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Leadership is often discussed in the law enforcement arena and is viewed both as a skill or character trait and a formal position. All leaders, from chief executives of law enforcement agencies to the informal leaders in the rank and file, can benefit from sharing experiences and lessons learned with other leaders to improve their own capabilities, increase the productivity and morale of their staff, and better lead their agencies in a positive direction.

The PoliceChief

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Leadership in an Age of Disruption

We find ourselves leading our profession and our agencies in a time of accelerating change and increasing disruption. Law enforcement isn't the only field facing this challenge—in his latest book, *Thank You for Being Late*, Thomas Friedman, an internationally renowned author, reporter, and columnist, points out that the increasing forces of accelerating change are outpacing the human and organizational capacity to adapt.

Our police leaders, officers, and agencies are working to provide the best path forward while collaborating with internal and external forces that are constantly evolving. Body-worn cameras, calls for police reform, protests in our communities, de-escalation, procedural justice, and expanded calls for service beyond law enforcement's traditional duties are all forces that require our attention and disrupt our daily organizational functions. Leadership has never been easy, but leading today, in this time of constant evolution, pressure, and disruption, involves multiple complexities that the profession and our leaders are trying to navigate.

So how do we pilot our agencies through these complexities at the most critical of crossroads for our profession and the communities we serve? During the 2016 IACP Annual Conference and Exposition, Simon Sinek spoke eloquently to the primal responsibility leaders have to "make their people safe" and to create a "circle of safety" allowing their people to go about their work and life with confidence. He also spoke to some of the key qualities of leadership, stating, "Leadership is not about being in charge—it is about caring for those in your charge," and "leadership is doing lots of little things that in culmination make a great culture."

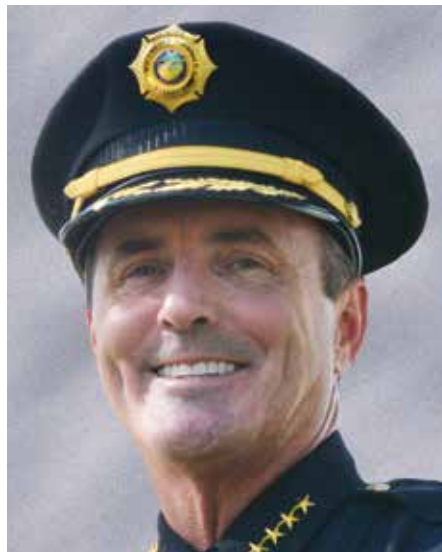
If you didn't get the chance to attend IACP 2016 and hear Simon Sinek speak, I highly encourage you to listen to his insights into leadership and law enforcement. The video of his IACP 2016 address can be viewed on the IACP YouTube Channel (www.youtube.com/TheIACP). No matter your rank or organization, by the nature of our profession, we are all leaders. We lead in our communities on a daily basis by providing support for our citizens, including those who need our assistance the most.

Being a leader is an incredibly important role. As leaders, we influence our professional and

organizational culture, and that carries over into our officers' belief systems and behaviors. As we strive to be strong leaders within our organizations, we must ensure that our officers believe and trust that we care deeply about them and their well-being—we must serve and protect them with the same vigor with which we serve and protect our communities. We must learn to listen with empathy and compassion, so that our officers and our communities feel that, even if we cannot solve a problem immediately, we do understand and empathize. "If it matters to you, it matters to me!"

We, as leaders, must be open to what we do not know or perhaps understand—learning must be a priority for us, and we must not be afraid to admit what we don't know. Instead, we should use the opportunity to learn: "I don't know, so what must I learn and become aware of?"

As part of that quest and drive for our own continued education, we must also elevate the education of the people under our leadership and within our agencies. Law enforcement requires more than just techniques and tactics. It requires judgment, discernment, understanding, and a level of reflection that comes only from



**Donald W. De Lucca, Chief of Police,
Doral, Florida, Police Department**

As we strive to be strong leaders within our organizations, we must ensure that our officers believe and trust that we care deeply about them and their well-being—we must serve and protect them with the same vigor with which we serve and protect our communities.

continuous and intentional learning. If we expect the individuals within our agencies to think, act, and produce the results that leaders do, then we must start their leadership development on day one and continue that development throughout their career.

Simply put, these times require a high level of enlightened and compassionate leadership—a level of leadership that I know is within all of us. It is the reason we chose this profession—to lead our communities into a safer, more cohesive, and better place. What drew us to this profession, to public service, and to a commitment to good, is what we need to exude every day, both inside and outside of our agencies.

What an exciting time not only to be in the policing profession, but also to lead the profession! With all eyes on us, we are called to be at our best and to elevate our agencies and our profession. We must be bold and courageous as we lead, and, in an age of disruption, we must be the disrupters of mediocrity and the status quo. The moment we find ourselves in is big, challenging, and complex—but it is not bigger than the collective global leadership in policing. As your IACP president, I am eager to serve you as together we serve the noblest of callings. ♦

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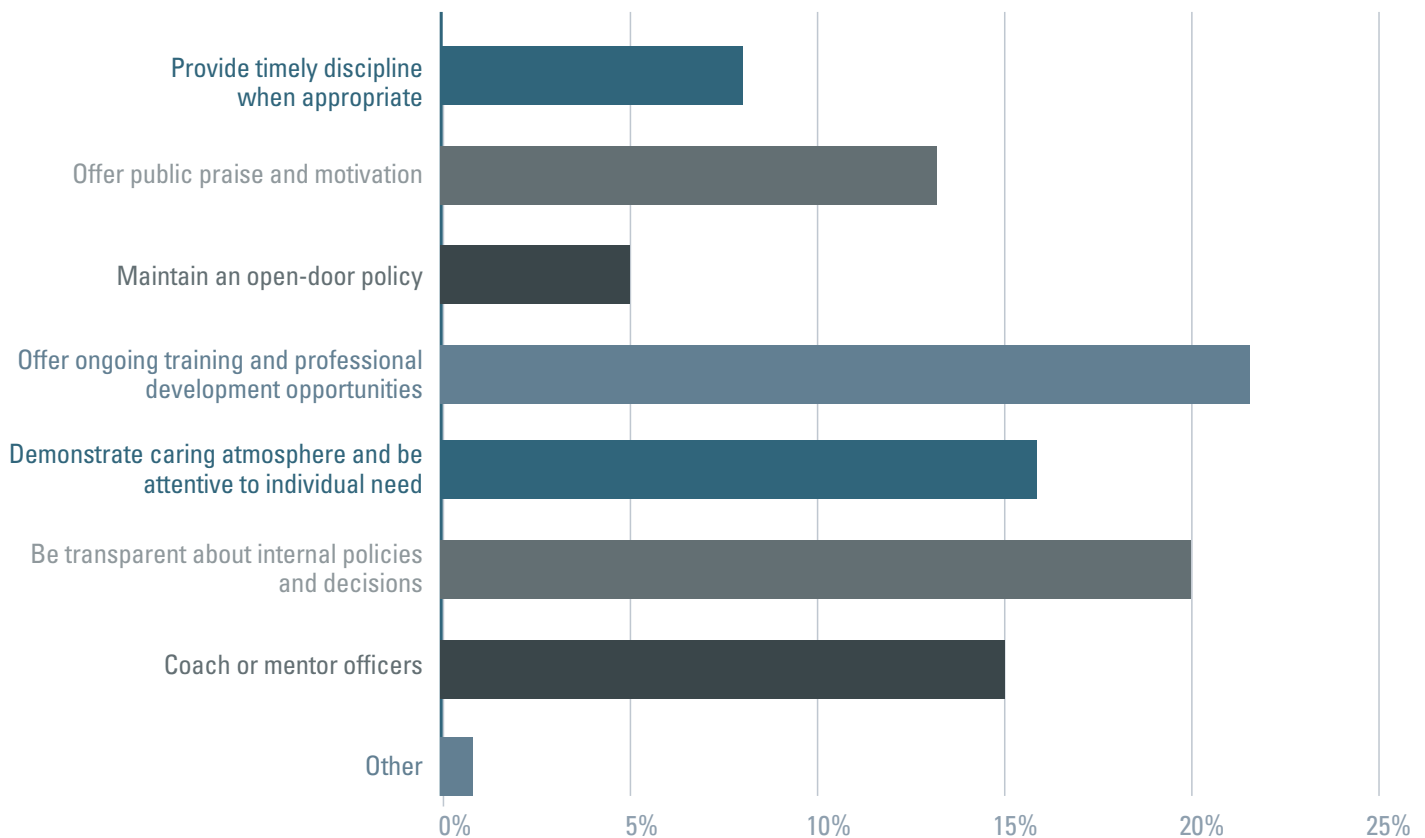
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Police Chief knows that many of the best ideas and insights come from IACP members who serve their communities every day. The Dispatch is an opportunity for members and other readers to share their wisdom, thoughts, and input on policing and the magazine.

MEMBERS SPEAK OUT

In November, *Police Chief* asked our readers to identify the best things a chief or commander can do to support members of the agency. Here's what you told us.



“Line officers seem to question the leaders’ motivation as political in these times. Leaders should spend more time in the field and at training sessions to see what is being taught. Leaders should attend briefings or do 30-minute ride-alongs to show they want to see what is happening with officers. Take this time to model the desired behavior to officers.”

—Jim Dudley, Deputy Chief (Ret.)
San Francisco Police Department, California

“My general feeling is that the chief or commander should be aware of and in touch with all that is happening at the agency or work group so that (s)he is in a position to acknowledge, praise, or critique the work of the members of the agency.”

—Robert E. Lee, Jr., Supervisory Special Agent (Ret.)
Federal Bureau of Investigation

YOUR TURN



What element of 21st-century policing has been the greatest area of challenge for your agency?

Visit www.policechiefmagazine.org to tell us what you think. Look for the results in the March 2017 issue of *Police Chief*!

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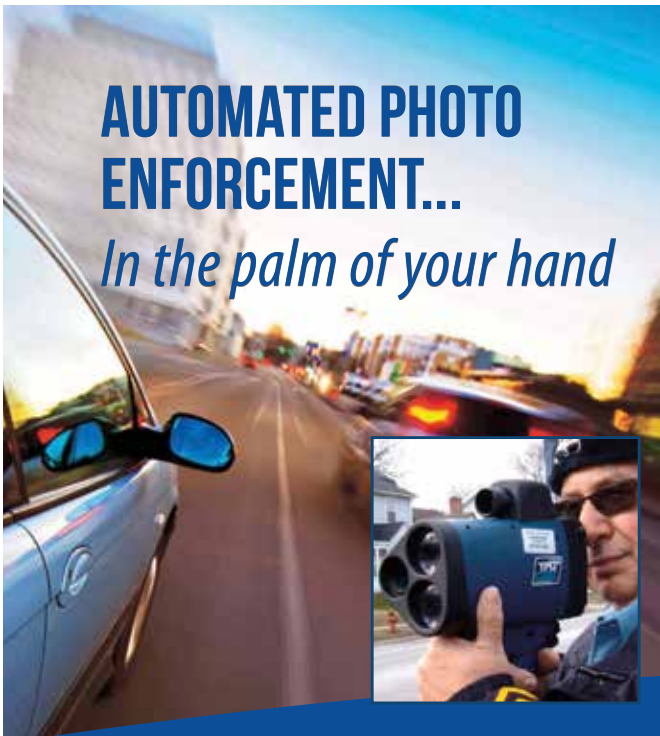


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IACP Meets with U.S. Attorney General Nominee

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

On December 6, 2016, IACP President Donald W. De Lucca and IACP Executive Director and CEO Vincent Talucci met with U.S. Attorney General nominee, Senator Jeff Sessions (R-AL), to discuss his nomination and his upcoming priorities as attorney general and to express the challenges facing the law enforcement profession and needed areas of support.

The IACP was able to share insights we heard from the field during the critical issues forums that were conducted throughout August and September 2016 in eight locations across the United States. President De Lucca and Executive Director and CEO Talucci also discussed our policy priorities for the incoming administration and the 115th U.S. Congress.

The IACP has worked with Senator Sessions over the years in his role as U.S. senator and as a member of the U.S. Senate Committee on the Judiciary. He has been an avid supporter of law enforcement and has spoken out on several key issues, including the need to preserve asset forfeiture and the barriers facing law enforcement when it comes to accessing digital evidence.

After the meeting, the IACP Executive Board voted to endorse the nomination of Senator Sessions as U.S. Attorney General. The U.S. Senate Committee on the Judiciary will conduct its nomination hearing for Senator Sessions on January 10–11, 2017.

IACP Participates in Meeting with the Trump Presidential Transition Team

On December 1, 2016, the IACP, along with representatives of other law enforcement organizations, participated in a meeting with President-elect Donald Trump's transition team to discuss law enforcement's priorities for the new administration. Also attending the meeting was staff from U.S. Senator Jeff Sessions's office.

The IACP shared information from the series of critical issues forums that were conducted in August and early September 2016

with President-elect Donald Trump's transition team. That information included several broad issues that were common to all agencies, such as public trust, police morale, the recruitment and retention of police officers, the expectations placed upon police agencies, and the role of public safety officials in addressing public health issues. The IACP also discussed how the scope of traditional law enforcement operations and the role of police officers have evolved to include responding to and addressing the impact of a number of broader social, medical, and community-wide issues. This expanded scope and these ever-evolving challenges will require the support of the new administration. The IACP shared its list of policy priority objectives and looks forward to working with President-elect Donald Trump and members of his new administration on several pressing law enforcement issues, including the establishment of a National Commission on Criminal Justice.



U.S. Attorney General Nominee, Senator Jeff Sessions, with IACP President Donald W. De Lucca

Justice for All Reauthorization Act Passes Congress

The IACP is pleased to report that on November 29, 2016, the U.S. House of Representatives passed, by a voice vote, the Justice for All Reauthorization Act of 2016 (S. 2577), which will modify and reauthorize a variety of programs to aid crime victims, process and preserve evidence, test post-conviction DNA evidence, support crime laboratories, and enhance training. The U.S. Senate later passed the bill by unanimous consent on December 1, 2016.

The Justice for All Reauthorization Act provides support for important programs such as the Paul Coverdell Forensic Sciences Improvement Grants and the Kirk Bloodsworth Post-Conviction DNA Testing Program.

Continuing Resolution Signed into Law

With only a few hours before most U.S. government funding was set to expire on December 9, 2016, the Senate passed a continuing resolution on a 63-36 vote and sent the bill to President Barack Obama, who signed it into law.

The stopgap measure, which took effect immediately, extends current funding levels through April 2017 and abides by an annual cap on discretionary spending of \$1.07 trillion for fiscal year 2017.

IACP Adopts 2016 Resolutions

The IACP is pleased to announce that all 25 proposed resolutions have been approved by the IACP membership. These resolutions guide the actions of the IACP and help direct the work of the association.

You can view the 2016 resolutions and search the IACP's complete listing of resolutions by topic, title, keyword, or date by visiting www.theIACP.org/Resolutions-Search. In addition, a brief summary of each resolution can be found in this issue on pages 48–51.

Thank you to all who participated in the remote electronic voting process, and thank you to the IACP divisions, committees, and sections that submitted these resolutions. ❖

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A Trusted Perspective: A Peer Support and Outreach System for Chiefs

By Michael S. Goldstein, Police Chief, Plymouth, Minnesota, Police Department; Andy Skoogman, Executive Director, Minnesota Chiefs of Police Association; Joe Sheeran, Communications Director, Minnesota Chiefs of Police Association; and Bob Jacobson, Professional Development Director, Minnesota Chiefs of Police Association

Being in the middle of a TV-style gun battle as a law enforcement officer is rare—and even rarer when you are a chief. Nonetheless, Chief Tim Fournier of New Hope, Minnesota, found himself in the thick of one when a gunman opened fire in a crowded city hall following a swearing-in ceremony, injuring two police officers. In the days that followed, Chief Fournier was there for his troops. Surrounding departments were there operationally to take calls and fill in for officers who needed time off or who were placed on post-shooting mandated leave. However, there was no formalized system to guide Chief Fournier through this incident on a personal level: no checklist in place to see if he needed anything; no peer to talk to; not even someone to drive him around so he could help manage the actual incident, while also focusing on his agency's day-to-day operations.

Chief Fournier recalls,

For me, experiencing this type of event in real-time (along with the officers) triggered a strong combat-related hyper-vigilant mindset that took months to subside. Day-to-day operations took a back seat to my officers' well-being and preparations for whatever new crisis may occur.¹

Even before this incident took place, the Minnesota Chiefs of Police Association (MCPA) had been working on a peer support system. But this case and other critical incidents in Minnesota that followed were the catalysts to get the initiative moving forward with greater alacrity.

The MCPA established a subcommittee including member chiefs; staff; and the association's chaplain, who possessed previous experience in developing a spiritual health care system

Conscientious chiefs typically focus their energy on the welfare of their personnel, yet they often neglect their own well-being.

for members and their departments. The goal was to craft a comprehensive peer support and outreach system that aligned with Pillar Six from the President's 21st Century Policing Task Force report, but with one distinct caveat: this system was specific to chief law enforcement officers.² While many departments have established wellness programs for their personnel, this effort was to provide defined services to chiefs by pre-selected and trained peer chiefs, as that specific type of outreach was nonexistent.

The subcommittee first developed its mission to provide training, support, and response capabilities to law enforcement leadership in the state of Minnesota in preparation for and during times of need. The MCPA Peer Support and Outreach System created a sustainable and long-term structure for peer support, crafting proactive approaches for attaining a high level of physical, mental, and spiritual health care for the state's law enforcement leadership. Simply put, the chiefs would not be alone.

In this vein, the subcommittee crafted a carefully vetted curriculum inclusive of physical, mental, and spiritual health care components to aid chiefs in their time of need; to help build resiliency; and to ensure that the system had the affected chiefs' best interests in mind. With the curriculum defined, a distribution and implementation plan was created, and subcommittee members are in the process of training participating chiefs within each of the MCPA's state regions.

The training block is four hours long, and the curriculum is specific to what peer support is and what it is not. Clear delineations were made to distinguish the differences between peer support and counseling or therapy—participants understand they can do more harm than good if they overstep their training and abilities. Peer support members are there to care for and guide a fellow chief, but not to override their work or to provide services outside of their professional capacity. Peer support members have referral

access through the MCPA to additional professional services if needed (e.g., mental health professionals, clergy).

Once trained, the next step for a chief is to establish a peer network. It is suggested for each chief to select two to three peer chiefs that each has a constructive and trusting working relationship with and who are in relatively close proximity to his or her jurisdiction. This proactive network or "buddy system" will then be available to respond in the event of a crisis or if any of the participating members should seek assistance. Within the group, permission is granted for those peers to self-deploy to aid their fellow chiefs. Once deployed, the peer support members are to focus their energy on the chief's needs and, unless requested to do so, are not to directly engage in operational issues—the peer chiefs are not called in to usurp a chief's command staff.

Another important aspect is for chiefs to explain this program's purpose to both their direct reports and to their superiors to establish expectations, to develop a clear understanding of roles and responsibilities, and to eliminate any surprises.

While this program is in its infancy, it has been well-received and appreciated by the membership. Thus far, chiefs are selecting their peer networks within the regions where the training has occurred and are calling upon one another for support.

Conscientious chiefs typically focus their energy on the welfare of their personnel, yet they often neglect their own well-being. As Chief Tim Fournier and others have learned, that neglect can be debilitating especially when your leadership is needed the most:

It certainly wasn't hard to wear myself out; and I did. But I believed in placing everyone else's needs above my own. With most of my command staff affected by the incident, having an outside trusted perspective on

matters would have made me even more effective in the post-incident recovery phase.³

As the *Final Report of the President's Task Force on 21st Century Policing* noted, "Officers who are mentally or physically incapacitated cannot serve their communities adequately and can be a danger to the people they serve, to their fellow officers, and to themselves."⁴ If this is true for officers, it is also true for chiefs. As such, the Peer Support and Outreach System is a viable solution to help chiefs navigate their way through a crisis or to help manage other ongoing concerns where a trusted peer is present and focused on the chief's needs, so that prudent and effective outcomes result. ♦

Notes:

¹Tim Fournier (chief, New Hope, Minnesota, Police Department), email interview, November 28, 2016.

²President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing* (Washington, D.C.: Office of Community Oriented Policing Services, 2015), 61–68, http://www.cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf (accessed January 5, 2015).

³Fournier, email interview, November 28, 2016.

⁴President's Task Force on 21st Century Policing, *Final Report*, 63.



The IACP Center for Officer Safety and Wellness (COSW) focuses on all aspects of an officer's safety, health, and wellness, both on and off the job. The COSW covers topics ranging from mandatory vest and seat belt wear policies to nutrition recommendations and wise financial decision-making.

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

Officer Safety in Responding to Domestic Violence Calls for Service

By Nick Breul, Director, Officer Safety and Wellness Initiative, National Law Enforcement Officers Memorial Fund

In an effort to determine what circumstances were the most dangerous for law enforcement officers in the field, the National Law Enforcement Officers Memorial Fund (NLEOMF) conducted a study titled *Deadly Calls and Fatal Encounters*.¹ In this study of law enforcement officers' line-of-duty deaths, funded by the Community Oriented Policing Services (COPS) Office, the National Law Enforcement Officers Memorial Fund (NLEOMF) analyzed four years of cases in which officers responding to a complaint or call for service were killed in the line of duty. Nick Breul and Michael Keith of the NLEOMF's Officer Safety, Wellness, and Research Department leveraged the organization's extensive database and case files to cull through 684 fatality cases between 2010 and 2014 to determine which of those cases involved an officer being dispatched to a call for service and the circumstances of each particular call that resulted in a line-of-duty death.

The researchers did an initial screening of each of the cases involving calls for service and coded the different circumstances and data points from each case file. They separated out those cases that involved an officer being killed when responding to a call for service that was assigned through a police dispatcher or 9-1-1 call center and put those cases identified into a master list from which to work. Once they created the list of cases, they then went through each case file to confirm that it matched the criteria for a call for service. This process yielded 91 cases across the four-year period in which an officer or officers were killed handling a dispatched call for service. From that list of cases, the two researchers then gathered all available information on each case to develop a picture of what types of calls were the most dangerous

and to discover any common themes or warning signs that could increase officer safety and potentially prevent future line-of-duty deaths.

This effort resulted in 20 cases being identified as a call for service report of domestic dispute or domestic violence. These 20 calls represented 22 percent of all the calls for service that resulted in officer fatalities and was the largest category, just above disturbance calls. There were several other subsequent categories of calls for service such as robbery, burglary, shots fired, suspicious person, and so forth that were also analyzed in the report. Officers responding to calls for "assist with clothing," "custody dispute," or "assist with serving a protection order" must be mindful of the potential for violence, as these domestic-related calls are emotionally charged and very personal.

Increasing Officer Safety During Response—Lessons Learned

In this particular study, the domestic dispute calls examined yielded some important lessons for responding officers, and the research team identified areas in which the overall response

and approach to such calls can be altered to improve officer safety.

Multiple Officers Needed: One of the most important facts drawn out of the analysis is that, in 35 percent of the fatal domestic dispute cases analyzed, officers were dispatched alone or failed to wait for their backup officer before entering the residence to address the complaint. The study suggested that multiple officers are necessary to adequately (and safely) separate individuals; maintain order; and, if necessary, arrest one of the involved parties.

Importance of Communication: In several circumstances, officers who did respond to the call jointly might not have coordinated their actions or shared important information with each other. This was particularly true in one case where officers from different agencies were dispatched to handle a domestic dispute and did not coordinate or talk prior to addressing the subject of the complaint.

Supervision and Monitoring of Response: The study reviewed two cases in which the initial responding officer had been shot and killed, and the department was unaware of the officer's

Understanding the Risks of Domestic Dispute Calls

Domestic dispute calls for service inherently expose law enforcement officers to a great deal of risk; however, these calls may be seen by officers as common and routine. Through education and training about the dynamics of these crimes, including victim and offender realities, officers will be better equipped to address not only victim safety, but their own safety as well. While the majority of domestic violence cases do not escalate to homicide or suicide, studies have revealed certain factors that may indicate increased dangerousness, including prior victimization, access to weapons; stalking behaviors; threats to kill the victim, children, third parties, or the police; sexual violence; and the status of the relationship (whether the parties are separated or in the process of separating).

situation. Dispatchers and supervisors must closely monitor these calls and check on the welfare of the officers on scene at regular intervals. The report also emphasized that officers must not be complacent nor misled by the initial classification of the call. The situation may have changed or not been reported accurately. In many of the cases examined, officers had prior knowledge of the suspect threatening violence or being armed.

Action Items

The study provided several recommendations based on its findings:

- Treat domestic dispute calls with the utmost caution.
- Provide responding officers with accurate and full information.
- Ensure there is adequate manpower for these calls to address any contingencies.
- Train officers to coordinate, communicate, and act in concert when responding to these calls.
- When the situation and resources allow, instruct any officer responding alone to wait for backup. ❖



IACP has produced tools and resources to provide law enforcement with a greater depth of understanding of the complexity of domestic violence, sexual assault, and stalking. Please visit IACP's Police Response to Violence Against Women webpage at www.theIACP.org/Police-Response-to-Violence-Against-Women for training videos, investigative guidelines, and more.

Note:

¹Nick Breul and Mike Keith, *Deadly Calls and Fatal Encounters* (National Law Enforcement Memorial Fund, 2016), <http://www.nleomf.org/assets/pdfs/officer-safety/Primary-Research-Final-8-2-16.pdf> (accessed November 30, 2016).

The opinions expressed in this article are those of the author(s) and do not necessarily represent the views of the IACP. The presence of this content in Police Chief does not indicate endorsement by the IACP.

IACP ANNOUNCEMENT

IACP Names Chief Terrence M. Cunningham as New Deputy Executive Director



Terrence M. Cunningham, Chief of Police (Ret.),
Wellesley, Massachusetts, Police Department

The International Association of Chiefs of Police (IACP) is pleased to announce the appointment of Chief Terrence M. Cunningham as its deputy executive director, beginning in early 2017. Chief Cunningham succeeds Gwen Boniface, who was recently appointed by Prime Minister Justin Trudeau to Canada's Senate.

Chief Cunningham previously served as the IACP president from 2015 to 2016 and was the chief of police of the Wellesley, Massachusetts, Police Department for 17 years.

During his distinguished career in professional policing, he served as president of the Massachusetts Chiefs of Police Association (MCOPA) and as a member of the Executive Board of the MCOPA, the Greater Boston Police Council, and the New England Association of Chiefs of Police. He is also a founder and past president of the Metropolitan Law Enforcement Council (MetroLEC).

"Chief Cunningham has shown an unwavering commitment to the law enforcement profession and the IACP," said IACP Executive Director/CEO Vincent Talucci. "As president of the IACP, he represented the association and the profession through one of the most challenging times in policing. His more than 32 years of experience as a law enforcement officer, his deep understanding of the association, and his policy breadth will be a great asset to the association and the global profession."

Cunningham is a graduate of the New England Institute of Law Enforcement Management at Babson College, the Federal Bureau of Investigation National Academy, the Federal Bureau of Investigation Law Enforcement Executive Development Seminar, and Harvard University's Kennedy School of Government, Executive Education. He holds both a bachelor's degree in criminal justice from Northeastern University and a master's degree in criminal justice from Western New England College. ❖



How FLSA Changes Affect Police Departments

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

This column was originally written before the November 2016 injunction referenced herein was issued, so some last-minute modifications have been made to the content. However, it contains valuable information and recommendations for chiefs, regardless of the final outcome of the court case.

On November 22, 2016, a Texas federal district court judge issued a U.S.-wide injunction to stop the implementation of the new Department of Labor (DOL) overtime rule. The rule, which was set to take effect on December 1, 2016, would have made overtime pay available to an estimated additional 4 million workers across the United States by increasing the salary threshold for those eligible for the overtime exemptions from \$23,660 to \$47,476.

Unless (or until) the injunction is lifted, the proposed rule will not go into effect. It is possible that the incoming Trump administration will take a different stand on the issue and might not pursue an appeal at all or might suggest some modifications to the proposed rule.

Under the proposed rule, all U.S. employers, including police departments, wanting to treat certain employees as exempt from the overtime provisions of the Fair Labor Standards Act (FLSA) must pay such individuals a salary of no less than \$913 per week (\$47,476 per year). The minimum for exempting "highly compensated executives" (HCE) will be \$134,004 per year. The new U.S. Department of Labor (DOL) rule also establishes a mechanism for automatically updating the salary and compensation levels every three years.¹ Failing to take the necessary steps to come into compliance with the new overtime rules will leave an employer vulnerable to a lawsuit or a DOL investigation. Employers that misclassify employees can be held liable not just for unpaid overtime but also for liquidated damages, civil damages, attorney fees, and other penalties. The number of lawsuits filed under the FLSA each year has been growing. According to the Center on Budget and Policy Priorities, the annual rate of FLSA filings has more than quadrupled in the past 15 years.² The DOL is asking Congress to provide an additional \$49 million and 318 new full-time employees to help boost its enforcement of the FLSA and other labor laws even more.³

Options for complying with the new rule include (1) increasing the salary of an employee who meets the duties test to at least the new salary level (\$47,476)—or any new threshold that may ultimately be adopted—to retain his or her exempt status; (2) paying an overtime premium of one-and-a-half times the employee's regular rate for overtime hours worked; (3) reducing or cutting overtime hours; (4) reducing the amount of pay allocated to base salary and adding pay to account for overtime for hours worked over 40 in the workweek; or (5) use some combination of these solutions.⁴

Regardless of whether the rule is delayed, modified, or withdrawn, law enforcement chiefs, in cooperation with their municipality's human resources (personnel) department and labor counsel should perform an internal audit of their employees' job titles and descriptions to ensure that they are appropriately classified as exempt or nonexempt. The circumstances of each affected employee will likely impact how employers

respond to the final rule. Simply increasing officers' salaries alone will not guarantee compliance. While the focus of the new rule is primarily on updating the salary and compensation levels needed for workers to be exempt, employers are generally required to satisfy each of three tests in order for the overtime exemption to apply: (1) the employee must be paid a predetermined and fixed salary that is not subject to reduction because of variations in the quality or quantity of work performed ("salary basis test"); (2) the amount of salary paid must meet a minimum specified amount ("salary level test"); and (3) the employee's job duties must primarily involve executive, administrative, or professional duties as defined by the regulations ("duties test"). The final rule is not changing any of the existing job duty requirements to qualify for exemption.⁵

Duties Tests

Both the standard duties test and the HCE duties test remain unchanged. In addition to paying employees no less than \$913 per week (or any modified amount the Trump administration adopts), all of the following requirements must be met to qualify for the executive employee exemption:

- The employee's primary duty must be managing the enterprise or a customarily recognized department or subdivision of the enterprise;
- The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent; and
- The employee must have the authority to hire or fire other employees, or the employee's suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees must be given particular weight.⁶

To qualify for the administrative employee exemption, in addition to meeting the new or any modified salary requirements, all of the following tests must be met:

- The employee's primary duty must be the performance of office or nonmanual work directly related to the management or general business operations of the employer or the employer's customers; and
- The employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.⁷

There is also a professional exemption; however, it does not apply to law enforcement personnel.

Legal Rulings Vary

It is essential that chiefs consult municipal labor counsel to determine whether the law in their state or federal circuit will allow police officers to be treated as exempt under the duties test.⁸ The U.S. Supreme Court declined to review an appellate court holding that supervisory U.S. Border Patrol agents are "executives" and are exempt from the FLSA's overtime provisions.⁹

The focus is always on the employee's primary duties, rather than merely on whether they make particular personnel decisions. For example, the DOL ruled that police lieutenants, police captains, and fire battalion chiefs were exempt from overtime under the FLSA because their primary duty is management, even though they do not make the ultimate decisions on hiring and firing.¹⁰

Reclassifying Employees

Employees that are currently classified as overtime-exempt must be reclassified as nonexempt if they earn less than \$47,476 per year (or any other increased threshold) or do not satisfy the duties tests for either an executive or administrative exemption to apply. Conversely, where employees meet the duties tests, and a department's budget can handle the change, simply increasing their salaries will suffice to exempt them from the FLSA's overtime provisions. Chiefs analyze the number of hours exempt employees currently work and what it would cost if their current salaries were converted to an hourly figure and they continue to work the same number of hours. In some cases, it may be less costly to reclassify those employees as nonexempt and to pay them overtime, given the number of hours those employees are currently working.

So long as the FLSA's minimum wage level is not violated, and assuming no union contract or municipal personnel regulations prevent the employer from doing so, it is permissible to lower the hourly rate when converting from exempt to hourly status so that total earnings remain the same.

Departments must maintain a timekeeping tracking and documentation process for all nonexempt employees. The FLSA does not specify which method must be used. For example, implementing a punch clock, a form to be filled in by employees, or even a smartphone app will suffice.

The effect on morale must be considered when implementing any changes. Working with a municipality's human resources (personnel) department, chiefs should develop a strategy for communicating any changes in classifications, policies, or procedures to employees. This should include deciding who will deliver the news, when the news will be delivered, and the format in which the news will be delivered—such as email, one-on-one meetings, or video presentations. Developing talking points and frequently asked questions (FAQs) is a good idea to ensure the message stays consistent.

Assuming the new rule is allowed to become effective or some modified version is ultimately put in place, it is important for the chief to make clear that the change is driven by law and that the municipal employer does not value the contributions that its employees provide any less than before. A chief needs to consider the impact on employee relations in converting an individual from exempt to nonexempt. For some employees, being converted from exempt to nonexempt will be viewed as a demotion. In practice, for many, there will be a loss of flexibility if an employee is converted from exempt to nonexempt.

As with so many aspects of police work, training is essential to help bring about a smooth transition. Employees who have never been exempt and managers who never had responsibility for managing nonexempt employees should be trained about issues such as compensable working time, the department's policy regarding overtime, and complaints that could trigger a retaliation claim under the FLSA.

In addition, employers should be sure to adopt or update policies on unauthorized overtime work, meal and rest breaks, travel time, and mobile device usage.

FMLA Implications

Making a change to comply with the FLSA may require a department to adjust how it calculates entitlements under the Family and Medical Leave Act (FMLA). Since the FMLA bases its leave calculations on work weeks, not on hours, once employees become nonexempt, a department must be careful when calculating the FMLA entitlement for intermittent leave. For example, chiefs should be sure that all employees are aware of what increments of leave will be used (full day, minimum number of hours, etc.) when FMLA leave is taken on an intermittent basis. ♦

Notes:

¹U.S. Department of Labor (DOL), "Fact Sheet: Final Rule to Update the Regulations Defining and Delimiting the Exemption for Executive, Administrative, and Professional Employees," May 2016, <https://www.dol.gov/whd/overtime/final2016/overtime-factsheet.htm> (accessed November 22, 2016).

²Ross Eisenbrey, "Improving the Quality of Jobs Through Better Labor Standards," Center on Budget and Policy Futures, April 2, 2014, <http://www.cbpp.org/sites/default/files/atoms/files/4-2-14fe-eisenbrey.pdf> (accessed November 22, 2016).

³DOL, *FY 2017 Department of Labor Budget in Brief*, 35, https://www.dol.gov/sites/default/files/documents/general/budget/FY2017BIB_0.pdf (accessed November 23, 2016).

⁴DOL, "Fact Sheet: Final Rule to Update the Regulations Defining and Delimiting the Exemption for Executive, Administrative, and Professional Employees."

⁵Ibid.

⁶DOL, "Fact Sheet #17B: Exemption for Executive Employees Under the Fair Labor Standards Act (FLSA)," July 2008, https://www.dol.gov/whd/overtime/fs17b_executive.htm (accessed November 22, 2016).

⁷DOL, "Fact Sheet #17C: Exemption for Administrative Employees Under the Fair Labor Standards Act (FLSA)," July 2008, https://www.dol.gov/whd/overtime/fs17c_administrative.htm (accessed November 22, 2016).

⁸See for example, *O'Brien v. Town of Agawam*, 350 F.3d 279, 2003 U.S. App. Lexis 24220 (1st Cir. 2003), in which the court held that police sergeants are exempt from FLSA overtime requirements. On the other hand, in *Anderson v. City of Cleveland, Tenn.*, 90 F. Supp. 2d 906, 2000 U.S. Dist. Lexis 4705 (E.D. Tenn.), the court ruled that the fact that police lieutenants often work alongside their subordinate officers did not qualify them for FLSA overtime based on the nature of their duties.

⁹*Billings v. United States*, 322 F.3d 1328, 8 WH Cases2d 929 (Fed. Cir. 2003); cert. den. *Lotz v. United States*, 540 U.S. 982 (2003).

¹⁰Alfred B. Robinson, Jr., October 14, 2005, Wage & Hour Opin. Ltr. # FLSA2005-40, https://www.dol.gov/whd/opinion/flsa/2005/2005_10_14_40_flsa.htm (accessed November 23, 2016).

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INTERPOL Washington: *Linking U.S. Law Enforcement to the World*

As crime becomes increasingly globalized, international police cooperation becomes more vital. INTERPOL Washington facilitates the exchange of police information and promotes cooperation and assistance among law enforcement authorities around the world. INTERPOL Washington provides the communications network, framework for police cooperation, and essential tools and services that lead to timely investigations for U.S. law enforcement authorities and their counterparts across the world who are engaged in the fight against transnational crime and terrorism. As the designated representative to the International Criminal Police Organization (INTERPOL) on behalf of the U.S. Attorney General, INTERPOL Washington serves as the national point of contact for all INTERPOL matters, coordinating international investigative efforts among member countries and the more than 18,000 local, state, federal, and tribal law enforcement agencies in the United States.



INTERPOL Assistance for Law Enforcement

INTERPOL Washington provides free assistance with investigations that may have an international link for federal, state, local, and tribal law enforcement authorities in the United States. Assistance provided may include

- secure communications with police officials in 189 other INTERPOL member countries to request criminal investigative assistance;
- information from INTERPOL's databases, with information on persons wanted in 190 member countries, stolen and lost travel documents, firearms, stolen vehicles, DNA, and other crime-related information;
- assistance in locating fugitives and missing and abducted children and persons;
- preparation and issuance of international notices on fugitives, missing persons or children, persons of interest in criminal investigations, dangerous persons, and security alerts;
- assistance in obtaining evidence through non-compulsory means such as voluntary witness interviews; and
- criminal history information and record checks from member countries.

How Does INTERPOL Washington Work with U.S. Law Enforcement?

Partnership is a core value of INTERPOL Washington, and we continue to grow our global police network by maintaining partnerships with federal, state, and local law enforcement agencies and international organizations. Through the State and Local Liaison Program, we foster relationships with every liaison as well as any member of the law enforcement community who requests assistance from INTERPOL Washington. By acting as initial points of contact for local law enforcement officers, INTERPOL state liaisons help to streamline communication with INTERPOL Washington. These liaisons serve a crucial role by leveraging their connections within the states to help fulfill requests from the U.S. National Central Bureau (USNCB) received from international counterparts.

Through the State and Local Liaison Program, INTERPOL Washington is readily equipped to handle requests from U.S. federal, state, local, and tribal law enforcement entities.

INTERPOL Resources for Law Enforcement

INTERPOL Washington offers U.S. law enforcement agencies the unique ability to communicate with the other 189 INTERPOL member countries, either via direct bilateral messaging or to all members simultaneously, through an encrypted, Internet-based virtual private network known as I-24/7. This gateway system facilitates police-to-police interaction in real time on investigative matters ranging from simple criminal history checks to the sharing of vital criminal intelligence and investigative leads. I-24/7 also provides a secure, international communications platform for processing humanitarian assistance requests involving threatened suicides, death notifications, and health and welfare checks on U.S. citizens overseas or on foreign nationals in the United States.

Accessing INTERPOL Resources

The most efficient way to ensure that police officers and other law enforcement officials have complete access to INTERPOL resources is to have your state federated. Under federation, individual law enforcement entities are linked via secure networks to both domestic and INTERPOL indices. This allows queries in a single search, enabling officers to find out in real time whether the subject of an investigation poses a known transnational or terrorist criminal threat. These combined searches can be conducted from both fixed and mobile platforms, including vehicle-mounted and handheld devices. Currently, 12 U.S. states and the District of Columbia participate in federation. If you are interested in learning more about how your state can become federated, please contact USNCB.State.Mailbox@usdoj.gov.

INTERPOL Washington—U.S. Law Enforcement Success Stories

In August 2015, the Calhoun County, Alabama, Sheriff's Office issued a warrant for a subject who was wanted for rape in the first degree of a child less than 12 years of age. The crime was recurring from October 1995 to May 2006. In June 2015, after a failed attempt to break into the victim's residence and sexually assault her again, the subject informed the victim's mother that he was leaving her and asked the victim's mother to drop him off at the airport in Atlanta, Georgia, where he boarded a flight to Frankfurt, Germany. In January 2016, INTERPOL Zagreb (Croatia) was informed via the U.S. Embassy in Zagreb about the wanted person's travel to Croatia. IP Zagreb contacted INTERPOL Washington to inform us that the subject was temporarily in custody, but would be held only for a maximum of six hours unless an official Red Notice was published. Due to INTERPOL Washington's 24/7 coverage, we were able to request the expedition of the Red Notice application. After a mutual collaboration between the United States, Croatia, and the INTERPOL General Secretariat, the Red Notice was published within the allotted time, the subject was apprehended, and the subject was extradited to the United States where he can stand trial for his crimes.

In September 2014, a Chinese international student at Iowa State University was murdered by her boyfriend, who was also a Chinese international student at the same university. The suspect strangled the victim

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and then placed her body in a suitcase, along with two dumbbells, in the trunk of her own vehicle. The suspect then fled from the United States to China. Due to the lack of an extradition treaty with China, the progress of the criminal case was hindered. In May 2015, the suspect turned himself into law enforcement in China. Chinese officials offered to cooperate with the ongoing U.S. investigation, but stated that the suspect must be entered into INTERPOL's system. Johnson County, Iowa, submitted a Red Notice application for the suspect, which was published in June 2015. The suspect's trial took place in China in March 2016, and two Iowa City police investigators and an assistant Johnson County attorney were able to observe the proceedings. As of June 2016, the suspect had been sentenced to life in prison.

A woman in New Hampshire contacted the New Hampshire State Police via 9-1-1 to inform them that a man had sent her a picture of himself slitting his wrist and stating "I know my judgment comes." The picture was forwarded to the police department and after initial checks were conducted, the address of the individual was confirmed to be in Scotland. The request was sent to INTERPOL Washington and transmitted to our counterpart, INTERPOL Manchester. A unit from the Scotland police was dispatched to the man's address. Although the subject was found safe and well, the officers observed superficial cuts on his arm and brought him to a hospital for further checks where he was later discharged.

INTERPOL Washington Law Enforcement Staff

INTERPOL Washington utilizes a blended workforce of permanent Department of Justice employees; detailed staff from over 30 federal, state, and local law enforcement agencies; and contractor personnel. The detailed employees are able to apply investigative techniques from their home agencies to INTERPOL Washington cases. Upon return to their home agencies, the detailed employees are able to leverage INTERPOL's tools, which strengthens our partnerships initiative. Currently, we have approximately 70 law enforcement professionals detailed to USNCB. They

represent diverse organizations, from the Federal Bureau of Investigation, U.S. Marshals Service, U.S. Customs and Border Protection, to state and local police representatives. Visit <https://www.justice.gov/interpol-washington/partner-agencies> for a full list of our current law enforcement partners. If you are interested in working or having a member of your organization or agency work at INTERPOL Washington, please contact USNCB.State.Mailbox@usdoj.gov. ♦

How Can I Stay Up-to-Date on INTERPOL Washington?

There are several ways to stay connected to INTERPOL Washington:

- INTERPOL Operations and Command Center (IOCC)
Phone: 202-616-3900 Fax: 202-616-8400 (24/7)
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- State Requests: USNCB.State.Mailbox@usdoj.gov
- NLETS: DCINTER00
- Website: www.justice.gov/interpol-washington
- Twitter: @INTERPOL_USA
- INTERPOL Washington mobile app (available on Google Play or Apple App Store)

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A photograph of Sergeant Bill Bonaguidi, a man with short brown hair, smiling and looking slightly upwards. He is wearing a white police uniform shirt with a Highland Park Police patch on the left sleeve and a sergeant's rank insignia. His arms are crossed. The background is a blurred outdoor setting with trees and a building.

SERGEANT BILL BONAGUIDI
HIGHLAND PARK (IL) POLICE DEPARTMENT

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STEPPING INTO THE ROLE OF CHIEF OF POLICE:

Guidance for New Leaders as They Find Their Way

By Charles J. Kocher, EdD, Deputy Chief (Ret.),
Camden, New Jersey, Police Department,
Professor, Cumberland County College

"It is lonely at the top."

This oft-quoted phrase does not truly sink in for the new department leader until he or she has arrived to serve in the position. The second phrase that rings in the ears of every chief soon thereafter is the reminder that "there is nowhere to go but out" once an individual has reached the pinnacle of his or her career. Both phrases include truths to be reckoned with by the department leader; however, a combination of experience and formal education provide the basics needed for survival as a new chief.

Nonetheless, even with those qualifications, new chiefs are faced with the challenges of demonstrating strength, not weakness; communicating enough, without providing excessive details; and accepting new ideas and remaining flexible, while somehow staying the course toward his or her personal goals for the agency. Of course, experience is the best teacher for most situations, and, often, the safe bet is to rely on past practice. However, this might not always work.

Perceptions by the rank and file form from the actions the new chief of police takes upon swearing the oath of office. How does one exemplify positive leadership traits to instill cohesion and motivation? What traits are positive traits for a particular police department? It may help to recognize that some goals are universal across

police departments, such as achieving good relationships with the community and motivating all members of the police department to work toward the same goals with the same philosophy.

Implementing Change as a New Leader

Transformational change for a police department usually represents a slow process. Although a leader may have a vision of how to transform an organization to a more efficient operation, the timeline to actual change may be longer than expected. And, in the end, the new reality may appear entirely different from the vision originally imagined.

The new chief or leader needs to have a game plan to not only initiate his or her goals, but also to keep the plan on track throughout the process. A measured pace is important. If the chief acts too swiftly, resistance may prevent the desired outcomes or stall the process. On the other hand, if progress is too slow, the organization may become complacent and continue the motions of the past. Either of these results can derail progress, and the department may enter a negative spiral, requiring that precious time and resources be spent on basic operational services, instead of dedicating those

resources to new, innovative approaches to create a positive and productive work environment.

Identifying Leadership Traits to Adopt

Through many years of trial and error, every chief identifies a personal trait that resonates with one's personality. Mistakes or mis-cues experienced in all ranks leading up to the promotion of chief are essential lessons that bring the individual to the highest rank within a particular department. Best practices, models of previous leaders, and studies of congenial individuals abound, and various 5-point plans, 12-point leadership qualities, and other resources are readily available to assist a new chief of police. A new police chief might choose to follow the previous police chief who provided inspirational leadership during the new leader's formative years as an officer. Some leaders adopt a personality of strength, and the results permeate throughout the ranks. Other chiefs choose to create an atmosphere of communication among all officers within the organization. There are no correct or wrong methodologies, as long as the chosen traits fit the individual police chief. Various personality traits identified by leadership researchers often become secondary to the traits the new chief feels most comfortable personifying day in and day out. The bottom line always comes back to which traits fit the personality of the new chief best. Forced traits that do not fit the individual may be abandoned upon the first crisis, but characteristics that are natural for a chief can withstand challenging situations.

Redefining Relationships as a New Leader

A new chief of police and organizational leader will most likely possess acquaintances and relationships with contemporary employees known throughout the years. However, the friends and fellow work employees may now have different priorities and goals than

the chief of police. The priorities could be personal, due to experiences they have had with the leader as a peer throughout the years, or professional, drawn from past or ongoing projects that they have worked on with the new leader. It is important for the chief to keep in mind that experiences may have had different effects upon his or her friends or contemporaries within the department than they did on him or her. For example, a priority for one person might not be important to another individual. It is expected that a new leader will have to redefine and adjust his or her priorities to align with the new role; however, that requirement does not apply to the new leader's friends or coworkers. Every leader that begins this new path as a police chief will find new energy and will want to move their department forward, making it more efficient and effective. Experienced leaders recognize that it takes much more than one person in any organization to accomplish a set of objectives and goals, and sharing the original thought or idea will be more successful when everyone can comment upon the potential adjustment. If the goal starts out on a strong foundation, the ultimate attainment of that vision for the department can be realized. The leader who will be successful in the end will be inclusive of those within the organization. And, while personal attributes are different for each individual, an outstanding leader will lead by example and engender trust within the organization. ❖



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FOLLOWERSHIP: An Essential Component of Leadership

By Luis Soler, Chief of Police, Crowley, Texas, Police Department

Leadership is a word everyone is very familiar with, and it is a concept that is ingrained in officers' minds from the time they enter the law enforcement profession. For many officers, leadership becomes even more important as they progress through the ranks, at which point many seek leadership training, read leadership books and papers, and listen to leadership lectures and chats. It seems that current and future law enforcement leaders are bombarded and pre-occupied with the concept of leadership to the point that it becomes synonymous with success. It is clearly communicated that leadership matters and that great leadership will result in more motivated employees and, hence, better productivity and outcomes for their organizations. The truth is, leadership does matter, and a poor leader—or a good leader with poor leadership skills—can destroy an organization. Leadership is important at every level of an organization, especially at the top, where more significant and complex decisions are made. This is why so many organizations, both public and private, seemingly spend a lot of time and money making sure their executives, managers, and supervisors get the latest and most comprehensive leadership skills training possible. In fact, according to the Society for Human Resource Management, in 2013, U.S. organizations boosted leadership development spending by an average of 14 percent, totaling an estimated \$15.5 billion.¹ These figures are staggering, yet they reflect the culture many organizations have adopted: leadership centered.

Merriam-Webster defines leadership as “the power or ability to lead other people.”² In other words, a leader is someone who can influence others. This is the definition many people and training programs focus on. As such, most leadership training teaches trainees how to become better leaders or how to successfully influence others. However, when one contemplates leadership, there is another component that is commonly overlooked: in order to be a leader, one must have followers.

When was the last time you attended a followership class or read an article about followers (rather than leaders)? Most people have never done either, which can be a problem for organizations. In fact, the lack of awareness and understanding of followership skills can result in many people losing their jobs or getting pushed aside.³ So how important is followership? Apparently, it's important enough that the U.S. military has incorporated followership into its leadership training approach.⁴ The military has a three-pronged process to develop leaders. First, they identify those people with the skills and traits of good leaders. Second, they teach those people leadership skills. Third, they teach them about followership. If this is already being done in other organizations where rank and leadership are of

great importance, like the U.S. military, shouldn't law enforcement consider doing the same?

Followership is not a new concept. In November 1988, Robert Kelley wrote “In Praise of Followers” for the prestigious *Harvard Business Review*. In this piece, Kelley made the case that in searching so zealously for better leaders, organizations tend to lose sight of the people these leaders will lead. He puts this in context by saying that “[w]ithout his armies, after all, Napoleon was just a man with grandiose ambitions.”⁵ Most people can agree that, even though Napoleon, was not a “good” leader based on his personal agendas, he was a great tactician and an effective leader. Napoleon was able to lead men into battle, even if they knew they would face certain doom, as evidenced by the Battle of Waterloo. One could argue that Napoleon had great leadership skills, but the true source of Napoleon's power came from his followers. Consequently, the power leaders have is not going to come from within themselves, but rather from those who follow the leaders.

Every individual is both a follower and a leader every single day. Even those who lead a group or organization is led by someone else. For instance, police chiefs are, by virtue of their job, leaders, but they are also followers. All police executives have someone to report to, whether it is a city or county manager, a mayor, or other elected officials or boards—and this dichotomy is something that must be understood in order for leaders to improve. In other words, leaders need to not only understand and recognize the concept of followership, but also recognize their role as followers.

According to Kelley, there are five types of followers, who are grouped by a combination of their critical thinking and their passive or active conduct.

1. Sheep: passive, uncritical, and lack initiative or sense of responsibility
2. Yes People: depend on the leader for inspiration and are aggressively deferential
3. Alienated Followers: critical thinkers who are passive and cynical
4. Survivor: go with the flow and survive change well
5. Effective Followers: independent thinkers and problem-solvers, risk takers, and responsible enough to succeed without strong leadership

As these descriptions clearly demonstrate, effective followers are the ones that must be cultivated—and the ones leaders should strive to be.⁶

An effective follower is distinguished by his or her enthusiasm, intelligence, and self-reliant participation in the pursuit of an

organizational goal. Effective followers differ in their motivations for following and in their perceptions of their role as followers. Some choose followership as their primary role at work and serve as team players who take satisfaction in helping to further a cause; an idea; a product; a service; or, more rarely, a person.⁷ However, despite differing motivations, effective followers share a number of characteristics, according to Kelley:

1. They manage themselves well.
2. They are committed to the organization and to a purpose, principle, or person outside themselves.
3. They build their competence and focus their efforts for maximum impact.
4. They are courageous, honest, and credible.⁸

Not surprisingly, the above four qualities of effective followers are also commonly identified as qualities of effective leaders. Followership and leadership are interdependent, and effective leaders and effective followers will share traits. Knowing this, it is imperative that leaders provide their followers with the right tools and training to become, first and foremost, effective followers. Once individuals are effective followers, their development into effective leaders of the organization will be smoother. Conversely leaders must take the time to recognize that they are followers, as well, and work on becoming

effective followers themselves—and, if needed, be able to step into the breach and “lead up.” Leaders must look every now and then to be sure someone’s following them. If no one is behind a leader, he or she is not leading, but merely going for a walk. ♦

Notes:

¹Dori Meinert, “Leadership Development Spending Is Up,” Executive Briefing, *HR Magazine* (Jul 22, 2014), <https://www.shrm.org/hr-today/news/hr-magazine/pages/0814-execbrief.aspx> (accessed November 21, 2016).

²*Merriam-Webster Dictionary*, s.v. “leadership.”

³Marc Hurwitz and Samantha Hurwitz, *Leadership Is Half the Story: A Fresh Look at Followership, Leadership, and Collaboration* (Toronto, ON: University of Toronto Press, 2015), xvii.

⁴*Ibid.*, 33.

⁵Robert Kelley, “In Praise of Followers,” *Harvard Business Review* (November 1988), <https://hbr.org/1988/11/in-praise-of-followers> (accessed November 21, 2016).

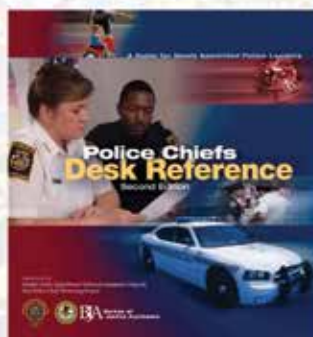
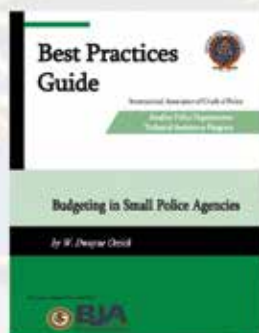
⁶*Ibid.*

⁷*Ibid.*

⁸*Ibid.*

Chief **Luis Soler** is a 20-year veteran who currently serves as chief of police for Crowley, Texas, a first-ring suburb of Ft. Worth. The Crowley Police Department is a full-service state-accredited agency with a staff of 56. Chief Soler currently serves on the IACP’s Police Administration Committee and has been a national instructor for the IACP’s Leading by Legacy course, as well as an advisor/consultant for the IACP’s Smaller Department Section. He holds a master’s degree in law enforcement management from Aspen University and a bachelor’s degree in business management from Cornell University. Prior to joining Crowley, Chief Soler served for over a decade within the ranks of the Austin, Texas, Police Department.

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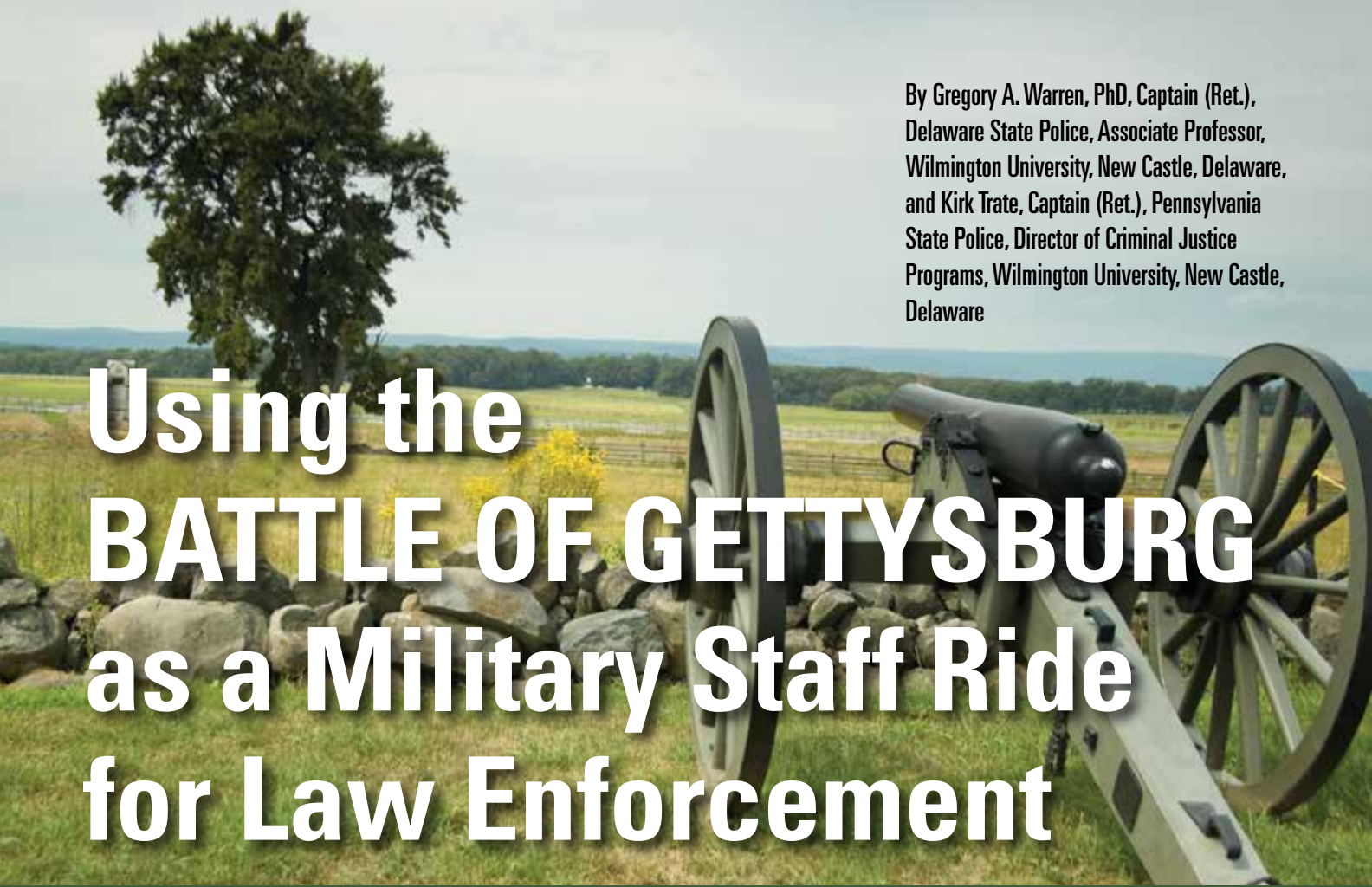


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State Police, Director of Criminal Justice
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Delaware

Using the BATTLE OF GETTYSBURG as a Military Staff Ride for Law Enforcement

The United States spends billions of dollars of year on leadership development training at every level, from in-house introductory courses to full-scale executive-level leadership development programs.¹ Law enforcement is no exception, spending tens of millions of dollars every year on various leadership development programs in the hope that one of them will fit their agency's needs. It is more apparent today than ever that effective, executive-level leadership skills and, in particular, first-line supervisory management skills are needed by the field. Law enforcement is challenged with an increase in required service levels and a demand for high performance, all the while undergoing increased levels of scrutiny of officers' actions. With responsibilities ranging from fighting terrorism, to working with limited resources, to providing communities with the level of service they both expect and demand today, law enforcement agencies must attract the very best personnel possible—but, then, just as important, they must lead and manage that talent to enhance their organizations, goals, objectives, and overall missions. Mission accomplishment cannot possibly be obtained without great leadership to identify, direct, and manage the resources available to accomplish the many tasks required.²

With the understanding that leadership at every level within the department is critical to organizational mission accomplishment and the future viability of policing, then the critical question becomes how to best provide law enforcement personnel, at every level, the training they both desire and need to perform effectively as leaders. There are many effective and well-respected leadership development programs available, both within law enforcement and from without. The real questions become which to choose and whether the teaching and learning methodologies utilized by these various programs ensure that the critical learning points for the training participants are provided. After all, training law enforcement, fire, EMS, emergency management, and military personnel can present a challenge for any training program. Anyone who has ever trained personnel from these various career fields knows all too well how difficult training can be for these very strong personality types. The natural skepticism, coupled with the very high expectations of these participants, encourages the use of new and unusual methods for leadership training. The traditional lecture and guest speaker instructional strategy and methodology utilized today in many leadership training programs does not necessarily

trigger either the interest or desired learning that many current and future law enforcement leaders need.

The Military Staff Ride as Leadership Training

The military staff ride is one method that can provide interesting, yet practical leadership training to law enforcement personnel today. In fact, the military staff ride provides a medium for providing all of the essential learning activities required to become both an effective and successful leader, but in such a fashion as to make it both interesting and enlightening.³ Using history to teach today's most salient leadership competencies can be both pragmatic and fun. This idea of providing training that is simultaneously interesting, enlightening, and realistic has many times been absent in past attempts at training and developing new leaders. Pairing the military staff ride with some well-accepted leadership training materials such as *Lincoln on Leadership* or even using a major motion picture such as *Gettysburg* can provide the training participants with a very special and effective learning experience.⁴

General William Tecumseh Sherman of the U.S. Army recognized the need for this type of training in the U.S. military when



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he developed the staff ride concept for his own staff officers in 1875.⁵ Today, the staff ride provides each participant with the opportunity to study the various principles of organizational behavior and leadership development metaphorically, through the history of the U.S. Civil War and, in this particular case, the Battle of Gettysburg. Each participant should view the staff ride as a learning experience, designed to provide the learner with enhanced supervision, management, and leadership skills in a generalized organizational setting. History provides all inquisitive learners with the opportunity to learn many theories, concepts, principles, and applications of leadership in real-world situations. These lessons come without the unfortunate side effects or negative consequences that many times accompany poor decision-making and leadership. Learning to consider both the humanistic and organizational impacts a leader's choices and decisions have on his or her colleagues, constituents, and organization should, in the very least, be a positive outcome from this type of learning and can be the guiding light for those who lead law enforcement further into the 21st century.

The Leadership Competencies and Skills Addressed

Many issues faced by law enforcement leaders today—problem-solving, tactical and strategic planning, personnel allocation, resource management, and ethical decision-making, among others—have been encountered by leaders throughout history. The basic leadership competencies, listed below, have not significantly changed in recent years and are among those addressed during the staff ride.⁶

- Analytical and critical thinking
- Ability to challenge the status quo
- Collaboration, cooperation, and integration
- Communication and persuasion
- Creativity and innovation
- Change management
- Customer-centric perspective
- Problem-solving and prevention
- Capability to leverage diversity
- Finding, managing, and developing talent
- Integrity and ethical interpersonal skills
- Strategic thinking and vision

Learning Methodology

Just as scenario-based training has proven to be successful in basic training programs, scenario-based training, case studies, and even simulations that tie the learning process for leadership development to real-life experiences should also be effective formats for long-lasting and successful learning.

Since the travel required for the typical on-site military staff ride can be both time-consuming and cost prohibitive for the typical police agency, a very effective alternative rests in utilizing a virtual presentation, where various videos, maps, handouts, static audiovisual materials, and other instructional strategies to effectively (and virtually) place the student in Gettysburg or any other selected military encounter at the time when that battle and circumstances were actually occurring.⁷ An example of a very effective virtual staff ride is based on the Battle of Gettysburg, which has been extensively studied and, therefore, lends itself well to leadership training. In the virtual "ride," for example, Civil War and Battle of Gettysburg background is provided for each participant, with an in-depth review and discussion by the trained facilitators of many of the most critical decisions that were made by the leaders present from both sides of the conflict. Studying both the good and bad decisions made by both sides' leaders during the tide-changing battle helps maintain the training program's impartiality and objectiveness. Upon completion of this activity, participants will be able to understand the importance of making effective decisions during their careers and the tremendous impact (both positive and negative) those decisions can have on others, their respective agencies, and law enforcement as a profession.

Some of the more prevalent and widely accepted management practices and actual skill sets in use today in all types of organizations can be addressed through the use of a military staff ride.⁸

- Planning
- Coordinating
- Delegating
- Organizing
- Sequencing
- Directing
- Scheduling
- Communicating
- Staffing
- Assessing

Learning from the Past for the Future

Developing critical thinking skills and effective decision-making through review of past history can be quite enlightening and certainly worthwhile. The old adage of "history repeats itself" holds true to some extent unless acted upon by an outside force. That outside force could be leadership development training—and the method for providing it could include the military staff ride. War often reveals the best and worst leadership traits in humans. The Battle of Gettysburg was indeed crucial to both the Union and Confederate forces during the U.S. Civil War and, as such, the battle provides the inquisitive learner with a unique opportunity to study leadership theory, traits,

characteristics, and applications. Even executing one's plans can many times reveal complexities in what might appear to be simple problems or solutions. It may be prudent for current law enforcement leaders to provide future leaders with every possible leadership and supervisory management development opportunity available. A staff ride, like the one used at Gettysburg, can be one such opportunity for future training to adapt and meet the challenges of law enforcement, both today and tomorrow. ♦

Notes:

¹Luis R. Gomez-Mejia, *Managing Human Resources* (Upper Saddle River, NJ: Prentice Hall, 2001).

²David Cruickshank, "Recognizing the True Cost of Low Morale," *The Police Chief* 79, no. 9 (September 2012): 26–30.

³Harry W. Pfanz, Scott Hartwig, and George Skoch, *The Battle of Gettysburg*, National Park Civil War Series (Fort Washington, PA: Eastern National, 1994).

⁴Donald Phillips, *Lincoln on Leadership* (New York, NY: Warner Books, 2002).

⁵Gregory A. Warren, "The Battle of Gettysburg, Military Staff Ride for Law Enforcement," PowerPoint presentation, 2006.

⁶Office of Personnel Management, training document, Federal Government, 2010.

⁷Warren, "The Battle of Gettysburg."

⁸Sultan Kermally, *The Management Tool Kit* (London, UK: Thorogood Limited, 1999).



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TURNING AROUND PROBLEM PERFORMANCE

in Five Questions or Less

By Bradley Bloom, Police Chief (Ret.), Hinsdale, Illinois, Police Department, and Mark Field, Police Chief (Ret.), Wheaton

Most leaders have encountered an underperforming employee or team member during their careers. The challenge for leaders and coworkers is that these “underperformers” affect not only their own tasks—they reduce team or organizational productivity; they drain energy from leaders; and they diminish the morale of peak performers.

A 2004 survey by a UK research group reported that underperformers consume 27 percent of a leader’s time and attention, drawing them away from other priorities. Leaders

reported spending 13 percent of their time addressing underperformers and another 14 percent correcting errors and finishing incomplete work that was assigned to the underperformers.¹ Cumulatively, that equates to about 60 days a year that many leaders devote to remediating underperformance. Most leaders would appreciate reclaiming this time to dedicate to other matters.

While it is tempting to condemn underperformers for stealing time and contributing to ills, leaders own a share of responsibility.

A leader's primary duty is to enable people to achieve clearly stated performance goals. If their people fail, the leaders fail.

Although some leaders inherit an underperformer that might not be their fault; most leaders are ill-equipped to address performance problems.

Nonetheless, leaders cannot allow the status quo to prevail with underperformers. Failure to take action is a disservice to the leader, team, and underperformer. What leaders permit, they promote. Answering five yes-no questions will help leaders quickly and accurately diagnose causes and solutions to most performance issues.

Four Sources of Underperformance

Leaders are often challenged by underperformance since it is not always anticipated. Generally, many leaders expect things will run smoothly and espouse a philosophy of "no news is good news."

However, the law of entropy states that virtually everything is in a state of constant deterioration.² Rather than adopting an outlook that all will go well, astute leaders realize problems are predictable and inevitable. After all, leadership encompasses interactions with people exhibiting a vast array and combination of complex normal and abnormal behavioral patterns and traits that cannot always be predicted.

There is, however, an identifiable roadmap that points leaders to areas to investigate and identify potential root causes (or sources) of underperformance.

Source #1: The Performance Target Is Not Clear. Leaders often assume that people know the goals and their importance and understand how success looks. Unless expectations are made explicitly clear, though, the employee may have a totally different understanding than the leader.

Expectations can change in response to organizational goals, but rarely are employee goals updated accordingly, which can lead to unnecessary confusion and competing priorities, leaving the employee making judgment calls every day about what takes priority.

In addition, leaders often unintentionally leave loopholes in agreements by leaving out critical specificity for deadlines or goals. For example, a leader may set "next week" as a deadline as opposed to "Friday of next week." Ambiguous or vague goals are difficult for employees to achieve.

Source #2: The Person Does Not Know How to Hit the Target. This occurs when employees assume new assignments and don't receive the proper guidance and development to be effective in their roles. Underperformance may also be situational—an employee may be talented in other areas but lack transferable skills for a given task. This leaves employees ill-equipped to handle unforeseen obstacles.

Source #3: The Individual Is Capable But Does Not Perform on a Consistent Basis. This problem often confounds leaders. The person can be successful, but his or her performance lacks consistency. The underperformance may be as simple as not turning reports in on time, or areas where other employees have discovered workarounds to complete the work.

Leaders might erroneously presume underperformance that falls in this category is intentional, and the inclination might be to label an employee a "slacker" who does not care or, worse, is bent on undermining the organization and its leaders.

While this may indeed be the case, unless the leader follows up, it is equally possible that the employee believes (a) his or her performance is acceptable or (b) underperformance in a particular area is acceptable. The second belief can occur particularly if a leader sets a priority, but doesn't follow up, thus making the "priority" feel like a meaningless exercise.

Source #4: The Person Is Unable to Do What Is Required to Hit the Target. There are instances where people simply are incapable of performing at an acceptable level. The primary reasons are (1) the individual should not have been hired because the individual's strengths do not match the job requirements or (2) the job requirements have changed, requiring the individual to acquire additional or new skills, knowledge, or abilities.

Not everyone has the emotional and mental capacity to adapt to new positions or requirements. An officer might suddenly need new skills to be a traffic officer. A records clerk might now be evaluated based on the number of database entries made during the shift. Unforeseen circumstances can thrust a sergeant into a senior command position. Skills that made an employee successful in one job do not necessarily ensure success in other performance areas or under different expectations. While new skills often can be developed, that is not always the case.

In addition to these four sources, other issues—including personal situations—can impede acceptable performance. Family issues or team dynamics can contribute to employee underperformance. A desire to get performance back on track necessitates exploration of possible contributors to lack of performance.

Asking the Turnaround Questions

Leaders need not be plagued with indecision or suffer in silence when faced with an underperforming team member.

Five simple yes-no questions—derived from the probable sources of underperformance discussed previously—can assist leaders in addressing future performance issues in a dramatically different way.

To begin, leaders should consider the following questions:

- I. Does the employee know what is expected?
- II. Has the person performed to previously specified standards?
- III. Has the performance problem been previously addressed more than once?
- IV. Does the person have the capability of performing to stated standards?
- V. Is the individual coachable?

Before moving forward, leaders should (1) acquire all needed information and (2) make an unbiased judgment, since answers to the five questions will determine the best course of action to approach the turnaround process.

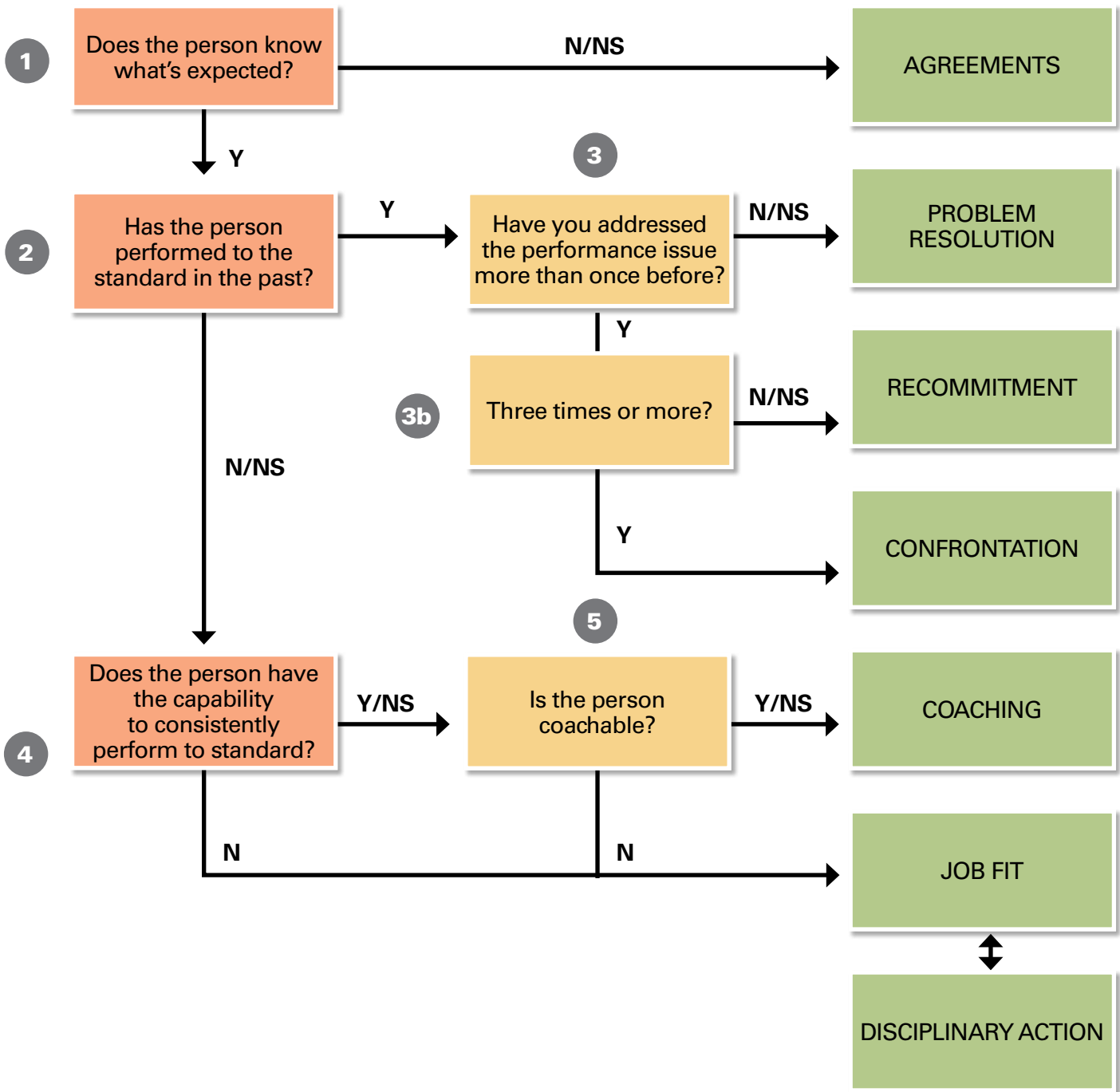
Figure 1 depicts the process for using the answers to find the best approach for resolving underperformance.

For each question, there are three possible responses: "yes," "no," or "not sure" (Y, N, and NS, respectively in Figure 1). If the answer is truly not sure—meaning that the question cannot be definitively answered—the NS path should be followed on the chart.

Before proceeding, acquire employee commitment. Research findings about employee commitment prove that sustained productivity is strongly related to employee commitment.³ Theorists refer to the concept of "binding"—the ongoing maintenance of the employee-leader relationship—as the most important factor in maintaining employee commitment level and eventual successful outcomes.⁴



Figure 1. Flowchart Guide for Underperformance



Without commitment, there is an extremely low probability of turnaround success, in spite of a leader's best efforts and intentions. Underperformers who are not committed are unlikely to "own" any turnaround plans but rather perceive them as the leader's plans.

I. Does the Underperformer Know What Is Expected?

Before leaders assume that their expectations are clear, they need to look closely at them. Perhaps the leader believes that the employee should know what is expected; however, what seems well-defined to the leader might not be clear to the employee. Targets might be vague; things change; loopholes might be left open. The expectation gap might be wider than what a leader believes.

Requiring that an underperformer draft a performance agreement is the first step toward a turn in the bend and will ensure

that expectations are mutually shared and understood. It will serve both parties well to craft an explicit agreement from what has been implicitly expressed. Confirm expectations, make details clear and specific, and commit them to writing.

II. Has the Employee Performed to Standards in the Past?

Answering this question is critical to gaining an understanding and a direction for turnaround efforts. It is the proverbial fork in the road: if the answer is "no," proceed to question number four about capability. If the answer is "yes," it signals a capability for successful performance—they have done it, and they are not doing it now. Assuming the individual knows what performance is expected, the next question naturally follows.

III. Has the Performance Problem Been Addressed More Than Once?

Whether a performance problem is recurring will determine the tone of the turnaround conversation to be pursued.

Three options are apparent.

Phase 1: Problem Resolution: If the answer is “No,” the path points to problem-solving. Leaders must listen particularly close for obstacles blocking performance. Does the person have the resources needed to be effective? Are competing priorities creating confusion? It is incumbent on leaders to be problem-solvers rather than providers of solutions.

Leaders must act as a sounding board, direct the underperformer toward better options, and avoid becoming an enabler for the employee’s underperformance. Closely following this pattern will lead to higher levels of commitment.

Phase 2: Recommitment: If issues have been previously addressed, shoring up the level of commitment and a recommitment discussion is in order. The leader begins as a listener, using probing open-ended questions to elicit what obstacles stand in the way of keeping the agreement on track. Leaders should problem solve, as necessary, and ensure an affirmative “What’s in it for me?” (WIIFM) statement before concluding this phase.

Phase 3: Confrontation: If (1) the individual can successfully complete their work; (2) has previously performed tasks; and (3) the leader has addressed the underperformance more than three times, then a significant issue exists that requires a more difficult, confrontation conversation.

Given success in securing up-front agreements, discussing and resolving issues before they become problems, and following up regularly to make sure the person’s performance and commitment are where the leader needs them to be, these conversations should be rare. Still, there are occasions when confrontation will be required, especially when individuals break agreements.

Having a previously signed agreement and presenting the agreement during the confrontation will make this an easier task. When all avenues have been exhausted, leaders must place responsibility where it obviously lies by clearly stating that the employee has left the leader with no other choice.

The rationale behind this “three strikes rule” is that performance fluctuations do occur, even for the best employees. Employees need reasonable time to recast habits, which is not always easy to accomplish. Some leaders become easily frustrated and impatient when they do not observe immediate performance turnarounds, forgetting

that some work habits (or lack thereof) are deeply engrained within an employee’s psyche.

Some leaders expect instantaneous results, believing that a single counseling session will somehow magically yield immediate results. And, when that doesn’t occur, they either hope the problem will resolve itself, give up, pass the underperformer onto another leader, or push the problem up the chain of command.

Contemporary research indicates that, on average, it takes more than two months before a new behavior becomes automatic—66 days to be exact. And how long it takes a new habit to form can vary widely depending on the behavior, the person, and the circumstances. In a study by Phillippa Lally and others, it took anywhere from 18 days to 254 days for people to form new habits.⁵

If leaders aim to set appropriate expectations, it realistically will take from two to eight months to build a new behavioral pattern into an employee’s performance—not the commonly touted 21-day myth.⁶

More difficult cases may involve leaders teaching mechanisms to remove negative performance and gradually replace those with positive performance. Even the most cooperative employee still often stumbles before establishing a new rhythm. This



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approach holds individuals accountable to the agreement while still giving them the benefit of the doubt.

The goal of any confrontation discussion is not to humiliate or disgrace, but to return performance levels to the original agreement. While it may be a challenging conversation for some leaders, they are ultimately holding the person accountable for the failure to follow through. And, human nature being as it is, most people do not enjoy being held accountable. It is potentially threatening to the employee on the receiving end (e.g., Is my job on the line? Will I be transferred? Will I suffer a pay reduction? Will I receive a bad evaluation?).

To maintain a productive conversation, leaders must (1) manage the other person's defensiveness; (2) manage their own defensiveness; and (3) focus on this statement, "Your behavior, conduct, performance has brought us to this meeting. How can I help?"

This is particularly challenging early in the conversation. However, staying on point will help employees realize that the leader is "not out to get them"; rather, the leader is committed to their ultimate success and the performance they previously agreed to.

Presuming that a common and satisfactory understanding is reached about how the individual will achieve the identified performance goals, the model leads back to the beginning of the process.

If the employee's performance continues to suffer and a determination is made that the employee cannot be coached, then a detailed analysis must be made to determine the person's fit in the role or initiate appropriate disciplinary action.

IV. Does the Employee Have the Capability to Perform to Standards?

If underperformance has been addressed, and the person has yet to perform to a required standard, leaders need to consider whether the person can do the job or task. If the answer is "yes," coaching may be the answer (see question VI). If the answer is "no," a more difficult situation is ahead. If the task can be separated from the underperformer's primary job and assigned to another employee, this may be the time to do it. If it is a larger issue or the task cannot be reassigned, there is a job fit problem: the person does not possess the skills, knowledge, or ability needed to do the job.

While it might be challenging to inform an individual he or she is in the wrong job, it does a great disservice to the organization, team, leader, and underperformer to permit continuation. Delaying the confrontation creates an increasingly difficult task to reframe behaviors. In addition, underperformers are consciously or subconsciously aware that underperformance has been allowed to continue.

V. Is the Person Coachable?

If the individual is capable of doing the job, the final question assesses his or her "coachability."

Coachability consists of (1) a willingness to participate in the learning process and (2) a commitment to apply and refine that which has been learned.

If the employee is coachable, room remains for performance improvement. A coaching conversation may initiate the process. If, however, the individual is not open to learning or is unwilling to change, options are limited, and that leads back to either a job fit conversation or disciplinary action, depending on specific circumstances.

Motivating Employees. At some point, leaders may ask themselves, "How can I motivate this employee?" First, they must acknowledge that no human can make another human change unless he or she desires to change. Second, leaders need to recognize that they are not responsible for an employee's underperformance. All employees, at all times, in every circumstance, at every moment, are 100 percent responsible—by what they do, do not do, or how they respond to what has been done to them.

It all comes down to their choices. A person's career at every moment is the cumulative effect of all the choices he or she made or did not make up to this point.

Choices create relationships, successes or failures of organizations, and so forth. If the underperformer desires to change the direction of his or her career, the individual must begin by making different choices and then acting on those choices, consistently through time, each action building on the last like compound interest. The longer the new choices build, the more results will multiply, until the compound effect kicks in and an employee experiences exponential growth results.

The whole notion of responsibility and motivation is described in detail by the expectancy theory of motivation.⁷ Expectancy is the belief that increased effort will lead to increased performance (i.e., "if I work harder, then this will be better"). Effort, performance, and motivation are inextricably linked together. However, performance is based on individual factors such as personality, skills, knowledge, experience, and abilities.

Expectancy theory predicts that employees will be motivated when they believe that

1. putting in more effort will yield better job performance;
2. better job performance will lead to organizational rewards, e.g., recognition, salary, benefits, and rewards, just to list a few; and
3. these predicted organizational rewards are valuable.

This theory defines motivation as a process where an employee makes choices from

various alternatives of voluntary activities—a process controlled by the individual. The choices he or she makes are based on the employee's estimate of how well the expected results of a given behavior are going to match up with or eventually lead to those results desired by his or her superiors. Those choices are primarily motivated to maximize pleasure and minimize pain.

Some examples of expectancy-driven thought processes are questions such as

- If I make more arrests, will I get a better performance evaluation?
- If I issue more tickets, will I avoid my sergeant's wrath?
- If I engage in more community contacts, will it improve my chances for an award?
- If I study harder for the promotional examination, will I make the eligibility list?

In order to employ the expectancy theory to improve performance, leaders need to enhance the performance-outcome tie and closely link rewards to performance. Rewards provided must be deserved and wanted by the recipient. To improve the effort-performance tie, underperformers must be trained to improve their capabilities and increase their belief that their extra effort will in fact lead to better performance (and, thus, better outcomes).

If, an employee perceives that any one of the following are true, then, the individual will not be motivated. Even if two of the three are achieved, the employee will not be motivated. All three are required for positive motivation:

1. My increased effort will not increase my performance.
2. My increased performance will not increase my rewards.
3. I don't value the rewards that are offered.

Three Additional Questions

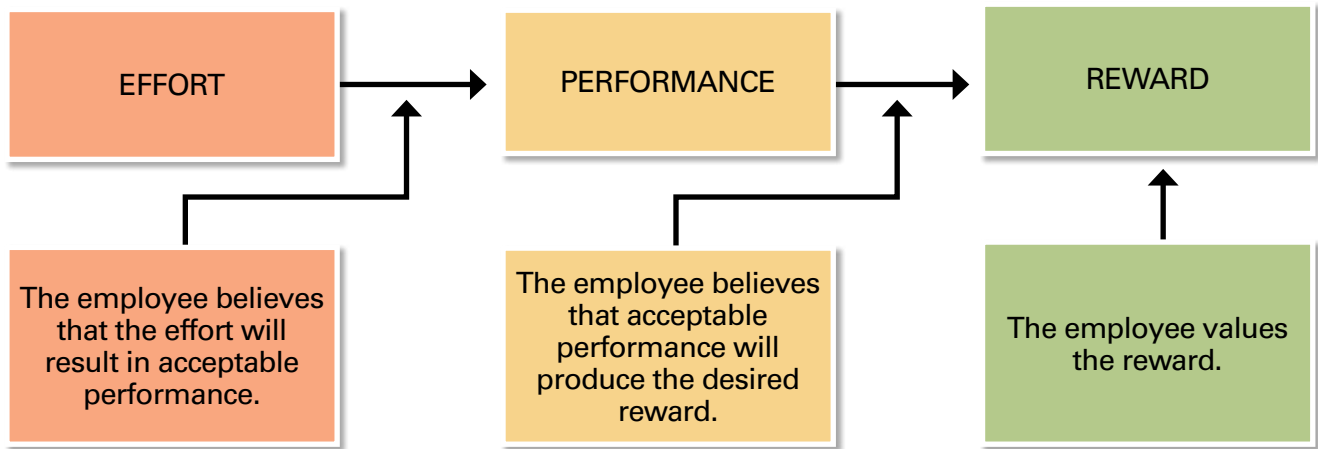
These additional questions are purposefully designed to elicit a leader's willingness and readiness to take action and to gauge his or her commitment to the underperformer's success. The key to success is closely following the model and sincerity in the effort. Without these elements, it simply becomes an exercise in futility.

- I. Is there a sincere willingness to provide an opportunity for the individual to change?
- II. Is there a sincere willingness to lead the person in a different way?
- III. Is there sufficient information to act?

I. Is There a Willingness to Give the Employee a Legitimate Chance to Change?

If performance problems are new or out-of-character, providing an opportunity for change may be a fairly easy decision. It gets

Figure 2. Employee Beliefs About Performance Outcomes



more difficult if a leader has been dealing with the problem for some time or if it was previously addressed. Most leaders desire to see change happen—and happen quickly.

However, humans do not always change in a straight line. People can change their mind in a millisecond, but it takes time for engrained habits to catch up. Weight loss or traditional New Year's resolutions are classic examples of such difficulties; behavioral changes require hard work and trial and error and often involve self-doubt (especially when evidence of success lags).

Therefore, to answer "yes" to this question, there must be a willingness to give an underperformer room to improve in an uneven way. If a leader has the feeling that he or she has "had enough," any underperformer's misstep may be the proverbial straw that breaks the camel's back. Then, the leader may already be in "no" territory.

Should leaders find themselves there, they should not attempt to talk themselves out of it. It is far better to acknowledge such feelings honestly and address the impasse in a straightforward way.

II. Is There a Willingness to Manage the Person Differently?

Using turnaround conversations to directly address performance issues is a good starting point. However, follow-up, follow-through, and commitment are essential to sustain performance gains. Marginal individuals may temporarily improve performance in response to pressure created by the leader only to return to underperformance over time. Quality turnaround conversations need not involve significant time commitments, but effectuating long-term improvement requires significant attention and perseverance.

Consistent scheduling of one-on-one status updates—even brief ones—provides continuing structure for both leader and

employee to remain on track. If leaders do not change the way in which they lead, they run the risk of losing ground gained from past turnaround conversations.

III. Is There Sufficient Information to Act?

Is the perception of a performance problem based on objective data or personal perceptions? Should uncertainty exist, or if the problem cannot be defined, a problem resolution meeting may assist in gathering information to aid in problem solving. If a confrontation meeting is in order, solid data and performance specifics are at the core of a leader's argument for change.

In any case, the goal is to collect information sufficient to guide the turnaround process and, when possible, assist the underperformer in acknowledging the need for change. Even small bits of data can provide inputs toward aligning needed performance and commitment.

Conclusion

Performance change is a collaborative venture. To realign performance, leaders might need to change their methods and approaches in leading the employee. The overarching goal of this model is to provide a self-assessment tool for leaders to evaluate their willingness to engage in a change process and identify an appropriate starting point.

Leaders will need to engage in heavy lifting to overcome past performance patterns; however, the subsequent rewards will be well worth such effort. Teams and individuals will be more motivated by knowing that everyone is accountable and carrying his or her weight. Leaders will experience satisfaction from the knowledge that they helped someone who was failing become more effective and demonstrate more capability.

On-track performance is attainable and so is recouping a significant portion of a leader's time and efforts. ♦

Bradley Bloom and Mark Field served as police chiefs for Hinsdale, Illinois, and Wheaton, Illinois, Police Departments, respectively. As consultants, educators, trainers, and mentors, they have dedicated their career and business efforts in equipping present and future leaders. Both have lectured nationally and published numerous leadership articles.

Notes:

¹SHL and Future Foundation, *Getting the Edge in the New People Economy* (London, UK: Future Foundation, 2004), 31.

²Henry Adams, *History of the United States of America During the Administration of Thomas Jefferson* (New York: Library of America, 1986), 1299.

³William H. Whyte Jr., *The Organization Man* (New York: Simon and Schuster, 1956), 429.

⁴Lynne Herscovitch and John Meyer, "Commitment to Organizational Change: Extension of a Three-Component Model," *Journal of Applied Psychology* 87, no. 3 (2002): 474–487.

⁵Phillippa Lally, Cornelia van Jaarsveld, Henry W. W. Potts, and Jane Wardle, "How Are Habits Formed: Modelling Habit Formation in the Real World," *European Journal of Social Psychology* 40 (2010): 998–1009.

⁶Ben D Gardner, "Busting the 21 Days Habit Formation Myth," *Health Chatter*, the Health Behaviour Research Centre, University College London, (blog), June 29, 2012, <http://blogs.ucl.ac.uk/hbrc/tag/european-journal-of-social-psychology>.

⁷Victor H. Vroom, *Work and Motivation* (San Francisco, CA: Jossey-Bass, 1964).

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2016 IACP AWARDS

August Vollmer Excellence in Forensic Science Award

Current or Past Collaboration in Forensic Science

Cuyahoga County, Ohio, Medical Examiner's Office Death Investigation Training Course



Left to right: John Grassel, detective lieutenant, Rhode Island State Police, co-chair, IACP Forensic Science Committee; Stephanie Stoiloff, senior police bureau commander, Miami-Dade Police Department, co-chair, IACP Forensic Science Committee; Joseph P. Stopak, manager, investigation and morgue operations, Cuyahoga County Medical Examiner's Office; Michelle Fox, medicolegal investigator II, Cuyahoga County Medical Examiner's Office; and Steven Casstevens, chief, Buffalo Grove Police Department, 3rd vice president, IACP

IACP/3M Looking Beyond the License Plate Award

Pamela M. Neff, Trooper, Virginia State Police



Left to right: Robert Maynard, chief (ret.), California Highway Patrol; David Pointon, manager, state and local government relations, 3M; Madalynn Neff; Pamela Neff, trooper, Virginia State Police; Amber Soule, marketing analyst, 3M

Honorable Mention

Carlos Gastelum, Officer, Oro Valley, Arizona, Police Department

Michael Borski, Trooper, Michigan State Police

Todd Newman, Officer, California Highway Patrol

Current or Past Contribution in Forensic Science

Abdelqadir Mohamed Ali Alameri, Colonel, Ministry of Interior, Sharjah Police, United Arab Emirates



Left to right: John Grassel, detective lieutenant, Rhode Island State Police, co-chair, IACP Forensic Science Committee; Stephanie Stoiloff, senior police bureau commander, Miami-Dade Police Department, co-chair, IACP Forensic Science Committee; Saeed Alkaabi, captain, manager, Security Analysis Branch, Sharjah Police; Hamad Alamimi, brigadier, director general, Federal Criminal Police, United Arab Emirates; Steven Casstevens, chief, Buffalo Grove Police Department, 3rd vice president, IACP; Khalifa Almazrouei, first lieutenant, manager, Strategy and Performance Development Branch, Sharjah Police; Ali Alkaabi, major, manager, High Tech Crime Branch, Sharjah Police; and Obaid Alalawi, major, head, Information Section, Sharjah Police

IACP/Motorola Trooper of the Year

North Atlantic Region

Donald Atkinson, Trooper, New York State Police

Southern Region

Brian Screws, Trooper First Class, Georgia State Patrol

North Central Region

Krzysztof Piotrowski, Trooper, Illinois State Police

Mount Pacific Region

James Tedder, Trooper, South Dakota Highway Patrol

Significant Investigative Value in a Major Crime

Orange County, Florida, Sheriff's Office, Forensic Unit



Left to right: John Grassel, detective lieutenant, Rhode Island State Police, co-chair, IACP Forensic Science Committee; Stephanie Stoiloff, senior police bureau commander, Miami-Dade Police Department, co-chair, IACP Forensic Science Committee; Sarah Koerber, forensic biologist, Orange County Sheriff's Office, Forensic Unit; Christine Goldman, forensic biologist, Orange County Sheriff's Office, Forensic Unit; and Steven Casstevens, chief, Buffalo Grove Police Department, 3rd vice president, IACP

IACP/Utility Inc. Outstanding Achievement in Law Enforcement Volunteer Programs Award

Appleton, Wisconsin, Police Department; Bellevue, Washington, Police Department; Rocklin, California, Police Department



Left to right: Steve Mylett, chief of police, Bellevue Police Department; Marjorie Trachtman, volunteer program administrator, Bellevue Police Department; Robert McKeeman, chairman and CEO, Utility, Inc.; Todd Thomas, chief of police, Appleton Police Department; Sumer Regalia, volunteer coordinator, Rocklin Police Department; Wendy Smith, crime prevention coordinator, Rocklin Police Department; Stu Lehman, volunteer, Rocklin Police Department; and Jeff Magers, associate professor, California University of Pennsylvania, chair, IACP Police Administration Committee

IACP and LogIn, Inc. Excellence in Victim Services Award

Smaller Agency

Glasgow, Montana, Police Department



Left to right: Richard Smith, chief, Wakefield Police Department, vice president at large, IACP; Shelley K. Rose, president and CEO, LogIn, Inc.; Brien Gault, assistant chief of police, Glasgow Police Department; Renee Jones, victim specialist, Glasgow Police Department; Bruce Barstad, chief, Glasgow Police Department; and David Porter, chief, Dewitt Police Department, chair, IACP Victim Services Committee

Medium Agency

Rio Rancho, New Mexico, Police Department



Left to right: David Porter, chief, Dewitt Police Department, chair, IACP Victim Services Committee; Michael Geier, chief, Rio Rancho Police Department; Richard Smith, chief, Wakefield Police Department, vice president at large, IACP; Shelley K. Rose, president and CEO, LogIn, Inc.; Brett Denison, criminal investigations lieutenant, Rio Rancho Police Department; and Paul Rogers, deputy chief of police, Rio Rancho Police Department

Large Agency

Halton, Ontario, Regional Police Service



Left to right: David Porter, chief, Dewitt Police Department, chair, IACP Victim Services Committee; Richard Smith, chief, Wakefield Police Department, vice president at large, IACP; Shelley K. Rose, president and CEO, LogIn, Inc.; Kimberley Clark, victim services administrator, Halton Regional Police Service; Stephen Tanner, chief, Halton Regional Police Service; and Nishan Duraipappah, deputy chief, Halton Regional Police Service

Honorable Mention

North Hampton, Massachusetts, Police Department

Honorable Mention

Plano, Texas, Police Department

Honorable Mention

Orange County, Florida, Sheriff's Office

IACP/Thomson Reuters Award for Excellence in Criminal Investigations

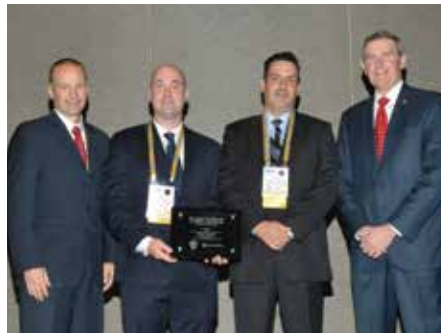
U.S. Immigrations and Customs Enforcement, Homeland Security Investigations (HSI); Phoenix, Arizona, Police Department



Left to right: Timothy P. Murphy, president, Thomson Reuters Special Services; Patrick J. Lechleitner, deputy assistant director, HSI; Michael Bosworth, detective, Phoenix Police Department; Richard Brown, coordinator, Project VIC; Peter T. Edge, executive associate director, HSI; and Terrence Cunningham, chief, Wellesley Police Department, immediate past president, IACP

First Runner-Up

Toronto, Ontario, Police Service



Left to right: Timothy P. Murphy, president, Thomson Reuters Special Services; Michael Kelly, detective constable, Toronto Police Service; Timothy Trotter, detective constable, Toronto Police Service; and Terrence Cunningham, chief, Wellesley Police Department, immediate past president, IACP

Second Runner-Up

New Zealand Police



Left to right: Terrence Cunningham, chief, Wellesley Police Department, immediate past president, IACP; Neil Hallett, detective inspector, New Zealand Police; Aaron Pascoe, detective senior sergeant, New Zealand Police; Paul Borrell, detective inspector, New Zealand Police; Mike Clement, deputy commissioner, New Zealand Police; and Timothy P. Murphy, president, Thomson Reuters Special Services

Vehicle Crimes Award of Merit

Joshua Nelson, Officer, California Highway Patrol



Left to right: Christopher McDonold, executive director, Maryland Vehicle Theft Prevention Council/ Department of State Police, chair, IACP Vehicle Crimes Committee; Patrick Clancy, vice president, law enforcement, LoJack Corporation; Joshua Nelson, officer, California Highway Patrol; and Sherry LeVeque, emergency services outreach leader, OnStar

Aaron Auclair, Detective Sergeant, and Cory Rodriguez, Detective II, New Jersey State Police



Left to right: Christopher McDonold, executive director, Maryland Vehicle Theft Prevention Council/ Department of State Police, chair, IACP Vehicle Crimes Committee; Patrick Clancy, vice president, law enforcement, LoJack Corporation; Cory Rodriguez, detective II, New Jersey State Police; Aaron Auclair, detective sergeant, New Jersey State Police; and Sherry LeVeque, emergency services outreach leader, OnStar

Prince George's County, Maryland, Police Department – Washington Area Vehicle Enforcement (W.A.V.E.) Unit



Left to right: Christopher McDonold, executive director, Maryland Vehicle Theft Prevention Council/ Department of State Police, chair, IACP Vehicle Crimes Committee; Patrick Clancy, vice president, law enforcement, LoJack Corporation; Matthew Meterko, lieutenant Prince George's County Police Department; and Sherry LeVeque, emergency services outreach leader, OnStar

Queens County, New York, District Attorney's Office



Left to right: Christopher McDonold, executive director, Maryland Vehicle Theft Prevention Council/ Department of State Police chair, IACP Vehicle Crimes Committee; Patrick Clancy, vice president, law enforcement, LoJack Corporation; Mary Lowenburg, chief, Auto Crime and Insurance Fraud Unit, Queens County District Attorney's Office and Sherry LeVeque, emergency services outreach leader, OnStar

Michael Dilanni, Officer, Morrisville, Pennsylvania, Police Department



Left to right: Christopher McDonold, executive director, Maryland Vehicle Theft Prevention Council/ Department of State Police, chair, IACP Vehicle Crimes Committee; Patrick Clancy, vice president, law enforcement, LoJack Corporation; Michael Dilanni, officer, Morrisville Police Department; and Sherry LeVeque, emergency services outreach leader, OnStar

IACP/AMU Civilian Law Enforcement-Military Cooperation (CLEMCC) Award

Rheinland-Pfalz Polizeipräsidium Westpfalz, Germany; U.S. Air Force, 569th U.S. Forces Police Squadron



Left to right: John-Paul P. Adrian, captain, USAF, operations officer from 569th U.S. Forces Police Squadron, and Simon Mai, inspector, Rheinland-Pfalz Polizeipräsidium Westpfalz

Honorable Mention

Hampton, Virginia, Police Department; 633d Security Forces Squadron Unit Joint Base Langley-Eustis; San Diego, California, Police Department; Marine Corps Air Station Miramar Provost Marshal Office

The IACP/Cisco Community Policing Award

Fewer than 20,000 Residents

Maryland-National Capital Park Police, Prince George's County Division

20,001 to 50,000 Residents

Menlo Park, California, Police Department

50,001 to 100,000 Residents

Abington Township, Pennsylvania, Police Department

More than 250,000 Residents

Office of Superintendent of Police, Balod District, India

Human and Civil Rights Award

Individual Achievement

Deon Joseph, Senior Officer, Los Angeles, California, Police Department



Left to right: Deon Joseph, senior lead officer, Los Angeles Police Department, and Will Johnson, chief of police, Arlington Police Department, chair, IACP Human and Civil Rights Committee

Single Agency

Edmonton, Alberta, Police Service



Left to right: Chelsea Hazwrelak, community operations coordinator, Edmonton Police Service; Natasha Goudar, manager, Equity and Human Rights Section, Edmonton Police Service; Rod Knecht, chief of police, Edmonton Police Service; and Will Johnson, chief of police, Arlington Police Department, chair, IACP Human and Civil Rights Committee

Multi-Agency

San Diego Human Trafficking Task Force; San Diego Police Department, California



Left to right: Will Johnson, chief of police, Arlington Police Department, chair, IACP Human and Civil Rights Committee, and Chris Cameron, sergeant, San Diego Police Department



Left to right: Christina Bavencoff, lieutenant, San Diego Sheriff's Department; Summer Stephen, chief deputy, San Diego County District Attorney's (DA's) Office; Craig Carter, captain, Escondido Police Department; Lara Easton, chief deputy, San Diego City Attorney's Office; Adolfo Gonzales, chief probation officer, San Diego Probation Department; Deb Schroder, assistant chief, California Highway Patrol; Terry McManus, assistant chief, San Diego Police Department (SDPD); William Gore, sheriff, San Diego Sheriff's Department; Chris Cameron, sergeant, SDPD; Danny Santiago, task force commander, California Department of Justice; Barbara Rudesill, commander, district attorney investigator, San Diego County DA's Office; Ryan Love, district attorney investigator, San Diego County DA's Office; John Marsh, chief, California Department of Justice; Mary Ellen Barrett, deputy district attorney, San Diego County DA's Office; Matthew Blumenthal, sergeant, SDPD; Miguel Rosario, chief of investigations, San Diego County DA's Office; and Will Johnson, chief of police, Arlington Police Department, chair, IACP Human and Civil Rights Committee

IACP/Booz Allen Hamilton Committee on Terrorism Award

Hennepin County Sheriff's Office; Minneapolis Police Department; St. Paul Police Department, Minnesota



James Comey, director, Federal Bureau of Investigation (FBI); Michael B. Steinbach, executive assistant director, FBI; and the IACP/Booz Allen Hamilton Committee on Terrorism awardees (Hennepin County Sheriff's Office, Minneapolis Police Department, St. Paul Police Department)

FBI Cincinnati, Ohio, Joint Terrorism Task Force



James Comey, director, FBI; Michael B. Steinbach, executive assistant director, FBI; Terrence M. Cunningham, chief, Wellesley Police Department, immediate past president, IACP, and IACP/Booz Allen Hamilton Committee on Terrorism awardees (FBI Cincinnati, JTTF)

National Law Enforcement Challenge

Please visit Police Chief Online or www.theIACP.org/nlec to see a list of the 2016 challenge winners.

Excellence in Police Aviation Awards

Individual

David McVey, Sergeant, Baltimore County, Maryland, Police Department



Left to right: Don Roby, training program manager, Airborne Law Enforcement Association, chair, IACP Aviation Committee; David McVey, sergeant, Baltimore County Police Department; and Carl Crenshaw, key segment specialist, Bell Helicopter Textron, Inc.

Large Aviation Unit

California Highway Patrol, Air Operations Program



Left to right: Michael Sedam, lieutenant, California Highway Patrol; Don Roby, training program manager, Airborne Law Enforcement Association, chair, IACP Aviation Committee; Carl Crenshaw, key segment specialist, Bell Helicopter Textron, Inc.; and Joseph Farrow, commissioner, California Highway Patrol

Small Aviation Unit

Baltimore County, Maryland, Police Department, Aviation Unit



Left to right: Don Roby, training program manager, Airborne Law Enforcement Association, chair, IACP Aviation Committee; David McVey, sergeant, Baltimore County Police Department; Carl Crenshaw, key segment specialist, Bell Helicopter Textron, Inc.; and Donald Shinnamon, colonel (ret.), Baltimore County Police Department.

Unmanned Aviation Unit

Northeast Region Unmanned Aircraft Systems Unit, North Dakota



Left to right: Don Roby, training program manager, Airborne Law Enforcement Association, chair, IACP Aviation Committee; Carl Crenshaw, key segment specialist, Bell Helicopter Textron, Inc.; B.J. Maxson, lieutenant, Grand Forks Sheriff's Department; Alan Frazier, associate professor, Department of Aviation, University of North Dakota; and Eric S. Plummer, chief, University of North Dakota Police Department

40 Under 40

Please visit www.theIACP.org/40under40 for a full listing of the awardees.



2016 40 Under 40 Awardees

The Michael Shanahan Award for Excellence in Public/Private Cooperation

Arlington, Texas, Police Department; The Man's Shop, Arlington, Texas



Left to right: Ron Hawkins, director, industry relations, Security Industry Association; Richard Smith, chief, Wakefield Police Department, vice president at large, IACP; Tarrick McGuire, lieutenant, Arlington Police Department, IACP fellow; Curtis Petties, sergeant, Arlington Police Department; Wally Hardin, owner, The Man's Shop; Johnny McGee, sergeant, Arlington Police Department; DeAndrel Scott, officer, Arlington Police Department; Will Johnson, chief, Arlington Police Department; and George Anderson, director, World Trade Center Security, chair, IACP Private Sector Liaison Committee

Honorable Mention

Myrtle Beach, South Carolina, Police Department; Myrtle Beach Area Hospitality Association

Dave Cameron Award for Excellence in Environmental Crimes Enforcement and Education

Houston, Texas, Police Department, Major Offender Division – Environmental Investigation Unit



Left to right: Dwight Henninger, chief, Vail Police Department, vice president-treasurer, IACP; Henry Barnet, director, Office of Criminal Enforcement Forensics and Training, Environmental Protection Agency (EPA); Mark Curran, assistant chief, Houston Police Department; Patrick Morrissey, police officer, Houston Police Department; Julie Lastra, special agent, EPA; and Stephen Dicker, senior police officer, Houston Police Department

J. Stannard Baker Awards

*Michael D. Edmonson, Colonel,
Superintendent, Louisiana State Police*



Left to right: Mike Brown, director, Office of Impaired Driving and Occupant Protection, NHTSA; Terrence Cunningham, chief, Wellesley Police Department, immediate past president, IACP; Steven Flaherty, colonel, superintendent, Virginia State Police; Michael Edmonson, colonel, superintendent, Louisiana State Police; David Bradford, executive director, Northwestern University Center for Public Safety; Robert Maynard, chief (ret.), California Highway Patrol

*Brian A. Ursino, Assistant Chief (Ret.),
Washington State Patrol*



Left to right: Mike Brown, director, Office of Impaired Driving and Occupant Protection, NHTSA; Terrence Cunningham, chief, Wellesley Police Department, immediate past president, IACP; Steven Flaherty, colonel, superintendent, Virginia State Police; Brian Ursino, assistant chief (ret.), Washington State Patrol; David Bradford, executive director, Northwestern University Center for Public Safety; Robert Maynard, chief (ret.), California Highway Patrol

*Mahmoud Abdel Kader, Traffic Safety
Consultant, Ministry of Interior, United Arab
Emirates*



Left to right: Terrence Cunningham, chief, Wellesley Police Department, immediate past president, IACP; Steven Flaherty, colonel, superintendent, Virginia State Police; Mahmoud Abdel Kader, traffic safety consultant, Ministry of Interior, United Arab Emirates; David Bradford, executive director, Northwestern University Center for Public Safety; Robert Maynard, chief (ret.), California Highway Patrol

The Excellence in Law Enforcement Research Award

Gold

City of Redlands, California, Police Department



Left to right: John King, chief, Provo Police Department, co-chair, IACP Research Advisory Committee; Laurie Robinson, professor, George Mason University, co-chair, IACP Research Advisory Committee; Mark Garcia, chief, City of Redlands Police Department; and Louis Dekmar, chief, LaGrange Public Safety, 1st vice president, IACP

Silver

Tennessee Bureau of Investigation



Left to right: Louis Dekmar, chief, LaGrange Public Safety, 1st vice president, IACP; Laurie Robinson, professor, George Mason University, co-chair, IACP Research Advisory Committee; Marjorie Quin, assistant special agent in charge, Tennessee Bureau of Investigation; Dewayne Johnson, assistant director, Tennessee Bureau of Investigation; and John King, chief, Provo Police Department, co-chair, IACP Research Advisory Committee

Bronze

Tallahassee, Florida, Police Department



Left to right: John King, chief, Provo Police Department, co-chair, IACP Research Advisory Committee; Laurie Robinson, professor, George Mason University, co-chair, IACP Research Advisory Committee; Michael DeLeo, chief, Tallahassee Police Department; Theresa Flury, legal counsel, Tallahassee Police Department; and Louis Dekmar, chief, LaGrange Public Safety, 1st vice president, IACP

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The following resolutions were adopted by the IACP in 2016. The list is organized by the IACP division, section, or committee that submitted each resolution.

ARSON AND EXPLOSIVES COMMITTEE

Enhancing Explosive Precursor Chemical Controls

The IACP recommends that law enforcement leaders collaborate with criminal justice stakeholders, prosecutors, code officials, fire marshals, and elected officials to enhance and, as applicable, close gaps in explosive precursor chemical regulations and encourages participation in community policing and bomb-making awareness programs that educate distributors and retailers of explosive precursor chemicals on how to recognize and report suspicious activity.

CIVIL RIGHTS COMMITTEE

Building Public Trust through the Effective Reporting of Police Use of Deadly Force and Law Enforcement Officers Assaulted or Killed in the Line of Duty

The IACP recommends that the Department of Justice establish mandatory police use of deadly force reporting standards for U.S. law enforcement and that the Department of Justice make the reporting of law enforcement officers killed and assaulted to the FBI through UCR mandatory. Furthermore, the IACP recommends that law enforcement leaders embrace the mandatory use of deadly force reporting and the mandatory reporting of law enforcement officers killed and assaulted in order to demonstrate law enforcement's commitment to transparency and fair and impartial policing and to gain trust from the community.

COMMUNICATIONS AND TECHNOLOGY COMMITTEE

IACP Support for the First Responder Network Authority (FirstNet)

The IACP demonstrates its strong continuing support for the FirstNet Nationwide Public Safety Broadband Network (NPSBN) and encourages all IACP members and the law enforcement community to participate in ongoing discussions relative to the implementation of the NPSBN and to strongly consider the benefits of becoming a user of the FirstNet NPSBN at the time it becomes implemented and available.

Support for Law Enforcement Access to Publicly Available and Accurate Internet Address Registration Data to Include Privacy-Protected Registrant Information and Related Forensic Resources to Facilitate Investigation of Cybercrime and Cyber-Enabled Crime

The IACP strongly urges the related Internet administration communities to assist law enforcement by providing continued access to publicly available databases concerning the allocation of Internet resources, and, in situations where the maintenance of these databases may conflict with privacy regulation, business concerns, or data-mining prevention efforts, fully consult with international law enforcement to assist in the resolution of these potential conflicts before removing or restricting law enforcement access to this critical information.

Furthermore, the IACP resolves that IACP membership coordinate the above efforts to achieve the goal of providing consistent, equal, and uniform access to the above-referenced resources for all of the international law enforcement community.

CO-SPONSOR: PRIVATE SECTOR LIAISON COMMITTEE

Support for the Term "Verified Alarm" and Prioritizing Verified Alarm Responses

The IACP resolves that law enforcement agencies, as represented by the IACP, shall define a "verified alarm" as an electronic security system event in which a trained central station operator utilizing a standardized protocol has determined the presence of human(s) and the high probability that a criminal offense is in progress.

Additionally, the IACP resolves that a local law enforcement department, office,

or agency having the public safety or law enforcement jurisdiction to respond to verified alarms has the autonomy and authority to increase the priority of verified alarm calls in order to increase the probability of arresting criminal offenders and in reducing the probability of property loss.

CRIMINAL JUSTICE INFORMATION SYSTEMS COMMITTEE

Full and Complete Access to Criminal History Records and Criminal Justice Information

The IACP recommends passage of amendment to definitions in 28 U.S.C. 534 or CFR 28 Part 20, as well as policies established under the FBI CJIS Advisory Policy Board, to reflect current organizational changes and responsibilities to entities that support the administration of criminal justice and national security duties and encompass these entities permitting agencies such as state and local crime labs and nationally recognized fusion centers to receive the full and complete criminal history records information and other criminal justice datasets maintained federally and by the respective states.

Support for Full and Complete Access to States' Criminal History Record Information for National Security Purposes

The IACP supports the U.S. Department of Homeland Security's proposal to amend Title 5 of Section 9101 of the *United States Code* to authorize the USCIS, TSA, and FEMA to receive the full and complete criminal history record information contained in the states' criminal history repositories.

Looking for IACP resolutions from past years?
You can find resolutions from 1998–present
and even search by year or topic at
www.theiacp.org/Resolutions-Search.

DRE TECHNICAL ADVISORY PANEL (TAP)

Drug-Impaired Driving Laboratory Toxicology Testing Recommendations

The IACP joins with the National Safety Council's Alcohol, Drugs, and Impairment Division in supporting the recommendations set forth in the "Recommendations for Toxicological Investigation of Drug-Impaired Driving and Motor Vehicle Fatalities" (Logan, Lowrie, Turri et al., *Journal of Analytical Toxicology*, 2013), which establishes a set of minimum recommendations for the toxicological investigation of suspected alcohol- and drug-impaired driving cases and motor vehicle fatalities involving drugs and alcohol.

All state highway safety offices, law enforcement officials, and DEC Program state coordinators should work in partnership with their toxicology laboratories using the above-mentioned publication recommendations to identify best practices for identifying and testing, at a minimum, Tier 1, and preferably Tier 1 and 2 drugs listed in the publication, using the recommended cut-off detection levels.

FIREARMS COMMITTEE

CO-SPONSOR: JUVENILE JUSTICE AND CHILD PROTECTION COMMITTEE

Preventing Children Unauthorized Access to Firearms

The IACP views the matter of unintentional shootings involving children who have gained unauthorized access to firearms as generally preventable tragedies if people responsible for the custody of and control over firearms simply undertake reasonable precautions to secure them. The IACP is committed to raising awareness about the causes and effects of this unique problem and views it as a first step in a series designed to encourage voluntary action on the part of gun owners and others entrusted with firearms to ensure that they have effective measures in place to prevent unauthorized access to the firearms in their care.

Reducing the Number of Stolen Firearms

The IACP is committed to raising awareness about the impact that stolen firearms can have on public safety and on gun owners. The IACP believes that the

number of stolen firearms in circulation can be reduced through a voluntary and collaborative partnership between law enforcement and gun owners including others entrusted with custody and control over firearms. The IACP believes that each group of partners can take key actions to reduce the number of stolen firearms in circulation.

FORENSIC SCIENCE COMMITTEE

CO-SPONSORS: POLICE INVESTIGATIVE OPERATIONS COMMITTEE; VICTIMS SERVICES COMMITTEE

Addressing the DNA Forensic Backlog

The IACP recommends that law enforcement agencies collaborate with accredited forensic laboratory service providers to implement a comprehensive, standardized training program for the collection and submission of such evidence to forensic laboratories, with preference given to the submission of evidence that will generate DNA profiles that will be eligible for upload to CODIS.

The IACP supports law enforcement leaders and their respective agencies by recommending standards for training in the proper collection and submission of evidence containing potential biological material to CODIS participating laboratories to significantly reduce the DNA backlog in the United States and effectively address crime in their communities.

CO-SPONSOR: POLICE INVESTIGATIVE OPERATIONS COMMITTEE

Support of Resources for Tactical and Strategic Usage of the National Integrated Ballistic Information Network (NIBIN)

Law enforcement and the IACP recognize that addressing the resource needs and recommendations for NIBIN promotes social health, safety, and stability; therefore, the IACP resolves to seek a recommendation for adequate funding from the executive branch of the U.S. federal government to support the NIBIN Executive Board to develop an operational plan for addressing each NIBIN need, the resources and funding required (including likely sources), and an expected time frame to completion.

HOMELAND SECURITY COMMITTEE

Support of the Countering Violent Extremism (CVE) Interagency Task Force

The IACP fully supports the creation and mission of the DHS Office of Community Partnerships and the Countering Violent Extremism Interagency Task Force and encourages the U.S. law enforcement community to support the efforts of this office.

IACP BOARD OF DIRECTORS

Support for the National Use of Force Data Collection Project Led by the FBI Criminal Justice Information Services (CJIS) Division

In recognition of the need for and value of formal law enforcement use of force data collection across the United States, the IACP supports the National Use of Force Data Collection Project led by the FBI CJIS Division and encourages its membership to do the same.

NARCOTICS AND DANGEROUS DRUGS COMMITTEE

Educating the Public on the Public Safety Ramifications of the Going Dark Problem

The IACP recognizes the effectiveness that electronic surveillance used by federal, state, local, and tribal law enforcement authorities has had on attacking the command and control structure of narcotics trafficking organizations within the United States.

In addition, the IACP strongly supports efforts to extend CALEA coverage, update the CALEA, and strengthen the mechanism to enforce CALEA obligation compliance, as well as efforts to impose reasonable data retention obligations for transactional identifying information.

The IACP strongly supports efforts to enhance law enforcement technical capabilities by providing adequate funding to engage in the development and implementation of government intercept and exploitation technologies for encrypted technologies and communications.

Furthermore, the IACP strongly supports efforts to increase technology sharing and robust collaboration with

other law enforcement agencies to identify best practices for developing solutions to encrypted technologies and communications.

The IACP strongly supports efforts by its membership to raise awareness on how this issue impacts day-to-day police work and obstructs public safety, health, and welfare by preventing first responders and parents from obtaining the information necessary to save lives and prevent future deaths, and the IACP strongly supports efforts to coordinate a global all-news-agency-press day that will educate the public about the challenges of Going Dark and being unable to obtain needed evidence in an encrypted world. The global press will include specific examples of compromised public safety due to the inability to access encrypted communications and devices when investigating and responding to drug-related violence and heroin/fentanyl overdose cases.

Increasing Public Education and Outreach on the Value and Oversight of Asset Forfeiture

The IACP opposes further restrictions to the Department of Justice's asset forfeiture and equitable sharing programs and urges the White House and Department of Justice to coordinate and implement an effective response to the public misconception of the DOJ asset forfeiture program. Furthermore, the IACP urges the Department of Justice, in coordination with local, state, and federal law enforcement organizations, to undertake organized efforts to educate Congress, lawmakers, and the public on the appropriateness and effectiveness of these programs and the benefits to communities throughout the United States.

Increasing Safety for Law Enforcement Personnel and First Responders in Response to the Dangers of Fentanyl

The IACP is gravely concerned about the dangers law enforcement personnel and their canine drug-detecting partners are subject to each time they come into contact with fentanyl and strongly encourages greater awareness regarding these dangers and recommends that law enforcement agencies adopt the best practices for safety and protection. Therefore, the IACP supports continued dissemination of the Drug Enforcement Administration's roll

call training video outlining the dangers of fentanyl.

In addition, IACP recommends that the life-saving Narcan (naloxone) that blocks the effects of opioids and reverses an overdose be made available to state and local law enforcement and first responders around the United States.

The IACP calls upon every state and local law enforcement agency to conduct an immediate review of its unknown powder and drug collection and evidence processing protocols, as recommended by the National Forensic Science Technology Center and supports continued interagency coordination in seeking increased funding for and in disseminating equipment and training materials that is necessary to achieve the broadest implementation of best practices for protection and safety protocols.

Supporting DEA's 360° Strategy: Bolstering Enforcement Efforts and Building Community Coalitions to Make a Lasting Difference

The IACP supports the DEA 360° strategy as an appropriate approach to curb the prescription pill abuse and heroin addiction epidemic; and, pursuant to the 360° strategy, the IACP calls upon state and local law enforcement to strengthen its coordination with DEA to more successfully disrupt drug-trafficking networks by working alongside DEA special agents to target the strategic link points between the cartel suppliers and gang distributors.

In further support of the 360° strategy, the IACP calls upon state and local law enforcement to actively partner in efforts to prevent the diversion of prescription opioids and reduce the supply and demand for illicit prescription pain pills and heroin and to actively partner with their local communities to begin building a coalition of community leaders from schools, community-based organizations, treatment providers, health fields, faith-based organizations, social service organizations, and local businesses.

In addition, pursuant to the 360° strategy, the IACP calls upon state and local law enforcement to utilize a comprehensive communication approach with aggressive public messaging through mass media, television, radio, and social media outlets,

as well as creating a grassroots movement within each community to empower its citizens to take back their neighborhoods and create safer places for their children.

PATROL AND TACTICAL OPERATIONS COMMITTEE

Support Active Shooter Training for All Law Enforcement Officers on an Annual Basis

The IACP calls upon all law enforcement agencies to strongly support active shooter training for all law enforcement officers on an annual basis and during field training. Training would include unified command and establishing hot and warm zones and should include local, fire, paramedic, and EMT response.

Support of Law Enforcement Officers and Agencies to Actively Work with Their Schools and Businesses on Alternatives to Lockdown Protocol

The IACP calls upon the heads of all law enforcement agencies to partner with schools, businesses, and organizations where events are held within their jurisdictions to proactively analyze current lockdown and evacuation protocols and working toward potential alternatives that may be more beneficial in minimizing casualties in the event of an attack.

CO-SPONSOR: FIREARMS COMMITTEE

Support of Law Enforcement Officers to Receive Tactical Firearms Training during the Police Academy

The IACP calls upon each U.S. state and the heads of all law enforcement agencies to actively pursue advanced firearms training specific to officer survival, effective decision-making, and public safety for all new recruits while attending the basic police training course.

CO-SPONSOR: FIREARMS COMMITTEE

Support of Law Enforcement Officers and Agencies to Recognize and Receive MACTAC Training

The IACP calls upon the heads of all law enforcement agencies to actively recognize and train to the concepts of Multi-Assault Counter Terrorism Action Capabilities (MACTAC) in preparation for Mumbai-style attacks.

RAILROAD POLICE SECTION

Support of a Recommendation to the U.S. Federal Railroad Administration to Declare One Week Each Year as "U.S. Rail Safety Week"

The IACP recommends that the Federal Railroad Administration of the U.S. Department of Transportation set and declare one week each year as "U.S. Rail Safety Week" in order to augment the continuing efforts by police across jurisdictions and areas of responsibility for prevention of violations at grade crossings and trespassing in order to save lives.

TRANSNATIONAL CRIMES COMMITTEE

Support for Increasing Real-Time Access to Criminal Investigative Information and Intelligence

The IACP supports the INTERPOL Washington's Federation initiative, which offers all U.S. law enforcement agencies the ability to

query both domestic and INTERPOL indices in a single search transaction, enabling them to make a concurrent determination of both the domestic and transnational criminal or terrorist threat posed by persons and items of investigative interest. Furthermore, the IACP encourages law enforcement leaders to explore participating in the INTERPOL Federation initiative, which significantly increases real-time access to criminal investigative information and intelligence regarding the identities, activities, and associates of individuals who are of official concern.

UNIVERSITY AND COLLEGE POLICE SECTION

Prohibition of Concealed Carry Weapons (CCW) on College and University Campuses

To support colleges and universities status as safe havens for young adults and in response to the facts and statistics surrounding gun

violence and related risks at U.S. college and universities, the IACP promotes the prohibition of concealed carry weapons upon U.S. college and university campuses. ♦

A copy of the resolutions adopted by the IACP at the 123rd annual conference in 2016 can be found at www.theIACP.org/Resolutions.

For more information, contact Sarah Guy at 703-836-6767 or guy@theiacp.org.



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PRODUCT FEATURE:

NEW SURVEILLANCE TOOLS MAKE POLICE WORK SAFER AND MORE EFFICIENT

By Scott Harris, Freelance Writer



WASP2 Tactical Contact Microphone. Image courtesy of Blueline Sensors, LLC.

Surveillance is an important element of investigation and crime prevention for law enforcement agencies. Technology booms, particularly related to global positioning system (GPS) capabilities, are making more surveillance options available to more users, including police departments of all sizes.

As is often the case following rapid technological advances, the legal system—and society as a whole—has been forced to play catch-up on GPS, particularly as it pertains to law enforcement and public safety.

As legal questions, and the technologies themselves continue to evolve, many police are making use of new surveillance technologies—GPS-based and otherwise—to increase vigilance and serve as a force multiplier. And they're not as expensive as one might think.

GPS: A Hot Topic

In a law enforcement context, two general uses of GPS have emerged: "bait" operations and direct surveillance.

A bait operation typically involves affixing a small, GPS-equipped device to an

item police believe is at high risk of theft. This could be anything from a medicine bottle to a bicycle. Generally speaking, it has been ruled that this kind of program does not constitute entrapment on the part of law enforcement.

Direct surveillance, however, can be trickier legal ground. In 2012, the U.S. Supreme Court ruled in the case of *United States v. Jones* that police must obtain a warrant before using GPS to track a suspect and that failure to do so violates the Fourth Amendment of the U.S. Constitution, which safeguards against illegal searches and seizures.¹

Those who manufacture GPS-equipped devices for bait programs all point to their ability to reduce the number of man-hours the average agency needs to track criminals and prevent or stop crime. GPS bait devices, which automatically activate when moved, alert officers to theft without forcing them to be physically near the bike or other bait item as they wait for a theft to occur.

"You can use it as a bait, be it a bike or a bale of hay. It can be something on the side of the road," said George Karonis, CEO of

LiveViewGPS Inc., a Valencia, California, seller of GPS trackers and related equipment. "You let the item get taken, then you get notified and you can intercept it."²

LiveView offers various products; chief among them is the Live Trac PT-10. At a cost of \$199, PT-10 updates every 10 seconds when moving over 10 mph and every 20 feet when under 10 mph. The standard battery on the PT-10 lasts 10 "motion hours," as the battery shuts down when not moving to extend its life. The PT-10 Professional, at a cost of \$348, builds on the standard PT-10 with an external battery that extends battery life to 100 hours of motion.

In the case of either device, end users can access and track the PT with any web-enabled computer or mobile device. According to Karonis, the PT-10 line saves "quite a lot" of time and manpower.

"Our device updates fairly quickly and fairly regularly, and you can track it anywhere you have the Internet," Karonis said. "So, unless you need to see everything the suspect is doing, you can hang back loosely and follow where he is on your phone. It makes surveillance easier than having to guess or call out where the suspect is."³

Similarly, the Electronic Satellite Pursuit (ESP), manufactured by Pennsylvania-based 3SI Security Systems, is another popular GPS tracking device used by the law enforcement sector. For approximately \$450 apiece, departments receive what could be viewed as a team of tiny, 24/7 patrols. Originally designed as a means of tracking large bundles of cash in the event of robbery, ESPs are now used in various operations. According to company data, 50,000 ESP devices are in use worldwide, achieving a 70 percent apprehension rate along the way.

Looking and Listening

Anonymity is critical for plainclothes officers in the field, particularly those working in known gang territories, but so, too, is their ability to listen in on the radio. The

Technology advances also mean better listening capabilities—and the ability to conceal devices more thoroughly to avoid detection.

Los Angeles, California, Police Department (LAPD) had an idea on how their officers could fulfill both needs.

"They wanted surveillance kits to fit on a Motorola radio but that looked like ear buds that you would use with a phone or iPod," said Dave George, president of Pryme Radio Products, a Brea, California, manufacturer of two-way radios. The result was the CEL-QD1, an adapter that allows iPhone earbuds and other general consumer headset accessories to connect to two-way radios. "They [the officers] blended in much better on the street. We made them [the adapters] special for them [the officers]," explained George.⁴

It's just one of many radio and accessory products Pryme creates for the public safety community. The difference between Pryme and its competitors, George said, is that Pryme controls design and manufacturing, maximizing flexibility for clients like the LAPD, which are aiming to create something specialized from whole cloth.

Pryme also offers a range of ready-made products, all of which are engineered, designed, assembled, and tested in the United States using components from U.S. vendors. Ranging from \$27 to \$70 apiece, Pryme surveillance kits are designed to maximize quality while minimizing profile.



Pryme BTH-300 Bluetooth microphone kits. Image courtesy of Pryme Radio Products.

Technology advances also mean better listening capabilities—and the ability to conceal devices more thoroughly to avoid detection, according to Ted Vornbrock, founder and president of Blueline Sensors, a Maryland-based designer of sensors and other products for U.S. government and industry clients.

One of their most popular products is the WASP2 Tactical Contact Microphone for SWAT units and crisis negotiators. Using magnets, suction cups, and simple adhesive, the WASP2 can quickly and cleanly mount just about anywhere, while providing a very sensitive instrument for listening through walls.

"Tactical negotiators can determine when it's best to enter, so there's less risk," Vornbrock said. "The mic has multiple ways of being mounted to a building surface. It gives you flexibility, while others can be a little sloppy and not a reliable connection."⁵

Blueline's sensors can detect even whisper-level speech through thick walls, doors, windows, and floors, providing audio solutions for denied-access situations. The secret is that the microphone's strain sensor microphone picks up more vibrations than standard microphone designs. This design also makes the WASP2 easier to conceal than other microphones.

"It's extremely sensitive," Vornbrock said. "It turns the partition into the diaphragm of a much larger mic... Devices can be embedded within a solid structure, so there's no need for an air gap. There's no need to drill a hole. You can embed it within a bait object or paste it into a wall and paint over it."⁶

Another company, Vigilant Solutions, offers facial and license plate recognition software. Although not surveillance tools in the traditional sense, they help gather information, and they do so in an affordable way. Subscriptions start at less than \$7,000 for agencies with less than 50 sworn officers, a company spokesman said. "We're completely scalable for a small agency to the size of less than 10 sworn," said Tom Joyce, vice president of product development for Vigilant Solutions.⁷

Vigilant provides fixed and released camera deployments. In the case of facial



WASP2 Stereo Tactical Audio kit. Image courtesy of Blueline Sensors, LLC.

recognition, all deployments are integrated with a cloud-based recognition system that is pre-loaded with 16 million gallery images. Departments can then customize that gallery, adding their own local images to further tailor searches and increase the likelihood of a positive ID.

LEARN is Vigilant's license plate recognition intelligence platform. Because it is a hosted solution, Vigilant experts handle the IT end of the program, meaning there are no special IT requirements for a department to set up and use the platform. According to Joyce, LEARN is an easy way to manage users and vehicle hotlists, query historical license plate reader data, and bring deeper knowledge to investigations. Analytics tools Stakeout and Locate Analysis allow investigators to seek and find patterns to help identify suspects and potential theft locations, and they're all available in an easy-to-understand dashboard that can produce automated reports for command staff and others.

Within a few hours, Joyce said, the entire platform can be up and running. "You can be off to the races immediately," he noted. "We strive for ease of use. Simple searches can get going with no training whatsoever, and deeper analytics take one or two hours of training, which we can do in person or online."⁸

If an agency submits its "hot list" of license plates, LEARN produces hits on 16–21 percent of those vehicles in the first 30 days of use, Joyce said. "Hot-listed plates receive a hit not only within the community, but nationwide," Joyce said. "Many of

our police departments get out-of-state hits every day. It's the perfect definition of what a force multiplier is."⁹

With all the technology advances in recent years, customer service sometimes gets lost in the shuffle, as classically human enterprises become, increasingly, less human. That's something vendors are mindful of, and it's something they attempt to keep in mind even as devices continue to become more automatic.

"I think it's service that differentiates you," George said. "If you can take care of people, they will take care of you. If an officer's kit fails, it's critical to get it fixed. We don't torture them with forms. We just send them another one. They care more about service than price."¹⁰

Notes:

¹United States v. Jones, 565 U.S. (2012).

²George Karonis (CEO, LiveViewGPS, Inc.), telephone interview, November 14, 2016.

³Ibid.

⁴Dave George (president, Pryme Radio Products), telephone interview, November 14, 2016.

⁵Ted Vornbrock (founder and president, Blueline Sensors), telephone interview, November 11, 2016.

⁶Ibid.

⁷Tom Joyce (vice president, product development, Vigilant Solutions), telephone interview, November 21, 2016.

⁸Ibid.

⁹Ibid.

¹⁰George, telephone interview, November 17, 2016.

PRODUCT FEATURE:

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Aeryon Labs

Blueline Sensors LLC

Cisco Systems

Depth Communications

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LiveViewGPS, Inc.

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Mental Health Workers Are Now Part of the Front Line:

By Jo-Ann Savoie, DBA, Staff Sergeant, Hamilton Police Service, Ontario, Canada

MOBILE RAPID RESPONSE CASE STUDY



A decrease in mental health funding has resulted in a shift from psychiatric custodial treatment of persons with mental illness to that of a community-living approach. In December 2015, an announcement was made that St. Joseph's Healthcare Hamilton in Hamilton, Ontario, was closing a mental health unit as part of an effort to achieve \$26 million in cost savings.¹ With the growing cost of health care, more and more communities are experiencing similar trends toward a community-living approach for persons with mental illness. By virtue of the

24/7 role of law enforcement, police have often become the primary responders to persons in crisis. In 2010, Dr. Katrina Clifford, a media criminology specialist, stated that Australia, Canada, and the United Kingdom have seen an increase in people with mental illness coming in contact with the criminal justice system.²

Mental illness can be defined as "a serious disturbance in thoughts, feelings, and perceptions that is severe enough to affect day-to-day functioning."³ The chances of a person having a mental illness in his or her

lifetime, in Canada, are one in five, and the chance of a frontline Hamilton Police Officer responding to a person with a mental illness is almost 100 percent.⁴

To put that in perspective, in 2014, the Hamilton Police Service responded to 76,835 calls for service, of which 52,494 were 9-1-1 events. Of those calls, 5,955 (11.3 percent) dealt with a Person in Crisis (PIC).⁵ With the increasing pressure to provide the best service delivery, while looking for efficiencies, the Mobile Crisis Rapid Response Team (MCRRT) was developed and piloted—the first of its kind in Canada—from November 25, 2013, to March 31, 2015.

The goal of the MCRRT was to provide direct, rapid support to persons in mental health crises by partnering a uniformed officer with a mental health professional to attend to these individuals in their time of crisis. The ultimate goal was to reduce the number of individuals in a mental health crises from being taken to St. Joseph's Emergency Psychiatric Treatment by uniformed police officers and to divert those in crisis by connecting them with other mental health service providers. This project was a partnership between the Hamilton Police Service, St. Joseph's Healthcare Hamilton, and the Hamilton Niagara Haldimand Brant Local Health Integration Network (LHIN).

MCRRT members received crisis intervention team (CIT) training that consisted of 40 hours of mental health training for frontline officers with a focus on de-escalation techniques and connecting individuals with community resources. The course was provided by mental health professionals, family members, and those with lived experiences involving mental health crises. As of January 2016, 272 Hamilton Police Service officers had been CIT trained.

To demonstrate the power of the unit, then-Hamilton Police Chief Glenn De Caire published in the *RCMP Gazette* the following 9-1-1 calls that did not result in apprehension:

- A 45-year-old man sent pictures via Facebook of him cutting himself. MCRRT responded to assess the male, who has a substance abuse problem. Based on the mental status exam, he was not apprehended.
- A 13-year-old boy who had been missing for five hours the previous day during a cold alert and was the subject of a missing person search had hidden in the backyard in a doghouse during another cold alert wearing only a light jacket. MCRRT

attended and was able to talk him out of the doghouse and back into the house.

- A personal support worker called 9-1-1 to say a female client wanted to jump off her balcony. MCRRT responded, assessed, and the client was not a candidate for apprehension.

Prior to the implementation of MCRRT in April 2015, all three calls would have resulted in uniformed patrol officers taking the mentioned individuals to the hospital for assessment.⁶

Following standard pre-MCRRT protocol, two officers would respond to a PIC call and apprehend the individual in crisis 77.4 percent of the time.⁷ Based on the historical data provided, that rate correlates to 1,429 of the 1,895 individuals MCRRT encountered during the pilot. The average wait time in emergency rooms was 80 minutes per officer or 160 minutes per call, equating to 228,640 minutes or 3,811 hours.

By contrast, during the pilot, MCRRT apprehended only 371 (19.5 percent) of the 1,895 individuals assessed and taken to emergency rooms. Wait times have been reduced to 60 minutes and require only one officer, equating to 22,260 minutes or 371 hours compared to 3,811 hours just one year earlier.⁸ The MCRRT strategy has already seen significant results, not only in wait times, but in the level of care to individuals in crisis. Of the apprehensions that did take place, more of the people who are apprehended go right into medical or psychiatric care instead of police custody. Persons in crisis are getting the right level of care and assistance that is necessary and required. One of the mental health professionals involved in the program, Sarah Burtenshaw, stated, "Some people respond better to a mental health worker, and sometimes to the officer. We'll do what works for that person."⁹

The Local Health Integration Network (LHIN) agreed to fund almost \$500,000 to support the MCRRT unit. The return on investment for St. Joseph's Healthcare Hamilton has not been made public; however, it would stand to reason that the offset of 1,524 individuals not attending emergency services would have a significant financial benefit.

The success of the project has captured the attention of not just the City of Hamilton where MCRRT has now been added as a full-time unit with expanded teams and hours, but across Canada. Several surrounding police services have since implemented their own MCRRT units. Halton Regional Police has also partnered with St. Joseph in Hamilton and operates a similar rotation of 10 a.m. to 10 p.m., with an overlap shift working 1 p.m. to 1 a.m., seven days a week. Niagara Regional Police has partnered with CMHA Niagara and operates from 6 p.m. to 1 a.m., seven days a week. Brantford Regional Police has partnered with St. Leonard's Hospital and operates from 9 a.m. to 11 p.m., five days a week. Norfolk Ontario Provincial Police has partnered with the Community Addiction and Mental Health Services of Haldimand Norfolk and operates from 7:30 a.m. to 6 p.m., seven days a week.¹⁰

Proof of Concept

During the 16-month pilot, MCRRT responded to 997 individuals. The reduction of individuals brought into emergency decreased by more than three times in one division, from 827 prior to MCRRT to 259 during the pilot. Only 51 or 19.7 percent of the individuals in crises required emergency treatment, while 43 (16.6 percent) were assessed by a psychiatrist, and 113 (43.6 percent) were admitted to psychiatric care. There were 48 youth who were apprehended and taken to McMaster Children's Hospital. Of the 690 remaining individuals, 600 were diverted to new services or reconnected to their existing services. The final 90 individuals were apprehended under the Mental Health Act, which regulates involuntary commitments to psychiatric facilities for an observation period.¹¹ From a policing perspective, there was an 85 percent reduction in hours spent in the emergency department.¹²

Having a mental illness is not criminal, and Hamilton's MCRRT unit provides a solution that fits the situation. Chief De Caire has put

it this way: "This is about actions and deliverables, about enhancing our service to people in crisis and about leading a coordinated strategy designed to help people who are most in need."¹³ ♦

Dr. Jo-Ann Savoie is a staff sergeant with the Hamilton Police Service. She is in her 20th year of service. Jo-Ann received her Doctorate of Business Administration with a concentration in leadership from Walden University. Her dissertation, *Skills Women Bring to the Position of Chief of Police*, can be viewed at <http://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=3036&context=dissertations>.

Notes:

¹Adam Carter, "Mental Health Unit Closing at St. Joe's, Union Warns of More Cuts," CBC News, December 4, 2015, <http://www.cbc.ca/news/canada/hamilton/news/mental-health-unit-closing-at-st-joe-s-union-warns-of-more-cuts-1.3349914> (accessed December 6, 2016).

²Katrina Clifford, "The Thin Blue Line of Mental Health in Australia," *Police Practice and Research* 11 no. 4 (2015): 355–370.

³Mood Disorders Society of Canada, *Quick facts: Mental Illness and Addiction in Canada*, 3rd ed. (Guelph, ON: November 2009), <https://mdsc.ca/documents/Media%20Room/Quick%20Facts%203rd%20Edition%20Referenced%20Plain%20Text.pdf> (accessed December 6, 2016).

⁴Ibid.

⁵Hamilton Police Service, *2013 Annual Report*, 13, https://hamiltonpolice.on.ca/sites/default/files/2013_annual_report.pdf (accessed December 6, 2016).

⁶Glenn De Caire, "Getting the Help They Need: Mobile Team Provides Rapid Response to People in Crisis," *Royal Canadian Mounted Police Gazette* 77, no. 3 (October 2015), <http://www.rcmp.gc.ca/en/gazette/getting-help-they-need> (accessed December 6, 2016).

⁷Hamilton Police Service, *MCRRT Monthly Report* (October–November 2015).

⁸Ibid.

⁹Kelly Bennet, "Hamilton Police Send Mental Health Pros to the Front Lines with Cops," CBC News, April 8, 2015, <http://www.cbc.ca/news/canada/hamilton/news/hamilton-police-send-mental-health-pros-to-the-front-lines-with-cops-1.3024000> (accessed December 6, 2016).

¹⁰These statistics were provided by Terry McGurk, who serves as the Crisis Outreach and Support Team (COAST)/LHIN 4 Lead for MCRRT. Christina Fahim, Valbona Semovski, and Jodi Younger, "The Hamilton Mobile Crisis Rapid Response Team: A First-Responder Mental Health Service," *Psychiatric Services* 67, no. 8 (August 2016): 929.

¹¹Mental Health Act, R.S.O. 1990, Forms 1, 9, 47.

¹²Fahim, Semovski, and Younger, "The Hamilton Mobile Crisis Response Team."

¹³"Working Together to Improve Services for Those Experiencing Mental Health Crisis – MCRRT" (MCRRT training, Hamilton Niagara Haldimand Brant LHIN, November 18, 2015), slide 5, <http://www.hsajcc.on.ca/Resource%20Library/Policing/T1%20-%20Working%20Together%20to%20Improve%20Services%20for%20Those%20Experiencing%20Mental%20Health%20Crisis%20-%20MCRRT%20-%202015-11-18.pdf> (accessed December 6, 2016).

Oral Fluid Testing for Impaired Driving Enforcement



By John Flannigan, Commander, Traffic Operations, Vermont State Police; Stephen K. Talpins, Assistant State Attorney (former), Miami-Dade County, Florida; and Christine Moore, Vice President of Analytical Services, Toxicology for Immunalysis Corporation

Law enforcement, traffic safety professionals, criminal justice professionals, and social advocates have worked together to address alcohol-impaired driving, for decades, dramatically reducing its prevalence and saving tens of thousands of lives.¹ Unfortunately, far less time and resources have been devoted to an equally significant and related problem: driving under the influence of drugs (DUID). In fact, the National Highway Traffic Safety Administration (NHTSA) did not test biological samples from drivers for drugs during the National Roadside Survey (NRS) until 2007 when data showed that 16.3 percent of weekend nighttime drivers tested positive for drugs; marijuana accounted for almost half of the positives. To put this in perspective, 12.4 percent of weekend nighttime drivers tested positive for alcohol, and less than 2.2 percent of weekend drivers tested above the legal limit (0.08) for alcohol.²

Further, the results showed a 97 percent agreement between blood and oral fluid when collected simultaneously and tested for drugs, indicating that oral fluid is a viable alternative to blood for the detection of drugs in drivers.

Many outside the enforcement community were surprised to learn that drug-impaired driving was as much of a problem as alcohol-impaired driving; however, the real surprise came in the most recent data. In the 2013–2014 NHTSA survey, 22.5 percent of weekend nighttime drivers tested positive for drugs, while only 8.3 percent tested positive for alcohol (1.5 percent were above the legal limit).³ As one would expect, an increasing prevalence of drugged driving is likely to cost lives. The number of drivers involved in fatal motor vehicle crashes who tested positive for drugs increased from 28 percent in 2005 to an astounding 32 percent in 2012.⁴ These trends are not surprising for

two reasons. First, the U.S. population is aging and becoming more dependent on potentially impairing prescription medications.⁵ Second, more states have legalized cannabis for medical or recreational purposes.⁶ A recent NHTSA report indicated that the prevalence of marijuana in drivers in Washington State increased significantly since the implementation of legal retail marijuana sales in 2014. In daytime, when children and the elderly are more likely to be outside, the rate of THC identification in drivers almost doubled from 7.8 percent prior to cannabis legalization to 18.9 percent one year after legalization. The prevalence in nighttime drivers also increased (17.5 percent to 22.2 percent), but this was not considered statistically significant.⁷

Law enforcement can use the same success reducing the incidence and impact of drugged driving it has with alcohol-impaired driving by applying some of the

same forensic testing strategies. In this article, the advantages and pitfalls of testing drivers for drugs using biological samples, specifically oral fluids, are presented.

Forensic Testing

Driving behavior is adversely affected by many drugs, including prescribed, over-the-counter, or illegal substances. Drivers under the influence of cannabis tend to think they are better drivers because they drive more slowly; however, their reaction time is also affected, so the ability to react appropriately to an outside event, such as a child running into the road, is diminished. Cocaine and amphetamines (stimulants) may sharpen the reaction time of drivers, but also increase high-risk behavior, such as speeding, or cause dangerous side effects in drivers (e.g., vision problems). Pain medications such as hydrocodone and oxycodone can cause drowsiness, especially at the beginning of treatment cycles.

Traditionally, officers test suspected impaired drivers for drugs by collecting blood or urine samples and submitting them to a forensic laboratory. Both specimen collections are intrusive, require officers to handle biological samples (which most officers prefer not to do), and are relatively expensive. Additionally, each presents its own unique challenges. Oral fluid testing provides some important advantages over both.

Urine: Urine results do not correlate as well with impairment as blood and oral fluid testing do because its window of detection can extend for days, especially in the case of marijuana. Further, only a gender-appropriate officer can collect a urine sample (officers should watch the subjects provide their sample), and it can take hours to provide a specimen.

Blood: Blood is generally considered to be the “gold standard” in testing drivers for drugs as it reflects recent use and indicates drugs circulating in the body. However, only medically trained professionals may collect blood samples, so most jurisdictions need to rely on doctors, nurses, or paramedics to collect samples; in some areas, officers may be trained as phlebotomists. Problems with blood testing include the time between traffic stop and sample collection—it may take 1.5–2 hours to locate an appropriate individual to perform the collection. During this time, the drugs are dissipating from the driver’s body, so lower drug levels are measured in the laboratory test than were present at the time of the impaired driving incident. Further, in the jurisdictions where external professionals perform the collection, prosecutors often have difficulty proving chain of custody, and laboratories with limited resources might not be able to provide a witness for trial or might not have the instrumentation to test samples because blood analysis is more complicated and expensive than urinalysis.⁸ However, despite the associated challenges, blood confers an advantage over urine and oral fluid tests because it can be used to measure blood alcohol concentration (BAC).

Oral fluid: The agreement between the results in blood and oral fluid in the 2007 NHTSA survey was largely due to the fact that they were collected almost simultaneously. As discussed above, in the real world, the collection of blood samples may take place a few hours after the traffic stop as medical personnel are necessary for collections, and that time gap allows drugs in an individual to dissipate. Oral fluid, which is essentially a reflection of free drugs in the blood, can be collected under the observation and supervision of an officer much more quickly following a traffic incident and is, therefore, a more reliable indicator of drugs present in the body at the time of the stop. Active drugs detected in saliva (e.g., THC or cocaine) are indicative of recent intake, not historical use.

The cost for the laboratory analysis of oral fluid is essentially the same as the cost for blood analysis because similar instrumentation is used; an additional cost is that of the oral fluid collection device itself, which generally contains a pad and liquid buffer to stabilize any drugs during storage and transportation; however, medical personnel are not necessary for the collection process, so the time and expense associated with blood collections are eliminated.

The Admissibility of Blood and Urine Testing Under the *Frye* and *Daubert* Standards

U.S. courts traditionally determine the admissibility of new or novel scientific evidence pursuant to the *Frye* standard. The *Frye* standard derives from a 1923 U.S. Supreme Court case involving the admissibility of the systolic blood pressure deception test, an early version of lie detector tests. The systolic blood pressure deception test was predicated on the theory that “truth is spontaneous, and comes without conscious effort, while the utterance of a falsehood requires a conscious effort, which is reflected in the blood pressure.” The court ruled that scientific evidence is admissible only if its underlying theories and procedures are generally accepted in the relevant scientific community or if they have passed from the stage of *experimentation and uncertainty* to that of *reasonable demonstrability*.⁹

While some states continue to apply the *Frye* standard or a modified version, U.S. federal courts and the majority of states apply a “relevancy standard.” This standard often is referred to as the *Daubert* standard after the U.S. Supreme Court case that first employed it.¹⁰ In that case, the court ruled that scientific testimony and evidence may be admitted only when it is reliable and relevant. The court held that the proponent of expert testimony may establish reliability and relevancy by proving that (1) the expert is qualified; (2) the expert employed reliable methods to reach his or her conclusions; and (3) the expert’s testimony would help the fact finders understand the evidence or to determine a fact in issue.

The *Daubert* court laid out a non-exhaustive list of five factors to consider in determining the reliability of scientific evidence: (1) whether the methods can be tested; (2) whether the methods have been peer reviewed; (3) whether there are known error rates; (4) whether there are established standards for applying the method; and (5) whether the methods are generally accepted. Since then, courts have considered additional factors, including whether the expert accounted for alternative explanations or inappropriately extrapolated an accepted premise.

Law enforcement officers and others have relied on blood and urine testing for drugs for decades, and courts routinely admit blood and urine test results under the *Frye* and *Daubert* standards when the samples are obtained by a qualified witness using appropriate methodology.

Legal Issues Pertaining to Blood and Urine Testing

Blood testing is fairly intrusive, and officers typically need a warrant to extract a person’s blood. However, most criminal justice practitioners (including judges) long believed that officers could collect blood samples from DUI drivers under the exigent circumstances exception to the warrant requirement because alcohol and drugs metabolize so quickly. However, that changed in 2013.

In *Missouri v. McNeely*, the U.S. Supreme Court suggested that advances in technology, including telephonic, radio, video, and electronic warrants, have simplified and sped up the process enough to enable officers to obtain warrants in a timely manner for many DUI cases.¹¹ Thus, the court ruled that the validity of warrantless blood draws must be decided on a case-by-case basis. This, of course, makes it far more difficult for prosecutors to introduce test results in the absence of a warrant. As a result, many jurisdictions have established procedures for streamlining the warrant process. Unfortunately, even the quickest electronic systems can slow the process and result in lost evidence due to metabolism.

A large percentage of DUI arrestees, particularly those with prior arrests, refuse to provide evidential samples for testing. Although no national data exist regarding the frequency of drug test refusals, there are significant data on analogous breath alcohol test refusals. In 2011, the average breath alcohol test refusal rate in the United States was 24 percent.¹² In order to compel DUI arrestees to provide evidential samples, most states have enacted laws requiring officers to suspend or revoke the licenses of drivers who refuse to provide



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samples when officers have probable cause to believe they are impaired (these laws are commonly referred to as administrative license revocation or ALR laws). Some states have gone a step further and passed laws criminalizing such refusals. In *Birchfield v. North Dakota*, the U.S. Supreme Court ruled that states could not criminalize blood test refusals since blood testing is so intrusive (however, the court ruled that similar laws applying to breath test refusals are acceptable since breath testing is minimally intrusive).¹³

McNeely and *Birchfield* did not address urine testing. However, there is a reasonable possibility that the courts will extend the rulings to urine testing because of the privacy concerns it raises. In fact, the Minnesota Supreme Court recently did so in *State v. Thompson*.¹⁴

The Admissibility of Oral Fluid Testing Under the *Frye* and *Daubert* Standards

Oral fluid testing is relatively new when compared to blood and urine testing. However, laboratory testing of oral fluid specimens incorporates validated protocols similar to currently accepted practices for blood testing. Thus, the analyses are extremely reliable, and there is little doubt that the tests are admissible under *Frye* and *Daubert*.

On-site devices, however, are a different matter because the quality varies widely.¹⁵ Most jurisdictions use these kits as screening devices to identify drivers from whom additional biological specimens are to be collected for laboratory testing. In these cases, the results' admissibility is not a significant issue. In jurisdictions that wish to use the results for evidential purposes, officials need to carefully determine the scientific underpinnings of the devices they use and the evidence they can cite for their reliability. That said, it should be noted that a judge in California admitted on-site oral fluid test results from the Dräger DrugTest 5000.¹⁶

Legal Issues Pertaining to Oral Fluid Testing

As noted herein, the U.S. Supreme Court held that (1) there was no per se rule allowing law enforcement officers to obtain blood samples for forensic testing from DUI subjects without a warrant in *McNeely* and (2) that states cannot criminalize blood test refusals in *Birchfield*. However, the authors do not believe that the court will extend either of these cases to include oral fluid drug testing.

In *Maryland v. King*, the U.S. Supreme Court recognized that oral fluid DNA testing is far less intrusive, dangerous, and painful than blood testing.¹⁷ Accordingly, the court held that taking a cheek swab to verify a person's identity through DNA testing is

a legitimate police booking procedure and permissible under the Fourth Amendment.

Based on this precedent, it is probable that the court will treat oral fluid drug testing the same way it has treated oral fluid DNA testing and breath testing. In other words, it appears that law enforcement officers may obtain oral fluid samples for drug testing without needing to obtain a warrant, and states may pass laws criminalizing oral fluid test refusals. Assuming this to be true, oral fluid drug testing confers significant advantages for law enforcement over blood and urine drug testing. It is, however, recommended that police leaders consult with counsel to ensure any collection policies align with state or federal laws.

Current System Failures and Consequences

Unfortunately, in most U.S. jurisdictions, officers do not test impaired drivers for drugs unless they provide blood or breath samples below the legal limit for alcohol as a matter of standard operating to save the time and expense associated with the testing process. More than 1.1 million people were arrested for DUI in 2014.¹⁸ No one knows what percentage of those drivers had drugs in their system, since the states don't separate drugged drivers from alcohol-impaired drivers, and, more important, the vast majority of impaired drivers are not tested for drugs since they test above the legal limit for alcohol.¹⁹

The failure to identify and properly prosecute drivers for drug-impaired driving may have significant direct and indirect consequences. In every state, probation officers evaluate DUI offenders for alcohol and drug problems and refer them to appropriate treatment programs. Unfortunately, offenders often minimize or deny their issues; therefore, they might evade treatment that can alleviate their condition. This may explain why DUI recidivism rates are relatively high. In Norway, researchers followed 1,102 drivers who tested positive for drugs and 850 drivers with blood alcohol levels between 0.16 and 0.19 for seven years. They found that the drivers who tested between 0.16 and 0.19 recidivated at a rate of 28 percent, while those who tested positive for drugs recidivated at a rate of 57 percent (more than twice as often).²⁰ If impaired drivers are not tested for drugs, it is impossible to know which group they fall into, thus hindering proper treatment and recidivism prevention efforts.

Proposed Solutions: Oral Fluid Testing

Currently, many officers have advanced training as a Drug Recognition Expert (DRE) or in Advanced Roadside Impaired Driving Enforcement (ARIDE). However, many drug-impaired drivers continue to

evade detection at roadside contacts because their conditions are attributed to others factors, such as drowsiness and medical conditions. Roadside oral fluid testing can assist officers in developing probable cause for arrest by providing objective and scientific evidence, just as officers may use preliminary breath testers (PBTs) to confirm alcohol impairment. Further, using the devices at roadside minimizes the chances that evidence will be lost through metabolism. Officers who use on-site devices in this manner are cautioned to consider the results within the totality of the circumstances, not simply rely on the results as a stand-alone basis to make an arrest.

Several years ago, practitioners and researchers suggested testing all DUI arrestees for drugs.²¹ Screening arrestees with blood or breath alcohol levels above the legal limit with on-site oral fluid devices and collecting samples for forensic testing for those that screened positive (the "Miami Protocol") was recommended. The protocol would have two significant benefits: First, it would enhance DUI prosecutions; second, and more important, it would provide a cost-effective way to identify drug-impaired drivers, thus providing the information that probation officers and treatment professionals need to better monitor and rehabilitate probationers. In the ideal world, officers would collect samples for laboratory testing immediately after a positive screen to minimize the loss of evidence.

This solution has not been evaluated in depth; however, various parties have conducted preliminary evaluations. In 2012, the researchers partnered with the Miami-Dade County State Attorney's Office, Miami-Dade Police Department (the local sheriff's office), NMS Foundation, and the Center for Forensic Science Research and Education to evaluate the efficacy of using two on-site devices to screen drugged drivers for additional confirmatory testing. Interestingly, 39 percent of drivers with breath alcohol levels of 0.08 or higher tested positive for at least one drug category.²² None of these incidents of drug use in drivers would have been identified under the traditional standard operating procedures, since they had already tested above the threshold for alcohol impairment. The officers who participated in the evaluation liked the kits (one even referred to them as a "blessing").²³

Several other jurisdictions have conducted similar pilot projects demonstrating the efficacy and utility of oral fluid screening. For example, in California (in 2014), officers used two different brands of rapid screening devices at four sites. There were less than 1 percent false results, both positive and negative, on the devices when compared to blood or evidential oral fluid. In Vermont (in 2015), officers used both devices, as well, and achieved less than

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Quantisal oral fluid collection device

2 percent false results, both positive and negative, when compared to urine, blood, or evidential oral fluid. Pilot projects have also been completed in Oklahoma, Wisconsin, and Kansas—though results are not yet available—and other jurisdictions are conducting additional pilot projects.

Recommendations

On-site oral fluid testing devices are not perfect; however, they provide a viable and cost-effective way to identify drugged drivers proximate to the traffic stop. The authors recommend that officers screen all impaired drivers for drugs using on-site devices.

It is also recommended that jurisdictions consider replacing blood and urine testing with oral fluid laboratory tests for four reasons. First, as noted above, *McNeely* and *Birchfield* make it difficult for officers to obtain blood (and possibly urine) samples without a warrant. However, those same cases suggest that oral fluid testing doesn't carry those legal challenges. Second, officers can collect evidentiary samples for submission to the laboratory at roadside, which minimizes the possibility that the DUI subjects will eliminate the drugs from their system. Third, positive oral fluid test results of a parent drug indicate recent usage only, potentially correlating to the duration of drug effect, and do not indicate use from days ago. Fourth, it appears that states may criminalize oral fluid test refusals, unlike blood tests, thus increasing test compliance rates. ♦

Notes:

¹Richard Compton and Amy Berning, "Results of the 2007 National Roadside Survey of Alcohol and Drug Use by Drivers," *Traffic Safety Facts*, July 2009. According to the National Highway Traffic Safety Administration's (NHTSA's) Fatality Analysis Reporting System (FARS), an estimated 23,246 people were killed in crashes where at least one driver had a blood alcohol level above 0.08; in 2014, 9,967 people died in such crashes. See, e.g., Jennifer N. Dang, *Statistical Analysis of Alcohol-Related Driving Trends, 1982–2006* (NHTSA, May 2008); and National Center for Statistics and Analysis, "Alcohol-Impaired Driving," *Traffic Safety Facts – 2014 Data* (NHTSA, December 2015).

²Note that a driver might test positive for drugs without being impaired, just as a driver might test positive for low levels of alcohol without being impaired. John H. Lacey et al., *2007 National Roadside Survey of Alcohol and Drug Use by Drivers: Alcohol Results*, NHTSA, December 2009, <http://www.nhtsa.gov/DOT/NHTSA/Traffic%20Injury%20Control/Articles/Associated%20Files/811248.pdf> (accessed December 6, 2016).

³Amy Berning, Richard Compton, and Kathryn Wochinger, "Results of the 2013–2014 National Roadside Survey of Alcohol and Drug Use by Drivers," *Traffic Safety Facts* (NHTSA, February 2015).

⁴"Drug Involvement of Fatally Injured Drivers," *Traffic Safety Facts* (NHTSA, November 2010); Amy Berning and Dereece D. Smither, "Understanding the Limitations of Drug Test Information, Reporting, and Testing Practices in Fatal Crashes," *Traffic Safety Facts* (NHTSA, November 2014).

⁵Joanne E. Brady and Guohua Li, "Trends in Alcohol and Other Drugs Detected in Fatally Injured Drivers in the United States, 1999–2010," *American Journal of Epidemiology* 179, no. 6 (March 2014): 692–699. In a survey of Alabama drivers aged 55 or older, 68.7 percent reported current use of potentially impairing medications. See Paul A. MacLennan et al., *2009 Older Adult's Knowledge About Medications That Can Impact Driving* (Washington D.C.: AAA Foundation for Traffic Safety, 2009).

⁶Northwest High Intensity Drug Trafficking Area (NWHIDTA), *Washington State Marijuana Impact Report*, vol. 1, March 2016; Rocky Mountain HIDTA, *The Legalization of Marijuana in Colorado – The Impact*, vol. 2, August 2014; Rocky Mountain HIDTA, *The Legalization of Marijuana in Colorado – The Impact – Preliminary Report*, vol. 1, August 2013.

⁷See, e.g., Barry K. Logan, Amanda L. A. Mohr, and Stephen K. Talpins, "Detection and Prevalence of Drug Use in Arrested Drivers Using the Dräger Drug Test 5000 and Affiniton DrugWipe Oral Fluid Drug Screening Devices," *Journal of Analytical Toxicology* 38, no. 7 (2014): 444–450.

⁸NHTSA, "Drivers' Use of Marijuana in Washington State," *Traffic Tech*, Technology Transfer Series, August 2016.

⁹See, *Frye v. United States*, 293 F. 1013 (D.C. Ct. App. 1923).

¹⁰*Daubert v. Merrell Dow Pharmaceuticals, Inc.*, 509 U.S. 579, 589 (1993).

¹¹*Missouri v. McNeely*, 569 U.S. ___, 133 S. Ct. 1552, 185 L.Ed.2d 696 (2013).

¹²Esther S. Namuswe, Heidi L. Coleman, and Amy Berning, "Breath Test Refusal Rates in the United States – 2011 Update," *Traffic Safety Facts*, Research Note (NHTSA, March 2014).

¹³*Birchfield v. North Dakota*, 579 U.S. ___, 2016 WL 3434398 (June 23, 2016).

¹⁴*State v. Thompson*, 886 N.W.2d 224 (Minn. 2016).

¹⁵See Sylvia Vanstechelman et al., "Analytical Evaluation of Four On-site Oral Fluid Drug Testing Devices," *Journal of Analytical Toxicology* 36, no. 2 (March 2012): 136–140, and Frank Musshoff et al., "Performance Evaluation of On-site Oral Fluid Drug Screening Devices in Normal Police Procedure in Germany," *Forensic Science International* 238 (May 2014): 120–124.

¹⁶*State v. Salas*, Case No. BF153631A (Cal. Kern Co., November 30, 2015, oral order).

¹⁷*Maryland v. King*, 133 S. Ct. 1958, 186 L.Ed.2d 1 (2013).

¹⁸See Federal Bureau of Investigation, "Crime in the United States: 2014," table 29, Estimated Number of Arrests, United States, 2014, <https://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2014/crime-in-the-u.s.-2014/tables/table-29>.

¹⁹In 1993, Miami-Dade County, Florida, prosecutors and police officers reviewed data from 25,129 DUI arrests involving the county's three largest police departments. Ninety-one percent (91 percent) of DUI arrestees provided breath samples of 0.08 or higher or refused to provide a sample. When the study was replicated in Grand Island, Nebraska, 89.81 percent of the drivers tested provided samples of 0.08 or higher or refused to provide a sample. For further information, contact Stephen K. Talpins. There is little doubt that similar data could be obtained from virtually any jurisdiction in the United States.

²⁰A. S. Christophersen et al., "Rearrest Rates among Norwegian Drugged Drivers Compared with Drunken Drivers," *Drug and Alcohol Dependence* 66, no. 1 (March 2002): 85–92.

²¹Stephen K. Talpins et al., "The Miami-Dade Protocol: Making Drugged Driving Enforcement a Reality," *Journal of Alcoholism & Drug Dependence* 3, no. 4 (August 2015).

²²Logan, Mohr, and Talpins, "Detection and Prevalence of Drug Use in Arrested Drivers Using the Dräger Drug Test 5000 and Affiniton DrugWipe Oral Fluid Drug Screening Devices."

²³Talpins et al., "The Miami-Dade Protocol: Making Drugged Driving Enforcement a Reality."

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Salazar, Juan, Chief of Police, Hart Police Dept
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Mannor, Scott A, Deputy Chief of Police, Howell Police Dept

Inkster

*Ratliff, William, Sergeant, Inkster Police Dept

Lansing

Patrick, Eric, Chief of Police, Capital Region Airport Authority Police Dept

New Boston

*Tytye, Bryan, Sergeant, Huron Twp Police Dept

Northville

*MacKenzie, Matt, Sergeant, Northville Twp Police Dept

Plymouth

Brothers, Jon T, Lieutenant, Plymouth Twp Police Dept

Port Huron

Wesch, Roger, Lieutenant, Port Huron Police Dept

Romeo

Sokolnicki, Daniel, Lieutenant, Romeo Police Dept

Saginaw

Herren, Rick, Lieutenant, Saginaw Twp Police Dept

Traverse City

O'Brien, Jeff, Chief of Police, Traverse City Police Dept

Troy

Nastasi, Frank, Lieutenant, Troy Police Dept
Salter, Scott, Lieutenant, Troy Police Dept

Wolverine Lake

*List, Rebecca, Police Officer, Village of Wolverine Lake Police Dept

Minnesota

Alexandria

Kent, Scott, Captain, Alexandria Police Dept

Duluth

Huls, Sean C, Chief of Police, Univ of Minnesota Duluth Police Dept

Minneapolis

Ohotto, Jason, Chief of Police, Minneapolis Park Police Dept

Wyoming

*Zerwas, Tony, Police Officer, Wyoming Police Dept

Mississippi

Southaven

Anderson, William M, Deputy Chief of Police, Southaven Police Dept
SouthavenPerkins, Wayne, Captain, Southaven Police Dept

Missouri

Fort Leonard Wood

Galvan, Jesse D, Colonel/Assistant Commandant, US Army Military Police School
Stewart, James A, Chief Directorate of Emergency Services, US Army

Kirksville

Farnsworth, Steve C, Deputy Chief of Police, Kirksville Police Dept

Lamar

Davis, John, Deputy Chief of Police, Lamar Police Dept

St Louis

Davis, Jason, Assistant Chief, Metro Transit St Louis

Ste Genevieve

Schott, Jason, Major, Ste Genevieve Co Sheriff's Office

Montana

Helena

*Stinar, Glen, Administrator, Montana Law Enforcement Academy
*Wickum, Lacie, Sergeant, Montana Hwy Patrol

Nebraska

Gering

*Enlow, Travis, Patrol Sergeant, Gering Police Dept

Omaha

Milone, Catherine, Lieutenant, Omaha Police Dept

Nevada

Elko

*Sexton, Dave, Criminal Justice Instructor, Great Basin College

Mesquite

Chesley, Maquade, Captain, Mesquite Police Dept

New Hampshire

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Suokko, Timothy J, Chief of Police, Dublin Police Dept

Manchester

Ledoux, Nicole, Lieutenant, Manchester Police Dept
Tessier, Maureen, Captain, Manchester Police Dept

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*DeMauro, Nicholas R, Executive Director, LEAD Law Enforcement Against Drugs

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*Arnesen, James J, Detective, Mendham Twp Police Dept

Cape May Court House

*Hagan, David, Officer, Middle Twp Police Dept

Hazlet

Meehan, Phillip, Acting Chief of Police, Hazlet Twp Police Dept

Hightstown

Gendron, Frank, Chief of Police, Hightstown Police Dept

Jersey City

Bane, Brendan, Captain, Port Authority of NY/NJ Police Dept
Stith, Keith, Deputy Chief of Detectives, Hudson Co Prosecutor's Office

Midland Park

Powderley, Michael, Chief of Police, Midland Park Police Dept

Millville

Farabella, Jody D, Chief of Police, Millville Police Dept

Old Bridge

Mandola, Joseph P, Captain, Old Bridge Police Dept

Paramus

*Colombini, Michael, Assistant IT Director, Borough of Paramus

Somerville

*McKay, Meredith, Detective Sergeant, Somerset Co Prosecutor's Office
Pino, Tim, Acting Chief, Somerset Co Sheriff's Office

Spring Lake

Giblin, Timothy, Lieutenant, Spring Lake Police Dept

Wall

*Lloyd, Ron, Director, Fujitsu

Warren

Dziedzic, Paul, Lieutenant Patrol, Warren Twp Police Dept

Wyckoff

Murphy, David V, Chief of Police, Wyckoff Police Dept

New Mexico

Albuquerque

*Conway, Wesley S, Special Agent, Bureau of Indian Affairs

Aztec

Pfetzer, Mark, Lieutenant, San Juan Co Sheriff's Office

Las Cruces

*DiMatteo, Henry, Professor, Dona Ana Community College
Las Cruces
*Levine, David A, Professor, New Mexico State Univ

Santa Fe

Wagoner, Dale R, Captain, New Mexico State Police

New York

Albany

*Barna, Andrew, Director of Employee Relations, SUNY Albany
*Giorgianni, Stephen, Police Officer, Albany Police Dept
Albany
*Perkins, Carin, Assistant Director of Employee Relations, SUNY

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Natiw, Andrew, Captain, New York City Police Dept

Buffalo

Lark, Barbara, Chief of Police, Buffalo Police Dept
Lloyd, Andre M, Lieutenant, Buffalo Police Dept

Flushing

Gallagher, Therese, Lieutenant, New York City Police Dept Medical Division

Fort Drum

Jensik, Michael C, Lieutenant Colonel, US Army

Geneseo

*Schroeder, Stephanie, Deputy, Livingston Co Sheriff's Office

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Mullane, Kenneth, Inspector, Nassau Co Police Dept

New York

*Brown, Vonetta, Sergeant Paid Detail Unit, New York City Police Dept
Bukofzer Tavarez, Rebecca, Lieutenant 41 Precinct, New York City Police Dept
*Clamp, Maggie, Sergeant, New York City Police Dept
Corey, Jessica, Deputy Inspector, New York City Police Dept
Deckert, Tara, Lieutenant Grand Larceny Division, New York City Police Dept
Foster, Lauren, Lieutenant, New York City Police Dept
*Hampton, Dorothea, Personnel Administrative Manager, New York City Police Dept
Isom, Genevieve, Lieutenant 106 Precinct, New York City Police Dept
*Karpinski, Katherine, Sergeant 113 Precinct, New York City Police Dept
King, Mary, Captain Transit District 2, New York City Police Dept
Knoetig, Melissa, Lieutenant Info Technology Bureau, New York City Police Dept
Lee, Glorisel, Lieutenant 1 Precinct, New York City Police Dept
Mompalaisir, Rose, Lieutenant 26 Precinct, New York City Police Dept
O'Reilly Bovell, Rhonda, Captain Employee Resources Section, New York City Police Dept
Perry, Victoria, Lieutenant Personnel Orders Division, New York City Police Dept
Salisbury, Janna, Lieutenant Employee Assistance Unit, New York City Police Dept
*Tripi, Patricia, Personnel Administrative Manager, New York City Police Dept
Whitaker, Cassandra, Lieutenant, New York City Police Dept
Wise, Lavonda, Captain School Safety Division, New York City Police Dept
Giambrone, Christopher, Captain, New York City Police Dept
Point Lookout
*Neubert, David P, Medical Director, Town of Hempstead Bay Constables

Queens

Holmes, Janice, Deputy Inspector 100 Precinct, New York City Police Dept

Rochester

Singletary, LaRon D, Lieutenant, Rochester Police Dept

Yaphank

O'Carroll, Richard, Deputy Inspector, Suffolk Co Police Dept

Yonkers

Carozza, Ralph, Detective Lieutenant, Yonkers Police Dept

North Carolina

Apex

*Sweeney, Shawn, Senior Vice President, Tigerswan

Cramerton

Adams, Brad, Deputy Chief of Police, Cramerton Police Dept

Durham

Clayton, Adam, Major, Durham Co Sheriff's Office

Greensboro

*Jones, Griffin, Uniform Account Manager, Burlington Industries

Lenoir

Wilson, Andy, Captain, Lenoir Police Dept

Manteo

Haskett, Vance J, Chief of Police, Manteo Police Dept

North Dakota

Pembina

*O'Hara, DeAnn, Fines Penalties & Forfeitures Officer, US Customs & Border Protection/DHS
*Slusar, Britt M, Supervisor, US Customs & Border Protection/DHS

Ohio

Akron

*Hickcox, Mary, Clinical Psychologist, Western Reserve Psychological Associates

Boston Heights

Nagy, Jay, Lieutenant, Boston Heights Police Dept

Canton

Stantz, C J, Major, Stark Co Sheriff's Office

Cleveland

McCaulley, Deon, Deputy Chief of Police, Cleveland Division of Police

Columbus

*Appollonio, Tiffany, State Trooper, Ohio State Hwy Patrol

*Bowling, Teresa J, Police Officer, Columbus Division of Police

Marshall, Heidi, Staff Lieutenant, Ohio State Hwy Patrol

*Provenzano, Melanie, Trooper, Ohio State Hwy Patrol

Sims, Anetra, Sergeant, Ohio State Hwy Patrol

Doylestown

Tester, Casey, Chief of Police, Doylestown Police Dept

Grove City

Butsko, Richard A, Lieutenant, Grove City Division of Police

Marietta

Nedeff, Aaron M, Captain, Marietta Police Dept

Marysville

Harris, Molly, Lieutenant, Ohio State Hwy Patrol

West Lafayette

Klopfenstein, Stephen, Chief of Police, West Lafayette Police Dept

Wilmington

Kassinis, Mike, Lieutenant, Clinton Co Sheriff's Office

Oklahoma

Norman

Shattuck, Jamie, Captain, Norman Police Dept

Oklahoma City

Grady, Curtis, Captain, Oklahoma Hwy Patrol

Tulsa

Franklin, Wendell, Major, Tulsa Police Dept

*Smith, Brian, President, Mobile PC Manager

Stephens, Richard, Chief of Police, Union City Police Dept

Oregon

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*McAllister, Rod A, Sergeant, Grand Ronde Tribal Police Dept

Portland

*Foxworth, Derrick, Director of Public Safety, Portland Community College

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Rappe, Tom, Lieutenant, Springfield Police Dept

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Boyd, Keith A, Deputy Chief of Police, Woodburn Police Dept

Pennsylvania

Carlisle

Carver, Gary, Chief of Police, North Middleton Twp Police Dept

Forest City

Johnson, James, Chief of Police, Forest City Police Dept

Harrisburg

Tison, Joshua, Senior Supervisory Special Agent, Pennsylvania Office of the Attorney General

Hawley

Jennings, Sean, Lieutenant, Pennsylvania State Police

Lafayette Hill

Nowak, Jeffrey, Lieutenant, Whitemarsh Twp Police Dept

Mechanicsburg

*Owens, Amanda, Public Information Officer, Pennsylvania Auto Theft Prevention Authority

Mountain Top

Rozitski, Scott, Sergeant, Wright Twp Police Dept

New Kensington

Sheets, Wesley, Chief of Police, Penn State Univ New Kensington

Newville

Koser, Todd A, Chief of Police, Newville Police Dept

Oaks

Freeman, Ulysses M, Lieutenant, Upper Providence Twp Police Dept

Philadelphia

Keown, Gabriel, Lieutenant Commanding Officer, Philadelphia Police Dept

Ross, Richard J, Police Commissioner, Philadelphia Police Dept

Pittsburgh

Ley, Joseph, Chief of Police, Ross Twp Police Dept

Zeppuhar, Adam, Chief of Police, Brentwood Borough Police Dept

Waynesburg

Tennant, Brian, Sheriff, Greene Co Sheriff's Office

Whitehall

Marks, Michael, Chief of Police, Whitehall Twp Police Dept

Puerto Rico

Guaynabo

*Cordero, Meliton, Special Agent, Drug Enforcement Administration

Rhode Island

North Scituate

Assumpico, Ann C, Colonel/Superintendent, Rhode Island State Police

Barry, Kevin M, Lieutenant Colonel/Acting Superintendent, Rhode Island State Police

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Goncalves, Tina L, Major, Pawtucket Police Dept

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Verdi, Tom, Commander, Providence Police Dept

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Gonzales, Christian, Lieutenant, Bluffton Police Dept

Charleston

Weiss, Jack, Captain, Charleston Police Dept

Tennessee

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Welles, Daniel Bakari, Lieutenant, Chattanooga Police Dept

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*Dodson, James, Chief Clinical Director, Clarksville Behavioral Health

Cookeville

Anderson, Bobby, Detective Lieutenant, Cookeville Police Dept

Knoxville

Debow, Keith, Lieutenant, Knoxville Police Dept

Nashville

*Williams, James, Sergeant, Metropolitan Nashville Police Dept

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Chacon, Joseph, Assistant Chief of Police, Austin Police Dept

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Kidd, Bo, Chief of Police, Buda Police Dept

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Wukasch, Bryan, Commander, Cedar Park Police Dept

Daingerfield

*Montoya, Paul, Reserve Officer, Daingerfield Police Dept

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Kelly, Brian, Lieutenant, Southern Methodist Univ Police Dept

Miller, Craig, Chief of Police, Dallas ISD Police Dept

*Sereboff, Scott, CEO, Veracity

Taylor, Richard, Acting US Marshal, US Marshals Service

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Yettevich, John, Lieutenant, Deer Park Police Dept

El Paso

Krueger, Heather, Lieutenant, Texas Dept of Public Safety

Martinez, Luis, Lieutenant, Univ of Texas El Paso Police Dept

McRory, K Scott, Special Agent in Charge, Drug Enforcement Administration

Flower Mound

Griffin, Wess, Special Services Commander, Flower Mound Police Dept

Sullivan, Colin, Captain Uniformed Services Division, Flower Mound Police Dept

Fort Worth

Hill, Gary W, Special Agent in Charge, Drug Enforcement Administration

Williams, Antione, Sergeant, Fort Worth Police Dept

Grand Prairie

Cooper, Donald A, Regional Director, Federal Protective Service/DHS

Houston

Cummings, Craig, Lieutenant, Texas Dept of Public Safety

Edwards, Daryn, Captain, Houston Police Dept

Karshner, John J, Chief of Police, Houston Baptist Univ Police Dept

*Lumpkin, Nichole, Police Officer, Houston Police Dept

*Padilla, J C, Sergeant, Houston Police Dept

Philpot, J D, Lieutenant, Harris Co Sheriff's Office

Kaufman

Klingelberger, Fred, Captain, Kaufman Co Sheriff's Office

Port Arthur

Owens, John D, Deputy Chief of Police, Port Arthur Police Dept

Richmond

Brzozowski, Dixie R, Assistant Chief of Police, Richmond Police Dept

Rio Grande City

Recio, Imelda, Assistant Port Director, US Customs & Border Protection/DHS

Splendora

Wiegat, Henry, Chief of Police, Splendora Police Dept

Temple

Hunt, Bradford, Lieutenant, Temple Police Dept

Windcrest

Lee, Adam, Operations Commander, Windcrest Police Dept

Vermont

Swanton

*Dutton, Julie, Operations Officer, US Border Patrol/DHS

Windsor

Sampson, William P, Chief of Police, Windsor Police Dept

Virgin Islands

Frederiksted

McFarlande, Winsbut, Chief of Police, US Virgin Islands Police Dept

Virginia

Alexandria

Kerfoot, Jeremy, Major, US Army Military Police
Marohn, Robert, Division Director, US Dept of Homeland Security
Sternal, Paul, Assistant Special Agent in Charge, Defense Criminal Investigative Service

Arlington

*Abernathy, Matthew, Sergeant, Arlington Co Sheriff's Office
*Grant, Zenia, Sergeant, Arlington Co Sheriff's Office
*Lindsey, Broderick, Sergeant, Arlington Co Sheriff's Office

Chesapeake

Penree, Eric J, Lieutenant, Virginia State Police

Fairfax

Arvelo, Andrew, Master Deputy Sheriff, Fairfax Co Sheriff's Office
Cozby, Brian, Assistant Chief of Police, George Mason Univ Dept of Police
*Drinkwater, Justin, Sergeant, Fairfax Co Police Dept
*Figaro, D'Nifra, Private First Class, Fairfax Co Sheriff's Office
*Henriquez, Roger, Sergeant, Fairfax Co Police Dept
*Hulse, Thomas, Master Police Officer, Fairfax Co Police Dept
Ledford, Derrick, First Lieutenant, Fairfax Co Sheriff's Office
Low, Ryan, Second Lieutenant, Fairfax Co Police Dept
*Shaw, Donna, Private First Class, Fairfax Co Police Dept
Stern, Jonathan, Second Lieutenant, Fairfax Co Police Dept
Theal, Richard, Second Lieutenant, Fairfax Co Police Dept
*Weand, Deanna, Sergeant, Fairfax Co Police Dept
*Williams, Stephen, Private First Class, Fairfax Co Sheriff's Office
Yancey, Charles, Master Deputy Sheriff, Fairfax Co Sheriff's Office

Harrisonburg

Lanoue, Kevin, Major, James Madison Univ Police Dept

Herndon

*Begley, Jim, Vice President/General Manager, Mission Essential LLC
*Wilson, Shelby C, Proposal Manager, Mission Essential Personnel LLC

Leesburg

*Romanoff, Brad, Instructor, Monroe Technology Center

Lynchburg

*Boyette, Jeremiah, Student, Liberty Univ
*Dixon, Amber, Student, Liberty Univ
*Kern, P J, Student, Liberty Univ
*Smallwood, Jeffrey, Student, Liberty Univ
*Smith, Keith, Professor, Lynchburg College

Norfolk

Pratt, Fred, Captain, Norfolk Police Dept

Purcellville

*McDaniel, Clark, Corporal, Purcellville Police Dept
*Wagner, Rob, Sergeant, Purcellville Police Dept

Springfield

*Aiken, Brooke, Supervisor, US Customs & Border Protection/DHS
Beachley, Shawn, Major, National Geospatial Intelligence Agency
Gonzalez, Daniel, Lieutenant, National Geospatial Intelligence Agency

Vienna

*Ruddy, Kristin, Master Police Officer, Vienna Police Dept

Woodbridge

*Cavender, Bradford, Sergeant, Prince William Co Police Dept
*Lewis, Katherine, Sergeant, Prince William Co Police Dept
*Rolle, Sarah, Sergeant, Prince William Co Police Dept
Simms, Bryan, Captain, Prince William Co Police Dept

Washington

Algona

Sanford, Michael A, Chief of Police, Algona Police Dept

Bellingham

Rasmussen, Darin, Chief of Police, Western Washington Univ
Tanksley, Donnell, Assistant Chief of Police, Western Washington Univ

Fox Island

*Merkle, Daniel J, President, Veritone

Lake

*Wilkerson, Taj, Master Police Officer, Liberty Lake Police Dept

Mount Vernon

Clark, Chad, Chief Deputy, Skagit Co Sheriff's Office

Olympia

Cabezuela, Jay, Captain, Washington State Patrol

Toppenish

*Bellamy Thompson, Kimberly, Assistant Professor, Heritage Univ

Walla Walla

Buttice, Christopher, Captain, Walla Walla Police Dept

Washougal

Cook, Allen, Commander, Washougal Police Dept

West Virginia

Ravenswood

Morrison, Lance, Chief of Police, Ravenswood Police Dept

Wisconsin

Fond Du Lac

Goldstein, Aaron, Captain, Fond Du Lac Police Dept

Friendship

*Loewenhagen, Brian, Deputy Sheriff, Adams Co Sheriff's Office

Madison

Knepper, Brian, Lieutenant, Wisconsin Dept of Natural Resources

Mequon

Buntrock, Daniel, Captain, Mequon Police Dept

West Salem

Ashbeck, Charles, Chief of Police, West Salem Police Dept

Wyoming

Douglas

*Coates, Casey, Investigator, Douglas Police Dept

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

Jere D. Bashinski, Captain (Ret.), Union City, California; El Dorado Hills, California (life member)

Hoyt C. Bellamy, Agent IV (Ret.), South Carolina Law Enforcement Division; Myrtle Beach, South Carolina (life member)

Richard A. Ellison, Chief of Police (Ret.), International Falls, Minnesota; Max, Minnesota (life member)

Gary Harrison, Police Officer, Philadelphia, Pennsylvania

Robert C. Heyer, Chief of Police (Ret.), Lincoln Park, Michigan; Brownstown, Michigan (life member)

James J. Moline, Assistant Chief of Police (Ret.), St. Cloud, Minnesota (life member)

Janet Reno, Former United States Attorney General; Miami, Florida (life member)

Bernard S. Scott, Chief of Police (Ret.), Wilton Manors, Florida; Hiawassee, Georgia (life member)

Harry R. Villardi, Commissioner (Ret.), Hempstead, New York; Sarasota, Florida (life member)



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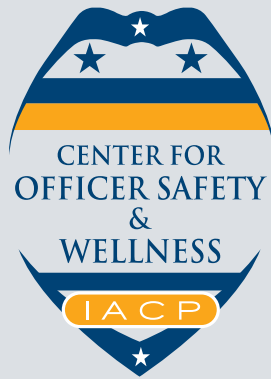
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Line of Duty Deaths

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

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

Police Officer Jude Williams Lewis

New Orleans Police Department, Louisiana
Date of Death: November 8, 2016
Length of Service: 3 years (with agency)

Police Officer Scott Leslie Bashioum

Canonsburg Borough Police Department, Pennsylvania
Date of Death: November 10, 2016
Length of Service: 7 years (with agency)

Deputy Sheriff Dennis Wallace

Stanislaus County Sheriff's Department, California
Date of Death: November 13, 2016
Length of Service: 20 years

Deputy Sheriff Justin White

Newton County Sheriff's Office, Georgia
Date of Death: November 15, 2016
Length of Service: 4 years

Border Patrol Agent David Gomez

U.S. Department of Homeland Security, Customs and Border Protection – U.S. Border Patrol
Date of Death: November 16, 2016
Length of Service: 20 years

Assistant Commander Kenneth Joseph Starrs

South Texas Specialized Crimes and Narcotics
Date of Death: November 16, 2016
Length of Service: 39 years

Deputy Commander Patrick Thomas Carothers

U.S. Department of Justice – U.S. Marshals Service
Date of Death: November 18, 2016
Length of Service: 26 years

Detective Benjamin Edward Marconi

San Antonio Police Department, Texas
Date of Death: November 20, 2016
Length of Service: 20 years

Trooper Eric Dale Ellsworth

Utah Highway Patrol
Date of Death: November 22, 2016
Length of Service: 7 years

Deputy Sheriff Eric James Oliver

Nassau County Sheriff's Office, Florida
Date of Death: November 22, 2016
Length of Service: 7 years (with agency)

Police Officer Collin James Rose

Wayne State University Police Department, Michigan
Date of Death: November 23, 2016
Length of Service: 5 years, 6 months

Trooper Cody James Donahue

Colorado State Patrol
Date of Death: November 25, 2016
Length of Service: 11 years

Police Officer Reginald "Jake" Gutierrez

Tacoma Police Department, Washington
Date of Death: November 30, 2016
Length of Service: 17 years

Trooper Frankie Williams

New Jersey State Police
Date of Death: December 5, 2016
Length of Service: 11 months

Deputy Sheriff Ryan Thomas

Valencia County Sheriff's Office, New Mexico
Date of Death: December 6, 2016
Length of Service: 1 year

Police Officer Nicholas Ryan Smarr

Americus Police Department, Georgia
Date of Death: December 7, 2016
Length of Service: 1 year

Product update

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



Vehicle access control barrier

Delta Scientific announces its vehicle access control barrier, the HD200, built for high-traffic locations requiring rapid emergency fast operation (EFO) rates and open/close cycles: a 0.63 second EFO and a 2–5 second normal operation rate. It is designed to bring a 7.5 ton (6803.9 kg) medium-duty truck traveling 30 mph (48.3 kph) to a full stop in less than 3.3 feet (1 meter). With a 24-inch (61 cm) shallow foundation and fully enclosed, flush mount design, the HD200 does not interfere with buried pipes, power lines, and fiber-optic communication lines in urban settings. The shallow foundation also reduces installation complexity, time, materials, and corresponding costs. The barrier can be remotely controlled via fiber-optics, touch screen control panels, control button panels, and simple key switches.

For more information, visit <http://deltascientific.com>.

Emergency notification solution

Response Technologies, Ltd., offers the Centurion Elite Emergency Notification Solution for campus safety and security. When an emergency occurs, the Centurion Elite can notify first responders within seconds via two-way radio, phone, email, or text message, allowing for quick resolution to the situation. It combines multiple sensing and notification capabilities, such as wireless and virtual panic, intrusion, mass notification, and security and environmental monitoring capabilities, all from one scalable system. Customers can easily set the system to alert different personnel with unique information, leveraging the added capability to monitor a wide variety of wireless and network-based sensors beyond panic buttons.

For more information, visit www.response-technologies.com.

Mass spectrometer improvements

908 Devices announces improvements to its high-pressure mass spec product, M908. Improvements include the introduction of the Walkthrough mode, a guided graphical interface and measurement sequence that guides users through the analysis process; performance enhancements that heighten sensitivity and increase the target list “to more than 100 available targets with continued emphasis on current priority chemical threats”; new sampling accessories that simplify measurements across a range of field scenarios; a new vapor probe that improves response time and sensitivity for priority, low-volatility materials; and new disposable captive sampling accessories that simplify measurements of materials in volatile environments.

For more information, visit <http://908devices.com/products/m908>.

Emergency blankets and ponchos

AFM Heatsheets expanded its product line to encompass a full line of emergency products including emergency blankets, classic blankets, individually wrapped blankets, and individually wrapped ponchos. Emergency blankets and ponchos were created using high-visibility colors and special packaging, ensuring fast and efficient deployment. Product customization is available, adding a powerful and impactful branding opportunity for first responders. Heatsheets products work by harnessing natural energy sources such as body and solar heat to protect against heat, wind, rain, and cold. They reflect up to 90 percent of a person's body heat back to the wearer or can be flipped to deflect external heat sources.

For more information, visit www.heatsheets.com.

High-definition surveillance product line

Martco, a premier distributor of video surveillance products, has teamed up with Pegasus Products to launch a full line of new HD-TVI cameras and DVRs. The new PHDOC series HD analog DVR features four, eight, or sixteen channels of audio/video inputs. It comes with free CMS software to connect remotely with multiple DVRs. The new Pegasus DVRs are both Windows and MAC compatible and can record up to 1080P with the Pegasus HD TVI cameras. The systems can be installed using existing coaxial cable without upgrading to IP infrastructure. The HD Mobile app is free and available for both Androids and iPhones.

For more information, visit www.martcoinc.com.

3D profiling

Matrox Imaging announces the Matrox Radiant eV-CXP for 3D Profiling, the first member of the Radiant eV-Series of frame grabbers to feature onboard 3D profiling using patented Matrox technology. Offering the flexibility to work with any camera using the CoaXPress interface standard, this PCI Express frame grabber performs the laser line extraction needed for 3D profiling on the card itself, reducing system demand and freeing resources to be used toward the inspection tasks at hand. Capable of extracting 9,000 profiles per second (from an image size of 2048x128 pixels) with no host CPU usage, the Radiant eV-CXP for 3D profiling is ideal for use in inspection tasks.

For more information, visit www.matrox.com/imaging.



Personal radiation detector

FLIR Systems, Inc., offers the identiFINDER R100 personal radiation detector, the latest addition to its industry-leading identiFINDER R-Series handheld radiation security solutions. The belt-worn R100 integrates networking capabilities to safeguard first responders, law enforcement, and military and security personnel by delivering immediate radiation threat alarms and providing automatically generated radiation dose rate reports to offer increased situational awareness to central command personnel. The unit features integrated Bluetooth smart wireless technology that facilitates recording and sending real-time dose rates and geotag information via a companion mobile app.

For more information, visit www.flir.com/r100.bl

Body armor

Safariland unveiled the Hardwire 49, engineered to be the thinnest and lightest level II body armor in the industry. Weighing in at only .49 pounds per square foot, this product expands the collection of ballistic panels developed in collaboration with Hardwire, LLC, a leader in armor systems. The Hardwire 49 complements the level IIIA Hardwire 68, the lightest and thinnest level IIIA soft armor in the industry. This complete range of ultra-lightweight ballistic panel technology was on display at the International Association of Chiefs of Police (IACP) Conference in San Diego, California.

For more information, visit www.safariland.com.

Automated unmanned ground vehicle

A+ Technology & Security Solutions, Inc., offers the new Sharp INTELLOS Automated Unmanned Ground Vehicle by Sharp Electronics Corporation. The INTELLOS is a cost-effective, multi-terrain, mobile sensor platform that can capture video, audio, and environmental data, while providing a visible deterrent. The data enhances outdoor surveillance, security and safety. It has the capability to operate as a self-directed robot, which navigates on the ground, outdoors around a facility, without a human driver. After its route is programmed, it is capable of operating autonomously and can be equipped with an array of cameras, including available thermal imaging. Operators within a command center also have the option to take control of the vehicle, when necessary, and direct its operation. The unit is powered by rechargeable ION batteries.

For more information, visit www.aplustechnology.com.

Multi-LED, full-spectrum forensic light source

The Spectroline OPTIMAX Multi-Lite LED forensic light source field kit (OFK-300A) is a comprehensive, cost-effective inspection tool. It features a rugged, cordless, battery-operated, rechargeable black-anodized flashlight body with three Qwik-Connect interchangeable LED head assemblies of different wavelengths: UV-A (365nm), blue (450nm), and white light (400–hand700nm). The internal dome lens in each LED head provides uniform light for forensic photography. Instant-on operation allows the lamp to reach full intensity immediately. This alternative light source offers handheld practicality and versatility. It is portable and lightweight while maintaining the brightest visible LED optical output. The individual colors (wavelengths) aid in forensic inspections of potential evidence found at crime scenes, such as biological stains, latent fingerprints, bruises, bite marks, hair, fibers, grease, oil, and other natural stains.

For more information, visit <http://spectroline.com>.





IACP Membership Application

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

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

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

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

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FirstNet: Delivering 21st Century Tools to Law Enforcement

By Mike Bostic, FirstNet Senior Law Enforcement Advisor

Recently, law enforcement professionals from across the world gathered in San Diego, California, for the annual IACP Conference and Exposition. Among many noteworthy issues discussed at this year's conference, were several sessions that touched on how law enforcement can integrate new technologies and applications in their jobs to improve communications and overall safety.

As broadband technologies evolve, law enforcement continues to break new ground. For some law enforcement agencies, gone are the days when officers have to trek back to the station and write reports. They can remotely upload their citations using mobile devices in the field. Some patrol cars now operate as field offices to meet the data needs of the modern officer, and, with the introduction of body-worn cameras, every minute of an officer's day might involve technology.

However, even if agencies have implemented these developments, they often find themselves playing catch-up trying to meet the ever-changing demands of the way police need to operate today.

For example, there are more than 286 million Internet users in the United States. These users are consuming data at exponential rates—downloading movies and emails, live-streaming television, surfing the web, sharing on social media, and gaming. This creates a bandwidth crunch that slows Internet speeds for all users, from the teenager who is video chatting with a friend to the connected officer in the field.

When officers' communications are slowed down, it can also drag down their emergency response times. Slow connection speeds can inhibit an officer's ability to receive call information from dispatch and access GPS directions to the next call. It can also create a lag when officers are trying to recall the GPS locations of their back-up units.

The bottom line is that, while technology can help police do their job, the field still has a long way to go. It simply doesn't make sense for law enforcement officers to compete with millions of commercial users for bandwidth in situations where so much is at risk.

A solution to this situation is on the way, thanks to a U.S. congressional plan, to set aside a large swath of spectrum in the 700 MHz band—considered the “beachfront property” of mobile airwaves—to create a nationwide public safety broadband network (NPSBN) for first responders. The U.S. Congress also established

FirstNet, which stands for the First Responder Network Authority, to ensure the build out of this NPSBN in all U.S. states and territories and Washington, D.C.

Once built, the NPSBN will carry high-speed data, location information, images, and video that can mean all the difference when seconds count. Just as smartphones have created a new era of real-time information and connectivity for individuals, the FirstNet network will enable services, devices, and applications that provide the public safety community with the tools they need to save lives.

The FirstNet team is focused on making sure this network will meet the needs of its users: public safety personnel. FirstNet has been working with all of the states, territories, tribes, and public safety associations in the United States to learn more about what the law enforcement community needs from this network, and these organizations are excited about the benefits the network will deliver. ♦

Mike Bostic spent 34 years in the Los Angeles, California, Police Department before starting a second career in the telecommunications industry and then joining FirstNet in the summer of 2016.



GET INVOLVED

There is still time to participate in the planning for how this network will be built in your state. Please get involved—through your state's single point of contact (SPOC) and your national and state associations or by reaching out to FirstNet directly. We want to know your requirements and work through any concerns you have.

For further information, please visit www.firstnet.gov for your state contact.



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Capitol Police Section

Promotes exchange of information and develops standards for increasing the efficiency and capabilities of each law enforcement agency that provides service to our critical assets. Open to individuals who are now, or have been, engaged in or responsible for providing police services at a national or state / province State House.

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Promotes exchange of ideas and specific information and procedures for law enforcement organizations providing police and security services within military services and defense agencies. Open to individuals who are now or have been engaged in or responsible for providing law enforcement services within an IACP member nation's military services or defense establishment.

Drug Recognition Expert Section

Provides a unique opportunity for those professionals already associated with drug recognition to share common management, training, administrative and practicing concerns.

Indian Country Law Enforcement Section

Promotes the professional status of those engaged in providing police services to Indian Country.

International Managers of Police Academy and College Training Section

Facilitates the exchange of ideas, procedures, and specific information for the professional leadership and management of education and training within police agencies, as well as enhancing the quality of law enforcement and policing at the international level through education and training.

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Facilitates the exchange of information among those individuals responsible for computers, records, communications or other support-service-related functions.

Legal Officers Section

Assists in the establishment of professional standards, assistance and cooperation among attorneys who provide legal advice or representation to law enforcement administrators.

Mid-Size Agencies Section

Dedicated to providing a voice within the IACP for chiefs of jurisdictions with a population between 50,000 and 500,000, as well as a forum for these leaders to share the unique challenges and opportunities in policing that emerge from departments of this size. The section is further committed to embracing and leveraging the special capacity and flexibility of these agencies to innovate and drive progressive change within our profession with the goal of better policing our communities.

Police Foundations Section

Promotes networking and the exchange of ideas and best practices among police executives and police foundation professionals.

Police Physicians Section

Facilitates the exchange of information among police medical practitioners, promotes effective police medical practices, and acts as a resource of professional expertise to the association.

Police Psychological Services Section

Develops professional standards, facilitates the exchange of information among police psychological service providers, and acts as a resource of professional expertise to the association.

Public Information Officers Section

Promotes the exchange of information and training among officers who are responsible for planning and implementing effective public information programs.

Public Transit Police Section

Promotes meaningful relationships between police executives and cooperative efforts in the implementation of effective police matters and the achievement of an accepted professional status of the police service. Included in this section are gaming enforcement, public transportation, housing authority, airport police, seaport police and natural resources.

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Open to IACP members who at the time of their retirement were active members as prescribed in Article II, Section 2 of the IACP Constitution. For the purpose of this section, retirement shall be defined as the voluntary and honorable separation from a position in active and regular police duties because of age, physical disability, or retirement on pension from the agency of employment.

Smaller Department Section

Serves as the collective voice of law enforcement agencies with fewer than 50 officers or serves populations under 50,000. The Section addresses the unique needs of these agencies, provides a forum for the exchange of information, and advocates on behalf of these agencies with policy makers. Section Members are also granted affiliate membership in the IACP's Division of State Associations of Chiefs of Police.

State and Provincial Police Academy Directors Section

Membership is open to individuals currently serving as directors of state and provincial law enforcement training facilities. The section meets annually to exchange information and disseminate proven ideas, plans, and methodologies among members and other organizations interested in enhancing law enforcement training.

State and Provincial Police Planning Officers Section

Open to sworn and civilian members of planning and research units of state and provincial law enforcement agencies, this section meets in the summer of each year to share information concerning trends and practices in law enforcement. The section maintains a database of current projects in progress, as well as a compendium of information on the status of state and provincial law enforcement agencies.

State and Provincial Police Alumni Section

Open to any member or previous member of the IACP who is, or was, affiliated with an agency belonging to the State and Provincial Police Division and who was of command (lieutenant or above) rank at the time of retirement.

University/College Police Section

Provides coordinated assistance in implementing effective university policing practices and achieving an accepted professional status.

Collaborating for Traffic Safety Successes

By Michael Fergus, Program Manager, IACP

As traffic deaths continue to increase, public safety officials are working hard to reverse the recent trends. Increasingly, agencies are finding that a collaborative approach is an effective means for addressing specific safety issues in their communities. The collection and analysis of data are crucial first steps in developing a successful strategy. Developing partnerships with government agencies, community organizations, and professional groups can provide valuable insights and increase the effectiveness of an agency's outreach efforts. Finally, a robust educational strategy can greatly enhance the impact of a public safety campaign. The examples below represent a few of the efforts that incorporated

these elements—data analysis, collaboration and partnerships, and education—successfully. For their accomplishments, these agencies were among those recognized in the 2016 National Law Enforcement Challenge.¹

Bicycle and Pedestrian Safety

Virginia Beach, Virginia, is a popular vacation destination, attracting thousands of out-of-town visitors every year. But, with an influx of tourists, an increase in pedestrian and bicycle traffic occurs. In 2014, the Virginia Beach Police Department (VBPD) noted a 90 percent increase in fatal crashes involving pedestrians or bicyclists.

"We swell in size during the summertime because people come here from all over the country and all over the world to enjoy our oceanfront," explains VBPD Officer Eric Kolb.

"At the oceanfront, especially, pretty much everyone is on a bike or walking. Add to that the large number of people driving to and from their hotel—and mix in alcohol, because they're on vacation—and you've got a pretty difficult situation."

VBPD realized that it could not solve the problem without the help of its long-time partner, the Virginia Beach Department of Public Works. "What's been ongoing for a couple of years now with the grand development plan for the city's infrastructure is increasing the availability of sidewalks and multi-use bicycle paths for all the new roadways that are being built," explains Kolb, who says the VBPD and Department of Public Works' Traffic Engineering Division meet regularly to share information and discuss safety strategies. "What that does, obviously, is increase the number of safe areas



Many agencies have built successful collaborations with nontraditional partners such as industry groups, advocacy organizations, professional organizations, health care facilities, and businesses.

where people can be on the roadways getting the exercise they want without interfering with vehicle traffic on the roads themselves.”

In addition to the partnership with the Department of Public Works, VBPD engaged the mayor's office, which established a Bicycle Safety Task Force; leveraged the city employees' newsletter to educate the workforce; offered bike rodeos; and increased enforcement. One successful tactic has been the issuance of warning cards instead of citations. “An arrest or summons is a negative form of feedback,” Kolb explains. “The warning card is an opportunity to still address the violation and hopefully prevent it from happening again, but by offering someone education and the opportunity to learn and grow from what they did wrong.”

In 2014 and again in 2015, pedestrian and bicyclist fatalities in Virginia Beach were significantly reduced.

Commercial Motor Vehicles

Buffalo Grove, Illinois, is a quiet community of slightly more than 41,000 residents in the northern suburbs of Chicago.² A 2013 analysis of traffic safety statistics indicated a significant increase in large truck and bus crashes, from only one in 2012 to nine in 2013—an 800 percent increase. “We attributed these crashes primarily to trucks being overweight, and of course to driver error,” explains Buffalo Grove Police Sergeant Anthony Goldstein. “Any time there is driver error involved with a crash, that indicates an opportunity to prevent future crashes by changing driver behavior... So, we looked at the data and decided to do whatever we could do to improve those statistics and keep the motoring public safe.”

To address the increase, the Buffalo Grove Police Department (BGPD) first added commercial motor vehicle (CMV) safety to the department's strategic planning report, which then linked CMV safety to the agency's annual goals and objectives.

“Your strategic planning document is the platform you use to provide your vision to your patrol officers who are on the front lines so they know what your goals are,” Goldstein says. “Without that vision, they won't know that [CMV safety] is important to the community, to the village, or to the police department. Your strategic plan and vision is what gets everybody to work together on the same page, which can be very difficult to do.”

BGPD also realized that any successful initiative requires leadership, and they found

a champion in Officer James Harris, who was also a founding board member of the Illinois Truck Enforcement Association (ITEA). Through a strategic partnership, the two organizations developed a comprehensive certification class for officers, a field training program, and an annual training program.

In 2015, BGPD expanded the program to include outreach to the CMV industry. “Commercial motor vehicle safety needs to be a partnership between commercial motor vehicle drivers and the police department, so our goal is to work proactively with commercial motor vehicle drivers to educate them about different scenarios before violations happen,” explains Goldstein.

Harris, along with other BGPD officers, spend time communicating with CMV drivers through informal chats and attendance at industry conferences and events. BGPD also hosted an event specifically for Spanish-speaking drivers, a growing segment of the industry. Concludes Goldstein, “We have more commercial motor vehicle enforcement officers than we've ever had in the past, and there's more interest than ever [among community and industry stakeholders] in incorporating this issue into their domain. Thanks to the relationships we've built with commercial motor vehicle drivers, things are definitely improving.”

Impaired Driving

Impaired driving continues to be a serious public safety issue. Data analysis and community partnerships helped the Ontario Provincial Police (OPP) identify and address its impaired driving problem.

Although DUI enforcement has long been a priority for the OPP, in 2014, impaired driving in Ontario resulted in 52 fatal and 276 personal injury crashes. These numbers motivated the agency to increase its impaired-driving prevention efforts in 2015. The OPP created an action plan utilizing an intelligence-led policing (ILP) approach based on data analysis and developed a policing strategy based on three pillars: engagement, education, and enforcement. A series of provincial traffic safety campaigns (PTSCs) were scheduled, using ILP to identify specific geographic areas where there was a high risk of impaired driving. Alison Jevons, director of Operations and Support for the OPP's Highway Safety Division, stressed that public education, information, and engagement were at the center of the campaigns. “Throughout the campaigns, each OPP division and region issued

media releases identifying the traffic campaign to alert the public to ongoing traffic issues with respect to impaired driving,” she said. “The OPP embraced social media and hired a team of social media operators dedicated to getting information out to the public on traffic safety issues.” She identified Facebook, Twitter, YouTube, and Flickr as the OPP's social networks of choice.

The OPP also promoted sober driving with variable message signs programmed to display messages in English and French and by leveraging partnerships with community organizations like Ontario Students Against Impaired Driving (OSAID), a registered charity that reaches more than 300,000 students annually through school events, campaigns, speakers, and community programs.

“The OPP partnered with Mothers Against Drunk Driving, Arrive Alive, the Ontario Ministry of Transportation, Transport Canada, the Centre of Forensic Sciences, and local community groups to ensure the public was alerted to the continuing issues surrounding impaired driving,” said Jevons.

Lessons Learned

In each of these programs, agencies analyzed data to identify and define the public safety issue, used the data to develop a strategy, sought strategic partnerships to help refine the message, then built an educational plan to inform the targeted constituency. Many agencies have built successful collaborations with nontraditional partners such as industry groups, advocacy organizations, professional organizations, health care facilities, and businesses.

These are only three examples of programs that were recognized in the 2016 National Law Enforcement Challenge. A full account of the award-winning programs can be found on the IACP website, www.theIACP.org/nlec. There are many other successful approaches being employed by public safety agencies, including the IACP's High Visibility Education and Enforcement (HVEE) pilot program (see the article in the July 2016 Police Chief) and the Oro Valley Police Departments HiVE program (Police Chief, August 2016). ♦

Notes:

¹All statistics and quotes in this column come from the winning applications for the 2016 National Law Enforcement Challenge, unless otherwise noted.

²American FactFinder, U.S. Census Bureau, “2010 Demographic Profile Data,” Buffalo Grove, Illinois, http://factfinder2.census.gov/bkmk/table/1.0/en/DEC/10_DP/G001/1600000US1709447 (accessed December 1, 2016).



Visit www.theIACP.org/nlec to see a list of the 2016 challenge winners and to access other traffic safety resources.

One Mind Campaign: Improving Law Enforcement's Response to Persons affected by Mental Illness

By Emily Kuhn, Project Coordinator, IACP, and Rachel Nessim, Intern, IACP

Law enforcement agencies face special challenges when responding to persons affected by mental illness or in crisis. Often, the responding individuals are not only operating as police officers, but also assuming the responsibility of social workers and other community support roles. As a result, police leaders constantly struggle to identify and develop policies and approaches to address how to best respond to persons affected by mental illness, and officers often lack clear policy direction and training to effectively serve this population. As law enforcement agencies struggle to meet such challenges, the outcomes of these interactions have lifelong implications for the people involved because they can lead to the injury or death of the individual in crisis, other community members, or the officers involved. Beyond the potential for physical injury or worse, the damage to meaningful, trusting relationships between police departments and their communities can take years to repair.

As they respond to persons affected by mental illness, law enforcement officers put forward their best effort to manage situations resulting from a history of mental health policy and legislative decisions made by federal and state governments. For example, the lack of funding for psychiatric facilities can result in persons affected by mental illness moving out of treatment and onto the street—where, without proper mental health services, they may cycle in and out of the criminal justice system. Of equal concern, law enforcement agencies often find themselves on the frontline of addressing individuals facing mental health crises. There is a clear and present need for the improvement of prevention and treatment programs so that persons affected by mental illness do not encounter representatives of the criminal justice system prior to receiving the treatment they need. Until this need is met, however, police departments need concrete strategies to confront the challenges officers face every day.

Additionally, police leaders must recognize and address the societal, cultural, and technological changes that impact law enforcement responses to persons affected by mental illness. Such changes include the increased use of social media, heightened media scrutiny of law enforcement activities, increased synthetic drug abuse, and expanded mental health insurance coverage. Law enforcement officers must always be cognizant of the societal context within which they deliver services and respond to calls for assistance; to this end, the relationship between law enforcement and the community is more important than ever. With increased emphasis on community-police relations as a critical component of everyday policing, it is imperative that law enforcement officials are equipped to address all members of the community, including those affected by mental illness, with care and concern.

To address these challenges, in March 2016, the International Association of Chiefs of Police (IACP) convened an advisory group of experts to



discuss police response to persons affected by mental illness. The principal task was to discuss the problem in depth and create a set of recommendations to help law enforcement agencies effectively manage their officers' response to persons affected by mental illness. In the course of their work, the advisors identified the urgent need for a new strategy—the IACP's One Mind Campaign—to create incentives for police agencies to adopt four promising practices to improve law enforcement response to persons affected by mental illness. These promising approaches include

1. partnering with one or more community mental health provider(s) through a clearly defined and sustainable partnership;
2. developing an agency-wide policy on the topic;
3. training 100 percent of sworn officers (and selected non-sworn staff, such as dispatchers) in Mental Health First Aid (MHFA) for Public Safety; and
4. training at least 20 percent of sworn staff (and selected non-sworn staff, such as dispatchers) in the Crisis Intervention Team (CIT) response model.

A crucial strategy of the One Mind Campaign is to create and maintain partnerships between law enforcement agencies, the mental health community, and other key stakeholders. Through these partnerships, law enforcement agencies can develop written policies and identify multidisciplinary programs to divert individuals affected by mental illness to community mental health services instead of into the criminal justice system. Such policies and programs must be tailored to fit large, midsize, and small law enforcement agencies. Finally, these partnerships will open doors to relevant and affordable training for all stakeholders, including law enforcement officers; non-sworn personnel; mental health providers; persons affected by mental illness and their families; and other community

A crucial strategy of the One Mind Campaign is to create and maintain partnerships between law enforcement agencies, the mental health community, and other key stakeholders.

partners such as magistrates, parole officers, teachers, religious leaders, and peer specialists.

Two of the most recognizable strategies stemming from collaboration between law enforcement agencies and mental health experts are the CIT program and MHFA for Public Safety trainings for first responders. Beyond these efforts, many other methodologies exist and can be tailored to meet the needs of individual communities, such as co-responder teams, mobile crisis teams, and case management teams. Each approach has a unique focus, but all initiatives seek to effectively integrate the strategies of both police officers and mental health experts to decrease the need for use of force against persons affected by mental illness. Tactics to facilitate successful interactions between law enforcement officials and individuals facing mental health crises include de-escalation techniques; diversion programs; and key partnerships with clinics, schools, mental health providers, courts, and other stakeholders—all of which are critical elements to improving services to persons affected by mental illness. Many successful diversion programs, such as the Diversion First program in Fairfax County, Virginia, focus on risk-based decision-making that favors diversionary strategies and treatment over arrest and incarceration.

The advisory group designed the IACP's One Mind Campaign as a collaborative effort that is not limited to law enforcement organizations. Mental health experts in the advisory group—including physicians, social

workers, advocates, and policy makers—represent organizations that are committed to working alongside law enforcement to confront the challenge of improving community-police interactions in their respective professional communities. Additionally, the One Mind Campaign is based on local initiatives, so contributors should understand it will be implemented in various ways around the world and among major, midsize, and smaller law enforcement agencies.

Through the creation of innovative and sustainable partnerships between mental health and law enforcement professionals, there can be enhanced delivery of mental health services and increased levels of safety for law enforcement officials and members of the community. A reduction in potential officer and civilian fatalities and injuries resulting from law enforcement encounters with persons affected by mental illness is a crucial step toward building trust within the community. These strategies, if implemented properly, will better serve and improve the well-being of persons affected by mental illness, their families, and their neighborhoods, as well as enhance the quality of overall community-police relations.

Law enforcement agencies who wish to join the One Mind Campaign should visit the campaign webpage ([www.theiacp.org/OneMind Campaign](http://www.theiacp.org/OneMindCampaign)) and take the pledge by submitting a pledge form. A link to the pledge form is included on the webpage, along with resources to help agencies complete the four strategies. ♦

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- ☐ Security
- ☐ Univ./college library
- ☐ Other

Rank/Occupation

- ☐ Chief executive
- ☐ Sheriff
- ☐ Command staff
- ☐ Supervisory personnel
- ☐ Line officer
- ☐ Police civilian
- ☐ Crim. justice professor
- ☐ Police equipment dealer/distributor/manufacturer
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Population of Jurisdiction

- ☐ Under 2,500
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