEMENT TO HELP AND PROPERLY RESPOND TO PEOPLE WHO ARE LIVING WITH MENTAL ILLNESS, changes in training and policies will be required. However, these changes may be only a small portion of a truly effective, efficient, and thoughtful response. As law enforcement agencies continue to become more involved with assisting people living with mental illness through proactive programs and outreach initiatives, communities will continue expecting these services to be the responsibility of the police, who, while willing to help, are not properly equipped to do so alone.

A keystone to effective service delivery, thus, will lie in forging partnerships with appropriate mental health organizations that see the value in community service and employ professionals who are properly educated, caring, empathetic, and knowledgeable. Partner organizations must understand the importance of identifying staff members who can gain trust and buy-in from the police officers and executives they will be working alongside to deliver training, guide policy development, and quite possibly respond to calls for service. Police executives will need to identify and obtain commitment from mental health organizations that their services will be available around the clock, including on weekends and on holidays, and may involve their employees entering situations where absolute safety cannot be guaranteed.

Where there is a deficit of appropriate mental health service organizations to partner with in a particular geographical area, agencies that employ licensed mental health professionals as part of their law enforcement agency's staff outnumber those that do not. A historic reaction to increased demands on law enforcement agencies is to hire more police officers to divide the labor. In the future, agencies may begin to hire subject matter experts to aid in specific community concerns and trends like effectively responding to mental health emergencies. Having a licensed social worker, licensed practicing counselor, or clinical psychologist on staff in an agency may become common practice to meet the demands placed on police agencies that exceed the scope of basic academy training, in-service training classes, and field experience.

Mental health professionals who are passionate about making an impact in the communities they serve may agree to work in the field with police officers, either through a partnership between their employer and the law enforcement agency or by serving as an employee of the agency directly. A mental health professional can spend more time on a case without needing to be responsible to answer emergency calls like a patrol officer. An added benefit to both the community served and the police agencies would be seen through a more direct connection with referral services, shelters for people experiencing homelessness, and other collateral benefits that could benefit the agency and the community. Some additional benefits would include consultation on police wellness programs, policy and program development, direct delivery of training both in the station and in the field, and possible alternative, enhanced responses to persons with mental illness beyond use of force, arrest, or short-term commitment to a mental health facility.

As law enforcement leaders accept increasing levels of responsibility to respond appropriately and compassionately to people with mental illness, two goals must be considered. First, programs, staffing, and interventions must be designed in a manner that strives to do no harm to the community. Second, executives must ensure their organizations and employees are positioned to succeed in taking on additional responsibilities that were not traditionally associated with policing. These goals cannot be negotiable if the agency and community are to successfully respond to this vulnerable population.

Clinician and Officer Remote Evaluation (CORE) Program

By Frank Webb, Project Manager, Harris County Sheriff's Office, Texas

POLICE OFFICERS ARE INCREASINGLY RESPONDING TO CALLS INVOLVING INDIVIDUALS IN BEHAVIORAL HEALTH CRISIS. These are among the most difficult, time-consuming, potentially dangerous, and potentially litigious incidents officers respond to. Unfortunately, as these incidents are increasing, behavioral health resources are decreasing.

Law enforcement agencies are searching for ways to fill the gap in upstream behavioral health services and the means to access behavioral health professionals to assist officers when responding to individuals in crisis. To this end, some agencies have implemented co-responder programs that pair a crisis intervention trained officer with a behavioral health professional. Although effective, these programs are often expensive and inefficient. The expense is due to the salary and fringe benefits of the behavioral health professional. The inefficiency is due to travel time, time completing paperwork, time spent on calls not requiring the clinician's level of expertise, time spent transporting individuals, and time waiting with the patient in hospital emergency departments and mental health facilities.

Solution

These problems can be remedied with technology. The Harris County, Texas, Sheriff's Office's Clinician and Officer Remote Evaluation (CORE) Program provides deputies in the field with quick and affordable access to masters-level clinicians via video conferencing software and an iPad, providing a number of benefits.

Safety: Public and officer safety are the top priorities of law enforcement. Safety is enhanced by having access to clinicians via iPads who can help de-escalate and triage the individual in crisis.

Quick Access: CORE deputies can access a clinician via the iPad within 10 minutes. Having a clinician on a co-responder unit respond to a deputy on a scene can take significantly longer, depending on traffic, clinician availability, and location.

Affordable Force Multiplier: The Harris County Sheriff's Office (HCSO) has nine co-responder units. Each unit pairs a crisis intervention trained deputy with a masters-level licensed professional clinician. The deputy and clinician ride in a patrol car together and respond to incidents involving individuals in mental health crises. Each unit averages two calls and assessments per eight-hour shift. The total salary and fringe benefits of the nine clinicians amounts to $900,000.

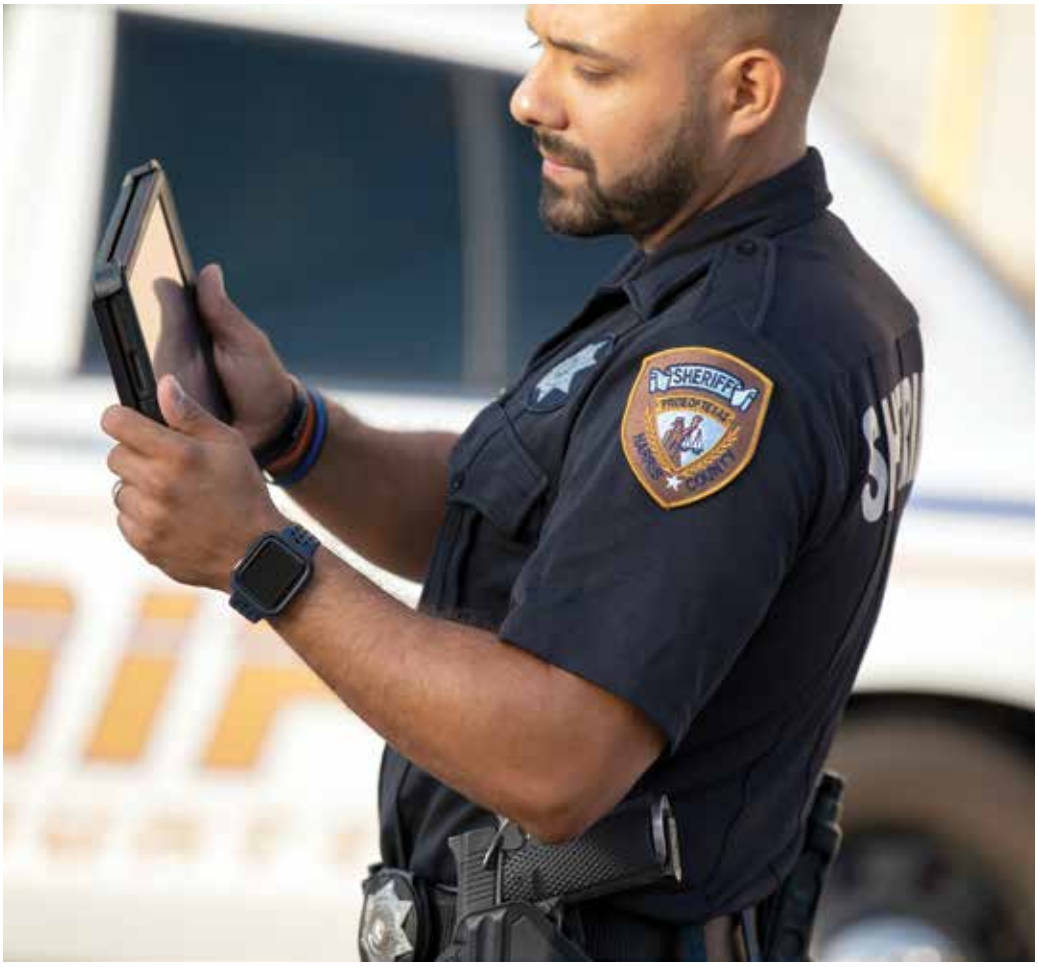
For the same amount of money, masters-level licensed professional clinicians can be hired and placed in a "studio" or "virtual chatroom." Each clinician can conservatively conduct six assessments in an eight-hour shift. The average time of an assessment is 30 minutes. The assessment is to determine if the patient requires treatment and, if so, the clinician can provide resource information to the deputy. The assessment is NOT to provide counseling or treatment. The number of deputies that can be provided with an iPad is 120.

CORE allows Harris County Sheriff's Office to utilize co-responder units more effectively by reserving them for the most serious incidents and giving them time to provide proactive and follow-up investigations.

Decreased Transport: A problem experienced by many law enforcement agencies is the unnecessary transport of people with mental illnesses to hospital emergency departments. The individuals are transported for an evaluation when it is believed they are a danger to themselves

IMPLEMENTATION GUIDE

An implementation guide has been developed for those interested in starting a telehealth program. For a free electronic copy, email the author at **frank.webb@sheriff.hctx.net.**



or others. Because of liability, officers will err on the side of caution and transport the patient if the officer has *any* indication the person may be a danger. The result is the flooding of already-crowded hospital emergency departments with individuals who do not need to be there. Because of the U.S. Emergency Medical Treatment and Active Labor Act laws, the emergency department must conduct an evaluation of all those transported by law enforcement. This is very costly for the hospital and time consuming for both the officer and patient. CORE clinicians can determine if the individual needs to be taken for an evaluation, reducing the number of unnecessary transports.

Evaluation

Arnold Ventures is very interested in this concept and funded an evaluation of CORE. The evaluation was conducted by the University of Houston Downtown. A mid-term evaluation was completed in November 2019 for the period of December 2018 through mid-May 2019. The number of records reviewed was 126, and the number of deputies involved in the evaluation was 20. The following details are among the findings:

- 81 percent of the deputies stated they would have called a co-responder unit to their scene if they did not have the iPad with CORE access.
- 77 percent stated the clinician helped them identify resources.
- 63 percent stated they would have transported the patient to a hospital emergency department or mental health facility if they did not have access to the clinician.
- 73 percent stated the clinician helped de-escalate the patient.
- 83 percent stated the clinician helped them decide the course of action to take.
- 71 percent stated the clinician helped them handle the call in a shorter period of time.

"Law enforcement agencies are searching for ways to fill the gap in upstream behavioral health services."

Embedded Police Social Workers

By Melissa Stone, Police Social Worker, Bloomington Police Department, Indiana

> *"Although many officers are great 'unofficial' social workers, they aren't typically trained to serve as mental health professionals."*

IN MARCH 2019, THE BLOOMINGTON, INDIANA, POLICE DEPARTMENT (BPD) HIRED ITS FIRST POLICE SOCIAL WORKER (PSW), and the addition of the position is changing the way services are provided to the Bloomington community. The city of Bloomington has a population of around 85,000 people, and BPD has 105 sworn officers. As with many other law enforcement agencies, there always seems to be more calls than officers, and many of those calls have more to do with mental health or social services than the actual enforcement of laws or fighting crime. Officers are often required to act as social workers, and although many officers are great "unofficial" social workers, they aren't typically trained to serve as mental health professionals. BPD decided it was time to take a different approach in an effort to better serve the community (and, ideally, decrease call volume) by hiring a PSW.

The PSW spends most of her time following up on referrals from officers after they have interacted with individuals on calls for service. The PSW will call, text, or go directly to the home of the person in the referral based upon the suggestion of the referring officer. The PSW will gather information about services that have been provided previously and services that may be needed. Often, the PSW finds that people have been connected with services at some point in the past, but they stopped using the services and need prompting to get involved again. If referrals are necessary, the PSW will not only assist with the referral process, but she will also work with the service provider and individual to ensure a smooth transition into services by following up with both parties numerous times. Though most of the PSW's work is post-incident, the PSW can also be called to the scene by officers. Proactively, the PSW is involved with homelessness outreach and works closely with BPD's Downtown Resource Officer Unit. The team goes to campsites, parks, and other areas in the city to check on the needs of this at-risk population.

Outside of working with individuals, the PSW is also highly involved in the community, attending numerous collaboration meetings and events hosted by the BPD and other community partners. The PSW plays a unique role in community-police relations by being a bridge between law enforcement and the community members. Within BPD, the PSW researches and provides input on ways to improve officer wellness programming and provides training through programs such as crisis intervention team training. The Crisis/Hostage Negotiations team has added the PSW as a consulting member of the team, as well, as a way to seek instant feedback with a mental health professional.

Between April 2019 and January 2020, the PSW received 115 referrals from the department and interacted with those 115 referrals a total of 683 times, averaging about six contacts per referral. There was an average of 13 new referrals each month, and the PSW averaged a monthly caseload (between new referrals and ongoing cases) of 21 people. The top referral types include adults with serious mental illness and at-risk aging adults or youth. So far, in 2020, there has been an increase in referrals per month and larger monthly caseloads. Overall, there has been both qualitative and quantitative evidence that this position is improving the responsiveness and service delivery of BPD.

The addition of a PSW embedded within BPD has been very beneficial, and the agency expects to see continued successes and less recidivism from those in need of social services. This position has also proven to be of great benefit to the community, and the concept has been very well received by those BPD serves. As calls for mental health and social services increase, the need for staff who can take the time to navigate systems and provide follow-through for services will be even greater. A PSW can fill that role and bridge the gap between law enforcement officers and social service agencies while offering professional mental health services, case management, and advocacy for at-risk community members.

Emergency Service Detail for EDP Response

By Ana Lalley, Police Chief, Elgin Police Department, Illinois

The Elgin Police Department extends its gratitude to the NYPD ESU along with Police Scotland and the Metropolitan London Police for sharing their knowledge and philosophy that created the framework for Elgin's ESD.

THE NEED TO RETHINK AND REEXAMINE HOW LAW ENFORCEMENT AGENCIES RESPOND TO INCIDENTS involving an emotionally distressed person (EDP) is of utmost importance. In 2018, the Elgin, Illinois, Police Department decided to explore changes to how their officers would handle future calls for service involving an EDP. By 2019, the department had evolved its tactics, policies, and use-of-force models to ensure appropriate and improved results for individuals in emotional crisis.

The agency began its research in 2018 when members of the police department traveled to visit Police Scotland, Metropolitan London Police, and the New York Police Department (NYPD) to observe firsthand how these agencies strived to ensure the safe resolution of elevated risk or potentially violent EDPs. During these trips, reviews of the philosophies, specialized equipment, and special teams utilized by all of the agencies were conducted. Members of Elgin Police Department noticed that a common practice in the other agencies was the use of specialized tactical teams and equipment paired with a less-lethal philosophy to bring a peaceful resolution to these incidents. It appeared that the consensus in these agencies was that these incidents were beyond the scope of a patrol officer or constable and required specialized intervention. The NYPD's Emergency Services Unit (ESU) was carefully analyzed, as it has been recognized nationally for its tactics and philosophies. Eglin Police Department members saw firsthand that the goal of this unit was to find the balance between tactical skills and tools and that technology was paired with communication in order to increase the likelihood of a peaceful resolution and the safety of those involved.

In addition, Elgin Police Department embraced the philosophies that are prevalent in both Police Scotland and the Metropolitan London Police. These philosophies are the guiding principles that transcend all practical applications. It should be recognized that the culture and environment of these countries play a pivotal role in implementation, but this should not be a hindrance to agencies in the United States. The implementation of a unit similar to NYPD's ESU can begin to provide the framework to embrace these philosophies. This framework is scalable to a mid-size department, as evidenced by Elgin Police Department's model.

In 2019, Elgin Police Department formed an Emergency Service Detail (ESD) that is now responsible for all calls for service that involve an EDP. The ESD comprises current Elgin Special Weapons and Tactics (SWAT) officers who are trained in specialized tactics and have immediate access to equipment. Prior to the implementation of the ESD, incidents that involved an EDP would be handled by patrol officers, and in some instances, when the situation would escalate, SWAT officers would be deployed; however, there would be a delay in time. The ESD is now staffed by two officers during times when the department responds to the majority of calls involving EDPs and are readily available to be deployed immediately to incidents requiring specialized tactics, tools, technology, and communication skills. Because these officers can respond immediately, specialized training and equipment to handle an incident is readily available. The department has begun to expand the program by including other officers who are not SWAT officers and will continue to develop and grow the program over the next year.

An ESD can ultimately provide the nexus to a safe resolution for all involved and is a feasible, proven approach for progressive law enforcement agencies. When faced with an incident that involves an EDP, an agency may react too quickly, force a confrontation, or fail to recognize that effective communication is necessary; and these incidents may sometimes be well beyond the scope or ability of a patrol officer. Since the implementation of the ESD at Elgin Police Department, there have been many successful resolutions to EDP-related calls that have allowed for enhanced safety and better outcomes for both community members and officers.

The Lotus Project

By Koula Black, Major, Mocksville Police Department, North Carolina

LAW ENFORCEMENT OFFICERS ARE OFTEN THE FIRST RESPONDERS TO INCIDENTS INVOLVING PEOPLE WITH MENTAL HEALTH CHALLENGES or those with intellectual or developmental disabilities. In fact, law enforcement agencies have reported that anywhere from 5 to 15 percent of their annual calls involve an individual experiencing a mental health crisis. Officers can find themselves in situations acting both as law enforcement and social workers.

In addition, many law enforcement officers have had little or no training on how to recognize, communicate, and respond appropriately when interacting with individuals with autism spectrum disorders (ASD) during field contacts. There may be little understanding of the significance of the words "autism" or "ASD," even if officers have heard them before.

The Mocksville, North Carolina, Police Department strives to ensure officers have as much knowledge and training in this area as possible. However, training options are limited. One of the most successful and widely available options for law enforcement is crisis intervention training (CIT), which all of Mocksville police officers receive. CIT focuses on bringing law enforcement, municipal leaders, other first responders, educators, social workers, and community leaders together in a safe environment to better understand mental health challenges and how to react in an appropriate and dignified manner to those who experience a mental health crisis. Although this training teaches understanding of mental health challenges, only part of the course includes interaction with those who have mental health challenges or developmental challenges such as ASD. The Mocksville Police Department realizes the usefulness and benefit of CIT, but also believed we could do more. Leaders felt that there needed to be training that involved direct interaction with community members in a positive setting.

The solution is the Lotus Project. The Lotus Project was implemented in 2020 with a partnership between the Monarch New Horizon Enterprises Day Program of Mocksville and the Mocksville Police Department. The program is held in an educational setting with 20 students from the Monarch New Horizon Enterprises Day Program, which supports individuals with physical or intellectual disabilities. The Lotus Project consists of eight

THE LOTUS PROJECT MISSION STATEMENT

The mission of the Lotus Project is to unite law enforcement in the engagement and support of individuals who are affected by mental health challenges and developmental or intellectual disabilities, and to create a lasting and meaningful relationship with those individuals.

Note: A lotus flower signifies purity, hope, and strength. As the lotus flower grows, it moves from darkness into the light (murky water to sunlight). It also represents inner strength and determination.

weeks of classes, in which four to five officers teach modules to the entire class, then break the participants up into small groups to conduct projects with the officers. The modules include

- What Is a Police Officer?
- Team Building
- Managing Feelings
- Investigations
- Health and Fitness
- Bullying
- Interacting with the Police
- Service Learning

On the ninth week of the Lotus Project, there is a class graduation for the participants to which graduates can invite friends and family.

The Lotus Project allows for a safe, fun, and interactive environment with law enforcement officers engaging with those who experience mental health challenges or disabilities. The class allows for the creation of friendships and an understanding of how to communicate successfully with one another before a crisis ever occurs.

"The class allows for the creation of friendships and an understanding of how to communicate successfully with one another."

A Look Ahead at Education & Training

HOW WILL LAW ENFORCEMENT EDUCATION AND TRAINING EVOLVE IN THE NEXT FIVE YEARS?

By Mark Logan, PhD, Assistant Director (Ret.), Office of Training and Professional Development, U.S. Department of Justice

LAW ENFORCEMENT EDUCATION AND TRAINING CONTINUES TO EVOLVE due to diverse influences on facilitating social order and public safety. The continuous evolution of desired performance combined with the precious commodity of time also influences the training methodology for law enforcement officers. Thus, the virtual training academy is a likely area of law enforcement training or education that will advance in the next five years.

The virtual academy harnesses technology, uses online learning platforms, and allows officers to self-manage the development experience. This application of technology includes face-to-face presentations, mock physical interactions, and scenario-based training. Advances in training continue to evolve as the demand for e-learning presses forward, such as the virtual reality instructional methodology. Electronic-based training or e-learning can also help trainees to develop critical thinking skills since the developmental activity for the specific content demands a cognitive focus on both the subject content and applying the training.

To enhance the continuous balance of time for professional development and the expectations of operational practice, the future instructional methodology will include shorter training segments. The virtual law enforcement academy, through its inherent ease in facilitating e-learning programs, can achieve a financial return on investment in developing law enforcement personnel.

Moreover, partnerships between representatives of the criminal justice community, along with other public service personnel such as medical professionals, will continue to embrace collaborative training and information sharing. With new social challenges, such as the current pandemic, we have no choice but to embrace the development and application of electronic training opportunities. The final assessment of proficiency would still be through in-service training, involving both the interaction with the public under the guidance of a training officer and conducting follow-up knowledge checks through a virtual platform. The virtual knowledge check would be accessible from the officer's computer for reinforcement of the knowledge gained.

Distance learning through the implementation of e-learning computer-based platforms is offered by many colleges and universities, along with e-training opportunities from private vendors. This is also true for many military personnel and criminal justice training institutions who continue to use distance learning. Criminal justice professionals continue to work together to meet the challenges for the future of public safety, which includes training first responder personnel.

Although established partnerships are in place, many more partnerships are needed to expand e-learning opportunities. Many larger training academies, some of which have partnered with educational institutions, are allocating personnel dedicated to cultivating professional development. Nonetheless, dedicated funding is needed to keep pace with societal and technological changes for both the traditional in-person and virtual learning platforms. Law enforcement professionals must embrace changes in social coexistence through advancements in technology, the growth of partnerships, and needed investments for the future. Training our guardians of social order should be a top priority for the decision makers of the criminal justice profession.

"We have no choice but to embrace the development and application of electronic training opportunities."

Pencil-to-Patrol Car Pipeline

By Michelle Rippy, Assistant Professor, California State University East Bay

LONG PAST ARE THE DAYS OF 200 PEOPLE APPLYING FOR ONE OPEN SWORN POSITION AT A POLICE AGENCY; the tides have changed to dozens of open positions with no qualified applicants to fill them. Recruiting efforts have ramped up in many cities, with some agencies even traveling to other states to recruit. Even high-dollar hiring bonuses are not attracting qualified candidates.

One possible solution is to invest in undergraduate students at four-year universities by transitioning hiring bonuses to scholarships to assist the students through their college careers. College campuses are a target-rich environment, filled with students who are seeking direction in future careers and looking for stable opportunities to take care of their families and to fulfill their dreams. In my experience teaching in a criminal justice department, I encounter students who are interested in a career in law enforcement but are torn between finishing their degrees and entering the field. In some cases, students leave college before obtaining their degrees to pursue their careers, making it exponentially more challenging for them to return and finish the few semesters they had left while in field training or working night shifts. In other cases, students continue with their degrees and choose other career options due to the time it takes to go through the background process after graduation.

> *"College campuses are a target-rich environment, filled with students who are seeking direction in future careers."*

Recruiting students during their junior year of college gives an agency one to two years to vet the candidate and prepare them for academy life. If an agency does not have a cadet program, the time can be used to allow the students to participate in monthly ride-alongs with an officer or deputy serving as a mentor. Allowing students to participate in ride-alongs will bring more meaning to their coursework by bridging the gap between the textbook and real life. The mentorship can continue through graduation and the next academy start date. The background checks can be completed through normal channels and times, with a future offer to start when students complete their degrees. The scholarships would be awarded after the background check is completed and the job offer is made.

The "hiring bonuses," in the form of scholarships can be a big draw, though the students realize the time frame in which they will receive each half or third of the total amount. Many students struggle with basic living expenses, even when receiving financial aid. Offering $1,000 to $2,000 per year to students will help them to not only provide for themselves but potentially provide a small cushion to start saving money. College expenses can rise quickly, especially for students who timeout of financial aid. The scholarships will show support and trust by the law enforcement agency while drawing in the student to be a vested future employee. The investment of time and energy in students now can pay off dividends in the future.

Emotional Intelligence for Policing Domestic Violence

By Anne Eason, DCrimJ, University of the West of England, United Kingdom

> *"Empathy, rapport, and emotional regulation are all important in... establishing the trust needed to break the violent cycle of abuse."*

THE IDEA OF EMOTIONAL INTELLIGENCE AS A SKILL IN POLICING HAS HAD LITTLE ATTENTION either operationally or in research. Nevertheless, in a recent study in England that explored the use of emotional intelligence (EI) in decision-making at domestic incidents, police officers identified EI as invaluable when working with victims of domestic violence. However, what the study also showed was how quickly EI diminished with repeated call-outs and prolonged exposure to cultural influences. Therefore, finding a way in which EI can not only be developed, but also maintained, would be useful.

Politicians, researchers, and police agree that domestic violence is a complex crime dominated by myth and misunderstanding and the long-term suffering of victims. EI, on the other hand, does not appear to be so well understood in terms of policing. As consultant and professor Gregory Saville suggested in his *Police Chief* article some years ago, training often minimized the importance of emotions in the working environment. Approximately eight years later, in 2014, despite pointing out how EI had become a central feature in the then-new problem-based learning (PBL) approach in recruit training, performance-management consultant Matt Selker reported that there remained a lack of EI in operational policing and that the conversation about EI in police work was "long overdue." It still is.

In England, EI features very little in training and, more important, is not something that is included in a police officer's continued development despite the difficulties in policing domestic violence and the advantages Daniel Goleman's competency model offers when working with those victims. Empathy, rapport, and emotional regulation are all important in performing accurate risk assessments and establishing the trust needed to break the violent cycle of abuse. In the recent study mentioned earlier, police officers not only saw value in EI when working with victims, but were also keen on accessing EI development periodically throughout their policing careers. The rationale for this was that many officer participants recognized how young, new officers appeared to not only have a higher level of EI competency, but were more motivated to use it—and they were effective. However, some of the long-term serving officers either had little EI or little inclination to use it at domestic incidents. It had seemingly withered away with repeat call-outs; as one survey response pointed out, the lack of EI is apparent "particularly [in] officers that have been on response long … they have become desensitized. And, for them, it's like 'oh, another domestic.'" In addition, long-term exposure to cultural attitudes that express negativity toward domestic violence victims can lead to a perception by officers that these crimes and victims, termed by researcher Robert Reiner as occupying the "rubbish" category, are not worthy of police time.

To prevent this diminishment over time, it's key to provide continued professional development that includes EI and to rethink what EI competencies are most beneficial to officers. To that end, I suggest a new skill set that makes up "environmental competence"—a competence with specifically focused elements to help officers make more effective decisions at domestic abuse incidents. For this to be successful, a top-down approach is needed that invests time in higher ranking officers' understanding of the benefits of using EI and how it can have a positive long-term effect on the safety of domestic violence victims, disseminating EI down as a skill of choice from "the top." This would help break the attitudinal discourse that favors the dismissal of domestic violence as an intimate partner problem and cultivate the understanding of it as a crime being committed predominantly against vulnerable women. Police officers employing EI at crucial times of incident response would likely support the empowerment of women to leave abusive relationships knowing that accurate assessments of the threat against them were being made, supported, and enacted.

Simulation Training for Police Commanders

By Kee Hean Soh, Senior Assistant Commissioner (Ret.), Singapore Police Force, Associate Professor, Singapore University of Social Sciences

IN SINGAPORE, SIMULATION TECHNOLOGY HAS BEEN LEVERAGED to develop a full suite of realistic facilities to specifically train commanders in various law enforcement and criminal justice agencies. While simulation training is more common for frontline staff and tactical operations, this system targeted for command training is among the first of its kind.

To improve the training of commanders in managing major operations and crises, a command and control training simulation system was launched in May 2018 at the Singapore Home Team Academy (HTA), the corporate university of the Ministry of Home Affairs and its agencies. The agencies that use this system include the Singapore Police Force (SPF), the Singapore Civil Defence Force, the Immigration and Checkpoints Authority, and the Singapore Prison Service. In particular, SPF uses the system to practice the management of contingency operation plans and to train commanders before the live deployment of forces for major operations.

The system is located within a simulated command center in HTA and aims to train commanders in an environment that simulates, as realistically as possible, what they would encounter in actual live operations. The command center facility allows the commanders undergoing training to receive simulated real-time information and reports and to execute actions to manage their virtual forces and assets in response.

The system allows for a variety of simulated scenarios to be generated, in which situations are constantly developing, with the attendant sounds, visuals, and a high tempo of activities. An example of a training scenario is a terrorist incident, in which both "security forces" and "terrorists" are projected visually on a selected terrain, such as a downtown Singapore street, that is sized to actual scale on a 3D format video wall. Injects appear on the screen in textual and graphical form, such as directions received from the authorities, news alerts from webpages, or simulated CCTV footage of the proceedings.

The commanders will have to make sense of the visuals, data, and reports they are receiving to make decisions on how to deploy their "forces" to deal with the "terrorists." They can carry out two-way communications with their "forces" via radio network, intercom, data communication, or telephone systems; issue action orders to protect life and property; and receive ground reports on the outcomes of these orders.

Throughout the training, exercise controllers can determine the nature and intensity of developments and injects and calibrate them in response to the decisions and actions that the commanders choose to undertake. They can also dynamically control variables in the simulated external environment, such as weather, traffic, and crowd conditions.

Simulated scenarios are designed based on actual operations that were undertaken in Singapore or adapted from elsewhere. Scenarios can also be adapted to simultaneously train commanders from different agencies or levels. For example, two or more police commanders or a multiagency team of Civil Defence commanders and police can be trained together, working collaboratively in different simulated command rooms to manage a complex scenario.

Entire simulated training sessions can also be recorded on video and played back as part of an after-action review so trainers can provide valuable feedback to commanders and highlight critical learning points. Over time, data analytics can also be applied to discern trends and areas of emphasis that may require more focus to guide future planning for commander-level training.

The system won the Best Risk Award at the GovInsider Innovation Awards 2019 for being the first in the world to incorporate virtual simulation in live training by replicating a physical home team command post setting with 3D visuals.

Combining Higher Education and Police Training

By Lisa Lane McCarty, Academy Director, Fitchburg State University Police Program, Massachusetts

THE FITCHBURG STATE UNIVERSITY POLICE PROGRAM IS AN INNOVATIVE APPROACH TO POLICE TRAINING that is the only model of its kind in the United States. The program partners with—and is authorized by—the Massachusetts Municipal Police Training Committee (MPTC) to combine higher education and police training in a "4+1" educational design. In five years, the students receive (in this order) a bachelor's degree, a full-time municipal police certification, and a master's degree.

Freshmen entering the program receive a light background check before admission into the program. Once enrolled, they must adhere to all of the MPTC recruit rules and regulations for their entire four years of undergraduate schooling. In other words, for four years, they follow the same academic, conduct, uniform, and appearance and grooming standards that a traditional recruit follows for approximately 24 weeks.

Two days after they graduate with their undergraduate criminal justice degree, the students enter the MPTC full-time municipal police academy. The academy is shorter than a traditional academy (at 17 weeks) because the students have already taken about one-third of the academy curriculum in their undergraduate classes. Once they complete the academy, they are fully certified as full-time officers and can be hired to work in any municipality in Massachusetts (and the surrounding New England states). They then begin their "+1" master's degree year. This portion of the program is online due to the students getting hired so quickly and beginning field training programs, which make attending in-person classes difficult.

> *"This program is creating highly educated, highly trained, and highly disciplined officers… they essentially have a four-year record of academics and conduct."*

While in the Police Program, the students are required to wear uniforms to all classes that contain academy curriculum. The uniform consists of 5.11 khakis, 5.11 blue polos with their names embroidered, black belts with silver buckles, and high-gloss boots. Men must have short hair and no facial hair. Women must wear their hair in a tight bun and wear no jewelry or makeup.

All police students attend a mandatory monthly meeting with the academy director and the drill staff. The students must wear their uniforms to these meetings, as well. Every meeting begins with a uniform inspection. They are taught the art of drill and ceremony at these meetings and receive other training related directly to policing. This includes topics such as mental health awareness, active shooter, health and wellness, fitness, fair and impartial policing, and working with victims.

Currently about 200 police students are in the program, ranging from freshmen to seniors. The police students are broken into platoons and squads with one class leader, four platoon leaders, and sixteen squad leaders. This structure allows students in excellent standing to step up and be leaders with direction and guidance from the academy director and the drill staff. It also prepares the students to work as one unit, which will be critical in the academy.

The program has run two Recruit Officer Courses (ROCs) so far, in 2018 and 2019, and the third course began on June 1, 2020. The first two classes were pilot groups of ten and nine students respectively. As an example, of the nine students in the most recent academy class (the second ROC) who graduated in September 2019, all nine have been hired. Four individuals were hired prior to their graduation date, and eight of the nine have successfully completed their field training programs and are excelling in the various departments where they were hired. The current course (the third ROC) has twenty-four students, five who have already been hired by various police departments in the state (and were hired prior to the start date of June 1). This pre-course hiring is one of the goals of the program.

This program is creating highly educated, highly trained, and highly disciplined officers. The average age of these graduates from the academy is between 22 and 23 years of age. They are a known quantity to hiring chiefs because they essentially have a four-year record of academics and conduct. If they violate any of the rules and regulations over the four years, they are dismissed from the program and, therefore, do not ever make it into the academy. Most of these recruits are very physically fit because the program includes volunteer physical training sessions throughout their four years, which are run by student leaders.

There is a huge cost savings for municipal chiefs in Massachusetts with these recruits as well. Once they graduate from the academy, they can be hired by chiefs at no cost to the department. The recruits pay for their academy and all of their equipment through tuition and graduate loans, and the agencies do not have to pay them throughout the modified academy as agencies are required to do with traditional academy recruits.

At a time when it is becoming increasingly difficult for police departments to find and hire quality police officers, this program offers a unique and viable solution.

For more information, please email the author at **llane2@fitchburgstate.edu.**

Recruiting and Developing Compassionate Officers

By Terry Cherry, Officer, Recruiter, Charleston Police Department, South Carolina

> *"To achieve community support and legitimacy, agencies must... develop and implement a compassionate policing strategy."*

WHEN I FIRST BEGAN MY LAW ENFORCEMENT CAREER EIGHT YEARS AGO, like most eager and excited law enforcement recruits across the United States, I was taught laws in the academy so I could recognize and arrest people who violated those laws. During field training, and once I was released for independent duty, I was taught and encouraged to generate arrest and traffic stop statistics to prove my productivity and organizational value. At no point during my development from recruit to patrol officer was the notion of problem-solving ever glorified. When I was released for independent duty, I was not provided a list of support resources that could potentially generate lasting and socially impactful alternatives to incarceration. My patrol training officer (PTO) did not teach me how to build relationships with community stakeholders, nor did my supervisor speak to me of the resounding effect that an arrest could have on an offender's family, finances, job, and social standing within the community. These skills I had to develop on my own, and I began to call this skill set "compassionate policing." If law enforcement is to build community trust and truly make social change, we have to begin developing compassionate police officers early on in their careers, from hiring through academy training, field training, and patrol development.

Hiring

Compassionate police officers can come from any background. The notion that a police officer has to come from the military or be a criminal justice major in college is inaccurate. Although military veterans and criminal justice majors are often interested in the profession and do make excellent candidates, the primary qualities of a compassionate police officer are based on the individual's personality. Good candidates for compassionate policing are interested in making social impact, possess advanced problem-solving skills, and have the ability to empathize. They must be creative, open to differences, open to change, and have a passion for asking "why."

Academy Training

To train compassionate officers during the academy, introduce recruits to problem-oriented policing and teach them how to define, analyze, and solve a problem. Additionally, recruits would learn how arrests impact an offender's network, as well as learn about implicit bias, gender identity, mental health, alternatives to incarceration, microaggressions, the history and current relationship between minority populations and their specific police department, and de-escalation and communication techniques.

Field Training

Once a recruit graduated from the academy and moved into the trainee phase, it would be the responsibility of the PTO to lead by example when making decisions concerning arrests or alternatives. In addition, the PTO would provide the trainee with a list of support services that might help community members, discuss long-term solutions and underlying social issues that might lead to repeat offending, and introduce the trainee to community stakeholders so the trainee could start building a community network early on.

Patrol Development

Once the trainee was released for independent duty, it would be the responsibility of the supervisor to cultivate the new officer's creativity, problem-solving skills, and desire to find alternative solutions to issues where appropriate. The encouragement and nurturing of leadership skills by supervisors would be key to developing and sustaining a compassionate police officer.

Law enforcement organizations have the power to change perceptions, implement long-term solutions, and build community trust through the careful selection, training, and development of their new police personnel. However, to achieve community support and legitimacy, agencies must recognize the need to develop and implement a compassionate policing strategy by adding the concept of compassion to their hiring and recruit development programs.

Training Officers in 911

By Amelia Mueller, Communications Coordinator, North Central Texas Emergency Communications District

> *"Closing the gap between officers and dispatchers brings about faster resolutions and, therefore, less danger."*

IT TAKES ROUGHLY 21 WEEKS OR 840 HOURS OF TRAINING TO BECOME A LICENSED POLICE OFFICER in the United States. No one would dream of working this complex and dangerous job without the required courses, yet the same requirement is not usually applied to 911 telecommunicators.

Texas is the only U.S. state that also requires its telecommunicators to be licensed like peace officers and jailers. It takes 64 hours minimum to become a licensed telecommunicator in Texas. This means that telecommunicators in Texas must complete a specific number of courses and hours in order to work for a law enforcement agency, and the North Central Texas Emergency Communications District (NCT9-1-1) hosts the only Regional Telecommunicator Academy in the state. Recruits from within the NCT9-1-1 region and from neighboring agencies graduate with 145 hours of training and all of the certifications necessary to begin their 911 career. Recently, the academy has also been the host of a new trend: officers enrolling and becoming licensed 911 telecommunicators.

This practice has encouraged a new kind of collaboration between these two sides of law enforcement. Though originally hesitant to attend, the two officers that the NCT9-1-1 Academy has hosted (Lieutenant Shane Wickson from the city of Cleburne and Lieutenant David Hamer from Dallas County Community College, both responsible for supervising their respective public safety answering points), agreed that the immersion in the training and work of a telecommunicator helped them in their roles. Lieutenant Wickson has continued to return to the academy as an instructor to train new recruits on the relationship between telecommunicators and officers in radio communications techniques.

Closing the gap between officers and dispatchers brings about faster resolutions and, therefore, less danger to the officer at the scene. But to make this practice successful, it's important to change officers' mindsets. Training with dispatch cannot be viewed as a punishment; it should be seen as an opportunity for two public safety teams to find a common ground.

"It's about mutual respect," said Bret Batchelor, training coordinator at NCT9-1-1 and organizer of the academy. "This is about fully understanding the dynamics between dispatch and the officers and all the small details that telecommunicators learn in training that can make the difference between life and death."

Training officers in emergency telecommunications, whether by having them sit in dispatch for a few hours or taking a handful of telecommunications-related courses, can improve dispatch-officer understanding, officer safety, and overall public safety.

A Look Ahead at Technology in Policing

HOW WILL THE USE OF TECHNOLOGY IN POLICING EVOLVE IN THE NEXT FIVE YEARS?

By Shawna Coxon, Deputy Chief of Police, Toronto Police Service, Ontario

THERE HAS NEVER BEEN SUCH AN EXCITING TIME TO BE IN POLICING. Disruption is happening in all areas, leading to incredible opportunities. The rapid shifts brought on by COVID-19 showcase how quickly police agencies need to be able to adapt to changing circumstances.

Advances in the fields of big data and artificial intelligence (AI) have been emerging for some time, and the two technologies are now colliding and aligning. Policing has only started to explore the art of the possible with these technologies. As the Internet of Things continues to produce an increasing amount of data, the use of AI and machine learning (ML) will allow police agencies to identify new associations, explore trends never identified before, and make smarter decisions faster.

As a first step, some agencies are beginning to use robotic process automation (RPA) to mechanize functions. This process of leveraging "bots" for lower-level tasks will be even more necessary with the impact of budget constraints now anticipated due to the economic impact of the COVID-19 crisis.

The use of RPA should be seen as a first step in automating many policing tasks. With time and technological maturity, the use of RPA will lead to the further exploration of AI and ML. Currently, there are a handful of international police agencies beginning to pilot AI/ML projects in areas such as disclosure and investigative linkages. There are three key areas where AI/ML will be used to enhance policing in the next five years:

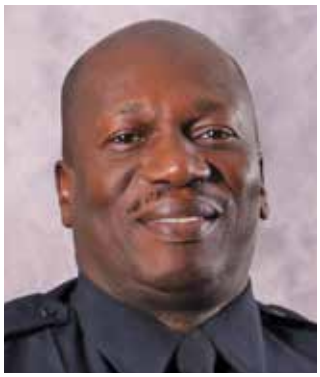
1. Enhanced customer service—The use of voice and chat bots will allow for an immediate response to customers in every language in the world. Individuals wanting information or needing to make a report could receive real-time service without agencies needing to increase police staffing levels.
2. Better employee wellness—The use of AI and ML will support employees by making new associations within police services to identify patterns quickly and more effectively. For example, the technology could be used to integrate data sets from disparate sources to identify officers who are at risk of suicide and might not reach out for help.
3. More effective policing outcomes—This is what people most commonly think about with respect to AI and ML. The ability to make nonobvious associations in big data sets will lead to strategic use in proactive policing, intelligence gathering, and investigations. AI and ML will allow for associations and patterns to be identified quickly and efficiently.

It is important to note that these technologies will require a reexamination of the ethics of their use, including accountability and transparency, as well as a deep dive into how they impact civil liberties and employee rights.

All of this will lead to the removal of people from lower-level processes, the ability to do more with less, and a more effective use of ever-increasing data sets. People will always remain central to policing, but they will shift to "high-touch" areas, such as empathetic human-to-human interaction and the need to verify what technology-found associations and patterns mean in this very human world.

"Advances in the fields of big data and artificial intelligence have been emerging for some time, and the two technologies are now colliding and aligning."

The On-Duty Podcast



By Herbert Blake, Chief, Henderson Police Department, North Carolina

> *"A podcast is an ideal medium for on-demand content for consumption... People can listen to topics of interest when and where they want to."*

A PODCAST IS A GREAT TOOL FOR COMMUNITY OUTREACH, allowing an agency or person to connect with and inform community members. I started to think about a podcast as a viable option for community outreach and public safety information while listening to a few that I've leaned on for leadership advice and encouragement over the years. I thought that doing a podcast could benefit me as well. It would compel me to brush up on statutes and ordinances and to be more conversant about contemporary issues in policing; it could help build my reputation as an authority in the profession; and it could add legitimacy to our agency and improve community trust. After performing about six months of research, watching how-to YouTube videos, and practicing; I launched the *On Duty Podcast*. Each episode consists of a scripted, educational talk focused on teaching and informing the audience about a specific topic. I write out the show notes verbatim. My first episode, "Holiday Shopping Safety Tips," was published in December 2018. It was also linked to our website and our other social media platforms. And, although I have not formally committed to it, I have continued to release a podcast each month. I have published 15 episodes as of March 2020, with a few others already recorded and banked for prospective future publishing.

In podcasting, a short episode is 15 minutes or less. However, the duration of a podcast should be determined by the content and the audience you are trying to connect with. I try to keep the episodes of the *On Duty Podcast* to approximately five minutes, similar to a short infomercial. My topics have focused on crime prevention and reduction, public safety, and advancing community-oriented policing—topics I am excited to research and talk about and that are relevant to our entire community.

Podcasts have a low barrier to entry if you choose to start one. It's relatively easy to begin the process with little overhead or experience. But there are some steps you will need to go through to get one started. For equipment, you will need to choose a microphone. For simplicity, a USB microphone is recommended unless you have experience with audio equipment. In addition, the podcast should have a name, and you should decide whether the podcast will be done solo or co-hosted. I chose to go solo, since a solo podcast doesn't have to depend on scheduling guests or coincide with a co-host's availability. For editing and recording software, there are a number of options; Audacity and GarageBand are two of the more popular options. Both applications are free to download. (I chose Audacity.)

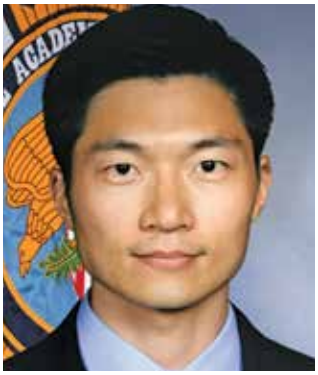
There are many options for the online hosting of a podcast, as well. Most hosting options are 100 percent free. However, you can pay for enhanced hosting options for a monthly or annual fee. Getting listed in top podcast directories helps because many listeners will find the podcast through these directories instead of through an agency website or social media outlets.

A podcast is an ideal medium for on-demand content for consumption. There is a podcast button on most mobile phones. Quite a few apps can be downloaded to other devices to make podcast listening easy and quick to access. People can listen to topics of interest when and where they want to. They can even ask Siri or Alexa to "play the *On Duty Podcast*." Recording podcast episodes takes time and effort, but it has been rewarding. Moreover, few people listen to a podcast because it has superior sound quality. People know we are not professional broadcasters. I believe they will accept less-than-optimal sound quality if the content of the podcast is relevant. And, like most things, the podcast will improve with each episode.

When I launched the podcast, it received positive local media coverage and attention. More than one traditional local media outlet did a story about it. Additionally, the two local FM stations in our community have asked to link to the podcast episodes on their websites.

As of May 2020, there were more than 1 million podcasts! However, even though podcasts are increasing in number, there are few police-related podcasts. There are even fewer, if any, hosted solely by active law enforcement agency executives. Most law enforcement agencies already have a presence on Facebook, Twitter, and other platforms. Adding a podcast to an agency's repertoire is a viable, fresh option to enhance community safety, to build community trust, and to connect with and inform people in your communities.

Taiwan Police Service Mobile App



By Jason C. Wang, Lieutenant Colonel, Senior Police Liaison Officer, National Police Agency, Taiwan

GIVEN THAT SMARTPHONES ARE SO DEEPLY EMBEDDED INTO THE DAILY LIVES OF THE PEOPLE, Taiwan's National Police Agency (NPA) developed and launched the Police Service App on August 13, 2012, to facilitate case reporting, document application, and information queries from the public. This mighty mobile app has been continuously modified and expanded to include 10 main functions:

- Police Hotlines
- Video Reporting
- Police Broadcast Service (PBS)
- Public Safety Affairs (including Safeguard function)
- Traffic-Related Information
- Police Services
- Anti-Fraud Information/Fraud Case Reporting
- Drunk Driving Prevention (including Calling Taxi function)
- Notifications
- Facebook Page Links

By the end of 2019, the app's cumulative downloads had exceeded 2.13 million, making it one of the most popular government-run mobile apps in Taiwan. Among the functions listed above used by the public, the Notifications feature, which sends out real-time information on fraud prevention, traffic, and public security accounts for the largest number of uses, at almost 50 percent. The second most used function is the PBS feature, at approximately 15 percent.

> *"In total, the use of the Safeguard feature cut about 60 seconds from response time, improving police efficiency by 13 percent."*

Video Reporting: One of the more important features of the Police Service App is Video Reporting, which creates an innovative, convenient, and real-time channel for residents to report incidents and criminal cases. Different from the traditional Police Hotline that requires the reporting party to first provide certain information, including location, with the Video Reporting feature, reporting parties can input personal information in advance, and their exact location will be communicated to the police by GPS. Further, if they are too nervous to verbally describe the incident, this feature allows the party to report by text. In fact, in the event they don't have time to type, the system presets commonly used words, allowing the reporting party to complete the report just by selecting the appropriate word. Of course, the best part of this Video Reporting feature is the video function. Users can synchronize the real-time screen to the hotline service units, thereby permitting the police to more easily assess the reporter's current location and incident status.

Calling Taxi and Safeguard: Another important feature of the Police Service App is its Calling Taxi feature. This feature provides an easy way for people to find a reputable taxi company to safely take a cab home. The Calling Taxi feature is now used by the public more than 10,000 times per month.

Decreasing the number of DUI accidents has always been an NPA priority, and helping individuals find cabs can be a very effective way to reduce DUI incidents. This mobile tool is part of a multipronged approach to reduce the number of drunk driving violations. According to the NPA's data in 2019, there were 91,620 drinking and driving violations in Taiwan. This is a decrease of over 9 percent from 2018 and a reduction of over 14 percent from 2015.

Moreover, those who return home late can use the Calling Taxi and Safeguard features at the same time, which will record their GPS location during the ride. Should they need to report any incident or criminal case during the ride, the Safeguard feature will notify the police of their location. The GPS information is

integrated with the Geographic Information Systems in the police command centers so that police officers can locate the reporting person's position and dispatch online patrol officers to the site faster. According to the statistics, the police response time has been shortened from 441 seconds (7 minutes, 21 seconds) in 2012, to 379 seconds (6 minutes, 19 seconds) in 2015, and to 374 seconds (6 minutes, 14 seconds) in 2016. In total, the use of this feature cut about 60 seconds from response time, improving police efficiency by 13 percent. Such measurable improvement increases the public's satisfaction with police service.

Other useful and popular functions: Apart from the aforementioned features, a lot of people use the PBS feature to obtain the latest road conditions and traffic control measures. Additionally, the Fraud Call Ranking and High-Risk Stores information in the Anti-Fraud Information/Fraud Case Reporting feature are very useful. A user can conveniently check fraud information and report fraud cases. Furthermore, several query tools on the app are also quite popular—namely, to check for a stolen vehicle, illegal towing, missing persons, and speed enforcement points—along with applications for a number of police-related documents, such as traffic accident reports and criminal record certificates.

Looking Ahead

With the rise of artificial intelligence technology, the NPA will continue working on the further development and refinement of the Police Service App. In the future, NPA looks forward to adding an anti-fraud consulting intelligence feature, i.e., chatbot service. By using such information tools, combined with semantic analysis technology, the app can provide immediate and automatic consultation and feedback to the public. As a result, the chance of people falling for scams created by criminal groups is reduced, as well as the demand on the anti-fraud consultation hotline. With the help of the Police Service App, the NPA will uphold the spirit of "building modern policing through technology" to develop more convenient mobile application services and ensure the residents and guests of Taiwan know that the police are dedicated to providing prompt and high-quality services.

Portable Police Fleet Drones

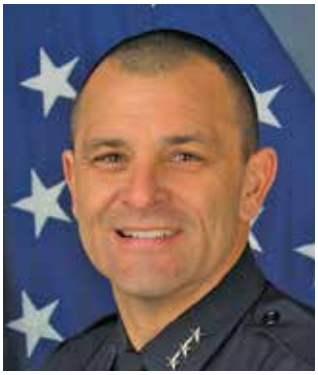
By Kristijan Ilovača, Sergeant, Secret Service, Zagreb, Croatia

POLICE EFFICIENCY AND OPERATIONS COULD BE SIGNIFICANTLY ENHANCED if small drones were mounted on police vehicles. Each of these field drones would have a loudspeaker and a microphone and would be operated remotely by police officers in the operational communications center.

There are many examples where a police officer works alone on a patrol. If a lone police officer, for example, stops a vehicle and proceeds to interact with the driver, the team in the operational communications center can lift a drone from the officer's vehicle or a nearby patrol vehicle and support the police officer in action. A drone can visually review a larger area than the eyes of the police officer, and the operations team can let him or her know, for instance, if someone is approaching. Likewise, because the drone could record and monitor the situation, if the person takes off before the officer has completed the stop, the drone can automatically follow the vehicle and report to other police patrols where back up is needed. In addition, if the scene includes any angle that officers on the ground can't see and cover, the drone can assist with situational awareness.

Imagine having five police patrols equipped with drones, so that if, at any time, someone from the center wants some information from the field, they can activate a small drone from the roof of a police car in the area (and later bring it back independently when the job is done). This mobile, in-field deployment of small drones as part of the on-the-ground fleet can increase the range and usefulness of police and provide support in the field.

Engaging the Community to Enhance ALPR Strategy



By Travis Martinez, Deputy Chief of Police, Redlands Police Department, California

POLICE DEPARTMENTS AROUND THE GLOBE HAVE EMBRACED AUTOMATED LICENSE PLATE READER (ALPR) SYSTEMS to develop leads in investigations and intercept criminals. These systems scan and record images of license plates as vehicles traverse a community and send an immediate alert when a "hot plate" is captured by a camera. A number of criminals have been arrested as a result of police receiving these alerts.

Despite the success of the camera systems, privacy advocates have raised serious concerns regarding the retention period and potential use of captured data. In most jurisdictions, due to the cost and privacy concerns, deployed ALPR systems have been limited to busy intersections with a high volume of travel.

During the last decade, law enforcement has seen an increased emphasis on community policing and use of technology to create force multipliers. The Redlands, California, Police Department (RPD) has found a way to merge both community policing and ALPR technology to create a strategy that has had profound impacts on crime in predominantly residential areas of Redlands. Redlands had long wanted to implement an ALPR strategy in neighborhoods to address crime, but struggled to fund such a program and gain the support of people living in the area. With advancements in camera technology becoming more affordable, new solutions are emerging for law enforcement agencies to adopt a community policing strategy that utilizes ALPR technology.

> *"New solutions are emerging for law enforcement agencies to adopt a community policing strategy that utilizes ALPR technology."*

RPD has invested in affordable ALPR technology that is focused on protecting neighborhoods, rather than collecting data. The image retention period is short, and strict auditing features are embedded to ensure the technology is being used appropriately. After conducting a successful test phase of one camera, RPD purchased five additional cameras and installed them at egress points to the city. RPD quickly experienced immediate results, including identifying a serial nighttime restaurant burglary suspect with the aid of the cameras.

In a short time, RPD was able to demonstrate to the community the effectiveness of an ALPR program by way of social media posts, interaction with crime victims, and press releases. When residents learned how effective the cameras are in helping police solve crime in the community, donations poured in. This support allowed RPD to provide ALPR coverage in essentially entire neighborhoods in large portions of the city. In the near future, RPD will have 22 cameras installed in various neighborhoods with 17 of them being funded by community stakeholders. Even though, the community has funded the cameras, the location points are determined by law enforcement personnel who have performed a thorough analysis of potential locations.

As most law enforcement professionals can attest, a police department is able to more efficiently address crime with community support. When communities are willing to partner with their local police departments, positive and more impactful results are likely to occur. In Redlands, authorities have discovered an ALPR system that enables community partnership and provides detectives with workable leads to solve cases. An evolutionary transition has occurred in the relationship between law enforcement, the community, and technology: When used in the correct manner, ALPR systems now allow police departments to serve in a protective role, instead of one perceived as invasive.

Electronic Awareness Games

By Mansoor Alrazooqi, PhD, Director, Virtual Technology Center, Dubai Police, United Arab Emirates

THE UNITED ARAB EMIRATES (UAE) IS ONE OF THE INTERNATIONAL LEADERS IN THE RATE OF THE POPULATION GROWTH. With around 202 nationalities living in the UAE, it is important for the government to provide a safe community environment for all nationalities.

Due to the spread of many unacceptable behaviors in the community in general, and in schools specifically, such as fights, robbery, sexual harassment, and other negative or problematic behaviors, many ambitious and effective prevention efforts against addiction, criminality, terrorism, devastation, destruction, and fraud have been launched. However, they are limited in scope and do not seem relevant to young people in the UAE. Thus, these initiatives do not reach a large group of the community.

Therefore, it is important to have an initiative that aims to use innovative, engaging delivery methods for learning material, content, and messages to the community and reach all disadvantaged people, including youth. The initiative should ensure inclusive and equitable quality education; promote lifelong learning opportunities for all; and help to make cities and human settlements inclusive, safe, resilient, and sustainable.

To this end, the Dubai Police launched an initiative that promotes learning through video games. Electronic games are considered an innovative and engaging delivery method for community education that "speaks the language" of young people. Statistics show that 97 percent of children, and 53 percent of adults play video games. Research specific to the Middle East shows that over 85 percent of UAE residents are mobile gamers. Video games are considered one of the important means for awareness.

In order to strengthen national identity, instill loyalty, build a conscious generation, and encourage family stability, electronic awareness games were developed and provided by Dubai Police to contribute in building an empowered generation that is able to cope with current and future challenges. The initiative aims to achieve the following objectives:

- Prepare a conscientious generation that can manage itself and its relationships with others.
- Send awareness messages, concepts, and lessons to all sectors of society.
- Introduce a range of smart, interactive games based on the community, the historical culture of the UAE, and the National Educational Implications.
- Build life skills and behavioral patterns that enable students to take more responsibility for making healthy life choices and acquiring a greater ability to resist negative pressure, as well as to develop the social skills that young people need to build confidence and healthy relationships.
- Educate students about public health.
- Increase crime prevention by encouraging youth to make the right decisions, deal with intellectual influences, and handle modern means of communication; raise awareness of the seriousness of drugs and psychotropic substances, as well as various crimes and ways to avoid them; and encourage the exercise of good citizenship and compliance with state laws.
- Increase national awareness by educating students about the historical roots of the UAE and the country's achievements, which enhances their sense of belonging and patriotism.

"Electronic games are considered an innovative and engaging delivery method for community education that 'speaks the language' of young people."

The initiative aims to use an engaging delivery method for learning and awareness messages to the community, especially students, through video games that run on "smart" devices. These games impart learning in an interesting, entertaining form for both kids and adults. The initiative is an innovative, smart way to improve the quality of education and helps the government to offer an affordable and enjoyable means for the wider community to access educational content.

The initiative is launched and supported by Deputy Prime Minister and Minister of Interor Lieutenant General HH Sheikh Saif bin Zayed Al Nahyan, and by Lieutenant General Abdullah Khalifa Al Marri, the commander in chief of Dubai Police. The games were provided free to download via the iOS and Google Play stores. Most of the games ranked first in the educational category in the UAE less than 24 hours after their launch. The games provide a free learning opportunity and are in line with the UAE's Sustainable Development Goal that strives to provide inclusive and equitable quality education and promote lifelong learning opportunities for all.

The video games were developed in collaboration with more than 40 partners from the public and private sector and more than 1,200 students from the UAE, including 40 focus groups. The games help deliver learning and education messages not only in the UAE, but globally, and educate people from all over the world. The far-reaching and profound impact of this innovation can be illustrated by the more than 33 million users.

Fostering Positive Public-Private Partnerships

By Randal Taylor, Chief of Police, Indianapolis Metropolitan Police Department, Indiana

IN OCTOBER 2019, INDIANAPOLIS MAYOR JOE HOGSETT and then-Chief of the Indianapolis Metropolitan Police Department, Bryan Roach, kicked off a new initiative to help keep the residents of Indianapolis safe. The project, B-Link Indy, connects the Indianapolis Metropolitan Police Department (IMPD) with security camera systems owned by businesses across the city. Short for "Business Link," the program works by connecting public and private cameras with IMPD systems, giving the department better access to video footage in the case of a call for service—helping to solve crimes faster, deter crime, potentially save lives, build community trust, and further partnerships.

Through B-Link Indy, residents can register the location of their perimeter security cameras with IMPD, while B-Link Pro allows businesses using one or more security cameras to link their cameras to the IMPD's Incident Analysis Center. Championed by current Chief Randal Taylor, the goal of B-Link is to foster a positive public-private partnership and to ultimately create a safer community. This sharing and analysis of new and existing video streams can help to improve the efficacy of officers' work to prevent, reduce, and deter crime. The B-Link project is a partnership between IMPD and the Indy Public Safety Foundation, a nonprofit organization supporting Indy's first responders. The Indy Public Safety Foundation serves as the liaison between IMPD and businesses, which uniquely positions the program for scalable growth by leveraging the assets and resources of the organizations in this impactful public-private partnership.

> *"Residents and businesses are able to further invest in the safety of their own communities using existing technologies."*

Indianapolis has a long history of leading innovation in public safety, and the B-Link project is yet another way for the community to work with IMPD to foster safety. Additionally, many cities struggle to leverage private-public cameras in their public safety models, and IMPD has taken a large step forward to address this challenge. A key to this project is how IMPD positioned the initiative as an important part of their public safety philosophy and approach to keeping communities safe by building meaningful community partnerships. This approach of working with the community and businesses also has an economic benefit as IMPD and the city, like most other large municipalities, need to be mindful of ever-shrinking budgets and leverage all available assets and resources. It would be cost prohibitive for the city to try to provide all the cameras needed within a major municipal area, but partnering in this manner allows them to work in tandem with the communities they serve. Technology vendors have provided program resources, strategic partnerships, complimentary hardware, and in-kind support that has enabled the program to achieve operational success in a relatively short amount of time.

This initiative embodies next-generation thinking and could potentially be replicated by other cities. Residents and businesses are able to further invest in the safety of their own communities using existing technologies such as doorbell or security cameras. With the support of technology partners, cities can evaluate sustainable, equitable and transparent models that support the information becoming actionable and useful for public safety agencies. Scalable programs such as B-Link can be implemented by cities large or small in varying capacities. B-Link is helping IMPD and the Indy Public Safety Foundation serve and protect the residents of Indianapolis by using technology to build partnerships, create efficiencies, and enhance safety.

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International Association of Chiefs of Police

BY
Bonnie Maney, Enterprise Client Manager, Mission Critical Partners

Maintaining ECC Operations Remotely During a Public Health Crisis

THE COVID-19 PANDEMIC HAS AFFECTED THE WAY MANY ORGANIZATIONS OPERATE, AND THE PUBLIC SAFETY EMERGENCY COMMUNICATIONS CENTERS (ECCS) HAVE NOT BEEN IMMUNE TO ITS IMPACT.

After all, emergencies do not stop because a crisis exists. While agencies may have basic evacuation or continuity-of-operations plans (COOPs) in place, it is unlikely that they cover a public health crisis as unprecedented and serious as what is occurring. So, in the essential business of emergency response, how does an agency protect its staff members while continuing to serve its field responders and community effectively?

For many agencies, the creative use of technology has enabled them to maintain communications operations—both on-site and remotely. While there is no one-size-fits-all solution, there are options. As some areas of the world begin to slowly return to a new normal, now is the time to revise COOPs and prepare for the future—pandemic or otherwise—including the ability to move to remote operations with little to no service interruption.

CONSIDERATIONS FOR REMOTE OPERATIONS

The decision to move operations to a remote environment is not one that is made lightly. Beyond the policy and technological considerations, staff members need to be properly equipped to execute their core job functions. This means ensuring that they have access to necessary computer systems and call-handling equipment (CHE)—hardware and software—voice over Internet Protocol (VoIP) or private branch exchange (PBX) phones. It also means ensuring that staff members have adequate access to the mission-critical data and systems that support their work, as well as a secure, reliable network connection on which to conduct it.

Where remote work takes place is also important for agencies to understand. For some, it means creating additional separation for staff by leveraging conference rooms, empty offices, and other spaces within the building that may lack a hardwired connection to call-taking and dispatch systems. For others, it may mean moving some staff into a mobile command center or setting up operations in an entirely new building, such as a school or a hotel. It may even mean providing the appropriate methods and technology to enable call-takers, dispatchers, and other staff members to work from home.

There is no single solution. Public safety leaders and ECC managers, in conjunction with technology vendors, must work together to understand the limitations of existing technologies and develop a customized solution to mobilize staff members.

GOING REMOTE IN PALM BEACH COUNTY, FLORIDA

During the early stages of the COVID-19 crisis, the Palm Beach County, Florida, director of 911 program services, Chuck Spalding, reached out to technology vendor Intrado to develop a solution that would enable call-takers to work remotely.

"I contacted Intrado and told them what I wanted," Spalding said. "Within two weeks, I had a solution, and we've had ECCs using the go bags to support their operations since."

Staff at the county's 14 emergency ECCs with the ability to work remotely were provided with 911 "go bags." These backpacks included a laptop, along with other necessary hardware and software, to support call-taking activities remotely. The bags also contained a mobile hotspot router that connects to the First Responder Network Authority's (FirstNet) nationwide public safety broadband network (NPSBN) to provide priority service for answering emergency calls.

For the ECCs in Palm Beach County, the bags allowed operations to continue seamlessly and gave managers the ability to make the decisions that best protect the health and safety of their staff members.

"Management teams have realized that they can be wireless and still operate successfully," said Dan Koenig, Palm Beach County's 911 planning coordinator.

> *Managers have the flexibility to move staff members where they feel most comfortable. Some are allowing call-takers to work from home. Others are spreading staff members out within the building, into unused offices or conference rooms, to better adhere to social-distancing guidelines. The laptops give them the ability to do what's best for their staff members.*

The call-taking technology and hardware provided in the go bags also enabled the ECC in Riviera Beach, Florida, to move all staff members to a remote location—the city's public library—enabling them to spread out physically while still managing their call loads effectively. "Public safety is all about planning," Spalding said.

> *We write and develop plans and prepare for scenarios that could affect operations. These go bags are just another tool in the toolbox that enables managers to make the best decisions for their teams in a crisis.*

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LEVERAGING TECHNOLOGY FOR REMOTE OPERATIONS IN ALEXANDRIA, VIRGINIA

In Alexandria, Virginia, which is home to nearly 160,000 residents, staff members and operations are deployed in four types of locations, including the primary and backup ECCs, as well as homes and a local hotel.

Supported by FirstNet's NPSBN, the city's remote staff is equipped with laptops, phones for call-taking, and push-to-talk devices with talkgroups set up to allow call-takers to communicate in a way that mimics an ECC's call floor. Remote dispatchers have the full functionality of the center at their fingertips, including access to computer-aided dispatch (CAD) workstations, in addition to RapidSOS and Smart911 technologies that provide location and other pertinent data about emergency callers.

"We had a lot of the equipment on hand," said Jeff Wobbleton, Alexandria's 911/311 information technology and human resources assistant director. "It had all been tested but not used in real-world situations. We knew now was the time to leverage it, so that's where we started."

With the support of Alexandria City Manager Mark Jinks, the Department of Emergency and Customer Communications (DECC) began the process of splitting shifts between the primary ECC and the backup facility. When officials realized they needed to separate staff even more to maintain social distancing guidelines, they made the decision to deploy some staff members to work from home. A fourth team was deployed to a local hotel, where they worked in an isolated environment for 10-day periods.

"Our primary concern was always protecting our staff members," Wobbleton said.

> *We also needed to make sure that we had plenty of resiliency built into our plan for navigating this crisis to allow us to maintain operations without much interruption so that we could continue serving the community. We worked as a team to develop the solutions that would allow us to do both, and we've been very successful in that.*

After a month of testing remote capabilities and functionality with non-emergency calls, the city's remote workforce began accepting emergency calls in early April. Alexandria's call-takers and dispatchers can continue to work 12-hour shifts and meet the call demand of the community from their remote locations.

"What we've learned through this process is that nothing is impossible," said Bob Bloom, Alexandria's public safety systems administrator. "When you're doing something no one else is doing, there is no playbook. You come up with a plan and you test it. And then you test it again, and, hopefully, when you go live, you're successful."

PLANNING FOR THE FUTURE

In a public health crisis like the COVID-19 pandemic, public safety and law enforcement agencies may be forced to evacuate all or part of an ECC to protect the health and safety of staff members. While many areas around the world have begun to return to a new normal, it is critical that agencies use their experience during this time to prepare for the future.

Agencies should conduct crisis response reviews and after-action reports to analyze their response to COVID-19. What worked? What didn't? How can the agency better prepare for another crisis? The following are a few ways to help answer that last question:

- Establish or revise existing COOPs.
- Begin to look at the agency's technological and operational needs if remote operations become necessary.
- Identify remote workspaces inside and outside of the existing facility.
- Revise policies to allow for remote operations and establish how and when those policies are enacted.
- Incorporate remote operations, training, and exercises into agency training programs.
- Work with technology vendors to identify and procure the hardware and software needed to enable staff members to work somewhere other than a hardwired workstation within an ECC or EOC.

"As things start to slow down, start thinking about what's next," Spalding said. "The technology exists; it's out there. Reach out to your vendors and tell them what you need to support your staff in the worst-case scenario."

Ultimately, the planning and preparation done now will be the key to successfully navigating the next crisis—whatever form it may take.

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Creating Safe Environments through Architecture and Design

POLICE AGENCIES VARY GREATLY IN SIZE, TYPE, AND AREA SERVED, SO, NATURALLY, POLICE FACILITIES ALSO COME IN MANY SHAPES AND SIZES—IDEALLY, EACH AGENCY HAS A FACILITY SPECIFICALLY BUILT BASED UPON THE OPERATIONAL NEEDS OF THE LAW ENFORCEMENT OFFICERS AND THE COMMUNITY.

Although facilities have a lifespan ranging from 20 to 50 years, multiple police departments are located in the basements of city halls or buildings that were not purpose built to be a police department, accommodate community growth, or adapt to new policing trends. Having an agency run out of one of these facilities could contribute to inefficient workflow and unsafe situations within the building.

A law enforcement executive overseeing the renovation or construction of a public safety facility is likely to be new to the process, due to the long lifespan of a properly constructed building. Therefore, the International Association of Chiefs of Police developed *Police Facilities Planning Guidelines* to empower law enforcement executives to make informed decisions when planning the construction of a new facility.

The guidelines list four key phases of the process for any renovation, expansion, or construction and design of a public safety facility:

1. Building Support for the Project
2. Pre-Planning and Analysis
3. Project Design and Delivery
4. Project Construction and Occupancy

Law enforcement executives do not have to traverse this path alone, though; partnering with a knowledgeable architectural firm will make the process more seamless. While there are many firms that offer design services for a variety of building types, it is beneficial to choose a firm that specializes in public safety buildings such as police stations.

BUILDING SUPPORT FOR THE PROJECT

The first phase highlighted in the guidelines is the identification of information that needs to be gathered and dispersed to gain the necessary community and political support for the construction or renovation project. This information includes not only the agency's operations and practices within the facility, but the agency's philosophy and potential growth.

Headquartered in Fairfax, Virginia, Dewberry Companies, Inc. (Dewberry) offers professional services to a wide

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variety of public- and private-sector clients, including architectural services. The Dewberry Public Safety Architecture Group has a long history of designing law enforcement and public safety training facilities, while also improving the environment for individuals who use or visit the facility. Dewberry's typical services include pre-planning; needs assessment; concept design; architectural, interior, and engineering design; and construction administration; among many others.

"The uniqueness of each community requires different approaches to law enforcement, and, by nature, the facilities that the officers operate from need to function and be purpose-designed to accomplish the department's mission and better serve the community," said Principal and National Director of Public Safety at Dewberry Larry Hlavacek. At the forefront of any public safety project Dewberry architects have designed is the safety of the officers working within the facility in addition to community visitors.

To gain community support, the architects can assist with the education of agency leaders, government leaders, and other stakeholders regarding the design process and how to initiate the project.

SOURCE LIST

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- Architects Design Group
- Brinkley Sargent Wiginton Architects
- Clark Nexsen, Inc.
- Dewberry Companies, Inc.
- Moyer Associates, Inc.
- MT2 Firing Range Services
- Redstone Architects, Inc.
- Workspace Technology, Inc.

Because the law enforcement profession is constantly evolving, it is imperative for the facilities to be able to withstand those changes for appropriate and effective workflow. The public safety expertise within Dewberry's Public Safety Architecture Group helps executives identify not only what a well-designed facility would need to currently meet an agency's needs, but also what it would need to sustain any future trends in the field.

Once the support is established and the designers understand the agency's mission and how that ties into the community the officers serve, they move into the pre-planning and analysis phase.

PRE-PLANNING AND ANALYSIS

In this stage of the planning process, the focus is on securing funds, establishing a planning team, and hiring an architect to conduct a space needs analysis and site evaluation. While in the pre-planning and analysis phase, it is also important that the design team meets the agency's operational, cultural, and philosophical needs that were outlined during the previous phase.

The Bloomfield Hills–based architectural firm, Redstone Architects, was founded in 1938 and began specializing in police facilities during the late 1980s. During this time, the architects at Redstone have continually attended conferences and interacted with chiefs to learn about the specific issues that many agencies encounter. Addressing those issues through the design and layout of a police facility can improve efficiency and increase collaboration.

A space needs analysis is a crucial step, in which the team identifies the operational and support space requirements for the agency's goals. The analysis becomes a valuable tool in analyzing the adequacy—or inadequacy—of a renovation or expansion. Redstone Architects accomplishes the analysis by sending out a questionnaire asking for the opinions of how various departments envision operating in the future.

"The challenge to developing any [space needs analysis] is that, for many agencies, having worked in a constrained workspace has determined operational flows, making it difficult to imagine different ways of organizing space or workflows," said Redstone Architect's Principal-in-Charge Daniel Redstone.

Once each area is thoroughly discussed and approved, the project moves into the design and delivery stage.

PROJECT DESIGN AND DELIVERY

Design-bid-build, design-build, construction management at risk, integrated project delivery, and designing the facility are all identifying factors of the third phase highlighted in the IACP's guidelines. Depending on the procurement requirements for a jurisdiction, the architect who conducted the space needs analysis might not be the architect on record for the actual design of the project.

One architectural firm located in Dallas, Texas, would also be able to provide planning and organizational solutions for police departments. Brinkley Sargent Wiginton Architects (BSW) has worked with police personnel to create safe, secure, and productive environments that support the sworn officers, civilian employees, and others who come into the building.

For over 20 years, the core BSW team has worked with agencies ranging in sworn staff size from 8 to 800, enhancing the day-to-day operations of their facilities and how their buildings will impact service to their communities.

"Over our history, BSW has honed a method to demonstrate to clients how the 2D world of planning and programming affects the 3D world of design," said Senior Principal at BSW Greg Read. The architects will take the information supplied during the previous planning phases to achieve the agency's vision.

In a collaborative effort, the architect and law enforcement executive produce organizational charts to track any anticipated changes that could occur. The team discusses policing trends and establishes the options the client wants to implement sooner than others. This is done to develop flexible growth options for the facility.

Following the review and design of department flow, staff and support spaces, and storage needs, the project

Photos courtesy of Brinkley Sargent Wiginton

can move into the final phase—project construction and occupancy.

PROJECT CONSTRUCTION AND OCCUPANCY

Although construction times may vary depending on the scale of the project, selecting a contractor, construction management at risk, or design-build entity who delivers a timely product within budget is imperative due to the costly nature of building a facility.

Headquartered in Virginia Beach, Virginia, Clark Nexsen is a full-service architecture and engineering firm with an extensive portfolio of projects for law enforcement training facilities. The Clark Nexsen team provides experience in preparing scope and concept studies; the ability to project the life cycle of the facilities; and skill in translating identified training needs into potential design solutions, presenting those solutions, and partnering with the client to determine the ideal solution within a specified budget.

"Our experts also bring personal experience of serving in law enforcement to each project, uniquely enabling us to understand our clients' challenges and develop effective training facilities," said Bobby Cummings, principal for the Public Safety Practice at Clark Nexsen. Because of the team's public safety specialization, personal service, and transdisciplinary practice, they can benefit their clients in each phase. They understand the significance of creating a safe facility in a timely manner so that it can be effectively occupied.

In addition to training facilities, Clark Nexsen architects and engineers have worked on live fire ranges, driver training ranges, and classroom buildings.

Also involved in the design and building of firing ranges is the Arvada, Colorado-based MT2 Firing Range Services (MT2). The team at MT2 offers a premier, all-in-one solution for firing range lead maintenance and reclamation, as well as providing design and build construction services. They have worked with state departments of corrections, the U.S. military, and more than 500 law enforcement agencies.

MT2 also offers programs for lead maintenance and recycling that reduces lead hazards at training ranges. This maintenance produces money to put back into the range the bullets were reclaimed from for operation improvements. The programs can also sample, analyze, and monitor soil and groundwater conditions. They can, then, chemically convert potential leachable lead remaining in range soils by utilizing MT2's patented ECOBOND lead treatment technologies; in doing so, treated soils can be considered nonhazardous and can be replaced back onto range berms.

"Whether a range owner desires a simple cleaning and lead reclamation or a full-scale project and construction management for upgrade, renovation, or new build or anything in between, they have access to a single integrated best-value provider," said MT2 President and CEO James M. Barthel.

Every law enforcement agency needs a home base to conduct daily operations, trainings, and meetings as well as space for evidence and equipment.

The IACP has provided guidelines to aid the decision-making process when planning a new facility, and many specialized firms are ready to make an agency's vision into a reality.

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www.tasmaniantigerusa.com

Smart Helmet

As countries aim to move out of imposed lockdowns, KC Wearable offers a device to help officers monitor the spread of COVID-19. The KC Wearable Smart Helmet provides officials with a unique solution for combating the spread of COVID-19. The fast-scanning, infrared camera is connected to an AR headset, allowing users to measure people's temperature in real time. With over 96 percent accuracy, the KC Helmet can scan up to 13 people at once and 200 people in a minute. The KC Helmet can connect with 5G CPE hotspots and can also be paired with contact-tracing apps.

www.kcwearable.com/enpc/index.html

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A vented hood workstation, HEMCO Corporation's 24200 Table Top features a seamless construction, including rear and side walls to minimize cross drafts. Constructed of chemical-resistant, light-weight, advanced composites, it can be easily moved as procedures or workflows change. Dimensions are 24" wide X 15" deep X 24" high. The molded chemical-resistant work surface is recessed to contain spillage, and a three-inch diameter outlet collar is provided for duct connection. Fumes are vented through the integral side and rear walls, as well as the top.

www.hemcocorp.com/ductless.html

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Advanced Technology Compliant Solutions has introduced a true step forward in ballistic protection since the introduction of Kevlar nearly 60 years ago with the Swift Shield. The patented design is based on origami principles that enable it to collapse down to the size of a notebook for storage. When needed, the Swift Shield instantly unfolds to provide six square feet of lightweight, NIJ Level IIIA ballistic protection. The shield is 24" x 36" when unfolded and only five pounds, allowing for easy and quick movement. Its chemical-resistant, waterproof covering is available in a variety of colors or patterns.

www.aegixglobal.com

Rugged Notebook

Getac Technology Corporation, a leading producer of rugged technology, offers the new B360 fully rugged notebook as a direct answer to those who contend that full ruggedization and ultra-power portable computing cannot co-exist in the same form. Featuring a 10th generation Intel Core Processor with maximum turbo frequencies up to 4.90Ghz and 12mb Intel Smart Caches, the B360 is the first fully rugged laptop to be engineered for 5G in today's marketplace, enabling enterprise mobility buyers to meet all levels of performance without sacrificing MIL-STD-810H compliance. The B360 also meets the requirements for FirstNet Ready and the Verizon Responder Private Core.

www.getac.com

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Wireless PA

AmpliVox Sound Systems has introduced an upgraded version of its wireless portable PA system with a 96-channel wireless receiver, which is a significant upgrade over the previous 16-channel receiver. The new capability will help increase sound coverage and reduce wireless channel interference. The SW925-96 includes a 250-watt amplifier, delivering clear sound to up to 7 people in areas up to 25,000 square feet. With built-in wheels and a rechargeable battery, the system is completely portable and can last up to 10 hours on a single charge. It also includes a built-in media player with SD card slot, USB thumb drive slot, and Bluetooth connectivity.

www.ampli.com

Mapping Software Update

Leica Geosystems, a Hexagon company, releases the latest version of Leica Map360 crash and crime scene diagramming and reconstruction software, bringing three editions to meet specific customer needs based on the technology used to measure and collect any scene. With an entirely new user experience (UX) and interface, Map360 v4.0 simplifies incident reconstruction activities for public safety personnel. With 2D intuitive workflows, Map360 Sketch offers a program designed to create basic diagrams, floor plans, and reports from manual measurements, imported points, or UAV imagery. At an intermediate level, Map360 Standard works with TPS and GNSS technology, introducing 3D capabilities and tools and animation.

leica-geosystems.com/en-us

Van Conversion Kit

First Line Technology (FLT) announces the release of the Ambu-QRT Quick Response Transport (QRT). The Ambu-QRT Conversion Kit is purpose-built for tactical military or law enforcement situations where a single ambulance is not enough and having multiple ambulances on a scene is not safe or practical. With only one Ambu-QRT Conversion Kit, one person can convert an existing Sprinter-style van into an ambulance capable of safely transporting six stretchers and IVs, along with an operator and their medical support equipment. Its sturdy powder-coated structural steel frame will easily fit into all 170-inch wheelbase Sprinters and Ford Transit Vans Two, including armored variants.

www.firstlinetech.com/amburesponse

Board Level Cameras

Teledyne Lumenera releases its new Lt Series USB3 Board Level Cameras. Equipped with the latest rolling shutter Starvis CMOS sensors and global shutter Pregius CMOS sensors from Sony, and ranging in resolution from 2–20 megapixels, these new board level cameras provide flexibility for a wide variety of imaging systems. Teledyne Lumenera's Lt Series Board Level Cameras offer a smaller, lighter, and lower cost imaging solution designed to meet the challenges of today's embedded systems. The compact design of the cameras allows for easy integration into imaging systems with small form factors, making them ideal for portable or handheld devices.

www.lumenera.com

Door Access Controllers

ProdataKey, manufacturer of the leading cloud access control platform, introduces two door controllers. The company's new eight-door "eio+" and the two-door "dio" offer expanded benefits and functionality when used as part of a pdk io system. The two-door dio unit includes a power monitoring feature that alerts dealers to any power-related issues. On-board ethernet, with auto-discovery powered by pdk io, simplifies installation and setup. The larger eio+ offers the advantage of consolidated power and multi-door control from a single enclosure. The internal board is powered by a built-in power supply.

www.prodatakey.com

Face Shield

Ripclear announces the launch of its V2 Shield, designed to protect personnel battling the COVID-19 outbreak, including EMS workers, nurses, police, and other frontline staff. The expertly designed V2 Shield features 91 percent optical transparency, so that personnel can safely and effectively do their work while staying protected. Each shield measures 32 cm x 22 cm and is 0.3 mm thick. The face shields are conveniently stackable and travel easily. The V2 Shield has received medical device certification from the FDA, a certificate of compliance from the CE, and a quality management system certificate from the ISO 9001.

www.ripclear.com

SPECIAL FEATURE

THE IMPORTANCE OF HEALTH AND WELLNESS DURING A CRISIS

BY
Matthew Wagner, PhD, Associate Professor, Sam Houston University, Texas, and Michael C. Harper, Texas Department of Public Safety Fitness Wellness Unit Program

THE HEALTH AND WELL-BEING OF EMPLOYEES IS A CRITICAL FOCUS FOR ALL LAW ENFORCEMENT AGENCIES. THE CONNECTION BETWEEN POLICE WORK AND AN INCREASED RISK OF CARDIOVASCULAR AND OTHER METABOLIC DISEASES IS EVIDENCED IN NUMEROUS STUDIES. WHILE THESE FACTORS ARE PRESENT EVERY DAY DURING WHAT WOULD BE CONSIDERED "ROUTINE" ACTIVITIES, THE EMPHASIS ON HEALTH AND WELLNESS BECOMES EVEN MORE CRITICAL AND MAGNIFIED DURING TIMES OF CRISIS.

The types of crises law enforcement personnel experience can vary. For some, it is a traumatic incident with a citizen. Many others have experienced a natural disaster such as a hurricane, tornado, or flood. The COVID-19 pandemic has created several different crises, from illnesses and deaths to economic repercussions as a result of quarantines. COVID-19 has affected nearly every county, state, and country across the globe; the world has not seen a pandemic or crisis such as this since 1918.

Many factors may contribute to increased stress on law enforcement officers. During crisis management situations, tension can be amplified due to other contributing issues such as longer work hours, increased scrutiny from the public, less family time, sleep deprivation, and poor nutritional habits.

An emerging stress factor is an issue with how and what type of information or data is currently available. In today's digital age and the presence of social media, a lack of information has not generally been an issue. However, a lack of reliable information may be a cause of increased stress. As many experts disagree on important issues, it is often difficult to know what information to trust. This can lead to increased frustration, thereby, increasing stress levels.

Another factor that can add to individual stress is the level of uncertainty involved in any crisis. Who will be affected by this? How bad will this get? When will it be over? These are common feelings that many echo during these situations.

As a result of the increased stressors during a crisis, it may be easy to fall into a pattern of automatic negative thoughts (ANTs). ANTs can represent a cognitive distortion that an individual has developed due to a strong immediate feeling or reaction instead of freethinking. A crisis coupled with "information illness" can easily lead to a frustrated and cynical attitude about all aspects of one's life. Subsequently, individuals may become calloused into dichotomous this-or-that thinking in the place of how the person would normally react in a different emotional state.

Combating ANTs with mindful reminders of small wins can help change one's thinking and help to reset perceptions about specific scenarios. An increased amount of time to work on new projects or hobbies due to a decrease in regularly scheduled activities may be a small win, particularly as we all continue to respond and react to the COVID-19 pandemic. More positive thoughts—focusing on even the smallest wins—can help combat the perception that everything related to COVID-19 is bad. However, it can be difficult for an individual to use this type of thinking unless one addresses basic physiological needs, as described by Maslow's Hierarchy of Needs.

Maslow's Hierarchy of Needs is a well-established theory that states someone must meet physiological needs before they can move on to greater pursuits like safety and security or belongingness. If some physiological components are lacking in the first tier, such as sleep and nutrition, one may experience an increase in displeasure and impact functionality. Times of crisis and stress influence the body beyond the physiological, safety and security needs of Maslow's Hierarchy of Needs. The needs of connections, friendship and belongingness are also impacted. As a result, a need for emotional support may increase, and the look of that support may appear much different.

"A crisis coupled with 'information illness' can easily lead to a frustrated and cynical attitude about all aspects of one's life."

All functions of the body are impacted when sleep recommendations of seven to nine hours every day are not met. One's decision-making and ability to form sound judgements may be adversely affected, and increased irritability may occur due to a lack of sleep. An increase in the risk of heart disease and a decrease in alertness or appetite control may also occur.

To help ensure appropriate sleep levels during times of crisis or stress, the Sleep Foundation recommends stabilizing sleep with a set schedule and routine. Additional recommendations include staying active, focusing on relaxation techniques, and being mindful of healthy nutrition.

Sleep habits may alter nutritional choices, and research has shown nutrition can affect sleep patterns. Not only does sleep impact hormones related to hunger and satiety, but sleep can also impact mood and motivation to focus on making healthy choices. Research in the *Journal of Clinical Sleep Medicine* found that, "low fiber and high saturated fat and sugar intake is associated with lighter, less restorative sleep with more arousals."

> "It is important to remember that utilizing positive coping techniques can result in long-term health benefits."

Eating healthy food is also important to maintain effective immune function and body weight. Diets high in sugar and saturated fats, while low in complex carbohydrates, fiber, and omega-3 fatty acids, have been correlated with increased chronic inflammation that may impede the functioning of the immune system. Diets rich in vegetables, fruits, nuts, legumes, fish and healthy fats have been associated with a reduced risk of chronic disease while also supporting healthy weight maintenance.

Muffins, pastries, doughnuts, and cookies are common food selections by individuals who are under stress. These selections may be an attempt to self-medicate due to low serotonin levels. During times of crisis or stress, serotonin—the hormone that stabilizes mood—may be impacted and lead to these types of choices. However, these selections may impede immune function and lead to weight gain. Solutions to overcome the negative effects may include a focus on portion control, ensuring healthy snacks are available and being mindful while eating.

Along with healthy nutrition, a person's body weight can be regulated through regular exercise. Exercise is often considered the cornerstone of health and wellness. In fact, the American College of Sports Medicine's motto is "Exercise Is Medicine." The importance of exercise as a key ingredient in health and wellness is well-documented.

A well-designed exercise program can contribute to individual health during these times. While physical activity can lead to increased exercise capacity, it can also offer improvements in the overall health of participants. An important health benefit is exercise's ability to decrease individuals' risk of various metabolic and cardiovascular diseases. In addition, an appropriate exercise program has been shown to have positive effects on stress reduction.

Despite social distancing requirements and residual impacts on gyms, there are still many ways to exercise. Aerobic exercise can be maintained without specialized equipment or dedicated spaces. Many people are turning to walking and running outside where distancing is easier to maintain. Even virtual races are being conducted throughout some communities.

Resistance exercise can pose greater potential challenges when attempting to meet the physical activity guidelines; it's recommended for adults to participate in at least two days per week of resistance exercise. One challenge for performing resistance training can be limited access to traditional weight training equipment. However, muscle only knows that it is being called upon to produce force; it does not recognize the difference between a 20-pound dumbbell, a 20-pound block of wood, or any other weighted implement. In the absence of regular gym equipment, other substitutions can be utilized. This is an ideal time to explore unconventional exercise modalities. Options may include utilizing milk jugs, towels or other instruments that provide resistance to the muscles. Another excellent alternative includes bodyweight exercises. Push-ups, pull-ups, dips, planks, and other bodyweight exercises are excellent methods of achieving strength gains.

Exercise routines may look and feel different now, but it should be remembered that the human body quickly grows accustomed to any stress placed

upon it. As a rule, individual routines should be changed periodically. A shift from past exercise routines provides the opportunity to explore new and different methods of exercise.

One of the most important ways to take care of yourself in times of crisis or stress, however, is paying attention to your own behavior. A person may show physical and emotional signs of tension, agitation, and uncontrolled emotions. Recognizing and paying attention to these signs and symptoms can help a person identify when to take action. Removing oneself from the circumstances at hand, when appropriate, and talking to someone openly about how you feel is important.

Although family and friends can assist in identifying destructive behavior, they might not fully understand individual issues due to not having the same perspective or having their own stressors. Fortunately, many agencies provide support through mental health services. These are confidential, and many are offered at little or no cost to the individual. At a minimum, individuals should try communicating with peers who encounter similar stressors—both at work and at home.

In many instances, individuals in law enforcement and other frontline workers may try to compartmentalize work feelings resulting from a crime or other gruesome situation. However, during a crisis or stressful time, it can be more difficult to compartmentalize feelings related to stressors from work. The same feelings can carry over into an individual's home with the introduction of social distancing, at-home education for children, and furloughs or layoffs. Home is usually an escape from the day-to-day stress of work; however, during crises and times of high stress, that might not be the case.

As is evidenced from all the ways that a crisis impacts an individual, it is more important than ever to consider utilizing professional mental health resources. Additionally, remember individuals are not alone in this, as everyone is dealing with new issues and feelings. During times of crisis, most individuals feel a disruption in their daily activities, yet creating a healthy routine can be beneficial. To help reduce feelings of isolation and take one's mind off issues, consider working in the yard, finding hiking trails, or even walking in one's neighborhood. This can provide a moment to be mindful and discover the little things that may have been missed in the past. In addition, several observational studies have shown a strong positive correlation between urban greenspace exposure (including gardens) and physical and emotional health.

While stressful times may present opportunities for unhealthy habits, it is important to remember that utilizing positive coping techniques can result in long-term health benefits. These crises may have far-reaching effects. The ability to understand and manage those situations in a healthy manner, as well as supporting colleagues, is of utmost importance. The public looks to law enforcement agencies during this time for guidance; therefore, prioritizing officer health and implementing positive coping strategies should be a high priority for all law enforcement, particularly in times of crisis.

BY
Alexa Bitterman,
Intern, IACP

Supporting Anti-Human Trafficking Task Forces

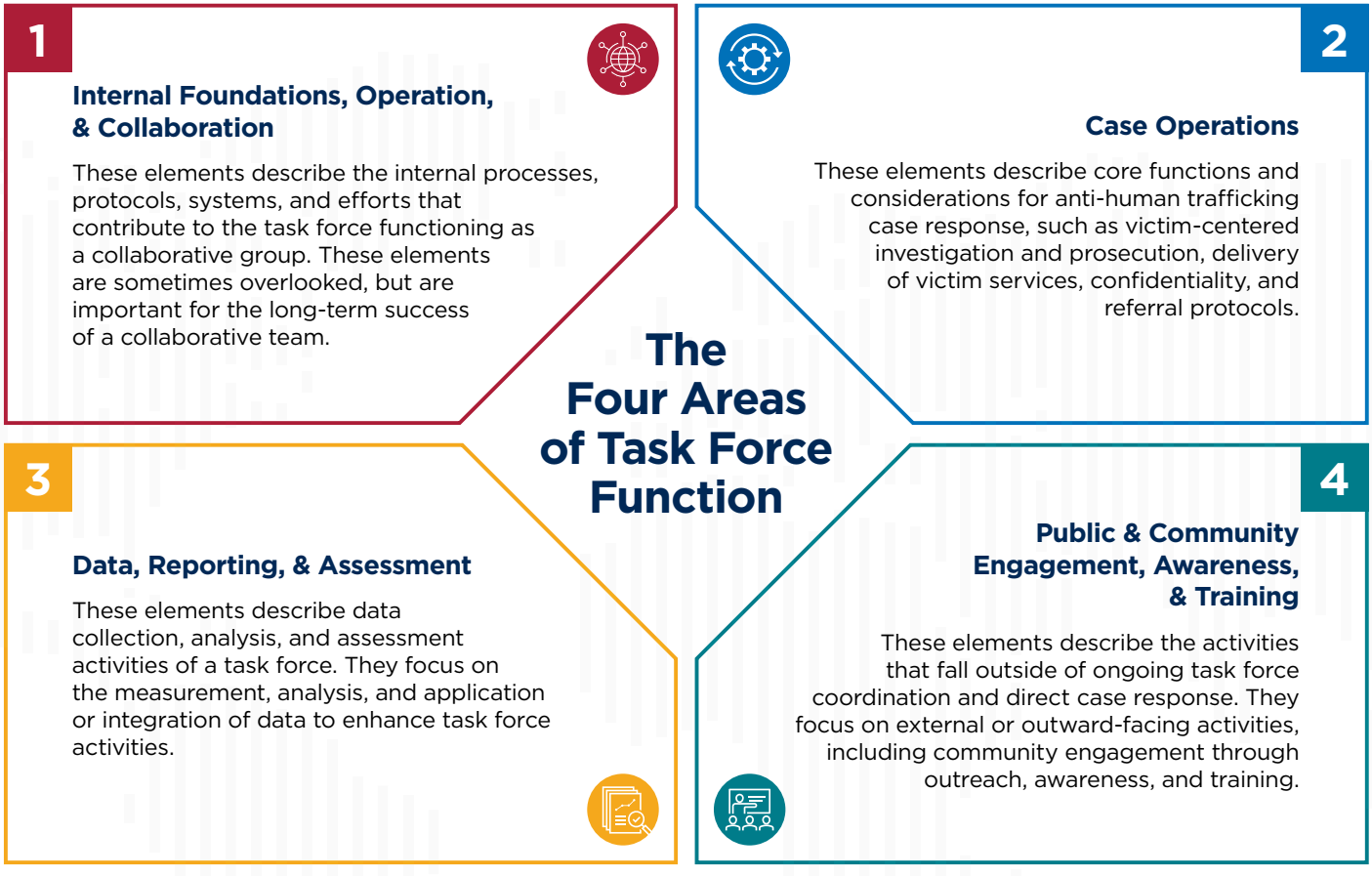
IACP's Development and Operations Roadmap

DUE TO INCREASED STATE AND FEDERAL ATTENTION TO HUMAN TRAFFICKING, LAW ENFORCEMENT AGENCIES ARE MAKING PROGRESS TO SUPPORT VICTIMS AND HOLD TRAFFICKERS MORE ACCOUNTABLE. MANY JURISDICTIONS HAVE DEVELOPED MULTIDISCIPLINARY ANTI-HUMAN TRAFFICKING TASK FORCES.

Since 2004, the U.S. Department of Justice (DOJ) has provided federal funding around the United States to support task forces to combat human trafficking that use a multidisciplinary and collaborative approach among local, state, and federal law enforcement, as well as prosecutors and victim service providers. These Enhanced Collaborative Model (ECM) Anti-Human Trafficking Task Forces adhere to the Trafficking Victims Protection Act by ensuring that all trafficking victims are identified and receive access to a comprehensive array of supportive services. The task forces also ensure the crimes of human trafficking are successfully investigated and prosecuted at all levels—local, state, tribal, and federal.

The International Association of Chiefs of Police (IACP) has partnered with the DOJ's Bureau of Justice Assistance and Office for Victims of Crime to develop a resource for jurisdictions interested in establishing a collaborative,

Roadmap Snapshot: Areas of Function



multidisciplinary anti-human trafficking task force—*The Multidisciplinary Collaborative Model for Anti-Human Trafficking Task Forces: Development and Operations Roadmap (*the *Roadmap).*

The *Roadmap* was created with direct input from the ECM Anti-Human Trafficking Task Forces around the United States, and it outlines core elements of a high-functioning task force. This resource is a visual tool to assist multidisciplinary task forces in building a strong foundation and advance operational capacity and effectiveness as they evolve and adapt over time. The *Roadmap* illustrates the breadth and complexity of partnerships, expertise, and training that is needed to effectively combat human trafficking crimes. This tool can help patrol officers, investigators, analysts, and other law enforcement personnel understand their roles and contributions to a larger multidisciplinary team and facilitate a shared understanding of roles, responsibilities, and overall mission to achieve public safety.

The purpose of the *Roadmap* is threefold. First, it aims to provide multidisciplinary task forces with a tool to assess processes, collaborate, manage growth and performance, and progress toward goals. Second, it helps to reinforce that developing a multidisciplinary task force is a process that requires time, attention, and intention—no matter what stage of development the task force is in. Finally, it equips task forces with resources that support capacity building and sustainability to help further task forces' progress.

This resource helps multidisciplinary teams with developing core capacities to advance their collective anti-human trafficking efforts. The *Roadmap* highlights four areas of core function:

1. Internal Foundations, Operation, and Collaboration
2. Case Operations
3. Data, Reporting, and Assessment
4. Public and Community Engagement, Awareness, and Training

Within each function, the *Roadmap* presents various elements and stages that offer questions and prompts for task force members to consider as they move through the different phases of task force development and operations.

The Internal Foundations, Operation, and Collaboration function area highlights the importance of internal functions for a task force, such as their goals and objectives, roles and responsibilities, and guiding principles, to ensure collaboration and long-term success. The Case Operations function area describes key components and considerations for anti-human trafficking case response, such as victim-centered investigations, delivery of victim services, and referral protocols. The Data, Reporting, and Assessment function area discusses data collection, analysis, and evaluation activities task forces need to engage in to measure, report on, and enhance their activities. Last, the Public and Community Engagement, Awareness, and Training function area describes the activities task forces are associated in outside of usual task force operations, including community outreach, awareness, and training.

To view the *Roadmap*, or other anti-human trafficking tools for law enforcement, prosecutors, and their multidisciplinary partners, visit the IACP's Anti-Human Trafficking Training and Technical Assistance (theIACP.org/humantrafficking) website. To connect with staff working on IACP's anti-human trafficking initiatives, please email humantrafficking@theIACP.org.

DEFINITION OF HUMAN TRAFFICKING

The Trafficking Victims Protection Act (TVPA) defines human trafficking as

- sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; or
- the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

Source: United States Department of Justice, "Human Trafficking," https://www.justice.gov/humantrafficking

ADDITIONAL IACP ANTI-HUMAN TRAFFICKING RESOURCES

Online Training

Free courses and webinars for law enforcement, prosecutors, human trafficking task force coordinators, and affiliated criminal justice professionals to gain knowledge in the field of anti-human trafficking.

elearning-courses.net/iacp/html/index.cfm

Library of Human Trafficking Training, Tools, and Resources

Targeted to law enforcement, prosecutors, and judges, this online library is a compilation of in-person and online trainings, webinars, workshops, tools, articles, blogs, checklists, and other resources available from a multitude of professionals in the field of anti-human trafficking.

myIACP.org/humantraffickingdirectoryvp

Child Sex Trafficking Investigation Tools for Law Enforcement

Key resources to assist law enforcement leaders and frontline officers in adopting effective multidisciplinary approaches to address child sex trafficking in their communities.

theIACP.org/childtrafficking

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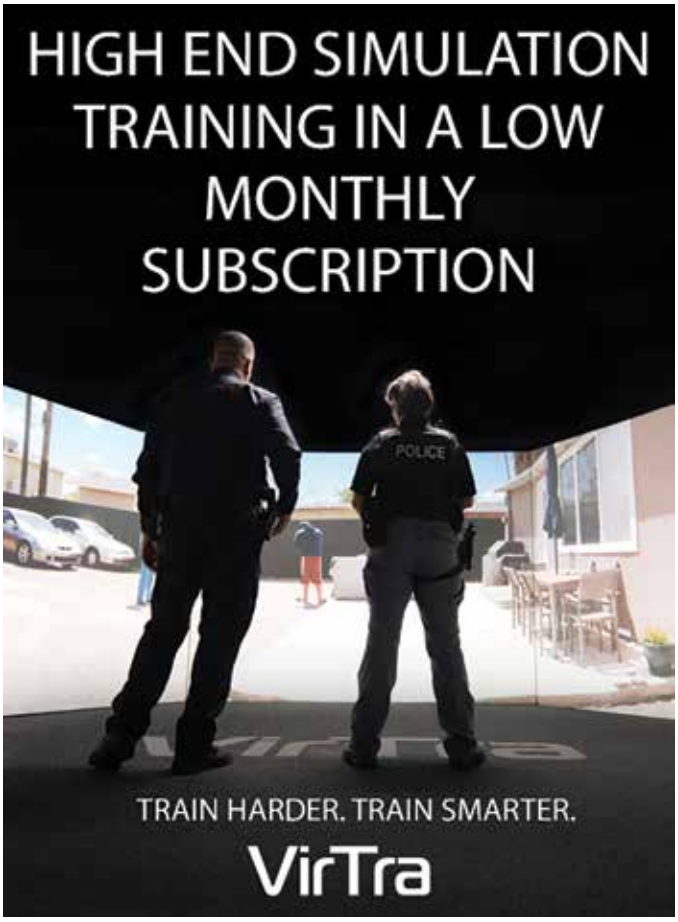


Great Ideas in Policing

Innovations in the policing profession are essential to continually enhance police operations. Agencies around the world are innovating every day, including in the areas of officer education, crime prevention, and community-oriented policing. IACP Net provides a repository of promising practices, innovative programs, and other resources from agencies and experts around the globe.

Resources discussing general innovation trends and innovations in specific areas are available. Some examples from the **Main e-Library**, **Current Affairs: News** tab, and **Links Portal: Links** tab include

- Law Enforcement Innovation News (#19886)
  Collection of police innovations in the news, consolidated by the IACP
- Law Enforcement Innovation Center
  A link to the Law Enforcement Innovation Center from the University of Tennessee Institute for Public Service
- "HSI's Use of Advanced Data Analytics to Identify Criminal Networks and Combat Transnational Crime" (#652732)
  An article from the March 2020 issue of the IACP's Police Chief *magazine*

Many of today's policing innovations revolve around technological advancements. The **Main e-Library** and the **Current Affairs: News** tab showcase resources involving technology and police operations. Some of these are

"How to Use Technology to Manage Officer Safety" (#651360)
An article from the FBI National Academy Associates, Inc.

- "Test Driving the Future" (#651969)
  An article from American City and County
- "Perspectives: New Technology" (#652733)
  An article from the March 2020 Issue of the IACP's Police Chief *magazine*

Training in current areas of police innovation, such as crime prevention, as well as community-oriented policing, can be found on the **Current Affairs: Events & Training** tab. They include

- Applied Evidence-Based Policing Practices: Homicide & Violent Crime Reduction (#28880)
  Free, online training offered until December 31, 2020, and sponsored by the Office of Community Oriented Policing Services
- New Perspectives on Community Policing (#28887)
  Free online training offered until December 12, 2020, and sponsored by the Office of Community Oriented Policing Services

Access these resources and more at **theIACP.org/IACPnet**. For more information, call the IACP Net team at 800.227.9640.

TOP IACP BLOG POST

Explore the IACP App!

Stay connected with the IACP wherever you are with the new IACP App! With support from U.S. DOJ COPS Office CRI-TAC program, the IACP has expanded the Events App, providing you with access to important COVID-19 related resources and more while on the go.

Read this blog post and others at **theIACP.org/blog.**

TWEET of the month

TOP *POLICE CHIEF* MAY ONLINE BONUS ARTICLE

"Death and Loss in Police Work"

By Daniel Blumberg, PhD; Peter Collins, MD; Konstantinos Papazouglou, PhD; Mike Schlosser, PhD; and George Bonnano, PhD

Read this and other bonus content at **policechiefmagazine.org.**

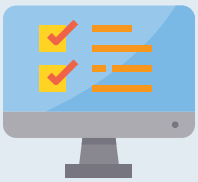
POPULAR IACP RESOURCES

» *NEW!* COMMUNITY-POLICE ENGAGEMENT RESOURCE PAGE
» COVID-19 RESOURCE PAGE

New COVID-19 resources include guidance for officers on handling sexual assaults, domestic violence, traffic incidents, and impaired driving during the pandemic, as well as information on the role of foundations.

Access these and other resources at **theIACP.org**.

FEATURED ITEM IN IACP MONTHLY MAY NEWSLETTER



Policy Center Releases New Resources

The IACP Law Enforcement Policy Center has recently released resources about Line-of-Duty Serious Injury. Agencies can prepare to provide resources such as behavioral health and wellness or peer support services to officers and their families. The Line-of-Duty Serious Injury Considerations document and Concepts & Issues paper from the IACP Law Enforcement Policy Center provides guidelines for agencies to consider.

Visit **theIACP.org/policycenter** to access this and other policy-related resources.

THIS MONTH'S QUOTE

"Tomorrow belongs to the engineers, entrepreneurs, and the architects; we must become them. In the next five years, we will see new advances and inhibitors to communication with the communities we serve and a continuing redefinition of the role of police in society."

"A Look Ahead at Community-Oriented Policing" by Ronald Sellon **38**

By
Rich Andreucci, Lieutenant, Sunset Valley Police Department, Texas

Big City Problems, Small Town Resources

From the IACP Smaller Agencies Section

IF YOU'RE READING THIS, THERE'S A GOOD CHANCE YOU WORK FOR A SMALLER POLICE DEPARTMENT. YOU ARE IN THE MAJORITY OF LAW ENFORCEMENT, BUT MOST OF THE TIME YOU FLY UNDER THE RADAR.

The big cities get all the attention, and you are fine with that. You know all of your officers by name and likely their wives and children, too. You know the officers who are rock stars and the ones who need some extra guidance. Depending on the population of your city, you may even know the majority of those you serve.

Right now, the world is on fire. Your resources were already stretched thin trying to safely navigate COVID-19. You managed to keep your officers healthy without sacrificing service.

It looked like things were starting to slowly move toward normalcy—and then Minnesota happened. Now what? Your agency hasn't had a formal complaint in months. You can't remember the last officer-involved shooting, and most days end as uneventfully as they started.

How do you find a voice in this? What do you tell your officers? What do your officers tell their friends and families? You're a cop. It's assumed you should know what those cops were thinking and why they did what they did.

How do you find your voice and be heard above the noise? Before I was a police officer, I worked as a summer camp counselor for the YMCA, and I learned that you cannot get attention by yelling over others. However, if you speak softly, others will quiet down to hear what you are saying.

So, quietly start being the change. Change how you recruit officers, make how you handle complaints and discipline more transparent, and be as vocal about your failures as you are about your successes. Remember, many of the officers we hire and train end up working for larger agencies. Smaller agencies can be the first ripple in what later becomes a wave of change.

What I'm saying should not be viewed as revolutionary or seen as dissent. We can start the paradigm shift to being peace officers first and law enforcement officers second. That's what our most vocal critics are calling for, so why not try it? Many smaller agencies don't face the call load of our bigger counterparts. What we lack in resources, we can make up for in time. Encourage your officers to use the time between calls and reports to engage the community.

If you have a commercial district in your jurisdiction, have your officers get out of their cars and walk around. Encourage them to go into the stores and talk to people. If your jurisdiction is mainly residential, encourage them to stop and talk to anyone they encounter on patrol. I don't mean the typical "stop-and-talk"; I mean stop and have a conversation with no agenda.

If the idea of your officers doing that gives you heartburn, you need to evaluate who you have working for you and the mission of your agency. Now is not the time to hide behind your desk and policies. Smaller agencies can lead from the front; we can be the tip of the spear. As organizational leaders, we must have the courage to weather the storm that change brings knowing we will come out better for it. Your legacy and the legacy of your agency is in your hands. Choose wisely and get to work.

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August 24-28, 2020 - **Organizational Leadership & Problem Solving** - Urbana, IL
August 24-28, 2020 - **Intelligence-Led Policing: Turning Theory into Practice** - Garden City, KS

SEPTEMBER

September 14-18, 2020 - **Strategic Management for the 21st Century** - Urbana, IL
September 14-18, 2020 - **Intelligence-Led Policing: Turning Theory into Practice** - Roy, UT
September 21 - October 2, 2020 - **Homicide Investigation** - Reno, NV

OCTOBER

October 5-9, 2020 - **Personnel Development, Assessment & Liability** - Urbana, IL
October 12, 2020 - February 12, 2021 - **87th Command Officer's Development Course** - Clermont, FL
October 12-16, 2020 - **Chief Executive Leadership** - Louisville, KY
October 19-30, 2020 - **Homicide Investigation** - Moncks Corner, SC
October 26-30, 2020 - **Performance Management: From Budgeting to Operations** - Urbana, IL
October 26-30, 2020 - **Sex Crimes Investigations** - Gardner, KS
October 26-30, 2020 - **Management of the Small Law Enforcement Agency** - Louisville, KY

NOVEMBER

November 2-13, 2020 - **Homicide Investigation** - Millington, TN
November 9-13, 2020 - **Intelligence-Led Policing: Turning Theory into Practice** - Louisville, KY
November 9-13, 2020 - **Sex Crimes Investigations** - Marshalltown, IA
November 16-19, 2020 - **Crime Prevention through Environmental Design** - O'Fallon, MO
November 16-20, 2020 - **Sex Crimes Investigations** - Louisville, KY
November 30 - December 3, 2020 - **Managing the Media in Law Enforcement** - Louisville, KY

DECEMBER

December 7-10, 2020 - **Crime Prevention through Environmental Design** - Louisville, KY

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