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Cover: *IACP Board of Directors meeting, May 2022*

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Customized Membership for Global Policing

Dwight E. Henninger
Chief of Police
Vail Police Department, Colorado

AS I HAVE TRAVELED THE WORLD ON BEHALF OF IACP THIS YEAR, I HAVE SEEN HOW THE COVID-19 PANDEMIC HAS CHANGED THE FACE OF POLICING ON A GLOBAL SCALE. MANY CHIEFS HAVE RETIRED, AND THE NEW OR REMAINING LEADERS HAVE NOT MET IN PERSON FOR OVER TWO YEARS! ONLINE MEETINGS, WHILE VALUABLE, ARE NOT AS EFFECTIVE IN HELPING TO BUILD MEANINGFUL PROFESSIONAL RELATIONSHIPS OR COLLABORATIONS. SO MUCH GETS DONE DURING THE BREAKS AT IN-PERSON MEETINGS. THIS DOES NOT HAPPEN DURING A ZOOM, MICROSOFT TEAMS, WEBEX, GOOGLE MEET, OR RING CENTRAL MEETING.

I have seen the effects of these changes in Cambodia, Colombia, Canada, and even at a recent academy graduation in my region of Colorado! In an effort to help reduce this isolation and lack of connectivity, the IACP Board of Directors approved a new graduated dues structure to encourage policing leaders around the world to join the association. The products and resources of the IACP need to be available to all police agencies so they can provide the best possible service to their communities, which will help build trust in the police.

Globally, I have heard stories of reduced trust in the government and policing; as a profession we need to address this with an openness to change and added professionalism. The IACP is poised and ready to tackle this problem and opportunity.

With improved translation functionality on the IACP and *Police Chief* websites, our resources have never been more accessible to police leaders and personnel worldwide. The board and I are committed to helping the policing profession to move forward in this post-pandemic world, where trust in governments has been shaken under the weight of pandemic restrictions and anti-police rhetoric. We are committed to providing resources and training to all peace officers, regardless of rank, agency size, or location, and that is why I am proud to announce the IACP's revised tiered dues structure based upon the World Bank's country economic groupings.

This revised structure was a key objective in the IACP's strategic plan, in order for the IACP to continue to be a leading source of policy development and innovative policing practices on a global scale. This has also been a robust discussion with the IACP board for many years, as we continually seek to improve the equity of all IACP members. The tiered membership structure is a thoughtful and strategic way to offer international membership rates to allow those from lower-income economies to have more affordable access to the benefits and resources provided by the IACP.

What does this mean for you? Everyone around the world will continue to have access to the invaluable benefits and resources you have come to expect from the IACP. The one change will be that members from Tier I countries will continue to receive *Police Chief* magazine in the mail, while members from Tiers II, III, and IV countries will receive access to the translatable digital version.

The new fee structure will be in effect on January 1, 2023; however, international members joining or renewing beginning in October 2022 could benefit from the new tiered dues structure.

In addition to creating the new tiered dues structure, IACP has taken other steps during the past year to expand our global presence and increase our connections with members and organizations around the world. These efforts include participation in the World Police Summit; a roundtable on cultural transformation in Ireland; exchange programs with law enforcement from the United Arab Emirates; training programs in Nigeria and the Dominican Republic; and assessments in Colombia and Canada. IACP has forged partnerships with many global agencies, including memoranda of

> "We are committed to providing resources and training to all peace officers."

understanding with INTERPOL, the Canadian Association of Chiefs of Police, and ROADPOL. Additionally, IACP's work to improve traffic safety efforts in low- and middle-income countries through the Bloomberg Philanthropies Initiative for Global Road Safety continues, and in 2021, we established our first Asia-Pacific World Regional Office in Seoul, South Korea.

Building upon the mission of advancing the policing profession through expanded advocacy, research, outreach, and education, the IACP continues to shape the future of the policing profession. Through collaborations, programming, unparalleled training opportunities, and the exchange of information, the IACP is preparing current and emerging police leaders—and the agencies and communities they serve—to succeed in addressing the most pressing issues, threats, and challenges on a global scale.

IACP's first Asia-Pacific World Regional Office has been established in Seoul, South Korea.

IACP/T-MOBILE 40 UNDER 40 AWARDEES ANNOUNCED

During the first week of September, the 2022 class of 40 Under 40 awardees will be announced via IACP's website and social media channels. This award program is designed to recognize 40 law enforcement professionals under the age of 40 from around the world that demonstrate leadership and exemplify commitment to their profession.

Meet the award winners at **theIACP.org/40under40** and look for their profiles in the November 2022 Police Chief.

IACP 2022

The International Association of Chiefs of Police (IACP) Annual Conference and Exposition is the largest and most impactful law enforcement event of the year—more than 16,000 public safety professionals come to learn new techniques, advance their knowledge and careers, and equip their department for ongoing success.

The three tenets of the conference are training, networking, and exhibit hall education. IACP 2022 will span four days of education and networking. The exposition hall will be open Sunday–Tuesday of the conference with more than 600 vendors showcasing products and services to assist the law enforcement profession.

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IACPlearn Education Opportunities

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- **You Don't Know What You Don't Know: The Importance of Peer Support for Law Enforcement Leaders in the Wake of Incidents of Mass Violence (Conference Workshop)**

  In this workshop, representatives from the IACP's Mass Violence Advisory Initiative discuss the mass violence incidents that affected their agencies and communities and the unanticipated challenges they faced, both in the immediate aftermath of the event and in the following months. *Free to members and nonmembers*

- **Exploring Locative Technology: What You Need to Know to Address Wandering (Webinar)**

  During this 60-minute webinar and 30-minute Q&A session, participants will hear from law enforcement, family members, and disability advocates who speak from personal and professional experience about strategies to address wandering by individuals with intellectual or developmental disabilities, as well as the use of locative technology as a last resort. *Free to members and nonmembers*

- **Managing Risk: Agency Accreditation and Officer Decertification (Conference Workshop)**

  This Officer Safety and Wellness Symposium panel focuses on managing law enforcement risk, the benefits and processes of agency accreditation, and tracking officer decertifications through the National Decertification Index. *$30 for members and nonmembers*

- **Roll Call: Spiritual Wellness for First Responders (Conference Workshop)**

  Law enforcement is regularly called upon to interact with hurting and distressed community members, which can lead to a negative perception of the world. This presentation explores the role spiritual wellness plays in following basic principles of integrity, values, ethics, and morals and discusses various aspects of being spiritually well and its critical role in officer wellness. *$30 for members and nonmembers*

Visit **learn.theIACP.org** to register for these and other training and education offerings.

Submit Your Photos to Police Chief *Magazine!*

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BY
Joseph J. Polzak, Police Legal Advisor, Sarasota Police Department, Florida

Accelerating Change

"CHANGE IS THE *LAW* OF LIFE. AND THOSE WHO LOOK ONLY TO THE PAST ARE CERTAIN TO MISS THE FUTURE." —JOHN F. KENNEDY

Lawyers, by the very mandate of their jobs, look to past legal precedent as authority for future action—just as many professionals follow long-established best practices, and rightly so. However, in the rapidly changing operating environments police leaders are facing, they will need their legal advisors to help them look farther afield to outpace the accelerating change that will dominate 21st century policing.

"To thrive, police agencies must evolve beyond defensive mindsets to an outlook that embraces volatility, uncertainty, complexity, and ambiguity (VUCA)."[1] VUCA is a concept that originated at the U.S. Army War College to describe the rapidly changing world after the Cold War, and it is gaining relevance in management theory to characterize the "current business environment and the leadership required to navigate it successfully."[2] In any changing environment, an entity that doesn't adapt quickly faces extinction.[3] There is a growing global consensus in the policing field that "constant change and the need for continuous improvement will be the themes for the next decade."[4]

"CHANGE BEFORE YOU HAVE TO." —JACK WELCH

The public trust standard for law enforcement is (or should be) higher than the most rigorous fiduciary standard for any business. The goal should not just be surviving but *thriving* under scrutiny. The reputational, financial, operational, governance, and corporate citizenship impacts for failure, among many others, are critically significant and growing. On March 9, 2022, the *Washington Post* published the results of its investigation into U.S. law enforcement liability claims, involving data assembled from public records requests and court records on "nearly 40,000 payments at 25 of the nation's largest police departments and sheriff's offices" within the past decade, revealing "more than $3.2 billion spent to settle claims" of law enforcement wrongdoing.[5] This investigation discovered that repeat claims against over 7,600 officers, whose actions were "at issue in more than one payment, accounted for more than $1.5 billion, or nearly half of the money spent by the departments to resolve allegations."[6]

On April 16, 2021, U.S. Attorney General Merrick B. Garland rescinded a 2018 directive issued under the Trump administration that curbed the use of federal consent decrees to address law enforcement misconduct, as the U.S. Department of Justice (DOJ) prepared to investigate misconduct and audit law enforcement agencies' policies and practices more proactively.[7] Consent decrees are a form of settlement agreement, in lieu of DOJ litigation, with a state or local governmental entity when the DOJ identifies a violation of federal law, particularly through unconstitutional policies or practices at an agency, enabling DOJ to enforce compliance, including through the use of technical assistance and monitorships.[8] As seen recently with the mass shooting in Uvalde, Texas, DOJ can also conduct other reviews of law enforcement, such as critical incident response.[9] Associate Attorney General Vanita Gupta has said consent decrees in particular "have proven to be vital tools in upholding the rule of law and promoting transformational change" in the entities where they are used.[10] Consent decrees and underlying pattern and practice investigations can help reform policies, programs, procedures, and best practices.[11]

"I SKATE TO WHERE THE PUCK IS GOING, NOT WHERE IT HAS BEEN." —WAYNE GRETZKY

The DOJ's Office of Community Oriented Policing Services (COPS Office) and the Police Executive Research Forum (PERF) convened a conference in Washington, DC, entitled Constitutional Policing as a Cornerstone of Community Policing.[12] Participants at the conference, including leading police chiefs and other experts, discussed the policies and practices most subject to investigations by DOJ for constitutional violations and identified several key issues:

- It is critical for law enforcement to integrate constitutional policing strategies into their operations to not only meet the current standards reflected in state and federal case law but also **"anticipate future standards"** and "other new developments the courts have yet to define."
- Agencies need to "consider constitutionality on a deeper level by developing policies and practices that **advance the broad constitutional goals** of protecting everyone's civil liberties and providing equal protection under the law."

- Law enforcement should **continually strive for high levels of legitimacy**, such as "ensuring that policing is conducted with the consent of the people."[13]

Constitutional policing and legitimacy are related, but they are not the same thing.[14] Constitutional policing is "necessary but not sufficient;" it is the "foundation of community policing."[15] Constitutional violations can be the most serious of all and invoke the most significant forms of accountability and reform, but even perfectly lawful policing may still fall short of what stakeholders expect.[16] Legitimacy is the extent to which the community believes that government actions are "appropriate, proper, and just."[17] Police legitimacy, therefore, is inextricably intertwined with the quality of a justice system's rules, the enforcement of those rules, and the compliance achieved in the community.

The Organization for Economic Cooperation and Development (OECD) is an intergovernmental organization of 38 member countries (including the United States), representing about 80 percent of world trade and investment, that works collaboratively among stakeholders to establish evidence-based international standards and solutions for a range of pressing public policy challenges.[18] The OECD examined government legitimacy from another angle and concluded that "systemic failures of compliance are failures of public governance that devalue regulatory instruments and ultimately break down the credibility of government and governance under the rule of law."[19] OECD predicts member countries are in a third phase of regulatory reform aimed at better managing governance systems and improving the total impact of regulations in achieving their goals.[20] This will be done through evidence-based analysis and best-practice sharing, promoting more efficient use of resources, better innovation, and higher performing public policy.[21]

Participants at the COPS Office/PERF conference agreed that it is the responsibility of police leaders "to push for change."[22] Further, participants agreed that commanders must be the ones to lead the transformation efforts necessary for the communities they serve to see and feel the legitimacy of the police in their practices and their role as guardians of community members' civil rights and civil liberties.[23] Leadership can't do it all, but it can set culture—and culture can even be more important than strategy.[24] Culture supports the very ability of our organizations to adapt, and stifled thinking and resistance paralyzes innovation.[25] "Winning the future begins with a culture of innovation."[26]

"THE MEASURE OF INTELLIGENCE IS THE ABILITY TO CHANGE." —ALBERT EINSTEIN

To navigate the evolution of the policing profession, the capacity, at every organizational level, to develop and sustain the innovations that will adapt policing to change is needed. Leaders must establish the right culture and resources to incorporate change management into their overall organizational efforts.[27] As much of this change will come in the form of rapidly evolving and increasingly complex regulatory and oversight environments, smart leaders utilize a skilled legal cadre to help them stay in front.

In the corporate world, the general counsel (GC) role has grown significantly in importance. A recent *Harvard Law School Forum on Corporate Governance* article noted that the GC is now "a core member of top management" with tasking that "has a very broad scope—beyond law—that includes business initiatives, ethics, values, reputation, governance, communications, public policy, enterprise risk, crisis management, and, ultimately, corporate citizenship."[28] The rapid development of legislation, administrative rules, and court decisions

> ***In any changing environment, an entity that doesn't adapt quickly faces extinction.***

containing varying aspects of legal implications for law enforcement operations, make it all the more important for chiefs to incorporate a legal advisor as a member of their command staff to stay on top of changing rules at the local, state, and federal levels.[29] Moreover, "deeply rooted practices and norms are being questioned, and many long-held tenets of public safety are being abandoned and reimagined."[30] Law enforcement commanders should integrate legal counsel into their command process to help them navigate VUCA and engineer policies, programs, and procedures to this broader scope and to withstand asymmetrical oversight.

"THERE'S A WAY TO DO IT BETTER. FIND IT." —THOMAS EDISON

All three key take-aways from the COPS Office/PERF Constitutional Policing as a Cornerstone of Community Policing conference—anticipating future standards, advancing the U.S. Constitution's broad goals, and continually striving for high levels of legitimacy—involve leadership changing traditional practices to continually transform their agencies to meet these evolving legal, ethical, and social standards. And this includes ethical and social standards that are out in front of the law. Corporate GCs already operate with this broad scope. In fact, under the American Bar Association model rules, lawyers are directed to advise "not only to legal but to other considerations such as moral, economic, social, and political factors that may be relevant" to the situation.[31]

Managing change, VUCA and the difficult issues they produce will involve an analysis beyond the black letter of the law. Among other strategies, it will require commanders and their legal advisors to partner up and think differently. As this author advocated in a previous *Police Chief* article, "Ipcha Mistabra—Maybe the Opposite Is True," there are models for this:

> *The military model has produced a robust role for lawyers—judge advocates (JAGs)—who are assigned to advise commanders in the conduct of military operations, which in today's challenging environments involve "areas of extreme legal complexity, where political and strategic implications are at the forefront, and where black letter law is rarely sufficient to render competent advice." To fulfill this need, the military develops and deploys JAGs "who will enhance the legitimacy of military operations in environments where evolving rules and a fluid situation require them not only to understand the underlying law and policy, but also to be innovative and nuanced in their legal analysis." … The military's increased utilization of JAGs is in part because commanders are encountering so many "thorny questions that have no good answer." JAGs are often looking to other sources of authority and applying it to new and rapidly evolving situations—"law by analogy."*[32]

"DO NOT REPEAT THE TACTICS WHICH HAVE GAINED YOU ONE VICTORY, BUT LET YOUR METHODS BE REGULATED BY THE INFINITE VARIETY OF CIRCUMSTANCES." —SUN TZU, *THE ART OF WAR*

Evolving constitutional policing standards and community perceptions of police legitimacy are perhaps prime examples of why every law enforcement agency should be engineering their systems to embrace change in the form of increasing VUCA. For, "there are no industries or professions immune from the effects of disruptive change, the sort of change that enables new business models and topples corporate tycoons—our generation is fundamentally reinventing the way human beings interact."[33]

Law enforcement agencies that excel at adapting to change can be highly effective at delivering the services their communities need in a manner communities accept and respect.[34] Like their counterparts in the military and corporate sector, embedded, skilled police legal advisors can advise commanders on the 360-degree governance, risk, and compliance picture with some innovation and nuance in the analysis of the many thorny questions. Either way, it's important to remember that, if not as *your* counsel, then as *opposing* counsel, lawyers are good at accelerating change.

NOTES:

[1]Erik Scairpon, "Building a Resilient, Agile, Change-Oriented Organization," *Police Chief* 89, no. 1 (January 2022): 28–33, www.policechiefmagazine.org/building-a-resilient-agile-change-oriented-organization.

[2]Sunnie Giles, "How VUCA Is Reshaping the Business Environment, and What It Means for Innovation," Leadership Strategy, *Forbes*, May 9, 2018, www.forbes.com/sites/sunniegiles/2018/05/09/how-vuca-is-reshaping-the-business-environment-and-what-it-means-for-innovation.

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[5]Keith Alexander, Steven Rich, and Hannah Thacker, "The Hidden Billion-Dollar Cost of Repeated Police Misconduct," *Washington Post*, March 9, 2022, www.washingtonpost.com/investigations/interactive/2022/police-misconduct-repeated-settlements.

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[9]U.S. Department of Justice, "Justice Department Statement on the Mass Shooting at Robb Elementary School in Uvalde, TX," press release, May 29, 2022, www.justice.gov/opa/pr/justice-department-statement-mass-shooting-robb-elementary-school-uvalde-tx-0.

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[12]Police Executive Research Forum (PERF), *Constitutional Policing as a Cornerstone of Community Policing: A Report by the Police Executive Forum* (Washington, DC: Office of Community Oriented Policing Services, 2015), cops.usdoj.gov/ric/Publications/cops-p324-pub.pdf.

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[14]PERF, *Constitutional Policing as a Cornerstone of Community Policing*, 3–4.

[15]PERF, *Constitutional Policing as a Cornerstone of Community Policing*, 3–4.

[16]PERF, *Constitutional Policing as a Cornerstone of Community Policing*, 4.

[17]PERF, *Constitutional Policing as a Cornerstone of Community Policing*, 3.

[18]Organization for Economic Co-operation and Development (OECD), "Who We Are," www.oecd.org/about; OECD, "Our Global Reach," www.oecd.org/about/members-and-partners.

[19]Christine Parker, *Reducing the Risk of Policy Failure: Challenges for Regulatory Compliance* (Paris, FR: Public Management Committee (PUMA), OECD, 2000), 10, www.oecd.org/regreform/regulatory-policy/1910833.pdf.

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[22]PERF, *Constitutional Policing as a Cornerstone of Community Policing*, 4.

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[26]Gutsche, *The Innovation Handbook*, 4–5.

[27]Scairpon "Building a Resilient, Agile, Change-Oriented Organization," 29.

[28]Ben W. Heineman Jr., "The Inside Counsel Revolution, The Past, Present and Future," The Changing Role of the Global General Counsel, *The Practice* 2, no. 4 (May/June 2016), excerpted from Ben W. Heineman Jr., *The Inside Counsel Revolution, Resolving the Partner-Guardian Tension* (Chicago, IL: American Bar Association, 2016), thepractice.law.harvard.edu/article/inside-counsel-revolution; Scairpon "Building a Resilient, Agile, Change-Oriented Organization."

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[33]Gutsche, *The Innovation Handbook*, 4.

[34]James Porter, "Market Disruptions and Policing: How Flexibility, Innovation and Embracing Youthful Creativity Can Help the U.S. Criminal Justice System," *Police Chief* 89, no. 2 (February 2022): 40–45. Also see PERF, *Constitutional Policing as a Cornerstone of Community Policing*, 4.

BY
Steve Shirley, Director,
Public Safety Solutions

Improving Officer Health and Safety with Data

THERE IS NO OCCUPATION WITH RESPONSIBILITIES AS DIVERSE AS THAT OF A LAW ENFORCEMENT OFFICER. DURING ANY GIVEN DAY, OFFICERS MAY SHIFT FROM MORE MUNDANE TASKS SUCH AS ENFORCING TRAFFIC VIOLATIONS AND CASE PAPERWORK TO INTENSE, LIFE-OR-DEATH SITUATIONS THAT CAN TRAUMATIZE EVEN THE MOST TENURED OFFICERS.

A 2020 study found that 26 percent of police officers screened positive for a mental health condition, such as burnout, anxiety, depression, or post-traumatic stress disorder, and 12 percent had a lifetime mental health diagnosis. Yet, of these participants, only 17 percent sought the assistance of mental health services.

With the onset of the pandemic and its stressful impact on the communities they serve, officers have taken on more workload and responsibilities under intense public and political scrutiny. The results related to early separation and suicide are well documented but are likely to reflect the tip of the problem. What are difficult to assess are the long-term issues that will continue to impact officers and their families after separation from the profession.

In retrospect, the concept and application of traditional early intervention systems and programs had neither the breadth of scope nor flexibility to adapt and proactively highlight workforce wellness and resilience issues. Non-holistic approaches based on siloed data points focused primarily on the risk of adverse policing outcomes and not whole officer assessment and care.

Today, with the opportunity to reset how officer safety and wellness is viewed, how can the profession learn from past lessons and evidence-based practices and even tap into ideas from other industries that have successfully integrated practitioner experience, data, and technology to uncover and prioritize those in need?

ADDRESSING OFFICER SAFETY AND WELLNESS TODAY

Today, the profession is laser-focused on officer safety and wellness and a new class of officer wellness services is emerging to support officers facing a broad range of complex issues. For example, at this year's IACP Officer Safety and Wellness Symposium in Atlanta, Georgia, the educational programming offered over 40 workshop opportunities that not only highlighted the industry's focus but demonstrated the depth and complexity of the problem.

The diversity of these emerging programs indicates that the profession is taking a significant step forward. Futhermore, the opportunity now exists to create a body of work on the impact of these programs, which will be critical to their adoption and evolution.

However, law enforcement has a mixed track record of investing in strategic programs. As a result, the concern exists that the pressure for immediate results will lead to knee-jerk reactions that deliver only short-term impacts at the cost of a sustainable approach that would deliver iterative value over the long term. A sustained approach offers opportunities for continuous quality improvement and broader agency and community impact such as cultural and legitimacy-related issues.

The initial challenge here may be program selection and how agencies optimize the program they choose and increase its chances of success.

THE CASE FOR A WHOLE PERSON AND HOLISTIC DATA APPROACH

The concept of whole-person care is not new in the medical profession, and there are opportunities to translate this process into an officer wellness

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context. After all, many similarities exist between the two disciplines:

- There is a need to identify and prioritize persons in need.
- Insights that can increase awareness and create a well-informed supervisory tier exist, but they are buried deep across multiple independent systems.
- Performance and behavioral baselines can be established using diverse data points from which individuals, units, and peer groups can be measured.
- The measure of outcomes plays a critical part in assessing the efficacy of individual interventions and the overarching programs.

In addition, lessons can be learned from the profession that developed the concept of evidence-based practices by examining specific use cases that are transferable to law enforcement. National Director of Behavioral Health and Whole Person Care at SAS Institute Josh Morgan offers an instructive example of how evidence-based practices can drive positive wellness outcomes:

> *The San Bernardino County Department of Behavioral Health has been integrating data from a range of sources, including non-health-related information, for many years. The project driver was the need for an outcomes assessment on the efficacy of their intervention programs. The sheriff and probation departments were close partners in these efforts to help support criminal justice outcomes of behavioral health interventions. As their analytic maturity improved, the outcome evaluations became more frequent to support ongoing quality improvement. It also facilitated earlier identification of people in need, creating a customized risk stratification approach driving outreach and engagement activities. These principles and efforts could mirror officer and employee engagement efforts for law enforcement.*

Upon examining Dr. Morgan's statement, one could discern the program combines several critical elements that can be used to support law enforcement wellness programs:

- Agency expertise and cross-functional collaboration
- Integration and analysis of diverse data sources
- Stratification of risk
- Desire to measure and understand outcomes
- Sustainable quality improvement process.

CREATING A BETTER-INFORMED WELLNESS FUNCTION

After reflecting on the role of data in these programs and the impact of previous attempts at early identification of risk, will officer wellness program leaders acquire a one-size-fits-all system? Or will they take a more intentional approach to understand the footprint and stratification of risk as it exists within their agency?

If the former is selected, then a risk of repeating past mistakes exists, as a standardized approach may lack the flexibility to adapt to agency nuances and changing needs. This will lead to the degradation of the program's overarching impact and value.

Before making that decision, perhaps leaders should ask themselves some key questions:

- Do we have sufficient visibility of the officer wellness issues that exist across our agency?
- Do we have the insights needed to develop, implement, and align new programs to meet the needs of our staff?
- Do we have the means to assess if these programs are working?

If the answer to any of these questions is "no," consider using the agency's existing data assets to establish a baseline understanding of the performance and behavioral risk indicators that exist at the individual, unit, and peer group levels before making the strategy selection. With this knowledge, a better-informed officer wellness function will be able to determine, which strategies are appropriate for the agency and maximize the impact of individual interventions.

This capability will allow an agency to establish thresholds from which deviations can be measured. Risk indicators can be revealed and correlations explored in data to detect candidate risk patterns located across operational and administrative data points. The development of these baselines and patterns of risk is key to the agency establishing its wellness programs and priorities.

From this foundation, automation can be injected to reduce the burden of the manual evaluation process, leveraging the analysis of diverse data sets using the risk indicators identified in the previous step. The result is the ability to deliver a holistic view of wellness-related data points supporting prompt detection and response activities.

TURNING INSIGHTS INTO POSITIVE OUTCOMES

Once baselines are established, comparison with the officer's historical performance and behavior patterns can highlight deviating trends from individual and peer group thresholds. If an officer is trending negatively, and with the context of the issue in hand via better access to cross-functional data, the agency can determine which type and level of action are appropriate. After any remediation, it is vital to monitor its impact on officers' behavior and performance to determine if the strategy selected was effective, indicating how the officer responded to the plan. This feedback is crucial in closing the loop on this evidence-based approach to assess the health of the workforce and the efficiency of an agency's wellness programs.

An outcomes assessment is critical for reinforcing programs and interventions and for supporting ongoing quality improvement efforts. Integrating data from a range of sources and evaluating outcomes using a holistic analytical approach will deliver a more accurate picture of the risk indicators that were triggered and the impact of the chosen intervention plan. Furthermore, such a whole-person, evidence-based approach can be used to deploy strengths-based programs that emphasize the amplification or replication of positive patterns rather than just negative action reductions.

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Collaboration on Fatal Crashes Leads to Greater Understanding

THERE ARE MANY PEOPLE WITH EXPERTISE ON TRAFFIC SAFETY IN ANY GIVEN COMMUNITY. THESE INCLUDE LAW ENFORCEMENT OFFICERS, TRAFFIC ENGINEERS, TRANSPORTATION PLANNERS, PUBLIC HEALTH OFFICIALS, SAFETY ACTIVISTS, AND OTHERS. HOW DO WE BRING THEM TOGETHER TO BEGIN TO SOLVE THE PROBLEM OF SKYROCKETING TRAFFIC DEATHS?

One solution being tested in Knox County, Tennessee, is the Joint Review of Traffic Fatalities Committee.

Knox County has a population of 480,000 and averages 64 traffic deaths per year. Addressing this concern, an array of traffic safety professionals meets twice a year to discuss every fatal traffic crash in Knox County from the previous six months. During the joint review meetings, law enforcement officers share insights about crashes that may not appear in the reports and engineers discuss solutions that may prevent future serious crashes. This collaborative, multidisciplinary approach to traffic safety is a key component of an approach known as the Safe System.

The Safe System approach to traffic safety recognizes that humans make mistakes and are vulnerable to traffic violence; it also acknowledges that a proactive, collaborative approach focused on serious and fatal crashes is an improvement over the traditional, reactive approach to traffic safety.

FINDINGS

After three years of regular meetings, the joint review group has already developed and shared a lot of useful information about traffic deaths in Knox County.

For example, participants have learned that driving under the influence is significantly underreported. This typically occurs when the driver who was under the influence of alcohol or other substances dies in the crash. In these instances, law enforcement has no need to order testing, so it's not included in the crash report. The staff from the medical examiner's office have that information but have no way to add it to the crash reports.

It was found that, in 2019, the share of fatal crashes with an intoxicated driver, just based on crash reports, was 20 percent. When information was factored in from the medical examiner's staff, that share jumped to 59 percent. A similar pattern was found in 2020, with 33 percent of fatal crash reports noting an intoxicated driver, but jumping to 58 percent once information from the medical examiner's office was included.

The joint review helps stakeholders see more clearly the toll that substance abuse and misuse has in road safety. In the end, this information about intoxicants is often included in Fatality Analysis Reporting System data that are compiled by the state and reported to the National Highway Traffic Safety

BY
Tammy DeBow, Lieutenant, Traffic Services Coordinator, Knoxville Police Department, and Ellen Zavisca, Principal Planner, Knoxville Regional Transportation Planning Organization, Tennessee

Administration, but local agencies are often unaware of the scope of the problem.

COLLABORATION

The joint review is coordinated by the Knoxville Regional Transportation Planning Organization (TPO) and includes participants from local law enforcement officers and traffic engineers, as well as the Knox County Health Department, the Knox County Regional Forensic Center, the Metro Drug Coalition, Mothers Against Drunk Driving, the Tennessee Department of Transportation, the Tennessee Highway Safety Office, and the Tennessee division of the Federal Highway Administration (FHWA).

The joint review process is a continuation of work that began in 2018 with a training for law enforcement officers, traffic engineers, public health staff, and other collaborators to improve traffic safety. The Tennessee division of FHWA and the TPO brought FHWA trainer and retired law enforcement officer Craig Allred to Knoxville to educate the group about how they can work together to reduce traffic deaths and about the role law enforcement can play in reporting unsafe road conditions. Allred inspired the group to find more avenues for working together, which led directly to the joint review committee.

The awareness the joint review meetings have created has led to greater collaboration between the joint review group and Knox County Health Department's Overdose Fatality Review Team, which is dealing with the hundreds of fatal overdoses that occur annually in the area. The interventions that they're discussing may help reduce the incidence of intoxicated driving as well.

> ***"The joint review helps stakeholders see more clearly the toll that substance abuse and misuse has in road safety."***

The joint review committee has also contributed to more collaboration and understanding among the various agencies and individuals involved. This has eased the process for law enforcement officers when they need to report things like malfunctioning traffic signals and broken guardrails to engineers. Reporting and repairing those problems in a timely manner can help save lives and prevent costly crashes down the road.

The City of Knoxville, the county's largest municipality, has recently committed to Vision Zero—a coordinated, data-driven approach with the ultimate goal of eliminating traffic fatalities and serious injuries. The work of the joint review committee and their use of the Safe System approach, which also aims to eliminate fatal and serious injuries, contributes to the knowledge base on which Knoxville's Vision Zero program will be constructed.

RECOMMENDATIONS

Others thinking of establishing their own joint review effort should start by holding a training or other event that brings

together law enforcement, traffic engineers, transportation planners, public health experts, and other stakeholders in traffic fatalities to discuss the problem, gauge the interest in collaboration, and ask what steps would inspire long-term engagement with the issue.

In Knox County, the joint review meetings were initially planned to occur jurisdiction by jurisdiction, that is, the Knoxville Police Department meeting with Knoxville Engineering and the Knox County Sheriff's Office meeting separately with Knox County Engineering. But soon after the first round of meetings, the need to share a great deal of information among jurisdictions was apparent, and it was evident that the meetings would be more beneficial if everyone with an interest in traffic fatalities met jointly.

Excessive speeding, distracted driving, and driving under the influence are just a few ways that drivers are making roadways dangerous. People are losing their lives due to these unsafe conditions. Traffic enforcement and education are key to saving lives. Law enforcement is committed to addressing problems on the roadways of their communities by using data garnered from partners and focusing their efforts on these identified problem areas in an effort to effect changes in drivers' behaviors.

Research abounds on topics related to law enforcement and criminal justice, and it can be difficult to sift through it all. Informer breaks down three studies for law enforcement leaders to help keep them up to date.

PERSPECTIVES ON ENHANCING ORGANIZATIONAL PERFORMANCE

With a culture steeped in tradition, implementing process improvements in police departments can be challenging. Drawing from literature on the topic, this research sought to test the relationship between strategic planning and innovation on organizational performance. Strategic planning is the process of formulating an organization's goals and determining how to accomplish them within a predetermined time frame. Innovation involves the creation or adoption of new ideas, objects, or practices either in advance of or in response to the organization's external environment.

Researchers used a proportionate stratified random sample to collect 95 survey questionnaires from the Dubai Police Force to measure the correlation between strategic planning, innovation, and organizational performance. They found that both strategic planning and innovation were positively and significantly related to organizational performance. Results of this study suggest that innovation and strategic planning can help drive organizational performance. Thus, to improve overall organizational performance, police leaders should encourage a culture of creative thought and of sharing new ideas. They should also clearly communicate the agency's strategic plan to all agency employees. This includes setting a clear understanding of the agency's mission statement, policies, procedures, and change process.

Mohammed Saleh Alosani, Rushami Yusoff, and Hassan Al-Dhaafri, "The Effect of Innovation and Strategic Planning on Enhancing Organizational Performance of Dubai Police," *Innovation & Management Review* 17, no. 1 (2020): 2–24.

PERSPECTIVES ON INTERROGATION

Investigative interviewing is an important way to gather information during an investigation. One type of technique used in such interviews is contextual manipulation: interviewers control the interview setting, the clothing they wear, and the materials available to the interviewee. This study measured perspectives on the use of contextual manipulation techniques in investigative interviewing and the perceived effectiveness of those tactics.

Eighty-one investigators of various ranks from five countries (Sweden, the Netherlands, the United States, Canada, and England) were surveyed. Approximately 95 percent of respondents rated the interview setting to be moderately to extremely important. The techniques they most often reported as effective were limiting distractions, the interviewer's clothing and appearance, and general room setup.

Respondents also reported that creating a warm and comfortable space for the interview was effective, but this was not often taught in training. Further, 69 percent of respondents were not satisfied with the interview rooms at their agencies, noting that the rooms were too sterile, too small, and not adaptable enough.

This research suggests that interviewers would prefer more comfortable interview settings to build rapport with the suspect in order to elicit more information from them. While additional research is necessary to measure the effectiveness of particular contextual manipulation techniques, these results suggest future considerations for interview training and room design.

Katherine Hoogesteyn, Ewout Meijer, and Aldert Vrij, "Utility and Effectiveness of the Context Manipulation Techniques: Police Investigators' Perspectives," *Journal of Police and Criminal Psychology* 37 (2020): 240–247.

PERSPECTIVES ON INNOVATION

Though often discussed among academic researchers, "police innovation" is rarely defined or operationalized by practitioners. To measure what police practitioners consider to be innovative, researchers collected survey responses from 251 police chiefs in Texas. Chiefs rated innovativeness and their familiarity with 97 concepts—including five fictitious items to assess response validity.

An exploratory factor analysis was completed with these ratings, resulting in four categories of responses. Respondents rated items related to police technology as being the most innovative, followed by external internet-based applications, and then items related to strategic planning and response. Trusted techniques most often used at the line level were seen as the least innovative.

Researchers speculated that, while newness affects perceptions of innovativeness, the respondents' ratings were further influenced by the expected outcome an item provides. Some of the items police chiefs ranked as being most innovative have been in use for decades. Researchers contrast these findings with how academics typically classify innovation and suggest that police practitioners must be included in any discussion or research pertaining to innovation in policing.

Matthew C. Matusiak and William R. King, "Advancing the Study of Police Innovation: Toward an Empirical Definition and Classification of Contemporary Police Innovations," *Crime & Delinquency* 67, no. 12 (2021): 1982–2010.

Photo by csfotoimages/Getty Images

A New Approach to a Growing Crisis

IN 2016, THE ARIZONA DEPARTMENT OF HEALTH SERVICES (ADHS) REPORTED THAT 790 CITIZENS DIED FROM OPIOID OVERDOSES WHICH REPRESENTS A 74 PERCENT INCREASE FROM 2012 TO 2016. IN RESPONSE TO THE ADHS REPORT, ARIZONA GOVERNOR DOUGLAS DUCEY DECLARED A STATE OF EMERGENCY DUE TO THE PREVALENT OPIOID OVERDOSE EPIDEMIC.

Interactions between the police and those with a substance use disorder have not always been positive. However, the rise of deflection and pre-arrest diversion programs allow public safety professionals to collaborate with public health practitioners to create community-based pathways to treatment and services for those with substance use, mental health, and co-occurring issues. Understanding that arresting those with substance use issues was not necessarily decreasing that individual's substance abuse, Tucson Police Department Assistant Chief Kevin Hall set out to find a new approach that might bring more positive results to the community.

He explored several law enforcement–assisted diversion programs along the East Coast, as well as post-overdose quick response teams and Angel Programs. "Essentially, I took components from several different programs to develop the Tucson model of pre-arrest deflection," said Assistant Chief Hall. Partnering with local treatment providers, he ultimately developed the Unified Medicated Assistance Treatment and Targeted Engagement Response (U-MATTER) program.

The program's initial goal was to save lives by decreasing the number of fatal overdoses in the

> *In order to develop an effective tracking and measurement tool, Tucson police officials actively sought out an academic research partner in the beginning stages of the project.*

city; however, Assistant Chief Hall acknowledged that U-MATTER's goal was not being met due to the proliferation of fentanyl within the area. Therefore, the department had to pivot and find a solution that would positively impact its community members. "The program has morphed into a true alternative to arrest strategy to engage substance misuse in a more humane and compassionate manner, as well as the collateral or co-occurring behavioral health issues and homelessness," said Assistant Chief Hall. The program's goals now include expanding access to medication-assisted treatment (MAT), improving the well-being of the client, and decreasing substance misuse and related risk behaviors in the area.

Intentionally designed as a systems model, U-MATTER has various points of access. When Tucson police officers encounter individuals using illicit substances, they determine if deflection is the appropriate step to take rather than arrest. "First and foremost, they are responding as a police officer," said Assistant Chief Hall. "Once the call is stabilized and the officers believe that substance misuse may be involved, they complete their investigation." If deflection is an option, and it is accepted by the individual, the officer transports them to the MAT clinic and conducts a warm handoff to the intake staff. Once at the clinic, the client is provided with a host of services, food, and other amenities to create a more comfortable intake process. Those interested in getting connected to treatment can also approach any officer for help without fear of retaliation. The Tucson Police Department, in collaboration with specialists from local treatment providers, has also conducted various outreach efforts to encourage community members to receive treatment.

The program was launched in July 2018 after approximately 400 patrol officers underwent the training process. The original training lasted 4.5 hours and covered topics such as the neurobiology of addiction, adverse childhood experiences, trauma-informed approaches to treatment engagement, stigma of substance misuse, technical aspects of medication-assisted treatment, and procedural processes of the program.

In order to develop an effective tracking and measurement tool, Tucson police officials actively sought out an academic research partner in the beginning stages of the project. The University of Arizona's Southwest Institute for Research on Women conducted a study and data analysis to evaluate U-MATTER's effectiveness in the community and provide recommendations for areas of improvement.

Through a 35-month data capture, the Tucson Police Department noticed significantly reduced rates of criminal activity and illegal drug use by participants who engaged in U-MATTER services. Of 1,969 deflected clients, 42 percent were transported immediately to a treatment facility and 22 percent responded on their own to engage in services. The average time spent on deflection (48.59 minutes) was also less than the time spent on arrest (76.99 minutes).

As of June 16, 2022, officers have utilized deflection for more than 2,300 individuals in Tucson.

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

RECOMMENDATIONS

The Tucson Police Department offers the following tips to ensure an effective deflection program is built to fit the needs of your department:

- Consider the treatment capacity of local providers, willingness of partners to collaborate, and internal and external openness to the concept.
- Do not make deflection mandatory. Many substance users are not ready for treatment, and a mandatory program takes away officer discretion. Do de-emphasize arrest as a positive measure of productivity.
- Ask for and listen to candid feedback to accurately process needed improvements

FUTURES THINKING

A CRITICAL CAPABILITY FOR NEXT GENERATION POLICE LEADERS

BY
Tracey Green, PhD, Chief Executive Officer; Mike Richmond, Chief Advisor and Assistant Director of Strategic Foresight; and Samantha Kruber, PhD, Strategic Foresight Advisor, Australia New Zealand Policing Advisory Agency

AS THE WORLD EMERGES FROM THE BIGGEST PUBLIC HEALTH CRISIS IN A CENTURY, POLICE FIND THEMSELVES OPERATING IN AN ENVIRONMENT OF DEEP COMPLEXITY, A FAST PACE OF CHANGE, AND TROUBLING UNCERTAINTY. Social and political tensions are increasingly interconnected, polarized, and magnified; the pace of technological changes seems only to escalate; economies are misfiring; supply chains continue to falter; and even severe weather events appear increasingly the norm. As much as ever in recent years, the future feels like a hotly contested space.

It is no wonder in this operating environment that leaders in every organization— not just police—are spending so much mental bandwidth dealing with the crises of the present and feel themselves with limited headspace to think about the road ahead. Yet it is in this environment that the value of futures thinking—the ability to navigate pathways from the present to a desirable future—is higher than ever.

A MULTIVERSE OF MADNESS?

So how should police think about the future? They have strategic intelligence organizational planning processes, risk identification, and management structures—aren't those enough? Can't agencies just throw data analysts at the problem to predict what will happen?

"WOULD YOU TELL ME, PLEASE, WHICH WAY I OUGHT TO GO FROM HERE?"
"THAT DEPENDS A GOOD DEAL ON WHERE YOU WANT TO GET TO," SAID THE CAT.
"I DON'T MUCH CARE WHERE—" SAID ALICE.
"THEN IT DOESN'T MATTER WHICH WAY YOU GO," SAID THE CAT.

— LEWIS CARROLL, *ALICE IN WONDERLAND*

Unfortunately, the problem with the future is that while it might at times rhyme with the past, it is rarely the same. Uncertainty increases the further afield one looks, and increasingly, there is a need to look beyond normal budgeting or planning horizons to understand how the broader systems in which the police work are emerging, evolving, and degrading (see Figure 1).

One of the most significant mental hurdles to overcome when first dipping one's toes into foresight and futures thinking is the idea that on longer time horizons it makes more sense to think about multiple futures rather than just one. This can be a mind-bending exercise and goes against people's natural tendency to prefer confidently spoken forecasts and predictions.

However, this need to consider multiple futures (whether they are probable, plausible, or merely possible) is simply a consequence of the high degree of uncertainty the field is faced with—after all, it is a poor strategic choice to make a large bet on something that might have only a small chance of occurring. Such a bet-maker will look like a genius if that low-probability occurrence comes to pass, but logic suggests a more resilient strategy is to make a series of smaller, hedging bets when uncertainty is high.

In a similar vein, if the organizational resilience of policing is truly an important consideration, then there is a benefit in considering a variety of different plausible future environments that policing might be obliged to operate in. If it is determined that current strategies are likely to fail in one or more future scenarios, an organization might refine its plans, come up with new ways to manage emerging risks, or make different strategic choices.

Well-known foresight doyen Jim Dator has identified that different scenarios in the future tend to fall into one of four archetypes:

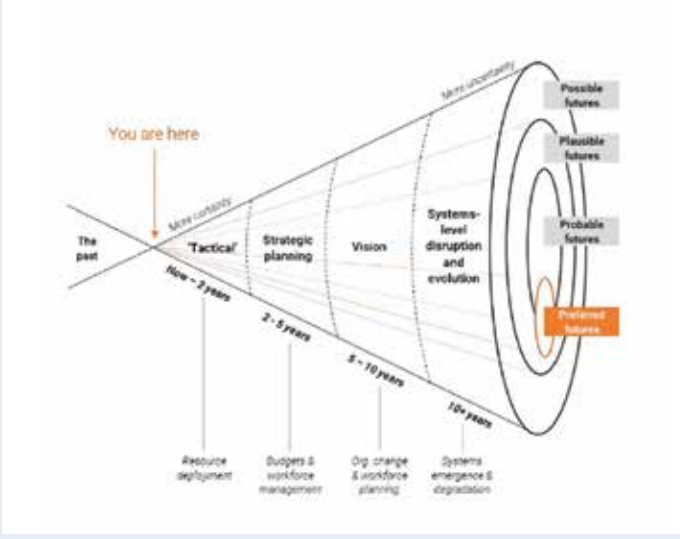
- **Continuation**—an extrapolation of the present or a continuation of business-as-usual. In a policing context, a continuation scenario could be that crime and violence are likely to endure and laws will continue to require enforcement.
- **Limits and discipline**—expanding internal or external limits or the application of new constraints. For police, a limiting scenario could be represented by reduced government funding or by a contraction of police powers.
- **Decline and collapse**—a steady decay or sudden systemic degradation due to some emergent crisis. A collapse scenario for police could be the total breakdown of relationships with the community or the ongoing inability to recruit individuals with the right skills and capabilities.
- **Transformation**—the arrival of some new 'game-changing' disruption or factors. For police, a transformational scenario could be the arrival of near-perfect vehicle automation that significantly reduces the road safety task.

These archetypes are useful tools to consider the possibilities, but more important, they can help remind people that beauty can be in the eye of the beholder—one person's transformational future might be another person's collapse. In turn, the archetypes encourage reflection of the kind of future that the group (e.g., police leaders) is actively trying to create, the "preferred future" identified in Figure 1.

TOOLS FOR THE STRATEGIST'S TOOLKIT

The futures cone, multiple futures, and scenario archetypes can provide a foundation for conceptualizing the future, but there is a bounty of other tools in the strategist's toolkit. For example, the futurists' foundation stones of **environment and horizon scanning** are essential processes to help identify current and emerging change in the operating environment, particularly when targeted on areas that might be traditional blind spots.

FIGURE 1: STRATEGIC FUTURE HORIZONS



Source: Adapted from Joseph Voros, "The Futures Cone, Use and History."

Creating the preferred future requires one to think about the aspirations, goals, and desires, and so **visioning** can help bring that to life. The Institute for the Future's **Hard Empathy** tool can help users understand other people's aspirations, and **roadmapping** and **backcasting** can help design a path toward those aspirations or help to identify the sequential preconditions necessary for a particular future to occur.

Scenarios are multipurpose tools that can help illustrate visions of the future, explore the uncertainty created by converging trends, or stress-test existing strategies against future events. Developing highly plausible scenarios requires futurists to balance the vision of the future that "pulls" one forward, against the "push" of the trends that are driving change in the present, and the "weight" of history that creates friction or inertia against change. Sohail Inayatullah's **Futures Triangle** (Figure 2) elegantly helps to blend those together.

Deeper still, **causal layered analysis** can help futurists unpick the underlying myths and narratives that people use to give meaning to the world and identify what different myths and narratives might be needed to create a new future.

While deploying the right tool can improve one's ability to think about the futures in structured ways—and therefore to make better decisions right here and right now—the most significant steps an organization can take to improve its futures literacy is to identify and overcome internal (individual and organizational) barriers.

BARRIERS

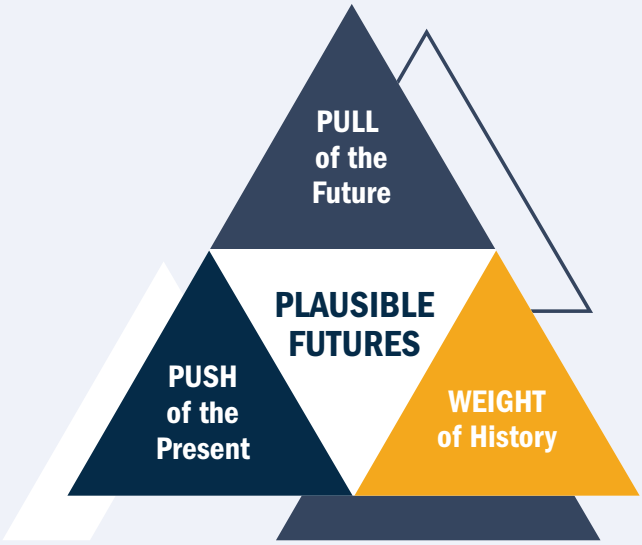
The most common and challenging barrier for police to overcome is "temporal exhaustion"— the idea that if they spend all their time dealing with the challenges of today, they often have no time or capacity to think about tomorrow. While every individual and organization grapples with this, the nature of police work means police are particularly prone to it, and the hierarchical nature of policing means police leaders can be even more vulnerable.

Further still, police are often practical, risk-oriented, and analytical people, and overcoming temporal exhaustion requires deliberately setting aside time and space to synthesize disparate pieces of information and think creatively about possibilities and opportunities. While many police can find this kind of thinking challenging, it is always pleasantly surprising how many senior police leaders find playing in those spaces liberating (and even fun). Building foresight into strategic planning workshops can go a long way toward deepening policing's futures literacy, but caution is advised—going too far beyond their appetite for the future can backfire and alienate key people.

Finding senior leaders to champion futures thinking internally is essential, as it sometimes requires significant resilience, persistence, and tenacity to demonstrate the value of futures thinking among a temporally exhausted group. However, at a deeper level, all leaders must have an appetite for creating the future. Paying lip service to futures thinking is a recipe for becoming a victim of externally inflicted change. During moments of self-reflection, all leaders should ask themselves, "Is my vision for the future simply a vision of the past and if so, am I really the leader my organization needs right now?"

Moreover, leaders should ask themselves if they are creating the conditions that encourages staff to put forward their ideas for the future—even if they run counter to those ideas from the top of the hierarchy—because, ultimately, creating a psychologically safe space for people to grapple with the future is essential to coming to grips with the deep uncertainty that everyone is faced with. One brain simply is not enough.

FIGURE 2: FUTURES TRIANGLE



BIASES

In a similar vein, building the strength of one's foresight muscles also involves acknowledging one's individual biases and common fallacies. Everyone is vulnerable to a wide array of biases and fallacies, but with respect to futures thinking, some of the most impactful ones to overcome are confirmation bias, optimism and negativity biases, bandwagon effect bias, and the sunk-cost fallacy.

Confirmation bias. Perhaps the most familiar of cognitive biases, confirmation bias is the tendency to seek out or give undue attention to the information that confirms one's existing views or beliefs. As people pursue evidence that confirms their expectations, they tend to discount or ignore evidence or

views that run counter to these expectations. This consequently limits their thinking about future possibilities and their ability to prepare for alternative futures. Like many human biases, confirmation bias is often unconscious, making it particularly challenging to overcome at the individual level. For this reason, thinking about the future should be a group activity that seeks to bring in diverse perspectives, backgrounds, and experiences to challenge and expand each other's thinking.

Optimism and negativity biases. Optimism bias is the tendency to overestimate the likelihood of positive events or outcomes. Closely related, overconfidence bias is the tendency to overestimate one's own ability, level of control, or certainty regarding a particular outcome. In scenario planning, this not only limits possible futures that are considered, but can also lead to dangerous blind spots and overconfidence that things will go the way one wants them to. On the flip side, people tend to fixate on negative information when trying to make sense of the world. This negativity bias often sees people leaping to the worst possible scenarios, when the reality is likely to be a more complex blend of positive and negative phenomena.

Bandwagon effect bias. Uncertainty is uncomfortable. For this reason, we tend to place greater stock in ideas that are likely to conform with current trends or views of those in a peer-group or organization, particularly those who may be more senior and therefore seen as more authoritative or better informed on strategic issues. While this may help to provide a degree of confidence in uncertain spaces, it also runs the risk of reducing the scope for exploration of certain issues or possibilities. Particularly in policing and other institutions that have a significant emphasis on rank, this can cause group conformity to the views of the highest rank in the room and a reluctance to raise ideas or evidence that run contrary to those views. Strategies to overcome this challenge can include anonymized submission of ideas prior to workshopping or having more senior voices weigh in only after other ideas have been put on the table.

The sunk-costs fallacy. Once resources have been invested in a particular strategy or approach, it can be hard to accept that it has not served its purpose and to shift in a different direction. This can make organizations stick with an under-performing strategy—or a "bad investment"—because too much has already been lost to abandon it. If an organization finds itself falling into the sunk-costs fallacy, futures planning and strategies can be hampered as leaders or personnel remain unwilling to dislodge themselves from the shackles of the past. Sometimes broken things cannot be patched or fixed and must be abandoned to create space for new strategies and solutions.

There is no shortage of biases and fallacies one must grapple with to better strengthen his or her foresight capability. For this reason, taking time to recognize and understand these potential pitfalls is a crucial step in futures thinking, because if people do not consider their own personal and organizational limitations, they cannot begin to build strategies to overcome those limitations.

BUILDING A FUTURES TEAM

There are many ways to structure futures and foresight teams but given highly variable resources of different policing organizations as well as the diverse needs and futures appetites of key decision makers, a better strategy is to think about the range of capabilities a foresight team might require. The abilities to analyze *and* synthesize information are nonnegotiable capabilities, as is a communication style that cuts through the noise to deliver actionable insights to time-poor and report-fatigued decision makers.

Beyond that, foresight teams gain much from an ability to create and maintain vertical and horizontal networks within and between organizations, as networks can serve to gather new ideas, create influence, reduce effort duplication, and create "virtuous circles" with strategic planning, risk management, and intelligence areas of police organizations. The creation of such networks within and between traditionally hierarchical organizations like police agencies requires the support of trusting senior champions.

CONCLUSIONS

Creating the right internal system to improve police futures literacy is a core strategic challenge. It is not easy to create successful foresight systems in policing that holistically address individual and organizational pressure points, while creating virtuous internal circles and helping police become an active participant in the future. However, no one ever said navigating a complex and uncertain future would be easy.

Despite all the uncertainty of the future, there are some things that can be reasonably assumed to remain unchanged. For example, police can expect that the communities they serve will always want to feel safe; to be able to trust police; and to be able to receive a fast, effective policing response. These desires, even if not always the reality of the day, are unlikely to change. Knowing such key certainties provides a solid foundation from which organizations can then start to deal with their uncertainties and better conceptualize the futures they need to shape.

IACP RESOURCES

- Police Futuring – Is It in Your Future?
- Increasing Fairness
- Envisaging the Future: Dialogues on Public Health, Law Enforcement, and Community Solutions

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PERSPECTIVES ON THE FUTURE OF POLICING

Dimensions of Cultural Change

By Chris Davis, Chief of Police, Green Bay Police Department, Wisconsin

CHANGE WILL BE A CONSTANT FOR ALL ASPECTS OF OUR SOCIETY OVER THE NEXT FIVE TO TEN YEARS, AND THE POLICING PROFESSION WILL NOT BE AN EXCEPTION.

While advances in technology tend to get the most attention in any discussion about change, I think the biggest changes in policing over the next decade will be cultural, rather than technological, in nature.

Resource constraints will be one axis along which this change takes place. We are already having trouble recruiting sworn officers. At the same time, rising labor costs make it increasingly difficult for cities to increase their police departments' authorized strengths. These two realities mean it is unlikely we will be able to maintain the ratio of sworn officers to population that we are accustomed to, which, in turn, means we will be forced to make more efficient use of our resources. We will see more use of promising new approaches like place network investigations that focus limited resources and effort on the precise locations and drivers of crime and disorder.

Another dimension of cultural change in the profession is police accountability and reform. On one hand, the public demands for police reform are not going away (nor should they). On the other hand, traditional, punishment-centered accountability measures, particularly for honest mistakes made in crisis situations, contribute to defensiveness, employee disengagement, and distrust for department leadership.

What is needed is a balanced approach to accountability that identifies and addresses performance issues while respecting our officers as the professionals they are and helping them learn from mistakes. Corrective action for performance issues not related to ethical failure will involve more remedial training and education, rather than punitive measures like suspensions without pay. This will require a significant shift in thinking for many of us in police leadership, but it will help us to build organizational cultures that value both crime reduction and safeguarding people's civil and human rights.

Police professionals' attitudes toward mental health and wellness will continue to change. We are already seeing a shift away from old taboos against seeking mental health help, and this trend will continue in the future. Police departments will offer a wide variety of health and wellness resources, such as paid time for wellness activities, confidential and no-cost access to mental health professionals, and regular mental health check-ups. All of which will result in improvements in our officers' lives, both on and off the job.

Finally, we will see some big changes to the way we socialize people into the policing profession. We will still need to teach new officers tactics and officer safety skills, but communication, conflict resolution, stress management, procedural justice, and equity will be integrated into basic training as well. This is already happening in many places, and the result will be more well-rounded officers who will be more effective in serving their communities. All this education will take more time than the typical 16-week academy model; I would not be surprised to see U.S. police officers attending police colleges like our European colleagues in the not-too-distant future.

Despite the challenges of the past few years, I'm optimistic about the future of policing. I think we will rise to the occasion, and the communities we serve will be safer and better off as a result.

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*Chief **CHRIS DAVIS** has 28 years of experience in policing, including service with the Arizona State University Police Department and the Portland, Oregon, Police Bureau, where he served as deputy chief. He joined the Green Bay, Wisconsin, Police Department as chief of police in 2021.*

The Future of Police Psychology

By Stephanie Barone McKenny, PhD, Police Psychologist, Los Angeles Police Department, California

POLICE PSYCHOLOGISTS OF THE FUTURE WILL BE FORCE MULTIPLIERS WHO WILL IMPLEMENT EXPONENTIAL FORCE FITNESS. THEY WILL BE TRUE SCIENTIST-PRACTITIONERS WHO CAN BE HOLOPORTED TO ANY SCENE WITH UNRESTRICTED LICENSES AND PRESCRIPTION PRIVILEGES.

Force Multipliers. Police psychologists will be embedded directly into critical areas (e.g., executive team, detective division, special operations, intelligence, ICAC, SWAT). They will not be sitting behind a desk waiting for you to come to them for a critical incident debriefing, peak performance training, or cold case cracking. No police agency will ever have enough clinical psychologists; embedded police psychologists are force multipliers because they will dramatically impact the effectiveness of the unit. (Think: Delta Force and British SAS). Police psychological units will focus on performance optimization, ops mission tasks, behavioral health consultations, and support. The future is based on superordinate collaboration, not self-pursuit. Police psychologists will no longer be viewed completely separate from the sworn force. Supervisory tasks may include utilizing linear programming algorithms to critically analyze operational demands, staffing levels, estimate future demand, and implement deployment decisions.

Exponential Force Fitness. Police psychologists of the future will have greater breadth and depth than today's doctors for the purpose of exponential force fitness—health, readiness, and superhuman performance of the troops. Police psychologists will be experts beyond assessment and evaluation (e.g., preemployment psychological screening, fitness for duty evaluations); clinical intervention and prevention (e.g., crisis response and critical incident debriefings, officer suicide prevention); employee wellness and support (e.g., EAP services, peer support); and basic operational consultation (e.g., tactical de-escalation with community members who are suicidal or have mental illnesses). Instead, police psychologists will provide integrated mind-body-spirit training for the health and well-being of the whole officer, the whole unit, and the whole organization.

Police psychologists of the future will have additional psychological certifications that modern police psychologists do not possess. They will be certified clinical trauma professionals, and they will be certified in behavioral analysis for psychological autopsy and criminal profiling. They will routinely perform psychological autopsies on every officer who dies by suicide. They will consistently utilize the public health approach to suicide prevention (i.e., surveillance of data, identification of risk and protective factors, development and testing of interventions, implementation of interventions, and evaluation of effectiveness) and then regularly share information in an international database of officers who died by suicide for more targeted and effective prevention research.

Beyond experts of the mind, police psychologists of the future will also be experts of the body. They will be nationally certified sports psychologists who will focus on performance enhancement (e.g., goal setting, imagery training for peak performance, cognitive strategies, intensity regulation, and athletic performance). They will also be certified in integrative medicine and, as such, utilize multiple fields of medicine and nutritional sciences to support whole-body approaches to mental health in law enforcement. For example, police psychologists will routinely utilize an integrative treatment protocol for PTSD, including assessment, digestion, culinary medicine, nutritional therapies, herbs, detoxification, exercise and movement, and somatics. Rituals, connection,

> ***"Police psychologists of the future will have additional psychological certifications that modern police psychologists do not possess."***

and the role of nutrigenomics and bio-individuality will consistently be addressed.

Police psychologists of the future will also return to their ancient roots of being experts of the soul. They will not be limited to the domains of mind and body, nor will the profession return to such a reductionist or deconstructed interpretation of the guardian, warrior, soldier, champion, hero, community servant, protector, defender, vanquisher, scholar, athlete, helper of the innocent. Police psychologists will still collaboratively team with police chaplains, and they will move beyond that to serving as a bridge between the worlds of religion and evidence-based mental health in law enforcement psychology.

Police psychologists will no longer conduct the clinical intakes of today. Instead, they will consistently conduct integral intakes that include comprehensive idiographic assessments from at least four irreducible perspectives—experiential (subjective: the individual viewed from the interior), behavioral (objective: the individual viewed from the exterior), cultural (intersubjective: the collective viewed from the interior), and social (interobjective: the collective viewed from the exterior). Police psychologists of tomorrow will also frame evidence-based mental health (e.g., cognitive behavioral therapy or CBT for depression) within a spirituality-religion (S-R) framework (e.g., S-R directives to engage in CBT, overcoming barriers to treatment engagement, framing CBT within S-R, framing the importance of behavior change within S-R, framing exposure as a test of faith, framing behavioral activation as a test of faith and even as exerting heroic effort for a higher power, accepting uncertainty as a way of cultivating humility and closeness to the divine).

Scientist-Practitioners. Pseudoscience in police psychology or among police psychologists will no longer be tolerated. Beyond that, police psychologists of the future will be a bridge between the widening scientist-practitioner gap. To that end, only licensed clinical psychologists who have earned a research doctorate will be considered for hire in police agencies. The profession is about to get very serious regarding what really works for officers and what does not, and police psychologists will no longer just do what has always been done before. This is particularly true for critical incident debriefing models. Stay tuned.

Holographic Doctors. Police psychologists of the future will be assisting crisis negotiations teams via hologram. Just as NASA began sending holographic doctors into space this year, the doctors will be holoported into the SWAT truck with the rest of the CNT team from the safety, privacy, and comfort of their home or office. A special camera (e.g., Microsoft Hololens Kinect) and custom software will send and construct high-quality 3D models of the police psychologists—so they actually appear to be in the cab working alongside the rest of the team. This technology will later be integrated with augmented reality; computer-generated perceptual information across multiple sensory modalities (e.g., visual, auditory, haptic, somatosensory, olfactory) will allow an even greater real-world environment.

Unrestricted Licenses. Professional clinical licenses will no longer be restricted by any given U.S. state. States will unite to form a U.S.-wide licensure compact where professional licensure in one state means the police psychologist can provide professional services across state lines in any and all states, even multiple states in the same workday. Treating officers will be even easier than telehealth sessions are now. Consider the officer who lives in a city close to a state line or perhaps in an isolated wilderness area; he or she might find more in-person service providers and options across state lines than the nearest big city in the home state.

Prescription privileges. Clinical psychology and pharmacology will become more integrated, and police psychologists of the future will prescribe psychiatric medications to officers. Prescription privileges already exist in select states (i.e., Idaho, Illinois, Iowa, Louisiana, and New Mexico), but such privileges will extend to all of the United States in the future. Officers will be able to work with the police psychologist for psychotherapy, psychological testing, and medication management, if needed. The police psychologist will be trained and able to prescribe, but also unprescribe, and that is significant for officers. Most medications to treat mental health needs are prescribed by primary care providers, and those professionals have not received the extensive training in the diagnosis and treatment of mental health needs. Look for officers to place even greater trust in police psychologists as we move into the future.

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*Dr. **STEPHANIE BARONE MCKENNY** is a police psychologist at the Los Angeles, California, Police Department and a diplomate in sports psychology. She is also the Penn State Outstanding Scholar Alumni Award recipient for 2021–2022.*

S.T.E.P. to Building Super Sergeants

By James Beyer, Deputy Chief, Irving Police Department, Texas

POLICE AGENCIES WANT LEADERS AT ALL LEVELS WHO HAVE THE ABILITY TO SELF-EVALUATE, THE EMOTIONAL INTELLIGENCE TO LEARN AND ADAPT, AND THE DESIRE TO HONE THEIR LEADERSHIP SKILLS.

Most new sergeant training programs usually consist of some ride-alongs with a senior sergeant and eventually attending an offsite supervisory school. With this approach, it is no wonder that we continue to replicate problems and stymie the development of our sergeants. However, the Sergeant Transitional Educational Program (S.T.E.P.) is a new training method developed to avoid those issues. Traditionally, most supervisory training is delivered in lecture format. While this style of training may allow us to "check the box" that the material has been covered, it is simply not the way most adults learn best, and it certainly does not promote long-term retention. Educational studies have consistently shown that the knowledge retention in the lecture format is somewhere around 15 percent. Results like this simply will not cut it if we hope to equip our leaders with the best chance for success.

Dr. Malcom Knowles, developer of the humanistic learning theory, observed that adults learn best when they understand why something is important to know or do, they have the freedom to learn it in their own way, learning is experiential, the time is right for them to learn, and the process is positive and encouraging. Making sure adult students understand "why" is not about explaining why they are in the classroom, but about why each thing you teach them is an important part of learning. Enabling the learner to integrate and apply the knowledge in their preferred method of instruction can get learners actively involved with the learning process through small group discussions, experiments, role-playing, building something, writing or drawing something specifically related to the lesson, or even tabletop command exercises. Adult learning principles in police education should capitalize on the experience each supervisor trainee has to develop into better supervisors.

Problem-based learning (PBL) is a style of active learning that has proven effective in higher retention of material. The goals of PBL are to help students develop flexible knowledge, effective problem-solving skills, self-directed learning, effective collaboration skills, and intrinsic motivation. Working in groups, students identify what they already know, what they need to know, and how and where to access new information that may lead to solving the problem. The instructor's role is to facilitate learning by supporting, guiding, and monitoring the learning process. The instructor must build students' confidence to take on the problem and encourage the students while also stretching their understanding. The constructs for teaching PBL are very different from traditional classroom lecture teaching. The instructor encourages the students to seek information that will lead them to the problem solution. Problem-based learning has a similar construct as police service calls. The community member has a problem and calls the police. The police officer responds, identifies the problem, and must research or investigate how to solve the problem. The police then enact a solution to the perceived problem.

A comprehensive training curriculum will guide the new sergeant through each phase of this self-discovery and learning process. The specific duties and roles of sergeants vary from department to department, but certain core abilities are common to the role regardless of the agency.

Program implementation begins with providing the new sergeant with a list of available

S.T.E.P. LEARNING MATRIX

Core Competency	General Contents	Functions	Problem Based Learning Exercises
Rational Skills	Effective written communication, decision making, time management, planning, fact-finding, and span of control	Investigating personnel complaints, evaluation of employees, deployment of personnel, scheduling personnel, investigating uses of force, and approval of certain patrol officer functions	Personnel Investigations and Discipline Exercise Use of Force Investigations Exercise Staffing Exercise
Technical Skills	Work perspective/self-motivation, complaint handling, career development of subordinates	Maintaining performance records, coordinating subordinate training, reviewing paperwork, budget preparation, managing equipment, personnel development, and leading crime reduction initiatives	Evaluation of Employees Exercise Crime Reduction Initiative Exercise Employee Counseling Exercise
Command Presence	Responsibility and authority	Leadership of a section, supervising large crime scenes, managing scenes and completing paperwork involving injured employees as well as prisoners, and supervising vehicle pursuits	Vehicle Pursuits/Squad Car Accident Investigation Exercise Injured Employee and Prisoner Exercise Leadership Perspective Exercise
Human Skills	Personal development (self-actualization), leadership, and ability to foster growth in others (mentorship)	Leadership (the ability to inspire others), mentoring, effective communication, counseling, and personal development	Emotional Intelligence 2.0 Exercise
Management of High-Risk/Low-Frequency Incidents			Active Shooter Exercise Officer-Involved Shooting and Riot Exercise Hazardous Materials Spill Exercise
			Leadership Presentation to Command Staff

resources such as books, articles, supervisory personnel to interview, general orders, standard operating procedures, and other information. They will use these to work on solving problem-based learning exercises (PBLE) that combine learning objectives within each core skill set. Each PBLE is a complex problem based upon a real-world situation that the student must research and attempt to solve. While they are researching the solution, the new sergeants teach themselves of the learning objectives through self-discovery. When the project is complete, the trainees present their findings. The instructor then discusses the solution with the trainee and provides feedback in a group setting. The instructor is also available to guide students when they are stuck in their research. Management of high-risk, low-frequency incidents are taught as tabletop command exercises with multiple participants so that each of the new sergeants can learn from the others. The last portion is a presentation to the command staff. The presentation is an overview of their time in the program. The new sergeants present what they have learned about leadership. The new sergeants describe personal growth as well as goals for themselves in the future. The presentation is a final test to demonstrate to the command staff trainees' newly acquired leadership skills.

Candidates should be allowed to complete the course prior to assuming their new leadership responsibilities. Using the "sink-or-swim" training methodology in which the consequences of the trainee's actions are significant, is ill-advised, and policing should move past this method.

Developing the sergeants' humanistic skills is critical to their ability to inspire others and not merely to lead by fear. Development of leaders' emotional intelligence and self-evaluation improves their ability to influence others, which is the definition of leadership. Studies have shown that individuals with a higher emotional intelligence have improved mental health, exemplary job performance, and more potent leadership skills. Daniel Goleman's research in his book, *Working with Emotional Intelligence*, indicated that emotional intelligence accounted for 67 percent of the abilities deemed necessary for superior performance in leaders and mattered twice as much as technical expertise or IQ. We know from the "talks at the water cooler" that sergeants who have a reputation for being ineffective are plagued by stories of failure of their humanistic qualities. Emotional competencies are not innate talents, but rather learned capabilities that must be developed to achieve outstanding performance. S.T.E.P. allows the trainee to discover and develop all the important skills that lead to a greater potential for personal and departmental success.

We want "super sergeants" because these kinds of leaders would be better equipped to maximize the performance of average, good, and peak performers; stand as an example of a leader; commit to department values; uphold performance standards within the police department; and possibly redeem the "problem officers." This is a lot to ask without a thoughtful approach to supervisor development.

JAMES BEYER *is a deputy chief with the Irving, Texas, Police Department, currently assigned over field operations. He has 18 years of policing experience and has trained first-line police supervisors from several agencies inside the Dallas-Ft. Worth Metroplex for several years. Prior to law enforcement, he was a board-certified chiropractor.*

Expanding the Role of Civilians in Policing

By Samantha Gwinn, Owner, Golden Research & Consulting LLC

ALMOST 10 YEARS AGO, THE WASHINGTON, DC, METROPOLITAN POLICE DEPARTMENT CREATED SEVERAL CRIME RESEARCH SPECIALIST (CRS) POSITIONS, FILLED BY CIVILIANS, FOR THE PURPOSE OF PROVIDING INVESTIGATIVE AND OPERATIONAL SUPPORT.

These positions were managed separately from the crime analysis unit, also staffed by civilians but designated for providing statistical reports, crime maps, and tactical support for district commands. Rather than repurposing their analysts for investigations and large operations, the agency started from scratch and embedded the CRSs in specialized units. Command staff at the police department realized that the increasingly digital nature of crime called for tech-savvy researchers, not more sworn officers.

The evolving landscape of cellphone data, DNA, and digital financial transactions requires knowledge and skills in areas such as library science, forensics, and computer programming; it does not necessarily require physically knocking on doors or chasing suspects through dark alleys. The future of policing is a break from the traditional paramilitary chain of command, in which newly trained officers begin their careers patrolling high-crime areas, with the hope of eventual advancement to detective bureaus or executive levels, often doing so with minimal specialized training due to budget shortfalls. The future of policing is civilian-led investigations.

One key aspect of the paramilitary paradigm in policing is that it has generally limited the role of civilians to community service officers, volunteers, and crime analysts. The crime analyst role has, thankfully, become more standard and entrenched, with smaller departments even banding together to hire shared, regional analysts. Many agencies, especially those in larger metropolitan areas, now successfully use crime analysts for violent and property crime investigations, no longer restricting them from sensitive information such as homicide narratives and gang databases. As a crime analyst for the pioneering San Diego, California, Police Department in the early 2000s, I supported two area commands as well as the sex crimes unit. I was fortunate to attend daily lineups, work alongside detectives on active serial investigations, and initiate projects based on discoveries from our homegrown sex crimes database. When our crime analysis unit manager was promoted by Chief Jerry Sanders to captain level, this created a new civilian role to replace a previously sworn position. While this caused controversy for some in the department, it opened up the possibility in my mind for a different approach to policing. This was especially forward-thinking, considering many agencies at that time either did not employ crime analysts at all or relegated them only to churning out maps and reports for CompStat meetings.

In 2022, the expanding role of technology in both crime and law enforcement essentially creates a new career path for civilian investigators and executives. The emergence of investigative genetic genealogy (IGG) is also playing a part in this shift, as agencies realize that this type of investigation—and virtually all research involving DNA strategy and building family trees—can be done well by non-sworn personnel. Several agencies have already started moving in this direction, with crime analysts staffing homicide and sex crimes units full time, focusing not on maps and statistics, but leading high-profile and serial investigations. The Baltimore, Maryland, Police Department recently announced a plan to eliminate 30 sworn positions in favor

of civilians, in an effort to disrupt criminal networks and interrupt trends through early detection. As the line between database and forensic technology continues to blur, it won't be long before departments make organizational decisions based on specialized skills, rather than whether a candidate can handle working the third shift downtown for two years.

Following this logic, what would keep agencies from hiring entry-level detective roles that do not require police academy training? Or agencies could follow the FBI's lead with its HUMINT intelligence analyst positions, offering technology- and behavior-focused academy curriculum to create a new career path that is beneficial to the department and the community. The Tennessee Bureau of Investigation recently created a DNA collection coordinator position, using grant funding from the Bureau of Justice Assistance. State and local agencies will begin to discover that permanent positions with similar titles and requirements can bridge the gap between the evidence room, CAD/RMS, data science, and the crime lab, disrupting crime trends and increasing case clearance rates.

We continue to see successes since the emergence of the ATF's Crime Gun Intelligence Centers, in which analysts employ the National Integrated Ballistics Information Network (NIBIN) and other systems to assemble "hit packets" when firearm characteristics are tied to multiple crimes or to a suspect. Within the next few years, law enforcement will treat DNA hits with the same urgency and coordination, taking a proactive, evidence-based approach to all violent crime investigations. RapidDNA technology will begin to intersect with the latest sequencing techniques, smaller amounts of DNA will be routinely required to generate a workable profile, and familial and genetic DNA analysis will become more accepted and sophisticated. All of this can be led by civilians working alongside sworn officers, command staff, and prosecutors.

The professionalization of police services is certainly not a recent trend, but it can progress even further to create organizations that are willing to craft strategic crime reduction strategies around specialized skills and technology, allowing civilian personnel to lead the way when it comes to adapting to—and staying in front of—what's next.

SAMANTHA GWINN *is a consultant within the law enforcement field, focusing on applied research and investigative technology with 12+ years of experience as a crime analyst. She most recently led public safety product strategy for LexisNexis Risk Solutions, and she is an executive board member for End Violence Against Women-International.*

"The crime analyst role has, thankfully, become more standard and entrenched, with smaller departments even banding together to hire shared, regional analysts."

Waking Up to Fatigue-Related Well-Being Issues

By Yvonne Taylor, PhD, Police Chief Inspector, National Police Wellbeing Service, UK

By Ian Hesketh, PhD, Senior Responsible Owner, National Police Wellbeing Service, UK

THERE ARE MANY VARIED SHIFT PATTERNS EMPLOYED WITHIN POLICING. IN THE UK, IN PARTICULAR, OFFICERS AND STAFF DON'T USUALLY HAVE THE OPTION TO SELECT A SHIFT OR ROTATION THAT WORKS FOR THEM—THOSE IN FRONTLINE AND OFTEN MIDDLE OFFICE ROLES (SUCH AS CONTROL ROOM DISPATCHERS), ROUTINELY WORK THE SHIFT PATTERN FOLLOWED BY THEIR POLICE FORCE.

Usually, this is some form of rotating pattern, incorporating a variety of day shifts, afternoon shifts, and night shifts.

Those working these irregular and rotating shifts are therefore exposed to the negative aspects of shift work, particularly fatigue. Shift work, particularly night shifts or rotating shifts, is known to cause sleep disturbances and reduction. The subsequent fatigue is associated with impaired decision-making, cognitive impairment, and reduced vigilance, often leading to accidents, incidents, and road traffic collisions. Those who also have to drive for work purposes are at a potentially higher risk of being involved in a fatigue-related collision.

Police officers and staff are often sleep deprived, and fatigue can be seen as a normal aspect of policing. However, this topic has traditionally been given little attention in policing. This may be because it is seen as an inevitable part of the job or because managers have little knowledge or awareness of the detrimental effects of shift work.

This potential lack of knowledge has adverse health and well-being implications and can result in increased work absences. Assessing the experiences of those working within policing, with the aim of establishing best practices, is a step forward in improving overall well-being for those working in policing.

The National Police Wellbeing Service (NPWS) is specifically designed to provide support and guidance for all police forces within England and Wales to improve well-being within their organizations. The products, which continue to evolve, have been developed by policing, for policing, and they are designed to meet the unique needs of officers and police staff. These include many aspects of occupational health and well-being, including but not limited to leadership, physical and mental well-being, psychological trauma risk management, peer support, and sleep and fatigue interventions.

NPWS scan and develop the well-being landscape through evidence-based research, utilizing reference groups and staying on top of national and international best practices. In addition, NPWS conducts an annual survey of the police workforce in England and Wales—this is a vital data collection tool and helps to guide the products and services provided. The first survey, in 2019, which resulted in 35,000 responses, highlighted reports by police of insufficient sleep (less than 6 hours per 24-hour period), along with poor sleep quality. Subsequent surveys have also indicated high levels of fatigue in both police officers and staff.

As a result, we have collaborated with international experts from Washington State University and the University of Surrey, among others, to conduct further research and develop services related to fatigue.

These projects include the following:

- A series of Better Sleep Webinars and a Better Sleep Toolkit
- A study evaluating the effectiveness of the fatigue and shift working risk management strategy for UK home office police forces

- A sleep disorder education and screening program aimed at reducing fatigue and sleep problems—SAFER (Sleep, Alertness and Fatigue in Emergency Responders),
- A virtual reality training scenario aimed at raising awareness around driver fatigue

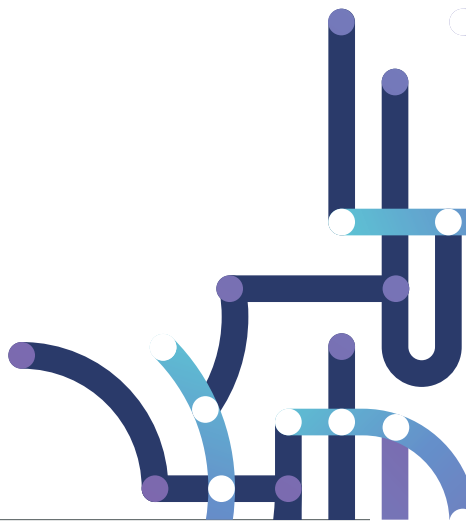
In addition, we have attended and presented at three conferences in the United States in 2022 in order to share our knowledge and services with a wider audience of policing organizations and to identify best practices from various colleagues and agencies that we could utilize.

There is much to do, but work is ongoing to educate, influence, and develop fatigue risk management processes, with the aim of making the workplace and the roads safer for all.

*Dr. **YVONNE TAYLOR** is a police officer with 26 years' service. She has had a varied career, working in uniformed roles, including patrol, roads policing, staff officer, partnerships, and custody policy units across two police forces in England. Yvonne is currently the Sleep and Fatigue lead for the National Police Wellbeing Service.*

*Dr. **IAN HESKETH** is the Well-Being lead at the UK College of Policing and the senior responsible owner for the National Police Wellbeing Service. Ian also supports the National Forum for Health and Wellbeing at Manchester University Alliance Business School. His research interests are centered on police well-being, resilience, and transformation.*

"The National Police Wellbeing Service (NPWS) is specifically designed to provide support and guidance for all police forces within England and Wales to improve well-being within their organizations."



Four Guiding Principles for Successful Leadership for the Future of Policing

By Joseph J. Lestrange, PhD, Division Chief (Ret.), Homeland Security Investigations

AFTER TWO YEARS PLUS OF THE COVID-19 PANDEMIC, MONTHS OF CONTINUED PROTESTS TRIGGERED BY THE MURDER OF GEORGE FLOYD, A NEW ERA OF POLICING REFORMS USHERED IN BY CITY AND STATE GOVERNMENTS, AND PERHAPS THE MOST CONTROVERSIAL AND CONSEQUENTIAL PRESIDENTIAL ELECTION OF OUR LIFETIME LEADING TO A SIEGE ON THE U.S. CAPITOL, I COULD NOT HELP BUT BE FILLED WITH THOUGHTS, EMOTIONS, AND CONCERNS AS I PASSED A PERSONAL MILESTONE THIS PAST SEPTEMBER, I.E., THREE DECADES IN LAW ENFORCEMENT.

I started to think about a speech by former U.S. Army General Norman Schwarzkopf, delivered to a group of West Point Cadets in 1991 shortly after Desert Storm where he said in sum and substance, "I am at the twilight of a mediocre career," and then questioned, "What do you say to the future leaders of the 21st century?"

It became quickly apparent that I have many more days behind me than in front of me in this honorable profession. I could not help but think to myself, "What would I say to a group of police cadets or police management school graduates about the future leadership challenges they will face in in law enforcement?"

The profession has changed dramatically since I began in 1990. Things we took for granted years ago like pensions and health care are frequently under attack. Police unions in some areas have become so strong that they are obstructing police leaders from implementing needed reforms, yet they are so weak or nonexistent in other regions that police struggle to earn a legitimate wage and receive insufficient training to navigate through an increasingly complex profession.

Community trust is now often measured by the juxtaposition of civilian video recordings versus officer bodycams instead of honest conversations, compromise, and reconciliatory handshakes. Self-professed social media journalists, bots, and hackers collect information on law enforcement to dox them on social media sites like Twitter and display and add spin to our every move, often more interested in achieving political objectives than reporting the actual events as they unfolded in what has become a makeshift social media news network.

The pressures of the job, combined with increased public hostility and animosity toward the profession overall, have made police officers feel more isolated, underappreciated, and rejected by the communities they serve, causing depression, anxiety, substance abuse, and an alarming rate of officer suicide.

To complicate things further, the arrival of the COVID-19 pandemic required police to take measures to distance themselves physically and socially from the community at a time when community engagement has been more important than ever.

And lastly, the wrongful death of George Floyd at the hands of police officers has renewed interest and attention to disparities and inequities in our criminal justice system, while also exacerbating anger, divisiveness, and dissent between those demanding reform and those favoring policing in its current state.

As a result of these events and changes, law enforcement leaders are under increased

> *"The future of policing will require a different set of leadership skills to navigate this increasingly uncertain and rapidly changing environment..."*

pressure to quickly deploy reforms, under intense scrutiny and often emotionally based political rhetoric, and with less tolerance for failure. Even some of the most progressive-minded police chiefs with demonstrated successes in police reform have been forced to resign when we needed them most.

Bottom line, the profession of law enforcement has become significantly more complex; publicly scrutinized; and in many ways, more physically, mentally, and spiritually dangerous than what most of us signed up for almost 30 years ago.

The future of policing will require a different set of leadership skills to navigate this increasingly uncertain and rapidly changing environment so that police leaders of the next three decades are properly equipped to manage the uncertainty of this constantly changing environment. Despite the challenges the next generation of police leaders will face, there are also some areas of great promise, that if embraced, will impact policing in a positive way for decades to come.

FOUR GUIDING PRINCIPLES FOR THE FUTURE OF POLICE LEADERSHIP

After taking everything into consideration, I was able to boil my entire leadership career down to four guiding principles, that in my humble opinion, when made part of our leadership practice, can improve decision-making, promote fairness, reduce inequity, and build community trust.

These four guiding principles are

1. Be mindful of differing contexts
2. Embrace evidence-based decision-making
3. Understand and manage bias
4. Remain open and flexible to change

I believe these four principles are critical to the success of law enforcement in the 21st century and must-have skills in our leadership toolbox. These principles can help decision makers align agency goals and objectives to the needs of the community; address operational realities faced by officers in the field; mitigate the harmful effects of misinformation, disinformation, and mischaracterization; reduce police misconduct and civil liability; and temper feelings of hostility before, during, and after critical incidents.

While these four guiding principles may seem obvious, experience would likely tell us that the espoused values attached to these principles are easy to state, but difficult to put into routine practice in our organizations. I have often commented to my peers, that practicing these principles always seems easier for people when we are in a steady state or when we, as leaders, could personally gain from it, but significantly more challenging during a crisis, or when we, as leaders, will likely lose something by exercising them.

This dilemma between espoused values and practice is often touted by academics as situational leadership, where the application of value-based practices is said to depend on the situation at hand. However, it has been my experience both professionally and academically, that when the values supporting these four guiding principles are ignored in favor of applying an exception for the situation during times of crisis, existing leadership challenges are not only exacerbated but wind up costing our communities, organizations, and ourselves more in the long run.

Additionally, abandoning these principles during a crisis often results in creating new challenges and unforeseen or unintended consequences that force decision makers to divert precious resources away from achieving agency goals and objectives to instead repair significant fractures of legitimacy and trust with the communities they serve and the police they lead.

Building upon these four principles to prepare the next generation of leaders to be able to adapt and change to rapidly shifting, complex political, socio-economic, and geographic environments is critical to the future of policing.

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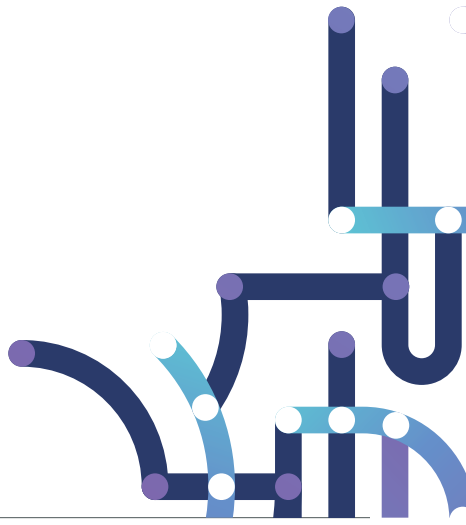
*Dr. **JOSEPH J. LESTRANGE** recently retired from Homeland Security Investigations, where he served as a division chief, after more than 30 years of service in law enforcement. He currently works as a senior consultant for Public Sector Search and Consulting.*



Rethinking Recruitment and Retention

By Cory Nelson, Captain (Ret.), Madison Police Department, Wisconsin

By Joseph Schafer, PhD, Professor, Saint Louis University, Missouri

POLICING IS IN A DEEPENING CRISIS AS THE PROFESSION SEEKS TO RECRUIT AND RETAIN SUFFICIENT NUMBERS OF QUALITY PERSONNEL TO MAINTAIN EFFECTIVE STAFFING.

Many government agencies and professional associations have convened conferences, prepared studies, and released reports documenting the personnel crisis and proposing possible solutions to alleviate the problem. The dominant recommendations discussed in the last quarter century appear to have done little to resolve the situation. For policing to remain effective, the profession needs to substantially rethink how we recruit, train, and retain personnel, as well as how we think about them across the span of their careers. Reshuffling established recommendations are not likely to remedy the personnel crisis; it is time for innovative, nontraditional approaches.

THE CHALLENGES IN U.S. POLICE RECRUITMENT & RETENTION

Police recruitment and retention efforts are characterized by several deeply embedded challenges.

- Police marketing materials tend to emphasize police work as a job involving law enforcement tasks, force, control, and aggressive operational tactics. This is not an accurate characterization of much of what police officers do on a daily basis.
- U.S. policing is highly fragmented, with over 15,000 local agencies. With few exceptions, potential employees must pursue career opportunities, when they exist, in each individual agency.
- Applicants invest substantial time and effort as they complete redundant application forms, complete identical or highly similar testing steps, and spend prolonged periods of time (and sometimes appreciable financial resources) to travel to testing sites. It is no surprise applicants might be limited in the scope of where they apply and might lose interest during prolonged recruitment processes.
- The culture of many police organizations emphasizes physicality, force, and coercion. Potential employees who do not naturally align with such traits might not have a strong interest in police work and might not be viewed as being a good "fit" to a hiring agency.
- Police agencies must staff communities around the clock, every day of the year. Work schedules can be unforgiving. Police work is predominantly viewed as a full-time endeavor. This creates challenges for employees who might need more accommodating or part-time employment, such as those with caregiving responsibilities.

INNOVATIVE APPROACHES TO RECRUITMENT & RETENTION

In the future, policing needs to embrace innovation, experimentation, and nontraditional thinking about how organizations recruit, train, retain, and interact with employees across their careers. Continuing to implement prevailing recommendations to address recruitment and retention is unlikely to yield the hoped-for benefits. This will require the profession to let go of some longstanding practices that are no longer serving the needs of organizations, personnel, or communities.

First, efforts to market and recruit personnel need to be shifted. Too often agencies do not characterize policing for what it is—a problem-solving profession rooted in communication, collaboration, and creativity. Because policing is highly provincial, agencies have often been left to do marketing and recruitment on their own. State and national professional associations should be spearheading efforts to connect marketing professionals and resources with police leaders to create accurate and effective marketing tools. This can help to expand the volume

> ***"More can be done to understand how to create workplaces that feel more accepting and inclusive of women, non-white, and LGBTQ+ employees, among other groups."***

of applicant pools and to increase the diversity of those pools by ensuring marketing messages are effective and reaching intended audiences.

Second, the profession needs to work past the siloed nature of the application and selection processes. Hiring collaboratives have been successful, although they remain rare. Creating ways applicants can complete a single application process and set of testing procedures, while having that application and testing outcomes reviewed by multiple hiring agencies, can substantially reduce the burden on applicants. Likewise, some agencies have been experimenting with efforts to streamline the entire process, allowing candidates to process from application to job offer in a matter of weeks. Reducing the burden placed on job seekers will allow policing to develop deeper and more diverse recruitment pools, while spreading expenses across multiple agencies and consolidating resources to market and recruit.

Third, agencies and academies should look carefully at the processes and practices used in basic (pre-service) training. Recognizing state entities often dictate many aspects of the content of basic academy training, it might be time to explore the culture and structure embedded in the experience. Academies should routinely analyze who separates from the experience and what reasons lead to that outcome. The COVID-19 pandemic forced academies to innovate aspects of their content delivery and demonstrated that some materials can be delivered to recruits in alternative formats. Further innovation in the scheduling and content of academy experiences might enable agencies to recruit and retain more diverse applicants.

Fourth, police work does not have to be a full-time job for all employees. Many other sectors of the labor market have found ways to allow employees to work part-time or to "job share." This flexibility can allow employees to maintain their job while having the time to devote to personal needs and educational pursuits. Such systems are not always easy to establish and might incur some nominal costs to the employing organization (e.g., providing health insurance to two employees sharing one job). Those costs, however, might be overshadowed by the expense of losing those employees and needing to recruit, hire, and train their replacements. Part-time arrangements do not have to be permanent, but they can allow employees to keep a foot in their profession while taking care of aspects of their personal life.

Finally, police organizations need to think about how they can truly expand diversity and inclusion in their ranks. More can be done to understand how to create workplaces that feel more accepting and inclusive of women, non-white, and LGBTQ+ employees, among other groups. The steps to achieve this are not always simple and obvious. Agencies need to seriously consider how to better connect with diverse candidates while also ensuring they have created a workplace that is truly accepting of that diversity.

CONCLUSIONS

Policing in the United States continues to be mired in a crisis of legitimacy and decreased public support that exacerbates a long-standing struggle to recruit and retain enough qualified applicants. While much has been written in recent years about how agencies might overcome this situation, recruitment and retention efforts seem too often built on the common, but unproven, practices used within the profession. That police agencies continue to recruit and hire insufficient numbers of new personnel to preserve staffing levels should call into question the efficacy of the common practices.

The future of policing should be one in which the recruitment and retention crisis is a historical artifact. This can be accomplished if the profession moves beyond siloed hiring practices and outdated, counterproductive ways of thinking about personnel, their preferences, and their needs. Improvements are possible, but they require the profession to take a critical look at embedded practices and systems that are no longer serving the interests of organizations, employees, and communities. The future of recruitment and retention can be quite positive, but the profession must have the courage to innovate, experiment, and build better workplace systems. The safety and well-being of our communities depends upon it.

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This work was prepared as part of the CNA Project on American Justice.

Finding the Balance between Tactics and Medicine

By David McArdle, MD, FACEP, Chair, Police Physicians Section, IACP

THE MODERN TRANSITION TO TACTICAL MEDICAL CARE OCCURRED IN THE SPECIAL OPERATIONS SECTION OF THE U.S. MILITARY IN THE LATE 1990S.

U.S. Navy Captain Frank Butler created a course for SEAL team commanders in the management of casualties on the modern battlefield. It was not to make them into medics but to expose commanders to the issues they would face if there were casualties in the unit. The focus was on treatment of potentially preventable deaths due primarily to blood loss. Tourniquets, which had not been used extensively in the U.S. military since the Civil War, were reintroduced and refined. There was also an emphasis on the small unit tactics used to safely conduct a rescue under fire. The Army Rangers was the other group to originally embrace this concept. The Rangers got command-level support for having well-defined protocols and extensive training and now have the best survival rate within the entire U.S. Department of Defense. There is now continuous quality improvement to identify and implement needed changes.

Law enforcement was slow to adapt to the changes in the field to expedite medical care of injured officers and civilians. In many communities, the fire departments have provided medical care in the community independently or in conjunction with third-party ambulance companies. At the federal level, in 2002, the Office of State & Local Law Enforcement Training Division at the Federal Law Enforcement Training Center was ordered to cease operation on a new program on patrol-based medicine because the Fire Academy at Emmitsburg, Maryland, would oversee medical training for the fledging Department of Homeland Security. In 2012, BORSTAR (U.S. Border Patrol Search, Trauma, and Rescue) lobbied for more advanced medical training of officers. They recognized the need for humanitarian relief of persons attempting to cross the hostile desert long ago. Roughly four years later, they started a program that has now evolved into an excellent patrol officer Basic Tactical Medical Instructor Training Program currently available for export to local and tribal police departments. Field-expedient medical care is taught, but there is also a return to the principles of early military medicine that stressed the tactics needed to conduct a rescue in a hostile environment.

The two years of the COVID 19 pandemic has accentuated the decline in both pre-hospital and hospital-based medical personnel. The Defund the Police movement has also caused a large turnover in law enforcement staffing. We are all short staffed. Now, more than ever, we need the support of our peers to provide critical pre-hospital medical care to our community members and fellow first responders. Patrol officers need be able to provide initial medical care to the sick and injured and provide force protection to the dedicated advanced medical providers so they can safely enter a hostile environment. In acute trauma cases, a patient can bleed to death in as little as two to three minutes—and the brain may sustain irreversible damage in as little as four to six minutes. These are the unbreakable laws of physiology. The reliance on fire department–based and civilian advanced medical providers is growing more tenuous with the increasing violence seen in many communities. The Army Ranger model equips all rangers with a basic set of lifesaving skills and the small unit tactics to operate in a hostile environment more safely. Additionally, they have a tiered medical response capability in the deployed field units. They routinely train to handle casualties so that when real events lead to real casualties they can perform much more efficiently. That is how they have achieved the best survival rate in the U.S. military. The time is now to begin the transition to embedded medical support in domestic law enforcement.

In addition to penetrating trauma, domestic medical providers need to address many topics in which they have not been routinely trained in the past. For instance, what presents as an acute behavioral crisis may be masking a significant underlying medical condition. From whatever may be the triggering event, prolonged struggles can lead to serious life-threatening metabolic disruptions. The timely capture and prompt medical care may require close collaboration of all pre-hospital providers and prompt referral to a medical center. This may entail the sedation of the patients at risk, not to effect an arrest but rather to begin aggressive lifesaving medical care.

Interagency training of medical providers and patrol officers is mandatory if we expect to improve survival in the field of all community members. Practitioners familiar with both medical and tactical issues need to be identified and utilized regionally to provide appropriate medical supervision. In addition to low-tech skills practice, the evolution of high-tech robotic simulation is rapidly evolving for medical training. Just like training pilots to handle in-flight emergencies with flight simulators, these high-fidelity medical robots can not only help trainees polish technical skills but can also serve to inoculate the officers to high-stress medical events that they may ultimately face. The primitive limbic system of the brain will hijack higher executive-level functions of the brain when it senses the brain is at risk. Thus, not only book knowledge but skill training proficiency will lessen the psychological impact of a crisis. There needs to be ongoing quality assessment to measure outcomes and identify best practices in a timely manner. This will provide better patient outcomes and system performance. Although initially resisted, the use of CPR and AED for cardiac emergencies, tourniquets for extremity bleeding, and pre-hospital nalaxone for narcotic overdoses by patrol officers have saved many lives. All skill training must ultimately replicate the scenario context in which critical tasks will be employed.

We are in challenging times when we are required to do more with less. Of all the professions, law enforcement requires its members to master a wider variety of topics and skills than any other. That is in large measure due to our unique position of being the first of the first responders to arrive on scene. We need to develop more rapid response for mental health workers and other advanced providers but ultimately our officers will be there first in the most critical of incidents. Training needs to be ongoing and appropriate for officers to not only survive physically but also to protect their psyche. As law enforcement executives, we do not want to be responsible for our officers' untimely deaths on the street or subsequent deaths from the injuries they sustain in a lifetime of service. We must "vaccinate" our officers against psychological trauma by providing frequent small doses of surgical trauma management and preparation for medical emergencies. These lifesaving skills are perishable. We want our officers competent and healthy to protect and serve our citizens. They may ultimately face the "horrific privilege" of dealing with the death or critical injury of innocents, and it is our responsibility to have our officers prepared for when the scene is not safe, but they need to make it so.

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"Of all the professions, law enforcement requires its members to master a wider variety of topics and skills than any other."

Getting Human Service Delivery Right

By David Vangsness, Lieutenant (Ret.), Anaheim Police Department, California

THE FUTURE OF POLICING IS NOT THE POLICING.

The successful police departments of the next decade will be those that have engaged their communities; human services partners; and most critically, their political leadership to improve the manner in which local government addresses the myriad problems that have little or no solution in law enforcement or the criminal justice system. Continuing to operate in an environment that says, "We will respond to and fix any problem anywhere at any time," has led to a crisis in police legitimacy that is, in many ways, of our own making. I suggest that what prompts many to call for "defunding" the police is in fact a well-intended desire to get human service delivery *right*. It is the hope that government will send the best people with the best resources to the problems they are best suited to address. For too long, the police officer has been the only option. The effective chief or sheriff of tomorrow will seek the continued evolution of those we have come to know as "first responders" and lead the wholesale overhaul of service delivery, particularly in the mental health and social services fields. Police officers should no more be asked to respond to and solve long-term societal ills than they should be asked to perform an appendectomy. Every police executive should be deeply engaged in the development of field response strategies by the private and governmental organizations that are best equipped to deal with the complex problems of their communities. Policing will be the easy part.

Consider the fact that many police calls for service could be better answered by someone with a degree in psychology and perhaps a minor in addiction counseling and whose partner is a homeless advocate with a background in emergency medicine. This team should be in the field 24/7 and engage, assess, assist, and connect those in need with all the appropriate services. This is, of course, an almost absurdly unrealistic expectation today. But should it be? As we consider the future of policing, or even the future of the entire criminal justice system, are we discussing anything approaching transformative change or simply picking at the edges? How do we even begin to improve our policing if we are spending most of our time and resources confronting matters best suited for other branches of government or private stakeholders?

Although many agencies have taken steps down this path, it is no longer sufficient to simply recruit a willing social worker and have them ride along with a cop for a shift or two each week. While this may have seemed progressive years ago, today it is merely an acknowledgement that we are out of our depth. More critically for police executives, it cedes the responsibility of good governance from those whose job it is to provide it. City councils and county boards are charged with the oversight and deployment of the various human services agencies that are best equipped to deal with the problems noted above. They also possess the wide-ranging community-based connections necessary to engage the numerous nongovernmental organizations operating in this arena. They are also directly responsible to the voters. A local political leader who turns to the police chief or sheriff when asked about addiction or homelessness in the community should be sent to the electoral dustbin.

If a city council's solution to homelessness is to pass a statute that makes it a criminal offense to pitch a tent and sleep on public property, they have not only failed their constituents in even a cursory attempt at problem-solving, they have also thrown their police department in front of the proverbial bus. Likewise, if a school board's solution to disciplinary problems in the classroom is to offer the local police department a contract for an officer to spend his or her days at a school muddling the distinction between a true public safety concern and an unruly teenager, they

> ***"It is no longer sufficient to simply recruit a willing social worker and have them ride along with a cop for a shift or two each week."***

have taken advantage of you and your inability to say "that's not our function." You must look to those whose profession it is to address these problems and find the resources to support putting them in the right places at the right times.

This means that the successful police executive will be the one who can marshal the forces of the community and shepherd them *into the field*, rather than the one trying to solve every problem simply because the police have traditionally found themselves *alone* in the field. And while it may be unrealistic to simply say we are "staying in our lane," it is also an oversimplification to simply step back and expect that human service delivery gets done by those trained to deliver it. There is no organization, public or private, in any community that has more experience working in the field, all day, every day. As such, police departments are uniquely suited to lead the efforts to transition other agencies to this work. If a problem requires a light police presence, we must provide it. If no policing is desired, we still must be within immediate reach.

A shift of this magnitude will require police managers to engage with human services organizations at an unprecedented level. Engaging faith-based leaders and the various human services agencies is not territory familiar to your staff. But the knowledge that we can't do everything well should drive us to create the pathways for others to step in, rather than doubling down on our own failed efforts. An honest look at critical incidents that end tragically in any policing agency often prompts the frighteningly obvious question, "Why were we there in the first place?" We can send our officers to de-escalation training until the end of days, but if our mere presence at an event with no law enforcement nexus actually drove the escalation, how do we ensure the right people are sent in the first place? There is ample evidence that most of those in need are not a threat. Researchers tell us that people with mental illness, in particular, are more likely to be victims of violence than perpetrators. So, wouldn't it be refreshing to send a mental health provider along with a medical expert to talk to that "scary" person on the corner rather than a cop without the resources or background to make a positive difference? Consider the impact at the conclusion of a domestic violence incident if a crisis counselor walked in the door as soon as the cops walked out. A service model where the government fields professionals in all sectors of need is a government looking out for the best interest of all its people.

How does your community attain a true field-responsive social service system? How do you convince your political leaders to support the funding required to put these professionals on the beat? These are the greatest questions of the future, but the truth is, cops should not have a monopoly on driving the streets 24/7. The transformation of human services departments into ones with a delivery model wherein their professionals work in the field permanently and at all hours will be costly and incremental. But any chief or sheriff who truly wants to catch bad guys and let others help the good guys when they are sick, downtrodden, or just wayward, should lead the efforts to make this happen.

DAVID VANGSNESS *policed the city of Anaheim, California, for nearly three decades. He worked in, supervised, or managed nearly every unit of the department. He retired as a lieutenant in 2015 and now grows trees in Southern Oregon.*

Trust Is the Bedrock of Policing Success

By Kevin M. Steele, Deputy Chief of Police (Ret.), Kansas City Police Department, Kansas

WHEN ONE LOOKS AT THE FUTURE OF POLICING, ONE FIRST SHOULD LOOK BRIEFLY AT WHAT HAS HAPPENED TO GET US WHERE WE ARE TODAY.

Perspective, both perceived and projected, is sometimes influenced by what we have experienced in our lifetimes. Law enforcement has come a long way since I started my career in 1982.

From new technological innovations and data-driven crime strategy methods to various initiatives designed to enhance community-police relations, such strategies have had tremendous dividends for police agencies and the communities that they serve. However, community trust in policing remains elusive. For instance, one can also argue that since the 1990s, the public's confidence in police work has remained flat, and among some populations of color, confidence has declined. Thus, building trust and legitimacy is an essential step in introducing any new policing method, concept, or ideal to the communities we serve. As affirmed (in 2015) by the President's Task Force on 21st Century Policing, people are more likely to obey the law when they believe that those who are enforcing it have the legitimate authority to tell them what to do. The public confers legitimacy only on those they believe are acting in procedurally just ways.

Although trust at times was hard to establish, even in 1982, trust and honesty was necessary to police effectively in all areas of the community that I served. Regardless of the specific area an officer patrolled, setting up a rapport with those on your beat was a solid foundation for establishing legitimacy with the people. That was a win-win for both sides. I was only as effective as the information provided to me while I was on my beat or in a command position. The street dialogue that I set up over an extended period built what I would term a relationship of trust.

But how do we get there today? First, we must get away from the mistrust that is sometimes a part of an agency's culture. Instead, hire and promote those willing to trust human nature—the characteristics of trust and compassion for themselves, their colleagues, and their communities. Adopting a procedural justice mindset that stresses fairness and trust from the top down in the agency will go a long way to bring about a cultural change that can contribute to building trust and confidence among the officers themselves, which will ultimately have positive effects on building trust within our communities.

I, for one, saw the concept firsthand within my department when I directly worked for the chief of police as her executive officer. Her trusting style of leadership included treating employees with respect and humility. She inspired a shared vision and encouraged the hearts of her employees. Her trusting nature went a long way in building trust among those within the ranks of the department, which was replicated in employees' interactions with community members. She led by example. She could teach on all sides of the law enforcement discipline (and did), but one of her greatest attributes was her ability to treat her employees with respect and fairness, regardless of the circumstances. The profession is not about equipment and processes—it's about people.

Additionally, as mentioned in the *Final Report of the President's Task Force on 21st Century Policing*, many officers have no respect for each other, let alone respect for the public. In my opinion, the police must first learn to treat each other with respect. Executives must stop being only administrators and be leaders. It takes a lot of work and, most importantly, time to be a good leader. A chief of police must instill trust, fairness, honesty, and respectfulness in their commanders,

officers, and employees. Personnel will bring this respect into their interactions with the people they serve. Again, I saw this effect firsthand while serving as executive officer to a chief of police who practiced what she preached, exemplifying trust and respect daily.

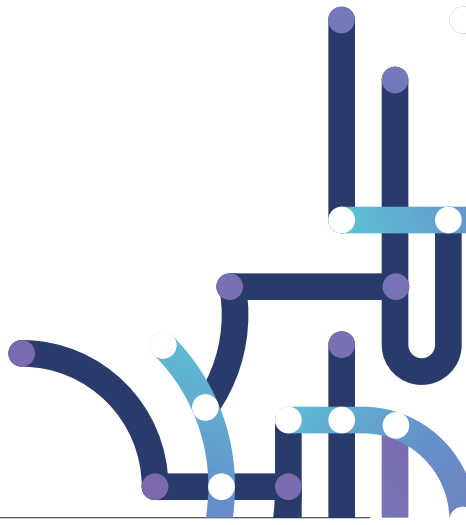
Second, the law enforcement culture should re-embrace the guardian mindset of policing built upon public trust and legitimacy, as said in the task force's report. The guardian mindset was there from the infancy of my career up through the street gang and violent crime era of the late 1980s and 1990s. Unfortunately, this concept quickly fell to the wayside after 9/11, with concerns about counterterrorism and homeland security taking center stage for many agencies. But then, there was an urgent need, and we had to change our methods to meet the new challenges that 9/11 threw upon our society. However, now we must channel our energies into a fundamental part of policing: service—to protect. Our service is a part of an essential function of law enforcement, which is society's formal attempt to comply with established rules, regulations, and laws.

Building trust and relying on trust is our duty to our community members. Obviously, we need to deploy modernized equipment that is in good working condition as we move further into this decade and decades to come, coupled with the best methods of achieving the mission of supporting the safety of our communities. First, however, the profession must get back to the basics of what policing is all about. Serving and trusting our community members and, most importantly, earning their trust. This is one of the keys to success as we move further into policing this decade and beyond. Trust, coupled with down-to-earth communication skills at all levels, begets trust. Trust builds respect and admiration for all involved persons. Treat people as you would want to be treated. That person may be your parent, sibling, spouse, or another beloved person. We are here to serve, first.

The future is bright for policing. Getting back to the basics of building trust in ourselves and our community partners is one of the keys to being successful servants to all people.

Deputy Chief of Police (Ret.) ***KEVIN STEELE*** *served over 33 years with the Kansas City, Kansas, Police Department. In addition, he served as a professor of criminal justice for many years, teaching criminal justice classes both as an adjunct and in a full-time role for approximately 15 years at the Kansas City Kansas Community College.*

"Getting back to the basics of building trust in ourselves and our community partners is one of the keys to being successful servants to all people."



Protecting the Most Vulnerable

By Martin Alan Greenberg, Director of Education and Research, New York State Association of Auxiliary Police

IN THE FUTURE, THE STEPS NEEDED TO BUILD PUBLIC TRUST IN POLICING WILL BE COLLABORATIVELY FOCUSED AND WILL REPRESENT A DISTINCTIVE ORGANIZATIONAL PHILOSOPHY FOR MANY DEPARTMENTS.

In some respects, this model is already being tested as departments seek to engage community groups through community partnerships and educational awareness programs. These projects involve business and residential associations, local schools, and the corporate funding of police foundations. However, it is becoming more and more apparent that the central focus of police work is the protection of children, individuals with substance use issues, victims of crime (especially victims of domestic violence), the elderly, people with mental illnesses, extremist targets, and displaced persons—often classified as society's most vulnerable groups. In a recent report by the Presidential Commission for the Study of Bioethical Issues "vulnerability" is "understood to stem from a person's inability fully and independently to protect their own interests." It is the premise of this brief article that the protection of vulnerable populations will or should be the basis for police planning in the future. In addition, the police of the future will be more actively engaged in the coproduction of security by utilizing partnership approaches and multiagency crime prevention programs.

The idea that disparate groups need to work together to make society a safer place is already shared by many. But partnerships also present challenges. The achievement of effective collaboration involves at least four basic questions: (1) How to identify the right partners? (2) Who takes the lead? (3) Which information is shared with whom? (4) And how do we make it all work in view of every partner's mandate and competencies?

In many major police agencies, the right partners are already present because the role of academia and the role of the police have been recognized as having a common purpose—to help ensure that there will be good people in our world. If not already involved, qualified members of academia should be considered as necessary partners in the development of strategies for protecting the most vulnerable. Academics can help in the recruitment of qualified police officers and assist with the technology needed to address the efficiency of agencies in the prevention and solving of crimes.

The selection of the leaders is a key issue in the transformation of police departments. Policing in the future will need to draw upon the resources of education, corporate, and community leadership to address the best practices to safeguard vulnerable groups. The combined talents of leaders in government and community organizations will be necessary to act as the agents of change. Such teams of leaders may also help to address the shortage of qualified recruits.

All collaborations must include a certain amount of information sharing. Trust among partners is an important feature of such relationships. The types of information to be shared should be determined through collaboration. The key question to ask is what knowledge is needed by the partners to protect a particular vulnerable group? The information may vary from group to group. For background purposes, most available online public safety publications produced by federal or state government sources are directed toward the members of law enforcement agencies. However, a great deal of this information is also of value to interested members of a variety of community groups, especially units of auxiliary or reserve police composed of volunteer citizen police officers. A huge archive of these materials can be found on the Office of Justice Programs website (www.ojp.gov/program/lawenforcement/resources#70xrb). As an example, one of the many resources

> **"The combined talents of leaders in government and community organizations will be necessary to act as the agents of change."**

available is a Police-Mental Health Collaboration (PMHC) Toolkit. The PMHC Toolkit provides resources for law enforcement agencies to partner with service providers, advocates, and individuals with mental illness or intellectual and developmental disabilities. The goal of these partnerships is to ensure the safety of all, to respond effectively, and to improve access to services and supports for people with these types of mental illnesses or disabilities.

There are thousands of local law enforcement agencies providing one or more of the following community partnerships: the virtual neighborhood watch program (E-Watch), citizens and youth police academies, police explorer programs, National Night Out, Coffee with a Cop, Vacation Watch, and RU-OK? (a senior citizen welfare check program). In addition, hundreds of federal and state law enforcement agencies engage in information sharing and have community outreach programs, but true collaborations must also involve information coming from community groups and individuals. For example, since 1976, the Crime Stoppers program has led to the arrest and indictment of those responsible for committing felony offenses and a very high-conviction rate based on cases solved by a tip to the program. Today, community and student Crime Stoppers programs exist around the world.

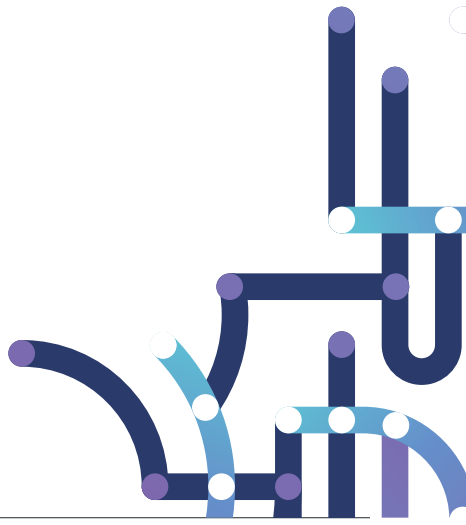
Perhaps, the best way to enhance the protection of vulnerable populations is by ensuring ethical police departments. A continuing series of ethics training programs should be delivered to all police. A leading curriculum in this field is known as the ABLE Project. The Georgetown University Law Center for Innovations in Community Safety (formerly known as the Innovative Policing Program) has partnered with the global law firm Sheppard Mullin to create the Active Bystandership for Law Enforcement (ABLE) Project, which offers training to police agencies in an effort to create a law enforcement culture that supports peer intervention:

> *The Active Bystandership (AB) promotes an organizational culture where officers are empowered to intervene when noticing their colleagues are—or are about to—engage in dangerous, unwanted, or inappropriate behavior. It focuses on direct intervention in an informal capacity rather than formalized reporting.*

The project also provides resources to communities and law enforcement agencies interested in adopting ABLE. It is never too late to initiate or strengthen efforts to improve the ethical standards of behavior in police departments.

These are just brief answers to the four basic questions raised here about how to protect future generations of our most vulnerable populations. All local, county, state, federal, tribal, and military law enforcement forces need to participate in this mandate—the protection of the most vulnerable requires peacekeeping skills and the delivery of services in an ideologically neutral manner. Traditionally, these are hallmark functions of police.

Dr. ***MARTIN ALAN GREENBERG*** *is the director of education and research for the New York State Association of Auxiliary Police and a retired State University of New York (SUNY) criminal justice professor. He is a published author, most recently of* Everyone a Sheriff: The Democratization of Crime Prevention in America.



Service Style of Policing

By Amir Chapel, Policy Analyst, National Institute for Criminal Justice Reform

POLICING HAS COME A LONG WAY FROM THE WATCHMAN AND LEGALISTIC STYLES OF POLICING.

Today's policing practices have shifted toward the service style of policing. What does that mean in terms of policing practices? The service style of policing focuses on serving the community and its members. We have heard the phrase "community policing" many times in the recent past. It has been thrown around like popcorn, with millions of dollars in funding dedicated to community policing efforts in cities around the United States, often with minimal effects on improving community-police relationships. This is likely due to the way different initiatives have been rolled out, and part of the issue is that the voice of the most impacted communities has not been front and center.

Too many police departments are currently operating with low staffing levels in the field and morale that is even lower. It is understandable in the sense that police departments are tasked with solving societal problems of which they are ill equipped to address. Officers are overworked and dealing with numerous calls for service waiting in the queue in their computer-aided dispatch (CAD) systems, while still trying to maintain and balance handling higher priority calls for service. All of this is happening in the context of criminal justice and police reform. Cities are embarking on processes to reimagine public safety, and this includes thinking about how municipalities should use their limited and over-worked resources. This work must be done in a collaborative and inclusive way, which means police departments and community members, particularly in the most impacted communities, should be working together to determine what types of calls for service can be safely handed over to an alternative response that would reduce the field or patrol operations workload, improve consumer experiences, and enhance public safety all at the same time.

Police departments will be the first to say outright that there are some call types they respond to that do not need an officer, but since police are the only response option, they are forced to go. Call types include wellness checks that do not require urgent medical or safety interventions, "cold calls" where only a report is needed, and other low-level and nonviolent call types for issues like panhandling.

Some cities have opted to implement co-response options like crisis intervention teams or mobile crisis teams, which pair a licensed mental health professional with an officer to respond to calls involving people experiencing mental illness. This type of response has shown a reduction in the use of force against persons experiencing crises, which accounts for a significant portion of the force used against civilians. The California Department of Justice (DOJ) looked at four years of use-of-force data (2016–2019) and found that 40 percent of the individuals involved in the encounters had a mental health condition. It is important to note that this is likely an undercount due to the lack of accuracy in reporting and recording in the CAD when a specific call type involves an individual with an underlying mental health component. Implementing an alternative response infrastructure, which may be a combination of newly created civilian-led and civilian-staffed community safety departments similar to the Albuquerque Community Safety Department (ACS) Responder program in the city of Albuquerque, New Mexico, that employs behavioral health experts, community members, and clinicians to respond to calls that don't require an officer, or a community-based coalition and network of service providers that respond to low level and noncriminal calls for service may likely reduce some use-of-force incidents.

> *"If we could reallocate patrol officers to allow for more proactivity—rather than responding and going from call to call—cities may realize a reduction in more serious types of crime."*

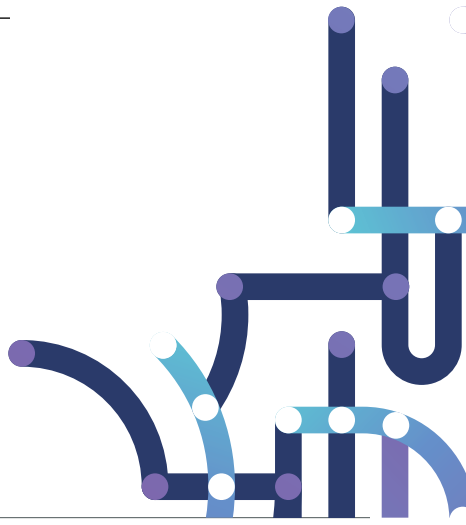
As retired Chicago police officer David Franco explains in a 2020 article for the *Chicago Sun Times*: "We spend entire shifts dealing with noncriminal matters from disturbance and suspicious person calls… With so many low-level issues put on our shoulders, police cannot prioritize the serious crimes."

This statement reinforces the need to really think about how we use our police resources. If we could reallocate patrol officers to allow for more proactivity—rather than responding and going from call to call—cities may realize a reduction in more serious types of crime.

The National Institute for Criminal Justice Reform (NICJR) has developed a four-tiered dispatch model for calls for service, one that includes a robust, structured, and well-trained team of community responders— a Community Emergency Response Network (CERN). The CERN model will allow for more proactivity for patrol operations bureaus because they will no longer have to spend time responding to every call for service. CERN also allows for community responders to address a call for service without the need for an officer. At the point of dispatch, call takers will be able to triage and have another option to deploy resources outside of a traditional police response. The city of Seattle, Washington, recently redirected 11 percent of their calls for service after an analysis by NICJR showed that some calls could safely be handled by an alternative response option. This is something that the community's police departments and the officers who work within them can get behind. It takes a lot of work to really sit down in a collaborative way to allow for everyone to come to some level of common understanding so that frequent users of police services can be assured that any alternative response option is safe, reduces harm, and addresses the matters at hand. Law enforcement and city officials on the other end want to be sure they do not put civilians in harm's way and that they reduce liability and risk for all those involved.

In the next five years, I see policing being more open to collaboratively working with civilians who do not work for the department. By providing command staff workshops, field briefings, training during the academy, and other in-service professional development opportunities focused on explaining alternative response options and how they can benefit the whole community, we can build and gain the trust of law enforcement in relying on alternative response options like CERN. Too often, departments and cities implement things without getting the buy-in of those responsible for doing the work. Bringing the community along in the process will allow for an open dialogue while fostering a greater appreciation and understanding that we are all working toward a common goal. Despite the challenges and barriers, it can be done. In the face of adversity, we must not quit, but keep going, and in the end, we will arrive at a place where all stakeholders are valued, heard, and appreciated. Where we are today did not happen overnight—and implementing new models and methods of policing will take time. Dedication and perseverance to the task at hand is all we can ask for. Be open-minded and honest; the rest will fall in place.

AMIR CHAPEL *is a policy analyst at the National Institute for Criminal Justice Reform, where he coordinates projects and legislative and policy advocacy initiatives, often with local government agencies or other stakeholders. He conducts research in the fields of criminal and juvenile justice, youth development, violence reduction, organizational development, and other relevant areas.*



Realizing the Future Purpose of Policing

By Jim Bueermann, Chief (Ret.), Redlands Police Department, California

THE FUTURE OF POLICING IN THE UNITED STATES IS BRIGHT.

I say this knowing full well that U.S. policing faces significant challenges today and tomorrow. Advances in policing have made it so much better than when I was a street cop in the 1970s. The men and women who lead most police organizations today are smart, dedicated people who understand change is inevitable. They embrace the risk and ambiguity that define police leadership today. Street cops are smarter, healthier, and more amenable, too. I believe in the nobility of good policing and have faith that today's police leaders will resolve the problems in policing with which we are all too familiar. Like most people, I hope we're able to navigate the changing landscape so the cops and the people they serve collaborate to build peace in our communities. But, as the saying goes, "Hope is not a strategy."

What policing needs is a framework that works for both cops and the communities they are sworn to protect—a plan that can be operationalized and integrated into the culture of policing. Policing needs a structure that facilitates peace and is focused on violence reduction and building strong, healthy community-police relationships. This framework needs to be so sound that it helps police leaders align all aspects of their organizations to achieve effective, empathetic, and just policing. That model is embodied in The Peace Officer Project and The Peace Officer Promise.

The Peace Officer Project is focused on police culture change and improving the relationship between communities and their police agencies. In many ways, it's a "back to the future" experience that advocates for a strong connection to the vision of "cops as peace officers." In almost three-quarters of U.S. states, the statutes that authorize police officers refer to them as "peace officers." Not police officers. Not law enforcement officers. Not cops. Peace officers.

There is a way for today's policing agencies to rediscover what it means to be "peace officers." This would replace "enforcing the law" as a first imperative with the facilitation of peaceful communities via policing that is effective, empathetic, and just. This can be done without diluting the effectiveness of the police or demonizing police officers who risk their lives daily for perfect strangers.

A peace officer orientation means policing aligns all aspects of the profession to one that supports peace officers and "makes real" for cops what it means to be a peace officer. It means policing leaders must consider whether their strategies to control crime and disorder create more harm than good for their communities. That is the key for change in communities where trust and confidence in the police are low. These communities want the police to be their guardians and protect them in an equitable and compassionate manner.

This doesn't mean that peace officers shouldn't enforce the law. It means officers should use the discretion almost all states give them to resolve situations in the most peaceful and least harmful way possible. It doesn't mean peace officers don't write tickets, make arrests, or use force when necessary. But it does mean that officers consider the collateral consequences of their actions and weigh the benefits against the potential costs of their actions. This is where the Peace Officer Promise is crucial to future community-police relationships. It states:

> *We, the members of the [insert agency name], promise that while doing our best to control crime, we will do everything in our power to do no harm to the communities we serve and protect.*

The Peace Officer Promise is based on medicine's Hippocratic Oath, which admonishes physicians to "do no harm" to the patients they are trying to heal. This is fundamentally why most physicians today are so hesitant to prescribe highly addictive pain killers to their patients even though they are effective at

> *"A peace officer orientation means policing aligns all aspects of the profession to one that supports peace officers and 'makes real' for cops what it means to be a peace officer."*

reducing pain. Medicine has become better informed about these drug's addictive qualities. As such, their benefits are weighed against the consequences of addiction and alternative therapies are frequently prescribed that don't carry the risk of addiction—so that more harm isn't done.

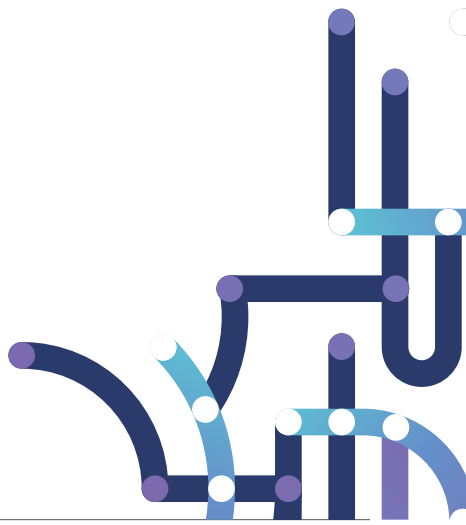
For policing, the possibility that "doing their job" of enforcing the law may be harmful to the same communities they are trying to protect may be a difficult concept for cops to accept. It would have been difficult for me to grasp in the early years of my career. But, as I reflect on some of the "zero tolerance" enforcement programs I participated in, I realize that we probably did more harm to parts of our community while believing we were protecting them. And I cringe at the danger I may have placed others in when pursuing a fleeing motorist. I knew the motorist and could have gotten a warrant and arrested him later in a much safer way. But I didn't.

This lack of consideration of collateral consequences is also at the heart of the community tension around the use of school resource officers (SROs) in public schools, and it fuels the "school-to-prison pipeline" discussions.

When the effectiveness of SROs is measured by the number of citations they write to students or the number of student arrests they make, we should not be surprised when parents/taxpayers are frustrated with the police. When the potential for long-term consequences of fines and arrests of low-income students and their families are considered, it's easy to appreciate that the costs outweigh the potential benefits. A recent media investigation highlighted these types of collateral consequences. Imagine the difference in how parents would view SROs if they believed the officers were as invested in removing "off-campus barriers" to their kids' learning as they were in "campus safety."

I believe in a future where police agencies change their culture by modifying their recruiting, hiring, reward systems, disciplinary systems, data collection systems, procedures, and public messaging to reflect their commitment to the peace officer framework. I also believe that policing leaders will someday soon publicly articulate their commitment to the Peace Officer Promise. When agencies do these things, they will find their communities have greater trust and confidence in the police. The current lack of trust and confidence in the police is a source of tension between the police and their communities. Solving this means that, when bad things happen in policing—and they will—communities must be willing to listen to and accept police explanations, forgive the police, and continue to collaborate in meaningful ways. But this future will be possible only when communities have trust and believe in their "peace officers." ⛉

JIM BUEERMANN *began policing in 1978 and served 33 years with the Redlands, California, Police Department, including 13 years as chief. He is the past president of the National Police Foundation (now the National Policing Institute) and is currently a policing consultant for the U.S. Department of Justice, municipalities, and nonprofit organizations.*



The Future of Policing Is in Our Shared Vision

By Scott C. Booth, Chief, Danville Police Department, Virginia

LET'S START WITH SOMETHING THAT WE ALL CAN AGREE ON—BOTH THE POLICE AND THE COMMUNITY WANT SAFER NEIGHBORHOODS.

Safer schools. Safer highways. What we don't always agree on is how to get there. Since the summer of 2020, we have experienced widespread public opinions for reform in the law enforcement profession. Policing tactics have not kept pace with societal expectations. Critical issues such as homelessness, the opioid epidemic, and mental health response now require a different approach—we can't just sweep them away or lock up the problem. Police accountability and transparency are front and center. Communities are demanding more from those who are sworn to protect and serve them, but we cannot do it alone. More collaborative and creative solutions are needed. So how do we get there?

As with most complex problems, leadership is the key. As police leaders, now is the time for us to step up and, alongside our community partners, exercise transformational leadership. In The Leadership Challenge, authors Jim Kouzes and Barry Posner outline a template for transformational organizational change that I find particularly relevant as we chart our path forward. The model consists of five fundamental components: model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart.

Model the way. Police and community leaders need to be clear about our own values and expectations. Our behavior should set a personal example for our officers and community members, and we should follow through on our promises and commitments. Common values between the police and the community should be constantly emphasized and affirmed in everything that we do.

Inspire a shared vision. We must create a compelling vision of what our organizations and communities can be. We must visualize positive outcomes and communicate those outcomes to all of those who are involved in our mission of shared public safety. Only by doing this can we challenge others to upend the status quo and move our profession and our communities to the next level.

Challenge the process. Communities and law enforcement organizations must be willing to change the mindset of "this is the way we have always done it" and step into the unknown. This includes being willing to innovate, grow, and improve. We must become exploratory leaders who are willing to experiment and try new things—to take risks, with the end goal of making things better. The best leaders learn from their mistakes as they go.

Enable others to act. Strong leaders build trust with others and promote collaboration—in other words, they work well with people. We must listen to diverse points of view and keep dignity and respect front and center in our conversations. Leadership should be spread throughout the organization and the community, decentralizing decision-making, and supporting others' decisions. Officers and community members should feel good about the work they are doing and understand how that work fits in with the greater community's shared goals.

Encourage the heart. It's important to reward others in the organization and the community for their accomplishments. The most effective leaders understand this and are willing to praise officers and community members for a job well done. Create communal forums that allow for authentic celebrations that not only show appreciation but also encourage others to excel. When law enforcement organizations and

the neighborhoods are in this together, it encourages a collective identity and community spirit.

Law enforcement organizations and communities have a symbiotic relationship, one that consists of both leadership and followership roles. These roles change depending on the situation and the environment. Transformational leadership is particularly relevant because of this relationship, since it is considered a process that changes and transforms people and is concerned with emotions, values, ethics, standards, and long-term goals. Transformational leadership can also be viewed as an exceptional form of influence that moves participants to accomplish more than what is usually expected of them. Arguably, now and in the future, there has never been a more appropriate time in our profession for law enforcement agencies and communities to exercise transformational leadership. As I write this article, I think back to a community/police forum that I was involved in several months ago. This forum was based out of a prominent university, and we were one of five jurisdictions that were invited to participate. Our stated goal was to have a courageous discussion on reform and how we could move our communities forward. Our group consisted of several officers as well as community members, one of whom, Hakim Abdullah, a vocal activist and member of our faith-based community, was sitting next to me. As we watched the kick-off presentation on the history of policing, Sir Robert Peel's Principles of Policing flashed on the screen. Hakim leaned over to me and said, "The police are the public and the public are the police—that is what it is all about. That is all any community could want." We as a profession and those communities that we serve must embrace a system of policing that accentuates our shared values. After all, *we are the community.*

In memory of Hakim Abdullah, friend, and community voice, who passed away on April 29, 2022. You will be missed.

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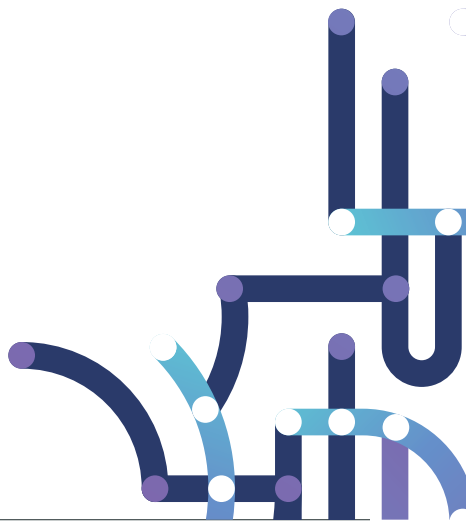
*Chief **SCOTT C. BOOTH**, DCJ, has been in law enforcement for over 26 years and is currently the chief of police in Danville, Virginia. His previous experience includes service with the Richmond, Virginia, Police Department and chief of police for the Metropolitan Washington Airports Authority (Washington, DC).*

"As police leaders, now is the time for us to step up and, alongside our community partners, exercise transformational leadership."



Policing: A Bright Future Characterized by Change

By Scott Cunningham, Chief of Police (Ret.), Kernersville Police Department, North Carolina

THE FUTURE OF POLICING IS VERY BRIGHT, BUT IT WILL BE CHARACTERIZED BY CHALLENGES, CHANGE, AND HOPE.

The role of policing, which is to professionally guide community safety, will not change. But the tasks, methods, and how the role is accomplished will change. Policing does not happen in a vacuum and is responsive to societal pressures and desires. Recently there has been a widespread call for change to U.S. policing. Much of this has centered around the use of force and police-citizen interactions generally, but especially involving minorities. Most aspects of U.S. society have demanded a variety of changes. These range from defund, abolish, or minimize the police to providing additional controls and resources. Many quick decisions were made without the input of police professionals. Most of which were decisions that caused reductions in staffing and services and, arguably, negatively impacted U.S. crime rates.

It is anticipated that the public interest in policing will evolve from protests and anger into thoughtful, meaningful, and inclusive discussions that will result in better communication, implementable decisions, and enhanced policing and community safety for everyone. Some of the toxic negativity about U.S. policing will linger but will dissipate as meaningful change is implemented. In the meantime, perceptions will continue to have significant impacts on policing and community safety. But understanding that the vast majority of people support the police, and are voicing their concerns appropriately in peaceful ways, the profession is responding to the reasonable calls for change. In many cases, the police actually support and desire these changes. Specific changes to U.S. policing that will be seen in the near future include the following:

Enhanced training for police officers. Basic academy training will be expanded in many ways. The length of training will increase as a result of additional topics being covered; existing topics being expanded; and more integrated, skills-based training being utilized. Annual in-service refresher training will be expanded as tasks and laws change, as well as new skill sets being implemented. Some of the specific training topics that will be increased include interacting with persons in crisis, with mental illness, or differing developmental abilities; new and expanded use-of-force techniques; de-escalation; discretion; communication; and other topics that increase the professionalism, service, and effectiveness of the police.

Enhanced rules regarding use of force and response to aggression. Since the use of force has been at the center of many recent public concerns, there will continue to be changes in tactics, techniques, and training. Some changes have already occurred with various techniques being prohibited or severely limited. New tactics and methods to confront unlawful subject resistance will be created and taught. Some of this will be different techniques or tactics, while others will be new technologies, but all will include increased communication and methods of de-escalation. There will also be increased public education so the public more clearly and accurately understands why, when, and how force will be utilized. This training will include the realization that officers' use of force is a direct response to individuals' actions, resistance, or force.

Enhanced focus on officer behaviors. How officers behave and interact with people has sometimes caused situations to deteriorate. In most cases, this is not intentional but rather the outcome of taking control of a situation. Understanding that voluntary compliance with the law is always preferred over forced compliance (arrests, citations, etc.), policing will continue to focus on building the skills, knowledge, and abilities of officers to positively interact with persons in all types

of situations. Enhanced monitoring and supervision will be part of this focus.

Changes in the tasks of policing. Some of the tasks that police have been expected to handle or take the lead in will change. Very few, if any, will be completely removed from police involvement. But many tasks will change with a prime example being response to mental health issues. Already, we are seeing great results from integrated response teams wherein police, medics, and a licensed mental health professional respond to situations. It is imperative that the mental health practitioner take the lead in these responses. It is unlikely that the police will be removed from these situations since the risk of harm is too great. Thoughts of removing police from various tasks such as traffic enforcement will be heavily discussed—but will most likely be impractical. Other purely service or assistance calls that do not indicate violence or danger may also be shifted, at least partially, from the police.

An expanded role of the federal government. Since policing is predominantly a local activity, most consistency in policing comes through the state certification, standards, and training commission. While these commissions do a good job of ensuring some degree of consistency in training and expectations, there are differences from state to state. Citizens should have the right to expect that, regardless of state, locality, or even area of the United States, they will be treated consistently regarding laws, behaviors, and officer skill sets. The federal government is the sole entity that can implement practices and consistency. This has already occurred by federal court decisions and the use of existing federal legislation. This involvement will include setting minimum U.S. training standards, mandating agency accreditation, mandating a national registry of officers, an expanded assistance and monitoring program, and other actions that will focus on ensuring that agencies and personnel have certain minimum proficiencies and that people are guaranteed a basic minimum level of professionalism from all agencies and personnel.

Expanded role of community members. Community members will play a more active and involved role in policing, which will take many shapes. There will be increased use of citizen review boards with various powers and responsibilities. Some will review officer and agency actions; others will act as advisory groups. Police agencies will support or oppose these entities depending on the history of the agency and what the potential role of the board becomes. In most cases, there will be enhanced communication between the police and communities, which will be positive. Along this line, agencies will strive to provide additional information to the community by way of social media, briefings, and website information. Some items will be focused on daily events and routine information while some information will be focused on being more transparent with details about critical incidents, including the timely release of body-worn camera video.

The next two to three years will see a good deal of change in policing. The vast majority of this will be beneficial if all stakeholders can come together and have peaceful, thoughtful, meaningful, and inclusive discussion. Not everyone will agree with the final decision, but the police and the communities they serve desire change that would enhance policing and enhance community safety at the same time. By working together, this can happen.

"Since policing is predominantly a local activity, most consistency in policing comes through the state certification, standards, and training commission."

*Dr. **SCOTT A. CUNNINGHAM** is a 38-year police professional with 12 years of experience as a chief of police. He is a CALEA team leader, life member of the IACP, and teaches officers and communities on a variety of topics including implicit bias. He has served on numerous professional boards and committees.*

The Emerging Dominance of AI

By Larry D. Anthony, PhD, Assistant Professor, Liberty University Helms School of Government, Virginia

By Joseph P. Ruff, Chief Inspector (Ret.), Shelby County Sheriff's Office Training Academy, Tennessee

TECHNOLOGY ADVANCES IN THE 21ST CENTURY WILL HAVE A PROFOUND IMPACT ON LAW ENFORCEMENT AND SOCIETY.

Robotics combined with artificial intelligence (AI) will challenge today's conventional ideas about morality, ethics, and law enforcement. Generational changes and increased population diversity with greater immersion in technology will influence what society deems morally and legally acceptable in daily life and law enforcement. AI-enhanced robots with the capability for autonomous decision-making will be a reality by the end of the 21st century.

Since the beginning of recorded history, societies have usually sought out the wisest members of the tribe or community to administer justice. As humankind evolved, systems for the administration of justice also tended to evolve. With the advent of AI, many administrators and jurists believe that the opportunity to remove human bias from the system could be on the horizon. Many see AI as the next new opportunity to bring equity to the criminal justice system. The biggest hurdles thought likely to delay the acceptance of AI are the development of the skills needed to program computers that can duplicate human wisdom, empathy, and compassion.

AUTONOMOUS POLICE ROBOTS?

As technology continues to progress at a fast pace, police commanders in the future will face challenges not present in today's law enforcement environment. "We can expect that at least some robots used by the police in the future will be artificially intelligent machines capable of using legitimate coercive force against human beings."

The use of new and advancing technology in law enforcement will require officers to be highly trained in technology use, operation, and capability. "Machines are finally coming to life… they are ready to descend upon our physical world, and when they do, they will bring with them a tidal wave of threats for which we are wholly unprepared."

Much of police technology comes from military technology, and the 21st century will produce incredible technological advances in the military, some of which the police will adopt. Research indicates autonomous robots and swarms of drones will perform military patrol duties. A high probability of soldiers with enhanced abilities through implanted technology creates a seamless integration between humans and machines.

The Dallas, Texas, Police Department is the first known law enforcement agency to use a robot to kill a suspect. A CIA drone was used to kill two high-ranking terrorists, initiating the use of armed drones by a national government. Police in the United States are testing the use of taser-armed robots. Robots with the ability to wield weapons are a reality today, but they are still controlled by human operators and decision makers. However, advances in AI have turned the idea of robots with the capability to make autonomous decisions in interactions with humans, including the decision to use force, into a reality. The next generations of people will likely be more willing than the current ones to accept AI's autonomous decision-making due to the ever-increasing dependence on computers and technology in our daily lives.

The concept of employing robots with lethal autonomous weapons systems (LAWS) is currently an international debate. This lethal technology is "feasible within years, not decades." Humans are already accepting the dominance of technology over their lives by depending on that technology for communication, education, entertainment, and security. According to philosophers Max Horkheimer and Theodor W. Adorno:

> *The increase in the economic productivity, which creates the conditions for a more just world, also affords the technical apparatus and the social groups controlling it a disproportionate advantage over the rest of*

the population… The flood of precise information and brand-new amusements make people smarter and more stupid at once.

"The use of new and advancing technology in law enforcement will require officers to be highly trained in technology use, operation, and capability."

IMPACTS OF AN IMPERFECT DISCIPLINE

Science is an imperfect discipline, and knowledge is continually evolving and expanding. The ideas of right and wrong in a culture change as society is introduced to new concepts, technologies, and experiences. Accepting the autonomous decision-making of a machine to employ force is unacceptable in most of today's society, but as coming generations become more immersed in technology, society will become more willing to submit to autonomous decision-making by machines. Allowing machines to make life-and-death decisions over humans will become the norm by the end of the 21st century. "In a culture…where cars drive themselves, planes fly themselves, stocks are traded by robots and healthcare is moved to smart homes, human life is being re-evaluated."

Technology advances are often subtle and absorbed in the routines of life unnoticed. Things rejected by earlier generations will become acceptable by future generations. "Culture impacts behavior, morale, and productivity at work, and includes values and patterns that influence company attitudes and actions. Culture is dynamic. Cultures change… but slowly." Readily available and ever-present social media influences the morals and ethics of succeeding generations and determines the amount and content of information available on social and cultural issues. Technological influences will shape the cognitive ability of the next generation, making the acceptance of autonomous AI decisions a norm and not an exception.

"Science is imperfect… and does not always live up to its ideals." Each advancement discredits the old standards of behavior and produces questions about the new. Every discovery opens a new field for investigation of facts and shows us the imperfection of our theories. In the words of the chemist Sir Humphrey Davy, "It has justly been said that the greater the circle of light, the greater the boundary of darkness by which it is surrounded."

AI and robots may not be the ultimate achievement of security or the Armageddon of destruction that some believe, but something in-between. The concepts, methods, and morality of law enforcement will change in a dramatic and perhaps frightening way. In the future, humans will interpret the reality of life through "virtual walls that sever us from our intrinsic senses and define the world for us." The idea may be to create police robots with autonomous decision-making ability for ultimate nondiscriminatory enforcement, but there may be unintended consequences to this solution.

Advancing technology will improve the way people work and learn, enhancing cognitive ability and seamlessly integrating machine and person, making humans stronger, faster, smarter, and almost indestructible, seducing the most skeptical to acceptance of the equality or mastery of technology. Whether humans will be in the loop, on the loop, or out of the loop remains to be seen.

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***JOSEPH P. RUFF** is a retired chief inspector of the Shelby County, Tennessee, Sheriff's Office Training Academy and commander of the Memphis, Tennessee, Police Department Firearms Training Unit. He is a U.S. veteran, a federal expert witness on use of deadly force, and a master and advanced Tennessee Post instructor in tactical and chemical munitions.*

Historical Changes of Policing

By Mark Lomax, Major (Ret.), Pennsylvania State Police

SOMEONE IN POLICING ONCE TOLD ME THAT COPS HATE CHANGE AND DO NOT LIKE THE WAY THINGS ARE.

Indeed, this is not true for most officers. However, it is a sign of the perception that the law enforcement community is a seemingly very structured entity that is sometimes inflexible and resistant to change. Therefore, how do we adapt, adjust, and be creative within a longstanding institution in the United States? Throughout U.S. history, law enforcement has been the lightning rod of social change and the face of government.

Our society has evolved significantly in leaps and bounds in the past half century. I am not just talking about technology, which is constantly changing our lives, but also socially, politically, and demographically. Just look at interracial marriages, which did not become legal in many states until 1967. Look at the significant advancements in the LGBTQI+ community. Additionally, look at the closing of mental health hospitals; the proliferation of guns on our streets; real-time, unfiltered news coverage via social media; and easier access to information.

Nevertheless, for the most part, we still police as if we were in the 1960s. Departments operate out of districts or stations, with scheduled shifts that patrol designated areas. Many, law enforcement departments operate independently of oversight and each other. Yes, there have been advances in technology and initiatives, communications methods, and community-policing; however, these advancements have only enhanced a department's basic, unchanging structure and function. Law enforcement is still in the trenches trying to police a society that has evolved and is more demanding.

Today, cellphones and social media have significantly impacted the public's perception of the criminal justice system. So, how does a police department operate in such a fast-paced, unfiltered, demanding environment? I believe most of the work needs to be done before significant incidents occur. It is imperative to address the issues before they become issues.

Proper recruitment; hiring, training, and retaining; equipment; and operations are the basic tenants to ensure an effective and efficient foundation for a police department. Accountability, transparency, credibility, trust, and professionalism are terms often used by the public to measure the success or failure of a department. The basic tenants and views of the public are associated with approximately 15,000 departments in the United States. Having all 15,000 departments on the same page is nearly impossible. Nevertheless, the public expects and demands excellence, professionalism, and effective engagements across the board. The public usually will not differentiate between large, metropolitan agencies and a one-person police department regarding interactions between the public and police. The public's inductive reasoning can interpret one negative incident to the broader 15,000 police departments. Today, this is significantly magnified with social media. Several other changes will eventually significantly impact policing.

The future of policing will have a paradigm shift in its mission, structure, and operations. Law enforcement agencies, along with government oversight and input from the community, will reevaluate the responsibilities, functions, and roles of the police. Calls for service will be significantly narrowed in scope. Moreover, the role of policing will be redefined from a more strategic perspective. This is the opposite of what is occurring today, where the responsibilities and functions of policing have expanded over the past half century. The offloading of current police responsibilities will be delegated to other public and social services, private entities, and online reporting such as responses to specific mental health

> *"We are at the tipping point of significant and historic changes in our criminal justice system."*

situations, minor traffic crashes, property crimes, missing persons, and similar nonemergency incidents. The use of technology will supplant many processes and responses currently used by departments.

A refinement of the functions and responsibilities and a revision of the operations of police departments will occur. The practice of sending out patrol shifts to designated zones will be restructured to proactive, community engagement assignments dictated by computer-based intelligence information and coordination with local social services. Police practices and operations will be restricted by law, as seen in recent passages of bipartisan bills and laws by state legislators.

There will be a consolidation of police departments. Regionalization is becoming more prevalent in certain areas. It is nearly impossible to manage, have oversight, and ensure consistency of hiring, training, policies, and standards of 15,000 autonomous departments. As a former elected township supervisor, I understand the comfort of having a local police department. Listening to the residents' safety concerns and coordinating with the chief is satisfying and efficient. However, as an elected official with fiduciary responsibilities to the taxpayers, the cost of a police department is tremendous—a little more than half of a township's budget. Moreover, the cost of benefits, pensions, arbitration, equipment, and facilities significantly impact local governments' budgets and taxpayers.

Collocating and coordinating public services are necessary to provide a holistic public health and safety approach. There are plenty of examples of the collocation of public safety functions. Police, fire, and EMS are often collocated in the same facility and sometimes under the auspices of a director of public safety. However, the future of policing will have more than just the collocation of public safety entities. In order to address the needs of the community, there will be a collocation and coordinated effort between public safety and health, medical, social services, housing, parks and recreation, public works, and other local agencies.

There will be regional hubs of public services where silos of local government are torn down and replaced with interagency cooperatives, whereby community issues are addressed proactively and in a holistic manner. Police departments will communicate and operate with other public services through daily communications cross-pollination by working together and sharing information.

Over the next several decades, policing will reflect a decrease in the number of departments—more regionalization and coordination of public services—more accountability and transparency; a narrow, more defined role; intelligence-led policing in coordination with the community and social services; and the use of technology to augment and supplant police operations and responses.

Currently, many college and university students, among others, are scrutinizing the role of policing. For the most part, they are critical of policing within the U.S. national narrative of the lack of accountability, transparency, and ability to address those with mental illness. Some are misled by much of what they see and hear and are demanding significant changes in the future of U.S. policing. They want less officer visibility or police presence, more accountability, greater social services, and across-the-board transparency. The seeds of most social and political changes in our history are germinated from grassroots organizations, individual sacrifices, institutions of higher education, and civil disobedience. All these components are in play today regarding the role of policing. We are at the tipping point of significant and historic changes in our criminal justice system. It is advantageous for the U.S. police community to be part of this transformation.

MARK LOMAX *retired as a major with the Pennsylvania State Police after 27 years of service. He was the executive director/CEO of the National Tactical Officers Association, program manager for the United Nations overseeing the Liberian National Police's Emergency Response Unit and Police Support Unit, and manager for the IACP's Center for Police Leadership and Training.*

Reconciling the Past to Move to the Future

By Tanya Settles, PhD, CEO, Paradigm Public Affairs

RECENTLY, I NOTICED A FAMILY OUT WALKING THEIR DOG THROUGH THE NEIGHBORHOOD.

What struck me was the five-year-old who was in a motorized toy car with "Sheriff's Office" decals, wearing a police uniform costume, sirens blazing, presumably initiating a traffic stop with the family dog who was clearly noncompliant. And I thought, "Is this our future?" Is it possible to imagine a future where kids still aspire to be police officers and serve their communities? Can police be trusted again?

To really understand the future, we must reconcile our past, examine police culture, and embrace intelligence and intellect. Technology will continue to develop better tools and resources, but to fully engage with the future, we must recognize the need to transform and embrace a new role in civil society. Over the past 20 years, policing moved from strengthening and valuing collaboration with communities and to viewing communities as adversaries. Moving forward means being courageous enough to pivot—yet again—to meet different needs and challenges, some of which we can only barely imagine.

As some of the brightest and most experienced minds in policing came together in 2015 to set a broad vision for policing, we took stock of the purpose and importance of community. Many good things came out of the President's Task Force on 21st Century Policing, including a focus on procedural justice and enhanced community engagement. Seven years later, agencies in the United States have fallen behind some of their international counterparts to imbed community-policing into organizational culture, manage performance measurement, and view community-policing as an exercise of partnership and consent. As a result, we have a lot of anecdotal evidence that community-policing works but little measurable evidence of success. Moving forward means rethinking the boundaries of community-policing, developing robust strategies to challenge organizational culture, and the courage to measure success and failure.

REBUILDING TRUST THROUGH COPRODUCTION

Coproduction of policing expands on the concept of policing by consent through Sir Robert Peel's cherished Principle 7 that "the police are the public, and the public are the police." In modern policing, it isn't a far stretch to replace "public" with "community." In part, this means that community gains an equal and valued seat at the policy table; police and the community share responsibility to improve transparency; and the community has a voice in setting the policy agenda that can include meaningful decisions about setting enforcement priorities, strategies, and, to some degree, tactics. In other words, we move beyond mere engagement and embrace partnership with our communities.

Consequently, agencies share responsibility for outcomes and measuring impact with the communities they serve. Shared responsibility means repairing the deterioration of trust that permeates and damages the relationship between communities and their police.

EMBRACING RESTORATIVE POLICING

Restorative policing strategies are not new to the international community but are rare in the United States. During the early 2000s, the concept and practice of restorative policing was starting to take hold in the United States in tandem with other nations but was stifled by a shift that focused on militaristic crime suppression strategies that amplified the adversarial relationship between police and community. Police became warriors, communities became enemies, and the resolution of damage caused by criminal behavior was referred to courts

"To really understand the future, we must reconcile our past, examine police culture, and embrace intelligence and intellect."

that retain, for many good reasons, an adversarial process that pits individuals against the state.

One of the most difficult challenges for police officers in the United States is managing the reality of responding to crime but handing off resolution to other parts of a complex criminal justice system. In this process, communities and victims are damaged because resolution is seldom swift, is often perceived as unfair, and the repair of harm between the victim and offender is peripheral at best. There is an important role for police in resolving conflict using restorative justice practices and strategies where they retain their identity as police—yet contribute to solutions to repair the damages of some types of criminal events. However, getting to that point means transforming from the role of "crime responder" to "harm resolver," recognizing that different cities and jurisdictions may have different needs, and gaining cooperation of the justice system and community in significant ways that supports resolution through repair of harm as experienced by the people who were most involved in the conflict.

DIVERSITY OF THOUGHT THROUGH CIVILIANIZATION

There's an adage in policing: "Not born unless you're sworn." A consequence of this element of police culture is that the role and impact of civilian professionals is diminished to below that of sworn officers. Communities and agencies are complex, but there's room for contributions from a range of expertise that contributes to resolution of conflict and trust building. To be clear, this isn't advocating the removal of sworn police officers—far from it. This is recognizing that policing in the future will require a broad skill set where some services may be more efficiently and effectively managed by civilian employees beyond the traditional roles of criminalistics, records, and communications.

Civilianization means agencies must make purposeful decisions about which roles require the authority to arrest and use force compared to those that do not. Examples of where civilianization may create opportunities for positive impact include swift resolution using a variety of restorative justice facilitation techniques and accommodating the expansion of police services that include responses to mental and behavioral health crises, service surrounding housing insecurity, and resolution of neighborhood disputes.

UTILIZATION OF NEW TECHNOLOGY

In the future, cities will continue the march to become smarter through the availability of advanced digitization and cloud-based technologies. These technologies are beneficial only to the point where adequate data are collected to track improvements in policy and process and adjust tactics along the way to achieve success. Investment in technology often focuses on the acquisition of tools related to crime suppression and crime fighting, but departments often ignore the connection between the acquisition of advanced technologies, any reductions in crime, and outcomes related to community trust and relationships. The future of policing involves using technology and data to make better decisions about the primary focus of improving public safety in a way that is efficient, effective, and measurable.

I have faith in policing and always have. To answer my own question at the start of this essay: Yes, there is a future for law enforcement where future generations aspire to serve. Yes, police can be trusted. And yes, with courage, we can change the trajectory and realize the future vision of policing we share.

TANYA SETTLES *is the founder and CEO of Paradigm Public Affairs LLC, an organization that works to strengthen the relationships between public safety organizations and communities with a focus on evidence-driven strategies to improve performance. Dr. Settles' area of work focuses on enhancing police capacity through improving relationships with communities, organizational development, and restorative policing.*

A Path Toward Positive Growth

By Steven W. Minard, PhD, Captain, City of Poughkeepsie Police Department, New York

THE EMERGING TECHNOLOGY THAT WILL SHIFT THE POLICING LANDSCAPE IS AND WILL CONTINUE TO BE BODY-WORN CAMERAS.

This latest technology has allowed for more accountability, professionalism, community relations, training, and ethical policing. Body-worn cameras have allowed agencies to educate the public on the difficult job that their officers perform under challenging conditions, which can lead to increased transparency, appreciation, and trust. The public has made it clear that they prefer their police agencies to equip their personnel with this technology. These cameras also provide an opportunity for police leaders and their staff to assess areas in which officers are performing exceptionally, as well as areas in which improvements can be made through effective training. The effectiveness of officers, supervisors, and even field training officers can be evaluated from behind the desk—although this should not be the only method for such evaluations. The culture of policing has been changed forever and will continue to change as more agencies adopt body-worn cameras.

Unintended consequences include some officers being reluctant to engage in proactive policing due to fears of being scrutinized for improper actions, which can be subjective in nature. Leaders can overcome this by showing that they support their officers when they act ethically. This will not occur overnight and will take time to prove. The costs associated with records storage, retention, dissemination, and reviews by supervisors can be time consuming and costly and must be budgeted for, which some agencies are unable to do. Most officers, supervisors, and leaders are realizing the many benefits that outweigh and outnumber the few concerns. Additional benefits include less use-of-force incidents, less injuries to the police and public, and the ability to determine the facts of cases from a more independent viewpoint that protects the overwhelming majority of officers doing their job correctly, while also holding the few that engage in unethical conduct accountable.

The police leaders of today need to prepare those who will succeed them, just as others have hopefully prepared these leaders to take over leadership roles in the organization from their predecessors. Leaders who truly have the foresight and desire for their organizations to successfully progress and grow professionally will task themselves with long-term planning to achieve it. Leaders need to encourage and facilitate their intended successors to complete quality leadership training such as the FBI National Academy. There is a distinct reason why many cities and towns across the United States prefer graduates of this quality of training, which is considered by many to be the best in the world. The amount of current and former leaders who attended this training have demonstrated its value through their proven records of success.

Training all members in a quality ethics and professionalism program, beginning with police recruits at the police academy, is also essential for continued organizational professionalism and leadership succession. Leaders must also practice ethical leadership to set examples demonstrating that their organization takes ethical policing seriously. This should be a continuous process, and one that outgoing leaders assist their successors with.

The agency's culture will not be changed overnight, and to make effective positive change, long-term succession planning is key. Strong policies that guide professional conduct while still allowing officer discretion is important. Such policies will be a factor in professionalism, employee morale, community trust, and internal as well as external

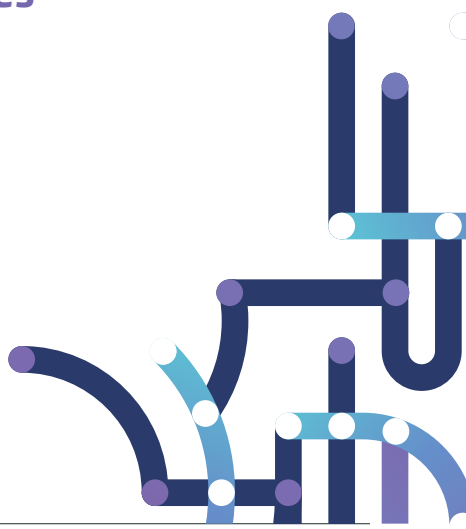
respect from and toward the public. These are just some of the areas affected by leadership decisions. Future police leaders can learn a great deal from past leaders who have the wisdom, experience, and knowledge from real-life experiences in these topics and other management challenges. The succession planning should include current and former senior management staff. The collective knowledge and suggestions that can be gained from this process can be invaluable.

Part of the succession planning should involve considering the various duties and responsibilities within the organization and who will be most capable of performing these duties in the most efficient and effective manner. This is more difficult than many new leaders may sometimes envision. Considerations should include the loyalty of the employees to the leader and the organization, work ethic, and past proven work performance.

Leaders who understand and practice participative management in which other supervisors are respected, encouraged, and permitted to provide input into progressive and positive changes will move their organizations into the future on a successful path toward positive growth. This, coupled with practicing transformational leadership, in which followers are inspired by the current leader to improve the organization while improving themselves, will provide the foundation and building blocks for organizations to not only be successful but become greater than they were.

In 1984, Dr. ***STEVEN MINARD*** *began his full-time career as a police officer with the City of Poughkeepsie Police Department; he currently serves as the administrative captain. Dr. Minard has instructed Ethical Awareness Training at several police academies and teaches several criminal justice courses at the graduate and undergraduate* levels.

"The police leaders of today need to prepare those who will succeed them, just as others have hopefully prepared these leaders to take over leadership roles in the organization from their predecessors."



Emerging Technology in Policing

By Micah Smith, Corporal, Technical Services Officer, Mountain Brook Police Department, Alabama

AS A SWORN LAW ENFORCEMENT OFFICER SPECIALIZING IN ALL FORMS OF LAW ENFORCEMENT TECHNOLOGY, IT WOULD BE NAIVE OF ME TO SAY THAT THE FUTURE OF POLICING WILL NOT SEE MUCH CHANGE.

I have been in my position for only a short time; however, I already see advances in law enforcement technology moving forward at a quicker pace than just a year ago. Policing technology is evolving at a pace we must prepare for, but at what cost?

Chief information and technical officers for agencies are being presented with forms of technology that our supervisors never thought would be possible. Police vehicles are now able to be aware of their surroundings and alert officers to possible approaching threats. Officers can activate emergency lights and sirens directly from the steering wheel, adding to safer vehicle operation. Emergency lights are now programmable to activate when external triggers, like braking, signaling a turn, or opening a door, are tripped. Various different pieces of hardware and software can communicate via an interface and share information. For example, dash cameras, body-worn cameras, cellphones, and license plate readers can all feed information into a centralized data terminal. Data from a computer-aided dispatch program that is officer-facing on a data terminal or cellphone can alert officers on-scene about important information or even assist in data gathering. These data can all be dumped into an interfaced records management system that almost automatically writes reports. All of this adds a factor of officer safety never seen before. Elsewhere, advancements in artificial intelligence allow agencies to keep a "smart" eye on their jurisdiction. These systems are able to alert agencies to persons or vehicles of interest that enter their jurisdictions.

FACING CHALLENGES

There are many challenges that agencies face in the implementation of new technology. Unfortunately, many of our fellow agencies are seeing a cut in their budgets as a result of the "Defund the Police" movement. On the flipside, some agencies find themselves with budgets at an all-time-high. However, an all-time-high budget doesn't mean that the latest and greatest in technology is feasible. New and emerging technology comes at a high cost and often requires infrastructure that some agencies are not equipped with the budget or staff to handle. New technologies have also been met with crossed arms and hesitant looks from agency command staff or city, county, or state leaders—not without good reason. At times, those who find themselves overseeing the technology used by an agency must justify implementing something new by backing it up with folders of research, proposals, budgeting, and more.

Let's face it; law enforcement has never been a friend to change. So, even when new technology is introduced, it takes time for the users to get accustomed to it and feel like they can use it efficiently. Agencies often have to take the fall and serve as industry guinea pigs so the rest of us don't have to be the first. The results often direct the widespread implementation of the technology in question. These latest and greatest advancements in law enforcement technology will probably take around 10 years just to become an industry standard—if not simply widely used within the industry.

FUTURE OF POLICING TECHNOLOGY

In my professional opinion, there are many emerging technologies that will only continue to grow in policing. Artificial intelligence technology will become a game changer in our ability to have smart data that can analyze and sort itself, cutting down on

> *"Infrastructure improvements, implementation, training, and maintenance of technology could have serious impacts on agencies that are not seeing increases in funding."*

the time it takes to sort through digital evidence or identify subjects or vehicles and increasing our ability to heighten the security of police department buildings and government complexes. I also believe that those in policing can only expect to have more eyes on them. Most agencies in the United States have adopted some form of body-worn camera, and if not, they at least have in-car cameras. This investment came, in part, as a response to the protests following racially heated police interactions. Officers now have multiple cameras in the cars, on their person, and attached to their weapons so that every interaction is covered by multiple angles of high-definition video and audio. The technology behind these devices and the quantity that officers carry will only increase and grow more advanced.

Something I want to bring specific attention to is agencies beginning to utilize cloud-based solutions and move away from on-site storage. However, concerns over security and infrastructure management might keep many agencies from making this transition. Even still, in 10 years, evidence and body-worn camera footage management, proximity security, and many other aspects of law enforcement technology could very well be offered only in cloud-based solutions. Agencies should prepare for this change in terms of planning budgets, equipment, infrastructure, and staffing. However, it is going to be very important that cloud-based solution vendors constantly publicize third-party testing findings on facility physical security, data management, and implementation of encryption standards for their clients.

The biggest obstacle agencies should be aware of as they consider implementing new technology is the cost involved. Think back 10 or 15 years ago. How much did it cost to equip an officer then? How much does it cost now with new technology, training, and more? We can expect that cost to only increase as more technology is adopted as an industry standard or required by law.

Agencies can expect to spend more annually on various forms of technology as time goes on. This will require their officers to attend training on the technology, bringing the cost even higher. Consider this, 20 years ago, an officer could graduate from high school, and if he or she had enough brawn to command respect, then he or she would do well as an officer. Now, however, there is a level of technical aptitude required of officers that could potentially eliminate that officer from 20 years ago if he or she were to join the profession now. Infrastructure improvements, implementation, training, and maintenance of technology could have serious impacts on agencies that are not seeing increases in funding. This could potentially lead them to consider the removal of officer positions in order to use the salaries to pay for required technology. This could trickle down to officers not receiving pay increases even though the cost of living continues to rise.

Society demands law enforcement accountability, which technology can provide beyond a reasonable doubt. So let me close with this, what is the true cost of the future of policing in terms of technology? What are we willing to sacrifice?

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*Corporal **MICAH SMITH** of the Mountain Brook, Alabama, Police Department has been in law enforcement for four years. He has been serving as the department's technical services officer for almost two years, specializing in all forms of law enforcement technology, including records and jail management systems administration and maintenance, NIBRS compliance, fingerprint records management, department proximity security, and more.*

Evidence-Based Policing

By Charles Tyree, Supervisor of Public Safety Programs, New York State Division of Criminal Justice Services

THE TERM "EVIDENCE-BASED POLICING" SHOULDN'T BE NEW TO ANYONE READING THIS, BUT EVEN WITH THE ADVANCEMENTS MADE IN POLICING, THE PROFESSION HAS A LONG WAY TO GO WHEN IT COMES TO USING EVIDENCE TO DRIVE THE "TREATMENTS" USED TO COMBAT CRIME—AND TO USE THIS APPROACH TO GUIDE ORGANIZATIONAL CULTURE.

Throughout my career, I have seen police use evidence-based strategies as another thing to address crime problems instead of making it the way we do it. Evidence-based intervention is often short-lived, under-resourced, and abandoned if there isn't an immediate result in crime reduction. This approach, however, hinders the effectiveness of police efforts to reduce crime, improve organizational culture, address community-focused problems, implement thoughtful police reforms, and strengthen relations with the community, especially black and brown communities. So where can police agencies turn to improve?

My wife is a registered nurse and talks to me frequently about her profession. The medical field is defined by using evidence to drive treatments; it is embedded into the fabric of their profession. From the most effective way to treat lung cancer to the best way to treat a bedsore, evidence of effectiveness, or outcomes, drives the decision-making and treatment process. Key to this is the constant and routine assessment of the effectiveness of a prescribed treatment and the adjustment of that treatment based on that assessment. For example, my wife recently explained how the hospital addressed the challenges faced in reviving patients who had gone into cardiac arrest. Her hospital had tons of data on each of those patients, which included a detailed summary of the treatment used prior to and during the event. Using this information, the hospital team developed a plan guided by data and research and meet regularly to implement and assess that plan.

The hospital where my wife works also has a system established to report employees and other factors that contribute to subpar patient care, create an unsafe environment, or violate hospital policy. I was shocked and asked my wife how she could work in that kind of environment. Going back to my days with the New York City Police Department, trust in my partner or team was paramount to me. This system at the hospital seemed to be the exact opposite. But I learned that this reporting holds the employees and the hospital itself accountable in a healthy way and is used more for education than discipline. Since implementation, the system has reduced patient and family complaints, improved patient feedback in surveys of the treatment and facility, and resulted in other positive outcomes. How do they know? They studied it by using pre- and post-implementation data.

So, how does this apply to policing? I believe the profession should use evidence the way that the medical profession uses it—for everything. Both professions are tasked with providing compassionate and competent service to their customers, saving lives, and ensuring and improving public trust in their respective institutions. Every aspect of your organization should be evidence-based, including but not limited to patrol, investigation, training, specialized unit tactics and policies, officer wellness and dispatch.

But being evidence-based doesn't mean simply using what someone else found to be effective. While you can, and should, learn from what worked (and what didn't), your agency would be limiting the potential benefits if that's all it did. The intervention

should be customized based on your own organizational and community dynamics and then evaluated for its effectiveness using SARA (Scanning, Analysis, Response, Assessment). This approach provides for a constant cycle of problem identification, analysis, intervention development and deployment, and assessment based on desired outcomes. Doing a formal academic study is great, but creating an organizational culture that encourages constant evaluation of the various components of your organization is better.

Through my experience working for the New York State Division of Criminal Justice Services, which provides training and technical assistance to help police departments across the state develop, implement, and institutionalize evidence-based work, I have learned the following lessons.

First and foremost, recognize that evidence-based is how you want your entire organization to be defined. This starts at the top, but it is critically important to empower people throughout your organization to use and create evidence of organizational effectiveness. Giving employees a voice in this process allows you to tap into their expertise and gives those who are going to be the most impacted by change to buy into the process. To assist with this, there are resources available from organizations such as the American Society of Evidence-Based Policing, the Center for Evidence-Based Crime Policy, and the IACP. It's also important to develop a formal system of self-assessment, which includes pre-defined goals that can be used to measure the effectiveness of your work. Finally, I would encourage you to be unafraid of failure. Often, more can be learned from trying and failing than by succeeding.

Evidence-based policing isn't a box to check. It should be the way things are done.

CHARLES TYREE *has been with the New York State Division of Criminal Justice Services since August 2012, where he supervises programs for the Office of Public Safety. His prior experience includes service at the state Division of Homeland Security and Emergency Services and with the New York City Police Department.*

"Giving employees a voice in this process allows you to tap into their expertise and gives those who are going to be the most impacted by change to buy into the process."

Reform through Standardization

By Nicholas D. Sherwood, Deputy Chief of Police, Meriden Police Department, Connecticut

THE CALLS FOR POLICE REFORM, IN ONE WAY OR ANOTHER, TO INCLUDE A COMPLETE ABOLISHMENT OF THE PROFESSION HAVE BEEN A POINT OF DISCUSSION OVER THE PAST SEVERAL YEARS DUE TO MANY CONTROVERSIAL POLICE USES OF FORCE WITHIN THE UNITED STATES.

The numerous calls for reform have sent police into a defensive mode and have caused police leaders to examine the profession from the ground up, searching for ways to restore the trust of the community and maintain the legitimacy of the profession. All this discussion about reform raises the question: what exactly does reform mean and what would it entail? It is certainly a subjective term, and while almost everyone can agree the profession can indeed improve, the disagreements seem to stem from how much improvement is needed and what specifically needs to be reformed.

POTENTIAL FOR GROWTH

I recently entered my 20th year of service in the policing profession. I began my career as a patrol officer in the City of Hartford, Connecticut, and currently serve as the deputy chief of the Administrative Bureau for the Meriden, Connecticut, Police Department. Over the years, I have strived to understand the numerous criticisms against the policing profession made by activists, anti-police groups, elected officials, and the media. While I concede that some of the criticisms against the policing profession are indeed warranted, I also believe there is a significant disconnect concerning the general public's understanding of the sciences related to policing, the realities of the job that police face, and the complexities of the profession.

The modern-day policing profession has evolved significantly since its inception. The policing profession, like most other professions has grown through failures, mistakes, trials, hardships, bad leadership, good leadership, and innovation. Many of these evolutions include the increased understanding of psychology, sociology, human relations, sciences relating to the profession, mental health, and dozens of other high-level skill sets that are demanded of modern police officers. The passing of various laws, the growing expectations of the police by the public, and forward-thinking leaders within the profession continue to grow policing into a profession that is both noble and honorable.

POLICING IN THE FUTURE

In 2015, President Barack Obama issued an order for the creation of a task force to review and make recommendations for the U.S. policing profession. Providing a strong baseline of where to start, I foresee policing continuing down the path of the task force's recommendations on 21st century policing. One of the things that I have noted in the mounting criticism against the policing profession is how policing is being judged collectively and as one profession, yet with almost 18,000 different police agencies throughout the United States, there is no set national standard in how the profession recruits, trains, sets policy, or even serves the public. While I can understand and appreciate states' rights and local laws, I believe and foresee that the profession will move to include, at least in part, national standards.

The process to become a police officer will likely see the establishment of standardized recruitment stipulations, background checks, physical testing requirements, academic expectations, and so forth in the years to come. The same will likely be true for basic training requirements to become a police officer. I foresee legislation in the future that

> *"The policing profession, like most other professions has grown through failures, mistakes, trials, hardships, bad leadership, good leadership, and innovation."*

mandates minimum standards for specific training to be learned at all police academies, such as use of force, de-escalation skills, firearms skills, and other physical skills required within the profession. I also believe police academies will become standardized in structure and number of minimum hours required and may become aligned with state colleges, allowing for recruits to graduate not only with a certification to become a police officer but also with a degree in criminal justice, policing science, human relations, or other like topics as society continues to demand better trained and educated police officers.

The future of policing will likely see the formation of a special office, such as a national Police Officer Standards and Training (POST) Council, within the United States Department of Justice that is designed to work with state-level POST councils and to specifically oversee and manage thousands of state, county, and local police agencies. This federal-level office will govern those agencies through the establishment of national policies and standards and ensuring best practices are adopted into the profession. Standard national policies on topics such as use of force, pursuits, missing person investigations, domestic violence response, and numerous other critical issues will become standard practice and form the core of police general orders, regardless of jurisdiction or location.

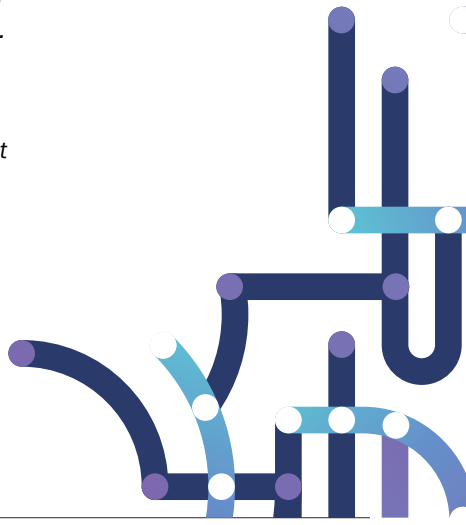
I also predict that members of the public will continue to become more involved in many of the aspects of the profession, such as with the processes of hiring police, promotional boards, and termination procedures. This may include community members sitting on panels specific to such processes or having at least some input of such (e.g., police commissions, review panels, and through community policing programs). I also envision the creation of special oversight offices throughout the United States (state, regional, or federal level) that will assume some of the current job responsibilities of agency internal affairs units and will be tasked to receive complaints against police and investigate any allegations of serious misconduct, improper uses of force, or deaths caused by police.

CONCLUSION

Policing within the United States continues to evolve, and I believe this is a defining moment in time. Policing is not perfect, but this is true of all professions. Our profession needs to continue to learn, grow, and adapt to new and improved means of providing police services.

Police officers in our society carry a tremendous amount of power and authority, and thus we must be professional and responsible in how we wield this power and authority. We must embrace change and think outside the box in how we want to see policing evolve into the future. While state and local laws may vary, at its core, policing should be the same regardless of where we are on a map. Policing is being judged collectively despite not having national standards, which is why I believe national standards are inevitable and should be anticipated, welcomed, and embraced by our profession.

Deputy Chief of Police ***NICHOLAS SHERWOOD*** *began his policing career in March 2003 with the Hartford, Connecticut, Police Department. He currently serves as the deputy chief of all administrative services for the Meriden, Connecticut, Police Department. He is a veteran of the U.S. Air Force and the Connecticut Air National Guard.*



Adapting Management Practices for Better Outcomes

By William M. Toms, EdD, Associate Professor, Fairleigh Dickinson University, New Jersey

DURING THE FIRST TWO DECADES OF THIS THIRD MILLENNIUM, LAW ENFORCEMENT OFFICERS HAVE SHOULDERED NUMEROUS CHANGES IN PUBLIC SAFETY OPERATIONS.

Some of the changes have been the result of technological advancements, while the genesis of other changes has been the result of social demands or needed tactical adjustments to counter adversarial intentions. The amount of change over these past 20 years has not always been met with nimble, unified law enforcement management practices. Consider for a moment how law enforcement management practices have failed to uniformly adapt to the changing public safety landscape and how these management practices need to be rethought as they relate to the following law enforcement dilemmas:

- The diminished value of written police reports with the advent of body-worn cameras
- The overreliance on certain metrics that focus on response times for calls for service and clearance times from dispatched calls
- The critical need to use more digital mapping capabilities for planning and responding to incidents in buildings and structures

These three examples provide a very brief snapshot of law enforcement challenges that necessitate an introspective review by law enforcement executives and domain leaders. This review needs to consider the associated law enforcement tasks and requirements of certain practices.

BODY-WORN CAMERAS AND POLICE REPORTS

The adoption of body-worn cameras by numerous law enforcement agencies necessitates law enforcement practitioners and efficiency researchers to examine the requirement of redundant written reports from officers who have recorded their actions often in high-definition. Written reports were regularly necessary for officers to place their recollections of events on paper to support activities such as criminal arrests, involuntary commitments, uses of force, and other policing actions that involve lesser impacts on individual rights. Haphazard and disparate policies of police organizations and prosecuting entities all take different approaches regarding if and when officers can access their videos (or other officers' videos) as a means of writing accurate reports. While officer recollections have always been important, such written reports currently serve as a mere memory test for officers, especially when not permitted to view associated videos before writing their reports. These written reports now actually have a diminished relevance when compared to what may be pristine body-worn camera video footage providing potentially incontrovertible "evidence" as opposed to "recollections."

LAW ENFORCEMENT METRICS

While often well-established policies on high-risk operations (e.g., use-of-force continua, vehicle pursuit matrices) have existed for decades to guide officers in their uses of force in a variety of situations, numerous high-profile arrests and officer-involved shootings have underscored the need for different approaches to critical incidents. The increased emphasis on officer-initiated de-escalation techniques and the use of other paraprofessionals to collaborate with officers in dealing with critical incidents (especially those involving persons experiencing an emotional crisis) require police departments to reexamine the metrics they rely upon to evaluate officers' actions and productivity. Since these incidents often require officers to slow down and readjust how they handle persons involved in critical incidents, metrics that law enforcement

> *"The amount of change over these past 20 years has not always been met with nimble, unified law enforcement management practices."*

managers typically focus on (e.g., officer response times to calls for service, clearance times from dispatched calls) can create inconsistent expectations for officers to handle things in a more expeditious manner. More specifically, the managerial expectation of officers to quickly clear calls is disconnected from officer performance standards that dictate that de-escalation and other critical incident techniques generally require officers to slow down, negotiate, or summon other professionals to what can be a chaotic scene. Thus, the scrutiny of officer response and clearance times by law enforcement executives utilizing measures of central tendency (typically by analyzing trends in mathematical mean, median, and mode against monthly or annual averages) is problematic because these measures undermine current best practices, training protocols, and messaging to officers working within complex operating environments. Since safe and successful outcomes of such events are what law enforcement and society expect and demand, the law enforcement domain needs to adopt metrics that focus less on measures of performance that are consistent with officer outputs and begin relying more on measures of effectiveness that are more closely aligned with desirable outcomes.

DIGITAL MAPPING

Numerous incidents have underscored the need for officers to be prepared to quickly dispatch, arrive at a scene of a commercial or public building, and enter the structure to render immediate aid to the building's occupants. Technology now exists for the owners or stewards of these buildings to collaborate with law enforcement and other public safety providers to create digital maps and floor plans, helping first responders safely enter and navigate the structure during critical incidents. Since law enforcement executives need to work with those charged with managing these buildings and appropriate government officials to accelerate such collaboration, outside assistance is needed through strategic collaborative efforts. Strategic collaboration is defined as the "intentional, collective approach to address public problems or issues through building shared knowledge, designing innovative solutions, and forging consequential change." An exemplar of this type of strategic collaboration to develop safer operating environments is offered in Virginia House Bill 741, which recently authorized funding for schools to work with a law enforcement agency and select a vendor to produce a "digital map" with accurate floor plans for every public school in the state. This type of assistance in developing more digital mapping capabilities to respond to incidents in buildings and structures must be pursued on a more organized basis. Schools should not need to allocate funds for critical mapping capabilities from the same bucket of money that they need to utilize to purchase new books for students nor should police departments be on their own to persuade or compel the owners of properties to pursue digital floor plans and then share them with public safety providers. This type of funding mechanism and collaboration between law enforcement agencies and schools as evidenced in Virginia must be pursued on a more systematic manner.

CONCLUSION

The law enforcement dilemmas and practices selected for discussion in this perspective impact numerous outcomes and persons. For example, a compilation of U.S. Department of Education and Integrated Postsecondary Education Data System data notes that approximately one-quarter of the U.S. population attends or works at a school (K-12 through college). Securing these buildings through strategic collaborative efforts as noted in the 2022 Virginia legislation improves the safety outcomes for approximately 80 million people. Similarly, improving the haphazard approaches and policies associated with body-worn cameras and analyses of police officer practices in high-risk events will improve numerous desirable law enforcement outcomes while securing the rights of many and, at the same time, strengthen the integrity of law enforcement operations.

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A Culture Shift in Decision-Making

By Stephen Espinoza, Captain, New York City Police Department

MANY POLICE LEADERS LOOK TO FUTURE TECHNOLOGIES WHEN ASPIRING TO ADVANCE THEIR AGENCY'S PERFORMANCE.

They are bombarded with high-pressure salespeople touting the newest drones, armored vehicles, or weapon systems. Add in the competitive nature in local policing, of "coveting thy neighbor's cool toys," and tech solutions seem glamorously appealing. This thinking is seductive, as it allows police leaders to believe success can be purchased.

However, I believe the next major advancement in policing will not come from a piece of technology or hardware but rather from a shift in police culture. In my opinion, the next advancement in policing will occur when we teach our officers that they are *allowed to make thoughtful decisions* and *give them explicit permission to do so*. Often, people expect officers to react to circumstances in the same way they believe they would if they were in the officers' shoes. This is an unrealistic expectation and fraught with instant disappointment and unfair critique: how often do others act as we would? Rarely, but that doesn't mean either of us performed "better," just differently. However, in police organizations leaders tend to assume their way is exclusively the right course of action. As difficult as it may be, we need to let go of this thinking and give our officers the freedom to use their minds.

To do this, we need to teach law enforcement of all ranks *how*—rather than *what*—to think and give them the tools to make crucial decisions. We must permit them to develop creative solutions that are lawful, moral, and ethical—even if these solutions sometimes fall outside rigid policy guidelines.

For example, some agencies prohibit officers from transporting civilians in their vehicles unless they are under arrest. But, if we respond to a report of a person outside on a freezing night, do we serve them better by providing a social services referral or by taking them somewhere safe and warm? I realize allowing cops to act thoughtfully gives them certain freedoms police leaders may be uncomfortable with. To those leaders I say: You have given this officer a gun and the permission to use it; if you trust them with a firearm, you should trust them to make a thoughtful and moral decision. When reviewing some recent controversies, I believe many of the confrontational police and civilian events have resulted from a conflict between what we believe we have to do (based on a narrow reading of policy) and what we should do (based on a thoughtful assessment of circumstances).

Thoughtful policing would be a substantial cultural shift for many police agencies. For much too long, the suggestion to use common sense when making decisions has been ubiquitous advice. This advice does not empower our officers to use their minds and gives them unclear guidance. And, frankly, common sense differs from person-to-person based on experience, social background, age, and much more. Also, what makes sense depends on ever-varying contexts; no two situations are alike, and a single course of action is rarely effective across varying circumstances. Using a single version of thinking (common sense) is insufficient. Instead, we must empower our officers with the freedom to think contextually and thoughtfully.

The cultural shift I am suggesting, allowing our police officers the freedom to think, may seem unnecessary or simplistic to some police leaders. Yet, I suggest discussing this topic with your officers. Ask them if they believe they are empowered to use their brains even if their idea is slightly outside policy. I think you will be surprised by the responses.

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*Captain **STEPHEN ESPINOZA** is a member of the NYPD's Emergency Service Unit, a hybrid team combining traditional SWAT duties with rescue functions. He worked in the NYPD's Patrol Services Bureau, Housing Bureau, Organized Crime Control Bureau, and Detective Bureau prior to his current assignment in Special Operations.*

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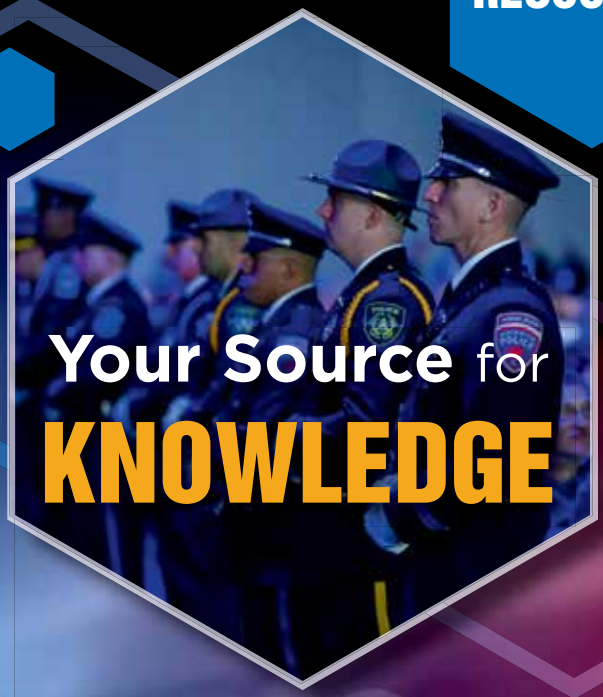

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A Vision for Policing Reform

Policing as an Intellectual Profession

BY
Cynthia Lum, PhD, Director, Center for Evidence-Based Policing, and Professor, George Mason University, Virginia

IT WOULD BE AN UNDERSTATEMENT TO SAY THAT SERIOUS CONCERNS, ISSUES, AND BAD NEWS ABOUT POLICING SEEM TO BE CONSTANTLY PRESSING ON PEOPLE IN THE UNITED STATES OVER THE LAST COUPLE OF DECADES. Most recently, many were deeply affected by the killing of George Floyd in the summer of 2020 and the subsequent protests and calls for reform that ensued. But even before that, one can recall the not-so-distant deaths of Trayvon Martin, Freddy Gray, Michael Brown, Eric Garner, and others, and the calls then for reform, embodied by U.S. President Obama's Task Force on 21st Century Policing. Story after story, the cycle of negative news and calls for reform in U.S. policing continues. This relentless cycle has been a particularly acute source of continued stress, frustration, and anger for many, particularly people of color who have long borne the scars of police activity in the United States.

In addition to these events, the profession has taken some big hits in the 21st century. The insurrection at the U.S. Capitol on January 6, 2021, showcased not only the dangerousness of policing but also the possibility of extremists among its ranks. Other trends have exposed law enforcement vulnerabilities— the rise in mass shootings in the 2000s, the ambushes and killings of officers during this period, and the evolving nature of crimes facilitated by the internet, which local police haven't been well-positioned to tackle.

Photo by Spencer Platt/Getty Images

In addition, the society-altering and ever-persistent COVID pandemic has made policing even more challenged and arguably less community-oriented despite increased calls for improving relationships between people and police. The current rise in gun violence in some jurisdictions has added to these vulnerabilities. To compound the situation, there are fewer people interested in tackling these challenges. There is a downward trend in police recruitment and retention, with more people retiring early, leaving the profession prematurely, or simply choosing other professions altogether.

Policing research over the past four decades has also been relatively critical of the police, unveiling its realities and limitations. In particular, the mainstays of police operations, from rapid response to 911, criminal investigations, and daily patrol activities, have not been shown to be too promising in contributing to the primary mandates of democratic policing—crime prevention and safety; equal protection; and public trust, confidence, and legitimacy. More effective proactive, preventative, problem-focused, and citizen-centric deployments are not regularly or consistently used. Law enforcement agencies have put high hopes and significant investment into many technologies that have not met the police or communities' expectations.

COMPLEXITY IN POLICING REFORMS

Of course, it's easy to assert that policing needs more work, but it is much more difficult to accomplish real change, especially during crises. Sometimes, those calling for change have grasped at low-hanging fruit that reflects the "bad apple" theory of police reform. This low-hanging fruit includes calling for more training, weeding out bad officers, banning specific uses of force, purchasing body-worn cameras (BWCs), or firing police chiefs and other leaders. These ideas and their motivations are not problematic per se. However, they are likely not enough to develop the police into a profession that can deliver on its mandates or sustain the larger reforms behind these suggestions. To give a blunt example, the Minneapolis, Minnesota, Police Department had already undergone implicit bias and de-escalation training, had some community programs in place, put body-worn cameras on officers, and had recently fired their previous chief. And yet, George Floyd was still killed.

Even more provocative reforms, such as defunding or abolishing the police, may bring some fleeting sense of justice to those wronged or perhaps temporarily punish any given agency. However, such reforms are tested by the realities of what people call the police for, and the willingness and capabilities of other agencies or community groups to sustain a response. These include calls for everyday conflicts and fights between people; suspicious behaviors; minor crimes and juvenile delinquencies; motor vehicle complaints; social or physical disorders; disturbances; and sometimes, very serious crimes. At the same time, the frustration and motivation for defunding are understandable. Research has also found that officers aren't always using their time in the most effective ways.

Recent calls for reform are not enough to help transform the police into the justice institution that society needs it to be. Instead, more comprehensive and fundamental adjustments have to be made to police organizational subsystems for suggested reforms to stick, which will likely take more—not less—investment in the police, and also internal motivation by the police. Such adjustments are challenging because police organizations comprise interdependent subsystems of training, deployment, supervision, management, leadership, incentives and rewards, accountability, and technology. Not only are these systems mostly hidden from public view or knowledge, but they are also outcome codependent. In other words, achieving the mandates of democratic policing often rely on adjusting and aligning multiple subsystems together, not reforming one area of policing separately.

For example, calls for more training for the police to reduce use of force, improve public satisfaction, or improve crime prevention, will work only if

training can lead to behavioral change in officers, detectives, and first-line supervisors. This is a significant assumption that may not pan out in practice because of the outcome codependency of internal systems. Behavioral changes require mechanisms to be in place that strongly connect training to actual actions in the field and sustain those practices over time. These mechanisms include in-service training that reinforces knowledge learned and provides opportunities for experiential learning; proactive first-line supervision, coaching, and mentoring that nudges officers toward new behaviors; deployment systems that provide ample opportunity to practice what was learned; using information technologies that monitor and track officer activities; systems of incentives, rewards, discipline, and accountability that ensure behavioral changes are reinforced; using crime analysis to evaluate the effectiveness of the training; and congruence among upper command staff about their support and messaging of these adjustments. Training alone will not achieve the changes that reformers seek without aligning these other organizational elements.

"Behavioral changes require mechanisms to be in place that strongly connect training to actual actions in the field and sustain those practices over time."

EVIDENCE-BASED POLICING AND THE INTELLECTUAL PROFESSION

To achieve the necessary fundamental changes so that police can more successfully achieve their mandates, objective and reliable knowledge is needed about whether specific adjustments will work, how those adjustments can be made, the consequences of those adjustments on other parts of the system, and how to realign the system to be amenable to reforms. This requires an enormous amount of complex thought, scientific evaluation, analysis, and innovative and critical thinking applied not just to—but by—the police. In other words, the police have to start thinking of their work as an intellectual profession, not a procedural or experiential-based job. Thinking of policing as an intellectual profession requires the intentional integration of extensive professional knowledge and competency into a dynamic, learning environment to carry out the everyday tasks and mandates of democratic policing effectively.

Unfortunately, this is not the contemporary approach taken by (or expected of) the police or other criminal justice institutions. Currently, the approaches to the everyday boots-on-the-ground tasks of policing like patrol, investigations, responding to calls for service, and interacting with people are determined by the standard operating procedures of any given agency and officers' personal discretion and experience. Some procedures and activities are based in law, but a great deal of policing is grounded in "best practices," traditions, and habits. What informs either tactical or strategic decision-making in policing is often the individual officer's discretion, personal experiences, and routinized behaviors; the experiences of others; the preferences of the chief or command staff that are currently in place; or the decisions often derived from internal consensus. The reactive and procedural approach that characterizes U.S. policing results from and contributes to this discretionary style of policing, as does the insulated nature of the profession. Some (rather romantically) refer to this type of approach to policing as a "craft."

The stakes, however, are too high in policing to treat the profession as a craft. Often, the best guesses (and hopes) about the outcomes of justice interventions are wrong. Police actions can have serious consequences, which raises the stakes for police to do their jobs in ways that reflect high levels of competency and professional knowledge, much like practitioners in the medical field. Because of the complexity of the interdependent systems in policing, extensive knowledge is required about implementing effective interventions that can reduce crime or improve police legitimacy and predict the consequences of those actions. Science and knowledge need to be integral to policing to accomplish these goals.

This is certainly not a new vision for policing reform. This approach to thinking about policing goes hand in hand with the concept of evidence-based policing. An evidence-based approach to policing was first articulated by

Photo by Joe Raedle/Getty Images

policing scholar Lawrence Sherman in 1998 in his Ideas in American Policing lecture for the National Police Foundation (now the National Policing Institute). He asserted that "police practices should be based on scientific evidence about what works best," explaining that police should strive to use the results of scientifically rigorous evaluations of law enforcement tactics, strategies, and policies to guide decisions. In addition, he argued that law enforcement officials should generate and apply analytical and research knowledge from internal and external sources and track and test activities for their effects. Evidence-based policing, Sherman argued, could improve feedback systems in police practice, thereby facilitating a dynamic learning process and ultimately progress toward the goals and mandates of democratic policing.

At a minimum, evidence-based policing is grounded in the belief that science and research should at least have a "seat at the table" in public safety policy and practice. If the police are going to try to address crime, improve community-police relationships, protect human rights, reduce use of force, mitigate traffic accidents, improve officer wellness, or retain and hire the right people, they have to act in ways that will actually lead to these outcomes. The connection between actions and outcomes is the core of science- and evidence-based approaches. Research forces us to not be swayed by only personal experiences, anecdotes, hunches, instincts, or biases. Instead, incorporating research, science, and constant assessment and evaluation as both an input and a framework for problem-solving means police organizations must adopt a dynamic learning and intellectual approach. Evidence-based agencies recognize and accept that new knowledge and information are constantly being developed. In turn, agencies must stay on top of and contribute to this knowledge to be able to exercise high levels of professional competency in everyday tasks.

Again, this approach is uncommon in U.S. policing, which emphasizes applying either standard operating procedures or a wide range of discretion to deal with the everyday tasks of policing. Research has shown that officers view personal experience and individual discretion as superior to systematically derived information or scientific knowledge. This approach and bias toward experience over evidence in policing have led, until recently, to a shunning of scientific thinking, analysis, systematic assessment, evaluation, and dynamic learning in policing. The police are not alone in this perspective; as Sherman discussed in his Ideas in American Policing lecture, the medical field was also driven by this type of thinking in the not-so-distant past.

AN EXAMPLE: THE INTELLECTUAL NATURE OF UNIFORMED PATROL

It is necessary to integrate professional knowledge derived from science and research into the DNA of the police organization, into those previously mentioned codependent subsystems, for police to carry out their jobs more successfully and with high levels of competence. To make this point, one can look at the example of uniformed patrol, the most common and potentially impactful activity of U.S. policing, drawing on the author's own experience as a young patrol officer in Baltimore City, Maryland, back in the 1990s, but hardly because I was some exemplar of the professional or intellectual competency that I refer to above—far from it. I spent most of my patrol days driving around doing "preventive patrol," answering calls when they came out and backing up other officers doing the same. When needed, I applied standard procedures to certain calls for service. However, because many other calls and incidents were vague or had no specific procedure connected with them, I watched and mimicked how other officers dealt with those situations and used my experience and "best guesses" to answer those calls. During that time in Baltimore, "broken windows" and "zero tolerance" approaches were popular, which meant; when not answering calls, I conducted pedestrian stops, looked out for suspicious behavior (mostly drug activity); and made many arrests, often for minor offenses.

Was I the best officer I could have been? In hindsight, the answer was "no." I wasn't treating the profession at all as an intellectual one. I went with my gut and relied heavily on my experience and that of others in a very insulated profession. I didn't think carefully about the policing mandate and whether my actions were linked with those mandates. Yet a whole science behind effective uniformed patrol exists that I should have been thinking about and using, trained and supervised on, and held accountable for to be that competent officer I speak of now.

There has been a great deal of knowledge developed about patrol deployment since the 1990s. For example, there is scientific knowledge about where to patrol, including accurately identifying environmental factors, routine activities of people, and opportunities that contribute to crime, disorder, traffic accidents, and other issues. Tangible and precise knowledge about these things are needed to more accurately build patrol tactics to address problems more effectively at certain places and times. Relatedly, there is a crime analytic and problem-oriented science to analyze specific place-based problems and to help tailor solutions to those problems. Researchers have now amassed evaluation research on what might work best to resolve those problems so that an officer doesn't repeatedly respond to the same problem using reactive or even general strategies.

> **"The science is pretty clear: arrests do not prevent crime very well, and deterrence is more likely generated in other ways."**

There is also knowledge about how police can optimize their patrolling and visibility to create a deterrent effect and prevent crimes from happening in the first place. The science is pretty clear: arrests do not prevent crime very well, and deterrence is more likely generated in other ways. Further, police officers can prevent calls by strategically using their uncommitted time (the time between calls for service). And there are now translation guides like the *Evidence-Based Policing Matrix*, the *Evidence-Based Policing Playbook*, and Ratcliffe's *Reducing Crime Companion* that have operationalized much of this knowledge for officers or supervisors to apply in practice.

It is also now known how interactions with community members—victims, witnesses, suspects, residents, visitors, youths, business owners, and others—can be improved, and ways to reduce the risk of harm either to officers or to other people during these interactions. In addition, there is a better grasp of some of the consequences of patrol activity, including disparate outcomes, adverse community reactions, and backfire effects of interventions. This critical knowledge can help officers better anticipate what problems may arise from their actions to help them mitigate or avoid adverse reactions from the community.

So yes, officers can do random preventive patrol and answer calls. However, officers are much more effective when they use their uncommitted time to prevent calls in the first place or strengthen their relationships with members of their communities by their actions. It will not be enough to travel back in time to tell Officer Lum about this knowledge and then expect her to operationalize and implement this knowledge willingly. Treating policing as an intellectual profession requires it to reengineer and recalibrate multiple policing systems (training, deployment, accountability, supervision, leadership, etc.) to create the desired policing outcomes. To do this requires systematic inquiry, analysis, assessment, and evaluation to figure out effective interventions and how to readjust subsystems toward those interventions.

SCIENCE AND GEORGE FLOYD

If policing was treated as an intellectual profession—if the level of competency from police officers was equal to that discussed in this article, would that have prevented Chauvin from killing George Floyd? It's impossible to be sure, but the perspective of evidence-based policing may offer some insight.

If one were able to roll back time and do things differently, it probably would not be enough to try and find the Chauvins of the world and fire them or train them better, or even to have use-of-force policies in place that do not allow them to put their knees on people's necks. Instead, more fundamental and systemic adjustments would be needed for such reforms to stick.

For example, Floyd's death partly reflects an overemphasis on crime reaction and arrest for minor offenses. Floyd was arrested for allegedly passing a $20 counterfeit bill. As mentioned previously, research shows, that proactive, problem-oriented, targeted, place-focused, and preventative approaches are more effective in reducing crime and improving community satisfaction than reactive approaches and an overreliance on arrests. Research also shows that the indiscriminate use of zero-tolerance arrests for minor offenses is

ineffective in deterring crime and can have costly consequences. Therefore, one long-term change to reduce the risk of another Chauvin is to readjust patrol deployment to be more focused on prevention and problem-solving, not arrest and reaction for minor offenses. This is not equivalent to simply giving up on having the police addressing what some may think are "small" community concerns. Those small concerns are part of a larger landscape of public safety and community feedback. Figuring out how to problem solve so that problems don't reoccur is a more effective approach than reacting individually to any given call for service. However, simply shifting resources around or ending police responsibility for such calls in communities that need *more* service and visibility, not less, is a privileged perspective.

Adjustments across other systems would be needed to readjust patrol deployment to better align with these evidence-based approaches. At a minimum, officers must be trained carefully on evidence-based practices that effectively reduce crime and do not increase the risks of exacerbating disparities, using force, or violating community trust. Part of deployment science is to engineer tactics to achieve these goals. However, training alone is never enough. As mentioned, the Minneapolis Police Department had been up to date with all of the contemporary training on community policing, procedural justice, implicit bias, use of force, and de-escalation before Floyd. Thinking intellectually in policing requires building links between that training and actual behavior and outcomes. The effectiveness of those links must also be tested and evaluated to confirm that those links work. Further, training in such approaches would have to be reinforced through active and transformational supervision and coaching of officers. Given the current more passive and reactive supervisory approaches in U.S. policing, there is also a need for action research on how first-line supervisors can transition into these roles.

Technologies, such as BWCs, will also not stop the next Chauvin, as the totality of research indicates that BWCs don't seem to impact officer behaviors consistently or in ways that communities might think. This is unsurprising, as technology is seldom the panacea for police reform. Body cameras can work to achieve accountability only when agencies have a robust accountability infrastructure that can optimize BWC technology. U.S. agencies, however, generally have weak accountability infrastructures and poorly developed internal affairs and supervisory systems that police unions have often hampered. More importantly, there is not much scientific knowledge about the effectiveness of specific accountability strategies like early warning systems, internal affairs processes, officer activity tracking, community review boards, supervisory actions, duty to intervene policies, or other disciplinary approaches. Much more evaluation and scientific understanding of accountability systems are needed so that accountability technologies like BWCs can then be optimized.

This article is adapted from Dr. Lum's lecture for George Mason University's Vision Series, presented February 22, 2021.

Also, treating the profession intellectually means valuing emotional intelligence as a valuable skill. This includes nurturing officers' ability to critically listen to those at the receiving end of policing and finding ways to improve and incorporate communication and feedback loops between officers and community members into deployment tactics. In Floyd's case, not only was Floyd himself providing feedback to Chauvin, but community members and medics were also trying to tell Chauvin that he was going to kill Floyd, yet he just ignored their warnings. Floyd's killing more broadly reflects and symbolizes the weakness in policing's feedback systems and the lack of receptivity to outside information and warnings. Procedural justice approaches may be a good start to developing emotional intelligence but may be only one beginning element. It will take some thinking to build these systems that are either weak or absent in policing.

Policing is a complex profession and requires a high level of professional competency and knowledge to achieve fundamental changes to its operations. This will require even more intentional investment in improving U.S. policing, not less. The profession not only needs to apply and integrate the knowledge acquired so far, but it also needs science to help to develop policing into the institution that everyone—including police officers—deserves.

IACP RESOURCES

- Criminal Justice Reform

theIACP.org

- Integrating Police Reform without Sacrificing Community Safety
- 911 Call Takers and Policing Reform

policechiefmagazine.org

BY
Dave George, President, Pryme Radio

Next-Level Communications

Emerging Mobile Technologies for Public Safety

WHEN COVID-19 HIT, EMERGENCY RESPONSE TEAMS FACED AN ADDED DIMENSION OF DIFFICULTY TO AN ALREADY CHALLENGING JOB: PROTECTING FIRST RESPONDERS AND THE COMMUNITY FROM THE SPREADING VIRUS.

Emergency calls surged while staffing reached all-time lows. As the pandemic presses on, public safety infrastructure needs communication systems in place that provide cohesion and resilience to better manage incidents on a global scale.

Now that the entire face of communications has changed, escalating the need for alternate ways to connect with the growing mobile workforce, many chiefs and agencies are discovering faster, more effective digital solutions.

MOBILE APPS POWERING INTEROPERABILITY

Finding solutions that harness the incredible amount of data available to first responders is a primary theme moving forward in public safety communications. Access to these data could provide field teams with enhanced situational awareness, better decision-making capabilities, and seamless interoperability between separate organizations—ultimately, keeping officers safe while also increasing their effectiveness.

Mobile applications are fundamental to accessing the tremendous amount of information available in a digestible,

> *Many police chiefs in departments across the United States have already started to use mobile apps to leverage data available during mission critical situations.*

actionable way. Nowadays, these apps are more comprehensive than ever with integrated augmented reality (AR), artificial intelligence (AI), and mixed reality programs (as well as text chats, audio calls, video conferencing, file and screen sharing, and more) all combined into one communications hub on a dedicated channel.

Many police chiefs in departments across the United States have already started to use mobile apps to leverage data available during mission critical situations. The Houston, Texas, Police Department, for example, recently deployed Bridge4PS—a free, interoperable, and secure collaboration app available for authorized response personnel, funded by the U.S. Department of Homeland Security's Science and Technology Directorate.

This application proved to be a vital communications tool for the department when a plastics plant exploded in January 2020, leveling a building and causing two fatalities. It facilitated immediate communication that allowed responders to organize and disseminate information from various sources, including field notes, photos, and videos. The use of the app significantly reduced radio traffic while efficiently organizing and logging the clearing efforts of the surrounding neighborhoods, which was instrumental in the department's response to the emergency.

Bridge4PS was also deployed in California for the Los Angeles Marathon and West Hollywood's CicLAvia Carnaval festival. These events attracted hundreds of thousands of attendees and, thus, required the deployment of hundreds of emergency workers and first responders. Because of the app, real-time data-sharing across 12 different organizations representing four jurisdictions was possible, demonstrating its interoperability.

Recently, the Inglewood, California, Police Department's special forces team shared real-time information via Bridge4PS, contributing to the capture of a dangerous stalker. Off-duty officers were able to collaborate with officers in the field, which was a decisive factor in the suspect's apprehension.

In a time of rapidly changing policies and procedures, emerging technologies can help streamline data sharing within departments and across jurisdictions, supporting effective emergency response management and ensuring that vital information is readily in the hands of first responders no matter their location.

However, the stakes are high. Without strategic planning, the public sector will have a more difficult time achieving true interoperability. Implementing new platforms and technologies that bridge the communications divide requires careful planning and coordination among all stakeholders—police chiefs, fire chiefs, local government leadership, and all associated public safety entities.

DIY: DRAG-AND-DROP CUSTOM APP BUILDERS.

Public safety has very specific processes that often require more customized communications interfaces. The emergence of no-code/low-code development platforms (LCDP) have made it possible for developers and end users to accelerate delivery of custom applications. Though they can be deployed on virtually any platform, mobile accessibility is a driving factor behind the use of LCDP apps, which allow personnel to tap into on-premises or cloud data from a mobile device.

LCDP is particularly popular among international law enforcement agencies. For instance, the UK–based Northumbria Police used a no-code, drag-and-drop app building platform to create MyStreet. The application allows members of the public to report noncriminal issues via the app—such as broken streetlights, abandoned cars, and so forth—thus eliminating the countless number of noncriminal 101 calls the police department received each month in relation to these issues. Citizen app users are directed to the proper reporting channels to submit concerns, enabling problems to be resolved more quickly and saving officers from wasting precious time responding to nonemergency calls. Furthermore, using a no-code development platform allowed the department to create an app that suited its highly customized needs at a fraction of the projected cost.

As public safety enters the no-code space, questions of security and compliance risks are raising concern. In cases where privacy is essential to protecting sensitive information, communication apps can be self-hosted on an agency's own servers and integrated directly to the user interface rather than through a third-party server. Third-party servers are undoubtedly more vulnerable to security threats. That said, some third-party providers do offer advanced device-to-device encryption to ensure the security of data transmitted between devices. When using third parties, it is important to verify these suppliers are not only maintaining sufficient security systems themselves but are also holding any outsourced or remote teams they may employ to the same security standards.

With the multitude of software applications and technologies available today, the key to successful implementation lies in determining which functions will best address an agency's organizational needs.

DIGITAL NETWORKS: PTT COMMUNICATIONS AT SCALE

As productive as text, video, and data sharing applications may be, nothing compares to live voice communications in real time—either one-to-one with individuals or one-to-many with groups. Team messaging applications that offer a walkie talkie feature and enable push-to-talk (PTT) are opening new frontiers in the public safety sector, as well as altering the perception that PTT functionality is limited to land mobile radios (LMR).

Traditionally, private radio and LMR networks often required significant upfront capital expenditures. The spike in mobile workforces is driving explosive growth in push-to-talk over cellular (PoC) for wide-area communications due to the low operational expenditure for startup and subscription-based services.

Because PoC leverages existing LTE cellular and ubiquitous Wi-Fi networks, systems can be deployed more quickly with no infrastructure required. With the press of a PTT button, PoC provides the same capabilities as traditional two-way radio systems, enabling instant group calls to multiple users without risk of cross talk or eavesdropping. PoC network services can also be located on privately hosted servers using gateway routers to provide connectivity between the LTE network and the PoC server. Some PTT applications are designed specifically for public safety and offer advanced encryption—making them more secure than radio, while also reducing the number of devices workers carry and cutting IT costs.

Feature-rich apps also allow users to track locations, trigger emergency alerts in critical situations, coordinate logistics, and quickly resolve issues. For example, the Zello app has been used as a tool for law enforcement and fire departments located in rural areas to coordinate and share information. More recently, the app allowed for seamless interoperability between agencies during COVID-19 related operations.

STREAMLINED POLICE FORCES: UNIFIED COMMUNICATIONS

Another approach is unified communications (UC) platforms, which integrate diverse radio systems with PoC and PTT over Wi-Fi into one centralized ecosystem. UC platforms eliminate fragmented communication silos and enable seamless transition from one channel to another by bringing together voice, video, and collaboration tools in a single interface. In addition, UC solutions can integrate with other applications to provide one-click access to powerful communication tools and streamline workflows.

With UC, organizations can provide true mobile communications no matter where staff or officers are located—whether it be at a desk or in the field. Take the UK-based North Wales Police. The district's unique geography includes the highest mountain range in England, presenting unusual challenges for typical policing processes. For instance, the 140-mile round trip from the station to the Crown Prosecution Service (CPS) can take up to four hours—a significant amount of time that officers could spend performing more crucial duties. Furthermore, home station phones and voicemail were tied to the officer's desk, making it difficult to stay up to speed and in sync when making such journeys.

Consequently, a UC solution was implemented to untether officers from their desks, allowing them to receive and manage home station voicemail from a mobile phone via email. In addition, the new UC system supports video conferencing between CPS and officers—eliminating the need to make four-hour trips just to determine if a criminal charge would stand up in court. With less time spent driving across the district and having to return to a desk to check voicemail, officers can be more visible in the community, helping to reduce crime and ease fears.

MISSION-CRITICAL PTT DEVICES

PoC devices such as radios, smartphones, and body cameras are being purpose-built for professional communications as compact, rugged, easy-to-operate handheld devices. Now, digital mobile radios (DMR) are offering more advanced features that support PoC functions, including instant group calling, GPS location tracking, emergency notifications, and mission-critical PTT (MCPTT.)

Meanwhile, enterprise models of ruggedized smartphones are now equipped with programmable buttons that support PTT communication and integrate with walkie talkie apps. Some versions are even designed to resemble two-way radios, which helps users who are more comfortable with traditional devices make the transition, as well as presenting a recognizable image to the general public.

Many mobile communication applications are compatible with hands-free PTT accessories, including headsets, Bluetooth adaptors, and lapel-clip mics, which keep drivers from being distracted and allow freedom of movement.

With the emergence of public safety networks and new digital devices that support mission-critical PTT functionality, true interoperability is fast becoming a reality.

POLICE CHIEF

2023 CALENDAR

Are you looking forward to reading about a certain issue in law enforcement or thinking about submitting an article to ***Police Chief***? Look below to see some of the topics we are covering in 2023!

JANUARY	Contemporary Issues in Policing
FEBRUARY	Innovations in Law Enforcement Training
MARCH	Violence Reduction Strategies
APRIL	Using Data to Drive Policing
MAY	Officer Safety and Wellness
JUNE	Policing with Vulnerable Populations
JULY	Media Strategies
AUGUST	Mentoring & Development
SEPTEMBER	Police Innovation
OCTOBER	Leadership & Accountability
NOVEMBER	Contemporary Issues in Policing
DECEMBER	Partnerships in Public Safety

Do you have innovative solutions or experiences that you want to share with the policing community? Take a look at our manuscript guidelines on **www.policechiefmagazine.org/article-guidelines**. Articles can be submitted online at **www.policechiefmagazine.org/submit-an-article**.

Forensic Testing

A Safe and Simple Process?

THE FORENSIC TESTING PROCESS CAN BRING A LAW ENFORCEMENT OFFICER MANY CHALLENGES. ALL TOO OFTEN, OFFICERS MUST COLLECT OR TEST FOR THE PRESENCE OFFINGERPRINTS, BLOOD, DRUGS, OR EXPLOSIVE MATERIALS AFTER RESPONDING TO A CALL. COLLECTING AND TESTING THESE SAMPLES CAN OFTEN TAKE HOURS; NOT TO MENTION THAT OFTEN SAMPLES MUST BE SHIPPED TO A LABORATORY FOR ANALYSIS, TAKING DAYS, IF NOT WEEKS OR MONTHS, TO PROVIDE RESULTS.

In many cases, the traditional presumptive field tests rely on highly concentrated acids and carcinogenic liquids. Additionally, the delivery of presumptive tests requires officers to break glass vials and ampoules containing these dangerous liquids. The broken glass can lead to officer injuries or result in the test pouch being punctured, which could expose the officer to chemical components of the test as well as the potentially dangerous drugs within the sample.

Many companies have heard these concerns and have placed their focus on making low-cost forensic testing that is safe, simpler, and more effective.

TEST KITS

Presumptive field testing involves technology that has been unchanged for decades. Without an alternative, officers were forced to choose between using dangerous tools or not testing at all.

The California-based SwabTek, however, hopes to revolutionize the presumptive field testing space. "For some departments, the inherent risks of using the acids and glass components of those tests in the field had reduced the frequency with which they were used, with some departments even going so far as to eliminate field testing from their procedures at all," said Mitchell Ballachay, Strategic Projects at SwabTek.

Prioritizing officer safety, the company's proprietary and novel test kits replace the hazardous liquid chemicals and complicated procedures of traditional test kits with the simple and safe dry reagent technology.

SwabTek manufactures single-use, presumptive field tests for narcotics, explosives, and gunshot residue. The narcotics test kits are each designed to screen for a specific class of narcotics, or a general narcotics test kit is available to screen for multiple drug classes. The explosives kits can screen for dry and liquid explosives and precursors.

The glass delivery of the traditional tests has been replaced with a swab. An officer can simply dab the suspect material and transfer the sample to the test paper. The reagents used in SwabTek's tests are printed in a dry format onto paper and do not include hazardous chemicals that would put

Image courtesy of SwabTek

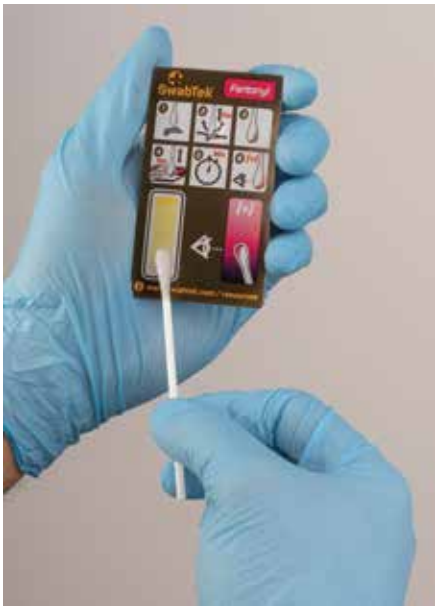

Image courtesy of DetectaChem

officers at risk of exposure. When a sample is combined with the reagent printed on the test paper, a positive result is indicated by an immediate color change. Unlike many traditional tests that require acid neutralizers and special disposal procedures, SwabTek's tests are perfectly safe to dispose of once the tests are completed.

"Despite their simplicity, they have been independently validated to perform to the same analytical standard as other tests on the market but with a procedure that is simple and does not put officers at risk," said Ballachay.

Also utilizing a swab method within their tests is DetectaChem. Based out of Sugar Land, Texas, the company's primary offering to the law enforcement community is their MobileDetect field drug test kits. DetectaChem's test kits have been in use since the 1970s, but the drug world has evolved immensely since then; this brought about the MobileDetect test kits. "Almost every narcotics officer we talk to has either cut their fingers using a NIK test or knows a colleague who has. When you're dealing with potent drugs like fentanyl, a dangerous exposure like that can potentially cause an overdose," said Marketing Manager Bryan Beaty. "That's why every aspect of our MobileDetect test kits was engineered with officer safety at the forefront."

Each of the MobileDetect kits is equipped to screen for specific drugs; some can even detect several types of drugs at once.

Every test kit comes with a removable swab that an officer uses to sample a suspect substance. The swabs are capable of trace and bulk sampling, meaning that officers would not need to scoop copious amounts of drug material into a kit. Once the substance has been sampled, the officer inserts the swab into the MobileDetect pouch, crushing the ampoules inside, releasing the testing reagent, and forming a visible color reaction. The test results can be analyzed visually by the officer, and they can be automatically captured by scanning the test kit with a mobile application.

Image courtesy of Abbott

Available on Apple and Android devices, the MobileDetect app captures the moment in time that a test has been completed and automatically creates a report for the officer the includes pertinent details such as time and date, location, test result, and images.

With a focus on roadside drug testing, Abbott Laboratories (Abbott) are providing a quicker, less-invasive way to confirm whether a driver is under the influence of drugs. Oral fluid testing has emerged as the company's promising alternative to blood and urine tests.

Abbott's portable roadside device, the SoToxa Oral Fluid Mobile Testing System, is a handheld drug testing unit designed to detect the recent intake of six classes of common drugs of abuse within five minutes. Because SoToxa uses oral fluid to screen for the active presence of the parent drug—not the drug's metabolite—it registers only recent usage and will not indicate historical drug usage. Once the cartridge is inserted, the SoToxa conducts a validation process, which takes only seconds, to ensure it has not already been used and has not expired. It then prompts for the collection swab to be inserted into the cartridge, showing the on-screen results within five minutes.

The SoToxa test kit also comes with a set of positive and negative QC cartridges that should be used to validate that the system is working properly.

Roadside testing has already been successfully implemented across the world, saving lives not only of passengers in

Image courtesy of IDEMIA

a vehicle with a drug-impaired driver but also the driver themselves. In a pilot program with the Michigan State Police, a positive result using SoToxa led to the driver asking for help in accessing a recovery and rehabilitation program.

BIOMETRIC IDENTIFICATION

In many cases, small and mid-size agencies may lack the means to access the same forensic technology as large agencies. However, IDEMIA is providing a cost-effective solution for state and local agencies through STORM, the first cloud-native automated biometric identification system (ABIS).

The out-of-box SaaS streamlines the system deployment and leverages IDEMIA's MBSS matching algorithms for latent and tenprint examination. Available through AWS, its intuitive user interface improves examiner efficiency and reduces training time by putting all necessary comparison and analysis tools in one integrated environment. Because STORM is accessible from anywhere via a secure internet connection, officers can process fingerprints at home, in the office, or directly from the crime scene. There is also no need for in-house IT support as the system is backed by around-the-clock support from IDEMIA experts.

"STORM ABIS is innovative and scalable, providing continuous updates of algorithms, feature and security patches, and [it] supports room to grow as an agency's needs grow," explained IDEMIA's communications director, Christopher Doherty.

FORENSIC RESOURCES

Advancing forensic science helps to prevent crime, support the larger criminal justice system, and promote public safety. However, information on technology specifications and applications, state of the science, decision-making criteria, policy and practice, and user experiences have not always been easily accessible to law enforcement professionals. That is where the Forensic Technology Center of Excellence (FTCoE) can help.

Led by RTI International, the FTCoE is supported through a cooperative agreement from the U.S. Department of Justice's National Institute of Justice, Office of Justice Programs. According to Dr. Jeri Ropero-Miller, "The FTCoE bridges the gap between the scientific and justice communities by engaging and collaborating with professionals within government and law enforcement agencies, academia, forensic laboratories, and legal and medicolegal offices to foster safer communities through research, outreach, education, and advocacy."

The center maintains a website (https://forensiccoe.org) that serves as a centralized resource where law enforcement personnel can access a broad range of resources by attending webinars, listening to podcasts, or browsing through the publication library. The slate of offerings is guided by four focus areas, including (1) managing the testing and evaluation of emerging technologies; (2) assisting with knowledge transfer and integration; (3) leading the transition of research into the hands of practitioners; and (4) creating communities of practice to address current and future issues, threats, and challenges. Through numerous collaborative efforts, the FTCoE engages members of the criminal justice community with important new information, best practices, timely discussions, and evaluations of emerging technologies at no cost.

"By moving research into practice, the FTCoE focuses on the implementation of promising technologies and practices used by the justice systems—from the scene investigation to the forensic laboratories to the courtroom," said Dr. Ropero-Miller.

Whether testing for drug intoxication or examining fingerprints, technologies are constantly evolving, often making processes simpler and safer for the user. Police leadership should become knowledgeable of the research and technology available in order to save costs as well as lives.

SOURCE LIST

Please view this article online for contact information or visit **policechiefbuyersguide.org** to request information from companies.

- Abbott
- DetectaChem
- Forensic Technology Center of Excellence
- IDEMIA
- Intoximeters
- Phonexia
- SwabTek

LEAD. ASSIST. SUPPORT.

NEW IACP Suicide Prevention Resources

- **National Consortium on Preventing Law Enforcement Suicide Final Report**
- **Comprehensive Framework for Law Enforcement Suicide Prevention**
- **Messaging About Suicide Prevention in Law Enforcement**
- **Peer Support as a Powerful Tool in Law Enforcement Suicide Prevention**
- **After a Suicide in Blue: A Guide for Law Enforcement Agencies**

To learn more about ways to support the **health** and **well-being** of officers and civilian employees in your agency or department:

visit **www.theiacp.org** or email **osw@theiacp.org**

IACP International Association of Chiefs of Police | BJA Bureau of Justice Assistance U.S. Department of Justice | NOSI National Officer Safety Initiatives | EDC Learning transforms lives. | National Action Alliance for Suicide Prevention

Stay up to date on new products and advances in technology to ensure your officers are equipped with the tools they need.

User-Friendly Platform

Raptor Technologies announces the release of Raptor Connect, an integration platform that allows third parties to link with Raptor Alert, a mobile panic button. The partner program enables other digital school safety providers to easily integrate their safety solutions to send and receive emergency alerts from Raptor. Key partners who are launching integrations at the time of this announcement include Alertus, Intralogic, Vivi, and ZeroEyes (gun detection). Additionally, Raptor has already launched an integration with Mutualink (communications integration). The Raptor team, through Raptor Connect, is focused on creating an open, flexible, and user-friendly platform for the school safety industry.

raptortech.com/raptor-connect

Rugged Handheld or Wearable

To equip public safety personnel with reliable technology that's cut out for tactical environments, Panasonic introduces the fully rugged TOUGHBOOK N1 Tactical. This 4.7" handheld is ideal for event monitoring, location tracking, field-based applications, disaster response, and search-and-rescue operations. Featuring eight programmable buttons capable of launching any local application, the TOUGHBOOK N1 Tactical makes launching and switching between applications quick and easy. In the event of an emergency, first responders can also use the TOUGHBOOK N1 Tactical to stay connected and coordinate between teams. First responders are increasingly adopting situational awareness software like ATAK to transmit data and information in real time.

na.panasonic.com/us/toughbookN1

Cloud-Enabled Gateway

Genetec Inc. announces a new generation of its Synergis Cloud Link PoE-enabled IoT gateway for access control. Synergis Cloud Link addresses increasing demand for non-proprietary access control solutions and provides a safe and secure gateway to a cloud or hybrid deployment. When modernizing an existing security system, Synergis Cloud Link's open architecture allows organizations to leverage their current access control infrastructure and easily upgrade to a secure IP-based solution. It provides an efficient approach to multisite deployments and replaces the need for servers, reducing the cost of ownership. The Synergis Cloud Link IoT gateway has embedded functionalities that keep access control running even when connection to the server is down.

www.genetec.com

Mini Network Camera

i-PRO Co., Ltd., has launched its new i-PRO mini network camera. With a pocket-sized form factor and full complement of AI analytics functionality, the i-PRO mini represents the next generation of smaller, discreet smart cameras. Its new compact design blends seamlessly into any environment. Although the i-PRO mini is exceptionally small, powerful AI processing enables the camera to quickly process large amounts of data. AI-based object detection provides enhanced surveillance and reduces false positives. Free AI-based analytics include people and vehicle detection. It supports occupancy monitoring/counting, and a privacy guard feature can pixelate individual faces or the entire body to maintain Global Data Protection Regulation compliance.

i-pro.com

Use-of-Force Reporting App

Seven Eight Technologies officially launched Thin Blue Defend, an innovative, one-of-a-kind software-as-a-solution (SaaS) mobile app. Thin Blue Defend is a mobile application that guides officers through the process of documenting critical details in use-of-force incidents to aid them in their defense in possible investigations and civil and criminal litigation. It prompts officers to record details such as their perceptions of an incident as it occurred, their cognitive process of events (what they were thinking at each step and why they made certain decisions), locations of key elements, their equipment, the weather, lighting, dialogue, and actions leading up to the use-of-force incident.

www.thinbluedefend.com

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.**

Investigative Intelligence Platform

Siren, a leading provider of investigative intelligence analytics, announces Siren 12.1. The latest version of Siren introduces several enhancements and improvements, including 360-degree data visibility, downloadable and editable reports, and data model scalability. This latest iteration of the platform pushes forward what is achievable in the investigative world, launching new capabilities to generate insights at machine speed and scale. The ability to see 360 degrees of information in a single screen is fundamental. This updated version enables law enforcement analysts to spot patterns in investigations, and the data model graph browser can now show relations between the same entities in aggregated forms.

www.siren.io

Multi-Sensor Cameras

Hanwha Techwin America offers two new AI-powered dual channel multi-sensor cameras featuring powerful deep learning–based object detection and classification, and license-free video and audio analytics. The PNM-C12083RVD supports 15fps image capture and true 120dB WDR (Wide Dynamic Range) without compromising the frame rate for each of its 6MP sensors. Motorized varifocal lenses offer a focal range of 3.54–6.69mm for flexible field of view adjustment in each direction. Similarly, the new PNM-C7083RVD supports 30fps with 120dB WDR for each of its 2MP sensors. The camera's motorized varifocal lenses support a range of 3.0–6.0mm.

www.hanwhasecurity.com

Riot Shields

Pro-gard Products LLC offers Riot Shields. They are ultra-lightweight shields, making them a perfect tool for law enforcement in maintaining crowds, tactical deployment, or corrections. The Riot Shields are available in two different models: the body shield and the capture shield. Both are available in multiple sizes with customizable identification labels. They are built of .150" polycarbonate and are equipped with an adjustable breakaway arm strap and durable abs handles. The Riot Shields are designed with a formed radius, ergonomic features, and break away straps to prevent injury if the officer is faced with an attempted disarmament.

www.pro-gard.com

Digital Data Analysis

Cellebrite DI Ltd., a global leader in digital intelligence (DI) solutions, announces the Cellebrite Physical Analyzer Ultra Series (PA Ultra Series), the next generation of PA for digital data examination. The PA Ultra Series empowers investigators to uncover key pieces of case-relevant digital evidence and examine those data more efficiently. Investigation teams can process a higher volume of computer, cloud, and mobile data; open cases without reparsing data; and support multiple cases and evidence per device with enhanced location data from a customizable dashboard. The PA Ultra will also enable data enrichment for cryptocurrency, from blockchain data platforms to transactions.

cellebrite.com/en/pa-ultra

Body Armor

The Quadrelease Tactical Plate Carrier by Ace Link Armor was designed as a fast attach and detach plate carrier for citizens, soldiers, law enforcement, and other first responders. These plate carriers are designed for body armor plates in shooters' and swimmers' cut rifle plates profiles and have a quad-system self-lubricating quick release latched buckles with high-tensile mechanical resistance, structural rigidity, and excellent impact resistance. The carrier features quick-release pull tab buckles that are back stitched and bar tacked on the cummerbund sides and shoulder straps, allowing for greater durability. The fully adjustable shoulder straps and cummerbund provide a full range of adjustment.

acelinkarmor.com

Dispatch Software Gateway

The omniGateP25 has been designed with ongoing cost-effectiveness in mind, especially in comparison to other gateway solutions, through its unique ability to fan out connections directly from a small physical RoIP Gateway, thereby minimizing ongoing license fees for CSSI connections between the licensed P25 RF Sub System and the Console Sub System. A single omniGateP25 can connect to up to 128 dispatch consoles simultaneously and is easily configured using a convenient web interface. Automatic Workgroup Failover Redundancy is available as a standard feature, when duplicate omniGateP25 units are installed. An omniGateP25 Digital Radio Gateway with P25 CSSI integration is available to global customers immediately.

omnitronicsworld.com

The **IACP 2022 Conference and Exposition** will take place October 15–18, 2022, in Dallas, Texas, and will bring together policing leaders from around the globe. The programing comprises over 200 education sessions focused on every facet of contemporary policing.

EDUCATION SESSION TOPICS

- At-Risk Populations
- Case Studies of High-Visibility Events
- Community-Police Engagement
- Controlled Substances
- Critical Incident Management/Response
- Digital/Technology
- Innovations in Policing
- Intersection of Public Health and Public Safety
- Officer Safety and Wellness
- Organizational Culture and Leadership Development
- Practical Applications of Evidence-Based Policing
- Recruitment/Hiring/Retention, and Training
- Use-of-Force
- Violent Crime

IACP 2022 APP IS NOW AVAILABLE FOR DOWNLOAD

- Search for events by day, type, track, topic, or audience to build a personalized schedule that meets your specific needs
- Take notes and download event handouts and presentations
- Research and bookmark exhibitors
- Interactively locate sessions and exhibitors on the maps
- Set up your profile and connect with fellow attendees using the Friends function

Download the IACP app today from the Apple or Android Play Store. Once downloaded, select the IACP 2022 conference event to see the entire educational program and more.

EXPOSITION HALL

IACP's 2022 Exposition Hall will be open Sunday, October 16–Tuesday, October 18. Don't miss your opportunity to meet with more than 600 exhibitors showcasing innovative products and services including the largest collection of tactical equipment and technology solutions available to law enforcement. You can also visit IACP's Hub for the latest on IACP's education, networking, and professional development opportunities.

OTHER KEY EVENTS

Opening General Assembly

Saturday, October 15
10:00 a.m.–11:30 a.m.

On Saturday, October 15, IACP President Dwight Henninger will call IACP 2022 to order after two years of virtual meetings. Joined by local and federal dignitaries including Chief Eddie Garcia (Dallas Police Department), the opening general assembly will be a time to reconnect with fellow law enforcement officials.

Ribbon-Cutting Ceremony

Sunday, October 16
9:45 a.m.–10:00 a.m.

Join us at this festive event featuring a short ribbon-cutting ceremony and then make your way into the resource-filled Exposition Hall to see what's new and discover solutions for a safer society.

General Assembly

Monday, October 17
10:00 a.m. – 11:30 a.m.

Hear from federal U.S. law enforcement authorities. The IACP election report, including 2022 candidate speeches, will also be presented.

In addition, IACP will celebrate and honor award winners and their remarkable dedication to service and the policing profession. The IACP/Axon Police Officer of the Year finalists and winner will be recognized for exceptional achievement, highlighting these officers who exemplify selflessness, empathy, and strength of character. Additionally, the IACP will recognize the 2022 40 under 40 awardees for their leadership and commitment to the policing profession.

IACP's Chiefs Night

Monday, October 17
7:00 p.m.–10:00 p.m.

Location: Gilley's Dallas

Attendees will experience a Texas Road Show from Texas Chic to Cowboy Casual. It will be a night under the Texas stars. Come kick up your cowboy boots while networking with longstanding colleagues and new friends.

Closing General Assembly

Tuesday, October 18
10:00 a.m.–11:30 a.m.

The Closing General Assembly on Tuesday, October 18, will feature IACP business. Any active qualifying member who intends to run for office at the IACP 2023 Annual Conference and Exposition in San Diego, California, will have the opportunity to announce his or her candidacy at the conclusion of the General Assembly.

U.S. Army Colonel Gregory D. Gadson (Ret.) will deliver the closing keynote address. Colonel Gadson has dedicated himself in living the values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Join us as Colonel Gadson addresses delegates on resiliency and leadership.

Annual Banquet

Tuesday, October 18
7:00 p.m.– 9:30 p.m.

Join us for the IACP Annual Banquet featuring the formal swearing-in of the 2022–2023 IACP president and board of directors and our Leadership Awards. This is a black-tie-optional event (business suits are appropriate). Guests will enjoy entertainment, including music and dancing, at the conclusion of the program.

Speaker Series

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BY
James Markey, Senior Law Enforcement Specialist, RTI International, and Amy Durall, Senior Project Manager, IACP

Controlled Communication and Incorporation of Advocacy

Investigative Strategies for Law Enforcement Personnel

THOROUGH, OFFENDER-FOCUSED INVESTIGATIONS ARE THE FOUNDATION OF EFFECTIVE LAW ENFORCEMENT RESPONSE TO REPORTS OF CRIME.

These investigations include interviewing victims, witnesses, and suspects; processing crime scenes; locating and processing evidence from other sources; integrating victim advocacy; and analyzing intelligence and connected cases. The effective use of controlled communication can be a critical strategy to support investigations.

See *Controlled Communication and Incorporation of Advocacy: Investigative Strategies for Law Enforcement Personnel:* sakitta.org/toolkit/index.cfm?fuseaction=tool&tool=148.

WHAT IS CONTROLLED COMMUNICATION?

Controlled communication involves recorded contact between suspects and individuals who have been impacted by crime for the purpose of gathering information about offenses being investigated. The process is overseen by law enforcement, and recorded contact often involves victims, but it can also involve witnesses and victims' parents or legal guardians. This strategy can be applied to multiple crime types and is most effectively employed in cases when victims and suspects have current or previous relationships (e.g., sexual assault by an intimate partner, drug- and alcohol-facilitated sexual assaults, domestic violence).

BENEFITS AND PURPOSE

Controlled communication can be used to obtain information that corroborates other evidence and statements made by victims and witnesses—or that refutes statements made by suspects. It can also help identify other information to be investigated and help establish elements of the crime according to statutory requirements. Statements made by suspects during controlled communication can be powerful evidence during subsequent law enforcement suspect interviews and in court, leading to increased offender accountability and increased positive case outcomes.

INCLUSION OF VICTIM ADVOCATES

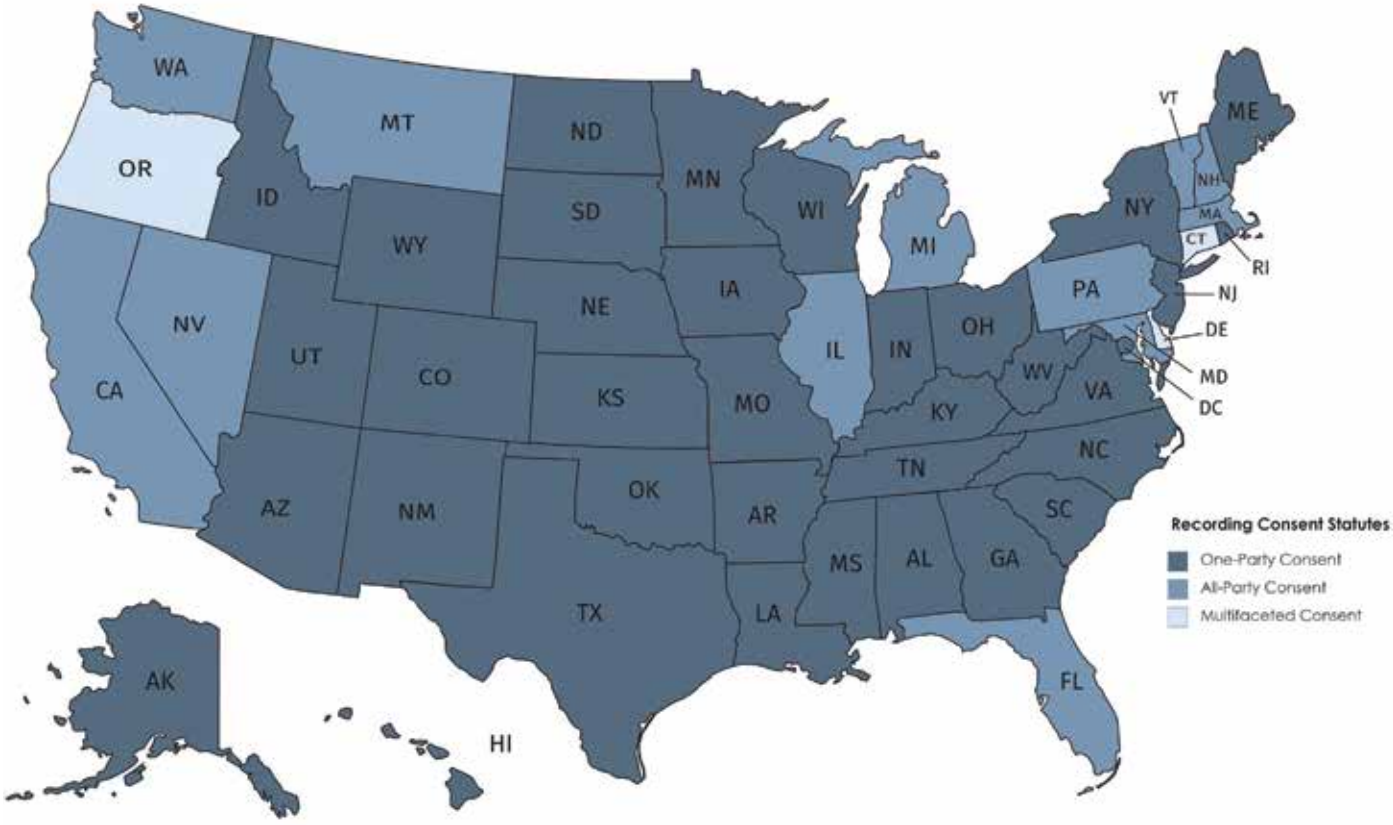
Victim advocates are essential team members in the overall response to crime and provide vital assistance to ensure that victims' rights and needs remain a priority throughout the investigative process. Investigators who use controlled communication should do so in coordination with victim advocates to assess victims' willingness and readiness to participate. It is essential that the emotional well-being and safety of victims and witnesses participating in controlled communication are factored into assessment processes. Victim advocates can also partner with investigators to help prepare sample dialogue, conduct practice sessions, and manage expectations of those participating.

During controlled communication, victim advocates provide support even if a victim chooses to withdraw their participation. Following any controlled communication, victim advocates serve as an essential resource to enhance ongoing engagement with justice system processes.

FUNDAMENTAL CONSIDERATIONS

Developing agency written guidance for use of controlled communication is essential for collaborative and consistent practices that outline expected and prohibited conduct.

See *Controlled Communication Policy – Template* for a sample policy template to guide agencies in developing their own policies on controlled communication: sakitta.org/toolkit/index.cfm?fuseaction=tool&tool=149.



The following fundamental issues should be considered when developing controlled communication policies and procedures:

- Can contact between suspects and people impacted by crime be legally recorded? Federal and state laws must be consulted prior to using controlled communication. Consent requirements for recording conversations are key factors and vary by state.
- Are necessary equipment, accounts, and locations available? Testing equipment and using quiet, secure rooms will support successful controlled communication.
- Has thorough preparation occurred? Preparation includes conducting pre-contact meetings and safety assessments; completing a comprehensive review of case facts; and ensuring familiarity with policies, statutes, and legal thresholds for conduct during controlled communication.
- Have post-contact meetings and actions been planned? Following controlled communication, evaluation of suspect statements will guide the next steps in the investigative process.

EXPECTED OUTCOMES

Not all investigations or investigative strategies result in prosecution and conviction of suspects. The ethical and judicious use of controlled communication is one component of—*not a substitute for*—thorough and objective investigations. As professionals, it's important to remember that effective law enforcement response to reports of crime includes completion of investigations through collaboration among team members, development and adherence to policy, delivery and use of proper training, and addressing victims' rights and needs.

For more information about the resources presented in this article, please reach out to the SAKI TTA Team at sakitta@rti.org.

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Search ...

- VEHICLE LOCKOUT
- ANIMAL CONTROL COLLAPSIBLE SITE STICK/STUN BATON
- ACTIVE SHOOTER

MEMBER AGENCIES

1,548

Police professionals from agencies of all sizes utilize IACPnet to enhance programs and operations, to develop data-driven solutions, and for professional development.

PAGE VIEWS

16,291

NEW DISCUSSION POSTS

14

The IACPnet Discussion Board provides a **forum for users** to network, ask questions, and provide valuable expertise and guidance.

RESOURCES ADDED & UPDATED

204

The Resource Library contains **policies, forms, and other publications**. Search results can be refined by criteria such as type, country, population, date, and more.

TOP RESOURCES

- **The First 12 Minutes: Active Shooter Preparedness Using the Whole-Community Approach**
  —Video from the IACP 2019 Conference Workshops series
- **Active Shooter/Rescue Task Force**
  —Policy from the Billings, Montana, Police Department Policy Manual
- **Critical Incidents All Hazard Plan**
  —Policy from the Skokie, Illinois, Police Department

FEATURED RESOURCE

Pandemic Policing: Emerging Issues and Recommendations

This report summarizes the proceedings and outcomes of the 2021 meeting of the Officer Safety and Wellness Group. The meeting considered safety and mental and physical health issues arising from the COVID-19 pandemic, protests in U.S. cities, and related calls for police reforms.

Access these resources and more at **theIACP.org/IACPnet**. For more information, call the IACPnet team at 800.227.9640.

TOP IACP BLOG POST

Why Location Matters for Police—And Five Ways Your Agency Can Leverage It

Any officer who has pursued a suspect down a dark alley or lonely back road knows that location matters. When pursuing a suspect in a vehicle or on foot, everything can change in seconds and the officer's last known location may no longer be accurate. In high-pressure situations, officers may struggle to share accurate location information as they engage in a chase or attempt to effect an arrest on a noncooperative offender.

Read this and other blog posts at **theIACP.org/blog**.

POPULAR IACP RESOURCES

IACP

- » ITDS CONFERENCE
- » IACPLEARN
- » LAW ENFORCEMENT CODE OF ETHICS

Find these and other important resources at **theIACP.org**.

TWEET of the month

The IACP
@TheIACP

The Law Enforcement-Based Victim Services Program (LEV) released a new publication, Template Package V: Training. It provides core content for robust victim services staff training to include a training manual, 12 training modules, and activity workbooks: theiacp.org/resources/docu...

THIS MONTH'S QUOTE

"Ultimately, creating a psychologically safe space for people to grapple with the future is essential to coming to grips with the deep uncertainty that everyone is faced with. One brain simply is not enough."

Futures Thinking
24–27

TOP POLICE CHIEF JULY BONUS ONLINE ARTICLE

Violent Extremism and the Social Contract Theory

By Charles Kelly, PhD; Mark Logan, PhD; Charles Russo, PhD; and T homas Rzemyk, PhD

View this and other articles at **policechiefmagazine.org**.

FEATURED ITEM IN IACP MONTHLY JUNE NEWSLETTER

IACP 2022 Educational Workshops Announced

The IACP 2022 Conference and Exposition, taking place October 15–18, 2022, in Dallas, Texas, will bring together police leaders from around the globe. The IACP is pleased to announce the educational workshops, comprising over 200 education sessions focused on officer safety and wellness, case studies of high visibility events, community and policing engagement, and innovations in policing.

Register today or visit the IACP 2022 Conference website for more details.

BY
Chris Erickson, Major, and Matt Langer, Colonel, Minnesota State Patrol

Benefits of an Aviation Section

COLLABORATION WITH LAW ENFORCEMENT AGENCIES IN MINNESOTA HAS BEEN KEY AS THE AVIATION SECTION OF THE MINNESOTA STATE PATROL (MSP) FINDS ITSELF MORE RELEVANT THAN EVER.

An ever-changing environment that poses unique challenges to law enforcement presents an opportunity for the wider use of aviation assets. As policing agencies continuously reevaluate how to safely respond to the uptick in violent crime, reduce the number of motor vehicle pursuits, and use technology to their advantage, the MSP's aviation section has proven to be an invaluable tool.

Recognizing these challenges, several of Minnesota's policing leaders came together in the spring of 2022 to discuss how the MSP's Aviation Section could be better used to serve the needs of Minnesota communities and policing agencies. Several components were identified during the collaborative meeting. After the meeting, the MSP sent a survey to every sheriff and police chief within Minnesota to collect data on how to better use aviation assets. As a result of the meeting and survey, the MSP hosted a virtual information session with chiefs and sheriffs and developed a one-page document to help law enforcement and dispatchers throughout the state understand the tactics and capabilities of the aviation section. The agency also increased its flight patrol hours; adjusted flight patrol times; and improved communication between pilots, law enforcement officers, and dispatchers.

The MSP operates three aircraft with camera systems that provide service to law enforcement agencies throughout the state. These aircraft have proven to be a critical component when it comes to vehicle pursuit mitigation. Typically, when a state patrol aircraft flies above a pursuit, the squads discontinue pursuing. The flight crew then tracks the vehicle, using daytime or infrared cameras, and provides detailed location information to units on the ground using an overlay mapping software. The aircrew provides these details, as well as records the driving conduct, to the ground units who have slowed to normal vehicle operations. A moving "bubble perimeter" is established. When the occupants eventually stop or exit the vehicle, the flight crew directs units on the ground who move in to capture the driver and any occupants. The outcome is much safer than traditional lengthy pursuits for the public, suspects, and law enforcement officers and often yields better capture rates.

While aircraft are expensive to operate, having them on patrol has proven to be beneficial due to their quickened response time to any incident, especially police pursuits. While the aircraft are on patrol and not assigned to an incident, the pilots focus on street racing and speed enforcement. Once airborne, the flight crew announces their patrol status over a radio channel monitored by allied agencies. During patrol, the flight crew actively scans the local dispatch centers and observes traffic behaviors on the roadways.

In addition to pursuit mitigation, the aircraft section is readily available to support agencies with active crime scenes in searching for suspects or providing video downlink capability to support situational awareness. The perspective from above is unique and multiplies the effectiveness of resources on scene. When an aircraft is paired with a K9 or UAV team on a search, the team's effectiveness is exponentially increased. This provides a safer environment for officers and the public while increasing the chance of successful capture and arrest.

For additional resources about police aviation, visit IACP's Aviation Committee's webpage at **theIACP.org/working-group/committee/aviation-committee**.

CALENDAR

2022

OCT 15 — 18

IACP 2022 Annual Conference and Exposition

The IACP Annual Conference and Exposition is *the* law enforcement event of the year—more than 16,000 public safety professionals come together to learn new techniques, advance their knowledge and careers, and equip their departments for ongoing success.

theIACPconference.org

2023

MAR 3 — 5

Officer Safety and Wellness Symposium

This symposium is for law enforcement professionals to learn from experts in the field about resources and best practices when developing comprehensive officer safety and wellness strategies. Participants will learn about building resilience, financial wellness, injury prevention, peer support programs, physical fitness, proper nutrition, sleep deprivation, stress, mindfulness, suicide prevention, and more.

theIACP.org/OSWSymposium

MAR 22 — 24

IACP Division Midyear

The Division of State and Provincial Police, Division of State Associations of Chiefs of Police, and Midsize Agencies Division's Midyear meeting provides an opportunity to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with colleagues.

theIACP.org/events/conference/2022-division-midyear

MAY 22 — 24

IACP Technology Conference

The premier professional event dedicated to discussing technology in law enforcement offers attendees quality presentations, professional development, and networking covering a broad array of new and emerging technologies.

theIACP.org/tech-conference

Visit **theIACP.org/all-events** for a complete listing of upcoming IACP events, including conferences and training opportunities.

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Stay ahead

- Hear from police leaders about trends and challenges they're facing before it's too late

"I have actually used IACPnet quite often since being updated this last year. Not only did I use it to help update our Mission, Vision, and Values Statements for our Department following an Admin change, but I also use it quite often to review other agencies' policies nationwide when we are lacking in a policy or need to update our own. The network has been extremely user friendly, and I have not quite gone down the rabbit hole of the Training and Funding opportunities but that is one more thing I am sure we can benefit from greatly."

John Jurkash
Administration Captain
Whitestown Metropolitan Police Department, IN

Online resources, tools, and e-libraries available on IACPnet:

68,382
Resources

26,633
Policies

3,255
Forms

400
Events and Training Opportunities

191
Grants

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