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Law enforcement agencies are diligently seeking to increase legitimacy, establish trust, build (or rebuild) community-police relations, and improve the field. However, putting these concepts in practice can take many forms, and different communities require different approaches. This issue looks at some of the projects, initiatives, and ideas that can turn these nebulous goals into concrete actions as law enforcement worldwide grapples with policing in the 21st century.

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ARTICLES

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COLUMNS

The Institute for Community-Police Relations: Aiding Law Enforcement in Enhancing Community Trust

Law enforcement leaders recognize that not one single factor has been more essential to preventing and reducing crime levels than collaboration between law enforcement agencies and the communities they support and serve. In order for law enforcement to be truly effective, officers and agencies must have the active assistance of and support from every facet of our communities. Establishing and maintaining these crucial relationships in order to build a mutual understanding and level of trust with diverse communities requires time and is an ongoing effort.

In order to aid law enforcement agencies in their efforts to enhance community trust, the IACP has established the Institute for Community-Police Relations (ICPR) to provide guidance and assistance to law enforcement agencies. The ICPR is focused on several key elements to increase trust between communities and law enforcement, including culture, policies, and practices.

Although just 10 months into its existence, the ICPR has already begun advancing a universal culture of cohesion and trust between law enforcement officers and the communities they serve by providing agencies with the tools, resources, and guidance needed to help build community trust and engagement, foster transparency and accountability, and safeguard officer well-being, while reducing crime and increasing public safety.

In a series of projects dedicated to 21st-century policing strategies, the ICPR is working with law enforcement and communities to improve law enforcement leadership and culture, community engagement, officer safety and wellness, and policies and leading practices.

IACP highlights and showcases community engagement approaches via its popular blog series on best practices in advancing 21st century policing (www.theIACPblog.org). Follow the series to find out more about the Louisville, Kentucky, Metropolitan Police Department's weekly Peace Walks to build trust and legitimacy between the department and the community. The chief and several other officers walk around high-crime neighborhoods to engage the residents in a transparent and welcoming way. In Indio, California, the police department engages, educates, and supports the community through its Community Outreach Resource Program (CORP). CORP and the Community Outreach Court help reduce the effects of incarceration by working with social services and the court to reduce sentences for low-level offenders. Project Peace in Tacoma, Washington, builds a foundation of trust between historically marginalized communities and law enforcement through dialogue—the City of Tacoma and the Tacoma Police Department provide the public with information about police processes and practices and the community provides feedback.

In my own agency, the Doral, Florida, Police Department, we have a Neighborhood Resource Unit (NRU), in which officers interact with residents on a regular basis, helping them to build relationships, track possible suspicious activity in the neighborhood, and stay current on neighborhood concerns and needs. With a large Hispanic population in our community, we prioritize hiring for diversity and providing culturally sensitive services. More than 50 percent of our officers come from immigrant families, and 90 percent speak Spanish at a level of professional proficiency or higher. We also recognize the importance of engaging with the

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

youth through positive activities, such as field days, sports days, DARE, National Night Out, pedal with police events, and the radKIDS Personal Empowerment Safety Education program.

The ICPR also works in collaboration with CNA and 15 law enforcement agencies, including my own, to document and report their progress on implementing the recommendations of the President's Task Force on 21st Century Policing report. ICPR staff and consultants track the progress of each agency from the outset of its work to completion, documenting all aspects of the implementation approaches, including opportunities, obstacles, and successful implementation strategies. The 15 agencies' work will aid in the development of best practice guides based on the pillars within the task force report. To date, ICPR staff have conducted site visits to the Tucson, Arizona, Police Department; San Antonio, Texas, Police Department; and the Camden, New Jersey, Police Department to observe programs and practices related to officer safety and wellness. Future site visits are planned for the Lowell, Massachusetts, Police Department; Gun Lake Tribe, Minnesota, Department of Public Safety; and the Indio, California, Police Department.

The IACP entered into a partnership with Howard University to implement the Policing Inside-Out program to engage students, law enforcement officers, and community leaders with the ultimate goal of gaining a deeper understanding of each other's perspectives to further enhance community-police relations. Policing Inside-Out mixes "outside" participants (university students and community members) with "inside" participants (law enforcement officers). The IACP and Howard University completed their first 15-week class in December 2016, and are currently in the process of offering a second semester of classes. I was fortunate enough to attend the final closing ceremony of the inaugural semester, where participants—students and law enforcement officers alike—shared their eye-opening experiences and discussed how they all left with a different outlook and a greater understanding of each other that they planned to take back to their daily lives, jobs, and communities.

The Motorola Foundation has partnered with the ICPR on the Piloting 21st Century
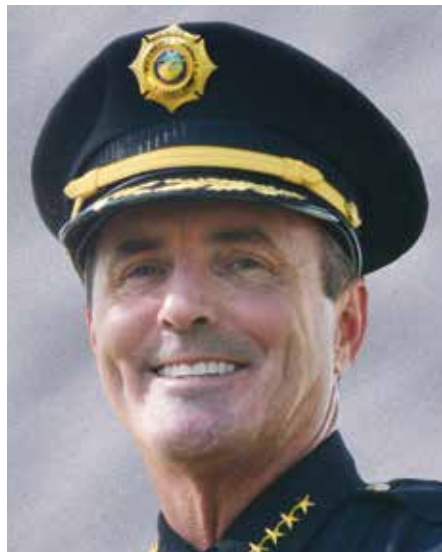
Policing Recommendations in Local Communities project to provide technical assistance to three pilot sites over a six-month period. Staff and subject matter experts will help each pilot site gather input about concerns, ideas, and priorities from officers and community members. Based on that feedback, a six-month action plan will be created to address identified short-term goals. A strategic plan for long-term goals will also be mapped out. Lessons learned will be shared with neighboring communities and departments, as well as documented on the ICPR website.

The ICPR is also in the process of launching a blog series and resource page to help law enforcement companions and family members. The intent is to provide support to law enforcement from all angles and increase awareness of officer safety and wellness. The companion blog series and resource page will be available soon.

Finally, the IACP and George Mason University (GMU) developed the *Evidence Assessment of the Recommendations of the President's Task Force on 21st Century Policing* publication. This document, as well as a trifold brochure that breaks this document down into an easy-to-read format, can be found on the ICPR website.

The resources, programs, and initiatives I have outlined are just the start of the ICPR's offerings. I encourage each and every one of you to visit the ICPR's website at www.theIACP.org/icpr and take advantage of these valuable tools.

These resources are meant to aid you as you work to continue efforts to strengthen and enhance community-police relations within your communities today and for years to come. All relationships, especially ones with our vital community members, require sustained engagement and collaborative approaches. It is my hope and the hope of the IACP that the ICPR will be there to guide you as you work to build and maintain these relationships, which are truly the cornerstone of policing. ❖

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 January, *Police Chief* asked our readers what element of 21st-century policing had proved the greatest challenge for their agencies. Here's what you told us:

Greatest Challenge for Agencies

- 34.6% — Balancing crime prevention with community engagment
- 13.5% — Adequate training for officers
- 15.4% — Connecting with diverse populations
- 13.5% — Managing traditional and social media
- 7.7% — Achieving openness and transparency
- 15.4% — Other
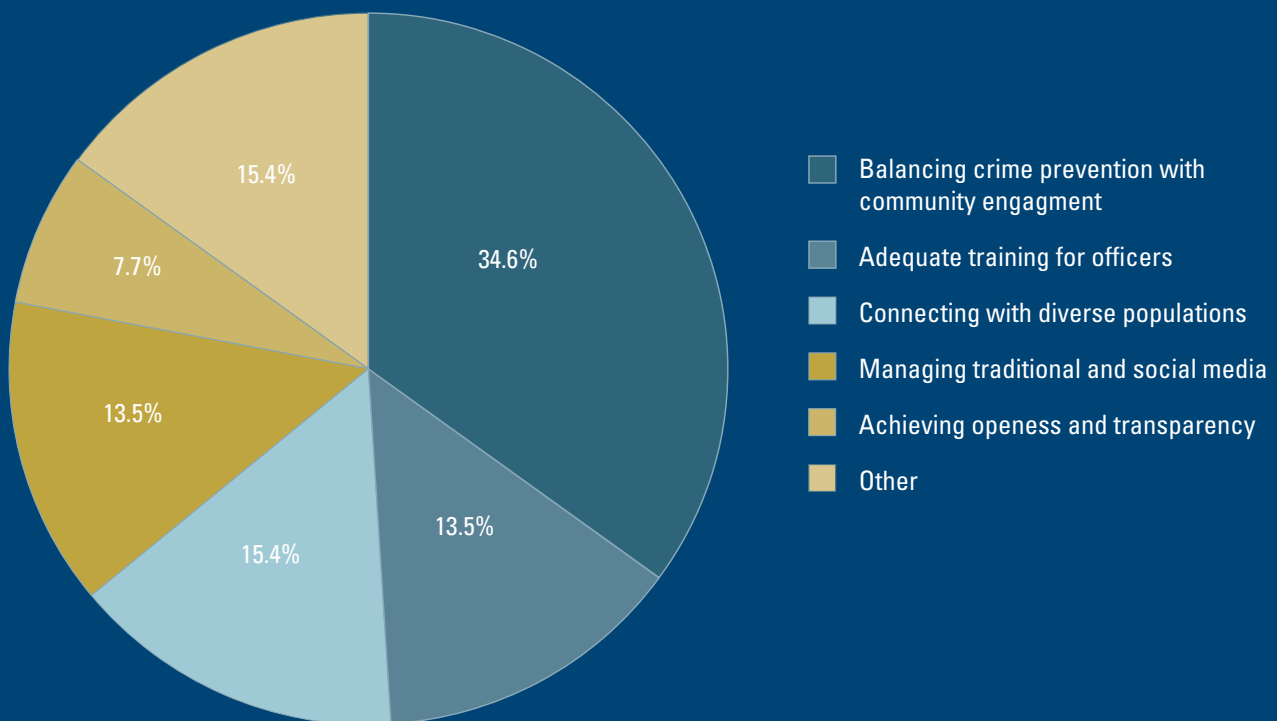
"The information campaign is a very delicate and difficult process to handle. With various forms of media available, the public is able to broadcast an event while the situation is unfolding (Facebook Live). This tends to hamper efforts of law enforcement to investigate and disseminate accurate information to meet the "openness and transparency" standard. Once it is out for the world to see, every law enforcement organization will spend extra time debunking myths and perceptions. We all must have a healthy relationship with traditional media and be engaged with various social media platforms. Briefing the public on critical information has to be done with the end in mind and an awareness of the audience that is being engaged."

—Michael J. Persely, Chief of Police
Albany Police Department, Georgia

> **Managing social media is a time-consuming task. If a member of the department is not assigned to the task it can quickly become outdated. Small departments have the challenge of not being able to assign someone to just social media or to have an amount of time dedicated to that.**
>
> —Name withheld
> Virginia

EDITOR'S NOTE

The January 2017 article, "Turning Around Problem Performance in Five Questions or Less" was previously published by Jim Bolton in ChangeThis *(2011) under the title "How to Turn Around Problem Performance in Five Questions or Less."*

Police Chief *apologizes for this oversight.*

YOUR TURN

What techniques do you use to relieve job-related stress?

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W   **http://theiacpblog.org**

IACP President Testifies on Mental Health Care and Law Enforcement's Role

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

On February 15, 2017, IACP President Donald W. De Lucca testified before the U.S. Senate Appropriations Subcommittee on Labor, Health and Human Services, Education, and Related Agencies' Hearing on Mental Health Care: Examining Treatments and Services.

In his testimony, President De Lucca emphasized that the lack of mental health treatment options or mental health centers has left law enforcement officers as the de facto mental health providers in their communities.

Individuals with whom officers come in contact often have mental illness and, at the same time, are using or addicted to drugs, alcohol, or both. Sorting out these overlapping problems and providing smart, cost-effective, and easily accessible solutions to address them presents a challenge for law enforcement agencies and program infrastructure.

Mental health program availability for the individuals with mental illness whom officers encounter is often not available or the waiting periods to access those programs are so long that they render the services useless.

IACP President Donald W. De Lucca testifies on Capitol Hill

President De Lucca stressed that legislative and funding support is absolutely essential to the success of local efforts to build safer communities by enhancing law enforcement's response to persons with mental illness.

Communities must have adequate resources for treatment, housing, and other support services so that law enforcement officers can help prevent the criminalization of mental illness by diverting eligible individuals to non-justice alternatives. Funding assistance in the way of training, equipment, grants for innovative approaches to help encourage partnerships, and mental health courts are imperative and should be a priority for the U.S. Congress.

Other witnesses on the panel included Dr. Joseph Parks, PhD, medical director, National Council for Behavioral Health; Dr. David M. Johnson, EdD, LMHC, chief executive officer, Navos Mental Health Solutions; and Dr. Dennis S. Freeman, PhD, chief executive officer, Cherokee Health Systems.

To view the hearing and to read a full copy of President De Lucca's testimony, visit the U.S. Senate Appropriations Committee website at www.appropriations.senate.gov/hearings/mental-health-care_examining-treatments-and-services-or the IACP website at www.theIACP.org/letterstestimony.

Senator Jeff Sessions Confirmed as Attorney General of the United States

On February 8, 2017, Senator Jeff Sessions was confirmed as attorney general of the United States by a vote of 52-47.

The IACP officially endorsed the nomination of Attorney General Sessions and is looking forward to working with the new attorney general and the Department of Justice on the issues of importance to law enforcement.

U.S. President Issues New Executive Orders

On February 9, 2017, U.S. President Donald Trump issued three new executive orders pertaining to law enforcement and criminal justice.

Presidential Executive Order on a Task Force on Crime Reduction and Public Safety: The order directs Attorney General Jeff Sessions to create a task force to develop strategies and propose new legislation to reduce crime, highlighting illegal immigration, drug trafficking, and violent crime. The task force would also be charged with identifying deficiencies in existing laws that have made them less effective in reducing crime, evaluating the availability and adequacy of crime-related data, and identifying measures that could improve data collection. The task force would be responsible for submitting yearly reports to the president.

Presidential Executive Order on Preventing Violence Against Federal, State, Tribal, and Local Law Enforcement Officers: The executive order calls on the U.S. Department of Justice to enhance the protection and safety of law enforcement by increasing penalties for crimes committed against officers.

The attorney general is also instructed to review and determine whether existing federal laws adequately protect law enforcement and propose legislation to better protect officers. The order directs the U.S. Department of Justice to evaluate all grant funding programs currently administered by the agency to determine the extent to which its grant funding supports and protects officers and propose recommended changes to the president to grant funds based on the evaluation.

Presidential Executive Order on Enforcing Federal Law with Respect to Transnational Criminal Organizations and Preventing International Trafficking: The executive order outlines steps to be taken to reduce organized crime, including criminal gangs, cartels, and racketeering organizations. The order identifies human trafficking, drug smuggling, financial crimes, cybercrime, and corruption as threats to public safety and national security.

It encourages enhanced cooperation with foreign counterparts against transnational criminal organizations and subsidiary organizations and an increase in information sharing among federal agencies and law enforcement.

It also directs the secretary of state, the attorney general, the secretary of homeland security, and the director of national intelligence or their designees to co-chair and direct the Threat Mitigation Working Group, which will review and recommend changes and strategies to federal agencies' practices in a report to the president within 120 days.

To view the complete text of these executive orders, visit the White House website at www.whitehouse.gov/briefing-room/presidential-actions/executive-orders. ❖

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Taking Care of Your Own: Sustaining a Culture of Crash Prevention Efforts in Law Enforcement

By Kirk McLean, Acting Captain, Prince George's County, Maryland, Police Department

Each day in the lives of local and international law enforcement professionals requires balancing officer safety concerns with serving and protecting citizens and communities. It's no secret that law enforcement officers face danger, but many officers say they do so to make a positive difference, to help those less fortunate, or to serve as guardians in their communities. Whatever the reason is, police officers choose to take an oath that requires them to serve and protect their community in multiple ways. Police officers taking care of the community is what the job is all about—and it should be. However, law enforcement officers should not forget to take care of themselves and each other in the process.

Law enforcement agencies need to be pro-active in managing risks that affect officers, and vehicle collisions are one type of risk that must not be overlooked. According to the Officer Down Memorial Page, line-of-duty deaths caused by automobile-related injuries was one of the leading causes of officer fatalities in 2016.[1] Creating a culture in law enforcement where all members of the agency take an active role in education, awareness, and prevention of those crashes is paramount to saving lives, including those of police officers. Prince George's County, Maryland, Police Department (PGPD) is an example of a department that embodies the culture of trying to prevent and reduce police-related crashes.

This culture involves all personnel (civilian and sworn) taking an active role in ensuring that they're doing all they can to prevent these tragic incidents. This departmental safe driving initiative is called Arrive Alive. As referenced in *The Final Report of the President's Task Force on 21st Century Policing*, the campaign focuses on safer officer driving behaviors, seeking a commitment from 100 percent of the personnel to use their seat belts.[2] Incentives and positive peer pressure are two key ingredients that help make the initiative a success. Driving at reasonable speeds and being more attentive while driving are additional key focus areas of the initiative,

and education and awareness of the inherent dangers associated with vehicle crashes are important strategic elements of the campaign.

Each year, the sworn and civilian members of the PGPD are required to attend in-service training. This training is held weekly to accommodate all of the staff. To complement this state-required training curriculum, Police Chief Henry P. Stawinski, III, has also mandated that additional education and awareness about safe driving behaviors be revisited during this period. During in-service training, the chief of police, the assistant chief, or one of four deputy chiefs presents the Arrive Alive campaign to each in-service class. In this setting, the rank and file are encouraged to discuss whatever comes to their minds about this topic, whether it be a colleague who was killed in a vehicle crash, trends of police vehicle crashes, or ways that the police culture can continue to address

and reduce these events. Not one eye is dry in the classroom after an officer discusses a peer's death in a vehicle crash and realizes that the peer possibly could have survived had the peer done something as small as wearing a seat belt. Recent research by the National Highway Traffic Safety Administration shows that front seat occupants of vehicles who wear their seat belts during collisions are 45 percent less likely to suffer a fatal injury and 50 percent less likely to suffer critical injuries.[3] Mid-level managers and supervisors within the agency also do their part in contributing to the culture of Arrive Alive.

In roll calls and in informal meetings with personnel, the lieutenants and sergeants reinforce the campaign's message about practicing safe vehicle-handling habits. In each district station roll call room and in every division, a conspicuous sign is posted that identifies how many preventable vehicle collisions occurred within that

Example of weekly driver safety message

KEEP AT LEAST A THREE SECOND INTERVAL FROM THE VEHICLE IN FRONT OF YOU AND LONGER ON RAINY DAYS. THIS GIVES YOU TIME TO REACT IN CASE OF SUDDEN STOPPING.
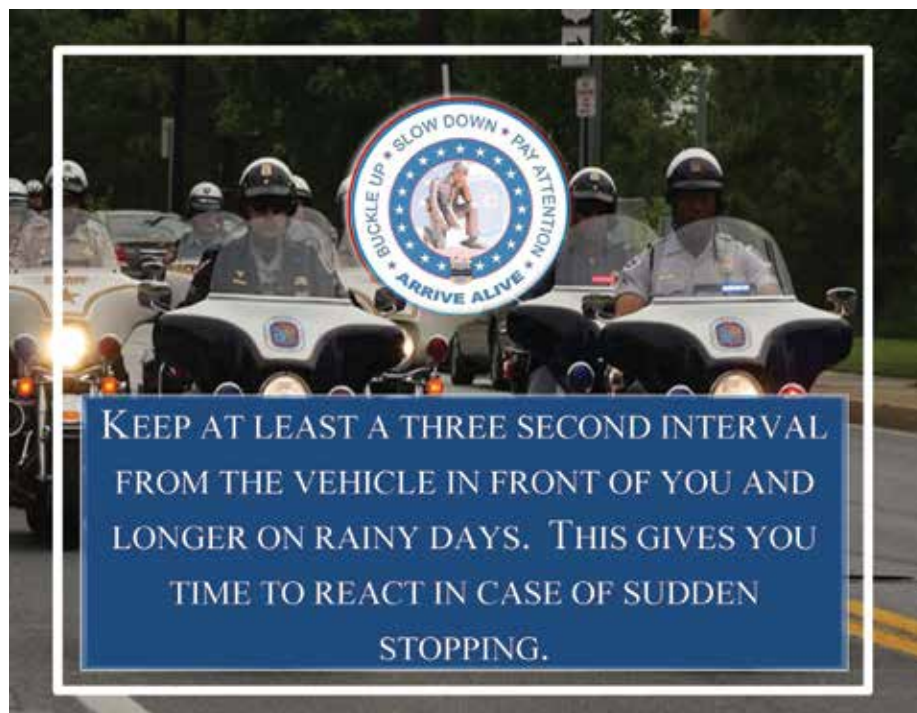
respective district or division. These signs help reinforce the message that all should be mindful of safer driving habits. Supervisors routinely conduct inspections of their subordinates' cars to ensure that the necessary safety standards are maintained and that the Arrive Alive sticker is affixed to each employee's vehicle dashboard. This sticker displays the PGPD logo and simply reads, "Buckle Up, Slow Down, Pay Attention, Arrive Alive." The sticker is meant to serve as a constant visual reminder to follow these simple steps to preserve the occupants' safety and lives. Captains and majors also participate in reinforcing the messages of the campaign by engaging staff in conversations about driver safety. Each week of the year, a different driver safety message graphic is emailed to all departmental personnel by the command staff. Those weekly emails not only include a new safety message but they also contain a different familiar departmental photograph to serve as an additional discussion piece. Supervisors actively create dialogue surrounding the weekly message in roll calls with their staff. In addition, emergency dispatchers broadcast vehicle safety messages daily, during all three patrol shifts, to remind all employees of the new message and of the seriousness of the campaign.

Officers within the PGPD are also rewarded for their safe driving efforts. The incentives surrounding safe driving include receiving more favorable annual performance evaluations, and Good Conduct Award certificates are presented

Arrive Alive vehicle sticker

annually to personnel partly because they have not been involved in any preventable vehicle collisions. Awards are also considered for the district station with the highest rate of employee safe driving performance. Furthermore, PGPD members can be awarded additional annual leave if they reflect outstanding driving habits and do not cause any on-duty vehicle crashes.

Law enforcement officers should embrace a culture of safer vehicle operation habits and begin by policing their own into a culture of crash awareness and prevention measures. If

these efforts reduce the number of critical injuries and fatalities within an occupation where this is a leading cause of death, then why not to do so? Sustaining a culture where police officers actively discuss ways to protect themselves and arrive alive is serious business. Law enforcement officers take the oath to protect the communities in which they serve, but they must also take care of each other. By constantly engaging their staff about the ramifications of unsafe vehicle handling, agencies are well on their way to increasing day-to-day safety for their officers. ❖

Notes:

[1]Officer Down Memorial Page, "Honoring Officers Killed in 2016," http://www.odmp.org/search/year?year=2016.

[2]President'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): 67, https://cops.usdoj.gov/pdf/taskforce/TaskForce_FinalReport.pdf.

[3]Timothy M. Pickrell and Ruby Li, "Seat Belt Use in 2015—Overall Results," *Traffic Safety Facts*, February 2016, https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/812243.

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.

Leveraging Foot Patrol to Strengthen Community-Police Relations

By Brett M. Cowell, Project Associate, Police Foundation, and Anne L. Kringen, PhD, Assistant Professor, Criminal Justice, University of New Haven, Connecticut

Perhaps the most important finding of the study is the confirmation that foot patrols, if carefully planned and deployed, can facilitate relationship-building between the community and officers, even in areas where a trust deficit may have historically existed.

In 2016, the Police Foundation examined how five U.S. law enforcement agencies have returned to a policing tradition—foot patrol—to engage and build relationships with their communities. The study highlights the positive interactions occurring between foot patrol officers and community members, even in some of the most challenging communities. Drawn from interviews with supervisors, foot patrol officers, and community members, the study's findings suggest that foot patrols facilitate relationship building between the agency and the community and enhance the enforcement and problem-solving capabilities of law enforcement. Combined with other scientific evidence that suggests law enforcement can reduce serious crime by using foot patrols, it may be time to "go back to the future" with foot patrols, particularly in high-risk areas.[1]

Overview of Research

Law enforcement has a long tradition of foot patrol. However, as policing has evolved, foot patrol has largely been replaced in favor of the speed, efficiency, utility, and comfort offered by patrol vehicles. Yet, as many agencies and executives look for ways to reengage their communities and more fully integrate a culture of community policing within their organizations, foot patrols are becoming more common and valued.

The Police Foundation recently identified and examined five agencies utilizing different foot patrol strategies to interact, engage, and build stronger relationships with their communities: Cambridge, Massachusetts, Police Department; New Haven, Connecticut, Police Department; Kalamazoo, Michigan, Department of Public Safety; Evanston, Illinois, Police Department; and Portland, Oregon, Police Bureau. Through semi-structured interviews with supervisory officers, focus group interviews with community members and foot patrol officers, and observation, each agency's foot patrol strategy was detailed and the attitudes of officers and community members were analyzed.

Key Findings

The findings of the Police Foundation study, entitled *Engaging Communities One Step at a Time: Policing's Tradition of Foot Patrol as an Innovative Community Engagement Strategy*, focus on two distinct areas: (1) the perceived benefits of foot patrol, noted by officers and supported by community member statements, and (2) the challenges associated with implementing and maintaining foot patrols.

Benefits of Foot Patrol

Perhaps the most important finding of the study is the confirmation that foot patrols, if carefully planned and deployed, can facilitate relationship-building between the community and officers, even in areas where a trust deficit may have historically existed. This benefit is realized through increased time and interaction with community members, increased approachability of officers on foot versus officers in patrol vehicles, and a humanizing effect whereby community members begin to see officers as people through personal, face-to-face interactions.

Another significant benefit of foot patrol is that it can enhance the enforcement and problem-solving capability of law enforcement through the familiarity and relationships that foot patrol officers develop with members of the community. Researchers found that relationships with the community increased the flow of information to the foot patrol officers regarding crimes and community concerns, enabling the officers to more successfully solve crimes and address community concerns, including concerns that might not have otherwise come to light. Additionally, researchers noted that the relationships developed between foot patrol officers and the community were instrumental in the community's acceptance of aggressive gun-crime enforcement tactics at one particular study site.

Researchers also found other benefits of foot patrol, such as positive changes in how the community views its officers and wellness benefits for the officers involved.

Challenges for Implementation

Staffing allocations and efficiencies are important considerations when establishing a foot patrol. There is little doubt that foot patrol doesn't have the efficiencies of motorized patrol, and some of the agencies studied were struggling to maintain their foot patrols while also keeping enough officers available to respond to calls for service that cannot be handled by foot patrol officers.

Supervisors also noted that traditional productivity measures, such as the number of arrests and citations, may be inappropriate or insufficient for assessing the performance of foot patrol officers. Many supervisors suggested that because the officers are developing relationships with the community, the community's feedback on the officers is a much better indicator of performance.

Organizational dynamics and culture is also a consideration, as foot patrol officers in the study commented on a lack of appreciation and support for their role from other patrol elements

and departmental units. It was noted that foot patrol is not necessarily aligned with the more traditional crime-control model of policing that emphasizes arrests, citations, and enforcement.

Implementation Guidance for Agencies

The benefits identified in this study and others may be attributable to the way in which these agencies deploy their officers. Similarities across these agencies and those in other studies provide important lessons learned that can be replicated:

- Acknowledge and sanction the purpose of the foot patrols—community engagement and problem-solving.
- Provide officers the requisite time to engage and build relationships by shifting calls for service to others when possible and appropriate.
- Deploy the same foot patrol officers to the same places consistently.
- Commit to long-term deployments of foot patrol officers.

Related to these principles, agencies should think and plan foot patrols carefully to have the maximum impact with the best chances of success within and outside of the agency. The study suggests consideration of the following:

1. Purpose–Agencies and officers should have a clear rationale for implementing a foot patrol deployment and be able to articulate the goals they hope to accomplish.
2. Resources–Agencies should evaluate available resources and ensure that sufficient support exists to enact meaningful amounts of foot patrol.
3. Continuity–Agencies should plan foot patrol strategies to maximize the potential benefits. This stratagem implies that foot patrol will be maintained in areas where it is implemented rather than quickly rotated through different areas. Likewise, it also implies that officers engaged in foot patrol efforts in specific areas continue to work in those areas to give the officers the opportunity to develop in-depth relationships with members of the community.

4. Commitment–Agencies should ensure that there is sufficient support to maintain foot patrols over an extended period of time in designated areas to maximize the positive benefits of improved trust and to sustain the impact. ❖

Note:

[1]For example, see Jerry H. Ratcliffe et al., "The Philadelphia Foot Patrol Experiment: A Randomized Controlled Trial of Police Patrol Effectiveness in Violent Crime Hotspots," *Criminology* 49, no. 3 (2011): 795-831; Eric L. Piza and Brian A. O'Hara, B "Saturation Foot Patrol in a High-Violence Area: A Quasi-Experimental Evaluation," *Justice Quarterly* 31, no. 4 (2014): 693–718; Barak Ariel, Christobel Weinborn, and Lawrence W. Sherman, "'Soft' Policing at Hot Spots—Do Police Community Support Officers Work? A Randomized Controlled Trial," *Journal of Experimental Criminology* 12, no. 3 (2016): 277–317.

To read *Engaging Communities One Step at a Time: Policing's Tradition of Foot Patrol as an Innovative Community Engagement Strategy,* please visit the Police Foundation website at www.policefoundation.org/publication/engaging-communities-one-step-at-a-time.

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.*

"Legal" or Not, Peace Officers Cannot Smoke Marijuana

By Martin J. Mayer, General Counsel, California Police Chiefs Association

In memoriam: We regret to inform you that the author of this column, Mr. Martin J. Mayer, passed away in January 2017. Mr. Mayer was a skilled legal counsel, an active participant in IACP's Legal Officers Section, and the author of many valuable Chief's Counsel columns for The Police Chief. *The contributions and work Mr. Mayer performed on behalf of the association and law enforcement over his many years of service were remarkable, and his advice and counsel will be missed.*

At the end of 2016, approximately 28 U.S. states and the District of Columbia had decriminalized marijuana for medical purposes, recreational purposes, or both.[1] Each state's laws vary to significant degrees, but one thing is constant—their laws do not make marijuana "legal." States do not have the authority to legalize the drug; however, they can decriminalize it under their state laws.

However, the increase in states decriminalizing marijuana has raised the question of whether or not, in those states, law enforcement officers can use marijuana.

Law enforcement officers take an oath to, among other things, bear true faith and allegiance to the Constitution of the United States, as well as the constitutions of their individual states. The use or possession of marijuana is currently a felony under U.S. federal law, and officers are obligated to obey all laws, even if

their state chooses not to prosecute individuals who violate those laws (as in states where marijuana has been decriminalized).

This restriction applies to medical marijuana, not just recreational marijuana. The U.S. Supreme Court, in *Gonzales v. Raich,* ruled that under the Commerce Clause of the U.S. Constitution, Congress may criminalize the production and use of homegrown cannabis, even if states approve the drug's use for medicinal purposes.[2]

In addition, under federal law, specifically 18 U.S.C. §922(g)(3), no person "who is an unlawful user of… any controlled substance" may "possess… or… receive any firearm or ammunition."[3] On September 21, 2011, the U.S. Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) issued an "Open Letter to All Federal Firearms Licensees" that stated, in part, the following:

> [A]ny person who uses or is addicted to marijuana, regardless of whether his or her State has passed legislation authorizing marijuana use for medicinal purposes, is an unlawful user of or addicted to a controlled substance, and is prohibited by Federal law from possessing firearms or ammunition.[4]

This prohibition includes peace officers, who typically carry firearms as part of their job.

Furthermore, in 2008, the California Supreme Court held, in *Ross v. Ragingwire Telecommunications, Inc.,* that

> Nothing in the text or history of the Compassionate Use Act suggests the voters intended the measure to address the respective rights

and duties of employers and employees. Under California law, an employer may require pre-employment drug tests and take illegal drug use into consideration in making employment decisions.[5]

As such, even the use of marijuana for medical reasons in a state that has decriminalized the drug's use does not preclude an employer from refusing to hire any applicant or terminating any employee who uses the drug. Again, this law includes law enforcement officers.

On August 31, 2016, a three-judge panel of the Ninth Circuit U.S. Court of Appeals, in *Wilson v. Lynch,* affirmed the dismissal of a complaint alleging that federal statutes, regulations, and guidance, including ATF's "Open Letter to Federal Firearms Licensees," violated the Second Amendment of the U.S Constitution, as well as the First and Fifth Amendments. In so doing, the Ninth Circuit upheld the federal prohibition against transferring or selling firearms or ammunition to persons holding a medical marijuana card authorized under state law.[6] It follows that a peace officer would also be barred from possessing a firearm or ammunition if he or she possessed a medical marijuana card or used the drug, even for medical purposes.

The *Wilson* court stated that

> Marijuana is classified as a Schedule I controlled substance under the Controlled Substances Act, 21 U.S.C. § 812. As a Schedule I controlled substance, marijuana, under federal law, is deemed to have "no currently accepted medical use in treatment, [and] [t]here is a lack of accepted safety for use of the… substance under medical supervision."[7]

California has allowed marijuana use for medical purposes under state law for more than 20 years. Recently, California passed an initiative that also decriminalized marijuana for recreational use by adults 21 or older.[8] However, the new state Health & Safety Code section 11362.45(f), allows employers to prohibit marijuana use by their employees and, furthermore, to insist on complying with state and federal laws.

> Nothing in Section 11362.1 shall be construed or interpreted to amend, repeal, affect, restrict, or preempt:
> (f) The rights and obligations of public and private employers to maintain a drug and alcohol free workplace or require an employer to permit or accommodate the use, consumption, possession, transfer, display, transportation, sale, or growth of marijuana in the workplace, or **affect the ability of**

employers to have policies prohibiting the use of marijuana by employees and prospective employees, or prevent employers from complying with state or federal law. (emphasis added)[9]

Since many, if not virtually all, law enforcement agencies in the United States receive federal grants to some degree, and since those grants all require that the entity receiving them guarantees a drug-free workplace, knowingly allowing employees to consume marijuana, on or off duty, might jeopardize those grants. The California initiative also explicitly allows employers to prohibit all employees from using marijuana, whether for medical or recreational reasons—a right that applies not only to private industry employers, but also to public safety employers, such as law enforcement agencies.

Other states have also passed laws that decriminalize the recreational use of marijuana in their jurisdictions. For example, on November 8, 2016, Massachusetts approved a ballot measure that, as of December 15, 2016, decriminalized marijuana use for recreational purposes.[10] Law enforcement officials in Massachusetts are also confronting the issue of whether peace officers can now (legally) consume marijuana.

There is, as a result, extensive discussion among Massachusetts police chiefs, anticipating that labor unions will fight any attempt to discipline officers based on the use of marijuana. Nonetheless, management of law enforcement agencies have expressed great concern over this issue and have taken the position that officers cannot use marijuana—on or off the job.[11]

Conclusion

An examination of relevant case law, as well as federal and state regulations, as presented herein, suggest that peace officers cannot cultivate, possess, or use marijuana, even if their states have approved it, without violating federal law and without being barred from possessing weapons. It is imperative, therefore, that law enforcement agencies adopt policies to give clear guidance to officers about the prohibition on using marijuana. It seems inevitable that there will be litigation on this issue, and it is always beneficial if clear and concise policies are in place. It is important that law enforcement personnel are aware of what is acceptable and what is not. ❖

Notes:

[1] Janice Williams, "Legal Marijuana States See Flood of New Weed Products as Cannabis Goes Mainstream," *International Business Times*, January 11, 2016, http://www.ibtimes.com/legal-marijuana-states-see-flood-new-weed-products-cannabis-goes-mainstream-2469784.

[2] *Gonzales v. Raich*, 545 U.S. 1 (2005).

[3] Firearm Possession Prohibition, 18 U.S.C. §922(g)(3), https://www.gpo.gov/fdsys/pkg/USCODE-2011-title18/pdf/USCODE-2011-title18-partI-chap44-sec922.pdf .

[4] Arthur Herbert, "Open Letter to All Federal Firearms Licensees," September 21, 2011, https://www.atf.gov/file/60211/download.

[5] *Ross v. Ragingwire Telecommunications, Inc.*, 42 Cal. 4th 920 (2008).

[6] *Wilson v. Lynch*, 835 F.3d 1083 (2016).

[7] *Id.*, citing the Controlled Substances Act, 21 U.S.C. § 812 (b)(1)(B) & (C).

[8] Peter Hecht, "California Voters Approve Proposition 64 and the Recreational Use of Marijuana," *The Sacramento Bee*, November 8, 2016, http://www.sacbee.com/news/politics-government/election/california-elections/article113422398.html.

[9] California Health and Safety Code §11362.45(f) (passed November 8, 2016), https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=HSC&division=10.&title=&part=&chapter=6.&article=2.

[10] Joshua Miller, "Mass. Voters Say 'Yes' to Legalizing Marijuana," *Boston Globe*, November 8, 2016, https://www.bostonglobe.com/metro/2016/11/08/pot/nn0rImK95SxMkC9Y0GaKsI/story.html.

[11] Neal Simpson, "Legal or Not, South Shore Police Chiefs Say Cops Can't Use Pot," *The Patriot Ledger*, November 19, 2016, http://www.patriotledger.com/news/20161118/legal-or-not-south-shore-police-chiefs-say-cops-cant-use-pot.

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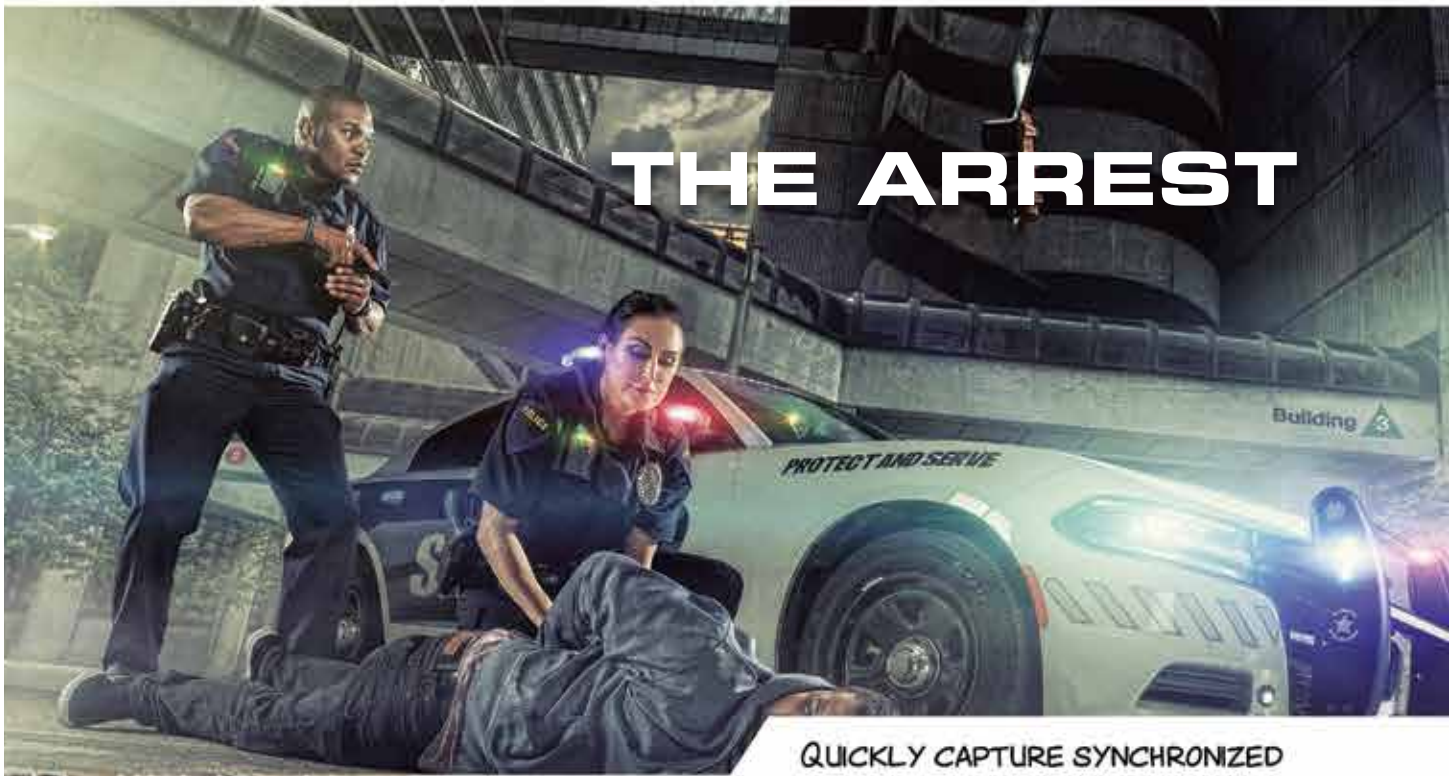
THE ARREST

QUICKLY CAPTURE SYNCHRONIZED VIDEO OF THE ARREST FROM MULTIPLE VANTAGE POINTS.
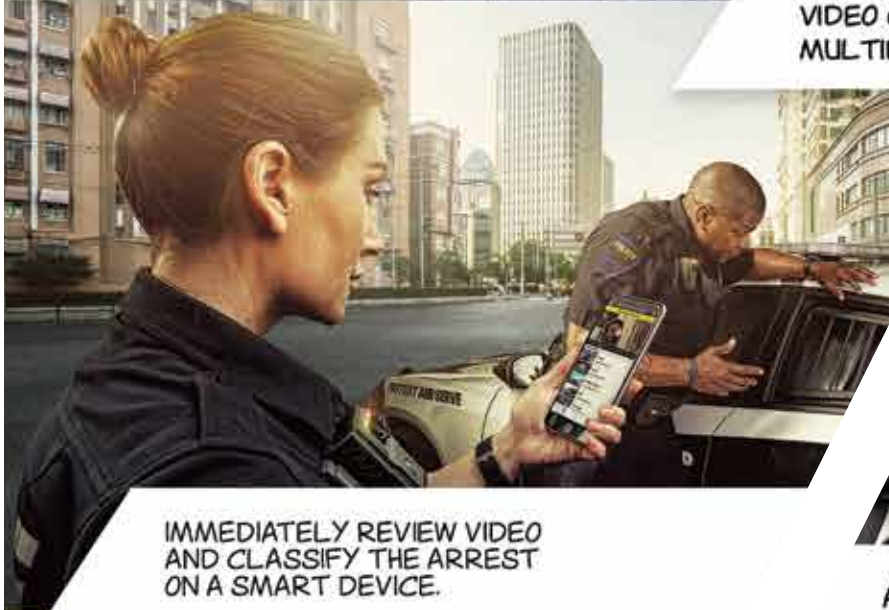
IMMEDIATELY REVIEW VIDEO AND CLASSIFY THE ARREST ON A SMART DEVICE.

AUTOMATICALLY UPLOAD ALL VIDEO WHEN IN RANGE OF THE STATION WI-FI SIGNAL.

THE REVIEW

EASILY REVIEW ALL VIDEOS OF THE ARREST THAT HAVE BEEN SYNCHRONIZED BY THE EVIDENCE MANAGEMENT SYSTEM.

A JOB WELL DONE

FORWARD MOMENTUM:

By Tammy Felix, Research Scientist; Laura Kunard, PhD, Senior Research Scientist; James "Chip" Coldren, PhD, Managing Director, Justice Programs; and James "Chips" Stewart, Director, Public Safety, CNA

Tremendous changes within the field of law enforcement have taken place over the last several years. When the U.S. Department of Justice released the *Final Report of the President's Task Force on 21st Century Policing in 2014*, law enforcement agencies across the United States took notice.[1] Professional law enforcement associations and international organizations endorsed the recommendations in the report, and many law enforcement agencies began implementing them. The Office of Community Oriented Policing Services' (COPS Office's) Advancing 21st Century Policing Initiative (A21CPI) serves to support agencies' implementation activities by documenting and demonstrating a variety of strategies for implementing the task force's recommendations and action items and by encouraging other agencies to adopt similar strategies. The purpose of the project is to showcase strategies focused on technology, procedural justice, crime reduction, community police relationships, officer safety, and training.

CNA, working in partnership with the COPS Office and in cooperation with the International Association of Chiefs of Police

(IACP), provides technical assistance to 15 agencies participating in the initiative to strengthen and sustain implementation of the recommendations and action items. In a time when law enforcement agencies are being asked to "do more with less," this project will give nonparticipating agencies solid ideas for how to accomplish that task. These 15 agencies are implementing promising practices and strategies to improve public safety and officer safety and to better engage the public despite budgetary constraints.

Technology

A21CPI seeks to better understand the implementation, use, and evaluation of technology and social media by law enforcement agencies to improve policing practices. The Tucson, Arizona, Police Department's (TPD) Real-Time Analytical Crime Center (TRACC) is one example of such use. In reorganizing its structure, TPD sought to centralize its data collection systems (i.e., the records management system, computer-aided dispatching, and other databases such as COPLINK) into one location staffed 24 hours a day by

analysts and sergeants. The TRACC provides analytical support to the officers as they respond to calls and provides division commanders with predictive analyses of criminal activity and traffic accidents by examining trends and hotspots in particular areas. The analyses provided by the TRACC go beyond simple collection and disbursement of statistics and provide more detailed analyses of the motivations behind criminal activity. This tool and the data systems that support it provide TPD patrol officers with real-time data that they can use in addition to traditional policing methods to better respond to calls for service. This technology also helps to reduce the time officers spend on calls and allows them more time to concentrate on crime prevention techniques. By combining and consolidating these resources, TPD has increased the efficiency of its crime analysis efforts and uses the system's outputs to enhance and enable its crime prevention and reduction efforts. Similar examples of innovative approaches to data-informed policing strategies are found throughout the agencies participating in the initiative and reinforce the desires of the profession to utilize data

Examples from the Advancing 21st Century Policing Initiative

efficiently and effectively to reduce crime and improve public safety.

Procedural Justice

In order to be effective, departmental policies should serve to improve operations, enhance public safety, and reflect community values by addressing topics such as use of force, managing mass demonstrations, consent before searches, racial profiling, and performance measures. The Indio, California, Police Department's (IPD's) orientation toward internal and external procedural justice exemplifies an approach to policy revision that positively affects officer safety, community-police relations, and crime reduction. IPD infused the concept of procedural justice into policies related to standards of conduct, patrol, bias-based profiling, training, crisis intervention, and de-escalation, as well as selection processes for promotions and special assignments.

IPD also incorporates procedural justice into its training strategy. IPD plans to tailor a California Peace Officer Standards and Training (POST)-certified training course on procedural justice to its organization,

obtain POST approval, and then roll out the training with the goal of training the entire force. In addition, IPD formally recognizes officers who exemplify leadership in following the principles of procedural justice. The department frequently gives a Restrained Use of Force award to police officers for their effective use of de-escalation techniques that prevent use of force and possible injury to officers and members of the community. This intense focus on ensuring that policies are congruent to departmental goals and philosophies has helped IPD to maintain consistency and to build a culture of transparency within the department.

Nearly all of the sites participating in the initiative have incorporated principles of procedural justice into their written plans; however, some of the sites note that, for the policy to be effective, it must be reinforced through leadership, training, and operations. Ensuring a comprehensive approach that is embraced by all ranks and functions within the department can be challenging and must be done with consistency. According to the participating sites, one way to meet this challenge is to allow officers and members of

the public to review and provide input on policies, both formally and informally. This process to create stakeholder buy-in helps to define responsibilities and expectations, improve transparency, and enhance public safety.

Crime Reduction

Applying community policing strategies and involving community stakeholders is critically important to aiding departmental crime reduction and prevention efforts. Participating agencies are implementing inventive community engagement plans that use dynamic, multidisciplinary team approaches for planning for, responding to, and solving problems. The San Antonio, Texas, Police Department's (SAPD's) San Antonio Fear Free Environment (SAFFE) Unit is one such example. Established in 1994, the unit is key to the department's efforts to engage with community members and to reduce and prevent crime. SAFFE officers establish and maintain day-to-day interactions with residents and businesses within their assigned beats. SAFFE officers also serve as liaisons to other city agencies,

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working closely with schools and youth programs, coordinating graffiti-removal activities, and serving as resources to residents who want to get involved in crime prevention activities. This program has been well-received by the community and has helped to do more to prevent and reduce crime with limited resources.

Community-Police Relationships

Building trust with the community is a critical component of maintaining positive community-police relations. Many of the participating sites have established programs designed to increase officer profiles in the communities they serve. Participating departments are encouraging their officers to engage with their communities in non-enforcement capacities in an effort to build the community-police relationships and partnerships that are vital to policing and maintaining public safety. Realizing this need, the Columbia, South Carolina, Police Department (CPD) began an extremely successful program called Beyond the Badge last year. New CPD officers participate in a community outreach program between completing their academy training and beginning their field training to kick off their law enforcement careers and bridge the gap between new officers and the communities they serve. The rookie officers spend five days serving at a variety of local organizations to build and maintain valuable community partnerships. This community engagement activity helps the new officers understand the needs and perspectives of community members, both service providers and service recipients, which is a critical element in establishing effective community-police relationships.

Officer Safety

Successful strategies for implementing officer wellness and safety policies and programs require a multi-partner effort. In order to adequately address officer safety, departments must grapple with topics and policy revisions relating to shift lengths; equipment needs, such as tactical first-aid kits and antiballistic vests; and safety guidelines, such as the use of seat belts. The Lowell, Massachusetts, Police Department (LPD) adopted a policy requiring first aid kits, vests, and AEDs (defibrillators) in patrol cars. LPD has also recently implemented driver safety courses; driver safety is often an overlooked topic in law enforcement training, but it is a simple, straightforward way to reduce officer injuries and costs. In addition to these considerations, LPD has convened a training committee to discuss officer safety and wellness, among other topics, and how best to incorporate the issue into the overall training curriculum. Finally, the LPD employee assistance program (EAP) is well-known and respected by LPD officers.

Another notable example is the South Dakota Highway Patrol's (SDHP's) prioritization of officers' de-escalation skills. SDHP has made officer safety and wellness a priority and view it as linked to de-escalation. SDHP troopers are trained in and have developed outstanding de-escalation tactics. While officers in urban police agencies can often count on backup to arrive within minutes while on a call, troopers in statewide agencies like the SDHP are often alone with a suspect or multiple suspects for long periods of time before backup arrives. The SDHP troopers recognize the importance of interpersonal and de-escalation skills that allow for a potentially volatile call to stay calm.

Training

Providing meaningful training to officers is a challenge, especially in a time of change. The A21CPI provides implementation strategies on topics such as international terrorism, evolving technologies, rising im-migration, changing laws, new cultural mores, and a growing mental health crisis. The Camden County, New Jersey, Police Department's (CCPD's) Ethical Protector training is a department-wide initiative that stresses de-escalation, tactical communications, and the sanctity of human life. Rather than simply assigning the new training to regular training personnel, the department identified and recruited approximately 20 informal leaders within the agency.

THE IACP INSTITUTE FOR COMMUNITY-POLICE RELATIONS

The ICPR is designed to provide assistance to U.S. law enforcement agencies looking to enhance community trust by focusing on culture, policies, and practices.

The ICPR advances a culture of cohesion and trust between police and the communities they serve by applying 21st-century policing concepts. The ICPR provides law enforcement agencies with the tools, resources, and guidance they need to build community trust and engagement, foster transparency and accountability, and safeguard officer well-being—while reducing crime and increasing public safety.

Since its debut last spring, the ICPR has developed educational materials, provided training and technical assistance to support task force recommendations, piloted innovative approaches to build community-police trust, and provided interagency mentoring to increase the use of 21st-century policing practices.

For more information on the ICPR, please visit **www.theIACP.org/ICPR or email ICPR@theiacp.org.**

These are officers who, regardless of rank, assignment, or years of experience, are well known and widely respected by fellow officers. The department provided those personnel with intensive train-the-trainer instruction on the Ethical Protector philosophy and program. These mentors then delivered the Ethical Protector training to the entire department. Department leaders and rank-and-file officers have attributed the effectiveness of the training to this unconventional approach. In addition to using a train-the-trainer model, the officers are encouraged to incorporate lessons learned into roll call and other aspects of the department, like mentorship. Through Ethical Protector, CCPD began a mentorship program with 20 current peer mentors who are from all levels of the agency.

Conclusion

Policing in contemporary times is complex and evolving. The A21CPI is a good source for successful implementation strategies. As policing continues to transition and improve, embracing new methods and technologies while focusing on the core functions of traditional police work, it will be increasingly important to document approaches and successful strategies. As the examples herein illustrate, law enforcement agencies are on a constant search for ways to improve the efficiency and effectiveness of what they do. They are among the most creative public and governmental organizations, and their innovative work increases both community safety and officer safety. Sharing these strategies allows departments to do more with less, allowing them to focus on proven implementation methods and strategies. ❖

Note:
[1]*Final Report of the President's Task Force on 21st Century Policing* (Washington, D.C.: Office of Community Oriented Policing Services, 2014), https://cops.usdoj.gov/pdf/taskforce/taskforce_final report.pdf.

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NORTHAMPTON, MASSACHUSETTS

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DUBAI, UNITED ARAB EMIRATES

SEATTLE, WASHINGTON

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HANOVER COUNTY, VIRGINIA

FALFURRIAS, TEXAS

SARASOTA, FLORIDA

BALOD, INDIA

BUILDING SOLID COMMUNITY-POLICE RELATIONSHIPS THROUGH

COMMUNITY POLICING

Promising Practices From the Field

For decades, the argument has been made that one of the surest ways to build positive, lasting community-police relationships is through an organizational commitment to community policing.[1] The IACP has a long history of building support for and developing successful community policing practices within law enforcement agencies and is a recognized leader in advocating for the implementation of community policing philosophies and practices.

The promising community policing programs described herein have been identified by the IACP in 2016 as models from which other agencies can draw ideas and lessons learned. These programs come from agencies of all sizes and types across the globe, illustrating the accessibility and adaptability of community policing as a tool for any agency.

■ Capitol Heights, Maryland, Police Department: Unity in the Community

Capitol Heights is a town in Prince George's County, Maryland, located inside of the Greater Capitol Heights area, a suburb of Washington, DC. The root of crime and disorder within the community was determined to be social factors, such as a lack of employment opportunities, juvenile delinquency and truancy, a lack of affordable health care, and a lack of trust in the police. To address these issues, the Capitol Heights Police Department (CHPD) started the Unity in the Community initiative, which uses collaborative partnerships with community stakeholders to build trust within the community and promotes community policing

By James Fox, Chief of Police (Ret.), Newport News, Virginia; Ronal Serpas, Chief of Police (Ret.), Professor, Loyola University, New Orleans, Louisiana; and Kathleen Kelley, Project Coordinator, IACP

techniques and strategies to reduce crime and disorder. The CHPD has more than 70 committed partnering stakeholders who enable the agency to provide its citizens with several community programs and opportunities, all of which have reduced overall crime and disorder within the community.

The Unity in the Community initiative is led by a team of several state, county, and local government agencies, as well as community stakeholders, and employs problem-solving strategies and partnerships to tackle social issues such as finding employment possibilities, providing opportunities, providing access to health care, investing in education, and addressing safety issues. The initiative brings all of the community resources under one umbrella to address the social issues at the root of the problem.

Examples of the solutions developed by the Unity in the Community Team include providing shelter for the homeless, family counseling, job training, and job placement programs. Specifically, the team partnered with the Prince George's County Health Department in order to address mental illness and individuals who are in need of affordable health care and access to medical facilities. The partnership was able to get a grant to bring in seven medical practices that will serve community members.

In order to ensure the longevity and effectiveness of the initiative, CHPD Chief Anthony Ayers formed a committee to create a nonprofit named Unity in the Community Central Area Coalition, Inc. The nonprofit will assist in organizing community events, raising funds, and applying for grants to support all community outreach efforts.

■ Menlo Park, California, Police Department: Community Advisory Group

The Menlo Park Police Department's (MPPD's) model for using partnerships and city resources to solve problems and increase public trust through the integration of a strong community presence, a public engagement philosophy, and the reestablishment of core personnel within the Community Relations Unit, has had remarkable results in a very short time.

MPPD recognized that one of the first steps for the department to become successful in its goal of a safer community is to earn the trust of its community members by connecting more closely with those living and working in the community. MPPD formed a Community Advisory Group, composed of residents and business owners from each of the 20 distinct neighborhoods, that meets

monthly. The group provides a forum for the members to identify crime and community issues affecting their respective areas, and the members have collaborated to develop comprehensive and coordinated plans that target neighborhoods with the most pressing challenges. The group assigned 10 block captains for their respective neighborhood watch programs who maintain communication with MPPD officers through an email-based reporting system.

The advisory group also helped improve the department's system of communicating with the community, both socially and during emergencies. Through their guidance, the police department uses numerous social media platforms to disseminate information to the public. In addition to Blackboard Connect and Nixle, MPPD now regularly utilizes Facebook, Twitter, Instagram, and Nextdoor to communicate with residents.

The MPPD's efforts demonstrate how a small agency can work with residents and private entities to create a city government committed to serving the community.

■ Abington Township, Pennsylvania, Police Department: Abington C.A.R.E.S.

The Abington Police Department (APD) and the Abington School District saw an opportunity to make the community safer by helping at-risk children and families. The coalition recognized that it could develop more effective ways of working with those groups by quickly identifying seriously at-risk children, families, or groups, as well as potentially risky situations, before a tragedy occurred or law enforcement was required to intervene. The coalition also recognized that it was necessary to expedite the application of the precisely selected services to assist those groups.

In order to ensure the coalition's objectives were met, the APD and the Abington School District developed and implemented a new initiative entitled the Abington Collaborative Assessment and Response for Expedited Services or Abington C.A.R.E.S. The initiative brings together operational-level personnel from relevant agencies and disciplines on a regular basis to discuss and analyze the cases of the most at-risk children and families or risky situations, as well as those cases having the most adverse community impact. The initiative decides which agency or partner organization should take the lead on each case and expedites the enhanced, targeted services to solve the problem before it leads to a tragedy. An evaluation of the initial response then determines if further services are needed to solve the problem. The initiative partners with youth-oriented institutions, city management organizations, town government agencies, and others in the community dedicated to serving youth. Regular meetings allow for accurate and current information to be shared among cooperating agencies and organizations, which increases the effectiveness of all groups involved.

The participating agencies and their representatives almost immediately began to see value in the efficiency with which they are able to resolve cases with the ready assistance of other agencies and disciplines who were right there in the same room, working on the same problems. Situations that were previously taking weeks to simply get participants together are now getting completely resolved in days, due to the diligence and increased effectiveness of Abington C.A.R.E.S.

■ Office of Superintendent of Police, Balod, India: New Dawn (Navodaya)

Balod, a district in India, is mostly an agrarian area of 1 million people. The area is rife with homicides and property crimes, as well as cybercrimes and online frauds. In an effort to fix the issues in the district, the Balod police developed and implemented the New Dawn (Navodaya) community policing program. New Dawn forged new symbiotic relationships among multiple stakeholders to reduce crime and disorder.

The local police stations visited towns and villages and interacted with the community during weekly markets and fairs. The

local police stations also held meetings with the residents to activate mobile police stations in an effect to increase the knowledge and understanding of the specific issues affecting the community.

The New Dawn program isolated and worked to solve key problems through partnerships of the police and the community. Rather than rely on conventional needs, the SARA (scanning, analysis, response, and assessment) model was utilized to identify troublesome situations that might warrant urgent solutions. The data systems provided trends of crime, crime-prone locations, vulnerable communities, shortcomings, and inadequacies of the police, and that information was used to create the best responses to the underlying problems.

The New Dawn program was initiated due to a shortage of police officers and the urgent need to reach more people at once for the most effective delivery of services. Partnerships developed by the community and key stakeholders improved social media communications, responses to victims, traffic safety, and public order.

■ Customs and Border Protection, U.S. Border Patrol, Falfurrias, Texas, Station: Strategic Planning

The U.S. Border Patrol's Falfurrias Station Strategic Plan (SSP) 2020 clearly articulates and organizes ongoing operational and administrative processes and provides the physical platform for developing, implementing, and sharing the community policing approach. The plan provides a viable, shared roadmap to navigate and prioritize the numerous complexities, issues, and challenges the agency shares with its community stakeholders to optimize the station's collective efforts to improve border security and community safety.

The SSP 2020, drafted in collaboration with community stakeholders, outlines various initiatives, programs, and best practices that guide the agency toward mission success, while integrating community policing practices into its overall service delivery. Under the SSP 2020, the station established the following four collective community goals: (1) improved operational capability and awareness; (2) enhanced communications; (3) increased institutional and doctrinal development; and (4) focused employee development, improved morale, and team safety.

■ Santa Fe College, Florida, Police Department: Safe Santa Fe

The Santa Fe College's Safe Santa Fe initiative began after high-profile crimes were reported on campus. These incidents, coupled with active shooter reports and declining trust in law enforcement across the United States, called attention to the need to strengthen partnerships to reduce crime, increase prevention practices, and improve awareness of the dedicated professional Santa Fe College Police Department.

The agency implemented the Safe Santa Fe initiative as an umbrella for its community policing efforts. Concepts are integrated with multiple partners throughout the agency, college, and community, incorporating safety branding and messaging, training for students and staff, extensive staff professional development, victim services, increased reporting, technology, and a college-wide threat assessment and behavioral intervention team that includes the police. The Safe Santa Fe initiative will continue to be the flagship of an array of community policing efforts designed to ensure a safe and secure learning environment for all.

■ Dubai Police Force Headquarters, United Arab Emirates: Security Education Program

In order to strengthen national identity; instill loyalty; and build a conscious, self-immune to crime generation and stable families, Dubai Police coordinated with different stakeholders and with the community to contribute to the development of an empowered Emirati generation that is able to cope with current and future challenges. A Security Education program was launched to cover Dubai with the vision of preparing and empowering the next generation

> *Trust, confidence, and relationships need to be built between conflicts, not during them.*

of residents to manage themselves and their relationships with others. Following the positive results of the program in Dubai, the program has progressed to a higher level to cover all schools and universities in the United Arab Emirates (UAE).

One of the deliverables of the Security Education program that the Dubai Police has developed is electronic awareness games built with cutting-edge video game technology in an Emirati style for communicating awareness messages, strengthening the national identity, and instilling loyalty to the UAE. These video games were developed in collaboration with more than 40 organizations and 1,000 students. The aim of these games is to use innovative and engaging delivery methods to communicate messages, concepts, and different awareness lessons to the community. Electronic games are considered to be one of the best ways to spread awareness because of the widespread use of games on various devices and systems, and the games are designed to be interesting and enjoyable for both youths and adults.

■ Brattleboro, Vermont, Police Department: Culture Change

In 2014, the Brattleboro Police Department embarked on a concerted effort to increase the trust and confidence of the community in the department. The department realized that a big aspect of the problem was a lack of familiarity based on the absence of police interactions with the community outside of calls for service or investigations. Trust, confidence, and relationships need to be built between conflicts, not during them. The department began a top-to-bottom effort to build relationships with the community outside of traditional law enforcement contexts.

Command staff met with civic groups, religious organizations, neighborhood representatives, and underrepresented populations to refine their understanding of this problem. As the department sought partners for their efforts, skepticism from these groups shifted to curiosity and, then, to optimism. Their desire to collaborate had always been present, but it had gone unexpressed by them and undiscovered by the department. Through the redeployment of resources, structural changes in training and performance evaluation programs, and other efforts, the entire department is making a cultural shift in how it engages the community.

The department recognized that the best way to learn what community members want and need is to ask them. Through open and frank dialogue, the public became educated on law enforcement perspectives while, at the same time, the department learned how its efforts are received.

After initial struggles with external and internal buy-in, the department has had great success. It is now common for groups of residents to contact the police department to set up meetings and discuss growing problems before they fester into emergencies or tragedies. Increased trust and confidence have resulted from the department's efforts.

■ Northampton, Massachusetts, Police Department: DART

The Northampton Police Department, along with the rest of the United States, was very concerned with the recent dramatic increase in opioid overdoses. In response to this trend, the department initiated the Drug Abuse Response Team (DART) program. The department partnered with local stakeholders, developed a plan, and implemented the plan in February 2016. DART officers are patrol officers who volunteered to participate in this program—they are in communication with people from local health care resources, they have training in connecting people with these

resources, and they attend ongoing training on this subject. They read the police log every day and scan for individuals who have overdosed on opiates. They then actively seek these individuals out and work to proactively encourage and help them seek treatment. DART officers serve as social workers, not enforcers, during these encounters. The goal is to get individuals into treatment and to prevent future overdoses and deaths. Over time, DART officers follow up with individuals to provide ongoing support.

As the department moved forward with the DART program, it developed new relationships with extended community partners including regional hospitals, urgent care providers, and other health service organizations. Health care counselors from these organizations helped the department better understand what treatment resources were available locally and how officers could connect people with these resources. The chief of police, captain of operations, and DART officers met with treatment providers as a way to familiarize themselves with treatment options.

The DART program has improved the department's partnerships with existing service providers, created new partnerships with service providers in the local area, resulted in in-patient and out-patient treatment for several of the individuals who the officers contacted after an initial police encounter, and brought about training for all staff on the science of addiction and the destigmatization of drug addiction.

Implementing the DART program is producing positive short-term and long-term results, and it is a step in the right direction when it comes to best practices regarding law enforcement's response to addiction.

■ Sault Ste. Marie, Ontario, Police Service: Neighborhood Resource Centre

The Gore Street neighborhood in Sault Ste. Marie is one of the most disadvantaged neighborhoods in the area. Although it represents only 10 percent of the population, it generates more calls for service than any other area. This fact gave the Sault Ste. Marie Police Service (SSMPS) motivation to pilot a new community policing model combined with intelligence-led and problem-oriented policing, as well as social development efforts. In April 2014, Ontario's Mobilization and Engagement Model of Community Policing was launched in the Gore Street neighborhood. The goal of the initiative was to increase community safety and well-being in the neighborhood by preventing and reducing crime through an engaged and committed network of neighborhood residents and community partners.

Led by SSMPS, several agencies agreed to open the Neighborhood Resource Centre (NRC) on Gore Street, and they committed to provide immediate, coordinated, and integrated response to situations and local issues identified within the neighborhood and focusing on addressing systemic barriers preventing social development. Initially, only 8 agencies joined the department at the NRC, but that number has grown to 30. Colocating with partners has broken down barriers by providing residents with seamless access to coordinated services, readily accessible within their own neighborhood.

The NRC has engaged the local residents to open the Other Side, a community center attached to the NRC that is operated by community residents for their own self-delivered activities, events, and agency-supported programming. SSMPS and its partners collaborate to use the Other Side for resources and events such as Narcotics and Alcoholics Anonymous meetings, a medical and dental clinic, and numerous other neighborhood-based programs and initiatives.

Addressing risk factors through a multifaceted approach involving a broad spectrum of community partners and stakeholders has proven to be one of the best ways to increase community safety and well-being, as learned by the SSMPS. The NRC is an excellent example of the results that can be achieved through these types of activities. By focusing the service's efforts on community policing and mobilizing the most qualified social agencies in risk reduction, crime

prevention, social development, and emergency response, community safety and well-being within the neighborhood has improved.

◼ Sarasota, Florida, Police Department: BLUE + YOU

In 2012, the City of Sarasota was facing a public relations nightmare—an event with an officer had led to a drastic decrease in the community's trust in law enforcement.

The Sarasota Police Department (SPD) developed the BLUE + YOU initiative as a way to begin to rebuild public trust. The BLUE + YOU initiative works toward building partnerships with community leaders; getting officers to interact on many levels with citizens; and developing goals together to make the community a safer place to visit, live, and work.

The department partnered with the Ringling College of Art and Design to brand the BLUE + YOU initiative, which launched in the spring of 2014. The college students were able to assist the department in reestablishing the visual and communicative needs of the police department by designing a new website.

When SPD adopted the BLUE + YOU initiative, it quickly became more than a slogan; instead, it was a community policing philosophy driving the department's daily focus and overall mission.

SPD Chief Bernadette DiPino discovered that much of the original resistance to the program wasn't from the community but from the department's officers. Due to the repeated negative portrayals by the media, many officers believed that the relationship between SPD and the community had decayed beyond repair.

Since the BLUE + YOU initiative went into action, a distinct change has occurred in the interactions of the officers and the community members. Citizens feel confident enough to call the police with concerns and issues and are more likely to cooperate as witnesses.

The best evidence that the initiative is taking a strong foothold is the increased level of participation from officers themselves. Those who were once forced to participate in events and communicate with the public discovered that citizens hadn't lost as much faith in them as the officers had thought. They discovered much of the fear people displayed wasn't necessarily from bad experiences; it had been shaped by media and public opinion. The SPD's concerted implementation of a community policing philosophy has made a positive impact on the community.

◼ Hanover County, Virginia, Sheriff's Office: Worship Watch and SHIELD

Colonel David R. Hines, sheriff of Hanover County, has developed measures to ensure a culture of community policing and partnerships within his organization, as well as formally partnered with the community through multiple innovative programs.

The community policing culture of the sheriff's office finds its foundation in mutual participation. With more than 40 formal community policing and partnership programs, Colonel Hines, through his leadership and the agency's mission to continually collaborate with the community, has established a platform for lasting partnerships and seamless communications with the community.

In a recent effort to continue building community partnerships, Colonel Hines developed the Worship Watch program. This program, similar to a neighborhood watch for the faith community, includes efforts to train those from various churches and worship centers together in disaster preparedness. It connects communities in many of the county's rural areas where neighborhoods and businesses are not common and provides access to identified resources in the event of a disaster. Worship Watch consists of approximately 120 churches, estimated to connect with more than 70,000 citizens in Hanover County.

Another innovation in Hanover County community policing is the HCSO SHIELD initiative. The SHIELD initiative serves as an umbrella connecting all of the agency's community programs to a central communication point, while creating a sharing mechanism

through partnerships on trusted information, crime trends, and matters of homeland security. SHIELD connects the local community with communities across the United States—essentially, this program ensures every community group and resident in the county has a partnership mechanism, a "see something, say something" focus, and an ability to connect with the Hanover County Sheriff's Office.

The culture of community policing within the Hanover Sheriff's Office was not developed by a particular community partner or group; instead, it was established by "a vision casting" designed to include the community the agency serves. The sheriff's office considers community vision casting as one of the most effective and inclusive methods of creating a culture of community policing. In any organization, buy-in to a vision is a powerful tool; it will mark a difference in performance as officers and members of the community will be motivated by their inclusion in the vision.

◼ Seattle, Washington, Police Department: Micro Community Policing Plans

Recognizing a one-size-fits-all approach is neither appropriate nor effective in most situations, Seattle Police Department's (SPD's) Micro Community Policing Plans (MCPP) were designed to be the next evolution of the department's community policing model. MCPP are tailored to address the individual needs of each community, with an approach owned by the community. These plans are built from the ground up and the result of direct collaboration between residents, business leaders, stakeholders, and police officers on the beat.

SPD's MCPP initiative helps to move community policing into a broader agenda of community justice. The concept is based on the ideas that communities can be organized around places, people, common personal identities, or shared interests and goals and that community-police relations can be improved with efforts to develop trust, forge relationships, and identify shared goals between law enforcement officers and the many communities they serve.

Under the MCPP initiative, community residents work in partnership with their local police precinct captain and their community policing team sergeant to identify priority problems, analyze existing quality-of-life and crime data, and design individualized MCPP to address neighborhood-based public safety concerns. The SPD MCPP initiative was supported through a partnership composed of the Seattle Police Department, the Office of Community Oriented Policing Services, and private foundations and corporations via the nonprofit Seattle Police Foundation.

SPD's MCPP process has resulted in a 14 percent reduction in property crime in the first year alone. The MCPP priority areas have all seen a significant decline in auto theft, represented in nearly one-quarter of all micro plans, down 30 percent. These targeted strategies, along with community involvement, will continue to have an impact on crime and organizational legitimacy.

The MCPP is a focal point for SPD's commitment to addressing each and every community it serves. SPD believes this is the next approach to evidence-based policing that focuses on addressing each of the primary elements of community policing to bring together partnerships, problem-solving policing, and organizational transformation.

Many law enforcement agencies are trying to identify ways to build trust in communities and legitimacy, especially in identity and ethnic communities. Through the MCPP initiative, SPD has discovered a new way to work with diverse communities. ❖

Note:
[1]Kenneth Peak and Ronald Glensor, *Community Policing and Problem Solving: Strategies and Practices*, 6th ed. (Upper Saddle River, NJ: Pearson Education, Inc., 2012).

CONNECTING WITH YOUR

LGBTQ COMMUNITY

By Jim Ritter, Officer, LGBTQ Liaison, Community Outreach Section, Seattle, Washington, Police Department

Responding to the myriad of issues and demands placed on law enforcement agencies by diverse community groups can often be overwhelming for law enforcement executives. Even with the best intentions and efforts by an agency, addressing the community's needs are, in many cases, further hampered by mainstream and social media rhetoric that frequently portrays law enforcement agencies as being stoic, aloof, and woefully unwilling or unprepared to broach sensitive issues—including those involving the lesbian, gay, bisexual, transgender, and queer or questioning (LGBTQ) community. Since the 1950s, police agencies throughout the United States, including Seattle, responded to McCarthy-era fears that depicted members of the gay community as plagues on society, socially deviant, and direct threats to national security. The "explanation" at the time was that closeted gay men could be easily recruited by Soviet spies and, as a result, should be ineligible to hold any government jobs, including the position of civilian police officers. This view, combined with the historic practices of systemic extortion involving police officers "shaking down" gay business owners through the late 1960s, led to fears and mistrust of law enforcement and government within the LGBTQ community. The infamous 1969 Stonewall riots in New York City were a result of the LGBTQ community pushing back on generations of police oppression and, ultimately, the fuse that lit the U.S. gay rights movement.[1]

After more than 50 years of social challenges, the LGBTQ community has become more involved in the larger mainstream community. Younger generations in the United States have adapted and accepted those who had been previously perceived as "different," and now government has to keep pace. Looking through a pragmatic lens, one can clearly see that LGBTQ individuals have always served in various professions throughout history, including law enforcement. The only difference now is that these individuals can do so openly and without fear of reprisal.

Seattle's Story

The diversity dynamics within the City of Seattle, Washington, although more progressive than many other jurisdictions, was viewed by many members of its LGBTQ community as similar to LGBTQ-police relations elsewhere in the United States. As a result, positive change through collaboration was challenging at best. Seattle's 2012 Settlement Agreement with the Department of Justice was in part a result of negative perceptions of law enforcement by some members of Seattle's minority communities, which often hindered productive dialogue.[2]

When Kathleen O'Toole was appointed by Mayor Ed Murray in 2014 as Seattle's first female police chief, she recognized the fractured relationship with the city's LGBTQ community. A full-time LGBTQ liaison officer was assigned to the Seattle Police Department's (SPD's) Community Outreach Section, and the media were advised that a shift in SPD culture would be occurring rapidly. Within the first week, Seattle's LGBTQ liaison officer began receiving phone calls from the victims of anti-LGBTQ crimes, who discussed the incidents and collectively admitted they had not reported these crimes to the police. The reasons for not reporting the crimes varied from victims' lack of trust in law enforcement or victims' not being "out," to feelings that calling 9-1-1 after the fact was futile, and self-blame for the incident. The calls from these victims were alarming, as they brought to light SPD's untenable position of being unable to respond to serious threats and assaults against the LGBTQ community because they were not being reported.

Seattle Police Department's SAFE PLACE Initiative

In response to LGBTQ victims' safety concerns and the perception of or actual disconnect with and mistrust of law enforcement, SPD formulated a concept that would address every concern of the LGBTQ community.

SPD specifically designed the SPD SAFE PLACE initiative to be a low-cost, high-yield solution to a myriad of historical problems that have had a negative impact on the LGBTQ community and the non-LGBTQ public. In general, SPD SAFE PLACE assists in reconnecting and unifying the business community, schools, social organizations, and major corporations with the LGBTQ community and law enforcement by engaging all entities to become part of the solution in reducing crime and, at the same time, demonstrating visual and actual support for the victims of anti-LGBTQ hate crimes.

The concept of SPD SAFE PLACE is easy to understand, low-cost, and simple to train people in and implement; however, a commitment has to be made by every entity involved to follow through with their obligations. The brand and message of SPD SAFE PLACE is that every premise displaying the rainbow shield promises to assist the victims of any crime, specifically anti-LGBTQ hate crimes, with the following two actions to satisfy their obligation and commitment to the spirit of SPD SAFE PLACE. First, the participants must agree to call police on the victim's behalf and, second, to allow the victim to remain on the premises until police arrive.

Although the concept is simple, the infrastructure is critical to ensure that SPD SAFE PLACE is more than just a colorful decal. Law enforcement executives must commit to assigning an LGBTQ liaison to oversee the program. Regardless if the position is part-time or full-time, the employee chosen to coordinate SPD SAFE PLACE must be fully committed to the LGBTQ community and the agency and program's mission. The employee must be energetic and passionate, an excellent communicator, and an effective mediator in order to coordinate the myriad of internal and external LGBTQ political and community issues as they relate to law enforcement on a daily basis.

Starting the Conversation

As with any healthy relationship, communication is the key element for success. For law enforcement officials, addressing new and socially sensitive topics involving diversity, especially sexual orientation, often becomes a delicate dance between community members, politicians, and the press. For SPD SAFE PLACE the law enforcement agencies take a proactive approach in working with the LGBTQ community, giving the agencies an opportunity to demonstrate the agency's compassion for the victims of crimes and to encourage residents, business owners, school officials, and community leaders to step away from their individual agendas and collectively become part of a solution to reduce crime in the neighborhoods they all live in, work in, or profit from.

One of the most significant residual benefits to the SPD SAFE PLACE concept is that it began a global conversation through the

curiosity of the media, which instantly took note of this historically unique program. Within the first week of Seattle's launch of SPD SAFE PLACE, media from around the world began to inquire about the programs, including Japanese National Television (NHK) and London's *Guardian*, which flew their production crews and reporters to Seattle and broadcast lengthy and positive feature stories to their 40 million viewers and 30 million readers, respectively. Due to public curiosity and support regarding the program, a variety of corporations took notice, including Starbucks and Bank of America, both of which publicly announced their support for SPD SAFE PLACE and actively requested the participation of all their Seattle area locations—with the intent to potentially expand their participation across the United States in an effort to demonstrate their support for their LGBTQ communities, employees, and the victims of crime.

Within the first year following its launch, SPD SAFE PLACE had drawn the interest and participation of more than 2,000 Seattle businesses and organizations. SPD SAFE PLACE has also been adopted by Seattle Public Schools, Seattle Parks Department, and a multitude of entities outside the City of Seattle. In addition, the SPD SAFE PLACE concept has piqued the interest of other law enforcement agencies and social organizations throughout the United States and Canada. In July 2016, the City of Vancouver, British Columbia, adopted and launched SAFE PLACE to their citizenry with overwhelming community support.

Website Development – SPD SAFE PLACE

In addition to its primary mission to assist the victims of anti-LGBTQ hate crimes and student bullying through collaboration with businesses and schools, the SPD SAFE PLACE concept includes a web component to educate the community on other topics that are equally as important. These issues range from the potential hazards of Internet dating, the legal elements and definitions of hate crime laws, the importance of calling 9-1-1, safety tips to reduce the risk of being the victim of a crime, and the various efforts SPD is undertaking to alleviate LGBTQ community concerns. To avoid making readers navigate their way through a plethora of confusing internal website links and bureaucratic jargon to find the jurisdiction's LGBTQ-related resources, department policies, and other information, the SPD SAFE PLACE website is autonomous and can be accessed separately (yet still linked) to the agency's main website. This gets relevant information to the LGBTQ community quickly and also serves to counteract social media allegations that law enforcement is not doing enough to support their LGBTQ community members.

SPD encourages and authorizes other law enforcement officials to place their agency's name and LGBTQ website on the SAFE PLACE rainbow shield brand for local business and schools.

The benefits to law enforcement agencies who adopt the SAFE PLACE concept are vast. In addition to bringing public attention to these often-unreported crimes, it allows law enforcement agencies to launch the safety initiative on their own terms. In Seattle's case, SPD SAFE PLACE brought together a variety of entities to address a variety of community issues that have historically challenged law enforcement agencies: diversity, crime, community collaboration, media messaging, and public safety. Businesses, schools, the press, religious and social organizations, corporations, and social media users have all united their efforts to make this concept function as it should.

The Benefits of Interagency Cooperation

The long-standing challenges that many law enforcement agencies continue to face is that of interagency cooperation and collaboration when dealing with community issues that often expand well beyond municipal, county, or state boundaries. Social media makes it incredibly easy for anyone to turn a local police-related issue into a national or worldwide conversation, regardless of the truth or veracity behind the sender's personal opinions. This dynamic often results in increased mistrust of the police and can cause a festering situation to explode.

SPD employs a variety of remedies to eliminate the risk of perceived bureaucratic apathy, misinformation, victim disengagement, and statistical inaccuracy regarding hate crimes and the reporting of them. From the time a hate crime call is received via 9-1-1, SPD officers are trained to "err on the side of caution" and take a report, regardless of whether the technical elements of a hate crime have been met. This practice eliminates situations where the victims of these crimes may become disenfranchised with the officer's reluctance to document the incident, which then increases the likelihood that LGBTQ hate crime victims will not report incidents in the future. This practice also allows the SPD's bias crimes detective to confer with the city attorney, county prosecutor, or U.S. attorney as to the appropriate charges to file, if any. Furthermore, it allows the SPD to maintain more accurate statistics to determine crime patterns involving hate crimes and to track the suspects who commit them throughout the city. Another key benefit to this practice is that the victims feel validated and do not resort to expressing their displeasure with perceived police apathy over social media.

Additionally, SPD's SAFE PLACE initiative results in active, non-mandated collaboration with other law enforcement agencies, specifically the Department of Justice's Community Relations Service (CRS), a small, yet effective federal entity whose sole purpose is to mediate community conflicts that often involve law enforcement. CRS was advised of SPD SAFE PLACE prior to its launch in May 2015, because SPD recognized that inclusion is a powerful tool, especially if it is not as a result of a crisis-related mandate. The SPD's advance notice of the

initiative was an attempt to introduce CRS to Seattle's LGBTQ community via SPD SAFE PLACE prior to a critical event occurring. It allows CRS conciliation specialists to work with the LGBTQ community and its leadership and see firsthand how programs such as SPD's SAFE PLACE provide built-in transparency and avoid conflicts before they occur. SPD SAFE PLACE additionally allows government officials to obtain a true reading on how a particular group collectively feels toward law enforcement and other social issues in a private, nonconfrontational environment that is based on relationships rather than social media sound bites.

Other law enforcement entities such as the King County Sheriff's Office, other suburban police agencies, the U.S. Attorney's Office, and the Federal Bureau of Investigation have enjoyed the benefits of Seattle's active collaboration with its LGBTQ community and broadened their depth of understanding of LGBTQ issues by working closely with SPD's liaison, who assists in making personal introductions to the region's LGBTQ community leaders and organizations. This enhanced interaction has been positive for all parties involved. The inclusion of various law enforcement representatives in community conversations has become a common practice in Seattle rather than an anomaly. The information garnered from these new relationships has systematically eased the awkwardness of addressing sensitive community issues regarding sexual orientation, workplace policies, transgender issues, and other related topics and has allowed for increasingly productive partnerships to form on a regional, national, and international scale.

Reductions in Violence During LGBTQ Demonstrations and Protests

The positive interaction between the SPD and its LGBTQ community as a result of the SPD SAFE PLACE initiative has produced a variety of residual benefits. Seattle has historically been a flashpoint for unscheduled protests and demonstrations, many of which often turn violent due to the uninvited infusion of antisocial groups that use these protests to further their own agendas by committing acts of property damage, assaults, and other subversive activities and use large groups of peaceful protesters to conceal their identities. It puts law enforcement in the difficult position of weeding out the criminal elements of these protests while attempting to preserve the rights of nonviolent participants. In addition to its logistical challenges, the public perception usually results in a critique of law enforcement and its tactics—exactly what these subversive groups set out to achieve.

To resolve this problem, it was critical for the SPD to establish a working relationship with the LGBTQ media, such as the *Seattle Gay News (SGN)*, the third-oldest LGBTQ publication in the United States. The message from the SPD was clear: don't let those groups or individuals who are engaged in criminal activity derail your protest by obliterating your message through their actions and exposing your peaceful participants to the residual hazardous situations that result from such behavior. The associate editor of the *SGN* agreed with SPD on this issue and soon began networking with other leaders within the LGBTQ community and social media, relaying that SPD's culture was changing and that it was important to reciprocate the goodwill SPD was offering. The enhanced communication between the LGBTQ social media, press, and community leaders resulted in a willingness by many protest organizers to contact the SPD's LGBTQ liaison prior to their events in order to mutually coordinate the protest routes, traffic plans, and communication procedures designed to increase public awareness to their cause and keep their marchers safe, with minimal disruption to the public.

A critical element to this concept is the organizers' agreement to openly embed the LGBTQ liaison officer in their march, who walks in plainclothes next to the protest leaders to ensure that the officers and commanders at the scene would have direct and real-time communication with the liaison. This concept allows SPD's demonstration management teams to monitor events from a distance, be notified of which intersections were blocked and for how long they would be, and be provided with descriptions of any criminal elements within the crowd. At the same time, the anxiety of the protesters and their leaders is eliminated, as they no longer fear police interference unless crimes begin to occur. Once this dynamic was utilized, none of Seattle's LGBTQ protests have resulted in violence, and, in fact, many of the demonstrations no longer occur due to a healthy relationship between law enforcement and the LGBTQ community they serve.

Transgender Policies and Protocol

Perhaps the highest level of mistrust between the LGBTQ community and law enforcement arises from the historically poor interaction between the two groups, especially those involving transgender individuals. These dynamics often arise from a misunderstanding on both sides of the contact, which is further exacerbated by an equal amount of awkwardness and anxiety that is often construed by the person being contacted as rudeness, inappropriateness, unprofessionalism, or hostility.

Protocol involving transgender individuals has become an increasingly critical issue for law enforcement to address with urgency. Topics ranging from the hiring of transgender sworn or civilian employees; interaction with transgender victims, suspects, witnesses, and prisoners; legal identification issues; and laws impacting restroom use by transgender individuals are now involving criminal justice agencies at a rapid and unprecedented pace. To assist in avoiding costly litigation and to improve LGBTQ community relations, many progressive law enforcement agencies are now adopting new standards. In Seattle, SPD recognized that, in order to adequately address these topics that directly impact the lives of its transgender community, it first must obtain current and relevant information from the people these policies will most affect. SPD determined that by allowing members of its transgender community to assist in formulating its new policies regarding this highly sensitive topic, it avoided time-consuming consensus from a variety of political and community entities and resulted in a productive dialogue between the police and a historically distrustful group of community members. In addition to the newly established policies and protocol, SPD recognized the need to bring a "humanistic" and educational mechanism to deliver the policy information to its 1,400 sworn members.

Of the 14 original transgender community members selected to assist with SPD's new policy development, 6 of them agreed to assist the SPD by participating in the production of a video that each individual member of the agency could easily digest without the often awkward group dynamic of roll call training. SPD's video dispelled the stereotypical characterizations of transgender persons and exposed the challenges experienced by the individuals who partook in the video involving their individual journeys and their past experiences with the police. The message from the video was to treat everyone with dignity and respect and to make future contacts between SPD's officers and transgender individuals more professional and compassionate while still accomplishing the task at hand. The hiring of transgender officers adds an even more challenging dynamic to this equation because it deals with internal law enforcement subculture elements and personnel issues—all of which extend far beyond an occasional street contact with the public.

Interest from Other Law Enforcement Agencies and Entities

Within weeks of the launch of SPD's SAFE PLACE initiative, LGBTQ community groups, businesses, schools, and other law enforcement agencies outside the city of Seattle began to express immense interest in this concept. The SPD's SAFE PLACE initiative not only began drawing the attention of large police departments in cities such as Philadelphia, Pennsylvania; New York, New

York; Los Angeles, California; San Francisco, California; Orlando, Florida; Louisville, Kentucky; Birmingham, Alabama; and Tucson, Arizona, that have large LGBTQ communities, it also piqued the curiosity of smaller agencies that recognized that their jurisdictions also have a significant number of LGBTQ residents. The level of interest from police officials regarding the symbolism and commitment to their LGBTQ community also began crossing into Canada, with the City of Vancouver launching SAFE PLACE in July 2016, and Calgary, Alberta, due to launch its program by Spring of 2017. In addition to interest from law enforcement agencies and corporations, SPD's SAFE PLACE concept is drawing the attention of academia and the initiative is currently a semi-finalist in Harvard's $100,000 Kennedy School of Business Government Innovation Award.

Healing the Historic Wounds

SPD's SAFE PLACE concept is a sincere beginning to healing many of the historic trust issues and fears that have negatively impacted LGBTQ community relations with law enforcement. More than just a colorful decal, SPD's SAFE PLACE concept starts a productive dialogue and assists in forming substantial relationships between the police, schools, social organizations, and businesses that might not have previously existed. Its mission is to forge a united spirit of community involvement, commitment, and inclusion from which all participants benefit. The SPD SAFE PLACE concept sends a resounding message to the citizenry that the local law enforcement agency has an established mechanism in place that proactively addresses the concerns and safety of the LGBTQ community. More importantly, SPD's SAFE PLACE also makes it clear to potential perpetrators of hate crimes that these heinous acts of aggression based on a person's sexual orientation or identity will not be tolerated. ❖

Officer **Jim Ritter** has been with the Seattle Police Department since 1983 and has served in a variety of assignments that include patrol, vice, background investigations, and recruiting. He has also served as a police union director and is the founder and president of the Seattle Metropolitan Police Museum. Jim currently serves as the SPD's liaison officer for the city's LGBTQ community and is the developer and coordinator of the SPD's SAFE PLACE initiative. As a result of his ongoing community outreach efforts, Officer Ritter was recognized as one of Seattle's Most Influential People by *Seattle Magazine* in 2015, and he frequently testifies as an expert witness on a variety of local, regional, and national LGBTQ issues.

Notes:

[1]"The Stonewall Riot," This Day in History: June 28, History, http://www.history.com/this-day-in-history/the-stonewall-riot.

[2]*United States v. City of Seattle*, Civil Action No. 12-CV-1282Z (W.D. Wash. July 27, 2012), https://www.justice.gov/sites/default/files/crt/legacy/2012/07/31/spd_consentdecree_7-27-12.pdf.

COLLABORATIVE POLICING: THE NEW PARADIGM FOR EFFECTIVE POLICING

By Hildy B. Saizow, Senior Subject Matter Expert, Smart Policing Initiative

Collaboration is fundamental to effective law enforcement in the 21st century, but community-police collaboration is not a new concept. As long ago as 1829, Sir Robert Peel, who created the first professional police force in London, England, viewed collaboration as critical to policing and included it among his nine principles of law enforcement.

> Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police…[1]

Since Peel's era, policing priorities and concepts have shifted many times, from an early focus on community collaboration; to greater reliance on technology and reactive policing; to a community-oriented policing philosophy; and, more recently, to data-driven approaches. Recent open conflicts between law enforcement and communities highlight the necessity of yet another shift in policing priorities—one that rebuilds and strengthens the cooperative bond between communities and law enforcement and puts collaboration at the heart of police work.

COLLABORATION

Police and community stakeholders working together to address crime issues by sharing responsibilities, resources, and decision-making

In response to this trend, the Smart Policing Initiative—a program of the Bureau of Justice Assistance (BJA) that promotes effective, efficient, and innovative policing strategies—set out to examine the history, challenges, and successes in community-police collaboration by bringing together law enforcement officials and community members from diverse jurisdictions to discuss the topic in three regional workshops in 2016. The workshops, hosted in cooperation with the BJA Byrne Criminal Justice Innovation program and the Office of Community Oriented Policing Services, included a range of perspectives, presented innovative examples, and set a clear path forward—one that centers on community-police collaboration as the organizing principle for law enforcement agencies (collaborative policing).

What Collaborative Policing Means

Collaborative policing is an approach that combines the critical elements of collaboration, problem-solving, and evidence-based policing with comprehensive partnerships in order to achieve more effecive and long-lasting benefits. Collaborative policing shares similar principles and strategies with public health approaches. These approaches stress surveillance and analysis

of problems (e.g., causes of diseases or causes of violence); collaborative problem-solving; and evaluation of outcomes.

COLLABORATIVE POLICING

Policing based on community collaboration that integrates the use of multi-sector collaboration; problem-solving processes; community engagement; proactive, evidence-based strategies; and performance measures for gauging progress

Community collaboration is the heart of this approach—engaging the community to build trust, support, and cooperation; asking the community for input and involvement; and involving community members as active partners in implementing strategies and solutions. Problem-solving processes, which rely on law enforcement and the community working together, are used to identify underlying problems and reduce crime at its roots. A focus of the Smart Policing Initiative leverages the use of collaboration, analysis, technology, and evidence-based practices to improve outcomes.

SMART POLICING

A strategic approach that brings more science into police operations by leveraging innovative applications of analysis, technology, and evidence-based practices through collaboration with academic researchers

Collaborative policing is not easy to implement. It takes purposeful effort and a change of orientation for both law enforcement and the community. The benefits of collaborative policing are enormous, including improvements in community trust and confidence in the police; greater community cooperation in investigating crime and serving as witnesses; and more innovative and holistic solutions for problems law enforcement cannot solve alone. Below are eight critical principles agencies can put into practice to help move toward collaborative policing.

Principle One: Build Strong Leadership Support for Collaboration

Collaborative policing can occur only if an agency's executives and managers—from chief of police to sergeants on the beat—supply leadership and a vision for this approach. They have to identify collaboration as a key principle in the agency's mission and clarify how all parts of the organization can contribute. Senior managers, in particular, should promote and model collaboration at all levels of the organization.

Principle Two: Orient Toward Service

The orientations of both the individual officer and the agency provide important context for collaborative policing. If officers have a helpful and service-oriented mind-set (rather than seeing their role solely as crime fighters), they will work to see themselves as protectors of the community. To build a workforce of people with this mind-set, agencies should dispel myths and outdated perceptions of police work in recruitment processes and instead identify candidates with the skills and interests more in line with collaborative goals. In addition, a focus on diversity in hiring may be important to create a workforce reflecting the community being served. At the agency level, it is important to have a service model in which law enforcement collaborates more closely with community-based service providers to address complex problems such as mental illness, substance abuse, and homelessness. The Cambridge, Massachusetts, Police Department is a leader in this area, employing two licensed social workers to collaborate with detectives and community service agencies in assessing the needs of victims and offenders, and then linking them with vital services.

Principle Three: Transform Police Training with Collaboration as a Key Principle

Police training, both in the recruit academy and in-service training, should be reconfigured to build the skills necessary to support collaborative policing. In particular, there is a need for sophisticated and extensive training (not just a 3- to 4-hour block) to build officer skills in social interaction, communication, and empathy. Additional training is needed in de-escalation, procedural justice (respect and legitimacy), implicit bias, cultural awareness, collaboration and problem-solving, and evidence-based policing, even if this means reducing the emphasis on some other aspects of training.

Principle Four: Build Community Relationships

No practice is more vital to law enforcement than the building of positive relationships with the community. Positive, collaborative relationships lead to higher levels of trust and humanize the officers to community members. They humanize community members in the eyes of officers, as well, who otherwise might not understand the circumstances of those living in impoverished conditions or underserved communities. Relationship-building requires officers to get out of their cars and engage in regular face-to-face contact, be effective listeners, and show community members that they care and empathize with their problems and concerns. However, officers cannot be effective relationship builders without support from department managers and access to the knowledge and tools to engage in problem-solving. A powerful problem-solving approach involves multi-sector collaboration, whereby a police department partners with private, nonprofit, and public agencies to proactively address problems. Potential collaborators include social services, public health, mental health, parks and recreation, housing, schools, probation, job development, faith-based organizations, and others.

MULTI-SECTOR COLLABORATION

Public, private, and community stakeholders coming together in a coordinated way to problem-solve (i.e., to define a problem, shape solutions, reduce crime at its roots) and maximize positive outcomes (leveraging resources and using advocacy power)

Principle Five: Proactively Engage with Diverse Communities

Building relationships and trust with people of different races, ethnicities, religions, and backgrounds requires focused strategies of various kinds. These include learning the history and culture of community groups, understanding and overcoming implicit biases, acknowledging past injustices by law enforcement, developing awareness of poor living conditions in the local area, engaging youth through positive police interactions, attending community events and local religious services regularly, creating an ongoing dialogue with community members through frequent small-group conversations, and continuously showing the community that officers care. For example, the Lowell, Massachusetts, Police Department holds informal "street corner" meetings in the community; the Las Vegas, Nevada, Metropolitan Police Department distributes

toys and food to underprivileged children; and the Kansas City, Missouri, Police Department created an Office of Diversity Affairs led by a commander.

Principle Six: Improve Communication and Message

If used effectively, communication and media strategies can be powerful tools for promoting community interaction, building relationships, highlighting positive actions, and improving transparency. Even the organizational brand, which reflects what the agency stands for and helps communicate those goals to the public, should integrate the concept of collaboration. (A good question to ask is whether the agency's mission statement includes the word "community" or the concept of community service.) The use of social media, in particular, provides an opportunity to humanize law enforcement by pushing out information the community cares about and sharing everyday stories of positive work by officers. For example, the Boston, Massachusetts, Police Department uses Facebook, Twitter, and Instagram to build relationships with community members and media outlets. More than 400,000 followers receive accurate information on crime problems and safety tips, read engaging stories about the Boston police, and see stories connected to the department's community-oriented brand. Social media campaigns run continuously based on such Twitter hashtags as #DailyDoseOfGreatPoliceWork, #OneLess Gun, #KeepingBostonSafe, #MakingADifference, #CommunityAlert, and #BPDInTheCommunity.

Principle Seven: Understand Community Perspectives

It is important for law enforcement to understand (and, in some instances, adopt) the community's perspective. This means officers must take the time and invest the resources to learn about community members' perspectives on local problems (which are sometimes different from the department's perspective), on the role law enforcement should play in their community, and on the future vision for the community. Agencies should poll and canvas community members regularly (e.g., through surveys, focus groups, and informal "street corner" sessions). This will give the community a voice and will give police a greater understanding of community priorities, a sense of the impact of crime-fighting strategies, and the community's trust and confidence. Law enforcement agencies should find other ways, as well, to regularly tap into and learn about the perspectives in the community about the work of the police. For example, when the Portland, Oregon, Police Department wanted to increase non-investigative interactions between community members and street officers, the agency held community meetings and conducted surveys to get input on the neighborhoods of greatest concern, specific crime problems, and tactics the residents would support. In 2015, the department added pre-programmed calls for service to their computer-aided dispatch system, which instructed officers to go to specific areas—called Neighborhood Involvement Locations—and spend at least 15 minutes on positive interactions (e.g., meet-and-greets, business check-ins, information sharing, problem-solving, and social media).

Principle Eight: View the Community as an Equal Partner

Law enforcement officers and community members should be equal partners in creating safe communities. This means that community members have vital roles to play in collaboration—as partners, supporters, and decision makers. Community involvement with law enforcement will increase community buy-in and understanding of policing, leading to an increase in collaboration. Ways in which the community might be involved include providing input on officer training and the impact of crime strategies; participating with officers in training exercises and problem-solving projects; defining public safety and neighborhood priorities from the community's perspective; identifying widely voiced community criticisms of law enforcement practices; creating goals and objectives for joint problem-solving; and asking police to share information important to the community (e.g., the results of citizen complaints and use-of-force investigations).

Collaborative Policing in Practice

A number of Smart Policing Initiative agencies embrace collaborative policing and their work illustrates well the concepts discussed above. The following are three examples of effective collaborative policing that are particularly strong in the ways that they illustrate multidisciplinary collaboration, adopting innovative approaches, and transforming police work into directly helpful approaches.

Indio, California: Homelessness

Homelessness is a longstanding problem in Indio, California. In 2012, disorder calls began increasing in areas of the city where members of the homeless population were concentrated. The Indio, California, Police Department responded with a collaborative approach called the Community Outreach Resource Program. The department brought together an array of community stakeholders, including criminal justice agencies (courts, prosecutor, probation, public defender); county services (social services, behavioral health, workforce development); and several nonprofit agencies to implement a two-pronged approach that involved (1) reintegrating individuals who are chronically homeless; and (2) resolving disorder problems.

Two full-time quality-of-life police officers target disorder hotspots, minimizing use of arrest as a tool and identifying those who are eligible to become clients in a homeless court. An individualized treatment program is developed for each client (involving education, job training, drug treatment, and mental health services), which must be completed in 90 days. Graduating clients have their court fines and charges dismissed. A program assessment shows that 62 of 81 clients graduated the program in 2016, and client views of the police captured through surveys improved substantially over the course of the program (including trust in police and the belief that police were concerned about their lives).

Cambridge, Massachusetts: Heroin and Opioids

When faced with substantial increases in heroin overdoses and opioid addiction in the local community, the Cambridge Police Department felt compelled to act. Police reviewed how other agencies responded to the problem and worked with community stakeholders to develop a program based on collaboration, a treatment approach rather than jail, and strategies aimed at problem-solving and helping drug users and their families manage addiction. The department believed it could best meet the community's need by providing intervention and coaching services at two vulnerable points of addiction—the craving and seeking phase and the time of overdose.

Detectives in the Special Investigation Unit respond to calls involving drug overdoses, along with patrol and emergency medical services. The detectives conduct a follow-up with the individual to listen to and assess his or her needs. A resource sheet is provided to the person and his or her family to educate them and create an awareness of the problem. The detectives also work closely with the social worker employed by the agency, who provides assistance to the individual with after-care placement, treatment options, and coaching services. In addition, the department uses geo-mapping to identify places in the community where overdoses occur frequently and deploys outreach services to those locations.

The social worker plays a critical role in follow-up with overdose patients, from researching the victim's history and providing outreach, to developing treatment plans and providing referrals. Another part of the strategy is to identify individuals who are at high risk of overdose and withdrawal and provide them with safety assessments, motivational interviews, treatment options and planning, coordination of care, and help with continuation of treatment. The department then tracks drug overdose data in order to identify trends and gauge progress in addressing the problem.

COLLECTIVE EFFICACY

Degree to which a community has a sense of social cohesion and shared expectations about the willingness to intervene to prevent violence, maintain their homes and property, keep public spaces clean, and generally work with one another to solve community problems

Brooklyn Park, Minnesota: Rising Crime

In 2007, crime peaked in Brooklyn Park, Minnesota, while the population was rapidly diversifying. As a result, the Brooklyn Park Police Department identified ways to improve community relationships and confront crime challenges simultaneously. The department developed new efforts to engage the community and build trust, including a Community Oriented Policing Services Unit, Community Response Unit, Crime Prevention Specialists, a multicultural advisory committee, and the introduction of collective efficacy (i.e., the capacity of a community to work together to solve problems) as a means for reducing crime in chronic micro-hotspots. The department trained its patrol officers and sergeants in community building in order to increase collective efficacy and tasked them with implementing the ACT initiative—Assets Coming Together to Take Action. Officers identify community members willing to get involved in the hotspot locations; they then build collaborations to enhance informal social controls in the area and take action to solve and prevent crime.

Effective Policing Requires Collaboration

Collaboration is vital to contemporary policing. The myriad problems that communities face require multi-sector responses, and, frequently, the law enforcement agency is not only a key player but often the leader in those responses. Collaboration with community groups, social service agencies, advocates, public health professionals, and others must be planned for and well-integrated into the police agency's recruitment, planning, training, communications, and crime-reduction strategies. The Smart Policing Initiative's focus on collaborative policing provides concrete examples for how police agencies can fully engage in this new policing paradigm. To learn more about the Smart Policing Initiative, visit www.smartpolicinginitiative.com. ❖

Note:

[1]Michael Nagle, "Sir Robert Peel's Nine Principles of Policing," *New York Times*, April 15, 2014, https://www.nytimes.com/2014/04/16/nyregion/sir-robert-peels-nine-principles-of-policing.html?_r=0.

In 2014, the IACP held a National Policy Summit on community-police relations, resulting in the *National Policy Summit on Community-Police Relations: Creating a Culture of Cohesion/Collaboration* report.

Access this resource on collaborative community policing at **www.theIACP.org/Portals/0/documents/pdfs/CommunityPoliceRelationsSummitReport_web.pdf.**

POLICING PERSONS WITH DISABILITIES IN THE 21ST CENTURY: A CALL FOR

CRISIS PREVENTION AND PROCEDURAL JUSTICE

By Ariel A. Simms, JD, Criminal Justice Attorney Fellow, The Arc of the United States, and Sean Collins, Officer, Colorado Springs, Colorado, Police Department

Robert "Ethan" Saylor was a 26-year-old man who enjoyed going to the movies. He also had Down syndrome, a genetic condition that often causes intellectual and developmental delays. In February 2013, Ethan went to the movies with his support staff, and he enjoyed the film *Zero Dark Thirty* so much that he wanted to stay in the theater to watch it again. However, when Ethan refused to leave his seat in the theater or purchase another ticket, the movie theater staff called mall security personnel, who were also police officers from the local sheriff's department.

Ethan's support staff told the officers that Ethan would become agitated if they touched him and that his mother was on the way to the theater to help. Instead of waiting for Ethan's mother to arrive, three officers restrained Ethan, who ended up on his stomach, facedown on the floor of the theater. Minutes later, Ethan stopped responding. He was declared dead at the scene by EMTs. The autopsy concluded that Ethan had died from positional asphyxiation—he had been restrained in such a manner that he could not breathe for several minutes—and his death was ruled a homicide, prompting public outcry against the officers involved. The grand jury elected not to indict the officers on criminal charges; a civil case against the officers is ongoing.[1]

Ethan's story and the public's response to this incident highlight the fact that positive interactions and relations between law enforcement officers and the communities they serve are essential to society's well-being, including the community of persons with disabilities. When law enforcement is uninformed or not equipped to interact with specific populations or holds unintentional

or intentional biases against those populations, unnecessary escalation and violence can occur. Marginalized populations, such as persons of color and LGBTQ individuals, have focused a spotlight on strained relations between law enforcement and the communities they serve. According to media accounts of officer-involved shootings, one group in particular has emerged as one of the most likely to have members injured or killed by law enforcement—persons with all types of disabilities.[2] Studies based on media coverage of these shootings reveal that up to half of these involve a person with a disability.[3]

Stringent academic research to back up these estimates based on media accounts would certainly be preferred, but there is currently no one reliable source of data on law enforcement shootings of persons with disabilities. Part of the problem is that not all agencies have the resources or the desire to report shooting-related deaths in their localities. For example, in the United States, the Deaths in Custody Reporting Act requires state and local law enforcement agencies to report all deaths that occur while people are in custody, which includes arrest-related deaths, to the federal government.[4] In 2014, though, only 224 of the approximately 18,000 law enforcement agencies reported fatal police shootings to the Federal Bureau of Investigation.[5] The agencies who did provide data reported approximately 444 deaths in total, though advocates and media sources believe that annual numbers of people killed by law enforcement in the United States are much closer to 1,000, including a high number of persons with disabilities.[6]

Regardless of the lack of uniformity in data collection strategies, the data that are

available indicate that law enforcement officers are often the first responders to calls involving persons with psychiatric disabilities (commonly known as mental illness), despite the concern that officers are generally not well equipped to respond to persons with psychiatric disabilities or any other disabilities, although officers at some agencies receive crisis intervention team (CIT) training. This article will help officers better appreciate and understand disability and disability culture, while also providing information officers can use to help them more effectively and safely police the disability community. To achieve this goal, the authors also put forth three general recommendations for law enforcement: (1) focus as much attention on crisis prevention as crisis intervention in training programs; (2) apply a procedural justice approach to policing people with disabilities; and (3) institute meaningful inclusion of people with disabilities in law enforcement programs and services.

Disability 101: Definitions and Culture

For many in law enforcement, the concept of disability is a fairly new one. While some officers have heard the phrase "mental illness," they have not had the opportunity to develop an understanding of the concept of disability more generally. There are several definitions of the term "disability," but the two most relevant for law enforcement come from the Americans with Disabilities Act (ADA) and human rights law.

The ADA defines disability as a "physical or mental impairment that substantially limits one or more major life activities."[7] The focus of this definition is on an individual's actual or perceived impairment and assumes that this impairment keeps the person from

AN OFFICER'S PERSPECTIVE ON DISABILITY RESPONSE TEAMS AND THE PATHWAYS PROGRAM

By Sean Collins, Officer, Colorado Springs, Colorado, Police Department

The training and cooperation between local law enforcement organizations and an organization like the Arc is invaluable. Learning how to identify a person with a potential disability will assist officers in knowing how to interact with this population in an appropriate manner. There are not always visual cues, but if an officer listens and observes his or her surroundings, other cues might be noted by an appropriately trained person. In addition, understanding various disabilities—knowledge of how people with autism react around large groups, flashing lights, and loud voices, for example, or how someone with Down syndrome will react to an officer—can influence how the officer will respond. With this knowledge, officers can create positive outcomes on their calls for service, particularly those involving persons with disabilities. Based on visual and audible cues learned in the training, officers can employ new de-escalation techniques and reduce the need for use of force.

Resources from the Arc, including their DRTs, greatly aid first responders in their mission. First, they can provide training on proper identification and de-escalation techniques for officers. Second, they can connect officers to resources they may be unfamiliar with. The resources are not only for the person who needs assistance, but also for support people or family members. In one particular incident, I was able to contact the Arc of Pikes Peak Region and a representative was able to respond and assist on scene. In this situation, the caregiver was overwhelmed and could no longer assist the individual and outside assistance was needed. Resources from the Arc can help officers identify services, such as respite locations, counseling for the individual, or counseling for support people or family members. In some cases, finding an individual an assisted living facility can provide important support for him or her. Having these resources available and known by officers can also prevent a call from becoming a criminal incident. Officers need to realize the long-term benefits in working with organizations like the Arc and obtaining training on intellectual disabilities. Working with disability advocates provides a long-term solution versus using a "band-aid approach" that can create a never-ending revolving door back into the criminal justice system for persons with disabilities.

The Arc of Pike's Peak DRT

fully interacting with society. However, there is another definition of disability that comes from human rights law: "long-term physical, mental, intellectual or sensory impairments, which in interaction with various barriers may hinder… full and effective participation in society on an equal basis with others."[8] Again, there is a mention of impairment, but unlike the ADA's definition, the human rights law incorporates and emphasizes the impact of societal barriers on a person's ability to participate in society.

Societal barriers are a part of the "social model of disability," which can be illustrated by a simple example.[9] One can imagine a person who cannot move his or her legs. Because of this impairment, the person uses a wheelchair to navigate the world. Under a more medical model of disability, one would say that this person has a disability because his or her movement is impaired by the inability to move his or her legs. Under a social model of disability, however, one would say this person has a disability because society has created a world that is full of stairs, curbs, uneven surfaces, and other obstacles that make it difficult, if not impossible, to fully navigate the world using a wheelchair. In other words, according to the social model, the person is considered to have a disability because society has constructed a world that is inaccessible to those using a device with wheels to facilitate their movement. It is the combination of societal barriers with the person's actual or perceived impairment that leads to someone having a disability under the social model.

The reason the social model of disability is important to law enforcement is because most persons with disabilities identify more with the social model than the medical one. Persons with disabilities don't necessarily see themselves as defined by a medical diagnosis or their impairment, but rather they see themselves as unique individuals, who might not have any impairment or disability if the world

was entirely accessible. For example, if the world was constructed in such a way that there were no stairs, curbs, and other structures not traversable by wheels, then a person using a wheelchair would not really have a mobility impairment at all, and, thus, have no disability.

In simpler terms, disability is just another piece of human diversity, like race, gender, sexual orientation, or socioeconomic class. And, in fact, persons with disabilities make up the largest minority group in the United States, where approximately one in five people have a disability.[10] Despite the common nature of disabilities, members of this community continue to experience discrimination in society based on their perceived "otherness" and consideration as not part of the "norm." Such societal stigma permeates how everyone interacts with persons with disabilities, including how officers interact with persons with disabilities, and contributes to a host of misconceptions and stereotypes that can reinforce societal stigma.

Three Common Misconceptions about Persons with Disabilities and Their Potential Effects on Policing

Societal stereotypes of persons with disabilities contribute to three common misconceptions that can color how people, including law enforcement personnel, interact with persons with disabilities. First, there is a misconception that persons with disabilities, especially psychiatric disabilities, are always in or at the brink of going into "crisis." Second, there is a misconception that only persons with disabilities can be in crisis. Finally, there is a misconception that persons with disabilities—especially those with psychiatric disabilities—are inherently dangerous.

It is imperative for law enforcement officers to understand that when they are called to a scene involving persons with disabilities, it is not always due to a crisis. Crisis can be defined in many ways, but the term often seems to imply that people are experiencing highly emotional states in which they are acting in ways not condoned by society. This could include behaviors such as screaming, running, and destroying property, among other actions. When a person is exhibiting these behaviors in a public place, officers often respond to calls from other people concerned about the person in crisis, concerned about others around the person in crisis, or both. Both the law enforcement and disability communities need to agree on what constitutes a crisis so that established protocol can be determined on how to best respond to people with different types of disabilities. Often, the term "crisis" is used as a catch-all phrase that implies potential danger to the officer, but the real concept is much broader than that. In some cases, officers do arrive on scene to someone either on the verge of

being in crisis or in a crisis situation, and, if trained, officers can respond appropriately with verbal de-escalation techniques rather than resort to physical force.

However, law enforcement officers also respond to calls in which no one is in crisis, but there is, nonetheless, a person with a disability involved. In these situations, if officers do not understand that the person has a disability and how that disability can impact his or her behavior, then officers can unintentionally create a situation in which the person does experience a crisis. For example, many persons with autism experience sensory stimuli more intensely than individuals without autism. Because of this heightened sensitivity, persons with autism often prefer low-light, low-stimulation environments. Thus, one can imagine how a person with autism may feel if he or she is in a situation in which a group of people are shouting commands, driving cars flashing bright red and blue lights, blasting sirens, and eventually trying to touch the person in an attempt to arrest him or her. The person in this example could readily experience a crisis, given the overwhelming sensory input from the environment. Conversely, if officers were aware of the disability, they could respond much differently and, it is hoped, avoid escalation of the situation altogether.

Another misconception that often permeates policing is that only those with disabilities can be in crisis. However, there are many reasons a person can experience crisis. For example, someone who just received terrible news or lost a loved one may experience a temporary crisis. Someone could also be experiencing a medical emergency, such as extremely low insulin levels or a stroke, which, in turn, impacts his or her behavior. Officers need to be aware that persons behave differently for a variety of reasons, and experiencing a crisis does not always mean the person has a disability.

Perhaps the most problematic misconception held by many in society, which is similarly true for law enforcement personnel, is that persons with disabilities—especially psychiatric disabilities—are inherently dangerous or more dangerous than those without disabilities. Not only is this assumption false, it takes the focus away from the fact that persons with disabilities are more than twice as likely to be victimized than those without disabilities.[11] Persons with cognitive disabilities, including intellectual disabilities, face the highest rates of violent victimization.[12] Given these disproportionately high rates of victimization, law enforcement needs to be prepared to investigate, interview, and respond to allegations of victimization by persons with disabilities, rather than assume that persons with disabilities will always be the perpetrators.

Together, these three commonly held misconceptions have the potential to color every

interaction police have with persons with disabilities. However, officers can learn to challenge these stereotypes and their own biases, implicit or otherwise, with appropriate training and positive interactions with persons with disabilities. Appropriate training must go beyond verbal de-escalation techniques and explore disability culture (including building relationships between officers and people with disabilities), so that officers may more readily understand what it is like to live with a disability. Second, appropriate training emphasizes the importance of having an attitude of respect toward persons with disabilities, so that individuals with disabilities feel like they are being treated fairly by the system as a whole. Finally, in order for officers to move beyond hardwired assumptions and stereotypes that many in society have, persons with disabilities must be encouraged to interact and participate in policing programs, including through employment.

Recommendation I: A Focus on Crisis Prevention versus Crisis Intervention

The three assumptions discussed previously, taken together, create a false perception that crisis intervention training is the solution to law enforcement use of force against persons with disabilities. This has led to the development of some successful training programs, including crisis intervention team (CIT) training, but these trainings cannot stand alone.[13] There needs to be training for law enforcement that incorporates the reality that not every person with a disability experiences a crisis, that persons without disabilities can experience crises, and that persons with disabilities are not inherently more dangerous than persons without disabilities. As such, there needs to be a philosophical shift from a focus on crisis intervention to a focus on crisis prevention in law enforcement training.

One such program was developed by the Arc of the United States' National Center on Criminal Justice and Disability (NCCJD). The Arc is a national nonprofit organization which, for over 60 years, has sought to promote and protect the civil and human rights of individuals with intellectual and developmental disabilities through the work of its national office and over 650 state and local chapters throughout the United States.[14] Through NCCJD, which is funded by the U.S. Department of Justice, Bureau of Justice Assistance, the Arc seeks justice for those with intellectual and developmental disabilities who find themselves entangled in the criminal justice system, often without necessary accommodations or understanding of their disabilities.[15] Intellectual disability is characterized by significant limitations both in intellectual functioning (reasoning, learning, problem-solving) and in adaptive behavior, which covers a range of everyday social and practical skills and must originate before

the age of 18. The term "developmental disabilities" is an umbrella term that includes intellectual disability, as well as other disabilities that can be cognitive, physical, or both. Some developmental disabilities describe primarily physical impairments, such as cerebral palsy or epilepsy. Some individuals may have both a physical and intellectual disability, which is common, for example, in people diagnosed with Down syndrome or fetal alcohol spectrum disorder. NCCJD's Pathways to Justice (Pathways) program is a comprehensive, community-based approach to improving relations and understanding between the law enforcement and disability communities, with a focus on the intellectual and developmental disability community.[16]
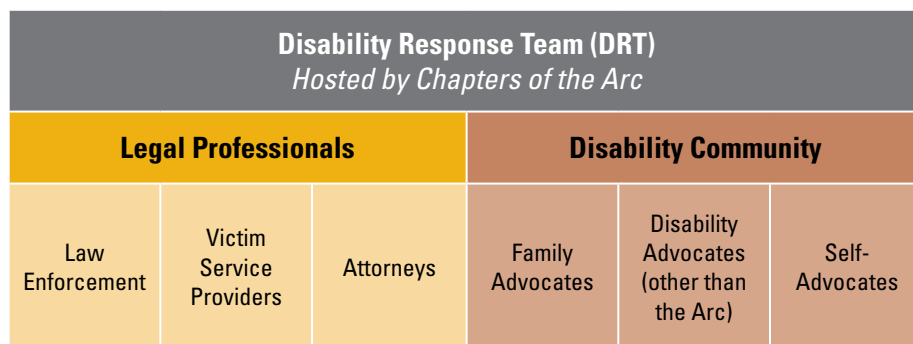
At the core of Pathways is the Disability Response Team (DRT), a team consisting of a multidisciplinary array of professionals, including law enforcement, attorneys, victim service professionals, disability advocates, and persons with disabilities, that comes together to identify persons with disabilities (especially those with "invisible" impairments) and support them as suspects, defendants, or victims in the criminal justice system.[17] The organizer and hub of each DRT is a state or local chapter of the Arc, which provides expertise on intellectual and developmental disabilities (I/DD) and a central point of contact for the team (see Resources box). Once a DRT is formed in a community, experts from NCCJD provide a full-day, in-person training, covering topics such as how to identify, accommodate, and interact with persons with disabilities, especially those with I/DD. Pathways is unique in that it is not a training meant only for law enforcement; it also aims to train other criminal justice and allied professionals about disability and how to keep those with I/DD out of the system when appropriate. The establishment of a DRT is essential because no one agency or profession can adequately service this population successfully—it takes a team effort.

Pathways also incorporates a crisis prevention approach to training. By creating a community-based DRT, the goal is to identify people before they are in crisis or before they get lost in the criminal justice system. When people have sufficient community-based resources and supports, they are also less likely to rely on first responders or other high-cost services, such as emergency rooms, to get needed services. Instead, disability advocates on the DRT can work with individuals in the community to identify appropriate services and supports and, hopefully, divert people with I/DD from the criminal justice system altogether.
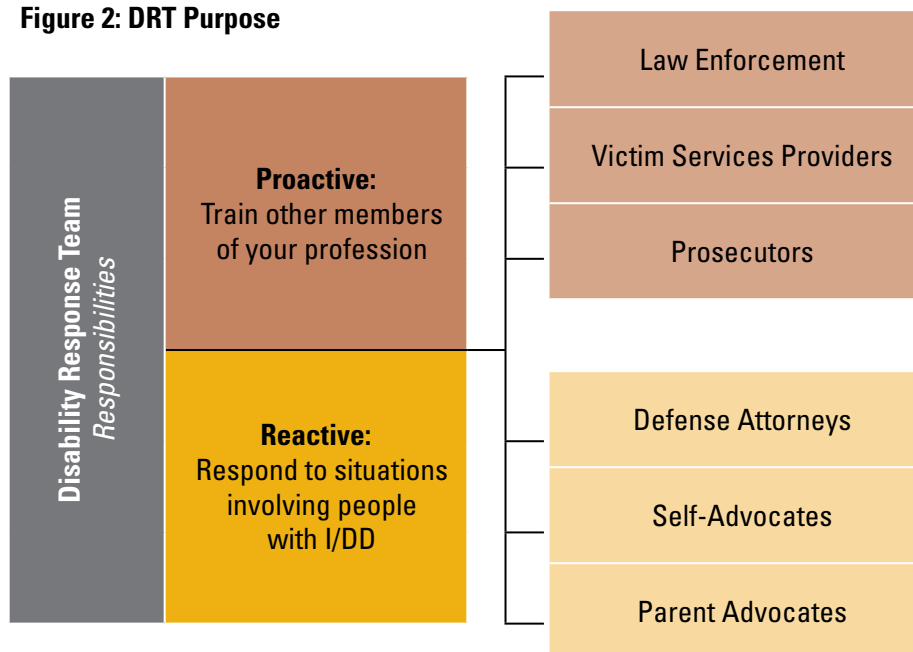
Graduate Course for CIT Training

Given the complexity of identifying hidden or invisible disabilities, NCCJD is also working to create an advanced module for CIT training that focuses on I/DD. The

Figure 1: DRT Composition

Disability Response Team (DRT) *Hosted by Chapters of the Arc*					
Legal Professionals			**Disability Community**		
Law Enforcement	Victim Service Providers	Attorneys	Family Advocates	Disability Advocates (other than the Arc)	Self-Advocates

Figure 2: DRT Purpose

Disability Response Team *Responsibilities*

Proactive: Train other members of your profession
- Law Enforcement
- Victim Services Providers
- Prosecutors

Reactive: Respond to situations involving people with I/DD
- Defense Attorneys
- Self-Advocates
- Parent Advocates

module consists of a full-day training that is meant to supplement existing CIT training, which generally consists of a 40-hour curriculum focused mostly on de-escalation techniques to assist those experiencing a mental health crisis. With its overall focus on I/DD, NCCJD's graduate module emphasizes the importance of crisis prevention, in addition to more traditional verbal de-escalation strategies. The graduate module on I/DD will be reviewed by NCCJD's National Advisory Committee and will be piloted with CIT-trained officers at Pathways to Justice training sites in 2017.[18]

Recommendation II: Procedural Justice as an Approach

In addition to training that focuses on crisis prevention, there is a general framework that can be applied to policing known as procedural justice. Procedural justice is a concept that emphasizes the importance of fairness in dispute resolution mechanisms, including the criminal justice system.[19] The idea of procedural justice also embraces fairness in the distribution of resources, ensuring that no one group receives a disproportionate share. In the criminal justice context, a procedural justice framework could help ensure that law violations are policed, prosecuted, and enforced the same way, regardless of a person's race, gender, socioeconomic status, disability status, or other characteristic.

Procedural justice is built on well-known research that perceptions of fairness and legitimacy depend as much on procedures as actual outcomes.[20] Procedural justice is generally conceptualized as having four different pillars or principles: (1) fairness in all processes and procedures; (2) transparency in actions and responses; (3) impartiality in decision-making; and (4) an opportunity for persons to be heard during the process.[21]

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Wallet Card: How to Spot Hidden Disabilities

Taken together, the four pillars can come together to create a stronger—or weaker— sense of police legitimacy, as perceived by the public and various communities that interact with law enforcement.

As a conceptual framework, procedural justice is not intended to lessen criminal responsibility or reduce officer safety; rather, it is a mechanism by which mutual respect and trust can be built between two communities, such as the disability community and law enforcement. Persons with disabilities need to know they will be treated fairly and with respect during interactions with law enforcement and not experience discrimination based on their disabilities or other characteristics. In this way, persons with disabilities can access policing services at a level commensurate to their peers without disabilities.

Recommendation III: Meaningful Inclusion of Those with Disabilities

The use of training tools and a procedural justice framework are not enough to cement positive relations between law enforcement and the disability community. In order to develop mutually trusting and beneficial relationships, law enforcement must invite persons with disabilities to meaningfully participate in their programs and services, including policing activities. Meaningful participation could mean many things, but one of the best ways to involve persons with disabilities in law enforcement activities is to employ them.

Most persons with disabilities can and want to have meaningful employment. However, because of stereotypes that persons with disabilities do not make good employees, they are often overlooked in applicant pools. While few law enforcement agencies are currently trying to hire persons with disabilities, some programs already exist to help incorporate persons with disabilities into the law enforcement and more general first responder workforce.[22]

Another way to meaningfully include persons with disabilities is to incorporate them as trainers in existing training programs, including CIT and police-created training. In the Pathways to Justice program described previously, persons with disabilities are an integral part of a DRT and play a key role in administering the training to criminal justice professionals. Full inclusion of those with disabilities as members of the training team should be the goal of any training that covers topics related to persons with disabilities.

Conclusion

High-profile stories of law enforcement interactions with persons with disabilities continue to be spotlighted by the media, indicating that the time is ripe for law enforcement and the disability community to come together to improve relations and mutual understanding. Developing this understanding must include officers and society at large challenging their own internal beliefs and stereotypes of people with disabilities. In the view of the authors, there

are three potential avenues to achieve these goals: (1) focus as much attention on crisis prevention as crisis intervention in law enforcement training programs; (2) apply a procedural justice approach to policing people with disabilities; and (3) institute meaningful inclusion of people with disabilities in all aspects of law enforcement. Together, the law enforcement and disability communities can create safer communities for all. ❖

Notes:

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IACP has multiple model policies related to particular physical or intellectual disabilities, including, for example, hearing impairment and mental illness. IACP members can access all model policies by visiting **www.theIACP.org/Model-Policy**.

2017 *Police Chief* Calendar

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The Direct Relationship of

By Tarrick McGuire, Lieutenant, Arlington, Texas, Police Department, IACP Fellow

> MENTORING,

> POSITIVE INTERVENTION, AND

> ENHANCED YOUTH-POLICE ENGAGEMENT

It is easier to build strong children than to repair broken men.

—Fredrick Douglass

Mentoring—investing time into encouraging and supporting someone else's life, education, career, or professional development—is generally accepted to be a positive act that yields positive outcomes. However, it is not unusual for those who have not served as mentors to fail to realize the full scope of mentoring or the many roles in which individuals can engage with the process. In reality, there are many types of mentoring and many capacities in which one can serve as a mentor, and many individuals perform formal and informal mentoring daily without consciously realizing they are engaging in this type of process.

Since the 1900s, youth mentoring has been used as an intervention strategy to provide adult support and guidance to youth throughout their adolescence development.[1] Mentoring, at its foundation, is a guiding tool that provides youth the comfort of knowing they have someone to confide in, with the reassurance of their ability to overcome the daily obstacles they will face. Research has shown that mentoring works and is beneficial to the development of skill sets, competencies, academic performance, and overall wellness. Ultimately, effective mentoring allows a young person to become more successful in life.

Various mentoring models and programs exist throughout the United States to serve a diverse group of youth populations. As of 2011, more than 5,000 mentoring programs were in the United States alone, serving approximately 3 million youths.[2] Nonetheless, one in three young people will grow up without a mentor.[3] This is an unfortunate statistic that can be changed with targeted program development and purposeful action by those who see the value in investing in younger generations.

Engaging Youth in a Community Policing Strategy

Many at-risk youth, particularly those in urban communities, grow up with limited opportunities for positive interactions with law enforcement personnel. This situation is often linked to the crimes that occur in their community and prompt law enforcement response. For these individuals, the mere sight of a person in uniform might send them into fight-or-flight mode. These children learn not just to avoid law enforcement officers, but to fear them. They truly believe that officers are to be avoided at all costs, because their experiences—and even their own bodies' responses to the

perceived threat—tells them there is no hope for a positive outcome.

The only way to counteract this type of ingrained response is to replace the negative experiences with repeated positive ones. A young person who believes that he or she will never have a positive interaction with a police officer needs to experience one—not just once, but many consecutive times to retrain the youth's brain and eliminate that fight-or-flight response set off by encounters with law enforcement. By working to create such interactions and positive encounters, local law enforcement organizations can work to improve both police legitimacy and trust, which can lead to a reduction in crime rates, as well as an increase in the quality of life for the students, families, and communities involved in the mentoring program. If the youths change their perspectives, the future will follow; thus, law enforcement youth mentoring programs have the ability to drive true and lasting change within a specific population.

Promising Practices: Arlington, Texas

Historically, many law enforcement agencies have worked to engage their local youth. Some of the more traditional and recognizable programs have been partnerships with Big Brothers Big Sisters, police athletic leagues, or D.A.R.E. education, the latter of which was started by the Los Angeles Police Department in the 1980s. These programs continue to be effective, but it is important that organizations evolve in their engagement practices.

Under the leadership of Police Chief Will Johnson, the Arlington, Texas, Police Department has developed two innovative programs that employ youth mentoring as an engagement tool to build relationships between youth and police. Chief Johnson, a supporter and proponent of police-youth mentoring stated,

> The investments we are making with our young people are essential building blocks to create positive relationships between police officers and teens.[4]
>
> In today's very complex and often highly competitive world, having a mentor can mean the difference between success and failure. A mentor is someone in your life who demonstrates how much they care.[5]

The Mentoring Arlington Youth Program

The Mentoring Arlington Youth (MAY) Program, launched by the Arlington Police

Department in July 2015, seeks to reduce distrust among communities of color through officers' positive interactions with local at-risk youth.[6] The program pairs local at-risk youth with police officers and teachers to help build relationships while encouraging the students and challenging them to achieve more than they once believed to be possible.

Research shows people are more likely to obey the law when they believe that those who are enforcing it have authority that is perceived as legitimate.[7] If legitimacy is established and supported through positive interactions, problem-based learning, and positive behavioral support for youths, law enforcement agencies can create sustainable relationships that serve to enhance their communities as a whole.

The MAY Program incorporates 21st-century policing principles by using mentoring in a way that builds trust, improves awareness, and enhances legitimacy. The relationships built through the MAY Program go beyond individual youth-mentor relationships to include school and community partnerships, which reflect an understanding of the diversity among families and differences in cultural and socioeconomic conditions. These partnerships build strong connections that improve outcomes for the students.

The idea embodied in the MAY Program is to pair the call of former U.S. President Barack Obama's My Brother's Keepers initiative with the pillars (principles) established by the President's Task Force on 21st Century Policing to build trust and support community enhancement.[8] When implemented properly, this type of program has the proven ability to increase public safety, reduce crime rates, foster an environment of respect, and encourage improved relationships between law enforcement and the local community.

MAY PROGRAM IMPACT

The MAY Program has impacted the mentees' perceptions of law enforcement through positive interactions, increased awareness, and trust development, as demonstrated by the following first 60-day assessment data:

- When the MAY Program began, 89 percent of the mentees were excited about the opportunity to participate in the MAY Program. By the end of eight weeks of mentoring, 100 percent of the mentees reported they were excited about participating in the MAY Program.

- "Learning what police officers do" is what 89 percent of the mentees liked most about the program.
- When the program began, 44 percent of the mentees reported they trusted police officers. By the end of the eight weeks, 100 percent of the mentees reported they trusted police officers.
- At the program's start, 67 percent of the mentees believed that police officers help the community; by the end of the first eight weeks, 100 percent of the mentees believe police officers help the community.

The MAY Program has also had measurable positive impacts on the mentees' behaviors and education.

- Almost a quarter (22 percent) of the May Program mentees had received at least one citation before the program began; however, zero of the mentees received a citation while in the program.
- Upon beginning the program, there was an 11 percent increase in mentees' school grades. After the first segment of the program, there was an overall 70 percent increase in their grades.
- Upon beginning the program, 78 percent of the mentees reported that they respect the school staff and environment; by the end of eight weeks, 89 percent reported that they respect the school staff and environment.
- Before joining the program, 67 percent of the mentees had received discipline referrals; during the first eight weeks, only 22 percent of the mentees received discipline referrals.

As the MAY Program progressed, teachers and school administrators reported a visible change in the mentees. Their behaviors have improved, and they are more respectful of staff, each other, themselves, and other students.

In addition to affecting the mentees in positive ways, the MAY Program is a good experience for the mentors.

- The majority (75 percent) of the mentors rate the MAY Program as excellent.
- All of the mentors report they would serve again as a mentor in the program.
- According to 87.5 percent of mentors, the mentor training provided helped them prepare for the experience.
- All of the mentors report they benefited from the mentoring experience.

As stated by Arlington Sergeant Curtis Petties,

The MAY Program gives us an opportunity to engage and understand what our youth are going through. It affords them insight to see us not only as police officers, but as fathers and brothers and men within their community.[9]

The mentors report the mentees open up and are receptive to hearing from the officers. The youth are excited about learning and finding an adult who shares a common interest, while also realizing that police officers and teachers are "regular people" like them. The mentors also report the mentees have a good work ethic and are passionate about learning. These youths are excited to attend school and are actively seeking to improve their behavior, grades, and relationships. Further, the mentees all hope to attend college and actively sought guidance on achieving that goal.

Parents involved in the MAY Program also praise its effect on their children. For instance, one mother posted the following message about the program's impact on her son:

This program has saved my son. His father is not in his life, so he has trust issues when it comes to men. With everything that has happened with the police, he has lacked trust in them as well. Since he has been a part of this program, he now trusts police, his behavior has improved. A great part of this has been his mentor Cpl. Rene Sandoval. [My son] wants to make his mentor proud.[10]

Coach 5-0 Program

On January 12, 2015, Carl Wilson, a promising high school athlete in Arlington, Texas, was gunned down after school. His death, a tragic occurrence that has become more common in recent years, spurred the local police department to take action. They reached out to the Arlington Independent School District's (AISD's) athletic director to ask how they could help and become more involved with student athletes. The initial meeting generated a significant amount of excitement about possibilities, and, by that fall, local police officers began pairing with high school football teams to offer support, encouragement. and mentoring on both a one-on-one and team-wide basis.

The program became known as Coach 5-0 after local Arlington ISD Athletic Director Kevin Ozee tweeted a picture of officers on the sideline of his school's Friday night football game with the caption "Coach 5-0."[11] The name stuck, and "coach" is perhaps the most appropriate moniker for the officers in the program. The officers are not present to judge or rule; they are there to coach and mentor—to connect with the athletes on a human level and prove to them once and for all that law enforcement officers want to see them succeed and thrive in life.

One great example of this program's effect was offered by an officer who has been involved with the program from the very beginning. Deputy Chief Jeff Petty describes working a long overnight shift and returning home to sleep only to be awaked by the phone within minutes. One of the students in the Coach 5-0 program was calling to say he needed a ride to school because he had missed the bus. Deputy Chief Petty stated,

I knew that, a year earlier, this same student would have just rolled over and gone back to sleep because he had missed the bus. Of course,

I got him a ride to school. I went back to bed and thought 'Maybe this thing is really going to work.'" The Coach 5-0 program has allowed students to know us on a personal level. They are more comfortable around police and come to us when they are experiencing personal problems. They know that we care, are paying attention, and want what's best.[12]

According to Deputy Chief Petty, the program allows the officers and students to connect on a personal level, and, as the student-athletes become more comfortable around the officers, they come to the mentors when they experience personal problems because they know the officers care about them.[13]

These types of success stories are constantly heard by those in the Coach 5-0 program. For example, Deputy Chief Chavela Hampton learned that a basketball high school senior was experiencing some problems at home and didn't intend to graduate. After Deputy Chief Hampton learned of the situation, she sought out the youth in person at school for a one-on-one conversation. Deputy Chief Hampton explained to the student that she needed to repair her relationship with her mother and encouraged her to graduate due to having a great opportunity of receiving a basketball scholarship.

Deputy Chief Hampton then worked with the student's coach and developed a plan that allowed her to graduate. The student personally requested Deputy Chief Hampton's presence when she signed her scholarship letter of intent, and the deputy chief maintained contact with the student when she went to college.[14]

The Coach 5-0 program has been a resounding success, and what started with football has now grown to include all sports and has even expanded into additional school systems within the City of Arlington.

Implementing a Mentoring Program

The previous examples show the power of a well-implemented, well-supported mentoring program. Each youth who participates has the potential opportunity to change his or her life's trajectory. Due in part to these programs' successes, other jurisdictions in the United States are seeking to build and implement their own mentoring programs. However, in order for the new programs to be successful, those leading them must first identify a true need within the community and then gather the necessary information. These efforts will help increase the chances of success as they will guide the implementation of the right program, in the right place, at the right time.

Also, those departments and organizations seeking to build this type of program should first develop a strategic mentoring plan. Bigger isn't always better when starting a mentoring program. Most programs start small and grow based on success, interest, and outcomes. The point isn't to start all the way at the top—the point is simply to start.

The plan should include, in part, answers to the following questions: (1) What are the program's goals and objectives? (2) Who will help accomplish this task? and (3) How will it be implemented and sustained?

The plan should also have the following elements:

- Recruitment plan for mentors and mentees
- Clear expectations for mentors and mentees
- Standard curriculum and operating procedures
- Standards for background checks
- Training for mentors
- A realistic budget
- An evaluation tool

Conclusion

Evidence has shown that positive mentoring relationships support youths' abilities to do and achieve more. A child who has little to no support can find hope in the relationship with a mentor. In their mentors, the youths find individuals who believe in them, and they have the chance to experience this type of positive feedback in many areas of their lives.

The act of pairing youth with a mentor from a local law enforcement agency is especially impactful in that it has the power to completely change both the youth's and officer's perspectives, while also impacting community-law enforcement relations on a larger scale. By replacing negative memories or subcultural norms with positive interactions, mentoring programs can create a ripple effect that starts with the youths and reverberates through their families; friends; and, eventually, their community. ❖

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June 26–30, 2017
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MANUFACTURERS MOVE TO MAKE BODY-WORN CAMERAS EASIER TO USE

By Scott Harris, Freelance Writer

According to the Pew Research Center, almost 70 percent of all adults in the United States own smartphones. That number rises to 86 percent among adults between the ages of 18 years and 29 years.[1]

There are many advantages to essentially carrying a computer in one's pocket, and one of those advantages is the ability to record video at the touch of a button.

This ability has had a ripple effect across many corners of society, but probably none more so than in law enforcement. Police departments have responded to the trend of citizen recordings by increasing their own video recording capabilities, most notably through body-worn cameras.

To date, body-worn cameras have yielded mixed results for the departments that have deployed them. For example, in Washington, D.C., footage from a camera worn by a Metropolitan Police Department officer helped shed light on an officer-involved shooting on Christmas Day.[2]

However, body-worn cameras have also led to increased scrutiny when they are not properly utilized. Also in Washington, D.C., in September 2016, an officer's fatal shooting of resident Terrence Sterling created extra controversy because the officer's body-worn camera was not turned on until after the shooting.[3]

Similar incidents occurred in the shootings of Keith Scott in Charlotte, North Carolina, and Paul O'Neal in Chicago, Illinois.[4]

Manufacturers have responded by making cameras that are more automatic and intuitive to remove inadvertent operator errors from the equation. Advancing technologies can mean many new options, but in the case of body-worn cameras, ease of use may be the highest current priority.

"Everything is supposed to simplify, not make more work for [officers]," said Monica Marcos, marketing and sales specialist for Safety Vision, LLC, a manufacturer headquartered in Houston, Texas. "It's self-explanatory, the more you use it, the more it becomes second nature. We say that it's like using a phone. You don't have to go into the system. The system does it for you."[5]

Ease of Use

The Prima Facie model from Safety Vision is about as easy to use as possible for a body-worn camera. One-touch recording makes the process virtually foolproof, and HD cameras make sure the final product is one on which law enforcement can capitalize.

The Vista body camera from WatchGuard Video, based in Allen, Texas, also features one-touch recording, along with rugged construction and automatic event linking between the body camera and the in-car video system. Easy-to-understand controls also contribute to the ease of use, with a backlit LCD display providing clear information on settings and status, including battery life.[6]

In addition to one-touch recording, Safety Vision's Prima Facie offers pre-event recording, a buffer that automatically captures events that occurred a short time before a recording is manually activated.

"It really is all about the clarity of the recording, so it can be admissible evidence," Marcos said. "You're capturing all of the interactions, and you have automatic operations. It's about never having to worry that it wasn't on."[7]

Pre-event recording is a common feature now, and it's helping to account for the lag that can occur between an incident and the moment when an officer turns on his or her camera. The Body Vision XV from L3 Mobile-Vision, based in Rockaway, New Jersey, has this feature, along with belt and alligator clips for flexible mounting options.[8]

The new Focus X1 from Houston, Texas-based Coban Technologies takes ease of use to an even more automatic level. This body-worn camera model can be triggered by remote stimuli, such as the police light bar or the sound of sirens or even closing doors. The Focus X1 also offers low-light recording and a charging time that's up to four times faster than that of competitors.[9]

Prima Facie camera by Safety Vision

Many of these features are also present in the body-worn camera designed by Pro-Vision Video Systems, a firm based in Byron Center, Michigan. As with the Prima Facie, simplicity is a priority, with one-touch recording, pre-event recording, and a 12-hour battery life all coming standard with the IP68.

"Police officers want to add less steps to their day," said Sam Lehnert, marketing manager for Pro-Vision. "They want less equipment. Every move they make is critiqued. The last thing they want to do is think about operating another piece of equipment. We help them take steps away, rather than adding them in."[10]

Battle Tested

As one of fastest-growing private manufacturers in the United States, according to *Inc.* magazine, Pro-Vision minds the details while still being about 50 percent more affordable, on average, than competitors. "We focus on being reliable, simple, and affordable," Lehnert said.[11]

While factors like one-touch and pre-event recording are designed to maximize ease of use, there are more factors to consider when seeking out the right body-worn camera.

Affordability is particularly important, Lehnert said, because of tight agency budgets. And while grants from the federal government and other sources provide substantial funding, it is not enough for all agencies to receive grants. "Yes, there is grant money out there," said Lehnert. "But it is limited."[12]

The U.S. Department of Justice Office of Justice Programs' Bureau of Justice Assistance's Fiscal Year 2016 Body-Worn Camera Policy and Implementation Program provided $16 million to 106 state, local, and tribal law enforcement agencies, as well as a $3 million supplemental award to continue support for body-worn camera training and technical assistance.[13]

"When backed by sound policies and procedures, body-worn camera use has the potential to heighten transparency, reduce complaints, and improve evidence collection, leading to safer neighborhoods and greater respect for the law," said former U.S. Attorney General Loretta E. Lynch in a statement.[14]

Durability is almost as important as affordability. Each Pro-Vision product is subject to rigorous testing that ensures it can take whatever a demanding job has to dish out. The IP68 has a waterproof rating, ensuring it will stand up to the elements. "Whatever environment it goes through, it can handle it," Lehnert said.[15]

Additional Factors

Covert settings also are important for protecting officer safety.

"[If there's] a guy in the crowd pulling Molotov cocktails out of his truck, you can notify and put eyes on this guy without giving up your cover," said Brad Medine, communication category director with Tactical Command Industries, a California-based brand of the Safariland Group that creates communications solutions for the law enforcement market.[16]

Once video is captured, storage and organization become important pieces of the puzzle as well. For users of the Prima Facie camera, the Prima View companion program makes it easy to keep, monitor, and search video files. Detailed history reports of user access and customizable evidence categories and case number designation also are basic features.

Safety Vision also is planning a new body-worn camera for release this fall. The next generation body-worn camera will provide seamless integration with the company's HD in-car video system, wireless video downloading, and GPS tagging, among other features.[17]

As agencies consider different options and factor in budgetary constraints, current technologies in use, scenarios, and community-specific needs, body-worn camera manufacturers are watching the

Two-Wire Patrol Kit by Tactical Command Industries

trends and continuously updating the technology to fulfill the increasing demands for these devices. ❖

Notes:

[1]Monica Anderson, *Technology Device Ownership: 2015* (Washington, D.C.: Pew Research Center, 2015), http://www.pewinternet.org/2015/10/29/technology-device-ownership-2015.

[2]Anna-Lysa Gayle and Sam Ford, "Police Release Body Cam Video of Man Fatally Shot by Officer in DC on Christmas Day," ABC WJLA, http://wjla.com/news/local/police-release-body-cam-video-of-man-fatally-shot-by-officer-in-dc-on-christmas-day.

[3]"DC Police Release Body-Cam Footage in Terrence Sterling Shooting," CBS WUSA, September 27, 2016, http://www.wusa9.com/news/local/dc/dc-police-release-body-cam-footage-in-terrence-sterling-shooting/326906155.

[4]Wesley Lowery, "Charlotte Officer Did Not Activate Body Camera Until After Keith Scott Had Been Shot," *Washington Post*, September 26, 2016, https://www.washingtonpost.com/news/post-nation/wp/2016/09/26/charlotte-officer-did-not-activate-body-camera-until-after-keith-scott-had-been-shot-2/?utm_term=.19ceb8d10e41; J. Weston

Phippen, "The Trouble With Police Body Cameras," *The Atlantic*, August 2, 2016, http://www.theatlantic.com/news/archive/2016/08/chicago-shooting/493997.

[5]Monica Marcos (marketing and sales specialist, Safety Vision, LLC), telephone interview, January 6, 2017.

[6]WatchGuard Video, "Vista HD Police Body Camera," http://watchguardvideo.com/body-cameras/vista.

[7]Marcos, telephone interview, January 6, 2017.

[8]L3 Mobile-Vision, "Body Vision XV Body Camera," http://www.mobile-vision.com/products/bodyvision-xv-body-camera.

[9]Coban Technologies, "Focus," http://www.cobantech.com/www/focus.html.

[10]Sam Lehnert (marketing manager, Pro-Vision Video Systems), telephone interview, January 4, 2017.

[11]Ibid.

[12]Ibid.

[13]U.S. Department of Justice, "Department of Justice Awards Over $20 Million to Law Enforcement Body-Worn Camera Programs," press release, September 26, 2016, https://ojp.gov/newsroom/pressreleases/2016/ojp09262016.pdf.

[14]Ibid.

[15]Lehnert, telephone interview, January 4, 2017.

[16]Brad Medine (communication category director, Tactical Command Industries), telephone interview, January 4, 2017.

[17]Marcos, telephone interview, January 6, 2017.

PRODUCT FEATURE:

BODY-WORN CAMERA MANUFACTURERS

For contact information, please visit www.policechiefmagazine.org.

Coban Technologies	Sentinel Camera Systems, LLC
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L-3 Mobile-Vision, Inc.	TASER International
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PatrolEyes	Vigilant Solutions
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ENCOURAGING CRIME REPORTING BY IMMIGRANTS

By Michael McGrath, Director of Public Safety, City of Cleveland, Ohio, and Megan L. Sprecher, Immigration and Poverty Law Attorney, End Domestic Abuse Wisconsin

Domestic violence is an underreported crime. Victims are hesitant to report for a variety of reasons including fear of reprisal by the perpetrator, shame, and worry that no one will believe them. The City of Cleveland, Ohio's Division of Police noticed that undocumented immigrant victims of domestic violence were even less likely than the general public to report being a victim of domestic violence. Further complicating the issue was that, when undocumented immigrants did report crimes of domestic violence, additional barriers were preventing them from following through with the investigation and prosecution of the crime, such as a language barrier, unfamiliarity with the U.S. legal system, and fear of deportation and being separated from and unable to protect their children. The underreporting of serious crimes, including domestic violence, creates a safety risk for the community at large—when law enforcement is not notified of crimes, there is no possibility of investigation or prosecution, and the perpetrator remains at large.

In an effort to overcome these additional obstacles to undocumented immigrants' reporting and cooperating with law enforcement, the Cleveland Division of Police made sure to have bilingual and culturally aware employees assigned to the Domestic Violence Unit, including a detective and bilingual justice system advocate. This reduced the language barrier as an obstacle, but victims were still hesitant to report or pursue an investigation.

The U Visa

Cleveland's Division of Police took its advocacy for these victims one step further and partnered with the Legal Aid Society of Cleveland and the Domestic Violence and Child Advocacy Center to educate the community about and utilize the benefits of U Nonimmigrant Status (U Visa). The U.S. Congress created the U Visa in 2000 with the dual purpose of providing humanitarian relief to immigrant victims of serious crimes and strengthening law enforcement's ability to better reach and serve immigrants by encouraging them to come forward, report crimes, and assist in the investigation and prosecution processes.[1]

To qualify for a U Visa, an applicant must show that he or she

1. was the victim of a qualifying criminal activity;
2. suffered substantial physical or mental abuse as a result of being a victim of the crime;
3. has information about the criminal activity;
4. was helpful, is helpful, or is likely to be helpful to law enforcement in the investigation or prosecution of the crime; and
5. was the victim of a crime that took place in the United States or violated U.S. laws.[2]

Although the crime victim must initiate the U Visa application process with the U.S. Citizenship and Immigration Services (USCIS) him or herself, law enforcement can suggest that victims consider applying for a U Visa; many crime victims are still unaware that the U Visa exists or how to apply for it. As part of the U Visa application process, the applicant must file an application and submit evidence including a Form I-918, Supplement B, "U Nonimmigrant Status Certification," signed by law enforcement attesting to the victim's status as a crime victim, his or her possession of information about the crime, and his or her helpfulness to the investigation or prosecution of the crime. In these situations, "helpfulness" means not unreasonably refusing to provide law enforcement with information, help, or assistance and is unrelated to whether charges are filed or a conviction is secured. The law enforcement certification form is required; a U Visa application will be denied without a certification signed by the head of the certifying agency or his or her designee.[3]

By signing the certification form, a law enforcement official is not granting U Visa status upon the crime victim. USCIS has sole jurisdiction in adjudicating applications for U Visa status and considers the certification form along with other evidence in making its decision.[4] As part of the application process, all U Visa applicants must submit to a biometrics appointment with USCIS.[5] The biometrics appointment includes fingerprinting and photographing of the applicant and brings to light the U Visa applicant's criminal and immigration history, if any. USCIS takes these findings into consideration when adjudicating a U Visa application. U Visa applicants may include certain family members as derivatives in their application; however, family members who committed the qualifying criminal activity may not be included as derivatives (e.g., a husband who commits domestic violence against his wife is prohibited from being a derivative on the wife's application for a U Visa where the U Visa is based on that incident of domestic violence).[6]

There is a cap of 10,000 U Visas per fiscal year, a limit which has been met for the past six years (2010–2016). U Visa applicants who are not granted U Visas solely due to the cap are placed on a waiting list and granted employment authorization while they wait for a visa to become available.[7] Once the U nonimmigrant status is granted, it is valid for four years, although it can be extended

Figure 1: The Immigrant Power and Control Wheel illustrates some of the additional forms of abuse and control immigrant victims of domestic violence face, making it that much more difficult for them to leave or seek help.

PHYSICAL ABUSE

twisting arms, tripping, biting

beating, throwing her down

pushing, shoving, hitting

slapping, choking, pulling hair

punching, kicking, grabbing

using a weapon against her

PHYSICAL ABUSE

Power and Control

Economic Abuse

Threatening to report her to the ICE to get her deported. Threatening to withdraw the petition to legalize her immigration status.

Hiding or destroying important papers (passport, ID cards, health-care cards, etc.). Destroying her only property from her country of origin.

Intimidation

Making her afraid by using looks, gestures, actions. Smashing things. Destroying her property. Abusing pets. Displaying weapons.

Making and/or carrying out threats to do something to harm her. Threatening to leave, commit suicide, or report her to welfare. Making her drop charges. Making her do illegal things.

Using Male Privilege

Threatening to report her if she works "under the table." Not letting her get job training or schooling.

Preventing her from getting or keeping a job. Making her ask for money. Giving her an allowance. Taking her money. Not allowing her to know about or have access to the family income.

Putting her down. Making her feel bad about herself. Calling her names. Making her think she's crazy. Playing mind games. Humiliating her. Making her feel guilty.

Emotional Abuse

Lying about her immigration status. Writing to her family and telling lies about her. Calling her racist names.

Calling her a prostitute or "mail order bride." Alleging on legal papers that she has a history of prostitution.

Treating her like a servant. Making all the big decisions. Acting like the "master of the castle." Being the one to define men's and women's roles.

Controlling what she does, who she sees or talks to, what she reads, where she goes. Limiting her outside involvement. Using jealousy to justify actions.

Isolating her from friends, family, or anyone who speaks her language. Not allowing her to learn English.

Isolation

Making her feel guilty about the children. Using children to relay messages. Using visitation to harass her. Threatening to take the children away.

Making light of the abuse and not taking her concerns about it seriously. Saying the abuse didn't happen. Shifting responsibility for abusive behavior. Saying she caused it.

Using Children

Denying Privileges

Threatening to take her children away from the U.S. Threatening to report her children to the ICE.

Failing to file papers to legalize her immigration status, withdrawing or threatening to withdraw papers filed for her residency.

» Abduction

» Abusive Sexual Contact

» Blackmail

» Domestic Violence

» Extortion

» False Imprisonment

» Female Genital Mutilation

» Felonious Assault

» Fraud in Foreign Labor Contracting

» Hostage

» Incest

» Involuntary Servitude

» Kidnapping

» Manslaughter

» Murder

» Obstruction of Justice

» Peonage

» Perjury

» Prostitution

» Rape

» Sexual Assault

» Sexual Exploitation

» Slave Trade

» Stalking

» Torture

» Trafficking

» Witness Tampering

» Unlawful Criminal Restraint

» Other Related Crimes*

Note:
* Includes any similar activity where the elements of the crime are substantially similar. Also includes attempt, conspiracy, or solicitation to commit any of the above and other related crimes.

for exceptional circumstances. After U Visa applicants are granted their U Visa, they are able to adjust status (apply for their "green card") after three years in U Visa status.[8]

Largely due to outreach by domestic violence and immigrant advocates and law enforcement partners, more immigrant victims of crime are now aware of the existence of the U Visa. The number of U Visa applications being filed has increased greatly from 6,835 in fiscal year 2009 to 30,106 in fiscal year 2015. As of the third quarter of fiscal year 2016, there were 78,066 pending U Visa applications, not including applications for derivative family members.[9] This high number of pending applications is in part due to a processing time that is continually increasing; it currently takes USCIS over two years to adjudicate an application for a U Visa.[10] Despite this rise in applications, the number of applicants still constitutes a fraction of the number of immigrant victims of serious crime, and law enforcement officials still cite underreporting as a major issue in the undocumented immigrant community. For example, the Nassau County, New York, District Attorney recently spearheaded a new initiative with the Nassau County Police Department and various legal associations "to reduce crime for all Nassau County residents by seeking to enhance communication and cooperation between law enforcement and the County's substantial immigrant and ethnic populations."[11]

While the U Visa is still an invaluable tool, it is important to note that the wait time to get a U Visa due to the yearly cap is long, and, currently, a more-than-two-year processing time ensues just to get on the waiting list and be granted employment authorization.[12] This being said, the U Visa is often a crime victim's only path to citizenship, and its value cannot be overestimated.

Cleveland's Approach

After learning about the U Visa, the Cleveland Division of Police sought to increase its usage with Cleveland crime victims, especially in the domestic violence arena. In 2008, it created a protocol naming the division's Intelligence Unit as the unit charged with reviewing and signing U Visa certifications.[13] The protocol served to clarify for the officers and the immigrants and their advocates who at the Division of Police is authorized to sign a U Visa certification form. Before the issuance of the protocol, law enforcement personnel in the agency were hesitant to sign the certifications, as they were unsure of whether they had the authority to do so and how to evaluate whether to grant a certification request. Immigrants and their advocates did not know whom to approach with requests to sign certification forms.

A few years later, with the support of the Division of Police, mayor, and the Legal Aid Society of Cleveland, the Cleveland City

Council issued a resolution in support of U Visas.[14] The resolution served to educate councilpersons and the community about the existence of the U Visa and to reinforce the institutional support for crime victims, specifically immigrant victims of domestic violence. Leadership from the Division of Police, Legal Aid Society of Cleveland, and the Domestic Violence and Child Advocacy Center attended the meeting where the resolution passed unanimously. Two different families who obtained U Visas after cooperating in the investigation and prosecution of their abusers attended the meeting and had the opportunity to tell their stories to city leadership.

A few days later, the Legal Aid Society of Cleveland and the Division of Police co-authored an opinion-editorial commending the city council's passage of the resolution. The article highlighted the story of a young mother who received the first known U Visa in Ohio. She suffered significant abuse from her partner, a U.S. citizen, both during and after her pregnancy. For example, her partner dragged her through their apartment by her hair, and he pushed her down the stairs when she was pregnant. Afraid and unable to speak English, she did not know where to turn. She was afraid that if she reported the abuse, she would be deported and she would never see her young son again. The Domestic Violence Unit's bilingual staff spoke to the young woman and told her about the U Visa. They referred her to the Domestic Violence and Child Advocacy Center and the Legal Aid Society of Cleveland. With this team of support behind her, the young woman assisted in the investigation and prosecution of her abuser. Her court testimony was so powerful and convincing that her abuser ended up pleading guilty. Today, the woman has a steady job as a janitor, and her son is an honor roll student. Three years after obtaining her U Visa, she applied for her permanent resident status. She obtained her green card and is already studying U.S. civics in preparation for the day, five years after getting her green card, when she is eligible to apply for U.S. citizenship.[15]

A subsequent article published in Cleveland's *The Plain Dealer* highlighted the partnership between the Division of Police, the Legal Aid Society of Cleveland, and the Domestic Violence and Child Advocacy Center. The article was published in both English and Spanish, a first for the newspaper.[16]

Expansion of Program to Other Crimes

After positive experiences with the U Visa in addressing crimes of domestic violence, the Division of Police has expanded its utilization of the U Visa in other types of serious crimes perpetrated upon immigrants. In one case, the division and the Legal Aid Society of Cleveland partnered to provide support

to an immigrant who was the victim of felonious assault and aggravated robbery. She was held up at gunpoint while working at a store. The perpetrator shot her in the head as she fled to the back room. The perpetrator was apprehended and charged with both crimes—without the woman's cooperation in the investigation and prosecution of the crime, the community at large would be less safe. The U Visa was a tool that helped the young woman gather the courage necessary to cooperate. She is still recovering from her traumatic brain injury, but she is happy to be able to watch her young son, who wants to serve in law enforcement, grow up.

Recommendations

Agencies that wish to increase their use of U Visas for undocumented crime victims can consider the following actions:

- regularly reach out to local domestic abuse and sexual assault programs;
- form or strengthen relationships with community centers or other nonprofits that provide services to various immigrant communities;
- ensure personnel are regularly trained on the U Visa and provide qualified interpreters for victims with limited English proficiency; and
- issue a policy or protocol outlining the process to request a U Visa certification. ❖

Michael McGrath was sworn in as the Director of Public Safety of the City of Cleveland in February 2014, after a distinguished career of 41 years as a law enforcement officer, including serving as police chief for the City of Cleveland from 2005 to 2014. During his career, McGrath received several awards, including community service awards, distinguished service medals, merit awards, the Medal of Heroism, the Medal of Honor, and a Congressional Certificate of Recognition. He serves on several executive and advisory boards, including the Family Justice Center and human trafficking projects, the Children Who Witness Violence Program, Family to Family Care Program, and the Cleveland Police Foundation.

Megan L. Sprecher is the Immigration and Poverty Law Attorney for End Domestic Violence Wisconsin, the Wisconsin coalition against domestic violence. Prior to joining End Abuse, Sprecher was an attorney with the Legal Aid Society of Cleveland for eight years, where she specialized in representing immigrant survivors of crime in immigration and other civil legal matters.

Notes:

[1] Victims of Trafficking and Violence Prevention Act of 2000, Pub. L. No. 106-386, 114 Stat. 1464, 1533–1534 § 1513(a)(2)(A)&(B) (2000).

[2] Alien Victims of Certain Qualifying Criminal Activity, 8 C.F.R. §214.14(b) (2012).

[3] 8 C.F.R. §214.14(c)(2)(i).

[4] §214.14(c)(1).

[5] §214.14(c)(3).

[6] §214.14(f).

[7] Adjustment of Aliens in U Nonimmigrant Status, 8 C.F.R. §245.24 (2016).

[8] 8 C.F.R. §245.24(d).

[9] U.S. Citizenship and Immigration Services, "Number of I-918 Applications for U Nonimmigrant Status (Victims of Certain Criminal Activities and Family Members) by Fiscal Year, Quarter, and Case Status 2009–2016," https://www.uscis.gov/sites/default/files/USCIS/Resources/Reports%20and%20Studies/Immigration%20Forms%20Data/Victims/I918u_visastatistics_fy2016_qtr1.pdf.

[10] Kate Linthicum, "Safety for Immigrant Victims Put on Hold by U-Visa Delay," *Los Angeles Times,* February 1, 2015.

[11] Nassau County District Attorney, "Acting DA Singas Joined by NCPD & Advocates to Announce New County-Wide Crime Fighting Initiative," news release, March 16, 2015, https://www.nassaucountyny.gov/CivicAlerts.aspx?AID=1731.

[12] USCIS, Processing Time Information for the Vermont Service Center, as of July 31, 2016.

[13] Cleveland Division of Police, Div. Notice #08-212 (2008).

[14] Cleveland City Council, Res. 374-10 (2010).

[15] Michael McGrath and Megan Sprecher, "City of Cleveland Takes Important Steps to Ensure Citizen Safety: We All Should Follow Its Lead," *The Plain Dealer,* March 28, 2010; USCIS, "Path to U.S. Citizenship," https://www.uscis.gov/us-citizenship/citizenship-through-naturalization/path-us-citizenship.

[16] Regina Garcia Cano, "Cleveland Program Helps Hispanic Women, Children Escape Domestic Violence," *The Plain Dealer,* January 5, 2012.

For more resources on domestic violence, sexual assault, human trafficking, and other crimes toward women, visit IACP's Police Response to Violence Against Women Project online at www.theIACP.org/Police-Response-to-Violence-Against-Women.

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❏ Indian Country
　Law Enforcement　　$25

❏ Intl Managers Police Academy
　& College Training　$25

❏ Law Enforcement Information
　Management (LEIM)　$25

❏ Legal Officers　　　$35

❏ Mid-Sized Agencies Section　$50

❏ Police Foundations Section　$20

❏ Police Physicians　$35

❏ Police Psychological Services—
　initial processing fee　$50

❏ Public Information Officers　$15

❏ Public Transit Police　No Charge

❏ Railroad Police　　No Charge

❏ Retired Chiefs
　of Police　　　　No Charge

❏ Smaller Department
　Section　　　　　　$20

❏ S & P Police Alumni
　Section　　　　No Charge

❏ S & P Police Academy
　Directors　　　No Charge

❏ S & P Police Planning
　Officers　　　　No Charge

❏ University/College Police—
　Initial Member　　$50

❏ University/College Police—
　Additional members　$15

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

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

Contact information for all members can be found online in the members-only IACP Membership Directory.

*Associate Members
All other listings are active members.

AUSTRALIA

Queensland

Brisbane
French, David, Inspector, Queensland Police Service
*Keens, Adam, Mobility Technical Manager, Queensland Police Service

CANADA

Ontario

Hamilton
Kinsella, Daniel J, Deputy Chief of Police, Hamilton Police Service

ICELAND

Reykjavik
Kristjansson, Einar Karl, Detective Chief Inspector/CIO, Reykjavik Metropolitan Police

INDIA

New Delhi
Jain, Rajiv, Director, Intelligence Bureau

NIGERIA

Sokoto
*Mustapha, Mohammed, Student, Usmanu Danfodiyo Univ

SOUTH AFRICA

Johannesburg
*Salau, Olamide Yusuf, Security Consultant, Salsuf Global Services

UNITED STATES

Alabama

Birmingham
*Mack, Torry, Assistant Director of Training, Birmingham Police Dept

Montgomery
Thompson, Tonya, Captain, Montgomery Police Dept

Alaska

Sitka
Ankerfelt, Jeffery, Chief of Police, Sitka Police Dept

Arizona

Glendale
*Smith, Tiffany, Police Officer, Glendale Police Dept
*Waite, Scott, Sergeant, Glendale Police Dept

Goodyear
*Ruiz, Caroline, Management Assistant, Goodyear Police Dept

Mesa
Cost, Kenneth, Commander, Mesa Police Dept
Intrieri, Thomas A, Commander, Mesa Police Dept
Wessing, Edward J, Commander, Mesa Police Dept

Paradise Valley
*Arenas, Felix, IT Analyst, Town of Paradise Valley
Gregory, James, Lieutenant, Prescott Valley Police Dept

Scottsdale
Leduc, Joseph, Commander, Scottsdale Police Dept
Minor, Aaron, Commander, Scottsdale Police Dept

Sierra Vista
Kosmider, Jon E, Deputy Chief of Police, Sierra Vista Police Dept

Tucson
Hanna, Douglas, Lieutenant, Pima Co Sheriff's Dept
Kasmar, Chad, Deputy Chief of Police, Tucson Police Dept
Napier, Mark, Sheriff, Pima Co Sheriff's Dept
*Ortiz, David, Detective, Tucson Police Dept

California

Concord
Voerge, Garrett, Captain, Concord Police Dept

La Palma
Kim, Terry K, Chief of Police, La Palma Police Dept
Wilkerson, Ron L, Captain, La Palma Police Dept

Lompoc
*Deming, Donald, Patient Advocate, The Champion Center

Los Angeles
*Lord, Hayden, Federal Agent, Australian Federal Police
*Powers, Robert, Police Officer, Los Angeles Police Dept

Monterey
*Mixer, Guillermo, District Attorney Investigator, Monterey Co District Attorney's Office

National City
Bavencoff, David, Lieutenant, National City Police Dept

Norwalk
*Trujillo, Lee, Executive Director, Joint Regional Intelligence Center

Petaluma
Crosby, Edward G, Lieutenant, Petaluma Police Dept
Lyons, Tim M, Lieutenant, Petaluma Police Dept
Salizzoni, Tara A, Lieutenant, Petaluma Police Dept

Piedmont
Bowers, Jeremy, Chief of Police, Piedmont Police Dept

Sacramento
*Schnabel, Blake R, Sergeant, California Hwy Patrol

San Diego
Lucas, Keith, Assistant Chief of Police, San Diego Police Dept
Nisleit, David S, Assistant Chief of Police, San Diego Police Dept

Santa Ana
Puckett, Jeffrey, Lieutenant, Orange Co Sheriff's Dept
Almada, Robert, Lieutenant, Santa Monica Police Dept
*Blicharski, Robert, Sergeant, Santa Monica Police Dept
*Glaser, Jeffrey, Sergeant, Santa Monica Police Dept
Lowe, Darrell, Captain, Santa Monica Police Dept
*Mendoza, Alejandro, Public Service Administrator, Santa Monica Police Dept

Signal Hill
Nunley, Christopher M, Chief of Police, Signal Hill Police Dept

Colorado

Alamosa
DerouinGreene, Erika, Interim Chief of Police, Adams State Univ Police Dept

Boulder
Prentup, Heidi, Division Chief, Boulder Co Sheriff's Office

Denver
*George, Kristin, Assistant City Attorney, City and County of Denver

Grand Junction
Fogg, James, Lieutenant, Mesa Co Sheriff's Office

Lafayette
Rosipajla, Brian, Commander, Lafayette Police Dept

Loveland
McDaniel, Rob, Captain, Loveland Police Dept

Wheat Ridge
*Nuanes, Katherine, Investigator, Nuanes Consulting

Connecticut

Middletown
*Rosa, Jason N, Director Information Systems & Cybersecurity, Connecticut Dept of Emergency Services

New Britain
*Costa, Todd M, Associate Principal, Kaestle Boos Associates Inc

Norwalk
Blake, Terrence, Lieutenant, Norwalk Police Dept

Delaware

New Castle
Feldmann, Benjamin, Captain, New Castle Co Police Dept

District of Columbia

Washington
*Brady, Mark, Data Architect, US Dept of Justice
*Jones, Mark, Project Director, The Police Foundation
*Keith, Kent J, Attorney/Advisor, Federal Protective Service/DHS
*Tonelli, Michelle P, Attorney/Advisor, Federal Protective Service/DHS

Florida

Boynton Beach
Magnanti, Anthony, Captain, Boynton Beach Police Dept
Zeller, Matthew, Captain, Boynton Beach Police Dept

Gainesville
Woods, Ryan, Captain, Santa Fe College Police Dept

Kissimmee
Lewis, John, Deputy Chief of Police, Kissimmee Police Dept

Miami Beach
Doce, Enrique, Captain, Miami Beach Police Dept
Guerrero, Samir, Major, Miami Beach Police Dept
Morgalo, Daniel, Captain, Miami Beach Police Dept

North Miami
Eugene, Gary, Chief of Police, North Miami Police Dept

Orlando
*Moore, Austin, Chief Assistant City Attorney, Orlando Police Dept

Sebastian
Acosta, Dan, Commander, Sebastian Police Dept

Sebring
Hoglund, Karl, Chief of Police, Sebring Police Dept

Tallahassee
Odom, David, Lieutenant, Tallahassee Police Dept

West Palm Beach
*Young, John, Division Manager, Palm Beach Co Sheriff's Office

Zephyrhills
*Gardner, Nathan, Sergeant, Zephyrhills Police Dept

Georgia

Brunswick
*Hrdlicka, Angela Newman, CEO, Island Green Associates

Canton
Reynolds, Frank, Sheriff, Cherokee Co Sheriff's Office

Cumming
Freeman, Ron H, Sheriff, Forsyth Co Sheriff's Office

Decatur
Richards, William S, Deputy Chief of Police, Decatur Police Dept

Holly Springs
Carswell, Michael, Chief of Police, Holly Springs Police Dept

Lawrenceville
*Rodriguez, Laurie, Business Relationship Consultant, Gwinnett Co Govt

Pembroke
Alexander, Arthur, Chief of Police, Pembroke Police Dept

Roberta
Matthews, Ty Ben, Chief of Police, Roberta Police Dept

Illinois

Chicago
*Banks, Ronald, Principal, Genesis Integrative Solutions
*Sharpe, Casey, Psychologist/Professor, HWS Psychlaw Services
West, Barbara, Chief, Chicago Police Dept

Evanston
*HoyWatkins, Michelle, Director of Threat Assessment, Northwestern Univ Police Dept

Lake Zurich
Johnson, Robert, Operations Commander, Lake Zurich Police Dept

Morris
Severson, John H, Chief of Police, Morris Police Dept

Pekin
Gillespie, Timothy, Detective Captain, Tazewell Co Sheriff's Office

Worth
Denton, Tim, Deputy Chief of Police, Worth Police Dept

Indiana

Elkhart
Windbigler, Edward A, Chief of Police, Elkhart Police Dept

Greenfield
Rasche, Jeff, Chief of Police, Greenfield Police Dept

Long Beach
Sulkowski, Robert, Chief Marshal, Long Beach Police Dept

Iowa

Davenport
Lane, Timothy, Sheriff, Scott Co Sheriff's Office

Des Moines
*Phipps, Andrew, Sergeant/Policy Manager, Des Moines Police Dept

Fort Madison
Sittig, Timothy A, Chief of Police, Fort Madison Police Dept

Hampton
Schaefer, Robert, Chief of Police, Hampton Police Dept

Marion
McHale, Joseph, Chief of Police, Marion Police Dept

Kansas

Bonner Springs
Kennedy, Ed, Patrol Division Commander, Bonner Springs Police Dept

Overland Park
Henson, Cindy, Major, Overland Park Police Dept

Kentucky

Bardstown
Uram, John, Chief of Police, Bardstown Police Dept

Nicholasville
Cain, Christopher R, Major/Assistant Chief of Police, Nicholasville Police Dept
Justice, Eric T, Major/Assistant Chief of Police, Nicholasville Police Dept

Richmond
*Forseth, Sanfield A, Instructor, Kentucky Dept of Criminal Justice Training

Louisiana

Baton Rouge
Lamar, Luther, Assistant Chief of Police, Baton Rouge Community College
Tilley, Genoria, Chief of Police, Baton Rouge Community College

Denham Springs
Womack, J Shannon, Chief of Police, Denham Springs Police Dept

Maine

Madawaska
DuBois, Ross M, Chief of Police, Madawaska Police Dept

Maryland

Arnold
Kapfhammer, Sean, Director of Public Safety & Police, Anne Arundel Community College

Baltimore
*Giacomelli, Rodney, Director of Campus Security, Peabody Institute of Johns Hopkins Univ
Oden, Bryant O, Lieutenant/Commander Nice Bridge, Maryland Transportation Authority Police
White, Bryan, Lieutenant, Maryland Transit Administration Police Force

Greenbelt
Pracht, Gordon, Lieutenant, Greenbelt Police Dept

Millersville
Goodwin, Katherine, Captain, Anne Arundel Co Police Dept

Savage
Fockler, Bobbie J, Detective Captain IID, Dept of Public Safety & Correctional Services
Sage, William F, Detective Captain, Dept of Public Safety & Correctional Services

Sykesville
Fry, Christopher, Lieutenant, Springfield Hospital Center Police

Towson
Conger, Joseph, Captain, Baltimore Co Police Dept

Massachusetts

Granville
Flebotte, Scott L, Chief of Police, Granville Police Dept

Millis
Soffayer, Christopher J, Chief of Police, Millis Police Dept

Newton
*McCue, Brendon, Student, William James College

Woburn
Jolly, Edward, Lieutenant, Woburn Police Dept

Michigan

Brownstown
Starzec, Andrew J, Sergeant, Brownstown Police Dept

Minnesota

Crystal
Leslin, Doug, Deputy Chief of Police, Crystal Police Dept

Golden Valley
*Augustin, Kurt, Public Safety Applications Manager, LOGIS

Osseo
Mikkelson, Shane, Chief of Police, Osseo Police Dept

Saint Paul
Serier, Jack G, Sheriff, Ramsey Co Sheriff's Office

Mississippi

Jackson
McKee, Mark D, Executive Director, Mississippi Office of Homeland Security

Missouri

Bella Villa
Welge, Jeff, Chief of Police, Bella Villa Police Dept

Kansas City
Lewis, Christopher, Chief, Federal Reserve Bank of Kansas City

Kirksville
Holzmeier, Sara, Chief of Police, Truman State Univ Police Dept

Nevada

Henderson
Burns, David, Captain, Henderson Police Dept

New Hampshire

Bow
Lougee, Margaret, Chief of Police, Bow Police Dept

Londonderry
Breen, Jason, Lieutenant, Londonderry Police Dept
Cheetham, Patrick, Lieutenant, Londonderry Police Dept

New Jersey

Brick
Boyle, Timothy M, Captain, Brick Twp Police Dept

Burlington
Snow, Alan R, Chief of Police, Burlington Police Dept

Camden
Finnegan, Robert J, Lieutenant, Delaware River Port Authority Police

Cape May
Marino, Anthony G, Chief of Police, Cape May Police Dept

East Hanover
Cannizzo, Christopher, Chief of Police, East Hanover Police Dept

Emerson
Mazzeo, Michael, Chief of Police, Emerson Police Dept

Flemington
Rotella, Jerry, Chief of Police, Flemington Borough Police Dept

Newark
Buthorn, James, Inspector in Charge, US Postal Inspection Service

Passaic
Guzman, Luis A, Chief of Police, Passaic Police Dept

Penns Grove
Stranahan, John T, Chief of Police, Penns Grove Police Dept

Pleasantville
Riggin, Sean M, Chief of Police, Pleasantville Police Dept

Pompton Plains
Comune, Daniel, Lieutenant, Pequannock Twp Police Dept

Turnersville
*Allen, Terri, Senior Director, Camden City School District

Voorhees
Walsh, William D, Lieutenant, Vorhees Police Dept

New Mexico

Albuquerque
George, Christopher, Lieutenant, Albuquerque Police Dept

New York

Albany
Sears, Robert A, Acting Chief of Police, Albany Police Dept

Cortlandt Manor
*Deblasio, John J, Sergeant, Hastings on Hudson Police Dept

Downsville
Flynn, Robert J, Detective Lieutenant, NYC Dept of Environmental Protection Police

Gilboa
Handy, Brian C, Deputy Inspector, NYC Dept of Environmental Protection Police

Harrison
Olsey, Michael D, Chief of Police, Harrison Police Dept

Kingston
Kight, Justin R, Academy Training Commander/Captain, NYC Dept of Environmental Protection Police

New York
Monaghan, Owen J, Chief of Police, MTA Police Dept

Niagara Falls
Ligammari, Nicholas J, Deputy Superintendent, Niagara Falls Police Dept

Olivebridge
Novi, Tavan, Captain, NYC Dept of Environmental Protection Police
Turck, Shane M, Lieutenant, NYC Dept of Environmental Protection Police

Valhalla
Arnold, Thomas M, Deputy Inspector, NYC Dept of Environmental Protection Police
Gallagher, Christian R, Captain, NYC Dept of Environmental Protection Police

Yaphank
Brown, Robert, Chief of Patrol, Suffolk Co Police Dept

North Carolina

Boone
Corley, Todd, Interim Chief of Police, Appalachian State Univ Police

Charlotte
Collins, Rodney, Chief Deputy Sheriff, Mecklenburg Co Sheriff's Office

Cullowhee
Lillard, Steven, Assistant Chief of Police, Western Carolina Univ Police

Greensboro
Gladieux, Jill I, Captain, Greensboro Police Dept

Kannapolis
Spry, Terry, Captain, Kannapolis Police Dept

Kure Beach
Bowden, Michael P, Chief of Police, Kure Beach Police Dept

Louisburg
Goodrow, Joseph W, Chief of Police, Lake Royale Police Dept

Oak Island
Jordan, Greg, Chief of Police, Oak Island Police Dept

Raleigh
Schurmeier, Robert L, Director, North Carolina State Bureau of Investigation

North Dakota

Bismarck
Iverson, Tom, Commander, North Dakota Hwy Patrol

Emerado
Lund, Daniel J, Chief of Police, Emerado Police Dept

Ohio

Boston Heights
Heatwall, Raymond L, Chief of Police, Boston Heights Police Dept

Cincinnati
*Lee, Gary W, Police Officer, Univ Hospital Medical Center Police Dept

Columbus
Baldwin, Dallas L, Sheriff, Franklin Co Sheriff's Office
Conley, David A, Chief Deputy, Franklin Co Sheriff's Office
*Constable, R Bronson, Sergeant, Columbus Division of Police

Defiance
Shafer, Todd A, Chief of Police, Defiance Police Dept

North Randall
Mosley, Ronald L, Chief of Police, North Randall Police Dept

Olmsted Township
Vanyo, Matthew, Chief of Police, Olmsted Twp Police Dept

Willowick
Turner, Brian C, Chief of Police, Willowick Police Dept

Youngstown
Martin, Robert, Detective Sergeant, Mercy Health Police Dept

Oklahoma

Alva
Johnson, Joel, Chief of Police, Northwestern Oklahoma State Univ Police Dept

Mustang
Wallace, Michael W, Deputy Chief of Police/Major, Mustang Police Dept

Nichols Hills
Cox, Steven, Chief of Police, Nichols Hills Police Dept

Oregon

North Plains
Baker, Jesse, Chief of Police, North Plains Police Dept

Pennsylvania

Bala Cynwyd
*Wolanin, Andrew, Psychologist, Wolanin Consulting & Assessment Inc

Bethlehem
Gottschall, Gregory, Captain, Bethlehem Twp Police Dept

Conestoga
Michener, John, Acting Chief of Police, Southern Regional Police Dept

Emmaus
Palmer, Charles R, Chief of Police, Emmaus Police Dept

Erie
Heidt, Scott, Chief of Police, Millcreek Twp Police Dept

Hazleton
Zipovsky, Kenneth E, First Lieutenant, Hazleton Police Dept

Lafayette Hill
Keenan, Greg, Lieutenant, Whitemarsh Twp Police Dept

Lancaster
Umstead, Todd M, Captain, Lancaster Bureau of Police
Winters, Michael, Captain, Lancaster Bureau of Police

Leechburg
Diebold, Michael, Chief of Police, Leechburg Borough Police Dept

Middletown
Mouchette, George A, Chief of Police, Middletown Borough Police Dept

Philadelphia
*Zerweck, Kimber, Sergeant/Firearms Instructor, Philadelphia Police Dept

Puerto Rico

San Juan
*VegaMontalvo, Yashira M, Policies & Procedures Director, Puerto Rico Police Dept

Rhode Island

Newport
*Cunningham, Chris, Clinical Psychologist/Owner, Seaside Psychological Services LLC

South Carolina

Columbia
Crosland, Natalie, Senior Special Agent, South Carolina Law Enforcement Division

Georgetown
Waites, Kelvin A, Chief of Police, Georgetown Police Dept

York
Tolson, Kevin R, Sheriff, York Co Sheriff's Office

Tennessee

Fairview
Humphreys, Zachary, Chief of Police, Fairview Police Dept

Knoxville
Gass, Cynthia, Deputy Chief of Police, Knoxville Police Dept

Savannah
Pitts, Michael, Chief of Police, Savannah Police Dept

Texas

Austin
*Kwolek, Cressida, Psychologist, Travis Co Sheriff's Office
Satterlee, Carl, Sergeant, Austin Police Dept

Dallas
*Gilliland, Charles, Sergeant, DFW Intl Airport Dept of Public Safety

Grand Prairie
Martinez, Christy, Assistant Chief of Police, Grand Prairie Police Dept

Houston
*Lovett, James, Sergeant, Harris Co Sheriff's Office

Liberty Hill
Ringstaff, Jeff, Lieutenant, Liberty Hill Police Dept

Lubbock
*Brewer, Garry, Supervisory Deputy US Marshal, US Marshals Service

Missouri City
Majors, Gary, Constable Precinct 2, Fort Bend Co Constable's Office

Ovilla
Windham, Brian, Chief of Police, Ovilla Police Dept

Plainview
*Hill, Stacia, Student, Wayland Baptist Univ

Plano
*Alexander, Danny, Planning & Research Division Manager, Plano Police Dept

Rusk
Williams, Joe, Chief of Police, Rusk Police Dept

San Marcos
*Hicks, Jeremiah, Doctoral Student, Texas State Univ School of Criminal Justice

Sherman
Flores, Zachary A, Chief of Police, Sherman Police Dept

Spring
Garner, Shamara D, Lieutenant, Houston Police Dept

Temple
Clark, Jeffrey, Deputy Chief of Police, Temple Police Dept

Wolfforth
Arranaga, Gerardo, Chief of Police, Frenship ISD Police Dept

Utah

Draper
*Coe, Matthew P, Sergeant, Draper Police Dept

Murray
*Hehnly, Marcy, Assistant Professor of Criminal Justice, Utah Valley Univ

Provo
Andrus, Matthew, Lieutenant, Brigham Young Univ Police

Sandy
*Cox, Gary, Associate Dean, Salt Lake Community College

Spanish Fork
Slaymaker, Cory, Lieutenant, Spanish Fork Police Dept

Vermont

Waterbury
Anderson, Thomas D, Commissioner, Vermont Dept of Public Safety

Virginia

Arlington
Desamour, Frantz H, Captain, Arlington Co Police Dept
*Dzara, Jessica, Manager, Sunflower Systems

Herndon
*Findley, Charles, Private First Class, Herndon Police Dept
*Rue, David, Group President, Sava Workforce Solutions LLC

Martinsville
Fincher, Robert, Captain, Martinsville Police Dept

Orange
*Howell, Jennifer, Deputy Director, Center for the Constitution at Montpelier

Quantico
Bush, Rodney, Executive Assistant Director Cyber, Naval Criminal Investigative Service

Richmond
Blackwell, William, Commander/Captain, Richmond Police Dept

Wisconsin

Beloit
Northrop, Ronald L, Chief of Police, Town of Beloit Police Dept

Fond Du Lac
Chaffee, Ryan, Captain, Wisconsin State Patrol

La Crosse
Gavrilos, Andrew, Chief of Police, Campbell Police Dept

Madison
Burrell, Anthony, Major, Wisconsin State Patrol
Krueger, Steven, Lieutenant Colonel, Wisconsin State Patrol
Pabst, David, Director BOTS, Wisconsin State Patrol

Milwaukee
Fish, David, Captain, Wisconsin State Patrol

Racine
Weitzel, Charles, Deputy Chief of Police, Racine Police Dept

Wausau
Logan, Adrian, Captain, Wisconsin State Patrol

Wisconsin Rapids
Jahns, Randy, Deputy Chief of Police, Wisconsin Rapids Police Dept

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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.

Martin J. Mayer, General Counsel, California Police Chiefs Association, Fullerton, California

Larry Z. Smith, Chief of Police (ret.), Bloomsburg, Pennsylvania (life member)

Product update

Body-worn camera

Getac offers its next-generation Getac Veretos body-worn camera. With one of the smallest and lightest designs in the industry, it delivers 130-degree panoramic 480p to 1080p video, even in low-light conditions. Incorporating a wide range of communication features and up to 12 hours of full-shift battery life, the camera provides law enforcement with complete situational awareness, and its intuitive design makes the process of starting, stopping, and streaming video push-button easy. Each camera may be permanently issued or shared by multiple officers and easily checked in and out as needed. In-field tagging is easy, and the mobile app offers the ability to view and organize videos on the device without downloading or breaking the chain of custody.

For more information, visit http://us.getac.com.

Fleet management system

ARI, a leading global fleet services provider specializing in complex car and truck fleets, has developed technology that can precisely measure how long a vehicle is out of service and provide data to proactively manage the reduction of a fleet's total downtime. ARI VehicleDowntime-View uses GPS monitoring and telematics data to pinpoint the exact moment a vehicle arrives at and departs from a shop. ARI has geo-fenced more than 68,000 shops in the United States, Canada, and the United Kingdom so that a fleet manager is notified when any vehicle with a telematics device crosses a virtual border surrounding the shop property. Fleet personnel can search for and view the exact location of vehicles via Bing maps and set parameters to be notified when vehicles are down for maintenance past a certain timeframe.

For more information, visit www.arifleet.com.

UAS monthly subscription program

Aeryon, the provider of small Unmanned Aerial Systems (sUAS), announced at the IACP 2016 the availability of a UAS solution to qualified public safety agencies on a monthly subscription basis: UAS Subscription Solutions for public safety. The solution provides agencies the option of a turnkey monthly program as an alternative to the typical one-time upfront purchase. The subscription solution offers UAS and all of the other aspects of an operational program (live streaming, maintenance and spares, fleet management and record keeping, insurance, etc.) in an easy-to-manage monthly package. Features include program launch and support services; the SkyRanger UAS; and secure, remote distribution of video and imagery.

For more information, visit www.aeryon.com.

Flashlight

Larson Electronics, an industrial lighting supplier, offers a multipurpose LED tactical flashlight providing dual functionality. The FL-LED-X2-DFX dual-function LED flashlight uses a CREE LED rated at 650 lumens in conjunction with a high-efficiency deep parabolic reflector to create a usable beam of light rated at 900 feet. A secondary floodlight is integrated into the housing of the light, producing a 200-lumen wide beam spread of light, making it ideal for close-up illumination. Constructed from aircraft-grade 6061-T6 aluminum with a Type III hard-anodized finish, this unit is watertight and able to withstand the rigors of aggressive and heavy duty use and applications.

For more information, visit www.larsonelectronics.com.

Update to handheld narcotics detection

Thermo Scientific TruNarc analyzer expands its library to give law enforcement rapid field detection capability for many new narcotics and synthetic opioids. Law enforcement agents, narcotics officers, and customs personnel can now quickly and safely detect street drug W-18 and other lethal drugs with this updated library. As part of its most recent v1.6 software update, the TruNarc analyzer adds dibutyl one, furanyl fentanyl, and U-47700 to its onboard library, which now includes nearly 300 suspected narcotics and narcotics precursors and an additional 80 common cutting agents.

For more information, visit www .thermofisher.com/trunarc.

Lidar

Stalker Radar announces the release of the new R-Series ruggedized LIDAR RLR, purpose built to perform in real-world policing conditions. The RLR combines a waterproof and dustproof IP67 rating with a new graphics display and has been tested and passed requirements for both shock and vibration. Of course, the RLR retains the industry-leading acquisition time, range, accuracy, smallest size, and lightest weight for which Stalker is famous. The RLR weighs in at a scant 2.3 pounds, including the new snap-in, rechargeable Li-ion battery pack. The battery pack clips conveniently into the RLR's handle and powers the RLR for 16 hours of continuous triggering between charges

For more information, visit www .stalkerradar.com.

Less-lethal weapon and digital evidence management solution

TASER International announces the Signal Performance Power Magazine (SPPM), the latest addition to an ever-expanding ecosystem of connected technologies. It is a smart battery that works with TASER's X2 and X26P Smart Weapon. The SPPM is designed to automatically inform Axon Body 2, Axon Flex, Axon Flex 2, and Axon Fleet–compatible cameras when a TASER less-lethal weapon within signal range is armed, the trigger is pulled, or its arc switch is activated. The cameras can sense the weapon's status change and start recording.

For more information, visit www .TASER.com or www.axon.io.

Community-focused app

LogicTree IT Solutions, Inc., with the help of law enforcement agencies across the United States, has developed the USPDhub system, an easy-to-use, two-way communication system designed for law enforcement agencies with all the features on one platform. The system is a mobile app designed to function as a communication tool between local law enforcement agencies and the communities that they serve. The newest update, "Smart Connect," operates on the premise of "see something… say something" and, through an innovative communication channel, provides the community with an easy way to notify the appropriate agency and person with information.

For more information, visit www .uspdhub.com/OP/uspdhubcom.

Armored SUV

The Armored Group (TAG) announces the launch of a versatile and innovative Super Duty SUV/TUV on the market, which is built on a variety of Ford Super Duty truck platforms and in models including the MCV, Tactical SUV, and Frontiersman. These vehicles have the overall appearance of a four- or six-door sport utility vehicle with low roof heights allowing access to restricted spaces such as parking garages. The new Super Duty SUV comes in both diesel and gasoline variations; four- and six-door models; and with the payload required for armoring and to hold from 8 to 12 individuals respectively. It is available with both left- and right-hand drive and with either 2- and 4-wheel drive options; it can be unarmored or built with up to B-7 level armoring depending on the needs of the end-user.

For more information, visit www .armoredcars.com and www.swat -vehicles.com.

Automation Software Speeds Warrants, Stops False Arrests

By Gregory Bean, Captain, Marathon County, Wisconsin, Sheriff's Department

December 25, 2010, was spent in a Marathon County, Wisconsin, jail cell by a woman who was wrongfully arrested on a warrant that was no longer in force. The mistake cost the county $50,000 and cancelled Christmas for the woman and her children, but it ultimately helped lead to a first-in-the-state software solution now eliminating false warrant arrests for this county of 135,000 in Wisconsin's heartland.

False warrant arrests are the bane of law enforcement as they usually originate with improperly filed paperwork and result in costs that can ultimately reach far beyond seven figures and ruined holidays. Marathon County saw an average of 12 or more such mistakes per year, leading to four lawsuits over the past decade.

In 2016, false warrant arrests dropped to just one after the department sought assistance from the City-County Information Technology Commission (CCITC) and opened the door to various other operational improvements via the information technology (IT) agency's electronic records management system by Laserfiche. The commission is currently undertaking an ambitious expansion of the system's business process automation software, which removes the paper from much of the work involved in running Marathon County. The first task at the sheriff's department was automating all possible aspects involved in processing arrest warrants.

The collaboration between agencies has made a tremendous difference for department's administrative personnel, liability exposure, and officers on the street. Conservatively, the department is saving $100,000 annually and eliminating costly lawsuits. More importantly, Marathon sheriff's deputies now know immediately—and more accurately—if someone stopped for a traffic violation or any other minor offense is also wanted on more serious charges.

Delays Can Mean Danger

Law enforcement has come a long way since officers in the field were outfitted with little technology other than the CB radios in cars. Yet, in many law enforcement agencies, those are still the only tools deputies in the field rely on to obtain warrant information. It is left to headquarters to track down warrant information, often stored in filing cabinets, while the officer waits, quite possibly with someone in handcuffs on the hood of a patrol car.

Despite best efforts and attempts to organize this abundance of information, paperwork can be
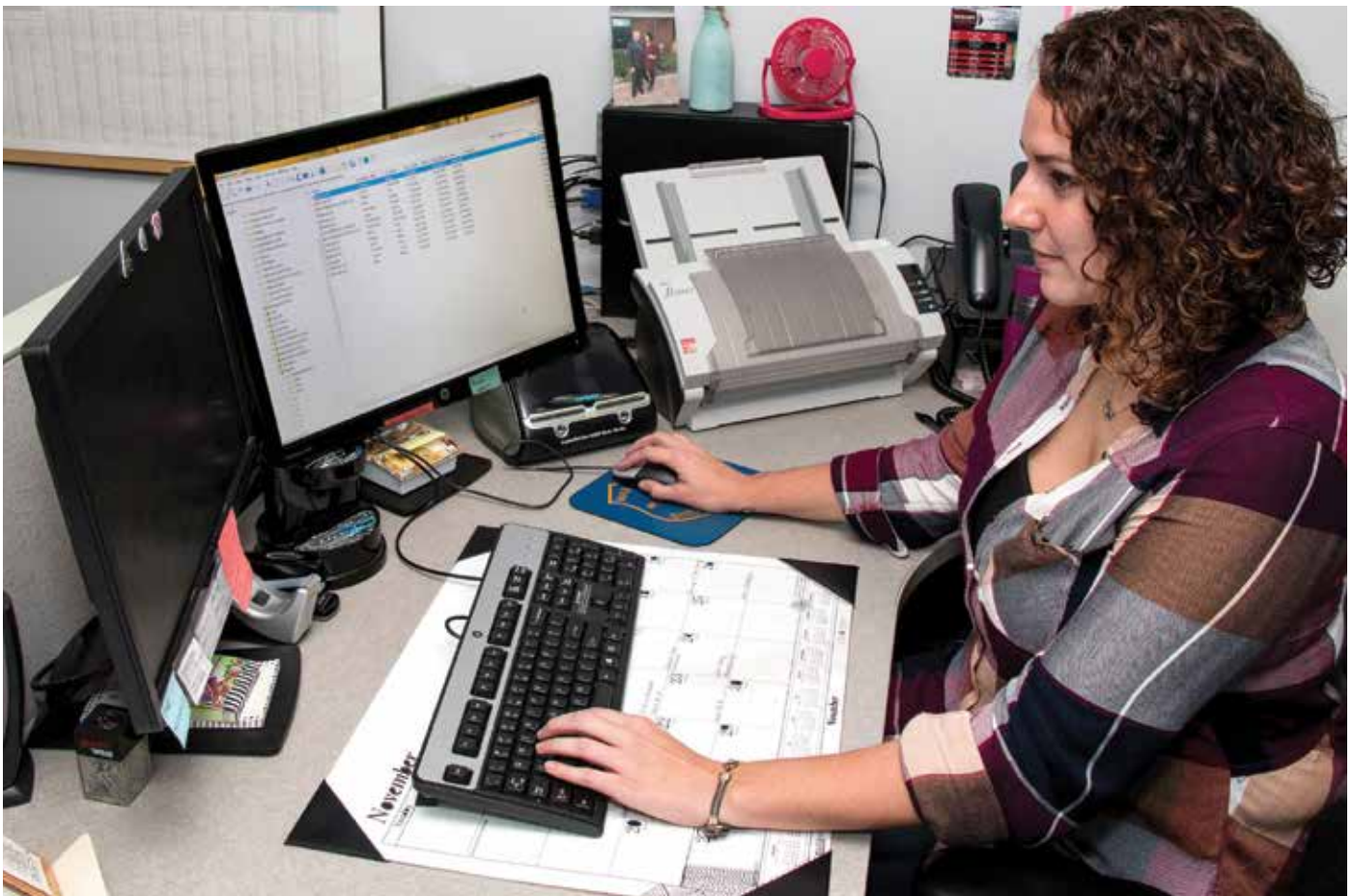
misfiled and takes time to process. As files grow, more storage space is needed for the additional paper and more time is needed to locate the documents within. More damaging than the time lost to paper processes are the potential lawsuits and liability that can stem from such needless delays.

With the procedure Marathon County law enforcement used until recently, a county judge would authorize a paper warrant, which would then be sent via interoffice mail from the court clerk to the Marathon Sheriff's Department. Once received, department staff would affix a label with the subject's name and date of birth to a manila folder and place the warrant inside. Any additional notes would be kept on a green cover sheet attached to the folder.

The sheriff's office then printed all of the supporting documentation for the warrant—which averaged six or seven pages—and forwarded the folder to validation officers who were tasked with verifying that the warrant was complete and ready for execution. Subsequent information, such as the arrest of someone under warrant, would be printed and added to the folder later. Meanwhile, state policy dictates any officer on the street looking for such information on an individual they stopped has 10 minutes to retrieve it. The lengthy filing process meant that individuals who were stopped for minor violations—but were possibly wanted on more serious charges—could potentially go free.

Cancellations That Can Cost

Confirmation of a warrant cancellation was another time-consuming and extremely inefficient process presenting the county with a second set of problems: arrests for warrants that are no longer active. Previously, if a warrant was cancelled, a sheriff's department employee would complete all of the necessary details on the green cover sheet and then place the documents into yet another folder. The officer would then move this new folder into the cancelled warrants filing cabinet.

However, the process didn't always end there. Sometimes there was additional paperwork that had to be faxed to the jail or completed and sent to the court clerk. This would consume yet more paper—using up more resources—and create duplicate documents to be filed and stored.

This paper-based system resulted in delays in the time between a judge approving a warrant and it being issued to officers in the field. It also produced delays between a warrant's satisfaction, such as through the payment of a fine, and the warrant's official cancellation. Either way, some criminals stayed on the street longer than they should have, while others were wrongfully arrested when their warrants had, in fact, been satisfied.

It is the latter condition that causes lawsuits. In one pending case, an individual was arrested and spent two hours in jail before a corrections supervisor discovered that the warrant was cancelled and the local law enforcement agency had made a false arrest. No demand for a financial settlement has currently been made, but the county has

Now when a judge authorizes a warrant, the digital files are transmitted via a secure Internet portal directly to the Clerk of Courts where they are imported to the CCITC's electronic records repository. This gives dispatchers immediate access to any change in warrant status, normally in well under 10 minutes.

already paid $17,178 in attorney's fees, set aside an amount for payout, and designated about $39,000 more for final attorney's fees on this case. The claim was filed in June 2014 and is still open. In another case that is now settled, a warrant was cancelled through the Clerk of Courts, but the clerk did not send notice to cancel it through Wisconsin's state-wide warrant notification system.

Solutions That Save Time and Money and Reduce Liability

As the paper piled up, the delays only grew longer, making for an increasingly unacceptable but seemingly unavoidable situation. So the sheriff department's supervisor of dispatch, Tony Nardi, sought out the CCITC to resolve the bottleneck and reduce the liabilities inherent in the paper-based system with an electronic records management system. After reviewing the situation and the available technology, CCITC recommended business process automation software modules to remove the paperwork from the process for county arrest warrants.

By converting the paper into digital images, the information within those records is now instantly available to field officers. This instant field access through electronic storage of records is providing a boon to law enforcement worldwide, but Nardi and CCITC IT analyst Heather Giddings are taking the technology a step further with business process automation. The department now uses software to distribute, duplicate, destroy, or archive warrant-related information according to rules the commission determined.

The collaboration used the automation software to build several systems that route warrant cancellation notices, validation requests, new warrant request notices, and other documentation through the dozens of different stages involved in producing the legally sound records officers need to execute arrests in the field with

confidence. Officers have noticed the difference and are pleased to no longer be kept waiting with detainees who are rarely pleased with delays due to paperwork.

Now when a judge authorizes a warrant, the digital files are transmitted via a secure Internet portal directly to the Clerk of Courts where they are imported to the CCITC's electronic records repository. This gives dispatchers immediate access to any change in warrant status, normally in well under 10 minutes.

Time Spent Now Saving Time

"It's turned out to be a fantastic system that took us less than a year to get up and running," Nardi says. "At this point, we've reduced our potential liability from false arrests to near zero, which is a huge gain for us. At the same time, we're streamlining the entire warrant process from days to hours."[1]

This equates to savings of at least two hours on each of the hundreds of warrants the county processes each month, as well as untold savings in reduced liability exposure. In addition to the savings on warrant processing time, officers can now validate warrants instantly rather than reviewing files once a month. The new system is also eliminating paper, filing cabinet, and storage costs.

"Dispatchers can go in and very quickly look up the information and supply it in seconds to officers in the field," adds Giddings. "However, access to the records is very limited and the confidential records within them very secure. The communication process was much slower and less secure when they were using paper."[2]

More Use Expected

The use of this system to improve efficiency is only in its initial stages. The expectation is high that many more uses will be found to eliminate paper and gain efficiencies throughout the department. Nardi is now working with Giddings to automate the processing of other pertinent police records that can impact the outcome of an arrest. Automating court actions such as restraining orders or protection injunctions can dramatically help officers on the scene take appropriate action when doing their jobs.

"We have a whole list of projects throughout county operations I can see us using business process automation for," Giddings says. "The more we work with it, the more we find we can do with it."[3] ❖

Notes:

[1]City-County Information Technology Commission (CCITC), Laserfiche Run Smarter Award Application, 2016; Tony Nardi (supervisor, dispatch, Marathon County Sheriff's Department), November 7, 2016.

[2]Heather Giddings (IT analyst, CCITC), interview, November 7, 2016.

[3] Ibid.

Using Operation CARE to Coordinate High-Visibility Education and Enforcement Initiatives

By Justin Chrane, Major, Texas Department of Public Safety

For the second year in a row, roadway fatalities in the United States are projected to increase from the previous year. According to estimates from the National Highway Traffic Safety Administration (NHTSA), an estimated 27,875 lives were lost in the first nine months of 2016 due to motor vehicle crashes; this is an increase of roughly 8 percent from the roadway fatalities that occurred in the first nine months of 2015.[1] The International Association of Chiefs of Police (IACP) has the unique position of being the largest organization to represent law enforcement internationally. As a longtime leader in traffic safety education and enforcement, the IACP seeks to address rising roadway fatalities by creating a new extension of its Division of State and Provincial Police (S&P): Operation Combined Accident Reduction Effort (Operation CARE).

Operation CARE: A Collaborative Approach to Traffic Safety

Operation CARE was formed as a multijurisdictional program consisting of planning, patrol, and enforcement activities committed to the goal of traffic crash reduction. The effort was launched in 1977 by Sergeant Gary Ernst of the Michigan State Police (MSP) and First Sergeant Gene Neff of the Indiana State Police (ISP), two men who dedicated their careers to the preservation of life through traffic safety measures.[2] Operation CARE was at its height in the 1980s and continued to see some success in the 1990s. Since that time, the successes of the program became less quantifiable and qualifiable, but the spirit and mission still lived on.

Many of state troopers across the United States still remember completing and submitting Operation CARE statistics sheets during holiday operations to the program leadership. However, for the majority of troopers today, Operation CARE exists as simply a test question on an exam. Law enforcement officers now operate under more scrutiny and are subject to more procedural requirements than ever before, yet crash numbers are still increasing and drivers are still dying on U.S. roadways.

As the new millennium began, CARE took a backseat to other traffic safety initiatives, such as Click It or Ticket, and was all but forgotten by most troopers. CARE still existed on a minor level as simply an annual conference, but it was not the leader in traffic safety that it once was. When the Ohio State Highway Patrol (OSHP) hosted the annual Operation CARE conference in 2015, Mike Brown, the National Highway Traffic Safety Administration's (NHTSA's) then-director of Impaired Driving and Occupant Protection, attended and breathed life back into CARE by suggesting that the program's executive committee form a partnership with the IACP. In addition to Director Brown, retired OSHP Colonel Kenneth Morckel worked behind the scenes with CARE leadership to reinvigorate the program. It was decided at this conference that CARE would once again shoulder the initiatives it started so many years ago. In 2016, CARE once again started collecting data from its operations. The Texas Department of Public Safety (TXDPS) allowed CARE to use its Highway Safety Operations Center (HSOC) for the collection and analysis of those data.

Upon entering into this new partnership with the IACP, CARE will regain a leadership role in traffic safety. Additionally, state and local agencies involved in traffic safety will be included in the program. With traffic fatalities on the rise across the United States, it will take a combined effort to save the lives of the citizens whom law enforcement officers are sworn to protect. There is no better way to save lives on the roadways than through traffic safety education and enforcement initiatives. Through joint campaigns, CARE can and will address the issue of traffic safety using IACP traffic safety programs such as Drive to Save Lives and High Visibility Enforcement and Education (HVEE). All law enforcement agencies should be concerned about the unsafe driving behaviors exhibited by motorists on the roadways, and the most effective way that agencies can influence driving behavior and safety is through education and enforcement.

FROM THE S&P GENERAL CHAIR

By Tracy Trott, Colonel, Tennessee Highway Patrol, General Chair, IACP Division of State and Provincial Police

As we move into 2017, we welcome Operation CARE back into a place of prominence and are working to align the organization under S&P. The resurgence of CARE gives all of us another tool to deal with the rising fatality numbers on U.S. roadways; it also allows us to continue the work of the Drive to Zero Fatalities initiative. As general chair of S&P, I want to thank all of the CARE members for their continued dedication to traffic safety and pledge my support, along with that of the S&P membership, to integrate CARE into an overall plan to reduce traffic deaths.

Major Chrane and all the other CARE executive committee members have worked diligently to keep the CARE mission alive. It is now time for us all to combine our resources to have the maximum effect on fatality reduction. This is a lifetime's work for most of us, and it is an honor to work with the CARE board to complete this merger. I want to thank longtime S&P members Ken Morckel and Mike Brown, both former highway patrol commanders, for their support during this process. We look forward to the future work of CARE under the S&P umbrella in the hope that lives will be saved on U.S. highways.

The TXDPS hosted the CARE Conference in San Antonio, Texas, in September 2016. With a wide range of speakers and states in attendance, the conference was a success. The Oklahoma Highway Patrol will be hosting the conference in Oklahoma City in September 2017, and it will be bigger and better than ever before. For more information on the conference or Operation CARE itself, contact TXDPS Major Justin Chrane at Justin.chrane@dps.texas.gov.

There is no better way to save lives on the roadways than through traffic safety education and enforcement initiatives.

National Distracted Driving Awareness Month

Education and enforcement form a double-edged tool to address unsafe driving behaviors such as distracted driving. It is estimated that 64 percent of adults in the United States now own a smartphone, and 10 percent of U.S. residents rely on these devices to access the Internet at home.[3] Unfortunately, it seems as though drivers rely on mobile devices for Internet access on the road as well, as the number of distracted driving–related crashes rose significantly in 2015, increasing by 8.8 percent from 2014.[4] In 2015, 60 percent of the fatalities in teenage distraction-affected crashes were teenagers themselves.[5]

These sobering statistics are the reason why NHTSA will be designating the month of April 2017 as National Distracted Driving Awareness Month. Law enforcement agencies will be zeroing in on drivers who operate vehicles while their attention is divided between the road and other behaviors that indicate distraction, such holding cellular devices to their ears, nodding and looking down, holding their phones on their knees, delayed starts at stop signs and traffic lights, and improper lane changes.[6]

Initiatives such as these can be led by the IACP through Operation CARE to combine collaborative education and enforcement campaigns with the necessary data collection, analysis, and best practices dissemination to showcase the successes of these efforts and, above all, save lives and prevent injuries on the roadways. ❖

Notes:

[1]"Early Estimate of Motor Vehicle Traffic Fatalities for the First 9 Months of 2016," *Traffic Safety Facts*, U.S. Department of Transportation (DOT), National Highway Traffic Safety Administration (NHTSA), January 2017, https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/812358.

[2]Michigan State Police, "Operation C.A.R.E.," http://www.michigan.gov/msp/0,4643,7-123-72297_30536_25802-16074--,00.html.

[3]Aaron Smith, *U.S. Smartphone Use in 2015* (Washington, D.C.: Pew Research Center, April 1, 2015), 2–3, http://www.pewinternet.org/files/2015/03/PI_Smartphones_0401151.pdf.

[4]"2015 Motor Vehicle Crashes: Overview," *Traffic Safety Facts*, DOT, NHTSA, August 2016, https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/812318.

[5]"Teen Distracted Driver Data," DOT, NHTSA, October 2016, https://crashstats.nhtsa.dot.gov/Api/Public/Publication/812335.

[6]NHSTA, "Enforcement Tips Peak Enforcement Kit," 2016 National Distracted Driving Enforcement Campaign, 2016, https://www.trafficsafetymarketing.gov/campaign-search/campaign%252F%253Cvalue%253E/2715?topic=151.

Interested in contributing a column about a traffic safety issue or solution? Contact Michael Fergus (fergus@theiacp.org) for more information. *Police Chief* accepts articles and columns for consideration from both IACP members and non-members.

Identifying and Preventing Gender Bias in Law Enforcement Response to Sexual Assault, Domestic Violence, and Stalking

By Michael Rizzo, Project Manager, IACP

The crimes of sexual assault and domestic violence are drastically underreported. According to the Department of Justice (DOJ), Bureau of Justice Statistics report, *Criminal Victimization, 2011*, only 27 percent of sexual assaults were reported to law enforcement.[1] Victims may choose not to report these crimes for various reasons including, but not limited to, the fear of retaliation by the offender or third parties, a lack of understanding of the criminal justice system, a minimization of the incident either by the officer or the victim him- or herself, the apprehension about exposing personal and private details, or a feeling that the criminal justice system revictimizes them in its process.[2] Victim interactions with law enforcement can also have a significant impact on the decision to report crimes and participate in the criminal justice system. Research on sexual assault victims who reported the incident to officers found that 87 percent felt blamed for their assault after speaking with officers and 69 percent encountered officers who discouraged making a report.[3]

Eliminating Gender Bias

Law enforcement personnel are uniquely positioned to respond to the needs of sexual and domestic violence victims and support survivors—so they will be more likely to stay engaged in the process. However, gender bias either by an individual or by a system, might negatively impact the response to or investigation of, or both the response to and the investigation of, these complex cases. Gender bias can create unfair treatment of individuals based solely on their gender, perceived gender, or ingrained social stereotypes of an individual's presented sex or gender. Identifying and implementing practices and procedures to eliminate gender bias in policing is essential to effectively addressing sexual assault, domestic violence, and stalking. A meaningful, comprehensive response to victims can have an immediate effect on the safety of individual victims as well as the entire community.

In 2015, the DOJ, Office on Violence Against Women (OVW) released a document designed to provide guidance to law enforcement agencies in their efforts to address and prevent gender bias in response to sexual assault and domestic violence. The document, *Identifying and Preventing Gender Bias in Law Enforcement's Response to Sexual Assault and Domestic Violence*, focuses on the need for clear policies, comprehensive training, and responsive supervision protocols and accountability systems in order to effectively investigate these crimes and support victims. The guidance presents eight principles that law enforcement agencies should adopt to ensure that gender bias, intentional or unintentional, does not undermine efforts to keep victims safe and hold offenders accountable.

1. Recognize and address biases, assumptions, and stereotypes about victims.
2. Treat all victims with respect and employ interviewing tactics that encourage victims to participate in the criminal justice system.
3. Investigate all sexual assault or domestic violence complaints thoroughly and effectively.
4. Appropriately classify reports of sexual assault or domestic violence.
5. Refer victims to appropriate services
6. Properly identify the assailant in domestic violence incidents.
7. Hold agency members who commit sexual or domestic violence accountable.
8. Maintain, review, and act upon data regarding sexual assault and domestic violence.

In response to the OVW guidance, the IACP received funding to carry out two projects to address gender bias in response to domestic violence and sexual assault.

National Law Enforcement Demonstration Initiative on Identifying and Preventing Gender Bias—Through the National Law Enforcement Demonstration Initiative on Identifying and Preventing Gender Bias, supported by the DOJ, Office for Victims of Crime, IACP will provide dedicated resources, support, training, and technical assistance throughout the three-year project to up to six law enforcement agencies selected through an application process. In partnership with the National Crime Victims Law Institute, as well as subject matter experts, IACP staff will work with departments to raise awareness of the existence and impact of gender bias; identify aspects of agency culture that may create or sustain gender bias; develop a sustainable strategy to address and eliminate the impact of bias on the response to and the investigation of sexual and domestic violence and stalking; and implement trauma-informed, victim-centered procedures agency-wide. The strategies, tools, and models of success developed with these selected agencies can serve as a guide to identify and address the impact of gender bias on the overall department response to sexual assault, intimate partner violence, and all gender-based crimes.

National Technical Assistance Initiative to Prevent Gender Bias in Law Enforcement Response to Sexual Assault and Domestic Violence—The goals of the National Technical Assistance Initiative to Prevent Gender Bias in Law Enforcement Response to Sexual Assault and Domestic Violence, supported by DOJ, OVW, in collaboration with Futures Without Violence, are to develop a set of self-initiated tools and procedures by which agencies, together with community partners, can assess possible gender bias in agency response to sexual and domestic violence and develop a strategic plan to address identified deficiencies. IACP will provide training, technical assistance, and resources to identify agency strengths and weaknesses, to build capacity to increase understanding and skills, and to implement effective practices and policies. Tools and information to support this work will be available to all agencies and project staff, and subject matter experts will provide on-site training and support to a limited number of agencies.

Looking to the Future

The strategies and tools identified and developed through both projects will be made available to the field for replication and implementation to build capacity to effectively respond to crimes of sexual and domestic violence, hold offenders

accountable, and create a victim-centered, trauma-informed response in all communities. These projects will build on the work of IACP's Trauma Informed Sexual Assault Investigation Training, Police Response to Violence Against Women, and National Law Enforcement Leadership Initiative on Violence Against Women. Applications and details for applying to be a demonstration site and to receive training and support through these initiatives will be released soon. For further details about the IACP initiatives funded by OVC and OVW, please contact Michael Rizzo, IACP Project Manager, at rizzo@theiacp.org or 1-800-THE-IACP, extension 818. ❖

Notes:

[1] Jennifer L. Truman and Michael Planty, *Criminal Victimization, 2011*, U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, October 2012, 8, http://www.bjs.gov/content/pub/pdf/cv11.pdf.

[2] Ibid., 9.

[3] Rebecca Campbell, "The Neurobiology of Sexual Assault" (presentation, National Institute of Justice's Translational Criminology Seminar, Research for the Real World, December 3, 2012), slides 13–14, https://www.nij.gov/multimedia/presenter/presenter-campbell/pages/presenter-campbell-transcript.aspx.
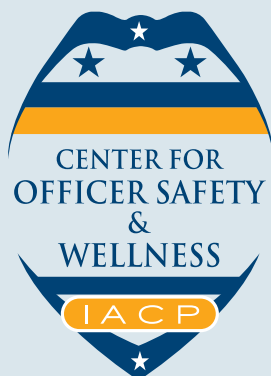
Line of Duty Deaths

"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.

Chief of Police Randy Gibson
Kalama Police Department, Washington
Date of Death: January 10, 2017
Length of Service: 26 years

Detective Steven McDonald
New York City Police Department, New York
Date of Death: January 10, 2017
Length of Service: 32 years

Sheriff Stephan Lawrence Ackerman
Lea County Sheriff's Office, New Mexico
Date of Death: January 17, 2017
Length of Service: 26 years

Detective Jerry Walker
Little Elm Police Department, Texas
Date of Death: January 17, 2017
Length of Service: 18 years

Deputy Sheriff Colt Eugene Allery
Rolette County Sheriff's Office, North Dakota
Date of Death: January 18, 2017
Length of Service: 5 years

Officer Raymond Murrell
Bloomingdale Police Department, Illinois
Date of Death: January 19, 2017
Length of Service: 1 year

Officer Michael Louviere
Westwego Police Department, Louisiana
Date of Death: January 20, 2017
Length of Service: 1 year and 6 months

Officer David Fahey
Cleveland Police Department, Ohio
Date of Death: January 24, 2017
Length of Service: 2 years and 6 months

Officer Nathan B. Graves
Sac and Fox Nation Police Department, Oklahoma
Date of Death: January 24, 2017
Length of Service: 2 years and 6 months

Deputy Chief James G. Malloy
New York City Police Department, New York
Date of Death: January 30, 2017
Length of Service: 35 years

Sergeant Steven Floyd
Delaware Department of Corrections
Date of Death: February 2, 2017
Length of Service: 16 years

Officer Eric Mumaw
Metro Nashville Police Department, Tennessee
Date of Death: February 2, 2017
Length of Service: 18 years

Sergeant Greg Meagher
Richmond County Sheriff's Office, Georgia
Date of Death: February 5, 2017
Length of Service: 33 years

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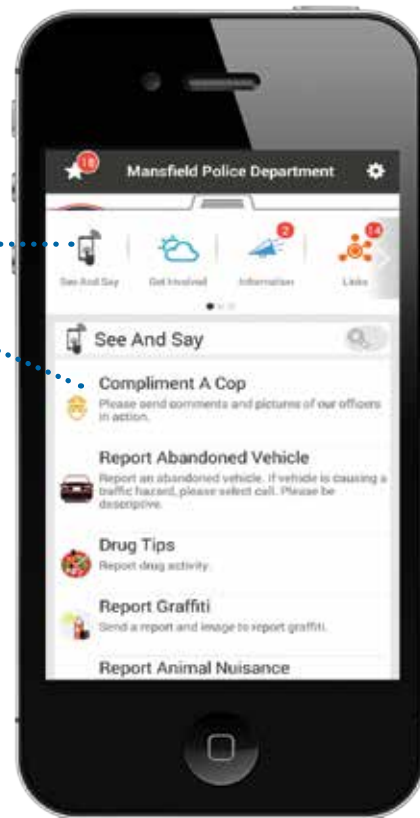# EMPOWERS
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