

POLICE CHIEF

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Chief John Letteneey

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Chief John Letteney



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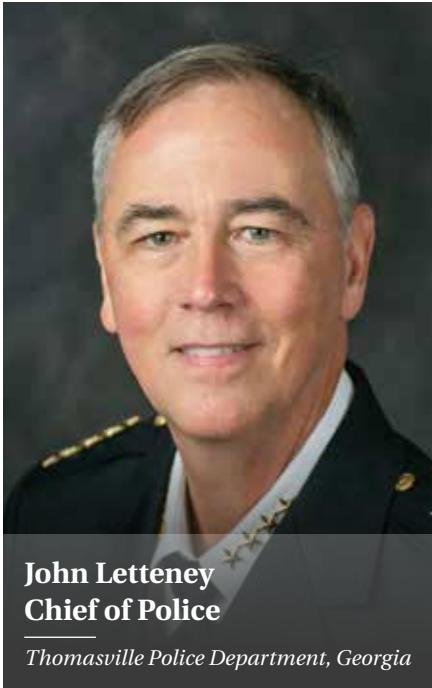
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The Year Ahead: 2022–2023



John Letteney
Chief of Police

Thomasville Police Department, Georgia

“
**Our partners
across the
profession
must come
together to
make a positive
difference.**
”

AS I BEGIN MY TERM AS THE 2022–2023 IACP PRESIDENT, I WISH TO THANK THE IACP STAFF, BOARD MEMBERS, AND IMMEDIATE PAST PRESIDENT DWIGHT HENNINGER FOR THEIR SERVICE AND WORK TO MOVE THE ASSOCIATION FORWARD. AS OUR MEMBERS KNOW, THERE WERE MANY ACCOMPLISHMENTS DURING THE PAST YEAR; AMONG THESE, INITIATING THE IACP TRUST BUILDING CAMPAIGN IS ONE OF THE MOST SIGNIFICANT.

The issue of trust in policing is not new, nor is it limited to the United States. As I have traveled to other countries and met with global police leaders, I have learned that, to a large extent, we are all dealing with similar issues and have similar opportunities, and the issue of communities having trust in their police agency is a global one that dates back to the origins of modern-day policing.

In fact, the foundational principles of the police service as espoused by Sir Robert Peel, the British Home Secretary in the mid-1800s who is considered the father of modern-day policing, include elements of trust and legitimacy. In some measure, all of his nine policing principles can be tied in some way to trust and legitimacy.

To that end, your Executive Board is making arrangements to hold the annual strategic planning meeting in the UK, not only to get back to our “roots” in policing, but also to enhance the Trust Building Campaign in ways that have historically been effective.

The overall concepts of trust building and partnering for public safety have been incorporated in a variety of ways over time—most recently, through National Faith and Blue Weekend. Launched to facilitate safer, stronger, and more unified communities, Faith and Blue has seen hundreds of law enforcement partners and their communities come together to collaborate and engage. Building trust, as well as enhancing it in so many of our communities where the community already has a positive and trusting relationship with their police, is a constant need that transcends time, geography, and politics. It is important because law enforcement exists to serve the public by being an integral part of the community

and by forging relationships to enhance its ability to solve problems. No community can function effectively without law enforcement, and no law enforcement agency can function effectively without the community it serves.

But it's not just the police that need to build trust. There needs to be transparency and responsiveness across the criminal justice system. As retired chief, IACP Board of Directors member, and my friend Todd Axtell says, “The spokes of the Criminal Justice System wheel must work in concert (police, prosecutor, courts, judges, etc.), and the hub is victim centered.”

To that end, I will task our committees, sections, and staff to identify opportunities to engage our system partners and advance the conversation with a goal of collective agreement on systemic improvement that will have a positive impact on public safety and enhance trust in our communities, certainly with a victim-centered perspective.

Additionally, we know that conversations about police reform must include the police perspective. Through the advocacy weight of the IACP and the bipartisan relationships we have built, we have a seat at the table when these important topics are discussed—and our perspectives are considered at the highest levels of government. This is important because being part of the conversation affords us the opportunity to clarify the narrative and include a factual representation of the issues and perceived problems, which puts them into proper perspective.

Governor Brian Kemp of Georgia captured the importance of recognizing this when he said, “While so much of our attention is on the few that have violated their oath, we have failed to express our

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deepest appreciation for the many more who uphold it every day.”

We know that the vast majority of police officers are professional public servants who sacrifice of themselves to make a difference in their communities. The IACP will continue to highlight this and use its voice to combat the negative narrative with facts about the nobility of our profession.

To inform that voice, we will bring back the IACP Listening Sessions first conducted several years ago under the leadership of Past President Terry Cunningham. We learned through those interactions that, by meeting with our members in smaller sessions, we gain keen insight about the issues you face, locally, regionally, and beyond.

In developing the Trust Building Campaign, which was launched just a few months ago, the Executive Board and specifically the vice presidents who would move through the chairs to assume the presidency, all agreed to support a long-term focus on this important topic.

While each president has his or her own priorities for his or her term, we agreed to a collective focus that would hopefully imbed the campaign into the fabric of the IACP and our profession, ensuring continued progress and, where needed, improvement.

As we considered this, it became clear to me that we should rethink the hand-off from one IACP president to the next. While effective in many ways, the start and stop of the presidential year needed to be revisited. Our world, along with our profession, has changed and we believe we will be most effective going forward by developing a multiyear focus.

We will certainly continue to have our goals, but they are particularly focused around the Trust Building Campaign and the perennial needs and opportunities where the association could, and should, expend its time and talent. The

perspective that came to me was that we should have a mindset similar to that of a relay race participant. Each of us has a time to hold the baton and lead the charge. But, there comes a time to pass it off, once the next in line gets up to speed. This ensures a smooth transition and a continuing of the important efforts of the IACP from one year to the next.

THE “I” IN IACP

Keeping the “I” in IACP has been a focus for quite some time, and we have made great strides. Our international vice presidents, as well as our Global Policing director and staff and others, have done exemplary work in this area and have helped position us to be more involved in global policing opportunities.

However, as we all know, the pandemic had a profound effect across the world, and from the IACP perspective, we missed opportunities to continue our global outreach, attract new members, and develop new relationships.

As the effects of the pandemic continue to subside, and hopefully remain manageable, we will continue to work with our colleagues at Interpol, Aseanapol, Europol, Ameripol, and others as we seek new partnerships with aligned organizations and associations. For the first time in many years, our World Regional Chair positions are all filled, and these representatives have joined the Board of Directors, bringing their perspectives and expertise to the membership. In addition to our office in the United Arab Emirates, we now have an IACP office in South Korea, and we are looking for additional opportunities to extend our reach by opening offices in other countries.

As I have met with police leaders and attended meetings of these associations, several common themes arise. From cybersecurity to drugs and gun violence to human trafficking, we have more in common with our global counterparts than many may realize. The IACP will continue to focus on these topics to

enhance collaborative opportunities where we can connect our expertise to agencies in need, increasing our global impact.

A wise emergency manager once told me many years ago that “All disasters are local.” Similarly, transnational crime, homeland security concerns, and even multinational human trafficking are “local.” Either at the point of origin or point of execution, or somewhere in between, the local police must address the issue, and many are just not equipped to do so. That is why our partners across the profession must come together to lend their abilities and resources to make a positive difference in these and so many other areas.

GLOBAL TRAFFIC SAFETY

Enhancing traffic safety by reducing impaired driving and other causes of serious injuries and deaths is an important focus of the association and part of the mission of many of our committees and sections. In support of global road safety, IACP's recently signed memorandum of understanding with ROADPOL will become operational, and we will continue our work with the International Road Policing Alliance, Bloomberg Philanthropies, and the World Health Organization, who recently reported that approximately 1.3 million people die annually on our roadways.

Our efforts at global road safety must expand, so that IACP and our partners can continue to save lives and make our roadways safer. We will continue our work with the U.S. Department of Transportation on Traffic Incident Management to reduce secondary crashes and responder struck-by incidents, a key component of officer and responder safety, and we'll attempt to expand that concept beyond U.S. borders.

SHAPING THE FUTURE OF POLICING

We will continue to enhance our signature programs, including the Mass Violence Advisory Initiative, Elevate Blue, IACPlern, and others, and maintain a continued focus on the important work of the National Consortium on Preventing Law Enforcement Suicide. From the perspective of leadership, and the responsibility we all have to prepare the next generation, IACP is a ready

resource to help with your succession plan.

It is a responsibility of every police leader to invest in the next generation, a concept integral to IACP's mission of “shaping the future of the police profession.” That is why I am excited to see the progress of the Smaller Department Section and the Division of State Associations of Chiefs of Police (SACOP) in redeveloping and advancing the Mentor Match program. I encourage you to take advantage of the program to help train your leaders of tomorrow and to serve as a mentor to help others do the same.

You see, it's not only what you get from IACP, it's what you give. To that end, there are many opportunities to become more involved. Please consider serving on a committee, seeking a position on the Board of Directors, or running for one of the elected Executive Board positions. We need your perspective, your talent, and your vision.

In closing, it's an honor to be your president, but more so, it's an honor to be a police officer in service to an agency and a community. Because what our profession stands for, the nobility of what you and I do as police leaders and police officers, *matters*. It matters to our agency, our communities, our profession, and our nations.

I am excited about this next year, working with our more than 32,000 members in 170 countries and our staff to make a difference in public safety around the globe as, together, we shape the future of the policing profession. ☺

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2022-2023 IACP EXECUTIVE BOARD

**The IACP Executive Board
comprises the elected leadership
of the association.**

They are committed to advancing the profession of policing by promoting enhanced practices; cooperative efforts; and the exchange of information among police administrators, institutions, and organizations. The Executive Board meets quarterly to conduct the business of the association.

As the leadership of the IACP, the members of the Executive Board are expected to play a key role in promoting the work of the association and highlighting the value of IACP membership to others.



JOHN LETTENAY
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Going Farther Together

The Mass Violence Peer-to-Peer Advisory Team



Karhlton F. Moore,
Director, Bureau of
Justice Assistance

U.S. Department of Justice

“

**The BJA
cannot do this
work in a silo...
together, we
can go farther.**

”

THERE IS AN OLD AFRICAN PROVERB THAT STATES, “IF YOU WANT TO GO FAST—GO ALONE. IF YOU WANT TO GO FAR—GO TOGETHER.”

The Bureau of Justice Assistance (BJA) has had the great privilege and honor to fund a number of powerful initiatives over the years, including the Mass Violence Advisory Initiative (MVAI) that started last year. The success of such projects takes all of us, including grantees like the IACP, law enforcement officers, and others working in a wide variety of professions. The BJA cannot do this work in a silo. While, at a quick glance, that may seem easier or the way forward—we know that, together, we can go farther.

Unfortunately, the United States has experienced acts of mass violence for a very long time. This is not a new societal issue, but one that appears in the news more and more. This summer, while Americans celebrated Memorial, Independence, and Labor Day events, the communities of Uvalde, Texas; Highland Park, Illinois; and Norfolk, Virginia reeled from the results of mass violence. As of this writing, a shooting spree took place in Memphis, Tennessee, just as students returned to school.

So, what can we do to help communities experiencing such tragedies? How can we work together—go farther—to help prevent, deal with, and heal after such loss of life?

Following a mass shooting, the police coordinate responses and secure scenes, ensure the safety of the community, respond to media inquiries, communicate with families and victims, and investigate the incident. In today’s fast-paced world of social media, there is intense scrutiny on the agency, officers, and community following a mass violence event.

Together with the IACP, the BJA provides peer-to-peer assistance to law enforcement leaders in the aftermath of a mass violence event to maximize the safety and wellness of officers and

to help the community heal. Within 24 hours of a mass violence event, the IACP staff contacts both the advisory team and the department in need.

The Mass Violence Peer-to-Peer Advisory Team, composed of subject matter experts with firsthand experience with acts of mass violence, will deploy upon request to provide ongoing assistance and resources at no cost to help law enforcement leaders and their communities heal following a mass violence incident. These experts include police chiefs, sheriffs, public information officers, mental health and victim services professionals, chaplains, and community leaders. These individuals use a trauma-informed approach to help guide law enforcement agencies and their communities toward healing in the wake of harm. Due to the complex and urgent nature of these incidents, law enforcement leaders will benefit from the knowledge of other law enforcement personnel who have experienced a similar tragedy.

The team was chosen due to their unfortunate shared experiences that no law enforcement leader ever wants to happen in his or her community. Because mass violence events can cause deep and long-lasting trauma to families, first responders, and community members, psychologists who have responded to mass violence tragedies are also part of the advisory team. Understanding the psychological impact of these events, the BJA and the Mass Violence Peer-to-Peer Advisory Team provide extensive officer safety and wellness and vicarious trauma catalogues, partnerships with the Office for Victims of Crime Training and Technical Assistance Center, an online community of practice, and more.

The BJA and the IACP are here to help. To learn more, visit theIACP.org/MVAI. ☪

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Q: What is the single most important thing you can do to prepare your agency to successfully address critical incidents?



A: With any critical incident, leadership will underpin your organization's success or failure. The most important thing you can do to prepare is to proactively commit to developing your leadership cadre. Effective leadership requires ongoing development and learning that should be an inherent part of career progression. Leaders need to be operationally competent and have the right technical skills, but they must also have the trust, respect, and confidence of their staff. During any critical incident, the right leaders will get the best out of their people by demonstrating integrity, positivity, and compassion while remaining calm and responsive.

People who feel supported and inspired in their work will be motivated to produce the best outcomes; therefore, investing in your organizational leadership—both present and emerging—enhances the likelihood of success in any critical incident.

Mike Pannett, Assistant Commissioner
Australian Federal Police



A: The most important thing you can do to prepare your agency for a critical incident is to have a plan and ensure that everyone knows their role within the plan. Essential elements of preparation also include keeping up with best practices and reflecting those through training and exercises and sound policies and procedures. Take advantage of available resources, including Improving Community Preparedness TTA (ICPTTA) and IACP's Mass Violence Advisory Initiative. Dealing with a critical incident, regardless of size and scope, will no doubt present challenges, but having a well-thought-out plan is the most important thing you can do for the members of your agency so they can be as successful as possible.

Cassidee Carlson, Division Chief
Patrol Division
Aurora Police Department, Colorado



A: Planning and leadership are paramount when it comes to successfully addressing a critical incident. Organizations must be prepared for worst-case scenarios. Planning must include intentional efforts toward training, equipment, and policies. Critical incidents usually involve multiple agencies, so planning for a mutual aid environment is required—this includes other police departments, but it also includes fire services and emergency managers. Wise leaders are working with these entities every day to plan for events that we hope never happen. Leadership in the moment that a critical incident is unfolding is what will make the difference. Ensuring the right leaders are deployed at the right times to make the best decisions possible can serve as the inflection point necessary to diminish the chance that a critical incident becomes a crisis. Chief should consider that leaders who excel in this environment might not be commiserate with rank or day-to-day assignments.

Matt Langer, Colonel
Minnesota State Patrol



A: The Ontario Provincial Police's response to critical incidents is governed by the Framework for Police Preparedness for Indigenous Critical Incidents, which stresses the importance of maintaining communication throughout the stages of conflict.

The single most important component to successfully addressing critical incidents is to ensure resources are deployed based on accurate information and intelligence, historical precedents, lessons learned, current issues, and considerations that impact strategy and outcomes. Our Major Incident Management Group provides incident commanders with proactive real-time intelligence supporting the development of ethical and effective strategies and operational plans that are culturally responsive and focused on community safety.

Communication throughout ensures police are working toward the safest and most peaceful resolution. In the end, the most important effect a team can have on a critical incident is prevention.

Rose DiMarco, Deputy Commissioner
Traffic Safety and Operational Support
Ontario Provincial Police

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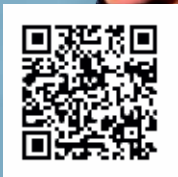
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BY

Thom Fladung, Managing Partner, Hennes Communications, and Terry R. Derden, Chief Legal Advisor, Ada County Sheriff's Office, Idaho

Understanding and Managing Your Next Crisis

ONE OF THE WORST PHONE CALLS FOR ANY SHERIFF OR CHIEF IS LEARNING THERE IS AN OFFICER DOWN OR THAT AN OFFICER TOOK SOMEONE'S LIFE.

Most law enforcement executives have a solid plan for the immediate aftermath of an officer-involved shooting, but the bigger worry is the fear of the unknown as the situation plays out beyond the first 24 or 48 hours.

What happens when the agency is sued? What happens if public protests erupt over the incident? What happens when social media explodes or traditional media report on the incident repeatedly?

Having a plan for the first 24 hours is great. Having a plan, including a communications strategy, and the tools and tactics to execute that strategy is better. Understanding how the lengthy lawsuit process works means executives won't do more harm than good as they navigate the crisis.

CRISIS COMMUNICATIONS AND TELLING THE STORY

When officers have a story to tell, it may be incomplete. All the answers to the many questions people will have may not immediately be at hand. Investigations will have to be conducted and results or conclusions may take months. But there aren't months to begin telling the story.

For all communications, particularly with media outlets, follow the crisis communications fundamentals. At Hennes Communications, advisors apply the "damage control" playbook's five simple concepts:¹

1. **Tell the truth.** The truth will come out. And if the department wasn't telling it, there may be new and potentially more serious problems.
2. **Tell it first—if the agency doesn't, someone else will.** To have any level of control of the story, the police executive must tell it. While "no comment" may be tempting, saying so risks the equivalent of a guilty plea in the court of public opinion.
3. **Tell as much of the story as possible.** Sometimes, for very legitimate reasons, there may be important details that people want to know that can't be shared. Privacy issues will come into play. Some information may be part of the confidential investigative process. And some, the agency simply won't know in the early stages. An important step is telling people *why* some pieces of information can't be shared. Another important caveat: Do not tell anything that isn't known to be true.
4. **Tell it fast.** Information in the age of digital communications and social media moves at a blindingly fast pace.
5. **Tell it to the people who matter most.** Agency employees, local elected officials, community partners, and others will be waiting to hear from the police leaders. Many may be ready to support their agency and officers, but they can't do so in an information vacuum.

The following are some other important considerations, particularly in dealing effectively with the media.

Schedule regular media briefings. Media briefings are crucial, especially in the days immediately following the incident when interest will be at its height—as will the tendency for misinformation and rumors to circulate. Scheduling the briefings will allow executives or public information officers to field questions in an organized manner and share information more widely.

Monitor social media. Facebook and Twitter, along with other social media channels, can serve as important community sounding boards, providing insight into what people are saying, as well as surfacing rumors or misinformation. This would also be a good chance to remind employees of any policies or guidelines around their use of social media.

Speak consistently and with one voice. The crush of demand for information may require agencies to have more than one spokesperson or different spokespeople on different days. It is important to make sure that the established talking points around each issue are used consistently.

MANAGING THE LAWSUIT ALONGSIDE THE CRISIS

When a crisis happens, lawsuits often follow, carrying the high risk of affecting the lives and careers of officers while posing a financial burden or embarrassment for the agency. First, all

communication decisions must now take the lawsuit into account. Legal strategy and communications strategy must go hand in hand, but learning of a lawsuit filing does not mean immediately changing tactics or going silent. Doing so can unintentionally kill the goodwill that has been built with the communication strategy or, worse, attract new criticism that affects the jury pool and the public. Instead, this new piece of the puzzle should be incorporated into the communication plan.

In most states, the first step is a notice in some form, often called a notice of tort claim, which identifies who is suing and why. Most tort claim notices require filing within a certain number of days to preserve a person's claim. The notices are often filed before the plaintiff's attorney has even considered the merits of the case. Many times, the notice never results in a lawsuit as the plaintiff's attorney realizes there is no substantial legal claim. Thus, receiving a notice of tort claim shouldn't cause panic or a sudden change in the agency's communication plan. Instead, remember that often the best defense is a good offense. Preparing with a legal counsel for a possible lawsuit by preserving all documents, videos, interviews, etc., in a risk management file could help the lawyer review the matter and advise the department on its level of liability and potential risk.

If an official complaint and demand for trial is received, legal counsel will assist in planning how to respond to the allegations. Lawsuits are an intentionally slow and deliberate process as lawyers engage in discovery and depositions to gather facts. Using this information, agency lawyers will likely prepare a motion to dismiss. If that is denied and appeals are exhausted, it is time to talk settlement or whether the case should go to trial.

When it is a crisis that attracts public attention, the media and interested parties will be following the legal steps by checking court websites, talking to plaintiffs and their lawyers, and seeking

comments from the agency executives or personnel. The authors' advice is to comment only on significant developments in the case or to correct misinformation or clarify an important fact. Often, clients err by completing their communication plan without taking the lawsuit into account and then, waiting as the media inevitably responds to the public filing—or is alerted to the suit by the plaintiff's attorney—and seeks comments from an unprepared defendant. Incorporating the lawsuit into the overall communication strategy will help assuage the fear that agency leaders are risking a legal mistake.

Ultimately, the goal must be to remain a trusted source of information about important and sensitive matters that people care about. People are

remembered for how they handled the biggest crisis of their careers. Chiefs must ask themselves how do they want to be remembered? ♡

NOTE:

¹Thom Fladung, "Crisis Communication: 5 Steps for Damage Control," Maryland State Bar Association, October 2, 2020.

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Waking Up to Fatigue-Related Well-Being Issues

BY

Yvonne Taylor, PhD, Police Chief Inspector, UK College of Policing; Ian Hesketh, PhD, Senior Responsible Officer, UK College of Policing; Lois James, PhD, Associate Professor, College of Nursing, Washington State University; and Stephen James, PhD, Assistant Professor, College of Nursing, Washington State University

THERE ARE MANY DIFFERENT SHIFT PATTERNS EMPLOYED WITHIN POLICING.

In the United Kingdom in particular, officers and staff don't usually have the option to select a shift or schedule that works for them; those in frontline responder and often middle office roles (such as civilian 911 dispatchers) routinely work the shift pattern followed by their police force. Usually, in UK policing, this is some form of rotating pattern, incorporating a variety of day, afternoon, and night shifts.

Those working these irregular and rotating shifts are arguably more exposed to the negative aspects of shift work, such as fatigue. Shift work, particularly night shifts or rotating shifts, is known to cause sleep restriction and reduced sleep efficiency. The consequent fatigue is associated with impaired decision-making and cognitive reasoning and reduced vigilance, which can lead to workplace

accidents, critical errors, and road traffic collisions. Those who drive for work purposes are at a potentially higher risk of being involved in a fatigue-related collision, both on duty and while commuting.

Police officers and staff are often sleep deprived, and fatigue can be seen as a normal aspect of policing. However, these topics have traditionally been given little attention in policing. The lack of attention may be because it is seen as an inevitable part of the job or because managers, officers, and staff alike typically have little knowledge or awareness of the detrimental effects of shift work. Additionally, a stigma still exists that officers should be "tough enough" to withstand fatigue, and those who cannot are in the wrong profession. This attitude perpetuates the general culture in policing that dismisses self-care and mental health, and it may be one of the causal factors that results in a reduced life expectancy for police officers.



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AN NPWS SURVEY IN 2019 RESULTED IN **35,000** RESPONSES; OFFICERS IN ENGLAND AND WALES REPORTED LESS THAN **6 HOURS** OF SLEEP PER **24-HOUR PERIOD** AND POOR SLEEP QUALITY.

A FATIGUE MANAGEMENT INTERVENTION STRATEGY RESULTED IN AN INCREASE IN SLEEP QUANTITY OF **25 MINUTES** PER **24-HOUR PERIOD** AND IMPROVED SLEEP QUALITY SCORES.

Lack of knowledge about the negative effects of shift work has adverse health and well-being implications and can result in increased work absences, which then puts greater strain on remaining staff. Assessing the experiences of those working within policing, with the aim of establishing best practices for managing fatigue, is a step forward in improving the overall well-being for those working in policing.

The National Police Wellbeing Service (NPWS) is specifically designed to provide support and guidance for all police forces within England and Wales and to improve well-being within their organizations. The products, which continue to evolve, have been developed by police for police and are designed to meet the unique needs of officers and civilian personnel. These needs include many aspects of occupational health and well-being, including but not limited to leadership, physical and mental well-being, psychological trauma risk management, peer support, and sleep and fatigue interventions.

The NPWS scans and develops the well-being landscape through evidence-based research, utilizing reference groups and staying on top of national and international best practices. In addition, the NPWS conducts annual surveys of the police workforce in England and Wales—this is a vital data collection tool and helps to guide the products and services provided. The first survey in 2019, which resulted in 35,000 responses, highlighted that police officers were reporting insufficient sleep (less than 6 hours per 24-hour period), along with poor sleep quality. Subsequent surveys have confirmed these high levels of fatigue remain in both police officers and other staff.

As a result, work is ongoing with experts from Washington State University, among others, to conduct further research and develop more services.

A pilot study was conducted to evaluate the effectiveness of a fatigue management intervention strategy for police forces in England and Wales. This study exposed a sample of officers to a short, video-based fatigue risk training intervention and utilized wrist actigraphy data, along with self-reported survey data to analyze changes in sleep duration, quality, and other aspects of

sleep health resulting from the intervention. Findings from this were extremely successful: a significant increase in sleep quantity of 25 minutes per 24-hour period and improved sleep quality scores from 84 percent prior to the intervention to 87 percent after the intervention. Following the training, dozing at the wheel incidents were eliminated, along with improvements in participant satisfaction with their sleep, reductions in sleep disturbances associated with hypervigilance or trauma, reductions in excessive daytime sleepiness, constant tiredness, and general trouble sleeping. This indicates the positive benefits of fatigue management training on police officer sleep and overall well-being.

To further investigate, a follow-up randomised control trial (RCT) is now underway with a larger sample of officers. If the RCT finds similar results to the pilot study, this will justify the future rollout of the fatigue management intervention to police forces across England and Wales.

The NPWS also provides other products aimed at educating officers and staff, including

- a series of Better Sleep webinars and a Better Sleep Toolkit,
- a sleep disorder education and screening program aimed at reducing fatigue and sleep problems, and
- a virtual reality training scenario aimed at raising awareness around driver fatigue.

There is much to do, but work is ongoing to educate, influence, and develop fatigue risk management processes, with the aim of making the workplace and roads safer for all. ♡

Editor's Note: An abridged version of this column appeared in Police Chief's September 2022 issue on The Future of Policing.

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Collaborative Enforcement Strategies to Address Street Racing

BY
Jeremy Geiger, Captain,
Minnesota State Patrol

SINCE AUTOMOBILES WERE FIRST INTRODUCED, THE COMPETITIVE SPIRIT OF SOME MOTORISTS HAS LED TO INDIVIDUALS TESTING THEIR DRIVING SKILLS TO THEIR LIMITS.

This type of competition traditionally involves vehicles racing against each other at high speeds on streets and highways. While this type of street racing continues today, it has also transformed into events known as “sideshow” or “takeovers.”

The unsafe and unlawful activity associated with a takeover involves the use of vehicles to occupy sections of public streets, intersections, and private parking lots where participants then drive in an extremely reckless manner. This type of reckless driving takes place in the “pit” and includes the aggressive spinning of tires in a tight circle at high speeds while willing spectators, and unwitting members of the public, are in very close proximity to the vehicle. Oftentimes, there are participants hanging onto the outside of the vehicle as it executes these highly dangerous maneuvers. Well-known drivers generate revenue by creating professional social media videos, and some are even compensated by other participants who want to ride along while they “slide.”

Instead of head-to-head racing to determine the fastest times, the competitive goal during a takeover focuses on drivers who can make the tightest turns while controlling the vehicle in the most unconventional or unsafe way. This may involve the driver’s body being mostly outside of the vehicle while they are accelerating and steering, which is called

“ghost-riding.” While all of this is occurring in unsuspecting neighborhoods, hundreds of other vehicles arrive as spectators, set up a perimeter, and serve as “blockers” during the inevitable law enforcement response.

During these events, there is a clear disregard for the safety of others and for public (and personal) property. This results in tens of thousands of dollars in damage to street surfaces and parking lots where taxpayer resources are used to repair them; there is also a significant effect on the quality of life for area residents and businesses who have no choice but to listen to the accompanying loud noise. In several situations, there have been severe injuries due to pedestrians or spectators being struck by vehicles. Often, additional criminal activity, such as the indiscriminate firing of guns, controlled substance possession and sales, and impaired driving occur during these events.

While the group dynamics, individual organizers, and the preferred vehicles associated with these unsafe events may differ around the world, the general strategies to discourage or prevent them include traditional collaboration, effective engagement of nontraditional stakeholders, thorough intelligence gathering, and a dedicated team approach to enforcement. The notion that a law enforcement agency can engage and simply push the group to

another jurisdiction does not solve the problem. In fact, the argument could be made that this only emboldens participants and puts the next jurisdiction at a disadvantage. Trying to effectively address this very fast and unpredictable moving target can become a challenge—particularly when these groups communicate on closed or encrypted social media channels.

THE MINNESOTA MODEL

Efforts to disrupt these takeovers in Minnesota began in spring 2021 with information gathering by criminal intelligence analysts from the Minnesota Bureau of Criminal Apprehension and local agencies to identify common “meetup” locations, general times of unlawful activity, and primary subjects and their vehicles. Research was also conducted through interviews with supervisors and officers from various departments to determine which enforcement strategies have been effective in the past within their jurisdictions. With the widespread challenges of peace officer staffing across many parts of the

United States, it was important to ensure resources were going to be deployed judiciously. Exploration of alternative funding and overtime grants also took place that assisted with increasing personnel dedicated to these enforcement events.

To create buy-in and promote a team approach to enforcement, several informational meetings took place to share intelligence, such as videos of the activity, and discuss general plans with agency administrators. As of summer 2022, there are more than 30 agencies within the Twin Cities metro area that regularly attend these meetings and periodically participate in enforcement events. In addition to the Minneapolis and St. Paul Police Departments, as well as the Hennepin and Ramsey County Sheriff’s Departments who have taken lead roles, the Fridley Police Department has championed many aspects of the operations. Prosecutors were also engaged and educated on this dangerous activity in preparation for future court cases and to ensure accountability of the takeover participants.

Preliminary conversations began with city street departments and local business owners to inform them of the issue and provide them with cost-effective solutions they can implement to mitigate the activity in certain locations. This included the proper display of no trespassing signs, fencing off parking lots, installing cement barriers, increasing lighting, or putting in speed bumps, along with other innovative engineering solutions. A creative approach—with mixed reviews when it comes to effectiveness—is to work with sanctioned racetracks in the area to determine their willingness to open their facilities as an alternative (and safer) location for sliding.

STRATEGIC ENFORCEMENT OPERATIONS

Each enforcement event in Minnesota began with an intelligence briefing, operational overview, and review of applicable laws for each officer, deputy, and trooper. Since there was law enforcement representation from several agencies, it was very important for all participants to



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understand the dynamics of the group and the overarching goals of the project. Once a takeover group was located or intelligence information was received, general operations revolved around making lawful traffic stops and taking appropriate enforcement actions. While discretion is certainly still a tool that was utilized in these situations, individual behavior changes were usually the result of issuing citations, making arrests, and impounding (or forfeiting) vehicles when applicable within the law. In Minnesota, reckless driving is a misdemeanor, which can result in a custodial arrest and vehicle impounding.

Large enforcement events were coordinated from an operations center, supervisory led, and supported by at least one criminal intelligence analyst to assist with real-time information sharing. The use of aviation resources was incredibly important. Flight assets were key in locating, observing, and recording street racing groups engaged in unlawful activity via video downlink. Aviation assets also provided a tool to safely monitor or assist with traffic pursuits and employ strategic enforcement tactics. Officers do not pursue when aviation is tracking suspects. Instead, officers continue to

follow the directions provided by the aircraft pilots, either deploying stop sticks or waiting for the vehicle to stop before surrounding the suspects. Those fleeing on foot are tracked by the aircraft until apprehended. A dedicated communications operator was also beneficial due to the amount of activity and encrypted radio communication frequencies that are required. Having a general plan in place for short notice or pop-up events became necessary as well.

The safety of everyone involved remained paramount, and for that reason, officers worked in close proximity to one another during these details. At times, when street racing groups were the subject of traffic stops, officers observed other cars stopping nearby and verbal abuse being directed at officers in an effort to intimidate. At other times, resistance included throwing rocks or debris and launching commercial-grade fireworks at responding vehicles on the ground or at flight resources in the area.

LONG-TERM SOLUTIONS

After enforcement details were completed, a media release was periodically published that included timely information to the public. This type

of transparency can provide general deterrence and prevent some street racing participants from attending in the future. It can also inform a community of agency efforts to decrease street racing while increasing information sharing with the agency. A debriefing for agency administrators that included an overview of future plans was also valuable because it created a collective message.

Large-scale events were effective, but the key to successful operations seemed to be dedicated enforcement projects for sustained periods of time that incorporated all the elements articulated above. Even outside of the identified enforcement event dates, it is important to incorporate ongoing investigations that can build historical cases for high-profile participants or organizers using officer reports, flight video, and social media postings to articulate ongoing patterns of criminal activity. These investigations can also uncover other crimes outside of street racing, which can reveal how some individuals are able to fund this expensive activity.

In addition to current, applicable traffic laws, additional proposals or changes to statutes can be incorporated as a long-term solution to further address these specific behaviors associated with takeovers. Laws in each state vary widely, but those that directly address the owners of the vehicles being used during takeovers, the application of specific street racing prohibitions to increase vehicle impoundment or forfeitures, and those who promote or set up these meets can be effective. Within these laws can also be alternative sanctions, such as education or participation in victim impact panels similar to those associated with impaired driving.

Like many complex challenges in criminal justice and law enforcement, the long-term solutions can be found by engaging the community; building a team focused on a common goal; and employing intentional, strategic, and intelligence-led tactics. The experiences in Minnesota have built upon already strong professional relationships between law enforcement agencies. The unsafe and unlawful behaviors associated with takeovers and sliding can present a real danger to community members, and it is most effectively addressed together. ♡

2023 CALENDAR

Are you looking forward to reading about a certain issue in law enforcement or thinking about submitting an article to *Police Chief*? Look below to see some of the topics we are covering in 2023!

JANUARY	Contemporary Issues in Policing
FEBRUARY	Innovations in Law Enforcement Training
MARCH	Violence Reduction Strategies
APRIL	Using Data to Drive Policing
MAY	Officer Safety and Wellness
JUNE	Policing with Vulnerable Populations
JULY	Media Strategies
AUGUST	Mentoring & Development
SEPTEMBER	Police Innovation
OCTOBER	Leadership & Accountability
NOVEMBER	Contemporary Issues in Policing
DECEMBER	Partnerships in Public Safety

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

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.

COLLABORATIVE RESPONSE TO CRITICAL INCIDENTS

Response to critical incidents often requires multidisciplinary collaboration across not just police agencies but also fire, ambulance, social services, and other community groups. These professions, however, are often studied in separate silos. Seeking to identify commonalities and differences in response to critical incidents across different types of responding agencies, this research is a systematic review of 94 studies on situational awareness and critical decision-making among military personnel and various emergency responders.

Researchers acknowledged differences in common terminology by discipline, as well as differences in the specific information collected and considered. All disciplines used a similar response process. This process typically first consisted of gathering information then proceeded into decision-making, dynamic review of the situation, and translation of the decision into behavioral action.

The decision-making phase exists along a spectrum that ranges from intuitive to analytical. The most appropriate approach depends on context, as well as the training, experience, and confidence of the decision maker. Policing and ambulance services especially emphasized that decision-making was a continual process of constant reappraisal. These findings should be considered when training personnel. Further, translation into action requires clear communication and trust among all involved parties. Thus, training simulations should include group decision-making in addition to individual response.

Greg Penney et al., "Threat Assessment, Sense Making, and Critical Decision-Making in Police, Military, Ambulance, and Fire Services," *Cognition, Technology & Work* 24, no. 3 (August 2022): 423–439, <https://doi.org/10.1007/s10111-022-00694-3>.

TRUST IN THE COMMUNITY

A community's trust in its police department is crucial to policing. However, trust in the community from its police department is also important but is less studied. This research examines police officers' trust in their communities both generally and as speculated after a hypothetical officer-involved shooting.

Researchers collected 169 surveys from police officers from nine police departments in New Jersey. They measured police trust in the community in relation to workplace satisfaction, frequency of emotional reactions on the job, and community values.

Predictors of general trust in the community included officers' feelings of frustration and of fulfillment, satisfaction with departmental training, and a perceived importance in understanding community culture. Feelings of anger, satisfaction with department communication, and shared community values were not associated with officers' trust in the community.

Predictors of trust in the community after an officer-involved shooting included only feelings of fulfillment and a perceived importance in understanding community culture. Other factors measured were not significantly related to officers' trust in the community after an officer-involved shooting.

Additional research is needed to understand these relationships. Nonetheless, this research demonstrates the interrelationships between police officers' trust in the community and other aspects of their experience on the job and suggests these relationships can be affected after a critical incident.

Jess Bonnan-White et al., "Officer Trust Towards Community Members and Critical Incidents: A Comparison of Factors," *Journal of Police and Criminal Psychology* 37, no. 3 (September 2022): 602–618, <https://doi.org/10.1007/s11896-022-09515-9>.

CRITICAL INCIDENTS AND OFFICER WELL-BEING

Researchers sought to test the effects of workload and exposure to critical incidents on one's private life. Survey responses were collected from 166 officers in the Netherlands who had been exposed to critical incidents at work. Respondents were scored on a scale of exposure to critical incidents and measures of workload; mental health status; and private life domains of social life, mental health maintenance, household finance, deriving meaning from experience, and positivity.

Using conditional process analysis, researchers found a direct correlation between exposure to critical incidents and mental health status and a direct correlation between mental health status and many domains of private life. That is, the effects of exposure to critical incidents on private life can be indirect; they are often mediated by one's mental health status. In contrast, the effect of workload was neither related to the domains of private life directly nor when mediated by mental health status.

These results somewhat contradict the results of previous research, indicating how complex these relationships are. Additional research is needed to better understand how exposure to critical incidents differs from other types of organizational stress and how the effects of each can be mitigated.

Heilwine Bakker et al., "The Impact of Critical Incidents and Workload on Functioning in the Private Life of Police Officers: Does Weakened Mental Health Act as a Mediator?" *Policing: A Journal of Policy and Practice* 15, no. 2 (2021): 817–831.

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Reconnecting with Crime Victims

WHEN HOPING TO REVITALIZE RELATIONSHIPS WITHIN THE COMMUNITY, THE SAGINAW, MICHIGAN, POLICE DEPARTMENT (SPD) LOOKED INWARD AND FOUND A LACK OF VICTIM SERVICES PRACTICES.

After coming across the IACP and U.S. Department of Justice, Office for Victims of Crime, Enhancing Law Enforcement Response to Victims (ELERV) grant, agency leadership believed the ideas detailed in the solicitation were what the department—and community—needed.

In 2016, the SPD received grant funding, and the SPD Victim Services Unit (VSU) was established under the administrative division, becoming the first such unit in the Great Lakes Bay region. “Our mission is to advocate for the rights of victims

throughout the criminal justice process, coordinate law enforcement efforts, address victim needs with service provisions, and strengthen the community we serve,” explained Brittany Jeffers, the SPD victim services coordinator. The unit consisted of one full-time victim specialist until a big move was implemented in 2022. The agency validated the role of the unit and removed it from under the administrative division to develop the SPD Victim Services Division (VSD).

DIVISION EFFORTS

The VSD focuses on four main components to promote trauma-informed, victim-centered, and offender-focused policing practices: (1) victim advocacy, (2) community outreach and engagement, (3) grants, and (4) training.

Victim advocacy. The SPD’s victim advocates reach out to violent and property crime victims within two to four days after an initial report is made with the agency. The advocates act as liaisons between the victims and detectives and provide support throughout the entire criminal justice process—from the report of victimization to court proceedings. Among many other services, this support includes providing education on trauma and the criminal justice system; advising victims of their rights; and connecting victims to emergency needs, such as food, clothing, and shelter.

Community outreach and engagement.

The VSD places a strong emphasis on transparency. A VSD brochure and an SPD newsletter are disseminated throughout the community to show the public how the agency can support crime victims, as well as listing the upcoming agency events. SPD attendance at community meetings is paramount.

Grants. Because the unit was implemented with help from a federal grant, the agency’s leadership wanted to create a more sustainable, long-term funding source. The VSD coordinator searches for new funding opportunities to maintain the beneficial work of the unit and the entire police department. The coordinator is instrumental in implementing, reporting, and managing grants and other funding opportunities found within the community.

Training. Keeping all unit personnel operating under best practice standards is paramount to the division’s success. Because of this, the leadership is proactive in setting up external and internal training opportunities for its officers. SPD focused heavily on the targeted development of informal leaders at the patrol level. These officers attended specialized training during





the unit's implementation and now serve as resources for their peers on victim-related topics.

Although the unit faced initial concern from SPD staff that the principles of the ELERV strategy were outside the scope of traditional police work, many SPD officers have expressed their support upon seeing the impact the program has had on the community.

FEEDBACK

Through these efforts, the SPD has received positive feedback from both officers and community members.

In accordance with the federal grant, the SPD partnered with Saginaw Valley State University to develop a research team

that assisted the agency in interpreting data, statistics, and research on the VSD's impact. Hoping to build a strong base for the program and to understand the community's perception of the SPD, the research team disseminated pre-implementation surveys. The results provided insight into what the Saginaw community believed were gaps in law enforcement regarding victim services. The research team has also been instrumental in conducting anonymous feedback surveys since the rollout of the program. The survey is available for internal use so that SPD officers can evaluate the program; the team also sends these questions to the community. Crime victims are interviewed two to four weeks after interacting with the

RECOMMENDATIONS

The Saginaw Police Department offers the following tips in developing a victim services unit:

- **Develop internal and external buy-in.** Once support is established, these individuals and organizations will help promote the program and provide support when needed.
- **Develop strong relationships with community agencies.** Collaborate with them and invite them to be a part of the developmental process of the program.
- **Keep staff at every level involved and engaged in the program.** Doing so will ensure support and will help to fully integrate the program in agency practices.

Does your agency have an initiative or project you'd like to see featured? Email us at EDITOR@THEIACP.ORG.

victim services team to obtain qualitative data on whether community needs are being met.

Along with the surveys, Saginaw Valley State University researchers identify trends in crime, victimization patterns, SPD community engagement efforts, and overall community understanding of VSD programming.

As of September 2022, the SPD has provided advocacy work for roughly 5,800 victims since the inception of the program. ♡

To find out more about the IACP's ELERV program, visit theIACP.org/projects/enhancing-law-enforcement-response-to-victims-elerv.



HEALING IN THE WAKE OF HARM

The IACP Mass Violence Advisory Initiative

OVER THE LAST FEW MONTHS, THE MEDIA HAS BEEN SATURATED WITH REPORTS AND IMAGES OF ACTS OF MASS VIOLENCE PERPETRATED IN COMMUNITIES ACROSS THE UNITED STATES. According to the Gun Violence Archive, there had been more than 470 mass shootings in the United States as of September 2022; this averages out to 13 mass shootings per week. (A mass shooting is defined as an event where “at least four people are shot, either injured or killed, not including the shooter.”) Since May, there have been mass shootings in Uvalde, Texas; Buffalo, New York; and Highland Park, Illinois, resulting in the deaths of 40 people. While mass violence events are not limited to mass shootings, mass shootings are the most prevalent form of mass violence in the United States. These incidents

are devastating to law enforcement agencies and their communities who must grapple with the aftermath of these horrific events. As they strive to reclaim safety and peace and to begin the long process of healing, IACP is here to help.

With few national resources to provide guidance to police leaders in the hours, days, and months following a mass violence tragedy, the U.S. Department of Justice–Bureau of Justice Assistance (BJA) and the International Association of Chiefs of Police (IACP) have partnered to create the Mass Violence Advisory Initiative (MVAI). The MVAI provides peer-to-peer assistance to law enforcement

leaders in the aftermath of a mass violence event in order to maximize the safety and wellness of officers and other first responders, and to help the community heal. The MVAI shares promising practices for communicating with community members; effectively engaging with the media; and collaborating with local, state, and federal partners.

Acts of mass violence create unique challenges for law enforcement leaders tasked with keeping their communities and officers safe during a time of intense pressure and emotion. When a mass violence incident occurs, the police are charged with numerous responsibilities, such as coordinating the response, securing the scene, ensuring the safety of the community, responding to the media, updating government officials, communicating with victims, and investigating the incident. Law enforcement leaders are often taken aback by these unprecedented complexities and the intense, widespread scrutiny that often envelops the agency and the community following a mass violence tragedy. “No community wants a tragedy like this, but with the Mass Violence Advisory Initiative, communities will not have to face this alone and will have the resources they need to begin the healing process,” said then-IACP President Dwight Henninger, Chief of Police, Vail, Colorado, Police Department.

Through the MVAI, the Mass Violence Peer-to-Peer Advisory Team, composed of subject matter experts (SMEs) with firsthand experience with acts of mass violence, will deploy, upon request, to provide ongoing assistance and resources at no cost to help law enforcement leaders and their communities heal following a mass violence incident. These experts include police chiefs, sheriffs, public information officers, mental health and victim service professionals, family members of victims, and chaplains. The Mass Violence Peer-to-Peer Advisory Team is available to provide assistance either virtually or in person, depending on the needs of the requesting agency. Its role is to help the agency in any way that their services are best used, and all correspondence and coordination will take place between the team and the requesting agency directly.

Due to the complex, unique, and urgent nature of these incidents, law enforcement leaders can benefit from the knowledge of other law enforcement personnel who have experienced a similar tragedy. What makes the advisory team uniquely positioned to provide critical assistance to law enforcement leaders are their personal experiences navigating a mass violence incident in their own communities. They have a deep, unparalleled understanding of the myriad considerations law enforcement leaders must balance when faced with a mass violence incident. They have “walked the walk” and can provide insight in a way that only someone who has experienced these tragedies firsthand can. As the MVAI experts say, “You don’t know what you don’t know,” meaning that, until one has experienced a mass violence incident in his or her own community, it is impossible to fathom all of the issues and challenges that could potentially arise. Drawing from their own personal knowledge, the Mass Violence Peer-to-Peer Advisory Team uses a trauma-informed approach to help guide law enforcement agencies and their communities toward healing in the wake of harm.

According to team member Orange County, Florida, Sheriff John Mina:

The members of the Mass Violence Advisory Initiative were chosen, at least in part, because we have a shared experience no law enforcement leader wants. Many of our communities were the targets of a mass shooting. For me, that was the 2016 Pulse Nightclub tragedy. I am honored to be part of this team, where each of us will use our firsthand experience to provide assistance to law enforcement leaders working to help their communities heal from mass violence.

The MVAI was developed with input from the MVAI Council, which provides guidance on deployment and engagement processes and resource development. It also acts as a sounding board for SMEs while they are deployed. The council is composed of mass violence experts across various disciplines and includes members from Advanced Law Enforcement Rapid Response Training (ALERRT); Community Orienting Policing Services (COPS) Office; Executive Office of United States Attorneys (EOUSA); Federal Bureau of Investigation (FBI), National Center for Missing and Exploited Children (NCMEC), National Mass Violence Victimization Resource Center (NMVVR); Office for Victims of Crime (OVC); and the Students, Teachers, and Officers Preventing (STOP) School Violence Program, as well as a survivors and experts in medicine, trauma, and incident command.

Mass violence events can cause deep and long-lasting trauma to families, first responders, and community members. Dr. John Nicoletti, a psychologist who has responded to several mass violence tragedies dating back to the Columbine High School shooting in 1999, is a SME with the Mass Violence Peer-to-Peer Advisory Team. He shares that, when mass violence events occur,

our basic assumptions about the world become shattered and intense emotional reactions can occur. These intense emotions and trauma responses can then become a permanent part of our being through the development of post-traumatic stress disorder (PTSD). PTSD then leads to a decrease in the quality of life, followed by a sense of hopelessness and helplessness, with thoughts and feelings that these events and reactions cannot be prevented.

Understanding the psychological impact that these events can have on individuals, the MVAI prioritizes the well-being of those affected by mass violence. Through the IACP’s extensive officer safety and wellness and vicarious trauma catalogs and partnerships with the Office for Victims of Crime Training and Technical Assistance Center, the MVAI streamlines the availability of and connection to valuable resources to assist in the healing process for communities affected by these tragedies. “The first step in trauma recovery is realizing that the recovery should start in the middle of the crisis. The more individuals feel that their symptoms are normal, the faster the healing process becomes,” explains Dr. Nicoletti.

As soon as the MVAI team is made aware of a mass violence incident, the team initiates contact with the police chief or sheriff of the responding agency to offer assistance. As part of that initial outreach, the team shares IACP resources on relevant topics, including officer wellness, victim services,

MASS VIOLENCE PEER-TO-PEER ADVISORY TEAM

Members of the Mass Violence Peer-to-Peer Advisory Team include the following individuals who guided their communities through the aftermath of mass violence incidents:

- Carmen Best, Chief of Police (Ret.), Seattle Police Department, Washington—several critical incidents and mass demonstrations
- Cassidee Carlson, Commander, Aurora Police Department, Colorado—Aurora Movie Theater Shooting (2012)
- Dr. Gene Deisinger, Psychologist—Virginia Tech Shooting (2007) and other critical incidents
- Douglas Fuchs, Chief of Police (Ret.), Redding Police Department, Connecticut—Sandy Hook Elementary School Shooting (2012)
- Robert Gualtieri, Sheriff, Pinellas County Sheriff's Office, Florida—Marjory Stoneman Douglas High School Shooting (2018)
- Michelle Guido, Director of Strategic Communications, Orange County Sheriff's Office, Florida—Pulse Nightclub Shooting (2016)
- Michael Kehoe, Chief of Police (Ret.), Newtown Police Department, Connecticut—Sandy Hook Elementary School Shooting (2012)
- Kenneth Mead, Detective, Las Vegas Metropolitan Police Department, Nevada—Route 91 Harvest Festival Shooting (2017)
- John Mina, Sheriff, Orange County Sheriff's Office, Florida—Pulse Nightclub Shooting (2016)
- Dr. John Nicoletti, Psychologist—Columbine High School Shooting (1999), Aurora Movie Theater Shooting (2012)
- Daniel Oates, Chief of Police (Ret.), Aurora Police Department, Colorado—Aurora Movie Theater Shooting (2012)
- Max Schachter, Victim Advocate, Safe Schools For Alex; father of shooting victim Alex Schachter—Parkland School Shooting (2018)
- Connie Schonert, Supervising Probation Officer, Orange County (CA) Probation Department; Survivor/Peer Supporter—Route 91 Harvest Festival Shooting (2017)
- Charlie Scoma, Chaplain, Seattle Police Department, Washington—several critical incidents
- Dr. Ronal Serpas, Superintendent (Ret.), New Orleans Police Department, Louisiana—Bourbon Street Shooting (2014)
- Dustin Sternbeck, Director of Communications, Metropolitan Police Department, Washington, DC—January 6 Insurrection (2021) and other critical incidents
- Frank Straub, Director of the Center for Mass Violence Response Studies, National Policing Institute—multiple critical incidents
- Kristen Ziman, Chief of Police (Ret.), Aurora Police Department, Illinois—Henry Pratt Company Shooting (2019)
- Cara Zinski-Neace, former Public Information Officer, Dayton Police Department, Ohio—Ned Peppers Bar Shooting (2019)

and vicarious trauma resources. The team will also connect with the agency at regular intervals following the deployment and around times of potentially triggering events, such as court dates, funerals, and remembrances.

The MVAI also focuses on developing resources that will better enable the BJA and IACP to provide law enforcement, other first responders, victims, and communities with the support they need following a mass violence incident, including the following:

- A collection of toolkits, checklists, and informational podcasts.
- A catalog of experts to draw upon for assistance in specific types of mass violence situations. Experts are organized based on their profession/role, their area of expertise, and the type of mass violence incidents they have been involved with in order to provide guidance catered to the specific needs of each event.
- A library of resources. The library is a searchable database of resources related to preparation, response, and recovery efforts for mass violence and mass casualty events, including a variety of publications, trainings, webinars, guidebooks, articles, after-action reports, and other resources to better inform law enforcement leaders and community partners. Resources are no- or low-cost and new tools are continuously being added.

Along with providing the knowledge and expertise of SMEs to agencies directly, the MVAI also hosts an online community of practice to help law enforcement leaders connect with other law enforcement leaders, mental health and victim service providers, educators, and faith and community leaders to gain knowledge and access to best practices to prepare for the obstacles they may face following a mass violence incident. Participants are encouraged to ask questions and to share ideas and resources. Membership is open to all IACP members and qualified nonmembers who have an interest in learning or sharing resources about responding to and recovering from a mass violence incident. ♡

The IACP and BJA want law enforcement leaders to know that the MVAI is here to help. To learn more about the initiative and resources, or to request assistance, visit the MVAI page at theIACP.org/MVAI.



SHARED EXPERIENCES AND LESSONS LEARNED

Chiefs Michael Kehoe and Kristen Ziman share an experience every law enforcement leader dreads—the peace of their communities was shattered by an incident of mass violence.

Chief (Ret.) Kehoe was the chief of the Newtown, Connecticut, Police Department on December 14, 2012, when a shooter opened fire in the Sandy Hook Elementary School, killing 26 people, 20 of whom were children. He was one of the first officers to enter the school after the shooting.

Chief (Ret.) Ziman led the Aurora, Illinois, Police Department following a horrific attack at the Henry Pratt Company on February 15, 2019, that left five people dead and five of her own officers and one civilian injured. Chiefs Kehoe and Ziman provide a firsthand look at the events of those fateful days, and they reflect on the experience, highlight lessons they learned, and provide valuable insight into how law enforcement leaders can be better prepared and better respond in the event that an incident of mass violence occurs under their watch.

Sandy Hook Elementary School Shooting



December 14, 2012

Mourners gather inside the St. Rose of Lima Roman Catholic Church at a vigil service for victims of the Sandy Hook School shooting, December 14, 2012. (Pool/Getty Images News/Getty Images)



BY
Michael Kehoe,
Chief (Ret.),
Newtown Police
Department,
Connecticut

ON DECEMBER 14, 2012, AT APPROXIMATELY 9:35 A.M., A 20-YEAR-OLD LONE MALE SHOOTER FORCED HIS WAY INTO THE LOCKED SANDY HOOK ELEMENTARY SCHOOL BY SHOOTING OUT A SIDE WINDOW TO THE SCHOOL ENTRANCE WITH A BUSHMASTER AR-15. Once inside the school, the gunman shot and killed 20 first-grade students and 6 Sandy Hook Elementary School staff members, including the school principal.

Before going to Sandy Hook Elementary School, the gunman shot and killed his mother within their Sandy Hook, Connecticut, residence. Once Newtown Police were notified of an active shooter within Sandy Hook Elementary School, all available Newtown police officers were dispatched to the school and surrounding communities were notified to send mutual aid. State and federal law enforcement agencies also responded to the school.

The first Newtown police officers arrived at the school within three minutes of being dispatched. Other Newtown police officers would arrive within seconds of them.

Tactically, Newtown police officers arrived at the front of the school and the rear of the school simultaneously, when they observed a male on the outside of the building near the rear of the school. Police were advised by dispatch prior to arriving that the shooter was possibly on the outside of the school; however, officers quickly determined that the male was not the gunman, but a parent looking to help his child who went to the school.

After arriving at the school, officers entered into the school from the rear and front of the school and were subsequently supported by other neighboring law enforcement officers who responded according to mutual aid protocols. It is believed that the gunman took his own life with another firearm upon the arrival of the police at the school.

The school was searched for victims, survivors, the gunman, and other threats. All students and staff were eventually evacuated from the school where they were led to the nearby Sandy Hook Volunteer Fire Department firehouse, which became the reunification location for students, staff, and families.

Investigators would determine that the gunman fired approximately 154 shots from the AR 15, and that he killed himself with a Glock handgun. All told, investigators cataloged four weapons the shooter took to the school.

What were the biggest challenges your agency faced? How did you address them?

Sandy Hook Elementary School is one of four public elementary schools within the Town of Newtown, Connecticut. The Newtown Police Department is a small police agency with 45 sworn officers. The challenges were numerous; most, if not all of the challenges, were issues that we were not adequately staffed to handle or that we were not accustomed to dealing with.

It should be noted that the critical incident itself, including the prompt response and elimination of the active shooter threat to an elementary school, was largely over within a couple of hours. The hours and days after the active critical incident would prove to be more challenging than the actual response to save lives and secure the school.

The early pressing and immediate job of reunification was the most challenging of all tasks. The reunification responsibilities that were encountered by police, school, and public officials were daunting. Parents and loved ones were notified early of a lockdown at Sandy Hook Elementary School. Once notified by the school district of the lockdown, parents and loved ones came to the school, impeding the early response of police and EMS personnel. Vehicles clogged existing rural roads, and parents began looking for their children (and for answers).

In the early stages of the response, personnel shortages didn't allow for the complete assignment of available and necessary law enforcement personnel to cover all tasks that had to be performed. Urgent tasks, such as the safe evacuation of more than 450 students and 45 faculty and staff, a proper search of the school and grounds for threats, creating and maintaining an inner and outer perimeter, traffic control issues, and immediate media infiltration into sensitive areas, needed to be attended to. In addition, managing the multitude of first responders from neighboring agencies required additional command resources not readily available.

The Sandy Hook Volunteer Firehouse (the designated reunification point) became a focal gathering point of parents and loved ones, interested persons, and local leaders as the evacuation of Sandy Hook Elementary was taking place. Very soon after the school had been declared safe to move students and staff, the firehouse bays became a meeting point between loved ones, children, and staff.

Local leaders, available school district staff and law enforcement personnel, including local school resource officers were



Children return to school four days after 20 children and six adults were killed at Sandy Hook Elementary School, December 18, 2012. (John Moore/Getty Images)

PSYCHOLOGICAL CONSIDERATIONS IN RESPONDING TO MASS VIOLENCE EVENTS



By John Nicoletti,
PhD, ABPP

The psychological footprint of a mass violence event will be larger than the medical footprint, and the trauma of such an event will impact a number of groups:

- Entry teams
- Rescue responders
- Crime scene investigators
- Dispatch/call center personnel
- Public information officers
- Leadership
- Family members of officers, victims, and survivors

Recommendations

- Where possible, defusings should be provided to on-scene responders before they leave the area.
- If possible, the psychological response should be available from the incident beginning and last for several days.
- The early role of the mental health responders should be serving as the “Outboard Brain” for the on-scene responders.
- Another early role of mental health should be providing psychoeducation regarding the trauma syndrome.

tasked in a hurried fashion to coordinate the reunion of children with families. Management of worried family members and traumatized children while cataloguing the children being returned to their families became the priority.

Another challenge, just as important as the reunification piece of the puzzle, was the mental health and well-being of agency personnel. When a critical incident occurs, everyone—civilian and sworn, responding personnel or non-responding—is affected. The mental health concerns in the aftermath of a critical incident like the Sandy Hook Elementary School shooting is a natural byproduct of law enforcement that permeates the organization, impacting everyone.

How did this incident impact agency dynamics? Did you make any changes or implement new policies/programs as a result of the incident?

Initially, the agency became a uniquely unified group with a common cause to get the jobs done. Over time, with some personnel struggling and others coping, natural divides occurred within the ranks. Many efforts were made to deal with the trauma endured by staff. One successful policy that was implemented was an allowance for officers to take time off without drawing from their allotted leave time.

Experts in the police mental health field were utilized to restore organizational unity, personal development and fitness, and a sense of normalcy. For a short time afterward, mandatory mental health and wellness checkups were implemented. All staff were encouraged to seek out and visit their own private mental health experts, as well.

Peer-to-peer teams and programs were formulated within the agency along with appropriate agency policies. Many mental health workshops, conferences, and retreats were offered to all staff.

Based on your experience, what are key strategies, protocols, and policies that agencies can implement right now that would help them respond to and recover from a mass violence incident?

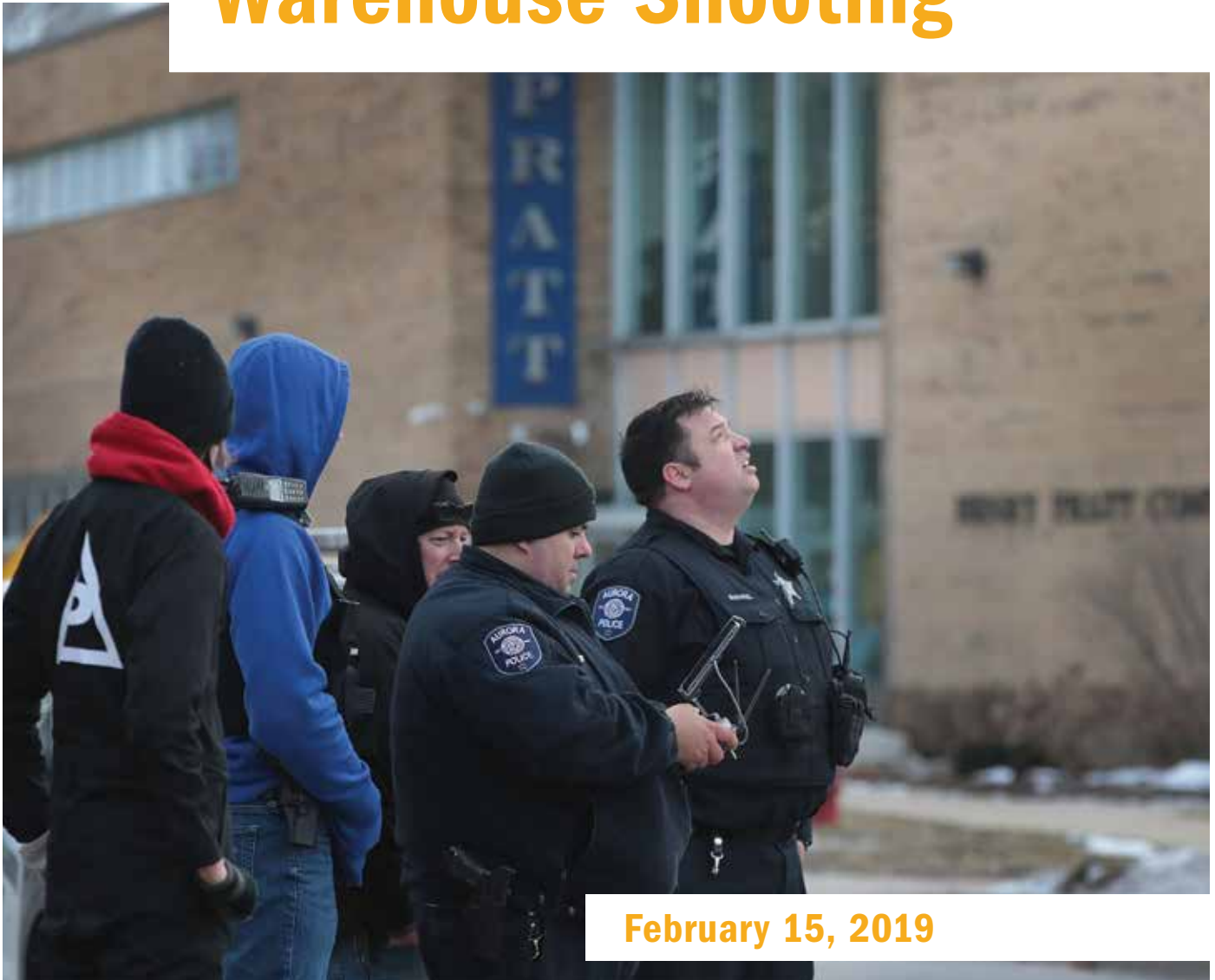
If law enforcement agencies are going to survive a critical incident such as a mass violence incident in their communities, they must have strong relationships with those agencies that will respond to a call for additional help. Chiefs and agency leaders must have the trust and strong personal relationships with other leaders to successfully navigate the aftermath of a critical incident.

Robust training policies are needed so that the agency personnel practice and train for mass violence events. Developing regional memoranda of understanding, in addition to implementing a regional mass violence incident command structure and response coordination, will go a long way in managing the initial response.

Enhance mental health policies and review them annually, so that if a critical incident should befall an agency and community, the agency is prepared to move forward with the needed mental health practices. Developing trusting relationships with police mental health providers ahead of time is critical to successful outcomes.

As a chief or agency leader, it is important that all personnel know that you care about them and their families. Meeting regularly with staff and with family members of staff to communicate available services and to address their concerns will go a long way in restoring a sense of normalcy. As soon as is practical, chiefs should also collaborate with union representatives to ensure unified messaging to the rank and file regarding all matters that concern membership.

Henry Pratt Manufacturing Warehouse Shooting



February 15, 2019

Police secure the area following a shooting at the Henry Pratt Company, February 15, 2019. (Scott Olsen/Getty Images)



BY
Kristen Ziman,
Chief (Ret.),
Aurora Police
Department,
Illinois

ON FRIDAY, FEBRUARY 15, 2019, POLICE RESPONDED TO AN ACTIVE SHOOTER INCIDENT AT THE HENRY PRATT MANUFACTURING WAREHOUSE IN AURORA, ILLINOIS. The incident began early in the afternoon when the 45-year-old shooter, employed at the company for 15 years, arrived at work and was summoned to a meeting room to initiate termination proceedings. The shooter, predicting that the termination of his employment was imminent, brought a legally purchased .40 Smith & Wesson handgun to work.

At approximately 1:24 p.m., during the meeting, the offender drew his pistol and fatally wounded four of the six Henry Pratt employees present in the room. The other two individuals were able to escape alive. The shooter then exited the meeting room, where he killed one additional employee.

The 911 communications center received multiple reports from Henry Pratt employees beginning at 1:24 p.m., immediately following the first shooting. Dispatchers noted gunshots in the background during the calls. The first Aurora Police Department (APD) officers arrived within four minutes of the initial calls.

The initial officers on-scene entered the building at a southwest corner door. A second wave of officers arrived near door 14 on the north side of the building. The shooter opened fire on the officers from the vestibule as they approached door 14, striking one officer. The initial officers inside the building heard the shots and split up—two officers went upstairs to clear the office space and two officers headed out toward the sound of shots. The offender returned to the second story where the first victims had been shot and encountered the two officers, shooting one before retreating back downstairs.

The shooter again established himself in the vestibule of door 14, engaging officers attempting to rescue the injured officers in the parking lot. Five patrol officers approached door 14 at which time the offender fired upon the team and wounded three officers before retreating into the warehouse.

Four officers were nonfatally injured between 1:28 p.m. and 1:35 p.m. The injured officers were evacuated as more responders arrived and shooting continued. At approximately 1:52 p.m., the gunman retreated into the 290,000 square-foot warehouse, where he hid from officers.

The suspect was located by police over an hour after breaking contact. Police did not have access to blueprints of the warehouse and were unfamiliar with the layout of the large facility, which required an extensive search operation and a large number of responders to secure and hold areas of the building and evacuate employees. At 2:38 p.m., police located the shooter in a machine shop near the rear of the warehouse, which was his usual workspace.

Gunfire was exchanged, resulting in the death of the shooter. The entire incident duration was approximately 1 hour and 35 minutes.

What were the biggest challenges your agency faced? How did you address them?

Command Post and Incident Command: We established unified command with the fire department. With police and fire right next to each other with radios going off and people coming and going, it was too loud; each discipline separated to opposite sides of the mobile command vehicle. Police had one side, fire the other, with open communications with the city's emergency operations center and leadership in the middle.

Incident command could have co-located sooner to avoid fragmentation in decision-making. At one point, there was an Aurora command post and a nearby restaurant as a secondary command post, with many decisions made in assorted parking lots.

The mobile command vehicle was delayed in responding due to miscommunication in requesting it and not having a trained individual available to drive the vehicle on scene. Once the miscommunication was identified, it took some time for a trained driver to return from the inner perimeter of the scene to pick up the vehicle and head back to staging.

Communications: When it was identified that radio communications with other agencies would be an issue, we [command] had the foresight to put an APD officer on each rescue task force. In addition, in accordance with standing procedures, the fire chief designated a chief officer to go to dispatch to monitor radio communications and assist dispatchers with resource management. This individual proved to be critical for resource allocation and management.

Command shared regular updates on which areas were cleared and where victims were and communicated when the offender was pushed to the back of the building. Command also noted areas that had been pushed and held.

Forward Command: Some responders cited a need for a formal forward command position closer to the scene to direct resources. A presence closer to the scene could have clearly outlined the cold zone, warm zone, and hot zone, improving responder safety. In addition, there may have been better access control and accountability, considering how many responders self-deployed. Reportedly, there were both individuals and teams that entered without the knowledge of incident command.

There was an informal forward command presence close to the facility, where two police officers began to organize the officers that responded to the scene prior to the establishment of the staging area. These officers were tracking how many officers were making entry and how many were coming out. It was acknowledged by City of Aurora officials that there is a need to have better control of these operations in future incidents.

Injured Officers: When the police officers were injured, incident command needed to identify the officer, status, and where officers were heading. There was some confusion on which hospital each officer ultimately went to for medical care. Patient tracking became a difficult task, in addition to providing updates to relevant parties. In the future, the transport officer, as part of the EMS branch, will record officer information and be responsible for tracking patient movement.

How did this incident impact agency dynamics? Did you make any changes or implement new policies/programs as a result of the incident?

A new procedure was formulated to isolate the incident command post, especially early in a response. Some reported that the influx of personnel made it difficult to coordinate and distracted unified command from the mission.

TIPS FOR COMMUNICATING WITH VICTIMS OF MASS CASUALTY EVENTS



By Max Schachter,
Father of Parkland
shooting victim Alex
Schachter, Founder
and Executive Director,
Safe Schools for Alex

- “If you need anything give me a call” might not produce the response you are looking for. Victims’ families don’t know what they need initially. Offer a suite of services you can provide for them.
- Utilize lessons learned from past tragedies to guide victims, e.g., “The victims of x tragedy did this or they found this beneficial.”
- Reach out to victims’ family members on a regular basis so they know they are not forgotten. Text them first and ask if you can visit them—face-to-face contact is always better.
- Delayed communication to victims’ families contributes to a lack of trust. Don’t hesitate to communicate for fear of saying or doing the wrong thing. Do not let that delay your outreach.
- Set up a communication method for the victims’ families to assist them in communicating with each other (e.g., Slack).
- Law enforcement and community efforts should be proactive and victim centric. All events and engagements should be vetted by the victims’ families FIRST. They know best how they feel and how they want their loved ones remembered.
- Victim advocates should meet the families in their homes, as opposed to the families traveling to a central location.
- Never assume victims’ family members have everything they need and do not need your assistance based on their financial status or legal representation.

REFRAMING OUR LANGUAGE

Don’t Say:	Instead, Say:
Anniversary	One month, six-month mark One-year mark, two-year mark, commemorate their life, remember who they are, etc.
Trigger	Activate
Execute	Facilitate, organize
Lost (for victims)	Killed, murdered
Event, incident	Tragedy

A standard operating procedure (SOP) was developed for coordinating with external jurisdictions and regional liaisons, with the goal of ensuring effective communications and minimizing the number of people at the incident command post.

We updated our policy on police actions during officer-involved shootings to include contacting the hospital’s public information officer (PIO), discussing hospital security, and intercepting media, as appropriate. Triage tags will be used in the future to track patients and identities.

We also updated SOPs to establish a line of direct and consistent communication between the PIO on scene (in this case, APD PIO) and the city’s communications director to encourage effective communications coordination.

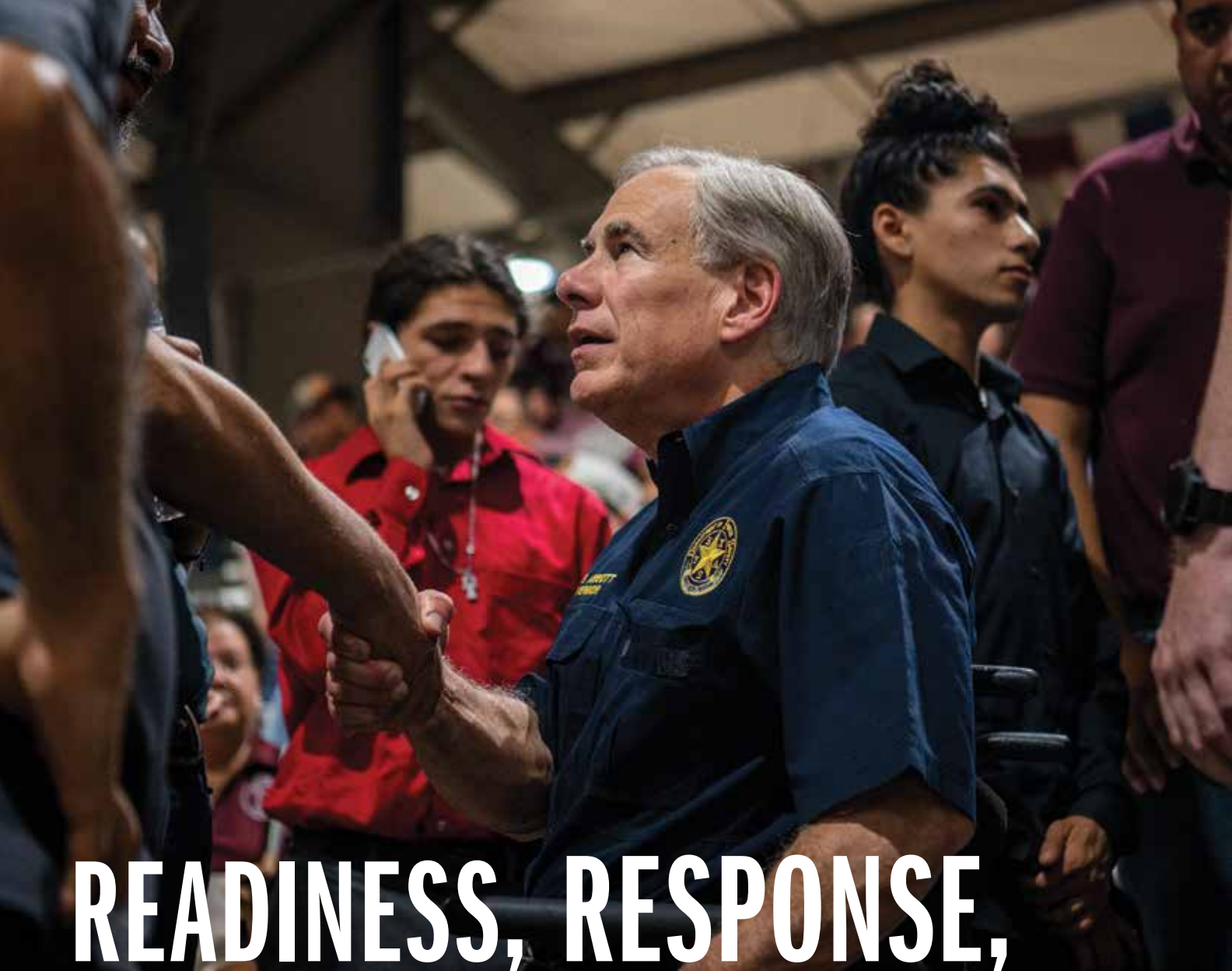
Based on your experience, what are key strategies, protocols, and policies that agencies can implement right now that would help them respond to and recover from a mass violence incident?

Training. Training. Training. Prior to the incident, the City of Aurora and surrounding jurisdictions’ responding agencies invested time and resources to develop preparedness and response capabilities, specifically their capacities to respond to an active shooter incident. Integrated training across disciplines, agencies, and jurisdictions enabled them to develop strong working relationships and improved joint operations.

Invest in Equipment. Prior to the incident, the Aurora Police had invested in various equipment and policies that same year:

- Purchased pelican cases, emphasizing the ability to rapidly deploy;
- Issued diversionary devices and 9-Bangs to all operators to ensure availability in the field and conducted trainings for breaking/pushing contact through deployment;
- Purchased new armor and helmets, renewed emphasis on shield use, purchased four new pistol shields and four new rifle shields;
- Added marking using light sticks;
- Purchased training bolts and pistols;
- Implemented a new mass notification system (EVERBRIDGE); and
- Enacted policy to ensure that BearCat keys are accessible to all operators.

Aurora invested in tools and training in advance of this incident because we understood the importance of preparing for the unthinkable. Active shooter response training not only provided officers the operational skills they utilized that fatal day but also the mindset to pursue the shooter despite the risk to their own lives. ♡



READINESS, RESPONSE, RESILIENCE & RECOVERY

The Essential Roles of Partnerships and Resources

BY

Angela Moreland-Johnson, PhD, Associate Director and Director of Data Collection & Evaluation, National Mass Violence Victimization Resource Center

FOR OVER 35 YEARS, LAW ENFORCEMENT AND VICTIM AND SURVIVOR ASSISTANCE PROFESSIONALS HAVE PARTNERED TO PREPARE FOR AND RESPOND TO MASS VIOLENCE AND TERRORISM INCIDENTS (MVIs) IN A MANNER THAT IS SURVIVOR CENTERED AND TRAUMA INFORMED. Beginning in 1986 with the mass shooting at the post office in Edmond, Oklahoma, and continuing through the unfortunate, frequent occurrences of MVIs today, these partnerships have been strengthened by collaborative experiences, documentation of lessons learned, and a shared commitment to treat MVI victims and impacted communities with the respect and dignity they deserve.

The National Mass Violence Victimization Resource Center (NMVVC), located at the Medical University of South Carolina, was created in 2017 with support from the U.S. Department of Justice, Office for Victims of Crime (OVC) to support mass violence readiness, response, resilience, and

NMIVRC RESOURCES

The NMIVRC's robust website (www.nmivrc.org) features self-help resources for victims and survivors, and informational resources for stakeholders including victim services and mental and behavioral professionals, law enforcement and other first responders, community leaders, and the news media. The following are three examples of NMIVRC online resources that are applicable to law enforcement:

- More than 60 tip sheets include timely, relevant, and concise information for victims, survivors, and other mass violence stakeholders (including law enforcement officials).
- Two *Victim-Centric Mass Violence After-Action Reports* highlight existing after-action reports (AARs) and feature recommendations, many that are specific to law enforcement, for the inclusion of victim and survivor services and mental and behavioral health services in AAR development.
- The Transcend NMIVC Mobile App is designed to reduce the problems felt by those who have been affected by mass violence and to enhance their recovery. Available for free in both iOS and Android formats, the app was designed for survivors, families, and friends affected by mass violence, but may also be useful for law enforcement officials, other first responders, victim service providers, and other professionals who respond to MVIs.

The NMIVRC focuses on disseminating and developing resources to specifically address the behavioral and mental health concerns experienced by victims of MVIs and to improve the mental health of victims through the response, recovery, and resiliency phases of mass violence.

recovery efforts. The mission of the NMIVRC is to improve community preparedness and the U.S. capacity to serve victims and communities recovering from mass violence through research, planning, training, technology, and collaboration. The NMIVRC collects the best evidence needed to achieve a comprehensive understanding of MVIs upon which civic leaders, mental health professionals, journalists, policy makers, and victim assistance professionals can rely. Using research to illuminate crime victims' challenges and needs, the NMIVRC evaluates what is most effective in improving victim and survivor mental health and other services through training; technical assistance; program evaluation; and the development of current, concise informational resources to help victims, survivors, professionals, and communities affected by mass violence (see sidebar).

LESSONS LEARNED FROM THE FIELD

Having strong, victim-focused policies in place ahead of time, along with an internal culture of wellness and resiliency, will help agencies cope with the full range of challenges they will face after a mass violence incident. Leadership from the top is critical to making all of this happen.

In 2018, structured interviews were conducted with nine law enforcement executives focused on law enforcement's response to the needs of crime victims, survivors, and their families, as well as how they managed the needs of their own staff. The Police Executive Research Forum identified lessons learned from these interviews and published *The Role of Police Executives in Assisting Victims of Mass Violence: Lessons from the Field* in 2020. The report included "five key takeaways for agencies that are committed to a victim-centered response" (abridged here).

Takeaway 1. Have a detailed plan for establishing a Family Assistance Center.

Agencies should plan to quickly establish a Family Assistance Center immediately following an MVI. To minimize the exposure of victims' families to the crime scene, investigation, and news media, the Family Assistance Center should be located away from the incident command post, in a place where families can be sequestered from the news media. The facility should be large enough to accommodate the significant number of people who will wait for news and hope to be united with the survivors. There should also be private rooms for families to receive information about deceased loved ones.

A Family Assistance Center is important because it gives families one place to go to receive news about their loved ones. In MVIs with high numbers of casualties, victims could be transported to multiple hospitals. Without a single, centralized assistance center, it is difficult for families to

FIVE KEY TAKEAWAYS FOR CREATING A VICTIM-FOCUSED RESPONSE

1. Have a detailed plan for establishing a Family Assistance Center.
2. Pay particular attention to how victims' families are notified.
3. Utilize a variety of methods for communicating with the news media and the public.
4. Create a culture of wellness within the agency.
5. Rely on other partners—but manage the process.

locate their loved ones, challenging for police to connect with family members, and taxing on overburdened hospitals that are not equipped to accommodate crowds of people who do not need to be present at the hospital.

Greg Mullen, who was chief of the Charleston, South Carolina, Police Department at the time of the 2015 Emanuel AME Church shooting, noted that, fortunately, his department had a policy on creating a Family Assistance Center. This allowed the department to set up and properly staff the center immediately. Because the policy was in place prior to the shooting, it helped the department facilitate a well-coordinated, victim-focused response.

Takeaway 2. Pay particular attention to how victims' families are notified.

Notification of victims' families is one of the most difficult and emotionally taxing responsibilities that police departments and sheriffs' offices have following an MVI. Police executives emphasized that it is important to have several agency members who are trained to notify victims' families after an incident. In Virginia Beach, Virginia, the police department had only one person and an aide responsible for notifying all 12 of the deceased victims' families following the Municipal Center Shooting in 2019. Retired Chief Jim Cervera acknowledged that was too large of an emotional burden for two people to manage.

Agencies should ensure that victims' families are notified privately and in person, which can often be challenging. In the case of the 2015 Inland Regional Center Shooting in San Bernardino, California, deceased victims' families were not separated from the families of surviving victims at the Family Assistance Center. Because of this, the families of the deceased learned their loved ones were likely not among the survivors when they did not get off a bus that transported survivors to the center. Agencies need to consider how their centers are structured and where notifications are made so as to provide as much privacy and room to grieve that families may need. The more spacious the facility, the better, in most cases.

To address language barriers, departments should identify trained members to provide language assistance. In the 2016 Orlando Pulse Nightclub shooting, many of the victims were Latinx whose family members did not speak English. Chief Orlando Rolon said city employees with little training were asked to assist in making notifications because the department was unable to quickly identify enough trained personnel to provide language assistance.

Takeaway 3. Utilize a variety of methods for communicating with the news media and the public.

Police chiefs and sheriffs play a crucial communications role following an MVI. Beyond providing informational updates, chiefs and sheriffs are often the voice of calm and reassurance to the community that is shaken and afraid.

Law enforcement agencies can use several strategies to work with the news media and communicate important information to the public. Chiefs and sheriffs should address traditional news media outlets in the immediate aftermath to provide timely and accurate information and to dispel any rumors that may be circulating. Retired San Bernardino Chief Jarrod Burguan said that he found it useful that his press briefings were carried live on television and radio because he was able to communicate everything he wanted the public to hear, without being edited by the media. Chiefs should also ensure that public information officers (PIOs) are available to manage media logistics and to communicate and provide information in real time between formal briefings. Unless absolutely necessary to save lives, PIOs should avoid becoming involved in the on-scene response to the event so they can focus on their communications responsibilities.

Social media is an extremely effective way to get information out quickly to the news media and the community. Information can be posted continuously as soon as it becomes available and is verified. Anyone who is interested can read the police department's statements and view photographs and video footage that the department wishes to release.

But it is important for police departments to have a well-established social media presence for a wide range of purposes, not just for sharing information during critical incidents. Departments that daily post information on their social media platforms become familiar with how social media works. They build a following of people who routinely view their messages—and will know where to find information during a crisis. News media reporters who cover criminal justice and policing make a practice of following police agencies' social media posts.

Police executives discussed the benefit of using alternative outlets for disseminating information to specific communities following an incident. Chief Rolon said his department's LGBTQ+ and Latinx liaisons communicated the department's messages to those communities following the Pulse Nightclub Shooting. Charleston Police Chief Greg Mullen said it was valuable to provide information to local faith leaders who could share it with their broad community networks.

Takeaway 4. Create a culture of wellness within the agency.

All of the police executives interviewed emphasized that MVIs take a toll on the personnel in their agencies. In addition to responding officers and investigators, first-line supervisors, call takers and dispatchers, and command personnel (including chiefs) are impacted.

The police executives said that developing a culture of wellness throughout an agency is essential to the health and well-being of all members, but especially to officers and commanders who respond to an MVI. Creating this culture involves more than making wellness programs available to officers—officers must feel comfortable taking advantage of those resources. A culture of wellness will help officers overcome any stigma they may feel about seeking help.

Takeaway 5. Rely on other partners—but manage the process.

Police departments and sheriffs' offices cannot provide a comprehensive victim-focused response on their own. All of the police executives cited other agencies, community leaders, and business partners who assisted in their communities' response in the immediate and long-term aftermath of an MVI.

Managing partnerships can be challenging. During and immediately after an MVI, there will be a flood of assistance from other law enforcement agencies, fire and EMS departments, other government entities, community resources, and volunteers. In some incidents, police found it difficult to manage the resources that showed up to assist. Police chiefs and sheriffs need to prepare by having their officers train with other first responders; develop relationships with community and business leaders who can assist in recovery efforts; and develop protocols that will connect survivors, victims' families, and responding department personnel to victim advocates and wellness resources.

PARTNERSHIPS ARE KEY

Solid partnerships to coordinate mass violence readiness, response, recovery, and resilience efforts are essential and cannot be emphasized enough. The United States is fortunate to have the OVC within the U.S. Department of Justice to guide and strengthen collaborative efforts that include law enforcement, hospitals and health care systems, mayors and civic leaders, and governors, among others. There are numerous resources available from OVC and from NMVVR partners at the IACP, American Hospital Association, U.S. Conference of Mayors, and National Governors Association that can help law enforcement agencies prepare for and respond to MVIs and build community resilience in the aftermath.

U.S. Department of Justice, Office for Victims of Crime Resources

Three important programs sponsored with support from OVC are particularly relevant and helpful to law enforcement agencies and personnel:

1. The Antiterrorism Emergency Assistance Program (AEAP). AEAP, sponsored by OVC, provides comprehensive guidelines for program applications for communities impacted by mass violence. OVC established AEAP to

support jurisdictions that have experienced MVIs and lack adequate resources to address the incidents and their aftermath. In addition to non-grant training and technical assistance, AEAP grants provide funding in four areas: crisis response, consequence management, criminal justice support, and crime victim compensation.

2. Helping Victims of Mass Violence and Terrorism

Toolkit. In 2015, OVC—in coordination with the Federal Bureau of Investigation's Victim Services Division and the U.S. Department of Justice's Office of Justice for Victims of Overseas Terrorism—developed the Helping Victims of Mass Violence and Terrorism Toolkit to help communities prepare for and respond to victims of MVIs in a timely, effective, and compassionate manner. Law enforcement officials are among the principal audiences for the toolkit, which provides many resources for planning, response, and recovery.

3. Improving Community Preparedness to Assist Victims of Mass Violence and Domestic Terrorism: Training and Technical Assistance (ICP TTA) Program.

In 2020, the ICP TTA Program, based around a framework of 16 Best Practices in Planning, was created by OVC to help jurisdictions be better prepared for victims' needs following MVIs. The program promotes protocol and strategies, provides training and technical assistance, and augments existing emergency response plans.

IACP Mass Violence Advisory Initiative

In 2022, the U.S. Department of Justice, Bureau of Justice Assistance partnered with IACP to create the Mass Violence Advisory Initiative (MVAI), which “provides peer-to-peer assistance to law enforcement leaders following a mass violence tragedy to maximize the safety and wellness of officers, other first responders, and the community.” The NMVVR has closely collaborated with the MVAI since its inception. When an MVI occurs, the NMVVR produces a resource page curated specifically for the impacted community that includes helpful information and resources to help victims, survivors, first responders, and others in the immediate-, short-, and long-term recovery process. The MVAI immediately provides the resource page to law enforcement leaders as part of its peer-to-peer assistance efforts.

American Hospital Association

The NMVVR partners with the American Hospital Association (AHA) and its Hospitals Against Violence initiative on the Supporting Victims and Communities of MVIs program. In the Supporting Victims and Communities of MVIs Webinar Series, hospital executives, trauma professionals, victim and survivor service professionals, and mass

Visit this article at [Police Chief Online](#) to find links to the mentioned resources.



A police officer guards the perimeter of the Shetland Business Park as the investigation continues into the shooting at the Henry Pratt Company, February 16, 2019. (Scott Olson/Getty Images)

violence victims voiced the need for coordinated advance planning among hospitals; social, victim, and survivor services; law enforcement; and mental health professionals to identify and address the immediate needs of mass violence victims and impacted communities. Strong demand exists for resources and ongoing coordination within and among health care entities and affected communities to effectively address such needs. As revealed by NMVRC's community needs assessment surveys conducted in impacted communities such as Parkland, Florida; El Paso, Texas; and Pittsburgh, Pennsylvania, the prevalence of current and past-year PTSD in communities that have experienced mass violence is four-to-five times higher than the U.S. average.

The United States Conference of Mayors (USCM)

In the aftermath of mass violence, mayors join law enforcement executives as key leaders who provide timely, accurate information about the crime, as well as handling sensitive communications and providing support to traumatized victims, survivors, and community members. In 2021, the USCM published *Mass Shootings in America's Cities: Mayors' Experiences and Lessons Learned* that documented the experiences of nine mayors whose cities experienced mass shootings.

The Public Health Advocacy Institute at Northeastern School of Law/UnitedOnGuns published two resources in 2021 to strengthen mayors' and city executives' readiness, response, and recovery initiatives:

- The *Mass Shooting Playbook* is a 200-page resource guide "informed by the recommendations and experiences of mayors who have responded to a mass shooting." Chapter 4 of the playbook addresses "Collaborating with Law Enforcement."
- The "Tabletop Exercise Template" is a tool for mayors, law enforcement, and other city officials and stakeholders to plan a collaborative response to a mass shooting.

National Governors Association

The NMVRC provides informational resources to help U.S. state governors and their executive teams (including state emergency planners) understand the important role of victim service and mental and behavioral health professionals relevant to mass violence. This partnership includes co-sponsored training programs for governor's criminal justice policy advisors and state administering agencies about NMVRC resources that can enhance mass violence readiness and response efforts.



CONCLUSION

The partnerships and resources discussed provide a coordinated continuum of services and support for mass violence victims, survivors and communities—from advance planning through long-term recovery and resilience activities—that helps to ensure that *all* services and support following MVIs are survivor centered, trauma informed, and collaborative across the full spectrum of programs and activities. ☐

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POLICE PREPAREDNESS

BY
Tommy Waller,
Executive Vice
President, Center
for Security Policy

IS YOUR COMMUNITY READY FOR A BLACKOUT?



“Everyone has a plan until they get punched in the mouth.”

—Mike Tyson, Professional Boxer

NEW YORK CITY GOT A PROVERBIAL PUNCH IN THE MOUTH ON JULY 13, 1977, WHEN A LIGHTNING STRIKE TOOK OUT THREE ELECTRICAL SUBSTATIONS, RESULTING IN A CASCADING BLACKOUT.

After 24 hours without electricity, police arrested more than 4,500 looters and suffered 550 injuries. Property damage was estimated at \$300 million. The line between civilization and chaos is thin and blue and, increasingly, it is electrified.

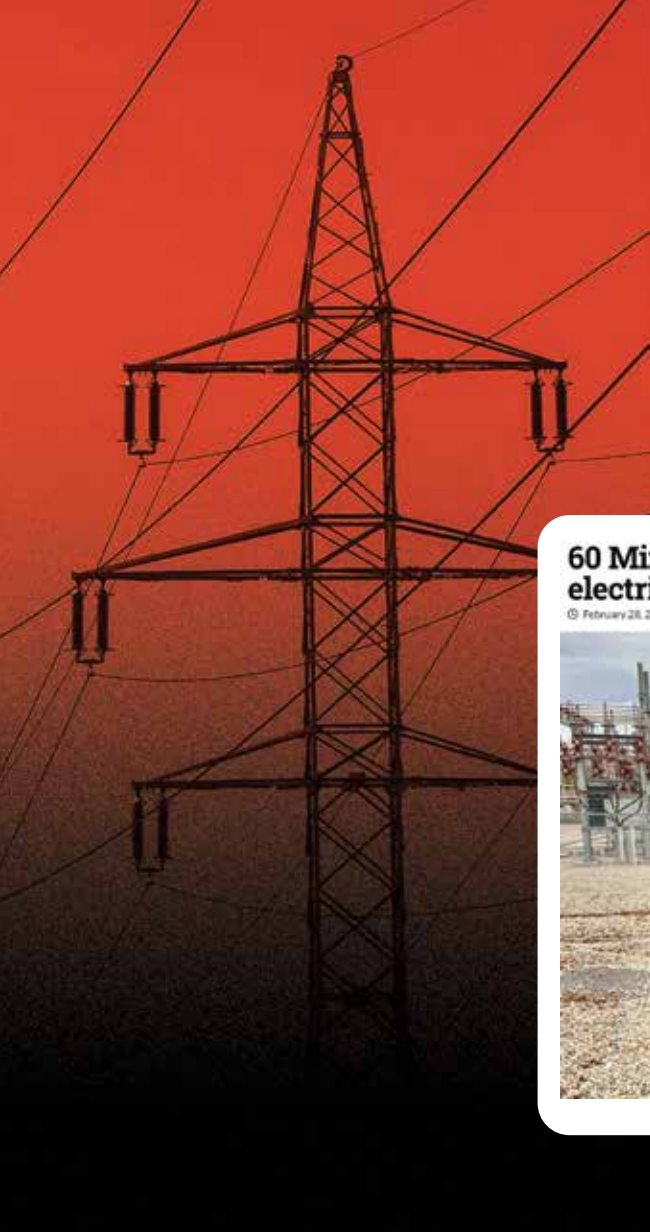
A tree branch in Ohio in 2013 touched an electric transmission line, causing a blackout that left more than 50 million people in North America without power for up to two weeks. In February 2021, the entire state of Texas went dark due to cold weather, resulting in the deaths of 246 Texans and \$60–\$180 billion in economic damages.

Mother Nature can cause widespread harm to the grid that goes beyond

the already devastating effects of lightning strikes, winter storms, and tree branches. “Solar” or “space” weather events can induce extreme electrical currents into large power transformers, rendering them useless and blacking out the grid for months or even years.

Humans can devise even more devastating attack methods than those from nature. Multiple adversarial nations prioritize attacks against opponents’ electrical grids at the outset of conflict in their warfighting doctrines.

Indeed, the U.S. grid is under attack *now*—and more frequently than most realize. In 2013, saboteurs engaged the massive transformers of a Pacific Gas and Electric (PG&E) substation in San Jose California, with small arms fire after cutting all communication cables but one. An adjacent control system detected the transformers overheating,



60 Minutes – How secure is America's electric grid?

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narrowly foiling an attack that would have blacked out San Jose and Silicon Valley, causing untold economic losses. A study subsequently showed that a successful attack of this kind on just nine key substations could cause a cascading blackout of the United States' entire electric grid, lasting up to 18 months.

Over the last decade, the electric utility industry has reported more than 700 physical attacks on grid infrastructure—more than one per week. Criminals and adversaries continue to increase the sophistication of attacks using novel techniques and technologies, including drones.

In 2015, acclaimed news anchor Ted Koppel authored a book calling a devastating cyber attack on the grid “not only possible but likely.” The same year a cyber attack on Ukraine's electric grid impacted 16 substations, leaving 230,000 people without power. In 2016, Ukraine's grid suffered another cyber attack blacking out about 20 percent of the nation's capital, Kyiv. The malware used in the attack has also been found in U.S. systems.

Vulnerabilities can also be baked into critical components, like the hardware backdoor found in a Chinese-manufactured transformer that, “had the ability for somebody in China to switch it off,” according to one former U.S. National Security Council official. There are more than 300 such transformers in the U.S. electric grid that may contain this vulnerability.

In the same way solar weather represents the culmination of Mother Earth's threat to the grid, an electromagnetic pulse (EMP), either due to nuclear weapon detonation or through directed energy and radio frequency weapons, represents the pinnacle of threats by people or nations. Despite dozens of classified and unclassified authoritative reports on the hazards of EMP, and multiple executive orders by U.S. presidents from both political parties, the North American electric grid remains largely vulnerable.

All manner of threats to countries' electric grids are vastly outpacing government and industry efforts to protect these most critical infrastructures. This puts law enforcement in an increasingly difficult position and spurs the question, “If the lights go out here, who's coming to help?”

The most likely answer? No one.



THE CAVALRY IS NOT COMING

The Federal Emergency Management Agency (FEMA) has long known the threat posed by a long-term, widespread blackout. In 2010, FEMA's Disaster Emergency Communications Division issued a report titled *Mitigation Strategies for FEMA Command, Control, and Communications During and After a Solar Superstorm*. The report states:

"Loss of key infrastructure for extended periods due to the cascading effects of space weather (or other disturbance) could lead to a lack of food, given low inventories and reliance on just-in-time delivery, loss of basic transportation, inability to pump fuel, and loss of refrigeration" (National Academy of Sciences, 2008). Cascading losses throughout the complex and highly interdependent technological systems that our society relies on for food, water, fuel, billing, contracting, and transportation may become unreliable or breakdown completely.... Finally, while not within the scope of this white paper, family and societal pressure could impact the availability of personnel to maintain critical systems.

Eight years later, during its National Preparedness Symposium, May 24, 2018, the agency briefed that "current planning does not include any contingencies for very long term or extremely widespread power outages."

For this reason, the agency established "build a culture of preparedness" as a goal in its *2018–2022 Strategic Plan* and this preparedness goal was embedded firmly within the 2017 National Security Strategy of the United States.

This priority was short-lived. The agency's new *2022–2026 FEMA Strategic Plan* replaced that goal with three new goals: "1 – instill equity as a foundation of emergency management, 2 – lead whole of community in climate resilience, and 3 – promote and sustain a ready FEMA and prepared nation." Nowhere in the 38-page document is any mention of the electric grid.

Even if FEMA planned a response to the prospect of electric grid blackouts, there are more than 35,000 cities and towns in the United States. It is physically impossible for the agency to meet the needs of all of them.

The U.S. military is also unprepared for widespread or prolonged power outages. In February 2011, the National Defense University published a report that stated "currently, domestic military installations receive 99 percent of their electricity from the civilian power grid." It further clarified:

Most military bases currently have backup power that allows them to function for a period of hours or, at most, a few days on their own. If power were not restored after this time, the results could be disastrous. First, military assets taken offline by the crisis would not be able to help with disaster relief.

Since 2011, very little has improved with respect to the U.S. military's preparedness to respond to a prolonged power outage, with at least one important effort, the U.S. Air Force's Electromagnetic Defense Taskforce, meeting an untimely bureaucratic demise.

Based on all these frightening realities, leaders of law enforcement organizations must recognize that communities are on their own when it comes to weathering the effects of a widespread or prolonged blackout.

Scenarios like New Orleans, Louisiana, during Hurricane Katrina—where society broke down and law enforcement organizations were unable to keep the peace—are nowhere near the worst-case scenario, given that U.S. federal assets were brought immediately to bear to help that struggling city. What this means is that local governments must plan for the basic survival needs of their communities, starting with protecting the most critical of infrastructures—the electric grid.

WHAT CAN LAW ENFORCEMENT DO?

What can be done at the local level by those who have a duty to serve and protect the people?

Given the vulnerabilities of the electric grid and its interdependency with the telecommunications sector, law enforcement should have three priorities: (1) network with local emergency planners to be better prepared and facilitate cooperation to work toward implementing an emergency plan for an electrical grid blackout; (2) ensure backup power and communications are ready if the grid fails; and (3) engage the local community to promote a culture of preparedness and routine engagement on this issue.

The U.S. Department of Homeland Security's (DHS) Cyber Infrastructure Security Agency (CISA) formed a working group to assist in the first two priorities. This Resilient Power Working Group

Lessons Learned

- Participants noted the benefits of developing more formal protocols and agreements and coordinating with private partners, federal, regional, state, local, academic, and non-governmental organizations.
- Current planning does not include any contingencies for very long term or extremely wide spread power outages.
- A loss of electronic based communications capability would make maintaining situational awareness difficult at best. Public Information and Warning is heavily dependent on electronic based media.
- We are a highly interdependent society.



(RPWG) consists of members from across numerous federal agencies (including the Department of Defense, DHS, FEMA, and Department of Energy), state and local governments, nonprofits, and private industry working to develop *Resilient Power Best Practices for Critical Communications Infrastructure*. While the full document is not yet ready for public release, there are steps that local planners can do to begin incorporating some of those best practices.

1. Professional Networking

Law enforcement and local emergency planners should find and join appropriate sector or geographically based information sharing organizations such as InfraGard, the National Council of ISACs, and preparedness networks, including local community emergency response teams (CERTs), or promote the creation of such a capability if one is not currently available. Planners should also network with nearby National Guard units, especially cybersecurity personnel, and

leverage the CISA Protective Security Advisor (PSA) Program, which can help conduct voluntary security surveys and assessments on critical infrastructure assets and facilities. These groups and programs often include professionals from many different areas who have a passion for security and resilience, possess experience in both areas, and often have a sworn duty to serve and protect the community.

Law enforcement leaders, emergency planners, and community liaisons should form a tight working relationship with both the executives and the on-the-ground operators of their local electric utilities and telecommunications providers, both for information sharing and for the intangible benefit this brings during a disaster.

Similarly, law enforcement can work directly with their local utilities to help them identify and mitigate vulnerabilities. For example, police departments can begin putting unguarded electrical substations on their patrol routes and even use

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those locations for stationary “paperwork tasks” to serve as a visual deterrent to physical sabotage. Law enforcement has the respect of corporate leaders, and police chiefs can be especially helpful in convincing electric utilities to take security seriously by explaining that keeping the peace becomes impossible if they can’t keep the lights on.

2. Backup Power and Communications Preparedness

As described in the DHS CISA fact sheet about the forthcoming *Resilient Power Best Practices*, local planners should identify the criticality of their organizations’ roles and determine the “level of resilience” needed—with a level 1 being the lowest and level 4 being the highest. Regardless of level, there are some basic principles planners should immediately embrace to plan for backup power.

Identify the critical electric loads needed for basic operations during a disaster and maintain a minimum of one backup source of electric power generation (two if possible) for those critical loads. Some examples of these critical loads are power to communications infrastructure, critical refrigeration, water and wastewater, and safety and security systems. These backup generators should be regularly maintained, and load tested, and sufficient spare parts and maintenance parts (oil, air, and fuel filters; hose clamps; spark plugs; etc.) should be stored on-site. Regardless of the fuel source, a sufficient amount of fuel should be stored on-site if possible, and if the fuel is gasoline or diesel, it should be maintained and rotated properly. Planners should regularly assess fuel delivery contracts and explore, document, and test emergency delivery alternatives.

Because employment and maintenance procedures of backup power systems often fall on only one or two individuals (such as facility maintenance or engineer personnel), planners should incorporate training of other employees. Additionally, many backup power systems rely on an “automatic transfer switch” (ATS) to turn on the generator system, which can be a real convenience during an unpredicted blackout. However, if an ATS fails, employees may not know how to manually turn on the generator. Therefore, planners should publish step-by-step instructions (ideally with photos) for power shutdown and startup and ATS bypass procedures and have employees rehearse these routinely.

If generator power is necessary 24/7 during an emergency, planners should ensure that engineers and operators create and test a means to bypass

and isolate components for repair or replacement without deenergizing critical loads (another reason why more than one source of backup power is often needed) and publish these instructions for other team members to execute in their absence.

Basic Communications Preparedness: Law enforcement depends on reliable communications as does the safe and effective operation of critical infrastructures. The internet and cellular data capabilities associated with modern telecommunications have created immense capabilities for both rapid and highly detailed (i.e., photographic and video) communications. Unfortunately, these systems can be easily overwhelmed by high call volumes and low bandwidths in a disaster.

Thankfully, DHS CISA has an entire team devoted to emergency communications, and, in collaboration with the Federal Communications Commission (FCC), this team has developed a series of priority services to “support national security and emergency preparedness communications for law enforcement, government officials, emergency responders, critical infrastructure personnel, and industry members.” These services include the following:

- The First Responder Network Authority (FirstNet) cellular service managed by AT&T is “the first nationwide network dedicated to public safety is ready to help law enforcement, fire service, and EMS do their jobs safely and effectively.” (FirstNet is only available to “primary users” and “extended primary users” that respond to emergencies or incidents, so not all local planners/infrastructure owners will qualify for access.)
- The Government Emergency Telecommunications Service (GETS) gives users a “GETS card” and personal identification number (PIN) that can enable them to get prioritization over standard wireline telephone networks.
- The Wireless Priority Service (WPS) program is an add-on feature for mobile devices that gives users priority access over cellular communications networks. They merely dial *272 on a WPS-enabled device to receive calling queue priority (without preempting other calls already in progress).
- The Telecommunications Service Priority (TSP) program gives “preferential treatment to users enrolled in the program when they need to add new lines or have their lines restored following a disruption of service, regardless of the cause.”

Unfortunately, because these services still rely on commercial telecommunications infrastructure, they are completely dependent upon electricity



and thus vulnerable. As such, law enforcement and emergency planners should assume that a prolonged blackout will take down internet and cell networks and should diversify their communications plan (e.g., cellular, satellite, landline, high frequency [HF] radio), following the PACE model (primary, alternate, contingency, and emergency).

DHS CISA has a program for those seeking backup communications using HF Radio: the SHARED RESOURCES (SHARES) High Frequency (HF) Radio Program. SHARES members “use existing HF radio resources to coordinate and transmit messages needed to perform critical functions, including those areas related to leadership, safety, maintenance of law and order, finance, and public health.”

This means that a local agency needs to procure its own radio equipment, but it can then plug into “more than 3,290 HF radio stations, representing over 590 federal, state, county, and industry organizations located in all 50 states, the District of Columbia, and several locations overseas” that are resource contributors to the SHARES HF Radio Program.

To augment SHARES, especially at the local level, planners can and should also coordinate with local amateur radio emergency communications users (also known as HAM radio operators and radio clubs). Planners should identify certain of their own personnel to license as radio operators and train them on using this equipment without the convenience of everyday electric power and cellular communications.

In one example, a sheriff’s department in Texas ordered all deputies to be trained and licensed as HAM radio operators prior to Hurricane Harvey. That decision paid off when the law enforcement communications networks went down in the wake of that natural disaster.

3. Community Engagement

The third and perhaps most important thing law enforcement can do is to directly educate their communities about threats to the grid in order to build a local culture of preparedness. The first step in this process is to work with state and county or parish emergency managers to ensure they are aware of threats to grid infrastructure and that they are doing their part to prepare themselves, their agencies, and the local community for blackouts. Leadership should also emphasize a culture of preparedness among their own agencies. Personnel will be more

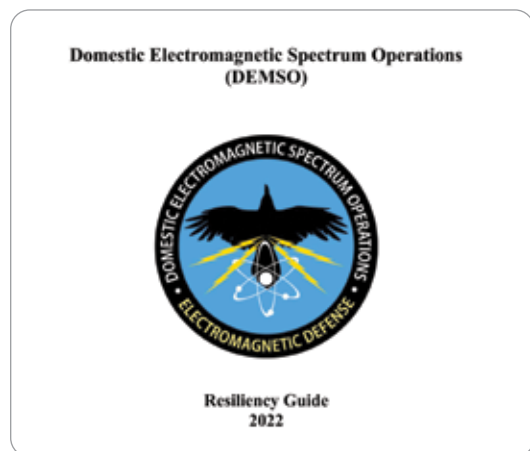
effective during prolonged emergencies when they know their family and loved ones have been provided for.

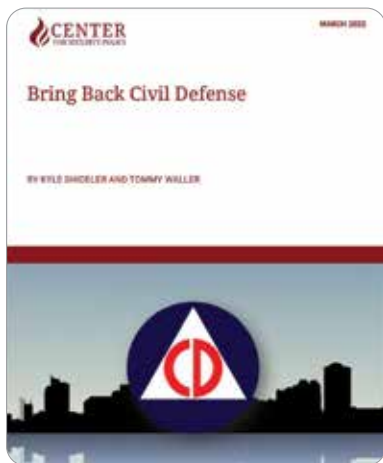
One educational resource to get communities up to speed is *Grid Down, Power Up*, a new documentary accompanied by helpful resources for viewers to contact elected officials, regulators, and utility companies to promote grid security. This film and its associated tools give law enforcement leaders resources that can speed up the civilian learning curve and increase the impact of law enforcement community outreach.

Law enforcement and emergency managers can also encourage their communities to follow in the footsteps of San Antonio, Texas, which established the collaborative Joint Base San Antonio Electromagnetic Defense Initiative (JBSA-EDI), a public-private partnership between agencies and stakeholders in the Alamo region. JBSA-EDI published the *Domestic Electromagnetic Spectrum Operations (DEMSO) Resiliency Guide 2022*.

[This project] leveraged a robust Public-Public, Public-Private (P4) partnership between JBSA and the Alamo area community to inform senior leaders of critical infrastructure within the base and community, as well as Presidents and Superintendents of academia and businesses and it will also translate nicely to the communities that are represented by members of law enforcement.

Law enforcement, community activists, and elected leaders make a powerful team. Utah established a Grid Resilience Committee (HB 418) to advise the legislature on threats to the grid. Utah EMP Task Force representative Robert McEntee educates state leaders on the need to improve law enforcement and first responder resiliency in a grid-down emergency. Colorado resident Glenn Rhoades, national operations director of the Task Force on National and Homeland Security, has worked closely with Colorado State Representative Tonya Van Berber to develop a prototype emergency plan for outages that could represent a model for other states while State Senator JoAnn Ginal has been a leader in supporting Colorado law enforcement and first responders’





ability to manage and coordinate a complex response to long-term power outages. In Wyoming, much progress has been made in blackout preparedness because of a distinctly effective spirit of collaboration between that state's National Guard leadership, leaders of other state agencies, and the leaders of its electric utilities. Finally, York County, North Carolina, is home to a nearly seven-year effort involving former Ambassador Henry "Hank" Cooper and Duke Energy, called Lake Wylie Pilot Study, which is meant to protect the distribution grid assets of that region and serves as a stellar example of how to work the problem from the bottom up.

Law enforcement can also encourage their local communities to bring back the concept of civil defense, defined as "organization of the people to minimize the effects" of enemy actions or natural hazards.

Civil defense organizations represent voluntary groups who are organized to assist local government during extensive or prolonged emergencies. One example is the previously mentioned CERT program. FEMA's ready.gov provides resources for organizing and training a community CERT.

In Waldo County, Maine, the local nonprofit Civil Defense Association is affiliated with the county's Emergency Management Agency and provides information, resources, and support for community members interested in improving their personal preparedness and assisting their community. Other independent resources on civil defense are also available. Regardless of format, volunteer organizations should be carefully integrated into emergency planning to maximize collaboration and minimize the potential for confusion.

FUNDING PREPAREDNESS INITIATIVES

DHS recently announced up to \$1.87 billion in Preparedness Grants. According to DHS and FEMA, to receive these grants, "all capabilities being built or sustained must have a clear linkage to the core capabilities articulated in the National Preparedness Goal: 'a secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.'"

Clearly, funding to achieve the previously discussed priorities are in line with this goal.

Additionally, FEMA maintains the Pre-Disaster Mitigation (PDM) grant program, which provides federal funding for state and local officials to "plan for and implement sustainable cost-effective measures designed to reduce the risk to individuals and property from future natural hazards, while also reducing reliance on federal funding from future disasters." All the above priority actions can be considered pre-disaster mitigation and thus can be used as a justification for funding requests from the FEMA PDM grant program.

In a long-term grid-down situation (more than seven days), first responders need to be prepared to be away from home for long periods of time. Their homes will need backup power. In a long-term situation, fuel for generators may be difficult or impossible to obtain. Some states offer low-interest, no-interest loans for solar systems. First responders can also form cooperative arrangements to help self-install, saving tens of thousands of dollars. The nonprofit Habitat for Humanity regularly installs solar systems using volunteers. If that nonprofit organization can, so can law enforcement. There are also nonprofits exploring packaging necessities (including high-quality water filtration and portable solar generators) for first responders to be offered at cost and a small administration fee. It may be viable to work with businesses to donate toward the cost of such supplies and claim tax deductions. It may also be a great project for Police Benevolent Associations or similar groups.

The U.S. Department of Commerce, National Telecommunications and Information Administration (NTIA) manages a series of grants in the telecommunications sector. Many of the current grant opportunities involve "digital equity programs," and a strong case can be made that securing backup power and installing emergency communications is going to be most helpful to the

IACP RESOURCES

- Law Enforcement Cyber Center

[theIACP.org](https://www.theiacp.org)

- Apache Log4j Vulnerability Guidance (podcast)

[learn.theIACP.org](https://learn.theiacp.org)

- Unconventional Crisis

policechiefmagazine.org



most vulnerable U.S. populations who are particularly at risk during a blackout. The former NTIA grant opportunity probably most aligned with communications preparedness was the Public Safety Interoperable Communications (PSIC) Grant Program, which “helped first responders better communicate during disasters.” Although it ended in 2012, a call from state and local law enforcement to resurrect this program could go a long way to helping fund the above actions.

CONCLUSION

Ultimately, law enforcement must immediately prepare themselves, their families, and their agencies for electric grid outages. To the extent that they can help the government and corporate leaders in their communities understand the immense challenges of enforcing the law in an unprepared community without power, they can be instrumental in inspiring community leaders to embrace the concept of securing the electric grid from all hazards and preparing communities to better weather the proverbial “punch in the mouth.” ☐

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A DANGEROUS

FROM STRANGLERS TO COP KILLERS

BY

Casey Gwinn, JD, President, Alliance for HOPE International; Gael Strack, JD, CEO, Alliance for HOPE International; and Craig Kingsbury, Chief, Twin Falls Police Department, Idaho

DEPUTY SHERIFF PETER HERRERA, 35, MADE A TRAFFIC STOP FOR A DRIVER'S FAILURE TO DIM HIGH BEAMS ON MARCH 22, 2019. After initiating the stop, he determined the car's registration was also expired. However, before Deputy Herrera could even write a citation, the driver got out of the car, said nothing, and opened fire, firing 15 times point blank at Deputy Herrera. Peter Herrera died hours later. His killer, Facundo Chavez, had a long history of domestic violence, including strangulation assaults, against women in his life. Deputy Herrera knew none of that when he made the traffic stop. Hours after the shooting, he would become one of the 23 law enforcement officers murdered in 2019 by men with a history of intimate partner violence and, often, strangulation assaults against women.

Men who assault and strangle women are the most dangerous men on the planet, but many professionals, including law enforcement officers, continue to be unaware of this threat.

Many news stories over the years have argued that domestic violence calls are the most dangerous of all calls for law enforcement. There is some truth to these stories. In 2017, there were more officers shot when responding to domestic violence calls than in any other type of incident involving firearms. Historically, this type of analysis does raise awareness about domestic violence dangers for law enforcement. From 1988 to 2016, 136 officers were killed responding to "domestic disturbances" according to the FBI. By comparison, 80 were killed during drug-related arrests for the same period. The National Law Enforcement Officers Memorial Fund, news outlets, and many other law enforcement organizations have highlighted this type of data over the years. But the dangers of responding to domestic violence calls pale in comparison to the dangers of being on ANY call where the criminal suspect has a history of domestic violence, particularly if he has a history of strangling a woman.



LINK

The FBI says approximately 7–10 percent of officers are killed responding to domestic violence–related or “domestic disturbance” calls, but this analysis is inadequate because it focuses on where the killing occurs and not the background of the killer. Deputy Herrera did not die because he witnessed a high beam violation and then learned of expired registration on the car. He died because he unknowingly ended up in the presence of a misogynistic, rage-filled strangler. The majority of men who kill police officers in the United States are also domestic violence perpetrators, and many of them have strangled at least one woman in an intimate relationship before they kill a law enforcement officer. A history of strangulation assaults with women is not only the purview of cop killers. The majority of mass shooters, domestic terrorists, and domestic violence killers

in the United States have two things in common: a history of childhood trauma and a prior history of domestic violence, often including strangulation assaults, before they kill women, police officers, or others. The list is long: John Muhammed, the DC sniper; Omar Mateen, the Pulse Night Club shooter; Devin Patrick Kelly, the First Baptist Church of Sutherland Springs shooter; Stephen Paddock, the Route 91 concert shooter; and many other notorious shooters were all stranglers of women before they became mass murderers.

When stranglers apply pressure to a woman’s neck, they are raising their hand and saying they are killers. Why? What is the connection between strangulation and the mass shooters and cop killers? The reasons are complex but the rage of stranglers, soaked in misogyny, appears to produce what the authors call a “loaded God complex.”

The most dangerous domestic violence offenders strangle their victims. The most violent rapists strangle their victims.

It used to be thought that all abusers were equal. They are not.

Research has now made clear that when a man puts his hands around a woman’s neck, he has just raised his hand and said, “I’M A KILLER.” He is more likely to kill police officers, to kill children, and to later kill his partner. So, when you hear “He choked me,” now you know... **you are at the edge of a homicide.**

“80 percent of the criminal suspects had a prior domestic violence history and 30 percent had a prior history of nonfatal strangulation against an intimate partner.”

Stranglers want their victims to know that the stranglers have complete control over whether their victims live or die. Stranglers literally hold victims' lives in their hands. It makes sense that such rage-filled entitlement increases the likelihood that a strangler will kill a police officer or attack others when his power is questioned or challenged. In failing to understand these complex connections, police officers, women, mass shooting victims, and others in the general public are dying because of failed interventions with stranglers.

Since 2013, the nonprofit organization, Alliance for HOPE International (the Alliance) has been identifying data that link men who strangle women with men who kill law enforcement officers. The early data analysis showed rates of nearly 50 percent. Then, in 2013, data began to emerge outside of the Alliance's own research. Then-Nampa Police Chief Craig Kingsbury agreed to look at the last 10 officer-involved critical incidents in Nampa, Idaho. Thankfully, no officers died in those incidents, but each involved the shooting of a criminal suspect by an officer or the shooting of an officer by a criminal suspect. Chief Kingsbury recruited a graduate student at Boise State University to pull and examine the last 10 such incidents. They asked two questions: (1) How many of the criminal suspects had a public record history of domestic violence before the incident? and (2) How many of the criminal suspects had a public record history of nonfatal strangulation against an intimate partner? The results corroborated the Alliance's early informal findings: 80 percent of the criminal suspects had a prior domestic

violence history and 30 percent had a prior history of nonfatal strangulation against an intimate partner. While a public records act search would miss many incidents, the data were easily accessible simply by searching all internet-based records and news stories. The Alliance's researchers did not have social or relationship histories of the perpetrators and did not have access to complete criminal background records. Nonetheless, Chief Kingsbury's research mirrored the Alliance's anecdotal findings—those willing to attack a police officer or pull a gun on an officer often had a substantial history of violence against women, frequently including strangulation.

Soon after the Nampa Police Department review was completed, Assistant District Attorney Jerry Fineman called to say he was going to conduct a similar public record search on killers of law enforcement officers in Southern California between 1993 and 2013. Assistant District Attorney Fineman's review found a similar 80 percent history of domestic violence in the background of cop killers and a 50 percent history of strangulation assault in the public record, leading him to conclude that there was a clear link between strangulation assaults of women and the intentional homicides of law enforcement officers.

The Idaho and California data were published in 2014 in the Civic Research Center's *Domestic Violence Report*. Though the trend of officers being killed by individuals with domestic violence histories continued, researchers did not publish again for a number of years. But, in 2018, they again began looking at the backgrounds

of cop killers more systematically. The approach was straightforward: (1) Identify all officers killed in intentional homicides in 2017 from the Officer Down Memorial Page; (2) Identify the suspected and or identified killer of each officer; (3) Search the internet for the killer's criminal history noted in the public record (newspaper articles, court filings, press releases, or social media posts); and (4) Look for any reference to domestic violence, choking, or strangulation of a prior intimate partner. It was difficult to identify specifically “choking” or “strangulation,” but the research team generally found references to prior “domestic abuse,” “domestic disturbance,” or “domestic violence.” In limited cases, if the team knew a local law enforcement officer or prosecutor in a jurisdiction where an officer had died, they made contact to see if the jurisdiction had any other information about the relationship history of the killer. In some cases, the contacts had seen the killer's criminal history, and in others, they had talked to family members or friends who had information about whether the perpetrator had ever assaulted or strangled a woman. In cases where this information was obtained, it was included, even though it was not always public record information.

The research found that 33 out of 44 (75 percent) officers killed in the line of duty were murdered by men with a history of domestic violence. It was not always possible to find strangulation assaults in the public record, but nearly every time additional information about the offenders was available, they often had not just domestic violence histories, but specifically histories of strangling or suffocating women in intimate relationship or sexual assault contexts.

This research is now performed annually by the staff at the Alliance. This analysis was replicated with officers killed in 2018 in intentional homicides and found 66 percent of the cop killers had domestic violence histories. The analysis of officers killed in 2019, 2020, and 2021 has recently begun, and the first public records show histories of domestic violence in over 50 percent of the killers of officers. However,



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the Alliance is also finding less and less being written about the criminal history of the killers in news accounts, making it progressively more difficult to replicate the analysis from 2017. The media appears to be reporting less on the killers and endeavoring to honor the officers more. While this trend does offer honor to the victims and minimizes the glorification of the killers, it is hampering the organization's ability to continue to document the link between domestic violence perpetrators and the killers of police officers in the United States.

“The research found that 33 out of 44 (75 percent) officers killed in the line of duty were murdered by men with a history of domestic violence.”

Awareness is rising about strangulation assault among law enforcement leaders and its importance in predicting homicides of victims of domestic violence, but there is a long way to go in raising awareness about the relationship to officers killed in the line of duty. The International Association of Chiefs of Police passed a resolution in 2014 calling on law enforcement agencies to treat nonfatal strangulation more

seriously, including increasing training, implementing protocols, engaging emergency medical services personnel at the scene, and treating it as a felony offense. However, the resolution did not include findings about officers killed in the line of duty because the Alliance's data had not yet been published.

More research must be done, and the Alliance is seeking the support of the U.S. Department of Justice to run full criminal histories on each law enforcement officer killer in the United States in order to better identify past domestic violence and strangulation assault incidents.

Still, the data gathered to date should help drive public policy in the United States, and these findings challenge the inaccurate data being put out by FBI and, related to mass shootings, the Department of Homeland Security. In 2016, for example, the FBI said that seven officers were killed responding to “domestic disturbance calls.” In 2017, the FBI did not break out the data on “domestic disturbance calls” in their press release at all but noted one officer died on such a call. In 2018, the FBI said one officer was killed responding to a “domestic violence call.” And in 2019, the FBI said two officers were killed in “domestic disturbance calls.” These data fail on many levels to paint the full picture. First, the FBI is looking at where the incident happened instead of who the perpetrator is and what his relationship violence history is with intimate partners. And when the FBI does look at criminal history, it looks only at felony criminal history. In contrast, most domestic violence incidents are treated as misdemeanors by law enforcement professionals, and few end up with any criminal conviction to even be recorded on the perpetrator's record. Based on the Alliance's public records research, how many officers were killed by men with a history of domestic violence in 2017? 33. How many officers were killed by such men in 2018? 31. How many officers were killed by such men in 2019? At least 23.

Police chiefs themselves are dying at the hands of stranglers, not just their officers. Chief Steven Eric Disario in Kirkersville, Ohio, was killed by a domestic violence strangler while

responding to a radio call of a man with a gun outside of a nursing home in 2017. Chief Disario was a married father of six children with a baby on the way when he died. He did not know he was dealing with a strangler when he arrived. It took months for the system to determine that the killer, Thomas Hartless, had a history of domestic violence with strangulation assaults. Imagine the benefit of knowing Hartless was a strangler and the significance of that information before Chief Disario arrived at the scene. Could it have saved his life? Would it have mattered if strangulation, or “choking” as it was called by the victim, had been treated seriously by the criminal justice system before May 12, 2017? Perhaps Chief Disario's children, family, and friends would not have lost him if Hartless had been held accountable when he had raised his hand and said he was a killer.

Every law enforcement officer in the United States has a right to know when he or she is dealing with a man with a history of domestic violence, particularly a strangler. Officers are in more danger and are more likely to die when dealing with a misogynistic, rage-filled man, no matter the type of call or contact. Men who slap, punch, or kick women are abusers, men who strangle women are potential killers, and officers have a right to know when they are coming into contact with them in any setting. ♡

IACP RESOURCES

- Police Response to Violence Against Women
- Response to Non-Lethal Strangulation Report Review Checklist

theIACP.org

- Stalking, Strangulation, and Shootings: The Value of Domestic Violence Data in Predicting Officer-Involved and Mass Shootings

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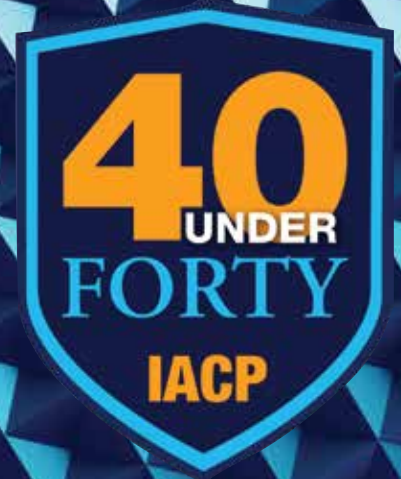
The annual IACP/T-Mobile 40 Under 40 award recognizes 40 law enforcement professionals under the age of 40 from around the world who demonstrate leadership, exemplify commitment to their profession, and have a positive impact on their communities and the field of policing.

The professionals chosen as the 2022 40 Under 40 awardees represent the rising leaders of policing, regardless of rank. They serve their agencies and communities with excellence, whether they are civilian staff, line officers, supervisors, or chiefs of police. This year's class represents every element of policing—patrol officers, investigators, command staff, PIOs, school resource offices, researchers, training coordinators, community engagement officers, and more. They serve communities around the globe, representing law enforcement from seven countries across four continents. Their home agencies range from small local police departments to large national police agencies.

These extraordinary individuals are motivated to lead their agencies into the future, and they encourage their colleagues to grow professionally and personally, striving daily to provide best-of-class services that lead to a safer, more inclusive, and more peaceful world. Regardless of role, rank, or agency, these professionals have dedicated their efforts to raising the bar for policing, and they serve as role models to those they work with, as well as the community members they serve.

The members of the 2022 40 Under 40 cadre each bring their own talents, personalities, and motivations to the policing profession, but they all share important characteristics—the spirit of collaboration, the drive to help others, innovation and creativity, leadership, and the desire to make a difference in their communities and profession.

Each winner was chosen for his or her demonstration of strong values, leadership capability, and commitment to the law enforcement field. They emit positivity, compassion, and energy, despite the challenging circumstances that all law enforcement personnel face. They provide training and mentorship for others, develop more effective methodologies for their agencies, and drive advancements in technology and policy. The awardees consistently show their dedication to their communities through community service, outreach, and education, going beyond their roles in the law enforcement field to make the world a better, safer place for their loved ones, the public, and future generations. ♡



The IACP and T-Mobile are proud to recognize the following law enforcement professionals through the 2022 40 Under 40 award.



Devin Payne
Special Agent/Captain
U.S. Air Force, Office of
Special Investigations
AGE: 27

SPECIAL AGENT (CAPTAIN) DEVIN PAYNE currently serves as the officer-in-charge of the largest Major Crimes Flight in Europe and Africa, running felony-level criminal investigations and economic crimes involving members of the U.S. Air Force. Captain Payne is a consummate leader who motivates his team to strive for continued and sustained success and the highest performance. He is dedicated to ensuring his team responds quickly to every criminal allegation, sets the example for his team to emulate, and is passionate with every aspect of the law enforcement profession.

Captain Payne has directed his team on the front lines to protect U.S. military bases, service members, and their families across the world. He worked to initiate the first ever joint U.S. and German Internet Crimes Against Children operation, protecting local and military families from online threats. In Captain Payne's leading of the Economic Crimes Flight, he directed the first-ever multinational European Deterrence Initiative fraud mission that resulted in 15 liaisons with 10 countries in protection of \$5.9 billion in assets, as well as overseeing an international fraud investigation totaling over \$1.3 million.

“
I continually strive to push myself because I want others to do the same.
”

Captain Payne recognizes the opportunities education can provide and encourages his team and peers to take advantage of them. He leads a team that is academically driven, with 75 percent enrolled in higher education, and many of his agents have earned distinguished graduate recognition. Thanks to these efforts, his team has been recognized as Team of the Quarter three times and Team of the Year for 2021. Captain Payne was recently selected as a Lance P. Sijan Junior Officer Leadership Award nominee, which recognizes the accomplishments of airmen who have demonstrated the highest quality of leadership in the performance of their duties in both their professional and personal lives.



Junghyun Jeon
Inspector
Korean National Police
Agency
AGE: 28

INSPECTOR JUNGHYUN JEON serves in the Women's Safety Planning Division of the Korean National Police Agency. In this position, he is often the last line of defense for victims of crime who are forgotten or discarded by society. Inspector Jeon's background in gender studies has given him a unique ability to work with victims of prostitution and human trafficking and insight into advocating on their behalf. The investigation of violence against women crimes is often fraught with challenges, and Inspector Jeon seeks new ways to combat those challenges and to alleviate the anxiety of crime victims. He has passionately explored the field of violence against women and is a leader in the area of victim-focused response to crime.

“
There are victims who are not yet reported, especially those who suffer gender-based violence. I serve to find and protect them.
”

Inspector Jeon works diligently to ensure victims of crimes will not suffer harm again. He has instituted protection guidelines and measures—taking action to delete videos of victims to prevent further dissemination, appointing public defenders, and providing anonymous investigation reports. The victim protection guidelines that he established are currently referred to and utilized by multiple agencies when responding to other crimes, greatly affecting the overall police response.

Following a recent high-profile national investigation into digital sex crimes and prostitution, Inspector Jeon developed the Standard Model of Detecting Victims of Prostitution. This model has been distributed to police stations across Korea and has become the working model for the detection and protection of victims. His model has received praise not only from the police but also from civic and social organizations in the field of victim advocacy. Inspector Jeon is an exemplary example for other police officers.



Ashish Tiwari
Senior Superintendent of Police
 Firozabad Police, India
AGE: 29



Shane Rothenberger
Corporal
 Grand Forks County Sheriff's Office, North Dakota
AGE: 29

SENIOR SUPERINTENDENT ASHISH TIWARI currently serves as the senior superintendent of police at Uttar Pradesh (UP), which is the primary law enforcement agency in the largest state of India catering to 200 million citizens. In his storied career, he has led police forces of 2,000–4,000 police personnel, serving 2–5 million people as district police chief. He holds dual degrees in computer science and engineering.

Recently, Senior Superintendent Tiwari faced his biggest leadership challenge as the youngest district police chief. Three decades of court cases to solve a nationwide dispute finally culminated in a historic Supreme Court

Ayodhya verdict. He succeeded in maintaining peace during this verdict, which could have disturbed the communal harmony and resulted in violence across India.

Senior Superintendent Tiwari has used his background in computer science to improve lives for the people of India as well as the officers that serve them. He has created a community policing app called C-plan, which has 1 million police users impacting 200 million community members; created the Smart e-Police' app to increase transparency, which

“
To achieve the goal of increasing empathy sustainably, I found respect for human rights, community policing, and technology-enabled governance to be excellent policy choices.
 ”

was scaled up to seven police districts; and worked to implement a facial recognition technology app Reunion, which helped in finding 82 lost kids in 20 days under Operation Smile. Senior Superintendent Tiwari is the recipient of Young Alumni Achiever Award, FICCI Smart Police Officer award, gFiles Governance award, and other recognitions for numerous initiatives displaying leadership, excellence, and commitment in law enforcement.

CORPORAL SHANE ROTHENBERGER has become a trusted leader, mentor, and community ally in his time at the Grand Forks County Sheriff's Office. Every day, Corporal Rothenberger motivates his peers through proactive work and words of encouragement. He is the agency's only certified Drug Recognition Expert (DRE), an active member of the NE Regional Unmanned Aerial System team, and a field training officer. Recently, Corporal Rothenberger realized a weakness in his agency's field

training program and is currently completely overhauling the first phase of it for the betterment of the agency and new hires.

“
I am perpetually motivated to better not only myself but my coworkers so that we can provide the best service to our community.
 ”

As a member of the Turtle Mountain Band of Chippewa and a descendent of the Standing Rock Sioux Tribe, Corporal Rothenberger works to bridge the gap between the Native American community and law enforcement. He has created training about Native American culture

and teaches it to area law enforcement agencies and training academies. Corporal Rothenberger has firsthand knowledge of the complex relationship between U.S. law enforcement and the Native American community, and he took it upon himself to teach officers to increase understanding and improve community-police interactions.

Corporal Rothenberger proposed and, upon approval, created a cultural liaison position for his agency; in this capacity, he represents both Native Americans and law enforcement at community events. Corporal Rothenberger reaches out to youth, pointing them toward the right path, and enjoys having open dialogues to effect change. This progressive position has had a positive reaction from the Native American community in North Dakota.



Rashid Al Nuaimi

First Lieutenant
Ajman Police General
Headquarters, UAE
AGE: 30



Jessy Sahota

Constable
Delta Police Department,
British Columbia
AGE: 30

FIRST LIEUTENANT RASHID AL NUAIMI works at the Ministry of Interior as the head of the Criminal Investigation & Search Branch and heads the Customer Happiness Unit at Al-Nuaimiya Police Station in Ajman Police. He has achieved pioneering results, such as setting time targets for services, leading to a reduction in response times and increased customer satisfaction. As part of

“
The police sector is an encouraging environment for excellence, innovation, achievement, and creativity.
”

this work toward customer satisfaction, he oversaw the implementation of multiple projects, including customer focus groups. He also launched an amnesty initiative to resolve financial disputes without prosecution.

First Lieutenant Al Nuaimi participated in the Sixth Regional Conference on Intellectual Property Crimes in the Middle East and North Africa; thus, he directed the efforts of the Investigation Branch to focus

on issues related to intellectual property. His outstanding work in this area was recognized with the Job Excellence Decoration and enhanced the competitiveness of the United Arab Emirates to rank second globally and first in the Arab world in the effectiveness of the criminal investigation system in the report of the International Justice Project. He developed and supervised numerous projects that increased the arrests of wanted individuals and improved crime control. Additionally, he provided criminal investigation training that measurably increased employee productivity.

In addition to his policing duties, First Lieutenant Al Nuaimi is an active volunteer in community service projects, and he's also launched a number of new initiatives to better connect and communicate with community members. He encourages innovation from his employees and implements many of their suggestions.

As a young boy, **CONSTABLE JESSY SAHOTA** began having serious issues within the community and at school, eventually leading to his expulsion from school at age 12. What initially was perceived as a punishment assignment to an at-risk program ended up being a blessing in disguise because it led to his building healthy relationships with positive adult role models within his community. Constable Sahota has made it his mission to pay forward his lessons learned by dedicating his life to cultivating resiliency in at-risk youth to empower them to avoid the perils of drugs, gangs, crimes, and violence.

In his position as a youth liaison officer with the Delta Police Department's (DPD) Youth Liaison Team (YLT), Constable Sahota works with local at-risk and high-risk youth in the community, many of whom have gang affiliations. His goal is to stabilize the youth by establishing

“
I saw my community struggling with at-risk youth and gang problems, and I knew that I needed to be a part of the solution.
”

positive connections with police, schools, counselors, and mentors. As part of the YLT, Constable Sahota uses trauma-informed practices and, alongside his team, assesses each case individually for further follow-up, engagement, and action.

Constable Sahota is a well-known, world champion kabaddi player and wrestler who recently attended the World Police and Fire Games and won three gold medals. A three-time Canadian National Champion in Wrestling, Constable Sahota recently started a DPD Wrestling Club in conjunction with a local high school. The club is built on the strong values of diversity, equity, and inclusion, with the first and most important principle being one of respect: respect for each other, but most importantly respect for themselves. Through the DPD Wrestling Club, Constable Sahota is developing positive police and youth relationships.



Tara Crescenzi
Lieutenant
 Florida Highway Patrol
AGE: 32



Skyy Calice-McDowell
School Resource Officer
 Aurora Police Department,
 Illinois
AGE: 32

LIEUTENANT TARA CRESCENZI has always strived to be a safety net for those in need, just as the officers in her community were for her while growing up. After obtaining her bachelor's degree in criminology from the University of South Florida, Lieutenant Crescenzi hoped to find a department that would sponsor her training while providing career benefits as soon as she started the academy. She found this opportunity through the Florida Highway Patrol (FHP).

“
We are our communities' guardians, and without us, there is no protection for those who might not be able to protect themselves.
 ”

Once she graduated from the FHP Academy in 2014, Lieutenant Crescenzi quickly demonstrated her proficiency and rose through the ranks. She became a trooper with Troop C – Tampa District. In 2017, she put her communication skills into use as the Central Florida recruiter and social media coordinator for the FHP's Training Academy Facebook and the FHP's recruitment Instagram pages, totaling approxi-

mately 75,000 followers. In 2020, Lieutenant Crescenzi ranked first place on the FHP's Sergeant Promotional List; notably, she is the first woman in FHP history to achieve this feat. She was promoted to district sergeant in one of the busiest districts in the state, which includes Orlando and surrounding areas. She continues to inspire her fellow troopers as she was promoted to lieutenant upon ranking second in the 2021 Lieutenant Promotional List. She became the public affairs officer and spokesperson for Troop D.

For her motivation and dedication to the profession, Lieutenant Crescenzi has received the Trooper of the Month Award (Statewide), Trooper of the Month Award (Troop C), and Above and Beyond the Call of Duty Award (Statewide), among many other recognitions.

SCHOOL RESOURCE OFFICER SKYY CALICE-MCDOWELL was inspired to join the profession by her father, who is a police officer. During her teenage years, she witnessed distrust for the police among her peers due to their personal or familial experiences, which often left her wondering what role she could play in bridging the gap between the community and police.

Her ideas of working with youth to show the human side of policing came to fruition shortly after joining the

“
I aspired to be a part of a noble profession—one where you lay your life on the line for a stranger because you are called to do so.
 ”

Aurora Police Department in 2013. Noticing the rising crime rates among young women in the area, she started a program that has gained major traction within the community: Girls Run the World Aurora. Through the generous support of city officials, corporations, and community partners, Officer Calice-McDowell and her team have created an infrastructure to support, encourage, and uplift young women in their personal and

professional endeavors. The grassroots fundraising efforts resulted in over \$20,000 for academic scholarships. Under Officer Calice-McDowell's leadership, the program has grown to several campuses and is a signature program supported by the Aurora Police Department.

Not only does she instruct and mentor young women, but Officer Calice-McDowell has also become a certified ALICE Active Shooter Response instructor, Axon Taser instructor, Crime Free Multi-Housing instructor, Law Enforcement Youth Academy instructor, and Suburban Law Enforcement Academy instructor. Although the countless awards and recognitions she has received showcase her professionalism and dedication, it is her unyielding dedication to the safety and welfare of others that makes her stand out.

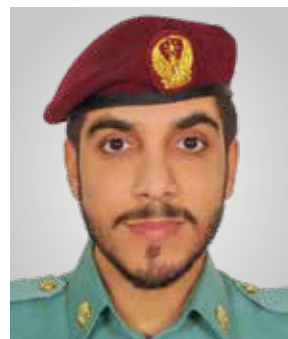


Candice Edwards

Sub-Bronze EMS Coordinator

Royal Canadian Mounted Police

AGE: 32



Jassim Al Balushi

Investigation and Research Assistant

Fujairah Police General Headquarters, UAE

AGE: 32

SUB-BRONZE EMS COORDINATOR CANDICE EDWARDS

had not originally planned to take a job in law enforcement after graduation from Kwantlen Polytechnic University, but she was interested to see if her event coordination skills could be utilized in the field.

After gaining experience with the Canada Border Services Agency, she transferred to the Royal Canadian Mounted

Police E Division Headquarters. Miss Edwards quickly gained a reputation for being a quick learner while volunteering for the Division Emergency Operations Centre, which led her to being selected as a member of the Divisional Mobilization Team for the 2018 G7 Summit.

In 2019, she joined one of the most complex and unpredictable units in the province—the Community-Industry Response Group (C-IRG). This group is

responsible for deploying personnel and managing situations related to controversial infrastructure and political events, which often garner significant opposition. As the Sub-Bronze Event Management System Coordinator, Miss Edwards is responsible for coordinating the management, deployment, and logistics related to approximately 250 police personnel to emergency events, including the Coastal GasLink pipeline, the Trans Mountain expansion project, and the Anti-Mandate Protest. Miss Edwards proved her expertise and leadership skills by managing personnel and logistics during Canada’s largest act of civil disobedience, which took place in Fairy Creek. She maintained continuous communication, coordination, and rotational deployment of around 100 people per week for a period of six months. In this and other situations, Miss Edwards consistently goes above and beyond what is asked of her.

“
The challenge of integrating perfection within an aggressive operational environment is a key driver for me.
 ”

ASSISTANT JASSIM AL BALUSHI was motivated to pursue a career in law enforcement after a string of robberies occurred in his neighborhood while he was a student. Assistant Al Balushi witnessed the positive effect the police’s response and successful apprehension of the suspect had on his neighborhood, which encouraged him to pursue a career in law enforcement.

Assistant Al Balushi joined the Fujairah Police over 13 years ago. In that time, he has received 14 career awards. He excels at analytics and the detection of anonymous crimes, and he has helped solve several major crimes. He has also successfully led several task forces at the agency.

Assistant Al Balushi is particularly noted for innovation, creating an unprecedented system for former and suspected persons that uses artificial intelligence to identify suspects and manage the investigation teams. He has applied various technological solutions of his own creation, such as AI-enhanced hot spot deployment, streamlined investigative tools, information sharing platforms, and a smart imaging device to assist with night patrols in remote areas, among other innovations.

Assistant Al Balushi uses his strong interpersonal skills to communicate with people from different segments of society; he has recruited sources from multiple nationalities, learned to speak multiple languages, and participated in cultural outreach activities. He volunteers extensively, including with the Special Olympics World Games and campaigns supporting taxi drivers, children with autism, and youth sports, often encouraging his colleagues to join him in supporting the community.

“
Law enforcement is one of the most important and noble jobs in society.
 ”



Kaitlyn Perez
Director
 Sarasota County Sheriff's
 Office, Florida
AGE: 33



Cara Jacobs
Sergeant
 Roanoke County Police
 Department, Virginia
AGE: 33

DIRECTOR KAITLYN PEREZ currently serves as the leader of the Sarasota County, Florida, Sheriff's Office Community Affairs division; she is also the agency's public information officer. Her position supports more than 1,000 employees who interact with more than 450,000 community members daily. Director Perez is a problem solver and idea generator, and her efforts are a significant reason her agency is held in high regard by the community.

“
I am fortunate to be able to effectuate real change... my work in law enforcement is allowing me to help build a safer and more vibrant community.
 ”

In 2021, Director Perez helped lead the agency's strategic planning process, launched an in-house television program, managed an agencywide recruitment campaign, and elevated the image of her organization by launching campaigns related to mental health and how the agency serves vulnerable populations. Last year, Director Perez also volunteered to take on the mission to help a family was trapped

in Afghanistan after the Taliban takeover. A deputy for her agency, an Afghan-born combat linguist, had family members whose lives were in danger due to his work with U.S. troops. Thanks to the tireless work and support of Director Perez, 32 members of the deputy's family gained permanent housing and jobs and all the children were enrolled in school. Her work on this project will have a long-term generational impact on this family.

Director Perez is a board member of the Boys and Girls Club of Sarasota and DeSoto Counties, a graduate of Saint Leo University's 23rd Command Officer Management Program, and recipient of multiple internal and external awards. In 2021, she was named a 40 Under 40 Leader by the *Business Observer*.

SERGEANT (SGT) CARA JACOBS is a take-charge, motivated leader who has worked hard to make her community safe for those she serves. In her career with the Roanoke County, Virginia, Police Department, she has held a variety of positions and has excelled in each.

When the Commonwealth of Virginia decided to restart the Drug Evaluation and Classification Program (DECP) after a 20-year hiatus, SGT Jacobs was selected to be a part of a core group of officers to participate in the program. She was one of the first nine officers in Virginia to become a certified drug recognition expert (DRE). SGT Jacobs is a strong advocate for the program and works with a small cross-sectional group to implement procedures for Virginia's DECP and serves on an IACP work group that develops DRE model policy. She also serves

“
I was drawn to the idea of going home every night feeling like I contributed to my community, and society as a whole, in some constructive and positive way.
 ”

as a regional coordinator in Virginia for administering the DECP; in this role she works to provide quality assurance and oversight of those programs and regularly provides training to prosecutors and judges about drugged driving and the DECP/DREs.

SGT Jacobs is currently the only female supervisor in her agency, and she understands her responsibility as a leader and mentor to the future generations of women leaders in policing. She has worked to implement a networking program for women within her department that provides support and mentorship. She also successfully advocates for officers to attend leadership and other skill-based training tailored to their needs and the unique challenges they face as women in law enforcement. Through her initiative, SGT Jacobs has developed contacts across various disciplines, both locally and across the United States, to assist these future leaders in their careers.



Richard Steidell

Officer

Boulder Police Department,
Colorado

AGE: 33

OFFICER RICHARD STEIDELL joined the Boulder Police Department after an 11-year career in the U.S. Coast Guard. He was drawn to a life of service after the September 11, 2001, attacks on the World Trade Center and was inspired by his uncle's 20-year service with the New York City Police Department.

Recently, Officer Steidell responded to an active shooter incident where an armed suspect began shooting inside a grocery store. Nine community members and a Boulder police officer were killed. Officer Steidell and other officers formed a team and made entry into the grocery store and came under intense gunfire. As the entry team moved back to cover, Officer Steidell stayed inside armed with only his handgun. Officer Steidell had no cover and was fully exposed, risking his life to stop the threat.

“
I have the honor and privilege to work alongside real-life superheroes. Working with other officers to accomplish one common goal has always motivated me.
”

Before the gunman could begin shooting again, Officer Steidell immediately fired his handgun, striking the suspect in the leg. The suspect immediately stopped all aggression toward the officers and was taken into custody. The actions of Officer Steidell saved countless lives that day.

Officer Steidell strives to be a community caretaker both on and off duty. One day when he was driving while off duty, he saw a woman lying in the middle of the roadway. He

stopped to render aid and learned she had been trying to take her own life. The woman became combative, and he was able to calm her and to keep her from hurting herself until on-duty officers arrived. Officer Steidell's calm demeanor and talent for informal leadership is admirable and he shows great promise for becoming a strong leader in the law enforcement profession.



Craig Goldwin

Detective Inspector

Royal Gibraltar Police

AGE: 34

DETECTIVE INSPECTOR (DI) CRAIG GOLDWIN knew from childhood that policing was the profession for him. His grandfather, who was a police officer, taught him about policing and the good that officers provide the community.

An instrumental employee in the Royal Gibraltar Police, DI Goldwin has served in various capacities. These include aide de camp to the governor of Gibraltar, inspector of the public protection unit, ethics champion, and

liaison officer for international cooperation with Spanish law enforcement agencies. He is also the point of contact for CARIN and AMON—international networks of asset recovery and anti-money laundering practitioners.

“
I am motivated because I want to raise my family in a safe environment, and I want my children to grow up knowing that good is always better than evil.
”

Having joined the newly formed money laundering investigation unit (MLIU) in 2016, he has been the driving force in numerous investigations and other high-profile cases. Among those cases, DI Goldwin played a major role in the investigation of Gibraltar's largest robbery, known as Op Boston. As part

of the operation, DI Goldwin single-handedly identified €500,000, leading to his supervision of a major investigation that resulted in another £12 million being confiscated. After his promotion to inspector in 2019, he took over the strategic direction of the economic crime unit (ECU), which the MLIU falls under.

Following the update of the Proceeds of Crimes Act (POCA) in 2015, DI Goldwin created the Cash Seizure policy for the agency. He also created a document incorporating various policy statements on how the agency could conduct money laundering investigations and implemented a systematic introduction of the handbook to all ECU staff.



Darko Radovanovic
Detective Sergeant
 Queensland Police Service,
 Australia
AGE: 35



Robert Haynes
Manager, Security Risk
Operations
 University of Texas Police at
 Houston
AGE: 35

Having faced significant challenges early in life, including living through four years of a war in former Yugoslavia and moving to Australia as a refugee, **DETECTIVE SERGEANT DARKO RADOVANOVIC** developed a passion to become a police officer to help people, especially children, who are the most vulnerable in the community. He earned a bachelor's degree in criminology and criminal justice and

“
I am motivated by conducting investigations where children can be protected and given a different path in life to achieve their goals and ambitions.
 ”

was awarded a scholarship to study in Slovenia focusing on Post-conflict Policing. Detective Sergeant Radovanovic joined the Queensland Police Service (QPS) at the age of 21 and has been awarded the Dux at the Queensland Police Academy and the Multicultural and Police Citizens Youth Club Awards.

While working in the field of child victimization, Detective Sergeant Radovanovic has been involved in youth crime prevention initiatives including sporting, educational, and community-based programs.

He went beyond his assigned role in the Child Protection Unit, taking up the challenge of reducing reoffending by prolific adult offenders with a view to reducing victimization and creating stable childhood environments. To achieve those aims, Detective Sergeant Radovanovic is currently managing a QPS “wrap-around” program, the Property Offender Program, that involves intensive management of prolific property offenders who are on probation and parole.

Detective Sergeant Radovanovic has played a leading role in many complex investigations involving children and was critical to the success of each investigation. His ability to be confronted with such traumatic incidents, calmly focus his team of investigators, and ensure staff welfare all while working to protect children is an indicator of his professionalism and leadership qualities.

Because his department is atypical in that they provide police and security services to two separate health institutions, **MANAGER ROBERT HAYNES**'s oversight of the University of Texas Police at Houston's Risk Protection Operations Unit includes the management of two teams of analysts. Although these teams have different roles, they share various responsibilities for crime analysis and operation of the technology systems used within the agency.

Manager Haynes was awarded Civilian of the Year for his work on revising staffing models for the agency's security program, as well as his instrumental work in the development of the data visualization and analysis program.

“
My opportunity to serve begins with every action I take, and being deliberate, just, fair, and respectful in my endeavors is how I set the example.
 ”

He created dashboards that can show hotspots, case details, and offender and victim relationships. The program has become a force multiplier and time saver for the agency, which now has 50 such dashboards available to personnel. The creation of this valuable data visualization capability was a driving force in the creation of the Shared Purpose Council, where leaders present actionable insights gained from utilizing their unit's dashboards. In addition, Manager Haynes

speaks with external partners about setting up their own data visualization portals.

Manager Haynes also designed and teaches a course on bicycle and pedestrian safety to the campus. He is a lead instructor for a violence prevention course, teaching attendees how to resolve workplace conflicts through de-escalation. Haynes also had an active role as a police explorer advisor to youth interested in law enforcement, sharing his dual passions of learning and coaching,



Rashid Alghafri
Lieutenant Colonel
Dubai Police, UAE
AGE: 36

LIEUTENANT COLONEL RASHID ALGHAFRI, PhD, chose to work in the law enforcement sector because he considers it to be the most important pillar of a successful nation. As the first officer in the region to be granted the title of professor in forensic genetics, Dr. Alghafri bridges

“
Establishing a solid level of safety and security in a community is the only basis on which they can live in peace and prosper.
”

academia and the service sector. He is the founder of the Arabian Speaking Forensic Working Group and has worked on and supervised nearly 13,000 forensic cases, including high-profile homicides and long unsolved cases.

Dr. Alghafri is the only officer who was awarded the UAE Pioneer Award twice, the first time for his internationally recognized male DNA profiling tool (RM-Yplex), which has contributed immensely to solving many crimes around the

world, as well as aiding humanitarian projects such as the identification of World War II victims in mass graves. He has been an actively contributing member of UAE Biosecurity Consultant Board since 2016. He was the first to be honored as the Knowledge Ambassador during the Knowledge Summit and the first to be selected for and graduate from the Impactful Leadership Program, which was hosted by MBRCLD.

During the COVID-19 pandemic, Dr. Alghafri developed the multiagency Micro Surveillance Team, which helped the government predict the spread of the virus and better focus its efforts. Motivated by achieving his goals, Dr. Alghafri thrives in the challenging world of law enforcement and considers it an honor to serve justice and contribute to keeping his country safe.



Lisa Arnold
Digital Forensic Program Manager
Georgia Bureau of Investigation
AGE: 36

DIGITAL FORENSIC PROGRAM MANAGER (DFPM) LISA ARNOLD began her career with the Georgia Bureau of Investigation (GBI) 10 years ago as a digital forensic investigator and has provided digital forensic on investigations of child sexual exploitation, child abuse and molestation, fraud, theft, and homicide. In her current role, she manages the daily operation of the Digital Forensic Lab located at GBI Headquarters.

DFPM Arnold also directs several initiatives focused on growing the GBI's digital forensic initiative. These efforts require her to coordinate various tasks and responsibilities, including managing budgets and personnel;

“
I am proud to advocate for this growing field and for the opportunity I have to help shape the next generation of digital forensic leaders.
”

establishing standard operating procedures; overseeing policy compliance and audits; implementing forensic technology; and reporting case data metrics.

DFPM Arnold's leadership strength lies in her ability to encourage strategic, innovative thinking and inspire her team to take action. DFPM Arnold's leadership directly resulted in positive outcomes when she implemented an electronic warrant terminal at the GBI Child Exploitation and Computer Crimes (CEACC) Unit

office. Additionally, she has partnered with various digital forensic vendors to test advanced technology with active investigation data and has used the results to encourage GBI investment. Years ago, when the GBI began to encounter devices that were locked using facial recognition technology, DFPM Arnold experimented with zoom levels, lighting, and angles to create a photograph that would unlock the devices, resulting in the discovery of evidence that would've otherwise been lost.



Tiffany Castell
Detective Sergeant
 Toronto Police Service
AGE: 36



Abdulla Bin Huwaidin
First Warrant Officer
 Sharjah Police
 Headquarters, UAE
AGE: 36

DETECTIVE SERGEANT TIFFANY CASTELL is an accomplished police officer, scholar, and leader who is known for her professionalism, dedication to excellence, and people-centered leadership. Detective Sergeant Castell has served in a variety of areas including uniform front line, community response, and drugs. She was promoted to sergeant in 2015 as a frontline supervisor and later

“
I recognize that my position carries with it a moral and social responsibility to make the world a better place.
 ”

placed in charge of the youth and family violence unit before joining the TPS Homicide Squad as a detective. Promoted again in 2021, she is the first-ever woman of color to be a permanent member of the Homicide Squad and is one of its youngest detective sergeants.

Detective Sergeant Castell has a deep understanding of the challenges faced by the diverse communities in Toronto and has established a strong internal and external network.

This has allowed her to foster strong partnerships on behalf of the TPS, enabling effective community-police initiatives, including the creation of a unique fashion program for youth that provided an inclusive space for creative exploration.

Detective Sergeant Castell volunteers as a Critical Incident Response/Peer Support Team member. To promote psychological resilience and wellness, she led the expansion of the Early Career Psychological Wellness Program at her former division. The program remains in place today and supports each new class of recruits.

Detective Sergeant Castell is currently completing a doctorate in education with a research focus on leadership and gender equity. She is also the co-author of a skills development textbook that was published in 2021 by a leading global educational publisher.

FIRST WARRANT OFFICER ABDULLA BIN HUWAIDIN began his police career in the Sharjah Police 16 years ago and worked his way up to the Investigations and Criminal Investigations Department. His career is the achievement of a long-held dream of his to serve the United Arab Emirates and protect those who are vulnerable.

First Warrant Officer Bin Huwaidin is considered an advisor and expert in solving criminal cases. He also prepares scenarios during his inspection of the crime scene and leads the work teams to implement strict and correct procedures so that the perpetrators do not escape from justice, especially for cases of premeditated murder, human trafficking, or other complex crimes.

“
The police is an institution that provides security, and its primary mission is to protect people.
 ”

As a field commander, First Warrant Officer Bin Huwaidin has distinguished himself by exhibiting qualities such as flexibility, decision-making capability, teamwork, effective communication, and insight—paired with strong crisis management skills and an ability to learn quickly. These skills served him well as the head of the Follow-Up and Prevention team during the COVID-19 outbreak, earning numerous commendations for himself and his agency.

First Warrant Officer Bin Huwaidin is not willing to simply settle for fieldwork. He constantly strives to increase his scientific and practical knowledge and his familiarity with laws and legal issues through formal education, conferences, and individual studies, ensuring that he is serving as the best officer he can be.



Reem Qambar
Major/Deputy Director
Security Media Department,
Ministry of Interior, UAE
AGE: 36

MAJOR DR. REEM QAMBAR maintains an extremely busy schedule balancing her duties in the UAE Ministry of Interior (MOI). Dr. Reem Qambar currently holds two positions; she is the deputy director of the Security Media Department and the head of the Strategy and Performance Section at the General Directorate for Security Support in the MOI. Dr. Qambar has over 10 years of experience in performance development, strategy planning, quality management, and government communication, and she holds a doctorate degree in management.

Dr. Qambar leads the Government Communication Team at the ministry and supervises all media affairs related

“
I believe that the best way to make great achievements is by sharing knowledge and influencing the younger generation to always seek for the highest standards outcome.

”
to the MOI. She is the spokesperson and representative of Security Media at MOI and serves as a strategic advisor to one of the MOI generals. Dr. Qambar has earned several awards for leading teams on local and global levels. She also received three awards in marketing effectiveness from the Summit International Awards Committee from the United States and won the Sheikh Khalifa Government Excellence program award.
Dr. Qambar strives to send a message that speaks to the public and raises the level of social awareness and enhances social responsibility. Dr. Qambar is currently the only female in the directorate holding a managerial position, and she manages more than 20 people. She works to influence future generations of female leadership as a member of the Gender Balance Committee to which she has dedicated her efforts to promoting gender equality in the work environment through empowering women.



Eric Tung
Sergeant
Kent Police Department,
Washington
AGE: 36

SERGEANT ERIC TUNG plays a pivotal role in the success of the Kent Police Department. In addition to leading shifts of officers in Patrol, he became a team leader for the regional Civil Disturbance Unit and his agency's Peer Support and Wellness Teams. After several years, he worked in the Neighborhood Response Team, focused on building public safety and police relations through collaboration with community stakeholders.

As the Peer Support Team coordinator, Sergeant Tung developed frequent communication and critical incident debriefs for stressful and traumatic situations faced by his fellow officers. In addition, he crafted and fostered training and sent out regular emails focused on the pillars of wellness with tips, workouts, podcasts, and articles. He has become a resource for other police

“
I maintain the theme that every conversation, every meeting, every email... is an opportunity to lead.

”
agencies to facilitate stress debriefs and help build their peer support and wellness programs. As a fitness coach for Kent Police, he started a health and wellness blog and social media to support healthful practices through mentoring first responders and civilians.
Recognizing the critical staffing crises facing law enforcement in his region, Sergeant Tung revamped the Kent Police Department's Recruiting and Hiring Unit. Drawing on his experience in community relations, he focused on the concept that recruiting and outreach were the same challenge and opportunity. By doing so, he has developed a recruiting process that focuses on engagement, transparency, and building relationships through mentorship. It has seen dramatic success in the first several months of implementation in contrast to regional trends.



Kyle Bergner
Lieutenant
 Waukesha Police
 Department, Wisconsin
AGE: 37



Sarah Shendy
Officer
 Copley Police Department,
 Ohio
AGE: 37

LIEUTENANT KYLE BERGNER's interest in law enforcement originally stemmed from witnessing his father, who retired as a deputy chief of police, contribute to the community at every opportunity. Then, his community came together to mourn and honor an officer killed in the line of duty, and Sergeant Bergner realized that public service was his calling.

Lieutenant Bergner has accomplished much in his 13-year career, leading both the Patrol Division and Criminal Investigations Division, as well as becoming a use-of-force, firearms, and narcotics trainer and a Taser master instructor. Additionally, as a member of the Waukesha Police Department Tactical Team, he was promoted to sniper team leader.

“
I am extremely humbled each day that I am afforded the opportunity to serve the community I took an oath to protect.
 ”

Wisconsin Narcotics Officers Association's Drug Unit of the Year. His Narcotics Unit has worked tirelessly to put together large-scale, complicated investigations that have impacted the health and safety of the community, including a prominent multiagency investigation that gained U.S. national attention.

Lieutenant Bergner continues to serve as a part-time trainer at the police academy and finds motivation and fulfillment in being a mentor and role model while developing future law enforcement leaders. He also represents law enforcement in the community as a volunteer coach for youth wrestling, baseball, and football in the area.

OFFICER SARAH SHENDY currently serves in two especially important roles in the policing profession. She is a police officer with the Copley Police Department as well as the director of the newly created Office of Law Enforcement Recruitment (OLER) within the Department of Public Safety in Ohio. OLER is the first of its kind in the United States—no other state has an office that helps local municipalities in the selection, hiring, and recruitment of police officers.

Officer Shendy is dedicated to empowering other women in law enforcement to reach their full potential. She now leads bimonthly informal book discussions/mentoring sessions with other women in law enforcement or those aspiring to a career in the profession on topics around leadership and perseverance. She is also a mentor for a female college student who is participating in a newly created college to law enforcement pathway program. Because of her work and commitment to community policing, Officer Shendy was selected to serve on the Ohio

“
I want to be an example for every little girl, especially girls from minority communities. Representation matters.
 ”

Attorney General's advisory group on police training and was chosen as the chair of the community policing committee, where she directed initiatives for basic police academies that would enhance community-police relations.

Officer Shendy has been recognized for the work she has done in her community and throughout the state of Ohio. She was nominated as a hometown hero by the Islamic Society of Akron and Kent, and she was selected by Ohio's governor, Mike DeWine, to be the first director for the Office of Law Enforcement Recruitment.



Meiaad Alsaadi

Captain

Ministry of Interior, UAE

AGE: 38

CAPTAIN MEIAAD ALSAADI, EngD, is an accomplished and enthusiastic leader whose achievements include becoming the first woman in the UAE Ministry of Interior (MOI) to be a captain, doctor, and network engineer working in digital database management. She made a qualitative leap in the field of digital database engineering through the development of the Digital Databases Section. She manages databases covering all the MOI's operations such as criminal, traffic, civil defense, and others.

“
Working in the police field develops personal skills such as commitment, leadership, productivity, and loyalty.
”

Dr. Alsaadi is a leader in business continuity management, developing a framework and plans for risks and challenges management and ensuring they meet all legislative, legal, regulatory, strategic, and political requirements. She also supervises the business continuity operations experiments for the primary data centers, enabling the MOI to be the first UAE government entity to work remotely during the COVID-19 pandemic. She has chaired multiple specialized work teams and crafted numerous initiatives to the MOI to help the organization meet its strategic goals.

Dr. Alsaadi exhibits the ability and social intelligence to communicate with others in different cultures, leading to her representing the MOI at the World Summit of Women Presidents of Parliament; she has also been delegated to the Women's Leadership Program at Al Maktoum College for Higher Education in Scotland. She has received numerous awards, including the best engineering employee in Mohammed bin Rashid Government Performance Award, best technical officer in HH Ministry of Interior Award, and the Stevie Award for best technical support team.

Dr. Alsaadi exhibits the ability and social intelligence to communicate with others in different cultures, leading to her representing the MOI at the World Summit of Women Presidents of Parliament; she has also been delegated to the Women's Leadership Program at Al Maktoum College for Higher Education in Scotland. She has received numerous awards, including the best engineering employee in Mohammed bin Rashid Government Performance Award, best technical officer in HH Ministry of Interior Award, and the Stevie Award for best technical support team.



Jason Sieczkowski

Commander

Chandler Police Department, Arizona

AGE: 38

COMMANDER JASON SIECZKOWSKI was drawn to a career in law enforcement from an early age—even professing his goal to be an officer in a fifth-grade project. He currently serves as the Downtown Precinct commander for the Chandler Police Department where he displays commitment to service, innovation, superior supervisory skills, and a visionary approach to the profession.

Recently, Commander Sieczkowski oversaw the overhaul and re-development of the Field Training Officer (FTO) Program for new and lateral officers. The program was more than doubled in size, and Commander Sieczkowski was instrumental in the process to onboard the additional staff. He also worked to create a new training schedule, facilitated the onboarding of new officers and cadets, and was the direct contact with multiple police academies to receive regular updates on the incoming recruits. This transition's success was a direct result of the hard work and determination of Commander Sieczkowski.

“
I love working with the community to solve problems and create a better quality of life for our residents.
”

Commander Sieczkowski has been instrumental in maintaining a great working relationship with the Neighborhood Services Homeless Outreach Team. He currently serves on the City of Chandler Human Relations Commission where he works alongside members of other city departments, as well as nonprofit and nongovernmental organizations, to create a community where people can live, work, and thrive together. Additionally, Commander Sieczkowski works with local businesses and neighborhood organizers to provide an open line of communication to engage on issues and find solutions.

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Michelle L. Brown

Deputy Director
 Psychological Assessment
 Section, New York City
 Police Department, New
 York
AGE: 38



Alexander M.

Perkins
**Special Agent/
 Commander**
 U.S. Air Force, Office of
 Special Investigations
AGE: 38

DEPUTY DIRECTOR MICHELLE BROWN's path to law enforcement began almost 10 years ago when she was hired as a clinical psychologist for military and law enforcement personnel and their families. This opportunity became a turning point in her career because it introduced her to working directly with law enforcement officers and 9/11 first responders and rescue and recovery workers. After working in this capacity for two years, Dr. Brown began her own private practice in which

she focused on the diagnostic assessment and treatment of service-connected mental health conditions.

“
I am motivated to open even more doors for myself—doors that I will leave open for those who come behind me.
 ”

At the age of 33, Dr. Brown was hired as the deputy director of the New York City Police Department's (NYPD) Psychological Assessment Section, which is responsible for the preemployment psychological suitability evaluations for all candidates applying to be NYPD officers.

This was the first time in the section's history that an individual was hired from outside the agency for that position. Since her hiring in 2017, Dr. Brown has taken the lead on managing NYPD disqualification appeals and given invaluable feedback to staff on how to conduct better evaluations and make decisions that are more legally defensible. Due to her efforts, she has recently been selected to take over as deputy director of the Psychological Assessment Appeals Section, which is responsible for processing and reviewing all candidate disqualification appeals within the NYPD.

Dr. Brown continues to provide services through her private practice and has promoted wellness by founding the NYPD Equestrian Club, an official club of the NYPD Sports Unit.

SPECIAL AGENT ALEXANDER PERKINS worked his way through various responsibilities and commands in his 19-year U.S. Air Force career. After enlisting at 18, he worked his way up to command AFOSI Detachment 805 at F.E. Warren Air Force Base responsible for identifying, neutralizing, and exploiting criminal and counterintelligence threats to the 90th Missile Wing. Along the way, he obtained two associate degrees, a bachelor's degree, a master's degree, and an officer's commission. He served

around the world with assignments in the U.S., Iraq, South Korea, Africa, and Germany. He has excelled at conducting criminal investigations, performing inspection duties for AFOSI's Pacific Command, and overseeing AFOSI's counterintelligence program for Europe and Africa, which encompassed 30 geographically separated units.

“
Having a career in law enforcement is a dream come true because every day I get to make a difference in people's lives.
 ”

Special Agent Perkins continually exceeds the standard and has achieved many extraordinary accomplishments during his career. He established OSI Det 226's first-ever Internet Crimes Against Children program and identified 14 members using the internet to exploit children. While deployed to Iraq, he used his proactive law enforcement mindset to obtain Iraqi arrest warrants resulting in the arrest of four high-value individuals, reducing indirect fire on the installation and improvised explosive detonations in the surrounding area. Additionally, he was an instructor at the Federal Law Enforcement Training Center.

Throughout his career, Special Agent Perkins' contributions earned him the Bronze Star Medal, a handful of wing-level quarterly and yearly awards, and the 2009 DoD CI Team of the Year Award.



Kamanasish Sen
Superintendent of Police
 Indian Police Service
AGE: 38



Justin Arnold
Chief of Police
 City of Ozark, Missouri
AGE: 38

SUPERINTENDENT KAMANASISH SEN currently serves as the superintendent of police for the East Burdwan district of West Bengal. A dynamic and forward-thinking leader, he strives to improve the lives of community members and advance the profession of policing.

“
The opportunities to help people in distress and to enable change in the lives of the public motivate me the most.
 ”

Superintendent Sen has successfully managed mob violence, communal conflicts, industrial disputes, natural and man-made disasters, human trafficking, and other crimes and emergencies.

During the recent West Bengal Assembly Elections in 2021, Superintendent Sen led the charge to ensure that the electoral process was fair and transparent. He designed and

implemented a Drone Monitoring System that allowed the police to maintain a sharp vigil over the areas that had seen several incidents during the pre-poll phase of the assembly elections. The Drone Monitoring System was so successful that it has been included in the National Police Mission of Bureau of Police Research and Development in India.

Superintendent Sen is also actively involved in community policing. He helped to start Adivasi Football Training School to train tribal girls in football (soccer). Superintendent Sen also assisted with free coaching for engineering and medical entrance examinations for 220 low-income students in the district of East Burdwan. For his work on these and other initiatives, Superintendent Sen was awarded the Corporate Social Responsibility Award by the Aditya Birla Group, Chief Minister’s Commendation Medal, and the National Award for Best Electoral Practices.

CHIEF JUSTIN ARNOLD began his law enforcement career with the Ozark Police Department in 2005 and immediately began developing himself and his skillsets. As his career progressed, he found himself leading the department’s narcotics/VICE investigations and ultimately commanding the department’s Criminal Investigations Division. Throughout his career, he has served in nearly every role of the organization—patrol officer, detective, sergeant, commander, and deputy chief. In 2019, Chief Arnold was appointed chief of police.

When Chief Arnold took over, the Ozark Police Department had a turnover rate of nearly 60 percent. Chief Arnold understood that people were leaving for two primary reasons—lack of opportunities and poor opinion of department leadership. However, taking the time to

“
I am focused on mentoring and developing future law enforcement leaders from within the community.
 ”

learn the motivations and goals of the staff and openly communicating with them have improved morale significantly. The turnover rate from 2019 to 2022 dropped to less than 20 percent. With an emphasis on internal opportunity and professional development of staff, Chief Arnold has added experienced law enforcement professionals to his team by appealing to both lateral and recruit police applicants.

Beginning in 2019, Chief Arnold championed the Hero in Training program, designed to engage youth of all ages and educate them about policing. The response from the community was overwhelming, and the program continues to be a great success, earning the Missouri Municipal League Innovation Award in 2021. After Hero in Training events, officers who were involved have their own stories about positive, special interactions with the kids who attended.



Jason Kalinowski

Sergeant

Gurnee Police Department,
Illinois

AGE: 38



Anne Li Kringen

**Training Academy
Division Manager**

Austin Police Department,
Texas

AGE: 39

SERGEANT JASON KALINOWSKI has known he wanted to be a police officer since he was four years old when his family was helped through a traumatic experience by a caring officer. He knew he wanted to be the person who could show up and be the calming presence and protector for those in need.

“
I am motivated by being the best servant I can be and strive to be a leader my officers want to follow. I am motivated each day by making positive impacts on those around me.
”

Sgt. Kalinowski excels in many areas, but his passion lies in community involvement and volunteerism due to his outgoing personality and honest desire to serve others.

Sgt. Kalinowski uses his talents in this area in many ways, such as fundraising for the Fraternal Order of Police Social Lodge #266 to raise almost \$140,000, volunteering with the Gurnee Turkey Trot (a local charity fundraising race), and organizing and leading his department’s Shop with a Cop event. Since the inception of the event six years ago, it has

grown from providing gifts for 22 local children in need to more than 70 children last year.

Recently, when the public and profession’s focus turned to law enforcement reform and accountability, Sgt. Kalinowski shifted his own focus to morale, retention, and relationships in the community. He worked with members of his department and community by spreading the positive message that the department will continue to do what officers were sworn to do and vowed to mend any relationships that may have been threatened in the community. Sgt. Kalinowski volunteered to speak at a Black Lives Matter rally on behalf of the police department and spoke alongside students, teachers, activists, and the rally organizer, sharing a message that his department will continue to hold officers to the highest standard and work with the community to build lasting relationships.

While **ANNE LI KRINGEN, PhD**, is a nationally renowned expert in the field of U.S. law enforcement, she started her career working hands-on as a police officer. It was her time as a frontline police officer that inspired her to grow her knowledge and expertise in order to truly effect change in the profession. Dr. Kringen currently leads the Austin, Texas, Police Department (APD) Training Academy Division where she works to establish mutual goals with officers and the community. Her collaborative, multidisciplinary approach to on-site work continues to bridge gaps between the frontline workforce and those who study the system.

“
I have a passion for helping others and am driven to mold minds, model behavior, scrutinize everything, and create [a] work product that will move the field forward.
”

Dr. Kringen has dedicated herself to policing and diversification. Her expertise is sought out by local, state, and federal government agencies across the United States. She is a subject matter expert on critical perspectives on race and gender in policing and policy, and her recent research includes categorizing variation in foot

patrol strategies, considering the impact of civil service rules and agency-specific hiring guidelines on women and individuals of color, and developing an evidence-based process that increases the recruitment and retention of diverse candidates.

Dr. Kringen is using her position at APD to work with external researchers, revamp the cadet curriculum, grow the advanced officer training program, and provide ongoing assessment and evaluation. Her work highlights the tremendous potential of bringing academics into the executive-level fold of public safety agencies. Dr. Kringen is also a Steering Committee member for the APD 30 by 30 Initiative and serves on the Research Advisory Committee for the IACP.

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Aprille Moore

Captain

Fulton County Sheriff's Office, Georgia

AGE: 39

CAPTAIN APRILLE MOORE currently serves the Fulton County, Georgia, Sheriff's Office as the commander for Community Engagement. Despite the time and effort this position requires, she still finds time to be actively engaged in the community during her personal time. Two of Captain Moore's greatest strengths are her dependability and her ability to make community connections. She is a resourceful person that brings organizations and communities together to serve those who are most in need. When she commits to a project, she selflessly leverages her time and talent to get the job done.

During her law enforcement career, Captain Moore has continually embodied the maxim that "leadership is action, not position." She has constantly looked for ways to incorporate her personal values, including service to others, into her work.

“**Knowing that if I keep showing up that I will learn more, do more, and be more keeps me centered and prepared to take on each day.**”

While Captain Moore was assigned to Training, Background and Recruitment she regularly sought out opportunities to volunteer with the Community Engagement Unit. Her passion and work ethic led to her being assigned as the commander of the unit. During her leadership, she has worked to create new volunteer opportunities and connect with local community leaders to leverage relationships to build community partnerships. Captain Moore's

well-documented inclusive approach to law enforcement and community makes her a sought-after voice in the community to change the narrative about policing.

Captain Moore has also been recognized by numerous civic organizations for her community involvement and dedication.



Danica Coleman

Victims' Rights Advocate

Apex Police Department, North Carolina

AGE: 39

VICTIMS' RIGHTS ADVOCATE DANICA COLEMAN has an emotionally demanding job that she consistently handles with a great deal of professionalism. After operating in several roles that allowed her to help victims of crime, she noticed the impact she had in their lives and wanted to continue that work. In 2014, she joined the Apex Police Department to assist victims and their families on the front line.

“**I meet people when their world has been turned upside down and try to give them hope.**”

Advocate Coleman consistently goes above and beyond to assist victims of domestic violence. She routinely balances multiple victims experiencing the various stages of denial, grief, anger, or victimization. Her visible caseloads tend toward 20–25 active cases per

month; however, over the years, she has impacted so many lives that victims often call on Advocate Coleman when they are facing challenges. One of these calls even allowed her to play a key role in preventing a domestic homicide. Because of this, she is constantly assisting 20–30 victims at any given time. Therefore, she often works after hours and on weekends to ensure victims are provided with information and resources to assist them. This illustrates her commitment to the mission, vision, and values of a community-oriented police department.

Advocate Coleman is also a member of the Service Group and Faith Alliance, Wake County Domestic Violence Task Force, Wake County Fatality Review Team, and the Wake County Sexual Assault Response Team.



Cintia Hernandez
Senior Lead Officer
 Los Angeles Police
 Department, California
AGE: 39



Wafa AlTayari
**Lieutenant Colonel/
 Forensic DNA
 Profiling Expert**
 Abu Dhabi Police General
 Headquarters, UAE
AGE: 39

At age five, **SENIOR LEAD OFFICER CINTIA HERNANDEZ** moved from Guatemala to California, where she would eventually begin her police career early in life as a volunteer with the Los Angeles Police Department's (LAPD) Explorer Program. The experience determined her path, thanks to a mentor who cultivated her drive to become an LAPD officer.

Her career has included assignments across the agency, and she has thrived in completing complex projects. Currently, Officer Hernandez is assigned to the Community Safety Partnership (CSP) Bureau where she is tasked with building long-term relationships with the Pueblo Del Rio community to secure public safety.

“
I aim to pass down the mentorship and guidance that allowed me to have a broader and more positive perspective.
 ”

As a member of the Pueblo Del Rio CSP Team, she dedicates her energy and efforts to assist more than 2,000 community members, more than half under the age of 18, and who reside in 660 low-income housing units. At all times, Officer Hernandez demonstrates balance in her commitment to the CSP

Bureau's five components—Safe Passages, Public Safety, Enhanced Community Capacity, Community Engagement, and Wrap-Around Programming.

In this role, Officer Hernandez manages several youth empowerment programs, including boxing and equestrian programs, as well as a Youth Citizen's Academy that she created. She was also the driving force for the first adult Citizen's Academy. In addition, Officer Hernandez takes the lead on engagement events including school backpack giveaways, holiday events and giveaways, and Kickball/Softball with the Community, as well as coaching T-ball, softball, and baseball. Through all of this, she exemplifies a spirit of service and mentorship.

As a child, **LIEUTENANT COLONEL Wafa ALTAYARI**, PhD, dreamed of working for the police, and that dream persisted into adulthood. After earning a bachelor's degree in molecular biology, she joined the Abu Dhabi Police (ADP), where she achieves her dream of serving with the police while also utilizing her educational knowledge in a forensic laboratory.

As the team leader for the agency's validation process in the LIMS system (laboratory information system), Dr. AlTayari designed and implemented the system and managed the electronic transformation. Additionally, as the team leader for Six Sigma, she improved system processes, increasing efficiency and leading to time and cost savings for ADP. Her work contributed to a quality DNA test unit that became the first accredited laboratory in the region.

“
I love being challenged and doing nonroutine work, and the police is the perfect place for that.
 ”

Dr. AlTayari has been a role model in innovation within the UAE, and, accordingly, she has been acknowledged by IFIA in 2022 as a world-wide inventor. Her PhD work explored using artificial intelligence for better DNA

results presentation, and she has voluntarily designed and delivered several workshops and trainings in the field of Y-DNA profiling and DNA mixture calculation that are now being taught at the university.

Despite being one of the youngest forensic DNA experts in the region, Dr. AlTayari has already drawn accolades for her work—she was awarded the Ministry of the Interior's Excellence Ideal Specialist Employee in 2018 and ADP Commander-in-Chief's Excellence Ideal Innovative Employee in 2019. Dr. AlTayari is also one of the founders of the Forensic DNA Testing Unit at the Forensic Evidence Department (FED) in ADP.



Mandy Glassco
Detective Constable
Surrey Police Service,
British Columbia
AGE: 39

DETECTIVE MANDY GLASSCO started her career with the Vancouver Police Department (VPD) in 2006, nearly 16 years after her mother became an officer with the same agency. She has served in various sections of the VPD within the Operations and Investigations Divisions. Living up to her trailblazer persona, she was hired as the first detective for the newly formed Surrey Police Service to work alongside the Royal Canadian Mounted Police in 2021.

From 2017 to 2021, Detective Glassco was a part of the Combined Forces Special Enforcement Unit of British Columbia (CFSEU-BC), which is the largest integrated po-

“
I work tirelessly to ensure that when other police officers look at me, they see someone that they want to emulate and learn from.
”

lice program in Canada. During her tenure at CFSEU-BC, she grew from being simply another member of a team to being an integral part of advancing investigations. When CFSEU-BC was implementing a Quick Reaction Team (QRT) to tackle a prolific gang and drug problem, Detective Glassco was selected to lead the investigative side and to provide analysis and guidance to the team. She was looked to for insight and intelligence regarding files. Her QRT team received a Chief's Constable Citation for disrupting gang violence and saving numerous lives. Detective Glassco was also awarded the 2020 CFSEU-BC Officer of the Year.

Detective Glassco is deeply entrenched in her community of Surrey as both a community member and a guardian. Not only is she dedicated to making the community a safer place, but she also coaches minor league baseball and manages two youth hockey teams, along with spearheading collections to help families in need.



Lawrence Gott
Special Agent
U.S. Department of Health and Human Services, Office of Inspector General
AGE: 39

A difficult childhood inspired **SPECIAL AGENT LAWRENCE GOTT** to pursue a career in which he could protect children and victims of abuse. Having served as an officer at the municipal and federal level, Special Agent Gott is now assigned to the McAllen, Texas, Field Office with the U.S. Department of Health and Human Services, Office of Inspector General (HHS/OIG).

Along the Texas border, HHS/OIG has oversight of facilities that house unaccompanied minors while they are awaiting placement with sponsors. For the area of his responsibility, Special Agent Gott is the primary evaluator of complaints and allegations occurring in the facilities, including child sexual abuse, human trafficking, grant funding fraud, and employee misconduct. Recognizing the recent increase in complaints affected all HHS/

“
I hope my story gives [child victims] hope that there is more in their future than being a victim.
”

OIG offices in Texas, he volunteered to serve as an advisor to regional special agents in charge to provide advice on investigative steps, connect management with external points of contact, train regional agents, and coordinate with headquarters personnel. He routinely works in collaboration with the Rio Grande Valley Child Exploitation Task Force on investigations. Special Agent Gott has utilized his National Child Advocacy Center child forensic interview training in his investigations, resulting in recommendations for changes to the HHS program to better protect minors, locate missing and runaway children, and convict those who exploit children.

Special Agent Gott's passion for helping others is also demonstrated through his participation with the HHS/OIG Peer Support Team. He is commonly requested to provide support after critical incidents and has been invited to provide support during National Police Week events several times.



Salim C. Omari
Commander
 St. Paul Police Department,
 Minnesota
AGE: 39



Shaun Vickery
Sergeant
 Royal Canadian Mounted
 Police
AGE: 39

COMMANDER SALIM OMARI is a rising leader within the St. Paul Police Department, and his leadership capabilities have been evident throughout his career—most recently, as a commanding officer. Commander Omari has been instrumental in the progression of his department’s longstanding commitment to diversity and inclusion. He helped to develop and facilitate racial equi-

“
Becoming a police officer has provided me the opportunity to touch people in a positive light while also being a familiar face for those in the community who look like me and grew up in the inner city.
 ”

ty training, utilizing innovative methods and nontraditional resources, effectively delivering the “why” behind his department’s initiatives. Commander Omari consistently expresses himself in a persuasive and engaging manner, striving to meet his peers and members of the community where they are at in any given stage of life or situation.

Commander Omari has worked to develop training curricula and classes for officers in use-of-force practices, tactical proficiency, interpersonal communications, and conflict resolution. For over eight years, he has volunteered his time with

the Law Enforcement Memorial Association (LEMA) Honor Guard as a commander, where his duties included recruiting and training officers from around the state of Minnesota. In that role, Commander Omari collaborated with his counterparts to serve police agencies with logistical and ceremonial support during funerals and high-profile events. His efforts in these assignments demonstrate his understanding that an effective, forward-looking, and comprehensive police training curriculum serves not only the students but also our community well into the future. Commander Omari’s pride, determination, and daily work exemplifies the highest professional standards and an unrelenting commitment to his department’s three pillars—Trust, Service, and Respect.

As a supervisor with the Royal Canadian Mounted Police (RCMP), **SERGEANT SHAUN VICKERY** works as both the National Pipeline/Convoy Program coordinator and National Vehicle Equipment Committee chair for the organization. As the coordinator for the National Pipeline/Convoy Program, Sergeant Vickery works to synchronize policy and training; liaise with international partners; and maintain a domestic interdiction database. In his role as

“
I chose to become a police officer so I could have a positive impact on individuals and the communities I serve and protect.
 ”

the National Vehicle Equipment Committee chair, Sergeant Vickery ensures maintenance and development of all installed equipment for all of the RCMP’s land vehicle assets.

When it was determined that body-worn cameras would become a national standard for the officers of the RCMP, Sergeant Vickery was chosen to become the subject matter expert for the

program. Sergeant Vickery’s contributions include briefing senior management on key developments; formulating recommendations to guide the project; drafting initial operational requirements; capitalizing on current technology to alleviate any additional burden on RCMP members; providing guidance on procurement; and engaging with the Privacy Commissioner’s office on privacy implications. He has demonstrated a great deal of flexibility, adding countless hours to his existing workload and shifting priorities to advance this important federal and organizational commitment.

By leading the national implementation of the body-worn camera program, Sergeant Vickery has been able to champion positive change across the RCMP. His work will make a difference for RCMP officers by leveraging modern technology to make work safer and more efficient, while improving accountability for all.

BY
Robert Nawy, CEO,
IPKeys Cyber Partners

The Unseen Vulnerability of Law Enforcement

IT HAS BECOME CLEAR THAT ORGANIZATIONS ACROSS VIRTUALLY EVERY SECTOR OF THE ECONOMY ARE BECOMING THE TARGETS OF CYBER ATTACKS—AND THERE HAS BEEN AN INCREASING NUMBER OF PUBLIC SECTOR CYBER ATTACKS.

Recently, the Washington, DC, Metropolitan Police Department fell victim to serious cyber attacks, which compromised and shared sensitive information. Hundreds of discipline files and intelligence reports were leaked onto the dark web, and according to experts, it is the worst known ransomware attack ever to hit a U.S. police department. This worrying development in cyber attack trends should concern all public institutions and reinforce the importance of a solid cybersecurity infrastructure. As long as personal information is stored online or on a server, public safety is at high risk.

In a recent industry report, a series of digital trackers stationed across the globe logged more than 5.3 trillion—yes, “trillion”—cyber attacks worldwide in 2021. That’s 14.5 billion attacks per day, 168,000 per second. It’s also 67 cyber attacks for every man, woman, and child on Earth.

The Identity Theft Resource Center recently announced that 17 percent more publicly reported data compromises occurred from January 2021 through September 2021 than in all of 2020. That means that cybersecurity threats are increasing—dramatically. And yet, the United States Cybersecurity & Infrastructure Security Agency (CISA) reported that 20 percent of the top routinely exploited cybersecurity vulnerabilities for 2021 were on

2020’s list as well, meaning significant threats are going unaddressed.

Effective cybersecurity today must be treated as a shared responsibility that demands teamwork and an unwavering commitment to internal and external collaboration. Threat actors are targeting organizations and entire industries with increasingly effective cyber attacks. Cybersecurity failure has become a leading threat, according to the World Economic Forum’s Global Risk Report 2022. Businesses agree: 70 percent of board directors view cybersecurity as a strategic enterprise risk, according to a survey conducted by the National Association of Corporate Directors (NACD).

IMPROVING INTERNAL CYBER INFRASTRUCTURE

Effective cybersecurity comes from the top. Senior leaders should champion a cybersecurity culture that fosters collaboration across the organization. Agencies should schedule training so their teams can become more cyber-savvy. Staff may even be unaware that “how we always do things” puts the department at risk. Using business language to frame discussions of cyber threats also allows for plans to be created for effective collaboration. Performance measures for cybersecurity should be aligned throughout the organization along with ways for employees to monitor themselves.

New digital tools are available to help improve security and remain compliant with federal regulations as more cybersecurity organizations work closely with compliance organizations to develop more mature and reliable cybersecurity programs.

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The IACP prepares all law enforcement members
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Turn to the Source. Turn to the IACP.

IACP membership is open to everyone
involved in the criminal justice field -
both sworn and professional staff.



Join Today!

A report by the World Economic Forum, PwC, the NACD, and the Internet Security Alliance (ISA) details six principles that can support board directors in governing cyber risks:

- Recognize that cybersecurity is a strategic business enabler.
- Understand the economic drivers and impact of cyber risk.
- Align cyber risk management with business needs.
- Ensure organizational design supports cybersecurity.
- Incorporate cybersecurity expertise into board governance.
- Encourage systemic resilience and collaboration.

Introducing new technology into law enforcement agencies offers the opportunity to rebuild trust with the public, but only if this implementation is done transparently and openly.

It can help to build robust relationships with local, national, and global government and law enforcement agencies to promote intelligence sharing. In addition, law enforcement organizations can build ties with non-profit cybersecurity organizations such as Information Sharing and Analysis Centers (ISACs), some of which offer 24/7 threat warnings, incident reporting capabilities, and networking opportunities.

The nature of law enforcement has changed substantially with the advent of digital technology. Public safety agencies must now ingest a lot of data at once, including video, text, pictures, and audio. All of these data must be integrated by a flexible IT platform that offers a user-friendly workflow while complying with a range of state and federal standards.

CYBER ATTACK MITIGATION RECOMMENDATIONS

If a cyber attack is suspected to be underway, an organization should initiate strategic incident response procedures to maximize its chances of protecting crucial GDA and isolate the cyber threat before the attackers can cover their tracks. Cybersecurity authorities from five nations, including the United States' Cybersecurity and Infrastructure Security Agency, (CISA) collaboratively developed a list of best management practices to collectively uncover and mitigate a cyber attack.

Do

Step 1: Collect and remove relevant artifacts, logs, and data for further analysis. Indicators of compromise (IOC) might be excessive .zip files, suspect names, or activity logs with extreme records of login failures. Make copies of these records for further analysis in the hopes that they may contain breadcrumbs that lead to the attacker.

Step 2: Take mitigation steps to protect the organization's assets but don't tip off the adversaries that they have

been discovered. After the responder has collected the digital fingerprints of the incident, consider restricting or discontinuing FTP or VPN services. Disable and remove any end-of-life (EOL) GDA. Block bad web domains and sanitize removable media.

Step 3: Solicit incident response support from an outside IT security specialist. A compromised GDA is a serious matter that should not be handled like other IT issues. Bring on subject matter experts to analyze the collected IOCs, ensure that the bad actor has been eradicated from the organization's assets, and effectively assess and adjust the implemented security controls and (as necessary) risk management framework to avoid follow-up attacks. It is also critical to report cyber incidents to the CISA.

Do Not

- Try to block the adversaries or reset the credentials they are using before all evidence of their activities has been collected.
- Explore the adversary's infrastructure.
- Communicate about the incident over the same network as the incident itself.

Failure to do so could lead to the adversary escaping to attack again or spur retaliatory counterattacks.

The creation and fulfillment of effective security programs allow for employees at multiple levels to embed the desire to protect their assets early on before an attack occurs. From the internal workings of a public organization, one of the first ways to begin security initiatives is to understand the goals of both IT teams and police leaders so that key departments stay connected and in constant communication. There must be clear security goals within both, and the plan of implementation should be enforced by top leadership.

This can be achieved through regular training sessions prioritizing cyber awareness and promoting new ways for employees to help prevent, detect, and address digital threats. The training of all employees, privileged users, administrators, and executives may vary depending on access privileges. Personalization and larger-scale training within the organization ensure that employees at all levels are exposed to new protocols.

This focus on building foundational security measures takes the power away from cybercriminals who are accustomed to the manipulation of many for their own potential gain and gives it back to public organizations. Technology is the foundation of cybersecurity, yet it can function at its height only if the members of an organization tap into their own potential of human intelligence and awareness. Empowerment via tools to assess potential risks to data allows for employees to grow as professionals and protect the operational functions of their organization. ♡

LEAD. ASSIST. SUPPORT.

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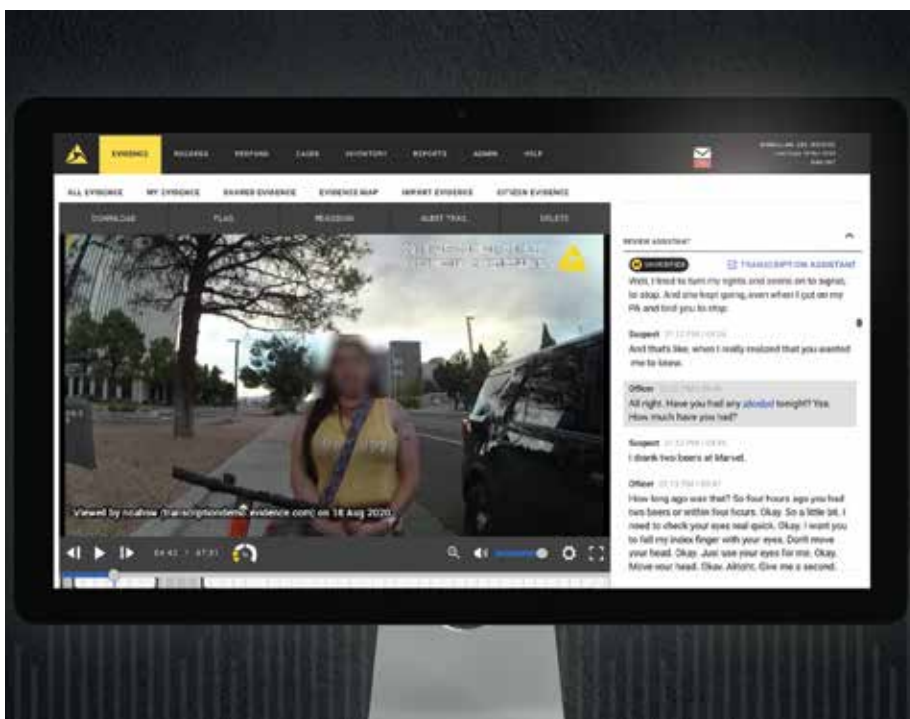
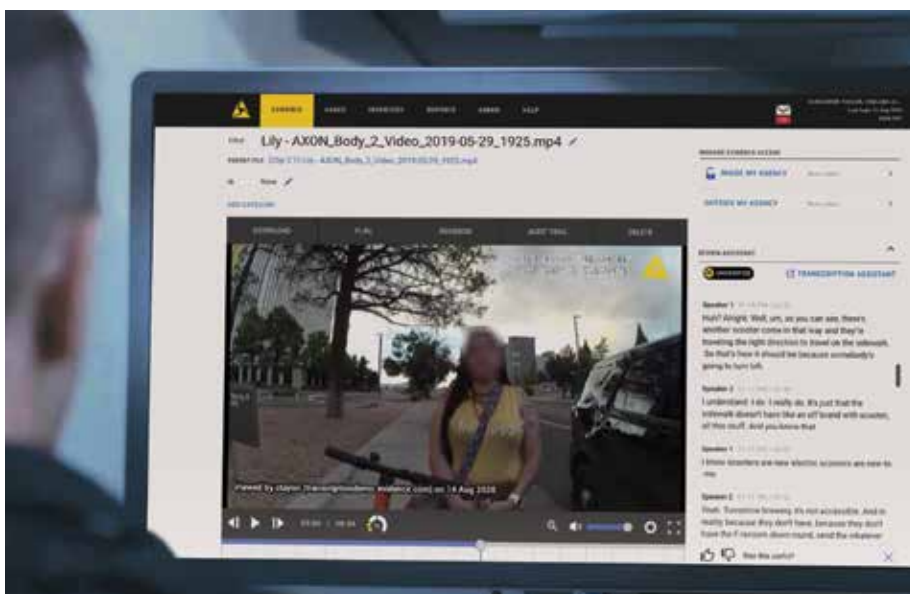


- ▶ **National Consortium on Preventing Law Enforcement Suicide Final Report**
- ▶ **Comprehensive Framework for Law Enforcement Suicide Prevention**
- ▶ **Messaging About Suicide Prevention in Law Enforcement**
- ▶ **Peer Support as a Powerful Tool in Law Enforcement Suicide Prevention**
- ▶ **After a Suicide in Blue: A Guide for Law Enforcement Agencies**

To learn more about ways to support the **health** and **well-being** of officers and civilian employees in your agency or department: visit www.theiacp.org or email osw@theiacp.org



Enhancing Recognition with AI



Images courtesy of Axon.

ONE OF THE MOST DISCUSSED TECHNOLOGIES OF THIS TIME, ARTIFICIAL INTELLIGENCE (AI) HAS ENTERED THE PUBLIC SAFETY SPHERE AND IS ONLY PREDICTED TO GROW ITS ROLE.

“[AI] gives us superpowers and allows us to do things that will never be feasible for humans to do on their own,” said Noah Spitzer-Williams, senior principal product manager at Axon. “It allows us to process and chew through mountains of evidence and opens the door for some incredible ideas we have to keep officers safe.”

A powerful tool that reduces an officer's time spent searching through large amounts of data and records, AI has infiltrated nearly every aspect of policing—from traffic safety to investigations to personnel and evidence management.

FACIAL RECOGNITION

Biometrics has played a key role in modern policing since the 1900s with advances in ID methods such as fingerprints and DNA. Now, AI research and development is taking law enforcement biometrics to the next step.

For over 20 years, a Vancouver-based company has been proving that there are countless possibilities for AI in facial recognition software. Each of Face Forensics' product updates have been driven by the needs of the consumer. One of the latest versions was developed for the International Red Cross in Paris who was working to identify drowned North African migrants. This extension of the f2 facial recognition software had been optimized to match scars, distinguishing marks, and tattoos in images that are not high quality, opening the door for partial recognition.

“With face recognition, it’s not like [fingerprint matching] because it’s a noncontact biometric,” explained Iain Drummond, chief executive officer of Face Forensics. “It’s very dependent on things like expressions, lighting, resolution, distance... and that complicates that whole issue.” Face Forensics’ solution? AI.

With the goal of trying to make the recognition software as generally applicable as possible when it comes to physical appearance variations without generating false positives, the team continued to expand its capabilities. Often utilized for human trafficking cases, the partial recognition software can connect to existing databases in order to match against an agency’s collected data. Key features such as the shape of the subject’s eyes or cheekbones are encoded to create a unique digital signature. This process is completed in mere seconds, and any matches the system finds will be shown as a side-by-side comparison. The investigators will then be able to determine whether a match has been made.

VEHICLE IDENTIFICATION

The sheer volume of traffic in many urban areas can make traffic enforcement, vehicle identification, and driver identification extremely challenging. However, AI can help in this area, as well.

Acknowledging the complexities of equipping vehicles with automated license plate readers, plus speed and surveillance cameras, Ekin sought to include them all in one solution: the Ekin Patrol G2. “To us, the solution was clear since all law enforcement vehicles have one thing in common,” said the

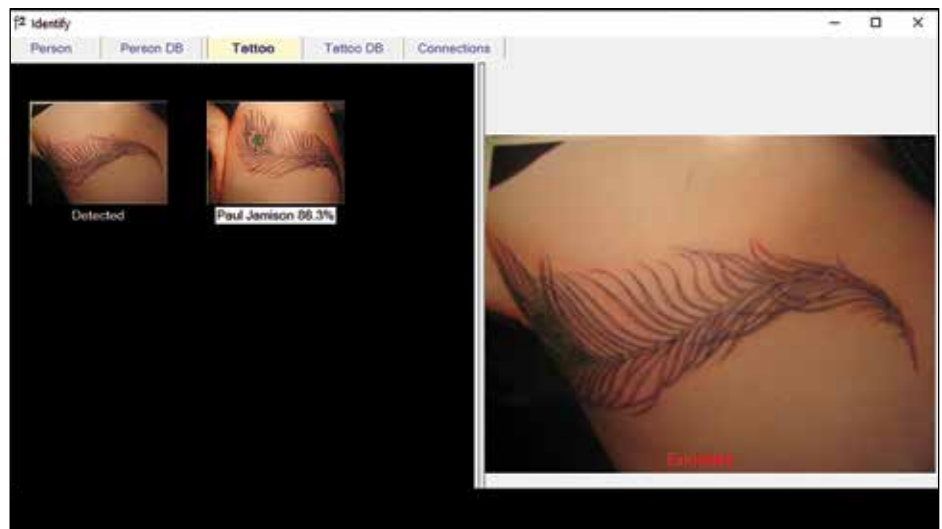


Image courtesy of Face Forensics.

president of Ekin America, Jerry Diaz. The team recognized that every police vehicle had a lightbar, so they decided to replace the traditional light model with an AI-powered “smart” one.

The plug-and-play solution is centrally managed by Ekin Red Eagle OS, streamlining the communication between all deployed systems. Because it is equipped with Ekin Face, the lightbar captures images from a 360-degree patrol view and compares them with an agency’s database, enabling officers to identify suspects more accurately and efficiently.

It also features an automatic license plate recognition function and autonomously performs speed detection and parking management for up to seven lanes of traffic. “[With the lightbar,] police officers can focus on tasks that require human interaction while relying on AI technology to collect data, detect infractions, and alert them of stolen or wanted vehicles,” said Diaz.

SPEECH RECOGNITION

AI has also made its way into speech recognition interfaces.

Based out of the Czech Republic, Phonexia has developed a voice biometric speaker recognition technology that enables officers to detect a person of interest’s voice, regardless of the words, language, or dialect spoken. “Law enforcement operators often had to manually listen to audio recordings to discover and confirm actionable



Image courtesy of Ekin.



Image courtesy of Phonexia.



Image courtesy of Ekin.

intel,” said Pavel Jiřík, content strategist at Phonexia. “However, analysts were able to listen to only a fraction of potential recordings of interest.”

The Phonexia Orbis Investigator is a response to the increasing need in law enforcement for intuitive software that can analyze large quantities of audio instantly. The AI-powered analysis can be completed with only a referential voice of a suspect or through a speaker clustering functionality that groups identical voices in audio recording automatically. An insights customization function also allows an analyst to define key words that are most important in the case, which are identified on the intuitive platform when spoken. If audio files contain metadata, such as phone numbers, the Orbis Investigator generates a link analysis to visualize the interactions between the detected voices. This could lead to the discovery of new persons of interest or detect suspicious activity of known suspects.

Ramping up their investment in AI, Axon is creating a new area of research and development called Axon AI. With the intention to have officers spending more time in the field rather than processing data and writing reports, Axon introduced Auto-Transcribe. “The Auto-Transcribe toolset is an instrumental piece of technology in the Axon Ecosystem that allows officers, supervisors, detectives, internal affairs, and attorneys to get right to the key parts of the evidence without wasting

time or missing key evidence as they scroll through hours of footage,” said Spitzer-Williams.

As part of the Axon Ecosystem, Auto-Transcribe quickly and accurately generates transcripts of video and audio evidence. Its Fast Evidence Review Assistant function allows officers to search for keywords in a time-stamped transcript, which will direct them to the point in the video in which that topic is discussed. The Transcription Assistant editing tool even helps users create court transcripts within the platform.

Law enforcement is a human-facing job. However, there are many aspects that have taken officers’ focus from those interactions. “In the long term, AI will drive greater efficiency to all aspects of public safety software, reducing paperwork and enabling officers to focus on what matters,” said Spitzer-Williams. AI may be the solution in having officers performing their daily routine in the public and engaging with community members without worrying about time-consuming tasks that take them off the streets. ☺

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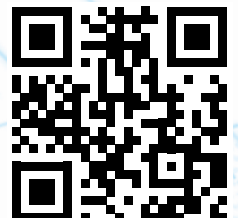
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After successful beta testing and showcasing the pre-release, Cellebrite DI Ltd. announces that the SaaS version of Cellebrite Premium is now available for customers. Cellebrite provides a complete collection and review technology stack, dramatically boosting the ability to analyze data in investigations and manage this process in the cloud. This SaaS-based solution offers advanced lawful data access and collection capabilities for the widest variety of iOS and Android devices. Overcome resource and budget constraints with this flexible, cost-effective solution for agencies of all sizes—while expediting an agency's digital intelligence efforts, which leads to faster time to justice.

cellebrite.com/en/premium-as-a-service



Rugged Tablet

Durabook offers the R8, the fanless 8" fully rugged tablet with 12th Gen Intel processors, combining outstanding performance and portability for powerful user performance. The R8 is designed to meet the increasing demands of law enforcement departments. The fanless design offers boundless customization capability, and the device is purpose-built to manage the heaviest workloads while meeting the demands of the most challenging environments. The R8 weighs only 1.9 lbs. Its Pentium Gold CPU offers high performance that's fast, and the tablet's Intel Iris Xe Graphics boosts computing power to process large amounts of data, images, and video feeds in real time.

www.durabook.com/us/products/r8-tablet

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Video Monitor

TRU-Vu Monitors has released a new 13.3" video monitor with ultra-high brightness. The SRMH-13.3U Sunlight Readable 13.3" LCD monitor is designed for use in direct bright sunlight or other high-ambient light conditions. With over 1,500 nits of brightness, the SRMH-13.3U is brighter than conventional LCD displays. It provides 1920 x 1080 full HD resolution, lockable OSD buttons located on the back panel to avoid unwanted tampering, and a powder-coated steel enclosure and TRU-Tuff treatment for maximum protection against shock and vibration. The SRMH-13.3U is ideal for use by first responders in vehicles (even off road).

tru-vumonitors.com/products/srmh-13-3-series



Visual Collaboration Platform

Haivision Systems Inc. offers its next-generation critical visual collaboration platform: Haivision Command 360. Command 360 enables response teams to make real-time decisions by centralizing all video, data, communication, and visualization sources into a fully secure multisite video wall solution. The collaboration platform can be rapidly set up and fully operational using its intuitive configuration wizard. Once operational, it delivers the advanced functionality needed to coordinate and manage an entire operations center through its easy-to-use, secure, browser-based user interface. It is designed to be one of the most secure visual collaboration platforms in the world, created to meet industry defense-grade and enterprise zero-trust model standards.

www.cinemassive.com/video-wall-products/software

Security Cameras

Hanwha Techwin America has unveiled a new line of affordable cameras. Designed for the most budget-conscious projects, the A series line combines NDAA-compliant devices in bullet and dome form factors with Hanwha Techwin's renowned imaging technology. The Wisenet A series cameras offer 120dB WDR and IR to capture the best possible images in a variety of lighting conditions, support a max frame rate of 30fps, and feature built-in IR and lens distortion correction. The Wisenet A series consists of 13 new models in 4MP and 2MP resolutions with multiple lens and mounting options. The cameras are rated IP66 or greater for outdoor use.



www.hanwhasecurity.com

Body-Worn Camera

i-PRO's BWC4000 body-worn camera features a 12-hour field-swappable battery, providing law enforcement officers with extended camera operation without having to deal with cumbersome charging cables. Officers need only to quickly and easily swap a discharged battery with a charged replacement if they remain in the field for more than 12 hours. With the BWC4000 camera, officers can quickly tag videos with essential metadata using an easy-to-use LCD menu. Designed to provide officers with a more durable and reliable way to capture video and audio evidence in virtually any condition, the BWC4000 body-worn camera is built to the demanding MIL-STD 810H military testing standard with an IP67 weather-resistant rating.



i-pro.com/us/en/publicsafety

Mini-shield

A majority of armored ballistic shields deployed in the field today by law enforcement agencies are missing rifle-rated protection, and RTS Tactical's response to this industry-wide problem is its Tactical Rifle Special Threat Rated Mini Shield. The Mini Shield is equipped with a heavy-duty handle, oversized trauma pad system, and quick release buckle and offers quick deployment for protection against rounds like 5.56x45mm 62 gr. M855 (Green Tip) and Russian 7.62x39mm 123 gr. MSC (M43). These rounds are often used in short barrel rifles in drive-by and other active shooter situations. RTS Tactical Mini Shields are manufactured in Miami, Florida.



rtstactical.com/products/rts-tactical-level-iii-rifle-special-threats-mini-shield

Wi-Fi Access Point

Ubiquiti Inc. announces two UbiHub platforms. The UbiHub AP6 is a triband Wi-Fi 6 Access Point that gives communities the ability to enable public Wi-Fi. It integrates PoE, making it easy to support third-party cameras and license plate readers. The UbiHub AP/AI has the same features and functionality of the AP6 and integrates dual 4K cameras, directional microphones, a neural AI processor for analytics, and 15 days of video storage. UbiHub is compatible with more than 360 million streetlights and can be easily installed, plugging into the existing streetlight photocell socket.



www.ubiquiti.com

BY

Matt Laforest, Project
Coordinator, and Amy
Durall, Senior Project
Manager, IACP

Law Enforcement Response to Victims

Self-Assessment Tool for Victim-Centered, Trauma-Informed Support

VICTIM-CENTERED, TRAUMA-INFORMED APPROACHES HELP VICTIMS RECOVER IN THE AFTERMATH OF CRIMINAL INCIDENTS.

These approaches encourage personnel involved in victim response to focus on victims' needs during engagement with justice system processes. When law enforcement agency personnel respond effectively to victims, it creates a healthy and safe experience for those affected and can improve trust between the community and the police. A victim-centered approach can help law enforcement personnel identify the needs of a victim and provide connections to resources.

DEFINITIONS

Victim-centered: an approach involving the victim being at the center of all decisions regarding victim recovery and involvement with the criminal justice system. The victim's choice, safety, and well-being are the focus, and the needs of the victim are everyone's concern.

Trauma-informed: an approach involving educating victims, service providers, and the general community about the impact of trauma on the health and well-being of the victim; attending to the victim's emotional and physical safety; and using resources, services, and support to increase the victim's capacity to recover.

These approaches include ensuring victims receive appropriate medical attention, making victims aware of their rights, and participating in training to enhance victim response. Justice system processes can add to the overall trauma experienced by victims, but law enforcement personnel can mitigate this outcome by using trauma-informed approaches such as avoiding the use of statements that minimize trauma, asking open-ended questions, providing comfortable interview environments, and engaging in training on trauma recognition and response practices. There are several challenges to providing adequate victim response, including a lack of adequate funding and personnel, as well as the experience level of personnel. While some agencies have access to specially trained, agency-based victim services personnel, whose sole focus is on victim support, all agency personnel share the responsibility of effective victim response.

LAW ENFORCEMENT SELF-ASSESSMENT

The *Agency Self-Assessment Tool for Law Enforcement Victim Support* is designed to assist law enforcement agencies in reviewing practices related to victim response—specifically the integration of victim-centered, trauma-informed practices into the overall operating philosophy and culture of the agency. The *Agency Self-Assessment Tool* is organized into three sections: (1) agency information review, (2) agency personnel interviews, and (3) action planning. Each section is designed to contribute to the evaluation of an agency's victim response.

AGENCY INFORMATION REVIEW

The agency information review section focuses on collecting agency data and policies related to victim response. Considerations include organizational structure, personnel numbers, crime and victimization data, agency policies and practices, and funding sources. The information collected can be used to document a current agency overview and identify gaps in agency resources. This baseline knowledge can guide future actions and decisions related to victim response.

AGENCY PERSONNEL INTERVIEWS

The agency personnel interview section encourages an agency to conduct interviews with personnel to determine knowledge of effective response to victims of crime. This section is designed to identify agency personnel's knowledge of victim support terminology and practices, agency partnerships, victims' rights, and funding efforts across ranks and disciplines. The tool also encourages interviewing agency-based victim services personnel to gain input and perspectives from those specialized in victim response.

ACTION PLANNING

In the agency action planning section, worksheets are provided to review data collected and evaluate agency strengths and gaps in victim response. These worksheets can assist agencies to establish measurable goals and actionable steps.

Completing the *Agency Self-Assessment Tool* is critical to identifying the strengths and challenges of an agency's victim

response. Information learned through personnel interviews and an organizational information review can help identify ways to meet victims' needs and contribute to the agency's role in improving trust between the community and law enforcement. The self-assessment can move an

agency forward in evaluating its victim response and augmenting its current practices regarding victim-centered, trauma-informed approaches to policing.

For more information, please visit the IACP.org/projects/promising-practices-in-law-enforcement-victim-support.

This project was supported, in whole or in part, by federal award number 2020CKWXK051 awarded to the International Association of Chiefs of Police by the U.S. Department of Justice, Office of Community Oriented Policing Services. The opinions contain herein are those of the author(s) or contributor(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific individuals, agencies, companies, products, or services should not be considered an endorsement by the author(s), contributors, or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues. The internet references cited in this publication were valid as of the date of this publication. Given that URLs and websites are in constant flux, neither the author(s) nor the COPS Office can vouch for their current validity.

AGENCY EXAMPLE

During a recent incident, a suspect shot two community members, resulting in the death of an adult male and the hospitalization of an adult female. The responding law enforcement agency released information to the media and held a press conference to seek help from the public to identify the suspect. The story was featured a few hours later on the news, which resulted in the teenage children of the male learning of his death through social media on the school bus ride home. Family members of the adult female also learned of her hospitalization through the news story.

In the following weeks, investigative progress was hindered by tensions between the law enforcement agency and the victims' families due to the initial media coverage and communication challenges. As a result, the agency assessed their practices related to death notifications, media contact, and ongoing case communication with the goal of enhancing victim response.

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BY

Jeffrey D. Johns, Chief,
Delta State University
Department of Campus
Safety & Police,
Mississippi

Not Yesterday's Campus Cop

University and College Policing

POLICING AT THE CAMPUSES OF HIGHER EDUCATION INSTITUTIONS HAS EXISTED FOR OVER A HUNDRED YEARS.

The first U.S. “campus police officers” were commissioned in 1894 at Yale University in Connecticut. As of 2005, 87 percent of public higher education institutions reported having sworn officers on campus.

As a student in the 1980s, the author's first college experience occurred on the same regional university campus he serves today. The university employed academy-certified police officers, and they worked in what was initially named the Department of Security; since those days, much has changed for Mississippi's Delta State University and campuses everywhere. When tragedy struck the Virginia Tech campus in 2007, the spotlight on policing at colleges and universities had never been more intense. Today, recent events, such as responding to the COVID-19 pandemic, put campus police officers at risk and further exacerbated the already dwindling recruitment and retention efforts

affecting all police agencies. So, how do agencies build relationships while fostering better recruiting on campus to benefit all policing?

After years of institutions modeling campus departments after their city counterparts, higher education policing looks very similar to municipal policing. The uniqueness of these departments begins with being embedded inside the institution. In most cases, officers are institutional employees and receive a wide range of benefits, including reduced or free tuition. They participate in on-campus events as part of the institutional family—on and off duty. The unique relationship of this employment creates an incubator for some of the best ideas in community policing. Building trust during these encounters and hiring proactive, educated officers benefit the institution's safety. It also lays the foundation for fostering collaboration and meaningful relationships between cops, students, and employees. Using the mascot or student government in

public safety announcements, hosting cotton candy or coffee with the cops events, addressing the transparency responsibilities under the Jeanine Clery Act, and protecting victims under Title IX with collaborative multidisciplinary efforts, the Delta State University officers bring policing and education together. The responsibility to foster positive relationships and overcome negative interactions during enforcement activities have most police chiefs putting on their thinking caps daily. Formulating strategies in collaboration with on-campus partners, officers can dine within the cafeteria, stand in line for coffee or smoothies, and greet students and staff in the halls daily.

The power of this incubator is strong and has produced some of the best community policing ideas within the profession. The campus officers have presented these ideas at the annual IACP and state associations of chiefs of police conferences for others to replicate in their own communities.

After years of modeling campus police after municipalities, campus police are returning the favor. How do they plug the IACP into this centrifuge of community policing? By supporting, fostering, and helping build the University and College Section. This IACP section brings together campus chiefs to share, learn, compare lessons learned, and introduce innovative ideas, which will grow and replicate within the IACP. University and college chiefs may miss out if they are not a section member. Municipal chiefs should check out what the section is presenting as it may be the next big thing in community policing. ☺

Community policing programs modeled by campus police departments can pay dividends for their municipal counterparts. (Image courtesy of Bloomburg University Police Department.)



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Officer Safety and Wellness Symposium, Anaheim, CA

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

theIACP.org/events/conference/2022-division-midyear

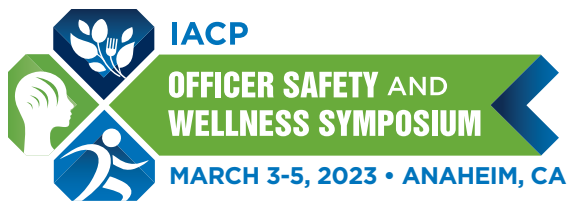
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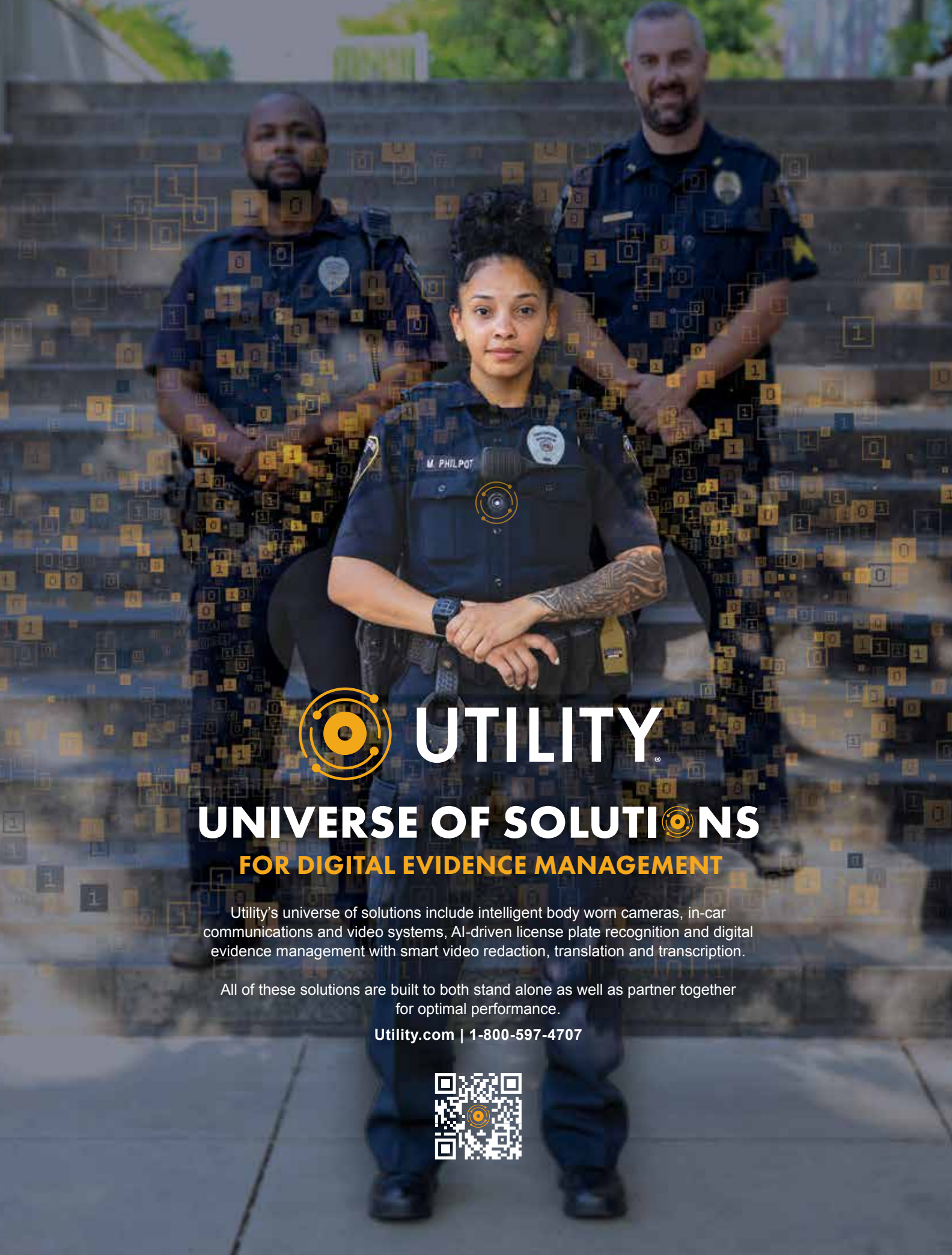
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