

The Police Chief

THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

JUNE 2015

**Diversity, Bias,
and Impartial
Policing**



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**Reducing Disparities in
Juvenile Justice**

**Recruiting a Diverse
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There are many forms of diversity—the world is made up of people from different
races, ages, genders, religions, backgrounds, and income levels, and they bring
varied abilities, skills, and views to their communities. This issue offers information,
ideas, and best practices for both improving diversity within police departments and
increasing law enforcement's ability to respond to all people effectively and impartially.

The Police Chief

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P R E S I D E N T ' S M E S S A G E

Why Do You Do It? Participate in the #WhyIWearTheBadge Campaign

Last month (May 2015), during National Police Week, IACP launched a campaign designed to highlight the diversity and commitment of the law enforcement profession. Officers from all over the world are using the hashtag #WhyIWearTheBadge to share photos, videos, and stories on social media platforms such as Twitter, Facebook, YouTube, and Instagram.

I was proud to share why I wear the badge in a brief video introducing the campaign. For me, wearing the badge is a long-standing family tradition. A career in law enforcement comes with the great responsibility to serve the community. I wear the badge every day with pride as I serve my community, and so do the members of my family who share this responsibility.

Each #WhyIWearTheBadge message that has been shared is unique not only in the content, but also in the delivery. Dunwoody, Georgia, Police Department created a video narrated by a police officer's children. Azusa, California, Police Department utilized Periscope, a relatively new live video-sharing app, to read a police-themed bedtime story to the children in their community. Jefferson County, Colorado, Sheriff's Office published stories of deputies that serve in different roles in their agency. Individual officers shared their own pictures and testimonials that answer why they joined the law enforcement profession, what motivates them each day, and what they enjoy most about their jobs.

In the current climate, where the law enforcement profession has come under heightened scrutiny, some agencies may have been hesitant to share or participate in this campaign. But it is this very public scrutiny that makes this campaign even more important. The public needs to hear why we do what we do. Future law enforcement leaders



need to know why wearing the badge is so important. Our communities need to know that we care and take the call to serve and protect very seriously.

I encourage you to go online and search various social media platforms for #WhyIWearTheBadge. You will be amazed at the stories you read. I also strongly encourage you to share your own stories and have the men and women of your department do the same. It doesn't have to be complicated; post a simple tweet or Facebook

message, share a picture, or shoot a video using your phone. We want you to have fun with your participation, be creative, and consider challenging your peers or other agencies to share their stories using #WhyIWearTheBadge.

Our goal is to keep this campaign going. We want the powerful #WhyIWearTheBadge testimonials to spread and to be heard and seen by other law enforcement officers and their communities. There have already been several local media stations that have featured their local agency and their #WhyIWearTheBadge submissions.

The IACP is also doing our part. The IACP Board of Officers and Executive Committee have been active contributors in the campaign, through their own personal submissions and by actively encouraging their departments to contribute. In addition, I have personally highlighted many of your submissions at meetings I have attended. Just recently, I spoke at IACP's Law Enforcement Information Management Conference and showed the Hampton, Virginia, Police Divisions #WhyIWearTheBadge video to the 800 attendees. I personally enjoy being able to showcase all the extraordinary work done by the men and women of law enforcement around the world. Your heroic and daily acts of bravery, kindness, and compassion speak for themselves. Now, let's take a minute and share this with the public using #WhyIWearTheBadge.

Thank you all for your contributions thus far. I look forward to seeing more. Most importantly, thank you for your service and the daily sacrifices you make in order to keep our communities safe. ♦



*Richard Beary, Chief of Police,
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THE DISPATCH

Police Chief knows that many of the best ideas and insights come from IACP members who serve their communities every day. The Dispatch is an opportunity for members and other readers to share their wisdom, thoughts, and input on policing and the magazine.

MEMBERS SPEAK OUT

In April, *Police Chief* asked our readers what they're doing to successfully recruit underrepresented groups. Here's what we found out:

“A police agency needs to develop a trusted reputation that they accept and encourage candidates of all backgrounds. **If an agency wants to get diverse candidates from all races, ages, and sexual orientation, then they need to prove it.** All the advertising will not work if the community sees a police department that does not tolerate diversity.

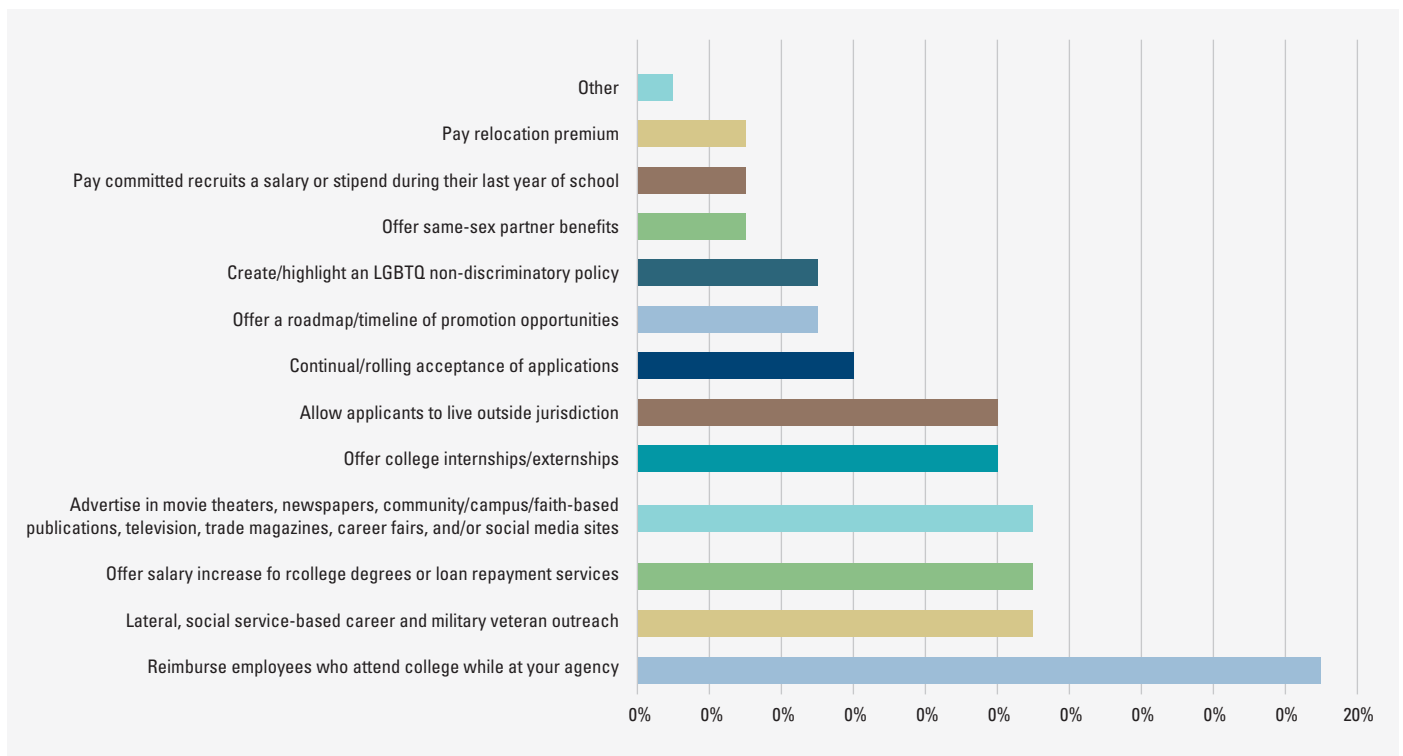
Having said that, an agency cannot wait for the candidates to come to the department; the department needs to go to them. **True recruitment means going outside the agency's comfort zone** [and] meeting the candidates on their home turf. This is not only effective, but demonstrates the agency's devotion to getting diverse candidates and eventually diverse police officers in the department.”

—Chuck Dragom
Police Chief (ret.)

Former Senior Law Enforcement Advisor to the Governor of Florida

“Many **officers without college degrees should be able to apply for credits** so that they have only 1 to 2 years to complete their degree in criminal justice. Their on-the-job training counts for a lot. They have to apply principles of sociology and psychology on the job. They are getting their classroom training in the field.”

—Valerie Atkinson Brown
Licensing Permit Specialist
Texas Department of Public Safety





FROM OUR READERS

I just want to salute *Police Chief* magazine for your continuing courage in covering one of our profession's dark secrets—that of alcohol and substance abuse among our ranks and our blind eye toward this historical problem. For decades, we, as a profession, swept our practice of off-duty and, often, on-duty drinking under the rug of denial. Alcohol abuse has been a part of our culture as a means to cope with the stress of the job, to celebrate and to commiserate while as many as 25–30 percent of our brothers and sisters were classified as, at least, problem drinkers. Now, we add most recently the abuse of prescription drugs used for real and imagined pain relief.

Police Chief should be commended for helping to halt our denial and to reduce, by exposure, the number [of officers] in our ranks who suffer the effects of alcohol or drug abuse. Our divorce rates, our early deaths, and our high suicide rates all reveal our pain.

—Steve Oelrich, Sheriff (Ret.)

Did an article stir your interest or remind you of your own experiences? Do you have a comment you want to share with other *Police Chief* readers? Send a note to letters@theiacp.org and you may see your letter in the magazine!

YOUR TURN



If an officer in your agency is activated for military service, what kinds of support services do you provide to them and their family?

Visit www.policechiefmagazine.com to tell us what you think and look for the results in the August 2015 issue of *Police Chief*!

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Registration for this Institute cannot be accomplished online. To register and for more information, please contact Laura Renenger at 703-836-6767 x274 or renenger@theiacp.org.

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National Criminal Justice Commission Act

By Sarah Guy, Manager, Legislative and Media Affairs, IACP

On April 29, 2015, U.S. Senators Gary Peters (D-MI), John Cornyn (R-TX), and Lindsey Graham (R-SC) introduced the National Criminal Justice Commission Act of 2015 (S. 1119). The IACP worked closely with the bill's sponsors and have voiced strong support for the bill.

For more than 20 years, the IACP has advocated for the creation of a commission that would follow in the footsteps of the 1965 Presidential Commission on Law Enforcement and the Administration of Justice. The 1965 commission produced 200 specific recommendations involving federal, state, and local governments; civic organizations; religious institutions; business groups; and individual citizens that were intended to create a safer and more just society.

The IACP believes that the work and recommendations of that commission marked the beginning of a fundamental change in our methods for dealing with crime and the public and built the framework for many of the highly effective law enforcement and public safety initiatives that have been in place since that time.

Since then, law enforcement has been confronted with a myriad of threats, challenges, and opportunities that were simply unimaginable just a short time ago. That is why the IACP strongly supports the National Criminal Justice Commission Act of 2015. This legislation embraces the same mission as the 1965 commission. Once enacted, it would create a commission charged with comprehensively reviewing the U.S. criminal justice system and offering concrete recommendations to address the public safety challenges confronting the United States.

The commission would be composed of 14 bipartisan Presidential and Congressional appointees with experience in law enforcement; criminal justice; national security; prison and jail administration; prisoner reentry; public health;

victims' rights; civil liberties; court administration; social services; and state, local, and tribal government.

At the end of the 18-month review of the criminal justice system; the commission would be tasked with issuing recommendations for federal criminal justice reform to the U.S. President and Congress and disseminating its findings and supplemental guidance to the federal government, as well as to state, local, and tribal governments. It's important to note that this legislation would not infringe on the legitimate rights of the states to determine their own criminal laws or the enforcement of such laws.

We hope that you will join the IACP in actively supporting this important legislation. Please reach out to your U.S. senators and let them know that you support S. 1119 and would like them to sign on in support of the National Criminal Justice Commission Act 2015.

U.S. Senate Passes Bulletproof Vest Program Reauthorization Legislation

On May 6, 2015, the U.S. Senate passed the Bulletproof Vest Partnership Grant Program Reauthorization Act of 2015 (S. 125). The Bulletproof Vest Partnership (BVP) Grant Program is an extremely valuable program that has assisted many law enforcement agencies in purchasing bullet-resistant vests for their officers. The IACP worked closely with the bill's sponsors, Senators Patrick Leahy (D-VT) and Lindsey Graham (R-SC), to garner support for the legislation.

Rafael Ramos and Wenjian Liu National Blue Alert Act Signed into Law

On May 19, 2015, U.S. President Obama signed the Rafael Ramos and Wenjian Liu National Blue Alert Act of 2015 (S. 665) into law. The bill requires the U.S. Department of Justice to establish a national Blue Alert communications network to disseminate information on the death or serious injury of a law enforcement officer in the line of duty;

an officer who is missing in connection with the officer's official duties; or an imminent and credible threat that an individual intends to cause the serious injury or death of a law enforcement officer.

White House Announcement on Review of Federal Programs That Support the Transfer of Equipment to Law Enforcement

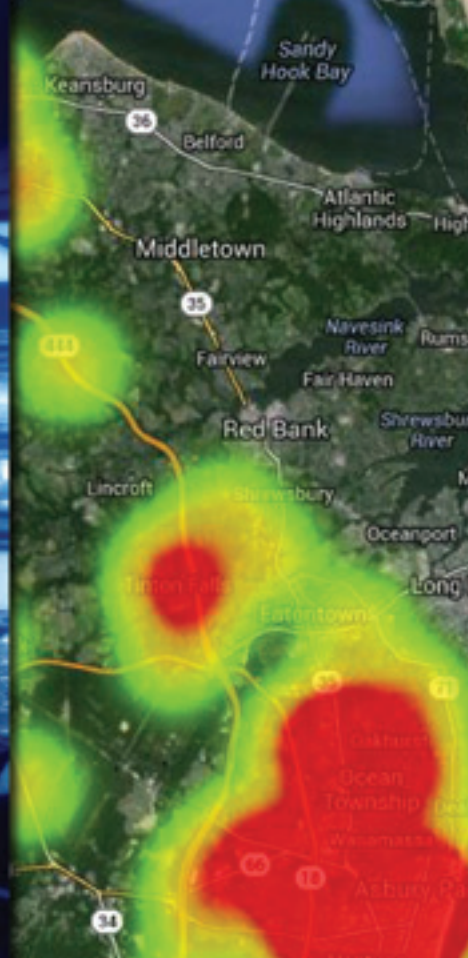
On May 18, 2015, the interagency working group, led by the U.S. Departments of Justice, Defense, and Homeland Security, released their findings from their review of federal programs, such as the Department of Defense Excess Property Program (1033 program), Homeland Security Grant Programs, and Byrne-JAG, that support the transfer of equipment to state, local, and tribal law enforcement agencies.

The working group developed a list of prohibited equipment that may not be acquired under any of the various federal grant programs. This list includes tracked armored vehicles; weaponized aircraft, vessels, and vehicles; firearms of .50-caliber or higher; ammunition of .50-caliber or higher; grenade launchers; bayonets; and camouflage uniforms (not including woodland or desert patterns or solid color uniforms).

The working group developed a unified list of equipment that law enforcement may acquire only in accordance with new and more rigorous controls, including the submission of a detailed justification outlining their need for procuring the equipment and certification that agency controls, such as the training and equipment use policies and procedures, are in place. This controlled list includes manned aircraft, fixed and rotary wing; unmanned aerial vehicles; armored vehicles; tactical vehicles; command and control vehicles; specialized firearms and ammunition under .50-caliber; explosives and pyrotechnics; breaching apparatus; and riot gear, including batons, helmets, and shields. ♦



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Look Before You Reach: Needle Stick Injuries in Law Enforcement

By David A. Pirnat, Second Lieutenant, Fairfax County, Virginia, Police Department

It may seem hard to believe, but the most minor of physical injuries can lead to severe emotional consequences that affect all aspects of an officer's personal and professional life. A 1996 study conducted with the San Diego, California, Police Department found that nearly 74 percent of surveyed officers considered a needle stick injury to have the same significance as a knife or gunshot wound.¹ This finding was bolstered by a 2000 study of more than 1,000 Baltimore, Maryland, police officers in which a needle stick injury or other exposure to blood and body fluids was reported to be the second most critical incident to an officer, resulting in a "high emotional effect" from the incident. Second only to attending a police funeral, the needle stick was considered to be more significant to surveyed officers than being the subject of an internal affairs investigation or even being involved in a shooting.²

What is it about a needle stick injury that causes such worry and stress for officers? It is fear of the unknown transmission of infectious blood-borne viruses. The hepatitis B virus (HBV), the hepatitis C virus (HCV), and the human immunodeficiency virus (HIV) can all be transmitted through an accidental needle stick, and the prevalence of the viruses among intravenous drug users is significantly higher than in the general population. The common practice of "booting"—the process of injecting drugs into the bloodstream, drawing back the syringe to refill it with blood, and then injecting it back into the vein to pick up any residual drug left in the syringe—increases the likelihood that hypodermic needles found with intravenous drug users may harbor infectious blood-borne pathogens.

An effective exposure control plan for blood-borne pathogen exposures includes requirements for immediate post-exposure reporting and testing of the source subject's blood for HIV, hepatitis, and other pathogens.

Table 1. Needle stick injuries by activity

Activity	Number of Officers	Percentage
Pat Down	86	36.1
Search Incident to Arrest	60	25.2
Vehicle Search	24	10.1
Property Search	24	10.1
Subduing a Suspect	6	2.5
Medical First Response	2	0.8
Other	18	7.6
No Response	18	7.6

A negative test on the source subject's blood does provide a level of comfort to the exposed officer, but, with needle sticks, there is an added complication: intravenous drug users share needles. Even if the needle can be directly associated with a subject, there is no guarantee that the subject is the only, or even the last, user of the needle. This leaves post-exposure prophylaxis as the only treatment option for these high-risk exposures.

Post-exposure prophylaxis (PEP) is the use of antiretroviral drugs as soon as possible after the exposure. For HIV, multiple drugs need to be taken several times a day over a four-week period; side effects of these drugs can include nausea, fatigue, and headaches, as well as anemia and liver function disorder. PEP is not 100 percent effective in preventing the contraction of HIV from an exposure. In addition to the antiretroviral medications, the exposed officer's blood is drawn to establish a baseline and determine if there are any preexisting infections. The officer will then have blood drawn at regular intervals over the next six months to determine if he or she has contracted HIV from the exposure. PEP is most effective if started within 24 hours of the exposure, so immediate reporting of any exposure is critical to treatment.

A vaccine for hepatitis B is readily available and emergency responders should be vaccinated. Unlike hepatitis B, there is no vaccine for hepatitis C and no effective drug prophylaxis for treating it. As with HIV, regular blood draws will need to be conducted over a six-month timeframe to determine if the officer contracted hepatitis C from the exposure. In case of a positive hepatitis C test, the officer will need ongoing medical care and treatment for the disease.

It is this lengthy period of testing and waiting that can have a profound impact on the emotional health of officers. In a recent UK study of persons who suffered needle stick injuries, regardless of the reassurance of medical professionals that the chances of contracting a disease through the needle stick were slim, the patients focused on the fact that there was still a possibility of contracting a disease and did not feel reassured.³ This same study documented cases of acute stress reactions where subjects experienced periods of anxiety, sleeplessness, and major impacts on work attendance and family relationships. Sexual intimacy was also affected by needle stick injuries, as patients refrained from sexual contact with their partners out of concern for passing an infection to them. These reactions

lasted for months until the final blood test was conducted, and it was confirmed that the patient did not contract an infection.

Police officers may never be able to eliminate accidental needle sticks in the profession, but they can minimize the risk by taking reasonable precautions. During the study conducted with the San Diego Police Department in 1996, 238 officers reported accidental needle sticks.⁴ Table 1 breaks down the activity the officers were engaged in at the time of the needle stick. Pat downs resulted in the highest number of needle sticks as an individual category, but search categories (incident to arrest, vehicle, and property) accounted for more total needle sticks.

Time is on the officer's side during a search; there is no reason to reach a hand somewhere unseen. Officers should slow down, use a flashlight, and look before they reach. The routine question, "Do you have anything that will cut me or poke me?" may even elicit the truth from a suspect.

If a needle is located, it should be treated with utmost caution. The needle should immediately be placed in a syringe holder or other sharps container and labeled per the agency protocols. Even if there is a cap available, officers should not attempt to recap a needle. Recapping needles is extremely hazardous and results in the highest number of needle sticks among health care workers. It is a violation of the Occupational Safety and Health Administration (OSHA) Blood-borne Pathogens standard because of the hazards associated with recapping.

Time may be more restricted during a pat down, but many manufacturers now market needle-resistant gloves to help protect officers, although caution still needs to be emphasized because no glove can fully protect against a needle stick. The materials and layers needed to increase resistance to needles in any glove will reduce tactile sensation, but not to the point that an officer would miss hidden weapons the pat down is intended to detect. Small amounts of packaged narcotics that may be plainly felt and identified by bare hand may be missed by an officer wearing needle-resistant gloves, but officer safety takes priority.

The emotional effect of a needle stick should not be underestimated, and, because of the long-term follow-up required for these injuries, this effect may not show itself for some time after the injury. Having an exposure control plan for the medical and procedural steps to be taken after a blood-borne pathogen exposure is important, and having a plan in place to assist officers with the psychological consequences of the exposure may be just as important. A single point of contact for any questions the officer may have is the first step to helping alleviate stress. Peer support programs or agency psychologists are possible referrals for officers and regular follow-up and monitoring of the officer's well-being during the course of the blood draw series may identify problems early on. Equally important,

officers ought to be made aware that stress and anxiety are normal reactions, and there is no reason they should not be comfortable discussing how they are feeling. Blanket concerns for an officer's privacy and confidentiality following a needle stick should not result in an officer feeling isolated and alone if he or she is anxious and in need of help. ♦

Notes:

¹John Lorentz, Linda Hill, Behzad Samimi, "Occupational Needle Stick Injuries in a Metropolitan Police Force," *American Journal of Preventative Medicine* 18, no. 2 (2000): 148.

²Robin R.M. Gershon et al., "Mental, Physical, and Behavioral Outcomes Associated with Perceived Work Stress in Police Officers," *Criminal Justice and Behavior* 36, no. 3 (2009): 275–289.

³Ben Green and Emily C. Griffiths, "Psychiatric Consequences of Needle Stick Injury," *Occupational Medicine* 63 (2013):183–188, https://www.som.org.uk/fileadmin/user_upload/Office/docs/press_release_paper-OCCMED_63_3.pdf (accessed April 24, 2015).

⁴Lorentz, Hill, and Samimi, "Occupational Needle Stick Injuries in a Metropolitan Police Force."



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RESEARCH IN BRIEF

The IACP Research Advisory Committee is proud to offer the monthly Research in Brief column. This column features evidence-based research summaries that highlight actionable recommendations for *Police Chief* magazine readers to consider within their own agencies. The goal of the column is to feature research that is innovative, credible, and relevant to a diverse law enforcement audience.

Remembering Crimes That Never Happened

By Dr. Julia Shaw, University of Bedfordshire, United Kingdom

Law enforcement professionals must rely on the memories of witnesses, victims, and suspects on an almost daily basis in the course of investigations. Unfortunately, memories can be riddled with conflicting information and errors. But how can investigators or those interviewing people tell the difference between an accurate memory and an erroneous or false memory of a crime? Can people come to “remember” crimes that never happened?

In a study that was published in March 2015, the author examined whether people, when interviewed by the police, can falsely generate vivid, detail-rich memories of committing crimes.¹ A combination of interview tactics was employed to test the generation of these richly detailed, false confessions. The overall structure of the interviews was a modified version of the common investigative interviewing procedure known as the “cognitive interview,” which relies on asking free-recall questions, followed by probing questions about specific details. This generally effective interview procedure was then laced with misleading tactics for the purpose of the study.

Each participant underwent three interviews, with a week between each interview. In order to build trust with the participants, the author contacted the parents of the participants, who provided a real emotional event the interviewer could ask the participant about before introducing a false event. This can be seen as a similar process to a police officer building rapport and gaining the trust of a person who is being questioned by starting questioning with easy, innocuous topics (e.g., “Tell me about your day.”).

The Role of Misinformation

After interviewing participants about the real event, the interviewer introduced false information. In this context, the misinformation was that the participants’ parents had claimed that the participants had committed a crime— theft, assault, or assault with a weapon. This false claim was “substantiated” with information about where the participant grew up and the name of their best friend—details previously retrieved from the parents.

In the United States, a common source of intentional misinformation in police interviews is false evidence.² Suggesting to a suspect that the forensics team found DNA evidence that matches that of the suspect, when no such evidence was actually recovered, would be one example of this. Alternatively, interviewers may unintentionally introduce misinformation. Perhaps, an officer might say to the suspect, “You stabbed the victim. Tell me why.” This confrontational tactic introduces information to the suspect that he or she may not otherwise have known, particularly if the suspect is innocent. An innocent suspect may internalize this information and begin to wonder “What if I did stab the victim?” The introduction of this misinformation can then grow into a full false confession where “What if I...” becomes “Maybe I...,” which, in turn, can become “I did....” This transition from speculative thought to a definitive (though false) confession can also be encouraged through the use of other problematic techniques occasionally used in suspect interviews, such as imagination exercises.

The Role of Imagining the Crime

After introducing the misinformation, the author used a memory retrieval technique with the participants, known as context

reinstatement, which involves imagining the event. In this study, it specifically involved participants visualizing what it could have been like to commit the crime they were accused of. This technique is sometimes used in therapeutic contexts and has come under attack from the scientific community because imagining events can help flesh out details and make people more likely to believe events happened, even those they never actually experienced.³

The use of intentional misinformation and context reinstatement caused 70 percent of the study’s participants to generate false memories of committing a crime. These participants generated at least 10 unique details of the event, and the memories had multi-sensory qualities—people could see, smell, hear, and taste things in the false memories. Many of them described the event in vivid detail, explained their criminal motives, and reported how the police were involved. These were complex, false memories that appeared to seem absolutely real to the participants.

Most of the remaining 30 percent of participants gave questionable evidence and were classified as either “compliant” because they gave details, but did not think the event happened, or “acceptant” because they claimed to believe that the event happened, but that they could not remember details.

The Role of Individual Differences and Realism

All of the participants in this study were young adults with no known vulnerabilities or mental illnesses that might increase the chance of false memories. The study demonstrates that even individuals who are not clearly suffering from psychological illnesses can generate detailed, convincing false confessions. The study

also revealed no particular characteristics that distinguished those who did form false memories from those who did not. It seems that most people are capable of generating false memories and the resulting false confessions when interviewed with these strategies.

In a follow-up study, observers also seemed to be unable to reliably tell the difference between the true memories and false memories of crime.⁴ In other words, once the false memories are established, they seem to feel so real to the person remembering that they also look like real memories to others.

Overall, this line of research points to the relative ease with which detailed false confessions of crimes can be created and internalized, and it demonstrates how the interview process can create false memories in innocent individuals.

Action Items

Agencies looking to reduce the prevalence of false memories should consider taking the following actions:

- Approach interviews with the intent to prevent or minimize the chance of false memories, as, once false memories of a crime are generated, they may be impossible to identify.
- Distribute information to officers regarding the existence of false memories of crimes, and highlight that they are relatively easy to implant in all interviewees.
- Avoid using false evidence, as this is known to facilitate false memory generation.
- Monitor the emergence of potential misinformation in interviews by recording as much of the interviews as possible, including suspect, witness, and victim interviews.
- Avoid encouraging suspects, victims, and witnesses to guess or speculate about details of a crime, as these can easily become false details that are then woven into the person's subsequent account. ♦

Notes:

¹Julia Shaw and Stephen Porter, "Constructing Rich False Memories of Committing Crime," *Psychological Science* 26, no. 3 (2015): 291–301.

²Melissa B. Russano et al., "Investigating True and False Confessions within a Novel Experimental Paradigm," *Psychological Science* 16, no. 6 (2005): 481–486.

³D. Stephen Lindsay et al., "True Photographs and False Memories," *Psychological Science* 15, no. 3 (2004): 149–154; Giuliana Mazzoni and Amina Memon, "Imagination Can Create False Autobiographical Memories," *Psychological Science* 14, no. 2 (2003): 186–188.

⁴Julia Shaw et al. "Can We Spot a False Memory? Four Studies Examining Whether False Memories Subjectively and Objectively Look Like Real Memories" (under preparation).

IACP WORKING FOR YOU

In the mission to support the law enforcement leaders of today and develop the leaders of tomorrow, the IACP is constantly involved in advocacy, programs, research, and initiatives related to cutting-edge issues. This column keeps you up to date on IACP's work to support our members and the field of law enforcement.

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Protect and Serve is an IACP Presidential Initiative that brings together resources to tell the true story of law enforcement. The IACP has brought together resources, program examples, and news stories to help agencies tell their stories and work together with the communities they serve. The Protect and Serve pages are constantly being updated with new resources and news items. The newest additions to the site are two videos. These videos feature two of the IACP/Motorola Solutions Trooper of the Year finalists. Senior Trooper Ryan Winters of the Indiana State Police and Trooper Leopoldo Sanchez of the Texas Department of Public Safety are two examples of the courageous and dedicated law enforcement officials who serve all across the United States and the world.

Visit www.theiacp.org/protectandserve to view these videos. If you have a program you would like to share, contact us at protectandserve@theiacp.org.

IACP on Officer Safety and Wellness E-Newsletter

IACP has a new e-newsletter that shines a spotlight on officer safety and wellness issues and news. The newsletter, supported by Microsoft, is released via email on a quarterly basis and includes interviews with police leadership; news on officer safety and wellness initiatives, programs, or issues; and other related content. The first edition of *IACP on Officer Safety and Wellness* was released in March 2015, and it can be viewed online on IACP's website.

Visit www.theiacp.org/IACP_OSW to access the most recent edition of *IACP on Officer Safety and Wellness*.

Diversity in the Workplace

By Anni Lori Foster, General Counsel,
Arizona Department of Public Safety

On a chilly November day in 1863, a great man said, "Four score and seven years ago our fathers brought forth, on this continent, a new nation, conceived in Liberty, and dedicated to the proposition that all men are created equal."¹ One hundred years later, though, it was U.S. President Lyndon B. Johnson who stated, "We have talked long enough in this country about equal rights. We have talked for one hundred years or more. It is time now to write the next chapter, and to write it in the books of law."² A little over six months later, President Johnson signed the Civil Rights Act of 1964.³

This sweeping legislation and its progeny have laid the framework for the law in place today governing workplace discrimination and affirmative action in the United States.⁴ Due to recent events, questions have been raised by the media on whether law enforcement agencies are doing enough to recruit, hire, and retain employees who represent minority groups.⁵ In other words, are law enforcement agencies doing what they can to increase diversity? From a legal perspective, this question leads to the need to define the legalities and pitfalls of such efforts prior to implementing or adopting any such programs or policies. For agencies that already have such programs or policies in place, it may be time to review their effectiveness.

Overview of Equal Employment Opportunity Protections

The Fourteenth Amendment to the U.S. Constitution provides equal protection under the law to all citizens.⁶ Title VII of the Civil Rights Act of 1964, which is derived from the Fourteenth Amendment and Congress's ability to regulate commerce, provides protections against employment discrimination based on an individual's race, color, religion, sex, or national origin.⁷ Other protections that have been added since 1964 include pregnancy, age, disability, and genetic information.⁸ These protections extend to both employees and job applicants and provide protections in regard to reasonable accommodations for religious beliefs or disabilities.⁹ Similarly, Title VII has been deemed to include workplace harassment that is based on a person's race, color, religion, sex, national origin, pregnancy, age, disability, or genetic information. In situations where employees complain about workplace discrimination or assist with workplace discrimination investigations or lawsuits, Title VII provides

protection from retaliation as well. Of course, there are exceptions that may apply, such as the denial of an accommodation due to the fact that the accommodation would cause significant difficulty or expense for the employer. However, such exceptions do not exempt employers from Title VII's provisions, and they require the employer to demonstrate the burden balanced against the individual's rights. Thus, before an employer can implement a diversity program, it is important to review the program in light of Title VII protections. One of the first areas to look into when implementing a diversity program is the recruiting and hiring process.

Recruiting and Hiring Issues

Collecting information and completing a demographic analysis of the community and workforce is an important first step in diversifying a workforce; it provides information that will assist in determining whether a diversity plan falls within the law. In 1961, U.S. President John F. Kennedy issued an Executive Order mandating that federal agencies identify "affirmative steps [emphasis added] which should be taken by executive departments and agencies to realize more fully the national policy of nondiscrimination within the executive branch of the Government."¹⁰ Thus, the term "affirmative action" was born. By 1965, President Johnson had issued another Executive Order applying the concept of affirmative action to employment; however, this well-intended concept of proactive implementation of the Civil Rights Act has faced legal challenges under the Fourteenth Amendment and Title VII.¹¹

In 1987, the U.S. Supreme Court reviewed a case involving a 1972 court-imposed hiring quota for the Alabama Department of Public Safety.¹² The quota was based on a violation of the Fourteenth Amendment stemming from the systematic exclusion of blacks from employment as state troopers. As the quota took time to implement, it was not until the early 1980s that it was determined that no blacks had been promoted to the rank of corporal. Thus, the court ordered that for every white trooper promoted, the department was required to promote a black trooper. The U.S. Supreme Court upheld the one-for-one ratio as permissible under the Fourteenth Amendment. However, the U.S. Supreme Court also noted that its decision was supported by the fact that the case presented a compelling governmental interest to address the systematic exclusion of blacks from the agency. Additionally, the U.S. Supreme Court stated that the promotional requirement applied only to open positions, thus not displacing any individual

currently holding a position. Finally, the court determined that the ratio was only temporary and did not impose an undue burden on whites.

By 2009, though, the U.S. Supreme Court provided a different view of the pitfalls for employers attempting to diversify their workforces.¹³ In *Ricci v. DeStefano*, firefighters who were going through a promotional process studied and prepared for an examination that was announced by the City of New Haven and designed to be objective due to the competition for the promotions. After the test was administered, it was discovered that white candidates had outperformed minority candidates. This discovery resulted in a very public debate over whether the test results should be discarded, with both sides threatening lawsuits alleging discrimination. The city, relying on the statistical racial disparity that existed within the fire department, threw out the examinations. As a result, some white and Hispanic firefighters who more than likely would have been promoted, sued, alleging discrimination under Title VII and violations of the Fourteenth Amendment. Ultimately, the court concluded that due to the fact that the city's decision was race-based, it created a disparate impact on those firefighters who scored high on the exam. The court also determined that the City of New Haven could not meet the threshold standard of demonstrating "strong evidence that had it not taken the action, it would have been liable under the disparate-impact statute" because it was demonstrated that the examinations were job-related and consistent with business necessity. As such, the court made it perfectly clear that discrimination claims may result even when an employer has the best of intentions.

It must be noted that, although case law supports affirmative action programs, there are specific elements that departments need to be aware of before implementing an affirmative action plan.¹⁴ First, is there any evidence of past discrimination or disparities that support the need for an affirmative action plan? If so, it should be well-documented; if the plan is challenged in some way, the agency will need to demonstrate that it was attempting to remedy prior discrimination or a disparity.¹⁵ Additionally, the agency will need to be able to show that the plan is necessary to achieve a compelling state interest and is narrowly tailored to achieve a diverse workforce. Finally, if an affirmative action plan is considered for reasons other than hiring or promotion, such as layoffs or reductions in force, the agency should be clear on the limitations of such plans.

Harassment and Discrimination

As a police department implements a diversity or affirmative action plan, it needs to be prepared for issues that may arise when employees clash with each other due to differences. Increased diversity in a workplace

not only changes the outward appearance of an agency, it may also cause both positive and negative changes in the ways that employees and supervisors interact with each other. As previously mentioned, once employees are hired, the protections under Title VII do not end. Workplace harassment and discrimination are issues that agencies seeking increased diversity need to be prepared to address. Title VII protects against workplace harassment or discrimination that is based on an individual's race, color, religion, sex, national origin, pregnancy, age, disability, or genetic information.¹⁶ Similarly, Title VII also prohibits retaliation against those who file complaints or participate in harassment or discrimination investigations.

Harassment or discrimination violations under Title VII can manifest through jokes, slurs, and sexual innuendos. This type of behavior can result in a hostile work environment that affects morale. Additionally, quid pro quo (this for that) harassment is a situation in which, for example, a supervisor requires an employee to go on a date in order to get promoted. Employers should ensure that inappropriate and illegal conduct is clearly prohibited in their policies and employees are aware that any conduct violating the policy will be addressed. Additionally, regular training on professionalism and appropriate conduct for the workplace will go a long way to stop inappropriate behavior before it occurs. However, in the event it does occur, employers should have clear reporting mechanisms to address inappropriate conduct before it escalates. In addition to being inappropriate and potentially offensive or illegal, harassment of any type can have an adverse effect on efforts to build or maintain a diverse workforce, as individuals who are part of certain populations may feel unwelcome, uncomfortable, or even unsafe.

Conclusion

In conclusion, while increasing diversity in law enforcement may not solve the issues facing law enforcement agencies today, it can communicate to both the workforce and community that an agency is committed to understanding and embracing the uniqueness of all individuals. This may not be without some adjustments, since diversity can result in differences in communication styles, experiences, education, geographic location, and other variables that affect an individual's perspectives and approaches. However, advice of legal counsel, sound policies, and educated employees provide agencies with the tools necessary to tackle any challenge that diversity brings. After all, as President Lincoln concluded in his Gettysburg Address, "It is for us the living, rather, to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced."¹⁷ ♦

Notes:

¹Abraham Lincoln, "Gettysburg Address," November 19, 1863, Division of Rare & Manuscript Collections, Cornell University Library,

http://rnc.library.cornell.edu/gettysburg/good_cause/transcript.htm (accessed April 27, 2015).

²Lyndon B. Johnson, "Address Before a Joint Session of the Congress," November 27, 1963, The American Presidency Project, <http://www.presidency.ucsb.edu/ws/?pid=25988> (accessed April 27, 2015).

³42 U.S.C. § 2000e et seq.

⁴*Id.*

⁵Jamelle Bouie, "Black and Blue: Why More Diverse Police Departments Won't Put an End to Police Misconduct," *Slate*, October 13, 2014, http://www.slate.com/articles/news_and_politics/politics/2014/10/diversity_won_t_solve_police_misconduct_black_cops_don_t_reduce_violence.html (accessed April 27, 2015).

⁶U.S. Const. amend. XIV § 1.

⁷42 U.S.C. § 2000e et seq.

⁸42 U.S.C. § 2000e(k); 29 U.S.C. § 621 et seq; 42 U.S.C. § 126 et seq; 42 U.S.C. § 21f et seq.

⁹42 U.S.C. § 2000e et seq.

¹⁰Exec. Order No. 10925 §201, 3 C.F.R. (March 6, 1961).

¹¹Exec. Order 11246 §102, 30 F.R. 12319 (September 28, 1965).

¹²*U.S. v. Paradise*, 480 U.S. 149, 107 S. Ct. 1053 (1987).

¹³*Ricci v. DeStefano*, 557 U.S. 557, 129 S. Ct. 2658 (2009).

¹⁴It should be noted that there are no requirements in Title VII to implement an affirmative action program on the basis of statistics or quotas.

¹⁵*Johnson v. Transportation Agency, Santa Clara County*, 480 U.S. 616, 107 S. Ct. 1442 (1987).

¹⁶29 C.F.R. 1600 et seq.

¹⁷Abraham Lincoln, "Gettysburg Address."

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A Science-Based Approach

By Lorie Fridell, PhD, Associate Professor, University of South Florida, and Sandra Brown, Lieutenant (Ret.), Palo Alto, California, Police Department

The fair and impartial policing (FIP) perspective—based on the modern science of bias—is consistent with the profession's current emphasis on evidence-based policing, whereby policies and practices are based on scientific research. This perspective changes the way experts in the field of policing and bias have been thinking about, talking about, and training on this topic.

The scientific foundation of the FIP perspective comes from the social psychologists who have been studying bias and prejudice since the 1950s. Their research findings tell us two important things: (1) there are differences between "explicit" and "implicit" bias, and (2) bias today is more likely to be implicit rather than explicit.¹

With explicit biases, a person associates various groups (e.g., racial minorities, homeless) with negative stereotypes. These associations are based on animus or hostility toward the groups, and the person with these biases is well aware of them and unconcerned about the discriminatory behavior that they produce.² As an example, an overt racist has explicit biases.

Modern-day bias is most likely to take the form of implicit bias. Implicit biases are similar to explicit biases in that the biased person links individuals to stereotypes or generalizations associated with their group or groups. But, unlike explicit biases, implicit biases are not based on animus or hostility and these "implicit associations"

can impact perceptions and behavior *outside* of conscious awareness. Even individuals, who, at the conscious level, reject prejudice and stereotyping, can and do manifest implicit biases.³

Social psychologists lament that public policy has not been in sync with the science of bias. As two researchers on the psychology of prejudice, Curtis Hardin and Mahzarin Banaji, report, "personal and public policy discussions regarding prejudice and discrimination are too often based on an outdated notion of the nature of prejudice."⁴ This has been true in policing, as well as other professions. Police and community members alike envision the "racial profiler" as an ill-intentioned individual who harbors hostility towards certain groups and is unconcerned about his or her discriminatory behavior or its effects. Police chiefs and sheriffs have directed their efforts toward identifying and holding these individuals to account. While this is certainly a laudable effort (that should be continued), the field has neglected the biased policing that can be produced by the overwhelming majority of well-intentioned police professionals. Indeed, the implications of the science of bias are these actualities: (1) even the best officers—because they are human—can perform biased policing; and (2) even the best agencies—because they hire humans to do the work—must be proactive to produce fair and impartial policing.

In policing, implicit bias might lead a line officer to automatically perceive crime in the making when he or she observes two young Hispanic males driving in an all-Caucasian neighborhood. It may lead an officer to interpret the ambiguous behavior of a black male as more threatening than the same behavior on the part of a white male. It may manifest among agency command staff who decide (without crime-relevant evidence) that the forthcoming gathering of black college students bodes trouble, whereas the forthcoming gathering of white undergraduates does not. Although these types of implicit biases pertaining to race and crime or threats are well-documented, there are other biases that might impact police actions or procedures. For instance, implicit bias might lead an officer to be consistently "over vigilant" with males and low-income individuals and "under vigilant" with female subjects or people of means. When there is a motor vehicle crash and the participants tell two different versions of what happened, implicit bias might lead the officer to believe the story of the man in the shirt and tie driving the BMW as opposed to the story of the man in dirty jeans driving a pickup truck.

The FIP Training Program

Training programs reflecting the modern science of bias have been emerging in many fields, including medicine, education,

and business. The FIP training program, produced with funds from the USDOJ Office of Community Oriented Policing Services (COPS Office), brings the modern science of bias to police professionals.

The FIP curricula were designed under the leadership of Anna Laszlo, an experienced law enforcement curriculum designer and currently a Senior Police Advisor for the IACP's Center on Police Leadership and Training (CPLT). The COPS support allowed Laszlo and FIP founder Dr. Lorie Fridell to utilize the wisdom of a curriculum design team. Key members of this team included law enforcement personnel from all levels (from line officer to chief) and social psychologists who have produced research on implicit bias. According to Laszlo, "The researchers made sure we got the science right. The police made sure we got the application right."⁵

There are five curricula designed for various subgroups within an agency. The version designed for use with either academy recruits or in-service patrol officers is highly interactive and experiential. The mantra of the session is "policing based on stereotypes and biases is ineffective, unsafe, and unjust." Trainees learn (1) about the science of bias, (2) how individuals in any profession can reduce and manage their biases, (3) how impartial policing is linked to the concepts of proce-

dural justice and legitimacy, and (4) what they need to do as police professionals to ensure bias-free policing.

First-line supervisors and higher-level managers need additional information; they need to be trained to scan for biased policing on the part of their subordinates and given tools for intervening when bias is suspected. Identifying the appropriate supervisory response to biased policing can be challenging. Not only is biased behavior very difficult to prove, but, for the officers whose biased behavior is not intentional or malicious, punishment would be inappropriate. Since, in many instances, there will be only "indications" and not "proof," it is important to guide supervisors on when and how they can (and should) intervene to stop what appears to be inappropriate conduct, while keeping in mind the ambiguous nature of the evidence and the sensitive nature of the issue.

The command-level FIP curriculum is arguably most effective when the chief or sheriff invites concerned community stakeholders to participate. Full-group and small-group discussions allow participants to share their views; their perspectives; and, sometimes, their long-held frustrations. Together they learn about the implications of the science of bias for police policies and practices. This program is presented under

the heading of the Comprehensive Program to Produce Fair and Impartial Policing, which includes the seven following elements:

1. Recruitment, hiring, and promotion
2. Anti-biased policing policy
3. Leadership, supervision, and accountability
4. Training
5. Operations
6. Measurement
7. Outreach to diverse communities

After participating in the program, police executives come away from the training with preliminary action plans.

This training program transforms the thinking of the police professionals exposed to it. One mid-level manager wrote on his evaluation form that the training "gave me some eye-opening information. I used to say I wasn't biased; I can no longer say that. However, this course has given me the opportunity to have an open conversation about this topic." A command-level participant wrote, "I am leaving the class with a new perspective on my own views and beliefs. I have a new awareness of bias-based policing within my own agency. The presentation of scientific data provided me with a more convincing argument that supported the existence of unintentional, but widespread racial bias, which I was typically quick to dismiss."



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The Sanford Experience

Anthony Raimondo, Captain, Sanford, Florida, Police Department

Under ideal conditions, fair and impartial policing (FIP) is implemented *before* an event spirals into a full-blown crisis and community trust is eroded. In times of crisis, however, implementation of FIP can help to repair fractured relationships, restore community trust, reinforce the importance of non-enforcement-related community contacts, and promote bias-free policing. The Sanford, Florida, Police Department (SPD) came to FIP during a time of crisis.

In 2012, an African American teenager, Trayvon Martin, was killed by George Zimmerman in Sanford, Florida. Our department has steadfastly maintained that the attempts to criminally investigate George Zimmerman and the attempts to save the life of Trayvon Martin were conducted in a manner consistent with the highest standards of modern law enforcement. If this is the case, then we must ask how the death of a 17-year-old African American male in a community of less than 60,000 people spiraled into a local crisis and international media spectacle.

While the answer to this question is complex, it must be attributed at least in part to the longstanding disconnect that existed between city leaders, the police department, and the community it served. Those familiar with the Jackie Robinson story may recall that the aspiring African American baseball player was run out of a Florida town when he tried to play on a historically white field—that Florida town was Sanford. Why discuss something that occurred more than 70 years ago? Because events such as these—and the associated emotions—remain just under the surface of communities across the United States, allowing for incidents such as the death of Trayvon Martin to remind us of unresolved issues that must be addressed to heal these communities.

During Sanford's crisis, a Blue Ribbon Panel was commissioned to make recommendations on how to move the department forward and heal relationships with the community. One of the first recommendations was to revisit the way Sanford officers were trained on the topic of biased policing. Under the leadership of the new chief of police, Cecil Smith, the department selected FIP training. Chief Smith reports that he selected FIP "because it was backed by solid scientific research and it did not point a finger at well-intentioned police officers."

Up to that point, the department's training on bias had consisted primarily of a

definition-based "cultural awareness" class that did not help officers develop skills to thwart biased policing. Compounding the ineffective nature of this training was the accusatory tone—pitting one segment of the population against its police force, or, in the worst cases, officers against each other—in which the message of biased policing was often delivered. SPD recognized this type of training as destructive and counterproductive for a police force comprised of highly efficient, well-intentioned men and women who were committed to policing in an effective, safe, and just manner.

The department's roll-out of FIP started with the community. Chief Smith believes that community involvement in this process is crucial. In Sanford, many department trainings begin as community presentations, and FIP followed this practice. With the community firmly in support of the training, FIP training was next delivered to the command staff, along with some key community leaders. As with any organizational culture change, command buy-in was crucial.

At the conclusion of this training, with the full support of the community and command, the FIP national training team was brought in, supported by funds from the U.S. DOJ COPS Office, to train a core group of department instructors to implement the recruit and patrol and first-line supervisor FIP curricula.

Deputy Chief Darren Scott recognized that many line officers would arrive at a session on this topic with their defensive mechanisms firmly in place. As such, he reports, "The importance of the selection of instructors cannot be understated."† SPD selected men and women who are excellent trainers with credibility among their peers. They were crucial for laying the foundation for the paradigm shift about to occur.

SPD's FIP trainers then trained every member of the department. This was not a sworn officer-only training. This was an "all-hands" affair, emphasizing the point that these implicit biases transcend all roles in the department and, indeed, all professions. How the person at the front desk interacts with walk-ins or how the records manager deals with civilian colleagues and cops was framed in the same context as the officers engaged in enforcing the law. Currently, only new SPD employees receive FIP as a stand-alone class. After their initial training, employees are consistently reminded of the agency's commitment to fair and impartial policing via the infusion of FIP messages into all periods of instruction.

Other sweeping reforms were enacted to coincide with FIP delivery. Key promotions

were made to ensure the right people were in place to promote the new message. Even the look of SPD changed with new vehicle designs, new badges, and new patch designs. The end result became a new SPD with FIP as part of the organizational culture.

The result was a newly energized workforce that reached out to the diverse populations in the jurisdiction, many of whom had little or no previous contact with law enforcement; an increase in work productivity; and a decrease in crime. While it is difficult to measure biased policing (or lack thereof), we believe that, as a result of the training, our department is more fair and impartial.

The FIP curricula include discussions of the science that shows that positive interaction with diverse individuals can reduce conscious and implicit bias. Such contacts can simultaneously reduce biases against the police. In order to reach out to diverse populations, the department developed a regular practice of community outreach. The chief of police and his officers engaged in "Walk and Talks" through neighborhoods on a weekly basis; citizens were given direct access to command staff through regular meetings like Sweet Tea with the Chief; and officers were encouraged to attend community functions and religious services while on duty. Additionally, the officers were encouraged to engage in volunteer activities, such as Habitat for Humanity and food distribution to those in need. The department sponsored teams in community fundraising events such as charity 5K runs and other tournaments. Chief Smith organized the city's first formal outreach to the Latino populations and worked diligently to integrate members of the Jewish and Muslim populations into police services and functions. Most recently Chief Smith funded a "Mobile Gym" that can be transported throughout the city to encourage contact with the officers. Now, police officers receive as much credit for playing basketball with the kids as they do for other, more traditional, law enforcement functions. As above, these activities are firmly rooted in the FIP curricula because these close-contact situations allow the officers to override their implicit biases and become better police officers. It also allows the community to change their views of the police.

Finally, while many factors contribute to this fact, the city of Sanford experienced an approximately 10 percent reduction in Part I crimes during the year after introduction of FIP training. This may be due, in part, to the 53 percent increase in officer-initiated activity after the program was started. I strongly

believe that the introduction of FIP provided the vehicle to reestablish contact with our community members and gain their cooperation to solve crimes, encouraged our officers to focus on facts versus feelings, and helped to establish an approachable police presence in the community. Most importantly, FIP training taught Sanford officers how to become the solution the community needs rather than be identified as a problem that needed to be solved.

Captain **Anthony Raimondo** is a 19-year law enforcement officer and veteran of the United States Marine Corps. Because of his strong training skills and dedication to FIP, he is now on the national FIP team.

Notes:

^{*}Cecil Smith (chief, Sanford, FL, Police Department), personal communication, January 28, 2015.

[†]Darren Scott (deputy chief, Sanford, FL, Police Department), personal communication, January 28, 2015.

When the FIP trainers walk into a room of recruits, patrol officers, or supervisors, they usually face a hostile crowd. Because of the poor way this issue has been addressed in the profession, the defensiveness, and even hostility, around this topic is understandable. But these early-morning negative attitudes in the classroom quickly dissipate as the participants learn about the science and come to understand that the only accusation being made is that they are human, just like everyone else. One academy recruit wrote, "We were told we were going to 'racial profiling' class all day and, to be honest, that already put me off, thinking it was going to be the same stuff we always get. I was very, very surprised and happy to receive this training today." A command-level participant wrote in his evaluation,

At first, I was very skeptical of this training—expecting another liberal academic feeding the perception that all law enforcement action is consciously, racially motivated. Admittedly, I registered for your training... so that I might defend against your brain-washed minions. I was however completely wrong, I misjudged you and your program... You managed to teach an old warhorse a new way to think, and, now—dare I say—[I am] "armed" with the science to address a hot button topic facing the law enforcement profession in a new and comprehensive manner.⁶

The Kansas Experience

Law enforcement leaders in the state of Kansas can be credited for their early and comprehensive commitment to the science-based FIP perspective. The Governor's Task Force on Racial Profiling first heard about the model in 2009 and subsequently approved funding (with the Kansas Department of Transportation) for a proposal submitted to them by Ed Pavey, the director of the Kansas Law Enforcement Training Center (KLETC), a unit of the University of Kansas, to bring the FIP perspective to law enforcement personnel and community members in the state. Under Director Pavey's leadership, FIP has been disseminated in various forms to multiple audiences. The FIP national training team has implemented three train-the-trainer sessions, two command-level sessions, and one supervisor session in Kansas. Then, using the FIP curricula content, KLETC trained two-person teams to provide six-hour FIP Awareness sessions to in-service patrol officers and supervisors around the state. KLETC also produced engaging, interactive online versions of the recruit and patrol curriculum modules; this format is particularly useful for reaching personnel in small agencies in rural parts of the state that must meet the statutory requirement for annual training on this topic.



OF COURSE I DON'T MIND HANDCUFFS, OFFICER.
—PERP

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According to Pavey, “The advent of FIP has moved police training in Kansas to another level, taking the terms ‘racial profiling’ and ‘racist’ out of the conversation by teaching officers how their own personal biases and stereotyping can greatly hinder their ability to deliver fair and effective policing in the communities they serve.”

Kansas leaders recognize the importance of producing a constructive dialogue between police and community members on this topic, and state legislation supports the creation of community advisory boards to guide and facilitate efforts to implement jurisdiction-specific comprehensive approaches for producing bias-free policing. Advisory board members receive training through the Office of Attorney General Derek Schmidt on FIP and the Comprehensive Program, and, for two years in a row, KLETC has partnered with the Kansas African American Affairs Commission to hold Fair and Impartial Policing Community Advisory Board Training Academies. On the first day of the two-day academies, held at KLETC, community members are educated about law enforcement decision-making processes (e.g., use of force) and an evening dinner session promotes open dialogue between law enforcement executives and community members, addressing why officers respond in the manner they do in various situations. On the second day, the community members and police officials

learn about the modern science of bias and start work on the development of science-based community plans to “eliminate bias in policing practices throughout Kansas.” According to Dr. Mildred Edwards, executive director of the African American Affairs Commission, “The adoption of the Fair and Impartial Policing training model is one of the best things that Kansas has done.”

FIP was also helpful in Sanford, Florida, in the aftermath of the Trayvon Martin incident. Chief Cecil Smith joined the Sanford department after the incident and welcomed the support of the U.S. DOJ COPS Office in attempting to reestablish community trust in the agency (see sidebar on pages 22–23).

Conclusion

The science-based FIP perspective is wholly consistent with the law enforcement commitment to evidence-based policing. It rejects the traditional way of thinking about the issue of bias in policing—a thought process that has overused the “racist” label, applying it to even the overwhelming number of well-meaning law enforcement professionals who, in fact, aspire to provide fair and just policing in the communities they serve. Both law enforcement professionals and concerned community stakeholders can come together around this common perspective and its associated plans of action for police at all levels of the department. ♦

For more information on FIP and the related training, visit www.fairandimpartialpolicing.com.

Lorie Fridell, PhD, the chief executive officer of Fair and Impartial Policing, LLC, and the former director of research at the Police Executive Research Forum (PERF), is an expert on biased policing. She has authored and co-authored articles, chapters, and books on the topic. Dr. Fridell has been invited on a number of occasions to speak to various chiefs’ and sheriffs’ associations and police accountability groups. She has provided training or consulting services for a number of U.S. police agencies, as well. With funding from the U.S. Department of Justice and with assistance from national experts on law enforcement and the social psychology of bias, Dr. Fridell, with Ms. Anna Laszlo, has produced science-based Fair and Impartial Policing curricula for recruits and patrol officers, first-line supervisors, mid-level managers, command-level staff, and law enforcement trainers. Dr. Fridell is an Associate Professor of Criminology at the University of South Florida in Tampa.

Lieutenant (ret.) **Sandra Brown** is a principal instructor for Fair and Impartial Policing, LLC, leading the firm's West Coast operations. Lt. Brown brings 29 years of law enforcement experience and served with the Palo Alto, California, Police Department from 1988 to 2011. She held numerous leadership positions within the department, including Internal Affairs Commander, Personnel and Training Coordinator, Media Relations and Department Spokesperson, and Workers' Compensation Manager. Lt. Brown served as a member of the Fair and Impartial Policing Curriculum design team and was instrumental in developing the supervisor-level curriculum. Lt. Brown continues to conduct training programs with law enforcement agencies nationally on the topic of fair and impartial policing.

Notes:

¹For seminal early works detecting implicit biases, see Samuel L. Gaertner and John P. McLaughlin, "Racial Stereotypes: Associations and Ascriptions of Positive and Negative Characteristics," *Social Psychology Quarterly* 46, no. 1 (1983): 23–30; and Patricia G. Devine, "Stereotypes and Prejudice: Their Automatic and Controlled Components,"

Journal of Personality and Social Psychology 56, no. 1(1989): 5–18. For a more recent work, see Susan Fiske, "Are We Born Racist?" in *Are We Born Racist? New Insights from Neuroscience and Positive Psychology*, eds. Jason Marsh, Rodolfo Mendoza-Denton, and Jeremy Adam Smith (Boston, MA: Beacon Press, 2010), 7–16.

²See, e.g., David M. Amodio, and Saaid A. Mendoza, "Implicit Intergroup Bias: Cognitive, Affective, and Motivational Underpinnings," in *Handbook of Implicit Social Cognition*, eds. Bertram Gawronski and B. Keith Payne (New York, NY: Guilford Press, 2010), 253–274; John F. Dovidio et al., "On the Nature of Prejudice: Automatic and Controlled Processes," *Journal of Experimental Social Psychology* 33 (1997): 510–540; Jason A. Nier, "How Dissociated Are Implicit and Explicit Racial Attitudes? A Bogus Pipeline Approach," *Group Processes & Intergroup Relations* 8, no. 1 (2005): 39–52; Richard E. Petty, Russell H. Fazio, and Pablo Brinol, "The New Implicit Measures: An Overview," in *Attitudes: Insights from the New Implicit Measures* (New York, NY: Psychology Press, 2009), 3–18.

³See, e.g., Joshua Correll et al., "Across the Thin Blue Line: Police Officers and Racial Bias in the Decision to Shoot," *Journal of Personality and Social Psychology* 92, no. 6 (2007): 1006–1023; Nilanjana Dasgupta, "Implicit Ingroup Favoritism, Outgroup Favoritism and Their Behavioral Manifestations," *Social Justice Research* 17, no. 2 (2004): 143–169; John

F. Dovidio, Kerry Kawakami, and Samuel L. Gaertner, "Implicit and Explicit Prejudice and Interracial Interaction," *Journal of Personality and Social Psychology* 82, no. 1 (2002): 62–68; John F. Dovidio et al., "The Nature of Contemporary Racial Prejudice," in *Attitudes: Insights from the New Implicit Measures*, 165–192; Anthony G. Greenwald, and Linda H. Krieger, "Implicit Bias: Scientific Foundations," *California Law Review* 94, no. 4 (July 2006): 945–967, <http://scholarship.law.berkeley.edu/cgi/viewcontent.cgi?article=1250&context=californialawreview> (accessed April 30, 2014); Petty, Fazio, and Brinol, "The New Implicit Measures."

⁴Curtis D. Hardin and Mahzarin R. Banaji, "The Nature of Implicit Prejudice: Implications for Personal and Public Policy," in *The Behavioral Foundations of Public Policy*, ed. Eldar Shafir (Princeton, NJ: Princeton University Press, 2013), 13–31.

⁵Anna Laszlo (Senior Police Advisor, IACP Center on Police Leadership and Training), interview by author, January 13, 2015.

⁶Anonymous, post-training evaluation, 2014.

⁷Ed Pavey (director, Kansas Law Enforcement Training Center), email to author, January 12, 2015.

⁸Dr. Mildred Edwards (executive director, African American Affairs Commission), email, October 13, 2014.

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REASON,
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FEEL LIKE
RESISTING
ARREST,
OFFICER.**
—BAD GUY



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Recruiting a **Diverse** Law Enforcement Workforce

By Cassi L. Fields, PhD, Chief Executive Officer,
Fields Consulting Group, Inc.



The discussion about recruiting, hiring, retaining, and promoting minorities and females in law enforcement has been going on for the last two decades. Even so, many departments still lack needed diversity. There are many excuses for the lack of success experienced in recruiting and retaining minorities and females in law enforcement. For example, “there are no women interested in or applying for the job,” or “there are very few minorities available in our community or too few minorities are interested in the job.” “Minorities cannot pass certain aspects of the police entry selection program,” or “minorities and females fail out of the academy,” or even “we do not have sufficient funds to devote to the recruitment and retention of minorities and females,” are common excuses. Perhaps the most common excuse: “Our best minorities and females drop out of our selection program because they get a better offer before we can complete our process.”

On their face, these excuses seem to have merit, but, upon closer examination, they do not. They just represent obstacles that take effort to address. These obstacles to recruiting minorities and females can be overcome, but only by understanding what it takes and looking at those who have accomplished it for examples of working models. There are dozens of articles on this subject, and all make significant contributions to this discussion.¹

Obstacles to the Recruitment of Minorities and Females

Location

It may be true that a specific police department's community is lacking large numbers of minorities, but it cannot be said that they are lacking in females since females make up 51 percent of the U.S. population. African Americans make up about 13 percent of the U.S. population, while Hispanics or Latinos make up about 17 percent of the population, and Asians make up about 5 percent of the population.² Since subgroup populations are not dispersed evenly across the United States, there can

be no doubt that certain areas have less minorities than others. For example, only 0.8 percent of Idaho's population is African American, but over 37 percent of Mississippi's population is African American.³

The way to overcome this first problem is to attract and recruit as many minorities from within the target police department's state as possible. Some articles claim that going farther to recruit minorities is an effective strategy, but it is not an effective, long-term strategy to recruit employees who live geographically far from the department's location.⁴ This is because individuals prefer to work and live near their family and friends. While they may be willing to relocate to obtain a job, the likelihood that they will move permanently is low, since moving away from family deprives them of a support system that can help them in times of need and in times of success. Childcare, for example, becomes more complex when an employee lacks a support system.

In the case where there are few minorities in the state, departments must still try to recruit and select groups of minorities. It may take extra effort to hire the core group of minorities when there are so few in specific states. But, with concerted effort, they can be found and recruited. For example, some police departments place recruiters in the local high schools and colleges. Some departments hire cadets who are minorities from in-state colleges and, during the cadet program, prepare them for the selection process.

This part of the process takes the most time, but once there is a visible number of minorities in the department, the agency tends to attract additional minorities who see that the department is not homogeneous. A diverse workforce attracts more diversity because people like to work and socialize with people they believe have similar backgrounds and beliefs. This is not to suggest that minorities and Caucasians dislike working together. On the contrary, it is simply more fulfilling for every worker to have coworkers from a variety of cultures, races, and backgrounds.

Another strategy for recruiting minorities and females in a location that is not very diverse is to make personal contact with potential applicants through a trained recruiter. A trained recruiter knows how to persuade a person who previously might not have had an interest in law enforcement that the profession is an exceptional career choice. The trained recruiter also knows how to negotiate and work with potential employees throughout the selection process. One recruiter in departments that include between 100 and 500 sworn personnel is insufficient, and there are, unfortunately, dozens of police departments who only have one person devoted to the recruitment process.

Departments that want to make real change need to utilize trained recruiters and more than one. Recruiters who are female or from a minority group have a higher probability of attracting other females and minorities, particularly if the recruiters can honestly reassure the potential applicants that the department welcomes employees from diverse backgrounds. An internal recruiter is the current strategy used in most police departments, but the use of external (or well-trained internal) recruiters is needed to make real change in the workforce.

The Selection Process

The next major obstacle to hiring minorities and females as officers is the selection process. First, minorities or females may not pass the multiple hurdles. Second, the time it takes for a typical selection process from beginning to end is extremely lengthy, so qualified applicants, including minority or female applicants, may take another job before a job offer from the police department can be made. However, both of these problems can be overcome.

Generally, the most difficult hurdles for minorities to pass during the selection program are the written test and the background investigation. Lawsuits brought by minority applicants claiming that they have not been selected due to their race or gender bear this fact out. In those lawsuits, it is not necessary for the applicants to

claim that there is intentional bias against them; instead, they must demonstrate that the written exam eliminated a disproportionate number of minorities (or any person from a class protected by U.S. federal laws) compared to the majority group. Anecdotal data suggest that the background investigation also eliminates a disproportionate number of minorities.

Females are most likely to fail out of the physical abilities test. The entry-level physical ability test is an impractical standard—applicants must pass it to be hired; however, once officers graduate from the academy, they rarely (if ever) have to maintain the same physical standards.

Given these facts, there are clear strategies to overcome them. A cadet program and other pre-test preparation programs are the best strategies for helping minorities pass the written test, if there is one. Cadets receive the type of exposure to policing that prepares them for the test, they can be tutored, and take practice tests to prepare them for the actual written test. Some departments have eliminated the written test altogether and replaced it with interviews since some departments doubt how well the written police entrance exam predicts future success on the job.⁵ Research has shown that a structured interview has, at least, equal validity to a written test, if not more.⁶ However, in some departments, the sheer number of applicants may prevent the use of interviews instead of written tests, in which case, the most effective strategy is candidate preparation—online study materials and practice tests may be very helpful because they expose applicants to the type of test content they will face when they take the real test and can reduce test anxiety in applicants.

The background investigation is a more challenging problem. The best method is to ask applicants to complete a pre-employment questionnaire. This questionnaire must not invade their privacy (and it requires legal counsel's approval), but it can contain questions that are similar to the background investigation, and most applicants will admit their shortcomings in this questionnaire. Therefore, this type of instrument may help departments initially recruit minorities who are more likely to pass the background investigation.

The physical ability standard is very troubling. It makes one wonder if the department is serious about diversity when they place a hurdle at entry that officers are not held to after graduation from the academy. However, if the test is truly necessary, physical ability preparation programs have proved very effective in preparing females for an upcoming physical ability test.⁷ This strategy is really a win-win in that the resources devoted to assisting females become stronger and faster are good for the department, good for diversity, and good for the females' health.

Creative Strategies for Recruiting High-Potential Minorities and Females

The following summarizes some progressive strategies that departments are implementing to effectively recruit minorities and females.⁸

Advertising

It makes sense that advertising in a variety of locations allows a department to reach a variety of potential applicants. Some departments are applying this logic by advertising in both traditional and innovative locations and mediums, such as the following:

- Movie theaters
- Newspapers
- Community-based publications
- Campus-based publications
- Faith-based publications
- Trade magazines and social media sites
- Cable television
- Career fairs
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In addition to the preceding list, many agencies are also recognizing the value of citizens serving as advertising partners and are working to expand citizens' roles to harness that ability.

Individual Police Programs

Individual departments may be able to coordinate with other organizations in their communities, such as schools, to reach potential applicants and prepare them for the application process and to increase those applicants' chances of being hired. These programs are adaptable to the community and department, but might include the following:

- College internships and externships
- Expanded Explorer, Cadet, and Reserve programs to include summer employment and seasonal work experience and wages
- School Resource Officers who can serve as professional technical instructors
- School-based career path development
- Collaboration with local community colleges
- Credit assistance and job and workforce development opportunities (for multiple public safety positions—support staff and sworn officers)
- Aggressive lateral, social service-based career and military veteran recruitment

Application Procedures

Agencies may be able to attract a wider, more diverse pool of applicants by adapting their application process to make it easier for interested individuals to apply. For example, agencies might consider the following adjustments:

- Accepting applications on a continual basis or whenever a vacancy exists
- Allowing applicants to live outside the agency's service area

The Selection Process

To draw applicants who may not be able to wait out the long selection process while looking for work or to attract minority and female applicants from other areas, agencies might consider the following financial support options:

- Pay committed recruits a salary or stipend during their last year of school
- Pay a relocation premium
- Pay for off-site recruit training
- Offer salary increases for college degrees or loan repayment assistance
- Reimburse officers for college coursework taken during their employment with the agency

Summary

Police departments that are serious about hiring more minorities and females should be devoting resources (people and equipment) to the effort. Unfortunately, most are not, and many do it in a piecemeal fashion.

Some departments visibly appear to recruit aggressively, but their hiring strategies limit the number of minorities and females that are selected. Some departments are invested in the idea of diversity, but do not direct the necessary funding to the effort. Some departments aggressively recruit and hire minorities and females, but devote insufficient resources to their academy training and success. Recruitment is one factor, but retaining minorities and females is equally challenging, and efforts need to start early in their careers. Many communities question how law enforcement can fail to represent their communities in this day and age. What few understand is that many departments wait until it is too late to properly incorporate new and progressive ideas into their departments or they incorporate incomplete efforts. Funding drives these decisions, but deciding which specific programs to fund is always a challenge and must always be prioritized to match the requirements of today's policing needs.

The law enforcement industry is one of the most well-informed industries in the United States. However, the knowledge is useful only if it is used before it becomes too late to make a difference. Change, a word that many fear, must occur from within before it is forced by external pressures. ♦

Dr. Cassi Fields, also known as the Career Doctor, is an internationally renowned industrial and organizational psychologist who has pioneered many of the United States' most successful public safety human capital selection initiatives, promotion, and training programs. Dr. Fields has dedicated her career to helping public safety agencies and at-risk organizations. She serves as an advisor to numerous large-scale public sector executives and organizations, particularly those that have experienced repetitive employment discrimination lawsuits, or recruiting, hiring, training, and promotional issues.

Dr. Fields has served on the Diversity Panel of the International Association of Chiefs of Police (IACP) since 2006. Additionally, she also serves on the Board of Directors for the Virginia Public Safety Foundation, whose mission is to financially assist families whose loved ones were lost or severely injured in the line of duty.

Notes:

¹Walter Tangel and Andrew Morabito, "Minority Recruitment: A Working Model," *The Police Chief* 71, no. 3 (March 2004), http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=254&issue_id=32004 (accessed April 22, 2015).

²U.S. Department of Commerce, U.S. Census Bureau, "USA," State & County QuickFacts (revised March 31, 2015, <http://quickfacts.census.gov/qfd/states/00000.html> (accessed April 17, 2015). Note: Hispanics and Latinos can be of any race, so they are also included in the applicable race categories (e.g., White, African American) in the census.

³U.S. Department of Commerce, U.S. Census Bureau, "Idaho," State & County QuickFacts, revised March 31, 2015, <http://quickfacts.census.gov/qfd/states/16000.html> (accessed April 17, 2015); U.S. Department of Commerce, U.S. Census Bureau, "Mississippi," State & County QuickFacts, revised March 31, 2015, <http://quickfacts.census.gov/qfd/states/28000.html> (accessed April 17, 2015)

⁴Jeffery Benzing, "Police Struggle to Recruit Minority Officers," *On the Beat* (blog), PublicSource, September 15, 2014, <http://publicsource.org/from-the-source/police-struggle-recruit-minority-officers#.VTFGQSHBzRY> (accessed April 17, 2015).

⁵Frank L. Schmidt and John E. Hunter, "The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 85 Years of Research Findings," *Psychological Bulletin* 124, no. 2 (1998): 262–274, <http://mavweb.mnsu.edu/howard/Schmidt%20and%20Hunter%201998%20Validity%20and%20Utility%20Psychological%20Bulletin.pdf> (accessed April 17, 2015).

⁶See Bruce Taylor et al., *Cop Crunch: Identifying Strategies for Dealing with the Recruiting and Hiring Crisis in Law Enforcement* (Police Executive Research Forum, 2005), <https://www.ncjrs.gov/pdffiles1/nij/grants/213800.pdf> (accessed April 17, 2015). Some of these are innovative ideas being used by U.S. departments.

⁷Romeo Vitelli, "Do Tests of Physical Ability Discriminate Against Women? What Skills Are Really Needed to Succeed in Physical Labour Jobs?" *Media Spotlight* (blog), Psychology Today, September 2, 2013, <https://www.psychologytoday.com/blog/media-spotlight/201309/do-tests-physical-ability-discriminate-against-women> (accessed April 27, 2015).

⁸Jeffery Benzing, "Police Struggle to Recruit Minority Officers."



The Multnomah County Experience:

Reducing Racial and Ethnic Disparities in Juvenile Justice

By Brian Detman, System Change and Community Initiatives Manager, and Christina McMahan, JD, Juvenile Services Division Director, Department of Community Justice, Multnomah County, Oregon

Diversity, racial, and ethnic disparities and fairness in the U.S. justice system are complex issues that present challenges to police chiefs, line officers, public safety leaders, policy makers, stakeholders, and residents. There are many dynamics at play that increase the complexity, and finding solutions can be complicated. Consistent effort and focus are needed to address disparities in the juvenile justice system and achieve better outcomes.

Public safety and community leaders in Multnomah County, Oregon, have come together to have the difficult conversations that often surround the topics of disparity, fairness, and system effectiveness in the juvenile justice system. Multnomah County is home to the City of Portland, where law enforcement and city officials have a history of working on juvenile justice issues, and Gresham, a growing and increasingly diverse city to the east of Portland. The City of Gresham was recently selected as one of six cities in the United States (along with Las Vegas, Nevada; Little Rock, Arkansas; Minneapolis, Minnesota; New Orleans, Louisiana; and Philadelphia,

Pennsylvania) to participate in the National League of Cities Municipal Leadership for Juvenile Justice Reform technical assistance initiative.

In July 2014, a team representing Multnomah County's juvenile justice system participated in Georgetown University's Center for Juvenile Justice Reform (CJJR) Reducing Racial and Ethnic Disparities Certificate Program. The team included a Portland Police Bureau lieutenant; a chief deputy district attorney; the chief juvenile court judge; the county juvenile services division director and a department policy advisor focused on racial and ethnic disparities; two executive directors from community-based, culturally specific service providers; a representative from the local public schools; and an elected county commissioner, who is also the co-chair of the Multnomah County Public Safety Coordinating Council.

CJJR's Certificate Program

CJJR "advances a balanced, multi-systems approach to reducing juvenile delinquency that promotes positive child and youth development, while also

holding youth accountable."¹ Its certificate programs focus on a range of issues that bring together law enforcement and other stakeholders from around the United States who work with youth who have histories of involvement with or are at risk of entering the juvenile justice system. The Reducing Racial and Ethnic Disparities in Juvenile Justice Program is a week of intensive, multi-disciplinary study and is a valuable resource for police chiefs, command staff, district attorneys, judges, and others charged with creating, supporting, or maintaining a juvenile justice system that produces meaningful outcomes for youthful offenders, families, victims, and communities.

CJJR is a leading organization in the United States on the issues of disparity, disproportionality, and disproportionate minority contact (DMC) in the justice system. Its research, analysis, and experience with jurisdictions from across the United States indicate that youth of color are over-represented in the justice system—they are arrested, charged, and incarcerated more often than their white counterparts are for the same behaviors.

Electronic Stakeouts Used to Address Pattern Crime Trends

By Michael Grajewski, 3SI Security Systems

Assistant Director, Crime Analysis Group, Law Enforcement Division | michael_grajewski@3sisecurity.com

Many police departments are using technology to increase efficiency with duties like stakeouts. Here's how electronic stakeouts helped Law Enforcement target, track, and arrest criminals.

Coronado Beach, California, was experiencing many bike thefts. After learning about electronic stakeouts from other police departments, the Coronado Beach force decided to try them out. In the first three months of deployment, authorities made 16 arrests and significantly reduced the area's bike thefts.

Delray Beach, Florida, registered a spike in scooter theft, which adversely impacted the part 1 crime statistics for the agency. Using intelligence led policing principles, the agency predicted locations where future thefts were likely to occur. They partnered with local motorsport dealers to deploy scooters containing GPS devices. In the first week, the agency had two activations. The first resulted in a quick recovery, but didn't address the question of where the stolen scooters were going.

The operation that started as a simple track and recovery resulted in the take down of a major international stolen vehicle smuggling ring. Since the arrests, scooter theft has virtually stopped in the City of Delray Beach.

For the second deployment, the agency allowed the unit to leave the city. The track data provided officers the tactical high ground to shadow the subject. The device went stationary at a residence in Miami-Dade County. Officers watched the residence and processed the information gained from surveillance. Soon after, they were notified that the unit was moving to a warehouse district near the Port of Miami. Several agencies were involved in the apprehension which recovered several stolen scooters destined for the Caribbean. The operation that started as a simple track and recovery resulted in the take down of a major international stolen vehicle smuggling ring. Since the arrests, scooter theft has virtually stopped in Delray Beach.

Analysis: Crime analysts noted trends and used predictive policing models to determine hot spots where bait items

could be deployed. The agencies used specialized GPS technology optimized for police operations to directly engage offenders committing crime. Setting up electronic stakeouts is not difficult and can easily be replicated by agencies when they identify a crime pattern. With minimal effort, a small team can manage device deployment. Upon movement, event data is automatically sent to police dispatch who then communicate event data (direction, speed, heading and nearest street address) to responding patrol units to track and arrest the criminal.

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The Reducing Racial and Ethnic Disparities in Juvenile Justice Program's message is that, as system partners, law enforcement can and must do a better job of ensuring that the impact of juvenile justice is positive. Juvenile justice needs to serve a dual purpose, ensuring both that youth are held accountable and that they and their families get the help and support they need.

Multnomah's team came away from the program with a renewed perspective and the understanding that they have the power to make change happen. One of the attendees from Multnomah County, PPB Lieutenant Tashia Hager, attributes this to the atmosphere and approach of the program.

I was inspired at this program because it took a critical look at the system and system partners without casting blame. It contributed to and reinforced an atmosphere of cooperation and collaboration among the people within our own team. The energy was focused on how to best help the youth in our community.²

Starting Out: Decision Points

Prior to attending the program, participating team members from around the United States were asked to collect, review, and share data pertaining to youth outcomes across a range of sectors—criminal justice, education, health, and so forth—and on a spectrum of decision points within the juvenile justice system.

The decision points in the juvenile justice system are not the same as those in the adult criminal justice system. The decision points include the following:

- Juvenile arrested or referred to a juvenile department (court) based on state or local policy or statute.
- Juvenile committed to secure detention.
- Juvenile case petitioned (charges filed in juvenile court).
- Juvenile committed to a secure facility (state-level incarceration).
- Juvenile case transferred to adult court.
- Juvenile case dismissed, plea bargained, or alternative offered.

CJJR made it crystal clear that each of these decision points is not only a potential opportunity to hold a youth accountable, but also an opportunity to build a relationship with the youth and his or her parent or guardian and help meet the needs of the juvenile offender through formal or alternative means.

Law enforcement officers, in particular, have opportunities for relationship building and helping juveniles, as they interact with youth regularly. Their interactions often include simple status offenses, such as a curfew violations, that might warrant only a warning and a ride home; runaways who need the services of community organizations or shelters; and criminal situations, such as youth suspected of theft or assault or in possession of a firearm, which may require formal and informal reports, detention, or other steps required by laws and policies.

The actions taken by the juvenile department or juvenile court in response to these offenses depends on local and state laws. The bottom line is that, in any of these scenarios, there may be alternatives to formal or deeper involvement with the juvenile justice system, and those opportunities should be created, explored, and supported.

Honorable Judge Maureen McKnight points out that once a youth is formally involved in the justice system, it can be difficult for that youth to get back on track.

I have been a judge for 13 years and worked as an attorney with our community's families and children for more than three decades. I have seen too many youths and families quickly enter and unnecessarily stay involved with the justice system for years and generations. Responsive intervention and diversion efforts at the front end from the community—tailored for the youths' and the family's needs—are critical to keeping youths out of the deep end of the juvenile justice system.³

To improve the juvenile justice system, the system partners, including police officers, need to conduct an in-depth inquiry and analysis of who these youths are, where they come from, what legal violations they have committed, and why they have done so.

REGGO Data

Multnomah County and other program participants learned to dig deep into juvenile justice information and explore how race, ethnicity, gender, geography, and offense (REGGO) relate to juvenile information.

In Multnomah County and throughout Oregon, juvenile justice departments enter juvenile information into the Juvenile Justice Information System (JJIS). JJIS is a statewide, integrated electronic system that stores youths' interactions with law enforcement and confidential case records with the state's juvenile justice system, regardless of where in Oregon those contacts occurred.

When the team looked at the data from JJIS and referenced the REGGO data points, they found disparities connected to race and ethnicity. These disparities were not news to the juvenile services leaders, but they were not widely understood by or regularly shared with system partners.

The data demonstrate that the referral to juvenile services is the decision point where the greatest disparities exist in the Multnomah County juvenile justice system. In 2013, of 3,345 referrals to Multnomah County Juvenile Services Division (JSD), 55 percent were for youth of color (African American, Latino, Native American, and Asian youth). African Americans, aged 10–17, were nearly five times more likely than white youths to be given a referral to JSD by law enforcement. Adjudicated Latino youth in Multnomah County are three times more likely to be committed to a secure correctional facility than adjudicated white youth.⁴

The advocacy community in Multnomah County also sounded the alarm on system disparities. The Coalition of Communities of Color, an organization focused on diversity and equity issues, published a report titled *Communities of Color in Multnomah County: An Unsettling Profile*. The report found that "In every system we looked at [education, employment, housing, health, criminal justice], there are significant disparities."⁵ Furthermore, the report noted that the inequities contribute to an intergenerational cycle of justice system involvement and poor outcomes.

These data backed up the Center for Juvenile Justice Reform's analyses that youth of color are overrepresented in the juvenile justice system; they are arrested, charged, and incarcerated more than white youth.



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An earned Ph.D. and a publication record are highly desired. The successful candidate should have a background of progressive responsibilities working with law enforcement professionals, the ability to work in a team-based environment, excellent writing skills and must enjoy a fast-paced work situation.

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Executive Search Chief of Police – Wichita, KS

The City of Wichita, Kansas, is seeking applications for the position of Chief of Police. The successful candidate will have a proven record of integrity, strong leadership, and the management, community outreach, and interpersonal skills to drive the Wichita Police Department forward along the path of progressive police service delivery.

WPD Mission

The Wichita Police Department's mission is to provide professional and ethical public safety services in partnership with citizens to identify, prevent and solve the problems of crime, fear of crime, social disorder and neighborhood decay, thereby improving the quality of life in our community.

Wichita Police Department



The Wichita Police Department is a full-service police organization with approximately 630 sworn officers and 170 civilian employees. The annual budget for the department is in excess of \$80 million. The department

is divided into three divisions: Field Services, Investigations (including Air Patrol), and Support Services (including Animal Control), each led by a Deputy Chief of Police. In 2014, the department responded to 218,614 calls for service for 23,000 Part One crimes. Employees with the rank of Sergeant and below are represented by the Fraternal Order of Police.

The City of Wichita



The City of Wichita is located in south-central Kansas, along the Arkansas River and is the largest city in the state of Kansas with more than 386,000 residents. In 2011, Wichita ranked 8th on the list of the 10 "best value" cities. In 2013,

Wichita ranked 23rd out of 102 major markets for small-business vitality, and its commute times are rated the lowest among the 100 major metropolitan markets.

Home to Wichita State University and McConnell Air Force Base, Wichita is a thriving midsize metropolitan city steeped in western heritage and aviation history. The City of Wichita

is a diverse, growing, and affordable community which offers residents an excellent quality of life including arts and culture, high quality public education, and a variety of places to dine, shop, and recreate. Wichita's racial and ethnic diversity consists of 63% White; 17% Hispanic; 13% Black; 5% Asian; 5% Other (U.S Census, 2013 estimate). The median household income for a family in Wichita is \$46,011.

The City has a Council-Manager form of government. The chief is appointed by the City Manager and work is directed and reviewed by the City Manager.

Key Competencies and Characteristics

- Committed to fostering collaborative working relationships with business and community stakeholders
- The ability to develop relationships with union and non-union personnel
- Innovative, out-of-the-box thinker with a proven record of trust-building and transparency
- Strong communication skills
- Is an exemplary leader within the police department and in the community at large
- Is a strong proponent of fair, equitable, and inclusive community policing practices
- Has a proven track record of leadership in policing communities that are culturally and socio-economically diverse
- Experience developing and executing a strategic plan
- Data-driven decision maker

Requirements

Candidates must possess a bachelor's degree from an accredited college or university and ten years of progressively responsible law enforcement experience, including five years at a command level, or any equivalent combination of training and experience. Evidence of continuing professional development, such as completion of the FBI National Academy, is highly desirable.

Salary

Salary will be commensurate with experience, within the range of \$91,146.00 up to \$176,024.00 annually, with a comprehensive benefits package.

Application Process

The International Association of Chiefs of Police is assisting in the search process. A resume and letter of interest must be received no later than Friday, June 19, 2015. Replies should be emailed to search@theiacp.org. Replies may also be mailed to



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Attn: Wichita Executive Search
44 Canal Center Plaza, Suite 200
Alexandria, VA 22314

Taking Action

How could Multnomah County, lauded by juvenile justice leaders as an early and successful adopter of effective detention and community-based alternatives dating back to 1992, have a system with these kinds of disparities?

Twenty-two years ago, Multnomah County implemented Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative model.⁶ Multnomah County developed and successfully implemented reform strategies, from forming a Juvenile Justice Council and consistently applying a risk assessment instrument for detention decisions to investing in alternatives to detention and combating racial and ethnic disparities. In 1994, Multnomah County reported a detention rate of 42 percent for youth of color and a detention rate of 32 percent for white youth. By 2000, the detention rate for both white youth and youth of color had dropped to 22 percent. The number of youth of color in Multnomah County's detention center dropped dramatically without compromising public safety.⁷

Fourteen years later, however, some of the positive trends have reversed. The current proportion of youth of color represented in the Multnomah County juvenile justice system is too high. For example, in 2014, the detention population data show that, on average, 62 percent of youth in custody each day in Multnomah County's juvenile justice system were youth of color.⁸ Unfortunately, there are many factors at play that have contributed to a reduced focus on disparities in the local justice system, chief among them being more than a decade of successive budget cuts.

Moving from DMC to Reducing Racial and Ethnic Disparities (RED)

Multnomah County JSD's success in lowering the number of youth under supervision and in custody highlights the evolving ways the county's system partners understand and measure disproportionality. There is a movement away from use of the acronym "DMC"—disproportionate minority contact or confinement—to the more general Reducing Racial and Ethnic Disparities (RED). This title encompasses more than the traditional DMC concept and considers the following issues:

- Overrepresentation—a larger proportion of a racial or ethnic group is present at decision points within the juvenile justice system than would be expected based on their proportion in the general population.
- Disparate treatment—the probability of receiving alternative opportunities or services or being dealt a higher consequence differs based upon

a person's race or ethnicity, often leading to overrepresentation.

- Unnecessary entry and moving deeper into the juvenile justice system—the probability of being arrested into or referred to the various levels within the system differs for different racial and ethnic groups.

The general phrase "racial and ethnic disparities" (RED) has the added benefit of refining the usage of the terms "majority" and "minority" because people from non-white racial and ethnic groups are not the minority population in many cities and regions around the United States, and, according to the U.S. Census Bureau, people of color will be the majority population in the United States by 2042.⁹

To ensure that certificate program participants understand and can articulate and make system changes on the issue of racial and ethnic disparities, CJJR provided sessions and information on the importance and application of cultural competency and implicit bias and how they may influence juvenile justice system decisions. With this basis, broad grounding in juvenile justice, and the county's own data, the focus moved to what can be done to reduce current racial and ethnic disparities.

Responding to the Call

The Multnomah County team has developed and is launching a project that will reform the way youth in the region encounter the juvenile justice system and address the disparities that impact youth of color.

The new project will be piloted in the City of Gresham. The city's police department will divert first-time, low-level offenders to culturally specific service providers, instead of bringing them into formal contact with the juvenile justice system. This is a different way for police to connect with the community, particularly communities of color. While police departments around the country already work with diversion programs and divert youth in formal and informal ways all the time, this pilot program, called the Community Healing Initiative Early Intervention Program (CHI), is an opportunity for community connection and community-based, culturally responsive wrap-around services for offenders and their families. All qualifying offenders will be served, regardless of race or ethnicity.

Joe McFerrin II, the president and CEO of Portland Opportunities Industrialization Center, a leading community-based service provider in Multnomah County, said the following about the pilot program:

When we heard of the opportunity to address disparities and do business differently, and that system partners were

*committed and involved, we knew this effort was the right fit at the right time and for the right reasons. As an organization serving predominately African American youth and their families, we could not pass up the opportunity to participate in the CJJR Program. Never in my 20 years of youth and family development work have I seen a group this diverse come together to develop such a strong strategy and plan. I am optimistic this effort will be a huge success.*¹⁰

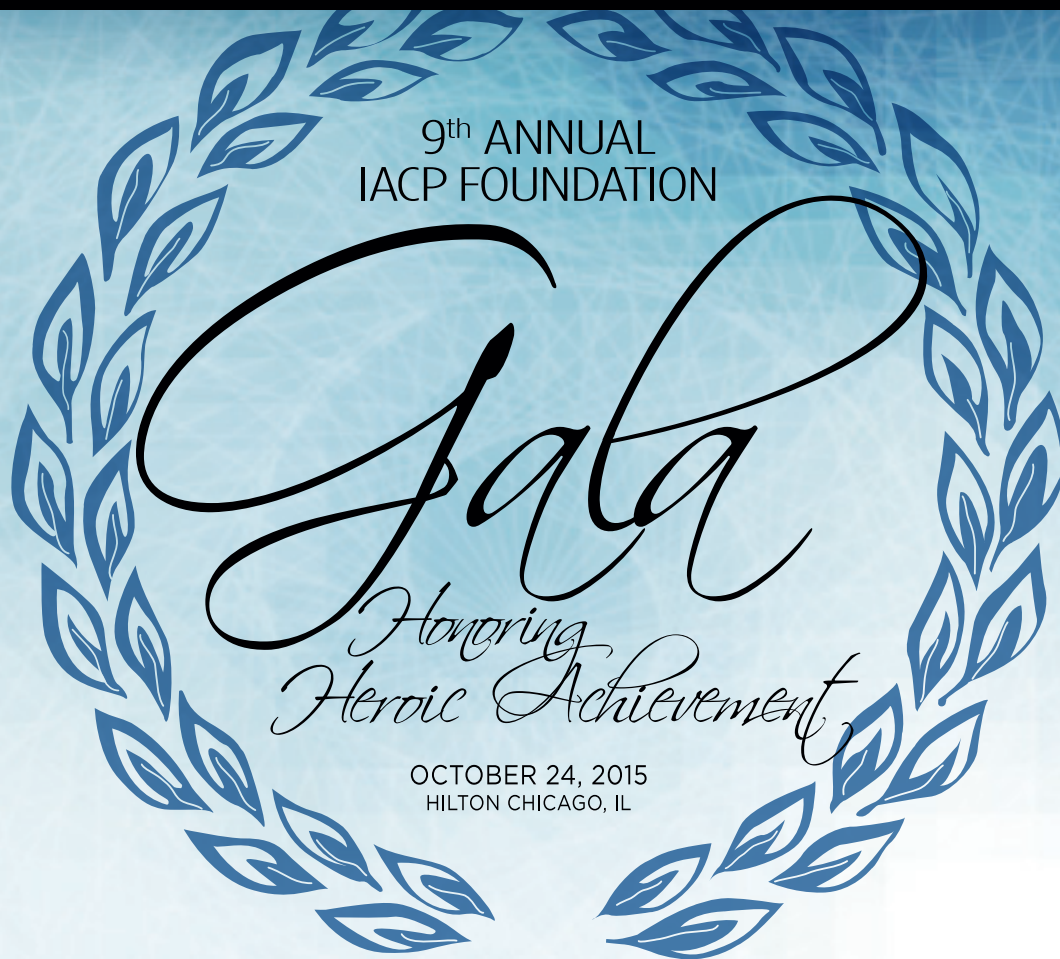
The police leadership in the area shares this optimism. Gresham Police Chief Craig Junginger believes the program will help officers build stronger connections in the community and improve the services provided for youth that can keep them out of serious trouble. "I am excited about this early intervention pilot because it's really about taking action and doing things differently for our kids in Gresham."¹¹

The pilot stems directly from what team members learned from CJJR and each other, and it builds on the need to make stronger connections between police, youth, and communities, which is an issue playing out in communities around the United States. The team members bring the following core beliefs, taught by CJJR, to the pilot program:

- All youth in the juvenile justice system should be treated fairly and as individuals.
- Adolescents should not be expected to have the maturity and judgment of adults.
- Incarceration should be reserved for those youth who represent a significant danger to others.
- Reform efforts should include families and communities, who can provide critical support and resources for youth in the juvenile justice system.
- Reform efforts should be culturally and linguistically responsive to the needs and backgrounds of youth in the juvenile justice system.

The team also applied seven CJJR principles and strategies to develop this project, and these concepts will be applied to future projects and efforts to improve the system.

- Collaboration that includes all stakeholders
- Regular collection, analysis, and use of data
- Consideration of REGGO (race, ethnicity, gender, geography, and offense)
- Focus on local efforts
- Use of objective criteria and decision-making tools
- Consideration of a range of diversion and alternative-to-incarceration programs and services



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- Involvement of other systems (e.g., education, child welfare, workforce, etc.)
- Regular monitoring and evaluation of programs and outcomes

Moving Forward

CJJR has laid the groundwork for innovation, partnership, and measurable results and provided the strategies and tools for law enforcement and other system partners to reduce and eliminate disparities that are barriers to an effective system. Adults do have the power and responsibility to make changes that will lead to improved and positive outcomes for youth of color. The Multnomah multi-disciplinary team brought what they learned at CJJR home and is using their enhanced knowledge to ignite awareness, commitment, and actions to create a safer community that ensures all juvenile justice-involved youth receive the services and support they need to be successful.

One of the most important elements of the team's efforts is the teamwork between law enforcement, the juvenile justice system, and communities of color, which allows for a proactive approach to a complex issue. Finding common ground with the community and culturally specific service providers is key. In the words of Latino Network Executive Director Carmen Rubio:

The reason we are a part of this effort is simple: this work helps the community to heal. Our youth and families are inspired and find hope again. Then the path emerges and reveals different possibilities to make good choices for themselves and their families. Parents and youth find their voice and join with others to create the community they want to live in. This project allows for our youth and families to be seen, heard, and advocated for. We provide our youth a safe anchor in their own cultural community where they can find trust, understanding, and connect culturally with caring adults.

Additionally, the wonderful thing about this pilot is that it engages with youth before they enter the judicial system. Our community is seeking preventative help, not reactive help. We now have an answer to burdened parents who ask us "Why can't you help my child now before he gets into further trouble with the system?" Before the CHI Early Intervention pilot program, we couldn't offer much of an answer. Now we have one, and that feels great to be able to serve more youth in need of positive coaching by caring adults. Over 90 percent of the youth we've worked with, particularly those who have been incarcerated, have stated that they wished someone would have paid attention before they got into trouble.

To quote one youth, "I regret all the time I wasted, because now I realize all the good

*things I could have been doing for myself and my community."*¹² ♦

Brian Detman is the System Change and Community Initiatives Manager for the Juvenile Services Division of the Multnomah County Department of Community Justice. He has worked for Multnomah County since the spring of 2013, starting in the Chair's Office as policy advisor working on a range of issues and initiatives, from public safety, education, and youth development to environmental justice and sustainability. He began working for DCJ in the spring of 2014 as a policy advisor focused on racial and ethnic disparities in the juvenile justice system, before being promoted to the position of System Change and Community Initiatives Manager in December 2014. Overall, Mr. Detman has more than 20 years of professional experience, including work with public agencies, nonprofits, triple-bottom-line businesses, and community-based organizations.

Christina McMahan, JD, has served as the Juvenile Services Division Director for the Multnomah County, Oregon, Department of Community Justice (DCJ), as well as an Assistant Director for DCJ, since being appointed in August 2011. Ms. McMahan is charged with leading, supporting, and monitoring delinquency intervention, probation, accountability, community engagement, treatment, and detention services for delinquent youth in Multnomah County, the most populous and diverse county in Oregon. Since joining DCJ, she has led several initiatives, including the implementation of the first Title IV-E claiming program in Oregon and the further development of a local continuum of services designed to keep youth connected to their home communities and prevent further penetration into the juvenile justice and adult criminal systems.

Notes:

¹Center for Juvenile Justice Reform, "About the Center," <http://cjjr.georgetown.edu/about.html> (accessed April 27, 2015).

²Tashia Hager (lieutenant, Portland Police Bureau), interview, February 3, 2015.

³Maureen McKnight (Chief Family and Juvenile Judge, Multnomah County Circuit Court), interview, February 13, 2015.

⁴Oregon Youth Authority, *Juvenile Justice Information System Multnomah County Relative Rate Index Report #00471* (2013).

⁵Ann Curry-Stevens, Amanda Cross-Hemmer, and Coalition of Communities of Color, *Communities of Color in Multnomah County: An Unsettling Profile* (Portland, OR: Portland State University, 2010), <http://www.coalitioncommunitiescolor.org/docs/AN%20UNSETTLING%20PROFILE.pdf> (accessed April 27, 2015).

⁶Annie E. Casey Foundation, "Juvenile Detention Alternatives Initiative," <http://www.aecf.org/work/juvenile-justice/jdai> (accessed April 27, 2015).

⁷Charlene Rhyne and Kim Pascual, *Juvenile Minority Over-Representation In Multnomah County's Department of Community Justice: Calendar Year 2007 Youth Data* (Portland, OR: Multnomah County Department of Community Justice, March 2008), <http://www.jdaihelpdesk.org/multnomah/Multnomah%20County%20OR%20Juvenile%20Minority%20Over%20Representation%202007.pdf> (accessed May 3, 2015).

⁸Multnomah County Department of Community Justice, *JSD Detention Population Summary Report For the period of 01/01/2014 through 12/31/2014*.

⁹U.S. Census Bureau, "U.S. Census Bureau Projections Show a Slower Growing, Older, More Diverse Nation a Half Century from Now," news release, December 12, 2012, <https://www.census.gov/newsroom/releases/archives/population/cb12-243.html> (accessed April 27, 2015).

¹⁰Joe McFerrin (president/CEO, Portland Opportunities Industrialization Center), interview, February 6, 2015.

¹¹Craig Junginger (police chief, Gresham Police Department), interview, February 5, 2015.

¹²Carmen Rubio (executive director, Latino Network), interview, February 5, 2015.

IACP offers juvenile justice-related resources, including model policies Interviewing and Interrogating Juveniles, Juvenile Curfew Enforcement, and Juvenile Enforcement and Custody. All model policies are free for IACP members and can be found at www.theiacp.org/Model-Policies-for-Policing.

You can also find more resources and information at IACP's Youth Focused Policing Resource Center (www.iacpyouth.org).



Eliminating Gender and Racial Stereotypes in Police Culture through Stakeholder Collaboration

By Lisa R. Grace, MPA, Sergeant, Michigan, and Dr. Christopher Petras, Management, Media, and Public Policy Consultant

From childhood onward, people, including police administrators and officers, are taught by their parents, teachers, and peers the appropriate roles (according to these influences) of women and minorities in society and the workplace. This learning process is what social psychologists call “socialization,” whereby parents, teachers, and peers impress upon children or “socialize” beliefs, values, and norms—in this case, about the roles of women and minorities in society and the workplace.¹

When police officers’ personal beliefs, values, and norms about the role of women and minorities overshadow their ability to lawfully protect employees and citizens, officers risk placing their communities in financial and social jeopardy due to the potential for costly civil judgments, settlements, and civil unrest. The overall economic costs of discrimination and harassment lawsuits total in the millions, negatively affecting local government budgets.² Furthermore, discriminatory practices in policing can lead to civil unrest in local communities and lower morale in police departments, thus triggering aggressive protests and riots (e.g., Ferguson, Missouri, and Baltimore, Maryland) and ineffective leadership, respectively.

Police administrators who learn and embody gender and racial stereotypes find their leadership effectiveness diminished and in direct conflict with citizen expectations of police officers as public employ-

ees sworn to uphold and enforce the laws fairly, regardless of the race or gender of those involved.

Eliminating gender and racial stereotypes from police culture requires law enforcement professionals to possess a willingness and desire to take proactive steps to understand the genesis of learned gender and racial stereotypes and the sensitivities involved in challenging those learned stereotypes.³

A collaborative approach to freeing police culture from gender- and race-based stereotypes allows stakeholders, including police, general counsel, human resources, local governments, citizens, and community groups, the opportunity to work together in creating police environments that are not influenced by gender or racial stereotypes.

Gender and Racial Stereotypes: Social and Economic Consequences

Socialization processes often create stereotypes or “socialized myths” in the thinking of an officer (or any person exposed to socialization).⁴ For example, the beliefs and norm that women “should” be housewives or work in jobs perceived as feminine, such as teaching and secretarial work, while men “should” be the breadwinner of the house and work in the fields that are perceived as masculine, such as firefighting, professional sports, and executive-level work, represent gender role myths. Beliefs

and norms that embody the ideas that African Americans have no place in affluent neighborhoods, particularly those inhabited by mostly Caucasians, or that non-affluent minorities are all “troublemakers” are examples of race myths.

These socialized myths about gender and race often further influence people’s decisions about which individuals, cultures, and work environments they choose to associate and affiliate with and, in the case of police officers, the use of their discretionary authority on the job. Gender and minority role myths create cognitive dysfunctions in the thinking of police administrators, which often result in discriminatory management actions, including the withholding of promotion opportunities from women and minorities or targeting minorities in communities.

Gender and racial stereotypes that permeate police cultures invite negative social and economic consequences, including discrimination and harassment lawsuits, turbulent community relations, and poor public images of law enforcement. In addition, the low numbers of women and minorities employed as police officers—less than 15 percent of officers are women and less than 30 percent are minorities—creates a public relations challenge in mitigating public and media perceptions of police as biased and racist.⁵ This poor image, in turn, reduces the attraction of women and minorities to policing as an occupation.

Debunking stereotypes of police as biased and racist requires law enforcement professionals to consistently demonstrate that they are upholding their oath to equally enforce laws enacted to protect citizens and employees from gender- and race-based discriminatory actions. Unfortunately, police cultures are often embedded with gender and racial stereotypes, and challenging those stereotypes is difficult.⁶

Challenges to Debunking Gender and Racial Stereotypes

If the social and economic consequences of gender and racial stereotypes are so significant, then why do they exist in contemporary police cultures? The answer may lie in the intimacy of socialization processes. Trust in parents, teachers, and peers to impart beliefs, values, and norms that are congruent with the legal and social mandates of society often remains unchallenged because questioning the validity of learned gender and racial stereotypes is questioning the validity of the wisdom, insights, and advice imparted by an officer’s primary role models or “socialization agents.”⁷ The lifelong bonding between an officer and his or her parents, teachers, and peers creates trust, and questioning that trust is a personal challenge and conundrum for an officer.

Leadership in all occupational fields is affected by learned gender and racial stereotypes. However, as seen recently, accusations of police bias often receive national news coverage, which affects citizens' opinions about police.⁸

Why are alleged acts of gender and racial bias by police more newsworthy to news media than alleged acts of the same in other occupations? Police officers are public servants, and, as such, citizens' expectations of police are key.⁹ Unlike private corporations or employees, police officers and other public servants are expected (and often pledge) to serve all members of the community equally, which makes it more of an offense to those same community members when officers fail to do so.

Citizen Expectations of Police as Public Employees

Since the founding of the United States, citizens have raised concerns about the use of discretionary authority by public employees in doing what is in the best interest of the people while upholding the laws of the U.S. Constitution. The founders of the United States struggled with this issue and could not assure citizens that government leaders and employees would act in the best interest of all people all the time. Instead, the founders implied that interest

would serve the role of virtue.¹⁰ In other words, an individual's own self-interest will determine how good government will be.

To assure citizens that public employees will do what is in the best interest of the public, government officials (e.g., police administrators) are implored to recruit individuals of "high moral character" and ethics when staffing government positions. Fulfilling these criteria elevates public employees into the roles of "trustees" and "stewards."¹¹

As trustees, police administrators and officers are viewed as fiduciaries or representatives of the people, similar to elected officials, and assume a guardian role as protectors of community values. Community values are expressed in the laws that police officers are sworn to uphold and enforce. As stewards, police administrators and officers are responsible for the moral and ethical navigation and management of their organizations in achieving the legislative intent or outcome goals of the law (e.g., reducing crime and ensuring non-discriminatory practices in the workplace). Therefore, law enforcement as a public service occupation represents a higher calling to many than non-service jobs. Possessing the basic job skills and education requirements for the position is not enough—police officers must identify and proactively address personally

held gender and racial biases in order to eliminate contaminated moral and ethical judgments in the use of their discretionary authority on the job and when enforcing the laws within the communities they serve.¹² By eliminating these biases, police officers can better fulfill their roles as public servants and meet the expectations of their communities.

Collaborative Stakeholder Approach: Concept and Benefits

A collaborative stakeholder approach to eliminating gender and racial stereotypes in police cultures requires stakeholders to think outside the box with a unified goal of creating a more "mindful" police culture absent of gender and minority stereotypes. Collaboration assumes that stakeholders have the ability and desire to work together in identifying gender and racial stereotypes within themselves and have the desire to change dysfunctional leadership thinking.

A natural transparency for building trust with citizens is created under a collaborative stakeholder approach due to the "fishbowl" environment public service encompasses.¹³ The openness of a unified collaborative program assures citizens of their ability to participate, monitor, and evaluate police effectiveness in addressing gender and racial stereotypes.

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The benefits of a collaborative stakeholder approach are similar to those of community policing programs, including the creation of a unified vision for eliminating biased and discriminatory thinking among police departments, local communities and community groups, and local government bodies, reducing the chances of “group think,” which often occurs when groups (including police departments) are insular and fail to seek third-party opinions or outside feedback with regard to managerial and leadership judgments, building employee morale and work ethic, and strengthening community-police relationships.¹⁴ Additional benefits of a collaborative approach include avoiding costly litigation brought about by discriminatory policing and reducing employee absenteeism rates due to internal gender and racial bias and discrimination.

Implementing a Collaborative Stakeholder Approach

The first step in a collaborative stakeholder approach requires designating an individual (e.g., local government official, police chief, or city manager) to serve as the program champion and securing commitment among the stakeholders (police departments, unions, local legislative bodies, general counsels, human resource departments, and local citizens or citizen groups) to a collaborative approach in eliminating gender and racial bias in police environments. By committing to the program, each stakeholder asserts his or her belief that a “de-gendered” and “de-racialized” environment will strengthen community relations and facilitate in achieving compliance with legal mandates. Citizens’ expectations of police as trustees and stewards strengthen stakeholders’ roles in the process by requiring them to set aside their self-interest and become a collaborative partner or team player during the process.

The second step involves the participation of stakeholders in gender and racial stereotype awareness and sensitivity training. This gives participants the opportunity to learn together how beliefs, values, and norms about gender and minority roles evolve and to identify gender and minority role stereotypes that exist among the stakeholders. Human resource departments can provide guidance in conducting awareness and sensitivity training, or agencies can seek referrals from college and university public relations offices for certified educators or resources. For example, the Illinois Law Enforcement Training and Standards Board’s Executive Institute at Western Illinois University offers The Executive Toolbox, which includes checklists and templates to guide police administrators in determining if the presence of biased enforcement or racial profiling within their department is perceived or actual.¹⁵

The third step of a collaborative stakeholder approach requires educating the officers and staff about legal mandates governing gender and racial discrimination. Knowing the legal mandates is important for avoiding the social and economic consequences of gender and racial stereotyping in police actions. Reflecting periodically on the oath officers take to uphold and enforce the law and to protect the communities they serve is important and acts as a reminder of the importance of knowing the law and applying the law equally. General counsel is a good source for materials and guidance on the legal issues surrounding discrimination. Additional information on federal laws and statutes may be found through the U.S. Equal Employment Opportunity Commission.¹⁶

The fourth step requires stakeholders to determine if the beliefs, values, and norms with regard to gender and minority roles conflict with the legal mandates protecting employees and citizens. If the beliefs, values, and norms held by police administrators, police officers, and staff conflict with the legal mandates, departments must take steps to remedy these conflicts and become compliant with the law. General counsel and human resources are good sources for facilitation and training guidance during this step.

The fifth and final step of a collaborative stakeholder approach requires stakeholders to design and implement an ongoing plan for maintaining legally compliant police environments free of gender and racial stereotypes. The ongoing collaborative plan must be

designed to unify stakeholders with the goals of establishing gender and racial neutrality as a core value and reducing community stress and the economic liabilities associated with gender and racial stereotypes. All stakeholders should participate in the creation of the plan to ensure it is all-inclusive. Human resources can facilitate this process. Flexibility is key, and stakeholders should understand that modifications to the plan may be necessary once it has been implemented.

Greater Police and Community Unity

The oath to serve and protect is a higher calling demanding managerial and leadership abilities not typically required of those working in the private sector. The “bottom-line” mentality of investors in the private sector differs greatly from the “public good” mentality of citizens in the public sector. As public employees, police officers take an oath to serve with high moral character and ethics, and failing to do so has negative social and economic consequences.

A collaborative stakeholder approach to eliminating gender and racial stereotypes provides participants with an opportunity to work together in building high moral character and ethics in police cultures, strengthening department effectiveness, increasing employee and community morale, strengthening community relations, and improving the image of law enforcement as an honorable occupation. ♦

The authors wish to thank Dr. Cassi Fields and Assistant Chief Laurie Christiansen for their insights and comments on previous drafts of this article.

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Product Feature:

Dispatchers: Strengthening Their Link in the Chain of Public Safety

By Scott Harris, Freelance Writer

Note: *Police Chief* magazine offers feature-length articles on products and services that are useful to law enforcement administrators. This article features dispatch tools and systems.

In a way, the dispatcher is the first of the first responders. Those inside the 9-1-1 and police agency nerve centers not only serve as the initial point of contact for those in need of aid, but they also activate the appropriate services and response for any situation.

The job of a dispatcher is stressful and difficult and can be further complicated by the outmoded telecommunications systems in use at many U.S. public safety agencies. Aging and single-purpose hardware exacerbates turnover in the position, sometimes causing a vicious cycle that undermines efficiency and safety.

There are ways to change that, though. New technologies and tools are helping these essential personnel do their jobs more easily and more efficiently, providing critical on-the-job training, and allowing dispatchers to leverage their role in the chain of public safety by taking a more active role in law enforcement and public safety.

"Next-generation 9-1-1 is the modernization of infrastructure that public safety agencies use," said Paul Guest, director of product management for Intrado, a provider of emergency telecommunications solutions. "A lot of it is based in the analog world... Old telecom infrastructures can be 60-plus years old."¹

The Colorado-based company Intrado is a leader in providing this next generation 9-1-1 (NG9-1-1), which can broadly be defined as 9-1-1 services that allow people to interact with dispatchers through text messages, video, and similar forms of digital communication.

Migrating to this kind of infrastructure has both immediate and far-reaching implications. In the immediate term, digital 9-1-1 infrastructure can allow for individuals to contact dispatchers by text message and provide extra information through mobile devices. One company leading on this front is Utah-based Priority Dispatch Corporation, which offers solutions that better enable dispatchers and first responders to use text message technology.

New systems can also process calls two to three seconds faster than calls on legacy telecom systems. It may not seem like much time, but "seconds save lives" in emergency situations, Guest noted.²

One long-term advantage has to do with empowering dispatchers to more directly participate in securing public safety and law enforcement. Since 1994, Modesty Adams, communications manager in the sheriff's office of Osceola County, which covers 1,500 square miles in central Florida, has used software from Spillman Technologies, a Utah company catering exclusively to the law enforcement and public safety communities.

Adams recalled an incident when dispatchers, aided by Spillman technologies, intervened to help achieve a better result.

We had a call from a female who was in her garage, and sounding intoxicated. It wasn't clear what she was trying to do, whether she was trying to commit suicide or if it was not that serious. When we got to the address she had given, she was not in the garage... She had given us the wrong address. But she had given her information to us during a previous call, so we put her number into Spillman and got the right address. We went and got her and her boyfriend out of the house. If we hadn't been able to do that, it could have been worse.³

Stronger Human Resources

Despite NG9-1-1 dispatch tools, the job of emergency dispatcher is still a person-to-person proposition at its core, so the people answering those calls have to be the right people, and their skills must remain sharp.

The long hours and emotional intensity associated with the profession makes high turnover a fact of life. But assessment protocols like CitiCall make sure that the job applicants best equipped to handle this stressful environment are the ones who ultimately don a headset.

"What happens in dispatching is they sit down in the chair for the first time and get a horrific call," said Mike Callen, vice president of products for Biddle Consulting Group, Inc., the California consulting firm that developed CitiCall. "They get up and leave if it turns out they can't multitask. They might appear to have the tools to be successful, but, in reality, they might not."⁴

While emotional disposition undoubtedly plays a role in success, Callen pointed to another competency as the true indicator of a candidate's viability. While most applicants will be able to "time-share," or switch rapidly between different duties, true multitasking is the apparent ability to perform different duties simultaneously, and it is the presence of this ability that best predicts the successful dispatcher—and it is a key trait evaluated by CitiCall.

"The software puts applicants through the process that demonstrates success on the job," Callen said. "There's no experience with

a CAD necessary. It requires them to show they can multitask... It's a realistic preview of a situation that would lead less-prepared applicants to walk away from the job."⁵

Better dispatch tools also can improve well-being on the job. Upgrading to a digital telecommunications infrastructure paves the way for every tool a dispatcher uses to exist on one network, thus increasing their ability to connect with one another and reducing a dispatcher's need for what Guest calls "swivel chair" management.

"There's only one keyboard, one mouse. You don't have to move back and forth. It unifies the workflows," Guest said. "Employee morale is increased. Dispatchers enjoyed this environment a lot more versus the more disparate systems. It might even reduce disability claims and staff turnover."⁶

Better hardware also can reduce the "swivel chair" effect. Catalyst Communications Technologies, based in Virginia, specializes in creating smarter, more intuitive dispatch interfaces and radio systems.

While it requires a financial investment, migrating to a next generation system also helps police department leaders maximize resources in a budget-constrained environment. Less turnover means less need for hiring and training. A new system also means less maintenance and greater overall efficiency. "The total cost of ownership is less," Guest said. "There is greater change management and security for leaders... For example, you can configure users once instead of multiple times."⁷

Learning and improvement doesn't end when the candidate is hired and the workflows come together. Because emergencies come in so many varieties and can strike at any moment, it is important for dispatchers to develop new skills and strengthen existing ones. Biddle's TactiCall training software allows dispatchers to work on competencies like keyboarding or speaking with proper pace and volume.

"Role-playing with a mentor is costly and not always available at 3:00 a.m., when the call taker might have some down time," Callen said. "You can do this role-playing with the computer. An agency can create any number of call scenarios and customize the correct responses. They can decide how to score certain words."⁸

The tool can also be customized to get more difficult as dispatchers gain proficiency. "It's a progressive training tool," Callen said. "You can get clues to certain responses or no prompts, so it gets more difficult and realistic as you go on... You can practice how to handle a school bus hijacking. It's unlikely, but the stakes are so high that it's important to know what to do if you're ever under that duress. Or you can practice high-frequency calls that you get on a certain event."⁹

Saving Lives in More Ways

The investment in new telecommunications infrastructure and other dispatch tools can make operations move faster and help dispatchers do their jobs more easily and efficiently.

But these investments also can have direct law enforcement applications. "The research capabilities are phenomenal," Adams said of the Spillman CAD software used in Osceola County. "It definitely helps from a first responder standpoint. It's more than just taking information. You're part of the process. The dispatchers are more involved."¹⁰

Spillman CAD software not only helps with the typical tasks of a dispatcher, but also better enables dispatchers to capture and retrieve key information that can prove useful for that call or a future incident. "When we put in a call, we type in the address and within seconds we know who there is wanted, who has an injunction, and any civil processes," Adams said. "We're able to see any actions we've had with the individual."¹¹

A new telecom system improves communications not only between callers and the dispatcher, but between dispatchers and officers. That means a system that can take full advantage of modern times. "Young people don't make many phone calls anymore,"

Guest said. "People believe they can text to get aid, but analog 9-1-1 doesn't allow that... There are more forms of communication to reach the first responder as well. It fosters delivery of all information. People could put in medical information or special instructions. You can send information directly to the hip device of the first responder. You can literally put crucial information on the officer's hip."¹²

New tools to better equip dispatchers can affect an entire organization by increasing morale, improving officer safety, reducing turnover, and allowing first responders to better serve those experiencing an emergency. ♦

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Product Feature:

Source List for Dispatch Tools and Systems

For contact information, view this article in the June 2015 issue online at www.policechiefmagazine.org.

ADCOMM Engineering Company	Logistic Systems Inc.
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Tactical Social Interaction Training: Innovation in Multi-Cultural Adaptation and Communication Programs

By Ruth Zschoche, PhD, Researcher and Evaluator, Washington State Criminal Justice Training Commission (WSCJTC); Tony Anderman, MS, Ed, DARPA Principle Investigator (former), Assistant BLEA Commander, WSCJTC; and Steve Lettic, PhD, DARPA Principle Investigator (former), WSCJTC, Criminal Justice Faculty, Highline College



The Washington State Criminal Justice Training Commission (WSCJTC) was recently funded under a U.S. Department of Defense project, known as Strategic Social Interaction Modules (SSIM), to develop and provide Tactical Social Interaction (TSI) training. Results of this training include increased skills in communication, adaptation, and problem solving in law enforcement personnel within a multi-cultural context.

The Defense Advanced Research Projects Agency (DARPA) funded several partners to participate in creating the SSIM program. WSCJTC's role in the SSIM project was to design the TSI training program—an innovative classroom-based curriculum designed to teach students the skills that can prepare them for successful encounters within any cultural context. It has currently been delivered to more than 100 students over five classes, including civilian law enforcement personnel. The training has received great support from students and agencies and promises innovation in its full transition to the civilian law enforcement arena. Expected law enforcement outcomes for a TSI program of instruction within a department include increased constitutionality surrounding use-of-force issues, increased community satisfaction with police, greater officer integration into multi-cultural communities,

and enhancement of existing procedural justice programs.

What Is TSI Training?

The TSI program has been demonstrated to enhance law enforcement personnel's ability to adapt to and navigate culturally diverse environments, as well as complex social situations, while maintaining strong tactical awareness. It places "stranger encounters" in a context that allows for simple steps from the planning stages to encounter and disengagement. TSI training enhances a student's self-awareness, analytical abilities, situational awareness, and interactive skills.

The TSI curriculum is designed as a 5-day, 40-hour, student-led adult learning process that facilitates cognitive and psychomotor learning opportunities. It gives the student the ability to experiment with, demonstrate, evaluate, and teach back tools of effective tactical social interactions. The curriculum's content is based on seven behavioral competencies for successful social encounters and is delivered using ill-structured problems, a team-led design with small student units, student teach-backs, and community engagement pieces in which students observe and strategically engage strangers in social encounters in a public setting while maintaining situational awareness.

The TSI training is unique within law enforcement courses in its focus on providing students with learned and internalized skill sets. Students first learn the knowledge behind the skills, and, then, they practice the skills within the classroom dynamic, produce their own instruction of the skills, and finally demonstrate their skills. Thus, TSI training goes beyond informing students or motivating them to think differently. Instead, the training is designed to deliver demonstrable and measureable behavioral change.

Facilitators in each class have included correctional, law enforcement, and defensive tactics instructors from WSCJTC, an advanced training manager from WSCJTC, a Combat Hunter instructor, an Air Force lieutenant Colonel, and two Normandy Park, Washington, police officers who transitioned from students to instructors.¹

Goals and Applications

WSCJTC's design goal for the TSI course was to create a classroom-based program that would be uniquely interactive and self-taught and could be applicable to any individuals within any military, law enforcement, or corporate culture. Students benefiting from this course can include military, law enforcement, and civilians—anyone who needs to gain proficiency in how to observe, approach, interact with,



and adapt to persons and cultures unfamiliar to them. The intention has been to train students to be able to enter into any scenario—especially those containing unfamiliar or unknown cultural norms—and read the proper cues with the required self-awareness to meet the situational and interpersonal challenges needed to have a successful encounter and maintain needed relationships.

As WSCJTC began to develop the curriculum, they found a direct correlation to procedural justice efforts within basic law enforcement and advanced in-service training. The methods used to transfer information in the TSI class require self-evaluation of biases and cultural and emotional intelligence, observation of the behavior of self and others during stranger encounters, active listening, proper modes of adapting to stranger behaviors and conflicts, meeting stranger needs within an interaction (social or situational), and successful disengagements in order to lead to positive future encounters or to build long-term rapport. Each of these skills can be drawn straight through to procedural justice focal points. Procedural justice training stresses how police legitimacy can be increased by allowing citizens to

- have a voice—participate by expressing a viewpoint, because being listened to conveys that they have standing and are valued;
- be treated with neutrality—interact with officers who demonstrate consistency, transparency, and absence of bias;
- receive respectful treatment—feel their rights are respected, they are being treated with dignity, and that officers value their input; and
- perceive officers as trustworthy—experience officers being sincerely helpful, caring, and benevolent and addressing citizen needs, cooperating with citizens, and explaining their decisions.²

The exciting relevance of this correlation between TSI and procedural justice is that the efforts on the TSI curriculum can have immediate application to an existing law enforcement training need. Support for this crossover, as discussed in the outcomes section, has already been demonstrated through the feedback received by the law enforcement officers who have taken the course to date, as well as the interest in TSI course training by a number of agencies. This type of transition of the TSI curriculum can be very streamlined given how extremely suited the curriculum is for adapting its context and content (while maintaining the successful instruction structure, activities, and objectives), allowing it to be molded to fit the specific needs of an organization.

Curriculum Basics: Theory, Design, Competencies, and Activities

Theory and Design

The TSI curriculum design is based on adult learning methodologies, which focus on adaptability and student involvement in the learning process. In an adult learning approach, the students are given the opportunity to construct their own unique system of learning. The facilitator avoids promoting his or her own models of knowledge (as a facilitator would in a lecture-based classroom) and, instead, focuses on the students' individual processes

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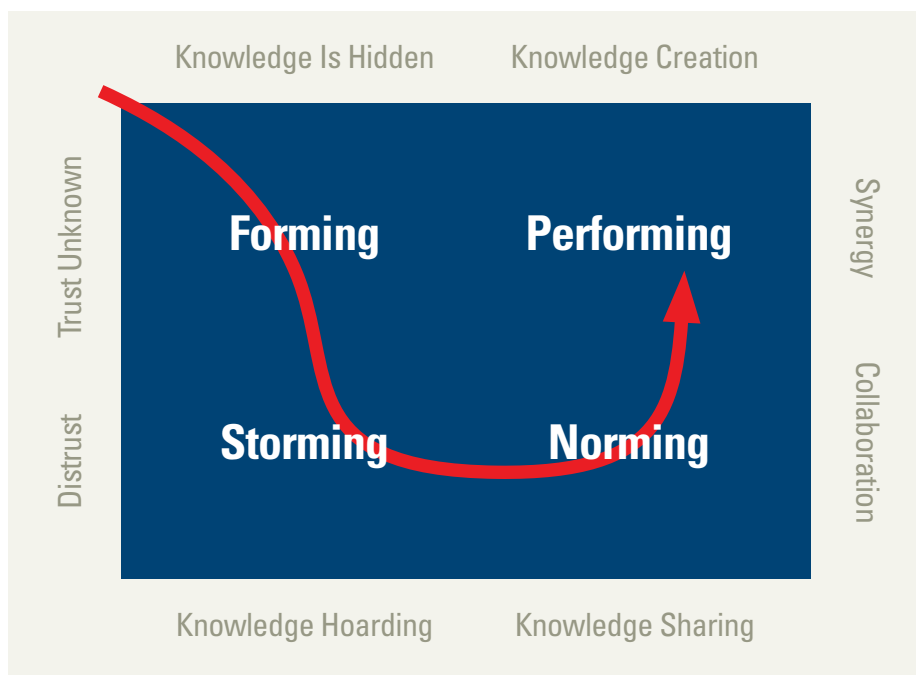
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Figure 1: Tuckman's Model



of knowledge construction. In this way, the participants are given “ownership” of their own concepts and mental constructs. As opposed to an instructor-led approach (didactic or pedagogical), this student-centered approach (andragogical) puts the facilitator in the middle of the learning versus in front of the learning.

Students are randomly placed in teams in which they have to complete multiple phases with several tasks per phase. Each team is led by instructors called Peer Team Leads (PTLs) who subtly guide the students in their learning rather than directly lecturing to them. The totality of this instructional design—based on Problem-Based Learning (PBL), Process-Oriented Guided Learning (POGL), and Peer Team-Led Learning (PTLL)—gives students more autonomy as they move from learning objective to learning objective. While maintaining this learning autonomy, students are gradually moved through a team dynamic that, from the beginning, inherently creates complex social interaction challenges, thus requiring the practical application of social skills and adaptations. The team dynamics that emerge through this structure emphasize the importance of the competencies the students are learning. To succeed in the course, students must apply the content of the learning material to the active learning process—practicing the tools for successful stranger encounters while conducting class activities.

At the core of this design, and distinct from traditional direct instruction law enforcement training methodologies, the TSI course is purposefully engineered to create confusion in content and structure,

stress from overwhelming workloads and unfamiliar assignments, and complexities in working relationships. This intention is based on a learning dynamic known as the Tuckman's model. Dr. Bruce Tuckman developed this model of team progressive dynamics because of the natural reoccurring behavioral patterns (forming, storming, norming, and performing) that occur in a team as multiple variables are introduced (see Figure 1).³

This concept was blended with problem-based learning theories and utilized to develop curriculum that artificially introduces and manages learning activities that are calculated to bring out these dynamics in a very short period of time. TSI instructors use this model to know when to open up the flow of manageable stress or slow down and decrease the amount of stress. This technique of stress management is based on Selye's theory of “eustress” (i.e., good stress) versus “distress.”⁴ TSI students are given stressing stimuli that are challenging but not innately negative and then are given the means to adapt to the stressors, eventually leading to the enhancement of their performance.⁵

Students pass through and adapt to progressively productive phases throughout the learned material—from basic knowledge to confused frustration to gaining a handle on the material to eventually gaining a deeper understanding and evaluative knowledge of the material—in line with the behavioral stages of Tuckman's model. The stress inherent in the system is thus required for this dynamic learning process to unfold, providing a physiological enhancement of

the student's opportunity to experience defining moments within the learning environment.

Competencies

The course material is designed around learning objectives for seven competencies that have been determined through an extensive research process to be the basis for a successful interaction with a stranger. The student receives reading material related to the competencies, works through activities that require comprehension and demonstration of the competencies, uses the competencies to approach real strangers in a public setting, and teaches the competencies back to other students. These competencies are the following:

1. Pre-Planning
2. Observe/Assess
3. Contact
4. Engage
5. Self-Control
6. Adapt
7. Disengagement

The competencies cover a wide range of abilities—everything from emotional intelligence and mental rehearsal methods to surveillance, body language reading, and force de-escalation.

Learning Activities

The TSI learning activities meant to teach and test the seven competencies and test tools for successful social interactions include the following:

- Ill-structured problems—central to curriculum, problems that build in complexity and expand to cover all material by the final phase.
- Role-play—students design, teach, and practice critical competencies.
- Social Interaction Decision Game (SIDGame)—students develop and present SIDGames with numerous branching points for choices and adaptations, applying elements of learned course competencies.
- Observation field exercise—students go into the community, collecting baseline readings and making a single foundational encounter with a stranger.
- Full encounter field exercise—students go into the community and have task-oriented engagements with strangers, exhibiting the seven competencies.
- Final teach-backs—each team gives a creative, self-designed teach-back of the competencies to the rest of the class.

Outcomes and Observations

Four TSI courses have been completed to date, and the material was positively received (with demands for future

classes) by the participating agencies. A few different methods of evaluation were used, including pre- and post-tests with video scenarios gauging social interaction competencies, in-classroom rubrics, temperature gauge questions to evaluate affective trajectories, pre- and post-surveys, and content analysis of journal entries along with qualitative observation and analysis of classroom behaviors. Every evaluation method has produced consistently positive results supporting the content and methodology of the curriculum, despite the diversity of the students who have received it.

For instance, for Class 1, based on testing using video scenarios, students were significantly more likely—following training—to non-verbally greet strangers, better mirror strangers in greetings, put strangers in the student's own shoes in order to explain the situation, explain actions in general, show gratitude for stranger compliance, show signs of natural human emotion, demonstrate empathy, refrain from being patronizing or insulting, appear relaxed but ready for action and tactically sound, change tactics that were not working, and end encounters on a positive note. Data from Class 3 demonstrated a learning and emotional/adaptive curve throughout training in which students went through the expected stressful and frustrating phase to get to greatest comprehension and expectation of behavioral impact by the end of the course. Class 3 students also rated themselves as having achieved and, for the most part, excelled on all seven competencies based on a self-administered rubric. Finally, Class 4 students had results on performance measures that supported student improvement in observed behaviors in and out of the classroom environment on the three core competencies—Observe/Assess, Self-Control, and Adapt—from the first day through the last two days. Also, using video scenario stimulation and importance ratings, Class 4 student understanding significantly improved over the course of training in overall tactical communication, starting off an encounter positively, capability to repair encounters that started off negatively, internal planning, tactical awareness in approach, empathy and use of cultural knowledge, controlling emotions, and using non-verbals to de-escalate. Additionally, course after-action reviews from all of the classes included positive feedback from the law enforcement students.

Next Steps

The TSI program has received training interest from FLETC, and from law enforcement agencies and training academies in California, Oregon, and Washington State. The material is currently being enhanced for greater efficiency and wider deliverability options and is being

explored for an integration with resiliency training. The existing material also has potential for more advanced evaluative methods, as well as improved modularity to create smaller, more easily packaged segments of learning.

Concluding Thoughts

The TSI program has the potential to enhance a law enforcement officer's ability to adapt to and manage culturally diverse environments, as well as complex social situations, while maintaining strong tactical awareness. It places stranger encounters in a context that allows for simple steps from planning to disengagement. It enhances a student's self-awareness, analytical abilities, situational awareness, and interactive skills. It provides students with skills that are practiced and honed during the course and that students are capable of teaching to others, and it is able to be tailored to any specific career path within law enforcement and to the needs of a specific agency or unit. ♦

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Notes:

¹"Department of Defense Tactical Social Interaction Class," NPPD News, *Normandy Park City Scene* (January 2014), 17–18, <http://www.philippublishing.com/issues/cityscene/files/inc/14a00310e8.pdf> (accessed April 30, 2015).

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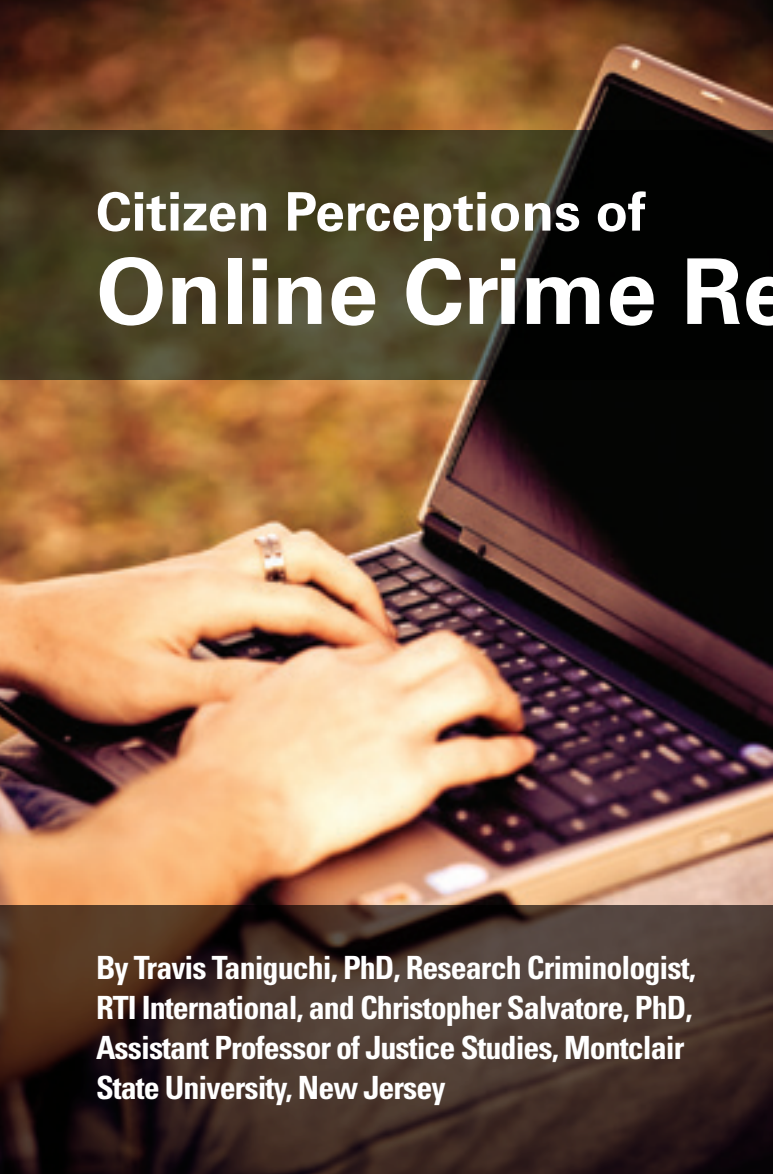
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⁵Sandor Szabo, Yvette Tache, and Arpad Somogyi, "The Legacy of Hans Selye and the Origins of Stress Research: A Retrospective 75 Years after His Landmark Brief 'Letter' to the Editor of *Nature*," *Stress* 15, no. 5 (September 2012): 472–478.

Student Feedback for TSI Training

- "I never knew what these actions were called, but to be able to put a name to it makes it that much more on point. These are invaluable to us as law enforcement because it makes us that much better as patrolmen."
- "The teaching style was a little unorthodox, but [it] paid off greatly, with understanding and retention of subject matter without the lecture hall attitude."
- "I was in and out of my comfort zone this week—in it enough to gain confidence, out enough to be creative and engaged. Sometimes I felt like I was barely hanging on. So not allowing us to establish a comfortable routine was a healthy thing that led to growth."
- "This class was a bridge in the gap or missing block that I needed for personal/law enforcement experiences. Lots of potential here that we can't let go to waste."
- "Using the seven competencies gives a much better understanding that I can use to help me get at what people are talking about based on their body language or what could possibly happen in my job."
- "When I look back at myself today compared to where I was day one, my overall appearance has changed. I've started becoming more active and sociable. Instead of being timid and shy about interacting I went right into it and didn't think too much into it, I just went with the flow of what was happening. I will definitely apply this."
- "Before this class I thought it was hard to talk to people because I usually didn't know what to talk about, but now with the methods that were shown to me made it easier to talk to people and to pull information from them without them knowing. This is a really good class, and I enjoyed it a lot."
- "I feel better when talking and engaging with people. I feel like I can adapt to more people. Getting more in depth [information by] using these open-ended questions."
- "This class was great. I very much enjoyed it, and think it could be taught to anyone who has to interact with people, not just law enforcement. I learned a lot and feel more comfortable with talking in general."
- "The class helped me in my effectiveness to approach and question people. I feel I will be able to utilize most of what I have learned and be able to pass it on to others. The things I have been able to take away from this class will stay with me for the rest of my career."
- "I can use this training not just at work but also throughout life. I'm glad I had the opportunity to be a part of it."



Citizen Perceptions of Online Crime Reporting Systems

By Travis Taniguchi, PhD, Research Criminologist, RTI International, and Christopher Salvatore, PhD, Assistant Professor of Justice Studies, Montclair State University, New Jersey

Can technology be used to improve the process of submitting crime reports to law enforcement agencies? In the last 20 years there has been a radical change in the way technology is utilized in most people's day-to-day lives. The Internet has shaped society's shopping habits, as Amazon and other online retailers have humbled once-mighty juggernauts like Sears, and Netflix and Hulu obliterated the once-thriving home video market. Email has replaced the pen on paper letter, Facebook and Instagram have replaced the traditional photo album, and text messaging has replaced passing notes in class. There's no denying that technology plays a major role in people's lives, but can it be smoothly utilized to report incidents to police?

Since the early 1980s, departments have been utilizing differential police response (DPR), which allows calls that don't require immediate attention of a police response unit to be addressed through a variety of means, such as using civilian personnel to take reports or having officers take reports over the phone. These methods are generally low-priority incidents such as non-injury traffic collisions. A benefit of using DPR methods is that they free up officers to deal with more urgent and life-threatening situations. A recent innovation in DPR is the use of Online Reporting Systems (ORS) that allow citizens to submit reports online via a police department's website.

Using data from the Redlands, California, Police Department, the authors conducted a survey to evaluate the public's perception of an ORS, the results of which can help guide other police agencies on their implementation and use of ORS tools.

Research suggests that an immediate in-person response by a sworn officer to a call for service is not always necessary.¹ One study found that an immediate response from police influenced the apprehension of an offender in only 2.9 percent of serious crimes, most of which were incidents that were in-process at the time the call for service was made. For the majority of incidents, the event is completed well before it is reported (e.g., a person discovering their vehicle had been stolen sometime during the night). Other types of incidents, such as domestic abuse or sexual assault, often involve a delay on the victim's part where they may seek other counsel or services before contacting police.

As a new type of differential response, ORS provides an opportunity for the public to utilize technology to communicate with police. In general, research into the impact of other forms of DPR, such as referrals to other agencies, responses by trained civilian employees, and police specializing in strategies like community policing, has been positive for outcomes relevant to both police and the public.² Agencies implementing differential response have realized significant gains in unallocated patrol time. In a major, multi-city trial of DPR, DPR was found to be responsible for a 3 percent reduction in officer utilization. Producing a similar effect via traditional means, such as increasing staffing, would have required the addition of 10 full-time officers. In contrast, the implementation of DPR required only four people assigned to telephone reporting duties.³

Citizen satisfaction in response to differential response has also generally been positive, with one study finding that satisfaction with alternative reporting options exceeded 90 percent for all types explored, including walk-in and telephone reporting. The same study found that the communication style of the agency representative was crucial. Another study conducted to gauge Milwaukee residents' satisfaction with DPR found that approximately 80 percent of residents were satisfied with their experience with the Milwaukee DPR unit.⁴ Perhaps unsurprisingly, citizens were more satisfied with precise, friendly, non-argumentative, and attentive service from the agency representative.

The Data

Redlands, California, is a mid-size city covering 36 square miles, about two hours east of Los Angeles. Recent census figures estimate the residential population is 68,747, with a racial composition predominantly comprised of whites (69.0 percent), Asians (7.6 percent), African Americans (5.2 percent), and people of mixed race (4.9 percent). Hispanic or Latino of any race represent 30.3 percent of the population. The Redlands Police Department (RPD) employs approximately 78 full-time sworn officers, and, like many agencies, budget cuts have forced reductions in both sworn and civilian staffing.

The RPD deployed their ORS in June 2010. The system was highlighted prominently on the RPD's website and was advertised via press release and social media channels. Department members were informed of the program and provided guidance on how to direct citizens to the system. Patrol supervisors (ranks of corporal and sergeant) were tasked with reviewing reports, editing information, contacting the citizen for follow-up information, and approving reports.

Data were collected through a voluntary, online survey conducted by the RPD. The survey was designed to gather feedback from users on changes and improvements that could be made. Participants were invited to the survey via emails containing a link to an online web form.

The survey was conducted in two waves approximately six months apart, and, overall, 211 people responded to the survey for a response rate of 37.9 percent.

The Findings

Individual Characteristics and Reasons for Use

On average, users of the system were in their mid-40s. The gender of users was divided relatively equally, with males making up 51.3 percent of the overall survey respondents.

Table 1: Demographic Characteristics of Respondents

Variable	Wave-1	Wave-2	Overall
Mean Age	45.6	46.2	46
Gender (N/%)			
Female	22 (39.3%)	56 (48.7%)	78 (48.7%)
Male	34 (60.7%)	59 (51.3%)	93 (51.3%)
Missing (Age/Gender)	17 / 14	35 / 26	52 / 40

The survey asked separate questions about how respondents learned about the ORS and about their decision to use the system. The most frequently cited source of knowledge about the system came from direct interaction with a member of the RPD, either from calling dispatch (28.1 percent) or talking with an officer directly (39.9 percent). A small group of users reported that they saw the system in the news or on a social media site. The most frequently provided answer under the "Other" response indicated that users found the system through the RPD's website, generally while looking for information on how to contact the department. Table 2 indicates how respondents learned of the ORS.

Table 2: User Awareness and Information Dissemination

Question: How did you hear about the online reporting system?

Response	Wave-1	Wave-2	Overall
Called 9-1-1 or police dispatch	14 (24.6%)	36 (29.8%)	50 (28.1%)
Spoke with an officer or other member of the department	21 (36.8%)	50 (41.3%)	71 (39.9%)
Saw a news article	12 (21.1%)	8 (6.6%)	20 (11.2%)
Read about the system on a social networking site (Twitter, Facebook, etc.)	1 (1.8%)	3 (2.5%)	4 (2.2%)
Other (Please Describe)	10 (17.5%)	26 (21.5%)	36 (20.2%)
N/Missing	57 / 13	121 / 20	178 / 33

Note: Users were allowed to select more than one answer. Reported N is the number of unique respondents, not a sum of the number of responses.

Respondents provided a variety of reasons for the decision to use the system. Convenience ranked highly (n = 73). Many users suggested that they did not feel like waiting for an officer to take

the report (n = 30), while other users expressed feeling pressure to use the system based on discussion with department members (n = 24) or because of the expected extended wait time for an officer to arrive. Some users reported a more altruistic reason for using the ORS (n = 15); they realized their report was not critical and believed that police resources could be better spent on other activities.

Ease of Use

When asked if any part of the process was unclear, a number of respondents indicated that they were unsure if, or when, they would receive a response from the department. This concern appeared with some frequency in open-ended responses. Judging by the context of these comments, it appeared as though people were most confused by the ambiguity of the potential follow-up from an officer, not necessarily a desire to have direct contact. A very few users expressed some level of fatalism at the process stating that they believed no one would read their report or conduct an investigation.

Respondents were asked if they understood the types of events that could be reported via the ORS. Over 93 percent of respondents indicated that they understood the types of events that could and could not be reported using the ORS. It appears that the early stages of the process are effective at filtering out cases inappropriate for reporting via the ORS. This is perhaps not surprising given the number of users directed to the system by RPD personnel.

Respondents were asked about any problems they had in identifying the specific type of event that they had to report. This is especially important given the small differences that distinguish certain types of crimes. Slightly less, but still a majority, of respondents (84.7 percent) indicated that they had no trouble identifying the type of incident that they needed to report. Some respondents indicated that certain types of events were similar and selecting between them was difficult. For example, several respondents were unclear as to whether their vehicle damage should be reported as vandalism or vehicle burglary. Table 3 explores respondent difficulty in determining the type of event that needed reporting.

Table 3: Perceived Ease of Use

Question: Was it clear which types of events should, and which should not, be reported using the online system?

Response	Wave-1	Wave-2	Overall
Understood which types of events could and could not be reported	52 (91.2%)	114 (95%)	166 (93.8%)
Had trouble understanding which types of events were appropriate	5 (8.8%)	6 (5.0%)	11 (6.2%)
N/Missing	57 / 13	120 / 21	177 / 34

Question: Did you have any difficulty in determining what type of crime you needed to report (e.g., determining if you needed to report a vandalism to a vehicle or a burglary to a vehicle)?

Response	Wave-1	Wave-2	Overall
Found the selection of event type to be confusing	11 (19.3%)	16 (13.3%)	27 (15.3%)
Understood what type of event they were reporting	46 (80.7%)	104 (86.7%)	150 (84.7%)
N/Missing	57 / 13	120 / 21	177 / 34



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Perceived Responsiveness of the Agency

For the vast majority of respondents no edits, changes, or additions were requested. Less than 9 percent of respondents were contacted for modifications to their report. No users reported major changes to their report as filed.

A majority of respondents indicated that their report had been accepted, or in a few cases changes had been requested, within 24 hours of submission (Table 4).

Table 4: Perceived Agency Responsiveness

Question: Did the officer require any corrections or additional information that was not found in your original submission?

Response	Wave-1	Wave-2	Overall
No corrections were required	52 (92.9%)	106 (90.6%)	158 (91.3%)
Minor corrections were required	4 (7.1%)	11 (9.4%)	15 (8.7%)
Major corrections were required	0 (0%)	0 (0%)	0 (0%)
N/Missing	56 / 14	117 / 24	173 / 38

Question: How long did it take for an officer to respond to the submission (either by requesting additional information or by finalizing the report and providing a case number)?

Response	Wave-1	Wave-2	Overall
Within 24 hours	35 (63.6%)	52 (45.6%)	87 (51.5%)
Within 48 hours	7 (12.7%)	23 (20.2%)	30 (17.8%)
Within 72 hours	3 (5.5%)	6 (5.3%)	9 (5.3%)
Didn't remember	9 (16.4%)	25 (21.9%)	34 (20.1%)
Submission was not finalized at time of survey	1 (1.8%)	8 (7.0%)	9 (5.3%)
N/Missing	55 / 15	114 / 27	169 / 42

An open-ended question allowed respondents to provide other comments regarding their experience using the system. Several common themes emerged. First, some people wished for a more personal response in regards to their submission. They expressed a desire for direct contact with a member of the department, even if they could not express a clear indication of what they expected to learn from the interaction. Second, respondents desired greater clarity of the level and type of contact they should expect, before filing the report. Many respondents reported more concern over the *uncertainty* of contact than the *actual* level of contact with an agency representative. It appears that setting appropriate expectations regarding what to expect after submission is essential.

Satisfaction with Filing a Report Online

A natural benchmark of the ORS is to compare it to filing a report in person. Respondents were asked if they had previously filed an in-person report with the RPD, and 62 respondents (29.4 percent) indicated that they had.

Of those, 84.7 percent said they were "equally satisfied" or "more satisfied" with the online reporting system compared to in-person reporting. (Table 5).

Table 5: Online Reporting versus In-Person Reporting

Question: Comparing the report you filed in person with the report you filed online, how satisfied were you with the experience?

Response	Wave-1	Wave-2	Overall
More satisfied	6 (30%)	9 (23.1%)	15 (25.4%)
As satisfied	8 (40%)	27 (69.2%)	35 (59.3%)
Less satisfied	6 (30%)	3 (7.7%)	9 (4.3%)
N/Missing	20 / 0	39 / 3	59 / 3

All respondents (regardless of previous contact with the RPD) were asked to rate their satisfaction with the system. Over 90 percent of respondents indicated that they were "somewhat satisfied," "satisfied," or "very satisfied." A more succinct measure of satisfaction with the system could be found in respondents' willingness to use the system again if necessary, and 92.9 percent said that they would use the system again if necessary (Table 6).

Table 6: User Satisfaction

Question: Were you satisfied with your experience using the online reporting system?

Response	Wave-1	Wave-2	Overall
Very satisfied	24 (42.1%)	51 (42.1%)	75 (42.1%)
Satisfied	22 (38.6%)	42 (34.7%)	64 (36.0%)
Somewhat satisfied	6 (10.5%)	17 (14.0%)	23 (12.9%)
Somewhat dissatisfied	4 (5.7%)	6 (5.0%)	10 (5.6%)
Dissatisfied	0 (0%)	3 (2.5%)	3 (1.7%)
Very Dissatisfied	1 (1.4%)	2 (1.7%)	3 (1.7%)
N/Missing	57 / 13	121 / 20	178 / 33

Question: If you had to report a similar type of crime would you use the system again?

Response	Wave-1	Wave-2	Overall
Would use system again	54 (96.4%)	104 (91.2%)	158 (92.9%)
Would not use system again	2 (2.9%)	10 (8.8%)	12 (7.1%)
N/Missing	56 / 14	114 / 27	170 / 41

Notwithstanding the overwhelmingly positive responses to the above questions, respondents did provide a number of criticisms. A few respondents noted that, although they found filing a report online acceptable, they would still have preferred direct interaction with an officer. Others were concerned over the lack of follow-up in response to their report. There was a clear demand for greater clarity throughout the process.

Various reasons for dissatisfaction with the system were given by those that would not use the system again. One respondent indicated that they believed their report would not be investigated even though they were filing online. Several respondents complained that the user interface was clunky or inefficient, often requiring users to enter the same data in multiple locations.



Discussion

This project represented an effort by the RPD to evaluate its implementation of an ORS and serves as a resource for other agencies implementing similar systems. Given the relative ease of conducting this survey—and the wealth of knowledge gained—other agencies deploying analogous strategies may be wise to conduct similar studies.

Results suggest that respondents were happy with submitting a crime report through an ORS. Consistent with existing literature on the effects of differential response, this study found satisfaction with the ORS to be nearing 90 percent. These findings should be of reassurance to agencies that have, or are planning, to implement this technology. ORSs may present mutual benefit to both the individual and the agency, since individuals can file reports more quickly and agencies can reduce the demands on patrol.

However, care must be taken with the deployment of an ORS. Users expressed concerns over ambiguity present within the system, a problem specific to this instance of an ORS, but perhaps indicative of problems likely to be experienced in other places. It appears as though reducing this ambiguity may alleviate many of the concerns expressed by respondents. Two areas in particular need careful attention. First, detailed instruction is needed to help guide users to the correct crime type. A scenario-based dialogue guiding users through the differences between similar crime types may prove useful. Second, the level of follow up and future contact that users should expect needs to be made clearer. Responses suggested that users were not necessarily expecting a great deal of direct contact but were instead unsure if contact was going to happen at all or, if it was, when it was going to happen. Much like police patrol response times, it appears that setting realistic expectations regarding the level of service is critical to users' perceptions of the process.⁵ Simple clarifications could be made to alleviate these concerns.

The results of this survey have implications for the public marketing of these reporting systems. Most users reported using the system because of the convenience offered. However, a large contingent of respondents indicated that they used the online reporting system because of the perception that officers have more important tasks to devote their time to. This altruistic perspective was unanticipated, and agencies may be wise to leverage this positive public support to further the use of these systems. ORSs could be successfully marketed as a service that is both more convenient for users and more efficient for the department. However, it would appear prudent to market the service as a way of making the department more efficient, rather than implying that the agency is too busy to respond.

The limitations of this study must be acknowledged. First, the survey response rate was 37.9 percent, higher than many public perception surveys but still lower than desired given the relatively small population of users. Perhaps more importantly, data are lacking on the composition of the non-respondents that would allow for comparison of those that responded versus those that did not. Second, the survey did not collect information on the type of event that individuals were reporting. Given the small variance in key satisfaction measures, it is unlikely that the type of event would have substantially altered findings. However, this lack of information limits the ability to explore how the perceptions of the processes and recommendations for change varied by event type.

Conclusion

Online reporting systems represent an appealing option for law enforcement agencies looking to reduce demands on patrol resources. However, the adoption of these technologies raises

questions about how citizens will react to these changes and if any negative opinions towards the process will develop. The results of this survey suggest that, at least tentatively, some of these concerns can be considered unnecessary. The vast majority of respondents suggested they were satisfied with the ORS and would use the system again if necessary. Convenience and timeliness were the most frequently cited justifications for using the systems, although more altruistic reasons for using the system were also prevalent. Users, however, were not without their complaints. Users desired more guidance throughout the process, and agencies should provide clear guidance about how, under what circumstances, and when agency representatives would be making contact. ♦

The survey instrument used for this study can be found on www.policchiefmagazine.org/magazine.

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To take advantage of discounted registration fees complete the attached registration form and return to the IACP with payment or register online through September 9, 2015. Beginning September 10, 2015 ONLY online registrations will be accepted. Higher registration fees will apply.

Registration fees must accompany the registration form; payment may be made by check, credit card or purchase order. Advance and on-site registration fees will be accepted in U.S. funds only and must be drawn on a U.S. bank. All credit card payments will be processed at IACP Headquarters in U.S. funds.

Phone registrations are not accepted. Do not mail and fax your credit card information, as charges may be duplicated. Once your registration is processed, you will receive an e-mail confirmation which also serves as your only receipt.

FIVE WAYS TO REGISTER

1. Register Online

Go to www.theIACPconference.org and click on **REGISTER**. Members will need your member number. Only credit card payments are accepted online. Internet registration opens on May 6, 2015 and will be open through the conference.

2. Register by Fax or E-mail

Fax completed forms with credit card payments or Purchase Orders to **703-836-4543**. E-mail completed forms to conf2015@theiacp.org. Due to registration volume, we cannot confirm fax receipt.

3. Register with a Check

Send completed forms with checks to:
IACP Conference Registration
PO Box 62564
Baltimore, MD 21264-2564 USA

4. Register with Purchase Order

Send completed forms with Purchase Orders to:
IACP Conference Registration
44 Canal Center Plaza, Suite 200
Alexandria, VA 22314 USA

5. Walk-in Registration begins October 23, 2015

Walk-in registration opens Friday, October 23, 2015, at 1:00 p.m. at the McCormick Place West Convention Center, 2301 South Lake Shore Drive, Chicago, Illinois, USA.

QUESTIONS? CALL 800-THE-IACP



REFUND POLICY STATEMENT

All cancellations must be made in writing and mailed, faxed (703-836-4543), or e-mailed (conf2015@theiacp.org) to IACP headquarters. A penalty will apply. No telephone cancellations will be accepted. It will take a minimum of six weeks to receive a refund. A 25% penalty will be assessed on all cancellations postmarked or fax/email dated on or before September 30, 2015. A 50% penalty will be assessed on cancellations postmarked or fax/e-mail dated between October 1 – 20, 2015. No refunds will be issued on or after October 21, 2015. No refunds will be given for no-shows. No refunds for Foundation Gala or Annual Banquet Tickets. Registration may be transferred to another person in your organization by written request to IACP prior to October 1, 2015. After this date all changes must be made at the conference. Additional charges may apply.

2015 REGISTRATION FEES

	On or Before September 9, 2015 (Discounted Rates)	September 10, 2015 and After (Online Registration/ On-site)
IACP Member*	\$350	\$425
First Time IACP Member*#	\$295	\$370
Non-member*	\$525	\$650
Family Member*+	\$125	\$125
Children 6-18*	\$45	\$45
Children 5 and under*	FREE	FREE
Expo Pass for Public Safety<	FREE	FREE
1-Day Pass^		\$85
2-Day Pass^		\$160

*Full conference registration fee includes access to All General Assemblies, workshops, receptions, Expo Hall Floor, Chief's Night, and transportation between Official IACP hotels and the Convention Center.

#The First Time IACP Member discounted rate must be taken at the time of the initial registration. Refunds cannot be given for incorrect registration submissions.

+Family refers to a spouse or family member, not a business associate or fellow law enforcement colleague. ONLY the family member's name, city, and state will appear on their badge. Family members do not receive certificates for workshops.

^1-Day and 2-Day Pass Registration will begin online on September 10, 2015. Individuals may register for only ONE 1-Day Pass or 2-Day Pass.

<Expo Hall registrants cannot purchase Chief's Night tickets.

Only IACP members can take advantage of the member registration rates. All IACP memberships are individual and non-transferable for conference registrations member rates.

FREE EXPO PASS FOR PUBLIC SAFETY PERSONNEL

Sworn officers, first responders, and civilian employees of public safety and government agencies and the armed forces can register for complimentary access to the Expo Hall. Public Safety includes offices of police, sheriffs, EMS, fire service, hazmat and park rangers from federal, state, city, county, campus, and tribal agencies, and the armed forces. To qualify for this three-day Expo Hall-only pass, the recipient must work for the government or a public safety agency and will be required to show their credentials upon arrival. The IACP reserves the right to refuse ineligible registrations (Expo Hall registrants cannot purchase Chief's Night tickets).

FIRST TIME MEMBER ATTENDEES

IACP members attending the Annual Conference for the first time can take advantage of a special discounted rate. IACP members attending for the first time pay \$295 in advance and \$370 on site.

THIS IS A SAVINGS OF OVER 15%!

MEMBERSHIP

SAVE 15% to 29% off the Non-member rate – Join the IACP & Register at the First Time Member Rate

Join the IACP now and save! Nonmembers may submit their IACP Member dues along with the First Time IACP Member registration fee (\$295) by completing the membership portion of the registration form.

Law enforcement professionals at every level qualify for membership in the IACP. Those in sworn command-level positions qualify for active membership; others are eligible for associate membership. See the IACP website for details.

ADVANCE REGISTRATION FORM

October 24-27, 2015 | McCormick Place West | Chicago, IL

IACP 2015



Register on-line at www.theIACPconference.org

USE THIS FORM TO SAVE ON REGISTRATON FEES UNTIL SEPTEMBER 9, 2015.
BEGINNING SEPTEMBER 10, 2015 ONLY ONLINE REGISTRATIONS WILL BE ACCEPTED.

Discounted Advance Registration Deadline: Must be Postmarked by September 9, 2015.

CHECK ONE:

☐ I am an IACP Member; Membership Number _____ ☐ I am a Non-Member

☐ I am applying now for Membership (Use Box "B" below to Join)

☐ I am the spouse or family member of _____ Their Member# _____

Full Name _____

First Name for Badge _____

Title _____

Agency/Organization _____

Agency Address _____

City _____ State _____

Zip/Postal Code _____ Country _____

Phone # _____ Fax # _____

E-mail Address _____

FAMILY — complete a duplicate registration form if using different payment method.*

Name _____

Children (Under 18) Name(s) & Age(s) _____

A. CHECK APPROPRIATE REGISTRATION TYPE

- | | |
|--|---|
| ☐ IACP Member*: \$350 | ☐ Children 6-18*: \$45 |
| ☐ First Time IACP Member*: \$295 | ☐ Children 5 & under*: FREE |
| ☐ Non-member*: \$525 | ☐ Expo Pass for Public Safety Personnel: FREE |
| ☐ Family Member*: \$125 | |

1-DAY PASS & 2-DAY PASS REGISTRATION WILL OPEN ON-LINE SEPTEMBER 10TH.

B. IACP DUES

YES! I would like to join the IACP and take advantage of the First Timer Member Registration Rate of **\$295**:

☐ Join ☐ Renewal (See the IACP website for membership benefits and criteria)

- | | |
|---|--|
| ☐ Active Member: \$150 | ☐ Associate Member – Academic: \$150 |
| ☐ Associate Member – General: \$150 | ☐ Associate Member – Service Provider: \$250 |
| ☐ Associate Member – Leader of Tomorrow Sworn Officer: \$75 | |

C. (OPTIONAL) BANQUET & FOUNDATION GALA TICKETS

- | | |
|---|---|
| ☐ YES! I would like to Purchase Tickets for the 2015 IACP Foundation Gala to be held on Saturday, October 24, 2015. | ☐ YES! I would like to Purchase Tickets for the Annual Banquet to be held on Tuesday, October 27, 2015. |
|---|---|

Tickets **\$200 each** # of tickets: _____ Tickets **\$100 each** # of tickets: _____
No refunds. Pre-Conference ticket sales end October 21, 2015. No refunds. Pre-Conference ticket sales end October 21, 2015 and will continue on-site October 23, 2015.

PAYMENT (No Registrations will be processed unless accompanied by payment in full.)

TOTAL AMOUNT TO BE CHARGED (Add A, B & C): \$ _____

☐ Check. Make checks payable to IACP (U.S. dollars, drawn on U.S. banks only) and mail full payment (no cash) with completed form to: IACP Conference Registration, P.O. Box 62564, Baltimore, Maryland USA

☐ Please charge my credit card: ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover

Acct. # _____ Exp. Date _____

Cardholder's Name _____ Billing Address _____

Signature _____

Fax completed form with credit card information to 703-836-4543. Do NOT mail and fax form—charges may be duplicated. Mail purchase order & registration form to: **IACP Conference Registration, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314 USA. E-mail forms to conf2015@theiacp.org.**

Source Code: PCAd1

PLEASE COMPLETE THE FOLLOWING QUESTIONS.

The information is being requested to enhance your experience at conference and will be used by the IACP and exhibitors to better understand your interests.

1. How many sworn officers in your agency?

- | | |
|-----------------------------------|---|
| ☐ A. 1-5 | ☐ F. 100-249 |
| ☐ B. 6-15 | ☐ G. 250-499 |
| ☐ C. 16-25 | ☐ H. 500-999 |
| ☐ D. 26-49 | ☐ I. 1,000 & above |
| ☐ E. 50-99 | ☐ J. N/A |

2. What is the approximate population size of your city/jurisdiction?

- | | |
|---|---|
| ☐ A. Under 2,500 | ☐ E. 100,000-249,999 |
| ☐ B. 2,500-9,999 | ☐ F. 250,000-499,999 |
| ☐ C. 10,000-49,999 | ☐ G. 500,000 & above |
| ☐ D. 50,000-99,999 | ☐ H. N/A |

3. What best describes your function/assignment?

- | | |
|--|--|
| ☐ A. Administration | ☐ G. Fleet Management |
| ☐ B. Field Operations | ☐ H. Purchasing |
| ☐ C. Information Technology | ☐ I. Medical/Psychological |
| ☐ D. Patrol/Investigations/Tactical | ☐ J. Legal |
| ☐ E. Communications | ☐ K. Retired |
| ☐ F. Training | ☐ L. Other (please specify) |
| | ☐ M. N/A |

4. What best describes your purchasing authority?

- | | |
|--|--|
| ☐ A. Approve purchases | ☐ D. Make suggestions to others |
| ☐ B. Evaluate & recommend purchases | ☐ E. End user only |
| ☐ C. Develop specifications for purchases | ☐ F. N/A |

5. Which best describes your Agency/Organization?

- | | |
|--|---|
| ☐ A. Local | ☐ H. Medical/Psychological |
| ☐ B. State | ☐ I. Non-profit |
| ☐ C. County/Regional/Special District | ☐ J. Consultant |
| ☐ D. Tribal | ☐ K. Security |
| ☐ E. College/University | ☐ L. Legal |
| ☐ F. Transportation | ☐ M. Training |
| ☐ G. Federal Government Agency/Military | ☐ N. Company |
| | ☐ O. Other |
| | ☐ P. N/A |

6. In the next 12 – 24 months, which of these products or services does your organization plan to purchase/lease? (Check ALL that apply):

- | | |
|---|--|
| ☐ A. Aircraft | ☐ L. Professional/Consulting Services |
| ☐ B. Armor/Protective Equipment | ☐ M. Publication/Trade Journal |
| ☐ C. Awards /Badges/ Challenge Coins | ☐ N. Restraints |
| ☐ D. Communications Equipment | ☐ O. Software |
| ☐ E. Education/Training | ☐ P. Testing Equipment |
| ☐ F. Investigation/ Surveillance/Detection | ☐ Q. Uniforms |
| ☐ G. Less-Lethal Weapons | ☐ R. Unmanned Vehicles/Robotics |
| ☐ H. Lighting | ☐ S. Vehicle Accessories |
| ☐ I. Mobile Technology | ☐ T. Vehicles/Motorcycle/ATV |
| ☐ J. New Products | ☐ U. Weapons/Firearms |
| ☐ K. Personal/Tactical Equipment | ☐ V. N/A |

7. How did you hear about IACP 2015?

- | |
|--|
| ☐ A. Have attended in the past |
| ☐ B. Received brochure |
| ☐ C. Received an e-mail |
| ☐ D. A colleague told me about the conference |
| ☐ E. Other (please specify) _____ |

☐ **YES!** I would like to receive e-mails from IACP exhibitors regarding their conference activities and products.

*Full conference registration fee includes access to all general assemblies, workshops, receptions, Expo Hall, and Chief's Night

+Family refers to a spouse or family member, not a business associate or fellow law enforcement colleague. ONLY the family member's name, city, and state will appear on their badge. Family members do not receive certificates for workshops.

HOTEL INFORMATION

October 24-27, 2015 | McCormick Place West | Chicago, IL

IACP 2015

	HOTEL	Distance to Convention Center	Rates Starting At	Shuttle Provided
1	AC Hotel Chicago Downtown	3.2 miles	\$173.00	
2	Best Western Grant Park Hotel	1.4 miles	\$161.00	
3	Burnham, a Kimpton Hotel	3.5 miles	\$235.00	
4	Chicago Marriott Downtown Magnificent Mile	3.7 miles	\$239.00	
5	Courtyard by Marriott Downtown Magnificent Mile	3.4 miles	\$199.00	
6	Courtyard by Marriott Downtown/River North	3.4 miles	\$209.00	
7	Doubletree by Hilton Chicago - Magnificent Mile	3.2 miles	\$199.00	
8	Embassy Suites Chicago Downtown	3.4 miles	\$199.00	
9	Embassy Suites Chicago Lakefront	3.1 miles	\$219.00	
10	Hampton Inn Majestic Chicago Theatre District	2.6 miles	\$209.00	
11	Hilton Chicago	2.0 miles	\$255.00	
12	Hilton Garden Inn Chicago Downtown Magnificent Mile	3.2 miles	\$209.00	
13	Homewood Suites by Hilton Chicago Downtown	3.2 miles	\$199.00	
14	Hotel Chicago, Autograph Collection	3.4 miles	\$225.00	
15	Hyatt Chicago Magnificent Mile	3.4 miles	\$219.00	
16	Hyatt Regency Chicago	3.0 miles	\$239.00	
17	Hyatt Regency McCormick Place	Attached	\$269.00	
18	Inn of Chicago Magnificent Mile	3.4 miles	\$179.00	
19	Intercontinental Chicago Magnificent Mile	3.1 miles	\$229.00	
20	Kinzie Hotel	3.8 miles	\$239.00	
21	Loews Chicago	3.2 miles	\$235.00	
22	Palmer House Hilton	2.3 miles	\$235.00	
23	Renaissance Blackstone Chicago	2.4 miles	\$225.00	
24	Residence Inn by Marriott River North	3.3 miles	\$199.00	
25	Sheraton Chicago Hotel & Towers	3.2 miles	\$239.00	
26	Silversmith Hotel Chicago Downtown	2.3 miles	\$235.00	
27	Springhill Suites by Marriott River North	3.3 miles	\$199.00	
28	Swissotel Chicago	2.9 miles	\$239.00	
29	Westin Michigan Ave	3.5 miles	\$229.00	



For more information and to book your hotel room today, visit www.theIACPconference.org or call onPeak at 1-866-524-7456 Monday - Friday, 8:00 AM - 5:00 PM CST.



IACP 2015 ANNUAL BANQUET

TUESDAY, OCTOBER 27, 2015
MCCORMICK PLACE WEST | LEVEL 3
SKYLINE BALLROOM
6:00 PM - 11:00 PM

COME LOOKING SPIFFY...BLACK-TIE OPTIONAL.
TICKETS ON SALE NOW. PURCHASE WHEN YOU REGISTER.

IACPI 2015

OCTOBER 24-27
CHICAGO, ILLINOIS

MCCORMICK PLACE WEST

www.theIACPconference.org



NEW MEMBERS

This posting of new member applications is published pursuant to the provisions of the IACP Constitution & Rules, Article II, Section 2(c). If any active member in good standing objects to any application, written notice of the objection must be submitted to the executive director within 60 days of publication. The application in question shall then be submitted to the Executive Committee and shall require the affirmative vote of two-thirds of the members of that committee for admission of the applicant.

The full membership listing can be found in the members-only area of the IACP website (www.theiacp.org).

*Associate Members

All other listings are active members.

AUSTRALIA

Brisbane/QLD—*Carter, Simone, Senior Sergeant, Queensland Police Service, 37 Royal St, Virginia, 4014, 61 4898218, Email: carter.simone@police.qld.gov.au

Gold Coast/QLD—Swan, Brian, Detective Inspector, Queensland Police Service, Surfers Paradise Police Centre, Gold Coast CIB, 68 Ferny Ave, 4217, 61 0755707841, Email: swan.brian@police.qld.gov.au

AUSTRIA

Vienna—Csefan, Dieter, Major/Deputy Head Organized Crime Unit, Criminal Intelligence Service of Austria, Bundeskriminalamt Office 3.1, Josef Halaubek Platz 1, 1090, Email: dieter.csefan@bmi.gv.at

BOSNIA AND HERZEGOVINA

Bonja Luka—Jovanic, Vlado, Advisor of Director of Police Chief Inspector, Ministry of Interior Republic of Srpska, Blvd Desanke Maksimovic No 4, 78000, 387 51334328, Fax: 387 51334309, Email: vladojovanic@mup.vladars.net

Brcko—Pisic, Goran, Chief of Police, Police of Brcko District, Trg Mladih 10, 76100, 387 49233200, Fax: 387 49216779, Email: goran.pisic@policijabdbih.gov.ba, Web: www.policijabdbih.gov.ba

East Sarajevo—Knezevic, Djuro, Deputy Director, State Investigation & Protection Agency, Nikole Tesle 59, 71123, 387 57326112, Fax: 387 57326138, Email: dknezevic@sipa.gov.ba, Web: www.sipa.gov.ba

Sarajevo—Biber, Mirza, Inspector for Operations & Security, Court Police Federation of Bosnia & Herzegovina, Valtera Perica 15, 71000, Email: bibermirza@hotmail.com

Caxar, Mise, Assistant Director, Service for Foreigners Affairs BIH, Pijacna 6, 71000, 387 33772956, Fax: 387 33772960, Email: mise.caxar@sps.gov.ba, Web: www.sps.gov.ba

Jusko, Ismir, Assistant Director, Police Support Agency, Aleja Bosne Srebrenice BB, 71000, 387 33727500, Fax: 387 33727524, Email: ismir.jusko@psa.gov.ba, Web: www.psa.gov.ba

Jusufovic, Dijana, Project Assistant, US Dept of Justice ICITAP, Aleja Bosne Srebrenice BB, 71000, 387 33953160, Fax: 387 33460554, Email: dijana.jusufovic@icitapeng.us

Kavazovic, Elvira, Executive Assistant, U.S. Dept of Justice ICITAP, Aleja Bosne Srebrenice BB, 71000, 387 33953160, Fax: 387 33460554, Email: elvira.kavazovic@icitapled.us

Korman, Ensad, Deputy Director/Inspector General, Ministry of Interior BIH, Mehmeda Spahe 7, 71000, 387 33280020, Fax: 387 33590221, Email: e.korman@fup.gov.ba, Web: www.fup.gov.ba

Laketa, Zarko, Assistant Director, BIH Border Police, St Reufa Muhica 2A, 71000, 387 33755103, Fax: 387 33755118, Email: zarko.laketa@granpol.gov.ba, Web: www.granpol.gov.ba

Nizam, Izet, Deputy Director, Service for Foreigners

Affairs BIH, Pijacna 6, 71000, 387 33772953, Fax: 387 33772959, Email: izet.nizam@sps.gov.ba, Web: www.sps.gov.ba

Pilica, Jasmin, Director, Police Support Agency, Aleja Bosne Srebrenice BB, 71000, 387 33727500, Fax: 387 33727524, Email: jasmin.pilica@psa.gov.ba, Web: www.psa.gov.ba

Popovic, Vladimir, Chief of Department, BIH Border Police, St Reufa Muhica 2A, 71000, 387 33755251, Fax: 387 33755252, Email: vladimir.popovic@granpol.gov.ba, Web: www.granpol.gov.ba

CANADA

Alberta

Edmonton—*Rehill, Shawn A, Enterprise Architect, Edmonton Police Service, 9620-103A Ave, T5H 0H7, (780) 722-4455, Email: shawn.rehill@edmontonpolice.ca, Web: www.edmontonpolice.ca

Ontario

Aurora—*Mohamed, Nick, Assistant IT Manager, York Regional Police, 47 Don Hillock Dr, L4G 0S7, (905) 830-0303, Email: 5555@yrrp.ca

Toronto—*Callanan, Brian, Director At Large, Toronto Police Assn, 200 2075 Kennedy Rd, M1T 3V3, (416) 491-4301, Email: bcallanan@tpa.ca

CYPRUS

Nicosia—Mountis, Maria, Administrative Officer, Ministry of Justice & Public Order, 125 Athalassas Ave, 1461, Email: mmounti@mjpo.gov.cy

CZECH REPUBLIC

Prague—Habada, Frantisek, Chief Operations Dept, Police Presidium of Czech Republic, Strojnicka 27, 170 89, Email: habadaf@gmail.com

ITALY

Roma—Nanni, Gian Luigi, Senior Officer, Ministero dell'Interno, Scuola di Perfezionamento di FP, Dipartimento della Pubblica Sicurezza, Piazza Priscilla 6, 00199, Email: gianluigi.nanni@interno.it

MACEDONIA (YUGOSLAV REP)

Strumica—*Kalamernikova, Cona, Judge, Strumica Trial Court, Str Leninova 34, Email: conakalamernikova@yahoo.com

MALTA

Zurriq—Abdilla, Ian, Senior Inspector, Economic Crimes Squad, Spring Blossom No 144, St Andrew St, Email: ian-joseph.abdilla@gov.mt

NETHERLANDS

Amsterdam—*Oedayrajsingh Varma, Brian, Senior Policy Advisor, Administrative Approach Against Organized Crime, City of Amsterdam, Amstel 1, 1011 PN, Email: b.varma@amsterdam.nl

Rotterdam—*Van Der Zee, Gijs, Public Prosecutor Criminal Intelligence Unit, National Prosecutor's Office, Posthumalaan 74, 3072 AG, Email: g.van.der.zee@om.nl

NIGERIA

Abuja—*Chukwu, Azunna I, CEO, Oma Hosting Ltd, Victory Plaza 7 Onitsha Crescent, Off Gimbiya St Area 11 Garki, FCT, 234 7033551886, Email: azunnachukwu@yahoo.com

Apapa—*Adeosun, Michael, Divisional Police Officer, Nigeria Police Force, Office of the DPO, Tincan Island Police Station, 234 8034939548, Email: mike.adesoun146@gmail.com

Elewera—Balogun, Tinuola J, Assistant Superintendent of Police, Nigeria Police Force, Ogun State Command, Email: tinu_dey@yahoo.com

Gbosere—*Akinsanya, Kehinde, Detective, Nigeria Police Force, Dept of State Services, Block 1 Flat 6 Okesuna Police Barracks, 234 8025771790, Email: kehindeakinsanya@yahoo.com

Ibadan—Okasanmi Jeffrey, Ajayi, Assistant Superintendent of Police, Nigeria Police Force, Plot 3 Rd C Opposite Teachers House, Oluyole Estate, 234 8032365122, Email: pprokwara@gmail.com

Senamin Abosede, Itabi, Assistant Superintendent of Police, Nigeria Police Force, Plot 3 Rd C Opposite Teachers House, Oluyole Estate, 234 8062099416, Email: ladyenas@yahoo.com

Ikeja—Daodu, Sunday Sunny, Assistant Superintendent of Police, Nigeria Police Force, Airport Police Command, Muritala Muhammed Airport, 234 8037222839, Email: daodusunday2015@yahoo.com

Lagos—*Ovwigho, Endurance, Inspector, Nigeria Police Force, Victoria Island Police Station, Bar Beach, 234 8037993827, Email: adekogemus@yahoo.com

POLAND

Warsaw—*Malinowski, Jaroslaw, Prosecutor Dept of Organized Crime & Corruption, Prosecutor General's Office, Rakowiecka 26/30, 02-528, Email: jaroslaw.malinowski@pg.gov.pl

ROMANIA

Bucharest—*Solomon, Nicolae Andrei, Deputy Chief Prosecutor, Prosecutor's Office Bucharest Tribunal, 1-3 Scaune St, Sector 3, Email: solomon_nicolae_andrei@yahoo.com

SLOVENIA

Ljubljana—Travner, Anton, Director, DCAF Ljubljana, Dunajska Cesta 104, 1000, 386 15609300, Fax: 386 15609303, Email: a.travner@dcaf.ch, Web: www.dcaf-ljubljana.si

SPAIN

Madrid—Toston Diez, Adriana Maria, Captain International Cooperation Division, Spanish Civil Guard, Guardia Civil Direccion General, Principe de Vergara 246, 28016, Email: adritd@gmail.com

UKRAINE

Kyiv—*Debolskiy, Mykhailo, Deputy Head Second Supervision Division, Prosecutor General's Office, 13/15 Riznytska St, Email: md@gp.gov.ua

UNITED STATES

Alabama

Huntsville—Joa, William, Supervisory Special Agent, ATF/Justice, Corporal Rd Bldg 3750, Redstone Arsenal, 35898, (256) 261-7506, Email: william.joa@atf.gov
Muscle Shoals—Hargett, John D, Chief of Police, Northwest Shoals Community College, 800 George Wallace Blvd, 35662, (256) 412-6675, Fax: (256) 331-5416, Email: dhargett@nwscc.edu

Arizona

El Mirage—*Stewart, Randy, Sergeant, El Mirage Police Dept, 12401 W Cinnabar Ave, 85335, (623) 500-3035, Fax: (623) 500-3040, Email: rstewart@cityofelmirage.org
Phoenix—*Osborn, Charmane M, Sergeant, Phoenix Police Dept, 620 W Washington St, 85003, (602) 256-3246, Fax: (602) 495-0356, Email: charmane.osborn@phoenix.gov
Tempe—*Cullins, William, Sergeant, Tempe Police Dept, 1855 E Apache Blvd, 85281, (480) 858-6459, Email: william_cullins@tempe.gov

California

Arcadia—*Leveque, Thomas, Media Communications Specialist, Arcadia Police Dept, 250 W Huntington Dr, 91007, (909) 762-9077, Email: q376@yahoo.com
Chico—*Priano, Candy, Executive Director, PursuitSafety, 47 Edgewater Ct, 95928, (530) 343-9754, Email: candy.priano@pursuitsafety.org
Escalon—Borges, Michael, Chief of Police, Escalon Police Dept, 2040 McHenry Ave, 95320, (209) 691-7310, Email: mborges@cityofescalon.org
La Verne—*Yen, Elton, President, Sumdex Inc, 2058 Wright Ave, 91750, Email: elton@sumdex.com
Los Angeles—Malinowski, Sean, Commander/Chief of Staff, Los Angeles Police Dept, 100 W First St, 90012, (213) 216-3831, Email: 30959@lapd.lacounty.org
—*Vazquez Fanning, Gloria, Sergeant, Los Angeles Police Dept, 100 W First St, 90012, (951) 505-2539, Email: gloriavazquez@me.com
—Vereault, Sean, Assistant Special Agent in Charge, DEA/Justice, 255 E Temple St 17th Fl, 90012, (213) 216-3322, Email: sean.vereault@hotmail.com
Napa—Gonzales, Jennifer T, Captain, Napa Police Dept, 15301 First St, 94559, (707) 257-9546, Email: jgonzales@cityofnapa.org, Web: www.napapolice.com
San Diego—Burtis, Tyler G, Special Agent in Charge, California Dept of Justice, 9425 Chesapeake Dr, 92123, (619) 804-3032, Email: tyler.burtis@att.net
—*Foreman, Mark, Adjunct Professor, Alliant International Univ, Dept of Undergraduate Psychology, 10455 Pomerado Rd, 92131, (619) 504-6721, Email: mforeman2754@gmail.com
—*Nelson, Kenneth, Lieutenant, San Diego Co Sheriff's Dept, 9621 Ridgeway Ct, 92123, (619) 952-4789, Email: ken.nelson@sdsdsheriff.org

Van Nuys—*Lazarovitz, Josef, Chief Investigator, J L Special Investigations, 14401 Sylvan St Ste 212, 91401, (818) 781-5500, Fax: (818) 781-5581, Email: jlsi@pacbell.net
Willows—*Walter, Carl, Sergeant, Willows Police Dept, 201 N Lassen St, 95988, Email: cwalter@cityofwillows.org

Colorado

Basalt—*Munch, Aaron, Sergeant, Basalt Police Dept, 100 Elk Run Dr Ste 115, 81621, (970) 927-4316, Email: aaron.munch@basaltpolice.com
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Oregon

Portland—Day, Robert, Assistant Chief of Police, Portland Police Dept, 1111 SW Second Ave, 97204, (503) 823-0546, Email: robert.day@portlandoregon.gov

—Uehara, Chris, Commander, Portland Police Bureau, 449 NE Emerson St, 97211, Email: chris.uehara@portlandoregon.gov

Pennsylvania

Catawissa—Breach, Allen L, Chief of Police, Locust Twp Police, 1223A Numidia Dr, 17820, (570) 799-5806, Fax: (570) 799-5690, Email: a.breach@locustpd.com

Easton—Dalrymple, David J, Sheriff, Northampton Co Sheriff's Dept, 669 Washington St, 18042, (610) 559-3119, Fax: (610) 559-1785, Email: ddalrymple@northamptoncounty.org, Web: www.sheriffsdepartment.northamptoncounty.org

21st Training Conference on Drugs, Alcohol and Impaired Driving

August 10-12



DRE 2015 Cincinnati

Early registration ends May 20 / www.theiacp.org/dreconference

Lancaster—*Redinger, Bradley J, Patrolman, Manheim Twp Police Dept, 1825 Municipal Dr, 17601, (717) 679-6229, Email: redingeb@police.co.lancaster.pa.us

Philadelphia—*Bassett, Doug, Senior Director Licensing & Compliance, Xfinity Home Comcast, 1 Comcast Center, 19103, Email: douglas_bassett@cable.comcast.com

—*Richardson, Quiana M, Sergeant, Philadelphia Police Dept, 43 W Haines St, 19144, (215) 407-7254, Email: quiana.richardson@phila.gov

—Sprowal, Brian, Lieutenant, Philadelphia Police Dept, 2800 S 20th St Bldg 6, 19145, Email: brian.sprowal@phila.gov

Pittsburgh—*Budd, Barry, Sergeant, Pittsburgh Bureau of Police, 1203 Western Ave, 15233, (412) 292-0234, Email: barry.budd@pittsburghpa.gov

—Kraus, Kevin M, Chief Deputy Sheriff, Allegheny Co Sheriff's Office, 436 Grant St Rm 11 Courthouse, 15219-2496, (412) 350-4711, Fax: (412) 350-6388, Email: kkraus@alleghenycountys.us, Web: www.sheriffalleghenycounty.com

West Brandywine—Werner, Walter M, Chief of Police, West Brandywine Police Dept, 199 Lafayette Rd, 19320, (610) 380-8201, Fax: (610) 384-0438, Email: wwerner@wbrandywinepd.org, Web: www.wbrandywine.org

South Carolina

Columbia—Hall, Elizabeth T, Chief of Public Safety, South Carolina Dept of Mental Health, Public Safety Division, 7901 Farrow Rd, 29203, (803) 935-5460, Fax: (803) 935-5492, Email: eth03@scdmh.org

Tennessee

Martin—*Buzard, Dennis, National Sales Manager, V Academy, 317 S Lindell St, 38237, (855) 546-6283 Ext. 303, Email: cmcdaniel@v-academy.com

Memphis—*Ruhl, Alan, Lieutenant, Memphis Police Dept, 201 Poplar Ave, 38103, Email: aruhl@memphistn.gov

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—Starling, Jason S, Captain, Metropolitan Nashville Police Dept, 200 James Robertson Pkwy, 37201, (615) 509-1749, Email: jason.starling@nashville.gov, Web: www.police.nashville.gov

Oak Ridge—*Kelley, Donna, Program Manager, Univ of Tennessee Law Enforcement Innovation, 1201 Oak Ridge Tpke Ste 101, 37830, Email: donnasuekelley@gmail.com

Savannah—Hosea, Terry W, Captain, Savannah Police Dept, 80 King St, 38372, (731) 925-3200, Fax: (731) 925-6337, Email: thosae@savannahpolicedepartment.org, Web: www.cityofsavannah.org

Texas

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Dallas—Edwards, Willemine J, Lieutenant, Dallas Police Dept, PO Box 214723, 75221, (214) 532-4474, Email: willemine.edwards@dps.ci.dallas.tx.us

Fort Hood—Medina, Christopher, Deputy Provost Marshal, 3rd US Corps/US Army, Bldg 10001, 76544, (315) 681-3880, Email: christopher.medina.tx@gmail.com

Galveston—*Fultz, Christopher D, Sergeant, Univ of Texas Medical Branch Police Dept, 301 University, 77550, (409) 772-1503, Fax: (409) 772-0524, Email: cdfultz@utmb.edu

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Houston—*Williams, Rodney, Sergeant, Texas Comptroller CID, 1919 North Loop West, Ste 505, 77008, (713) 426-8240, Email: rodney.williams@cpa.texas.gov

Hurst—Franklin, David, Captain, Texas Dept of Public Safety, 624 NE Loop 820, 76053, Email: david.franklin@dps.texas.gov

Kerrville—*Sweeney, Peggy, President, The Sweeney Alliance, 1601 Quinlan Creek Dr, 78028, (830) 377-7389, Email: peggy@sweeneyalliance.org

Richardson—*Newell, Christopher, IT Manager Public Safety, City of Richardson, 140 N Greenville Ave, 75081, (972) 744-4912, Email: christopher.newell@cor.gov

Seguin—Pacheco, Victor, Captain, Seguin Police Dept, 350 N Guadalupe, 78155, (830) 401-2338, Email: vpacheco@seguintexas.gov

Spring—*McDaniel, Breck, Sergeant, Houston Police Dept, 24803 Corbingate Dr, 77389, (713) 254-0574, Email: breck.mcdaniel@houstonpolice.org

West Lake Hills—Gerdes, Scott, Chief of Police, West Lake Hills Police Dept, 911 Westlake Dr, 78746, (512) 327-1195, Email: sgerdes@westlakehills.org, Web: www.westlakehills.org

Utah

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Midvale—*Fang, Dora, Vice President Strategy & Business Development, Magnum Fortis, 32 W Center St, 84047, (414) 305-9520, Email: dora.fang@magnumfortis.com

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Salt Lake City—*Bruno, Ron, Police Officer, Unified Police Dept of Greater Salt Lake, PO Box 520524, 84152-0524, (801) 580-4195, Email: ron@cts-services.com

Virgin Islands

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Virginia

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Fort Myer—Haines, Dewey, Battalion Commander, Washington CID Battalion, 105 Fenton Cir Bldg 305, 22211, (253) 249-6620, Email: dewey.c.haines.mil@mail.mil

Hillsville—Yonce, Wesley N, Chief of Police, Hillsville Police Dept, 130 N Main St, 24343, (276) 728-2251, Fax: (276) 728-0649, Email: wesley.yonce@hillsvillepd.org

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Vienna—*Randles, Debra A, Mobile International Trainer, Alutiq, 8619 Westwood Center Dr Ste 150, 22185, (770) 655-3484, Email: darandles@hotmail.com

Washington

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—Galetti, Anthony A, Inspector in Charge Seattle Division, US Postal Inspection Service, 301 Union St Ste 302A, 98111, (206) 442-6301, Email: agaletti@usps.gov

—Newman, Douglas R, Commander, Port of Seattle Police Dept, PO Box 68727, 98168, (206) 787-4657, Fax: (206) 787-5741, Email: newman.d@portseattle.org, Web: www.portseattle.org

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Kenosha—*Staples, Horace, Sergeant Kenosha Drug Operations Group, Kenosha Co Sheriff's Dept, 1000 55th St, 53140, (262) 605-7930 Ext. 7934, Email: horace.staples@kenoshacounty.org

Milwaukee—Huibregtse, Timothy, Captain, Wisconsin State Patrol, 433 W St Paul Ste 300, 53203, (414) 750-3936, Email: timothy.huibregtse@dot.wi.gov

New London—Gregory, Christopher, Assistant Chief of Police, New London Police Dept, 700 Shiocton St, 54961, (920) 982-8505, Email: cgregory@newlondonwi.org

The IACP notes the passing of the following association members with deepest regret and extends its sympathy to the families and coworkers left to carry on without them.

Thomas A. Constantine, Superintendent (ret.), New York State Police; former Administrator, Drug Enforcement Administration; Honorary President IACP, 1994 (life member)

Thomas E. Cosgrove, Retired, FN Herstal-Belgium; Apache Junction, Arizona

Francis J. McCarvill, Security Management Consultant (ret.), Hyde Park, New York

Kurt F. Schmid, Executive Director, Chicago HIDTA; Captain (ret.), Illinois State Police; Palos Park, Illinois

Charles M. Zizza, Chief of Police (ret.), Newark, New Jersey; West Orange, New Jersey (life member)



REMEMBER:
Law enforcement professionals at every level qualify for membership in the IACP.

Start Recruiting NOW!

Sponsor New Members for the 2015 President's Membership Drive

The membership of the IACP encompasses a diverse and exceptionally professional group from all aspects of the law enforcement profession. All of our efforts, training, research, model policies, smart policing strategies, best practices, and advocacy are directed at making our members successful and enhancing the role of the law enforcement profession worldwide.

The IACP vision is to *Serve the Leaders of Today and Develop the Leaders of Tomorrow*. In order to ensure that everyone involved in and associated with law enforcement has a place in the IACP, membership categories have been expanded in 2015. **As always Active Membership is open to all command-level officers serving in all levels of law enforcement. New Associate Membership categories have been created to encourage non-command level officers, students, university academics & researchers, and service providers to join the IACP.** Membership in the IACP has many educational, networking, and mentoring opportunities to prepare all law enforcement leaders for the challenges and opportunities they will face.

ACTIVE MEMBERSHIP

Active membership in the IACP is open to chiefs and superintendents of police, as well as command-level police officers in public law enforcement agencies. Active members have the right to vote to determine official IACP policy and to elect association officers at the annual conference. **Active Member Dues are \$150.**

ASSOCIATE MEMBERSHIP

Associate membership is available to non-command level officers and civilians in law enforcement agencies and those involved in practicing or teaching law enforcement and/or security and other areas working with the law enforcement profession. Associate members enjoy the same benefits as active members, except they do not have the right to vote on the election of association officers or the right to run for office.

Associate Leaders of Tomorrow: Sworn Officers—\$75

Available to sworn non-command level personnel not otherwise eligible for active membership.

Associate Leaders of Tomorrow: Students—\$30

Available to students enrolled at an accredited college or university in a criminal justice or related discipline not currently employed in a full-time position.

Associate Academic—\$150

Available to instructors/researchers in criminal justice or related fields working at colleges and universities.

Associate Service Provider—\$250

Available to employees of companies or organizations providing services to, or assisting, the law enforcement profession.

General Associate Membership—\$150

Available to those working in or with law enforcement not outlined in another Associate Membership category, including civilians working in law enforcement, private and corporate security, private detectives, associations and nonprofits, and medical or psychological professionals.

» *Every member who sponsors at least one new member will receive an official IACP gift.*

» *Sponsor 4 new members and receive a free registration to the 2015 IACP Annual Conference & Expo being held October 24 – 27, 2015, in Chicago, Illinois, USA. (A \$350 Value!)*

» *In order to qualify for prizes and incentives, the specially coded 2015 President's Membership Drive application MUST be used.*



Richard Beary, IACP President

2015 President's Membership Drive Rules and Information:

1. The new members you sponsor must use the 2015 President's Membership Drive application to qualify for prizes. Photocopies are acceptable.
2. Applications must be received at IACP Headquarters by the **close of business July 31, 2015.**
3. Renewing members do not qualify for this drive.
4. Prizes are non-transferable.
5. The 2015 IACP Annual Conference & Expo will be held in Chicago, Illinois, USA October 24 – 27, 2015.
6. Members will be notified of all prizes and incentives following the conclusion of the drive.
7. The first 250 members to sponsor a new member in the drive will receive the official IACP gift. The item sent will be at the discretion of the IACP.



IACP President's Membership Drive Application

International Association of Chiefs of Police

P.O. Box 62564

Baltimore, MD 21264-2564, USA

Phone: 1-800-THE IACP; 703-836-6767; Fax: 703-836-4543

DO NOT USE

Name: _____ (Please Print)

First

Middle Initial

Last

Title/Rank: _____

Agency/Business Name: _____

Business Address: _____

City, State, Zip, Country: _____

Residence Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

Send mail to my ☐ Business ☐ Residence Address

E-mail: _____

Website: _____

Have you previously been a member of IACP? ☐ Yes ☐ No

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

Number of sworn officers in your agency (if applicable) ☐ a. 1 - 5 ☐ b. 6 - 15 ☐ c. 16 - 25

☐ d. 26 - 49 ☐ e. 50 - 99 ☐ f. 100 - 249 ☐ g. 250 - 499 ☐ h. 500 - 999 ☐ i. 1000+

Approximate pop. served (if applicable) ☐ a. under 2,500 ☐ b. 2,500 - 9,999 ☐ c. 10,000 - 49,999

☐ d. 50,000 - 99,999 ☐ e. 100,000 - 249,999 ☐ f. 250,000 - 499,999 ☐ g. 500,000 +

Education (Highest Degree): _____

Date elected or appointed to present position: _____

Law enforcement experience (with approx. dates): _____

☐ I have an Active Member Sponsor – Their name is: _____

Amount to be charged _____ (U.S. dollars only—Membership includes subscription to *Police Chief* magazine valued at \$30. Student members receive online *Police Chief* magazine access.)

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

Charge to: ☐ MasterCard ☐ VISA ☐ American Express ☐ Discover

Cardholder's Name: _____

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Cardholder's Billing Address: _____

Signature: _____

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

Membership Categories

Information on membership categories, benefits, and eligibility can be found on the IACP web site www.theiacp.org/membership

☐ Active Member \$150
(sworn command level)

Associate Member:

☐ General \$150

☐ Academic \$150

☐ Service Provider \$250

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

☐ Student—Leader of Tomorrow \$30
University name: _____

Optional Section Memberships:

☐ Capitol Police Section \$30

☐ Defense Chiefs of Police Section \$15

☐ Drug Recognition Expert (DRE) \$25

☐ Indian Country Law Enforcement \$25

☐ Intl Managers Police Academy & College Training \$25

☐ Law Enforcement Information Management (LEIM) \$25

☐ Legal Officers \$35

☐ Mid-Sized Agencies Section \$50

☐ Police Foundations Section \$20

☐ Police Physicians \$35

☐ Police Psychological Services—initial processing fee \$50

☐ Public Information Officers \$15

☐ Public Transit Police No Charge

☐ Railroad Police No Charge

☐ Retired Chiefs of Police No Charge

☐ Smaller Department Section \$20

☐ S & P Police Alumni Section No Charge

☐ S & P Police Academy Directors No Charge

☐ S & P Police Planning Officers No Charge

☐ University/College Police—Initial Member \$50

☐ University/College Police—Additional members \$15

Productupdate

The **Police Chief** keeps you on the cutting edge of law enforcement technology with monthly product announcements. For **free**, in-depth information, visit us online at <http://www.policechiefmagazine.org>. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.



Rigid inflatable boat

RIBCRAFT announced the delivery of a specialized RIBCRAFT 7.8 for patrol and enforcement operations to the City of Decatur, Alabama. The 25' purpose-built, mission-specific rigid inflatable boat (RIB) will be used by the Decatur Police Department for tactical operations and water patrols. Featuring a center console with a front bench seat, leaning post, custom aft seating, and tow post, the 7.8 provides a large open deck to offer the versatility needed to support the department's operational requirements. Equipped with twin Yamaha 150HP engines, the RIB is designed to reach speeds in excess of 50 mph while still providing safety and performance. It also features CBRN (Chemical, Biological, Radiological, and Nuclear) capabilities for an advanced defense strategy. Extremely durable, stable, and reliable, RIBCRAFT rescue boats, with their heavy-duty inflatable tubes are an excellent platform for search and rescue, law enforcement, and maritime interdiction. **For more information, visit www.ribcraftusa.com.**

Mobile field responder guide for smartphones

Priority Dispatch Corp. announces the Mobile Field Responder Guide (MobileFRG) that puts response at the speed and convenience of officers' smartphones. The MobileFRG aggregates all the information in the print field guides, interpreting the code transmitted from emergency dispatch, and puts it into one place: a cellphone app. Instead of flipping pages when a code, for example, is transmitted over the radio, a responder with a licensed agency can use his or her iPhone or Android-based cellphone to enter the code and view the full description. It incorporates the current version of the appropriate agency-specific licensed protocols, and users will be authorized by their agencies to download the app directly from the Apple Store or Google Play. The app allows electronic updates for existing licenses. **For more information, visit www.prioritydispatch.net.**

Metal detector scanning glove

eNdoto Corp. offers the PX-LRH2, a universal high-performance metal detector scanning glove that fits on both left and right hands. The breathable, open-end design provides comfortable fit especially in warm weather climates and fits most hand sizes. The product offers a more efficient method to scan and search someone by eliminating the need to hold a standard wand-type detector and allowing for "hands-free" searches. It works by having a covert metal detective sensor in the glove, which is designed to detect metal objects that may be hidden on a person. Its ultra-sensitive detection circuitry is able to identify objects as tiny as the size of a pin or paper clip within 4 to 5 cm of where it's hidden. The detection is evident to the officer through the glove's variable vibrator that increases and decreases the vibration intensity based on the size of the object located, without alerting subjects that a metal object has been detected.

For more information, visit www.endotocorp.com.

New tactical communications solution

Codan Radio Communications and Catalyst Communications Technologies announce new capabilities for tactical critical communications. The Codan Stratus repeater connects directly with the Catalyst IP Console using the Project 25 (P25) standard Digital Fixed Station Interface (DFSI). This new configuration leverages the Stratus low current repeater in a transportable case with an LTE backhaul to other resources. The Stratus repeater operates in P25 and analog modes. The console can simultaneously communicate with the Stratus Repeater and legacy repeater,

CALLING ALL HEROES



APPLICATIONS NOW BEING ACCEPTED FOR THE IACP/TARGET POLICE OFFICER OF THE YEAR AWARD

DEADLINE FOR APPLICATIONS IS
FRIDAY, JULY 17, 2015.

The IACP is proud to partner with Target to recognize exemplary performance by police officers domestically and internationally.

The Police Officer of the Year Award recognizes outstanding and heroic achievement among police officers across the globe and highlights the sacrifices made daily by law enforcement's finest. Nominations may be made for exceptional achievement in any police endeavor, including but not limited to, extraordinary valor, crime prevention, investigative work, community relations, traffic safety, drug control and prevention, juvenile programs, and training efforts.

Four finalists will be chosen and each will receive:

- All-expense paid trip to IACP 2014 in Orlando, Florida, for nominee and 1 guest.
- Recognition at IACP's Foundation Gala, where one finalist will receive the Police Officer of the Year Award.
- Recognition of Police Officer of the Year at First General Assembly.
- Featured article in Police Chief Magazine.

For eligibility information and nomination form, please visit:

www.iacp.org/POY

Amanda Burstein, IACP Foundation, 703-647-6829 or Burstein@theiacp.org

not only managing the audio, but also the meta data. Catalyst's IP Console and IntelliLink solutions can support up to four repeaters or control stations with a single PC, providing a compact, cost-effective solution for incident command and interoperability. Like the Stratus repeater, Catalyst products can be remotely connected using LTE or other wireless standards.

For more information, visit www.catcomtec.com.

Sleep panels

Night shift workers seeking to improve their sleep and health now have a solution with a blackout window insert that blocks all light and significantly dampens noise. Indow of Portland, Oregon, is relaunching its Sleep Panels, which are designed to make a room utterly dark and reduce sound coming through the windows by more than 50 percent. The inserts have the energy efficient properties of the original award-winning transparent Indow inserts, so users can achieve a good night's sleep while improving their home's comfort and energy efficiency.

For more information, visit www.indowwindows.com.

Rail-mounted strobe light

Streamlight Inc. introduces the TLR-1 HPL high-performance, high-lumen, rail-mounted strobe light, which combines long-range lighting capability with blinding white light. It features a 775 lumens measured system output, a 48,000 candela peak beam intensity, and a beam distance of 438 meters. The light's strobe feature offers the added benefit of being able to signal in the field or disorient targets. The light is designed to deliver 1.25 hours of continuous regulated run time, and it comes with two three-volt, CR123A lithium batteries. It offers a tethered battery door and latch mechanism, which prevent door loss while providing easy battery replacement. The light can be quickly mounted to a broad range of weapons using Streamlight's one-handed snap-on/tighten interface, which keeps hands away from the muzzle. It mounts directly to all MIL-STD-1913 (Picatinny) rails and weapons with Glock-style rails. A key kit with five interchangeable keys is included to securely fit the light to the broadest array of rails.

For more information, visit www.streamlight.com.



Bullet-resistant laptop bag

Force Training Institute (FTI) offers the Multi Threat Shield (MTS) bag. It looks like an average black laptop bag, but not only can it carry gear, it can also save lives. Built into the MTS is a lightweight and discreet ballistic shield. Whether the threat is an intruder or an active shooter, a quick flick of the wrist swiftly deploys a three-foot long blanket of protection designed to defeat multiple impacts from most handgun, shotgun, and pistol caliber submachine gun threats. Although its primary design is protection against threats from firearms, it also is engineered to protect from attacks with blunt objects and edged weapons, as well as punches and kicks. The bag measures 12" by 17.5" when closed. When the shield is unfurled, it measures 36.5" by 17.5", with a total ballistic coverage of 639 square inches. The MTS weighs eight pounds, including a military-spec webbing strap and 360 degree rotating attachment clips.

For more information, visit <http://forcetraining.com/products/mts>.

Traffic safety mobile system

ekin Technology offers the ekin Patrol, a traffic and highway patrol system that can instantly detect various traffic violations such as speed violations and tailgating, and simultaneously

perform real-time traffic analysis, such as density and congestion detection, while in motion at a slower or faster rate than the other vehicles on the road, via a method based on real-time video analysis and motion processing. It is designed to track vehicles not only from point-to-point (P2P), but also from point-to-any-point (P2anyP). It also includes face recognition system that helps to identify suspects and wanted criminals and an automatic online alert system that helps to detect stolen, illegal, or wanted vehicles.

For more information, visit www.ekintechnology.com.



Boots

Comfort meets function with Bates newest line of products, the Strike 6" and 8" anti-fatigue boots. Both styles feature black waterproof leather and membrane; a YKK nylon side zipper; and a multi-terrain, slip-resistant rubber lug outsole. Developed to deliver extreme cushion and durability, this four-part technology works inside the boot to provide all-day comfort. The first layer is the durable rubber lug outsole. The slip-resistant outsole is long wearing with a multi-terrain design that provides superior traction and stability. The second layer features a nylon shank that adds both support and stability, and following the shank is a dual density EVA midsole that mitigates shock and redistributes pressure. Lastly, the dual-density foot bed includes memory foam and provides arch support and cushioning.

For more information, visit www.batesfootwear.com.

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Culture Shift Toward Data-Driven Public Safety in the City of Thibodaux, Louisiana

By Scott Silverii, PhD, Chief of Police, City of Thibodaux, Louisiana, Police Department, Member, IACP Research Advisory Committee

It might be difficult to believe, but the most challenging obstacle to reducing crime is changing the culture of law enforcement. Removing “That’s the way we always did it,” from the department viewpoint goes a long way in reducing social harms, but changing the culture is easier said than done.

The Thibodaux, Louisiana, Police Department’s (TPD’s) social experiment using a new community policing strategy has resulted in positive changes for the employees, the agency, and, ultimately, the community. The shift in operational culture was based on information derived from the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) philosophy.

The DDACTS philosophy was implemented at TPD as an organizational cornerstone in 2011. The demand-management model removes guess work and interpersonal biases with a genuine reliance on data to help identify hotspots in need of police intervention. Since the initial launch, DDACTS continues to serve as the singularly most effective community policing strategy employed.

Beyond the reductions of social harms that chronically plague a location, the use of information for place-based policing has built capability in the process of cementing community partnerships. The ability to incorporate quantifiable accountability into operating procedures promotes an environment of transparency and allows the department to provide citizens and advocacy groups with facts, not pat-on-the-back assurances.

Thibodaux’s Challenges

The City of Thibodaux, Louisiana, rests in the heart of Cajun Country. The city, which has a U.S. Census population of 15,000 and a day-time operational population of almost 60,000, is home to Nicholls State University, the Jean Lafitte National Park, and a number of cultural events such as Mardi Gras and festivals.

Thibodaux is located within 90 miles of New Orleans, Baton Rouge, Lafayette, and the Gulf of Mexico and has a seasonal transient population mixed with generations of established family networks.

Serving as the primary law enforcement agency, the Thibodaux Police Department (TPD) has a sworn staff of 54 and a civilian staff of 28. TPD services a six-square-mile mixture of residential, commercial, and industrial environments. The TPD provides public safety services and emergency communications capabilities for the organization and the Thibodaux Fire Department. In addition to the fire department, the TPD works closely with the Nicholls State University Campus Police, the Lafourche Parish Sheriff’s Office (LPSO), and the Louisiana State Police (LSP).

Thibodaux is similar to many small to mid-size cities across the United States—its residents have strong family roots and the city celebrates local traditions and is steeped in a culture unique to the region. Thibodaux also shares the same concerns with crimes, crashes, and quality-of-life issues that blemish other communities.

In addition to the population base, Nicholls State University, a four-year college, contributes an additional 7,000 students, averaging 18–24 years old. This added college-age population places Thibodaux at high risk for underage alcohol consumption and related traffic crashes and injuries. Thibodaux is located in Lafourche Parish, which is rated by the Louisiana Highway Safety Commission as a Tier 1 jurisdiction, based on the high rates of serious injury and fatal, alcohol-related crashes.¹

Prior to the implementation of data-driven policing, TPD’s traffic enforcement philosophy wasn’t aligned with the actual enforcement strategy. The agency had arrested only 27 impaired drivers the year before data-driven policing became the standard. Now, it averages 188 DWI arrests annually. In April 2015, the TPD and a patrol officer were recognized by the Louisiana Highway Safety Commission as having the highest total impaired (comparable) driving arrests in the state.

Outside of crash and crime challenges, there was also the absence of active data analysis. Intuitive analysis—memory-based policing—drove the enforcement effort, but failed to deliver significant reductions. To reduce social harms, TPD had to tackle its greatest challenge—changing the city’s culture of policing.

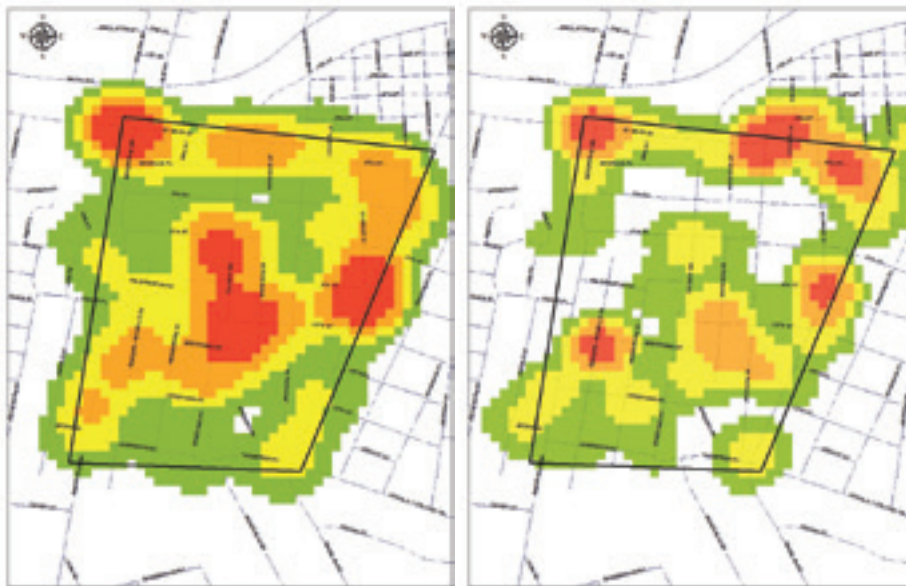
Making the Shift to Data-Driven Policing

TPD’s change from intuitive policing (memory-based policing) to informed, data-driven policing was led by the implementation of DDACTS, which integrates location-based crime and traffic crash data to determine the most effective methods for deploying law enforcement and other resources.

Driven by the DDACTS model, daily activities were examined under a quality management microscope to expose operational inefficiencies. Prior to the ideological shift of 2011, the top three calls for service over a five-year average were burglar alarms (over 98 percent false or faulty), unlocking motorists’ vehicles, and requests for general information. These three categories made up 29 percent of all demands upon the sworn officers’ time.²

The opportunity to practice alternative solutions presented itself as civilian employees such as animal control officers and police guards were trained to unlock vehicles for stranded motorists. Meeting with owners of faulty alarms to encourage upgrades and educate on city laws about excessive alarm calls helped minimize those actions. This simple reallocation of responsibility freed officers to engage in highly visible proactive policing.

To further implement data-driven policing, crime and crash data were examined and analyzed to identify hotspots in Thibodaux, and the results show that a small portion of the geography and population in each hotspot is responsible for a disproportionate percentage of the crimes and crashes citywide. Most DDACTS hotspots over the last four years fall in an area that represents about 6 percent of the city’s geographic footprint, with 6 percent of the city’s population residing within that location. Despite the small population and space, 14



Kernel density map created with NIJ's CrimeStat III. Map illustrates 2010 property crimes prior to DDACTS Hotspot 1 deployment.



percent of property crimes and 14 percent of crashes occurred in the location over the three years prior to 2011.

In addition, this hotspot accounted for 17 percent of all calls for service in the city. The three-year monthly averages for quality-of-life categories compared to the same categories for a similar period after a data-driven deployment of resources showed reductions of 63 percent in all crashes, while burglaries were reduced by 85 percent, thefts declined by 64 percent, and criminal damage to property was reduced by 41 percent.

Citywide Data

The implementation of DDACTS is an important part of Thibodaux's comprehensive public safety strategy. An examination of major categories city-wide for 2011–2013, as compared to the previous three-year averages, showed all crash types aggregated were reduced 31 percent, thefts dropped by 27 percent, and there was a 36 percent reduction in criminal damage to property. Burglaries also experienced dramatic reductions, with business burglaries dropping by 25 percent and vehicle burglaries by 47 percent.

Highly visible enforcement (HVE) was a vital tactic in the application of the information derived from DDACTS. Once the officers' unobligated time was increased by using the demand management model, they were encouraged to participate in self-initiated activities as a crime deterrent. This increase of self-initiated activity resulted in a 604 percent increase in DWI arrests from a previous three-year average and a 39 percent increase in apprehending fugitives.

Findings

In addition to the social harm reductions, TPD's reliance on laser-specific enforcement

based on data led to organizational improvements in the following areas.

Fugitive Apprehension

Fugitives pose a continuing threat to the safety of a community as long as they are free to roam outside the criminal justice system. By focusing specifically on fugitives in the DDACTS hotspots, the agency increased its city-wide rate of apprehensions by 46 percent over the three-year average prior to the implementation of DDACTS.

DWI

"Dunks drive drunk all the time" is the message Chief Scott Silverii shares with his staff. The three-year DWI arrest average prior to the 2011 DDACTS implementation was 27. A one-year increase of arrests by 578 percent (equivalent to 183 additional arrest) and a three-year increase of 604 percent weren't random occurrences. The education of the agency's officers and the cultivation of a lifesaver's ideology motivated officers to make arrests of non-traditional-hours (11:00 p.m. to 2:00 a.m.) DWI offenders the rule instead of the exception.

Self-Initiated Activity

The TPD's reactive style of policing prior to implementing DDACTS resembled most modern agencies' practice of putting out brush fires without extinguishing the flame.

The data-driven model led the way for reductions in the officers' volume of calls for service, crashes, and crime. This gave the officers more time to conduct self-initiated investigations, foot patrols, bicycle patrols, and HVE in areas statistically identified by periods of victimization. By enabling individual officers to make key decisions and seek alternative resolutions to traditional problems, the TPD experienced an

increase of 76 percent in quantifiers measuring self-initiated policing activities.

Specialized Units

By managing the demand on officers' time through data analysis, TPD re-allocated personnel to full-time units supplementing the DDACTS deployment. The ownership instilled through assignment specialization also increased officer satisfaction and morale. For the first time in the history of the TPD, full-time allocations for three units directly affecting the communal quality of life and sustainment of a community-oriented policing philosophy were deployed.

Data Analysis Section

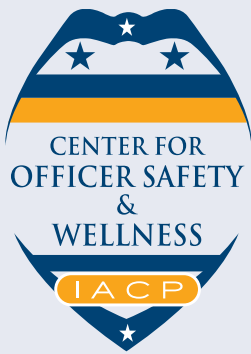
Although TPD possessed basic analytical capabilities prior to the implementation of DDACTS, the resources available through NHTSA and the National Institute of Justice (NIJ) quickly advanced the agency's ability to capture, analyze, and disseminate actionable items to enforcement components.

The weekly DDACTS reports and city intelligence briefings containing text, charts, and maps are shared weekly with the public, who help to hold the TPD accountable.

Problem-Oriented Policing (POP) Squad

To support the patrol division's mission, this special unit assists with technical investigations from a covert perspective. The only restriction placed upon this squad is "no street jump outs." TPD is steadfast in breaking the traditional tactics of randomized adversarial citizen contacts and enlists the POP Squad to use intelligence, data, and verified information for conducting street-level operations.

Immediately upon deploying the POP Squad, it depleted the fugitive warrant database,



Line of Duty Deaths

"They will be remembered—not for the way they died, but for how they lived."

The IACP wishes to acknowledge the following officers, who made the ultimate sacrifice for their communities and the people they served. We extend our prayers and deepest sympathies to their families, friends, and colleagues.

Deputy Sheriff Gil Datan
Coos County, Oregon, Sheriff's Office
Date of Death: April 20, 2015
Length of Service: 19 years

Detective Brian Moore
New York City Police Department
Date of Death: May 4, 2015
Length of Service: 4 years, 10 months

Lieutenant Eric A. Eslary
Ligonier Township, Pennsylvania, Police Department
Date of Death: May 5, 2015
Length of Service: 17 years (with agency)

Detective Paul J. Koropal
Allegheny County, Pennsylvania, District Attorney's Office - Investigative Division
Date of Death: May 5, 2015
Length of Service: 18 years (with agency)

Sergeant Greg Moore
Coeur d'Alene, Idaho, Police Department
Date of Death: May 5, 2015
Length of Service: 16 years

Police Officer Benjamin Deen
Hattiesburg, Mississippi, Police Department
Date of Death: May 9, 2015

Police Officer Liquori Tate
Hattiesburg, Mississippi, Police Department
Date of Death: May 9, 2015
Length of Service: 11 months (with agency)

assisted the City Court with maintaining a manageable docket, and produced numerous arrests and drugs and weapons seizures. Not once since its inception has this unit received a community complaint to the agency's Internal Affairs Department.

Bicycle Section

With a vision of community partnerships, the TPD secured a fleet of new police patrol bicycles that were funded through grants and business donations. This demonstrates the positive effects of using the guiding principles of DDACTS, which include developing partnerships with stakeholders and local organizations.³

Elimination of Traditional Patrol Grid Assignments

Most agencies divide their jurisdictions by the number of officers, and the beat is created by locking officers into an arbitrarily drawn geographic area. The intended purposes run from equity in distribution of calls for service to ensuring that officers remain within their assigned areas. Unfortunately, crime and crashes do not recognize geographic boundaries or patrol beats.

By implementing a "liquid grid" based on data, patrol shift commanders examine data specific to occurrence types, time of day and day of week models to determine the best way to allocate human capital for each shift.

Assignments include mission-specific objectives changing throughout the course of duty to include quantifiable action items. This fluidity allows officers to remain challenged, escape the obstructive nature of geographic restrictors, and take ownership in their city's safety.

Conclusion

Chief Silverii's administrative cornerstone of data-driven, community policing has witnessed sustained results since the 2011 initiation.

While the guiding principles for beginning a DDACTS initiative are based on best practices, resources must be identified to support the effort beyond implementation. Resources for analyzing data are vital and may be available in software packages, certified data and crime analysts, or college professors or interns.

Prior to introducing cultural change and the reliance on data for improving an agency, it is essential to establish mechanisms such as hierarchical support, sustainment, and accountability of the continued effort.

Consider introducing the DDACTS model to an external body with organizational oversight such as a city council or county commissioners. Their interests in operational efficiency and fiscal management may influence the implementation from an overarching perspective.

Although data-driven philosophies have proven successful in practice, the absence of rigorous academic examination leaves opportunities to question validity. Partnerships with universities can provide the quantitative expertise to accurately measure and determine

the direct effects realized through implementations of data-driven policing.

The final programmatic assessment for consideration is the financial element. Chief Silverii touts that over the last seven years, with two agencies (sheriff's office and police department), he has expended zero dollars in overtime costs. Every hotspot HVE assignment is built into the daily operations procedure and integrates the data-driven ideology with the end-user applications at no additional cost.

While the keys to success are based on the foundations of good policing that incorporate data, a change in culture is required for true success—and it can be done. ♦

Notes:

¹Louisiana Highway Safety Commission, *Traffic Safety Grant Opportunities for Federal FY 2015*, 3, <http://www.lahighwaysafety.org/pdf/2015%20Call%20for%20Proposals%20final.pdf> (accessed May 15, 2015). The analysis of traffic crashes in Louisiana has identified the high-risk areas of the state, which are divided into Tier 1, representing the highest 25 percent, and Tier II, representing the next highest 25 percent.

²All data and statistics in this article are drawn from the internal records of the Thibodaux, Louisiana, Police Department.

³National Highway Traffic Safety Administration (NHTSA), *Data Driven Approaches to Crime and Traffic Safety (DDACTS): Operational Guide*, Report No. DOT HS 811 185 (Washington, D.C.: NHTSA, 2014), http://www.nhtsa.gov/staticfiles/nti/ddacts/811185_DDACTS_OpGuidelines.pdf (accessed May 15, 2015).

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