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IACP Booth #1501
As culture, society, and communities around the globe evolve, so does crime—and, thus, policing, too, must evolve. It’s impossible to predict exactly what law enforcement will look like in 20 years, but there are sure to be changes in key areas such as data and information management, education and training, high-priority crimes, and community services. This issue explores potential challenges and opportunities for law enforcement as it looks ahead at the next 20 years.
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Parliamentarian Ronal Serpas, Professor of Practice, Loyola University New Orleans, 6363 St. Charles Avenue, New Orleans, LA 70118
Executive Director and Chief Executive Officer Vincent Talucci, International Association of Chiefs of Police, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314
Deputy Executive Director Terrence M. Cunningham, International Association of Chiefs of Police, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314

IAAC Fellows
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The Year in Review: You Spoke, We Listened

It’s hard to believe that almost a year ago I was being sworn in as the president of the International Association of Chiefs of Police. As I take a moment to reflect back on the past year, I can’t help but feel humbled and appreciative of the opportunity I was given. I had the chance to meet and talk with many global policing professionals who embody what it means to be a law enforcement officer—putting the safety of our communities and those we serve above all else. The dedication, devotion, and collective wisdom of the leaders that I crossed paths with throughout the year are unwavering and truly remarkable. I would like to thank all of you for your service as law enforcement professionals and for your work and leadership on behalf of the association and the profession.

As a chief, my top priority is my officers. I spend a large part of my day listening to their concerns, worries, and suggestions and doing my best to keep them safe, happy, and functioning efficiently and effectively in their jobs and in their lives at home. In assuming the role of president of the IACP, I knew I wouldn’t just be answering to the 131 officers of the Doral, Florida, Police Department, but the entire membership of the IACP and the profession more broadly. I wanted to make it a point to hear from law enforcement professionals all over the world. I knew that listening to these diverse perspectives would allow the association to serve the field even more effectively. In addition, these perspectives would help guide the way in strengthening the policing profession.

It was less than a month into my term as president when the law enforcement community was shaken by a series of unprovoked, violent attacks against police officers in the United States. In November 2016, four U.S. officers in three states were victims of ambush-style attacks, all within a 24-hour period. I spoke to chiefs who were telling their officers to avoid eating in public facilities while in uniform or to always have at least two officers in a patrol car. I was also hearing from those officers who were out patrolling the streets every day that they felt like they were being targeted.

I knew something had to be done. The level of violence facing our officers is of great concern and that is why I stood up a task force to address global violence against law enforcement. This task force met and also hosted a series of focus groups with line officers, mid-rank officers, and community members. These meetings helped us to gather input and guidance on the issue of violence against the police and to develop concrete recommendations to help prevent further tragedies. The information we heard in these focus groups was both interesting and sobering. In response to the messages we heard, IACP developed a series of new and updated resources addressing the topic of violence against the police. It is my hope that these resources will help law enforcement leaders as they work to understand officer fears and concerns relative to safety and preparedness and to implement new initiatives and programs to keep their officers safe.

In an effort to continue to hear directly from you, our members, the IACP continued our Critical Issues Forum tour that began in 2016. We held listening sessions in Arizona, Illinois, Tennessee, New York, California, and Montreal. An additional session will occur this month, in Philadelphia, Pennsylvania, at the IACP Annual Conference and Exposition. The purpose of these Critical Issues Forums is to hear directly from police leaders in the United States and Canada about the challenges confronting their respective agencies and the profession—and how IACP can assist on both fronts. The topics and policy issues emerging from these sessions will define and guide the efforts to be undertaken by IACP over the next several years. Issues like recruitment and retention, police morale, public safety’s role in public health, and community-police relations have been recurring themes in these sessions.

The topics of de-escalation and use-of-force have also been continual focal points. Whether the pressure is from the media, political figures, community members, or other groups, law enforcement agencies are being asked to examine their current use-of-force tactics and policies. This trend is why, in 2016, the IACP formed a partnership with the Fraternal Order of Police to convene a leadership summit with law enforcement organizations to examine use of force by law enforcement officers, discuss differences surrounding proposals that seek to change use-of-force standards, identify areas of consensus, and collectively map out a path forward on use-of-force issues. As a result, the IACP and 10 other law enforcement organizations released a comprehensive, national consensus policy and discussion paper on use of force to aid agencies as they examine and develop their own policies.

Advocating for law enforcement is not just about listening, it is also about action. We make sure that IACP’s advocacy efforts on behalf of the law enforcement profession and police executives are a constant priority. The IACP has worked diligently to establish relationships within the U.S. administration and international counterparts and strives to educate those in newly elected and appointed positions about the association and issues of importance to the law enforcement profession.

The IACP works with the U.S. federal government administration, as well as with members of the U.S. Congress, on a wide range of issues critical to public safety and the law enforcement profession, such as asset forfeiture, information sharing, access to equipment, immigration, criminal justice reform, and the funding of grant programs. We constantly provide feedback on legislation as it is being drafted to ensure it takes law enforcement considerations into account. We testify before the U.S. Congress on topics such as law enforcement’s response and interaction with persons affected by mental illness and the increase in religious hate crimes and law
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In contrast to the pre-Ferguson era, law enforcement agencies will need to truly sell policing as a worthwhile career to the coming generations. We will need to reevaluate standards, requirements, compensation, community expectations, and workforce needs… As law enforcement leaders, we are really going to have to challenge ourselves to find ways to attract and retain diverse, highly skilled, emotionally intelligent people who, above all, have a heart to serve others.

— Jill Schlude, Deputy Chief of Police
Columbia Police Department, Missouri

Social media is already a critical tool, but it advances in terms of what is preferred on each platform. Now, platforms prefer videos, but in two years when augmented reality is the norm, communications tools will again change. We are already seeing that with the advent of 360 photos and videos.

— Katie Nelson, Social Media and Public Relations Coordinator
Mountain View Police Department, Georgia
In reviewing the fast-paced changes in the public’s expectations of policing, I would imagine the use of force will undergo major changes. Unfortunately, training will always be behind these ever-changing expectations.

— Buddy Goldman, Chief of South Patrol Division
Los Angeles County Sheriff’s Department,
California

“I believe interagency/international cooperation will be significant due to budgets continuing to be squeezed, increasing the need to collaborate.”

— Christian Le Moss, Lieutenant
Santa Cruz Police Department, Florida

“I believe interagency/international cooperation will be significant due to budgets continuing to be squeezed, increasing the need to collaborate.”

— Christian Le Moss, Lieutenant
Santa Cruz Police Department, Florida

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Patent # US 9,623, 140 B2

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On August 28, 2017, U.S. President Donald Trump issued an Executive Order, “Restoring State, Tribal, and Local Law Enforcement’s Access to Life-Saving Equipment and Resources,” which restores the full scope of the U.S. Department of Defense’s surplus military property acquisition program (1033) and removes any requirements under former U.S. President Barack Obama’s Executive Order 13688 for grants used to purchase equipment from other federal departments and agencies, such as the U.S. Departments of Justice and Homeland Security.

Equipment provided through the 1033 program is a critical component of law enforcement agencies’ inventory, especially as fiscal challenges have mounted and other sources of equipment and funding have diminished. Law enforcement agencies often rely on equipment acquired through this program to conduct a variety of law enforcement operations including hostage rescue, special operations, disaster assistance, response to threats of terrorism, and fugitive apprehension.

Use of equipment acquired under 1033 enhances the safety of officers. Experience has repeatedly demonstrated that being improperly equipped in dangerous situations can have life-threatening consequences for both law enforcement personnel and the public they are charged with protecting.

Law enforcement agencies are aware of the concerns associated with the use of surplus military equipment by civilian law enforcement agencies and will continue to be diligent in developing appropriate policies, procedures, and training to ensure that the equipment is being properly deployed.

U.S. Department of Justice Announces Changes to the Collaborative Reform Initiative

On September 15, 2017, the U.S. Department of Justice (DOJ) announced significant changes to the Office of Community Oriented Policing Services (COPS Office) Collaborative Reform Initiative for Technical Assistance. Collaborative Reform was created in 2011 in response to requests from state and local law enforcement agencies and organizations for technical assistance to proactively help law enforcement make organizational and policy reform in a non-adversarial and cost-effective manner. The intended purpose of the Collaborative Reform Initiative was to improve trust between agencies and the communities they serve by assisting local law enforcement agencies on topics requested by the agencies.

Since its inception, the Collaborative Reform Initiative has evolved, and on March 31, 2017, U.S. Attorney General Jeff Sessions directed the DOJ to review all of the agency’s programs involving local law enforcement, including the Collaborative Reform Initiative, to ensure that they aligned with the goals of promoting officer safety and officer morale, as well as ensuring local control and accountability. In conducting this review, the COPS Office and DOJ leadership called for the remodeling of the Collaborative Reform Initiative.

The Collaborative Reform Initiative will now provide technical assistance to local law enforcement agencies who request subject matter expertise on a variety of issues focusing on best practices, crime reduction, and the needs of the field.

Visit The HUB in the center of the Expo Hall at IACP 2017 to take advantage of member benefits and opportunities, including the Legislative Action Center.

(Continued from page 6.)

enforcement’s response. We are also preparing to testify on worldwide threats and domestic terrorism in the coming months.

I’ve mentioned the opportunities I had to meet with police leaders around the world in the past year, and that global reach is part of what makes IACP unique. I am proud to say that, this year, IACP reached a record 150 countries, represented by more than 30,000 members. I’ve traveled the globe to better understand policing needs and promote the value of the IACP in Indonesia, Aruba, Canada, France, Germany, and Taiwan, among other countries. While in Colombia, I met with Police Director General Nieto and Colombian Vice President Oscar Naranjo, and we discussed the role of the police in a post-revolutionary period. In June 2017, we held a Global Policing Forum in Dublin, Ireland, where we partnered with the Garda Síochána of Ireland to discuss policing in the digital age. (Preliminary information will be available at the IACP Annual Conference and Exposition, and a final report will be released in February 2018). Our global impact was also heightened by IACP training in Brazil, Mexico, Nepal, Nigeria, Saudi Arabia, and South Africa.

Clearly, this has been a remarkably busy and productive year for the IACP. I am grateful to you, the IACP members, who gave me this wonderful opportunity. Your dedication and leadership, not just with IACP, but also with this noble profession, has been a true inspiration to me in my career and during my time as president.

I would like to thank the IACP Executive Board and the Board of Directors for the extraordinary leadership they provide to the association. I also want to thank the IACP staff for all the work they do in the field and behind the scenes. I would also like to thank my family, friends, and my colleagues at the Doral, Florida, Police Department for their support over the years. Lastly, I would like to offer IACP First Vice President Louis M. Dekmar my congratulations and complete support as he assumes the IACP presidency. I know he will do a terrific job leading our organization and continuing to advocate on behalf of the profession. I look forward to continuing to be actively involved in the IACP and serving in any way that I can.
“The entire week was the most thought-provoking exercises I have ever done in my 10-year law enforcement career.”

“This course was an eye-opener. The exercises really made me understand that everyone’s perspective, life experiences and views are different and it’s important to understand where they’re coming from.”

“Having officers from different agencies actually helps bolster honest responses to diversity and inclusion issues.”

“The honest conversations around race, gender issues, sexual orientation and ethnicity are essential for the future leaders in law enforcement.”

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I was 26 years old when I went into sudden cardiac arrest at home in front of my wife. My wife recognized I was dying and immediately called 911. She began CPR on me and continued until a police officer arrived on scene and took over. The fire department arrived later and utilized advanced life support and an automated external defibrillator (AED) to successfully resuscitate me after delivering multiple shocks. All in all, I was medically dead for approximately 15 minutes, and I’m grateful to have been given a second chance.

Approximately 1,000 people in the United States alone die each day from sudden cardiac arrest, leading to approximately half a million deaths each year.1 Currently, the only effective treatment for cardiac arrest is cardiopulmonary resuscitation (CPR) and a shock (or shocks) from an automated external defibrillator (AED) administered as quickly as possible. Despite common misunderstandings, cardiac arrest is not a heart attack. Heart attacks occur when a blocked artery prevents oxygen-rich blood flow to a section of the heart. Cardiac arrest is when the heart has an electrical malfunction disrupting blood flow to the brain, lungs, and vital organs. The American Heart Association reports that for every minute a person is in cardiac arrest, his or her chance of successful resuscitation decreases by 7 to 10 percent.2 Fire and EMS have response time goals of six minutes to 90 percent of their 911 calls.4 If an individual went into cardiac arrest and had to wait six minutes for a fire or EMS crew to respond, the risk of death would be increased by 60 percent.5

With cardiac arrest, every second counts. Defibrillation within three minutes can increase survival up to 70 percent. Police officers are on patrol at all hours, which allows for a more rapid response than the fire department or EMS. A 1990 study conducted by Dr. Roger D. White of the Mayo Clinic in Rochester, Minnesota, found that the city’s survival rate of civilian-witnessed sudden cardiac arrest with the ventricular fibrillation (VF) rhythm, a life-threatening rhythm, went up 66 percent within the first two years of implementation of their police AED program.6 Despite this knowledge being published and available, most police departments in the United States still do not have an AED program in place.

Police officers work one of the most stressful jobs there are and are at a much higher risk of cardiac issues. Unfortunately, it is not uncommon for police officers to suffer a heart attack, cardiac arrest, or heart failure. Therefore, in addition to being able to get an AED to the scene of cardiac arrest more quickly, another benefit of having an AED in an officer’s vehicle is that a fellow officer, firefighter, paramedic or emergency medical technician, or civilian bystander could use the device to save an officer’s life.

The Buckeye, Arizona, Police Department has equipped every patrol vehicle with an AED, and multiple officers, including the author, have needed to use the devices to save victims of cardiac arrest. The agency’s officers are now saving more lives and receiving recognition for doing so at an increasing rate due to continuous training and being properly equipped for medical emergencies. Almost every police officer in the United States is certified in CPR/AED, yet so few departments equip their officers’ patrol cars with AEDs, despite those being the only tools available to shock a heart out of cardiac arrest. Having an AED available to an officer, especially in a rural area where EMS response is delayed, could make a vital difference for an individual having cardiac arrest.

There are a number of reasons why a police AED program might not currently be in place in a community, including a lack of funding, training, or administrative support. It is the job of police officers, as public servants, to work around these obstacles and place the preservation of life at highest priority.

Despite the possible challenges on implementing the practice, the necessity for AEDs to be outfitted in every patrol vehicle cannot be overstated.

### Heart Attack versus Sudden Cardiac Arrest (SCA)

<table>
<thead>
<tr>
<th>Heart Attack</th>
<th>Sudden Cardiac Arrest</th>
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<tbody>
<tr>
<td><strong>Cause</strong></td>
<td>SCA is caused by an abnormal heart rhythm, usually ventricular fibrillation.</td>
</tr>
<tr>
<td>Heart attacks are caused by a blockage in an artery that supplies oxygen-rich blood to the heart. If blood flow is not restored quickly, the affected heart muscle then begins to die.</td>
<td></td>
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<tr>
<td><strong>Warning Signs</strong></td>
<td>SCAs rarely have warning signs.</td>
</tr>
<tr>
<td>Heart attacks are often preceded by chest, arm, upper abdomen, or jaw pain, and nausea and sweating are common.</td>
<td></td>
</tr>
<tr>
<td><strong>Victim’s Response</strong></td>
<td>Victims always lose consciousness.</td>
</tr>
<tr>
<td>Victims usually remain conscious and alert.</td>
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</tr>
<tr>
<td><strong>Risk of Death</strong></td>
<td>Most (90–95%) sufferers of SCA will die, unless a defibrillation shock is delivered within 10 minutes of collapse.</td>
</tr>
<tr>
<td>With proper treatment, many people survive.</td>
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</tbody>
</table>

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VITAL KEYS TO IMPLEMENTING POLICE AUTOMATED EXTERNAL DEFIBRILLATOR PROGRAMS

One of the best ways for officers to respond to cardiac emergencies is to equip them with automated external defibrillators (AEDs). Often police departments wish to adapt and implement AEDs into patrol but don’t know where to begin. If an agency is looking to implement a program of their own, here are eight steps to consider.

1. **Set up an AED deployment plan.** Will all of your patrol units be equipped? Will your specialty units be getting AEDs? Will the units all be distributed at once or rolled out over time? If the latter, decide which units will be equipped first based on criteria like primary duties, populated geography, or which officers have advanced medical training. The deployment plan should be put in writing and reviewed by your command staff.

2. **Look at grants and donors for funding, or adjust the budget for the program, including periodic equipment replacement.** How will you pay for the AED program? There is an abundance of grant opportunities and multitudes of eager donors. Also, consider altering the budgets to fund the department’s program. Factor in the cost of replacing equipment and projected growth of the department.

3. **Reach out to other departments and inquire about their AED programs.** Does a neighboring agency already have an AED program? Discuss what successes and obstacles they have had and consider asking to see their policy as a reference.

4. **Coordinate with the local fire department and ambulance service.** Other emergency response agencies may be able to recommend certain AED types or brands or provide guidance and recommendations for responding to cardiac arrests. It might be worthwhile to see if they are interested in joint response training, as well.

5. **Update officers’ CPR and AED training before implementation.** Police officers are usually first on scene to an emergency, making it vital they are up to date on their training.

6. **Mandate periodic training refreshers on CPR and AED.** Cardiac care is ever changing, and there are continuous advances in medicine and emergency response. Make sure officers are up to date and ready to respond to cardiac arrests in accordance with current best practices.

7. **Put a policy in place for the AED program.** Determine how the devices will be carried in the patrol units, where they will be stored, how usage will be reported, and how often the AEDs will be checked and receive maintenance. Establish who will oversee the program.

8. **Track and recognize saves.** Take the time to recognize the department’s saves for officers and the community.

Brandon Griffith is a decorated police officer, an instructor with emergency medical training, and the CEO of Griffith Blue Heart LLC. Brandon is one of the founding board members of the Arizona Cardiac Arrest Survivors nonprofit organization, where he currently serves as the training and recognition director. He has years of experience in public speaking, recognition, instruction, CPR/AED advocacy, AED acquisition, and counseling.

Did you know that ‘Domestic Dispute’ calls account for 29% of fatal calls for service?

Visit us at Booth #2403 at the IACP Conference on Oct. 21-24 in Philadelphia to hear more about Making it Safer, a report on law enforcement fatalities.
There is an abundance of grant opportunities and multitudes of eager donors to help make this possible. AEDs are durable and are easy to register, maintain, and track. If a department has not equipped their officers with AEDs, it is time for officers and leadership to take action.

Notes:
3. Ibid.
5. American Heart Association, Every Second Counts.
Youth Attitudes Regarding Police Effectiveness and Trust in One Midsize City

By David R. White, Assistant Chief of Police, Paducah, Kentucky; Michael J. Kyle, Doctoral Candidate, Department of Criminology & Criminal Justice, Southern Illinois University Carbondale; Phillip Galli, Doctoral Candidate, Department of Criminology & Criminal Justice, Southern Illinois University Carbondale; and Michael Zidar, Crime Analyst, Paducah Police Department, Paducah, Kentucky

A number of high-profile deadly force encounters over the past couple of years have sent a shockwave of anti-police rhetoric across the United States. The resulting tension has caused some officers to say they are less likely to engage in certain self-initiated activities, leading to claims that negative public perceptions have caused a widespread de-policing effect.1 To the extent that this may be true, researchers have also considered whether such trends have included a decrease in officers’ willingness to engage in community partnerships, a key element in building trust with community members. One recent study found such an effect but ultimately determined that officers’ willingness to engage the community was mediated by their perceptions of organizational justice and self-legitimacy (i.e., self-confidence in their own authority)—two potential indicators of working in a healthy organizational environment.2 Regardless, the fact remains that some officers and some departments may have become more apprehensive about engaging members of their community, particularly within groups that may share negative attitudes about law enforcement. Other departments, meanwhile, are responding more openly instead of avoiding these difficult and sometimes awkward conversations.

Two community groups that have been most dissatisfied by police are racial and ethnic minorities and young people.3 Research has consistently shown that African American community members have less favorable attitudes toward law enforcement than other residents.4 However, law enforcement leaders should be asking themselves to what extent the racial confidence gap exists in their local community. While agencies might struggle to develop an adequate way of assessing their community’s adult population, local high schools can offer a quicker and equally important way to capture a snapshot of community attitudes, and working with schools serves the dual purpose of helping agencies connect with young people. Research on community-police relations regarding young people is less common, despite the fact that they are among the most likely to have contact with police, and they are likely forming attitudes that they will carry throughout adulthood.5

In 2015, the Paducah, Kentucky, Police Department solicited the opinions of students in a current events class at one local high school, asking them to complete a brief essay about their perceptions of police. The essays provided valuable insight into how young people viewed policing in this time of turmoil, and the department utilized the responses to frame several listening sessions with the students, which proved helpful to both students and the department. Community Resource Officer Gretchen Morgan, who led the effort, also summarized the essays in a presentation to the department’s supervisors as a way of demonstrating the importance of procedurally just policing.

Based on the success of the 2015 inquiry, Officer Morgan replicated the project in the spring of 2017. The essay questions were refined, and Morgan also asked students to complete a brief (one-page) survey. This time, the department engaged the entire junior class and collaborated with researchers from Southern Illinois University to evaluate their results. The department had two goals in mind: (1) evaluate student attitudes and use the results to facilitate more listening sessions and help build a better relationship with the students and (2) use the information to help frame an in-house training for their officers related to the importance of procedural justice. These goals respond to the recommendations in the President’s Task Force on 21st Century Policing report.6

The task force’s report highlights the need for departments to build trust and legitimacy by embracing procedural justice concepts at all levels within their organizations.

The task force’s report highlights the need for departments to build trust and legitimacy by embracing procedural justice concepts at all levels within their organizations. 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.
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and an exploration of the relative importance students place on these ideas in an open-ended format. They also hope to determine how students form their opinions—whether through personal experience, the experiences of family or friends, or more generally through the presentation of media accounts (e.g., news, popular, social) of police action. While the former offers the basis for procedural justice, the latter may help serve as a starting point for the next set of listening sessions with students.

The survey asked students some basic information concerning their contact with police, as well as some basic demographic information. It also replicated a previous study that had examined the attitudes of young black males in a very disadvantaged neighborhood. Much of the re-search concerning attitudes and perceptions of police has concentrated specifically on the opinions of African Americans in large urban areas. Neighborhoods in these areas tend to have high rates of crime and heavier concentrations of disadvantage. As a result, these areas tend to receive more aggressive police strategies and tactics and have a higher number of deadly police-citizen encounters. There is good reason to believe that the attitudes of youth from a smaller city may differ from those in large, urban areas.

Paducah, Kentucky, is a city of just over 25,000 residents. The population is 71 percent white, with a median household income of $33,608, and 23.9 percent living in poverty. The student sample was 36.5 percent white, 49.3 percent male, and the average age of the student was 17 (S.D. = 0.838). The survey results provided in Table 1 show that white students were slightly more likely to report having a member of their household call the police in the previous 12 months, while non-white students were slightly more likely to have reported being stopped by the police because they were suspected of a crime or traffic violation. Table 2 shows the students’ perceptions of police effectiveness by race (white and non-white), and Table 3 provides the results related to students’ perceptions of trust. The results indicate that non-white students consistently expressed less positive attitudes than white students in response to questions of both police effectiveness and trust. While it is not a direct comparison, one recent national survey reported that only 55 percent of blacks had at least some confidence in their police department, compared to 81 percent of whites. The same survey showed 78 percent of whites believed officers did an excellent or good job protecting people from crime, compared to only 48 percent of blacks. By comparison, the current study showed, on average, 88 percent of non-white students and 97 percent of white students agreed that the police at least sometimes were effective at preventing crime, solving crime, and enforcing the law. Moreover, while one in four non-white students said police officers were almost never easy to talk to (compared to 13 percent for whites), less than 10 percent of non-white students gave them the lowest mark on the other two measures of trust. These results are unique to the community, and while they might not be generalizable to other places, they provide actionable insights about the local perceptions.

<table>
<thead>
<tr>
<th>Table 1: Contact with police by race (In the past 12 months)</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Have you or a member of your household had to call the police?</td>
<td>Non-White</td>
<td>20.7% 24.6%</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td>79.2% 74.3%</td>
</tr>
<tr>
<td>2. Have you been stopped by police because they suspected of you a crime or traffic violation?</td>
<td>Non-White</td>
<td>34.8% 28.5%</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td>63.1% 71.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 2: Perceptions of police effectiveness by race</th>
<th>Almost Never</th>
<th>Sometimes</th>
<th>Often</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The police do a good job of enforcing the law.</td>
<td>Non-White</td>
<td>4% 0%</td>
<td>63% 43%</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The police respond quickly to calls.</td>
<td>Non-White</td>
<td>15% 1%</td>
<td>55% 41%</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The police work hard to solve crimes in my neighborhood.</td>
<td>Non-White</td>
<td>13% 5%</td>
<td>59% 40%</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. The police do a good job preventing crime.</td>
<td>Non-White</td>
<td>15% 5%</td>
<td>61% 51%</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 3: Perceptions of trust by race</th>
<th>Almost Never</th>
<th>Sometimes</th>
<th>Often</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The police are easy to talk to.</td>
<td>Non-White</td>
<td>24% 13.1%</td>
<td>58.1% 50%</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The police are polite to people in the neighborhood.</td>
<td>Non-White</td>
<td>8.5% 6.5%</td>
<td>67.4% 47.3%</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The police harass or mistreat people in the neighborhood.</td>
<td>Non-White</td>
<td>44.9% 67.1%</td>
<td>48% 27.6%</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes:


IACP 2017 includes several education sessions related to youth engagement.

Search workshops by topic at www.theIACPconference.org or via the IACP Annual Conference app.
Criminal Refusal of Chemical Tests

By John Knoll, Senior Assistant City Attorney, City of Overland Park, Kansas

As U.S. Supreme Court Justice Alito noted in Birchfield v. North Dakota, “[d]runk drivers take a grisly toll on the Nation’s roads, claiming thousands of lives, injuring many more victims, and inflicting billions of dollars in property damage every year.” Justice Alito also states that proving that someone is driving under the influence (DUI) requires a test, and many drivers stopped on suspicion of drunk driving would not submit to testing if given the option. Because tougher DUI laws typically require jail time in the event of a conviction, it has become commonplace for DUI offenders to refuse chemical testing, even though the administrative penalty for doing so means they will likely lose their driving privileges for a period of time. Faced with an increasing number of refusals, some states have made it a crime for motorists to refuse DUI testing, including Kansas, Minnesota, and North Dakota. In Birchfield, the court considered whether such criminal refusal laws violated people’s rights under the Fourth Amendment.

Fourth Amendment Concerns

Because the government is involved, and collecting someone’s breath, blood, or urine for impairment testing infringes on a privacy interest, it is a “search” under the Fourth Amendment. Most warrantless searches are unreasonable under the Fourth Amendment, unless an exception applies. Two exceptions normally raised in the DUI testing context are consent and unreasonable under the Fourth Amendment, unless an exception applies. The U.S. Supreme Court, weighing individual privacy rights versus the governmental interests involved, agreed. The Fourth Amendment allows criminalizing the refusal of a warrantless breath or blood test, but not the refusal of a warrantless blood test. The U.S. Supreme Court held that because voluntariness of consent to a search must be determined from the totality of all the circumstances, the state court on remand should reevaluate Beylund’s consent given the partial inaccuracy of the officer’s statement.

U.S. Justices Sotomayor and Ginsburg agreed with the outcomes in Birchfield and Beylund, but dissented from the holding in Bernard v. Minnesota. They would require officers to get warrants before insisting on further testing such as breath tests. They noted that searches incident to arrest usually occur right at the time of arrest, but breath tests are done at a separate location 40 to 120 minutes after an arrest occurs. Therefore, “that alone should be reason to reject an exception forged to address the immediate needs of arrests.” U.S. Justice Thomas also concurred in part and dissented in part, arguing that a bright line rule he proposed in his dissent in Missouri v. McNeely, allowing DUI searches based on exigent circumstances, would be more workable.

Suggestions for Chiefs

It is recommended that law enforcement executives stay current on their state’s DUI legislation and the decisions of the U.S. Supreme Court and state appellate courts. The Supreme Court decisions on DUI evidence collection are far from unanimous, and they certainly raise issues upon which reasonable minds can differ.

If the state has a valid criminal refusal law, make sure the agency’s policy addresses the steps officers should take in situations where suspects refuse testing. Remember that according to the U.S. Supreme Court, the Fourth Amendment allows criminalizing the refusal of a warrantless breath test, but not the refusal of a warrantless blood test.

Finally, agencies’ policies should address cases where it might be advisable to seek a warrant for a breath or blood test despite any test refusal by the driver, such as cases involving death or serious bodily injury.

Notes:


In addition, with some states legalizing the recreational use of marijuana, drugged driving is becoming more of a concern. See, for example, Matthew W. Myers, “Current Issues in Drug-Impaired Driving,” Traffic Safety Initiatives, The Police Chief (June 2017): 68–69.

“Once an individual has been arrested on probable cause for a dangerous offense that may require detention before trial, however, his or her expectations of privacy and freedom from police scrutiny are reduced.” Maryland v. King, 569 U.S. ___, 133 S. Ct. 1552, 1556 (2013).

The Kansas Supreme Court recently reaffirmed its earlier opinion that the Kansas criminal refusal statute, K.S.A. 2016 Supp. 8-1025, is unconstitutional because it penalizes the withdrawal of implied consent to a breath test. The court originally came to that conclusion in State v. Ryce, 303 Kan. 899, 368 P.3d 342 (2016) (Ryce I). After the decision in Ryce I, the U.S. Supreme Court decided Birchfield and upheld criminal refusal statutes based on breath testing. The Kansas Supreme Court reconsidered the case and in State v. Ryce, ___ Kan. ___, ___ P.3d ___ 2017 Kan. LEXIS 327 (No. 111,698, filed 06/30/17) (Ryce II), the court reaffirmed its decision, although it changed the analysis somewhat based on Birchfield. The Kansas Supreme Court purported to decide the case on the basis of statutory interpretation, rather than on constitutional grounds. Ryce, 2017 Kan. LEXIS 327 *2. However, it still held the Kansas statute unconstitutional because it violated Ryce’s rights under the Fourth and Fourteenth Amendments. Ryce, 2017 Kan. LEXIS 327 *31-32.

“Blood tests are significantly more intrusive [than breath tests], and their reasonableness must be judged in light of the availability of the less invasive alternative of a breath test. Respondents have offered no satisfactory justification for demanding the more intrusive alternative without a warrant.” Birchfield, 136 S. Ct. at 2184.

“[A]lcohol in the bloodstream does not presents a per se exigency that justifies an exception to the warrant requirement.” Missouri v. McNeely, 569 U.S. ___, 133 S. Ct. 1552, 1556 (2013).

In appropriate cases, the exigent circumstances exception may apply, such as when there is a real possibility that evidence would disappear in the time it takes to get a warrant. Schmerber v. California, 384 U.S. 757, 770, 86 S. Ct. 1826, 16 L. Ed. 2d 908 (1966) (upholding warrantless blood test based on exigent circumstances). But DUI cases do not categorically provide exigent circumstances. Missouri v. McNeely, 569 U.S. ___, 133 S. Ct. 1552, 1563, 185 L. Ed. 2d 696 (2013) (metabolization of alcohol in the bloodstream does not presents a per se exigency that justifies an exception to the warrant requirement).

“Blood tests are significantly more intrusive [than breath tests], and their reasonableness must be judged in light of the availability of the less invasive alternative of a breath test. Respondents have offered no satisfactory justification for demanding the more intrusive alternative without a warrant.” Birchfield, 136 S. Ct. at 2184.

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Young Timothy Jones aspired to be a jet fighter pilot, but policing was his family business. Growing up listening to the stories that his father and uncles would impart about their Sheriff and Police department exploits, he opted to fight crime in his community from the cockpit of a police car rather than fly the fighter jet.

Chief Tim Jones grew up in the Roanoke Valley, he went to school there and his family ties in the community remain strong. He joined the Roanoke Police Department in 1981 and has served the agency in many roles over the past 36 years including crime analyst, patrol sergeant, community policing lieutenant, patrol bureau captain and deputy chief of services, operations, and investigative services. He was appointed Chief of Police in July of 2016, having served as the Acting Chief since March 1 of that year.

Roanoke is the 7th largest city in the Commonwealth of Virginia with a population of about 100,000. Chief Jones leads a staff of over 300 employees, of which 248 are sworn officers. He serves on the City’s Leadership team and works to build stronger relationships with other regional and Commonwealth law enforcement agencies. The Chief says that he feels very fortunate to serve as the Police Chief of the Roanoke Police Department and compliments his great crew for their service.

As the largest city in the area, Roanoke is the center of the region’s social services infrastructure. This draws people in need to the region, many dealing with unemployment, homelessness as well as some mental health issues. The City also has its share of violent crime. Responding to the competing needs of the jurisdiction is a daily challenge, but this police agency is up to the task.

Chief Jones says that his department is very fortunate to have a wide range of technology available to them for an agency of their size. Roanoke’s ISTAR (Intelligence, Statistics, Technology, Analysis and Research) Unit, with their dedicated criminal analysts and criminologists work to improve the department’s response to criminal and quality of life issues. Enforcement projects are data driven. The Unit identifies the areas and issues that need attention so that community response teams may be dispatched to deal with enforcement in those sectors. At the platoon level, the Chief says this puts the right resources on a given problem, provides officers with the opportunity to work in different sectors, experience a diversity of encounters and share in policing successes.

The Roanoke Police Department follows a Citizen-centric approach to policing. The needs of the community and citizen quality of life are the agency’s priority. Police officers work exceedingly hard to reduce and minimize conflict, focusing on community engagement and education. The department concentrates on achieving success, increasing individual productivity and maximizing communications to solve problems facing their jurisdiction.

The Department is geared toward Community Policing. Chief Jones, a proud member of the community, frequently participates in various local events and encourages his officers to do the same. “The boots on the ground need to see the same commitment from the bosses.” The Chief believes that flattening the hierarchy of organization also allows for more creative initiatives allowing staff, especially new and younger officers, to take their ideas and run with them. Regular police presence in the city facilitates public trust and comfort, embedding police personnel into the very fiber of their community.

The Chief’s resource management also allows many Roanoke officers to concentrate on community engagement initiatives; reading to students in schools, working with seniors, public education and crime prevention, focusing on
First U.S. Insurer, Virginia Farm Bureau, signs with Roanoke Accident Support Services Ltd.

Many More Expected to Follow

Accident Support Services International Ltd. is excited to announce our first U.S. Insurance Partner. Virginia Farm Bureau Mutual Insurance Company, headquartered in Richmond, VA, has entered into an ongoing Agreement for our services. The insurer has been receiving collision reports made by their customers in the comfort and safety of our Roanoke Collision Reporting Center (CRC) since our September 2016 grand opening.

Virginia Farm Bureau recognizes the value of the complete, real-time customer service packages provided by the CRC which include collision reports, driver statements, documents and vehicle photographs for all parties. They appreciate the enhanced customer service their insureds receive through the CRC experience, the immediate assistance offered to their policyholder in their time of need and the opportunity to communicate their branded company message to their customer at the onset of the accident experience.

The direct transfer of the collision report to an insurance company from the CRC serves as a First Notice of Loss, allowing the insurer to control costs of towing, storage, repair and rental, reduce cycle time, reduce attorney involvement, identify and reduce fraud. Assisting the insurer to provide more efficient claims service will lead to increased customer satisfaction and retention.

Rich Mattox, Vice President of Claims with Virginia Farm Bureau Insurance concurs, “Immediate access to our policyholder’s collision report, statements and photographs during the pilot provided our adjusters with the information needed to promptly and efficiently process the damage claim, saving time for both our customer and our company.”

We are pleased to welcome Virginia Farm Bureau to our Collision Reporting Center program.

Chief Tim Jones, City of Roanoke Police Department (Continued from Cover)

people and building trust and openness. An important resource enabling the Roanoke Police Department to repurpose officers to focus on community based initiatives is the Roanoke Collision Reporting Center (CRC), celebrating its first year of service to the citizens of the Roanoke Valley in September. Chief Jones is a strong supporter of the CRC program, operated in partnership with the City of Roanoke, Roanoke County and Salem Police Departments and Accident Support Services International Ltd. (ASSI). He said that the CRC has streamlined the collision reporting process and freed up police and citizens with significant time savings for all parties involved. He admitted being “very cautious initially on the Pilot”, but that he is “more than pleased with how the project has progressed.” Citizens are saving time in the reporting process and this is helping both the driver and their insurance company. The Chief also appreciates the efficiencies his agency has gained in the collision report process.

Sharing jurisdictional boundaries with the Roanoke County and Salem Police Departments in the Valley, Chief Jones regularly communicates with Roanoke County’s Chief Howard Hall and Salem’s Chief Mike Crawley. During the course of one of his regular conversations with Chief Hall, the two discussed development and use of a CRC initiative that would result in additional time savings for their officers investigating collisions at the scene of the crash. Police officers record on-scene vehicle damage using a tablet program during the course of their investigation. Photographs from the scene may then be downloaded as officers complete their reports, and are stored in the ASSI Collision Reporting and Occurrence Management System (CROMS). Using the tablet to record photographs as part of their on-scene investigation allows the officers to quickly clear vehicles and drivers from the side of the road. As well, the tablets help to cut officer investigation time at street level by almost 60 minutes, time that may be reallocated to higher priority calls for service and community engagement initiatives.

The philosophy of Chief Jones’ CitizenCentric approach to policing continues to move his department operation from centralized bureaucratic control model to a non-centralized model of department functions that act to identify and address missions. This methodology is compatible with and capitalizes on the technological advances in policing today. Chief Jones believes that there is a “measured risk with technology that police officials have to take.” His leadership style and community engagement in Roanoke continues to move his department with technology that police officials have to take.” His leadership style and community engagement in Roanoke serves the citizens of his City well.

“Our agency will continue to use the best practices of law enforcement to ensure transparency to the public we serve while providing community focused attention to quality of life issues.” Chief Tim Jones, Roanoke Police Department, 2016 Report
Rick Yates joined the ASSI team early this year as Vice President, Insurance Programs, assuming responsibility for sales, marketing and business development with ASSI’s insurance carrier program.

Rick brings over 25 years of experience in the Automotive and Insurance industry beginning in Vancouver. Rick is a graduate of the British Columbia Institute of Technology (BCIT) with a Business Management Degree in Computer programming. He helped develop and launch the first Auto Glass claims call centre in Canada with Speedy Glass.

He was the first Vendor Manager for TD Insurance and rose to the position of Vice President of Claims – Western Canada.

Rick has been an active member of the Canadian Insurance Claims Managers Association (CICMA) of Ontario since 2006, serving as President in 2010/2011 and continues to participate in their Annual Golf tournament as Master of Ceremonies. He is most proud of his participation with the Golf Committee since 2007, increasing their fundraising from $5,000 to $30,000 annually to support children with cancer at Camp Oochigeas.

Rick stated, “I look forward to working with our insurance partners on connectivity with their claims system, using our data to populate their FNOL systems, eliminating waste and allowing them to focus on customer service and settling claims faster, and creating an executive user group to address future claims initiatives and how we can better assist insurers to streamline their claims process. ASSI will continue to grow our private public partnerships across North America, developing a strong team across the nation to support our insurance and police partners.”

Rick has been meeting with insurance partners as well as police administration across the U.S. in ensuring the efficient delivery of the Collision Reporting Center (CRC) programs and the use of our award winning Collision Reporting and Occurrence Management System (CROMS).

Rick reports that, “I have been excited by the friendly reception I have received from the many insurers I have met across the country and their keen interest in our program. We have been fortunate in the past couple of months to turn interest into action and we are pleased to announce our first service level agreements with Virginia Farm Bureau Mutual Insurance – our first, and with the Rockingham Group Insurance Company.

We are also in the process of bringing on two more insurance partners by September and looking forward to at least another 3 – 5 insurance partners by the end of the year.

Our goal is to provide exceptional service to the policyholders for all insurance companies and provide the value that is the essence of our program for our insurance partners. We will be expanding on the East Coast as well as the West Coast in a controlled manner so that we never compromise our performance and service.”

Mark your calendars to join the Accident Support Services International Ltd team at the following events:

- September 17-20 – Virginia Association of Chiefs of Police (VACP), Virginia Beach, VA
- October 15-17 – PCI, Chicago, IL
- October 21-24 – International Association of Chiefs of Police (IACP) Chicago, IL
- October 31- November 3 – SEMA, Las Vegas, NV
- January 17-18 - US Insurance Advisory Committee Meeting, Palm Springs, CA
- February 7-9 – Michigan Association of Chiefs of Police (MACP), Grand Rapids, MI
- March 18-22 – California Chiefs of Police Association, Long Beach, CA
- July 15-18 – New York State Association of Chiefs of Police, Long Island, NY

Please visit with us to learn about continuing enhancements to our Collision Reporting Center (CRC) and Collision Reporting and Occurrence Management System (CROMS) programs. We always look forward to speaking with you.
Focus on Citizens assist Police and Insurers Achieve highest level of customer service

Derrick Wilson, Manager, Roanoke Accident Support Services Ltd.

Collision Reporting Center (CRC) provides a high level of service to the citizens in the jurisdiction it serves by giving those citizens a voice and helping them to have an understanding of the process. This is the goal of the staff at Roanoke Accident Support Services Ltd.

Granted, being involved in a collision is not a pleasant experience. However, being able to get the experience off your chest by taking part in a process to record the information for law enforcement and insurance, and truly understand your next steps in the collision process makes most people feel more at ease and accepting of a difficult situation. At the CRC, citizens are greeted by our empathetic staff and pertinent information required is confirmed before beginning the process. CRC personnel ensure that all reporting citizens have their Driver's License, an unexpired vehicle registration and an in-date insurance ID card. An officer-provided collision exchange brochure is also requested.

“This center gives an opportunity for individuals involved in an accident to calm down after the traumatic incident, to be able to provide better reports for all parties involved.”
S.M., insured with Virginia Farm Bureau.

Involved vehicles are photographed, providing insurers with information they require on the condition of the vehicle, damage and detailing important information insurers need to process claims and make proper value decisions. During this photo process stickers are applied to damaged areas notifying repair facilities of the recorded damage and helping to prevent possible fraudulent damage claims.

The Roanoke City Police and Roanoke County Police in Virginia are now piloting a program with the CRC where officers take on-scene photos and can refer citizens when vehicles are not drivable. This is creating even greater time saving opportunities for officers and increasing value added benefits for partner insurers.

The reporting process also allows citizens to have a voice in what took place as they are asked to provide a written statement and draw a brief and simple diagram of what happened from their point of view at the collision scene. Near the end of the process, a counselor interviews the citizen and asks detailed questions about what took place, documents injuries and all passengers and witness information is recorded. CRC associates are extremely efficient in this process as they have dealt with a great number of citizens reporting, so all of this takes place in a short period of time.

“For the first time, the CRC process is truly an extension of an insurer’s customer service to their insured in a day and age where everything has become very impersonal. Insurers participating in the CRC program are provided with all collision information at once provided that their insured consents to the release of the collision report. This information saves insurers a great deal of time and telephone tag making it possible for them to handle claims more quickly. This assists in settling claims faster by shortening the claim window getting the citizen back on the road after a collision quicker.

“Very well taken care of. J helped me every step of the way. She answered all my questions very professionally.”
C.N., insured with Nationwide.

To top all this off, the CRC program also frees up valuable time for police to handle higher priority calls for service or prevent additional collisions and helps to reduce officer and citizen roadside risk from secondary collisions. Citizens feel good about helping the police departments in their area by attending a CRC and will voice this during their visit. As more departments across the country are faced with budget constraints and the need to assign officers to more pro-active road safety and crime prevention programs in their communities, a CRC that will provide citizens with collision reporting services and early notice of loss information for their insurance companies could soon be coming to many more areas. All CRC services are provided at no cost to police or citizens, and are funded by insurers partnering with the program.

“I think the program is great, helps get us off the road so no further accidents will happen.”
L.C., customer of Allstate.

The CRC provides a legitimate process to assist police in the area of collision reporting, while also providing citizens and their insurers a service that currently does not exist in many jurisdictions. Citizen support for this process in Roanoke has been very positive. Roanoke County Chief of Police Hall recently told Board of Supervisors Members in the area the CRC has surpassed the department’s expectations of what the public’s reaction would be to the process. The bottom line is that people understand the collision reporting process and have reacted favorably.
Beyond the Event Horizon: 
EMERGENT REALITIES 
IN LAW ENFORCEMENT

By Apollo Kowalyk, Staff Sergeant, Edmonton Police Service, Edmonton, Alberta

“We know from chaos theory that even if you had a perfect model of the world, you’d need infinite precision in order to predict future events. With sociopolitical or economic phenomena, we don’t have anything like that….” 
—Nassim Taleb, 2007

Predicting the future is like trying to peer inside a black hole: no one can see what’s inside until one has passed the point of no return—the “event horizon” in astronomy terms. It stands to reason that human beings are compelled to wait for the future to become the present before they can understand it. It is often only with the benefit of hindsight that things are seen clearly.

For example, who could have predicted that a small band of terrorists would bring down an iconic U.S. landmark or that a decade-long war would cause massive upheaval in the Middle East. From a technological perspective, the ushering in of the modern digital age, symbolized by smartphones and social media, unexpectedly created a global stage on which police conduct can be captured and viewed forever—often with suspicion and mistrust.

The prescient words of management guru Peter Drucker ring true when it comes to making predictions about the future: “Everything a forecaster predicts may come to pass. Yet, he may not have seen the most meaningful of the emergent realities or, worse still, may not have paid attention to them.”

Law enforcement agencies might not be able to see what’s over the horizon, but they can certainly prepare for what might lie ahead through a greater appreciation of the evolving interplay between society and technology. For example, the rise of the Information Age, rooted in the commercial development of the Internet, has had a profound impact on society in just one generation. People in many industrialized countries now live in near-cashless societies in which they can work from home and can communicate with anyone they wish from any location at any time. There are significant trends and emerging changes that specifically affect the role of law enforcement, as well, including the following:

**Expanded role of the court system and greater degree of regulatory control:** People are increasingly turning to the court system for assistance with conflict resolution. Liability management is an increasing source of concern for the public sector and private industry alike, where litigation arising from product liability and class-action lawsuits is responsible for a surge in compliance programs rooted in a web of rules and procedures intended to help manage risk. Law enforcement is affected just like everyone else, if not more so.

**Increasing skepticism of “big government”:** Demands for public accountability and transparency continue to increase in response to declining trust in public institutions. This is particularly relevant to law enforcement, which has often been met with animosity in certain corners of society and by historically marginalized groups.

**Instant mass communication through the use of social media:** The prominence of smartphones and avenues of mass communication such as video- and photo-sharing apps provides the means by which seemingly innocuous police actions can be made public in a biased and negative manner, creating new challenges for reputation management as these videos and photos go viral. Social media also continues to create a multitude of opportunities for criminal activity, such as fraud, identity theft, drug sales, and quasi-violent activities like cyber bullying and stalking, all of which involve additional work for law enforcement agencies that are often ill-equipped to handle such crimes.

**Growing concerns over the sustainability of government spending:** Federal government debt is expected to significantly increase in coming decades, with the alarming proposition that commitments to debt repayment and core social services programs such as health care and social security will surpass government revenue in the not too distant future.

**Persistent threat of terrorist attacks:** The growth of ISIS and other terrorist organizations, including those of domestic origin, gives rise to a perpetual threat of attack against Western society as these groups continue to “test the wire.” This ongoing threat can have a significant impact on law enforcement resources.

**Impact of generational change on recruiting and retention:** It has become difficult to recruit and retain young officers. Whether members of generation Z, many of whom are now in high school and college, are interested in a career in public service remains to be seen, and the eventual coming of age of generation Alpha, 20 years from now, is another issue altogether.

**Consequences for Law Enforcement**

These are challenging times, with consequences for law enforcement that have emerged in a way that is as gradual as it is permanent. The premise of the boiling frog metaphor—that a frog will jump out of hot water, but the same frog will eventually boil to death if the water warms gradually—comes to mind when considering how various stakeholders have been slow to recognize latent threats that emerged within the post-industrial society. This is understandable since police planning is often rooted in one-year budget cycles and the most pressing issue of the day. However, this short-term planning creates a situation that is similar to what happened to the frog: slowly emerging threats are often ignored until they reach critical mass. This constitutes a very real problem for law enforcement. There are various challenges that have not yet fully played out to their full threat level:

- **Organizational responses to growing liability concerns** have increased the per unit cost of policing without a related increase in officer productivity, making policing costs unsustainable in some jurisdictions.
- **Increasingly strident calls are being made for enhanced police oversight and accountability,** expressed through federal court supervision and class action lawsuits.
- **Growing public demand exists for restrictions on police use of force,** including pursuit management.
- **Increasing pressure is being applied for police budget restraint and pension reform in light of the significant impact on local government budgets.**
- **Increasing signs of social disorder are appearing,** related to a lack of available treatment options for people with mental illnesses and drug addictions, especially among the disadvantaged.
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• A growing perception that policing has become militarized has created a lightning rod for criticism.
• Negative impact of generational change is influencing the ability to recruit and retain new officers.
• The polarization of attitudes about law enforcement within an increasingly divided society is resulting in a "chilling effect" on police enforcement activities within disadvantaged neighborhoods.

The law enforcement mission might not have changed much over the years, but its means of accomplishment surely have and will continue to do so. Today's world is one where police no longer get the benefit of the doubt, where nothing is assumed and everything must be proven. Policing tasks—routine or otherwise—have become more time-consuming and expensive. Law enforcement officers are held to a much higher standard, perhaps even more so than professionals in other fields such as health, law, education, and the news media. Why should this change?

While front-line officers may bear the brunt of criticism in the glare of the public spotlight, real consequences also exist for police executives. Organizational weakness and operational blunders caught on video can negatively affect support for a police chief or sheriff among any combination of the four primary stakeholder groups, including the public, media, police unions, and the mayor or police board. Falling out of favor with one or two of these groups is a problem; losing three is an unacceptable proposition. Therefore, implementing a forward-looking strategic plan in anticipation of emerging needs is critical to the successful outcome of one's tenure.

By extrapolating the probability of future events from a careful analysis of past trends and patterns, today's law enforcement leaders—most of whom will have long since retired before 2037 arrives—can lay the groundwork for change to ensure the success of future generations of officers. Despite differences among the more than 18,000 agencies that make up the fabric of U.S. law enforcement, two strategies, outlined below, constitute a "back to basics" approach that speaks to the emerging needs of 21st century policing.

**Build Trust and Acceptance within Historically Marginalized Communities**

Law enforcement officers must be given the time and encouragement to get to know the members of their communities and to close the social gap that has widened since the heady days of community policing. An officer's presence in a blighted community can deliver a sense of comfort and safety. Meaningful relationships break down animosity and suspicion, which is why bilateral community engagement is more important than ever. History has shown that police incidents often become a flashpoint for racial tension, sometimes even riots, but promoting casual interaction where the rubber meets the road breaks down barriers to communication and helps to prevent simmering tensions from boiling over.

**Transparency through Openness**

Critics might point out that community policing–era initiatives like midnight basketball are insufficient to fix today’s problems. They might be correct. Times have changed, and public demand for officer accountability is increasing with individual police actions becoming increasingly exposed to public scrutiny, thanks in part to the ubiquitous presence of smartphones. Law enforcement agencies and officers must be open to new ways of doing business to adapt to the evolving scrutiny of the societal fishbowl in which they operate. Full and frank disclosure is an expectation within the digital age; everything must be fully measured and fully reconciled, from the diligent reporting of use-of-force incidents to recording changes in the digital activity logs of electronic police reports. This full disclosure process brings about the need for rigorous standards and protocols, courtesy of defined business process and oversight mechanisms, which should be part of every robust corporate survival strategy. Law enforcement agencies across North America and Europe are entering an era, albeit at a staggered rate, where all police actions will be open to scrutiny in the interest of transparency. Long ago, U.S. Supreme Court Justice Louis Brandeis wrote, “Sunlight is said to be the best of disinfectants,” a sentiment that seems to capture the spirit of the current times.

**Embrace Innovative Thinking and New Perspectives**

Recruiting and retaining young officers also present new challenges for law enforcement agencies. An appreciation for diversity of opinion and inclusivity of alternative perspectives has always been the hallmark of truly progressive policing, and those elements must be considered as part of a recruiting program aimed at attracting a new generation of police officers. The more agile and questioning minds of the leading edge of generation Z (individuals born in the mid- to late 1990s) are attracted to meaningful work with a clear purpose, but they are also turned off by what they see as rigid and hidebound orthodoxies that are stuck in a bygone era. The popularity of Simon Sinek’s keynote address at the 2016 IACP conference, whose core message focused on the need to “start with why,” signals police leaders’ recognition for a need to focus on the fundamentals of police work as well as its core values, illuminated by the little moments of truth that attract people to the profession on an emotional level.

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*The Police Chief* October 2017 29
Focus on Core Functions and Make Clever Use of Technology

Ballooning government debt and the legacy of a near collapse of the economy in 2008 should concern law enforcement executives, especially in the United Kingdom where police agencies’ budgets are being decimated. Law enforcement must innovate its way out of the maze of cost-cutting demands by effectively using available resources, while creating new ways to show value for money.

Focus on Outcomes Rather Than Outputs

Outcome-based measures, though seldom used in law enforcement, are effective in terms of their ability to show how policing activities increase public safety and improve community stability. Measuring the outcome of police work in terms of its impacts on public safety, fear of crime, and citizen satisfaction focuses attention on positive results, rather than old-fashioned quantitative measures related to simple outputs, such as the number of tickets written and arrests made, which, when looked at in isolation, mean nothing. In addition, a mission focused on identifiable outcomes that stakeholders clearly understand justifies on the basis of its own merits the means necessary to carry it out.

Align Technology with Business Processes

The political mantra of “no new money” has become the mother of invention, driving the need for innovation and resource sharing. That’s why it has become critically important to achieve alignment between business processes and technology, in which the former drives the latter rather than vice versa. If done correctly, it’s possible to create a game changer that provides efficiency gains by an order of magnitude. This applies to electronic records management systems, communications technology, and especially the architecture of intelligence models. Police dispatch systems can further evolve by adopting an online platform with the ability to receive information from smartphones in the form of texts and images, including 911 services.

Upgrade Archaic Records Management Systems

Greater investigative efficiency can also be achieved through “machine learning” once the evolution of computing power and algorithmic design is applied to law enforcement records management systems and related databases. Enabling data to speak to data can generate many more leads to increase clearance rates than is possible with the current analyst-based approach, which is time-consuming and expensive. Jeff Jonas, in his work with IBM, has spoken at length about the automation of “discovery” and “sense making” through better system design based on a form of artificial intelligence, a development that can also have positive benefits for administrative tasks.

Focus on the Basics

Finally, given that resources are tight and law enforcement agencies are under increasing scrutiny across a wider scope of activities, they must focus on reducing demand and reassigning resources to build a high degree of competence within mission critical service areas, specifically critical incident response, criminal investigation, and order maintenance, areas that have historically represented the greatest sources of organizational risk in policing and can irrevocably harm an agency’s reputation. If the world lives by the dictum that knowledge is power, then a police officer’s thorough understanding of the powers of arrest and search and seizure is critically important in an image-based social media world in which the outcome of even one bad decision can become inflammatory to the extreme and where preconceived notions and bias weave a tapestry of false narratives for the world to see, making the aphorism of sociologist and police researcher Egon Bittner more relevant than ever: “[T]hose who fight the dreadful end up being dreaded themselves.”

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In the Spirit of the Times: Preparing for Tomorrow, Today

It is often said that “the best way to predict the future is to create it,” but this advice should be tempered by the wisdom of 19th-century philosopher Arthur Schopenhauer who believed that “Every man takes the limits of his own field of vision for the limits of the world.” Therefore, even though the future may be ultimately unknowable, law enforcement agencies should clear their mental inventory of outdated ideas and methodically examine emerging trends to adjust business practices in anticipation of future needs.

In light of such growing problems like mental illness, drug addiction, lone-wolf terrorism, and cybercrime, the year 2037 could end up making 2017 look like the “good old days.” The law enforcement community has no time to waste in taking a transformative approach to building the road that will one day lead to a streamlined, innovative, and community-focused business model.

Notes:

Staff Sergeant Apollo Kowalyk is a patrol watch commander with the Edmonton Police Service, where he has served for the past 24 years. He has a master’s degree in criminal justice from the University of Alberta.
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One of the challenges for modern law enforcement leaders is trying to balance today’s needs against future plans. All municipal executives experience the pressure of the annual or biennial budget cycle, where the fight for limited resources needed to fulfill critical requirements is many times an exercise in frustration. There is never enough money to deal with today’s issues, much less to try to build some base for future operations. This is especially acute in light of all the services the modern police department is currently expected to deliver, including crisis intervention services to their community, criminal incident stress management strategies and counseling to their officers, and outreach as part of a comprehensive community policing strategy. This is in addition to the regular training for officers, residents, and business owners and homeland security and anti-terrorism programs, as well as the crime prevention, crime detection, investigation, apprehension of criminals, and order maintenance functions that are the core functions of law enforcement. This massive service load forces police leadership to focus on the agency and community’s current needs and serves to stymie any real effort to look into the future.

In spite of this challenge, it is vitally important that law enforcement as an industry takes a hard look at what the future will bring. The year 2037 is a scant 20 years away—in that very brief period of time, demographic and technological shifts will impact how police departments do business. People continue to move into cities, including megacities with populations of more than 10 million. This population shift, along with the rapid advance of technology, will result in a complicated set of challenges that law enforcement will have to negotiate if it is to be successful in this future state. To be sure, not all of the advances will be bad. Many of these changes will allow officers to do their jobs in a more effective and efficient manner. That said, the future also has the potential to exacerbate urban policing issues, continue to stretch the gap between the “haves” and “have nots,” and introduce technologies that might be used to further the goals of criminals and terrorists. Today’s law enforcement leaders need to study and know these trends if their officers are going to be successful in the days and years to come.

Urbanization

In its simplest sense, urbanization has been defined as a process that accounts for “an increase in the proportion of humans "living in areas defined as urban." Urbanization is not a new concept; it is a well-documented phenomenon, stretching back to the industrial revolution when poor rural dwellers travelled to urban centers to seek better paying jobs in factories. It can also be characterized by internal and external migration into urban centers.

Demographics

According to the United Nations (UN), the world’s population grew to approximately 7.3 billion people in 2015. By 2030, it will reach 8.5 billion; by 2050, 9.7 billion. Coupled with this population growth is a migration of individuals from rural areas to cities in the urbanization process. The UN’s Department of Economic and Social Affairs (DESA) now estimates that 54 percent of the world’s population lives in urban areas. This is a substantial increase compared to a 1950 estimate of 30 percent, and the trend is expected to continue, with a 2050 estimate of 66 percent. North America, Latin America, the Caribbean, and Europe are among the most urbanized regions of the world. In 2014, 82 percent of the population in North America lived in urban areas. Similarly, urban populations in Latin America and the Caribbean stood at 80 percent, followed by Europe at 73 percent. There are currently 28 megacities that house a population of 453 million, and according to DESA, by 2030 there will be 41 megacities that will account for 730 million members of the world’s population.

The United States alone will contribute 50 million more urban inhabitants by 2050. According to Dr. Allan Shearer with the University of Texas at Austin, this growth will be uneven, with most occurring along coastal areas and in developing countries within Africa, Asia, and South America that currently have limited capacities to provide basic services. She uses a breakfast analogy to describe how cities develop in space: medieval cities can be compared to a hardboiled egg, with a strong center and support structures ringing it, while modern cities seem to be more like a frittata with multiple urban centers in one large conurbation.

Sociological Issues

Not unlike the Great Migration in the United States, in which African Americans shifted U.S. demographics and politics by moving from the South to the North and West to escape Jim Crow practices and to find jobs in manufacturing and construction, this worldwide population growth and movement will have long-term global effects. Population and urban growth will lead to a multitude of challenges for many municipalities due to the uneven distribution and, as mentioned by Dr. Shearer, the uncontrolled nature of it. Much of this migration will be attributable to the move of rural residents to urban centers looking for jobs or social safety nets or to connect with family that may have already relocated.

The uncontrolled nature of the majority of these migrations will present a myriad of challenges for urban governments. As much as one wants to believe in the seductive vision of a gleaming urban future filled with tall energy-efficient buildings, driverless cars, and green technologies, history indicates that rapid, unregulated urbanization will lead to a much different reality—and this future movement of humans into urban centers will be rapid. Poverty, population density, and crime all interplay and correlate with one another. As urbanization rates increase, this interplay will be magnified. Large U.S. cities are currently trying to deal with these variables in their struggle to

By Michael G. Goldsmith, Deputy City Manager-Public Safety, City of Norfolk, Virginia
deal with the numerous social issues associated with large, densely populated areas. Modern cities are already challenged in many ways to deliver adequate services to all of their residents, and rapidly increasing urbanization rates will only exacerbate these issues. While these shifts will have far-reaching effects, the creation of slums; the further concentration of poverty in urban core cities; and the reduction of social capital, which leads to mistrust and crime, will be particularly problematic.

Slums and Poverty

The creation of slums as people move into the urban environment is a well-documented issue. While the rural poor will come to cities to seek opportunity, there might not be enough employment in the formal or informal economy to support them. As a result, the growth of slums will continue on the fringes of some cities.17

Slums are an existing feature of the urban environment and are found in and on the fringes of large cities worldwide. According to the UN Human Settlements Program, these severely impoverished areas are the result of rapid urbanization and a lack of adequate planning and governance.18 They have several basic characteristics: lack of services; poverty and segregation from society at large; substandard, illegal, or inadequate housing structures; overcrowding and high density; and unhealthy living conditions.19 The UN estimates that, in 2001, there were approximately 902 million urban dwellers in the developed world and 54 million urban slum dwellers in the developed world.20

The development of slums during urbanization is of particular importance to law enforcement. The concentrated poverty and lack of services that characterize slums create areas that will be difficult to police. The combination of poverty, inadequate services, and lack of adequate housing will lead to higher rates of crime and victimization. While it is difficult to predict the number of future slum dwellers, it is safe to assume that as the urban population increases, so will the numbers of people living in slums.

For law enforcement, this may result in increasing the number of areas requiring significant resources. As crime and violence increases, as has been seen in other urban areas (e.g., Chicago, Illinois; Rio de Janeiro, Brazil), more policing and social services will be needed to prevent these areas from becoming so ungovernable and dangerous that government agencies cannot safely gain access to them.

This increase in poverty and slums is rooted in the inequality that comes with urbanization. Unfortunately, increases in urbanization often bring increases in urban inequality. These inequities have destabilizing tendencies that could lead to social unrest and political tensions.21 Too many times, law enforcement agencies find themselves in the middle of situations tied to politics and unrest; thus, as this urban inequality continues to grow, police leaders will need to pay attention to trends that may lead to large-scale protests or violence directed at government structures that many individuals might feel are responsible for their plight.

Social Capital

Social capital is a sociological concept that attempts to describe the cohesion of a society and such factors as cooperation and levels of trust between neighbors. The idea is that populations with high social capital have less crime, have less violence, work cooperatively together, have mutual trust, and have more extensive social networks.22 It has been demonstrated that as groups become more urban and begin to live in the density and concentration associated with cities, social capital is reduced.23

The reduction in social capital as areas become more urban can lead to higher rates of crime and less willingness of neighbors to assist one another in times of stress. Community policing is somewhat built on the idea that increasing social capital with law enforcement leads
to better outcomes for residents, and the decreases in social capital could be problematic for law enforcement’s continued efforts to engage with communities.

**NATO Experiment**

In 2014, the North Atlantic Treaty Organization (NATO) began to look at the concept of urbanization and to consider how the rapid expansion of cities and populations might affect future operations in urban environments. This conceptual study encompassed a wide swath of topics to include ideas related to migrations, technology, infrastructure, poverty, and social structures, to name but a few. Much of this work fell to NATO’s Supreme Allied Command Transformation (NATO SACT or ACT) located in Norfolk, Virginia. NATO SACT is a world-class innovation center that provides research into concepts (such as urbanization) to support Alliance operations. Some of the research cited in this article was commissioned by NATO SACT to support this project.

To examine and attempt to operationalize this idea, NATO SACT studied current trends in cities, including population movements, future technology, social media drivers, political movements, and so forth, in order to build a representation of what a city might look like in 2035. To pull the necessary data together to model a realistic megacity of the future, the project leads gathered city planners, demographers, military leaders, sociologists, and various subject matter experts. In addition to the extensive research, a three-dimensional computer model of a megacity was also developed to help the participants envision this type of environment. In September 2016, an experiment using the model was conducted simulating the prosecution of a small battle in a megacity. The difficulties in operating in the urban environment were apparent from the outset. As the participants started to explore the concept of moving and fighting in these conditions, all of the issues discussed previously presented challenges.

This experiment is informative for law enforcement leaders on many fronts, primarily due to the research that was developed to provide a backdrop for this problem set. As stated previously, the leaders of the project attempted to examine urbanization from all sides, to include future technology and future threats as a result of technology. These discussions will inform how police will have to react to these future threats, particularly in the realm of homeland security and counter-terrorism. Technology such as weaponized unmanned aerial vehicles (UAVs), remote sniping platforms, and an increased ability for social media to be used to gather intelligence will all affect how future law enforcement agencies work in the urban environment. To be sure, future technologies will also enhance policing, particularly in the realms of less-lethal munitions, enhanced communications, and area denial systems. That said, cybercrime is already a major issue for many agencies and businesses. Malware and ransomware attacks are a reality and will most likely continue as technology continues to advance and more devices are networked.

**Implications for Law Enforcement**

Law enforcement agencies across the globe are already feeling the effects of urbanization. As the world becomes less rural, the challenges that come with higher population density, higher poverty rates, and higher crime all affect policing in some manner. Local police departments are already tasked with the handling of a disproportionate amount of society’s most difficult problems. As these problems increase, so will the strain on the world’s law enforcement agencies.

As stated before, social capital is typically reduced in the urban environment. It has also been demonstrated that this reduction in cohesiveness affects everything from man-made mortality to population health to crime. Cities and police agencies will have to focus efforts on activities and structures that will build social capital in an effort to keep their residents connected. The continuation and enhancement of robust community policing strategies can help build trust and cooperation in neighborhoods. City planners will be key in trying to manage this phenomenon. As stated previously, urbanization tends to lead to slum development and economic inequality, but strong planning may help reduce the probability of these developments.

It is clear that the world will continue to urbanize. More and more rural inhabitants will continue to move into urban areas in order to seek jobs and resources. Much like resiliency efforts in several cities, where decisions and projects are oriented around making the environment resistant to acute and chronic stresses, law enforcement agencies must begin to make decisions through the
FROM UP HERE, THERE ARE NO SECRET HIDEOUTS.
The exploration and eventual execution of shared services agreements should be explored now as opposed to waiting until they become critically needed.

lens of urbanization. Thought must be given to how law enforcement will operate in a more densely populated, more urbanized environment. The key to success will be the ability to envision the future, focus on core services, and leverage technology (present and future) to the benefit of both police leadership and the rank-and-file officers. Now is the time for law enforcement agencies at all levels to start to address future issues. Strategies can include partnering with colleges and universities, especially with their departments that teach urban planning and architecture. While not everyone will be able to benefit from having an innovation center such as NATO SACT in their region, many colleges, universities, and cities have departments or organizations with the capability to research how the future might look for each jurisdiction. Modeling and simulation centers will be vital links as municipalities attempt to plan for this population growth. The use of flow mapping in these simulations will be critical in planning for the future.

As stated previously, technology could be a great enabler for departments facing this issue. Regions, knowing that borders will mean little as their populations grow beyond geographic confines, should explore cooperative agreements for sharing data, to include computer-aided dispatch (CAD) data. Computer mapping, as was done in the NATO experiment, could be used to provide a common operating picture for each locality. Additionally, it could also be turned to modeling behavior in a number of scenarios, thereby allowing for better decisions and future planning based on data from the simulations.

From a municipal perspective, distinct but still in contact with policing, city governments will have to cooperate far beyond what has occurred to date. If Shearer’s frittata analogy is correct, and cities turn into megacities and future centers will be vital links as municipalities attempt to plan for this population growth. The use of flow mapping in these simulations will be critical in planning for the future.

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The city of Norfolk, Virginia, has benefitted from its relationship with the NATO Command located within its jurisdiction. Current projects include looking at urban resiliency and attempting to quantify resiliency factors. It is hoped that by putting hard data to these factors, municipalities will learn which “levers” to pull to increase urban resiliency, particularly during crises. If a municipality is able to map these resiliency factors, decision-making in reference to resource deployment becomes more efficient and, theoretically, recovery is hastened.

Additionally, as a result of the NATO findings, the Hampton Roads, Virginia, area is taking a hard look at regionalizing its response to critical incidents using the umbrella of homeland security. Previous to this study, each jurisdiction formulated its own plan to respond to critical incidents. While there are strong memorandums of agreement between the agencies to provide mutual aid, there exists no overarching structure that would coordinate a regional response and resource deployment for an event (man-made or natural) that affects multiple jurisdictions simultaneously. Understanding that the approach needs to be from a mind-set that acknowledges Hampton Roads as a region of 1.7 million, plans should be made with this urbanization concept in mind. To that end, the local directors of public safety, police and fire chiefs, and emergency managers have come together to discuss building a truly regional response structure. The idea is to build a structure that is flexible enough to expand as the region continues to grow. Assisting in this effort are the Norfolk Field Office of the Federal Bureau of Investigation, the Naval Criminal Investigative Service, and the local office of Homeland Security Investigations. All being well, as this structure is completed, it will provide a path forward for other levels of government to deal with urbanization factors.

Urbanization will continue. It will take differing forms and rates for different areas. The challenge to law enforcement and municipal leadership is to get ahead of the curve. A coordinated effort from many different disciplines will be needed to manage the development of these conurbations. Police chiefs will need to ensure their agencies team with city planners, public health officials, institutions of higher learning, and their communities if they are to be successful in the future urban environment.

Notes:

1Ibid., 37.
4Ibid., Working Table No. ESA/P/WP 241, 1.
6Ibid., 7.
7Ibid., 10.
8Ibid., 56.
9Allan W. Shearer, Samuel Tabory, and Thomas Hilde, Perspectives on Future Urban Settings and Demographic Behavior in Latin America. 2.
10Ibid., 8–9.
11Ibid., 56.
13Ibid., 11.
14Ibid., 14.
16Ibid., 14.
18Ibid., 37.

Michael Goldsmith served as chief of police prior to his appointment as deputy city manager overseeing public safety and neighborhoods. Mr. Goldsmith began his public service career as a Norfolk police officer, and throughout his 27-year career with the Norfolk Police Department, he expanded training and implemented national best practices. Under his leadership, the Norfolk Police Department received its first national accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). He also spearheaded the development of the department’s first crisis intervention team (CIT). In addition, he served as the law enforcement subject matter expert at the North Atlantic Treaty Organization’s (NATO’s) Urbanization Experiment at the NATO Defense College in Italy.
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While 2037 may sound like the distant future for senior law enforcement leaders who first donned a uniform in the 1980s or 1990s, it will represent mid-career for new recruits hired today. A young constable joining the OPP in 2017 can expect to reach pension eligibility in the year 2047, at the earliest, under the current OPP pension rules. Even these rules may be subject to change. The ability to work for 30 years and collect a full pension for another 30 years or longer may evolve during the lifespan of today’s recruits as human longevity continues to increase and pension plans face increasing pressures as a result. The latter has so far not been a concern for the OPP, whose pension plan remains solidly well-funded, but it’s impossible to know what circumstances will be in the future.

If the past century is any indication, by 2037, the OPP will have continued to evolve and adapt to new public safety, crime-fighting, and societal trends, just as it has since its inception in 1909. The OPP did not acquire a proper radio system until 1947, did not begin using radar for traffic enforcement until 1954, and did not open its doors to female recruits until 1974. How radical these changes must have seemed at the time! There may be equally revolutionary culture shifts in store for OPP officers in the years to come. Regardless of what the specifics may be, what appears certain is that today’s young police officers will need to be adaptive and open to change in order to succeed. This is a message being carefully instilled in new recruits at the OPP’s Provincial Police Academy.

Mindful of the importance of technology and guided by a strategic plan that recognizes technology and analytics as key pillars of modern policing, the OPP has taken significant steps in recent years to equip frontline officers with a range of mobile technology tools. These tools enable officers to perform their roles more efficiently and safely. Examples of the tools provided include next-generation mobile workstations in all frontline vehicles, global positioning system (GPS) tracking of cruiser location for situational awareness, and automatic license plate recognition to quickly identify persons and vehicles of interest. This year, the OPP began piloting a new technology that enables officers to fire a GPS-equipped adhesive dart from a cruiser onto a fleeing vehicle to reduce the incidence of pursuits. Behind the scenes, predictive analytics tools are playing an increasingly pivotal role in solving crimes and determining where officers are most needed. The OPP has wholeheartedly embraced the concept of the “connected officer.”

By 2037, some of the police technologies considered to be on the cutting edge today could seem quaint by comparison. Consider, for example, the OPP’s centralized unit of civilian clerks who transcribe frontline officers’ reports, allowing officers to spend more time on core policing functions rather than on writing reports. This unit is a relatively recent innovation for the OPP, having been created within the past decade, yet it is already foreseeable that the unit’s mandate may need to be updated in the coming years. The OPP is currently exploring the viability of a speech-recognition solution that will enable officers to transcribe their own notes using voice-to-text technology. Once the new tool is tested and implemented in the OPP, civilian clerks may see their responsibilities shift from data entry to ensuring critical data quality.

By 2037, it can also be expected that new crimes will have emerged in the technological sphere that will challenge law enforcement agencies to keep pace. Traditional forms of crime, like burglaries, assaults, and thefts, may continue to be replaced by technology-enabled crime, such as fraud, extortion, and the online victimization of children. This pattern is well known to most police services; however, it can be a struggle to remain a step ahead of criminals, who can maneuver without the constraints that law enforcement agencies face as responsible public sector entities.
The OPP, like many law enforcement organizations, sometimes experiences challenges in the timely procurement of new technology tools that are necessary to fight new types of crime. This is a challenge that could successfully be resolved well before 2037—or it could grow.

Diversity in the workforce will also be critical in 2037. This refers not only to cultural or gender diversity, but also to diversity in educational backgrounds and skill sets. Already, most of today’s OPP recruits have completed some form of post-secondary education, with some even holding advanced degrees. This pattern is likely to continue with factors such as information technology skills, linguistic skills, and expertise in psychology and intelligence gathering playing more important roles than ever in policing. Finally, if one is attempting to imagine how different 2037 might be in comparison to 2017, it is helpful to look at the past 20 years to understand how much can change in two decades. In 1997, the average person was just beginning to get connected to the World Wide Web and send his or her first email. Cellular phones existed, but could not perform a fraction of what today’s smartphones are capable of. People bought and listened to music on compact discs rather than mobile devices. The terror attacks of September 11, 2001, which changed the world of law enforcement forever, were still four years away. In the case of the OPP, mobile technology was essentially limited to a police radio. Policing has come a long way in 20 years, and the pace of change appears unlikely to slow over the next two decades. On the contrary, it seems only likely to increase. Recognizing this, law enforcement leaders need to be open-minded about new technologies and welcome new ideas and approaches from junior members of their agencies. For leaders nearing the end of their careers, falling into the trap of stereotyping younger officers with an array of unflattering traits often attributed to the “millennial” generation may be tempting. This is a mistake. Today’s young officers have been using the Internet and surrounded by technology for their entire lives, and their input is fundamental to ensuring that police can connect with and understand the populations they serve. It is also key to being able to successfully identify and combat emerging trends in crime.

The OPP will continue to transform and adapt over the next 20 years, building upon the solid foundation of technology and innovation it has built. A frontline OPP officer in 2037 can expect to continue having the most cutting-edge training and equipment and be supported in the performance of his or her duties. In that sense, at least, policing two decades from now might not be so different from today.

Notes:

B.W. (Brad) Blair has been the deputy commissioner and provincial commander of Traffic Safety and Operational Support since December 2013. He is responsible for the oversight of the Highway Safety Division; the Communications and Technology Services Bureau; the Security Bureau, and the Field Support Bureau. He also oversees the Provincial Operations Centre, Emergency Response Teams, Canine, Tactics and Rescue Units, the Aviation Services program, and Offender Transport.

Deputy Commissioner Blair currently represents the OPP as a member of the IACP Highway Safety Committee and as a member of the National Police Services National Advisory Committee (NPS NAC).

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The National Incident-Based Reporting System (NIBRS) is the Federal Bureau of Investigation’s (FBI’s) system for collecting and compiling crime data from across the United States. More detailed than the traditional summary reporting system (SRS), which agencies used to submit counts of offenses, clearances, and arrests made, NIBRS can fulfill the need for useful crime statistics as part of the FBI’s Uniform Crime Reporting (UCR) Program. The FBI will use NIBRS data to address society’s questions about when, where, how, and why crimes occur and help provide forward-thinking solutions. The FBI will make NIBRS data and analytics available to law enforcement personnel, researchers, and the general public.

To accomplish this goal, the FBI is working with the U.S. law enforcement community and the Bureau of Justice Statistics (BJS) to facilitate the transition of U.S. law enforcement to participation in NIBRS. By 2021, the FBI will retire SRS and collect crime data only through NIBRS. Also, the FBI has developed an online Crime Data Explorer (CDE) to make timely, nationwide NIBRS data available to U.S. law enforcement professionals and average citizens alike, along with analytical tools to make the data immediately useful for answering questions.

SRS to NIBRS

Since 1930, SRS has been the main system for crime data collection in the United States. SRS has served law enforcement well for decades, but its technological and procedural limitations are outdated, compared to the functionalities of more modern data collection systems. In 1985, the BJS and the FBI produced a report called Blueprint for the Future of the Uniform Crime Reporting Program. The report called for the development of a modern reporting system to address the limitations of SRS and to utilize modern data technology. NIBRS was the solution developed to meet those parameters, and the system began collecting data in 1991. In 1993, the BJS estimated that 40 percent of the U.S. law enforcement agencies would report data to NIBRS by the end of 1994.

NIBRS has a number of advantages over the traditional SRS.

NIBRS collects offense and arrest data on 49 Group A offenses in 23 offense categories and arrest data on 10 Group B offenses. By collecting data about more types of criminal offenses than SRS, NIBRS provides a much broader picture of crime in the United States, including some types of crimes SRS does not report at all, such as extortion.

NIBRS entries can include as many as 10 criminal offenses per incident, avoiding the necessity of the SRS hierarchy rule. Under the SRS hierarchy rule, if a murder and three robberies happen in the same incident, SRS would count only the most serious offense—the one murder. In contrast, NIBRS would count all four offenses (the murder and the three robberies), providing a more accurate count of criminal offenses. Within the number of offenses NIBRS can track, it excludes counts only for mutually exclusive offenses that cannot, by definition, be part of the same offense. An example of mutually exclusive offenses is murder and negligent manslaughter.

NIBRS collects data on three major categories of crimes: Crimes Against Persons (such as murder and rape), Crimes Against Property (such as robbery and burglary), and Crimes Against Society (such as narcotics and prostitution). SRS does not collect data about Crimes Against Society, so NIBRS is more comprehensive and a better tool for understanding offenses that damage or offend the interests of society in general.

NIBRS collects data on victim-to-offender relationships in robberies and in all Crimes Against Persons categories, whereas SRS reports only victim-to-offender relationship data (e.g., whether the offender is unknown to the victim or a relative or acquaintance of some kind) in the case of homicides. This makes NIBRS more useful for identifying potential crime victims and types of crime.
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of persons who are particularly at risk, such as children. In addition to collecting data on Crimes Against Persons, NIBRS collects data on other victim types such as businesses, government agencies, religious organizations, financial institutions, law enforcement officers, and society.

NIBRS includes new, revised, and expanded definitions of offenses. The FBI UCR Program has revised several SRS definitions to make NIBRS more representative of modern criminal justice concepts. A significant example is the updated definition of rape that includes male victims, female offenders, nonforcible sexual victimization, and sexual assaults with objects. The UCR Program has been collecting NIBRS data with this new, enhanced definition of rape since 2013. The updates to the definitions of offenses help NIBRS collect crime data in a way that more fairly and rationally represents the concerns of modern society.

NIBRS can collect data on up to two circumstances per homicide or aggravated assault. For example, NIBRS can record the fact that a homicide included elements of both juvenile gang activity and assault on a law enforcement officer. Circumstantial data helps NIBRS capture data to provide insight about the causes of these crimes.

To help gather more meaningful and complete information on drugs, NIBRS has the expanded capacity to capture data about drug offenses. In addition to capturing the traditional elements of sale, manufacture, and possession, NIBRS enables law enforcement agencies to report unlawful cultivation, distribution, use, purchase, transportation, or importation of controlled drugs or narcotics. With the expanded drug type categories in NIBRS, agencies can also report suspected drug types. If an agency makes a seizure of drugs, the agency can report the estimated quantities. In addition, NIBRS allows agencies to report the unlawful manufacture, purchase, sale, transportation, or possession of drug equipment or paraphernalia. Finally, agencies can report whether they suspect offenders were influenced by drugs or narcotics while committing other crimes. With the expanded details for drug reporting under NIBRS, agencies can capture more relevant data to help law enforcement contend with drugs and drug-related crimes.

Other advantages of NIBRS over SRS include the following:

- Distinction between attempted and completed crimes for all Group A offenses such as fraud
- Ability to capture computer-based crime data
- Mechanisms to associate any updated reports about offenses with the original reported offenses

Breaking Free from the Past

Unfortunately, most law enforcement agencies continue to submit crime data only through SRS. In 2015, a total of 6,648 law enforcement agencies submitted NIBRS data, representing 96 million U.S. residents. Although the trend among U.S. law enforcement agencies is moving toward participation in NIBRS, it has been a slow progression. During 2015, the number of agencies participating in NIBRS increased by only 128. At the 2015 rate of increase, NIBRS participation among law enforcement agencies would not reach 100 percent until the year 2107. Clearly, an additional push was needed.

On December 2, 2015, the Criminal Justice Information Services (CJIS) Advisory Policy Board (APB) agreed on a recommendation to retire SRS by January 1, 2021. Thereafter, the FBI will collect crime statistics solely through NIBRS. The FBI director signed the recommendation on February 9, 2016, committing the FBI and the United States to bring crime data from the past into the future. As the FBI’s letter to state UCR program managers said on June 10, 2016, "Once complete, the FBI will have faster access to more robust data that is necessary to show how safe our communities are and to help law enforcement and municipal leaders better allocate resources to prevent and combat crime. Through the NIBRS, law enforcement agencies can be more transparent and accountable to the communities they serve."

Resistance to Change

Two commonly cited reasons that agencies do not participate in NIBRS are the costs of implementing a more technical system and the misperception that reporting to NIBRS will indicate an increase in crime rates. While facts and logic can refute the latter reason—because NIBRS delivers a more accurate measurement of crime than SRS, not an increase in crime—the former reason is a real challenge for many agencies. To deliver the benefits of NIBRS, the FBI continues to address the misperceptions and challenges that keep crime data rooted in the past.

Another reason why many agencies do not participate in NIBRS is the belief that there is no need to do so. Most large agencies have crime analysts who provide a clear enough understanding of local crime. However, these large agencies are limited to using their own data, including data shared with other local agencies and SRS. The data is limited in its effectiveness because of the traditional shortcomings of SRS, and local agencies’ criminal history information does not capture the level of detail of NIBRS. With NIBRS, even large local agencies can maintain, access, and share more data about crime than they could otherwise.

One of the biggest weaknesses of NIBRS is it currently represents crime data from only 31.2 percent of the U.S. population. The Department of Justice is working to change this. Following a scientific model, the Office of Justice Programs in the Department of Justice has formulated a plan to make NIBRS representative of all U.S. crime by recruiting an additional 400 law enforcement agencies, including the largest agencies in the United States. Once NIBRS is a U.S.-wide representative sample of crime, it will be a scientifically useful tool for the U.S. law enforcement community, the general public, and community leaders to effectively combat crime.

Ultimately, the FBI wishes to engage all 18,439 U.S. law enforcement agencies in NIBRS participation, including tribal, local, state, and federal agencies. Complete U.S.-wide participation in NIBRS would also include types of agencies most people might not think of as primarily being law enforcement agencies, such as universities, wildlife departments, and gaming commissions. The goal is feasible, as shown by the 16,643 agencies who reported to SRS in 2015, proving the U.S. law enforcement community can be highly cooperative in participating in the collection of crime data.

Advancement and Evolution

The cost of implementing a NIBRS submission system might not be as prohibitive as some agencies believe. Financial assistance is available for some states or agencies in their transitions to NIBRS. In 2016, the FBI and the BJS awarded $24.2 million to law enforcement agencies to support a U.S.-wide crime reporting infrastructure. Of these funds, $18.7 million went to support the transition of large law enforcement agencies to state incident-based crime reporting programs that would share data with NIBRS, and $5.5 million went to support UCR programs in seven states to develop or enhance their capacity to collect incident-based crime data.

The transition to NIBRS is not only a federal objective; some states have also set their own goals for NIBRS transitions. In its 84th session, the Texas legislature resolved that the state should make a transition to NIBRS reporting, and the legislature issued a funding announcement for $16.2 million for agencies to work toward NIBRS reporting. In 2016, Indiana went from being one of only two states without a UCR program to setting the goal for a statewide NIBRS program by 2020. In Wyoming, the Division of Criminal Investigation has set the goal of statewide transition to NIBRS by 2021.

Cities have also recognized the need for NIBRS transition. The city of New Bedford, Massachusetts has been modernizing its crime data, setting the groundwork for NIBRS participation well ahead of the FBI’s 2021 deadline. New Bedford expects the more accurate and detailed crime data of NIBRS to help the city identify patterns, maximizing its crime prevention efforts. The 128 cities
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In the coming decades, NIBRS will provide the U.S. law enforcement community, researchers, public leaders, and general public with data to help them make better decisions about how to deal with crime.

that made the transition to NIBRS participation between 2014 and 2015 include larger jurisdictions such as the Louisville Metro Police Department in Louisville, Kentucky, with a reported 2015 population of 680,550, and small towns like Jamestown, South Carolina, with a reported 2015 population of 77.19

Some small towns and tribal law enforcement agencies have encountered difficulty in securing the technical and financial resources needed for NIBRS transition, but some agencies like the Salem Police Department in Salem, Oregon, have developed a solution: cooperation between larger and smaller agencies. Salem is one of several larger agencies in Oregon that have engaged in partnerships with smaller, nearby agencies to obtain NIBRS-compatible records management systems. Individual agencies could not afford on their own. Realizing NIBRS would replace SRS as the crime statistics reporting system of the future, Salem formed a partnership with several small town and tribal agencies to develop a NIBRS-participating system that would be collectively affordable and useful. Salem and its partner agencies have found the NIBRS-sharing system facilitates their interagency relations, keeps costs affordable, and supports smaller agencies with data and analytical resources they could not have on their own. The Oregon UCR Program has been receptive to this arrangement, and Salem has found it to be beneficial to investigations and working relationships among the agencies.21

NIBRS continues to evolve to better represent society’s interests and concerns about crime. For example, in 2016, NIBRS began to collect data about animal cruelty offenses. The data includes details about gross neglect, torture, organized abuse, and sexual abuse of animals. Previously, under SRS, the UCR Program could collect only data about animal abuse under a general “All Other Offenses” category. The National Sheriffs’ Association led the advocacy to add animal cruelty to the NIBRS data collection, citing the connection between animal cruelty and other crimes, demonstrating how groups outside the FBI can successfully help NIBRS address contemporary societal concerns about different types of crimes.21

Another recent development of NIBRS is an interactive map that enables users to find crime statistics for 5,833 currently reporting agencies in the United States. Readers can find the interactive NIBRS map for 2015 on the FBI’s website (https://nibrs.fbi.gov).22

A Better Future with NIBRS

The FBI’s CJIS ABP has approved a plan to upgrade and update the list of NIBRS offenses and definitions to capture statistics about more specific data of several types of crimes. The following upgrades will begin in 2019:

- An added offense of domestic violence
- Modified definitions of vehicular or vessel negligent manslaughter and vehicular or vessel negligent assault to include incidents of driving under the influence
- Two new fraud offense variations of cargo theft involving identity theft and hacking or computer invasion

As previously mentioned, the FBI developed a CDE designed to make crime statistics available to the public online in an interactive format with built-in analytic tools. In the future, the CDE will become the primary way the FBI will publish NIBRS data. The CDE will provide a mechanism to depart from the traditional concept of annual or semiannual publications of statistics and, following the completion of technical and policy enhancements, will instead deliver crime data in a more timely fashion with frequent updates. This will bring some important advantages:

Public dissemination of crime data will be more frequent. Today, data about a given crime may not appear in an annual publication until 21 months after the crime occurred, but the CDE will eventually make NIBRS crime data available to the public in a much timelier manner. Because researchers, policy makers, and the public will not need to wait until the next year to assess crime trends, society can deal with crime more promptly.

Dissemination of data will not rely on complete numbers for publication. Currently, with a traditional model of annual publication of total numbers, the FBI frequently encounters delays when agencies are not equally prompt or thorough in reporting data. The static publications must then contain caveats about gaps in the data, and the gaps are never filled in subsequent publications during the following years. The CDE can eliminate this kind of fragmented reporting by delivering the content of the NIBRS dataset directly to the public without delay. If some agencies are delayed in reporting some data, the data can still be integrated into the NIBRS dataset when reported.

The CDE will give the general public the tools to analyze crime. Currently, in SRS and NIBRS publications, statistics are published in tables, selectively answering questions FBI writers and statisticians think will be of interest to researchers and the public. The tables published each year answer large questions commonly asked about crime, such as, “How many homicides happened in large cities?” or “How many homicides were committed with firearms?” These common questions may leave significant latent gaps in public awareness about crime. One example of how an uncommon question can reveal potentially important understanding about crime is a study by Jason M. Lindo and others at Texas A&M University. In the study, researchers used NIBRS data to detect a 28 percent increase in rapes on or near campuses on days when Division 1-A football games occur, with a 41 percent increase for home games.23 When the CDE delivers NIBRS data and analytics to the general public, many more people will be able to contribute these kinds of surprising advances in understanding crime. For example, the CDE may make it possible to answer questions NIBRS publications currently cannot, such as, “How many homicides happen in the same incident as vehicle thefts?” NIBRS collects the data, but the traditional, static publication does not deliver the data in a flexible way that could provide an answer. With the CDE, NIBRS data could potentially answer such unconventional questions.

As NIBRS data becomes representative of more areas across the United States, the data can potentially benefit society in ways beyond current criminal justice applications. The BJS is planning a number of studies using NIBRS data, including studies about crimes against children (a dataset only available in NIBRS), cybercrime, gun crimes, sexual assaults, and vehicle thefts.

NIBRS: The Future of Crime Data

The FBI will retire SRS on January 1, 2021, and thereafter solely collect crime data through NIBRS, a crime data system designed for the Information Age. Currently, the FBI is working with law enforcement agencies across the United States to prepare for the transition. The FBI is publishing its plans for a U.S.-wide transition to NIBRS and providing technical advice and funding assistance for agencies that are working toward NIBRS transition.

In the coming decades, NIBRS will provide the U.S. law enforcement community, researchers, public leaders, and general public with data to help them make better decisions about how to deal with crime. Through the FBI’s CDE, professional and amateur researchers alike will be able to access NIBRS data and crime analytics to answer questions no one outside the FBI can currently...
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answer. The FBI continues to work to make NIBRS data more powerful, interactive, and accessible to support public and private safety concerns and law enforcement tactical and budgetary applications on a local scale as well as across the United States.

Jeffrey Fisher is a writer-editor with the FBI’s Crime Data Modernization Team. He has a master of science degree from West Virginia University, and he has worked for the FBI for over 20 years as a forensics expert, manager, and writer. He can be reached by email at jeffrey.fisher@fbi.gov.

Notes:
11Howard N. Snyder, Ph.D., Bureau of Justice Statistics, personal interview, April 28, 2017.
14Department of Justice, Office of Justice Programs, “FBI and Bureau of Justice Statistics Award $24.2 Million to Law Enforcement Agencies to Support National Crime-Reporting Infrastructure.”
The Landscape of Police Education and Training 2037

By Joseph A. Schafer, Professor, Chair, Department of Criminology & Criminal Justice, Southern Illinois University Carbondale; and John P. Jarvis, PhD, Academic Dean, FBI Academy, Virginia

The first U.S. police training academy was August Vollmer’s Berkeley Police School, which opened in 1908. At the time, most agencies did not provide formal training to new officers, and the idea of providing new personnel with training on basic policing skills was, at the time, quite revolutionary. In 1935, the FBI initiated the National Police Academy (now the National Academy) as one of the first efforts to provide advanced training to veteran police personnel. The establishment of these two police education and training programs laid the foundation for the way in which modern officers are prepared to enter and advance in their careers in policing.

Early efforts to establish police training and education standards were driven from within the profession from a belief that more needed to be done to provide law enforcement personnel with the skills needed to effectively perform their duties. In the past century, other circumstances have served as drivers to advance when, where, and how officers are exposed to education and training experiences. Shifting social expectations of policing and police officers have served to expand the types of training officers receive.

For example, in response to the 1967 President’s Commission on Law Enforcement and Administration of Justice report, police academies emphasized community relations training. Similarly, the emergence of civil liability has led agencies and states to adopt minimum training and proficiency standards for high-risk activities, such as the use of force and vehicle pursuits. The development of new technologies and techniques provides ways to shift where, when, and how officers receive training, as well. Nonetheless, declining budgets can cause agencies to restrict the volume of time and resources devoted to nonmandatory education and training opportunities for in-service personnel.

The methods and modalities of delivering police education and training have changed little since the emergence of the pre-service academy. The Berkeley Police School relied extensively on classroom-based instruction, with groups of officers convening at the same place and time to receive a lecture on a specific topic. In 2017, most instruction is still done in-person, with all student officers receiving the same amount and type of content, both in basic (pre-service) and advanced (in-service) training environments. While there might be instances of students receiving remedial training to enhance competencies, such as lagging firearms proficiency, all students receive roughly the same training. Agencies comply with state mandates for minimum requirements for both pre-service and in-service training, although some departments routinely opt to exceed those requirements.

This method of delivering education and training made historical sense for several reasons. States adopted minimum pre-service standards to ensure all officers had the same baseline exposure to provide minimum competency as an officer. Similarly, states enacted annual minimum training requirements and recertification with firearms to promote police professionalism and development, while ensuring that perishable skills did not diminish with time. Educational technologies and methods pedagogies did not allow anyone to do much beyond providing all officers with the same minimum amount of “seat time.” Convening large groups of students to receive training as a cohort helped to overcome limitations on agency time, access to an appropriate venue, and the availability of capable instructors.

This approach is quite similar to the historical educational practices in U.S. K–12 schools and many university systems. It was not feasible to offer customized, competency-based, student-centric educational experiences, and students are still generally educated by having them assemble in large groups to receive a lecture from an instructor, with every student being provided roughly the same number of contact hours in the classroom. However, emerging and future education and training tools have the potential to create an entirely different landscape by 2037. The question is not whether such a future can be achieved, but rather whether the cultural, regulatory, and fiscal changes needed to bring about this future will be made.

While many factors may influence the landscape of training and education, the convergence of at least two technologies will change that landscape in the next 20 years. First, training experiences will become smarter, driven largely by advances in artificial intelligence and computer simulations. Educational systems of all types will develop more detailed understandings of the progress students make as they advance through a curriculum. Students who demonstrate mastery will move more quickly forward through a program; students who show they are struggling in an area can receive additional instruction, including customized lectures delivered by computer-generated instructors. For officers who are already in their careers, educational systems will potentially connect seamlessly with other department data systems to identify areas where an officer’s on-the-job performance might be...
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lagging, thus providing opportunities for that officer to receive training specific to his or her needs and actual on-the-job performance.

Second, educational experiences will become more immersive through the use of virtual reality and other simulation-based technologies. This will have particular relevance for fields such as policing, where scenario-based training is helpful and relevant. This advancement will come through a variety of technologies, including augmented reality, virtual reality, haptic systems, and artificial intelligence. Both pre-service and in-service students will be able to experience training in ways that will approximate life-like environments and will allow students to experience immersive and realistic training scenarios. These immersive systems, when coupled with smarter educational platforms, will do a stronger job of developing officers and their skill sets by placing them in realistic scenarios that respond to officers’ decisions, actions, gestures, commands, and even tone of voice.

Driven by better data analytics and artificial intelligence, education and training in all fields and contexts have the potential to become highly individualized, potentially restricting the need to train personnel using a cohort-based approach. There is no reason to believe law enforcement and public safety training will be any different. In the future, automated or semi-automated systems will be able to assess student knowledge, provide more customized instruction that emphasizes areas of deficiency or student interest, and better assess student competency. Students lagging in one area will be identified earlier and provided with additional educational content directly linked to their deficiencies. In this way, future educational systems will not simply focus on struggling students; rather, the systems will have the capacity to help all students excel by developing relevant skill sets and advancing professionalism and competencies. Equally important, systems could have a better sense of student interests and aspirations, and, as a result, provide training relevant to the student’s preferred career and personal development goals. Officers could receive advanced training to prepare them with the skills and knowledge needed to advance into new positions within the workplace. This has at least two implications: (1) perhaps shorter durations of training time can result in equivalent minimal competencies; and (2) the ability of officers to bring specialized training to a new assignment, rather than waiting until they are promoted or transferred to receive relevant developmental education.

The technological advances will couple with the tendency to “microdose” training, particularly in-service training. The idea behind microdosing is to make training a short process (perhaps a few minutes) that is employed daily. Some agencies are already experimenting with microdosing training, particularly in the area of agency policies—today, officers might complete a short online refresher each shift reminding them of an aspect of agency policy. This might include a short assessment to measure mastery or competency. In the future, microdosing could involve having officers spend a few minutes each shift in a simulator learning about changes to state law, receiving a short block of training on a topic related to their professional development, or “handling” a call for service related to a perishable skill set. State-mandated in-service training requirements might be met 10 minutes at a time, rather than in multi-day blocks.

This is not to suggest microdosing will replace the contemporary training seen today, which tends to involve groups of students and longer periods of instruction. By tradition or necessity, some training will remain largely as it is today, although improvements in immersive technologies might allow officers who are spread across large geographic areas to “attend” the same course. Unlike the flat two-dimensional computer webinar of today, officers in the future will experience such events in something closer to three dimensions, making the experience far more interactive and realistic, improving officer engagement and learning. Officers would be able to practice scenarios, such as active shooter responses, with teams composed of officers located in other geographic locations. A course on crime scene investigation would not need to rely on two-dimensional images; rather, responding officers could be walked through an immersive three dimensional environment to experience more realistic representations of the complexities than current classroom or tabletop exercises permit.

Despite these advances, it should not be assumed that these future advances in education and training are without limitations. There is clear value in mandatory time spent in a pre-service academy experience. Students potentially benefit through intangible processes related to socialization, acculturation, and the development of a professional esprit de corps and identity. It is less certain such processes can be replicated through a student-centric learning platform. In addition, basic academies serve several functions. While providing personnel with threshold competencies and skills is important, academies also allow agencies to get a better sense of the temperament and aptitude of new personnel. In this way, the academy can compensate for or partially correct for deficiencies that personnel selection processes do not adequately filter out. It is less clear how these technological advances might shift the process of socializing and training personnel, while allowing agencies to determine whether a new employee is optimally suited for the job.

Similar to many other educational and training systems, police academies have historically assessed student competency through objective examinations and scenarios. It has been presumed that a student who demonstrates mastery of search and seizure case law can and will accurately and ethically apply that knowledge in the field. Will technology allow agencies to do a better job assessing officer mastery in the field? This is not just a matter of academic navel-gazing that is of minimal consequence for officers. Might future education and training systems allow agencies to make promotional decisions based not just on objective examinations, but also on the actual leadership skills officers demonstrate on the job? Many of the standards and approaches currently seen in education and training are not well-grounded in evidence-based best practices. Will technology help the field improve that knowledge base so that officers can be better prepared for the challenges of the streets and better equipped with the skills they need to advance into productive and fulfilling careers?

Many of these questions remain without clear answers. Nonetheless, some clarity on these issues can perhaps be gained by considering a formula reflecting these training and education dynamics:

Training = instructors + students + curriculum + an appropriate venue + costs + time.

All of the six variables on the right of this equation are, of course, subject to changes in the future. As such, each must be considered in determining what can be of value in gaining optimal return on investment from police education and training. This concept holds true both for today and as law enforcement educators traverse the coming two decades.

Notes:
I learned about ESO back in 2012 when our department was trained by 3SI on utilizing an RF beacon to support devices employed by local businesses. I wanted to implement an ESO Program right away to combat “routine” quality of life crimes like thefts from motor vehicles and theft of equipment (i.e. leaf blowers, chain saws, etc.) The budget would not initially allow it, but we ultimately obtained a grant for the purchase of four ESO devices in 2016.

**FIRST DEPLOYMENT**

We were seeing pattern thefts of tools and equipment from trucks parked in local hotel parking lots. Saws, tool boxes, even scuba gear was being taken. We had about 30 incidents within a couple of months between three different hotels within a ¾ mile radius. We placed a spare department vehicle at the most-targeted hotel parking lot and parked it in the manner as the other victims had. We put ESO devices in a tool box and a drill, and dusted the cases with an invisible theft-detection powder that fluoresces under black light. We left the ESO-equipped items in the truck bed.

Two days later at about 6:45 am, I received a motion alert on my phone and began tracking the devices via the 3SI website. I notified the patrol shift and provided them with the location data via portable radio. The devices went stationary next to a local charity and officers arrived moments after the devices stopped moving. The suspect was found hiding in a clothing donation bin next to the building. The bicycle he had been riding was mere feet away, our bait items hanging from the handlebars. The suspect denied any association with the bike.

Using a forensic black light, we could see the theft-detection powder glowing brightly on his hands. The hotel security camera showed the suspect on the same bike cruising through the hotel parking lot just two minutes prior to ESO activation. The items themselves were not expensive enough to charge the suspect with grand larceny, but he had an extensive criminal history with convictions for property crimes, which allowed him to be charged with an enhanced larceny charge. After the suspect’s arrest, the thefts abated completely. He ultimately plead guilty and was sentenced to two years in prison.

**CONTINUING SUCCESS**

We had been getting repeatedly hit (five incidents in less than one month) at a local car repair chain store. The MO was to bust the glass on cars and rifle through, taking small items. I placed an ESO in a Marine Corps issue backpack, and in a camera bag containing a Sony Handycam. A couple of weeks later, both items alerted simultaneously at 0341 hours. I was able to immediately alert patrol officers, who responded and set up a perimeter.

* I would absolutely recommend ESO to other LE officers. ESO is a game-changer and enables officers to efficiently catch suspects in the act of property crimes that are normally very difficult to detect, let alone stop.

The suspect saw one of the officers and ran off into some woods and, ultimately, a nearby apartment. In his haste he dropped the military pack and inside was a deck of cards taken from a burglarized vehicle, still in the wrapper, with his fingerprints on it. It wasn’t a “perfect” deployment but the rapid response enabled by the ESO led to the ultimate success in stopping this repeat offender, as he turned himself in once we went public with his identity. ESO was the most viable and cost-effective option, as the suspect was hitting about once a week, but wasn’t consistent enough in his times for us to know exactly when he might strike again.

**GETTING CREATIVE**

ESO’s flexibility means you can find very creative ways to use it. During Hurricane Matthew, most of the town lost power and someone managed to break through a jewelry store security gate. They didn’t get into the store, but I thought they might come back and try again. So I deployed ESO in a sealed bag on the inside of the gate so I’d be notified if they did return.

These are just a few of the successes we’ve already had with ESO. In my opinion these devices already paid for themselves for the year when compared with how much it would have cost in man hours to effect the same result.

**ABOUT MASTER SGT. ERDEL**

George Erdel is a Master Sgt. in charge of the Investigations Division. He started in law enforcement in 1996 as a military policeman in the Marine Corps. He left active duty in 2003 and signed on with Beaufort PD, starting patrol. In 2009, he became an investigator and was promoted to his current position. He has a Bachelor’s Degree in CJ Administration from Park University in 2015.

3SI, the world leader in asset protection systems, helps create a safer world by protecting and recovering stolen cash and high-value assets and apprehending criminals. Learn more about our GPS tracking solutions at 3sisecurity.com.
Senior Deputy Robert Riggs watched as the men surrounded the squad car and opened fire, covering the car—and his partner—in a swarm of bullets. The armor-paneled doors withstood the attack, but the glass in the driver’s side window blew out, leaving Riggs’ partner’s head vulnerable. His partner raised his hands to protect his face and head, taking bullet wounds to his hands in the process, while also firing his own weapon. Ultimately, he survived the attack, with his ballistic retaliation likely saving his life.

The incident set Riggs, who serves with the Kern County Sheriff’s Office in California, to thinking about officer protection. According to figures from the Federal Bureau of Investigation, most law enforcement officers who were killed with a firearm while wearing body armor were shot in the head or throat. Between 2005 and 2014, only 29 percent of the officers who were killed with a firearm while wearing body armor were shot in the torso.¹

Thanks in large part to the federal government’s Matching Grant Program for Law Enforcement Armor Vests, which began in fiscal year 1999, traditional body armor has become a widespread and common asset for law enforcement professionals. Its use became even more common in 2010, when the U.S. Department of Justice’s Bulletproof Vest Partnership program mandated that law enforcement officers don body armor during patrol or field operations in order for departments to receive those matching grants.²

These measures have helped to increase officer safety tremendously, with the federal government estimating that, as of July 2013, body armor had saved more than 3,000 lives in the past three decades.³

The importance and benefits of traditional body armor is clear, but the protection it offers is not perfect and might not be ideal for every situation. However, there are several innovators working to close that gap by expanding the field of body armor options for law enforcement.

An Active Tactical Advantage

As a result of what occurred with his partner, Riggs invented the Riggs Shield, a lightweight shield that can be mounted on the inside of a car door. The shield weighs about five pounds and is certified by the National Institute of Justice to Type IIIA level, meaning it can withstand shots fired from a .357 SIG and a .44 Magnum, among other ballistic attacks.

“It’s the only ballistic shield that can be deployed in a matter of seconds in the case of an ambush,” said Steve Bush, president of Police Ballistic Shield, based in Lutz, Florida.⁴

Just as the incident with his partner set Riggs to thinking, the Riggs Shield itself got Bush to thinking. An experienced martial artist as well as a law enforcement professional, Bush began seeking—and finding—ways of expanding the shield’s effectiveness. “I thought, what can we do to protect ourselves? Regular body armor...
doesn’t protect your head, and that’s what they aim for. It’s great for an ambush, but why not take it outside? It can be a good defensive tool.5

Drawing on his hand-to-hand combat training, Bush put together a package of techniques that turns the Riggs Shield into a means of self-defense when outside the car. Although it’s defensive in nature, there are ways to deploy the shield that can help an officer more easily neutralize an aggressive suspect. That capability is an important advantage in today’s law enforcement climate—in which awareness around officer-involved shootings is arguably at an all-time high. At $299, the shield can be a less expensive tactical tool than a Taser or similar option. According to Bush, learning the techniques is not costly and can be done in as little as eight hours.

“You can take a suspect down in seconds,” Bush said. “It stops bullets, bites, and everything else. It’s stab proof. It prevents crossbow bolts. We’ve had archers take shots at it with arrows. It breaks off the blades of knives. If you hit it with your hand, it’s like hitting the side of the station wall. It’s Taser and stun-gun proof. And it weighs only five pounds. You can run with it and reload without putting it down.”6

**Outside the Vest**

Body armor is closely associated with the traditional bullet-resistant vest model, and that model is indispensible, but thanks to innovative technologies, there are plenty of ways to supplement the vest, depending on need and circumstances.

One such option, soft body armor, can enhance or even replace traditional body armor and can increase comfort and mobility without sacrificing safety.

For example, ProWearGear, based in Winnipeg, Manitoba, Canada, produces lightweight body armor certified at levels up to and beyond NIJ Spike Level 3. It is designed to supplement traditional armor—many models of which are not as effective against stabbing and similar attacks—and be worn easily in areas the vest does not cover, such as sides, underarms, lower torso, neck, and legs.

The armor stops direct stab attacks, spikes, slashes, and just about anything else, from fire to razor wire to hypodermic needles. The fabric has even gone through more unusual tests.

“I knew someone who took [a ProWearGear garment] to a snake farm,” recalled Linda “Laz” Lazarowich, president and CEO of ProWearGear. “And there was I guess a huge diamondback rattle-snake in there, eight feet long or so. The guy was on a truck and he dropped it in. And the big snake came up and latched on to it. Then a few seconds later he let it go, without releasing venom. He put it in again, and the snake wouldn’t approach it.”7

The specially armored garments are 50 percent lighter, 70 percent thinner, and 100 percent more flexible than other gear on the market, in addition to being fire retardant, according to ProWearGear officials. They are designed to be worn with standard issue spike or ballistic vests as vests, jackets, coveralls, gaiters, and gauntlets for fully-body options. The garments also are modular, expandable, and removable, while still protecting the user from internal trauma and bruising. The comfort level far exceeds that of most traditional body armors, offering protection without binding or chafing and without limiting range of motion, even in the most extreme situations.

“It’s a unique, new patented technology for stab and spike threats,” Lazarowich said.
“The key thing with this is it’s light, thin, flexible, and fire retardant. So it’s also more than a ballistic and spike vest.”

Despite its thinness, Lazarowich estimated that the patented material is a thick as four or five layers of denim stacked together. On top of its strength and durability, it’s convenient to wear and to own. It’s easy to maintain and easy to combine with traditional body armor or other ProWearGear garments.

“It’s modular,” Lazarowich said. “You can take it in and out and expand on it, or add pieces to it. It’s full body protection, with head to toe options.” Lazarowich said she is now considering military and other applications, but garments for law enforcement will remain the company’s key item.

There are several other companies that also produce products to help protect officers while maximizing comfort and convenience. Blauer Manufacturing Company, based in Boston, Massachusetts, created ArmorSkin, an outer vest cover billed as the only product of its kind that can cover any brand, make, or model of body armor. The three-part armor concealment package moves armor to the outer layer of a uniform shirt to increase range of motion and prevent back stiffness and skin rashes.

A range of both hard and soft body armor options are also available through Armor Express, headquartered in Central Lake, Michigan. The company’s Razor and Vortex models are touted as being some of the most comfortable body armor in the world. The Razor and Vortex ballistic vests are significantly lighter than other models, with both being NIJ certified to level IIIA.

Notes:
2Ibid., 2.
3Ibid., 6.
4Steve Bush (president, Police Ballistic Shield), telephone interview, August 21, 2017.
5Ibid.
6Ibid.
7Linda Lazarowich (president and CEO, ProWearGear), telephone interview, August 22, 2017.
8Ibid.
9Ibid.
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The Ferguson Effect Reinterpreted

Most people recognize that the United States is experiencing a social change that has the possibility to be interpreted by future historians as transformational. A substantial component of this change has affected the law enforcement community in an unpredictable manner. In fact, this societal shift has not only affected the manner in which law enforcement conducts its daily business with the community, but also impacted the expectations that communities have regarding the services they receive from their respective police departments.

Although there have been multiple incidents that can be linked with this change, the one that probably most thoroughly captures the essence of this transformational era is the shooting of Michael Brown by a police officer in the city of Ferguson, Missouri, on August 9, 2014. Despite many people never having heard of Ferguson before this incident, the riots and public outcry for justice quickly made Ferguson a household name.

In the law enforcement community, the Ferguson incident became a cause for concern as many law enforcement professionals began to ask difficult questions about their role with their community members in light of these shooting incidents. While some law enforcement professionals became defensive of what they perceived to be an unfair and biased regard for their profession, others were alarmed at the mere possibility that this incident could be replicated in their own communities. Although the debate directly surrounding Michael Brown’s death has subsided, the incident left a rift between communities and law enforcement.

The phrase “Ferguson Effect” was first coined by St. Louis Metropolitan Police Chief Sam Dotson in 2014, when explaining climbing crime rates, to describe the duality of officers performing fewer preemptive strikes on criminals and the criminal element simultaneously feeling more empowered by the environment. It is also relevant to note that while the term references the Ferguson incident, several other high-profile police use-of-force incidents (e.g., Eric Garner, Tamir Rice, Walter Scott, and Samuel Dubose) occurred in the months before and after the shooting of Michael Brown that contributed to this potential “effect.”

As police resources have been diverted to the management of civil unrest and related preparedness training, an enhanced focus on de-escalation and use-of-force training has surfaced, and a reduction in officer self-initiated activity—with simultaneous increases in crime—has taken place in many jurisdictions. As a result, the Ferguson Effect has continued to garner attention and maintain relevance with law enforcement officials and criminologists alike. Former FBI director, James Comey, stated that he believed less aggressive policing was driving an alarming spike in murders in many cities and that a “viral video effect”—officer’s wariness of confronting suspects for fear of ending up on a video—“could well be at the heart” of a spike in violent crime in some cities. Comey first raised the idea that a “chill wind” had deterred aggressive policing, telling reporters,

There’s a perception that police are less likely to do the marginal additional policing that suppresses crime—the getting out of your car at 2 in the morning and saying to a group of guys, “Hey, what are you doing here?”

Conversely, some criminologists and others believe the Ferguson Effect results from a lack of public trust that causes less community members to call the police even when a situation warrants it. As University of Missouri-St. Louis criminologist Richard Rosenfeld stated, When the perceived legitimacy of the police is in decline, community members take matters into their own hands, because they perceive that the police are simply not going to provide the kind of protection the community desires.

With violent crime generally trending up over the last two years in an environment of increased racial tensions, it appears there might be merit in the concept of a Ferguson Effect in law enforcement, at least within the United States. Although it is difficult to find objective data substantiating a Ferguson Effect, early trends and aftereffects suggest its existence. The authors suggest that there are two schools of thought regarding the origins of the Ferguson Effect:

1. Officers are less inclined to engage in proactive policing due to fear of negative publicity, scrutiny, lack of support, or public condemnation, while the criminal element feels empowered and has become more brazen.
2. The public’s trust in law enforcement has waned, thus causing them to be less likely to report crimes and ask for police assistance while being more likely to take matters into their own hands.

Anecdotal evidence suggests that a blend of the two has taken place: officers, many times, seem to have become more reluctant to proactively engage in self-initiated activity, while the public’s trust has also decreased in some communities. However, fully understanding the various dynamics involved requires a closer examination of all the aspects.

These relevant aspects for law enforcement include failure to direct the narrative, generalization of police officers, leadership, use of force, and building equity prior to a crisis. Although not included in this list, it’s important to also acknowledge the reality that police oversight, accountability, and community engagement serve as important components in the continuing efforts to professionalize law enforcement.

Failure to Direct the Narrative

Law enforcement officers have been throwing footballs with kids for decades! Nonetheless, as a profession, law enforcement has historically done a terrible job of creating and directing an accurate narrative regarding the nature of policing. To better understand this obvious shortcoming, one must consider the possibility that many police officers have type A personalities and are committed to helping people and solving problems, then moving on to the next call or crisis. While this tendency allows officers to be efficient and effective, it has also had the negative side effect of not allowing for police officers to take the time to educate community members on the realities of the profession. It is a widely held belief by the
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public that most police officers spend the majority of their time in the enforcement mode, writing citations and making arrests, when the reality is the majority of police work revolves around problem-solving and improving the quality of life for community members. It is critical for police departments to embrace the use of social media to take control of their agencies’ public images and direct the narrative of the law enforcement profession in lieu of leaving it to the media and others to tell the story. The media inclination to cover use-of-force incidents, such as with the prolific coverage of Ferguson, has influenced the perception of the general public. However, enhanced and proactive use of social media and concerted efforts to improve relationships with media partners in order to regularly share positive outcome stories has already resulted in an improved perception for many departments.

Generalization of Police Officers

The Ferguson Effect seems to have furthered a generalization that all police departments and officers are the same regardless of agency, geographic location, past history, adherence to best practices, level of training, or departmental philosophies. As an analogy, if one goes out to eat and receives poor service or bad food then that person will remember that experience even if he or she chooses to return to that restaurant. If the same person goes out to eat the next week at a different restaurant, then the previous negative experience will not be relevant since it is not the same restaurant. Why is this? It’s simple, of course. The two dining experiences occurred at different restaurants and will be seen by the patron as completely separate and distinct experiences. However, in policing, this distinction does not usually exist in peoples’ minds. Why not? The potential answer is relatively simple—regardless of department or location, police uniforms look very similar, so people unconsciously link officers all together. Therefore, when a high-profile event occurs in one city, the public might attribute this type of event to many other police agencies (based on similar outward appearances of officers) in terms of policies, training, expectations, levels of service, and accountability. As a result, law enforcement is often only as strong or credible as the weakest officer or inaccurate public opinion to sway their support of legitimate actions by the officers. Leaders must continuously reiterate to officers that their safety is of paramount concern and remind them that any hesitation in the proper use of force could have severe or deadly consequences.

Many long-term law enforcement executives agree that there is a direct nexus between morale and productivity. Officers must feel empowered in order to be willing to address suspicious activity and circumstances through proactive subject stops based on reasonable suspicion or through proper consent. Leaders must understand that these actions are critical to effective crime control and that adherence to policy and best practices and communication with community leaders is imperative to maintaining public trust.

Leadership

A recent Pew Research Center survey, conducted by the National Police Research Platform of almost 8,000 police officers from departments with at least 100 officers, rendered some interesting findings, which included the following responses:

- 86 percent say fatal encounters between police and blacks have made policing harder
- 93 percent have become more concerned about their safety
- 76 percent have been more reluctant to use force
- 75 percent believe interactions between police and blacks have become more tense
- 72 percent have become less willing to stop and question people who seem suspicious

This Pew research may support the theory that a Ferguson Effect does, in fact, exist. Law enforcement leaders must understand that part of this effect is the toll that constant scrutiny of police officers takes on frontline personnel. Consider the level of frustration for the vast majority of police officers who are noble men and women who dedicate themselves to the difficult task of protecting and serving people while, at times, being verbally abused and physically attacked by some of those they serve. It is imperative for police leaders to constantly communicate with their officers and reassure them that most people are good people who support the officers and are counting on them to remain proactive in preventing and deterring crime and apprehending offenders.

Another result from Ferguson has been officers’ hesitation to use force for fear of personal or professional negative ramifications for them and their families. Leaders must be vigilant in providing the best training and equipment related to de-escalation and use-of-force options and reassure officers their actions will be supported when force is used properly. Officers must know their agency leaders will not permit political pressure, negative media attention, or inaccurate public opinion to sway their support of legitimate actions by the officers. Leaders must continuously reiterate to officers that their safety is of paramount concern and remind them that any hesitation in the proper use of force could have severe or deadly consequences.

Use of Force

Recent work by the Washington Post compared the number of deaths caused by police in 2015 to the number of deaths caused by police in 2016 and found them to be similar. This research suggested that perhaps police reforms and de-escalation training were not working, since there was no significant decrease in officer-involved deaths in the two-year comparison. It is feasible to think that enhanced training and heightened levels of adherence to best practices need more time to develop before measurable results, such as a decrease in the number of deaths, will appear. However, there is another potential theory. Is it possible the Ferguson Effect aspect of emboldened
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criminals has resulted in less hesitation to use force against the police? Are more people prone to challenge the police post-Ferguson? Is there an increase in incidents of enticing police to use deadly force (i.e., suicide by cop)? If so, then maybe the number of deaths caused by police in 2015 is similar to the total for 2016 because better training and improvements in policy and practices are working, but the positive changes are offset by increased violence against officers.

Recently in Grand Prairie, Texas, a vehicle pursuit ended when the driver of the suspect vehicle drove into a residential driveway and quickly exited the vehicle. As the suspect got out of his pickup truck, he immediately assumed an aggressive shooting stance toward the primary officer (K9 officer) and yelled at him that he was going to shoot him. The officer was able to immediately revert to his tactical training and awareness and quickly realized the suspect did not have a firearm in his hands. The officer de-escalated the situation and released his K9 partner, who engaged the suspect and facilitated his custodial arrest. Upon viewing the video, it was clear the suspect was enticing the officers to shoot him, and there is a misperception in many communities that police officers resort to force in most cases. The authors argue, instead, that most officers use deadly force less often than they legitimately could. For example, in the aforementioned scenario, the back-up officers were farther back and could not clearly see the suspect’s hands. Nonetheless, instead of immediately firing their weapons to stop the perceived threat, they relied on their training, worked as a team, and used restraint when deferring to the K9 officer’s judgment, since he was much closer.

This incident was recorded by an in-car camera, and the video was released to the public for three reasons: (1) to illustrate the split-second decisions officers regularly face when performing their duties; (2) to provide an example of the proliferation of suicide-by-cop or attempted suicide-by-cop situations; and (3) to highlight the great work of officers and better tell the profession’s story, including that police officers do not always use force when legally justified to do so.

**Building Equity Prior to a Crisis**

It is generally accepted that the Ferguson shooting was the precipitating event or release point of long-standing feelings of frustration and public perceptions that the police department was not committed to a community policing philosophy and was oppressive in its approach. Most law enforcement practitioners would probably agree that community policing and, more specifically, community engagement is a philosophy and mind-set that is critical to building public trust and creating equity, much like putting money in the bank, for a time when a controversial incident occurs. For the best outcomes, community members must view their police departments as legitimate, which is based on trust and respect. In order for law enforcement to garner optimal levels of respect as a profession, the public must know when they call 911 or contact a police officer, they will receive good service from a legitimate professional whom they can trust. The best way to attain legitimacy is through the concept of procedural justice, which is built on four elements:

1. People want an opportunity to explain their situation to a police officer before police make decisions.
2. People react to evidence that authorities with whom they are dealing are neutral. This involves officers making decisions consistently that are not based on personal opinions and biases.
3. People are sensitive to whether they are treated with dignity and their rights are respected.
4. People focus on cues that communicate information about the intentions and character of the legal authorities with whom they are dealing (trustworthiness).

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Relationship building is key to effective community policing, and engagement with available stakeholders and community partners serves to build a foundation of trust through accountability and transparency. Perhaps the term “community policing” is antiquated, and it’s time to adopt the comprehensive mind-set in the policing profession that community policing is policing. If put into daily practice, community engagement can humanize police officers, as well as humanize interactions for those served by those officers. By raising professional expectations and hiring individuals of strong character who are committed to service, police departments can build equity prior to a crisis. This equity could well result in heightened tolerance so that when officers do err (or are perceived to err), patience and dialogue are the preferred method of communication as opposed to riots and protests. In addition, creating community leader advocates, forged from the development of authentic relationships seated in mutual respect, allows police departments to better understand community needs and more purposefully identify areas for improvement of service.

Moving Forward

The reality is that race relations in the United States, particularly between minorities and the police, are fraught, and interactions between officers and minorities, in general, are tense from time to time. It is imperative in the modern era of policing that law enforcement agencies effectively lead in celebrating cultural differences and diversity instead of allowing differences to drive people apart from one another. Fear of the unknown and cultural ignorance must not be allowed to dominate and perpetuate stereotypes. In order to ensure that officers have the social development necessary for productive interactions, adequate training in communication as opposed to riots and protests. In addition, creating community leader advocates, forged from the development of authentic relationships seated in mutual respect, allows police departments to better understand community needs and more purposefully identify areas for improvement of service.

Improvement in policing must come through increased accountability and transparency; adoption of and adherence to best practices in the profession; thoughtful media relations and proactive use of social media; emphasis of de-escalation training and less-lethal options, while retaining safety for officers; consistent leadership at all levels with a commitment to community policing; openness to independent assessments of deadly force encounters; and a commitment to officer wellness.

While it is incumbent upon law enforcement professionals to improve community relationships, community members must also step up and understand that, far too often, police officers are expected to solve many societal problems and injustices that fall outside their expertise and authority. Community leaders must take responsibility and ownership in working with the police and other stakeholders toward mitigating these issues. Communities, in general, must join officers in mentoring youth and advocate that police officers are societal heroes and media attention of a select few incidents of misconduct does not represent the vast majority of citizen and officer contacts. If an “attack” on police officers perseveres, it may lead to fewer qualified applicants in the hiring pool and create a situation where many departments are forced to employ substandard recruits or reduce services, which could result in an increase in incidents of misconduct.

More police officers commit suicide each year than get shot by felons, which supports the notion that law enforcement remains one of the most difficult professions in the world. Many communities believe the criminal justice system is broken and, unfortunately, the image officers hold for the profession often differs with the image held by some community members. Police leaders must remain steadfast in supporting their officers in their professional and personal capacities, acknowledging misconduct, holding the profession accountable, and continuously scanning the environment to progress toward improvement in law enforcement. Through community partnerships and engagement and treating everyone with respect and dignity—every interaction, every day, policing can align levels of service with a high level of respect from those served. Police leaders must be committed and dedicated to further improving the profession.

Notes:
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-Eugene Harris, Chief of Police, San Gabriel, CA

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Leadership of Volunteer, Reserve, and Auxiliary Policing Units: Motivations and Incentives for Success

By Ross Wolf, Associate Dean, College of Health and Public Affairs, University of Central Florida; Ian Pepper, Principal Lecturer, Policing, Teesside University, United Kingdom; and Adam Dobrin, Associate Professor, School of Criminology and Criminal Justice, Florida Atlantic University

The use of volunteers for government service can contribute to civic engagement, partnership in governance, and institutional transparency. Law enforcement is no exception, and throughout the United States, law enforcement agencies rely on volunteers to serve in a variety of roles, including administrative support, chaplains, police explorer programs, and search and rescue teams. Volunteers in policing are not a new concept, and their use has grown over time.1 After the birth of modern policing, attributed to the Metropolitan Police Act in London in 1829, the Special Constabulary Act of 1831, authorizing and outlining the duties of volunteer police in London, England, quickly followed.2 Today, in addition to other non-sworn volunteers in policing, police volunteers and part-time officers with some or all of the authority of full-time officers can be found throughout the world to supplement paid police forces and provide additional governmental services in their communities.3 These volunteers have a variety of functions, responsibilities, and degrees of authority depending on their jurisdiction, training, and experience.

The utilization of volunteer law enforcement officers throughout the United States varies greatly, and depends on local jurisdiction, state laws, and historical context.4 The terms “reserve” and “auxiliary” are used most often in the United States to define volunteer officers, but great inconsistency exists among agencies in the level of training, job duties, and authority given to volunteers.5 While volunteer police are difficult to study because of this variation, it is estimated that there are as many as 77,500 volunteer police officers in the United States—approximately 20 percent of the number of full-time officers.6 These volunteer police roles are difficult to define; however, for the purposes of this article, the group includes those who are volunteer or are part-time personnel who perform some or all of the duties of a law enforcement officer (hereinafter referred to as “volunteer police”). An equally understudied population are the law enforcement leaders who have responsibility for the use and incorporation of volunteer policing by their agency.

Poor management and leadership of volunteer units can lead to increased public scrutiny about the units’ use and deployment and give rise to questions about the validity and usefulness of these volunteer personnel. Poor training and malfeasance can lead to potential criminal charges, as was the case in the fatal shooting of a Tulsa, Oklahoma, man by a volunteer reserve deputy.7 However, volunteer policing units can also be a tremendous asset and a community policing tool. As only one example of the positive law enforcement work by volunteer police relates, in June 2016, several reserves in the Orlando, Florida, region were working a detail on the night of the Pulse Nightclub incident. After completing two days of 12-hour volunteer shifts in a crime control detail, several reserves responded to downtown Orlando for an “officer needs assistance” call. Three reserves (volunteer police officers with all of the same authority, gear, and training as their full-time counterparts) went inside the nightclub while the shooter was still inside to move victims outside and to where the victims could receive medical care. Many other volunteer officers responded to the scene and provided...
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law enforcement assistance both while the scene was still active and once the threat had been removed. These volunteer officers were well-trained, having academy and state law enforcement credentials and continually receiving required training and participating.

Leadership in Volunteer Policing

The amount of attention paid to the leadership and management of volunteer police personnel can decide the success of a volunteer policing unit. There are many different leadership styles, and there is no single definition of what constitutes a good leader. There is, however, a general consensus across both the private and public sectors that good leaders are of paramount importance to ensure effective organizational performance. Even among regular full-time police officers, leadership occurs at all levels of rank, and while managerial positions might provide the responsibility and authority to manage, good leaders can be anyone in the organization who provides influence for positive change.

In some U.S. law enforcement agencies, volunteer police are uniformed identically or very similarly to regular law enforcement officers, and they function exactly the same as full-time officers. In other forces, they may have similar uniforms to regular law enforcement officers, but are not authorized to carry weapons or make arrests. Volunteer police often perform regular police functions, community relations outreach, traffic control, office work, or investigative work. Whatever their responsibilities or authority might be, it is important to motivate and lead them in tandem with agency objectives.

Individuals serve as volunteer police for a variety of reasons, and those serving as leaders within these organizations are no exception. A survey of U.S. sheriff’s reserve deputies found that the primary motivation for serving as a reserve deputy was to serve the Orange County Sheriff’s Office Reserve Unit deputies at work.
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Motivations of Volunteer Leaders

Because volunteers give their time with limited or no formal reward, it is important for law enforcement agencies to examine the factors that can motivate their volunteers. Volunteering provides the opportunity to satisfy personal needs and drives, but it might also benefit the volunteers themselves by providing career skills, by allowing volunteers to feel better about their community, or providing humanitarian goodwill. Research on the motivations for people to volunteer as leaders suggests several drivers: (1) some volunteer leaders do so to share their own personal gains with others in the hope that those they lead will respond positively; (2) some volunteer leaders are altruistic in terms of assisting others despite the costs to the leader; and (3) some volunteer leaders are more concerned about their own positive image.

Because many volunteer police are required to go through an extensive hiring process and successfully complete training programs that equal or approach the training necessary to become a full-time officer, it seems clear that most volunteer police enter their positions with an important internal motivation to succeed. Volunteer police leaders need even more tenacity and personal motivation, whether they are appointed to their positions by the agency full-time leadership or elected by their peers. In many cases, however, leaders in these units do not receive agency leadership training, but must rely on training they have received in their current full-time position in another field or through experience. A strong counterargument, however, is that as volunteers, these leaders are recruited for their existing knowledge, skills, and abilities rather than developing these leadership skills at the cost of the agency.

Leadership Styles to Assist Volunteers in Achieving the Agency’s Priorities

Transformational leaders focus on individuals’ needs in order to identify their motivations, and, as a result, transformational leaders utilize a range of techniques to align individual motivations with both the tasks and broader agencies goals. It is suggested by experts that those who lead volunteers need to be transformational in their approach in order to elicit the best performance from their volunteers. A transformational leadership approach has been identified as important for a number of police departments throughout the United States, but an alternative approach, transactional leadership, enables leaders to motivate and utilize subordinates’ behavior to achieve specific tasks and goals, while using rewards to encourage involvement when required. The premise of utilizing transactional leadership with the associated rewards when working with unpaid volunteers is somewhat limited, but rewards for volunteer police may be promotions, awards, or other non-monetary accolades. It seems clear, however, that no one style of leadership fits all policing, nor volunteer policing, situations.

In order for a volunteer leader to be effective in achieving the priorities of the agency, leaders should be able to think critically, be able to deal with complex situations as they are presented, and work in a complicated environment while still recognizing when subordinates need encouragement and support. Volunteer leaders must also possess strong emotional intelligence, be aware of the impact of their decisions, and understand the impact of those decisions on those being led.

Conclusion

The use of a transformational leadership style may be the best way to engage and encourage those who volunteer. It is worth noting that, whether leaders or followers, the successful use of volunteers within an organization relies very heavily on their active engagement and participation. Some researchers suggest that, in order to increase volunteer satisfaction, law enforcement leaders should adopt a transformational leadership approach. However, it’s important to acknowledge that the complexities of the police culture might not readily align itself to a single method of leadership. This being the case, the utilization of strong transformational leadership across the volunteer police services, tempered, when required, with the basics of a transactional leadership style, might be beneficial for adoption throughout the service and, in particular, across the willing police volunteers.

Volunteer officers hold a unique position in policing. Often, they are successful leaders and experts in their full-time, non-police jobs, and the typical top-down leadership in the hierarchical quasi-militaristic model of organizational communication traditionally used in policing might not be ideal in communicating orders to volunteer officers. Their experience, expertise, and outside leadership positions need to be acknowledged, even if they hold no rank within the law enforcement organization. This is not to say...
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that volunteer officers are not expected to follow orders given for the good of the organization, but rather that the process of giving and following orders should recognize their positions as volunteers working for a myriad of reasons other than pay and their strengths, leadership, and expertise outside of the policing world. Oversight above and within volunteer policing units present challenges to traditional police leadership models, but leaders might benefit from incorporating transformational insight.

Ross Wolf, EdD, is associate dean in the College of Health and Public Affairs and associate professor of criminal justice at the University of Central Florida. He also serves as division chief with the Orange County Sheriff’s Office Reserve Unit in Florida, and has provided volunteer police training for or worked with police agencies around the world, including agencies throughout the United States, in the Caribbean, the United Kingdom, Russia, Hong Kong, and Singapore. His research interests focus on volunteer and reserve policing, international policing, tourism-oriented policing, and police use of force.

Ian Pepper, D/Prof, is the principal lecturer in policing at Teesside University, United Kingdom. Ian has taught and conducted research both nationally and internationally. He previously served as a police trainer, crime scene investigator, and fingerprint examiner. Ian also volunteered as a special constable and section manager within a busy urban police force. His doctorate focused on police education and training, and he has also completed an MA in criminal justice. His research interests include volunteer policing within policing, international policing, and the employability of graduates.

Adam Dobrin, PhD, earned his bachelor’s degree from the College of William and Mary in Virginia, and both his master's and doctorate in criminology from the University of Maryland. He is an associate professor in the School of Criminology and Criminal Justice at Florida Atlantic University and volunteers as a reserve deputy in his local county sheriff’s office. His research interests include volunteer police and community engagement, crime data sources, and issues of juvenile justice.

Notes:
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www.CenterforPublicSafety.org
The IACP hopes that you will be joining the thousands of law enforcement leaders from around the globe who will be convening for the 124th Annual Conference and Exposition of the International Association of Chiefs of Police (IACP 2017). The conference will take place Saturday, October 21, through Tuesday, October 24, 2017, at the Pennsylvania Convention Center, 1101 Arch Street, Philadelphia, Pennsylvania, USA. Here are just a few things to know before you go!

Plan Ahead

The IACP Annual Conference and Exposition features more than 200 education sessions, more than 600 exhibitors, and hundreds of meetings and networking events. With so much going on, you will want to review the schedule ahead of time and develop a plan. To benefit the most from your conference experience, plan ahead; allow time to stop and chat with fellow attendees and exhibitors; and seek out solutions to questions, ideas, and issues.

Review the information at www.theIACPconference.org or on the IACP 2017 App. Schedule the meetings and the education sessions you plan to attend and the time you want to spend in the Exposition Hall in advance.

Entry Information: Prior to checking in, you must have one of the following forms of identification: your IACP 2017 registration confirmation, law enforcement credentials, or IACP member card. All attendees must be credentialed and have a badge to move about the convention center. The IACP has expanded registration hours on Friday and Saturday to provide additional time for attendees to get checked in and get to important meetings and education sessions. To avoid the lines, plan to pick up your badge on Friday afternoon or early evening if possible.

Delegate Registration Hours:
» Friday, October 20
  1:00 p.m.–6:00 p.m.
» Saturday, October 21
  7:00 a.m.–5:30 p.m.
» Sunday, October 22
  7:00 a.m.–5:30 p.m.
» Monday, October 23
  7:30 a.m.–5:30 p.m.
» Tuesday, October 24
  7:30 a.m.–3:30 p.m.

Meetings: With some exceptions, IACP committee, section, and division meetings are open to all IACP members. These sessions provide excellent networking opportunities and are forums for sharing new ideas and information. You can learn more about these meetings and when they are scheduled by searching “Meetings” as the event type in the IACP 2017 App.

Education Sessions: Review the sessions online or via the IACP 2017 App and note the workshops you plan to attend. There are multiple educational tracks, and delegates are welcome to attend any of the sessions in any of the tracks. This year, be on the lookout for some of our popular sessions from Saturday and Sunday to be rebroadcast on Monday and Tuesday. Messages will be sent via the mobile app. Your badge and barcode will record and verify your attendance at conference workshops.

Simply give your badge to the conference staff at the door for each session so they can scan it with the barcode reader located in the workshop room. To obtain your workshop attendance record or add a session that was missed being scanned, visit IACP Central.

A copy of your workshop attendance record will be emailed to you one week after the conference. You will also be able to edit your attendance record via your conference dashboard, accessible via a link in your conference confirmation email.

Networking: Numerous networking events take place during the conference. These events provide attendees with the opportunity to share ideas, engage in collaborative problem-solving, and create lasting relationships. Bring plenty of business cards and write down contact information for new acquaintances so you can follow up with them when you return home, or connect with fellow attendees through the IACP 2017 App.

Plan to attend the Networking Event in the Exposition Hall on Sunday, October 22 from 3:30 p.m. to 5:00 p.m.—it’s a great time to meet with exhibitors.

What to Pack?

While packing for conference, remember that you will be doing a lot of walking so comfortable shoes are essential. The typical conference attire is business casual, though you may want to bring your uniform for Uniform Day on Monday, October 23—and stop by The Hub to get your free professional photo. You will probably want to bring something to take notes on (either paper or an electronic device) and chargers for any devices. Also, remember to bring plenty of business cards, a copy of your resume if you are participating in the resume review, a USB to download handouts and publications, and patches to exchange on the patch wall in The Hub.

Finally, pack your Fitbit or Jawbone fitness tracker and plan to participate in the Walking Challenge—see the Walking Challenge box below for additional details.

NEW! In an effort to help support and encourage officer safety and wellness initiatives, IACP will host a walking challenge, sponsored by PwC. Join your fellow attendees for bragging rights to see who takes the most steps during their time in Philadelphia by downloading the Walking Challenge App through the IACP 2017 App to track your steps. The Walking Challenge officially begins at 7:30 a.m. EDT on Saturday, October 21, and concludes at 5:00 p.m. EDT on Tuesday, October 24. Even if you leave Philadelphia early, your steps will still count until the conclusion of the challenge. The app syncs with Fitbit and Jawbone trackers, as well as built-in step sensors in select Apple and Android devices. The first 250 attendees who stop by the IACP 2017 Info Booth on Friday can receive a complimentary fitness tracker. Leaderboards will be displayed in The Hub and IACP Central, and the top steppers will receive a complimentary registration to IACP 2018 in Orlando, Florida.
The IACP 2017 App

The IACP 2017 App, available via the IACP Events App, powered by core-apps.com, is a native application for smartphones (iPhone and Android) and iPads. A hybrid web-based app is available for BlackBerry devices, and a web-based version of the application is available for all other web browser–enabled mobile devices. There will be an abbreviated printed program on-site, and the full program will be available on the app with complete session descriptions and speakers, along with their bios.

The app will have some exciting new features this year. You will be able to search for sessions not only by track, type, and day, but also by topic and audience so you can find the education sessions that best meet your needs. In addition, to help you get to and from the convention center, you will now be able to track when your hotel shuttle bus is due to arrive using Next Bus Technology via a link on the app dashboard. As always, the app is your best resource to stay updated on event happenings, as well as any session rebroadcasts or last-minute room changes for events.

Downloading the mobile app is easy! For Apple products (including iPhone, iPod Touch, and iPad) and Android phones, visit the App Store or Google Play on your device and search for “IACP Events.” For all other phone types (including BlackBerry and other web browser–enabled phones), point your mobile browser to www.core-apps.com/dl/iacp or scan the QR code provided here. From there, you will be directed to download the proper version of the app for your particular device, or, on some phones, you can bookmark the page for future reference. After you have downloaded the app, follow these instructions to access your personal schedule:

1. Go to the App Store or Google Play and open the IACP Events App.
2. Enter your personal registration information.
3. Follow any additional prompts or instructions.
4. Enjoy your IACP experience!

My Schedule: Plan your schedule with one click. Take notes and rate the workshops you attend.
Maps: Find your way around the convention center and use the interactive Exposition Hall map to help you navigate the show floor.
Events: Access a complete list of workshops, meetings, and networking events.
Daily Resources: View everything you need from registration hours to CONNECT attendee lounge locations. See services available for delegates and exhibitors.
Alerts: Receive important real-time communications from IACP staff.
Social Media: Follow and join in on the Facebook and Twitter conversations about the conference.
Blog: Read the latest blog posts from IACP staff, board members, and your fellow attendees.
Exhibitors: Locate exhibitors, read company descriptions, bookmark your favorite exhibitors to visit, and take notes for future reference.

First Time at the Conference?

There is a lot to take in at the IACP conference, especially for first-time attendees. To assist you in getting the most out of your experience, the IACP has created a few opportunities specifically tailored to the needs of a first timer.

First-Timers’ Orientation

To assist those who are new to the IACP Conference and Exposition or those who just want to get more information about the event, there will be a First-Timers’ Orientation on Saturday, October 21, in Room 201AB at 8:00 a.m. This session will give you helpful hints on how to navigate the conference, highlight “can’t-miss” workshops and events, provide tips on how to plan your schedule, and let you know where to go for help.

First-Timers’ Meet Up

Swing by The Hub in the center of the Expo Hall from 2:30 p.m.–3:30 p.m. on Sunday, October 22, for the First-Timers’ Meet Up. Gather with other first-time attendees to expand your network, share experiences, and make connections that last throughout the conference and beyond.

Chiefs Night

Monday, October 23
7:00 P.M.–10:00 P.M.

Join friends and colleagues at the Philly-Octoberfest Chiefs Night reception. The multi-venue, family-friendly festival is a must-attend event. Reading Terminal Market, the Field House, Filbert Street, and the Grand Hall of the Convention Center will be packed with a variety of food, drinks, activities, and entertainment. Conference credentials are required for all attendees to enter the event, including family members.

“Can’t-Miss” Sessions and Workshops

At IACP 2017, you will get access to relevant, current education and training to help you do your job more effectively and make your agency more successful. The IACP seeks the very best, most relevant, and most thought-provoking ideas in order to deliver content pertinent to the law enforcement profession. To see the full educational program, visit the www.theIACPconference.org or download the IACP 2017 App.

Opening Ceremony

Saturday, October 21
3:30 P.M.–5:00 P.M.
Kick off four days of high-impact education, networking, and exhibits with inspiration and motivation from one of today’s most sought-after leadership speakers. This year, Simon Sinek will dive deep into the nuances of leadership in the policing world—this is an event you won’t want to miss!

General Assembly

Monday, October 23
10:00 A.M.–11:30 A.M.
This year we are honored to have Commissioner Cressida Dick of the Metropolitan Police, London, United Kingdom, address the assembly, as well as U.S. Attorney General Jeff Sessions. In addition, all police officials are asked to wear their departments’ dress uniform to celebrate the association’s diversity and internationalism by creating a spectacular visual display of uniforms from around the world.
Critical Issues Forum: Three Years Later – The Impact of Ferguson on Policing and Community Safety
TUESDAY, OCTOBER 24
10:00 A.M.–11:30 A.M.

It has been three years since the death of Michael Brown sparked civil unrest in Ferguson, Missouri. As a result of that event, and other protests of police actions, law enforcement agencies and their officers have been under increased public scrutiny. The panel will examine how the last three years have altered the public’s perception of policing, how this has impacted the actions of officers and their agencies, and the consequences for the safety of police officers and the communities they serve.

IACP’s Global Perspectives Series

The Global Perspectives Series at IACP 2017 includes four insightful sessions that will focus on current events and challenges that law enforcement agencies and leaders face each day.

The Forum: Share Your Challenges and Insights
SATURDAY, OCTOBER 21
10:00 A.M.–11:30 A.M.

IACP is bringing its international listening tour to Philadelphia. Join IACP President Donald De Lucca, Executive Director/Chief Executive Officer Vincent Talucci, and Deputy Executive Director Terrence Cunningham to share your thoughts and insights on the profession and help IACP develop products and services to better serve you, your agency, and your community.

Pulse Night Club Mass Shooting, Orlando, Florida
SUNDAY, OCTOBER 22
10:00 A.M.–11:30 A.M.

Chief John Mina of the Orlando, Florida, Police Department will provide an in-depth look at his agency’s response and aftermath of the Pulse Night Club attack, the deadliest mass shooting by a single gunman in U.S. history. This overview will provide information on lessons learned, takeaways from the incident, and the sheer magnitude of the event’s effects on the community.

Turning the Microphone: How the Conversation with the Media Has Changed
MONDAY, OCTOBER 23
1:00 P.M.–2:30 P.M.

Hear from reporters and anchors as they answer questions about how they work, why they do what they do, and what law enforcement leaders can expect in a modern media interaction. Find out ways you can work with the media to more effectively share your message and communicate with those you serve.

How to Find, Hire, and Keep the Finest
TUESDAY, OCTOBER 24
1:30 P.M.–3:00 P.M.

Law enforcement and private sector panelists will discuss innovative approaches and best practices for recruitment, selection, and retention. The panel will also discuss potential hurdles to implementing these approaches in law enforcement agencies and take audience questions.

Official Business of the IACP

The IACP conducts a number of official business activities at the annual conference. Below is an outline of these activities and how you can get involved.

Election Report
MONDAY, OCTOBER 23
10:00 A.M.–11:30 A.M.

The IACP Elections Commission’s report will be presented during Monday’s General Assembly. There will also be time set aside to hear from the candidates running for office this year.

Annual Banquet
TUESDAY, OCTOBER 24
6:00 P.M.–11:00 P.M.

The IACP Annual Banquet features the formal swearing-in of the 2017–2018 IACP president and executive board. For the first time, IACP will present the IACP Leadership Awards during this special evening of recognition. This is a black-tie-optional event (business suits are appropriate). Guests will enjoy music and dancing at the conclusion of the program. Separate tickets are required for this event; visit www.theIACPconference.org for more information.

Resolutions

The Resolutions Committee manages the process of considering resolutions. The Resolutions Committee meets on Monday, October 23, from 1:00 p.m. to 3:00 p.m. Voting for resolutions will take place electronically after the conference, and IACP will notify members when the voting period opens.

Again, in 2017 IACP has created dedicated exposition hours to provide you with a chance to explore the exposition hall without missing out on other conference events.

- Sunday, October 22, 11:30 a.m.–12:30 p.m. and 3:30 p.m.–5:00 p.m.
- Monday, October 23, 11:30 a.m.–1:00 p.m. and 4:00 p.m.–5:00 p.m.
- Tuesday, October 24, 11:30 a.m.–1:30 p.m.
Election of Officers

The candidates for IACP Fourth Vice President are Director Frederick Harran, Bensalem Township, Pennsylvania, Police Department; Chief Dwight Henninger, Vail, Colorado, Police Department; and Chief Christopher Wagner, Denville, New Jersey, Police Department. The candidate for IACP Vice President-Treasurer is Chief Ken Walker, City of West University Place, Texas. Voting will take place from 8:00 a.m. to 4:00 p.m. on Monday, October 23, in the Broad Street Atrium on the 100 Level of the Pennsylvania Convention Center.

Candidates for 2018 Office

Any active IACP member who is planning to run for office at the IACP 2018 Annual Conference and Exposition in Orlando, Florida, will have the opportunity to announce his or her candidacy at the conclusion of this year’s General Assembly on Monday, October 23, at 10:00 a.m.–11:30 a.m., in the Terrace Ballroom at the convention center.

The Exposition Hall

The IACP 2017 Exposition Hall features more than 600 companies showcasing solutions for a safer society. With so much to see and do, developing an Expo Hall plan is important. The following steps can help you make the most of the time available:

» Build your own personalized schedule to help you navigate the conference by adding events and exhibitors to "My Schedule" using the IACP 2017 Conference App.

» Use the Notes function in the IACP 2017 App to take notes on products and services of interest.

» Mark the spot where you stopped on your map if you leave the Exposition Hall before completing the circuit, so you will know where to start again.

» Allow the exhibitors to scan your conference badge for their lead retrieval database, which will expedite information gathering at the booths.

» Make the most of your face-to-face meetings. Discuss your needs with the exhibitors; if they cannot help you, they may be able to direct you to those individuals who can.

» Schedule a demonstration or arrange for a bid to evaluate products back home.

» Allow time to discover new products and services at exhibits that are not on your list of must-see exhibitors.

The Hub

Head to the center of the Expo Hall and stop by The Hub. There, IACP will be showcasing many of its member benefits; you can pick up IACP resources or take part in one-on-one professional development opportunities. Visit the IACP conference website for information on professional photographs and financial planning, as well as how to sign up for media training, mock interviews, resume review, and mentoring for new police executives.

After the Conference

You will receive an immense amount of information at the conference through education sessions, meetings, and exhibitor demonstrations. You can use the conference app to take notes throughout the conference. When you return home, use your notes to follow up with exhibitors and review and pass along the information you received in the education sessions.

Throughout the conference, you will also have the ability to download handouts and IACP publications and bring those home with you. These resources will be valuable references to you in your day-to-day activities in the coming year.

IACPtv in Philadelphia

Keep up with the conference news through IACPtv streamed in selected hotels, throughout the convention center, and on the IACP YouTube channel. IACPtv will include coverage of daily behind-the-scenes interviews, conference events, and reactions to the day from conference attendees.

Before you leave Philadelphia, you can also register and book your housing for the 2018 conference in Orlando, Florida. Secure your space and plan to build on what you gained at IACP 2017. Register and book your hotel at Booth #1437 in this year’s Expo Hall.
Join us on Saturday, October 21, in Philadelphia, Pennsylvania, as we celebrate the IACP Foundation’s vision, that traumatically injured law enforcement officers will never feel abandoned, and honor the finalists for the 2017 IACP/Target Police Officer of the Year Award, which recognizes outstanding achievement in professional policing across the globe.

Corporate sponsorships and tickets are now available at www.theIACP.org/Foundation
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<td>Wireless CCTV LLC</td>
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<td>Wrap Technologies, Inc.</td>
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<td>Xtreme Green Electric Vehicles Inc.</td>
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<td>ZOLL Medical Corporation</td>
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Advance your policing.

Improve your agency’s metrics and advance policing.

Sign up for FREE at www.theIACP.org/benchmarking, and the IACP and IACP Net’s Law Enforcement Benchmarking and Performance Analytics tool will show you where your department stands among its peers.

Immediately query and visualize the results from search criteria you set in our secure, online format. Benchmarking helps you:

- Improve agency performance
- Gain support from stakeholders
- Make efficient decisions
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- Customizable criteria for data entry and searches
- Immediate results
- Data visualization and graphical data for presentations

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EXHIBITOR UPDATE

The Police Chief keeps you on the cutting edge of law enforcement technology with monthly product announcements. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.

Radar speed displays with audible alerts

All Traffic Solutions announces SmartZone for Schools, the first and only radar speed displays with audible alerts that sound when a vehicle traveling over a pre-programmed speed threshold limit passes the sign. Designed specifically for school zones, these signs give child pedestrians and bike riders the precious seconds they need to get to safety. The audible alerts and flashing beacons grab the attention of speeding drivers so they can immediately slow down before tragedy strikes. These web-enabled speed signs make it easier for school districts, municipalities, and law enforcement to optimize safety and protect students in school zones.

For more information, visit All Traffic Solutions’ booth at IACP 2017, #2657, or go online to www.alltrafficsolutions.com/solutions/school-zone-safety.

Enhancements to personnel management and training solution

LexisNexis Coplogic Solutions recently made updates to its LexisNexis Law Enforcement Automated Personnel System user interface to make it easier for users to navigate and use. The solution is designed to streamline field training and employee training compliance. Enhancements include visual sort icons to quickly locate information; pop-up calendars on every date field; easy to locate hyperlinks; and text that is highlighted as users hover their mouse over it. The night mode option is designed to increase officer safety at night, allowing a user to switch the entire application to a darkened screen to reduce eye strain and maintain night vision.

For more information, visit Lexis Nexis Coplogic Solutions’ booth at IACP 2017, #1419, or go online to www.lexisnexis.com/risk/LEAPS.

Case management system

CrimeCenter Software announces its one-of-a-kind case management system developed specifically for law enforcement officers to simplify and streamline information collected from investigations into easily accessible chunks of data. The software, designed by several former law enforcement officers, contains over 200 standard reports that are customizable to fit the specific needs of any agency or police department. The CrimeCenter solution includes out-of-the-box, standard reports for incident response and reporting; investigation management; intelligence management; analytics and reporting; assignments management; use of force and officer-involved shooting management; crime scene management; lead management; and property and evidence.

For more information, visit Crime Center’s booth at IACP 2017, #3107, or go online to https://crimecenter.com.

Ballistic helmet

Armor Express, Inc. offers the AMP-1 TP by Germany’s Busch PROtective. These ballistic helmets are now commercially available to law enforcement officers across the Americas (North, South, and Central America). The helmets bring first-rate protection to tactical law enforcement, anti-terror, and specialized police officers who may be exposed to close-quarter combat and increased risk of being shot within the head region. The helmet is constructed of a multilayered aramid composite, using a patented, unique production technique that creates elite ballistic capabilities previously attainable only in titanium helmets. Weighing an average of 3.6 pounds, the helmet is designed to be capable of stopping ballistic threats as close as .78” from the edge and multiple shots on a small surface area.

For more information visit Armor Express’s booth at IACP 2017, #2136, or go online to www.armorexpress.com/busch.
Automated injury detection signal
Sprint teamed up with Select Engineering Services (SES) to offer a device that signals first responders immediately when a law enforcement officer wearing an “officer down” vest is shot or stabbed. AID (Automated Injury Detection) is made specifically for law enforcement personnel and first responders. It sends an immediate call for help to other officers and medical personnel when an officer is attacked in the line of duty, transmitting an alert message that contains the officer’s ID, the location of the attack shown on a map with GPS coordinates, the location of the injuries (front, back, upper chest, lower chest, upper back, lower back), and other medical information such as blood type and allergies. The data are sent via the Sprint cellular network to all other designated officers on the network. The AID Sensor Panel inserts into the body armor without any modification.

For more information, visit Sprint’s booth at IACP 2017, #1849, or go online to www.sprint.com.

Programs for conducted electricity weapons purchases
Budgeting for TASER devices has meant a large capital expenditure every few years, making it tough for agencies to secure dollars with predictability. Axon now offers several programs that turn conducted electricity weapons and cartridge purchases into reliable budget line items. They include the TASER 60, allowing agencies to pay in regular installments for their devices over five years and get trade-in credit per device by upgrading to Smart Weapons; the Unlimited Cartridge Program, allowing agencies to get training and duty cartridges on a regular schedule for a low monthly fee; and the TASER Assurance Plan, allowing agencies to combine multi-year payment options, warranties, on-site spares, and device upgrades.

For more information, visit Axons’ booth at IACP 2017, #2825, or go online to www.axon.com/buy/law-enforcement.

Body-worn camera and app
Transcend Information announces the DrivePro Body 30 body camera. Designed specifically for public safety professionals, the camera features a 12-hour battery life, IP67-rated dust and water resistance, and U.S. military-grade shock resistance. With a Sony high-sensitivity imaging sensor, an all-glass lens, automatic infrared illumination, and six-axis image stabilization, the camera delivers clear, high-resolution images. Paired with the its Bluetooth low energy and Wi-Fi connectivity, the Transcend DrivePro Body App, designed exclusively for use with DrivePro Body cameras, gives users control over settings and images from their iOS or Android device.

For more information, visit Transcend Information’s booth at IACP 2017, #1060, or go online to www.transcend-info.com.

Security drawer
Tuffy Security Products announces the Model 335 Under Seat Security Drawer for 2011-up Ford Explorer SUV and 2013-up Ford Police Interceptor SUV models. The stealthy design fits beneath the driver or passenger front seats, completely out of sight from outside the vehicle. The drawer requires no drilling of the floor pan to install, using the OEM seat mount points and bolts, requires just basic hand tools for installation, and does not interfere with the under-seat wiring harness. It features a lockable storage volume in excess of 200 cu. in., heavy-duty, 16-gauge steel construction, and a pick-resistant 10-tumbler double-bitted lock.

For more information, visit Tuffy Security Products’ booth at IACP 2017, #3756, or go online to www.pro.tuffyproducts.com.
ENROLLMENT IS OPEN NOW!

IACP presents:

Women’s Leadership Institute

Atlanta, Georgia
October 29 – November 3, 2017
San Antonio, Texas
February 25 – March 2, 2018

Palm Beach County, Florida
January 28 – February 2, 2018
Beverly Hills, California
April 15 – 20, 2018

The IACP proudly offers a leadership program, the Women’s Leadership Institute (WLI). The WLI program is a five-day, 40-hour course, focused on the unique challenges facing women leaders in law enforcement. To develop current and future leaders, the curriculum focuses on enhancing the business, leadership, and personal effectiveness skills of female leaders. This interactive program uses senior women instructors and mentors from U.S. and Canadian law enforcement agencies and operates in an intensive experiential learning environment. It is open to female and male sworn and non-sworn personnel serving in supervisory positions and senior patrol officers aspiring to become supervisors.

Graduates of the WLI will also receive a free one-year membership to the IACP.

Classes begin on Sunday evening and conclude early afternoon on Friday. Tuition includes tuition fees and SELECT mandatory meals incorporated into the Institute. Early Bird Pricing Available. Register early and save.

The training site and lodging for each location are negotiated by IACP. Lodging is negotiated based on per diem rates and will vary by city.

Registration for this Institute can be accomplished at www.theiacp.org/WLI. For more information or questions, please contact (800) THE-IACP, ext. 316 or WLITeam@theiacp.org.

Institute Curriculum Focus Includes:

➤ Individual Differences
➤ Motivating Success
➤ Leading Teams, Organizations, and Change
➤ Crucial Conversations and Counseling
➤ Strategic Planning for Your Career
➤ Fair, Impartial, and Ethical Policing
➤ Understanding Human Bias
➤ Leadership and Wellness
➤ Financial Management
➤ Networking & Mentorship

For information, visit www.theiacp.org/training.
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➤ Individual Differences
➤ Motivating Success
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➤ Crucial Conversations and Counseling
➤ Strategic Planning for Your Career
➤ Fair, Impartial, and Ethical Policing
➤ Understanding Human Bias
➤ Leadership and Wellness
➤ Financial Management
➤ Networking & Mentorship

ENROLLMENT IS OPEN NOW!

First-Line Leadership

The IACP’s First-Line Leadership in training is a 3-day training course open to current and aspiring, sworn and non-sworn professionals looking to serve in a supervisory role. The course is focused on providing law enforcement leaders with the tools to build and develop individual, organizational, and community goals. The course features interactive and engaging group discussions and scenarios taught by current and former law enforcement professionals.

Open Enrollment Course

Vail, Colorado
November 13 – 15, 2017

Leadership in Police Organizations SM

Open Enrollment Courses

Mississippi
Gulfport Police Department
Leadership in Police Organizations SM (LPO)
April 16 – 20, 2018
May 14 – 18, 2018
June 18 – 22, 2018

Florida
Gainesville Police Department
Leadership in Police Organizations SM (LPO)
January 8 – 12, 2018
February 5 – 9, 2018
March 5 – 9, 2018

Illinois
Buffalo Grove Police Department
Leadership in Police Organizations SM (LPO)
February 12 – 16, 2018
March 12 – 16, 2018
April 9 – 13, 2018

Texas
City of Dallas
Planning, Designing, and Constructing Police Facilities
November 8 – 10, 2017

For more information or to register online for these classes, visit www.theiacp.org/training. If you have any questions, please contact LPOTeam@theiacp.org or (800) THE-IACP, ext. 214.
**NEW MEMBERS**

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.

### ALBANIA
- **Tirana**
  - Kecka, Ilo, Chief of Staff, Albanian State Police

### ALGERIA
- **Algers**
  - Belkecir, Ghali, First Regional Commander Blida, Algerian National Gendarmerie
- **Talalji, Mounir**, Director of Public Security & Employment, Algerian National Gendarmerie
- **Si Mehand, Mohand Said**, Regional Inspector of Police, Algerian National Police/DGSN

### AUSTRALIA
- **Darwin/NT**
  - Dole, Martin, A/Superintendent, Northern Territory Police Force

### BAHAMAS
- **Nassau**
  - Bethel, Patriona, Chief Superintendent of Police, Royal Bahamas Police Force
  - Darville, Karoldann, Assistant Superintendent of Police, Royal Bahamas Police Force
  - *McKenzie, Claudette*, Police Officer, Royal Bahamas Police Force
  - *Nixon, Darron*, Assistant Superintendent of Police, Royal Bahamas Police Force
  - *Stuart, Laura*, Assistant Superintendent, Royal Bahamas Police Force

### BELGIUM
- **Melsbroek**
  - Verlaenen, Kris, Captain, Belgian Federal Police

### BRAZIL
- **Curitiba**
  - Tavares, Marcia, Civil Chief of Police, Civil Police of Paraná
  - *Recife/PE*
  - Lins Filho, Jose Durval, Delegado de Policia, Policia Civil De Pernambuco

### CAMBODIA
- **Phnom Penh**
  - Heng, Visal, Lieutenant Colonel, Cambodia National Police

### CANADA
- **Alberta**
  - *Debly, Kris*, Captain, Canadian Forces National Investigation Service

### CANADA
- **Edmonton**
  - *Boucher, Andrea M*, Police Constable, Vancouver Police Dept

### British Columbia
- **Abbotsford**
  - Marisetti, Anuradha, Regional Deputy Commissioner, Correctional Service of Canada
- **Vancouver**
  - *Anderson, Andrea M*, Police Constable, Vancouver Police Dept

### Ontario
- **Aurora**
  - *Lyon, Justin W*, Provincial Constable, Ontario Provincial Police
- **Cambridge**
  - *Green, Jeremy D*, Constable, Waterloo Regional Police Service
  - *Nicol, Scott E*, Constable, Waterloo Regional Police Service

### British Columbia
- **Mapanee**
  - *Davis, Jamie R*, Constable, Ontario Provincial Police

### COLOMBIA
- **Bogota**
  - Porras Palacios, Clara Yanira, Teniente Coronel, Policia Nacional De Colombia

### EGYPT
- **Nasr City**
  - Amera, Mohamed, Lieutenant Colonel, ACA-Egypt

### HONDURAS
- **San Pedro Sula**
  - Murillo, Angel, Captain, Honduran National Police

### INDIA
- **New Delhi**
  - Ambedkar, Pratibha, Superintendent of Police, National Investigation Agency

### ISRAEL
- **Jerusalem**
  - *Gurfein, Bruce*, Vice President Sales, Roadmetric Ltd

### KAZAKHSTAN
- **Astana**
  - *Beskrovnyaya, Yelena*, Program Manager, US Dept of State INL

### KOREA, REPUBLIC OF
- **Seoul**
  - Ko, Sang-Hyeob, Senior Inspector, Korean National Police Agency

### LITHUANIA
- **Vilnius**
  - Debeikis, Liutauras, Inspector/Commissioner, Lithuania Criminal Police Bureau

### MAURITIUS
- **Port Louis**
  - Dawnaouth, Chetanandsingh, Assistant Superintendent of Police, Mauritius Police Force

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Kentucky
Crestview Hills
*Goodman, Sam, Sergeant, Lakeside Park-Crestview Hills Police Dept
Erlanger
Brendel, Todd D, Lieutenant Colonel, Erlanger Police Dept
Louisville
*Medina, Brandon, Student, Univ of Louisville
Madisonville
*Strader, William, Sergeant, Madisonville Police Dept
Paducah
Laird, Brian, Captain, Paducah Police Dept

Louisiana
Baton Rouge
Honore, Darryl, Sergeant, Baton Rouge Police Dept
Bogalusa
Bullen, Kendall A, Chief of Police, Bogalusa Police Dept
Breaux Bridge
Breaux, Becket, Major, Louisiana State Police
Chalmette
Chalona, Adrian, Captain, St Bernard Parish Sheriff's Office
Hahnville
Mader, Rodney, Chief Deputy, St Charles Parish Sheriff's Office
Luling
Whitney, Troy, Captain, St Charles Parish Sheriff's Office
Slidell
*Graves, Trinity, Sergeant, St Tammany Parish Sheriff's Office

Maine
Bridgton
*Jones, Phillip, Sergeant, Bridgton Police Dept

Winthrop
*Hall, John, Sergeant, Winthrop Police Dept
Maryland
Adelphi
*Hasty, Justin, Account Manager, Univ of Maryland University College
*Wist, P G, Director of National Accounts, Univ of Maryland University College

Baltimore
Bauer, Donald, Inspector/Deputy Chief of Detectives, Baltimore Police Dept
McGuire, Glend, Assistant Commander, Maryland Transportation Authority Police
Reed, Thermon, Captain, Baltimore Police Dept
*Reuland, Melissa, Senior Research Program Manager, Johns Hopkins Univ

Ellicott City
*Hammond, Stuart A, Sergeant, Howard Co Police Dept
*Valentine, Christopher R, Sergeant, Howard Co Police Dept
Yetter, Michael, Captain, Howard Co Police Dept

Fort Meade
Stotts, Lawrence, Field Operations Division/Colonel, NSA Police

Gaithersburg
*Berger, Anna, Regional Trainer NCR LinX, Montgomery Co Police Dept
*Ladana, Kathleen, Project Manager, Montgomery Co Police Dept

Renauer, Sean, Lieutenant, Montgomery Co Police Dept
*Whims, Deborah, Deputy Director Records, Montgomery Co Police Dept

Hagerstown
*Decker, William C, Police Officer DRE, Hagerstown Police Dept

Palmer Park
*Donelan, Jennifer, Public Information Officer, Prince George's Co Police Dept

Pasadena
*Blankenship, Adam H, Corporal, Anne Arundel Co Police Dept

Salisbury
*Bouchelle, Jeremy D, Deputy First Class, Wicomico Co Sheriff's Office

Snow Hill
Davis, Thomas, Chief of Police, Snow Hill Police Dept

Towson
Balog, Michael, Captain, Baltimore Co Police Dept

Westminster
Heuer, Nikki, Lieutenant, Westminster Police Dept
*Webb, Brant J, Corporal/Detective, Carroll Co Sheriff's Office

Massachusetts
Beverly
Terry, William, Captain, Beverly Police Dept

Boston
Manning, Robert, Lieutenant, Boston Univ Police Dept

Falmouth
Reid, Brian, Captain, Falmouth Police Dept

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<td>Bishop, Michael F</td>
<td>Sergeant</td>
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<td>Sergeant</td>
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<td>O'Donnell, Mark</td>
<td>Chief of Police</td>
<td>North Fayette Twp Police Dept</td>
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Philadelphia
Kay, John, Lieutenant, Philadelphia Police Dept
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*Vincent, Mark A, Sergeant, Irving Police Dept

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*Plank, Daniel D, Sergeant, Alexandria Police Dept

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*Copes, Emily C, Engagement Officer, Naval Criminal Investigative Service
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Harry T. Edmundson, Chief of Police (ret.), Christiana, Pennsylvania; Trainer, Pennsylvania (life member)

Bernard A. Hayes, Deputy Chief, NSA Police, Fort Meade, Maryland

Edward L. Holton, Assistant Chief of Police (ret.), Columbia, Tennessee (life member)

William J. Neal, Chief of Police (ret.), Deerfield Beach, Florida; Palm City, Florida (life member)

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*Fernandez, Lourdes, Special Agent, Wisconsin Division of Criminal Investigation

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.

Corporal Monty D. Platt
West Texas A&M University Police Department
Date of Death: August 8, 2017
Length of Service: 24 years

Lieutenant Pilot Henry John “Jay” Cullen, III
Virginia State Police
Date of Death: August 12, 2017
Length of Service: 23 years

Trooper Pilot Berke M. M. Bates
Virginia State Police
Date of Death: August 12, 2017
Length of Service: 19 years

Deputy Sheriff James E. Clark
Quitman County Sheriff’s Office, Mississippi
Date of Death: August 13, 2017
Length of Service: 10 years

Correctional Officer David Torres-Chaparro
Puerto Rico Department of Corrections and Rehabilitation
Date of Death: August 17, 2017
Length of Service: 24 years

Police Officer Matthew Scott Baxter
Kissimmee Police Department, Florida
Date of Death: August 18, 2017
Length of Service: 3 years

Sergeant Richard “Sam” Howard
Kissimmee Police Department, Florida
Date of Death: August 19, 2017
Length of Service: 10 years

Deputy Sheriff Robert Rumfelt
Lake County Sheriff’s Office, California
Date of Death: August 22, 2017
Length of Service: 12 years

Deputy Sheriff Timothy Braden
Drew County Sheriff’s Office, Arkansas
Date of Death: August 24, 2017
Length of Service: 3 years, 6 months

Sergeant Steve Perez
Houston Police Department, Texas
Date of Death: August 27, 2017
Length of Service: 34 years

Deputy Sheriff Robert French
Sacramento County Sheriff’s Department, California
Date of Death: August 30, 2017
Length of Service: 21 years

Corporal Thomas Hannon
Dover Police Department, Delaware
Date of Death: September 1, 2017
Length of Service: 12 years

Police Officer Bernie Domagala
Chicago Police Department, Illinois
Date of Death: September 5, 2017
Length of Service: 7 years

Deputy Constable Mark Diebold
Tarrant County Constable’s Office – Precinct 5, Texas
Date of Death: September 7, 2017
Length of Service: 23 years

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James M. Powell Sr., Chief of Police (ret.), United States Capitol Police, Washington D.C.; Ijamsville, Maryland (life member)

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- Police Foundations Section $20
- Police Physicians Section $35
- Police Psychological Services Section (initial processing fee) $50

(Must be a psychologist. Upon admission to the section, $50 processing fee applies to annual dues)

- Public Information Officers Section $15
- Public Transit Police Section No charge
- Railroad Police Section No charge
- Retired Chiefs of Police Section No charge
- Smaller Department Section $20
- State and Provincial Police Alumni Section No charge
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Defense Chiefs of Police Section
Promotes exchange of ideas and specific information and procedures for law enforcement organizations providing police and security services within military services and defense agencies. Open to individuals who are now or have been engaged in or responsible for providing law enforcement services within an IACP member nation’s military services or defense establishment.

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

Indian Country Law Enforcement Section
Promotes the professional status of those engaged improving police services to Indian Country.

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

Law Enforcement Information Management Section
Facilitates the exchange of information and training among officials responsible for computer, records, communications or other support-service related functions.

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

Mid-Size Agencies Section
Dedicated to providing a voice within the IACP for chiefs of jurisdictions with a population between 50,000 and 200,000, as well as a forum for leaders to share the unique challenges and opportunities in policing that emerge from departments of this size. Promotes the further development of the special capacity and flexibility of these agencies to innovate and drive progressive change within our profession with the goal of better policing our communities.

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

Police Physicians Section
Facilitates the exchange of information among police medical practitioners, promotes effective police medical practices, and acts as a resource for peer professionals.

Police Psychological Services Section
Develops professional standards, facilitates the exchange of information among police psychologists, and acts as a resource of professional expertise to the association.

Public Information Officers Section
Promotes the exchange of information and training among officers who are responsible for planning and implementing effective public relations programs.

Public Transit Police Section
Promotes meaningful relationships between police executives and county transit agencies in implementing effective police matters and the achievement of an accepted professional status of the police service. Included in this section are: police transportation, housing authority, airport, police sanitation and natural resources.

Railroad Police Section
Exposes ways to improve the services of those responsible for ensuring the safety and security of people and goods traveling by rail.

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

Smaller Department Section
Serves as the collective voice of law enforcement agencies with fewer than 50 officers or fewer populations under 50,000. The section addresses the unique needs of these agencies, provides a forum for the exchange of information and strategies, and acts as a resource to other agencies with similar needs.

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

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

State and Provincial Police Alumni Section
Open to any member or previous member of the IACP who has been affiliated with an agency belonging to the State and Provincial Police Division and who wishes to remain a member of the Association. Provides a forum for the exchange of ideas and specific information and procedures for law enforcement organizations providing police and security services within military services and defense agencies.

University/College Police Section
Provides coordinated assistance in implementing effective university policing practices and achieving an accepted professional status.
Forensic investigations have come a long way in recent years thanks to advancements in science. By collecting and analyzing DNA left behind at crime scenes, law enforcement investigators are increasingly able to identify potential suspects and victims due to the vast amount of information that these small traces of biological evidence can provide.

However, relying on a DNA analysis also has its drawbacks. First, a profile must be generated for the DNA. This process can take more than 24 hours and cost hundreds of dollars between reagents and labor.1 Once a DNA profile is generated, it must then be loaded into a database to search for a match. DNA evidence relies heavily on preexisting databases to provide useful identifications—samples that do not have a database match lose most of their usefulness for investigators—until now.

Developing a Phenotype Profile

Igor Lednev, a chemistry professor at the University at Albany, New York, is taking the lead on developing a new, patented technique that increases the amount of information that DNA samples can provide when a match is not found in an existing database.

His technique helps law enforcement begin to develop a person’s ‘phenotype profile’ based on the same evidence that would typically be used for DNA analysis, such as bloodstains, saliva, semen, sweat, and vaginal fluid.

A person’s phenotype is the visual characteristics caused by their genes. This includes traits such as eye color, sex, hair color, and other characteristics such as geographic origin.2 Current phenotype profiling methods are similar to DNA analysis methods; they are destructive and can take a long time to perform. But, through Lednev’s technique, the same information can be extracted faster, potentially at the scene of the crime, and without destroying the evidence.

Raman Spectroscopy and Advanced Statistics

Lednev’s technique relies on a unique combination of Raman spectroscopy and advanced statistics.

Raman spectroscopy is a technology that measures the intensity of scattered light by shining laser radiation on a sample. Since no two compounds produce the same exact Raman spectra, the measurements are unique, almost like a fingerprint. The technology has been gaining popularity in the forensic investigations. It generally needs little to no sample preparation, is nondestructive, and fast.3

A sample’s Raman spectra will typically include much more information than can be interpreted easily or by someone without a background in chemistry. This is where Lednev’s unique combination comes into play. He’s using advanced statistics to help extract as much information from the Raman spectra as possible. The statistics used help differentiate the sample’s spectra and make it easier to work with the large amount of data it generates.

Lednev’s goal is to develop a “point-and-shoot” laser that can be used by law enforcement to analyze crime scene biological stains in real time. Information that could be obtained from the instrument would include the type of body fluid; the sample’s origin (human or animal); estimated time-since-deposition; and key characteristics such as sex, race, and age.

Advancing Forensics

Lednev’s technique is already proving to be effective, with published findings in several peer-reviewed journals including *Forensic Chemistry* and *Analytical Chemistry*.

His lab analyzed 60 saliva samples using Raman spectroscopy and advanced statistics, and the researchers were able to correctly identify the sex of the donor 94 percent of the time, with only three misclassifications.4 Although each saliva sample’s spectra looked very similar to the naked eye, the statistical model was able to more closely examine and find differences not visible to scientists.

The team has also done similar work to predict sex of the blood donor and if a blood sample was Caucasian or African American.5 Again by combining Raman spectroscopy with advanced statistics, the lab was able to find differences in each sample’s spectra. They correctly identified if the blood sample came from a Caucasian or African American donor 83 percent of the time. Lastly, the lab was able to use the same process to accurately identify the race of 25 semen donors with 100 percent accuracy.6

Beyond the Phenotype

Lednev is already proving that his technique could provide law enforcement investigators with key information needed to catch potential suspects or identify victims. However, this information does not only have to relate to the person’s phenotype profile. The lab is also working on research that could ultimately lead to using Raman tools to differentiate body fluid traces at a scene and obtain valuable information from gunshot residue (GSR).
Even though body fluids have many similar components (proteins, water), the specificity of a sample’s Raman spectra allows the fluids to be differentiated. When adding statistics to the equation, Lednev’s technique can provide information that goes beyond just individual characteristics. For example, his lab has proven the ability to predict the age of a dry blood sample up to two years.

Lednev’s team also believes they can analyze GSR to tell the type of gun and ammunition used in a shooting. Additionally, Raman and attenuated total reflection (ATR) Fourier transform infrared (FTIR) spectroscopic mapping are being investigated as a way to detect and distinguish GSR particles from small particles from other sources.

Next Steps

Lednev envisions some type of handheld Raman tool could be in the hands of law enforcement within three to five years. It would offer real-time information on crime scene biological stains that would otherwise need to go through DNA analysis. His team is working with the New York State Police Crime Laboratory to make the technology practical for investigators.

Notes:

Professor Igor Lednev’s lab has been funded by the National Institute of Justice (NIJ) for eight consecutive years for a total of about $2.2 million. He’s also received a separate NIJ grant to analyze gunshot residue through Raman spectroscopy and investment from SUNY’s Research Foundation Technology Accelerator Fund. His team has published over 50 articles in peer-reviewed journals over the past decade and received several patents. You can learn more about Lednev by visiting his laboratory website (https://sites.google.com/site/lednevlab) or official university expert page (www.albany.edu/news/experts/13487.php).
Raising the Bar for Traffic Enforcement—Police Chiefs’ Important Role in Traffic Safety

By Vernon F. Betkey, Jr., National Law Enforcement Liaison Program Manager, Governors Highway Safety Association

Traffic safety programs form an integral component of an effective, comprehensive law enforcement operation. Unfortunately, not all law enforcement executives—perhaps even all those reading this column—recognize this important fact. Other law enforcement issues constantly compete with traffic safety for law enforcement’s attention, and too often, traffic safety initiatives take a back seat to what are perceived as more important concerns. Violent crime, gang violence, and the proliferation of illegal narcotics are matters that, in the minds of many law enforcement executives, far outweigh the need to dedicate time to proactive traffic safety; however, nothing could be further from the truth. Many successful traffic safety initiatives have resulted not only in reductions in collisions, but in additional positive results that benefit the communities overall.

Most law enforcement executives would concur that preventing assaults and violent deaths and apprehending those who inflict such pain on others are paramount functions of law enforcement. Yet, in most communities, the average person (not those engaged in illicit behaviors) is at greater risk of significant injury or death in a motor vehicle crash than from any other cause. Crashes are not accidents; they are predictable and, therefore, they are preventable. More than 90 percent of crashes are caused by human behaviors, and law enforcement is, by its very nature, about influencing human behavior to improve safety. Research has repeatedly concluded that traffic law enforcement is extremely effective at reducing traffic crashes, injuries, and deaths. Consequently, a robust traffic safety program deserves a high-priority placement in any law enforcement agency.

Being a police chief comes with weighty responsibility and substantial expectation. To the chief’s advantage, the position commands respect, power, stature, integrity, and influence. These traits contribute to successfully leading and setting the direction of an agency, along with defining its mission, vision, values, and goals. The core of every agency’s mission is public safety, and with that mission comes the expectation of positive outcomes affecting the welfare of the community, reducing social harm, and enhancing the quality of life for the citizens served. It is a daunting task and a formidable challenge for a leader who must include both criminal and traffic enforcement services in the public safety mission to have overall success. So, the question becomes: Why does traffic safety take a back seat in the public safety spectrum in any law enforcement agency? This thought-provoking inquiry demands attention and should put every law enforcement executive on notice to consider traffic safety as an integral part of the agency’s public safety mission.

It’s common knowledge that “bad guys” use the highways, byways, and thoroughfares to further their criminal behavior and transport the fruits of their crimes. Criminals like Timothy McVeigh and Ted Bundy travel the roads daily and many of them are stopped for traffic violations that result in their arrest for non-traffic related crimes. Law enforcement leaders can support their agencies’ criminal initiatives by maintaining a strong presence in traffic enforcement operations and making a commitment to promote, defend, and encourage traffic operations as an integral component of the agency’s crime-fighting arsenal.

When working in concert across all agency service divisions, an effective department-wide traffic program contributes to much more than safer highways. Whether traffic enforcement is initiated by regular patrol or targeted enforcement programs, traffic safety-related operations and contacts contribute to crime prevention, criminal interdiction, criminal intelligence, criminal apprehension, homeland security, drug seizures, community relations, and more. A proactive traffic safety program has more effects on the overall public safety mission than just its contribution to reducing crashes and preventing injuries and deaths. It synergizes the public safety mission from both a traffic and criminal perspective. A successful traffic safety operation contributes to removing illegal drugs from the streets, apprehending fugitives, and preventing crimes. The results can significantly impact public safety while also contributing to a safer community that benefits all of its residents and visitors. Chiefs should consider the total impact and possible synergistic effects when making decisions that affect an agency’s traffic safety initiatives.

In all successful traffic safety programs, the chief assumes the role of champion, which, by its very nature, raises the bar on the value of the traffic safety activities and countermeasures. It’s the agency leader’s responsibility to establish a vigorous, top-down, data-driven traffic safety policy and culture that become essential elements and cornerstones of a law enforcement agency’s overall public safety mission. The leader does not need to know every traffic citation that is issued, nor every crash that occurs, but he or she must comprehend the total impact and number of motor vehicle crashes, deaths, and associated injuries occurring within the department’s jurisdiction and hold command staff responsible for carrying out directives and ensuring positive outcomes. Maintaining a vigilant oversight of the traffic-related numbers is no different than staying aware of the number of crimes or the number of crime-related deaths suffered by the community. Chiefs can exert the power and influence of their position to impact their communities’ outcomes. As leaders raise the bar within their agencies, the followership will surge and the successes will flourish.

Motor vehicle crashes do not discriminate by race, color, economic status, job title, political status, gender, age, or mode of transportation. In essence, motor vehicle crashes can be classified as “equal opportunity killers.” Taking proactive measures to minimize the number of crashes through the effective use of data analysis, patrol, training, and targeted enforcement is a law enforcement agency’s responsibility—and the police chief’s obligation.

Traffic enforcement has long been a staple of law enforcement organizations as an essential service to the public, but, in recent years, the demand for law enforcement services has increased while the resources available to provide those services has remained relatively constant or decreased. Consequently, many law enforcement chief executives analyzed the demand placed on them by their community and reprioritized their services, sending traffic safety programs to a lower priority role or extinction. These changes can severely impact the culture of a department, influencing the attitude of employees toward traffic enforcement.
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and playing a contributing role in escalating the number of motor vehicle crashes, deaths, and associated injuries occurring in a community.

During interviews conducted by State Highway Safety Offices and the Coalition on Toward Zero Deaths – The National Strategy on Highway Safety, members of the general public were asked how many people die in motor vehicle crashes. The answers covered a wide range, but the numbers sharply decreased when the interviewee was asked, “What is an acceptable number of death traffic?” It’s eye opening to listen to the answers, and hear how the interviewees’ tune changed when asked how many of their own family members they were willing to sacrifice as traffic crash victims. The responses were not scripted, but all said the same thing in the end: “Our goal should be ZERO.” Motor vehicle crashes and deaths should not be considered as collateral damage to promote a mobile society. The only acceptable number of deaths is ZERO, and all law enforcement leaders should recognize this when considering a reduction in traffic safety activities or changing the culture of their agency towards traffic enforcement. Before making that decision, leaders should ask themselves, how many fatal crashes are acceptable to me? A leader’s answer to that question will have a long and lasting impact on an agency’s culture and the quality of life for the community.

In summary, leaders, through their positions of authority, direct law enforcement agencies’ attitude, culture, and effectiveness toward their traffic enforcement initiatives. Through leadership, commitment, and direction, leaders can assume the role of champions and adopt a traffic safety culture that encourages participation, creates change, and raises the bar on traffic safety expectations. The results of a successful campaign will significantly benefit the community through safer streets, a reduction in social harm, and enhanced quality of life. When outlining an agency’s agenda, it’s imperative to ensure that traffic safety is a prominent part of the public safety mission. Keep in mind that Traffic Safety is Public Safety.

Notes:
3. Timothy McVeigh was a U.S.-born domestic terrorist convicted of and executed for the Oklahoma City bombing, which killed 168 people and injured over 600. It was the deadliest act of terrorism within the United States prior to 9/11, and it remains one of the most terrible acts of domestic terrorism in U.S. history. McVeigh was caught by a Utah state trooper via a traffic stop for a missing rear license plate.

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Burnout, Stress, and Fatigue: How the Vicarious Trauma Toolkit Provides Public Safety Agencies National Resources and Promising Practices

By Michael Rizzo, Project Manager, Programs, IACP, and C.J. Scallon, Sergeant, Director CI$M/Peer Support Unit, Norfolk, Virginia, Police Department

After twenty years in law enforcement, I have seen the personal effects of the transition from well-meaning rookie to cynical cop to a fully jaded human being. And I see the same thing in many others around me. Too many public safety professionals are losing themselves to the profession they love. Any training and awareness tools and resources that can be added to their careers will keep our people happy and productive longer. Thanks for doing this research and thanks for trying to make a difference.
—Anonymous law enforcement survey respondent

One of the most significant challenges law enforcement leaders face is the need to develop and implement effective policies and practices to support agency members. Police work is often stressful; proactive inclusion of policies and practices that recognize the impact of acute and long-term stress and trauma on agency members goes a long way in reducing negative consequences and increasing overall resilience of individual officers; the agency; and, ultimately, the community served.

Identifying the Issue

Police work exposes agency personnel to traumatic and potentially lethal incidents that can inflict physical and psychological harm and negatively impact officers' health and well-being. The impact of exposure to the trauma of others is often referred to as vicarious traumatization, burnout, compassion fatigue, critical incident stress, or secondary traumatic stress. No matter which term is used, the individual exposed to the trauma may struggle with depression, post-traumatic stress disorder, substance abuse, suicidal ideations, increased use of force, marital and familial issues, and other challenges.

If these psychological threats to personnel are left unaddressed, not only will individuals be at risk for such consequences, but the effectiveness of the entire organization and public safety can also be undermined. Organizations may see reductions in productivity, abuses of leave, and adversarial interactions with coworkers, family, and the public. These reactions exist on a spectrum from manageable to tragic; law enforcement executives' leadership in implementing relevant policies, practices, and programs can mitigate or prevent negative impacts to the individual, agency, and community.

It is imperative that law enforcement agencies comprehensively understand the current internal and external department climate in order to identify the department’s strengths, as well as gaps and areas for improvement to best support members. Leaders must be prepared to address the influences that negatively impact effectiveness and efficiency and begin a dialogue about mental health and wellness. These changes will shift values and attitudes within the agency.

Even for leaders who are eager and motivated to update their agency’s practices, determining where to start can be a daunting task. Methods such as surveys, interviews, and other organizational assessments are useful in identifying department strengths and needs. Once these are identified, successful evidence-based and industry-wide promising practices can be utilized.

Vicarious Trauma Toolkit

Through an interdisciplinary and collaborative effort, law enforcement agencies now have an evidence-informed and discipline-specific resource to help them address the impact of the work on their members through key organizational responses.

Since 2013, with funding from the U.S. Department of Justice's Office for Victims of Crime (OVC), Northeastern University's Institute on Urban Health Research and Practice in Boston, Massachusetts, has led the effort to create the Vicarious Trauma Toolkit (VTT). The VTT, which was released in 2017, is a first-of-its-kind online toolkit developed by a multidisciplinary team of first responder organizations, including those representing law enforcement, victim service providers, emergency medical services, firefighters, and researchers. The International Association of Chiefs of Police (IACP) contributed a visiting fellow to the team. The toolkit moves beyond the usual focus on what the individual can do for “self-care” and attends to the duty and responsibility of professional organizations to sustain their staff using evidence-informed approaches. The interactive, online platform provides first responder organizations with a "Compendium of Resources" that contains nearly 500 items: policies, practices, and program descriptions; research literature; and links to websites, podcasts, videos, and testimonials from each discipline. Additionally, new tools created just for the VTT fill gaps in currently available resources, including an organizational assessment tool. Each item in the compendium has been vetted and sorted by discipline.

For the Field by the Field

The VTT project partners provided guidance and subject matter expertise throughout the process of creating the toolkit. In addition to the IACP, partners included the International Society for Traumatic Stress Studies, the International Association of Fire Chiefs, the National Association of State EMS Officials, the National Center for Victims of Crime, the National Children's Advocacy Center, the Center for Violence Prevention & Recovery at Beth Israel Deaconess Medical Center, the Boston Area Rape Crisis Center, and the Northeastern University Institute on Urban Health Research and Practice.

The toolkit’s creation was the result of intensive collaborations among the project team members and its intended users—first responders and victim service providers. This collaboration was accomplished through a variety of methods including national surveys and calls for materials, expert summits to review and guide the VTT’s development, and pilot testing of a rudimentary toolkit by seven pilot site teams each comprising the intended disciplines: law enforcement, emergency medical, fire, and victim services. The pilot sites were chosen for their diversity in geography and demographics. They included government, nonprofit, and tribal...
agencies. The pilot site locations were Allegany and Cattaraugus Counties, New York; Austin, Texas; Buncombe County, Asheville, North Carolina; Cambridge, Massachusetts; Chicago, Illinois; Glendale, Arizona; and Great Falls, Montana.

The VTT—A Resource for Organizations to Become Vicarious Trauma–Informed

The VTT recognizes that exposure to the trauma of others is an occupational challenge for first responders and victim service providers. The VTT also recognizes that organizations can mitigate the negative impacts of vicarious trauma and that it is their duty and responsibility to do so. In addition to the personal health and well-being of employees, the organization will benefit from reductions in absenteeism, workers’ compensation claims, costs of overtime for fill-back, and low morale.

To see these benefits, organizations must become vicarious trauma–informed, and the VTT helps organizations chart a course toward achieving this goal. The first step is to use the Vicarious Trauma Organizational Readiness Guide (VT-ORG), an evidence-informed organizational assessment tool created and field-tested specifically for this toolkit.

The VT-ORG assesses an organization’s current capacity to address vicarious trauma in five areas that organizational and relational psychology research identifies as key to healthy organizations: Leadership and Mission, Management and Supervision, Employee Empowerment and Work Environment, Training and Professional Development, and Staff Health and Wellness. The VT-ORG, designed to be disseminated and filled out at every level within an organization, has a series of questions in each of these categories to help agencies recognize and appreciate organizational strengths regarding vicarious trauma–informed policies, procedures, practices, and programs already in place and identify gaps that deserve attention. The VT-ORG then assists organizations in navigating the toolkit’s Compendium of Resources to help them address their identified gaps.
Success and Impact of the VTT

The reality is that raising awareness about vicarious trauma and promoting organizational change regarding this issue are difficult. The logistics of implementing training and new practices occur in an environment where law enforcement agencies are asked to do more while receiving fewer resources. Leaders are tasked with finding innovative ways to navigate the expectation to “do more with less,” while internal and external needs, policy and procedure revisions and additions, and competing fiscal priorities require attention and strain resources. Agency improvement efforts also take time, people power, and fiscal ability; all of this must be balanced with maintaining quality services and programs.

The experience of one law enforcement agency demonstrates here how addressing vicarious trauma was integrated into ongoing operations. Like other agencies using the VTT, it not only found resources to address gaps identified by the VT-ORG but also identified other ways to improve its organizational response.

After completing the VT-ORG for law enforcement, this agency identified a need for formal peer support services for officers experiencing trauma as a result of responding to a critical incident. The agency then used the Compendium of Resources to find relevant, existing policies and literature on the subject, including the following resources:

- Denver Police Department Peer Support Program, which offers a standard operating procedure for a peer support team and includes a history of the team, policies, and job descriptions
- Police and Sheriff Peer Support Team Manual by Jack Digliani, with several resources for setting up and maintaining a peer support team

Although the initial search was for general resources on peer support, in exploring the compendium the agency leaders discovered another dimension they had not considered: the need for specialized peer support services specific to integrating and reintegrating military veterans into their force. This specific agency employs a number of officers who are active reservists and deploy regularly.

POSITIVE COMMENTS FROM THE FIELD

These comments by individuals in different law enforcement agencies are representative of the VTT’s reception in the law enforcement field.

Taking full advantage of the VTT’s Compendium of Resources is one way agencies can approach the challenge to “do more with less” by building on the work of other agencies before them rather than “re-inventing the wheel.”

—Anonymous Law Enforcement Pilot Site Team Member

I was able to pull really excellent policies from the Denver PD and other organizations, and I said to myself, “You do not have to reinvent the wheel … You can find all these samples.” So I sent those to [my supervisor] and he was so excited, saying, “That is exactly what I needed.”

—Anonymous Law Enforcement/Mental Health

I am a part of NCLEAP, which is the North Carolina Law Enforcement Assistance Program, and I have basically described it as a resource guide that has hopefully a lot of the best practices and up-to-date materials in it. It is also occupation specific, whether fire, EMS, or police or it is specific to all. It will be something that hopefully anybody can go onto that is interested in this and pull up the best information that is out there.

—Anonymous Law Enforcement

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The VTT search evolved into a search for literature and training specific to veterans. This expanded search exposed potential liabilities the agency could face if adequate resources were not provided for this community within their ranks. The search also yielded an operational directive that was being used by the Roanoke, Virginia, Police Department and could be modified for implementation in this agency.²

As the agency continued to identify resources and promising practices, leaders identified an additional issue not currently addressed: catastrophic long-term illness. Agency leaders were aware of the inherent exposures to trauma by their officers on a day-to-day basis, but, through the availability of tools in the VTT, they came to realize that more support could be provided to officers battling catastrophic long-term or terminal illnesses. Over the past few years, several officers within the agency were diagnosed with varying types of cancer. A diagnosis does not preclude an officer from working, so these individuals were working while battling a disease. Similar to the agency’s new practice of focusing more closely on support services for veterans, agency leaders also researched available resources for officers facing potentially fatal illnesses. As demonstrated by this agency’s experience, a tangible need exists to remain vigilant in identifying the myriad issues employees face. The VTT is a place to find resources to address these issues and more.

The VT-ORG gives agencies a starting point to see where they need to go to become more informed about vicarious trauma. As demonstrated by the example discussed herein, once gaps in an agency’s ability to address vicarious trauma are uncovered, departments can use the toolkit to find sample policies and practices, training curricula, and PowerPoint presentations to address these gaps and enhance capability. Additionally, the VTT offers guidelines on key topics such as how to gain buy-in from agency leadership, entitled “Making the Business Case” and “Talking Points for Leaders,” which use the IACP Message Box format to outline how agency leaders can use the VTT to address vicarious trauma in their agency.

What’s the End Game?

The success of any law enforcement agency is directly associated with the wellness of their employees. Ensuring employees are healthy sets the stage for enhanced productivity and better community relations.

Law enforcement as a profession is inherently dangerous, and repeated exposure to trauma can be devastating if left unaddressed. Most first responders believe they entered this profession well aware of the risk, but soon realize they were not as alert to the adverse effects of the job as they previously thought. Line-of-duty deaths, suicide, substance abuse, failed relationships, and financial hardships add to an already tremendous load that officers carry as a part of their day-to-day duties. It is imperative that law enforcement agencies and administrators do everything in their power to ensure that the adverse effects of the job are addressed swiftly and with compassion. The key to success for any agency is balancing the needs of the organization, the employees, and the community.

The VTT provides agencies with a means of discovering current practices that can be readily implemented. It is a much-needed and long overdue evidence-informed resource that will enhance the effectiveness of any agency willing to take an unobstructed view of themselves. v

Notes:


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<td><a href="http://www.whelen.com">www.whelen.com</a></td>
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