

NOVEMBER 2018



POLICE CHIEF

MEET OUR NEW PRESIDENT

Paul M. Cell

PLUS

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Improved Outcomes
in Charged Encounters **48**

CHIEF P. CELL

1980 IACP

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ARTICLE NOTES CAN NOW BE FOUND ONLINE.

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Adam C. Falco

Adam C. Falco is a senior assistant city attorney and police legal advisor for the College Station City Attorney's Office, focusing on public safety, litigation, prosecution, contracts, code enforcement, and technology. He is vice chair of the State Bar of Texas Law Focused Education Committee and an IACP Legal Officers Section member.

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Khaki Rodway

Khaki Rodway is an aerospace consultant and leadership writer. She currently serves as the director of Future Launch Consulting in New York; and she is a co-founder of NewSpace NYC. Her areas of expertise include business development, marketing, communications, and strategic content development.

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Chief Edwin C. Roessler

Colonel Edwin C. Roessler is the chief of police for Fairfax County Police Department. He joined the FCPD in 1988 and served in various command positions, including deputy chief of police for patrol, before his appointment to chief in 2013.

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Darrin T. Grondel

Darrin T. Grondel began his career as a trooper with the Washington State Patrol, where he progressed through the ranks to captain. In 2012, he was appointed as the director of the Washington Traffic Safety Commission. He is also chair of the Governors Highway Safety Association Executive Board.

26



Dr. Joyce Mikal-Flynn

Dr. Joyce Mikal-Flynn is a nurse practitioner and professor at Sacramento State University, where she continues clinical practice, research and publishing on enhanced survivorship, and presenting her strengths-based system of rehabilitation, MetaHabilitation. In 2007, she earned a doctorate in education.

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Dr. Jennifer Gonzales-Shushereba

Dr. Jennifer Gonzales-Shushereba worked as a clinical psychologist in a residential program for veterans returning to school through academic or vocational programs. Tragically, in March 2018, she was killed by a previous program participant. A dedicated advocate for veterans, she was passionate about strengths-based education and bridging the military-civilian divide.

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Chief Bret Sackett

Chief Bret Sackett served 28 years with the Sonoma County Sheriff's Office, including 11 years as chief, until his retirement in July 2018. His career included working as a correctional officer, field training officer, academy training officer, SWAT team member, background investigator, and detective in the Domestic Violence/Sexual Assault Unit.

36



Kerry Avery

Kerry Avery is the owner of Odin Training Solutions Inc. She has a master's degree in education and 15 years' experience designing training programs, including 9 years working with law enforcement to develop classroom, online, and blended learning courses. She also teaches law enforcement instructors and is the editor for the ILEETA Journal.

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Chief David Kurz

Chief David Kurz has served in law enforcement for 44 years and as chief of police for the Durham Police Department since 1996. He is on an IACP advisory group and is an IACP Leading by Legacy instructor, as well as routinely conducting national training seminars. He also served as a team leader for CALEA and he has worked with the DOJ on several initiatives.

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Chief Janine Roberts

Chief Janine Roberts became chief of police for the Westbrook Police Department in 2014 after serving with the Portland Police Department for 29 years. She has an associate degree in law enforcement technology, is a graduate of the FBI National Academy, and has participated in extensive training on leadership, communication, and administration.

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Chief Jo Vitek

Chief Jo Vitek served in law enforcement for 36 years before retiring as chief of police in Watertown, South Dakota, in 2013. Currently, Chief Vitek serves as CALEA Law Enforcement Accreditation Manager, on the IACP Education and Training Committee, and on the South Dakota Law Enforcement Officer Standards and Training Commission.

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Joseph Wolf

Joseph Wolf is a former assistant director of ICE's Office of Training and Development. He is currently on the faculty of the School of Health, Wellness and Public Safety at Central New Mexico Community College in Albuquerque.

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Kathryn Tucker

Kathryn Tucker is a master's of public health student at the University of Arizona studying violence prevention and culturally competent service provision. She serves as a research specialist with the Health Promotion Sciences Department and recently won first place in the community engagement category of the 2018 Public Health Research Poster Forum.

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Mark Geremia

Mark Geremia is vice president and general manager for Dragon Professional and Consumer. He oversees the product and marketing strategy for Nuance's Dragon NaturallySpeaking. Mark has held various leadership roles, and his team continues to expand Dragon's reach.

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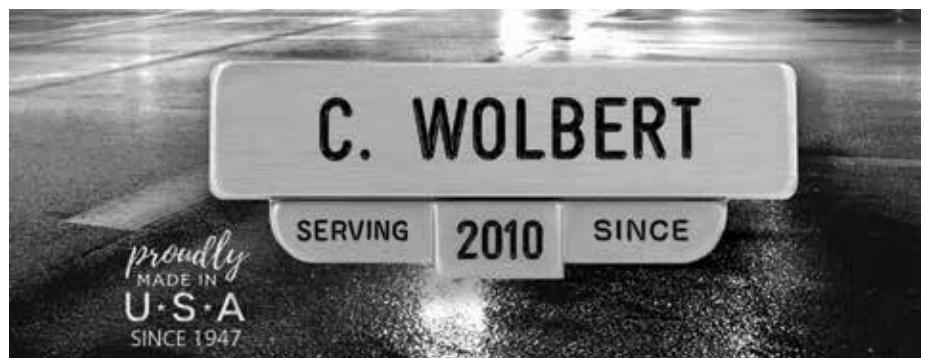
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The Year Ahead



Paul M. Cell
Chief of Police

*Montclair State University
Police Department, New Jersey*

AS WE CELEBRATE OUR 125TH YEAR, I WANT TO BRIEFLY LOOK BACK AT THE YEAR 1893. IN THE UNITED KINGDOM, THE FIRST ISSUE OF THE *POLICE REVIEW AND PARADE GOSSIP MAGAZINE* WAS PUBLISHED AND WOULD RUN UNTIL 2011. IN SOUTH AFRICA, MAHATMA GANDHI'S FIRST ACT OF CIVIL DISOBEDIENCE OCCURRED. IN THE UNITED STATES, LIZZIE BORDEN WAS ACQUITTED FOR THE 1892 MURDERS OF HER PARENTS. IN GEORGIA, THE FIRST STATE ANTI-LYNCHING STATUTE WAS APPROVED. IN MAY OF THAT YEAR, THE CHICAGO WORLD'S FAIR WOULD BEGIN.

The first meeting of the National Chiefs of Police Union, which would later become the IACP, also took place in Chicago in May 1893, with the goal of forming a national police organization. Just 51 chiefs attended.

It was noted by one of the attendees “that there is no sort of cooperation between the municipal police departments” and that the lack of participation was due to the great mistrust and rivalry among the police departments at the time.

After that meeting, the founding members determined that it was important to break down those barriers and create an organization that would bring the policing profession together.

Over the course of the following 125 years, the IACP has developed and fostered that spirit of cooperation. With more than 30,000 members in 152 countries, the IACP has been with its members through every success and challenge that the profession has faced.

The Next 125 Years

Over the last year, I have given a lot of thought as to what I would like to accomplish as president with respect to the responsibilities that IACP and its collective leadership have to our members, our citizens, our communities, and our respective countries.

The IACP works tirelessly to create programs and best practices to support this profession and the people we serve around the globe. Currently, our members worldwide are facing unrelenting issues that are being “played out” on our streets and in our communities.

One of my goals this year is to develop a platform focused on creating safer communities, with a concentration on bringing sexual and gender-based violence to the forefront of law enforcement concerns.

I want to reflect on the riches of our organization—the resources, the substantive depth and breadth of our voice, our continuing legacy, and our ability to shape the policing profession.

We are very fortunate to be stewards of an organization so rich with history and so rich with promise—and as President John F. Kennedy so eloquently stated, “To those whom much is given, much is expected.”

While we have worked hard for the last 125 years to be the standard-bearer for policing leaders around the globe, it is our obligation to expect more from ourselves—to lead, to strive, and to help.

IACP Foundation

I am proud to announce this evening a new effort and a new focus. The IACP Foundation—which has done much good in the last quarter of a century—will enter its next chapter. In addition to recommitting to the important work it already does in helping injured officers, we will refine the IACP Foundation's efforts to serve as the philanthropic, giving arm of the IACP, focused on creating safer communities. This platform will provide a forum for planned giving and for sponsor investment in the overall concept of community safety through educational and outreach programs collaboratively designed by law enforcement and community partners, while maintaining the integrity of the IACP brand and maximizing important ongoing initiatives like efforts underway within the Institute for Community-Police Relations, to include the TRUST Initiative and the new #WeAreTheVoice program.

Response to Sexual and Gender-Based Violence

In addition, as police executives, we must consciously continue to enhance our response to sexual and gender-based violence to be in line with promising practices rooted in research regarding the impact of trauma on victims. Effective partnerships and collaboration must be developed or strengthened to best support victims of sexual and gender-based crimes. We need to renew our dedication to addressing this pandemic.

Meet the New IACP President: Chief Paul M. Cell

- 38 years of service in law enforcement
- chief of police at Montclair State University since 2001
- past president of New Jersey State Association of Chiefs of Police
- past chair of New Jersey Police Chiefs Foundation
- co-author and editor of *Creating Comprehensive Campus Sexual Assault Response Teams*

Over the past decades, the IACP has introduced a number of initiatives on sexual and gender-based crimes. Under our Safer Communities platform, we will work to encompass these program, as well as spearhead new initiatives to work with both victims and community stakeholders in a time where believing is essential and support is critical.

Membership Growth

My next goal for the coming year is growing the membership of the IACP, with special attention to increasing our international footprint.

I am asking every member to join me in the Plus 1 campaign. We are asking each member to recruit a colleague to join our association. This type of growth will positively enrich the resources available to our members while promoting the IACP.

Today, with members in 152 countries, the IACP is recognized for advancing leadership and professionalism in policing worldwide. However, to remain relevant in today's increasingly complex policing environment, the need for continuous improvement is the only constant. Advancements in digital technologies, increases in international travel and migration, and the deepening of integrated multinational economies necessitate that the IACP enhance its global presence and influence.

I am committed to increasing the IACP's international footprint by leveraging the voice of international police leaders to inform public policy, professionalize police leadership, and improve IACP member services. As a first step, I will be launching a review of the Global Policing Division, which comprises exceptional police executives from around the globe, to

ensure it is well positioned to tackle the complexities of 21st century policing, to inform the IACP's strategic framework and direction, and to make a meaningful contribution to progressive police leadership.

Reframing the Culture of Policing

Throughout the world, law enforcement leaders, community member groups, criminal justice partners, survivors of violence, and others are engaging in substantial efforts to improve the culture of policing.

Updating and reframing our current systems means demonstrating legitimacy and building and strengthening trust between law enforcement agencies and the communities we serve and protect, along with the express goal of recruiting new international members while growing our presence in the countries in which IACP already has members.

Law enforcement leaders must commit to ensuring safe communities, and we must act to build the membership of this vital organization.

This is a call to action to each and every one of you.

You have tasked us with the authority and trust to aid and be your leaders for this association, but we cannot do it alone. Just as you have empowered this board to lead, we are empowering you to make your voices heard. We need you to keep the scorecard on what works, what doesn't, and what changes you want to see.

I am honored to serve you as president of the IACP, excited about this upcoming year, and humbled to stand side-by-side with you on this journey. Enjoy the ride! ♡



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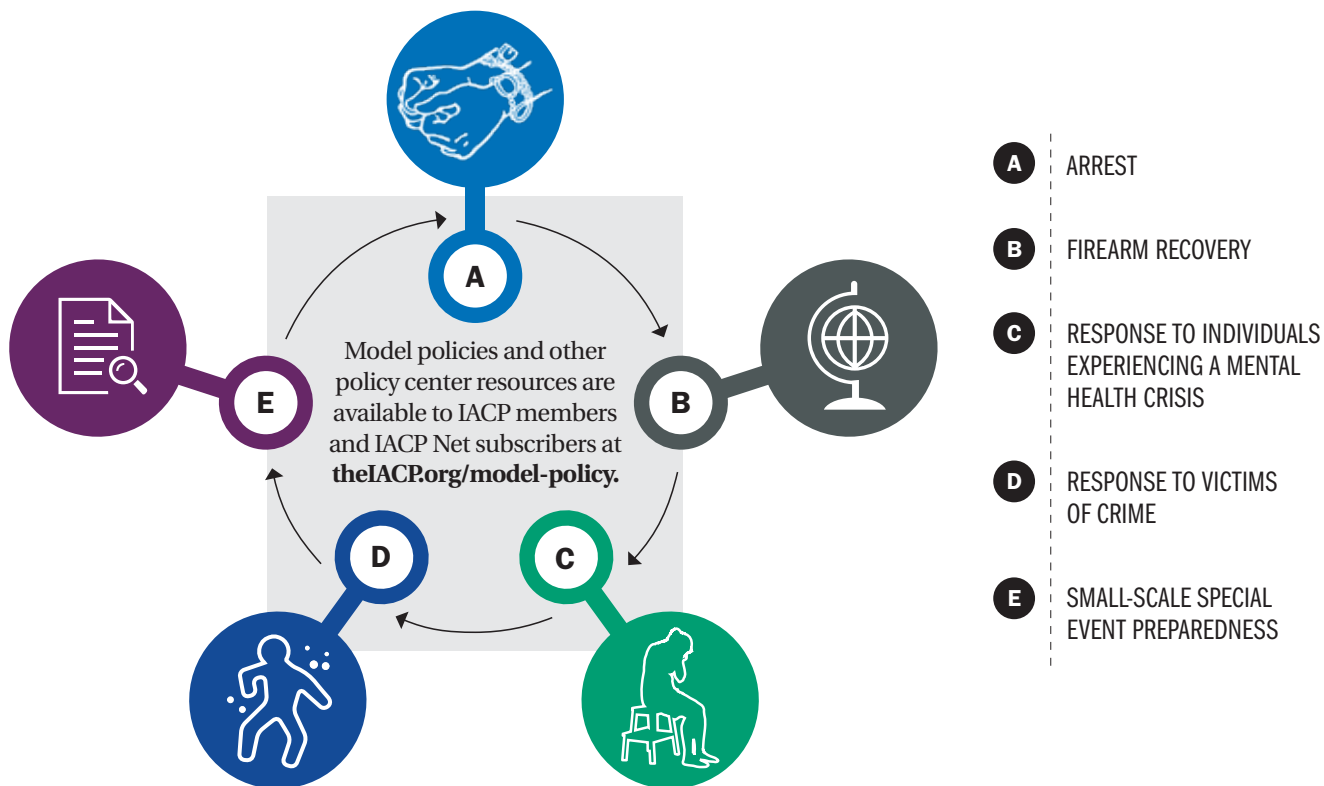
Eric Delaune
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Shahram Fard
Alexandria, Virginia, Police Department

Nancy Jackson
Prince George's County, Maryland, Police Department

Mariah Perez
United States Army

Recent Model Policies & Policy Resources



The IACP Law Enforcement Policy Center continually develops and updates model policies and related documents on important law enforcement issues.



IACP 2018 Sets Attendance Record!

The 2018 IACP Annual Conference and Exposition in Orlando, Florida, had a record attendance of 18,285 individuals, including professionals in law enforcement, public safety, and criminal justice. Check back in December for more information and images from IACP 2018.

Miss out this year? Or can't wait to attend another IACP conference? See the calendar on page 101 to start planning for next year!

NEW IACP Executive Board Members



IACP welcomes the new members of the IACP Executive Board:

- **John Letteney**
(Fourth Vice President)
- **Will Johnson**
(Vice President-at-Large)
- **Tom Clemons**
(General Chair, SACOP)
- **Sandra Spagnoli**
(General Chair, Mid-Size Agencies)
- **James McLaughlin Jr.**
(Parliamentarian)
- **Craig Price**
(General Chair, S&P)
- **Joe Oliver**
(International Vice Chair)

Contribute to Police Chief

In addition to submitting articles for the magazine, IACP members and other law enforcement professionals can submit questions for our mentor panelists to answer in **The Advisor** (see page 13) and projects to be featured on (page 22) in **Spotlight**.

Have a leadership question or project to submit? Email editor@theIACP.org.



NEW IACP BLOG

The IACP Blog has been updated and has a new location. Readers can access both recent and previous blog posts, as well as sorting posts by title. Be sure to bookmark the new blog site!

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Q: What critical issues and topics require more attention in law enforcement training?



A: More frequent training on use-of-force *decision-making* is one of the greatest police training. When to shoot or not shoot is a critical skill that requires repetitive reinforcement. In today's world where a premium is placed on the soft skills of policing, use-of-force decision-making training is even less popular, especially with the limited number of hours available for training. Use of force, especially deadly force, is a skill infrequently used, but there is no more important decision made by a police officer. Improper decisions to use lethal force greatly diminish community trust.

Another important issue is timely legal training. The need for training is immediately after the publication of a court decision, as that is when a police officer is expected to know and apply the law.

Jeffrey S. Magers

*Captain (Ret.)
Jefferson County Police Department,
Kentucky*

*Adjunct Instructor
CUNY, John Jay College of Criminal
Justice*



A: The issues that require increased attention in law enforcement can be addressed through qualitative crime prevention efforts. Education is prevention. Capitalizing on a multi-sector approach allows for a greater degree of cross-pollination between law enforcement, government agencies, educational institutions, health care, and community resources, which, in turn, can develop interagency collaboration and community partnerships. Communities are witnesses to the crime that unfolds around them. The greatest single tool law enforcement officers have is communication—actively listening to our partners and measuring the success through conversation is prevention through education. Dialogue is the key to understanding what training is required.

Robin S. Bleich

*Police Officer
Niagara Regional Police Service,
Ontario*

*First Vice President, ISCPP
Chair, IACP Crime Prevention
Committee*



A: Law enforcement officers are increasingly responding to incidents in which people with mental illness are in crisis. It is, therefore, imperative that all officers be provided with mental health awareness training in which they learn to recognize the signs and symptoms of mental illness and how to better interact with individuals who are in crisis without compromising safety. At least 20 to 25 percent of a law enforcement agency's patrol division officers should undergo crisis intervention team (CIT) training. During training, these officers need to be taught that CIT is more than just training—it's a collaborative TEAM approach, in which law enforcement partners with the community, mental health service providers, and advocacy organizations. Law enforcement cannot do this alone. It is a team effort—Crisis Intervention Team.

Troy Siewert

*Sergeant
CIT Coordinator
Orland Park Police Department,
Illinois*



A: In 2018, the IACP traveled across the United States as part of the TRUST Initiative to hear communities' concerns and suggestions. One common theme was the need for training on the civil rights movement and the role law enforcement played in attempts to undermine that effort. Community members said it would help officers understand the deep-rooted history of police violence and the generational experiences of people of color, which have framed some citizens' negative opinions of police. Such training will better equip officers to understand the seemingly disproportionate anger and frustration they encounter and to recognize that the behavior is not directed at them personally but what they represent. The curriculum should include methods for an officer to mitigate and reduce that anger or frustration.

Louis M. Dekmar

*Chief of Police
LaGrange, Georgia, Police
Department
Past President, IACP*

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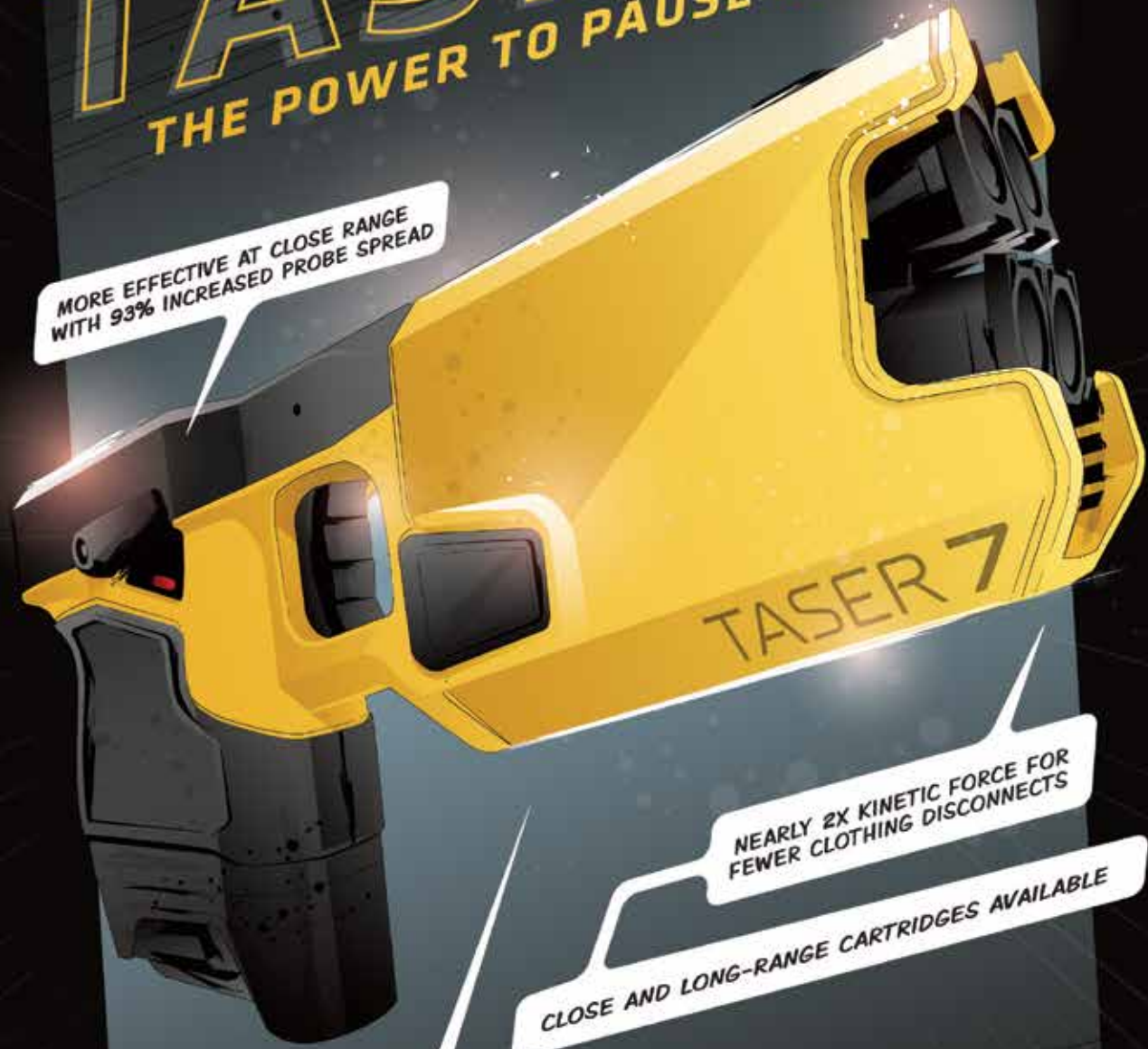
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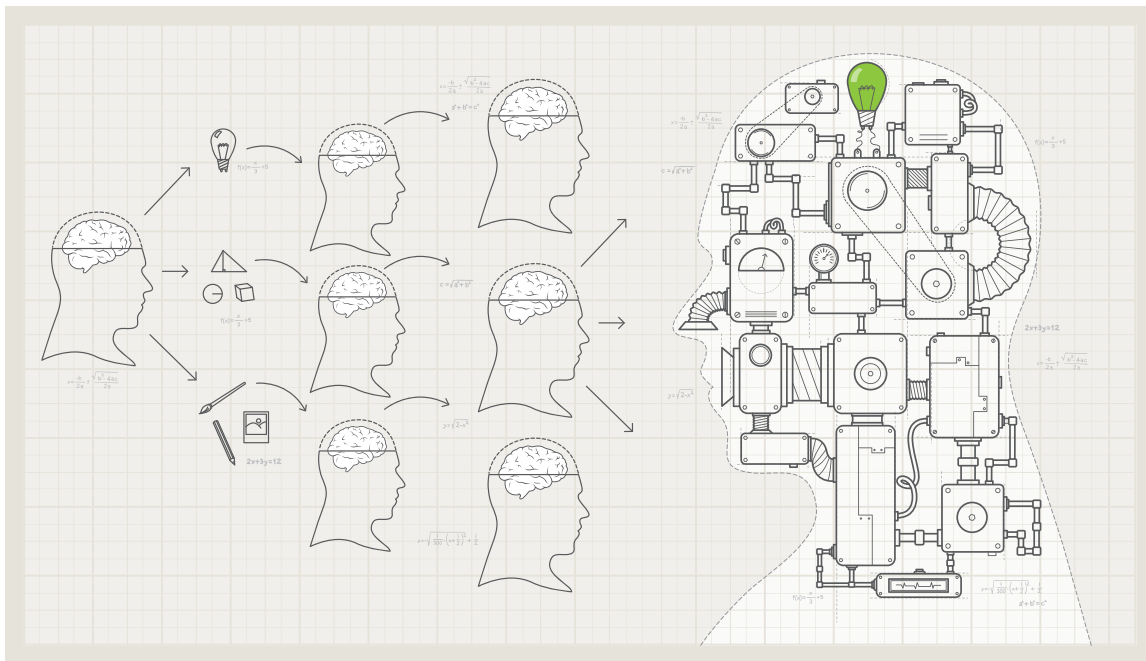
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1Q3A

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



Q : What's the best way you've found to get feedback from within your agency?

A1: *Chief Constable Bob Downie:* Agency size and culture will determine the best way of receiving feedback. We have used surveys during our strategic planning processes, and we engage staff through supervisors each year, to identify what we can do to better serve the community and each other. The best feedback I have had from workgroups came from meeting face-to-face with staff and being prepared to “take it on the chin” with respect to what is working and what is not. At an individual level, there is nothing better than having a one-on-one conversation. We think the young employee will be intimidated and hold back, but without an audience, and having the conversation in their space, I have found you get very honest responses. Simply put—be open and sincere.

A2: *Chief Brandon Zuidema:* The best way that I have found to get feedback from staff is to use an open-door policy—where I open my office door and walk out, going to where the staff is at work. While some of the more formal methods can get varied responses, employees—especially cops—are more comfortable and, thus, often more upfront and candid when you are in “their office” on the street. Some of my most meaningful conversations have been car-to-car in a parking lot or when working a traffic post with other cops. The formal methods such as committees and surveys are also important, but the most effective method is going to where they are at and just talking about what's important to them!

A3: *Chief Jim Keith:* Developing honest, open lines of communication from the top-down and bottom-up is essential. Suggestions to integrate critical communication: (1) “Meet with the Chief”—A twice yearly opportunity for staff members to visit with the chief one-on-one, sharing anything they want. The time is theirs with no set agenda. (2) “Peer group

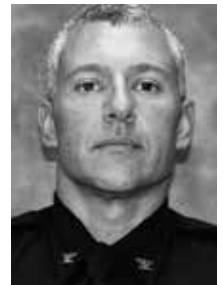
meeting”—Monthly meeting consisting of a member representing each squad, supervisors, detectives, and the chief. Everyone brings concerns and innovative ideas from their respective disciplines to be discussed. Information is taken back to their peers. This method is valuable in dispersing accurate information from the source to each level of the department. The key to success to the peer group is that it is coordinated and ran by the members, not the chief. (3) Open-door policy for the staff to interact with the chief. The chain of command needs to be followed and understood by each member of the team to have this work in a positive way. ♡

MEET THE MENTORS



Bob Downie,
Chief Constable

SAANICH POLICE
DEPARTMENT, BC



Brandon Zuidema,
Chief of Police

GARNER POLICE
DEPARTMENT, NC



Jim Keith,
Chief of Police

WASHINGTON CITY
POLICE DEPARTMENT, UT

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

BY

Adam C. Falco, Senior Assistant City Attorney and Police Legal Advisor,
City of College Station, Texas

Pitfalls with the First Amendment, Arrest, and Trespass



MANY POLICE DEPARTMENTS IN THE UNITED STATES PROVIDE SECURITY FOR THEIR GOVERNING BODY'S PUBLIC MEETINGS AND GATHERINGS. PUBLIC MEETINGS AND GATHERINGS TAKE PLACE IN PUBLIC FACILITIES AND DISCUSS ITEMS OPEN TO THE GENERAL PUBLIC. THERE MIGHT BE LEGAL IMPLICATIONS IF AN OFFICER ARRESTS A PERSON AT A PUBLIC MEETING OR FACILITY WHO IS CONSIDERED A TRESPASSER BY CITY OFFICIALS OR OFFICERS. WHAT PITFALLS ARE PRESENT FOR POLICE IN THESE SITUATIONS, ESPECIALLY WITH FIRST AMENDMENT ISSUES, AND HOW CAN GOVERNMENTS HELP POLICE WITH THESE ISSUES?

FIRST AMENDMENT AND RETALIATORY ARREST

The *Lozman v. City of Riviera Beach, Fla.* case illustrates how officers can encounter a First Amendment issue with arrests at public meetings. Fane Lozman was an outspoken critic of Riviera Beach's eminent domain authority

to take waterfront homes for private development. He often shared his concerns at public meetings. He had numerous disputes with city officials over the years including previously filing a lawsuit alleging the city violated open-meetings laws related to developer agreements. He

claims comments in a council executive session meeting about using city resources to intimidate him were part of the city's retaliation plan for him. Before his arrest, Lozman spoke at a Riviera Beach City Council meeting about the arrests of public officials. A councilmember ordered him to stop, but Lozman continued. The councilmember asked the city's police officer in attendance to help. The officer asked Lozman to leave. He refused. The councilmember ordered the officer to carry Lozman out for violating the city's rules of procedures and refusing to leave. Lozman was charged with disorderly conduct and resisting arrest. Prosecutors determined there was probable cause to arrest, but they dismissed the charges. Lozman later filed suit against the city under 42 U.S.C. §1983.

The U.S. Supreme Court described the *Lozman* case as being at the intersection of principles defining when arrests are lawful and principles prohibiting government from retaliating against a person for having exercised free speech rights. The court examined whether the presence of probable cause bars Lozman's retaliatory arrest. The city's attorneys argued that probable cause bars retaliatory arrest claims. Lozman's attorneys argued if the retaliation was a substantial or motivating factor behind the arrest, then the city can prevail only by showing the arrest would have been made without respect to retaliation. The court held the existence of probable cause does not bar a First Amendment retaliation claim, limited to the facts under *Lozman*.

RELEVANCE FOR LAW ENFORCEMENT

Lozman did not sue the police officer who arrested him. Police officers often make split-second judgments on deciding whether to arrest. The content of the suspect's speech might be a consideration in circumstances where the officer must decide whether the suspect is ready to cooperate or whether the suspect may present a continuing threat. It can be difficult to discern whether an arrest was caused by the officer's legitimate or illegitimate consideration of speech. When police are directed by a government employee to remove or arrest an alleged trespasser like Lozman at government facilities, the governmental entity's written policies can help provide the framework for proper enforcement at public facilities.

TRESPASS POLICIES AND PRACTICAL CONSIDERATIONS

Similar scenarios as the one addressed in *Lozman*, if not properly handled, can have legal implications for police officers, agencies, and governments when dealing with public meetings or public buildings with regard to trespassers. Governments should provide written policies and procedures to guide their employees and responding police officers. Trespass policies and procedures should address lawful use and enjoyment of public buildings or spaces. The main policy points must cover notice, delegation of the authority to remove trespassers, allowed and prohibited conduct, recognition of First Amendment rights, procedures for issuing a trespass

“
Written policies and procedures establishing a governmental employee's authority to exclude those trespassing can provide guidance for police.
”

warning, trespass warning contents, and an administrative appeal process. Governments, to the extent permitted by law, should provide an environment free from unlawful and disruptive behavior and activities interfering with public business and activities. Written policies and procedures establishing a governmental employee's authority to exclude those trespassing can provide guidance for police.

These types of trespass issues that apply at public meetings are also applicable to a person experiencing homelessness who is sleeping in a city park. Police and policy makers need to know the laws related to sleeping, lying, sitting, or camping in public places

by trespassers. Some cities' regulations restricting the use of public places have been found unconstitutional when criminalized as applied to people who are experiencing homelessness and trying to meet life-sustaining activities such as sleeping and eating. Punishing the status of a person, such as homelessness, has been found invalid under the Eighth Amendment.

Police chiefs and their command staff should be aware of their jurisdiction's trespass policies and work with the local government on proper enforcement of trespass scenarios in public facilities. Having a working knowledge of those policies can protect officers and the local governments from legal claims. ♡



BY

Edwin C. Roessler Jr., Colonel, Chief of Police, Fairfax County, Virginia, Police Department, and Khaki Rodway, Writer, New York

The Art of Self-Care

Wellness as a Key Element of Leadership

LAW ENFORCEMENT LEADERS MUST PRACTICE THE ART OF SELF-CARE. THE POSITION AS THE CHIEF EXECUTIVE LAW ENFORCEMENT OFFICER OF A DEPARTMENT REQUIRES ONE TO CONSTANTLY CHANNEL HIS OR HER INNER VOICE AND FIND THE RIGHT DECISIONS IN A MULTITUDE OF EVOLVING, REAL-TIME ISSUES, FROM OFFICER-INVOLVED SHOOTINGS TO TRAUMATIC EVENTS IN THE COMMUNITY TO THE DAY-TO-DAY POLITICAL AND MEDIA ISSUES THAT CONSTANTLY ADD COMPLEXITY TO DECISION-MAKING. PRACTICING THE ART OF SELF-CARE MOMENT-BY-MOMENT INCREASES ONE'S SURVIVAL AS A LEADER AND ONE'S LIFESPAN.

Law enforcement leaders must remain ethical, honorable, courteous, courageous, and cultured at all times as a model for the profession and the officers who serve with them. This is especially necessary during critical incidents when the community depends on law enforcement's leadership and diplomacy. Chiefs have to be politic without being politicians and manage complex topics such as racial equity, policy, and use of force. Those in a leadership role are required to be hypervigilant in order to garner the confidence and trust of their communities and their agencies.

With these challenges in mind, it is clear that maintaining one's mental well-being is a core survival mechanism for all law enforcement leaders and must be the priority in a leader's life. A leader must be protected from that traumatic influence of hypervigilance to effectively lead and inspire those he or she leads.

Every day, law enforcement leaders have to make a multitude of decisions that impact their organizations, the communities they serve, and the political climate, and it's well understood that a leader's cumulative decisions dictate his or her reputation, the organization's image, and the public's perception of the profession. The key word in the prior sentence is "cumulative," and the cumulative impact of every moment of decision-making upon a leader's well-being needs to be understood. The everyday decisions leaders make are often easy—even when they involve complex issues—as they are the right thing to do. Realistically, however, leaders know that any decision, easy or complex, can create fear and anxiety among all stakeholders, including the leader who made the decision. Over the course of one's career, these cumulative moments of decisive leadership can cause trauma to a leader's well-being.

The journey from patrol officer to middle manager to chief involves very different functions at each stage, but often includes very similar stressors that accumulate over time like pennies in a jar as an officer moves up the ranks. For example, at the start of a law enforcement career, most officers work the streets as a patrol officer and go from one call of service to another. They become proficient in triaging the traumatic problems of others in their moments of crisis, executing police reports, and going back in service to repeat the routine. This process hardwires a redundant crisis-solving system in officers' moment-by-moment

work productivity that stays in effect as they ascend the ranks. It also establishes a schema for how to lead others in times of crisis, a responsibility that lies at the core of law enforcement.

This patrol redundant productivity model works for officers as they solve crises as middle managers, and the artful tool of delegation assists leaders as they work to solve broader leadership tasks. However, unlike those days as a patrol officer, many middle management tasks are not quickly disposed of through a completed police report or an arrest. Instead, work issues begin to follow a person in a nagging fashion, requiring him or her to devote more attention to complex matters for longer periods of time. The issues become compounded by factors such as personnel, budgeting, politics, and operational matters. Once an individual achieves a management position, there is no resetting of the "in-service" button, and those stressors only intensify when he or she steps up as chief.

Both during crisis events and throughout the daily routine, it's important for leaders to provoke self-thought and discussions to help understand that it's OK to not feel mentally well at times. Wrestling with one's inner voice in an attempt to sidestep anxiety and make the best, informed decisions are stressors that come with the role of leader—thus, the importance of self-care.

CREATING A SELF-CARE BUBBLE

To understand how a leader can practice self-care and improve his or her mental



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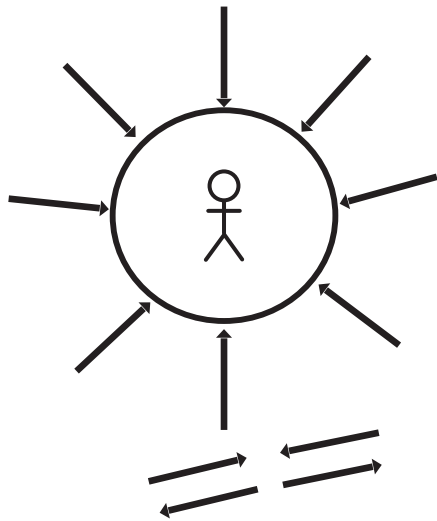
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FIGURE 1: SELF-CARE BUBBLE



well-being, consider Figure 1, which shows a stick figure within a bubble.

The stick figure is a leader, and the circle around him or her is a safe place—a protective bubble that prevents the spears of issues from piercing the leader’s mind, creating anxiety, and exacerbating other stressors. The spears in the illustration are the thoughts, problems, and people that create stress for the leader.

To apply this concept, one should review a recent pressure-filled critical event that he or she had to lead the agency through. The leader should identify the attacks or stressor (spears) “thrown” at him or her during the event, take a deep breath, and assess how each spear was resolved. More importantly, leaders need to assess their mental well-being during the challenging leadership episode. In examining these past stressors, leaders should consider how they handled the person or persons delivering each spear. How did each spear effect the leader’s feelings? How long did the problems last? Most importantly, what activities did the leader perform to help prevent the piercing of his or her protective bubble to avoid (or reduce) the psychological trauma these spears could impart? What kind of mindfulness habit—physical or mental—kept the spears from entering the bubble? How did such mindfulness guide trauma-informed leadership decisions during this stressful event?

The journey of a chief law enforcement executive challenges the heart, mind, and soul. Each day, leaders face multiple

attacks upon their organizations, their profession, and their personal integrity. Every day, there are people and issues that will threaten to pierce one’s protective bubble if the leader does not practice the mindfulness needed to maintain it.

TRAUMA-INFORMED LEADERSHIP

Surviving and succeeding as a law enforcement leader requires the knowledge, skills, and abilities to be a trauma-informed leader. Law enforcement leaders must be capable of recognizing stressors and taking trauma-informed positive actions to arrive in a safe internal “place” by developing mindfulness techniques. This safe place is where one can go to take deep breaths during his or her daily decision-making process.

Mindfulness routines are mental and physical practices designed to protect a person from the stressors of leadership and personal life. Mindfulness is defined as

the act of being intensely aware of what you’re sensing and feeling at every moment—without interpretation or judgment.

Mindfulness techniques are exercises that enable a person to practice acceptance and letting go. They are habits that can be practiced anytime and almost anywhere. Through mindfulness techniques, the trauma-informed leader will successfully navigate the cumulative impacts of the spears.

The ability to arrive at a safe place restores one’s self-faith by ridding the mind and body of stressors and restoring a person’s well-being. This is the process called trauma-informed leadership. Trauma-informed leaders possess healthy stress reduction habits and become role models for those who follow them. The mindfulness practices of a trauma-informed leader will be observed, and such observation can reduce the stigma of mental health issues within the organization. Trauma-informed leaders are not shy about including mental health professionals as part of their coaching team to help them maintain a ready state of psychological wellness. Trauma-informed leaders embrace the idea that it’s normal to struggle with decision-making and will take steps to keep their minds injury-free. This includes providing the same level of

EXAMPLES OF MINDFULNESS TECHNIQUES

- Physical activity (walking, running, swimming, biking, weightlifting, etc.)
- Yoga
- Meditation
- Breathing exercises
- Body scan exercises
- Prayer
- Religious study and reading
- Therapy
- Spending time in a natural outdoor setting
- Maintaining a healthy diet and eating habits
- Reading a book
- Avoiding toxic, unsafe people
- Avoiding negative distractions (television, radio news, social media, watches, etc.)

care for all law enforcement family members, especially when it comes to preventing suicides within the profession.

Mindfulness techniques for all aspects of life is the cornerstone to understanding the trauma law enforcement leaders have been and are continually exposed to during their careers. Developing these habits will combat the cumulative impacts that can manifest as fears, anxiety, strokes, mental health disorders, and suicidal inclinations, as well as other negative issues.

Trauma-informed leaders will have no fear of sharing their personal experiences with those they lead. Being transparent with one’s subordinates about how you coped with the critical event will build organizational trauma-informed capacity as others will learn from sharing that it’s OK to not feel OK and that people can push through critical events with healthy mental awareness habits by understanding the trauma they are exposed to. Open communication allows a true sense of a police family, where everyone cares for each other, and removes the stigma of sharing mental health wellness awareness with each other. The most important point is that trauma-informed leaders must seek engagement in self-care. Not only is it the right thing to do as a leader, it also can save a life. ♡



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Tackling Distracted Driving in Washington State

BY

Darrin T. Grondel,
Director, Washington
Traffic Safety Commission

PRIOR TO 2017, WASHINGTON'S DISTRACTED DRIVING LAW PROHIBITED DRIVERS IN MOVING VEHICLES FROM TALKING ON A CELLPHONE IF THE DRIVER WAS HOLDING THE PHONE TO HIS OR HER EAR. IT ALSO PROHIBITED A DRIVER FROM TEXTING BUT DID NOT MENTION WHETHER A DRIVER COULD EMAIL, ACCESS THE INTERNET, WATCH VIDEOS, OR PERFORM ANY OTHER ACTIVITIES VIA SMARTPHONES OR OTHER ELECTRONIC DEVICES. THESE PROVISIONS MADE IT DIFFICULT FOR LAW ENFORCEMENT OFFICERS TO ENFORCE THIS LAW. OFFICERS OFTEN REPORTED MAKING STOPS FOR TEXTING ONLY TO HAVE DRIVERS EXPLAIN THAT THEY WERE NOT TEXTING, BUT USING THEIR PHONES FOR VARIOUS OTHER ACTIVITIES NOT RESTRICTED BY THE LAW. IN ADDITION, BY STATUTE, WHEN DRIVERS DID RECEIVE A TICKET, IT WAS NOT CONSIDERED A TRAFFIC VIOLATION ON THE DRIVING RECORD AND WAS NOT REPORTED TO THE DRIVER'S INSURANCE COMPANY.

DISTRACTED DRIVING DEATHS ON THE RISE

Similar to U.S.-wide trends, distracted driving in Washington State is a major crash risk factor. Serious injuries and fatalities from crashes that involve distracted driving are on the rise. Between the years of 2015 and 2017, 482 fatalities involving distracted driving occurred in Washington. This was a 30 percent increase from the preceding three-year period between 2012 and 2014.

THE DRIVING UNDER THE INFLUENCE OF ELECTRONICS (E-DUI) ACT

Bills had been introduced in the state legislature each year from 2014 to 2016 that would have updated the law, but none passed. Then, in 2017, families, employers, legislators, traffic safety advocates, and insurance lobbyists all worked together to pass a new distracted driving law known as the Driving Under the Influence of Electronics (E-DUI) Act. The name helped clarify its intention to end electronic device distraction on the road. The new law is a "hands-free" law and prohibits mobile device use by drivers, even when stopped at a traffic signal or stop sign. It prohibits drivers from typing, accessing information, or watching videos on any electronic device—even tablets, laptops, or video game devices. The law allows electronic device use only if the driver is using a hands-free mode and can activate a device by a single touch, when the driver is parked or out of the flow of traffic, or if the driver is contacting emergency services. The first ticket for E-DUI costs the driver \$136, but the fine goes up to \$234 for repeat and subsequent offenses. The new law also makes it possible for these citations to be reported on the driving record and to a driver's insurance company.

Passing the new law was not easy, as legislators were concerned about passing a law that focused only on electronic distraction. What

about all the other distractions like children, eating, make-up application, shaving, smoking, and pets, to name a few? In order to come to agreement, legislators added a "dangerously distracted" secondary law that allows law enforcement to give an additional citation of \$99 if a person is pulled over for another traffic violation caused by any other distraction. Washington Governor Jay Inslee supported the law so strongly that he used a line item veto to change the starting date from January 1, 2019, to July 23, 2017, stating, "I am vetoing this section because public safety is better served by implementing this bill this year."

ON THE ROAD, OFF THE PHONE

After the new law was put in place, the Washington Traffic Safety Commission took on the task of developing an education campaign designed to reach all Washington drivers. The campaign applied the process of transcreation to reach groups across different cultures and languages. Transcreation is the process of adopting a creative campaign into separate campaigns with different linguistic and cultural rules while maintaining the overall tone and brand approach of the initial campaign. The campaign was translated into five languages: Spanish, Chinese (simplified and traditional), Vietnamese, Russian, and Korean. The tagline for the campaign was "On the Road, Off the Phone. It's the Law."

The educational campaign kicked off with a media event on the legislative building steps with Governor Jay Inslee, Washington State Patrol Chief John R. Batiste, Washington Traffic Safety Commission Director Darrin Grondel, and victims' families as speakers. The event was well-attended by major TV media outlets (English and Spanish), as well as regional print and radio media. The strict new cellphone and mobile device law, coupled with the dangerously distracted law, garnered wide attention. Additionally, the commission purchased TV, radio, print, and social media advertising spots in different languages using the developed multicultural campaign. The combination produced impressive results: 41.1 million ad impressions, 2 million video views, 1.4 billion news impressions from 2,200 news stories, and 5 times above the average engagement for the multicultural digital and social media ads.

ENFORCEMENT

Law enforcement found the updated law easier to enforce. During the first 12 months, law enforcement issued 27,822 cellphone citations, including 784 for dangerously distracted.

EMERGENCY RESPONDER CELLPHONE USE

Emergency responders are exempt from the new law. During the new law campaign, many social media comments provided evidence

that the public has a negative perception about law enforcement officers driving distracted while on the job. They posted comments such as, “Yet, law enforcement drive while on the phone and looking at their laptop,” and “Too bad the cops don’t stop using it [phone] while driving. They are not immune to the laws of science.”

To address the issue of distraction in patrol cars, the Washington Traffic Safety Commission collaborated with the Training, Research and Education for Driving Safety (TREDS) program at the University of California San Diego to bring a new training program to law enforcement officers called Distraction Overload: Risk Reduction for First Responders. The course was offered to all law enforcement agencies in the state as a train-the-trainer pilot project. The pilot course attracted 44 attendees from 21 agencies. While the training was free, the Washington Traffic Safety Commission expected all trainees to host at least one Distraction Overload training in their own jurisdiction. The course covered U.S. and state distracted driving data, a review of the new state law, and law enforcement risks and consequences of distracted driving. The training also featured a local law enforcement officer describing the cause and effects of a three-car crash he caused while driving distracted.

DISTRACTED DRIVING WITH CHILD PASSENGERS

During the spring of 2017, Fatality Analysis Reporting System (FARS) data revealed that 23 percent of female drivers involved in fatal crashes show a factor of distraction compared to 19 percent of male drivers involved in fatal crashes.

The Washington Traffic Safety Commission responded to these data by conducting a phone survey of Washington

State female drivers, ages 16–34. The survey showed that women had a high level of concern about using phones while driving. Fifty-five percent were concerned they might cause a crash, and 95 percent wanted to model correct behavior for children. Yet, over 50 percent were using their cellphones while driving.

During the April 2018 National Distracted Driving Prevention campaign, the Washington Traffic Safety Commission used the survey data to formulate a positive norms campaign that aimed to encourage parents—specifically mothers—to avoid cellphone use while driving. The creative approach of the campaign was designed to reach parents through messaging that was not fear-based, but rather focused on highlighting positive social norms for parents. The campaign was designed to help drivers recognize that it is dangerous to use a phone while driving and to connect the importance of putting the phone away while driving with their role and responsibility of protecting their children.

The Washington Traffic Safety Commission produced a public service announcement in English and Spanish, showing a mother sitting in the backseat of a vehicle with her newborn baby while the father drove them home. The narrator, speaking in a gentle voice, asks mothers to remember how careful they were driving baby home for the first time. “Remember that first drive home with your newborn? Going 10 miles under the speed limit? Checking on the baby every 3.7 seconds? Coming to a full stop [at an intersection]... twice?” Then the scene cuts to six years later when the same mother is driving her now six-year-old daughter to soccer practice. Her phone rings, and as she is about to pick it up, she looks in

the rearview mirror to meet eyes with her daughter, and decides to not pick it up. The narrator says, “You would do anything to keep them safe. On the Road, Off the Phone.”

The campaign also included a webpage for the public, a statewide press release and regional customized press releases, social and traditional media buys, fact

To view the resources produced for Washington’s campaign to combat distracted driving, visit wadrivetozero.com/distracted-driving.



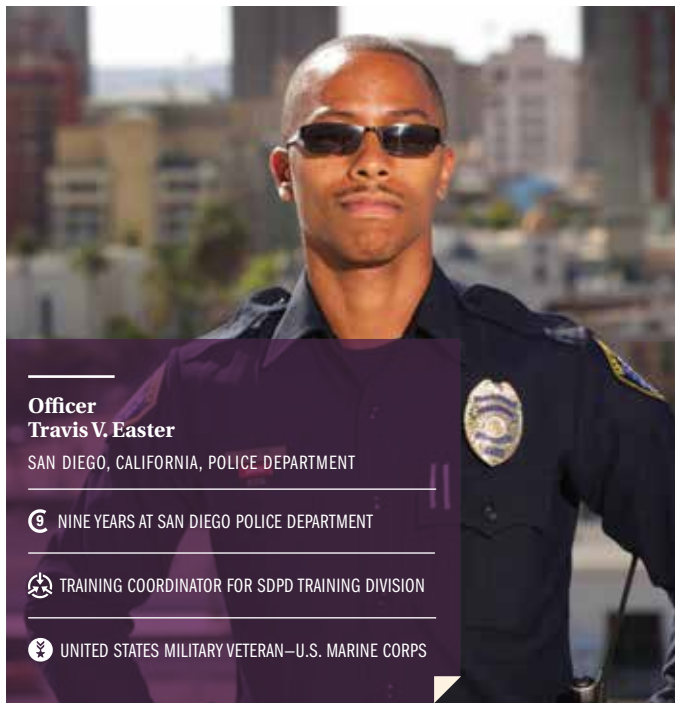
sheets, key messages, and variable message signs. Enforcement included the participation of over 150 law enforcement agencies. The campaign used the local networks of the community task forces and their managers (called Target Zero Managers) and law enforcement liaisons to bring all the elements of the campaign together. The campaign garnered over 11.6 million ad impressions, 1.85 million digital video views, more than 130 earned news stories statewide, and 4,967 cellphone citations by the law enforcement officers working the emphasis patrols.

U.S. DRIVERS CONFLICTED ABOUT ELECTRONIC DISTRACTED DRIVING

These campaigns to change the norm around cellphone use while driving are necessary. Not just in Washington, but also across the United States, drivers appear to be highly conflicted about using cellphones while


driving. In a 2017 AAA Foundation Traffic Safety survey, the majority of the participants (87.7 percent) considered drivers talking on cellphones to be a serious threat. They agree that using a cellphone while driving is dangerous—but they also think they can do it safely. Over 60 percent of U.S. drivers reported talking on a hands-free phone while driving in the past month. Almost half (49.2 percent) reported talking on a handheld phone. Forty-five percent of drivers read a text or email message while driving. Additionally, 34.6 percent typed or sent a text message or email. These figures show that there is still much work to be done, both in Washington and across the United States. ♡


Inviting Community Members Inside




**Officer
Travis V. Easter**

SAN DIEGO, CALIFORNIA, POLICE DEPARTMENT

 NINE YEARS AT SAN DIEGO POLICE DEPARTMENT

 TRAINING COORDINATOR FOR SDPD TRAINING DIVISION

 UNITED STATES MILITARY VETERAN—U.S. MARINE CORPS

ONE OF THE BIGGEST CHALLENGES FOR LAW ENFORCEMENT IN THE 21ST CENTURY IS THE PUBLIC'S PERCEPTION OF THE POLICE. MOST INDIVIDUALS ENCOUNTER THE POLICE DURING ENFORCEMENT ACTIONS, SUCH AS TRAFFIC STOPS, ARRESTS, OR SEARCHES—NOT EXPERIENCES EITHER PARTY WOULD CONSIDER GOOD OPPORTUNITIES FOR DISCUSSION. MOREOVER, THOSE WHO HAVEN'T EXPERIENCED SUCH AN ENCOUNTER MIGHT BUILD THEIR PERCEPTIONS BASED ON SOCIAL MEDIA OR YOUTUBE CLIPS.

San Diego Police Department (SDPD) and the San Diego Police Foundation have found another way for community members to develop their understanding of law enforcement—from the

inside. Inside SDPD is a one-day event hosted approximately four times a year by the San Diego, California, Police Department. Open to anyone, the event invites community members to see what it's like to be a police officer.

According to Officer Travis Easter, who has served as the police department's Inside SDPD lead for the past two years, the day starts with a 45-minute interactive presentation on the human factor—the need for officers to make split-second decisions, including those involving use of force.

After the presentation, participants move through various areas to learn about different elements of policing—and try their hand at them. For instance,

at the K9 demonstration, participants not only get to see the dogs in action, they also get to participate in a “search” for a suspect with the K9 team. In the taser demonstration, community members can learn about previous and current versions of the ECWs used by SDPD and deploy the current model. There's also a SWAT activity that uses a simulated house set up specifically for SWAT training. Participants “arrive” in a BearCat vehicle and use a battering ram to enter the house and search for the suspect.

Officer Easter says that the traffic stop demonstration is one of the best for opening up dialogue. Many times, community members don't understand why officers take certain actions during traffic stops. However, once they play the role of cop in a live-action scenario and have to make decisions when the stop doesn't go smoothly, they come to “understand the importance of decisions and how impactful they can be”—often choosing the action they didn't understand before. “It's pretty amazing to see,” says Officer Easter.

Another eye-opening experience is the force options simulator. Community members are “armed” with a Taser, OC spray, and a gun while facing a simulated scenario that responds to what they say or do. They have to make decisions on whether to use force—and, if so, what kind—giving them the experience of making life-or-death split-second decisions.

Overall, response to Inside SDPD has been positive. Community members typically praise the experience and express a better understanding of “why officers do what they do.” For officers,

STARTING YOUR OWN PROGRAM

Officer Travis Easter says the most important thing is simply to make the opportunity available. His other tips include

- Provide information and topics that are relevant to today's culture and your community. Think about what will be most interesting, educational, and eye-opening for participants.
- Invite everyone and anyone to participate.
- Start with what you have and build upon it over time.
- Get officers' buy-in—this is a chance for them to have fun, positive interactions with community members.
- Connect with the business community. SDPD takes a mobile version of the force options simulator to outside groups, such as a university or corporation that wants their staff or members to participate.

it can be rejuvenating to interact with community members in a positive way, especially for a whole day. It's good for morale, and officers often volunteer repeatedly for the program. As Officer Easter says, officers get to break down negative misperceptions and show that “we are people who make tough decisions.” It's a chance to be open and accessible, and in Officer Easter's view, this type of knowledge building is part of law enforcement's responsibility: “It's up to us to let people know what we do.” In the end, Inside SDPD is really about people connecting and understanding one another, a goal it accomplishes admirably. ♡



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- Social competence and teamwork
- Integrity
- Conscientiousness and dependability
- Substance abuse
- Impulse control

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.

The Misdemeanor Justice Project at John Jay College of Criminal Justice, funded by the Laura and John Arnold Foundation, released a special issue of *Criminal Justice Policy Review* on the criminal justice system's response to lower-level offenses. The three studies referenced herein were all subjects of articles from the special issue.

For additional information or access to articles, please contact mjp@jjay.cuny.edu.

THE EFFECTIVENESS OF ENFORCEMENT

Law enforcement leaders often look to enforcement strategies to reduce crime and improve public safety. However, results from a recent study on enforcement and guardian actions suggest that traditional policing techniques might not be the most effective strategies for crime prevention. The author examined whether and how enforcement actions (i.e., arrests, quality-of-life summonses, and field interrogations) and guardian actions (i.e., business checks, citizen contacts, bus checks, and taxi inspections) altered crime rates in Newark, New Jersey. The data were collected over 53 weeks during the implementation of a saturation foot patrol intervention dubbed Operation Impact. The findings suggest “guardian” actions had greater crime prevention effects than enforcement actions, bringing empirical evidence to the conversation around enforcement activities’ correlation to a decline in crime. These results highlight the need for data collection systems capable of capturing non-enforcement actions to assess their impact on public safety. Further, these results suggest agencies should consider quantifying guardian-type police activities as metrics for officer performance. Additionally, to move away from an entirely enforcement-oriented approach, agencies may wish to emphasize the value of guardian actions as “good” policing practices in the context of discretionary activities.

Eric L. Piza, “*The Effect of Various Police Enforcement Actions on Violent Crime: Evidence from a Saturation Foot-Patrol Intervention*,” *Criminal Justice Policy Review* (May 2018).

DISCRETIONARY PRACTICES AND THEIR INTENDED EFFECTS

Researchers examined the use of Law Enforcement Assisted Diversion (LEAD) in Albany, New York, a discretionary pre-booking diversion program for low-level offenders who frequently interact with the criminal justice system and whose behavior was driven by substance use, mental illness, or poverty. Over a one-year span, only 43 (7.5 percent) of 576 LEAD-eligible individuals were diverted, indicating that the majority of officers were not diverting people to this program. Half of the officers the researchers surveyed held somewhat negative attitudes toward LEAD, suggesting that this might be the reason for the low levels of diversion. It further indicates that officer buy-in is necessary when discretionary diversion options are offered as a law enforcement strategy. Further, those who were diverted were not the high-occurrence utilizers or otherwise intended recipients of the program, but rather had limited or no criminal histories. This suggests that agencies need to clearly define program objectives, explain their rationale, and train officers accordingly.

Robert E. Worden and Sarah J. McLean, “*Discretion and Diversion in Albany’s LEAD Program*,” *Criminal Justice Policy Review* (May 2018).

USE OF MISDEMEANOR CONVICTIONS FOR REVENUES

A 2018 research project documented revenue incentives derived from fines and fees imposed pursuant to misdemeanor convictions in Nevada and Iowa. Although revenue and collection mechanisms may vary, states are increasingly relying on punitive fine and fee revenues. Over time, reliance on these revenues generates “monetary myopia” despite such incentives being in direct conflict with goals of individualized justice, proportionate punishment, fairness and equity, and public safety. The author suggests that other options, such as “day fines” (based on net daily income), might be preferable to current revenue structures. Agencies should recognize that, while fines and fees are generally not within the purview of police policy, they do have serious implications for policing and are often linked to over-policing. Further, agency leaders may wish to review policies and practices to ensure that the discretionary enforcement actions driving monetary fines are actually solving public safety problems, rather than simply reinforcing ingrained revenue expectations. Lastly, law enforcement leaders should take a collaborative approach with external stakeholders to mitigate perverse incentives whereby budgetary resources are dependent upon or bolstered by discretionary police enforcement. ♡

Karin D. Martin, “*Monetary Myopia: An Examination of Institutional Response to Revenue from Monetary Sanctions for Misdemeanors*,” *Criminal Justice Policy Review* (May 2018).

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IN MEMORIAM

We regret to inform you that one of the article's authors, Dr. Jennifer Gonzales-Shushereba, passed away in March 2018. She was a caring, dedicated clinical psychologist who had worked with sheriff's deputies and their families in California, as well as military veterans. Her contributions to mental health and wellness were very valuable, and she is missed by family, friends, and colleagues.



BY

Joyce Mikal-Flynn, EdD, FNP, MSN, Professor, Sacramento State University;
Jennifer Gonzales-Shushereba, Clinical Psychologist, The Pathway Home;
and Bret Sackett, Chief (Ret.), Sonoma County, California, Sheriff's Office

Mental Fitness and Posttraumatic Growth

USING STRESS AND TRAUMATIC EVENTS TO DEVELOP
OFFICERS' RESILIENCE AND GROWTH

DUTY CALLS

“Are you ready to go?” I yelled down the hall with a slight twinge of irritation in my voice. As usual for our busy family, we were running late for church. But this wasn’t any Sunday; it was Easter Sunday, so I didn’t want to be late.

A few moments later, my wife appeared in the kitchen with our three small children in tow. Our girls looked beautiful in their new Easter dresses, and each child was carrying a brightly colored Easter basket for the much-anticipated Easter Egg Hunt that would take place after the service. Later in the afternoon, we were going to host Easter dinner for the extended family. It was going to be a great day!

As we listened to the sermon, I felt the familiar buzz of my pager. The alphanumeric pager alerted me to a hostage-barricade situation and summoned me to the station. I politely excused myself and left for the office. Duty calls—even on Easter!

At the operational briefing, I discovered the suspect was an elderly man who lived in a senior-only mobile home park and had told dispatch that he had shot and killed his grandson and that he wanted to kill himself. As our SWAT team assembled, I was assigned point on the entry team.

As we staged at the closest point of cover, I glanced down at my watch and realized the children had just started the Easter Egg Hunt. My mind wandered as I thought about all the children running around the church property gathering eggs while their parents memorialized the event in pictures and video... They had not a care in the world.

Hours into the stand-off, the suspect became more and more agitated, and we had the added concern about the status of his grandson. A short time later, we heard a shot ring out from within the mobile home.

We immediately deployed a flashbang, breached the front door, and made entry. As I turned the corner into the kitchen, I noticed a young man lying motionless on the floor. The suspect, who was propped up in a chair, had shot himself in the head with a 12-gauge shotgun. The damage to his face and head was horrific; brain matter, flesh, and bodily fluids were splattered on the ceiling, walls, and surrounding surfaces.

Several hours later, while waiting to be interviewed by our team of detectives, I excused myself to check in at home. My wife answered my telephone call. I could tell she was frazzled—the children were on a sugar high, the extended family had arrived, and she was rushing to get the Easter meal ready for our guests to enjoy. The stress of having to “go it alone” was clearly apparent in her voice.

When I finally arrived home, the dinner party was winding down, the children had crashed after their sugar high, and family members politely inquired, “How was your day?” as they gathered their belongings, but I wasn’t really in the mood to talk. Sitting quietly with my thoughts, I reflected on the craziness of our chosen profession. Every day, no matter how carefully planned, can be upended by a simple phone call. Today was no different. The joy of watching my children participate in an Easter Egg Hunt and spending time with my family over a delicious meal was replaced with the stress, anxiety, and uncertainty of police work. In addition, the images of the scene will forever be burned into my memory.

Unfortunately, this kind of experience is not unique to me. Every officer has a similar story. This is simply the reality of our noble profession. While we may not fully comprehend or recognize it, we are regularly exposed to multiple kinds of stress, anxiety, and trauma while we play the roles of warrior and guardian.

BY
Chief Bret Sackett



POLICE AND SHERIFF PERSONNEL ROUTINELY FACE HIGHLY STRESSFUL WORK DAYS WITH REGULAR EXPOSURE TO TRAUMATIC EVENTS.

These direct and ongoing threats to their overall health trigger negative behavioral, psychological, physical, and emotional consequences. Anxiety, substance abuse, suicidality, professional burnout, memory problems, posttraumatic stress disorder (PTSD), heart disease, gastrointestinal issues, and generalized pain symptoms are just a few of the troubling consequences of this exposure to trauma. General George Patton famously stated: "An Army is a team. It lives, eats, sleeps, and fights as a team." First responders also behave as a team, and, if injured or unable to return to work for a period of time, these team members, like athletes and soldiers, can experience significant emotional pain and feelings of rejection because they are away from their work team.

For many years, the study of trauma emphasized the pathology or "what went wrong." Research focused on the negative aspects of traumatic events and professions associated with trauma, accentuating the disease model of health care and failing to fully address and create protective and preventative measures. Recently, there has been a shift supported by a growing body of research demonstrating that stress resilience and growth can also occur in the aftermath of trauma, recognizing positive outcomes and validating the full story of human potential.



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Innovative researchers and clinicians are now focusing on increasing competencies rather than correcting weaknesses by incorporating growth-minded, resilience-oriented, strengths-based content into training programs. As with physical fitness, mental fitness requires not only initial but ongoing training. Mental fitness programs focusing on resilience and posttraumatic growth (PTG) can support and help guard against the multiple and continuous attacks on one's social and emotional psyche.

VICARIOUS TRAUMA AND SECONDARY TRAUMATIZATION SYNDROME

Vicarious trauma (VT) occurs after a *direct* exposure to traumatic events results in negative outcomes. VT can be linked to psychological disorders such as PTSD, avoidance, and hyperarousal. Secondary traumatization syndrome (STS) is similar, but it results from an *indirect* exposure to trauma. VT and STS can also occur as a result of empathic engagement with traumatized individuals, including verbal reports of traumatic experiences and the interaction between individuals and their situations. In all cases, those exposed to or in proximity to trauma and survivors can develop psychological symptoms similar to those experienced by survivors. This is particularly applicable to police working in sexual violence and working with victims of child abuse, although VT and STS can occur through engagement with any type of trauma.

STRESS RESILIENCE

Stress involves situations and conditions that challenge one's psychological and physiological well-being by putting demands on the body's systems. For example, aerobic exercise triggers demands on cardiac and respiratory systems. Common colds, the flu, and immunizations place demands on the immune system. Examples of psychological stress include direct or indirect exposure to trauma and other critical events. Resilience is a dynamic and ongoing

process that allows for adaptation and adjustment to adverse circumstances. It is the ability to "bounce back" after challenging events. How one adapts to stress can fluctuate, based on the incident, co-existent stressors, and existing support systems.

Stress resilience involves the aptitude for survival, effective responses and, more importantly, the ability to grow stronger as a result of stressful situations. Triggered by stress and trauma, innate and elaborate systems allow not only for survival but also for psychological growth when challenged. As individuals respond to the demands of stress, they can compensate, becoming stronger and more proficient in their response—more resilient. Similar to vaccinations, life challenges systems, providing opportunities to enhance resilience and strength, growing not in spite of challenges, but as a direct result of them. Individuals require these trials or "inoculations" if they are to reach their full potential. Extensive and chronic stress or trauma can either overwhelm one's system or bring forth improved abilities for dealing with future issues.

POSTTRAUMATIC GROWTH

Posttraumatic growth (PTG) is a person's capacity for growth and positive psychological, cognitive, and behavioral changes resulting from significantly challenging events, major life crises, trauma, and other extremely stressful events. Trauma survivors can and do grow and evolve when challenged by such events. Both direct and indirect exposure to minor and major critical events provoke the individual's ability to cope with adversity and potentially heighten self-confidence and growth. Psychologists Richard Tedeschi, Crystal Park, and Lawrence Calhoun defined five domains (aspects) of PTG: (1) greater appreciation of life and a changed sense of priorities; (2) warmer, more intimate relationships with others; (3) greater sense of personal strengths; (4) spiritual development; and (5) new possibilities. The capacity and ability to experience PTG has also been identified in health

care workers, including those working with survivors of extreme natural and personal traumas. Failing to identify and utilize the positive aspects of trauma during initial cadet training, during the span of officers' professional lives, and in counseling and in-service programs can limit their opportunities for understanding, skill acquisition, and growth.

RECOMMENDATIONS: STRENGTHS-BASED PROGRAMS

Recognizing that stress resilience and PTG can be post-trauma outcomes for individuals and VT and STS survivors, it is highly recommended that mental fitness core concepts, curriculum, and specific strategies be included during initial cadet training, as well as in ongoing, regular in-service training provided to law enforcement and other first responders. It is essential to provide simple but effective steps to reframe officers' thoughts toward mental fitness using regular debriefing and time off after significant events to provide an awareness, specific structure, and guidance toward a growth mind-set, resilience, inoculation to job stress, and PTG. Research revealed curriculum that included mindfulness practices such as event processing and appraisal, including awareness versus avoidance, and promoted individual spiritual practices were valuable and increased individuals' potential for PTG. Courses and regular in-service training cannot halt the traumas and attacks to officers physically, emotionally, and psychologically, but this type of training can help officers develop an awareness, stress resilience, and coping mechanisms to reduce the enormous burdens of the job. Like physical skills, psychological strengths and resilience are skills that can be supported and learned. It seems logical that the use of such training on an ongoing basis could reduce some of the troublesome social, emotional, and physical issues associated with first responders' exposure to trauma. Table 1 provides tactics and guides for developing and improving resilience, mental fitness, and PTG.

Season's Greetings



from our Faculty and Staff

*Wishing you holiday cheer
...and to see you for training
in the New Year!*


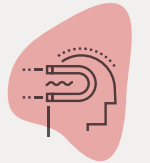







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TABLE 1: Including Mental Fitness in Initial and Ongoing Training

Note: For a print-friendly PDF of this table, access this article on Police Chief Online.

TOPIC	STRATEGIES – HOW TO	PURPOSE
 <p>STRENGTHS-BASED CONTENT</p>	<ul style="list-style-type: none"> Have cadets identify their perceived strengths and success with past stressors (e.g., trauma, crisis). Discuss prior successful coping skills and strategies. Identify positive family and friend relationships in life. Continue this assessment throughout work life. 	<p>Identifying and building on preexisting strengths increases competencies.</p> <p>Reinforcing positive and innate or prior characteristics (including intelligence, self-regulation, coping skills, optimism, and pre-existing positive relationships) decreases the risk of negative consequences.</p>
 <p>MENTAL FITNESS, OPTIMISM, AND A GROWTH MIND-SET</p>	<ul style="list-style-type: none"> Identify silver linings brought forth by adversities and traumatic events. 	<p>Optimism, self-evaluation of optimism, and encouraging growth from or a positive aspect of trauma has been found to be protective, providing a quicker recovery time and better overall health.</p>
 <p>SOCIAL SUPPORT</p>	<ul style="list-style-type: none"> Encourage and support initial and ongoing relationships. Make personal connections; build teamwork professionally and personally. Create a culture that allows people to ask for and accept help. 	<p>Trusted colleagues, family, and friends are fundamental in providing insight, strengths and perspective.</p> <p>Strengthening relationships, making it safe to communicate openly, and asking for and accepting support from family and friends reduce the risk of burn out, battle fatigue, and overwhelming stress.</p>
 <p>SPIRITUALITY</p>	<ul style="list-style-type: none"> Identify a spiritual life. Encourage journaling—write things down. Help trainees avoid seeing crises as insurmountable. 	<p>Professionals who incorporated a spiritual life experienced less moral distress and hopelessness as a result of their work. A spiritual life provided a guiding purpose and insight and strength by helping people find meaning in theirs and others' suffering.</p>
 <p>HUMOR/HAVING FUN</p>	<ul style="list-style-type: none"> Don't accept your own excuses. Take time off, go have family and personal fun that involves laughter and joy. Team picnics or events also promote fun and teamwork. 	<p>Losing one's humor signals problems. These are tough jobs and time away, having fun, and laughing can heal and help keep things in perspective.</p>
 <p>MINDFULNESS PRACTICES</p>	<ul style="list-style-type: none"> Focus on developing practices by paying attention to you. Pay attention to when you are doing well and why, as well as when you are zoning out and why. Maintain a hopeful outlook; remember good things happen too; focus on what you want vs. what you fear. 	<p>Mindfulness practices simply means "take care of yourself." Identifying and using enjoyable and relaxing activities heal both mind and body. They are necessary.</p>
 <p>SLEEP/RESTFUL ACTIVITIES</p>	<ul style="list-style-type: none"> Disconnect for part of each day. Pull away from screens, electronics, and the Internet. Take time daily to unplug, especially prior to bedtime. Cut down on caffeine and spend five minutes recognizing something good from the day. Use gratitude journaling to recognize some positives from the day. 	<p>Rest relates to better concentration, energy, perspective, and overall health.</p> <p>Identifying things to be grateful for is well known to reduce overall anxiety, provide perspective, and nurture a more positive view of self and work.</p>
 <p>PHYSICAL ACTIVITY</p>	<ul style="list-style-type: none"> Support physical activities of all kinds: aerobic activities, weight lifting, fishing, canoeing, etc. Weekly training regimens keeps officers physically fit, reducing the risk of both physical and mental health problems. 	<p>Evidence is overwhelming in support of physical activity to enhance brain and physical function as well as reduce depression and anxiety.</p>
 <p>REDUCE ISOLATION BY FINDING PURPOSE</p>	<ul style="list-style-type: none"> Be aware that isolation is a KEY potential danger. Understand that people need time to themselves, using down times as self-discovery—but if a team member has "checked out," this must be addressed. Help by encouraging service; finding purpose; and meaningful engagement with family, friends, and the community. 	<p><i>Isolation is dangerous.</i> If a team member is failing to participate in activities and missing work and family events, get him or her help. There are potentially dangerous and long-term consequences.</p> <p>People who did well post-trauma found purpose, their experience provided perspective, and they found something to offer—a way to give back to families and communities.</p>

CONCLUSION

Over the last decade, research has revealed that growth can and does occur in the aftermath of stress, trauma, and crisis, bringing forth resilience, strength, and wisdom. This growth allows the opportunity to understand who one is, and, more importantly, who one can be. This evidence supports a more productive and strategic approach to include and support the affirmative aspects of survival and recovery in training individuals who are regularly placed in dangerous and potentially life-threatening situations that repeatedly expose them to mental and physical stress and trauma. Strengths-based training programs developed to explicitly encourage mental fitness in standard cadet training, annual proficiency training, and advanced officer training can help officers develop a mind-set that supports, toughens, and guards against the negative effects of job stress and chaos. Although work is ongoing to reduce the potential for injuries associated with these physically and emotionally taxing

professions, it will never be eliminated. Therefore, a concerted effort toward building and maintaining high levels of mental fitness is required both at the beginning of and throughout law enforcement careers.

Additionally, clinical psychologist Dr. Jennifer Gonzales noted that a comprehensive practice and training program should include a full understanding of both suffering and happiness and how they influence each other, thus helping trainees find a way to relieve distress while promoting optimal functioning of individuals and groups. Traumas can be transformative. They “require alterations in our attitudes and feelings about ourselves and our lives,” allowing all survivors the opportunity to discover or rediscover their strengths and support optimal functioning.

Initial and ongoing programs that integrate and support optimal physical and mental functioning with the ultimate goal of achieving well-being, happiness, and PTG are timely and necessary.

Finally, there must be an equal, if not stronger focus on content dealing with recurring exposure to intellectual, emotional, and spiritual stress; secondary traumatization syndrome; and vicarious trauma using programs that explicitly offer strengths-based coping skills, stress resilience, and knowledge on how these experiences can bring forth PTG. As shown by Chief Sackett’s story on page 28, having to miss events, placing extra responsibility on others to fill in when the officer is away, and dealing with the aftermath of these experiences cause significant strain on families, further emphasizing the importance of mental fitness training. Regular exposure to such events brings a wide range of effects, and, because of this, law enforcement officers must learn to not only effectively deal with these experiences, but also grow and become stronger in the aftermath. ♡



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BY

Kerry Avery, MEd, Owner, Odin Training Solutions Inc.

Blended Learning Delivery

A Strategy for Maximizing Investments in Training

THE PRIMARY CHALLENGE FOR EVERY LAW ENFORCEMENT AGENCY CAN BE SUMMED UP IN ONE WORD: RESOURCES.

The amount of money, time, and personnel needed to run and attend training poses a challenge for everyone. Even if an agency had an unlimited training budget, it would not be able to have officers participate in lengthy training sessions because the front line would be short on resources, and necessary work would not be completed. The goal of every agency involved in training is the same—to offer the most effective training (i.e., maximum transfer of knowledge and job-related skills) possible while using the least amount of resources.

TRAINING CHALLENGES AND DEMANDS

As stated above, the amount of money, time, and personnel expended to run and attend training is challenging. First, there are costs associated with every type of training. Today, most law enforcement training is delivered via traditional classroom instruction or online learning systems. A classroom delivery requires development, space, instructors, materials, equipment, travel time, administration, and scheduled attendance. Online learning needs development, programming, testing, hosting, a learning management system, administration, and infrastructure for officers to access the training.

The second challenge for effective training is evolving technology. Before the Internet, most training was delivered in the classroom, using textbooks and policy manuals. The advent of the Internet provided a new mode of delivery that rapidly changed the face of training with the introduction of online learning, which made training more accessible and reduced the need for real-time teaching resources. The technology available for training delivery is continually evolving and, thus, regularly presenting new options.

It has taken 20 years for online learning to become common in law enforcement training. E-learning has reached critical mass, but technology continues to evolve and now includes simulators.

The Royal Canadian Mounted Police use simulators for training situational judgement, driving, and shooting. A 2011 study found that the use of a shooting simulator improved performance on the range. Augmented and virtual reality are likely going to be the next stage of training tools. Advancements in technology provide more options for improving the quality and access to training, but these improvements come at a substantial cost when new equipment, software, or hardware is required.

The third consideration in the training equation is efficacy. If people complete the training but do not learn the intended material, the resources expended on the training were wasted. Training effectiveness is measured through tests, feedback from the participants, and evaluations of the transfer of knowledge and skills to the job. Police officers require training on a plethora of topics and skills, and although many of the competencies remain standard, such as note taking and basic tactics, as crime and policing evolve, there are always changes and new areas that become important.



The dialogue and demands relating to police training are extensive. A Google search of the news stories associated to the term “police training needed” provided 19,800,000 results, and a perusal of the first few pages of results revealed the need for training on such diverse topics as the following:

- spotting drug-impaired drivers
- online harassment
- crisis intervention
- use of force
- interacting with people with mental illnesses
- autism
- excited delirium
- implicit bias

These are just a sample of the topics on which it is often suggested or required that police officers receive new or updated training—and these are in addition to the existing recruit, recertification, advanced, and specialized training already being delivered.

The challenge for law enforcement is meeting the needs of the public

and the officers with incredibly limited training resources. Delivering effective training that addresses all applicable topics and utilizes current technology for the least amount of money is an incredibly tall order.

TRAINING DELIVERY METHODS

Training differs based on the delivery method, of which there currently are three primary types: classroom delivery, online learning, and blended learning.

Classroom Delivery

The classroom is the traditional form of training and carries the benefit of face-to-face communication with peers and instructors. Classroom delivery is considered synchronous learning because it requires everyone to be in the same physical location at the same time. Classroom methodologies may include

- lectures
- videos
- discussions
- case studies

- problem-based learning
- tabletop exercises
- role playing
- scenarios
- game-based learning
- hands-on learning
- simulators
- assessments

Classroom training provides real-time interaction between participants and instructors. This format allows everyone to ask questions, engage in discussions, and participate in collaborative problem-solving, while also enabling the facilitator to adapt the instruction to the learners as the training progresses. Participants in a pharmacology study stated that the discussion and the interaction with the instructors were the key advantages of the lecture format.

Online Learning

Online learning has continued to grow in popularity over the last two decades because advances in technology have



made this type of learning more accessible and cost-effective. At one time, a dedicated web developer was needed to program a module. Now, there are several rapid development software programs that do not require coding knowledge and can be learned in a relatively short period of time. E-learning can now be hosted internally or through a third-party website.

Online learning commonly contains text, videos, exercises to apply knowledge, and assessments. Higher level online learning also incorporates scenarios, and a few courses utilize serious games. Online learning is usually completed asynchronously, meaning the trainees take it in isolation and when it is needed or convenient. It is possible, however, to deliver synchronous online learning through webinars, virtual classrooms, and video conferences, but this format is currently less utilized in law enforcement training.

The Internet can make training modules accessible from any connected desktop computer, laptop, tablet, or even a smartphone if the format is mobile friendly. Asynchronous online learning can be scheduled or completed during slow periods while on duty or at home. This flexible format allows officers to complete training when they are available and as the learning is needed.

Blended Learning

The goal of blended learning is to incorporate the strengths of both classroom and online learning into a training course, while reducing their disadvantages. For example, classroom training is developed and instructed to meet the needs of the lowest level of knowledge in a class. Incorporating e-learning prior to a classroom session ensures all participants have a base level of knowledge to build on during the class. In essence, this format increases the lowest common

denominator and prevents a single or small number of people in the class from slowing down the instruction.

Moving some of the classroom lecture components to an online learning format and utilizing more engaging learning methodologies in the classroom maximize the time spent with a qualified instructor applying the content in realistic situations.

The online learning component of a blended learning delivery format serves a number of purposes. When researchers compared the blended and lecture-based delivery of a critical care pharmacology education program for nurses in 2012, the blended learning participants stated the advantages of having some online content were flexibility, ability to self-pace, interactivity, and the opportunity to review the online component at any time to reinforce the education. Online learning modules can also be repurposed or modified for recertifications, managing employees, and reintegrating an officer to a position or back to work after a leave.

COSTS

One disadvantage to e-learning is the cost of the initial development. In 2010, the Chapman Alliance published the results of a study on the amount of time it takes to create learning. The average time to develop one hour of e-learning is between 80 and 184 hours, depending on the amount of interaction and multimedia included in the training. In 2017, the Association for Talent Development conducted a much smaller survey in an effort to update the Chapman Alliance study results. The number of development hours for one hour of e-learning with minimal to maximum interaction was 70 to 140. At an hourly rate of \$50, it costs \$3,500 to \$7,000 to design and develop each hour of e-learning.

Once a module is developed, the cost to deliver each course is substantially less than classroom training. There are no costs associated with classroom space and travel, and an instructor does not need to be present. E-learning requires an upfront investment, but it saves money over time.

The time to develop an hour of instructor-led training (ILT) is around 43 hours, about half the time it takes to develop e-learning. This reduces the cost of development to \$2,150 per hour of classroom training. Although this does appear to be a cost savings, a classroom session is usually one or more days, whereas online learning is commonly limited to between one and four hours.

Classroom training also requires space, materials, and an instructor for each course. If officers need to travel to attend training, this takes resources away from the front line for longer periods and may incur additional expenses. Additional classroom time is spent on logistics, breaks, and distractions, which are eliminated in online learning.

Blended learning, when applied appropriately to the content being delivered, results in reduced facilitation costs and less schedule disruption, while providing learners with timely access to materials. It optimizes the learners' and instructors' time without losing the advantages of face-to-face discussion and interaction.

CASE STUDY

In 2007, the Edmonton Police Service in Alberta, Canada, identified a gap in investigative skills knowledge transfer. Detectives and senior officers were retiring and the mentorship model that ensured information was passed from one generation to another was no longer effective. As they considered training as a means to resolve this knowledge gap, the time required to attend training was



identified as a challenge. The proposed blended learning format for the three-tier investigation program, titled the Investigative Skills Education Program (ISEP), addressed both the knowledge gap and time challenge.

The Alberta Justice and Solicitor General made ISEP a province-wide initiative. It was developed and delivered by the Edmonton Police Service, Calgary Police Service, and the Royal Canadian Mounted Police K Division. ISEP continues to be offered to officers across the province of Alberta today.

Figure 1 shows the original outline of the ISEP program. The program has three tiers of courses: 200, 300, and 400 levels. Each level increases in complexity, and the higher levels are developed for more senior officers.

The 200 level goes through all the steps of an entire investigation at a basic level and is aimed at officers who have been on the job for 18 to 24 months. Each topic listed under the course title indicates an e-learning module that the participant must complete prior to the classroom portion of the course. Participants complete up to five online modules, then attend a one-day classroom session. Then, the participants complete another set of modules and another day in the classroom, before repeating the cycle once more. A final assignment is due at the end of the third classroom day.

The 300 level is aimed at more senior officers currently in or going to an investigative area of work. There are three individual courses, each focusing on one topic specific to investigations: interview and interrogation, search warrant drafting, and confidential informant handling. Each course has one or two online modules followed by four days in the classroom, and the courses can be taken in any order.

The 400 level has been redeveloped since its original deployment. The

focus of this level is major case management, and it is aimed at officers or detectives in specialized units. The 300 level is not a prerequisite for the 400 level because this level does not build on the individual skills covered in the 300 level courses; it focuses on the broader scope of managing large files.

ISEP Benefits

One of the primary benefits of the blended model is consistency. ISEP is delivered by different instructors and different agencies across the province. Every participant completes the same set of online modules, and the classroom component is designed to apply and enhance the online content. The instructors have the flexibility to add in their own examples, forms, or videos (in the interview and interrogation course), but the exercises remain the same. The only other way to ensure this level of consistency would be to put all of the content on the visual slides and in the manual to show what was delivered or to audit the instruction on a regular basis. Because of the consistency of this approach, if there is an inquiry or a legal requirement to show what was trained, the blended model contains definitive proof of what was taught.

Malcolm Knowles' theory of andragogy states that adults are self-directed and capable of directing their own learning. Providing autonomy is one of the fundamental philosophies for adult learning, but this is often limited in a law enforcement training environment. The feedback provided most often in discussions with the initial ISEP pilot participants was that they appreciate the ability to work through the online modules at their own pace. Because the experience levels of the participants in these courses can vary greatly, the time to complete a module during the pilot courses varied from one to four hours. The officers with more experience used the online modules as review,



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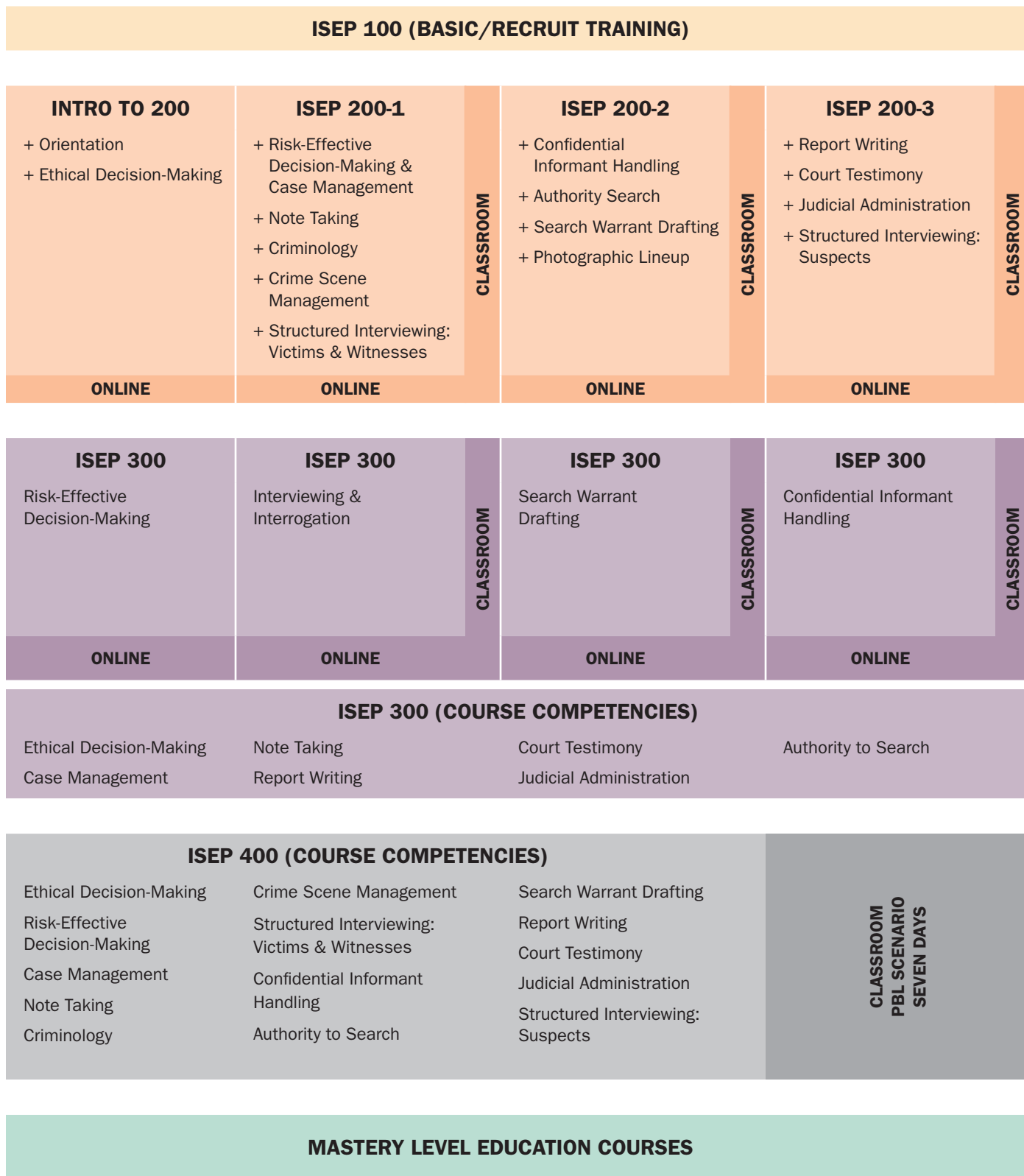
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FIGURE 1: ISEP MODEL



whereas the less experienced officers were more thorough. They took notes, read through all of the feedback on the exercises and assessments, and sometimes went through sections more than once. If this content were presented in a classroom, the more advanced participants would have had to listen to hours of lecture on topics they are already familiar with, while the less experienced officers might not have had the chance to review the information as thoroughly.

Some of the online modules developed for ISEP have been made available on the Canadian Police Knowledge Network (CPKN) and have been repurposed as stand-alone introductory courses. This means that the resources invested in the initial design and development increase in value, as the product has been utilized to serve multiple purposes. A follow-up study has not been conducted to determine if program participants are returning to the modules for reference or review after the course has been completed, but the option exists.

Hindsight

ISEP was the first large-scale program in Alberta to be designed and delivered using a blended learning model. As with all innovations, lessons were learned, most importantly, the need for better change management. The following are some things that could have been done differently.

Proper change management. A good change management strategy is often overlooked when new ideas are introduced to an organization, and converting to blended learning was no exception. People in law enforcement are often conditioned to sit in a classroom and learn from an expert. Moving parts of the lecture components to online learning, which is completed prior to the classroom instruction, is a substantial deviation from the way formal learning has always been delivered, and there was resistance to this model for the first two years from the instructors and the participants alike. There was substantial stakeholder engagement on the outset, but as people changed positions, some of the buy-in from the front line was lost. Communicating the reasons behind

the change of delivery method is recommended as a means of reducing resistance to the new model.

A proper communication plan was not used to educate everyone involved on the purpose and benefits of a blended model, and the reasons for making the change. Most of the resistance occurred at the 200 level. Once there was an opportunity to talk to the participants about the model, the level of acceptance greatly improved at the 300-level courses. Participants arrived with the module summary documents printed out, and they gave more positive feedback about the benefits of the online learning, as opposed to the statement heard most often at the 200-level courses: "I don't like the online modules because I don't learn that way." Creating opportunities for a conversation on the purpose and benefits of online learning can encourage a more positive view of the online training. Do not rely on email or written correspondence for the officers and instructors going through the program for the first time.

Schedule or allocate time for the online learning components. The online learning is part of the training, and it is imperative to develop a plan and schedule outlining when this component will be completed and what will be done if it is not completed prior to the classroom session. Prior to the pilot sessions, reassurance was given to the trainees that the sergeants were aware of the need for their officers to complete the online learning during work hours, but at the beginning of the classroom sessions, several participants still said they struggled to find the time.

Online learning does provide flexibility, but it is not reasonable to expect a person to learn in sporadic 10-minute chunks. Making the time to focus on learning is easier in some departments and units than others. One option is to provide time off or paid time for officers to complete the online learning at home (if it is delivered on a web-based system) or on a day off. The participants from agencies that used this approach had higher levels of satisfaction than those in primarily patrol units who had to try to find time during their shifts. If the online modules are to be completed during shifts, it must

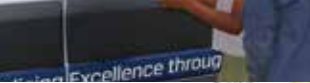
be a scheduled block of time. The other challenge faced in the classroom was how to manage participants who did not complete the pre-requisite modules. Various reasons were provided for the failure to complete, and the instructor had to decide whether or not to allow the person to attend the class. Management implemented a policy stating the online modules were part of the training and must be complete prior to the classroom session. It is recommended that learning policies be amended or created to address these expectations whenever a new training method is implemented at an agency.

CONCLUSION

The demand for law enforcement training often exceeds available time and funding. Combining online and classroom into a blended learning approach provides an opportunity to increase flexibility and reduce resources required for each course while delivering effective training. The cost of developing online training is around double the cost of classroom training, but it results in a reduction of expenses for each course offering. It also provides a learning product that can be used for reference, review, recertification, or for reintegrating an officer into a role.

Blended learning allows for classroom time to be maximized by facilitating learning through engaged methodologies, instead of having participants listen to a lecture. The ISEP is an example of a large-scale law enforcement training program delivered in a blended format. There were challenges to changing the delivery of formal learning because it was different than what people were accustomed to, and the new method required new policies not fully developed prior to the program launch.

Advancements in technology are continually changing the way law enforcement polices and trains. There are benefits to online and classroom delivery methods, and blended learning is an opportunity to get the best of both worlds. ☺



BUILDING PUBLIC TRUST

HUMAN BEINGS ARE SOCIAL CREATURES, AND, AS SUCH, RELATIONSHIPS ARE OF CRUCIAL IMPORTANCE TO THEM. Since relationships are built on trust, it's imperative that police officers understand the importance of building and maintaining public trust—the cornerstone of successful policing. Trust between the community and the police does not happen without solid leadership at the top and throughout every level and component of a law enforcement organization. Hence, the police organizations that most effectively promote public trust do so through continuous and ongoing effort—built on an understanding of the Social Contract Theory—coupled with fair and impartial policing, guardianship, and community policing.

SOCIAL CONTRACT THEORY

A good place to start a conversation about relationships, trust, and communication is at the beginning with the Social Contract Theory, which states that society is based on the explicit or implicit agreement by people to abide by certain rules or principles. In a political context, the theory suggests that citizens enter a bargain in which they agree to give up their power to enforce their own rights to the government and trust the government will use this power to benefit the public. As interpreted by philosopher John Locke and early U.S. statesman Thomas Jefferson, this means that the purpose of government is to better protect the rights that people already naturally possess. As agents and extensions of the government, police officers are bound by this social contract. Their power and authority are held as a public trust that informs police on the general attitude or pattern of thinking they should have about their occupation and toward the public. Ethicists Howard Cohen and Michael Feldberg posit that, if police officers are competent in their application of Social Contract Theory and

the core values of fair access, public trust, safety and security, teamwork, and objectivity, they will be more likely to use discretion appropriately and make choices according to the “free moral choice in matters of professional conduct.”

Impartial policing is another core competency police must possess to build and maintain public trust. In April 2015, the Police Executive Research Forum (PERF) released a report entitled *Constitutional Policing as a Cornerstone of Community Policing*, which recommends a training initiative called Fair and Impartial Policing:

The training is based on research by social psychologists that has shown that implicit or unconscious bias can impact what people perceive and do, even among people who consciously hold nonprejudiced attitudes.

Dr. Lorie Fridell of the University of South Florida developed the Fair and Impartial Policing training program. The PERF report goes on to suggest that police organizations involve community members in evaluating crime-fighting practices, and that the best way to identify community needs and concerns is “to simply ask them [community members] what they want from the police.”

The use of simple but effective metaphors such as the one used by former U.S. President Abraham Lincoln is another way police departments can anchor fair police practices. Lincoln likened the Declaration of Independence to a golden apple that represents the highest ideals of the United States—liberty, equality, and the right to self-determination. Then, he described the U.S. Constitution as the silver frame around the golden apple that “holds it in place and provides the structure.” Lincoln advocated that the frame was made for the apple and not the other way around. Lincoln’s metaphor of the golden apple

BY

David Kurz, Chief, Durham, New Hampshire Police Department; Joe Vitek, Chief (Ret.), Watertown, South Dakota, Police Department; and Janine Roberts, Chief, Westbrook, Maine, Police Department



Photo courtesy of Grand Rapids, Michigan, Police Department

surrounded in a silver frame can help police officers understand their higher purpose—as holders of authority granted by the government, they are part of the “frame” or structure that serves to protect and advance the underlying principles and freedoms of the U.S. system of government. Hence, in the United States, the Declaration of Independence gives law enforcement officers their purpose, and the U.S. Constitution gives them their method of operation. In other words, the purpose of the frame—the government, including police—is to protect the golden apple—people’s unalienable rights of life, liberty, and the pursuit of happiness. Although this metaphor is specific to the United States, the underlying concept of law enforcement serving to support and protect the people’s rights (as defined by each country’s own social and political contracts) is applicable worldwide.

Hence, police officers’ primary responsibility is to protect rights, which makes policing a very noble profession. They are the noble guardians of society. First and foremost, in a free society, the physical manifestations of justice are practiced and advanced by the police. In the United States and other republics, law enforcement officers provide what is perhaps the most fundamental civil right—the right to live in peace and free of the will of others who might be bigger and stronger. When justice and freedom are prevalent, a society can and will flourish. However, when justice is absent, law enforcement becomes ineffective and peace and democracy are unsustainable.

POLICE AS GUARDIANS

At Lake Area Technical Institute (LATI) in Watertown, South Dakota, instructors know the value of fair and impartial policing and the guardian mind-set. Law enforcement students are taught that their mission as officers is to “remain true to the principles of Law Enforcement—service, justice, and fundamental fairness.” Fair policing and guardian mind-sets don’t just happen—they have to be instilled by transformational instructors who foster relationships with their students by modeling and telling stories that serve to instill law enforcement’s core values. In addition, students are expected to demonstrate their mastery of concepts and skills through hands-on, practical exercises. These methods help students to create their own practical wisdom through real-life experiences. For example, LATI uses its Teeter Totter *Terry Stops* Rubric to teach students where their authority starts and stops—the basis of legal and just policing. Then, students engage in real-life, scenario-based training exercises to make the concept tangible. At LATI, instructors recruit for character, train for competency, and develop principled leaders. They manage for accountability and plan for succession to ensure public trust gets handed off from one generation of law enforcement officers to the next, who will serve as worthy guardians of people’s civil rights and liberties.

Teaching law enforcement officers to view themselves as guardians instead of warriors is a logical approach that supports law enforcement’s efforts to build

trust and credibility. A “warrior” is a soldier or fighter, which implies violence, whereas a “guardian” is a defender or protector. The latter approach creates a mind-set that can help to build trust between law enforcement officers and the communities they serve. A few ways to help officers adopt guardian mind-sets follow:

- Encourage law enforcement officers to build relationships with their communities.
- Train officers in communication, conflict resolution, and de-escalation.
- Assess and educate officers on emotional intelligence.

In August 2015, PERF reported the results of a survey conducted on current training practices in law enforcement to establish baseline knowledge about the extent of training police organizations provided to new recruits and in-service training they provided to officers. More than 280 responded to the survey. It was determined the respondents dedicated a median of 58 hours to firearms training. A median value of 40 hours of training was spent teaching constitutional law and legal issues regarding use of force, and a median of 8 hours of training was spent on electronic control weapons (ECWs), such as Tasers. Their research determined that additional hours may be needed on topics such as communication skills, de-escalation, and crisis intervention.

The minute officers raise their hands and take their oath, the power and authority given to them in faith transcends into public trust—which is fragile. Today, more than ever, police officers have to be credible, trustworthy guardians of democracy. According to leadership researchers Jim Kouzes and Barry Posner, who wrote *The Leadership Challenge*, the ability to lead and influence others is based on credibility. Law enforcement leaders need their police officers to be credible, so they can be trusted leaders in the community. Well-known leadership author, speaker, and advisor Stephen M.R. Covey, in *The Speed of Trust*, explains that credibility is the product of a person’s character and competency—Character + Competency = Credibility. It is essential that police officers have both character and competency. One of

these characteristics without the other is like rowing a boat with just one oar in the water, going in circles. Covey identifies the components of character to be integrity and intent, while the components of competency are identified as capabilities and results.



Photo courtesy of Elder Abuse Guide for Law Enforcement (EAGLE).

Delving deeper, Covey explains that the components of integrity include honesty, humility, courage, and “walking the talk.” Intent is “the ‘why’ that motivates the ‘what.’” Covey advocates that the behavior that best creates credibility and inspires trust is acting in the best interest of others—the greater good of humankind. In essence, Covey is describing an essential element of Social Contract Theory.

COMMUNITY POLICING

The importance of the public’s perception of its law enforcement agency cannot be overstated. The police can have a timely and important, even urgent, message, but if the message is not believed because of its source, those delivering it are wasting their time and energy. The message will not come across as credible, and people will not engage. Credibility of a law enforcement agency becomes most important when discussing quality-of-life issues within a community. Quality-of-life issues cannot be mandated; they must be determined and resolved through a democratic and participatory process

representative of all community members. Only credible leaders can successfully facilitate this process.

Police officers must be able to communicate and pay attention to the delivery of their message to achieve the highest level of intimacy possible with the communities they serve. A community needs to see, hear, and know its police agency and the agency’s members in order to trust them. Agencies cannot wait for a crisis to occur before ensuring a community knows its officers. Police interact in person with community members to forge relationships that will lead to trust. Communication involves verbal and nonverbal skills and active listening. Effective police officers communicate with their constituents and keep their fingers on the pulse of their communities. They are also accessible and approachable.

Police officers must establish relationships, make connections, and build coalitions. They must intentionally and regularly designate a portion of their time to walk door-to-door and store-to-store throughout their communities to build and foster relationships. There is no better way to create and build relationships. Relationships lead to partnerships, and that is how things are accomplished in a community. Solid community policing initiatives have been developed over the years by the IACP and the Office of Community Oriented Policing, such as internal and external assessments, leadership surveys, managerial analyses and strategic plans, and processes for developing missions and visions. If done properly, police agencies that embrace the Social Contract Theory, as well as fairness, guardianship, and effective community policing, will reap the benefits of strong community-police relationships forged in public trust.

Police officers are, by the nature of their positions, entrusted with the overall welfare of their communities. Therefore, they should use their positions of authority to teach, lead, and model the way for others, including fellow officers. By doing so, they will contribute to an improved quality of life in their communities. A byproduct of this level of commitment to the community by officers is the development

of a positive legacy. Community members will remember officers’ devotion and commitment to justice, protection, and community-oriented policing philosophies and practices. These committed officers will be remembered because they cared. Police officers make emotional connections every day that inspire the members of their communities, and they can show other officers how to do the same. At its core, communication is just information sharing, but it also builds relationships and fosters trust. Good communication helps officers to understand the needs, wants, and desires of their communities, while also developing trust within the community.

STRATEGIES FOR BUILDING TRUST

If trust building is done properly, police agencies and their communities will reap the benefits of a strong, unified community that shares a common vision, purpose, and values. Policing is complex; it is an interdependent process that involves working together and communicating with people. A major part of policing entails communication and garnering the support and commitment of community members—not always an easy endeavor.

Many small agency CEOs would argue that the very nature of a “small town police department” is entirely oriented toward building community trust. Officers in smaller departments routinely engage with residents in many facets of life. They often live in the community and are active through organizations or community activities, which creates strong relationships and legitimacy for the officers and their organization. In smaller communities, Social Contract Theory is implicitly understood, as many smaller communities are often considered somewhat possessive about their police department. There is an understanding that law enforcement’s authority is derived from the people in the community. If this premise needs further justification, town governance, particularly in small communities, is a very public and exceedingly obvious function with a recognition that the residents are the ultimate arbiters of what constitutes

quality policing. They will be heard at budget hearings, town meetings, and other local, well-attended functions. In many communities, the chief of police is called “Chief” out of respect because everyone in the community knows his or her first name. This level of intimacy requires that the CEO have his or her finger on the pulse of the community, and this situation calls for police and community cooperation to determine the problems and desires of the community.

The reality is that every police agency in the United States, at least, is being subjected to a changing paradigm of delivering police services. The societal demands upon law enforcement agencies has greatly expanded the mission for the police, focusing largely on quality-of-life issues and the coordination of community services that are predicated upon mutual trust and respect. For these reasons, smaller law enforcement agencies must form or strengthen relationships with social agencies that provide services to the community, as well as churches and other faith-based organizations. There also exist opportunities for the establishment of school resource officers (SROs) within local schools to provide coaching, mentoring, and other non-enforcement initiatives by officers in uniform.

Another initiative that may consume little time for significant benefit is holding an annual meeting with a number of engaged community members to identify the agency’s strengths, weaknesses, opportunities, and threats (SWOT). Engaging the community in the direction and nuances of the delivery of police services within the community strengthens the relationships that are necessary to maintain legitimacy. Additionally, this type of meeting creates an opportunity for police and community members to engage with each other in a collaborative, non-enforcement situation.

Another way to contribute to these efforts is to highlight the great things that the department is doing—branding the image and reputation of the agency is a critical element of building trust within the community. It is in that manner that law enforcement CEOs rededicate themselves to maintaining and enhancing the agency’s

image. The goal of law enforcement executives is to continuously elevate the professionalism of their agencies, while mentoring and coaching their staff on appropriate protocols and standards.

There are several very simple steps that chiefs can take to enhance the reputation of their agencies. It’s important to keep in mind that first impressions can be lasting, so chiefs should strive to ensure that the first impression their agencies leave is a positive one. One activity that chiefs can do to bolster the professional image of their agencies is to think about how they communicate with potential employees, current staff, and the community. For example, many potential employees have applied for a position at an agency and never heard from the hiring authority on the status of their applications. What does this silence say about the perception of that agency’s professionalism? The simplicity of sending confirmation that an application has been received can be interpreted as professional and sets the standards for the agency employees that are eventually hired. First impressions last forever!

With all the demands and responsibilities that a smaller agency police chief manages, writing letters may not be at the top of the priority list. Recognizing a good deed or taking time to respond to a joyful or sad personal occurrence is not often considered an important activity for a law enforcement executive; however, it can be one of the most effective things that a chief can do to create an environment that fosters loyalty, stimulates high achievement, and brands the agency with a professional label. If the correspondence is designed to be positive, people appreciate and respond to recognition. Many people are motivated by praise, which validates and strengthens their commitment to the team. If the correspondence is designed to convey a message of clarity or specificity, a letter can prove to be very beneficial, as it memorializes the information that the chief wants the staff or community members to receive. Whatever the message, the act of establishing an agency’s identity as a proficient, caring law enforcement organization committed to professional service will not be missed by the officers or community residents.

Rewarding employees by recognizing them for a job well done demonstrates to the employees and their coworkers that the department values their work. It builds pride and reinforces a sense of belonging to a caring team and supportive organization. Oftentimes, letters of appreciation for officers are received directly from community members. While the commended officer receives a positive notation in his or her personnel folder, agency leaders should not miss the opportunity to further solidify the “branding” of the entire organization’s professionalism by acknowledging the community member’s effort to inform them of an officer’s actions.

Sending letters to local businesses is an opportunity to build a professional reputation with the community. For example, when compliance checks using underage persons attempting to purchase alcohol at local establishments are enforced, a letter of gratitude from the CEO to each business that adhered to the law and passed the check is appreciated. The letter is a reminder of the agency’s commitment to the community and professional excellence.

Professionalism is also conveyed by thanking an individual who has assisted the department. Many police departments are committed to citizen participation in the police officer selection process. Having citizen insight during oral boards has proven invaluable to many organizations as the agencies seek to hire the right officers for their communities. The community presence conveys a clear message to all candidates that the agency understands who it serves and why it exists. Personalized letters thanking citizens for their time and contributions reinforces a professional image of the agency.

In this progressive time of instant electronic communication, the personal letter remains an important communication tool that police agencies should seize as an opportunity to demonstrate the agency’s professionalism. Building and maintaining public trust is always about doing the right thing, at the right time, for the right reason—even when nobody is watching. ♡

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Eric Garner

BY

Joseph T. Wolf, Assistant Director (Ret.), ICE Office of Training and Development, and Kathryn Tucker, Master's Candidate, University of Arizona

Improved Outcomes in Racially Charged Police Encounters

MAKING THE CASE FOR DECISION-BASED TRAINING

PROCEDURAL JUSTICE AND POLICE LEGITIMACY

Procedural justice is a concept that touches on virtually all aspects of public policy. It speaks to the fundamental fairness of civil processes irrespective of race, color, creed, ethnicity, sex, nation of origin, economic status, or any other personal trait.

In modern policing, the appearance of fairness is every bit as important as the actual fairness of the outcomes of officers' work. Highly publicized incidents implicating racism or bias by officers have a corrosive effect on the public perception of law enforcement legitimacy. Police administrators and trainers must remain acutely aware that a loss of legitimacy, whether justified or not, severely undermines police effectiveness. Additionally, policy and training efforts must be sensitive to this phenomenon and take active measures to address the issues that can affect legitimacy.

According to the 2015 report by the President's Task Force on 21st Century Policing:

As our nation becomes more pluralistic and the scope of law enforcement's responsibilities expands, the need for more and better training has become critical. Today's line officers and leaders must meet a wide variety of challenges including international terrorism, evolving technologies, rising

On the morning of April 4, 2015, in North Charleston, South Carolina, Police Officer Michael Slager stopped a 1991 Mercedes-Benz sedan for a non-functioning brake light. Slager approached the car and spoke to the driver, Walter Scott. When Slager turned around and walked back to his patrol car, Scott exited the vehicle and ran away. Slager gave chase on foot.

Slager chased Scott to a lot behind a pawn shop, and the two men started fighting. Slager discharged his TASER and hit Scott, but Scott recovered and started to run away again. Slager drew his handgun and fired eight rounds at Scott, striking Scott a total of five times. Three of those rounds entered Scott's back. Scott died as a result of the shooting.

A bystander recorded the shooting on a cellphone camera, and the video was widely released.

Slager was arrested on April 7, 2015, and charged with murder. He was indicted by a grand jury on June 8, 2015. Slager pled guilty to federal civil rights violations in December 2017, and he was sentenced to 20 years in prison.

The depiction of the shooting sparked outrage. It was widely reported that in North Charleston, 37 percent of the population is white. In contrast, 80 percent of those employed by the police department are white.

In addition to the concerning circumstances that accompany a deadly encounter of this nature, such incidents also conjure wider implications about race and police legitimacy. No one can know what went on in the officer's mind when he decided to pull the trigger. What the public saw, however, was an apparently outrageous and unwarranted taking of a human life.

Racial profiling may have been the furthest thing from Officer Slager's mind when he decided to shoot. However, it's easy to understand why the people of North Charleston and minority communities elsewhere have trouble accepting this notion.

immigration, changing laws, new cultural mores, and a growing mental health crisis. All states and the District of Columbia should establish standards for hiring, training, and education.

There can be little doubt that the work of law enforcement and other public safety professionals is more complex than it has ever been. As the job grows increasingly complex, law enforcement trainers and educators must grow and expand their programs to ensure the continual evolution in delivery of the knowledge, skills, and abilities required to meet public safety needs. These advancements must consider the changing demographics of communities, which includes attention to a growing immigrant population; the disenfranchisement of people of color; and an increase in poverty across all racial, ethnic, and religious populations.

TRAINING POLICE OFFICERS IN THE 21ST CENTURY AND THE COSTS OF INADEQUATE TRAINING

Police Officer Standards and Training (POST) agencies throughout the United States administer training programs that are remarkably similar in core content. However, recent Department of Justice (DOJ) investigations of law enforcement agencies have found that in-service training varies widely by agency in quantity and quality. The absence of high-quality in-service training addressing racial and immigration issues can have a significant, negative impact on the performance of a public safety agency.

It is vital that police academy and in-service training foster an understanding of police legitimacy and how to improve it. In addition to the core concepts currently taught, police administrators and trainers must devise training modalities that allow trainees to execute the critical decisions that accompany day-to-day interactions on the street.

The President's Task Force on 21st Century Policing recognized the need for scenario-based training to better manage interactions and



minimize the use of force. This conclusion is supported by the findings of a number of DOJ investigations of local police departments. The Police Executive Research Forum identified the issues most likely to result in a DOJ investigation:

- Police use of force
- Early intervention systems
- Management and supervision of officers
- Racial bias in policing
- Gender bias in policing
- Interactions with persons with mental illness

According to Bureau of Justice Statistics (BJS) data, there are currently almost 18,000 state and local law enforcement agencies in the United States. Of these agencies, about half (49 percent) employ fewer than 10 full-time officers. Not unexpectedly, these smaller agencies commonly find themselves severely limited in the resources available for quality in-service training.

One of the most commonly cited reasons for substandard in-service training for public safety agencies is cost, which multiplies quickly when overtime and backfilling requirements are considered. Even in consideration of the factors described above, many agencies find it difficult to pay for advanced, reality-based training designed to address emerging trends and challenges. One small-town retired chief, writing in *Police Chief*, described it this way:

Police chiefs across the United States and around the world are confronted with meeting department budget challenges while still ensuring officer safety and the ability to provide professional law enforcement services. A police chief's budget is like a leaky bucket: despite the best fiscal controls, money still leaks from numerous causes beyond the chief's best control efforts, through court subpoenas, training, officers' shifts extended because of call volume or the necessity to complete reports, specialized responses to incidents such as major crimes or special operations callouts, and special community events.

In 2010, the Police Executive Research Forum conducted a survey of 608 police departments regarding the impact of budget cuts. Sixty-eight percent of respondents cited budget cutbacks as the reason for reduced or discontinued training at their agency. Training is often one of the first items to be cut when budgets are reduced—this is true even in the face of acknowledgement that increased officer training is vital.

In the context of law enforcement training and bad outcomes, increasing attention is being paid to the enormous costs of litigation connected to officer misconduct. According to research by the *Wall Street Journal*, the 10 largest U.S. cities paid more than \$248 million dollars to settle claims against police in 2014. Between 2010 and 2015, lawsuits of this nature cost those cities in excess of \$1.4 billion.

LEADERSHIP POLICE ORGANIZATIONSSM

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If it is accepted that better decision-making is a predominate factor leading to better outcomes in racially charged police encounters, then it is clear that law enforcement needs to find a way to effectively train officers to make better decisions.

DECISION-BASED TRAINING TO PREPARE POLICE OFFICERS

Is there a way to train officers facing complex and dangerous tasks to make better decisions? A system of decision-based training that incorporates the complexities of interracial and immigrant-related sensitivities might provide the tools required to fulfill this vital public safety training need.

In one of his books on decision-making, author Gary Klein describes the key elements involved in making choices under difficult circumstances:

[M]aking decisions, making sense of events, and adapting...are related to each other, but they create different demands on us. Making decisions, choosing what to do, is the most direct and visible challenge. Yet the choices we make depend upon how we size up the situation. Adapting to events builds on the way we understand those events and reflects our decisions and our ability to learn. These three cognitive functions appear over and over in many kinds of human activities.

Law enforcement officers make critical decisions every day of their working lives that are frequently matters of life or death for members of public and officers. In addition to the physical hazards that accompany law enforcement work, officers and police agencies increasingly face the likelihood of civil and criminal legal exposure with less-than-ideal outcomes.

The goal of traditional police training is skill acquisition and retention of learned material. The training focuses on a wide range of knowledge, skills, and abilities intended to provide officers with the tools they need to safely succeed. However, most law enforcement training programs spend little if any time teaching and practicing critical

decision-making skills under stress or in circumstances complicated by racial, cultural, or nation of origin differences.

Unanticipated encounters place a responder in a momentary position of disadvantage. This disadvantage, under unanticipated or uncontrolled conditions, may lead the responding officer to react in unlawful ways or in ways counter to agency policies. They are *reacting*, not *thinking*. This disconnect occurs because intense startlement or shock disrupts the part of the brain that analyzes, thinks, and decides. It is how the untrained human brain reacts to the perception of an imminent threat. Without proper training and rehearsal, officers working in these conditions are very likely to ignore racial or cultural sensitivities by tightly focusing on the mission objective in front of them, rather than the wider implications of their choices.

Writing in *Police Chief*, psychologist Lawrence Blum and Police Chief Joe Polisar identify three principles that form the foundation for an effective stress-exposure training program:

- Officers must develop a working knowledge of, and familiarity with, the reactions of their brains and bodies under stress-exposure conditions. The researchers stress that this cannot be achieved under classroom conditions or in predictable scenario-based training.
- Officers must be taught to control and mediate their reactions to stressful events in real time.
- Officers who do not have a great deal of rehearsal experience in police work must build self-confidence.

FOUNDATIONS OF DECISION-BASED TRAINING

In order to understand how training can effectively improve officers' decision-making skills, it is essential to have a basic understanding of how people make decisions.

Naturalistic decision-making (NDM) is a framework for studying the way people make decisions. In formulating this method of study, researchers learned

that people make decisions in ways counter to the accepted norms of the day. Rather than relying on previously formulated strategies in forming judgments, people generally relied on their personal experiences—things they learned for themselves—in reaching their decision.

In examining the performance of people in field settings (e.g., Navy commanders, jurors, nuclear power plant operators, Army small unit leaders, and airline pilots), researchers changed their ideas about decision-making. It became clear that the decision-making processes involved people drawing upon prior perceptions and recognition of situations—not just making a choice from a list of options available at the time the decision was required.

The recognition-primed decision (RPD) model then grew out of the NDM theory. The RPD model holds that when people need to make a decision, they can quickly match the situations to patterns they've learned in the past. If their minds create an appropriate match, they can accomplish an effective course of action. This is how people can still make good decisions even when they don't know all the options available to them in a given situation. The RPD model is a blend of intuition and analysis.

The RPD model teaches that people combine two ways of arriving at a decision:

1. Recognizing a course of action that makes sense, and
2. Imagining the course of action in the circumstances at hand to see if the results will make sense.

Experiments with the RPD model demonstrated that experienced people have a huge advantage over the inexperienced in decision-making situations. Experienced people can match the situation to something that they've seen before and take action. Inexperienced people must cycle through available options (often through a process of trial and error) to reach a decision. In critical situations when time is of the essence, this delay in action can lead to tragic outcomes.



In describing optimal training modalities for law enforcement personnel, author Kenneth Murray observes:

It goes by many names, but the premise of the training remains the same. Place a student into a setting that simulates a real-life encounter in order to test his ability to respond to that incident while acting within departmental policy and the law. Sounds easy. It's not. If it is to be done properly, the training must be a highly structured, carefully designed situation with predictable outcomes and tightly structured roles and responsibilities for the training staff.

In a 2003 DOJ Community Relations Service (CRS) study entitled *Principles of Good Policing: Avoiding Violence Between Police and Citizens*, the DOJ-CRS identified nine areas of special concern based upon empirical research, in order to emphasize areas of police-community interactions that most commonly result in friction.

Use of Deadly Force: Officers with conflict resolution and persuasion skills might be better at finding methods for de-escalation and avoiding high levels of confrontation; a high standard of ongoing specialized training is essential in minimizing the risks.

Arrest Situations: More officers' lives are lost in arrest situations than in any other on-duty circumstances. In an FBI study on 1992–2001 data, it was found that over 34 percent of officers slain were involved in arrest situations; volatile arrest situations are often a flashpoint for clashes between the minority community and police.

Responding to Disturbance Calls:

Officers are frequently called upon to intervene in disagreements between two parties (with an emphasis on domestic violence), knowing little about the conflict and having minimal authority to correct underlying issues. It's not unusual for both parties involved in the disagreement to direct their wrath at officers; thus, training must focus on officers' demeanors, attitudes, and skills in controlling enraged participants.

Traffic Stops and Pursuits: Procedural mistakes and complacency can result in an officer being assaulted or using force to resolve a problem that could have been avoided; emotions run high in many encounters due to the potential dangers involved.

Investigating Suspicious Persons:

Problems arise in the inability to clearly define and articulate what "suspicious" means—the perception of harassment may result in confrontation, and police training often fails to prepare officers to deal with the ambiguities involved.

Handling, Custody, and

Transportation of Prisoners: The handling of prisoners results in higher levels of assault than one might expect; significant numbers of altercations occur where bookings take place.

Handling People with Mental

Impairment: Police must develop better approaches for dealing with persons with mental health issues and learn better channels of communication to prevent escalation and violence.

Hostage/Barricade Situations: Medium and large police agencies have developed special teams to cope with

these events. A special degree of skill and experience is required to resolve these situations without violence and often using force serves only to escalate the problem and might inflame community sentiments—especially if a minority individual or group is involved.

Drugs and Gangs: The proliferation of gangs and their increased firepower creates divisions within communities, escalating homicide rates, and increasing demands for more aggressive policing. Specialized training is required for investigations, making arrests, and gaining community support, among other issues.

It is evident how these areas of concern intersect between law enforcement mission priorities and daily life in economically disadvantaged, immigrant, and minority neighborhoods. Training efforts must focus on ensuring the safety of all concerned, maintaining law and order, and delivering services and justice equally.

CONCLUSION

By providing officers and other public safety professionals specialized training in making better decisions, favorable impacts can be efficiently and economically achieved. It is vital to supplement traditional law enforcement skills-based training with advanced concepts in critical decision-making. Traditional training must be combined with a thorough understanding of the role of procedural justice, along with instruction on the impact of perceptions of inequality on police legitimacy and effectiveness.

A blended modality of computer-based, instructor-led, and immersive scenario experiences can be delivered to achieve this important training goal with minimal budget impacts. However, a robust system of policy, procedures, and properly crafted specialized curricula is required to meet this vital training need. ♡



PSYCHIATRIC TECHNIQUES IN THE SELECTION AND TRAINING OF A POLICE OFFICER

IACP
THROUGH
THE YEARS

1968

IN SAUSALITO, WE ARE STRIVING TOWARD THE PROFESSIONALIZATION THAT WE ALL HAVE PROFESSED FOR SO MANY YEARS. Our premise is that the important step is the selection and training of men who are capable of performing police service in a professional manner. We are accomplishing this through the pre-employment psychiatric interview and in-service psychiatric training sessions.

The techniques used in selection of police officers today vary from community to community across the country. The selection method ranges from a complex evaluation based on psychological, situational, and technical information testing to the simple character check for a criminal record. In today's society, however, the police officer, particularly in the urban and near-urban areas, must have a basic knowledge of sociology and human behavior. It has been demonstrated that no matter how well educated and trained an officer may be, disastrous results may follow one of his decisions unless his emotional makeup is such

that it allows him to relate to the emotional stress of the job without causing untoward reactions. What we can do to help the police officer avoid this has become our concern.

In common with many other police departments, our recruiting process begins with a written examination, which eliminates about 70 per cent of candidates. This is followed by a physical agility test, the successful completion of which leads the candidate to the oral interview. Our oral interview board is comprised of police officers from departments other than our own, although one of our men sits in as an observer. The candidates who receive satisfactory ratings on the oral interview, before passing on to the physical examination and intensive background check, are scheduled for a psychiatric interview. It is at this point that our selection process diverges from the usual five-step recruiting procedure. In this interview, the psychiatrist reviews the individual's stability and potential suitability for the police service.

IACP Through the Years article reprints reflect the eras in which they were first published and should not be construed as necessarily reflecting the IACP's current view or stance on topics.

In celebration of IACP's 125th anniversary, each 2018 issue of Police Chief includes a republished article from the magazine's history, which dates back to 1934. This article is from the April 1968 Police Chief.

With the advent of the California Peace Officers Standards and Training Commission in 1958, we were given a medium through which basic standards for the recruitment and training of police officers could be set. About 95 per cent of the police agencies in California have adhered to these standards and have made great strides toward achieving what we call professionalism. We are able to send our recruits to POST-sponsored schools and, under a system of state penalty assessment on certain fines levied by the courts, the city is reimbursed for the expense. The reimbursement plan eliminates any excuse for a city not to participate actively in the POST training program.

To the basic and on the job training, we have added a supplementary, continuous psychiatric in-service training program, conducted by a psychiatrist.

HOW OUR PROGRAM WORKS

Our program began in 1964 when the City Manager and the Chief of Police asked that the police officer candidates have in addition to the routine oral and written examinations, a psychiatric evaluation by a trained psychiatrist rather than psychological testing. The reasoning was that it would screen out candidates who had obvious emotional defects which would be a handicap in doing the kind of work required of him in this city.

Sausalito is a suburb of San Francisco, the first suburb north, across the Golden Gate Bridge. It is a unique city of approximately 7,000 year-round residents and has a socio-economic structure comparable to that of an urban city. There are two major minority groups—the African American and the Portuguese American. There is a transient population of single individuals and young married couples who commute to the San Francisco area. There is a very large tourist population attracted by our location, scenic views, and shops. For a long time, it has been an attractive spot for

such indigent people as the beatniks, hippies, artists, and bohemians. It has the usual middle to upper middle to very high income group families, and a solid core of shopkeepers. It has several small industries which employ approximately 2,800 people in addition to the regular inhabitants. There is a yacht community and a small fishing industry. There are the usual political divisions, from extreme left to extreme conservative right, all voicing opinions about the police department and how it should be operated.

In short, all concerned believed that the police should not be of the night watchman type or super-detective type, but very stable, mature representatives of law enforcement.

With this in mind, the psychiatric interviewing was initiated to select officers who would integrate well not only within the police department but also within the community. The department is limited to a force of 17 sworn officers, two traffic officers, and three women and one male clerk to handle radio dispatch and clerical duties. By the standards of the Attorney General's office, the department, at the moment, is understaffed.

Officer candidates who pass the written test and the oral boards are sent to the psychiatrist for evaluation. The psychiatrist does not conduct his interview by using a prepared set of questions, but he does have in mind a profile of a psychiatric personality, which he uses as a standard of acceptability. The interview begins by placing the candidate at ease, in much the same manner that an initial psychotherapeutic examination takes place. The psychiatrist obtains information about the candidate's background, family relationships, and interpersonal relationships with friends and former employers. From this, he judges whether the candidate has a stable emotional background and also if his interest in police work is sublimating his basic emotional structure or if he is entering police work only to solve some kind of internal

emotional problem. This distinction is defined as a sublimated personality versus the reactive personality. The interview takes from 45 minutes to one hour and a half. Information revealed in the course of the psychiatric evaluation remains confidential between the candidate and the psychiatrist.

The psychiatrist reports to the City Manager and the Chief of Police only whether the candidate is suitable for the job. If the candidate presents a borderline psychiatric evaluation, there may be a repeat interview or the candidate may be recommended only on a basis of reservation and a trial period may be instituted. Throughout the course of the year, the psychiatrist can follow up and make further evaluations at the group sessions as to whether or not he was correct in his evaluations.

At the end of about a year and a half, in which the pre-employment psychiatric interview method was in effect, one of the psychiatrists proposed to the City Council that a program be worked out to offer the police department a continuous psychiatric consultation service in the form of individual sessions and groups sessions. The Chief of Police and the City Manager accepted the suggestion, although the Chief had some reservations about it.

Formal lectures, followed by a question and answer period, were started to give officers an evaluation of the problems they encounter and an opportunity to air internal department problems. Today the program consists of the formal lectures, some individual interviews, and some group sessions.

The formal sessions are primarily devoted to discussions of the confrontations that the police officer can expect in his work. These cover such problems as the acute psychotic patient and how he is to be handled in a proper medical manner; dealing with family quarrels and the causes of them, with distraught parents in search of a runaway child, with drug addicts and the types of drugs they use, etc. We discuss the historical and psychological

A SPECIAL COMMENT BY CHIEF KREINS

To say that our first consideration of having an in-service psychiatric program was met with a lack of enthusiasm is an understatement. Even I had serious reservations about such a program, primarily because of the implication the use of a psychiatrist by the police department would have for the public.

My first contact with Dr. Shev came during my own pre-employment psychiatric interview. At that time, he asked if I would be interested in an in-service psychiatric program for the department if I were employed as the chief of police. I stated I would consider such a program and its uses if and when I was employed but only in its relationship to other needs of the department. I next had contact with Dr. Shev at a meeting to discuss the program after I was appointed chief of police. I learned that the City Council had allocated funds to institute the program and its purposes were outlined for me. While I had always advocated the use of pre-employment psychiatric interviews, I doubted the value of the individual consultation; and although I approved holding the classes periodically, I believed there were other areas where this expenditure of funds could be better utilized. The City Council, however, agreed to provide for the other needs, and I saw no reason not to institute the program.

In August, 1966, preliminary classes were conducted, devoted to discussions of attitudes, provocations, feelings toward minority groups, hippies, homosexuals, etc. Departmental personnel seemed to share the same reservations I had about the first few classes. A small amount of animosity toward Dr. Shev was obvious. On a monthly basis, the classes probed into other related areas. There was ample time allotted to question and answer discussion after the initial lecture.

Over a period of time, the discussions became more open and frank. Dr. Shev met less resistance but the officers still continued to challenge him. The pre-employment psychiatric interview has eased the acceptance by officers of the program. By properly publicizing the program, we have been able to eliminate the apprehension on the part of those involved. There is no longer a reluctance on the part of the personnel to participate and a great deal of value has resulted. In some cases, we have been able to reorient the thinking of some officers and this has vastly assisted us in the area of human relations. We have generated interest of others outside the department. We have had wives of officers and members of the City Council in attendance. Other departments in the county have expressed interest. The greatest resisters to the program and the most provocative individuals have become the best advocates of the classes. I now believe that the program is, and has been, a valuable and necessary asset to the department.

meaning of pornography and the sex offender. We have discussed what goes into the psychological makeup of a person who wants to become a police officer and why the job is attractive to him. All of the elements concerned with these and similar subjects are brought out in active discussion by the group. These varied discussions have done much not only to help the morale of the officers but to give them information about themselves.

Our program has been successful, we believe, for a number of reasons. First, the City Council supported the program from the very beginning. Second, the Chief of Police, although not very enthusiastic about it at first because he felt it would detract from the police image if the public believed the police needed psychiatric help, has become more enthusiastic and feels it affords his men a very good adjustment. Third, in discussions with other law enforcement officials, it became apparent that

this is a recent innovation and other departments feel a similar psychiatric in-service program would be of benefit. Fourth, the high caliber of the officers selected—all have some college education—has helped us obtain information about how the “man behind the badge” feels in terms of what he has to contend with on the street.

Our goals have been to recruit and train police officers who will develop a humane approach to the problems of law enforcement. Our police officers must contend with such difficult and diverse situations as those created by drug addicts, hippies, bohemians, and artists, as well as the very rigid people on the hill who are members of extreme political points of view, in addition to the routine duties of crime prevention, detection, and enforcement.

We feel that this program has enabled us to develop a nucleus of very solid men. As one of our police sergeants has said, whether the officer is in a small

community such as ours, or in a large urban area, he still must perform his duties as an individual person and be his own judge and counsel at all times. He must make decisions that are not disastrous. And it is only after an event has occurred that he can really determine whether or not he made the right decision. There is no outside help available at the moment of decision.

SUMMARY

The pre-employment psychiatric interview has prevented the hiring of men who want to enter the police service for emotional illness reasons rather than sublimated, mature, and stable reasons. It is much better to use the therapeutic interview technique than the psychological index type of judging since it gives the interviewer a first-hand impression of the person being interviewed. The selection technique leads to the hiring of a higher caliber individual. This makes for a very homogenous group of officers working together. It allows for a great deal of creativeness within the department and within the individual. The men are totally encouraged to continue their education and to resolve any emotional problems in their interviews with the psychiatrist, either individually or in a group session.

This new and provocative program will stimulate a great deal of comment, both pro and con, but it is our sincere hope that we can generate some change in the age old methods of police recruiting and training that will ultimately lead us to our goal of professionalism. ♡

COMING NEXT MONTH:

“Transit Terrorism: Beyond Pelham 1-2-3” by Henry I. DeGeneste and John P. Sullivan, from the February 1996 issue of *Police Chief*.

IACP

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IACP's Women's Leadership Institute (WLI)

addresses the unique challenges and opportunities women face and helps them to succeed as they rise through leadership positions in public safety organizations. The course is open to men and women in sworn and non-sworn positions.



Women's Leadership Institute participants will:

- Further leadership skills and prepare for advanced leadership positions.
- Understand internal and external stakeholders and the impact of their individual differences.
- Learn the value of and how to have crucial conversations.
- Create a strategic career plan.
- Meet and learn from others to bring proven practices and strategies back to their organizations.
- Increase their professional network.

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\$1,380. This includes course materials and select meals.

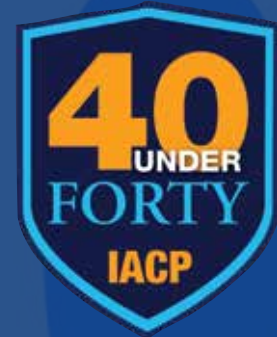
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The IACP is proud to recognize the following law enforcement professionals through the 40 Under 40 award.



THE IACP'S ANNUAL 40 UNDER 40 AWARD PROGRAM IS DESIGNED TO RECOGNIZE INDIVIDUALS in law enforcement under the age of 40 who demonstrate leadership and exemplify commitment to the profession. The dedicated law enforcement professionals selected for the 2018 award were chosen from a very competitive field of applicants and embody the qualities inherent in excellent law enforcement personnel and leaders.

This year's awardees represent local, state, and national law enforcement agencies, the military, university police departments, and federal agencies. They hail from 11 countries—the United States, Canada, Colombia, the United Arab Emirates, Spain, Israel, the United Kingdom, Pakistan, Australia, Mexico, and Taiwan—they include chiefs of police, sergeants, investigators, lieutenants, and numerous other roles and ranks, serving their communities in both sworn and non-sworn positions.

These extraordinary individuals are driven by their commitment to their

agencies, the profession, their colleagues, and their communities. Regardless of rank, they have strived to raise the bar for those who serve their communities, and they model servant leadership and dedication on a daily basis.

The 2018 40 Under 40 award winners recognize the value of collaboration, teamwork, community service, outreach, and education. They entered the field of law enforcement to protect those who cannot protect themselves, to uphold the rule of law, to ensure justice for all members of our global communities, and to improve the world

around them. Many of them are most highly motivated by helping others to achieve personal and professional growth, striving to help those around them reach their goals or attain success.

These leaders of today and tomorrow improve their communities and the world every day, going above and beyond the call of duty to make their communities a better place for their loved ones, the public, and future generations. ♡





**ELISABETH
ALBANESE**

LIEUTENANT
Beverly Hills
Police Department,
California

AGE: 39

Inspired to enter the field of law enforcement by her family's legacy, **LIEUTENANT ELISABETH ALBANESE** has served with the Beverly Hills Police Department for nearly 18 years. Her ability to multitask has enabled her to earn a juris doctorate, gain admission to the California State Bar in 2008, and work part-time as an instructor at the University of San Diego for its online Master of Science in Law Enforcement and Public Safety Leadership program. Currently, Lieutenant Albanese serves as the executive officer to the Beverly Hills Police Department's chief of police. This position utilizes her extensive skill set, particularly her strong work ethic, exceptional interpersonal skills, and ability to excel in high-pressure situations, as she manages the department's Internal Affairs Division and Community Relations while also serving as the public information officer.

“
It has always been a priority for me to advocate for others who are in need—whether a victim in need of help, a subject in need of services, or an officer in need of mentorship.
”

During her time with the Beverly Hills Police Department, she has implemented multiple software solutions in order to increase the department's efficiency and access to information. Lieutenant Albanese led an implementation team for the department's \$2 million CAD/RMS replacement while coordinating with multiple police divisions, different city departments, and various other law enforcement agencies. Not only is she successful at managing large projects and updating the department's technology, Lieutenant Albanese is the command staff member that many rely on for legal analysis and opinion, and she has developed thorough, comprehensive policies for the agency. She takes pride in being detail-oriented and having a positive impact on her community.



**ANOUD
ALSAADI**

CAPTAIN
Dubai
Police-General
Department of
Forensics

AGE: 38

CAPTAIN ANOUD ALSAADI is the president of the Dubai Police Female Officer's Council, a prestigious organization with the goal of furthering the leadership of female police officers. While growing up in a law enforcement family, from an early age, she aspired to be a high-ranking police officer, and Captain AlSaadi's ambition, hardworking nature, and passion have enabled her to move up the ranks to achieve this goal. As a captain, she represents the police force in local and regional events such as conferences and symposiums. Along with her duties as a captain, she serves on her department's human resources selection committee, and she accompanies the Dubai police commander in his annual inspections of police departments, a position that indicates a high level of trust. During her service, Captain AlSaadi has received more than 50 commendations and thank you letters for her achievements and exemplary work.

“
I am lucky to be serving in a modern and innovative police force that empowers female officers.
”

Not only is Captain AlSaadi a strong leader in the field of law enforcement, she also is a toxicology forensic expert who has published numerous papers in the field of toxicology, and she is a member of the International Association of Forensic Toxicologists. She enjoys being able to follow both her passion for law enforcement and her passion for forensic science without compromising her goals. In addition to the many achievements she has already accomplished, Captain AlSaadi aspires to become an authority in the field of forensic science and the first female assistant commander in the Middle East.



**MAURICIO
ANDRÉS
CARRILLO
ALVAREZ**

MAJOR
National Police
of Colombia

AGE: 39

For over 20 years, **MAJOR MAURICIO ANDRÉS CARRILLO ALVAREZ** has worked for the National Police of Colombia, showing exemplary leadership and service to his community. Always striving for innovation, in his current role as the head of the academic area of the postgraduate school of police of the National Police of Colombia, Major Carrillo designed and implemented new training curricula for officers, including two new graduate programs in police service that have improved the professionalism of the police force and have modernized the department. During his career, he also led successful efforts to improve the administrative processes of the agency and to implement quality management systems. In addition, he is currently working with a bilateral team to transform the Republic of Panama's police training and education, based on the best practices he instituted in Colombian police training. This project has helped Colombia and the Republic of Panama work together. Through Major Carrillo's guidance, professionalization of the National Police of Colombia has improved the agency's service to the community in the current post-conflict context.

“
I am motivated by the service to others... Being a policeman has been the greatest honor I have been able to obtain.
”

Major Carrillo entered law enforcement at the age of 17, during one of the most violent periods in Colombia's history, seeing policing as way to serve and improve his country and community. He is committed to his work and continues to enjoy serving his community, motivated by the knowledge that his work is contributing to the creation of better police officers who will lead the National Police of Colombia in the right direction.



**ANDREW
ATKINSON**

OFFICER
Aspen Police
Department,
Colorado

AGE: 35

HUMAN SERVICES OFFICER ANDREW ATKINSON of the Aspen Police Department constantly works to change and improve the lives of high-risk populations in his community. Through his compassion and leadership, he builds relationships with people experiencing homelessness, people with substance abuse issues, and people with mental illnesses. Officer Atkinson has touched the lives of numerous people, assisting them and encouraging them to attend rehabilitation facilities and meetings. He perseveres in his efforts despite many challenges and supports people on whom others have given up.

“
I am now proud to say that I have the best customer service job possible.
”

Officer Atkinson has particularly improved the communication and the relationship between the Aspen Police Department and people experiencing homelessness. By communicating with the population frequently and by attending Adult Protection Team meetings and homeless shelter staff meetings, he has become a point of contact between the police department and homeless shelter organizations. He has also worked with detox facilities to financially assist people with substance abuse issues and to help these people. Through his efforts at building relationships with people in high-risk populations and the organizations that seek to help them, Officer Atkinson has improved the trust between these populations and the police department.

Officer Atkinson's motivation to serve comes from his family and the people he helps every day. Long interested in a career in emergency services and spurred into action after losing a friend, he worked as an EMT and a firefighter for five years before joining law enforcement. Officer Atkinson's commitment to serving high-risk populations is a testament to his compassion and support of others.



**SIMON
BOISJOLI**

SERGEANT
Royal Canadian
Mounted Police

AGE: 35

SERGEANT SIMON BOISJOLI works for the Royal Canadian Mounted Police in investigating terrorism. He was the primary investigator for the 2012 U.S.-Canada investigation of a terrorist plot to derail a train. Sergeant Boisjoli and his investigative team successfully stopped the attack from happening through out-of-the-box technical planning and continuous work. During this investigation, he was an important representative for the investigative team, acting as a liaison to both domestic and international partners.

“
I work hard so others may live freely. The challenges and sacrifices are worth it as long as peace and humanity prevail.
”

In addition to Sergeant Boisjoli’s excellent investigative capabilities, he also demonstrates outstanding leadership and a strong work ethic. He shares his knowledge in the field through teaching, including serving as an instructor for the National Security Criminal Investigators course. He leads by example and promotes the personal and professional development of other officers by assigning team members responsibilities and supporting the decisions of those team members. Teamwork, open communication, confidence, and achievable goals are Sergeant Boisjoli’s keys to a successful investigation. He asks for the opinions and cooperation of his team members before making informed operational decisions. Though investigations can be lengthy and taxing, Sergeant Boisjoli actively works to maintain his team’s morale to keep investigations running efficiently and smoothly. Through all of this, he reminds his team to consider legal issues and ethics when approaching new options and methods of investigation.

Sergeant Boisjoli is motivated by the drive to keep others free and safe. He sees policing as a form of paying it forward, a way of helping people do what they could not do on their own.



**ELIZABETH
BROWN**

CAPTAIN
Amarillo Police
Department, Texas

AGE: 38

CAPTAIN ELIZABETH BROWN has held many different positions in the Amarillo Police Department throughout her 18 years at the agency. She started as a dispatcher in 2000 and was instrumental in transitioning the Amarillo Police Department’s dispatch center to a centralized emergency communications center. She served as watch commander in the Uniform Division, the State of Texas Region One Amber Alert coordinator, the Hostage Negotiation Team commander, a Special Victims Unit detective and supervisor, and a Dive Team member before becoming uniform commander, her current position. In 2006, she was awarded the State of Texas Recognition Award for completing her degree while simultaneously working full-time as a police officer. She has paved the way for female officers in her agency to advance in their careers, serving as the first female watch commander and first female captain in Amarillo Police Department’s history.

“
Helping others reach the best version of themselves motivates me. I inspire others to create a better world through continuous growth.
”

While working on her master’s degree at West Texas A&M University, Captain Brown conducted unprecedented research for the Amarillo Police Department that was used to increase the department’s efficiency. One such adjustment was changing the patrol schedules from six separate patrol schedules to three schedules. Her strong leadership and diplomacy skills allowed her to navigate the challenges associated with this adjustment and help the department through the transition. As uniform commander, Captain Brown also decreased the department’s emergency response time from 10 minutes to less than 7 minutes, decreased the nonemergency response time from 22 minutes to 12 minutes, and implemented Data-Driven Approaches to Crime and Traffic Safety (DDACTS). Using DDACTS, the department expects to lower the city’s crime rate and traffic fatalities within five years.



BRUCE BUTLER

FEDERAL WILDLIFE ZONE OFFICER

U.S. Fish and Wildlife Service, Division of Refuge Law Enforcement

AGE: 38

FEDERAL WILDLIFE ZONE OFFICER BRUCE BUTLER JR.

worked in Puerto Rico and the U.S. Virgin Islands for nine years before moving to Vieques, where he was the lone federal wildlife officer patrolling the 17,000-acre Vieques National Wildlife Refuge. He worked to improve the resources available to the territory's National Wildlife Refuges and to build partnerships on the island. When he first arrived, the lack of a consistent law enforcement presence on the refuge had led to many visitors becoming victims of property crimes. Officer Butler implemented a plan that helped drastically lower the rate of property crimes and improved collaboration with the community and other law enforcement agencies. Due to his leadership and dedication, he was elected president of the Puerto Rico chapter of the Federal Law Enforcement Officers Association (FLEOA), and he is currently serving on the FLEOA National Executive Committee. In March 2017, Officer Butler transferred to north Florida.

After Hurricane Maria in September 2017, Officer Butler was once again deployed to Puerto Rico and the U.S. Virgin Islands, this time to provide humanitarian relief. Using connections from his previous experiences there, he was able to gather support from local and federal partners.

Officer Butler graduated from the 254th session of the FBI National Academy at age 33 and was appointed by the Florida governor to serve on the Clay County Development Authority Board. He has proven to be determined and calm under pressure, whether he is making an arrest in a crowded and hostile environment or leading a search and rescue operation.

“
Whether it be helping a person change a tire on the side of the road or reuniting a lost child with their parent, there is no greater feeling in this world than helping a person in their time of need.
”



DAVID CARABIN

ASSISTANT CHIEF/DIRECTOR

Boston Police Department, Massachusetts

AGE: 39

As director of the Boston Regional Intelligence Center (BRIC), **ASSISTANT CHIEF DAVID CARABIN** has greatly contributed to the success of the award-winning intelligence center through his leadership and knowledge. As director, Assistant Chief Carabin has contributed to the design and growth of BRIC SHIELD, the information sharing program for Boston's private sector partners. He also oversaw the creation of the Boston Real Time Crime Center, which provides critical leads for investigations. His policies and programs have provided the foundation for the center to thrive. Following the 2013 Boston Marathon Bombing, Assistant Chief Carabin skillfully managed an operation supporting a multiagency and multijurisdiction public safety response and investigation.

Prior to becoming director, he completed a master's degree in security studies at the U.S. Naval Postgraduate School Center for Homeland Defense and Security while working full-time as a senior intelligence analyst at the Boston Police Department. His career also included a brief tenure in Utah, during which he developed and commanded the Utah Statewide Information and Analysis Center.

In addition to his work at the BRIC SHIELD and the Utah Department of Public Safety, Assistant Chief Carabin served on the Criminal Intelligence Coordination Council, Global Justice Information Sharing Initiative, Major Cities Chiefs Associations' Intelligence Commanders Group, the National Fusion Center Association Board of Directors, and the George Washington University Center for Cyber and Homeland Security. For his positive influence and dedication, he was awarded the Emergency Management Digital Distinction Award.

“
As a law enforcement professional, I am motivated by the selfless acts displayed by my colleagues, the comradery among my peers, and my responsibility to protect and serve the community.
”



**BLAKE
CHERSINOFF**

DETECTIVE
Vancouver Police
Department, British
Columbia

AGE: 32

Currently a detective in the Sex Crimes and Child Abuse Unit, **DETECTIVE BLAKE CHERSINOFF** has always been committed to community policing, as evidenced, for example, by his development of the app iPatrol+, for which he received the Vancouver City Service Award for Innovation. The app records the activity of community policing volunteers in order to direct patrols and city clean-up crews and to record chronic issues that could lead to street disorder. The app gained national and international success and had been downloaded 3,050 times and in five countries as of August 2018.

Another of Detective Chersinoff's successful community policing initiatives was the reorganization of the Granville Community Policing Centre to maximize service delivery to the community, resulting in 60 percent more volunteers, increased efficiency, and a reduction in nonemergency calls to police.

To improve response time to opioid overdoses and increase public safety in Vancouver, Detective Chersinoff came up with the idea for high-visibility street signs along high-risk lanes where overdoses occurred most frequently. The goal behind the signs was to make it easier for the public to inform law enforcement and emergency health services of the exact location of the overdose victims. As of late 2016, more than 60 lanes had these signs installed.

Detective Chersinoff has repeatedly demonstrated excellence in working with the community, playing an instrumental role in improving communication between the LGBTQ+ community and police, as well as earning the Chief Constables Unit Citation for his work as a liaison at the Occupy Vancouver encampment site consisting of thousands of protestors.

“
A career in law enforcement presented a concrete way for me to work in a field where I could make a positive difference in other people's lives and work to facilitate the diversity of my community.

”



**ALFREDO
DÍAZ SÁNCHEZ**

INSPECTOR
Spanish National
Police

AGE: 39

INSPECTOR ALFREDO DÍAZ SÁNCHEZ, worked on Operation Mito, an investigation against one of the biggest drug traffickers in Europe, which resulted in the seizure of 5,000 kilograms of cocaine, the seizure of 15 million euros worth of property and real estate, and the arrest of 43 people. He also worked on Operation Bucaramanga, which included the seizure of 2,400 kilograms of cocaine, and Operation Risaralda, which included the seizure of 1,200 kilograms.

Inspector Díaz Sánchez's interest in serving his community led him to complete a degree in law from the Universidad Complutense de Madrid, a master's degree in police sciences from the Universidad de Salamanca, and a master's degree in criminology. Dedicated to fighting drug trafficking and organized crime, he joined the Central Narcotics Brigade and conducted research on the topic in hopes of ending the illicit drug business. His work on the Central Narcotics Brigade requires constant availability and sacrifice.

While working as a research inspector, he has also been chief operating officer of Group 43 of Section IV since 2011, and, since 2015, he has been developing the group headquarters of the Special Response Group against Organized Crime (GRECO) in Galicia. Inspector Díaz Sánchez has developed good relationships with international agencies, such as the Colombian National Police, the British National Crime Agency, and the U.S. Drug Enforcement Administration. Among his many accomplishments, he has received international recognition; he received an Honor Medal from the French Police, a medal from the intelligence unit of Costa Rica, and an anti-narcotics badge from the National Police of Colombia.

“
I chose this profession because it satisfies me enormously to serve society, enforcing the law to those who violate the law and ensuring a safe life for all people, not only in my country, but also across the world.

”



**SETH
ELLINGTON**

ASSISTANT CHIEF
Kaysville Police
Department, Utah

AGE: 39

ASSISTANT CHIEF SETH ELLINGTON became an officer to make a difference in peoples' lives. Known as an extraordinary leader, he provides unbiased and honest feedback that has the ability to redirect people without harming their morale. His fellow officers turn to him for advice and support for both professional and personal issues. Assistant Chief Ellington's leadership and ability to inspire others has led to the successful recruitment and retention of talented officers at Kaysville Police Department, losing not a single officer to another department in four years. This success comes from his sincere efforts to build relationships with and advocate for the officers he leads.

“
I am motivated by the people I work with every day—our greatest successes in life are often found in helping others succeed.

Assistant Chief Ellington's skills and innate leadership ability led him up through the ranks to his current position as assistant chief of police. He was instrumental in helping the department change from an enforcement model to a model of community service and partnership. City leaders and community members look to Assistant Chief Ellington for guidance. He leads by example and is admired in his department. Assistant Chief Ellington also recently graduated from the Southern Police Institute's Administrative Officers Course, an intense, three-month course that was located 1,600 miles away from his family and coworkers.

Assistant Chief Ellington is motivated by his ability to serve the community. He aims to create a positive and supportive environment for his peers, and he wants to help those he works with to become successful.



**TIMOTHY
FOX**

LIEUTENANT
Montclair State
University Police
Department, New
Jersey

AGE: 39

Inspired to maintain community trust in law enforcement and provide a safe environment for everyone, **LIEUTENANT TIMOTHY FOX** joined the Montclair State University Police Department in 2004. He graduated from the New Jersey State Association of Chiefs of Police Command and Leadership Academy, a rigorous course that incorporates the tenets of the West Point program. He quickly climbed the ranks in his department, becoming involved with mounted patrol and becoming investigations commander before being promoted to lieutenant. He has managed multiple large events and the security for them while at Montclair State University, including candidate debates, large parties, protests, concerts, athletic events, legislative hearings, and graduations. His leadership in event management includes the development of an incident command structure that emphasizes planning and safety.

“
Maintaining the trust of our community members and working hard to provide an environment where everyone feels safe motivates me every day.

To further improve his leadership skills and service to the community, Lieutenant Fox attended multiple leadership programs abroad, such as the Battle of the Bulge Ardennes Leadership Experience, that took him to six different countries. Through these experiences, he has become more culturally aware, and he's able to incorporate this knowledge into better serving the university's diverse community. He also works as a liaison between the police department and the Office of Residence Life, the Center for Student Involvement, Greek Life, and Campus Recreation. In addition to serving his community through law enforcement, he coaches a youth ice hockey team. Lieutenant Fox's dedication to his community also led him to successfully fundraise and play a pivotal role in crafting a strategic plan to help his former high school stay open and running for years to come.



NAITHAN GURULE

CHIEF
Los Lunas Police Department, New Mexico

AGE: 37

CHIEF NAITHAN GURULE took the helm at Los Lunas Police Department in 2013, at the age of 33, during a time of strained community-police relations. In his almost five years as chief, he has implemented many changes that have improved these relationships and the department in general. Chief Gurule encourages feedback from and communication with the community to better serve their needs, as shown in the monthly meetings he has organized with local business owners in order to facilitate conversation and positive interactions between the police department and the business owners. Another step that Chief Gurule has taken to improve community-police relations is to encourage experimentation among his officers while still upholding the department's values. He understands that in order to enhance policing, the department needs to try different methods.

“
I owe my success to the team of leaders who surround me and provide support to me so that we can succeed as a team.
”

In 2003, Chief Gurule received the DWI Officer of the Year award. Knowing and understanding the importance of traffic safety, he created and implemented the first DWI and Traffic Units in the Los Lunas Police Department. Due to Chief Gurule's emphasis on traffic enforcement, 2017 was the first year in the area without a fatal traffic crash, and his efforts have greatly improved safety in his community.

In 2005, he received the Officer of the Year award at his agency, and, in 2017, the citizens of Valencia County awarded him Best Police Officer. Not only is Chief Gurule an inspiration, a strong leader, and an example of positive community policing, but he also fosters leadership in others through educational opportunities and training that supports the department's mission and values.



CLAY HAMMAC

CAPTAIN
Shelby County Sheriff's Office, Alabama

AGE: 38

CAPTAIN CLAY HAMMAC believes in and practices the idea of service to others above all else. He strives to see the good in society and works to protect and improve his community. In addition to serving with Shelby County Sheriff's Office, he is currently the commander of a multijurisdictional drug enforcement task force that participates in proactive narcotics enforcement, intelligence gathering, and prevention. The task force also educates the public on the dangers of drug abuse, and Captain Hammac has given countless presentations on the subject to schools, civic groups, faith-based groups, community leaders, and statewide law enforcement. His knowledge extends beyond drugs to include financial crimes, organized crimes, and computer forensics. He was a key witness in the U.S. congressional hearing of the Financial Services Committee in 2011, which was called to discover ways to help law enforcement protect against and investigate financial crimes.

“
I believe the greatest purpose we each have in life is to serve others and show compassion to others in need.
”

Captain Hammac and his wife also serve the community as foster parents and have welcomed dozens of children into their home. In addition, Captain Hammac led the creation of the charitable organization Polly's Hope, which is intended to provide emergency provisions such as diapers and clothes to children in transition between their homes and foster homes, as well as directing their foster families to helpful resources. His actions, positive outlook, and self-sacrifice have made him a role model for other law enforcement personnel, and he is proud to work in a department that values community-oriented policing efforts.



DAVID L. HESS

CHIEF
Roxboro Police
Department, North
Carolina

AGE: 37

CHIEF DAVID L. HESS exemplifies leadership and humility. He joined law enforcement to give back to his community. In 2014, he joined the North Carolina Association of Chiefs of Police (NCACP) Board of Directors as a regional director, and, in this position, he conducted training and improved communication across the region. Recently, he was appointed second vice president of the NCACP for 2018.

His passion for educating others led him to be appointed as chair of the NCACP's training committee. Upon his appointment to the position, the organization's annual conference was threatened from financial issues and issues with the quality of the training provided at the conference. Chief Hess revamped the conference training, re-established the training's credibility, and helped increase the number of members attending the conference. Under his leadership, the conference has expanded to hold multitiered training for municipal chiefs, campus-based chiefs, and police chaplains.

As a proponent of community policing, Chief Hess formed a campaign focused around the idea of unity and uniting the Roxboro Police Department with the community. Part of this campaign included starting the Police Activity and Athletics League (PAAL), a program focused on serving the area's youth. Among Chief Hess's many accomplishments, he graduated from the FBI National Academy Session 264. His proactive stance on safety in North Carolina, his dedication to his community, and his humility has led to his success.

“
Law enforcement is an honorable and noble profession that I believe I was called to serve in. I serve to give back to the community.
”



DEREK HUDSON

CAPTAIN
Springdale Police
Department, Arkansas

AGE: 38

Law enforcement has always been **CAPTAIN DEREK HUDSON's** passion. Upon graduating high school, he worked as a 911 operator before becoming an officer for the Springdale Police Department several years later. His time at the department has brought lasting improvements to the organization, and his ability to tackle new and difficult problems head-on has allowed him to contribute to multiple new projects within the department. During his time as a public information officer, he created a Facebook and Twitter platform for the department, which aided in improving the Springdale Police Department's image and connecting with the community. With his help, the department's number of followers became one of the highest in the region. Offline, he used his position as supervisor of Springdale's school resource officer program, the largest in the state, to initiate community-police outreach events such as National Night Out, Trunk or Treat, and youth summer camps. Thanks to his outreach, the department is one of the most active in the region and participates in community events every week.

Captain Hudson's strong leadership skills and dedication enabled him to supervise the department's first full-time crime suppression unit, which fought emerging youth violence. He also worked as a field training officer when serving in patrol, and he is currently working with the Training Division to develop innovative methods to recruit, hire, and retain officers, including a new career development program. Among Captain Hudson's accomplishments, he has received the Supervisory Excellence Award twice from his department. In addition, he has earned a bachelor's degree in education and is a graduate of the 264th FBI National Academy.

“
I truly enjoy being able to use my position of leadership to help our community and make the department better.
”



TESLA HUGHES

SERGEANT
Huntsville Police
Department, Alabama

AGE: 34

SERGEANT TESLA J. HUGHES always challenges herself and pushes herself to improve. She believes that failure is a reminder to train harder, learn from these mistakes, and do better the next day. Her dedication to problem-solving and overcoming obstacles led her to serve as a field training officer, where she mentored new recruits and watched them grow and mature. She is passionate about recruitment and retention, having led the Huntsville Police Department's recruitment team. As the supervisor, she came up with innovative ways for the department to reach a large audience

of potential recruits with a limited budget and resources. One way that she did this was by creating videos for social media that portrayed law enforcement as an exciting career. These videos reached a wide audience, including people who had not considered a career in law enforcement prior to watching the videos. Sergeant Hughes has also worked as a narcotics investigator and as the incident response team's supervisor.

“
My greatest accomplishment is that I don't know how to quit and neither do most of the officers I have had the pleasure to work with.
”

Sergeant Hughes's leadership and drive continues off duty as well. She participated in the World Police and Fire Games, earning three gold, five silver, and two bronze medals. She also promotes physical fitness and camaraderie among her officers through a weekly running group. It is the people Sergeant Hughes works with who motivate and inspire her, as she knows that they will do the right thing no matter what.



ERIK HUSEVOLD

CAPTAIN
Hopkins Police
Department,
Minnesota

AGE: 34

CAPTAIN ERIK HUSEVOLD understands the importance of positive relationships and the impact that communication with the community can have on policing and public safety. To improve community-police relations in his city, he created the Community Outreach and Relationship Enhancement (CORE) team. This team focuses on relationship building with the community and with local youth. Last year, CORE conducted 250 community outreach events, and Captain Husevold recently helped the department create a summer youth leadership program.

For the past year, Captain Husevold has participated in the Hopkins Race and Equity Initiative (HREI), which strives to create opportunities to increase awareness of race, equity, and diversity and to promote a sense of community among all residents. In addition, he conducted a community meeting about immigration in Spanish to alleviate Latino community members' uncertainty about immigration and their rights.

“
I believe that strong community relations through communication, active listening, and professionalism has countless benefits for the community and the police department.
”

Captain Husevold helped lead two fundraising campaigns for different nonprofits in his community, and he assisted in obtaining a grant from a local business to provide 11 disadvantaged families with Thanksgiving Day dinners.

Captain Husevold has given back to his department, as well. He worked with the University of Illinois to bring procedural justice training to Hopkins, Minnesota. Thanks to his initiative, his department became the first in the state to train their officers and staff using this program.



ALISHA SHOATES JAMES

ASSISTANT COMMISSIONER
Tennessee Department of Correction

AGE: 35

ASSISTANT COMMISSIONER OF COMMUNITY SUPERVISION ALISHA SHOATES JAMES aspired to join law enforcement from a young age in order to serve the community and fight for others, and her outstanding leadership and innovation have enabled her to fulfill those passions. She has served in a number of positions, including patrol, precinct undercover operations, background and recruiting, training academy instructor, firearms instructor, nonlethal training ammunition instructor, federal probation officer, and in-state probation administrator. Drawing on her extensive experience, Assistant Commissioner James is managing her agency's transition to a law enforcement model of supervision in the community, and she helped the probation and parole division receive accreditation from the American Correctional Association (ACA). She has traveled across the United States and the world to give presentations and held seminars on topics related to law enforcement, leadership, and community relations. In her current role as assistant commissioner, she oversees the operations of 44 field offices and directs more than 1,100 employees, of which 860 are sworn officers.

Not only is Assistant Commissioner James a leader in her own department and community, she also has taken on leadership roles in national organizations. In 2016, she was elected to be a delegate for Adult Probation and Post-Release Supervision for the ACA, and, in 2017, she was elected as regional representative for the American Probation and Parole Association. In addition to her success in law enforcement, Assistant Commissioner James also launched a clothing line in 2015 called Ten-Four Clothing, a business suit clothing line for women who carry concealed weapons.

“
It is my goal to be intentional as a law enforcement professional to use my passion and commitment to public service as a role model for young girls who desire to be law enforcement officials.
”



WAYNE JAMES

CHIEF
Indiana University Northwest Police Department

AGE: 38

CHIEF WAYNE JAMES grew up with a distrust in law enforcement that took time to reconcile. But, due to his experiences as a police explorer cadet for the Lake County Sheriff's Department and observations he made while interacting with the Gary Police Department and the National Organization of Black Law Enforcement Executives, his perception of police changed and he developed a desire to serve those who cannot not help themselves. Currently, Chief James is the chief diversity officer for the entire Indiana University Police Department system (seven campuses in total), focusing on recruitment, community outreach, and training for the organization. He is working to create an environment where differences are valued, encouraged, and supported. As chief of police, he created a three-month program to help female applicants to the Indiana University Police Department-Northwest meet the Law Enforcement Academy's physical agility requirements. As chairman for the department's De-escalation and Training Commission, he has helped guide a careful review of and important changes to how officers address use-of-force situations. The work examined policies, training, and equipment used by officers on all of Indiana University's campuses. In addition, he now serves as the deputy superintendent for regional law enforcement.

“
I am motivated by my family and the officers I work with who are effecting change at work and in their personal lives.
”

Chief James received the Congressman Pete Visclosky Award for Going Above and Beyond the Call of Duty, a Medal of Valor, the Indiana University Northwest Distinguished Employee of the Year Excellence Award (2016), and two awards from the Northwest Indiana Public Information Officers Association for Going Above and Beyond the Call of Duty and for Officer Recognition. Additionally, he was nominated by the Urban League of Northwest Indiana for their Diversity Award and was nominated for the Top Cops Award in 2013.



KEITH KAISER

SERGEANT
Lake County Sheriff's Office, Illinois

AGE: 39



DORI KOREN

LIEUTENANT
Las Vegas Metropolitan Police Department, Nevada

AGE: 34

Innovation and a dedication to improving law enforcement practices have enabled **SERGEANT KEITH KAISER** to create lasting policy and other significant changes at the Lake County Sheriff's Office. Prior to becoming director of training in 2016, he worked as a patrol deputy, field training officer, evidence technician, detective, and patrol sergeant. As the director of training, he maximized classroom training time by moving certain training to an online platform, which streamlined training management by tracking mandated requirements and providing e-learning opportunities for employees. His success with this program has made him a resource for other agencies seeking to implement this training solution. To further improve law enforcement training practices, Sergeant Kaiser created standardized procedures for training, including consistent orientations and training plans for officers. He also designed and implemented a three-week in-house academy for deputy sheriffs after graduation and prior to entering the field.

“
I am a continuous learner and constantly strive to improve the quality of my work and market my abilities.

Sergeant Kaiser has had a hand in implementing everything from technology to policy to ordinances at the Lake County Sheriff's Office. His expertise was utilized in implementing body-worn cameras, his research assisted in creating a tow fee ordinance, and he has authored and reviewed multiple policies for the organization.

Sergeant Kaiser also leads the agency's Justice and Mental Health Collaboration Grant. Based on his strong experience and knowledge, Sergeant Kaiser was asked to participate in the creation and planning of a national pilot program for the Bureau of Justice Administration on crisis intervention team training, and he spoke at the 2017 Impact Nation Conference about using technology to enhance public safety.

LIEUTENANT DORI KOREN's leadership was recognized early in his career—less than three years after becoming an officer at the Las Vegas Metropolitan Police Department (LVMPD), he became the youngest detective in the LVMPD counterterrorism section. Later, in 2012, he became the agency's youngest sergeant and then detective sergeant in 2014, before becoming the youngest lieutenant in 2017. Through his commitment and knowledge, he helped develop much of the infrastructure for the counterterrorism section, including the first human intelligence squad, the LVMPD's Threat Management Unit, and the agency's technical operations section. Under Lieutenant Koren's leadership, the technical operations section, which was created to deploy advanced technology, implemented a gunshot detection program that identified 526 possible shootings to include nearly 350 incidents that would have normally went unreported to the police.

“
Innovation in law enforcement is dependent on having visionary leaders that encourage new ideas and a team that can help transform those ideas into reality. I'm fortunate to be surrounded by both.

In addition to being well-versed in counterterrorism and police technology, Lieutenant Koren also exemplifies innovation in terms of connecting with others. He supervises a unit composed of modified-duty officers, enabling them to fight crime virtually despite medical or administrative issues that limit their ability to conduct police operations in the field. Another example of his leadership is his work with the Major Cities Chiefs Association and the Major County Sheriffs of America to help develop the Criminal Intelligence Enterprise (CIE), a national initiative to enhance the effectiveness of law enforcement intelligence units. Additionally, he developed Project Rewind, which reevaluated 1,123 previous counterterrorism case subjects for missed warning signs. Lieutenant Koren exemplifies global policing collaboration, as well, and has trained police and security personnel from over 10 countries.



**MIKE
LAMBERT**

CAPTAIN
Honolulu Metropolitan
Police Department,
Hawaii

AGE: 38

CAPTAIN MIKE LAMBERT is a proven effective leader who works hard to improve his community. In 2017, he proposed and helped develop the innovative Health Efficiency Long-Term Partnership program to find solutions for people in the community experiencing homelessness. The program combines social services, such as outreach workers, psychiatrists, and medical workers, with law enforcement to provide people experiencing homelessness with adequate care. In March 2017, the program opened its first location in downtown Honolulu near the police station to provide basic medical, social, and mental health services. The program, coordinated by Captain Lambert, has been a success and has been expanded into other communities where homelessness is prevalent.

“
I enjoy working with others to find ideas and implement plans in order to address real problems facing the community. There is a unique satisfaction in watching your hard work make a difference.
”

Captain Lambert has also contributed to the practices to combat and investigate gambling, including proposing and implementing a Notice of Nuisance Abatement process to assist in removing troublesome gambling establishments from the community. Captain Lambert was a member of the Central Bureau Rapid Deployment Force and has participated in a number of major events. In addition to his service in law enforcement, he also supports his community as a volunteer assistant coach for youth sports.

Captain Lambert is motivated by the challenge of finding solutions to new problems and obstacles in law enforcement and by watching his peers and subordinates grow through positive encouragement. His goal is to leave a lasting impact on his community.



**LEO
SHAO-FAN LIN**

**LIEUTENANT
COLONEL**
National Police Agency,
Republic of China
(Taiwan)

AGE: 38

LIEUTENANT COLONEL LEO SHAO-FAN LIN has used his leadership and communication skills to connect and impact Taiwan, Canada, and the United States. He serves as the attaché and senior police liaison officer for the Taipei Economic and Cultural Representative Office in the United States and is an advisor to a nonprofit organization that supports law enforcement collaboration between Taiwan and the United States. In addition, he was the leading coordinator for the Taiwan police delegation at IACP annual conferences and the World Police and Fire Games in 2015 (Fairfax, Virginia) and 2017 (Los Angeles, California), among other international conferences and events.

“
I feel my life is quite complete to have had the opportunities to work with so many great law enforcement leaders, learn from them, and constantly get inspired by great stories of men and women who serve.
”

Along with representing Taiwan at international events and organizations, Lieutenant Colonel Lin has contributed greatly to training programs in Taiwan and internationally. He worked with community leaders and organized safety seminars in the greater Washington, DC, area—including a few presentations on citizens’ responses to active shooter events. He also helped officers from Taiwan attend various international trainings, including the FBI National Academy, the Annual Advanced Homicide Investigation Conference by the New Jersey State Police, and the Annual International Homicide Seminar by the New York State Police.

Lieutenant Colonel Lin’s influence extends beyond training and events to include professional articles that he has used to introduce international policing ideas to Taiwan. Not only has he written multiple articles on everything from counterterrorism to organized crime to community policing, he also co-edited a book called *Asia-Pacific Security Challenges: Managing Black Swans and Persistent Threats* in which he authored an article about Internet and telecommunication fraud crime in Asian countries. Among his many accomplishments, Lieutenant Colonel Lin had a hand in working with such U.S. federal law enforcement agencies as ICE and CBP to transport Taiwanese transnational crime ring fugitives back to Taiwan.



NEAL LOFY

INVESTIGATOR
Racine Police Department, Wisconsin

AGE: 36

INVESTIGATOR NEAL LOFY has a passion for helping people find freedom and become empowered, as evidenced by his work to combat human trafficking. In 2013, he created Racine Police Department's first human trafficking unit, and he joined an FBI human trafficking task force in 2015. Because human trafficking is not limited by jurisdictional boundaries, he formed a multicounty task force in southeastern Wisconsin. Investigator Lofy has led four large-scale operations per year using a victim-centered approach and has recovered more than 200 victims from sex and labor trafficking. In 2016, he helped local efforts in Operation Cross Country, an operation that recovered the most trafficked juveniles that year. Recently, he completed a sex trafficking case that received the longest federal sentencing in the state of Wisconsin and was recognized as a lead story for the FBI's National Human Trafficking month. Currently, he is working on a large-scale labor trafficking investigation, spanning several states and encompassing a large number of human trafficking victims.

“
I believe we should lead as role models who exemplify integrity, courage, being principled, and being aware of the needs of those we serve. Each day is an act of service.

In addition to his field work and task force duties, Investigator Lofy leads training programs and advocates for human trafficking victims. He has led local and state conferences with the U.S. Attorney's Office. He also cofounded Fight to End Exploitation (FEE), a nonprofit organization that raises awareness about human trafficking, provides training and education on the topic, and advocates for the victims. FEE also pairs victims with advocates throughout the entire investigative process. Investigator Lofy is tackling this crime on a global scale as well; for example, he recently led training on human trafficking in Malaysia. He received the Chief's Leadership Award in 2015 for his outstanding work and leadership.



SARAH MCGUINNESS

SENIOR CONSTABLE
Queensland Police Service, Australia

AGE: 39

A compassionate and supportive leader, **SENIOR CONSTABLE SARAH MCGUINNESS** continually strives to make her community a safer place. She has worked in multiple units, such as the Cultural Engagement Unit and the Crime Prevention Unit and is currently the officer in charge of the Pacific Fair Police Beat. Dedicated to her community, she has created and implemented programs to improve the policing services provided to women. Senior Constable McGuinness has also worked as the officer in charge of the then-newly established Gold Coast Cross Cultural Liaison Unit, where she worked to identify deficiencies pertaining to community safety and understanding of Queensland laws in the culturally and linguistically diverse (CALD) community. She communicated with many campuses and agencies to initiate educational sessions for the community about the role of the Queensland

Police Service, crime reporting, and Queensland legislation. By answering questions and harnessing feedback, Senior Constable McGuinness was able to improve the relationship between the community and the police. She also engaged the community outside of law enforcement-related discussions by implementing sports activities, bringing the CALD community and law enforcement together.

“
My true reward is that each day I learn something different and get to help somebody new, and I continue to grow as a police officer and a person.

Senior Constable McGuinness's outstanding leadership and community outreach has allowed her to enhance the profile of women in policing, and her efforts have not gone unnoticed. She is regularly sought out for advice among her peers. In addition, she received Police Officer of the Year from the Rotary Clubs of Gold Coast, and she became a representative for the Queensland Police Service in the Rotary Group Study Exchange. Senior Constable McGuinness is also highly involved in her community off the job as well, contributing her time to volunteering, fundraising, and youth programs, among other activities.



TARRICK MCGUIRE

DEPUTY CHIEF
Arlington Police
Department, Texas

AGE: 39

DEPUTY CHIEF TARRICK MCGUIRE has demonstrated a clear focus on community-police relations throughout his career, creating innovative ways to combat crime through law enforcement and community partnerships. Using an evidence-based approach, he developed the Mentoring Arlington Youth program (MAY), a one-year program that aims to reduce juvenile crime by pairing law enforcement and educators with at-risk students to provide mentoring. During the program, students and their mentors discuss life skills, policing issues, and the social needs of their community. MAY has reduced crime and improved public trust in the Arlington Police Department from the youth and families involved. The Department of Justice recognized the program as a best practice for 21st century policing, and Deputy Chief McGuire received the DOJ Anthony L. Sutin Award for his program.

“
As police executives we must exercise ethical courage, ensuring justice and fairness for all people. This is the mission of policing.

Deputy Chief McGuire has had a hand in implementing many other programs to improve the law enforcement field, such as Policing Inside-Out. Policing Inside-Out was a 15-week trust building process that created a safe place for law enforcement, the community, and African American young adults in the Baltimore and Washington, DC, region to engage in productive dialogue about policing, social justice, and civil rights. He received the Badge of Courage Award from the Baltimore City Police Department (BPD) for building trust between the BPD and the community. Deputy Chief McGuire also facilitated technical assistance for U.S. law enforcement, creating processes for police departments to implement and measure their performance as related to the President’s Task Force on 21st Century Policing’s report. Currently, he is leading a national project to examine the effects of secondary trauma on law enforcement and their communities following a critical incident.



MARTIN MLECZKO JR.

CAPTAIN
Nevada Department of
Public Safety – Parole
and Probation

AGE: 39

CAPTAIN MARTIN ANDREW MLECZKO JR. has used his leadership skills, attention to detail, and dedication to improve safety and relationships in his community. He started his law enforcement career in the U.S. Air Force in 1998, before joining the Nevada Department of Public Safety in 2005. He served as the special events coordinator, managing a large number of events and critical incident responses, which have included a U.S. presidential debate, Electric Daisy Carnival, Life is Beautiful, NASCAR, and Harvest Musical Festival.

“
I want to make a positive impact in both the personal and professional development of my fellow officers and those who have entrusted us to be their guardians.

To improve community-police relations and build trust, Captain Mleczo spearheaded a team-building initiative that involved adopting an at-risk school, providing positive student-police interactions, and collecting donations of food and clothing for students and their families. Captain Mleczo also shaped the first-ever candlelight vigil to pay tribute to those victims that lost their lives on Nevada roadways in motor vehicle crashes. The event was so well received that the program was adopted statewide and is now an annual event. He has led several campaigns with the Nevada Donor Network focused on education and awareness of eye, tissue, and organ donations resulting in thousands of new donor registrations. These programs have been highlighted in the “Silver State Spotlight” and recognized by the Department of Public Safety director, Nevada Highway Patrol chief, the Office of Traffic Safety, the IACP, and the Nevada governor.

In addition to his work with the community, Captain Mleczo has led employee weight loss challenges, team-building events, department-wide training programs, a comprehensive health and wellness initiative, and many other efforts.



**FAISAL
MUKHTAR**

CHIEF
Punjab Police
Department, Pakistan

AGE: 38

CHIEF FAISAL MUKHTAR was inspired to join law enforcement after meeting a police officer who would later become his mentor. Chief Mukhtar realized that helping others was his passion, and he has continued to do that through improving the police force. Based on his vision that building a resilient force will make the profession and its leaders more able to help the community, Chief Mukhtar implemented a number of police welfare projects to reduce stress and improve mental health among Punjab’s officers. In an unprecedented move in his area, he paved the way for the Punjab Police Department

to hold a sports festival and musical evening to boost comradery and morale. After visiting the United States as a Humphrey Fellow Fulbright Scholar, he partnered with the district probation department to implement rehabilitation practices for the prisoners released on probation and parole. He empowered female police officers by posting them as assistant station clerks, a managerial position in police stations, for the first time in the district police. He introduced a “respect for all” policy in his department. Along with the new policy, he developed behavioral training programs to educate the officers on the policy. These initiatives improved community-police relations. He has demonstrated leadership continuously at his agency, and his team members and colleagues look up to him as a mentor and leader who created a real positive change for them.

Not only has Chief Mukhtar worked to improve his agency, he also has created outreach programs to create positive change in the community. For example, he established a vehicle driving training school that decreased the number of traffic crashes and increased the orderliness and safety of traffic in Punjab. He is also a member of the Police Services of Pakistan, an organization that assumes the leadership role over the civil security apparatus of Pakistan.

“
My leadership philosophy is to serve the community without any discrimination. I am a great admirer of ‘respect for all’ and leadership for a better community.
”



**WILLIAM “BILLY”
NAFF**

CHIEF
Bonner Springs Police
Department, Kansas

AGE: 38

CHIEF WILLIAM NAFF realized he wanted to pursue law enforcement after a very eventful ride-along he experienced. He has dedicated himself to the field, overcoming personal and professional challenges to become an outstanding leader and an asset to his community, attaining the role of chief of police in 2017. He describes the foundation and the future of his career as being grounded on connecting, participating, learning, advocating, and succeeding.

Before taking the helm in Bonner Springs, Chief Naff was the deputy chief in Tonganoxie, Kansas, where he helped oversee the complete overhaul of that department’s policies, procedures, and equipment. Currently, at Bonner Springs Police Department, he is working to professionalize the department through new policies, new procedures, new staffing, and a new organizational structure, including some positive changes already implemented under his leadership. Chief Naff is also assisting in overseeing the construction of a new police facility, which is currently in the design phase. It is his goal to transform the Bonner Springs Police Department into an organization that is respected and revered by other law enforcement agencies.

Chief Naff has had to prove his ability to lead to those who have been in the field longer than he has, while still helping his younger subordinates to understand law enforcement tradition. Despite its challenges, he takes these dual responsibilities to heart and recognizes that everyone has something to teach and to learn.

“
I learned at a very early age that if you want to enact change, you have to put yourself in a position to make the changes.
”



PETE O'DOHERTY

DETECTIVE CHIEF SUPERINTENDENT
City of London Police,
United Kingdom

AGE: 36

DETECTIVE CHIEF SUPERINTENDENT PETE O'DOHERTY

didn't want just a job; he wanted to contribute to the world and help people. Now, he serves as the head of crime, cyber, and counterterrorism for the City of London Police. Previously, while overseeing economic crime and fraud intelligence, he successfully worked with a range of partners and stakeholders to develop Operation Trade Bridge, now called Operation Ashiko, and Operation Creative, which was enacted to stop intellectual property crime. The program is so successful that it is now the international gold standard for intellectual property crime prevention units, and its methods are being replicated worldwide.

Among Detective Chief Superintendent O'Doherty's many experiences and accomplishments, he is a strategic firearms commander and a Gold Public Order commander. He received acknowledgement and recognition early in his career when he received the prestigious Incoven Sword of Honour Award in 2005 for his achievement as a probationary officer and the Probationary Police Officer of the Year Award in 2007. In addition, he is one of the youngest chief superintendents in the history of UK policing.

While Detective Chief Superintendent O'Doherty exemplifies leadership on duty, he also assists law enforcement through acting as a police hostage and crisis negotiator on his own time and through delivering seminars and coaching on leadership.

“
I know and accept that I have a significant responsibility to set a new standard and be a beacon of light when it comes to the quality and value of police leadership.
”



EDITH ARACELI NAVARRO RODRÍGUEZ

COMMANDER
Mexican Federal Police

AGE: 33

COMMANDER EDITH ARACELI NAVARRO RODRÍGUEZ

head of the General Commissioner's Support Office of the Mexican Federal Police, is the first female commander in charge of state coordination for the federal police of Mexico, which has made her a role model for women in Mexico looking to join law enforcement and women who want to be strong leaders in any field. Commander Rodriguez always knew that she wanted to help others, and she started her journey by studying and serving in social work before joining law enforcement upon the rise of the New Police Model in Mexico.

Commander Rodriguez has experience in many different roles, from managerial positions in areas such as the Regional Security and Gendarmerie Divisions, to diplomatic positions, such as first secretary of the Federal Police Attaché Office at the Mexican Embassy in Colombia. These experiences have honed her skills of communication, management, and leadership, as well as her ability to handle stress. Among her accomplishments, she contributed to the creation and operation of the Mexican Gendarmerie. Her strong ability as a liaison has had a positive impact on the Mexican Federal Police Department, and she is known for her integrity, work ethic, and dedication to the profession and her agency.

Always striving to improve and grow, Commander Rodríguez has a master's degree in Inter-American Defense and Security Sciences from the Inter-American Defense College, and she is working toward a master's degree in public safety and criminal justice from the University of El Pedregal.

“
Law enforcement is a way of life that gives you the satisfaction of having discharged one's duty, while you're aware of being on peril of losing everything, for the sake of preventing the advance of evil.
”



DANIEL ROMERO

SERGEANT
California Highway Patrol

AGE: 38

SERGEANT DANIEL ROMERO uses his drive, strong work ethic, and outstanding leadership to bring out the best in people and to help them improve their lives. In order to help his fellow officers succeed, he has created a study group for the sergeants' promotional examination that he has hosted on his own time for the past two sergeant testing cycles. Because of his help, more than 20 officers whom he personally mentored will be promoted to the rank of sergeant. He also restructured his division's training program to make it more efficient. In 2016, the Golden Gate Division had one of the most deficient training programs in the state. To fix this, Sergeant Romero created new tracking mechanisms, implemented new deadlines, created a way to hold the division accountable, and stressed the significance of the program. These changes allowed the division to obtain a near perfect compliance rate by the end of 2017.

“
Whether it's encouraging people I arrest to make better choices, helping officers promote through the ranks of the department, or helping people achieve their personal goals, I am always motivated to help.
”

In the Field Support Unit, Sergeant Romero helps coordinate the California Highway Patrol occupational safety, civil liability review, and training programs, as well as the motorcade escort details for foreign and domestic government dignitaries within CHP's Golden Gate Division. He has developed a strong team bond within the unit, and, under his leadership, his team's members perform at the highest level and has succeeded in every task that they have been trusted to administer.

Sergeant Romero is driven by his desire to serve his country, state, and community, and motivated by the opportunities he has as a sergeant to help others improve their lives through growth and change.



THOMAS RYAN

CHIEF
Woodbury Police Department, New Jersey

AGE: 38

CHIEF THOMAS R. RYAN has worked in multiple areas of law enforcement, from patrol to community policing initiatives to homicides in the detective bureau. These varied experiences inspired him to come up with several new initiatives and programs to increase the department's efficiency and to improve community-police relations in Woodbury. Not only was Chief Ryan involved in designing the department's new police station, he also helped the Woodbury Police Department achieve accreditation in his role as the accreditation manager.

Among his efforts to enhance the relationship between law enforcement officials and the community, he helped to develop initiatives such as police liaisons for the LGBTQ community and projects to help those with development disabilities, those with medical issues, and those who are victims of crime. For example, Chief Ryan's department created the Autism/Development Disability Registry to give police an efficient way to quickly find information about people in this community from a physical description to their routines and their special needs, which can be critical in a missing persons situation or crisis. Another program developed was the Addictions Resource Table, which provides a liaison officer to work with individuals to find them treatment for substance abuse. Additionally, under Chief Ryan's leadership, a new, extremely successful chaplain program was formed to not only assist his officers, but also the community at large.

Chief Ryan exemplifies outstanding leadership and passion for service to his community; he has shown this not only through his multiple initiatives, but also through his service to bodies such as the Addictions Task Force, Diversity Recruiting Committee, Mental Health Board, and the Veterans' Initiative Board.

“
When we work together as a team and respect the public, as much as each other, people will begin and then continue to notice that our department does things the right way for the right reasons.
”



**BRANDON
SATEPAUHOODLE-
MIKKANEN**

CHIEF OF POLICE
Northern Cheyenne
Agency, Bureau of Indian
Affairs, United States

AGE: 34

CHIEF BRANDON SATEPAUHOODLE-MIKKANEN has delivered over 4,000 hours of law enforcement training to more than 450 police, corrections, investigations, dispatch, and supervisory personnel. Under his leadership, a federal and tribal law enforcement group was formed to overhaul the police recruitment curriculum. This led to an increase in the new program's performance success rate and a 17 percent increase in graduation rates. Chief Satepauhoodle-Mikkanen has also overhauled policies regarding drug-related crimes to reset relations between federal agencies and to increase communication and information sharing among multiple entities. Chief Satepauhoodle-Mikkanen used his training experience to realign the BIA's U.S. Indian Police Academy personnel to improve efficiency, resulting in significant savings for the agency. He has also worked with the FBI, the DOJ National Advocacy Center, and the Federal Law Enforcement Training Center to develop a vital violent crime investigation training program.

During Chief Satepauhoodle-Mikkanen's tenure at Northern Cheyenne Agency, he has increased patrol staffing levels by 1200 percent and successfully de-escalated three separate armed stand-offs without injuries. Chief Satepauhoodle-Mikkanen led the coordination of a multiagency sex offender compliance check, resulting in the location of 73 previously unregistered and unaccounted for sex offenders. This operation resulted in 9 immediate arrests and 25 pending criminal cases.

Chief Satepauhoodle-Mikkanen's dedication to helping the American Indian community elders led him to develop a multiagency task force composed of social services, community health professionals, and law enforcement to improve the elders' safety. Due to his efforts, the task force recovered \$26,000 stolen from individuals of the community and contributed to a decrease in elder fraud and abuse.

“
I wear the badge to serve the people. To protect the children, help the elders, and stop the misguided. I see the need. If not me, then who?

”



**CODY E.
STOLLINGS**

MASTER SERGEANT
U.S. Air Force, 811th
Security Forces
Squadron

AGE: 32

Understanding the increasing need for interagency communication and coordination, **MASTER SERGEANT CODY E. STOLLINGS** has been innovatively improving communication between law enforcement agencies on the local, state, and federal levels.

Master Sergeant Stollings serves as a military liaison to local, state, and federal law enforcement agencies. He is responsible for coordinating security requirements for National Special Security Events, such as the annual State of the Union address and other high-profile events in the National Capital Region (NCR). To ensure that the multiple agencies involved are flawlessly operating together, Master Sergeant Stollings has facilitated training with the U.S. Secret Service and the U.S. Department of State to familiarize their agents with motorcade routes, safe house locations, and on-base command and control procedures. Additionally, Master Sergeant Stollings is responsible for the daily security and operations of the Protection Level-1 Air Force One Maintenance and Support Complex, where he directs 230 law enforcement and security professionals engaged in high-profile security missions.

Along with his other duties, he has directed security responses for presidential support assets, supervised operations of multimillion-dollar intrusion detection systems, and increased cooperation across the NCR law enforcement and military communities.

Among Master Sergeant Stollings' many accomplishments, he recently received the Meritorious Service Medal and was awarded the Air Force District of Washington's Security Forces Flight Level Senior Non-Commissioned Officer of the Year award.

“
I quickly realized that a career in law enforcement was very much in line with my passion of serving others and improving my community.

”



DERRI STORMER

MAJOR
Wake Forest University
Police Department,
North Carolina

AGE: 39

MAJOR DERRI STORMER joined the Wake Forest University Police Department at a time when the campus was experiencing turmoil from the effects of implicit and explicit bias. As a liaison between the campus police and the university community, she was able to help ease tensions and improve community-police relations. During her tenure at Wake Forest, she has implemented effective programming to restore confidence and communication between the university community and the campus police. Among Major Stormer's accomplishments, she received the 40 Under 40 award from East Carolina University in 2017 for Public Service. She has also completed a number of prestigious training programs, such as the West Point Leadership Program, the IACLEA Executive Development Institute, and the North Carolina State Administrative Officers Management Program. She has also earned two master's degrees—one in adult education from East Carolina University and one in justice administration from Methodist University.

Major Stormer always knew that she wanted to help people. In college, she worked as a security guard, and, despite starting at a local police department, she realized early in her career that she would eventually serve in a campus police department. She started her campus policing career at her alma mater, East Carolina University, eventually moving on to Wake Forest University, where she has become the first person of color to serve at the command level. Despite the challenges often faced by women in law enforcement, she has earned respect for her hard work, discipline, and integrity, serving as a role model for her daughters and other young women.

“
I enjoy helping people... Campus law enforcement is not just a career for me, but my calling.

”



CANDACE WALKER

CRIME LABORATORY DIRECTOR
Atlanta Police
Department, Georgia

AGE: 34

DIRECTOR CANDACE WALKER has used her desire for justice and her expertise to develop improved processes and new programs to make the Atlanta Police Department's crime lab more efficient. She developed procedures to bring together the department's internal units to maximize their effectiveness for solving and fighting crime, and then she successfully took these ideas to external partners. Under her leadership, the agency's three-year backlog of NIBIN correlations was eliminated and the amount of firearm evidence awaiting testing drastically decreased. She also streamlined the case management system and developed a process for holding the lab to a higher standard of accountability. Currently, she is working to implement the new Field Investigation Drug Officer program, a program for lab personnel that will help alleviate safety risks for officers field-testing high-risk drugs, expedite the analysis of drugs, and expand the scope of drugs tested.

When Director Walker determined that her career path lay in criminal justice and forensics, she aspired to reach the position of crime laboratory director, and she is proud to have achieved that goal after working her way up through the ranks, beginning as a laboratory technician. Among Director Walker's many accomplishments, she was nominated for Civil Servant of the Year in 2017 during the RICE awards and has recently been accepted to the LEAD Atlanta Class of 2019. The ability to give a voice to those who suffer injustices and her knowledge that her work can affect people's lives drive Director Walker to continually seek out innovations and best practices for her agency, so it can better serve the community.

“
I've learned how closely each piece [of the criminal justice system] works together and how positive influence and integrity are so crucial for our place in society and for the trust of our communities.

”



DIANA TAPIA WILLIAMS

SERGEANT
Mesa Police
Department, Arizona

AGE: 37

SERGEANT DIANA WILLIAMS has diligently worked to foster and improve positive community-police relations in Mesa, Arizona. She is a member of several community organizations, including holding the position as treasurer of the Mesa Association of Hispanic Citizens (MAHC), which advocates for improved quality of life for the area’s Latino population by holding town hall meetings where leaders of the community and residents communicate openly about community concerns. In addition, Sergeant Williams has volunteered with Aspire Academy, a four-day leadership camp that allows female high school students to gain hands-on experience in public safety careers by working alongside women in firefighting and law enforcement. She is a member of the Latino Advisory Council and the Mesa Community College Hispanic Serving Institute Advisory Board and is an alumna of the Valle Del Sol Hispanic Leadership Institute – East Valley.

Within the Mesa Police Department, Sergeant Williams serves as a mentor to other officers, and she finds her motivation in helping others grow professionally and personally. She has been the chair of the agency’s Diversity and Community Engagement Team since 2015. This team teaches cultural awareness to police recruits and active law enforcement.

“
I am motivated by giving back. I find helping others achieve their goals and building trust in our community to be rewarding.
”

For Sergeant Williams’s outstanding leadership and dedication to her community, she has been recognized in the *Latino Perspectives*’s March 2012 “Those Who Serve.” She has also received the 40 Hispanic Leaders Under 40 and the Valle Del Sol awards in 2012, and she was the 2017 Enforcement Recipient for Dedication from the Alliance of Christian Leaders of the East Valley.



YANIV ZIDKIYAHU

FIRST SERGEANT
Israel National Police

AGE: 37

FIRST SERGEANT YANIV ZIDKIYAHU serves as the head of the Israel National Police’s patrol motorcycle unit. Driven by a passion to serve others, a belief in statesmanship, and the desire to succeed in life, First Sergeant Zidkiyahu had always dreamed of becoming a police officer. From 2003 to 2006, he served as a fighter for the Special Patrol Unit of Jerusalem and participated in operations against criminals and hostile destructive activity during a period of terrorist attacks in the area. In 2014, he joined the motorcycle unit of the transportation department. In this position, he frequently escorts local and international dignitaries throughout Israel—including a U.S. president and the prime minister of Israel—a responsibility that requires coordination with the 730 Unit, the Shabak (GSS) Ministry of External Affairs, and the Israel National Police force at large.

First Sergeant Zidkiyahu has represented the Israel National Police in interviews, films, and ride-alongs with the media, and his communication skills have contributed to a positive image for the police force and had a positive impact on crime prevention. He is recognized by other officers and by citizens for his integrity and positive influence on the community.

Among First Sergeant Zidkiyahu’s many accomplishments, he received positive citations for his performance as a student in a career change course with the Israel Police Headquarters’ Operations Branch; excellence in basic police training; and team excellence.

“
Assistance, offering help, and service are traits embedded in me... I chose a career in law enforcement because I know that this work allows me to express everything I can be, be productive, and achieve results.
”

BY

Mark Geremia, Vice President, Dragon Professional and Consumer, Nuance

Voice-Powered Policing

Speech Recognition Is Changing the Way Officers Share Mission Critical Information

CURRENT LEGACY POLICE REPORTING TOOLS LIKE RECORDS MANAGEMENT SYSTEMS (RMS) AND COMPUTER-AIDED DISPATCH SYSTEMS (CAD) ARE IN NEED OF AN UPGRADE. MANY VERSIONS ARE ANTIQUATED AND DON'T WORK IN TANDEM WITH ONE ANOTHER, WHICH CAN IMPEDE PRODUCTIVITY AND EFFICIENCY AND, IN SOME CASES, DETRACT FROM OFFICER SAFETY.

Police chiefs and their command staff experience similar difficulties across all types and sizes of jurisdictions, but the adoption of new reporting tools is often a slow process—it can be difficult for agencies to influence the allocation of local and state budgets. And, regardless of common complaints and anxieties, there's always a chance for implementation

challenges. Departments should search for technology solutions that will be the most natural fit for their goals, methods, and budgets.

Speech recognition technology is a solution that many departments are starting to consider. It is transforming the way information is being created and delivered and improving many aspects of police reporting, including department-wide efficiencies and officer safety.

THE CALL FOR TECHNOLOGY

Often, the most routine moments in a police officer's day can impede his or her other significant responsibilities.

Typical occurrences like traffic stops—which take place more than 50,000 times across the United States

each day—or responding to incidents, can add up to an exorbitant amount of paperwork documenting each scenario, not to mention the time lost on heavy reporting demands. In fact, in a recent survey of more than 12,000 U.S. police chiefs and their command staff, 39 percent of respondents reported spending three to four hours a day on paperwork like incident reports. This can translate into a quarter of an officer's shift dedicated to reporting alone. With so many hours each day spent on documentation, not much is left for officers to be visible in the neighborhoods they serve.

The time saved on reporting by using tools like speech recognition is invaluable—reports can be created more quickly when dictated rather than manually typed

by hand. It makes sense, because, for most people, talking is the most natural means to communicate ideas, so officers can produce more thorough, detailed reports while the information or evidence is fresh in their minds—or in front of their eyes, simply by speaking. Speech recognition technology is highly customizable, too, with specialized vocabulary for terminology specific to law enforcement or regional dialects.

Incident reports and other police papers live outside the four walls in which they were created—access to these documents are necessary to move court proceedings along, can determine outcomes of civil cases, and serve numerous other roles. The importance of reporting in police work

“
Speech recognition is an innovative solution for law enforcement officials because it addresses common but serious obstacles for those on the front line.
”

Photo courtesy of Nuance



cannot be overlooked. The problem lies, however, in the time it takes to produce these vital documents.

Chief Joseph Solomon of the Methuen Police Department, outside of Boston, Massachusetts, recognizes this issue. Chief Solomon says he's continually looking at new methods and better tools to help officers work more efficiently—and in a safer way. “We need systems that are not only smart but can work seamlessly together to help us better deliver key information out into the field to stop crime before it happens,” says Chief Solomon.

CONNECTING OFFICERS TO CRITICAL INFORMATION

Speech recognition, when integrated within standard police technology systems like the CAD or RMS, can

help to more efficiently facilitate the ways officers share mission-critical information. The integration of the two technologies can create a seamless end-to-end solution, empowering agencies to function at maximum effectiveness.

“Technology integration is a gamechanger for those in the public safety sector,” said Chief Solomon. “We have so many technologies available to us today, but the key is working those innovations into our workflow to produce information we can count on as reliable and there when we need it.”

Today, police officers are often dependent on siloed systems that delay the rate of information exchange. When the technologies are “talking” to each other, the performance of an entire agency is

enhanced, from officer and dispatchers to support staff. By adding voice-powered solutions to CAD and RMS systems, officers have access to an easy-to-navigate resource that enables rapid and accurate sharing of key information out in the field, alerting emergency crews to an incident that much faster.

Integrated technologies also connect officers to their surroundings. The way that officers often interact with mobile data terminals (MDTs), for instance, is not conducive to comfort or safety. Twisting and turning in the patrol car to enter data in the MDT often leads to pressure and pain in the backs, wrists, and necks of officers. What's more, these systems and processes can compromise officers' situational awareness:

their heads are down, and they're unaware of activity happening around them, making them more susceptible to traffic crashes or ambush attacks.


Speech recognition is an innovative solution for law enforcement officials because it addresses common but serious obstacles for those on the front line. It reduces officer safety risks, improves the quality and speed of reporting, and equips relevant personnel with the information it takes to do their job. Voice-powered policing tools can help serve the best interest of officers and the communities they protect and serve. 



Photo courtesy of Crossmatch

BY

Scott Harris, Freelance Writer

Fighting Crime with Biometrics

IN 2003, THE UNITED KINGDOM NATIONAL CRIME AGENCY LAUNCHED AN EFFORT TO CRACK DOWN ON CHILD PREDATORS. AGENCY PROFESSIONALS COMMENCED COMPILING A DATABASE OF IMAGES AND VIDEOS RECOVERED FROM COMPUTER HARD DRIVES WITH THE HOPE OF IDENTIFYING SUSPECTS.

Not surprisingly, the faces of the overwhelming majority of offenders were obscured, either partially or completely. In response, the agency consulted with a partner vendor to develop a new approach to biometrics that could help with the identification process.

“We were awarded a contract to capture images of child predators,” said Iain

Drummond, the CEO of that vendor, which is now known as Face Forensics. “The faces of the offenders were not visible for obvious reasons. But maybe they were identifiable by their tattoos.”

Drummond and his colleagues at Face Forensics, which is headquartered in Vancouver, British Columbia, Canada, redesigned their system to compile tattoo images and identify suspects accordingly. They also developed a way to digitally construct more complete images of faces from partially obscured originals.

Several years later, millions of images are in the database, known as ChildBase, including many that were

enhanced through Face Forensics’ technology. Although hard data points are difficult to compile, Drummond notes that many child predators have been identified and apprehended as a result of ChildBase. The tattoo and partial face recognition capabilities created by Face Forensics are key parts of those apprehensions.

“It’s the work I’m most proud of,” Drummond said. “It’s what makes us different and it’s probably the best work I’ve done in my career.”

This example helps illustrate the game-changing power of biometrics. Whether it’s a sweeping effort like ChildBase or a routine traffic stop,

biometrics, which in a law enforcement context is generally defined as using physiological characteristics to authenticate a given identity, has the ability to improve many areas of law enforcement.

IN THE FIELD

The obvious benefit of biometrics from a day-to-day perspective is that it can confirm the identity of an individual. That can be of great use for officers in the field, particularly as biometric tools become more mobile and accessible.

Case in point is the MX5-K9, created by Posh MFG, a manufacturer based in Surrey, British Columbia, Canada. At its core, the MX5-K9 line of products are combo devices designed to read driver's licenses and similar documents for e-ticketing purposes. But each also has a biometric option in the form of a fingerprint reader. Each variation is designed to travel with the officer for identification of subjects in the field during traffic stops or similar scenarios.

"The K9 wasn't designed for the purposes of going into a police vehicle," said Posh MFG President Steve Gagnon. "We worked to come up with a portable device about the size of a box of matches. Mobile devices are the best fit for that kind of scenario. It doesn't matter whether it's your right or left hand. Your biometric is your biometric."

According to Gagnon, Posh MFG is now working with Crossmatch, based in Palm Beach Gardens, Florida, to blend the hardware of the MX5-K9

and other models with corresponding software created by Crossmatch.

Crossmatch has long been considered a global leader in biometric identity management and composite authentication for the law enforcement, health care, government, corporate, and other sectors.

"It's the gold standard," said John Hinmon, vice president of global marketing for Crossmatch. "We have ease of use, auto capture, and the quality of images, and there is matching high performance on the back end."

According to Hinmon, Crossmatch technology can streamline operations and save time for agencies and their officers. "What it comes down to is the speed and ease of performance," Hinmon said. "We help make for an easy booking process, one that's not bogged down by things like inadvertently submitting the wrong image. All of this translates into productivity and saves money."

One of the more recent additions to the Crossmatch suite of law enforcement solutions is the Nomad 30 Pocket Reader, a line of fingerprint readers that were developed to be thin, lightweight, and easy for officers to carry and store. Each is FAP 30 PIV certified by the FBI, ensuring quality and accuracy of image capture.

"The Nomad range of products can help an officer to be more productive in the field, instead of bringing a suspect back to the department," Hinmon said. "There are huge issues around conserving and consolidating manpower and this can help with that concern."



SOURCE LIST

For contact information, please visit Police Chief Online:
policechiefmagazine.org

- Artec
- Cognitec Systems
- Crime Scene Supply, Inc.
- Crossmatch
- DNA International
- Face Forensics Inc.
- IDEMIA
- LexisNexis
- Lumen - Numerica Corporation
- Lynn Peavey Company
- NEC Corporation of America
- Nuance
- Paragon NanoLabs
- POSH Manufacturing Ltd.
- RedXDefense
- Sense Traffic Pulse
- Sirchie
- Total Recall Corporation
- Veritone Government
- Vidsys
- Vigilant Solutions

The tool is specifically designed not to further encumber officers already carrying a high amount of hardware. “The last thing an officer needs is another thing that hangs off their duty belt,” Hinmon said. “It’s really all about mobility. If we can avoid leaving the scene it saves hours out of someone’s day. If you have probable cause you can determine identity right there and know who you’re dealing with.”

Whether preventing crimes, identifying people in the field, booking individuals, or another task, the biometric tools available to law enforcement are rapidly becoming more accurate, more powerful, and more user-friendly. ♡



Photo courtesy of Crossmatch

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www.vigilantsolutions.com/products/body-worn-cameras

Handheld Chemical Threat ID Device

Rigaku Analytical Devices has announced its next generation 1064nm handheld Raman analyzer—the Rigaku ResQ CQL. The improved ergonomics, analytical performance, and sample presentation of ResQ CQL makes it even easier to perform chemical analysis of powders, liquids, gels, and mixtures, even in non-visible amounts. The ResQ CQL's standard library contains over 13,000 chemicals, as well as the added capabilities to upgrade, transfer, and translate entries. Additional smart features include an on board 5 MP camera, LED flashlight, quick scan button, multiple connectivity options (WiFi, USB, peer-to-peer), optional automated colorimetric, tamper-proof reports, and a periscope adaptor.

www.rigaku.com



Machine Learning Framework

BrainChip Holdings Ltd., the leading neuromorphic computing company, today announces the Akida Development Environment. The Akida Development Environment is a machine learning framework for the creation, training, and testing of spiking neural networks (SNNs), supporting the development of systems for edge and enterprise products on the Akida Neuromorphic System-on-Chip (NSoC). Akida is the flagship product in BrainChip's mission to become the leading neuromorphic computing company that solves complex problems to make worldwide industry more productive and improve the human condition. Applications that benefit from the Akida solution include public safety, transportation, agricultural productivity, financial security, cybersecurity, and health care.

www.brainchipinc.com

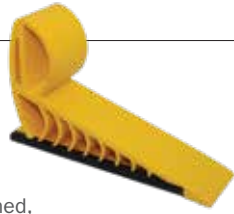


POLICE CHIEF keeps you on the cutting edge of law enforcement technology with monthly product announcements. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.

Non-Slip Doorstop

The Gripper Doorstop was developed by Expanded Technologies as an easy way to keep doors open while rooms were cleaned, but it has recently emerged as a critical tool to prevent intruders from entering rooms during a lockdown. It's a bright yellow doorstop with a hook for easy storage, and it is covered on the bottom with a non-slip material that grips any surface while protecting the floor from scratches. The patent-pending design ensures that even with heavy use, its performance will not slip. The Gripper Doorstop can be used to enhance safety during lockdowns in almost any facility, including hospitals, office buildings, and hotels.

www.expandedtechnologies.com



Rugged Watch

Casio G-SHOCK unveils the latest color addition to the rugged men's MUDMASTER watch line (GG1000-1A8) in dark shades of blue and black. Part of the Master of G series, the timepiece is geared toward those who work in the toughest conditions and is best known for its mud-resistant structure. The watch, which is built to withstand extreme weather, boasts a cylindrical guard structure with multiple gaskets on the pipes that guide the buttons and shaft to prevent mud, dust, and debris from entering the watch, as well as a textured band and large buttons to enhance button operation even while wearing gloves.

www.gshock.com



Smart School Zone Beacon

Applied Information and AT&T have developed technology to improve road safety in school zones with Applied Information's smart beacon, powered by AT&T connectivity. The unique pairing connects school zone beacons—flashing signs that are intended to slow drivers down as they pass by a school—to the Internet of Things to make them more reliable and more responsive in the event of a change of schedule caused by inclement weather, biannual time changes, holidays, or other disruptions.

www.appinfoinc.com



Tactical Chest Rig

Ammunition Depot introduces a totally new concept in preparedness with the Ammunition Depot Condor Tactical Ready Rigs bundle the streamlined Condor Recon Chest rig with six Amend2 magazines and 200 rounds of PMC 5.56 X-TAC 55 grain FMJ BT ammo or PMC Bronze .223 Boat Tail FMJ, 55 grain ammo. The Condor Recon Chest Rig was designed to allow wearers to customize their gear on a lightweight, streamlined platform with MOLLE webbing for additional pouches. The rig's integrated magazine pouches hold six magazines for maximum firepower at the wearer's fingertips.

www.ammunitiondepot.com

Micro-Balloon System

RT LTA Systems Ltd. presents its SkyStar family of aerostats, which includes the Skystar 110. The SkyStar 110 is a micro-balloon system designed to provide commanders in the field with real-time reconnaissance capability. Protected by patent, the system is compact and robust and can be transported, assembled, launched, and operated by only two personnel after minimal training. Pickup truck transportable, the system can be assembled and launched in only 15 minutes, for a 1,500 feet surveillance range. The SkyStar aerostats are self-contained, versatile, and easily transportable tactical systems, ideal for defense, homeland security border security, search and rescue, and public safety missions.

www.RT.co.il



Multidirectional Cameras

Hanwha Techwin America, a global supplier of IP and analog video surveillance solutions, unveils two new cameras in its P series line. The Wisenet PNM-9000VQ (4-head) multidirectional camera and the PNM-9320VQP (4-head) multidirectional plus 32x optical zoom PTZ camera support configurable fixed-focus lens/CMOS sensor modules that allow the installer to choose the resolution and the focal length for each head. The new cameras allow for individual on-screen displays and a full suite of video analytics including loitering, directional detection, fog detection, tampering, motion detection, and objects entering or exiting an area. Hallway view aspect ratios are also supported for the monitoring of vertically shaped areas.

www.hanwhasecurity.com



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www.hemcocorp.com/labfurn.html





Know the Signs: Elder Abuse Training Resources

BY
Joseph Marcus, Project
Manager, IACP

ELDER ABUSE SHORTENS LIVES, DESTROYS FAMILIES, AND DEHUMANIZES VULNERABLE PEOPLE. WHILE ELDER ABUSE IS GENERALLY UNDER-REPORTED, RESEARCH HAS SHOWN THAT AT LEAST 10 PERCENT OF OLDER PEOPLE WILL LIKELY EXPERIENCE SOME FORM OF ABUSE, AND AS POPULATIONS AGE, THERE WILL LIKELY BE A CORRESPONDING INCREASE IN THE NUMBER OF PEOPLE EXPERIENCING ABUSE LATER IN LIFE. THIS MEANS THAT POLICE OFFICERS IN LARGE CITIES, SMALL TOWNS, TRIBAL LANDS, AND RURAL COMMUNITIES WILL ALL PLAY AN INTEGRAL ROLE IN PROTECTING SOME OF OUR MOST VULNERABLE POPULATIONS.

Victims of elder abuse and their abusers exist in every population and all communities across the globe. Older people of any income level, ethnicity, education, or religion can become victims of elder abuse. For example, older adults can experience financial abuse, such as the stealing of social benefits, and when they

do, the effects can lead to poverty. In addition, many older adults fear losing their independence, being placed in a nursing home, or being left alone—abusers know how to take advantage of and prey on these fears for their own gain.

THE DYNAMICS OF ELDER ABUSE

While elder abuse cases can be difficult because they often have complex physical, social, familial, and psychological dynamics, there are many similarities between intimate partner violence (IPV), domestic and child abuse, and elder abuse. Officers and agencies should consider how their knowledge of and lessons learned in IPV and child abuse can be applied to discerning and combating elder abuse. However, elder abuse victims also have specific issues that make them susceptible to abuse and make detecting this abuse difficult; to effectively prevent and respond to this issue, officers must understand some of these complicating nuances

and issues. For example, older adults tend to be more isolated than children, as kids are expected to go to school and therefore are seen on a regular basis by other adults. Older individuals may have assets, fears, or diminished capacity that make them particularly vulnerable to abuse and enticing to abusers. Moreover, many elder abuse victims will be abused by those responsible for the victim's care. When an elderly person is victimized by someone they trust, they live significantly shorter lives and their personal sense of safety is jeopardized.

Today, in many jurisdictions, police officers have had little to no training or experience with elder abuse. Many misconceptions remain about what elder abuse is, how it manifests, and what the differences between civil and criminal cases are. Understanding the complex dynamics, nuances, and warning signs of elder abuse is vital for officers to help protect some of our most vulnerable community members and to

add elder abuse as a priority for the law enforcement community. That is why the International Association of Chiefs of Police (IACP), with support from the U.S. Department of Justice's Elder Justice Initiative (EJI), has created a series of training videos for patrol officers about elder abuse.

ELDER ABUSE TRAINING VIDEOS

IACP and EJI understand that patrol officers have many responsibilities, competing priorities, and limited time. Due to the constraints placed upon patrol officers, IACP created six training videos that are each between five and eight minutes long, which can be played during roll call or viewed online.

The training videos feature real officers discussing their personal experiences with elder abuse cases. The training videos provide officers with the basics of what they need to know, including common types of abuse, red flags and potential indicators, suggestions on how and when to involve other resources, and recommendations on how to address elder abuse and protect our older community members. The police officers, detectives, and prosecutors interviewed discuss the challenges and rewards of protecting this vulnerable population. They also offer best practices grounded in the realities facing patrol officers.

Since elder abuse is a widely varied, complex crime, the videos focus on physical abuse, financial exploitation

by a stranger, financial exploitation by a relative or caretaker, and neglect, which are the most common types of crimes against the elderly. The series also includes an overview piece that highlights the prevalence of elder abuse, provides information about dementia, and dispels some myths on aging.

This series is part of a larger effort by EJI to expand resources designed specifically for law enforcement officers in the field. The videos will complement the other resources that can be found on the *Elder Abuse Guide for Law Enforcement* (EAGLE) website: <http://eagle.trea.usc.edu>. On this website, patrol officers can find multiple checklists, tips and techniques, guides, local resources, and other materials to help them protect elder abuse victims and save lives. For example, the EAGLE site has both an investigatory checklist and a first responder checklist, which are useful for officers of any size department or agency. The EAGLE site also has a collection of state statutes and mandated reporting requirements that are continually updated and maintained so that officers can find the most up-to-date information for their states. EJI and IACP are excited to work together to make our communities safer for everyone.

SUPPORTING LAW ENFORCEMENT

Another objective of the training videos is to highlight that in many cities, counties, tribal lands, and

towns, officers do not have to solve crimes against the elderly alone. There are often other resources, support services, and investigative agencies that can help officers address elder abuse.

The IACP and EJI understand that each agency has its own set of challenges, limits, and priorities. Some cities have robust resources for elderly populations; others may be less densely populated and have fewer networks to support older residents. However, these videos are designed to give officers in any jurisdiction the information they need to identify potential elder abuse and consider what steps they can take to reduce the risk of further or future harm.

“
Understanding the complex dynamics, nuances, and warning signs of elder abuse is vital for officers to help protect some of our most vulnerable community members.
”

For smaller departments, the patrol officer may also be the investigator, so he or she will have to know how to communicate with victims and suspects, as well as understand what evidence is necessary for an elder abuse case. For larger

municipalities, the patrol officer will need to understand the roles and services other agencies such as Adult Protective Services provide or how to work with hospital staff when they suspect abuse. Patrol officers at every agency can learn from these videos and increase their understanding of elder abuse.

CONCLUSION

Thirty years ago, IPV and child abuse were not considered priorities for many police departments, but today new laws have been passed and police departments have implemented new policies and protocols to address these crimes. Similarly, elder abuse is now gaining the attention of federal, state, and local policy makers. Police play a vital role in protecting our most vulnerable populations, but unfortunately many patrol officers might not have the training or experience to recognize elder abuse, and they need tools to help them understand it. The training videos produced by IACP and other resources created by EJI partners can equip agencies and officers with some of the tools and information necessary to start to tackle elder abuse. When officers are empowered with the necessary information and tools, they can save lives and restore the dignity and safety of our older community members. ♡

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IACP Net Bulletin



Make Your Own Shortcuts
New Customizable Menu for Easy Navigation



The IACP Net team is always working toward a more efficient and user-friendly site. Our newest enhancement, My Shortcuts, comes from user suggestions.

The new My Shortcuts menu appears at the top of every page, providing easy access to the menu options the user accesses most.

A sample of options available to add to this personalized menu include the following:

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TOP IACP BLOG POST

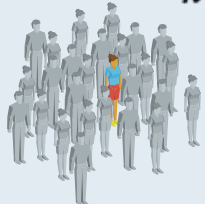
The Law Enforcement Marriage: Knowing When It's Time to Get Help

Guest blogger Assistant Chief John Oldham (Jacksonville, Florida, Sheriff's Office) discusses 5 common signals that a law enforcement marriage is in need of attention or help.

1
SPOUSE PRIORITIZES JOB ABOVE MARITAL RELATIONSHIP



2
ISOLATION FROM NON-LAW ENFORCEMENT FRIENDSHIPS



3
UNRESOLVED CONFLICTS RESULTING IN HURT FEELINGS



4
LACKING KNOWLEDGE OF JOB REQUIREMENT



5
FOCUSING ON NEGATIVES RATHER THAN POSITIVES



Read the rest of this blog and other posts at theIACP.org/blog-news-releases

TWEET of the month



Vincent Talucci @vtalucci

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Proud to share #IACP2018 was our most well attended conference in @TheIACP's 125 year history!

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9:25 AM - 10 Oct 2018

TOP POLICE CHIEF SEPTEMBER ONLINE BONUS ARTICLE

The Stratified Policing Model in the Delaware State Police:

Implications for Statewide Evidence-Based Practices

By Col. Nathaniel McQueen, Jr.; Major Sean E. Moriarty; and Captain William Crotty, Delaware State Police



THIS MONTH'S QUOTE

“It is essential that police officers have both character and competency. One of these characteristics without the other is like rowing a boat with just one oar in the water, going in circles.”

“Building Public Trust” pgs. 42–46.

TOP IACP RESOURCES

1. Law Enforcement's Role in Victim Compensation
2. Supporting Officer Safety Through Family Wellness: Nutritional Needs
3. Active Shooter Model Policy



Access these and more at theIACP.org

Breaking the Stigma

Recommendations from IACP Police Psychological Services Section



Find the guidelines mentioned here and other resources from the IACP Police Psychological Services Section at www.theIACP.org/working-group/section/psychological-services-section.

"POLICE OFFICER HOLDS FAMILY HOSTAGE FOR TWO DAYS"

"INTOXICATED POLICE OFFICER FIRES WEAPON OFF DUTY OUTSIDE OF BAR"

In a world already teeming with negative publicity about law enforcement, these types of headlines serve only to heighten the ill will and negative sentiment felt by some toward police officers. How can these types of situations be prevented? The buzz words currently being presented as solutions to these problems are "officer safety," "resiliency," and "wellness." Indeed, the IACP and the U.S. Department of Justice are currently spearheading efforts to develop programs and initiatives to target these issues. Within the IACP, the Police Psychological Services Section (PPSS) is attempting to address mental health wellness and resiliency in police officers by offering educational workshops for psychologists and chiefs, participating in IACP initiatives, and maintaining guidelines for law enforcement on topics that are related to wellness (e.g., Peer Support Guidelines and Officer-Involved Shooting Guidelines). The major focus of the programs being developed for officer safety, wellness, and resiliency is on prevention and early intervention. At the core of these programs' successes, however, is first establishing buy-in from the officers and breaking the stigma in law enforcement

that currently exists toward mental health services. Police officers often see mental health treatment as a sign of weakness and vulnerability or an indication that they are not competent officers. Officers are concerned that, if they seek out treatment, it will, at a minimum, "jam them up" at work and, at worst, cost them their jobs. Thus, officers are hesitant to seek treatment and allow the issues to build over time, ultimately leading to significant issues in their personal and professional lives. We must break the stigma against mental health treatment in order to maximize the success of wellness programs, as well as to provide a support system for officers to address problematic issues in their lives. Toward this end, the following recommendations are offered to agency executives:

1. Establish confidential relationships with mental health professionals who are experienced in working with law enforcement. One of the biggest obstacles toward treatment is the belief that mental health services, especially those through a department-funded Employee Assistance Program (EAP), are not confidential. Unfortunately, historically, there have been some EAPs that have failed to maintain confidentiality and, as such, this is a genuine concern. An additional concern is that often EAP clinicians are not familiar with law enforcement, and this can negatively

impact the therapeutic relationship in terms of the officer feeling that the therapist "doesn't get it." Chiefs need to make sure that the referral services that they are offering to their officers, either through an EAP or community resources, include licensed mental health clinicians (who are mandated to maintain confidentiality within the limits set by law) who are familiar with the law enforcement culture and the nature of police work.

2. Develop peer support programs within your agency. Peer support members serve as an intermediary and a conduit between the officers and mental health treatment services. Officers who are reticent to seek out treatment may reach out to a fellow officer for assistance, and this peer support person is then in a position to facilitate referrals for more formal treatment. The PPSS has established guidelines for peer support programs, and these serve as an excellent resource for establishing this type of program within your department.
3. Demonstrate buy-in from the top down. Chiefs and command staff need to openly discuss the value of mental health services with the rank and file, presenting it as a positive solution to personal difficulties that won't negatively impact an officer's career. ♡

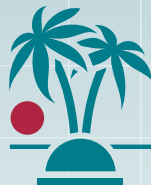
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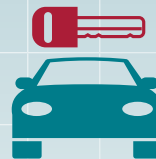
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Membership Categories

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Indian Country Law Enforcement \$25

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Law Enforcement Information Management (LEIM) \$25

Legal Officers \$35

Mid-Sized Agencies Section \$50

Police Foundations Section \$20

Police Physicians \$35

Police Psychological Services—initial processing fee \$50

Public Information Officers \$15

Public Transit Police No Charge

Railroad Police No Charge

Retired Chiefs No Charge

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Capitol Police Section

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

Defense Chiefs of Police Section

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

Drug Recognition Expert Section

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

Indian Country Law Enforcement Section

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

International Managers of Police Academy and College Training Section

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

Law Enforcement Information Management Section

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

Legal Officers Section

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

Mid-Size Agencies Section

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

Police Foundations Section

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

Police Physicians Section

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

Police Psychological Services Section

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

Public Information Officers Section

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

Public Transit Police Section

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

Railroad Police Section

Explores ways to improve the services of those responsible for ensuring the safety and security of people and goods traveling by rail.

Retired Chiefs of Police Section

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

Smaller Department Section

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

State and Provincial Police Academy Directors Section

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

State and Provincial Police Planning Officers Section

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

State and Provincial Police Alumni Section

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

University/College Police Section

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

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

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

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

Associate Members are indicated with an asterisk (*) All other listings are active members.

ALBANIA

Tirana
Seferi, Pellumb, Director of Cabinet, Albanian State Police
Veliu, Ardi, General Director, Albanian State Police

ALGERIA

Algiers
Remli, Abdelkrim, Regional Commander, National Gendarmerie Algeria

BAHAMAS

Nassau
Bowe, Stacy Ann, Assistant Superintendent of Police, Royal Bahamas Police Force
*Brice, Lashawn, Sergeant, Royal Bahamas Police Force
King, Sheria Lenique, Assistant Superintendent of Police, Royal Bahamas Police Force

BRAZIL

Rio De Janeiro
*Novaes, Edval O, Delegado de Policia Federal Aposentado, Public Safety Secretariat of Rio de Janeiro

CANADA

MANITOBA
Winnipeg
Lowen, Rich, Superintendent of Investigations, Winnipeg Police Service
Szyzkowski, Jeff, Deputy Chief of Police, Winnipeg Police Service

ONTARIO

Barrie
*Johnston, Rich, Staff Sergeant Executive Services, Barrie Police Service
Ottawa
Cote, Serge, Executive Director Canadian Police College, RCMP

HONDURAS

Tegucigalpa
Aguilar Moran, Jose David, Director General, Honduran National Police
Lagos Sanchez, Lazaro Fredis, Police Colonel, Honduran National Police
Velasquez Aguilera, Gerzon Onan, Lieutenant Colonel, Honduran National Police

ICELAND

Reykjavik
Thorhallsson, Runolfur, Chief Inspector, National Commissioner of the Police

JAMAICA

Kingston
Jaggan, Earl, Superintendent of Police, Jamaica Constabulary Force
Rhoomes, Norris, Superintendent of Police, Jamaica Constabulary Force

LIBERIA

Monrovia
*Kissik, Stephen, Senior Police Leadership Advisor, US Dept of State INL

MEXICO

Acuna
Gomez Zamarron, Alejandra Ludivina, Coordinadora Regional, Centro de Justicia
Frontera
Najera Munoz, Deyanira, Coordinadora Regional, Centro de Justicia

Matamoros

Felix Alba, Denice Nathali, Coordinadora Regional, Centro de Justicia

Ramos Arizpe

Espinosa Soto, Julio Cesar, Elemento de Tropa, Fuerza Coahuila Grupo de Reaccion

Saltillo

Charles Uribe, Leticia Beatriz, Directora General, Centro de Justicia
Martinez Molina, Karla Elizabeth, Comandante, Fuerza Coahuila Grupo de Reaccion
Rodriguez Tovias, Victor Hugo, Comandante, Fuerza Coahuila Grupo de Reaccion

Salinas Perez, Katy, Titular del Instituto, Instituto Coahuilense de las Mujeres

Torreon

Rodriguez Romero, Martha Esther, Coordinadora Regional, Centro de Justicia

MONGOLIA

Ulaanbaatar
Zandraa, Dashdavaa, Police Colonel/Deputy Commissioner, National Police Agency

MONTENEGRO

Podgorica
Bakovic, Enis, Deputy Director Crime Police, Police Directorate of Montenegro
Damjanovic, Vesko, Acting Director of Police, Police Directorate of Montenegro
Wilson, Gregory S, Senior Police Advisor, US Dept of Justice ICITAP

NIGERIA

Abuja
Dikko, Maigari Abbati, Deputy Inspector General of Police, Nigeria Police Force
Ibadan
Patience, Oke A, Deputy Superintendent of Police, Nigeria Police Force
Suleiman, Ishola Rufai, Chief Superintendent of Police, Nigeria Police Force
Ikoyi
Kamorudeen, Yusuf, Assistant Superintendent of Police, Nigeria Police Force

Kaduna

Garba, Mohammed Muktar, Chief Superintendent of Police, Nigeria Police Force
Obeka, Victoria, Chief Superintendent of Police, Nigeria Police Force

Kano

Hayatu, Hamza Atiku, Assistant Superintendent of Police, Nigeria Police Force

Lagos

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Alzamora, Mario, General, Peruvian National Police
Garcia Estacion, Angela, General, Peruvian National Police
Hinostrza Pereyra, Elizabeth, General, Peruvian National Police
Loayza, Hector, General, Peruvian National Police

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Quezon City
Cayago, Ronald, Police Chief Inspector/Chief of Police, Philippine National Police
Taguig
Mariano, Roderick D, Police Superintendent, Philippine National Police

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London
Ball, Helen, Assistant Commissioner, Metropolitan Police
Boothe, Jeff, Chief Superintendent, Metropolitan Police

UNITED STATES

ALABAMA
Bessemer
Roper, Michael, Chief of Police, Bessemer Police Dept

Elberta
Roberts, Clifton, Chief of Police, Elberta Police Dept

Huntsville
Underwood, John, Special Agent in Charge, ATF/Justice

Montgomery
Archer, Jonathan W, Captain/Deputy Chief, Alabama Law Enforcement Agency

*Butterbaugh, Christian, Senior Agent, Alabama Dept of Corrections

ARIZONA

Avondale
Redline, James, Lieutenant, Avondale Police Dept

Gilbert

Thompson, Jeff, Assistant Chief of Police, Gilbert Police Dept

Phoenix

Simpson, Warren, Captain, Arizona Dept of Public Safety

CALIFORNIA

Atascadero
Smith, Eric, Chief of Police/Academy Commander, California Dept of State Hospitals

Belmont

*Hernandez, Sandy, Officer, Notre Dame De Namur Dept of Public Safety
*Jauregui, Juan, Officer, Notre Dame De Namur Dept of Public Safety

El Monte

*Chao, Jason, Sergeant, El Monte Police Dept

Monterey Park

*Nagao, James, Student, East Los Angeles College

Oakland

Ruiz, Joshua, Sergeant, Oakland Housing Authority Police Dept
*Tolman, Warren, Director of Business Development, Hound Labs Inc

Placentia

*Gloe, Adam, Sergeant, Placentia Police Dept

San Francisco

*Betz, Steven M, Legal Counsel, San Francisco Police Dept
Chin, Sergio K, Lieutenant, San Francisco Police Dept
*Cunningham, Jason E, Program Manager, San Francisco Police Dept
*Fong, Kathy L, Sergeant, San Francisco Police Dept
Jones, Nicole H, Lieutenant, San Francisco Police Dept
McKeever, Shawn D, Lieutenant, San Francisco Police Dept

Murphy, Rachel A, Lieutenant, San Francisco Police Dept

*Raphael, Joshua D, Manager of Business Intelligence, San Francisco Police Dept

*Sanchez, John S, Director Forensic Services, San Francisco Police Dept

*Savage, Ezra, Detective Sergeant, US Park Police

*Steeves, Asja I, Special Assistant to the Chief, San Francisco Police Dept

*Stevenson, David C, Director of Strategic Communications, San Francisco Police Dept

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Colorado Springs

*Barker, Brig, Special Agent Ret, FBI

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Schaefer, Chris, Deputy Director, Colorado Bureau of Investigation

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*Butkus, Peter, Fleet Manager, US Park Police

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*Crockett, Alexandra L, Graduate Student, American Univ

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Houston, Laura, Chief of Police, Belle Isle Police Dept

Chipley

Thompson, Scott, Chief of Police, Chipley Police Dept

Daytona Beach

Lee, Scott, Captain, Daytona Beach Police Dept

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Jenkins, Joseph, Acting Chief of Police, Eatonville Police Dept

Jacksonville

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Collier, Evander, Lieutenant, Jacksonville Sheriff's Office

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Mount Dora

***Smith, St Francis, School Resource Officer, Mount Dora Police Dept**

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Murray, Aaron, Chief of Police, Northwest Florida State College

Ocala

Woods, William, Sheriff, Marion Co Sheriff's Office

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Seyferth, Donna, Deputy Chief of Police, Rockledge Police Dept

Shalimar

Cash, John E, Chief of Police, Shalimar Police Dept

Stuart

Tumminelli, Joseph V, Interim Chief of Police, Stuart Police Dept

Sunrise

Gerity, Brian, Major, Sunrise Police Dept

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Coleman, Anthony, Associate Director, Georgia State Univ Police Dept

Morris, Clay, Assistant Special Agent in Charge, Drug Enforcement Administration

Brunswick

Thorpe, Wan, Support Services Commander/Captain, Brunswick Police Dept

Conyers

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McDonough

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Norcross

***Salter, Daniel, Executive Director ACHIDTA, Drug Enforcement Administration**

Savannah

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HAWAII

Honolulu

Vanic, Rade, Major, Honolulu Police Dept

ILLINOIS

Chicago

Welch, Eddie, Chief, Chicago Police Dept

***Wines, Patricia, Lieutenant, Chicago Police Dept**

Chicago Heights

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Tinley Park

Walsh, Matthew, Chief of Police, Tinley Park Police Dept

Waukegan

***Rasmussen, Alex, Patrolman, Waukegan Police Dept**

INDIANA

Indianapolis

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Bethesda

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MASSACHUSETTS

Framingham

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Groton

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Bishop, Kevin, Chief of Police, Southwick Police Dept

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Cadillac

Ottjepka, Adam, Director of Public Safety, Cadillac Police Dept

Coldwater

Bartell, Mark, Director of Public Safety, Coldwater Police Dept

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Barren, Elvin V, Deputy Chief of Police, Detroit Police Dept

Flint

Brantley, Yvonne, Lieutenant, Michigan State Police

Gaylord

Hahn, Mike, Inspector, Michigan State Police

MINNESOTA

Cloquet

Ferrell, Carey, Commander, Cloquet Police Dept

Minnetrista

Falls, Paul, Director of Public Safety, Minnetrista Public Safety Dept

MISSISSIPPI

Jackson

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MISSOURI

Lee's Summit

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Springfield

***McElroy, Patty, Training Assistant, MOCIC RISS**

St. Louis

***Stiens, Richard, Psychologist, Richard Stiens PHD**

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Papillion

Prazan, Jerry, Lieutenant, Papillion Police Dept

NEVADA

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Phillips, Brady C, Lieutenant, Nevada Dept of Wildlife

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NEW HAMPSHIRE

Manchester

Grant, Ryan, Assistant Chief of Police, Manchester Police Dept

NEW JERSEY

Bordentown

Pesce, Brian V, Chief of Police, Bordentown Twp Police Dept

Elizabeth

Sacca, Giacomo, Deputy Chief of Police, Elizabeth Police Dept

Irvington

***Bowers, Tracy, Director of Public Safety, Irvington Dept of Public Safety**

Newark

***Day, Terrell, Detective, Newark Police Division**

Toms River

Brosnan, Michael, Deputy Chief of Police, Toms River Police Dept

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Mescalero

Vepley, James, Chief of Police, Bureau of Indian Affairs

NEW YORK

Buffalo

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Deer Park

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Winski, Edward, Inspector, New York City Police Dept

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Hall, Norman, Sergeant, Greenburgh Police Dept

Valentine, Daniel, Lieutenant, Greenburgh Police Dept

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Concord

Hughes, James, Major, Concord Police Dept

Greensboro

Cherry, Jermaine, Major of Operations, North Carolina A&T State Univ Police

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Tester, Robert, Lieutenant, Spartanburg Community College Police Dept

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Tate, Max, Chief of Police, Cross Plains Police Dept

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***Chapman, Lewis D, Sergeant, Shelby Co Sheriff's Office**

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Davis, Greg, Captain, Texas Dept of Public Safety

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Wilson, Eddie E, Chief of Police, Copperas Cove Police Dept

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Breedlove, William, Commander, Corpus Christi Police Dept

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***Howell, Elisa, Detective, Denton Police Dept**

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Guerra, Jose E, Sheriff, Hidalgo Co Sheriff's Office
Lopez, Mario, Chief Deputy, Hidalgo Co Sheriff's Office

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Jones, Eric, Commander, Memorial Villages Police Dept

Lee, Michael, Major, Harris Co Sheriff's Office

**Sullivan, Ryan, Policy & Compliance Officer, Harris Co Sheriff's Office*

Humble

Hilton, Tonya, Investigator, Harris Co Sheriff's Office

Huntsville

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Saxon, Guy, Lieutenant, Italy Police Dept

Lakeway

Law, David, Lieutenant, Lakeway Police Dept

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**Powers, Troy Lee, Patrolman, La Vernia Police Dept*

Temple

**Rodriguez, Nanette, Deputy City Attorney, City of Temple*

Texarkana

**Jones, Aaron, Trooper, Texas Dept of Public Safety*

US VIRGIN ISLANDS

Frederiksted

**Skepple, Chenelle, Acting Director of Internal Affairs, US Virgin Islands Police Dept*

VERMONT

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**Petralia, Paul, Sergeant, Burlington Police Dept*

**Stoughton, John, Detective Corporal, Burlington Police Dept*

**Warren, Michael, Lieutenant, Burlington Police Dept*

VIRGINIA

Arlington

Doherty, Neil, Deputy Assistant Administrator, Drug Enforcement Administration

Chesterfield

**Granderson, Russell, Lieutenant, Chesterfield Co Police Dept*

Danville

Thompson, Ernest, Lieutenant, Danville Police Dept

Falls Church

**Gagnon, Clark, SRO, Falls Church Police Dept*

Norfolk

Maslow, Michael, Assistant Chief of Police, Norfolk Police Dept

Quantico

Flom, Brian, Command Sergeant Major, US Army Criminal Investigation Command

Reston

Bond, Robert G, Supervisory Air Marshal in Charge, Federal Air Marshal Service

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Richmond

Beatty, Eric J, Captain, Univ of Richmond Police Dept

Johnson, Alfred, Captain, Univ of Richmond Police Dept

McCann, Richard, Chief of Police, Armour College Campus Police Dept

Salem

Staton, April, Sheriff, Salem City Sheriff's Office

WASHINGTON

Cheney

Day, Jewell, Deputy Chief of Police, Eastern Washington Univ Police Dept

Seattle

McDonagh, Paul, Captain, Seattle Police Dept

**Moren, Daniel, Senior Manager Global Security, Starbucks Corp*

WISCONSIN

Madison

**Devitt, Kristen, Director Office of School Safety, Wisconsin Dept of Justice*

Deceased Member

John S. Roche, Chief of Police (ret.), Ridgefield, Connecticut

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**FEB
18
—
19**

**Officer Safety & Wellness Symposium
SAN ANTONIO, TX**

The IACP Officer Safety and Wellness Symposium is a unique occasion for law enforcement professionals to learn from experts in the field about resources, best practices, and strategies for comprehensive officer safety and wellness.

theIACP.org/OSWSymposium

**MAR
20
—
22**

**Division Midyear Meeting
AUSTIN, TX**

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

theIACP.org/division-midyear

**APR
24
—
26**

**Policy Council Midyear Meeting
ORLANDO, FL**

In order to facilitate better collaboration within and across Policy Councils, IACP committees will now meet together for their midyear meetings. This meeting will provide an opportunity for IACP committee members to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with colleagues.

theIACP.org/policy-council-midyear

**MAY
20
—
22**

**Technology Conference
JACKSONVILLE, FL**

Technological advancements in law enforcement have their benefits, but they can also present challenges. The IACP Technology Conference provides training, professional development, and a forum for law enforcement executives, operational managers, and technology and research staff to share best practices and lessons learned on a broad array of technologies.

theIACP.org/Tech-Conference

**AUG
10
—
12**

**DAID Conference
ANAHEIM, CA**

The DAID Conference features plenary sessions and workshops designed to keep attendees up to date on the latest practices and science of impaired driving with a focus on drug impairment detection and recognition. Networking events enable attendees to meet colleagues and establish a professional rapport.

theIACP.org/events/conference/iacp-annual-training-conference-on-drugs-alcohol-and-impaired-driving-daid

**OCT
26
—
29**

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