

POLICE CHIEF

YOUTH ENGAGEMENT

 **6** LEADERSHIP
The Complexities of
Qualified Immunity

INSIDE

Implementing a Youth Engagement Strategy **30**

Project Street CRED **36**

Empowering Youth to Promote Safe Driving **44**

Building Social Capital **52**



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30 Implementing A Youth Engagement Strategy

Baltimore's youth engagement strategy includes key elements for success: change management, training, youth programs, and data collection.

MICHAEL SULLIVAN

36 Project Street CRED

Partnerships between the Queensland Police and social service providers are closing a gap in after-hours service delivery to vulnerable, at-risk youth.

SAGA SELSBY, OWEN HORTZ

44 Empowering Youth to Promote Safe Driving

A student-led TRACTION team is taking action to improve traffic safety among their fellow students and other residents.

JOHN HOFFER, KACEY MORGAN, JILL FILER, JUDY BOWMAN, GEORGE FREES

52 Building Social Capital

The Norfolk Police Department has taken intentional steps to connect with "at-opportunity" youth through numerous creative initiatives and youth programs.

LARRY D. BOONE, ADRIA MOORE



44



52

LEADERSHIP

6 The Complexities of Qualified Immunity

*Introduction by President
Steven R. Casstevens*

MIKE CALLAHAN

16 From the President/CEO The Pandemic's Impact on Child Safety

JOHN CLARK

21 The Advisor

22 Chief's Counsel

COVID-19 Layoffs

Public agencies with unionized staff must fulfill certain bargaining obligations before proceeding with layoffs and other significant staff adjustments.

JACK COLLINS

IN THE FIELD

24 Focus on Officer Wellness

Suicide Prevention

Law enforcement suicide prevention requires appropriate messaging, strong leadership, and open dialogue to be effective and save lives.

JOHN W. MORRISSEY

26 Traffic Safety Initiatives

Traffic Safety Enforcement During COVID-19

Connecticut State created a three-phase speed and aggressive driving enforcement campaign that keeps drivers and officers safe during the pandemic.

CHRISTINE JELTEMA

28 Spotlight

Looking Beyond the Badge

A social media campaign shows officers blending their talents and hobbies with their on-duty roles to help officers and community members connect as individuals.

TECHNOLOGY

58 2020 IACP Technology Conference Online Event & Expo Recap

60 Product Feature

Enhancing Technology through the Cloud

Cloud computing continues to grow and evolve, offering increased functionality and use cases for law enforcement agencies.

64 Exposition

IACP WORKING FOR YOU

66 IACP@Work

New Online Training Series

IACP, Yale, and OJJDP have partnered on a training series and toolkit to help police develop best practices for responding to children exposed to violence.

LAUREN SLONIGER

68 IACP Net Bulletin

69 The Beat

70 The Brief

IN EVERY ISSUE

18 Dispatch

19 Perspectives

72 Ad Index



ARTICLE
NOTES
CAN BE
FOUND
ONLINE.



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

| | | | |
|--|--|--|---|
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POLICE CHIEF

A PUBLICATION OF THE IACP

AUGUST 2020 | VOLUME 87, NUMBER 8

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www.policechiefmagazine.org

Article notes are available online.

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Police Chief (ISSN 0032-2571) is published monthly by the International Association of Chiefs of Police, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314-2357, USA; 703-836-6767; fax: 703-836-4543. Periodicals postage paid at Alexandria, Virginia, and additional mailing offices. Subscription rate of \$30 to IACP members is included in annual membership dues; subscription rate to nonmembers is \$30 per year, domestic and foreign. Single copy, current issue, \$2.50; back issues, \$3, except APRIL Buyers' Guide issue, \$12.50.

POSTMASTER: Send address changes to *Police Chief*, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314, USA.

Canada Post: Publications Mail Agreement #40612608 Canada returns to be sent to Bleuchip International, P.O. Box 25542, London, ON N6C 6B2

NOTE: New subscriptions and changes of address require six to eight weeks to process. Subscriptions begin with next available issue; for backdated subscriptions, place separate order for back issues desired. IACP will not be responsible for replacement of an issue if not notified of non-delivery by the 15th of the third month following the month of issue. Please check address label and promptly mail any necessary changes.

Articles are contributed by practitioners in law enforcement or related fields. Manuscripts must be original work, previously unpublished and not simultaneously submitted to another publisher. No word rate is paid or other remuneration given. Contributors' opinions and statements are not purported to define official IACP policy or imply IACP endorsement.

Printed in the USA.

BPA business publication membership granted September 1991



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The Complexities of Qualified Immunity

As discussions regarding police reform continue on the federal, state, and local levels, one recurring topic is qualified immunity. I have responded to countless media requests on the issue and recently testified before the U.S. Senate Judiciary Committee, where abolishing qualified immunity was a key discussion point.

Qualified immunity is such a complex issue that it can be hard to explain to our community members, elected officials, and the media. Because of that, I have asked seasoned expert Mike Callahan, former FBI supervisory special agent and chief division counsel, to provide an overview of the issue and answer some of the recurring questions related to qualified immunity to help us better advocate its value and build the case of why it should not be modified or abolished. Mike has served in law enforcement for 44 years, including 30 years with the FBI, and I am grateful for his insight.

—Steven R. Casstevens,
IACP President

ORIGIN, HISTORY, AND DEVELOPMENT OF QUALIFIED IMMUNITY

The qualified immunity doctrine was created by the U.S. Supreme Court more than 50 years ago in *Pierson v. Ray*.¹ The next significant development in the qualified immunity doctrine came in 1982, when the Supreme Court decided *Harlow v. Fitzgerald*.² In *Harlow*, the court observed that there are two kinds of immunity defenses available to public officials sued in connection with alleged unconstitutional actions taken as part of their official duties.³ The first is absolute immunity, and this defense is reserved for special classes of public officials who require complete protection from suit, such as legislators performing legislative functions, judges exercising their judicial functions, prosecutors acting in their prosecutorial role, and the president of the United States.

The court also once again affirmed the viability of the second legal defense, **qualified immunity**, which is generally available to all public officials, including police officers, whose duties, while very important, do not rise to the level of officials entitled to absolute immunity.

In *Harlow*, the Supreme Court recognized the need for the qualified immunity defense to protect public officials, including police officers, from the often-frivolous lawsuits that result from their necessary official actions. The court observed that lawsuits directed at public officials have significant negative societal costs associated with them. For example, lawsuits are costly to defend, divert the defendant's attention away from important public duties, have the potential effect of leading qualified persons to seek other employment, and will likely dampen the will of public officials to provide their best efforts to

protect and serve the public interest in the performance of their duties.

The court expressed the view that the qualified immunity defense offered the best attainable accommodation between two competing interests by providing a remedy for legitimate claims of harm by innocent members of the public at the hands of rogue public officials while also protecting those public officials who act reasonably but are still named as defendants in frivolous lawsuits. The court observed that the goal of the qualified immunity defense was to allow for the “dismissal of insubstantial lawsuits without trial.”⁴

The U.S. Supreme Court stated that the qualified immunity defense is an affirmative defense that must be asserted by the defendant in a litigation. The court noted that, in its past decisions, the qualified immunity defense had two components: a “subjective” component and an “objective” component. The subjective component focused on the state of mind of the defendant and whether or not he or she acted with malicious intent to deprive the plaintiff of constitutional rights. The objective component focused on the actual conduct of the official and whether those actions violated the Constitution.

In order to prevent needless trials and costly pretrial discovery, the court jettisoned the subjective component, stating, “We therefore hold that government officials... generally are shielded from liability... insofar as their [objective] conduct does not violate clearly established... constitutional rights of which a reasonable person would have known.”⁵

The court made the objective component of the qualified immunity defense its sole component. From this

BY

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point forward, the qualified immunity defense would involve only the question of whether an officer's actual conduct violated clearly established constitutional rights. **Qualified immunity would prevail if the defendant official had an objectively reasonable belief that his or her conduct did not offend clearly established constitutional rights.**

WHAT HAPPENS IF A TRIAL COURT REJECTS A CLAIM OF QUALIFIED IMMUNITY?

Lower court rejections of qualified immunity are subject to immediate appeal.

BACKGROUND

In 1985, the U.S. Supreme Court decided *Mitchell v. Forsyth*.⁶ Mitchell, the U.S. attorney general in the Nixon administration, was sued in federal court for violating Forsyth's rights under the Fourth Amendment and the federal wiretap statute. Mitchell filed a motion for summary judgment on both absolute and qualified immunity grounds.⁷ The federal district court denied the motion, and Mitchell appealed. The Third Circuit Court of Appeals ruled that the decision of the trial judge to reject Mitchell's qualified immunity claim could not be appealed before trial because it was not a final judicial order.

The Supreme Court ruled that the "Attorney General will be entitled to qualified immunity so long as his actions do not violate 'clearly established statutory or constitutional rights of which a reasonable person would have known.'"⁸ The court made clear that qualified immunity is an "immunity from suit rather than a mere defense to liability; and... it is effectively lost if a case is erroneously permitted to go to trial."⁹

The court also ruled that denial of a defendant's qualified immunity claim by a trial court judge, to the extent that "it turns on an issue of law, is an appealable 'final decision'...."¹⁰ The Supreme Court made clear that when a police officer's (or other public official's) claim of qualified immunity is denied by a trial court judge, that denial is subject to an immediate appeal to the appropriate court of appeals. The defendant police officer does not have to suffer the burdens of discovery and trial before an appellate court can review the rejection of the qualified immunity defense.

IN THE QUALIFIED IMMUNITY CONTEXT, WHAT DOES "CLEARLY ESTABLISHED LAW" MEAN?

The U.S. Supreme Court further clarified the nature and scope of the qualified immunity defense and the meaning of "clearly established law" in *Anderson v. Creighton*.¹¹ The court ruled **"qualified immunity protects, 'all but the plainly incompetent or those who knowingly violate the law.'"**¹² Further, the court clarified the meaning and judicial application of the "clearly established law" principle by declaring that **the general legal principle at issue must be construed in conjunction with the known specific facts of the actual incident in order to decide whether "clearly established law" has been violated by the defendant's conduct.**

BACKGROUND

Anderson, an FBI agent, participated in a warrantless search of Creighton's home to look for a suspected bank robber. The search proved fruitless, and Anderson was subsequently sued by Creighton for allegedly violating his Fourth Amendment rights to be free from unreasonable search and seizure. Anderson filed a



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motion to dismiss on the grounds of qualified immunity.

The federal district court judge ruled that the undisputed facts disclosed that the FBI agent had probable cause and exigent circumstances that justified the warrantless search. The judge concluded that the suit must be dismissed on qualified immunity grounds without proceeding to further discovery and trial.

On appeal, the Eighth Circuit Court of Appeals reversed and reinstated the suit. The court ruled that Anderson was not entitled to qualified immunity because Creighton had alleged (in general rather than specific terms) that Anderson had violated a clearly established constitutional right, i.e., the right to be free from a warrantless search in the absence of probable cause and exigent circumstances.

The Eighth Circuit accepted Creighton's general nonspecific allegation of a violation of a clearly established constitutional right and ruled that this alone was sufficient to trump Anderson's claim of qualified immunity. In the process, the court refused to consider whether the undisputed facts disclosed that Anderson acted with objective reasonableness based upon a reasonable belief that he had probable cause and exigent circumstances that justified his warrantless search.

The Supreme Court reversed the circuit court's denial of qualified immunity. In examining the scope and meaning of the term "clearly established law," the court observed that the Eighth Circuit's analysis of the "clearly established law" principle was too broad and generalized.¹³ The court noted that the lower court was content to accept Creighton's allegation that Anderson violated the general principle of law that a warrant is needed to search a home unless the police possess both probable cause and exigent circumstances. The Supreme Court ruled that this approach lacked the particularity that is necessary to preserve the qualified immunity defense for the police officer. The Eighth Circuit erred by refusing to review the undisputed particular facts known to the FBI agent

that allowed him to conclude that he had both probable cause and exigent circumstances that would justify a warrantless search (i.e., "the known specific facts of the actual incident").

HOW DOES THE QUALIFIED IMMUNITY DEFENSE WORK IN A LAWSUIT AGAINST POLICE OFFICERS?

In 2009, the U.S. Supreme Court, in *Pearson v. Callahan*, further clarified the application of the qualified immunity doctrine at the trial court level by modifying its earlier ruling in *Saucier v. Katz*.¹⁴ In *Saucier*, the court established a rigid two-step analysis that trial court judges were mandated to follow when ruling on the applicability of the qualified immunity defense.¹⁵ *Saucier* required the trial judge to first decide whether the facts alleged or shown by the plaintiff constitute a violation of a constitutional right. Second, if the answer was in the affirmative, the court must decide whether the constitutional right at issue was clearly established. If the answer to either question was no, the qualified immunity defense would be established and the lawsuit would be dismissed.

The *Pearson* court believed that the rigid two-part application of the qualified immunity defense it mandated in *Saucier* was too inflexible and placed undue constraints upon trial court judges. The court explained that, in certain cases, it is more prudent and efficient when examining the viability of the qualified immunity defense to first consider whether the constitutional right at issue was clearly established. If it was not, there would be no need to determine whether the facts alleged by the plaintiff made out a constitutional violation and the case against the police officer would be dismissed.

On this basis, the court proceeded to modify its ruling in *Saucier* by holding that, in future cases, the trial court judges have the choice to reverse the order of the two parts of the qualified immunity test in their reviews. This would permit, but not require, the judge to examine whether the constitutional right at issue was "clearly established" first.

HOW DO LOWER FEDERAL COURTS DETERMINE THE CURRENT STATE OF CLEARLY ESTABLISHED LAW?

In determining whether the law is clearly established on a particular point, the federal courts review existing Supreme Court, immediate circuit court, and other separate circuit court opinions.

BACKGROUND

A good example of how the process works is found in a recent Eighth Circuit Federal Court of Appeals case, *Cole v. Hutchins*, involving a Little Rock, Arkansas, police officer shooting of a man armed with what appeared to be firearm.¹⁶ The estate of the decedent filed a federal lawsuit, and the officer who shot the decedent asserted the qualified immunity defense. The lower court judge rejected the defense, and the Eighth Circuit affirmed.

The Eighth Circuit chose to apply the two-pronged qualified immunity test approved by the Supreme Court in *Pearson* in the original order outlined in *Saucier*: (1) Did Officer Hutchins have an objectively reasonable belief that the decedent presented a significant threat of serious bodily harm to himself or others? and (2) Was the law clearly established at the time Hutchins shot the decedent that a person holding but not pointing a firearm was not a significant threat to the officer or others?

The court answered the first question in the negative, asserting that the officer's shooting the decedent was objectively unreasonable. On the second issue of whether the law was clearly established that it is objectively unreasonable to shoot a person armed with a firearm who is not pointing the gun at a person, the court engaged in the following process:

- The court quoted from Supreme Court cases *Ashcroft v. al-Kidd* and *White v. Pauly* on the topic of clearly established rights: **"For a right to be clearly established, the law must have been sufficiently clear at the time of the official's conduct, to put every reasonable official on notice that what he was doing violated that right."**¹⁷ The Supreme Court had

determined that clearly established law requires “existing precedent” (case law) to place the question “beyond debate.”

- The court stated, “We look to existing precedent that involves sufficiently similar facts and that squarely governs the specific facts at issue to ensure that officer Hutchins had notice that his specific use of force was unlawful.”
- The court found another Eighth Circuit case, *Nance v. Sammis*, that provided a “clearly established” prohibition on what officer Hutchins did.¹⁸ The court explained that *Nance* shows that an “individual does not pose an immediate threat of serious physical harm to others when... in possession of a gun, he does not raise it toward another or... appear ready to shoot in the moment.”

- The Eighth Circuit also reviewed a number of federal appellate decisions from other federal circuits that supported its conclusion that is not appropriate to shoot an armed subject unless “the officer or another person is threatened with the weapon.”¹⁹

HOW OFTEN IS THE ASSERTION OF THE QUALIFIED IMMUNITY DEFENSE SUCCESSFUL FOR LAW ENFORCEMENT OFFICERS?

A recent study on the subject reviewed the dockets of 1,183 civil rights cases filed against law enforcement officers in five separate federal district courts over a two-year period.²⁰ The author of the study found that **in the cases examined, defendants raised the qualified immunity defense in 440 pre-trial motions. The lower courts denied the motions (i.e., rejected the qualified immunity**

“

The qualified immunity defense is no panacea for cops sued in civil rights litigation.

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defense) approximately 32 percent of the time. The lower courts granted the qualified immunity defense motions in full only 12 percent of the time.²¹

Additionally, the study showed that, of 41 appeals of lower court qualified immunity denials, only 5 (12 percent) were reversed.

DO FEDERAL COURT PROCEDURAL RULES MAKE THE SUCCESSFUL ASSERTION OF THE QUALIFIED IMMUNITY DEFENSE MORE DIFFICULT?

Yes. In *Tolan v. Cotton*, a police excessive force lawsuit, the Supreme Court ruled that lower federal courts, for purposes of summary judgment motions offered by defendant police officers, must accept the statement of facts alleged by the victim of police misconduct.²² The court explained that, in cases involving disputes of material facts between the parties, lower “courts may not resolve genuine disputes of fact in favor of the party seeking summary judgment” (i.e., the police defendant).

Because of federal court procedural rules examined by the Supreme Court in *Tolan*, the qualified immunity defense is no panacea for cops sued in civil rights litigation. As required by *Tolan*, federal judges at the lower court and appellate levels are bound by federal court procedural rules to almost universally accept the plaintiff’s version of disputed material facts in deciding the viability of the defense.²³

BACKGROUND

A good example of this scenario is found in a recent Ninth Circuit Court opinion in *George v. Morris*.²⁴ In *George*, three police officers responded to a request for assistance from George’s wife, who said he was suffering from serious illness and had armed himself with a firearm. Officers arrived, located George in the backyard of his home, saw him with a gun in his hand at his side, and told him to drop it. Officers said that George raised the gun at them, and fearing for their lives, they shot him.

George died from his injuries, and his wife sued the officers, alleging excessive force. She disputed the officers’ claim that George pointed his pistol at them before they fired by claiming that he was too weak to raise and point a gun at them. The lower court and two federal appellate judges rejected the officers’ defense of qualified immunity by stating that they must accept George’s wife’s assertion of disputed material facts even though she did not witness the shooting.

The judges refused to consider the wife’s statement right after the shooting that she tried to take the gun from George before the police arrived, but he was strong enough to physically resist her efforts. Moreover, the judges refused to consider a statement from George’s friend who said George told him that if he ever got cancer, he would get a gun, call the sheriff, and have the police kill him.

WHAT IMPACT WOULD ABOLISHING QUALIFIED IMMUNITY HAVE ON THE POLICING PROFESSION?

Police officers are public servants. By and large, they chose the profession for altruistic motives. Police officers see themselves as guardians and protectors of the community at large. They are selflessly willing to sacrifice their own lives and personal safety to protect others from the potential of unspeakable mayhem.

These brave men and women do not enter the policing profession just to take a job or to make huge sums of money. All they hope for are enough financial resources to support themselves and their families. There is no doubt that the profession would suffer if the qualified immunity defense was abolished. Officers would have a genuine concern for their ability to meet their family’s financial obligations in the event of a lawsuit against them. Many officers on the job today would be financially ruined if they had to pay a lawsuit judgement against them (and the accompanying attorney fees).

WHAT IS THE RATIONALE OF CONGRESS’S CONTEMPLATED REMOVAL OF “WILLFULLY” FROM TITLE 18 U.S.C. §242 TO MAKE FEDERAL PROSECUTION OF STATE AND LOCAL LAW ENFORCEMENT OFFICERS EASIER TO ACCOMPLISH?

Congress is currently considering proposals that, if enacted, would amend § 242 by striking “willfully” from the statute and replacing it with “knowingly or with reckless disregard” and adding at the end of the statute, “For purposes of this section, an act shall be considered to be death resulting if the act was a substantial factor contributing to the death of the person.”

This amendment would lower the proof of intent standard of the statute and, if enacted into law, would make it much easier for the DOJ and local federal prosecutors to charge police officers with federal crimes, especially if serious injury or death results from a law enforcement action. Because the harm to the alleged

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COLORADO CREATES NEW RIGHT TO SUE POLICE AND ABOLISHES QUALIFIED IMMUNITY IN STATE COURTS

There is a dark cloud looming on the horizon with respect to qualified immunity that involves efforts to abolish the defense at the state level. On June 19, 2020, the Colorado governor signed the Enhance Law Enforcement Integrity Act, a police reform act.²⁵ The new law took direct aim at the qualified immunity defense available to law enforcement officers when sued in their personal capacity in federal court pursuant to federal law.²⁶

This state statute was authorized pursuant to the Bill of Rights found in Article 11 of the Colorado State Constitution and creates a new right to sue Colorado peace officers (defined under state law as police officers, deputy sheriffs, and state patrol officers) in the state court system. In Colorado, alleged victims of police unconstitutional conduct are no longer limited to bringing lawsuits in federal court pursuant to federal civil rights laws. The new law creates a second legal liability avenue for alleged victims of police civil rights abuse to seek money damages and injunctive relief within the Colorado court system.

The Colorado statute permits civil rights litigants to bypass federal courts and the qualified immunity defense for officers created by the U.S. Supreme Court. Passage of the new Colorado statute has no direct impact on current federal lawsuits filed under federal civil rights laws. Federal lawsuits can still be filed alleging federal civil rights violations, and police defendants will still be able to assert qualified immunity in its present form unless modified by the Supreme Court or the U.S. Congress. It is this author's opinion that the Colorado approach to qualified immunity will be quickly copied by other state legislatures. (Additional details on Colorado's law can be found in the online edition of this article.)

victims would arguably violate both federal and state criminal statutes, criminal charges could be brought against police officers separately under both federal and state laws. Double jeopardy would not apply because the officer's alleged misconduct would violate two separate sovereigns. If the law is successfully amended as indicated, a serious rise in federal criminal charges against U.S. police officers can be expected.

BACKGROUND

At the end of the Civil War, the U.S. Congress enacted the Civil Rights Act of 1866, which made it a federal criminal offense to deprive another of a constitutional right under color of law. The new law was codified at 18 U.S.C. § 242.²⁷ The statute includes a penalty of imprisonment of not more than a year for deprivation of constitutional rights not involving bodily injury or death. If bodily injury is involved, the penalty is increased to not more than 10 years, and if death results, the penalties increase to up to life in prison or death.

This statute has been used sparingly by federal prosecutors against law enforcement officers who allegedly violated the constitutional rights of persons in the United States. For example, between 1981 and 1990, the U.S. Department of Justice (DOJ) prosecuted only 1 percent of the civil rights complaints it received. According to the Congressional Research Service, the greatest hurdle to successful prosecutions of alleged police wrongdoers under this statute is its specific intent or willfulness requirement.²⁸ The statute as originally created by Congress did not contain the word "willfully." This word was added by Congress in 1909.

In 1945, a case involving the willfulness requirement of § 242 arrived at the U.S. Supreme Court. The case, *Screws v. United States*, involved a horrific beating death of an African American man by local police officers.²⁹ The defendants challenged the constitutionality of the statute on vagueness grounds. The court, in an opinion that has been criticized by legal scholars over the succeeding years, ruled that an officer charged under § 242, would not only need to possess the intent

to unlawfully harm a victim but also need to specifically intend to deprive that victim of a constitutional right.

WHAT IS MOST TROUBLING ABOUT THE CURRENT CRITICISM OF U.S. LAW ENFORCEMENT COMING FROM MANY DIFFERENT SOURCES?

These criticisms are coming from community members; the media; federal, state, and local elected and appointed public officials; educators; and public opinion writers. Many of these individuals or bodies express opinions not based in reality or actual fact. It is true that, in a few situations, police officers have made serious errors in judgment that resulted in the unwarranted and inappropriate death of individuals.

However, the vast majority of police shootings across the United States have involved armed individuals who presented a significant threat to the officers or others. For example, according to the *Washington Post*, in 2019, U.S. police shot and killed 999 persons. Of those, 55 were unarmed (5.5 percent).³⁰ In many of the so-called unarmed cases, the suspects physically resisted arrest.

It must be remembered that in every situation involving a violent physical confrontation between an officer and suspect, at least one firearm is present—the officer's firearm. In fact, FBI *Law Enforcement Officers Killed and Assaulted (LEOKA)* statistics show that, between 2010 and 2018, 20 officers were murdered with their own weapons.³¹ In 2018, a Weymouth, Massachusetts, officer, tried to arrest a suspect. Instead of surrendering, the suspect threw a rock at the officer and hit him in the head. The officer dropped his firearm; the suspect picked it up and shot the officer 10 times, killing him. The suspect then ran from other officers and shot and killed an elderly woman in the vicinity before being taken into custody.³² Officers fighting an unarmed but violently resisting suspect are at a huge disadvantage because they need to be concerned not only about the subject's attack but also the possibility of losing control of their own firearms.

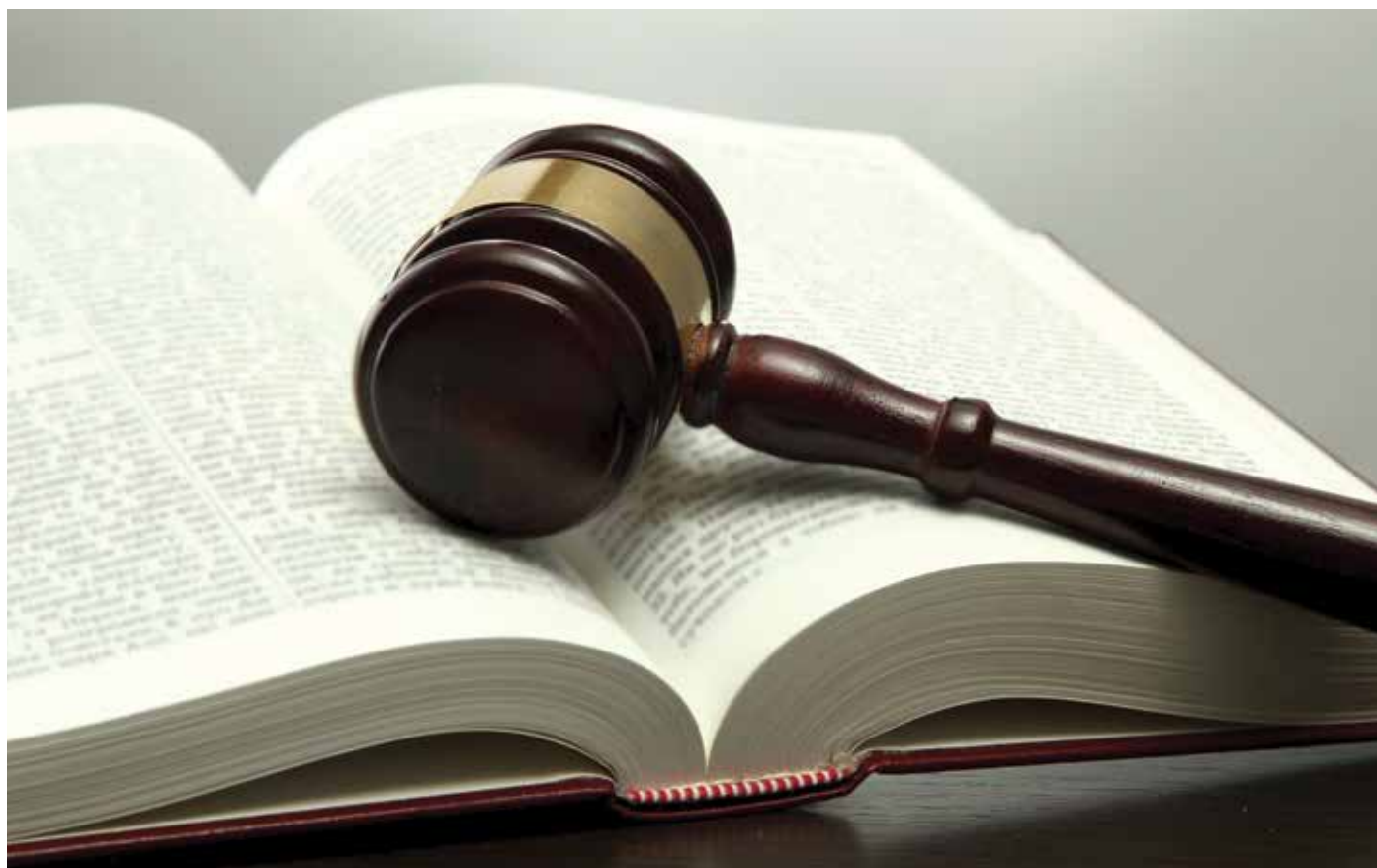
Particularly troubling is the almost universal lack of coverage and concern by the media and elected officials for police officers murdered in violent confrontations with dangerous suspects. According to FBI *LEOKA* statistics, in 2019, 48 officers were feloniously murdered in the United States. During these confrontations, 38 of the murdered officers (79.17 percent) did not fire their weapons. Looking back over the 10 prior years, *LEOKA* statistics show that 511 officers were murdered in the United States, and only 107 of those murdered (20.94 percent) fired their own weapons during the confrontation. More than three-quarters (79.1 percent) of the officers failed to fire their own weapons.³³

The question is why, and the answer is the “deadly reactionary gap.”³⁴ This deadly gap represents the time it takes for an officer to react to a life-threatening action by a suspect. Time and motion studies have scientifically shown that a

person holding a pointed firearm who has already decided to shoot can fire an average of four shots in 1.06 seconds.³⁵ Consider, then, an officer with a holstered firearm being surprised by a suspect pointing a firearm at him or her. In 2002, psychologist Dr. William J. Lewinski conducted a study involving how fast an officer could draw a firearm from a snapped holster and fire at the sound of a buzzer.³⁶ The average time was 1.71 seconds. If one adds another second to include the average time it takes for an officer to mentally process the threat, the real reaction time increases to 2.71 seconds.³⁷

In 2.71 seconds, a person intent on murdering an officer can fire approximately 10 rounds at an officer before that officer fires one shot. Why did only 20.9 percent of murdered officers fire back between 2010 and 2019? The answer is clear—the other officers never had a chance. Why isn't anyone talking about this? ♡

“
There is no doubt that the profession would suffer if the qualified immunity defense was abolished.
”



NOTES:

¹Pierson v. Ray, 386 U.S. 547 (1967). The court ruled, "We hold that the defense of good faith and probable cause, which the court of appeals found available to the officers in the common law action for false arrest, is also available to them in the action under §1983."

²Harlow v. Fitzgerald, 457 U.S. 800 (1982).

³Fitzgerald was a former civilian employee of the U.S. Air Force, and Harlow was a high-level aide to former U.S. President Richard Nixon. Fitzgerald sued Harlow claiming that he was involved in Fitzgerald's wrongful discharge from his government employment in violation of his constitutional rights.

⁴Harlow, 457 U.S. at 814.

⁵Harlow, 457 U.S. at 807.

⁶Mitchell v. Forsyth, 472 U.S. 511 (1985).

⁷A motion for summary judgement involves an attempt by one party, usually the defendant, to avoid a costly trial by asking the judge to rule in the moving party's favor as a matter of law.

⁸Mitchell, 472 U.S. at 524 (quoting Harlow, 457 U.S. at 818).

⁹Mitchell, 472 U.S. at 526.

¹⁰Mitchell, 472 U.S. 530.

¹¹Anderson v. Creighton, 483 U.S. 635 (1987).

¹²Anderson, 483 U.S. at 638 (quoting Malley v. Briggs, 475 U.S. 335, 344-345).

¹³Anderson, 483 U.S. at 638 (quoting Malley, 475 U.S. at 344-345).

¹⁴Pearson v. Callahan, 555 U.S. 223 (2009).

¹⁵Saucier v. Katz, 533 U.S. 194 (2001).

¹⁶Cole v. Hutchins, No. 19-1399 (8th Cir. 2020). After the shooting, the police determined that the deceased individual actually possessed a realistic-looking pellet gun.

¹⁷See Ashcroft v. al-Kidd, 563 U.S. 731, 741 (2011) and White v. Pauly, 137 S.Ct. 548, 551 (2017).

¹⁸Nance v. Sammis, 586 F.3d 604, 611 (8th Cir. 2009).

¹⁹See Cooper v. Sheehan, 735 F.3d 153 (4th Cir. 2013). See also, George v. Morris, 736 F.3d 829, 838-39 (9th Cir. 2013), in which the subject was shot by police and qualified immunity denied when the subject had a gun pointed at the ground and refused to drop it when ordered to do so.

²⁰See Joanna C. Schwarz, "How Qualified Immunity Fails," *Yale Law Journal*, 2017.

²¹Qualified immunity was granted in part 5.9 percent of the time.

²²Tolan v. Cotton, 572 U.S. 650 (2014).

²³See, Scott v. Harris, 550 U.S. 372 (2007) and Plumhoff v. Rickard, 572 U.S. 765 (2014). In these cases, the Supreme Court ruled that clear videos of events in a particular matter that contradict the plaintiff's account can be used to make a summary judgement.

²⁴George v. Morris, 736 F.3d 829 (9th Cir. 2013).

²⁵See Nick Sibilia, "Colorado Passes Landmark Law Against Qualified Immunity, Creates New Way to Protect Civil Rights," *Forbes*, June 21, 2020.

²⁶State and local officers can be sued in federal court pursuant to Civil Rights Act of 1871, 42 U.S.C. §1983. Federal officers can likewise be sued in federal court for civil rights violations under the so-called Bivens doctrine arising from *Bivens v. Six Unknown Fed. Narcotics Agents*, 403 U.S. 388 (1971).

²⁷See "Police Use of Force: Rules, Remedies, and Reforms," *EveryCRSReport.com*, October 30, 2015.

²⁸"Police Use of Force: Rules, Remedies, and Reforms."

²⁹*Screws v. United States*, 325 U.S. 91 (1945).

³⁰Julie Tate, Jennifer Jenkins, and Steven Rich, "Fatal Force," *Washington Post*, July 20, 2020.

³¹FBI, *Law Officers Killed and Assaulted (LEOKA) 2018*, Table 19.

³²"Sergeant Michael Charles Chesna," *Officer Down Memorial Page*, 2018.

³³FBI, *LEOKA 2019*, Table 18.

³⁴See John Michael Callahan, *Lethal Force and the Objectively Reasonable Officer* (Flushing, NY: Looseleaf Law Publications, Inc., 2015), 129 et seq.

³⁵See Bill Lewinski and Bill Hudson, "Time to Start Shooting? Time to Stop Shooting? The Tempe Study," *The Police Marksman* (September/October 2003).

³⁶Bill Lewinski, "Biomechanics of Lethal Force Encounters Officer Movements," *The Police Marksman* (November/December 2002): 19-23.

³⁷See John Hall and Urey Patrick, *In Defense of Self and Others*, 3rd ed. (Durham, NC: Carolina Academic Press, LLC, 2017).

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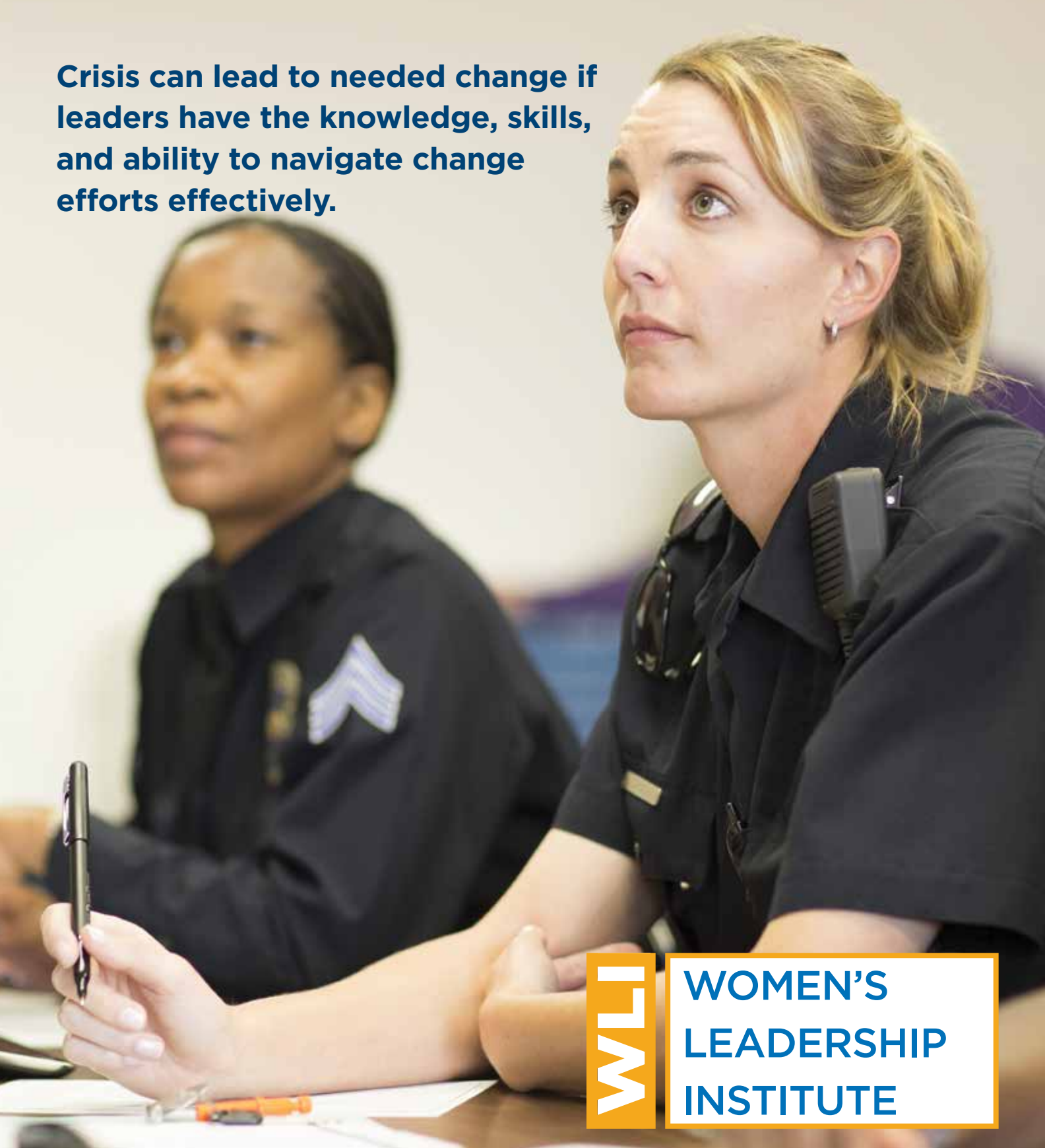
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The Pandemic's Impact on Child Safety



“
**We're seeing
more reports,
in part, because
child predators
are exploiting
the lockdowns.**
”

AS FAMILIES ALL OVER THE WORLD HAVE SOUGHT REFUGE FROM THE GLOBAL PANDEMIC IN THE SAFETY OF THEIR HOMES, THE UNPRECEDENTED LOCKDOWN HAS HAD SOME UNINTENDED CONSEQUENCES, ONE OF WHICH IS EXPOSING MORE CHILDREN TO THE DANGERS LURKING ON THE INTERNET.

With children spending more time at home online—doing schoolwork, connecting with friends, playing video games, and so forth—we've witnessed the impact at the National Center for Missing & Exploited Children (NCMEC). Reports of suspected online child sexual exploitation to our CyberTipline have greatly increased since the stay-at-home orders went into effect in March.

It's too soon to know the full impact of the COVID-19 quarantine on crimes against children. Some of the dramatic increase can be explained by several disturbing videos that went “viral,” including one of a young child being sexually abused that was widely shared by an outraged public trying to identify and rescue the victim. That one case alone accounted for a surge in reporting.

Reports to our CyberTipline originate from all over the world and are submitted by members of the public and U.S. Internet service providers, who are required to report child sexual abuse material detected on their platforms. Since we began operating it in 1998, we've received more than 72 million CyberTipline reports—half of those are from just the last two years. We then send those reports to the appropriate law enforcement agency in the United States or elsewhere in the world for potential investigation.

Even with the rapid escalation in reports in recent years, we've seen further spikes during the COVID-19 pandemic. In the critical months of March, April, and May, before restrictions started lifting, we saw increases in reports over the same months last year of 106 percent, 318 percent, and 126 percent, respectively.

We're seeing more reports, in part, because child predators are exploiting the lockdowns. Some are even discussing the stay-at-home orders on the

dark net and using the opportunity to entice children to produce sexually explicit material, which accounts for the vast majority of our CyberTipline reports. These are graphic images and videos of real children being sexually abused and raped that are being shared on the Internet.

The business model of child sex traffickers has also changed as they adjust to the buyers' reluctance to meet in person. Some traffickers are now offering options for subscription-based services in which buyers pay to access online images and videos of children being sexually abused.

No one, of course, is immune from contracting COVID-19, and it has created a challenging balancing act for police leaders everywhere who have the dual responsibility of protecting the public 24/7 while also keeping their officers safe from the virus. Admirably, our law enforcement partners have continued to respond to the critical needs of missing and sexually exploited children despite this added challenge. With their support, NCMEC has remained fully operational throughout this crisis.

Nonetheless, the pandemic has also put enormous added stress on families of missing children as they worry that lockdowns will discourage the police and public from actively searching—or that their child will become exposed to the virus, especially in the case of those who have run away.

Most missing children are runaways, and the restrictions of the pandemic have prompted even more children to run, putting themselves at great risk. Sadly, home is not a safe place for all children; runaways are often fleeing abusive situations. Other children have run because they're frustrated by social distancing restrictions and an inability to see their friends.

To help families understand the dangers on the Internet, we've ramped up our prevention efforts. NetSmartz (www.netsmartz.org) is our free online safety education program. It provides age-appropriate videos and activities to help children become more aware of potential risks and empower them to make safer choices.

In addition, we've created a robust online training program, also free, called NCMEC Connect. To date, we've trained more than 367,000 law enforcement, criminal justice, and health care professionals through

this program. To register for classes online, go to ncmec.elevate.commpartners.com.

For nearly 36 years, NCMEC has been a beacon of hope as the United States' leading child safety advocacy

organization. No matter how long this pandemic lasts, we will never stop helping families of missing and exploited children. They need us now, more than ever. ♥



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Policy Framework for Improved Community-Police Engagement

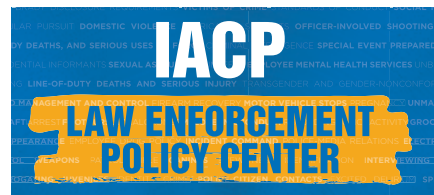
While significant progress has been made in policing in recent years, the International Association of Chiefs of Police (IACP) agrees that much work remains to be done. As elected officials begin to work on police-related legislation, such as the Justice in Policing Act, we look forward to working with members of the U.S. House and Senate and the administration to pass meaningful legislation that will have a positive impact on policing and enhance the public's trust and faith in the profession. As the discussions continue regarding police reform, the IACP offers a framework of key policy considerations.

View the policy framework at theIACP.org.

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The IACP has released new and updated policy documents on the following topics:

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- Bias-Free Policing*
- Duty to Disclose Exculpatory Evidence
- School-Police Partnerships

(Policy Center resources are available only to IACP members unless marked by an asterisk.)

Access these and other policy resources at theIACP.org/policycenter.

New IACP Police Chaplain Section

The IACP has created a new Police Chaplain Section to provide support for police and the communities they serve. The section provides the police profession with information, training, and a forum for discussion on police chaplain-specific topics. Membership in the Police Chaplain Section is open to IACP members who are currently or formerly police chaplains as well as those who are interested in police chaplaincy programs.

Learn more or join the section at theIACP.org/working-group/section/policy-chaplain-section.



Q: How can agencies engage youth during times of crisis such as a pandemic?



A: We face new challenges connecting with our youth during the current pandemic. Confusion, anxiety, and fear of the unknown have all contributed to the issue. However, we have also seen great opportunities to explore new avenues for engagement. Youth are astronomically creative and resilient. Those aspects of their generation can inspire us to be the same. There is simply no replacement for in-person connectivity and communication; however, for now, we continue to embrace social media platforms available to us with a compassionate, realistic, and practical approach. The value of human connection has come clearly into focus. Our youths need this connection, and our continuing efforts will be centered around rebuilding positive relationships.

Jason Rodriguez, Assistant Chief
Dallas Independent School District
Police Department, Texas



A: While this pandemic may have stopped our ability to meet in person, today's technology, such as mobile devices and social media platforms, helps us to stay "connected" with youth. Even in crisis conditions, working closely with schools, houses of worship, and community-led service organizations to frequently partner in opportunities to open and maintain lines of communication is critical. While the electronic forum is not ideal, it provides a bridge during a chaotic time to offer guidance and encouragement to our youth. Regular programing and creative content are crucial.

Michel Moore, Chief
Los Angeles Police Department,
California



A: Social distancing during the COVID-19 pandemic has presented many challenges, including the restriction of physical face-to-face engagement with our youth. Partnering with community youth organizations and local schools to increase opportunities for our involvement in existing virtual programs, activities, and dialogue widens the scope of our reach and allows us to stay connected. These opportunities should be used to (1) facilitate discussions on developing approaches for youth to positively effect change during crises, (2) equip youth with the proper tools needed to implement these strategies, and (3) challenge youth to implement their strategies and virtually share their outcomes. Finally, we should follow up and encourage youth to share their experience with others.

Sheryl D. Victorian, Assistant Chief
Houston Police Department, Texas



A: COVID-19 requires police to seek alternative ways to engage our youth. Nebraska is still fighting the virus, so organized sports are suspended. Our free police athletic league will not be the same this season. Our health department order will allow limited baseball soon, but no soccer or basketball. Instead of in-person sign-ups, we hosted safe drive-through sessions for the 5,000 youth and families who look forward to our league every summer. This allowed us to update paperwork, hand out free balls, and provide much-needed food and supplies to families. Our officers are conducting home (front yard) visits just to check on the well-being of youth and their families. Our youth need to hear from and engage with us more than ever.

Greg Gonzalez, Deputy Chief
Omaha Police Department, Nebraska

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1Q3A

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



Q: *How do you ensure that the agency mission and vision are clearly communicated to and understood by new hires?*

A1: *Chief Cassandra Deck-Brown:* It is often hoped that the mission and core values of the organization are part of what attracts interested candidates for employment—they are drawn to the agency because of officers' conduct, reputation, and services. The mission of the organization, along with the values, guiding principles, and expectations, must be presented to a recruit at the onset and infused throughout academy training. In the Raleigh Police Department, it is noted in the very first of our many policies. This foundation affords an organization the opportunity to convey the expectations set forth in policy and procedures, which should also reflect the organizational values and mission.

Because the positive attributes of these principles are not always considered newsworthy, core values and mission statements should also be shared with the community.

A2: *Colonel Tom Butler:* The onboarding process during the Montana Highway Patrol Academy involves a discussion of why each cadet has chosen a career in public service. Each "why" is tied directly back to our mission, vision, and values. Examples of successes where troopers have exemplified our core values while meeting the mission are provided throughout the academy. In addition, each course of instruction has an element explaining how the recruits' learning and behavior supports the mission, while adhering to our core values. Successful communication of our mission, vision, and values doesn't end with onboarding or academy training. Reinforcement and affirmation of behavior and actions in alignment with our core values continues throughout officers' careers.

A3: *Chief Sean M. Marschke:* When new officers are brought into the department, they are provided with a folio that welcomes them and includes the department's mission and vision statements and the code of ethics. We later discuss these items privately with officers before the swearing-in ceremony and invite their families to participate as well. An essential part of this discussion is to provide family members with insight on how they can support their loved ones to live the mission and vision, as well as keeping the officers well and ethical. We expect every officer to agree to adhere to our values and solemnly promise to ethically uphold the mission and vision of the department.

A4: *Chief Argatha Gilmore:* During new hire orientation, leaders must answer two questions: Where are we going? (Mission) and how will we get there? (Vision). The answers must be simple, understandable, and energizing. No one delivers that message like a leader. Speak to the heart of those who are joining your team.

Leaders must have the passion and "fire in their gut" to ignite enthusiasm in new hires and to paint the big picture of the agency's mission and vision. Face-to-face audiences are the most effective, but technology works too. Leaders who articulate the mission and vision to new hires provide a sense of purpose and commitment that are achievable. Don't forget, after they hear the leader's voice, written mission and vision statements are still essential. ♥

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

MEET

THE MENTORS



Cassandra Deck-Brown, Chief

RALEIGH POLICE DEPARTMENT, NC



Tom Butler, Colonel

MONTANA HIGHWAY PATROL



Sean Marschke, Chief

STURTEVANT POLICE
DEPARTMENT, WI



Argatha Gilmore, Chief

LAKE CITY POLICE DEPARTMENT, FL

BY

John M. (Jack) Collins,
Police Legal Advisor,
Martha's Vineyard,
Massachusetts

COVID-19 Layoffs

Bargaining Obligations with Unions

IN A UNIONIZED DEPARTMENT, A PUBLIC EMPLOYER IS REQUIRED TO GIVE TO EMPLOYEE BARGAINING REPRESENTATIVES (UNIONS) BOTH NOTICE AND AN OPPORTUNITY TO REQUEST BARGAINING BEFORE UNILATERALLY ESTABLISHING OR CHANGING POLICIES THAT IMPACT MANDATORY SUBJECTS OF BARGAINING, INCLUDING LAYOFFS.

Only when such bargaining duty is fulfilled or when the union indicates that it does not want to bargain by either explicitly indicating so by waiver or by inaction, is the employer free to implement its proposed staffing reduction. The bargaining obligation is satisfied when the matter in dispute is negotiated to the point of resolution or impasse.

The level of services a municipal employer will provide is an exclusive managerial prerogative. A vote by a municipality's legislative body to reduce the number of employees in any given department is a decision that is not subject to any requirement for bargaining over the decision with the union, only the impact on the bargaining unit before implementing such a decision. However, where a budget does not effectively mandate the reduction in the number of employees (for example, by specifying a number of positions funded), but simply reduces the amount of funding for a given department, both the decision to reduce the number of employees and the impact of that decision may be subject to midterm bargaining if a timely demand for the bargaining is made by the union. How a reduction in positions will be accomplished, such as by a combination of retirements and layoffs, as well as recall rights, inverse seniority (last hired, first fired) for layoffs, severance payments, and bumping rights are often items the union will want to discuss.

Where a budget has been cut and the municipal employer seeks to live within any resulting financial constraints, layoffs may be seen as one—and possibly the only—way of achieving that. In that case, a public employer must refrain from reducing its workforce by means

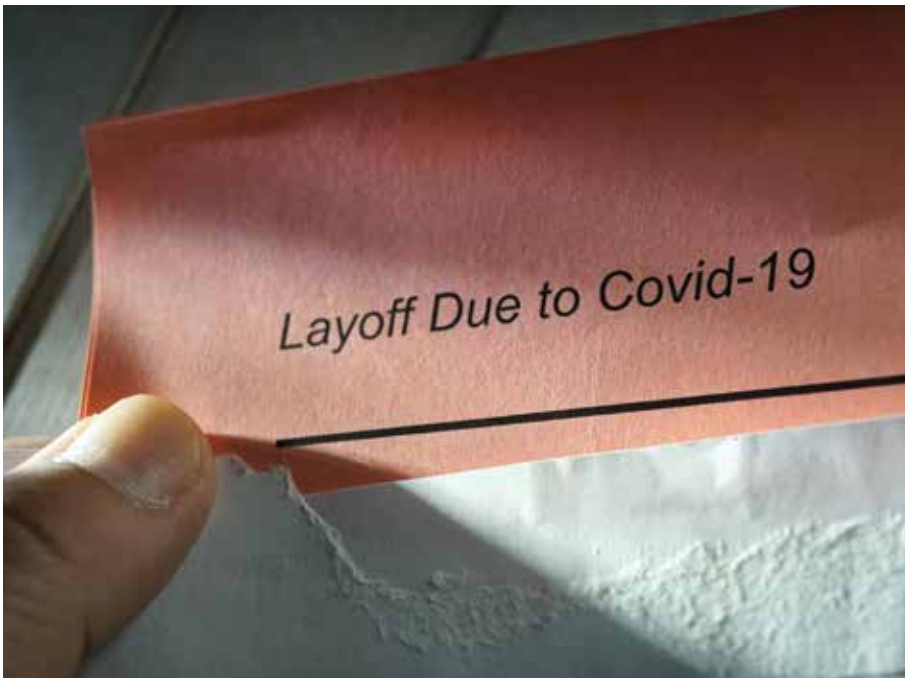
of a layoff until it has bargained to resolution or impasse about alternative means of achieving the reduction in force and the resulting impacts on conditions of employment. As part of this bargaining obligation, where possible, the employer must give notice of a layoff to the union representing its employees far enough in advance of the layoff decision to provide the union with an opportunity to bargain. The decision to achieve a reduction in force by means of a layoff, as well as the timing of a layoff decision and the number and identity of employees to lay off, is a mandatory subject of bargaining. With the compressed timelines involved this year as a result of delayed city council or town meetings, for example, the requirement to defer implementation may be adjusted. As long as the employer provides the union with as much advance notice as is reasonable, the state's labor relations agency and courts are likely to uphold a decision to insist on a compressed negotiation timeline with multiple meetings over a matter of days or weeks and not months, for example. Given the facts of the current situation, it may even be possible for management to impose a deadline for implementation of the layoffs while bargaining continues over the impacts of that action.

To determine whether an impasse has been reached, a reviewing body (e.g., a state labor relations board), considers the following factors: bargaining history, the good faith of the parties, the length of the negotiations, the importance of the issues to which there is disagreement, and the contemporaneous understanding of the parties concerning the state of the negotiations. The reviewing body will determine that the parties have reached an impasse in negotiations

only when both parties have negotiated in good faith on bargainable issues to the point where it is clear that further negotiations would be fruitless because the parties are deadlocked. An analysis of whether the parties are at an impasse requires an assessment of the likelihood of further movement by either side and whether they have exhausted all possibility of compromise. If one party to the negotiations indicates a desire to continue bargaining, it often demonstrates that the parties have not exhausted all possibilities of compromise and precludes a finding of impasse. However, where the bargaining history shows that additional meetings would be pointless, the reviewing board usually will not require them simply because one party desires to keep meeting.

Midterm bargaining is often accomplished by meetings involving the municipal employer (or one of its representatives such as the city manager or a department head) and one or more union representatives, without involving attorneys or outside negotiators. Where the decision is a managerial prerogative, discussion is limited to the impact of the decision on mandatory subjects of bargaining. In fact, the union would be guilty of bargaining in bad faith were it to insist on discussing the decision itself, rather than accepting that the decision has been made and focusing on its impact. Should such bad-faith bargaining take place, the employer is free to implement the decision without being required to discuss the matter any further. Municipal employers must exercise caution not to refuse to bargain or to stop meeting with the union without consulting municipal labor counsel.

Along the same lines, an employer fails to bargain in good faith if it refuses to negotiate over the impact of a reduction in work hours. Further, even where the collective bargaining agreement contains a provision waiving the union's right to bargain over a particular issue,



“

The employer must give notice of a layoff to the union far enough in advance to provide the union with an opportunity to bargain.

”

this may be construed as a waiver of the right to bargain over the decision, but not necessarily the impact. Finally, changes that result in an increase in work for retained employees can create a duty on the part of the employer to bargain over the impact of the change.

Municipal managers should not act hastily, especially when it comes to layoffs, reductions in hours, or other cost-saving changes to personnel and staffing. When management presents the union with a *fait accompli*, i.e., a done deal, without providing reasonable notice and an opportunity to bargain, the employer violates the law.

Where a budget specifically shows an intent to fund fewer positions and the means of achieving a certain reduction in expenses is not left up to the department head, for example, bargaining is limited to the impact of management's decision to lay off workers, not the decision itself. The actual determination is usually left to the “appointing authority,” which is not always a department head.

A common union tactic in order to delay midterm negotiations is to inquire whether this will be decisional or impact bargaining, insisting it be decisional as well. Even where the employer is convinced it has the right to proceed and limit bargaining to the impact,

before refusing to meet and bogging down the process, it may be worthwhile to proceed with negotiations but under a reservation of rights. Consultation with labor counsel is appropriate.

Many municipal employers have felt uncomfortable responding to a request to acknowledge the parties will be engaging in both decisional and impact bargaining. Often, the reason stems from not being sure they understand the difference, and some have given in to such demands rather than face the prospect of a lengthy fight at the state's department of labor relations (DLR). Before refusing to meet or giving the union a reason to refuse to do so, consultation with municipal labor counsel is recommended.

Even where management is convinced it has the right to make a decision, it is still often a good idea to be open to negotiations without holding up the process arguing over semantics. A dragged-out battle at the DLR, even if management ultimately prevails, is not always worth the cost. A reservation of rights letter could be helpful in preserving the employer's ability to meet with the union and listen to any ideas or proposals rather than refusing to meet until the matter is adjudicated by the DLR, a process that can last many months or, sometimes, years. Something along the following lines should suffice:

Dear Union President _____:

As you know, the union has been provided notice and the opportunity to demand bargaining over the city/town's plan to lay off ___ employees in the ___ department. You have asked that we acknowledge that any such bargaining will encompass both the decision and the impact on the bargaining unit and its members. Based on my discussions with municipal labor counsel, I disagree that decisional bargaining is required. However, rather than engage in a protracted battle at this time, I am willing to start negotiations and to listen to any ideas, suggestions, questions, or proposals the union might have. I am doing this without waiving the city/town's ability to assert at any time that the decision to lay off such employees is an exclusive managerial prerogative and bargaining over such decision is not required.

In addition, an “on-the-record” repetition of this proviso at the start of any face-to-face sessions should suffice to preserve management's ability to declare an impasse if agreement is not reached following good-faith negotiations. (As always, chief executives should consult with the agency's legal counsel about a jurisdiction's labor laws and statutes prior to sending this type of message via any medium.) ♡

BY

John W. Morrissey, Chief
of Police (Ret.), Kenosha
Police Department,
Wisconsin

A Chief's Role in Preventing Suicide

JUST IMAGINE YOUR PHONE RINGS AT 4:11 A.M. ON A WARM JUNE NIGHT IN 2010. AS A CHIEF OF POLICE, YOU ARE EXPECTING IT TO BE A PHONE CALL ABOUT A HOMICIDE OR A TRAFFIC FATALITY, BUT WHEN YOU ANSWER, THE PERSON ON THE OTHER END OF THE PHONE TELLS YOU THAT ONE OF YOUR OFFICERS TOOK HIS OWN LIFE.

When you hear the officer's name, perhaps you're not surprised—maybe your first thought is “I just served him a sick leave abuse letter yesterday morning taking away 10 percent of his pay.” Once you make sure the department is aware of the death, you meet with the family. As the days and weeks after the funeral become months, you think about the death now and then, but you change nothing, because no one is shocked in this particular case.

Just imagine your phone rings again at 4:02 a.m. on October 31, 2010, and the person on the other end of the phone says an officer from your department took his own life. It happened again within five months of the first one. This time, no one can believe the officer took his own life. He couldn't have; he was one of the most beloved and respected officers in the department. There is outrage in the department demanding that the officer be given a full funeral as if he died in the line of duty. There is outrage both internally and from the family because when the first suicide happened, nothing was changed to prevent future ones.

Two suicides of active duty officers within five months at the Kenosha, Wisconsin, Police Department made officer wellness Chief John Morrissey's immediate priority. After these incidents, he started looking for programs that other departments had implemented to help with suicide prevention only to discover there were very few programs available specifically for law enforcement officers. Suicide was still a topic that was not openly discussed; in some case, it was considered a stain

on the agency. Organizations such as the National Action Alliance for Suicide Prevention had resources for suicide prevention, but nothing specific to law enforcement or public safety professionals. Still, the agency had to start somewhere. Things have improved in that area—the Action Alliance now has a dedicated task force for public safety personnel. They have partnered with several organizations, including the International Association of Chiefs of Police (IACP), to get a better understanding of public safety personnel needs.

AGENCY SUICIDE PREVENTION: LESSONS LEARNED

Messaging: One of the things learned over the last several years is that law enforcement needs to change the message being displayed and provided to the officers. Change the messaging at the agencies to one of hope, resiliency, and inclusiveness. Change the culture to where it is a sign of strength to ask for help or to acknowledge you are struggling, instead of the perception that it is a sign of weakness. Emphasize that a psychological injury is no different than a physical injury. Acknowledge



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Let's stop officers from ever getting to the point that they consider suicide as an option.

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and recognize that no one single safety message serves every audience and purpose. Balance suicide intervention and postvention messaging with prevention messages of resilience, access to help, and self-care. Let's stop officers from ever getting to the point that they consider suicide as an option.

For law enforcement, posters with a picture of an officer holding his or her head that read, “If you need help, call this hotline” aren't necessarily effective. Those resources do need to be available if there is an officer who needs intervention, but the daily message needs to focus on changing the culture to one of self-care and wellness. It's important to remember that not every officer who has a psychological injury is at risk for suicide and not every officer considering suicide has a psychological injury.

Leadership: Officers need a leader who is a good listener but is still able to take charge. One who earns respect and commitment from his or her employees, yet still drives results. One who can admit when he or she is wrong and is willing to use the insight of others to reach practical, sound conclusions. True leaders care deeply about their employees. They know that despite the critical role that performance numbers play, the way to achieve results is through their employees. It is obvious when a leader truly cares—caring, effective leaders are constantly asking, “What can I do to make this agency better?”

In the case of suicide prevention, leaders can start making changes in their agencies by establishing local or regional peer support teams. Studies show officers will reach out to fellow officers before they will reach out to

NATIONAL CONSORTIUM ON PREVENTING LAW ENFORCEMENT SUICIDE

The IACP has made officer wellness, health, and safety a priority by partnering with the Bureau of Justice Assistance in 2019 to create the National Consortium on Preventing Law Enforcement Suicide. This consortium has created five task forces to identify findings and provide recommendations on data and research, organization and system change, peer support, messaging, and family support/surviving families. This consortium is made up of members of law enforcement, medical professionals who specialize in psychological injuries, organizations that represent officers across the United States, individuals who have attempted to take their own lives, and organizations that provide services to officers in need. In addition, the experience and knowledge of the IACP members in law enforcement from very small departments to the largest police forces in the world offer profession-specific assistance that cannot be found anywhere else.

other professionals. Train the entire workforce on the signs and symptoms of someone who is in psychological distress and possibly considering suicide. Highlight solutions to destigmatize rather than focus on the problem of stigma. Write policies to ensure officers can return to work if they need to take some time to address a psychological issue. Write policies that address how the department will handle officer deaths, including instances of suicide. Make sure the officers are aware of the policies; if possible, have the officers help write them. Work with them in an inclusive manner on their health and wellness and emphasize the importance of self-care.

Open Dialogue: The most important step in effective suicide prevention is to acknowledge that it is a crisis in law enforcement. Identify those in your

agency who might need help and provide them assistance in getting help so the tragedy of suicide is averted. Those whom you help can become the agency's greatest assets in suicide prevention and officer wellness.

Effective law enforcement suicide prevention matters, not only to the officers, but to their colleagues, families, and the communities they serve. As a leader, it should matter to you as well. ♡

Traffic Safety Enforcement During COVID-19

BY
Christine Jeltema,
Trooper First Class,
Connecticut State Police

TRAFFIC IS DOWN, BUT FATALITIES ARE ON THE RISE. THE STATE OF CONNECTICUT'S RESPONSE TO THE COVID-19 PANDEMIC RESULTED IN HIGHWAY TRAFFIC DECREASING BY 50 PERCENT DURING THE STAY-AT-HOME ORDER WHEN COMPARED TO PREVIOUS YEARS.

Although the total number of traffic crashes have decreased alongside the reduced volume of cars on the road, traffic fatalities between January 1 and May 1, 2020, increased by 40 percent when compared with the same period in 2019.

Due to the alarming rise in fatalities, the Connecticut State Police created a three-phase, layered initiative for the implementation of a speed and aggressive driving enforcement campaign. Phase one included educating troopers about the increase in fatalities and asking them to elevate their presence. State Police Colonel Stavros Mellekas directed all on-duty troopers to remain vigilant and create an impression of omnipresence on the roadways. All troopers on patrol were ordered to have their cruise lights illuminated at all times when traveling on the limited access highways.

In phase two, the Connecticut State Police, the Connecticut Department of Transportation, and the American Automobile Association (AAA) developed a partnership to educate the public on the increase in fatalities. The partnership, in collaboration with the University of Connecticut and Hartford Hospital, filmed a public service announcement, set up variable message boards on major highways that asked for the public's cooperation, and published a series of social media and website posts. Representatives from all three agencies, along with Connecticut Lieutenant Governor Susan Bysiewicz, held a press conference. During the press conference, Colonel Mellekas advised the public that troopers would begin strictly enforcing the state's motor vehicle laws and focusing on the most dangerous violators.

During the education phases of the initiative, the Connecticut State Police Training Academy developed procedures to reduce virus exposure for both troopers and the public during motor vehicle stops. The protocol called for troopers to wear a face mask (a surgical mask), if possible, during all traffic stops. Troopers had the flexibility to forgo the face covering for any reason if it was deemed unsafe at a particular traffic stop. If the occupants of a vehicle were not wearing a mask, troopers asked them to don masks. If the occupants did not have face coverings on hand, the traffic stop continued, with the trooper maintaining social distance when feasible.

Troopers had the option of wearing gloves when conducting traffic stops, but they were not required to do so.



Messaging from Connecticut State Police in response to rising traffic fatalities.

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The Connecticut State Police has proved (and continues to prove) that it can adapt to the changing requirements of the COVID-19 era.

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Paperwork requests were limited to the identification of the occupants, vehicle registration, and proof of insurance. As part of the safety procedures, troopers could use a clear plastic bag (or sheet protector) to collect identification and vehicle information from the occupants. To maintain officer safety and situational awareness, the trooper held the sheet protector open to allow the occupant to deposit the requested items. Troopers then returned to their cruisers and ran occupant and vehicle information without removing or handling the documents. Issued tickets or written warnings were placed into the sheet protector at the completion of the traffic stop, and the entire sheet protector, containing the occupants' items and any enforcement actions, was returned to the operator. Alternatively, if the trooper had a department-issued cellphone, the trooper could take a photograph of the occupants' information to remove the potential for exposure that might occur if the trooper physically handled the occupants' identification and paperwork with bare hands.

As always, officer safety had priority over the use of COVID-19-related personal protective equipment (PPE). If a particular situation did not, in the trooper's assessment, allow him or her time to don proper PPE before interaction with the public, then the trooper had the flexibility to proceed without PPE. The use of hand sanitizer or other appropriate disinfecting measures was employed immediately following each interaction.

Once these new traffic stop protocols were established and relayed to the field, phase three of the initiative, an enforcement campaign, was implemented. Colonel Mellekas directed all troopers to strictly enforce motor vehicle laws, with particular emphases on aggressive driving and speeding. The Connecticut State Police Media Relations Unit also conducted a Tweet from the Beat on all social media platforms. This social media event served as a real-time demonstration of the COVID-19 safety protocols being taken by troopers while providing evidence of ongoing enforcement and assuring the public that the Connecticut State Police were actively patrolling the roads and highways of Connecticut.



Every Connecticut state trooper takes an oath to serve and protect members of the public on the roads, in their neighborhoods, and throughout the state. Even during a pandemic, public safety is every trooper's top priority. As circumstances change, the Connecticut State Police has been able to improvise as an agency, and individual troopers implemented new procedures as quickly as training for them became available and was delivered. The Connecticut State Police has proved (and continues to prove) that it can adapt to the changing requirements of the COVID-19 era and is more than ready to continue the mission of public protection it began in 1903. ♡

Social media campaign from Connecticut State Police in response to rising traffic fatalities.

ACKNOWLEDGMENTS

The author would like to acknowledge Sergeant Brian Narkewicz, Trooper First Class Pedro Muniz, Trooper First Class Tyler Weerden, Trooper Josue Dorelus, and Cathleen Hinsch for their contributions to this column.

Looking Beyond the Badge



Left: MPD Officer Akintayo Akintunde learns how to make the perfect cup of coffee for patrons at a local coffee shop.

Below: MPD Officer Tisha Gant leads a Zumba class.

ZUMBA INSTRUCTOR. BASKETBALL PLAYER. MUSICIAN. BARISTA. FATHER.

Although law enforcement officers are often identified only by their badges and uniforms, like most people, every officer has a hobby or talent beyond his or her profession. Sharing these special skills allows an officer to be seen through a more relatable lens. For law enforcement to be effective and trusted, community members need to be able to view officers not only as enforcers of the law, but also as part of the community.

This is why the Washington, DC, Metropolitan Police Department (MPD) launched the social media campaign Beyond the Badge.

“The campaign was conceptualized by our public information office during

the summer of 2018. We were inspired by the idea of bridging the gap between law enforcement officials and community members. We wanted to convey to the public that officers are human and share similar interests to those they serve,” said Brianna Jordan, MPD public affairs specialist.

“Police officers are integral to public safety, and much of this is contingent upon their connections with the individuals of each neighborhood in the district,” said Alaina Gertz, MPD public affairs specialist. “Therefore, an officer’s ability to relate to community members... is another way to gain trust and build a long-standing relationship.”

Beyond the Badge was officially launched in October 2018 via the agency’s YouTube, Twitter, Facebook, and Instagram accounts.

Every Tuesday, new video segments were posted online of sworn MPD officers stepping outside of their policing role to engage with community members. By capturing officers sharing their passions with

those they serve, this series builds a connection between law enforcement and the community while simultaneously showing the person behind the MPD uniform.

In these videos, officers can be seen integrating their individual passions with their on-duty roles, which aids in boosting the overall morale and confidence of the city’s residents. Officers also discuss how their talents or hobbies offer additional avenues to connect with a variety of demographics. For example, in one episode, an officer



who practices barbering on the side describes how his ability to talk with clients allows him to better relate and communicate with other individuals while in uniform.

Since its launch, the agency has received positive results from the campaign, including more than 6,000 collective views and a large number of likes and comments. Three videos have even been shared to the public through local news channels. After watching videos in the series, community members have commented that MPD officers “are an inspiration” and that they “love watching the series” each week.

“As the population of Washington, DC, grows and expands its demographics, it is vital that the police department also extends itself to develop with the

community,” Gertz said. Populations in many cities are growing as new generations and families arrive. Therefore, it is important for agencies to stay up to date on current trends and activities in order to build and maintain relationships with those new demographics.

Showing a diverse group of officers with passions, talents, and hobbies provides many benefits. By interacting with the community, officers may have a better sense of how to communicate and perform their policing duties. In turn, by engaging with officers, community members learn and appreciate who law enforcement officers are beyond the badge. ♡

RECOMMENDATIONS

The Washington, DC, Metropolitan Police Department offers two key recommendations for other agencies looking to implement a similar type of program within their communities.

- Approach and present the campaign as a dialogue among shared interests.
- Look for the best platforms to disseminate the videos to the public based on the desired audience and community makeup.

View the MPD’s Beyond the Badge video series at mpdc.dc.gov/page/beyond-badge.

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

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IMPLEMENTING A YOUTH ENG STRATEGY

BY
Michael Sullivan, Deputy
Commissioner, Baltimore
Police Department,
Maryland

THE IMPORTANCE OF ENGAGING YOUTH IN CRIME PREVENTION, COMMUNITY WELLNESS, AND TRUST BUILDING CANNOT BE OVERSTATED. THE PROFESSION OF POLICING, AT ITS CORE, IS FOCUSED ON THE PREVENTION AND REDUCTION OF CRIME. The daily focal points—the latest crime statistics, deployment of personnel; clearance rates; and, currently, the status and health of the workforce in the middle of a pandemic—can consume the day. Those areas are critical and necessary. However, despite those realities, long-term impacts can be made by ensuring the agency’s vision includes a deliberate embracing of a well-thought-out, nuanced, customized youth engagement strategy. An effective youth-police engagement strategy enhances crime prevention and promotes police legitimacy—and is, simply, the right thing to do for all communities.

In 1954, a U.S. patrol officer was approached by a 12-year-old who had just had his bike stolen. The child said he was going to “whoop” the thief if he

ever caught him. The officer listened and asked the youth, “Do you know how to fight?” He then invited the young man to a local gym where the officer mentored young boxers. The youth accepted the offer, and a few years later, the young man won a gold medal in boxing at the 1960 Olympics. Officer Joe Martin had taken the time to engage with the young Cassius Clay, who became known as Muhammad Ali to the world. Lonnie Ali said it best at Muhammad’s funeral in a packed stadium filled with heads of states, former presidents, and other dignitaries: “America must never forget that, when a cop and an inner-city kid talk to each other, then miracles can happen.”

Police have the ability to influence lives, as in the story of Muhammad Ali whose interaction with a police officer created positive change. However, police officers are often present during the worst times and during times of conflict, so without planned positive interactions with youth, opportunities for having an impact or combating mistrust can be limited. The need for



Photos provided by Baltimore Police Department

intentional engagement was recognized in the report from the President's Task Force on 21st Century Policing, which emphasized the importance on law enforcement creating moments for non-enforcement, positive interactions between youth and law enforcement.

STRATEGY DEVELOPMENT AND CHANGE MANAGEMENT

There are many things to consider when developing and implementing any strategy, but the process can be broken down to three primary components—strategy development, change management, and evaluation. A well-developed strategy will be inclusive in recognizing youth as community members, victims of crime, and offenders who have entered the criminal justice system. The strategy should include methods to give youth a voice, recognize and support children who experience trauma, and address youth who enter the system through pre- or post-arrest

diversion or who are exiting the criminal justice system to reenter their communities.

An assessment of the current state of affairs is the best place to start. The International Association of Chiefs of Police (IACP), in collaboration with the Office of Juvenile Justice and Delinquency Prevention (OJJPD), has created an agency self-assessment tool to help agencies understand their current states and build a customized strategy to address a community's particular needs. Another manner to address the assessment phase is to conduct an in-depth assessment of where youth and police intersect. The Baltimore, Maryland, Police Department did this in partnership with the Center for Children's Law and Policy in 2019, when they produced an assessment on Baltimore youth diversion. A comprehensive assessment provides the most complete view of these complex issues present in communities.

Regardless of what type of assessment is completed, it must establish a baseline of what the

agency is doing now, including policies, programs, and data. The data are the most critically important components, as they provide agencies with the ability to identify and conceptualize which youth are being arrested, how old these youth are, what charges they are incurring, and where they are being arrested. If a department's in-house data are robust enough, they can give a picture of the current state very quickly. The data may reveal problems that can be solved through policy, personnel training, or personnel transfers or by setting new expectations with external partners.

The next consideration is how to embed change so it becomes part of the culture of the organization. There are various models of change management; however, arguably, the defining structure was presented by management thought leader and professor Dr. John Kotter who laid out an eight-step model of how to implement change and increase the chances of the change being successful. He espoused the view that most change efforts either do not succeed or only partially succeed. Changes in law enforcement are not any different, and if the goal is to have a change be ingrained in the organization, the change leader must have an implementation plan. Whether this plan is based on Kotter's steps or another model in this area like the Lewin's Change Management Model, McKinsey 7-S Model, the ADKAR Change Management Mode, Maurer 3 Levels of Resistance, or Deming Cycle, it is key to thoughtfully introduce this change to the organization.

TRAINING

For officers to successfully implement any piece of a comprehensive youth-police engagement strategy, it is key that they understand youth brain development. Anyone who is a parent can attest that children's brains do not process information in the same way adult brains do. Science points to the cerebellum or the frontal lobe of the brain to explain this difference—in youths, this part of the brain is still developing. Research over the last several decades has discovered that the frontal lobe is responsible for processes like executive functions, language, and memory. If the executive functions, language, and

memory center of the brain are not fully matured, youth are not able to accurately interpret the world around them. During interactions with police, this could lead to situations where a youth is unable to process information in order to give an expected response. This is a big reason why police leaders must train officers on how the juvenile brain works and why youth are unable, at times, to respond appropriately or control their reactions.

The IACP, in partnership with OJJDP, put together an important guide, *The Effects of Adolescent Development on Policing*, which takes years of brain science research, tailors the message to policing, and provides an actionable foundation to teach officers about brain development. It frames why this topic is important to police and identifies characteristics of youth behavior, strategies for dealing with youth, and legal considerations. It also notes the other valuable resources on the topic, such as *Reforming Juvenile Justice: A Developmental Approach*, a National Academy of Science/OJJDP report, and *Pathways to Desistance: A Developmental Approach to Juvenile Justice*, a John D. and Catherine T. MacArthur Foundation report.

The Baltimore Police Department has partnered with ROCA, an organization that engages high-risk young men through a behavior change model utilizing cognitive behavior theory, for the development of a youth brain science presentation for officers. This partnership allows the Baltimore Police Department to deepen its ties in the community and collaborate with an organization that works with at-risk or justice-involved youth.

Another topic officers need to have training in and an awareness of is the response to situations where children have been exposed to violence. The revictimization of children and the addition of trauma, even unintentionally, is unacceptable. The potential exists for a situation where officers are merely trying to provide safety, and, instead, create a lifelong fear and distrust of law enforcement in a child.

Recognizing the importance of this issue, the IACP partnered with some of the best in the field to produce a toolkit focused on responding to the



B.O.L.O. Flag Football Team

challenges of children exposed to violence. The toolkit provides operational protocols, an assessment tool, and operational tools. Ideally, officers can be trained on the issues, and policies can be developed to create practices to serve children more effectively. A well-crafted response strategy to children exposed to violence provides opportunities for law enforcement to partner with child advocacy groups and build legitimacy in the community.

YOUTH ENGAGEMENT PROGRAMS

An effective youth engagement strategy will look different in every community. Before programs are discussed, the agency must address the inherent risks that need to be mitigated with any youth engagement strategy. Law enforcement agencies and partners must uncompromisingly protect the welfare of community youth who participate in any program or outreach effort. This includes having strong processes, policies, and oversight in place. If this piece of the process is ignored, it can cause significant harm to youth and the trust in a department.



Shop with a Cop

The OJJDP has a model program guide on its website that provides information about youth prevention, intervention, and reentry programs evaluated as either effective, promising, or having no effect. An agency's budget and capacity only goes so far, so it is vital to implement a strategy that will have the most impact on the youth in the community.

Another resource providing ideas for programming is the IACP *Practices in Modern Policing*. It examines programs in six law enforcement agencies around the United States that have implemented youth engagement programming with promising results. The opportunities to provide non-enforcement interactions for positive engagement are endless, and agencies should use their communities' specific features to determine the best approach.

Baltimore Youth Programs

The Baltimore Police Department has a number of efforts through which it seeks to create positive interactions with the youth in Baltimore, as described in the following text.

Badges for Baseball Summer Camp is a program in partnership with the Badges for Baseball program founded by the Cal Ripken Foundation through the U.S. Department of Justice. Baltimore officers build positive connections by assisting youth with life skills training and providing one-on-one mentorship.

Baltimore Officers Lending Opportunities (B.O.L.O) League is a partnership between the Baltimore Police Department and the Baltimore Department of Recreation and Parks. Officers coach boys and girls ages 14–18 in flag football games weekly during the fall. Each district is tasked with recruiting community members for the league.

Shop with a Cop is an initiative used by many jurisdictions, including Baltimore. The program partners officers with youth in the community for a day of food and fun during the holiday season. The event kicks off with breakfast, followed by a trip to a local retailer. Gift cards are donated by organizations to ensure the youth are able to purchase desired items.

The Unity Bowl was developed by the Baltimore Police Community Youth Division in response to civil unrest in 2015. The flag football game and family day is hosted annually in November for officers and residents. The event encourages unity between officers and residents in an effort to continuously heal relationships. This initiative has inspired increased dialogue and promoted healing.

The Police Explorer Program is designed to introduce Baltimore high school students to law enforcement and public safety. The Explorers Program provides positive exposure to law enforcement in hopes that Baltimore's young people will choose careers as police officers. Officers assigned to this program are tasked with establishing and fostering relationships with young people in each police district, as well as developing programs to create opportunities for positive interactions between young people and the police. The Explorer Program is the only program in the state of Maryland tied to an in-school career path curriculum for law enforcement.

The Bridge Program is an after-school mentoring program for elementary and middle school youth. Officers provide tutoring assistance and mentorship and teach youth the principles of respect and civics. During the summer, the youth continue to be mentored, along with the additional component of sports and clubs that promote teamwork.

Outward Bound Police Youth Challenge is a program established in 2008 to break down barriers between youth and the police through team building exercises. The goal is to build

trust and to humanize officers and youth to each other. Studies on this program showed that it positively influenced the participants' attitudes.

Youth Police Dialogue Circles have been developed through a partnership of the Baltimore Police Department and the Baltimore Community Mediation Center. The circles consist of 10 police officers and 10 youths from Baltimore City middle schools. The goal of the circles is to break down barriers between the youth and police through difficult conversations and

sharing personal life experiences that allow the participants to see each other outside enforcement or emergency situations. The Youth Police Dialogue Circles also include structured activities designed to build collaboration and trust between the participants.

EVALUATION

Program evaluation is important to understand if the goals of the program are being achieved and if it is having other unanticipated benefits or causing harm. This stage is also an opportunity to form partnerships with outside organizations such as advocacy groups, academic institutions, or philanthropic foundations who can conduct or support the evaluation process. Outcome evaluations can take years to complete, so it is not always reasonable to implement only evidence-based programs. There are also programs and practices classified as "promising," which means there is some level of research showing some positive results, but the program has not yet been vetted enough to be classified as evidence based. Those evidence-based or promising programs were once just ideas someone operationalized. If an agency implements a program and does not have a research partner, it should collect relevant data from the outset. This data collection



Top: Unity Bowl Flag Football Game. Bottom: Outward Bound Police Youth Challenge

provides information for internal evaluation and is beneficial if the organization embarks on a formal evaluation in the future.

CONCLUSION

Executing a strong, effective youth engagement strategy is not easy; it takes commitment and planning. There are numerous readily available resources such as those mentioned herein to guide the way. When it is done well, youth engagement can enhance legitimacy, develop deep community partnerships, and provide root cause crime prevention. It also has the potential to create a story and shape a life, like it did for Officer Joe Martin and a young Cassius Clay. ♥

IACP RESOURCES

- *The Effects of Adolescent Development on Policing*
 - *Practices in Modern Policing: Police Youth Engagement*
- theIACP.org
- "21st Century Youth-Focused Policing: Engaging Youth through the Six Pillars" (article)

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PROJECT STREET CRED

Engaging At-Risk Youth for Positive Outcomes

THE CITY OF THE GOLD COAST IN QUEENSLAND IS THE SIXTH-LARGEST CITY IN AUSTRALIA. Covering an area of 500 square miles, the city includes rainforests, farmlands, highly urbanized areas, commercial and industrial centers, and 35 miles of white sand beaches. The Gold Coast is famous for year-round sunshine and warm weather, and while it has a static population of over 600,000, as Australia's premier tourist destination, it attracts more than 1 million visitors each year.

At the center of the Gold Coast, the suburbs of Surfers Paradise and Broadbeach are policed by the Entertainment Precinct Group (EPG), a dedicated patrol group within the Gold Coast District. Within the Entertainment Precinct, there are 160 restaurants, 23 hotels, 19 nightclubs, and 1 casino.

The development and implementation of Project Street CRED was in response to issues identified by personnel from Surfers Paradise Police Station. Young people were often found loitering, causing a public nuisance, stealing, or sleeping within the Entertainment Precinct. Not all of the youth

were engaged in criminal activities, but responding to these incidents was tying up police resources within the precinct, with officers frequently having to make accommodations for the youth overnight because their parents were intoxicated or neglectful. This reduced the officers' ability to attend to other calls for service. In addition, operational policing resources were being utilized to supervise vulnerable young persons who were failing to provide their correct particulars and providing false information to police. In essence, there was a gap in service delivery by other agencies after hours.

STREET CRED

The best way to approach this problem was through partnerships and engagement with other agencies and support organizations and by patrolling the problem areas together.

The Queensland government currently has goals of reducing youth offending and reoffending and keeping children out of custody. Street CRED supports these goals by building and maintaining positive

BY

Saga Selsby, Police Liaison Officer, and Owen Hartz,
Inspector, Queensland Police Service, Australia

relationships with young people who are at risk of engaging in or have engaged in antisocial behaviors or criminal activities. Street CRED (collaborate, re-engage, empower, and deter) was developed and led by the Gold Coast District Police as a multiagency outreach approach to address youth issues within the Entertainment Precinct. These patrols are now undertaken one night a week—the particular night can vary from week to week—however, the collaboration and engagement continues throughout the week.

The project uses diversionary strategies with a focus on linking and engaging the target group with services to provide appropriate health, well-being, and support services. It also promotes the reengagement of young people with education and employment. The project brings together government and nongovernment organizations (NGOs) to target and respond to vulnerable young people (ages 10–25 years) who are experiencing homelessness or are at risk of engaging in criminal activities. The follow-up is the most crucial part of the project's success. The meaningful change seen in any young person's choices is a result of the follow-up and secondary engagement.

PROJECT METHODOLOGY

Adverse childhood events (ACEs) such as emotional, physical, and sexual abuse; neglect; childhood household dysfunction; and other forms of childhood trauma can all contribute to lasting negative consequences for a child or young person. These consequences can include repeated engagement in antisocial or criminal behavior. With a goal of reducing or eliminating these ACEs, Street CRED's methodology initially comprised an analysis over several months and consultation with stakeholders on how best to intervene early with young people at risk.

From this research, it immediately became apparent there was a need to engage and build relationships with vulnerable youth and find out their background details.

Questions that assisted in developing individualized support included

- Why were these young people on the streets?
- Where were they currently sleeping and congregating?
- Who can assist with support to these vulnerable young people?
- What kind of support do they need?
- How can we keep them safe and away from police custody, watch house, and the court system, while also tackling recidivism?

Four immediate important action items stood out.

1. Identify youth workers or service partners who could provide support to the young people.
2. Start a solution-based dialogue between partner agencies on identified issues and collaborative theory.
3. Implement delivery on the ground and allow an organic process to take place.
4. Review engagement strategies over time and refine for best practice in future delivery.

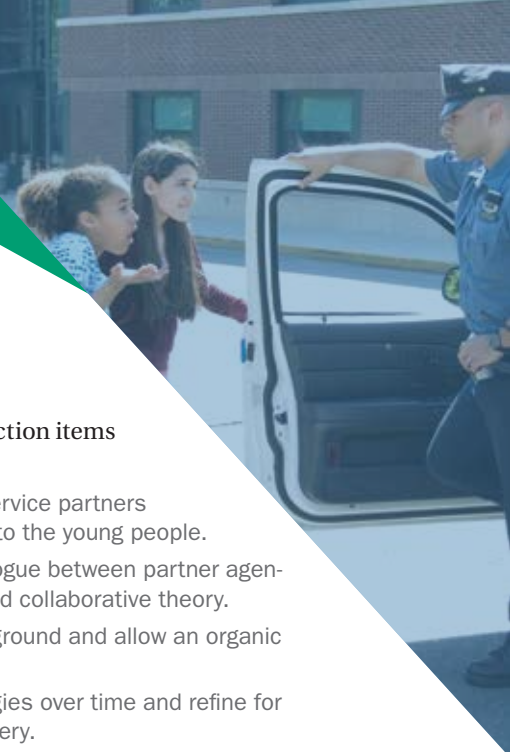
The approach used in the initial engagement used youth workers from services (government and NGOs) who already had knowledge of and relationships with the young people to introduce the police liaison officers to them through conversations. This allowed young people to make informed decisions on how the conversations unfolded in the presence of Queensland Police Service (QPS) staff.

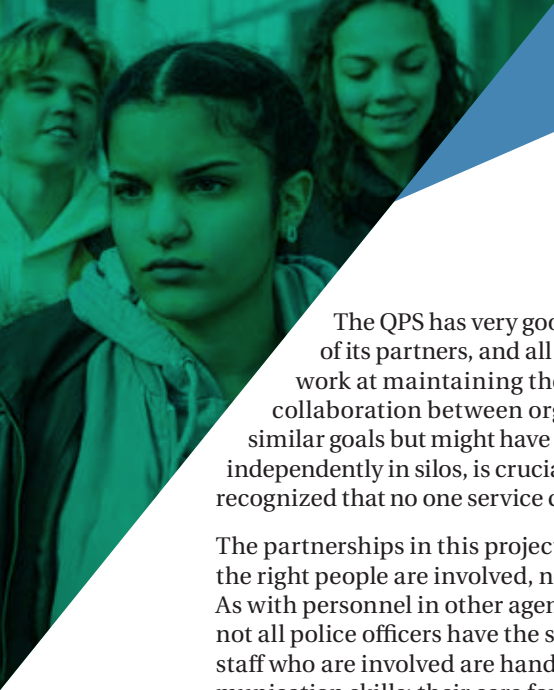
The project methodology is outlined in the acronym CRED.

- *Collaboration*—Working in partnership with other agencies to provide coordinated support to identified vulnerable young persons.
- *Reengage*—Realigning pathways for a young person to reconnect with family, community, education, employment, and traditional support services.
- *Empower*—Providing information to allow the young person to have autonomy and make informed decisions regarding his or her current situation, which activates individual resilience and presents opportunities for lifelong learning.
- *Deter*—Reducing youth involvement and participation in antisocial behaviors or criminal activities.

Partnerships are the backbone of Street CRED, and its success can be attributed to starting with the correct partners. The key partners involved in this program include

- Department of Child Safety, Youth and Women;
- Gold Coast Youth Service (GCYS)—a nongovernment organization;
- Department of Youth Justice;
- Department of Education;
- Youth Health & Education Service (YHES House);
- Kalwun—an Aboriginal and Torres Strait Islander (ATSI) support organization;
- G:link—the Gold Coast light rail; and
- a local McDonald's franchise.





The QPS has very good relationships with all of its partners, and all project partners actively work at maintaining these relationships. The collaboration between organizations, who share similar goals but might have previously worked more independently in silos, is crucial. Most important, it is recognized that no one service can do it alone.

The partnerships in this project are successful because the right people are involved, not just the right agencies. As with personnel in other agencies and organizations, not all police officers have the same skills. All of the staff who are involved are handpicked for their communication skills; their care for young people; and their recognition that, although there may be competing individual objectives between departments, working together allows for a better outcome.

Over the 18 months the project has been running, perceptions through the patrol group have changed, and staff are volunteering to be involved in the project because it is seen as an outstanding work environment with a collegiate atmosphere and an opportunity to make a difference.

The key success factors for the partnerships are mutual respect, the willingness to share information, and a team environment free from ego, where everyone acknowledges that all members have a different but important role to play.

IMPLEMENTATION

Street CRED follows the philosophy that “no one service can do it alone.” The relationships built through the Street CRED team allow young people to engage with familiar faces in familiar spaces. Meeting young people in their environments to build trust, understanding, respect, and safety has resulted in significant gains for all agencies involved.

Implementation of Street CRED can be broken down into the following key areas:

1. Administration – Coordination
2. Partner Services Contribution
3. Assertive Outreach
4. Engagement
5. Case Coordination
6. Critical Follow-Up
7. Vulnerable Young Persons Panel
8. Data Collection
9. Monthly Professional Development
10. Bimonthly Strategic Leadership Meetings

It is important to note that Street CRED partners operate reflectively and transparently. Decisions and

changes within the different components of Street CRED are unpacked and discussed as a collective during bimonthly leadership meetings and through various communication lines with the Street CRED coordinator.

1. Administration – Coordination

Street CRED is coordinated by a police liaison officer. The coordination requires the dedication of a full-time position tailored to suit the needs within the community and delivered as a place-based model.

The coordination role involves numerous responsibilities.

- Maintaining communication with partnered agencies via email and phone
- Scheduling and organizing planning and workshop meetings with partners
- Attending and representing Street CRED and QPS at relevant meetings
- Coordinating cases of most vulnerable young people
- Coordinating and leading the outreach component
- Developing and implementing a risk management system throughout the different components
- Collecting and maintaining all the data utilizing different police-specific methods of data collection (each agency collates data according to its own needs)
- Providing updated information and reports at leadership meetings to partner agencies
- Coordinating a Vulnerable Young Persons Panel and keeping information up to date
- Mapping outcomes of young people in collaboration with relevant stakeholders
- Developing a communication strategy between all partner agencies
- Delegating vulnerable young people to partner services for follow-up
- Researching evidence-based engagement models and frameworks to continuously reflect the changing mood when dealing with young people
- Researching opportunities for funding grants
- Organizing training opportunities for capacity building of the Street CRED team and partners

2. Partner Services Contribution

All partner agencies provide resources in way of staffing and engagement incentives for the vulnerable young people during outreach and follow-ups. The shared staffing approach prevents individual service burnout and allows for the responsibilities and response to be a collaborative community response rather than a single service response.



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☐ University/College Police—Additional members \$15

For example, the Department of Child Safety, Youth and Women was instrumental in advocating for three-month funding to allow GCYS staff to participate in a paid capacity. A full-time senior child safety support officer position was also developed, and 50 percent of this position has been allocated to Street CRED. In addition to outreach attendance, the department provides resources in the form of travel passes (Go Cards) and Woolworths (department store) vouchers.

GCYS was instrumental in the successful outcomes during the pilot period through the development, implementation, and delivery of all stages. Initially, GCYS staffing consisted of two officers who attended outreach with no funding attached and were willing to volunteer their knowledge, expertise, and support. GCYS has since received funding through other government department initiatives over three years, allowing for a full-time youth worker who is involved in all aspects of Street CRED. They also provide snacks and hygiene packs for at-risk youth.

The Department of Youth Justice provides a court liaison officer and a youth worker/caseworker who assist with Street CRED outreach. Youth Justice also manages the Community Youth Response and Diversion initiative, which has provided the funding to GCYS to participate in all components of Street CRED. The department also provides Go Cards and bottled water.

G:link provides two authorized officers weekly to the outreach component who have a wealth of knowledge regarding the most vulnerable young people in the jurisdiction. These officers have an existing relationship with most of the vulnerable youths engaged in the project as they encounter them regularly on the light rail system. The G:link officers' attendance during outreach is intended to help minimize vandalism of the light rail system and to build and maintain positive relationships with the vulnerable youths. They also provide authority to travel cards.

The Department of Education provides secondary support and ongoing outreach to the most vulnerable youths who are not authentically engaged in an educational pathway.

In addition to these examples, the other partner organizations offer support in ways specific to their resources and areas of expertise.

3. Assertive Outreach

A coordinated outreach approach is conducted one day per week from 4 p.m. to 10 p.m., targeting hotspot areas identified through internal and external sources.

The Gold Coast District Police provides two officers to attend the weekly outreach with Street CRED partners. Police officers attend out of uniform (in polo shirt and jeans) but wear full accoutrements. They are specifically chosen for engagement and are given a brief explanation by the coordinator regarding Street CRED enforcement strategies.

On a typical night, the schedule would be as follows:

Briefing (4 p.m.)

All stakeholders meet at Broadbeach Police Station for a briefing. A confidentiality brief is given to all present before the discussion of any young people begins, reminding all parties that any information provided and discussed during briefing is confidential and is to be used only for the purpose of providing safety and support to those young people and families discussed. Information is not to be discussed outside of this forum unless it directly involves Street CRED partners in a supporting role.

- **Child Safety** provides a list of young people currently in their care who they need to sight due to a lack of engagement or who are currently a "child in care" missing person.
- **Youth Justice** provides a list of young people who need to be reminded regarding any court appearances or any who are currently not complying to their current orders and need a reminder or support to attend.
- **GCYS** provides an update of Street CRED young people they are currently working with and a list of young people they need to contact.
- **G:link** provides a list of young people who they are regularly seeing on the trams who have been identified as experiencing homelessness or regularly evading fares.
- **Police officers** provide information on any young people of interest who are causing disruption in public spaces.
- **The Street CRED coordinator** provides an update of young people from the weekly Child Protection Investigation Unit Multi-Agency Panel.

Outreach Activities (post-briefing to 9 p.m.)

Agencies share resources such as Go Cards, hygiene packs, meal vouchers, and any other resources supplied by the support services. Depending on numbers, the group may be split into two teams.

These teams attend identified hotspots to engage with at-risk young people, gather and exchange information, and provide referrals and support. The teams also target other areas of concern including but not limited to public spaces and tram stops.

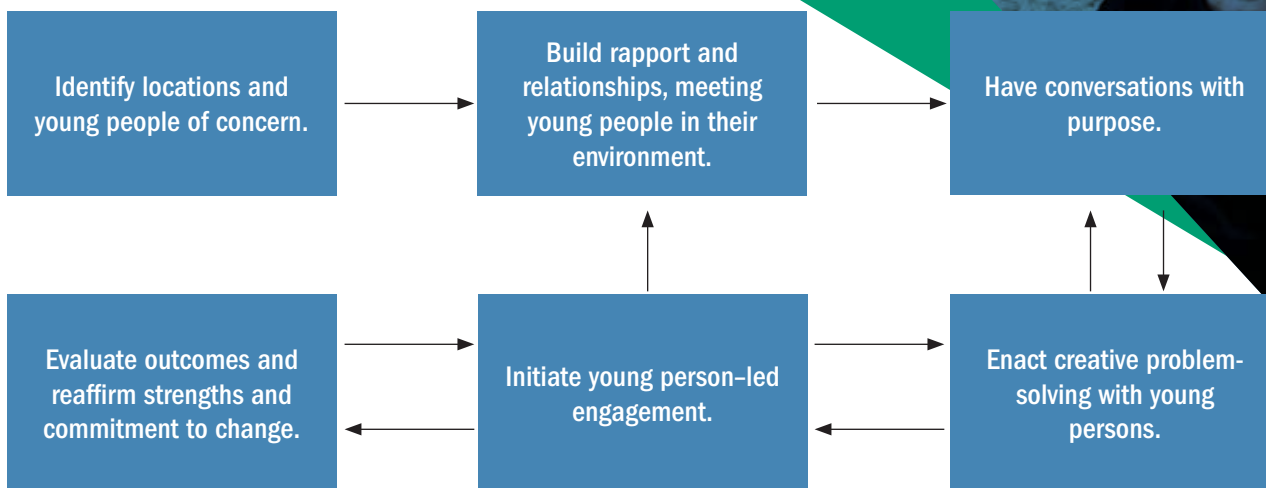
Debrief (9 p.m.)

All outreach teams meet back at the police station for a debrief to address the results of the outreach activities.

- Who were the young people the team engaged with tonight?
- Are there any young people of concern who need to be followed up with during the week or tomorrow?
- What worked?
- What didn't work?
- What can be done differently?

All debrief information is also emailed to all stakeholders for appropriate action and follow-up.

FIGURE 1: STREET CRED ENGAGEMENT MODEL



4. Engagement

Initial engagement and rapport building were established through already existing relationships between youth workers and the young people. As the project evolved, Street CRED has adopted a “doing whatever it takes” approach. The general conversations with a young person are based around their safety and well-being, as well as service support. The common language used and encouraged between outreach teams is non-threatening and emphasizes a genuinely caring and humanizing approach. Street CRED looks to provide consistency in engagement and encourages young people to access existing services by organizing appointments immediately or as soon as practical to meet the needs of the young person.

The engagement model in Figure 1 has evolved through learning and reflection on how to have effective coaching conversations with purpose during outreach and follow-ups.

5. Case Coordination

All stakeholders work collaboratively to create a seamless process of access to services for young people and their families if a need arises. When a vulnerable young person is identified by the outreach team as a person with high needs, a collaborative approach of follow-up support and information sharing occurs between services. This ensures that the young person is provided with the best support available and minimizes the duplication of services to an individual. This coordination is achieved through the following actions.

- An email is circulated weekly to the Street CRED stakeholder team highlighting any information regarding the needs of specific young persons and any action items required from each service.

- If a young person is identified needing cross-regional support, caseworkers and youth workers are identified in those regions and referrals are made accordingly by the appropriate service.
- Police personnel contact police in other areas for further family and cultural support if a need arises (cross-regional approach).
- Information gathered is cross-checked between Child Safety, Youth Justice, and other youth services to create a holistic picture of the situation. Intensive discussions are had to formulate an engagement and case management plan.

QPS does not provide case management directly; rather, it strengthens and adds value where needed to the case management provided by partner organizations.

6. Critical Follow-Up

The follow-up process has been one of the most successful components of Street CRED for the police and other agencies involved, and it has fostered positive relationships between young people and all partner agencies, strengthening trust and credibility. The follow-up component allows the Street CRED team to conduct home visits with a young person, family, or caseworker during office hours to monitor the progress of the young person’s engagement with referred services. This assists in breaking down barriers with young people who have previously not engaged with the Street CRED team during outreach, enhancing the positive relationship between the QPS, service providers, and youth. Follow-up activities include those such as the following.

- Service agency staff visit hotspot areas the morning after outreach for organized appointments and young person follow-up.

- Street CRED coordinator makes contact with young person and family the morning after outreach, along with an officer from the Child Protection and Investigations Unit being made available to assist with any minor outstanding policing matters.
- Street CRED youth worker attends Southport Children's Court to provide support and referrals, if needed.
- Partner agencies follow up with secondary services during office hours to discuss vulnerable young person needs.
- When the need arises, early morning outreach is conducted to focused hotspot areas (areas identified with high numbers of youths sleeping rough or experiencing homelessness).

The value and effectiveness of immediate follow-ups is the demonstration of consistency and commitment of workers to keep their word with young people. If an appointment has been made with a young person for pickup at a hotspot location the following morning, ensuring workers attend early enough to catch that young person before they get on with their day is essential. Whether the young person turns up or not, the attitude of "doing whatever it takes" no matter how long it takes to chip away at a young person until their self-efficacy has been activated is consistently showing benefits.

Other areas of follow-up are covered through young people initiating their own recovery process by engaging with services directly. Young people are prompted to engage through conversations with the Street CRED team during outreach and encouraged to access local youth hubs for support.

7. Vulnerable Young Person Panel (VYPP)

The VYPP was developed a year after Street CRED had commenced in response to the identified need to coordinate a space to discuss in depth the intensive support needed for young people who the outreach teams were seeing regularly but were harder to engage. This panel is facilitated fortnightly 1.5 hours before the outreach is conducted. The outreach team identifies the most vulnerable youth and discusses them in the VYPP. The various services identify the different types of support that can be provided, action items are developed, and each service updates and reports back to the panel at the next VYPP.

8. Data Collection

A basic spreadsheet was developed and used to capture individual identifiable data on young people engaged during outreach. This makes it easy for the team to record the information at the end of every outreach delivery.

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9. Monthly Professional Development

As Street CRED has progressed, a number of barriers and challenges have presented during engagement attempts with young people throughout outreach and follow-ups. Feedback has also been received from partner agencies confirming additional immediate concerns and emerging trends such as volatile substance misuse. The Street CRED coordinator discusses these trends with the leadership team and initiates professional development on emerging topics (e.g., alcohol and drugs, inhalant use).

To address the emerging issue of volatile substance abuse, Street CRED members conducted a retail door knock campaign in neighboring suburbs, raising awareness and educating shop owners and managers about shoe glue and aerosol inhalant abuse. The general response was positive, and many have already started implementing preventative strategies.

10. Bimonthly Strategic Leadership Meetings

These meetings are a forum for the management team of each Street CRED partner agency to discuss governance, concerns, and strategic plans. It also provides an opportunity for the outreach team to give an update on current outcomes, activities, and any challenges or trends among vulnerable young people.

ENGAGEMENT AND EVALUATION

Of the 266 individuals the project has engaged with in the first 18 months, Street CRED has housed and supported more than 81 young people—youth who are no longer vulnerable or engaged on the streets during outreach.

The project was independently evaluated after the five-month pilot (June–October 2018) by Griffith University, Gold Coast School of Criminology and Criminal Justice. The early intervention and evidence-based crime prevention strategies adopted were found to benefit all involved agencies, not the least of which was QPS, by reducing calls for service. The project has recently won a Premier's Award for Excellence, a State Child Safety Award, and a QPS Award for Excellence.

CONCLUSION

Street CRED is not a panacea for dealing with all the problems associated with vulnerable, at-risk youth. However, the project has demonstrated that working collaboratively with other agencies can result in enhanced benefits for all. As stated, "No one service can do it alone." ♡

IACP RESOURCES

- Enhancing Law Enforcement Response to Children Exposed to Violence Toolkit

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- "Youth Assessment Model: Assessment, Referral, and Diversion" (article)
- "First Drinks, First Impressions" (article)

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**BY**

John Hofer, Chief of Police, Harrisonville Police Department, Missouri; Kacey Morgan, Teen Driving Coordinator, Missouri Department of Transportation, Highway Safety & Traffic Division; and Jill Filer, Director, Communications and Community Relations, Harrisonville School District, Missouri

Photos courtesy of Harrisonville TRACTION.

EMPOWERING YOUTH TO PROMOTE SAFE DRIVING

Missouri's TRACTION Program

WHILE MOST PEOPLE WISH TO ENCOURAGE GOOD BEHAVIOR OR ACTIONS, change or improvement often comes as a reaction to a tragedy. For Chief John Hofer and the Harrisonville, Missouri, community, one such tragedy occurred on August 23, 2016—Corey Turner, four days into his high school career, was walking home from high school on the sidewalk when he was tragically struck by another student's vehicle.

Chief Hofer arrived shortly after the ambulance left with Corey, and he remembers many moments from that day—listless expressions on the faces of the young officers who tried to save Corey's life by performing CPR and the expressions of horror on the faces of many other students gathered in the area. When the chief arrived and approached the scene by foot, he recognized the many students, teachers, coaches, and school administrators who were there to try to help. Harrisonville is a small, close-knit community of just over 10,000 people. It is a little town full of a rich history and has a beautiful brick road square in the center of town where the Cass County Courthouse sits. However, the image that Chief Hofer remembers most clearly—the one that inspired him to promote change—was the bumper sticker on the offender's vehicle. It read, "Your car can kill."

In addition to the tragic loss of a young high schooler, Chief Hofer took note of many other dangerous traffic violations in Harrisonville—speeding, stop sign violations, and parking issues, as well as traffic safety concerns related to some of the town's school dismissal procedures. It was time to make changes.

To get the ball rolling, Chief Hofer decided to invite several community partners for a conversation. Eight community partners attended the first meeting of the Harrisonville Cares Coalitions on October 6, 2016. The eight in attendance included representatives from the Harrisonville Police Department, city public works, the Missouri State Highway Patrol, the local school district, and the Missouri Department of Transportation Education Unit.

At the meeting, Kacey Morgan, Teen Driving Coordinator with the Missouri Department of Transportation, Highway Safety & Traffic Division, shared with the group a program for teens called TRACTION: Teens Taking Action to Prevent Traffic Crashes. Based on a model first implemented in Dallas, Texas, in 1989, the peer-to-peer youth traffic safety program empowers youth to take an active role in promoting safe driving habits for fellow students in the school as well as the community to reduce traffic crashes, injuries, and deaths.

TRACTION seeks to accomplish this mission by providing youth and their adult advisors with the motivation, information, skills, and support necessary to develop a plan of action that addresses impaired driving, driver inattention, and drowsy driving and promotes safety belt usage through events and activities to be implemented within their schools and communities.

The program consists of three phases: (1) a summer TRACTION Training Conference, (2) action plan implementation, and (3) TRACTION Reunion and Expo the following year.

In the summer TRACTION Training Conference phase, 12 students and 2 advisors from each high school across the state are invited to attend one of the four annual summer conferences as school teams. As teams participate, they will not only receive educational training but also develop individualized team action plans to be implemented within their own schools upon their return. The three-day training conference consists of general sessions, six workshops directly related to highway safety (distracted driving, impaired driving, drowsy driving, occupant protection, etc.) team break-out time, team building, and a mock car crash. The conference is designed to be high energy and provides activities from early morning until late evening.

The second phase—implementation—occurs as schools go into the following school year. At this time, the action plans developed during the summer conference are carried out by student team members and additional students who will be

TRACTION: A STUDENT'S EXPERIENCE

By George Frees, Student, Harrisonville High School, Missouri

During my junior year, Harrisonville High School created an official TRACTION team, although some students, including me, had already been attending the annual conferences for a few years. We now hold meetings at least once a month with our 10 current members in order to brainstorm new ideas and work on completing current projects. Despite the team existing only for a short time, we have initiated or assisted in many traffic safety projects in our community.

During the summer preceding the 2019–2020 school year, we set out to raise awareness of these traffic crashes to our high school student body. On the first day of school, the team inflated a giant plastic whale that we had made at our last conference in order to attract the attention of the students arriving at the school. Several members of the team stood alongside the whale and spoke to students about making safer choices while driving. At various times throughout the school year, we have also tracked student and staff seat belt use in order to measure our progress. The Harrisonville TRACTION team also hosted a booth with the Harrisonville Police for Trunk-or-Treat in October 2019, where we spread awareness of traffic safety issues to the general public. We have also been working with local businesses to put up stickers on their front windows that draw attention to Harrisonville TRACTION. At one of our meetings in October with the Harrisonville Cares Coalition, our team gave input on logistics for the local band festival later that month. Additionally, Harrisonville Mayor Judy Bowman proclaimed October 26, 2019, to be Buckle Up Phone Down Day. As a team, it has been our pleasure to partner with such helpful and devoted people.

Our most beneficial partnership is with the Harrisonville Cares Coalition, which combines the forces of city officials, the local police force, local school administrators, the Missouri Department of Transportation, and our student group to improve traffic safety and efficiency in and around Harrisonville. The Harrisonville Cares Coalition has accomplished great things in the past, but the Harrisonville TRACTION team hopes to add input into their projects and continue to improve upon this partnership in the future.

The Harrisonville TRACTION team also procured a large vinyl poster advertising the Harrisonville TRACTION team that has been placed on an exterior wall next to the student parking at the high school, which is also visible from the road. The Missouri Department of Transportation (MoDOT) has also provided us with 14 Buckle Up Phone Down (BUPD) signs we placed at the exits to the driveways and parking lots of the schools in our community. Furthermore, we will be using stencils from MoDOT to paint the BUPD symbol on the ground in school parking lots.

Overall, I have found my TRACTION family to be an incredibly helpful, supportive, and passionate group. Through TRACTION, I have gained knowledge of local politics, traffic safety, and ways to improve my community while forming valuable partnerships with all of those involved. I would encourage any high school student who is similarly passionate about improving their community to join or create a TRACTION team or a similar organization. I would also suggest to law enforcement and city leaders to encourage and support such groups in their communities. As disparate groups, there is only so much we can accomplish, but if we work together, the possibilities are endless.

recruited to assist with these events, with the support of the adult advisors. As a result, TRACTION has the potential to have a very positive effect not only on the participants but also on their schools and their entire communities.

In the third phase, school teams return the next year and attend the TRACTION Reunion and Expo. This follow-up conference gives schools the opportunity to showcase the highway safety work they completed within their school and community. Schools are required to complete a 10-minute presentation to a panel of judges (highway safety experts), and, ultimately, one school wins TRACTION Team of the Year. A trophy and a \$1,000 highway safety grant also accompany that recognition.

HARRISONVILLE TRACTION TEAM

When Harrisonville decided to participate in TRACTION, the police department's school resource officers (SROs), Tim Mikelson and Jeremiah Jacobs, escorted the school's first TRACTION team to Columbia, Missouri, for the three-day, two-night event in the summer of 2016. Each year, it is very encouraging to see the students willing to attend this workshop as they give up part of their summer break to make their schools and communities a safer place.

Once trained, the 2016 team, consisting of both high school and middle school teens, came home motivated to make a difference. The first year, the team promoted safe driving habits by bringing in topic-related guest speakers to include victim impact speakers, increasing informational signage and posters throughout the high school, providing public service announcements (PSAs) to fellow students during school announcements, and sharing data and information gathered during a seatbelt compliance check.

The team returned to Columbia in March 2017 and was named TRACTION Team of the Year for the state of Missouri. Along with receiving this prestigious award, they also received \$500 to use any way they wished to increase awareness within their school and community. Some of these funds were used to replace worn out "Buckle Up Wildcat" signs around the schools and to bring in additional guest speakers.

In September 2017, SRO Mikelson was promoted, leaving a void on the TRACTION advisory team. Intrigued by the program, Chief Hofer chose to fill the role, and he found himself inspired by the way these young adults take pride in their community and want to make it safer for their fellow students, residents, and the many visitors to Harrisonville.

TRACTION STUDENT INITIATIVES

As mentioned, at the TRACTION Training Conference, the team works together to develop an action plan that they take back to their school and community to carry out. Upon their return, the team implements this plan to help others in the community and in the school become safer drivers.

According to the National Highway Traffic Safety Administration (NHTSA), the best way to reduce distracted driving crashes involving teens is to use peer pressure in a positive way and promote the idea that it's "uncool" to use a phone while driving and remind parents not to drive distracted either. The same general philosophy can work for issues such as impaired driving, and seat belt use. As Harrisonville School District's Director of Communications and Community Relationships Jill Filer points out:

As educators, parents, and community members, we can tell young drivers what they need to do to be safe behind the wheel. However, if it's students sharing the information with their friends through events and programs they've planned and carried out, the impact is so much more powerful.

The team promotes safety at Harrisonville schools and around the community through innovative, engaging events and campaigns, as well as actively participating in the city's safe driving efforts.

Mock Crash: Every other year, on the Friday before high school prom, the TRACTION team partners with SADD (Students Against Destructive Decisions) to plan and host a mock crash in the high school parking lot for the junior and senior class. The mock crash typically consists of a multi-vehicle fatality crash involving students from the school. One of the students is severely injured and taken from the scene by a life-flight helicopter, another student is killed and is placed in a body bag (unused) and taken away in the hearse of a local funeral home, and the intoxicated student suspect driver is arrested and taken away in handcuffs to the local jail. While all of the student roles are fictional, the mock crash involves real first responders and realistic outcomes.

After the conclusion of the crash, the high school students are taken into the school's auditorium for a docudrama to include impact statements from fellow students, parents, and the intoxicated driver.

Harrisonville TRACTION members posted Buckle Up Phone Down signs around the high school campus to remind their fellow students not to drive distracted.



The Harrisonville TRACTION team works to encourage safer driving in their school and community.



Harrisonville Cares Coalition: Cares was the coalition developed after a pedestrian student was tragically killed in a motor vehicle crash in 2016. The TRACTION team is very active in the coalition. They often share stories and provide a different perspective on matters than the adult participants.

According to Director Filer, the students are valuable contributors to the coalition:

One of the main ways I have seen TRACTION make an impact is through the use of their student voice at an “adult-dominated” table.... The TRACTION members’ voices at the meetings are so important. We, as adults, can talk about things that impact our children, but the TRACTION members provide us with a dose of reality and help us understand how and why programs or ideas might work or not with our youth.

Orange Seatbelt Sleeves: It is often easy to “talk the talk” and then not “walk the walk.” However, the TRACTION students both speak up and take action. For instance, several of the TRACTION students have a bright orange sleeve over the top of their shoulder seat belt harness in their personal vehicles. This eye-catching sleeve makes it easily visible and identifiable that the driver is wearing a seat belt and is an excellent illustration and reminder for other students and community members to also wear their seat belts.

Elected Officials: In March 2020, several members of the TRACTION team met with Missouri State Representative Mike Haffner and City of Harrisonville Mayor Judy Bowman to discuss current legislature regarding safe driving habits within the state.

While meeting with Representative Haffner, the team spoke about distracted driving to include texting and driving, advocated for making seat belt usage a primary offense in Missouri, and argued against a proposed repeal of the helmet law for motorcyclists.

The team pointed out the following during their visit with Representative Haffner:

- Missouri is one of just two U.S. states that doesn’t ban texting and driving for all drivers, Missouri has distracted driving laws statewide, but they apply only to commercial drivers and “novice” drivers ages 21 and younger.
- Missouri does not have a primary seat belt law, which means a driver cannot be pulled over just for not wearing a seat belt. Cities, however, can adopt ordinances making seat belt use a primary offense; Harrisonville has done this.
- Statistics show that drivers 15–20 years of age compose only 8 percent of the licensed drivers in Missouri but were involved in 20 percent of the traffic crashes from 2016 to 2018. In that same period, 245 teens ages 15–19, died in traffic crashes in Missouri, and 72.4 percent of the teen occupants killed were not wearing seat belts.
- Helmets reduce the chance of a fatal injury by 42 percent and reduce the risk of sustaining a head injury by 69 percent. Missouri could potentially see a 38 percent increase in fatalities if the helmet law is repealed.

A week after meeting with Representative Haffner, members of the TRACTION team met with Mayor Bowman to discuss adopting a distracted driving ordinance like other cities in Missouri. The students shared with Mayor

Bowman that, according to NHTSA, there were 2,841 people killed in motor vehicle crashes involving distracted drivers in 2018, and that between 2012 and 2018, nearly 23,000 people in the United States had died in crashes involving distracted drivers. The students' proposed ordinance defines distracted driving as anything that takes a driver's attention away from the act of driving, including the use of cellphones. At the conclusion of the meeting, the mayor suggested that the TRACTION team make a formal request to be placed on the agenda for the Board of Alderman's work session so that the whole board could hear their heartfelt presentation.

Seatbelt Checks: Early in the 2019–2020 school year, the TRACTION team arrived at school earlier than normal one day in September to perform a seat belt check on their fellow students. It was determined that, on that morning, 79 percent of students entering the school parking lot were wearing their seat belts. In the spring, the team had planned to perform a recheck as the students are leaving the school parking lot after school—this time, armed with candy. Anyone properly buckled up would receive a package of Smarties, and anyone not buckled would receive a Dum-Dum sucker.

Buckle Up Phone Down (BUPD): In 2017, the Missouri Department of Transportation (MoDOT) launched the Buckle Up Phone Down (BUPD) challenge to drive down the increasing number of fatalities on Missouri roadways. The challenge focuses on two critical issues every Missourian can help address: unbuckled fatalities and distracted driving crashes. All members of the Harrisonville TRACTION team took the BUPD Pledge while at the TRACTION conference over the summer, and the team has used the BUPD pledge and logo in many different ways to promote safe driving with fellow students as well as the wider Harrisonville community. Even their bright orange 2019 TRACTION Team T-shirts included the BUPD logo on the sleeve.

BUPD Video Challenge: The TRACTION team made a BUPD challenge video, where they confirmed their pledge to buckle up and put their phones down. In the video, the team challenged students at neighboring high schools to pledge to drive buckled up with the phone down. The video was played on the big screen at many high school sporting events.

BUPD Banner and Signs: The TRACTION team purchased a large BUPD banner and signs to promote awareness around Harrisonville schools. The large 4' x 8' banner is displayed on the exterior wall of the high school that overlooks the student parking lot. This hard-to-miss sign is a great reminder for students during dismissal time to practice safe driving habits and to always buckle up and put their phones down while driving. The team has also posted metal BUPD signs at the exits of all the Harrisonville schools to remind all drivers to buckle up and put their phones down.

THE VALUE OF YOUTH LEADERS TO A COMMUNITY

By Judy Bowman, Mayor, Harrisonville, Missouri

In August 2016, Harrisonville lost a high school freshman who was struck and killed by a vehicle while walking home from school. I attended this young man's funeral and will never forget the looks on the faces of his classmates. Hurt. Shocked. Disbelieving. Stunned.

While loss of life at any age is tragic, one young life lost is one too many. Often, however, triumph follows tragedy. I believe Harrisonville, a community of 10,000, is experiencing that phenomenon.

Following the incident, strategic partnerships were formed to make the streets of our community safer for pedestrians and drivers alike. The Harrisonville Cares Coalition was formed by our police chief and has brought organizations together that are committed to making us a safer, stronger, and better community.

In addition to these "adult" groups, Harrisonville benefits from the participation of two student groups—SADD (Students Against Destructive Decisions) and TRACTION (Teens Taking Action to Prevent Traffic Crashes).

Teens are often more receptive to their peers than they are to adults. TRACTION has taken that truth and turned it into a program designed to allow youth to deliver the education and prevention messages to their peers.

Several Harrisonville students participate in SADD or TRACTION. As their mayor, I am thrilled to see their passion for and commitment to roadway safety. I admire them, I respect them, and I am grateful to them. They deliver messages about important safety issues including distracted driving, impaired driving, and seat belt use to their peers. Even adults are paying attention to them. Youth voices matter.

Providing for public safety is one of the most important obligations of elected officials. I am pleased to have our young people working with us to keep our roadways safe. One life lost is one too many.



The Harrisonville TRACTION team has helped promote MoDOT's Buckle Up Phone Down challenge.

BUPD Window/Bumper Sticker: In 2020, the TRACTION team had BUPD stickers made with the Harrisonville school's Wildcat mascot and used them to partner with local businesses in promoting safe driving habits. The students personally visited many local businesses not only to promote their program but also to affix a window sticker on their doors to encourage businesses' patrons to follow the BUPD motto. The students also used the stickers as bumper stickers and placed them on vehicles throughout the community, including on the vehicles of students who had taken the BUPD pledge. The mayor of Harrisonville has requested that any remaining stickers be placed on city vehicles to help spread the message.

Facebook Page: In 2019, the students started to share their traffic safety messages via social media. They started both a Facebook and Twitter page and have many followers on each. The use of social media has greatly assisted the team with spreading their safe driving campaign message.

Varsity Letter: After being awarded the 2018 state of Missouri TRACTION Team of the Year, the students met with the high school administration about being recognized as an official club of the school. In 2019, not only did they receive their desired recognition of being a school-sanctioned club, but they became able to receive the prestigious school varsity letter for their participation in the club.

Guest Speakers: The students chose to use the TRACTION Team of the Year award funds to bring in guest speakers to support their safe driving campaign. One of the 2018 speakers, Carey Portell, is known across the United States. A survivor of a

crash caused by a drunk driver, Carey shared her experience and powerful message with the entire student body. The team also brought in a presenter that year to talk about the decision he made to drink and drive and how that decision killed his best friend.

Booster to Belts: The TRACTION team is partnering with the U.S. Health and Human Services SADD program to facilitate the Boosters to Belts programs at a couple of the school district's elementary schools. After receiving training, the participants will visit the local elementary schools to share the importance of buckling up and teach the younger students how to transition from booster seats to seat belts and when to do it safely. The younger students are taught to make buckling up fun in the hopes that they will share this concept with their parents and other unbuckled vehicle occupants.

FACTORS FOR SUCCESS

TRACTION has been successful for several reasons. Overall, TRACTION is completely different than any other traffic safety program in the state of Missouri. First, TRACTION is a peer-to-peer program in which the student leaders who attend TRACTION have a voice and take the lead in completing and implementing action plans—using their own ideas about how they want to change the traffic safety trends in their schools and communities. Teens are more likely to complete a project if it consists of their own original ideas and they have ownership of the hands-on efforts and ideas being implemented. On the receiving end, teens are more likely to take advice from their peers instead of adults. Having youths teach youths is very effective. If safe driving habits can be communicated



Every other year, a mock impaired driving crash is staged at Harrisonville High School to increase awareness.

“Beyond the purpose of TRACTION itself, this organization is providing our students with leadership experience that is invaluable. They learn to work as a team, develop and manage programs, and the importance of service to their community.”

TRACTION used an inflatable whale to draw the attention of fellow students to their safe driving message.



to others at a young age, as the TRACTION team is trying to do, then the safe habits learned as a youth will carry on to adulthood, and traffic crash and fatality statistics will start trending down.

Second, TRACTION is more than just a traffic safety conference with traffic safety speakers and workshops. It also teaches leadership skills that students can use and take with them as they grow into working adults. During the three-day conference, students are challenged to get out of their comfort zones, become leaders, and speak up on important issues. It is amazing to watch the students grow throughout the training. Most students walk in shy, unsure, and introverted, and some have low confidence. They leave with smiles and confidence and become true leaders and fantastic role models who are ready to do whatever it takes to save lives in their communities. Director Filer says,

Beyond the purpose of TRACTION itself, this organization is providing our students with leadership experience that is invaluable. They learn to work as a team, develop and manage programs, and the importance of service to their community.

Last, TRACTION is successful because of its staff. The individuals who work for TRACTION are leaders and role models who dedicate their time to lead students through five three-day conferences throughout the year. TRACTION staff are individuals who previously attended a TRACTION conference with their school and are so dedicated to saving lives through traffic safety work that they apply to join the staff. TRACTION has 30 staff

members, including two staff members who lead and run the conferences for the full three days. Many of the staff are facilitators who are assigned to a school for the duration of the conference and assist the schools in developing their action plans. There are also individuals who oversee a cluster of three or four schools at a time and support the facilitators assigned to those schools.

In the past 25 years, TRACTION has trained teams from more than 400 high schools across the state and has educated thousands of Missourians on the importance of being safe behind the wheel. The TRACTION program has become successful in communities like Harrisonville due to the work of dedicated staff members and role models and the student leaders who are motivated to implement change and save lives on Missouri's roadways. ♡

IACP RESOURCES

- Distracted Driving Toolkit

theIACP.org

- “Distracted Driving Impact Panels—Changing Driver Behaviors in New York State,” Traffic Safety Initiatives (column)
- “Every Relationship Starts with a Conversation” (article)

policechiefmagazine.org



BUILDING SOCIAL CAPITAL

Youth Engagement in “At-Opportunity” Communities

Photos courtesy of Norfolk Police Department.



BY
Larry D. Boone, Chief of Police,
and Adria Moore, Executive
Support Manager, Norfolk
Police Department, Virginia

ON FEBRUARY 1, 2017, A HEADLINE READ, “GANGS, GUNS AND RAP VIDEOS HELPED MAKE 2016 NORFOLK’S DEADLIEST YEAR IN A DECADE.” The article depicted a photograph of three African American youth holding a firearm—two of those young men were killed due to gun violence. The photograph and the far-too-early loss of life would serve as a catalyst for Norfolk, Virginia, Police Department’s approach to addressing youth gangs, crime, and authentic community engagement. In the years since that headline, the Norfolk Police Department, known as the 2019 CBS National Lip Sync to the Rescue Champions for their rendition of Bruno Mars’s “Uptown Funk,” has been nationally and internationally recognized for more than 20 community engagement programs that reach community



*“The me I see is
the me I’ll be.”*

members of all ages—including youth in high-risk neighborhoods (at-opportunity communities). Norfolk’s Sergeant William Pickering and Ms. Karen Parker-Chesson are among key departmental staff who, along with community stakeholders, play a major role in the success of the agency’s community outreach efforts.

The Norfolk Police Department has been intentional in trying to reach the youth from Norfolk’s “at-opportunity” communities to positively impact the trajectory of youths’ personal development to become future leaders. Youth who participate in community programs benefit from the positive relationships with additional trustworthy, supportive adults facilitated by these programs, which research shows to be associated with improvements in social and emotional development. In partnership with the community and its youth, the Norfolk Police Department strives to be the incubator of authentic youth engagement and its nexus to crime reduction.

CREATING OPPORTUNITIES THROUGH YOUTH ENGAGEMENT

Police Leadership Unveils Success (PLUS) Program—Literacy and Mentoring

An empowered life starts with the ability to read. The research is abundantly clear that, children who can read by the end of third grade are four times more likely to graduate from high school. In addition, two out of three students who cannot read well by the end of third grade face grim futures, including incarceration or living on public assistance. Reading and comprehension skills must be developed and reinforced at a young age to ensure that children have the foundational tools needed to reach their full potential in life.

To encourage literacy in Norfolk, the Norfolk Police Department, in conjunction with the Life Enrichment Center (LEC) and Norfolk Public Schools (NPS), is going into its sixth year as

AT-OPPORTUNITY COMMUNITIES

Norfolk Police Chief Boone refers to “at-risk” communities as “at-opportunity” communities, reflecting the agency’s understanding that those communities are often labeled with negative connotations because of lifestyle conditions that foster crime and lead to few economic opportunities, low educational achievements, and no hope.

Chief Boone and the Norfolk Police Department, instead, view these communities as opportunities to make a difference by improving and building long-lasting relationships through authentic community engagement. As Chief Boone points out, “If you’re not authentic, people know it before you say anything. Crime suppression is necessary but it’s not everything. A genuine interest in the lives [of those] you protect is where we begin.”

partners in the PLUS (Police Leadership Unveils Success) program. More than 50 Norfolk police officers and professional staff members serve as literacy mentors and tutors at Norfolk public elementary schools with high concentrations of students from low-income families. The volunteers commit to one hour per week during the school calendar year. Teachers and administrators are thrilled to welcome these dedicated personnel into the schools, and students are responsive to the special attention given to them by officers and staff. This partnership creates an environment where children from at-opportunity communities and the police who serve these neighborhoods can develop and cultivate trusting relationships. These relationships extend far beyond the classroom, impacting not only the students but also their neighborhoods and families. The students receive educational benefits as well—90 percent of the children tutored by the Norfolk Police Department saw improvement in their reading test scores by the end of the academic year.

Each week, 20 Norfolk officers teach children at two elementary schools how to play chess.



Scholastic Chess for Success Program

Tutors from the Norfolk Police Department PLUS program have impacted hundreds of children in Hampton Roads. However, one hour a week to help with tutoring was not enough, so Norfolk Police Department Sergeant David Benjamin decided to implement a scholastic chess program to teach children how to play chess. In addition to the 50 officers tutoring, 20 officers serve in the chess program at two elementary schools one day a week. Numerous studies have demonstrated that scholastic chess instruction can significantly increase English and math test scores, build long-term friendships among students, and teach valuable skills such as problem-solving, analytical thinking, and good sportsmanship. In addition, Sergeant Benjamin hopes that the experience will help to build lasting, positive relationships between the Norfolk Police Department and the community it serves. The chess program is open to any student who shows interest, and playing chess allows students and officers to interact while developing the students’ logic and strategic thinking skills. Additionally, research suggests chess can improve academic performance. In 2000, a study found that students who received chess instruction scored significantly higher on all measures of academic achievement, including math, spatial analysis, and nonverbal reasoning.

Five-O and FADES Program

Historically, barbershops have been a social sanctuary in the black community and a place where various topics are discussed, including police relations. In 2017, the Norfolk Police Department partnered with local barbers in the community to create the Five-O and Fades program. The biweekly engagement project, with the barber-shops as the backdrop, allows barbers to foster friendly and difficult conversations between their male clients and Norfolk police officers. Initially, conversations were fueled by local or national incidents involving police. Those conversations now cover a range of topics, such as sports, cars, and family because of the established trust developed through difficult conversations. Karon Potter, a 15-year-old high school student, has been going to Dr. Deon’s barbershop for four years. In March, he said he saw police there and thought “it was cool.”

I think it’s a good idea because there does need to be a change in the community to make it better. Nowadays [kids] around my age or younger, they’re playing with guns and smoking weed. Things need to change.

As the program continued, the partnership decided to take this positive synergy outside the



More than 600 youths participate in the annual Five-0 and Fades engagement event.

walls of the barbershop to the community. The discussion led to the creation of the annual Five-0 and Fades back-to-school event. The event brings more than 600 youths and their families together to engage with barbers and police officers in a block party atmosphere. Each youth receives a free haircut, backpack, and educational information about making life choices. The goal is to provide youth with a fresh start to the school year to improve their self-esteem for learning. “I’m grateful our officers and community partners are intentional about sharing resources that will make a difference in the lives of our youth,” said Chief Boone. “We don’t just give kids a backpack and a pat on the back and say, ‘Good luck’—we are far more invested than that.”

Norfolk’s Police COPsicle Truck “Cooling” Hot Spots

The indisputable sound of an ice cream truck is sweet music to the ears of children. Imagine their surprise when they discover the ice cream truck is the Norfolk Police Department’s COPsicle truck serving the community in a sweet new way: offering free ice cream to youth throughout the city. The COPsicle truck, whose purchase was sponsored by the Norfolk Police Foundation, is the first ice cream truck fully operated and owned by a law enforcement agency in Virginia. “It’s important that our officers’ outreach programs touch the hearts and minds with emotion,” said Chief Boone. “Now, we’re touching the appetite with ice cream, and I have yet to know anyone who doesn’t enjoy ice cream!” Long-time criminal justice professor Brian Payne called the idea “brilliant.”

These initiatives are actually quite central to what policing is. Enforcing the law is really just one part of what police officers do. There’s also maintaining

order and serving the community and it’s these types of activities that show police are part of the community and not apart from the community.

Through programs like this, the public see and interact with the officers more, encouraging them to speak up in the future before a crime occurs. Additionally, research shows that the presence of police officers in a community will make potential offenders reconsider their behavior.

Cops and Curls

Since 2016, officers have donned their best dress blues and highly glossed shoes for Norfolk Police Department’s annual Cops and Curls event, designed to encourage, motivate, and lift the self-esteem of girls ages 6–13 from at-opportunity communities. The young ladies get to dress up, walk the red carpet, dance to music, and participate in different educational activities. The Norfolk Police Department believes the event helps build bridges in the community and gives the young girls a chance to see police in a different light. In addition, officers engage in fun and fellowship with the girls, taking part in manicures, dancing, games, and a photo booth. Captain Michele Naughton, the first African American female to be promoted to captain at Norfolk Police Department, said,

The event is an important way to build self-esteem in young women. The young boys are doing sports, and you recognize that women and young girls are

Officers engage in fun and fellowship with young girls during the annual Cops and Curls event.



“The public see and interact with the officers more, encouraging them to speak up in the future before a crime occurs.”

very important to our society. If we don't push their esteem before they get to those teenage years, they could be pulled either way.

The agency hopes the event builds positive relationships between community members and the police and helps young women see the best in themselves. “You can give time, you can give money, but when you reach someone and you touch their heart, that’s magical,” Chief Boone said.

Teaching, Reaching, Understanding and Educating (T.R.U.E.) Youth Program

The Norfolk Police Department partnered with Norfolk Public Schools to start the T.R.U.E. (teaching, reaching, understanding, and educating) youth program in 2017. This initiative, created by officers, aims to empower Norfolk public high school students in getting ready for the workforce by providing them with tools for educational or employment success. The six-week program teaches youth how to write a résumé, prepare for job interviews, and complete college or trade school applications, as well as providing professional dress coaching and introductions to potential employers and military recruiters. The

program rotates among high schools throughout Norfolk. In addition to preparing students for life beyond high school, the program has helped form positive relationships between students and officers and provided a means to improve the students’ confidence to take ownership of their future endeavors. High school junior Sherry Durham says it works. She was in need of a job, and officers helped her fill out applications. Within two weeks, she landed a job at a finance company.

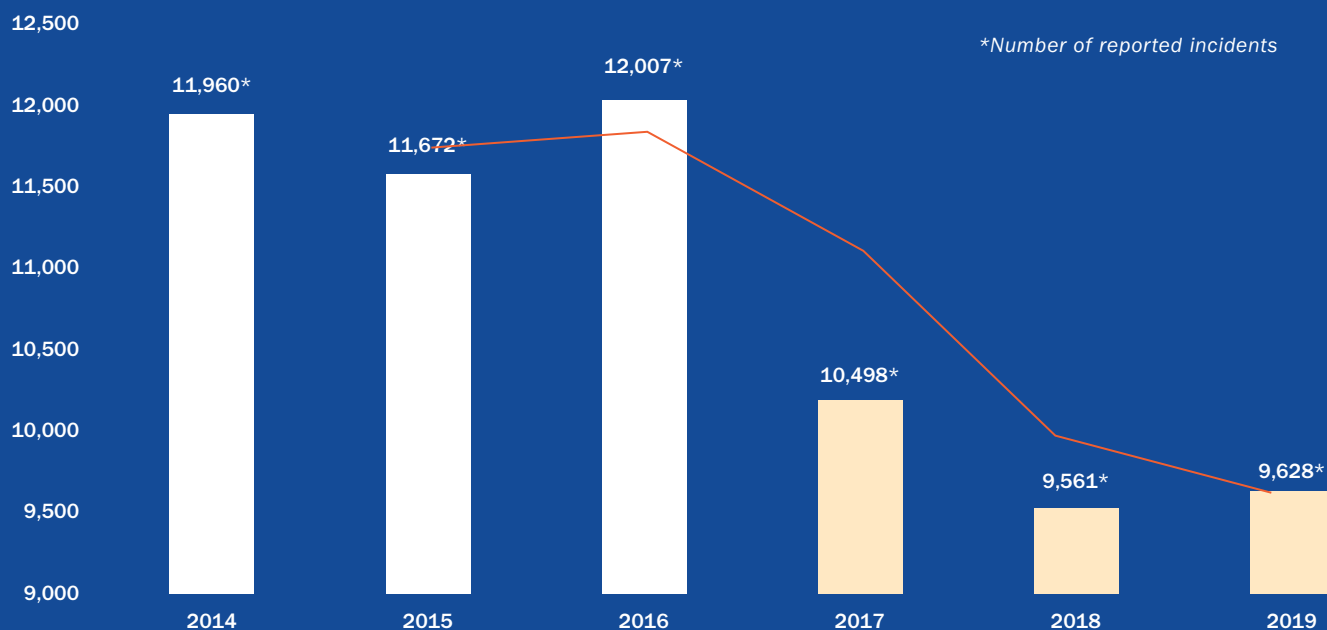
Cops and Kids Eating (CAKE)

CAKE (Cops and Kids Eating) is a partnership with the Boys and Girls Club of Southeastern Virginia. Once a month, officers share an after-school meal with youths who are also treated to a variety of

CAKE brings together officers and youths for an after-school meal each month.



FIGURE 1: NORFOLK POLICE DEPARTMENT SIX-YEAR CRIME TREND



static police displays and classroom discussions on topics such as the K9 Unit, Homeland Security Division's bomb robot, the Forensic Unit, Beach Patrol, and Gang Unit. This initiative is effective in brokering mutual trust and helping youth view the police as their friends and mentors. In addition, after-school engagement programs have been shown to positively impact academic achievement.

THE COMMUNITY ENGAGEMENT – CRIME SUPPRESSION NEXUS

The Norfolk Police Department's philosophy in crime suppression is entrenched in building social capital with its communities in order to effectively address crime. If a lack of trust between police and the community exists, it will limit their ability to work together to prevent crime. Conversely, strong relationships between police and communities provide the foundation for effective crime prevention. The Norfolk Police Department believes in "actionable partnerships" that measurably impact crime, particularly crime committed by youth. Research suggests that the effectiveness of community engagement can be difficult to measure as it relates to crime reduction. However, the Norfolk Police Department views authentic community outreach as an opportunity to be transparent and a way to show the community it cares. These events allow officers to make a personal connection with Norfolk residents so that the community supports evidence-based solutions to fighting crime.

CONCLUSION

The Norfolk Police Department has realized significant crime reductions since elevating their community youth engagement initiatives. Chief Boone attributes the decrease in crime to both the hard work of the officers and agency staff and the diligent support of community members. The agency has worked hard to implement community outreach, authentically integrate into the neighborhoods served, and touch the hearts and minds of community members. Balancing community engagement and crime reduction can be difficult; nonetheless, the Norfolk Police Department believes these many youth programs and initiatives are making all the difference—and Norfolk's lowest crime rate in 35 years of data supports this belief. ♡

IACP RESOURCES

- Youth-Focused Policing Agency Self-Assessment Tool
- Improving Law Enforcement Responses to Adolescent Girls

theIACP.org

- The Direct Relationship of Mentoring, Positive Intervention, and Enhancing Youth-Police Engagement (article)

policechiefmagazine.org



357
ATTENDEES

MORE THAN

180
AGENCIES REPRESENTED



ATTENDEES
LOGGED ON FROM



10
COUNTRIES

ON **6**
DIFFERENT
CONTINENTS



2020 IACP TECHNOLOGY CONFERENCE

ONLINE EVENT & EXPO

On June 24-25, 2020, the International Association of Chiefs of Police (IACP) hosted its first fully virtual conference—the 2020 IACP Technology Conference Online Event & Expo. This event delivered a high-quality platform of valuable educational and plenary sessions to law enforcement executives, frontline officers, and leading practitioners.

The virtual conference had a total of 357 attendees with more than 180 agencies represented. Attendees from around the globe logged on from 10 countries on 6 different continents.





NETWORKING AND EXPO

In addition to the educational sessions, attendees were able to continue the conversation from the live sessions and connect with colleagues and speakers to discuss the latest technology in the Virtual Networking Lounge; interact with 40+ industry leaders showcasing the latest policing tools, gadgets, and technology solutions in the Virtual Exhibit Hall; and join colleagues to discuss how police departments can overcome policy, security, and technical issues when adopting a cloud storage strategy in the Q&A on Cloud Security & Storage session.

The virtual conference concluded with an Ask the Experts session where attendees had the opportunity to interact with IACP's Technology Policy Council chairs, including the chairs of the Law Enforcement Information and Technology (LEIT) Section, the Communications & Technology Committee, Computer Crime & Digital Evidence Committee, and the Criminal Justice Information System Committee, to ask their most difficult technology questions.

EDUCATION HIGHLIGHTS

The opening plenary session on June 24 kicked off the virtual conference with a dialogue among agencies that turned to technology to help manage operations during the COVID-19 pandemic. The session featured IACP President Steven R. Casstevens (Buffalo Grove, Illinois, Police Department) as the moderator, and panelists included Boston, Massachusetts, Police Department Commissioner William Gross; London Metropolitan Police Service Chief Technology Officer Darren Scates; and Nampa, Idaho, Police Department Corporal Angela Weeks.

In the second plenary session, Lessons in Surviving a Ransomware Attack, National White Collar Crime Center Vice President Jim Emerson moderated a discussion with San Diego, California, Harbor Police Public Safety Technology Program Manager Kurt Smith and Georgia Department of Public Safety Chief Information Officer Nigel Lange examining how past

ransomware attacks impacted operations, their steps to recovery, and cybersecurity solutions to mitigate and defend against future attacks.

This year's virtual conference featured 10 educational workshop sessions on the following topics:

- Managing the Use of Facial Recognition in an Evolving Policy, Regulatory, and Legal Environment
- Maximizing Public Safety Mobility
- Video Analytics and Integration Challenges Faced by Law Enforcement Agencies
- Use Cases for Unmanned Aircraft Systems

As an added benefit of the virtual IACP Technology Conference, all sessions were recorded, allowing registered attendees, for a limited time, to watch any sessions they might have missed or would like to watch again.



2020 SPONSORS



Enhancing Technology through the Cloud

IN 2017, CHIEF JOHN CARLI OF THE VACAVILLE, CALIFORNIA, POLICE DEPARTMENT WENT IN SEARCH OF CREATING A CUSTOMIZED MOBILE WELLNESS APP FOR HIS AGENCY.

One year earlier, in 2016, Chief Dave Hofmann of the Lawrence, Indiana, Police Department was looking for a solution to alleviate the responsibility of officers needing to remember to activate their body-worn cameras while responding to critical incidents.

Although seeking different products, both of these chiefs were on the hunt for an innovative use of the technology that has swiftly become a standard in the law enforcement field—cloud-based services.

CrimeCenter Operations Manager Michael Cunningham described cloud-based systems as “any that use the Internet to store, manage, and process data off-site rather than on a local server.” The “cloud” has been at the forefront of modern policing for many years due to a surge in the volume of data from cellphones, surveillance systems, dash and body-worn cameras, and personal computers.

Because the cloud has become such a common tool in law enforcement, companies have delved deeper into what the technology can offer to the field, expanding their line of products from storage uses to “smart” technologies and mobile applications.

MOBILE APPLICATIONS

Created to provide high-quality, customized, and science-based officer wellness toolkits and cloud-based software, Cordico, Inc., gives law enforcement on-demand access to expert-designed wellness modules, peer support, and vetted therapists.

Headquartered in Gold River, California, Cordico provides custom-designed native iPhone and Android apps for agencies of all types and sizes. The apps are designed to collect no personal information and to ensure confidentiality and anonymity. “Our police psychologists continually design new officer wellness tools based upon years of first-hand clinical work with police, and our app engineering team utilizes encrypted cloud-based technology to place these

life-saving tools directly into the hands of law enforcement and their families,” said Dr. David Black, CEO, founder, and chief psychologist of Cordico. He says that one of the best things about cloud-based technology is that it enables immediate deployment of tools and resources.

The first Cordico wellness app launched in early 2018 under the leadership of Chief Carli at the Vacaville Police Department. “My vision was to put the very best officer wellness tools and resources into the hands of officers nationwide and beyond,” said Chief Carli. “I understood from the start that this would require strong teamwork and effort to achieve that vision.” This teamwork mentality was showcased in the creation of the wellness app by the Cordico team.

The service Cordico provides spans three domains: app engineering, app implementation, and client care. The app engineering team builds and customizes every app. In addition to deploying best practices to maximize installation and utilization of the app,



Photo courtesy of Cordico, Inc.

the app implementation team designs customized presentations, posters, and promotional materials. Cordico's client care team provides continual support for each client, constantly updating the apps with new officer wellness tools, features, and benefits to ensure all needs are met.

BODY-WORN CAMERAS

One of the most well-known uses of cloud technology is the uploading and storage of body-worn camera footage. However, Decatur, Georgia-based BodyWorn by Utility has reached beyond that capability to develop smart technology that can automatically turn on body-worn cameras for officers in the field.

The development stemmed from the idea that officers were asked to take on an additional responsibility of turning on their body-worn camera during potentially dangerous and stressful encounters. The team at BodyWorn believed that technology could perform that task for the officers.

BodyWorn's advanced capabilities and features allow for policy-based automatic recording, in which the officer does not have to manually start a video recording. The software-driven recording systems can be configured to automatically start or stop recording based on an agency's specific policies, helping to promote efficiency, transparency, and accountability.

Automatic recording triggers include computer-aided dispatch (CAD), officer down alert, foot pursuit, and struggle activation—as well as smart holster sensor alert, vehicle sensor activation, and action zones and geofences.

Lawrence Police Chief Dave Hofmann implemented BodyWorn's camera system to be ahead of the technological curve. "What we wanted to do was alleviate the responsibility of the officers to have to think about activating their

camera," Chief Hofmann stated. "We just wanted to make it... easy for the officers to think about their job and not think about the technology."

Through over-the-air software updates to cameras in the field, BodyWorn provides current compliance with an agency's ever-changing recording policies.

DATA MANAGEMENT

The use of cloud technology for data management is perhaps the most common application. However, that does not mean the area is not evolving.

LexisNexis Coplogic Solutions, an Alpharetta, Georgia-based company, recently unveiled a dynamic and highly configurable cloud-based data management and optimization platform—Coplogic Ethos. Along with being scalable and configurable, the technology is compatible with Amazon Web Services and Microsoft Azure. "Coplogic Ethos propels agencies into the native mobile era, giving them more control and flexibility over forms and optimizing workflows," said Roy Marler, vice president of LexisNexis Coplogic Solutions.

Two key solutions run on the Ethos platform: LexisNexis eCrash and LexisNexis eCitation. The flexible and convenient Coplogic Ethos fast tracks and simplifies field-based crash and citation reporting across the traffic unit, including motorcycle, bike, and patrol units.

Coplogic Ethos allows for improved officer safety and productivity and greater control of data management, and it acts as a force multiplier, enabling proactive patrolling with simplified workflows.

Native mobile apps like Coplogic Ethos can be used on any device or operating system without requiring an Internet connection, which enables fast performance and a high degree of reliability.

Also advancing the data management realm of cloud-based services is CrimeCenter. Based out of Newark, New Jersey, CrimeCenter provides a comprehensive cloud-based records, investigation, intelligence, and integrity management platform to law enforcement.

The platform has five modules, and each contains a group of related functional tools that can stand alone to meet a specific need or can be combined to form an integrated platform sharing a common user interface and allowing an easy exchange of data. While most record management systems begin with a call and end with the incident, CrimeCenter also powers the work that takes place following the incident.

Within the incident module, the incident is transformed into a purposefully designed electronic case folder, providing the team with a digital workspace to organize, compile, collaborate, and efficiently resolve the matter. The interactions module encourages transparency and two-way communication with the public through the Citizen Interaction Portal. The investigation module ties together all aspects of an investigation and breaks down complex cases into manageable pieces. It is followed by the intelligence module where confidential informants can be registered, managed, and protected and intelligence can be reviewed and processed. With the integrity module, users conduct personnel



Photo courtesy of LexisNexis Coplogic Solutions

management tasks to track human resources, caseloads, activity, training, and performance.

With a goal to democratize incident and investigation management, CrimeCenter has produced a solution that securely stores data in the Azure Government Cloud with cutting-edge security firewalls and redundancies compliant with CJIS requirements.

Whether the goal is to provide wellness tools to officers or to revamp data management processes, companies are constantly looking for innovative ways to enhance the law enforcement field through cloud-based services, easing the officers' workload and encouraging the focus to be placed on other responsibilities. ▢

SOURCE LIST

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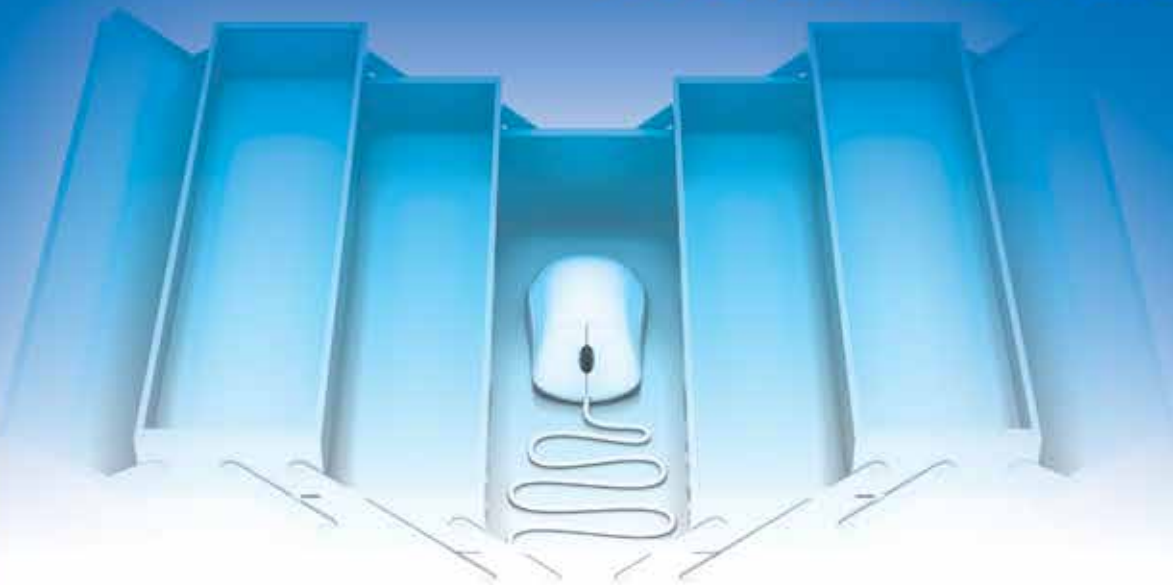


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— Chief Rodney Seurer
Savage, Minnesota, Police Department



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www.resilite.com/law-enforcement-training-mats



AED Geolocation

Dispatchers can save critical time in life-threatening emergencies by quickly directing 911 callers to the closest automated external defibrillator (AED) thanks to the implementation of an AED geolocation

plan by Priority Dispatch and the PulsePoint Foundation. The partnership allows dispatchers to inform callers while using existing medical dispatch protocols with no changes to workflow. Anyone can add an AED location to the public registry by downloading the PulsePoint AED app or visiting the appropriate website. The AEDs are vetted by local authorities before they are shared with dispatchers or users of PulsePoint Respond, the companion app to PulsePoint AED.

<https://prioritydispatch.net/pulsepoint-aed-integration>



DNA Evidence Technology

To yield more efficient genetic results with more targeted testing, DNA Labs International is currently implementing both Next Generation Sequencing (NGS) and single

nucleotide polymorphisms (SNPs) on the NDIS-approved MiSeq FGx platform by Verogen. NGS technology is more sensitive and can even pinpoint phenotypic markers like hair, skin, and eye color, which will allow an agency to narrow down a suspect pool immediately. This will transform how to solve cases with difficult DNA evidence, like bones or degraded DNA, that have not yet yielded CODIS hit or a match to a known suspect's DNA profile.

www.dnalabsinternational.com



Personal Messaging and Safety Device

Iridium Communications Inc. is proud to share that their partner company ZOLEO, Inc., has introduced a new global messaging and personal safety device. The ZOLEO satellite communicator connects via Bluetooth to a free app on the user's smartphone or tablet to provide a unique messaging experience that automatically transitions between satellite, cellular, and Wi-Fi connectivity. ZOLEO utilizes Iridium's truly global satellite network, keeping users connected beyond the reach of terrestrial coverage. The lightweight, compact device provides over 200 hours of battery life and is rated IP68 for water resistance, making it an ideal companion for traveling off the grid.

www.iridium.com



FDA-Approved Defibrillator

ZOLL Medical Corporation announced that the ZOLL AED 3 defibrillator received premarket approval by the FDA for use by lay rescuers. The enhanced Real CPR Help on the ZOLL AED 3 defibrillator gives the confidence and knowledge needed to provide high-quality CPR to adult and pediatric patients. The defibrillator offers cloud connectivity, as well as a full-color display with vivid rescue images, a CPR cycle timer, and a large, color bar gauge that shows CPR compression depth. A calm voice tells rescuers to pause when it completes a heart analysis and alerts them if a shock is needed or if CPR should be resumed.

www.zoll.com/public-aed-3



Cleaning Solution

With officers constantly responding to calls, there is hardly any time to spare for deep cleaning, and it can be expensive for professional cleaners to come in multiple times a week. GTech Clean can kill 99.99 percent of bacteria and viruses including coronavirus, influenza, mildew, mold, and more. The EPA-approved spray leaves a microscopic protective barrier on hard and soft surfaces that continues to kill bacteria and viruses for up to five days. GTech Clean does not contain harmful chemicals like ammonia, bleach, or alcohol, and there is no need to dilute the solution or wipe it away after spraying it.

www.gtechclean.com



In-Car Video Analytics

Motorola Solutions announces the new video security and analytics capabilities for law enforcement. The new automated license plate recognition (ALPR) capabilities integrate with existing WatchGuard 4RE in-car video systems and deliver real-time, in-vehicle intelligence to law enforcement officers. Intended for use during traffic stops, the high-definition Panoramic X2, Zero Sight Line cameras can read the license plate of the stopped vehicle and query databases to determine whether the vehicle is stolen or associated with an outstanding warrant. This critical information can inform an officer about how to approach a vehicle during a traffic stop, helping to enhance officer safety.

www.motorolasolutions.com

Communications Platform

Catalyst Communications Technologies provides a new platform enabling land mobile radio (LMR) subscribers to communicate with users of mission critical push-to-talk applications on LTE networks through standards compliant interfaces. IntelliLink Interworking leverages Catalyst's experience with sophisticated radio control and interface technology with new development using the 3GPP Standards to interface to LTE networks. Interworking is the term for communications interoperability between LMR devices used by first responders and new mission critical push-to-talk applications on mobile phones running on LTE networks. Catalyst's IntelliLink Interworking solution is flexible and will support a wide variety of LMR radio networks.

www.catcomtec.com



New Online Training Series

Enhancing Law Enforcement Response to Children Exposed to Violence

THE HIGH NUMBER OF CHILDREN EXPOSED TO VIOLENCE IN THEIR HOMES, SCHOOLS, AND COMMUNITIES AND THE FOLLOWING TRAUMATIC DISRUPTION TO THEIR DEVELOPMENT CONSTITUTE A PUBLIC HEALTH CRISIS.

The third *National Survey of Children's Exposure to Violence* found that one in three children reported having been physically assaulted; almost one in four children reported witnessing violence in their homes, schools, and communities; and almost one in ten children reported seeing a family member assault another in the past year.

When children and adolescents experience a traumatic stress reaction following a violent event and are not supported in recovering, they are at a higher risk for further victimization and violence, mental health disorders, substance abuse disorders, involvement with the criminal justice system, poor school performance, physical health problems, and even early death. These effects can result from both direct and indirect exposure to violence, encompassing seeing violence, hearing it, hearing about it, or seeing the aftermath.

Situations that lead to children's exposure to violence are often the same ones to which frontline officers respond. This means officers are well-positioned to help initiate a child's recovery. Police officers are a key protective factor and play a major role in the lives of vulnerable children; thus, responding effectively to children at the scenes of potentially traumatic events by using developmentally appropriate, trauma-informed approaches is vital. Law enforcement can be a powerful partner in restoring a sense of order and beginning the healing process for children.

ONLINE TRAINING SERIES

The International Association of Chiefs of Police (IACP) and the Childhood Violent Trauma Center at the Yale Child Study Center (Yale), in partnership with the Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office of Justice Programs, U.S. Department of Justice, developed an online training series for law enforcement to help address this crucial area. *Protecting and*

Serving: Enhancing Law Enforcement Response to Children Exposed to Violence has been certified through the IADLEST National Certification Program as law enforcement in-service and continuing education training.

The training series consists of five modules:

- Module 1 – Introduction to Children Exposed to Violence
- Module 2 – Understanding the Impact of Violence and Trauma
- Module 3 – Trauma and Recovery

Effects of trauma-informed, developmentally appropriate police responses to children exposed to violence:



They can create a safe environment to help children reestablish a sense of security and stability.



They can play an important role in helping children and families begin to heal and thrive.



Children's attitudes toward police can be shaped in the moment or a seed can be planted to reshape attitudes toward police in the future.

“

Police officers are a key protective factor and play a major role in the lives of vulnerable children.

”

- Module 4 – Effective Police Responses to Traumatic Stress in Children at Different Ages
- Module 5 – The Role of the Police Officer in the Lives of Children Exposed to Violence

This training series helps officers understand the typical development of children at different ages, what traumatic reactions in children look like, and practical actions that officers can take when responding to children in a state of distress. It enables officers to identify children exposed to violence they encounter while on the job, interact effectively with children of all ages who have been exposed to violence, and employ developmentally appropriate and trauma-informed approaches. This, in turn, can increase professional effectiveness and satisfaction, as well as help children and families start on the path to recovery. Police officers do not need to be experts on child development to use their skills of observation and problem-solving to help children who have been exposed to violence.

LAW ENFORCEMENT TOOLKIT

In addition to the online training, the IACP and Yale, with support from OJJDP, launched multiple tools and resources in the *Enhancing Police Responses to Children Exposed to Violence: A Toolkit for Law Enforcement*. This publication provides practical tools and resources to assist law enforcement agencies in building or enhancing effective operational responses to children exposed to violence (with or without a mental health partner). This resource contains tools organized in four types: informational, operational protocols, assessment, and operational tools.

Informational

- A Law Enforcement Executive's Brief on Children Exposed to Violence
- The Officer's Role in Responding to Traumatized Children

Operational Protocols

- On-Scene Acute Protocol for Children Exposed to Violence
- Protocol for Responding to the Needs of Children at Scenes of Domestic Violence
- Principles and Practices of Death Notification to Children

Assessment

- Organizational Self-Assessment Tool
- Action Planning Tool

Operational Tools

- Reactions That Police May Observe from Children and Youth
- What Traumatic Stress Reactions May Look Like On-Scene
- Effective Police Responses to Traumatic Stress in Children of Different Ages
- Commonly Asked Questions from Children and Example Police Responses
- Common Issues with Caregivers and Police Responses
- What to Do When Your Child Is Exposed to Violence – Brochure
- Teaching the Tactical Breathing Technique to Children and Parents

STEPS FOR POLICE LEADERS

Enhance your agency's response to children and families exposed to violence through the following actions.

- Train all frontline officers on how to recognize traumatic stress symptoms and how to effectively interact and support children and their families in regaining stability in the midst of chaos.
- Implement the tools and resources within *Enhancing Police Responses to Children Exposed to Violence: A Toolkit for Law Enforcement*.
- Know the resources within your community that support children and families exposed to violence.
- Partner with local mental health professionals specializing in childhood trauma.
- Engage your community by raising awareness of the issue of children exposed to violence and the efforts your agency and community partners are taking to help children and families overcome the effects of childhood trauma. Utilize public awareness resources available from Changing Minds (changingmindsnow.org).

For more information about the online training or toolkit, contact cev@theiacp.org or visit the project page at theiacp.org/projects/enhancing-law-enforcement-response-to-children-exposed-to-violence-and-childhood-trauma.

This training series is supported by Grant No. 2017-PB-FX-K002 awarded by the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Department of Justice.



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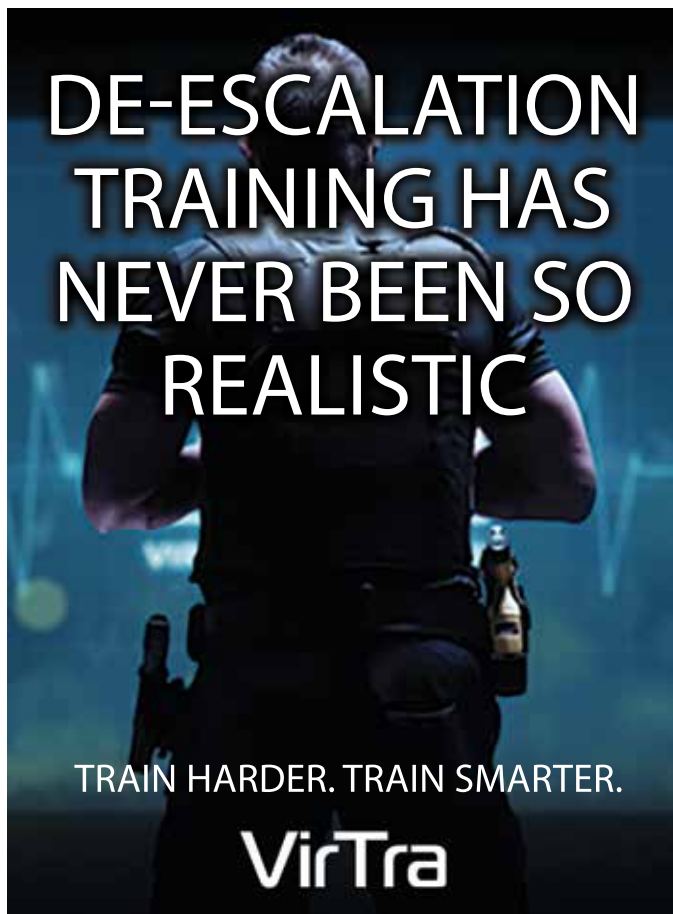
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Youth Safety & Engagement



Young people play an important role in all communities. Strengthening youth-police relations, keeping children safe, and appropriately handling juvenile justice issues are just a few youth-related areas of focus for all police agencies. IACP Net provides a wealth of

resources on programs, policy, and education for law enforcement that come from agencies and experts around the globe.

For the subject of **youth-police relations**, the Main e-Library and Forms e-Library offers resources on how departments can foster positive relationships with their communities' youth. Some examples are

- What's the Best Way for Police to Connect with Kids? (#651763)
An article written for the Royal Canadian Mounted Police Gazette
- New One-to-One Youth Mentoring Program Strengthens Community Relations (#651215)
An article from the California Police Chief magazine on the Buena Park, California, Police Department
- Port St. Lucie Police Department Mentoring Collaborative (#608773)
An IACP award winning program piloted by the Port St. Lucie, Florida, Police Department and Florida Atlantic University

On the topic of **preventing child exploitation**, the Main e-Library, Policies e-Library, and Current Affairs: Events & Training section also feature articles, policies, and trainings that police executives can browse. Examples include

- Global Taskforce Confronts Growing Online Child Exploitation (#651793)
A 2019 article written for the Royal Canadian Mounted Police Gazette
- Assistance to Abused or Neglected Children (#629959)
A policy from the Fairfax County, Virginia, Police Department
- Canadian Internet Child Exploitation Course (#28497)
A training sponsored by the Canadian Police College occurring November 2–13, 2020.

In the area of **juvenile justice**, the Policies e-Library can be explored to find other departments' policies regarding this topic, and the Current Affairs: Funding section can assist in identifying funding that departments can utilize. Some of these resources are

- Juvenile Diversion and Custody (#650765)
IACP policy document from the IACP Law Enforcement Policy Center
- Juvenile Procedures (#629988)
A policy from the Fairfax County, Virginia, Police Department
- Grant – Juvenile Justice Suicide Prevention (PAR-18-479)
A grant offered through the U.S. Department of Health and Human Services and the National Institutes of Health. (The grant expires on January 7, 2021.)

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

THIS MONTH'S QUOTE

“

The key success factors for the partnerships are mutual respect, the willingness to share information, and a team environment free from ego, where everyone acknowledges that all members have a different but important role to play.

”

*“Project Street CRED” by Saga Selsby and Owen Hartz
36–43*

POPULAR IACP RESOURCES



- » NATIONAL CONSENSUS POLICY AND DISCUSSION PAPER ON USE OF FORCE
- » BIAS-FREE POLICING MODEL POLICY AND CONCEPTS & ISSUES PAPER



Access these and other resources at theIACP.org.

TWEET



of the month



The IACP
@TheIACP

Today, @TheIACP President @stevecasstevens attended a roundtable at the @WhiteHouse to discuss community-police relations, a path forward, and potential legislative and policy solutions.



TOP IACP BLOG POST

IACP Net Refer-A-Friend Program



Are you an IACP Net subscriber and know a colleague from another agency that could benefit from using the site? Refer a friend, and if the department signs up within six months, both of you will receive a 20 percent discount on next year's IACP Net subscription fee. IACP Net gives you the information and tools you need all in one place.



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

TOP POLICE CHIEF JUNE ONLINE BONUS ARTICLE



“Applying Counterterrorism Tools to Prevent Acts of Targeted Violence”

By John Wyman, FBI



Read this and other bonus content at policechiefmagazine.org.

FEATURED ITEM IN IACP MONTHLY JUNE NEWSLETTER

Community-Police Engagement Resources Available

Police leaders, community members, and elected officials all play crucial roles in moving constructive public safety efforts forward. The tools on the new Community-Police Engagement webpage provide policy considerations and tangible strategies to support police and communities in their efforts to engage in productive dialogue, form strong partnerships, and identify meaningful solutions. At a time when agencies are looking to assess their policies and procedures so as to maximize community-police engagement, these tools provide a meaningful base to help public safety stakeholders develop a strong, consistent foundation.



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

IACP Launches Community-Police Engagement Webpage

THE POLICE, COMMUNITY STAKEHOLDERS, AND ELECTED OFFICIALS ALL HAVE AN IMPORTANT ROLE IN MOVING CONSTRUCTIVE PUBLIC SAFETY EFFORTS FORWARD.

The IACP has launched a new Community-Police Engagement webpage to support police and communities in their efforts to engage in productive dialogue, form strong partnerships, and identify meaningful solutions to strengthening community-police relationships.

As police agencies evaluate existing policies and procedures to improve and maximize community-police engagement, resources and tools available on the IACP's new Community-Police Engagement webpage can provide a strong foundation for public safety stakeholders striving to build and maintain relationships with the communities they serve. Topics featured on the webpage include

- Bias-Free Policing
- Use of Force
- Leadership and Culture
- Recruitment and Hiring
- Community Trauma and Victim Services
- Community Partnerships
- Cooperative Safety Solutions

Each topic area includes policy papers, resources, and *Police Chief* magazine articles. The IACP continues to build upon this resource every day—so be sure to check back often!

When it comes to engaging the community, police must build rapport and maintain trust with those they serve. Interactions between the police and community members occur on a daily basis—sometimes multiple times a day. These interactions may include minor encounters such as a traffic stop or welfare check or larger encounters such as responding to a domestic violence call or a motor vehicle collision.

Police must take proactive measures to build trust and improve interactions with the community. Examples of proactive community engagement include community meetings, public forums and events, programming for youth, and active participation in neighborhood events. Promoting community-police engagement; embracing systemic reforms; and improving police training, policies, and procedures involve dedicated resources and long-term commitment from police leaders, community members, and elected officials.

Other ways to promote communication, partnership, and transparency between the police and the communities they serve include the following police actions:

- Communicating promptly and frequently during critical incidents
- Establishing relationships with the community by promoting dialogue between the police and citizens
- Developing relationships with the media and using various social media platforms such as Facebook, Instagram, and Twitter
- Recruiting and retaining officers with the necessary interpersonal skills to foster relationships with the community
- Engaging the community in law enforcement training by opening training exercises to the public and allowing community members to serve as trainers
- Implementing mentor programs within agencies to build trust and legitimacy with at-risk youth

For community members and stakeholders, steps to promote communication and transparency between their communities and the police include

- Meeting on a regular basis with local police leaders
- Engaging and encouraging police personnel to participate in community events, meetings, and activities
- Identifying opportunities to participate in citizen police academies
- Calling on local and state leaders to ensure police accountability
- Providing information to police regarding matters that impact the safety of the community
- Establishing a network of partnerships with local, state, and national organizations that have a common goal in identifying, reducing, eliminating, and preventing problems that negatively impact the community

Police and community members should regularly identify opportunities for conversation and engagement that can improve relationships, treatment, responsiveness, accountability, and willingness to collaborate. Visit IACP'S new Community-Police Engagement webpage for information, tools, and resources for enhancing community-police engagement efforts from a variety of perspectives. ♡

LEADERSHIP POLICE ORGANIZATIONSSM

IACP's Leadership in Police Organizations (LPO), is modeled after the concept of "every officer is a leader" and is designed to enhance the leadership capacity of established supervisors. Over the course of three weeks, attendees will gather with leaders from around the globe and grow their experience and knowledge with:



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The IACP's First-Line Leadership (FLL) training provides leadership and management skills to sergeants, corporals, master police officers, and other current and aspiring leaders. Training participants will:

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- Learn key themes of followership and motivation.
- Acquire leadership skills and risk management strategies.
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