POLICE CHIEF

6 Safety and Civil Rights at Mass Demonstrations
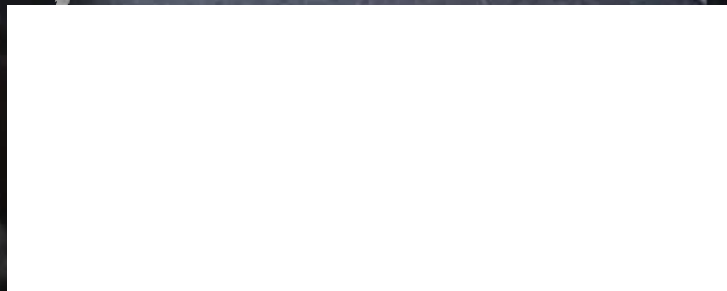
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Steven Davis
Chief of Police
Mountain View Police Department, CO

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SAFETY AND CIVIL RIGHTS AT MASS DEMONSTRATIONS

Cover Left: Police intervene and arrest more than 100 students at New York University (NYU) who continue their demonstration on campus in solidarity with the students at Columbia University and to oppose Israel's attacks on Gaza, in New York, United States on April 22, 2024. (© Fatih Aktas/Anadolu via Getty Images)

Cover Right: A police line stands between participants in the "United for Israel" march as they stop in front of an encampment protesting the University of Washington's ties to Israel and Boeing on the university's campus in Seattle, Washington, May 12, 2024. (Photo by Jason Redmond / AFP) (© JASON REDMOND/AFP via Getty Images)

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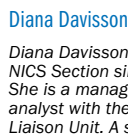
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Police Chief articles are written by law enforcement leaders and experts.
See the authors featured in this issue below.

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Safety and Civil Rights at Mass Demonstrations

Wade Carpenter
Chief of Police

Park City Police Department, Utah

> " If [protesters] are violating the rules, they are outside the bounds of their protected free speech. "

COLLEGE CAMPUSES HAVE LONG BEEN CENTRAL SITES FOR DEBATE AND ACTION ON A VARIETY OF SOCIAL CAUSES. WHILE PROTESTS, MASS DEMONSTRATIONS, AND RALLIES ARE NOT NEW ISSUES FOR POLICE, THE WAYS WE RESPOND TO THEM ARE ALWAYS EVOLVING.

The recent rise in campus protests and encampments have reignited conversations around the role of police on university grounds and the complex balance of maintaining order while respecting and upholding civil rights.

As police leaders and policing professionals, we are supportive of individuals wishing to exercise their First Amendment rights through lawful demonstrations. When civil disturbances occur that pose a threat of collective violence, destruction of property, or other unlawful acts, that is when we must respond with crowd control measures to prevent loss of life, injury, or property damage.

As we all have witnessed these past few months with the protests and encampments on college campuses, peaceful demonstrations can spawn protests and counterprotests that can lead to civil disorder. We've seen these protests spread throughout college campuses and social media being used as a tool to mobilize and manage participants prior to and during demonstrations. In many cases, these student protests are joined by individuals who are not affiliated with the institution, bringing with them attitudes and goals that may be outside the originally intended scope, which can further contribute to unrest at these events. Additionally, protesters often learn tactics from other groups or the outsiders that join their protests, so illegal behavior can quickly spread within a protest and across the world.

Adding further complexity, in terms of protests at universities and colleges, there is often a different dynamic depending on whether the institutions are private or public, if they have their own police agencies, and if a memorandum of understanding or mutual aid agreement with local or neighboring agencies is already in place.

As with all situations, communication and coordination are key. While universities and colleges have acknowledged the students' right to protest and exercise free speech, many times they do not always establish clear ground rules with protesters, which in some cases has allowed the demonstrations to spin out of control. The standard best practice in policing is to make it clear to protesters that, if they are violating the rules, they are outside the bounds of their protected free speech. This level of communication is paramount before and throughout the event.

In response to large, cause-motivated gatherings, a more recent development in many police agencies is the establishment of specialized public order units, trained in crowd management and safely de-escalating civil disorder. Depending on agency size, this is not always feasible, which is why many of our agencies rely on cross-agency partnerships and mutual aid agreements to provide additional support and resources during large-scale events or protests.

One tactic agencies find successful during large-scale events and mass demonstrations is the inclusion of a prosecutor or other member of the judicial system in their command center. An individual with legal expertise can help provide real-time feedback on approaches to ensure the appropriate tactical response.

As I said earlier, communication is paramount to success and that includes communications not only with the protestors but also with the media. Following an event, providing media outlets with video from body-worn

Access IACP's no-cost online training, Elevate Blue: Essential Training for Law Enforcement on Managing Mass Demonstrations and Protecting Civil Liberties, on IACPlearn: learn.theIACP.org/products/elevate-blue.

cameras or fixed surveillance systems in the area can provide a more transparent account of the events that took place and strengthen trust in police operations. It is important to keep in mind that records of incidents such as these may be accessible through the United States Freedom of Information Act or similar statutes. If units are well prepared and rely on their training, it helps minimize the risk to agencies and communities.

Preparing for, managing, and responding to demonstrations and protests can be complex. To aid you and your agencies, IACP has recently launched a no-cost online training through Elevate Blue: Essential Training for Law Enforcement on Managing Mass Demonstrations and Protecting Civil Liberties. We are proud to announce that this course is certified by the IADLEST National Training Certification Program and meets or exceeds the quality standards set by most individual state POST certification requirements.

This newly developed course will focus on how to engage and communicate effectively, interpret behavior, and respond appropriately, while providing insight on crowd dynamics, mass arrests, and plans of action for responses to mass demonstrations. Additional course elements emphasize the importance of understanding civil liberties and protected speech, characteristics of a mass demonstration, de-escalation skills, and officer well-being.

In addition to this Elevate Blue course, there are also a wide range of resources available, including model policies, guidelines, video training, and after-action assessments from other agencies that can be extremely beneficial to learn from. IACP has compiled many of these resources for you, to aid you and your agencies as you navigate these events. They can be found at theIACP.org/news/blog-post/crowd-management-and-civil-demonstrations-resources.

I encourage you and your agencies to take advantage of these opportunities, which will help contribute to enhanced community trust. ♡

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- **Succession Planning Within Human Trafficking Task Forces (Webinar)**
  Panelists from Enhanced Collaborative Model (ECM) Human Trafficking Task Forces share how to prepare for the unexpected, including task force members departing, new organizations joining, and ensuring there are policies and practices in place for avoiding gaps in knowledge or assistance for victims and survivors when task force members leave. Panelists highlight strategies to create consistency in victim services and response, even when turnover happens, ensuring task forces are sustainable. *Free for members and nonmembers*

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Q: What is the most important advice you would give to another agency as they navigate protests and other demonstrations?

A: We have benefited from annual department-wide crowd control training, as it can take time for the frontline officers and supervisors to get comfortable with crowd control formations.

For planned response and rapid/crisis response to protests, we activate a law enforcement command center to assist the incident commander with the deployment of resources and situational awareness.

The use-of-force policies and decisions we make incorporate de-escalation measures, and, as a department, we endeavor to de-escalate or negotiate compliance and peaceful resolutions.

When confronted with violent assaults at protests, we direct supervisors to take immediate, appropriate action to address the specific violent offenders to prevent further escalation.

Mobile response squads from our 11 districts have enhanced our ability to respond to rapidly developing situations and unplanned events.

Dan Humphreys, Deputy Superintendent Assistant Chief, Bureau of Field Services
Boston Police Department, Massachusetts

A: Over the past 22 years, I have had the opportunity to plan for and manage hundreds of First Amendment activities, including large-scale demonstrations in Washington, DC. Responding to and managing First Amendment activities can be challenging. I believe that the key to successfully navigating demonstrations is providing your officers and supervisors with the proper training and equipment to respond. Officers need to have initial and reoccurring training annually to ensure they are prepared for current trends and tactics and able to respond under stressful situations. Additionally, it is important to build relationships with other police agencies and community organizations before demonstrations occur. They can provide additional resources and help to communicate with demonstration leaders and other community members when protests occur.

Jeffery W. Carroll, Executive Assistant Chief of Police
Metropolitan Police Department, Washington, DC

A: Having a core group of officers who are specially trained and equipped for managing enforcement at First Amendment–protected events is key to reducing the risks of injury to offenders and officers. Strategic planning for the various unlawful contingencies that may evolve from otherwise peaceful events is essential to being prepared and reducing the likelihood of overreactions. Exercising mutual aid and having enough officers when enforcement is needed will increase your opportunities for overall success. Developing partnerships with adjacent agencies and conducting joint training benefits all communities. Additionally, educating and exercising your community's administrative policy group ahead of their involvement in an enforcement event will reduce the potential for disagreements, which can cause disparate public messaging and potential tactical delays.

Keith Squires, Chief
University of Utah Police Department, Utah

A: Addressing protests of any kind requires an intelligence-driven strategy in order to assess threats and prepare police deployment accordingly. A preparatory meeting with the organizers of the demonstration should be arranged to discuss technicalities and remind them of the legal rules. Crowd management units' investigative and intelligence teams must be properly trained and briefed ahead of the event. The police chief in charge must be clearly identified and make their decisions in the field standing by the deployed officers. If the use of force is necessary, it must be clearly requested and authorized by radio or, in a self-defense scenario, immediately reported. Use of body-worn cameras has proven to be very relevant in case of litigation.

Raphaël Juge, Police and Homeland Security Attaché
Embassy of France United States of America
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BY

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

THE FIRST DUTY OF ANY CIVILIZED GOVERNMENT IS TO PROTECT THE LIFE AND PROPERTY OF ITS PEOPLE THROUGH ITS MILITARY AND JUSTICE FUNCTIONS.[1]

Policing's first duty then is, and must be, to protect communities from domestic lawlessness and danger.[2] Otherwise the exclusive and orderly allocation of police powers to the government would be undermined. The rule of law and this first duty are thus inextricably intertwined.[3] Without policing executing its first duty, and doing so responsibly, the rule of law is weakened.[4] This duty is reflected in the law enforcement oaths taken across the world's civil societies to the fundamental legal authority that establish their governance. The Declaration of Independence that initiated the formation of the United States of America began with this fundamental principle: "that to s*ecure these rights, Governments are instituted* among Men." (excerpted, emphasis added)[5] The U.S. Constitution further lays out this principle in its Preamble as the very foundation of governance:

We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defence, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America. (emphasis added)[6]

Law enforcement's oath is thus more than adherence to the written law of and from this, or any, constitution but also to its principles—justice, domestic tranquility, and individual human rights and freedoms essential to the welfare of the nation—as these and other principles are the basis not only for a country's founding documents but also for the evolving acts of its legislature and its judiciary's interpretations of the written laws, which the police are held and sworn to uphold. As a constitution establishes power and responsibilities among its respective components of governance, each operates in fidelity to it as the ultimate will and instrument of the people. The executive, with its police powers, must "take care" that the laws enacted by the representatives of the people in the legislature be "faithfully executed."[7] As the United States Court of Appeals for the District of Columbia Circuit has ruled, "absent a lack of funds or a claim of unconstitutionality that has not been rejected by final Court order, the Executive must abide by statutory mandates and prohibitions."[8] Indeed, the executive may not decline to follow the law "simply because of policy objections."[9] On the other side of that same coin, police powers must be executed "carefully"—in compliance with the law and most importantly—the Constitution and its Bill of Rights.[10]

As the judiciary continually interprets and applies these laws, there is continually evolving case law defining and creating governance and compliance points necessitating modern "constitutional policing" (and other) programming to ensure each agency stays out in front of the law.[11] The U.S. Department of Justice (DOJ) Office of Community Oriented Policing Services (COPS Office) and the Police Executive Research Forum (PERF) addressed this necessity at a conference in Washington, DC, entitled Constitutional Policing as a Cornerstone of Community Policing, and the key issues identified by the experts involved warrant repeating:

- It is critical for law enforcement to integrate constitutional policing strategies into their operations to not only meet the current standards reflected in state and federal case law but also **"anticipate future standards"** and **"other new developments the courts have yet to define."**

- Agencies need to consider constitutionality on a deeper level by developing policies and practices that **"advance the broad constitutional goals** of protecting everyone's civil liberties and providing equal protection under the law."

- Law enforcement should **"continually strive for high levels of legitimacy,"** such as "ensuring that policing is conducted with the consent of the people."[12]

An agency's governance, risk, and compliance picture is in motion. The modern era of policing is defined by constantly and, at times, rapidly changing rules at the local, state, and federal levels coupled with often disruptively changing community perceptions of police legitimacy, creating modern operating environments where "deeply rooted practices and norms are being questioned, and many long-held tenets of public safety are being abandoned

and reimagined."[13] Many high-profile examples exist. In "The Rule of Law, Responsibly," the June 2023 *Police Chief* Chief's Counsel column, this author discussed how police are often assigned the nearly impossible task of addressing calls for service at the intersection of public safety and the homelessness crisis in the United States, which has invoked critical review from many layers of stakeholders and the application of the U.S. Constitution in a (at the time) novel and yet critically important way:

> *The DOJ argued that, in these types of cases, (where) an individual experiencing homelessness literally has nowhere else to go and enforcement of a life sustaining conduct misdemeanor against that person criminalizes them for being homeless. Further, adopting the reasoning of Jones v. City of Los Angeles, the DOJ stated that "it should be uncontroversial that punishing conduct that is a 'universal and unavoidable*

*consequence of being human' **violates the Eighth Amendment**" to the U.S. Constitution by effectively criminalizing a person's status as a homeless individual.* (emphasis added)[14]

This discussion in "The Rule of Law, Responsibly," is a good example of the duty to *serve* intersecting with the duty to *protect*. This intersection is critical to the police's ability to stay out in front of evolving oversight and maintain the legitimacy of law enforcement institutions. Policing is not done in a vacuum; it must serve communities through the best policing practices available in relationship with the communities.[15] As this author further advocated in "Accelerating Change," the September 2022 *Police Chief* Chief's Counsel column:

> *Constitutional policing and legitimacy are related, but they are not the same thing. Constitutional policing is "necessary but not sufficient"; it is the "foundation of community policing."*

Constitutional violations can be the most serious of all and invoke the most significant forms of accountability and reform, but even perfectly lawful policing may still fall short of what stakeholders expect. Legitimacy is the extent to which the community believes that government actions are "appropriate, proper, and just." Police legitimacy, therefore, is inextricably intertwined with the quality of a justice system's rules, the enforcement of those rules, and the compliance achieved in the community.[16]

For agencies across the world, there are many sources of differing levels of oversight, authority, and guidance as to what is "appropriate, proper, and just." For example, the United Nations (UN) plays a central role in promoting respect for human rights in policing practices worldwide through its normative framework, monitoring mechanisms, and capacity-building initiatives.[17] The UN Office on Drugs and Crime (UNODC) in Vienna, Austria, publishes the *Compendium of UN Standards and Norms in Crime Prevention and Criminal Justice.*[18] Part Four addresses "good governance" of law enforcement agencies and a model Code of Conduct for Law Enforcement Officials, adopted by resolution of the UN General Assembly.[19] Article 1 states:

Law enforcement officials shall at all times fulfill the duty imposed upon them by law, by serving the community and by protecting all persons against illegal acts, consistent with the high degree of responsibility required by their profession. (emphasis added)[20]

The official commentary adopted along with Article 1 states that "this provision (the duty to protect) is intended to not only cover all violent, predatory and harmful acts, but *extends to the full range of prohibitions under penal statutes.*" (emphasis added)[21] Further, the police's duty to serve should include providing "assistance to those members of the community who by reason of personal, economic, social or other emergencies" need help.[22] Later articles speak of the mandate to uphold the "human rights" and "human dignity" of all persons, as identified by national and international law, citing several international legal

instruments.[23] Even police agencies that recognize how responsibly they protect and serve determines their legitimacy struggle with implementation. For example, one large U.S. agency, amid community demands for police reform after a series of high-profile incidents, commissioned an expert review panel to study the city's police operations and the need for reform, which made several observations throughout the multiyear process:[24]

There is broad recognition in the top levels of the Department that policies and practices that encourage community trust are necessary and that the need for police services and how they are provided is evolving. It is our observation that leadership's vision and the implementation of policies they have promulgated to address legitimacy and trust are lagging and not reflected in most of the police encounters that were reviewed by the Panel. This appears to be an ongoing issue that National Initiative (for Building Community Trust and Justice) experts raised in 2018. The mismatch between the Department's expressed values and the experience of many members of low-income communities and communities of color creates tension and mistrust that interferes with the Department's ability to achieve its mission. (emphasis added)[25]

The panel noted that the department "is facing a series of challenges aligning its practices of policing with its policies, procedures, and expressed values," but this is not uncommon as "law enforcement agencies across the country are facing a crisis regarding the use of force, accountability, and legitimacy in all of a jurisdiction's communities."[26] The National Initiative for Building Community Trust and Justice experts' observations, noted that, at that time, the department's

policy language does not provide a clear picture of what community trust-building activities the department is engaged in. The department provided examples of initiatives and units that were working toward this objective, but policy-level descriptions related to specific unit activities, how officers are expected to build community relationships, trainings, or ongoing evaluations of public sentiment do not offer

a clear picture of how the department is advancing this objective. (excerpted, emphasis added)[27]

As the duty to protect and the duty to serve intersect, agencies must manage that intersection responsibly. The expert panel noted the dual mandate in discussing its own:

This review is intended to identify and offer remedies for policy or constitutional violations. We note, however, that it is only one piece of the puzzle. The City and the Department will have to engage with the communities it serves to have hard conversations about what real public safety means and how (the City) can achieve it. (emphasis added)[28]

In its final report, the expert panel appropriately noted that "public safety requires a partnership between law enforcement, members of the community, and other public institutions."[29] Indeed, to protect the members of our communities, police agencies must serve them with the best policing practices available, in partnership with them. Thinking outside the box is not enough—agencies need to be continually deconstructing and constructing the box, so their operations meet and exceed the dual mandate of their duty, in order to stay ahead of the rapid evolution of their governance, risk, and compliance picture and advance their legitimacy. ▽

NOTES:

[1]Steven J. Heyman, "The First Duty of Government: Protection, Liberty and the Fourteenth Amendment," *Duke Law Journal* 41, no. 507, citing remarks of Rep. Farnsworth 39th Cong., 2d Sess. (1867) (debating Reconstruction Act of 1867); Jennifer Nedelsky, *Private Property and the Limits of American Constitutionalism: The Madisonian Framework and Its Legacy* (Chicago, IL: University of Chicago Press, 1990).

[2]Heyman, "The First Duty of Government."; Nedelsky, *Private Property and the Limits of American Constitutionalism*.

[3]Joseph Polzak, "The Rule of Law, Responsibly," Chief's Counsel, *Police Chief* 90, no. 6 (June 2023): 12–17.

[4]Polzak, "The Rule of Law, Responsibly."

[5]Declaration of Independence of the United States of America (U.S.), July 4, 1776.

[6]U.S. Constitution, Preamble.

[7]U.S. Constitution, Article II, Section 3.

[8]In re Aiken County, 725 F.3d 255, 259 (D.C. Cir. 2013), citing U.S. Constitution Article II, Section 3.

[9]In re Aiken County, 725 F.3d 255, 259 (D.C. Cir. 2013), citing U.S. Constitution Article II, Section 3.

[10]Police Executive Research Forum (PERF), *Constitutional Policing as a Cornerstone of Community Policing: A Report by the Police Executive*

Forum (Washington, DC: Office of Community Oriented Policing Services, 2015).

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

[12]Joseph Polzak, "Accelerating Change," Chief's Counsel, *Police Chief* 89, no. 9 (September 2022): 10-13, citing PERF, *Constitutional Policing as a Cornerstone of Community Policing*.

[13]Polzak, "Accelerating Change," citing Virginia Gleason, "Create a Data Toolbox to Facilitate Meaningful Police Reform," Chief's Counsel, *Police Chief* 89, no. 1 (January 2022): 12–14.

[14]Polzak, "The Rule of Law, Responsibly," citing Statement of Interest of the United States at 6–9, Bell v. City of Boise, No. 1:09-cv-540 (D. Idaho Aug. 6, 2015) at 11, citing Jones v. City of Los Angeles, 444 F.3d 1118, at 1137 (9th Cir. 2006), vacated after settlement, 505 F.3d 1006 (9th Cir. 2007).

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

[16]Polzak, "Accelerating Change," citing PERF, *Constitutional Policing as a Cornerstone of Community Policing*, 3–4.

[17]United Nations website.

[18]United Nations Office on Drugs and Crime (UNODC), *Compendium of United Nations Standards and Norms in Crime Prevention and Criminal Justice* (New York, NY: United Nations, 2016).

[19]UNODC, "Code of Conduct for Law Enforcement Officials," *Compendium of United Nations Standards and Norms in Crime Prevention and Criminal Justice*, Article 1, 281.

[20]UNODC, "Code of Conduct for Law Enforcement Officials."

[21]UNODC, "Code of Conduct for Law Enforcement Officials," Commentary (d).

[22]UNODC, "Code of Conduct for Law Enforcement Officials," Commentary (c).

[23]See UNODC, "Code of Conduct for Law Enforcement Officials," Article 2 and Commentary (a), noting "the human rights in question are identified and protected by national and international law. Among the relevant international instruments are the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, the Declaration on the Protection of All Persons from Being Subjected to Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, the United Nations Declaration on the Elimination of All Forms of Racial Discrimination, the International Convention on the Elimination of All Forms of Racial Discrimination, the International Convention on the Suppression and Punishment of the Crime of Apartheid, the Convention on the Prevention and Punishment of the Crime of Genocide, the Standard Minimum Rules for the Treatment of Prisoners and the Vienna Convention on Consular Relations."

[24]*Fort Worth Police Department Expert Review Panel Preliminary Observations and Recommendations*, July 31, 2020. The police expert review panel, co-chaired by Dr. Alex del Carmen and Dr. Theron Bowman, presented an interim report to the City Council in August 2020 and prepared a draft final report for city staff review and comment in January 2021. The panel presented its final report to city staff on z[25]*Fort Worth Police Department Expert Review Panel Preliminary Observations and Recommendations*, 3, 5. Fort Worth was chosen as one of six pilot sites for the Department of Justice's National Initiative for Building Community Trust and Justice.

[26]"Executive Summary,"*Fort Worth, Texas Police Department Expert Review Panel Final Report* (2022), 2.

[27]*Fort Worth Police Department Expert Review Panel Preliminary Observations and Recommendations*, 5, citing Center for Policing Equity, National Justice Database, Policy Review 6 (July 8, 2018).

[28]*Fort Worth Police Department Expert Review Panel Preliminary Observations and Recommendations*, 2.

[29]"Executive Summary," *Fort Worth, Texas Police Department Expert Review Panel Final Report*, 2.

Utilizing Integrated Police Social Workers for Internal Wellness

BY

Michael Diekhoff, Chief of Police, and Melissa Stone, MSW, LCSW, Senior Social Worker, Bloomington Police Department, Indiana

IN MARCH 2019, THE BLOOMINGTON, INDIANA, POLICE DEPARTMENT (BPD) HIRED ITS FIRST INTEGRATED POLICE SOCIAL WORKER (PSW).

While the initial goals of the program were related to decreasing repeat callers in the community and increasing access to care for community members, the program also increased opportunities for department wellness. The BPD's three PSWs are also utilized for prevention and response to wellness issues within the department, including employees' families.

PREVENTION

BPD's PSWs have been embedded into current programming in the department and have also created new opportunities to discuss preventing health concerns before they arise. PSWs are included in the new officer training program, where they offer information about mental health resources so new officers know that mental health is a priority from the very start of their career with BPD. The PSW team also developed a monthly one-page newsletter that is displayed around the department. The newsletter covers family

and mental wellness, and inspirational information; it also includes a guest segment for officers to speak on topics of interest. PSWs also provide different educational activities throughout the year, such as displaying the eight dimensions of wellness (see sidebar) with "challenges" to complete for each dimension.

RESPONSE

As BPD's PSWs are all master's-level clinicians, they can provide brief therapy with the

EIGHT DIMENSIONS OF WELLNESS

- Emotional
- Physical
- Occupational
- Social
- Spiritual
- Intellectual
- Environmental
- Financial

intention of getting the officer (or officer's family members) connected to other clinicians for long-term care. The BPD PSW team can offer eye movement desensitization and reprocessing (EMDR) as well. Due to licensure and confidentiality requirements, the PSWs cannot share information with administration or any other member of the department (with exceptions related to suicidal or homicidal intent), ensuring confidentiality for those who seek services through the PSWs. BPD's PSWs maintain a list of culturally competent clinicians in the area to ensure officers are sent to quality clinicians. Some members of the PSW team are trained in debriefs and can fill the role of a mental health provider in certain circumstances. One of BPD's PSWs is also involved with the agency's peer support team in a clinical coordinator role. This PSW will help with the training of peers and can be a resource for peers when they feel unsure or need ideas on how to help someone.

FAMILY

The growth of BPD's program from one to three full-time PSWs in 2021 has helped to increase the wellness opportunities in the department. For the last couple of years, the PSW team has gathered a group of volunteers from the department and have hosted family events, such as a Halloween Trunk-or-Treat and an Easter Egg Hunt. The department also hosted a movie night at a local one-room theater and an educational night for families, led by the deputy chief of police. The PSW team is currently working with the Collaborative Reform Initiative for Technical Assistance Center, a program from the Department of Justice Community Oriented Policing Services (COPS) Office, to increase BPD's family programming.

In conclusion, BPD has been able to utilize its integrated PSWs not only to lighten some of the officers' workload but to improve overall department wellness as well. As the call for mental health awareness increases, BPD will continue to adapt, including the implementation of policies and procedures to ensure officers and their families are offered education on and opportunities for improved mental health. ♡

The Pedestrian Problem in Maryland

How an Effective Enforcement Program Is Saving Lives

BY

Thomas Morehouse, Sergeant, Baltimore County Police Department, Maryland

IN 2018, IN MARYLAND, 131 PEDESTRIANS LOST THEIR LIVES AS A RESULT OF A MOTOR VEHICLE CRASH. OF THOSE FATALITIES, ABOUT 20 PERCENT WERE IN BALTIMORE COUNTY.

When any five-year trend was considered, Baltimore County was always among the top five jurisdictions in pedestrian injury crashes and pedestrian fatalities. As one of 24 jurisdictions in Maryland, Baltimore County accounted for over 14 percent of pedestrian injury crashes and 17.7 percent of pedestrian fatalities in the state over five years.

In the past, the typical police response was to do an enforcement detail and cite pedestrians for "jaywalking." The reality is that in 46 percent of the pedestrian crashes, the driver of the motor vehicle was at fault. A decision was made to change enforcement procedures to focus on drivers. Baltimore County decided to use an enforcement program based on the *Pedestrian Safety Enforcement Operations How-To Guide* from NHTSA.

After looking at the data, a roadway was selected. The location met all of the qualifications: a high rate of pedestrian crashes, a crosswalk at a non-controlled intersection, plenty of visibility for drivers to see a pedestrian crossing the road, the crosswalk and other signage did not require maintenance or repair, and there was a safe location a short distance from the crosswalk for the enforcement officers to direct violators into for the enforcement action.

Grant funding was received from the Maryland Highway Safety Office to conduct the detail. Officers working the detail were trained on the logistics and sent out to work. In the beginning, there was a lot of work being done, but there didn't seem to be a change in driver behavior. Upon reviewing the data, it was discovered that officers were issuing 1,100 warnings for each citation. This was **not** an enforcement action that was going to lead to positive behavior change.

This is where officers who participated in Leading Effective Traffic Enforcement Programs (LETEP) added their input to foster positive behavior change. LETEP is a four-day training program developed by the Maryland Highway Safety Office that is open to any police officer in the state who is a traffic safety leader. Police personnel who take this training learn about the four *E*s of traffic safety.

The first *E* is for engineering. Current and retired roadway engineers teach sessions on road engineering. For the current location of the enforcement detail, there were no identified engineering issues.

The second *E* is for EMS. Students learn how to assess issues associated with EMS response in problem roadway areas. After reviewing the current location of the enforcement detail, it was determined that there are adequate EMS resources near the area and there is no trouble with EMS access and travel through the area.

The third *E* is enforcement. Students are provided with case studies of enforcement programs that have worked in the past. They also discuss and learn about many different enforcement ideas to consider. The question that needed to be answered was, "How do we get officers to issue more citations?" Issuing citations to violators is more likely to cause positive behavior change, so can the agency make it happen?

The fourth *E* is education. During the training, students are provided with many different versions of training opportunities. The students are also encouraged to think of many different education opportunities and discuss how they could benefit from an enforcement program. In this situation, education is what helped turn the tide.

The Traffic Training Team of the Baltimore County Police Department is a specialized unit within the department's Training Section. Members of this team are tasked with providing specialized training in all traffic safety issues. Team members study trends and develop training to keep ahead of the curve in traffic safety issues. The members of the team had taken the LETEP training. Now, instead of a classroom scenario, they had a real-world problem that could use the skills they developed in LETEP training. When the members of the Traffic Training Team looked at this problem, they knew that properly developed education would help enhance this enforcement program and lead to positive behavior change.

While developing the training, they worked with department leadership and made it a prerequisite that officers had to attend the pedestrian training to qualify to work the detail. A one-day training course was developed and offered to department members.

DRIVER VIOLATION
DID UNLAWFULLY VIOLATE:

21-502(a)2 — **Failure to stop for pedestrian in crosswalk**
Driver of a vehicle shall come to a complete stop when a pedestrian crossing the roadway in a crosswalk is: (i) on the half of the roadway on which the vehicle is traveling or (ii) approaching from an adjacent lane on the other half of the roadway. **Penalty: $80 or up to $500.00. One Point.**

21-502(c) — **Passing a vehicle stopped for a pedestrian**
It is unlawful for a driver to pass a vehicle that is stopped for a pedestrian either in a marked or unmarked crosswalk. **Penalty: $80 or up to $500.00. One Point.**

21-202(c) — **Failure to yield right-of-way when turning on green signal**
Vehicles facing a circular green signal, including any vehicle turning left or right, shall yield right-of-way to any pedestrian lawfully within an adjacent crosswalk. **Penalty: $90 or up to $500.00. One Point.**

21-202(h) — **Failure to stop at clearly marked stop line**
Vehicles facing a steady circular red signal or red arrow signal shall stop at the near side of the intersection at a clearly marked stop line, or before entering the crosswalk. **Penalty: $140 or up to $500.00. Two Points.**

21-202(k) — **Failure to yield to pedestrian before turn on red**
Vehicles facing a red signal shall, after stopping, yield the right-of-way to any pedestrian lawfully within an adjacent crosswalk. **Penalty: $90 or up to $500.00. One Point.**

21-504 (a,b,c) — **Failure to exercise due care to avoid hitting a pedestrian**
The driver of a vehicle shall exercise due care to avoid colliding with any pedestrian, shall warn any pedestrian by sounding a horn, and shall exercise proper precaution on observing any confused or incapacitated pedestrians. **Penalty: $70 or up to $500.00. One Point.**

21-801(h) — **Special dangers as to pedestrians**
The driver of a vehicle shall drive at an appropriate, reduced speed when any special danger exists as to pedestrians. **Penalty: $90 or up to $500.00. One Point.**

YOU HAVE RECEIVED THIS NOTICE FOR FAILURE TO ABIDE BY THE MARYLAND LAW(S) INDICATED ABOVE.

On average, every year more than **100 pedestrians are killed** and more than **2,300 pedestrians are injured** in Maryland as a result of collisions with motor vehicles.

Look Out for Each Other!

towardzerodeathsmd.com

MDOT MARYLAND DEPARTMENT OF TRANSPORTATION   STREET /// SMART   11/18

The one-day course comprised eight separate sessions. The first session is presented by a member of the Highway Safety Office who speaks about the pedestrian fatalities problem in Maryland. They provide statistics and other information to show the scope of the problem so officers can understand why this enforcement is needed. The next session focused on the detail itself. Officers learned about how to set up the detail and how to conduct it safely. The next two sessions taught officers how to use different databases to get the statistics and how to apply for grants to help with funding. The second half of the day is prosecution based. Maryland's traffic safety resource prosecutor explains all of the rules that affect drivers and pedestrians and what constitutes a violation. Officers also learn what it takes to conduct a successful prosecution of these violations. The training is wrapped up with a field trip to the enforcement location so the officers can see firsthand how the detail is supposed to be conducted.

The educational part of the solution did not just involve training the officers. The Highway Safety Office also provided information cards for drivers and pedestrians explaining the laws affecting their interaction as roadway users. These cards are given to violators on every encounter whether the enforcement action is a warning or citation.

Once the education portion was put into place, positive behavioral change was almost immediate. The enforcement ratio went from 1,100 warnings for 1 citation to 3 citations for every 2 warnings. More importantly, since the program changes went into effect, Baltimore County has had **zero** pedestrian incidents in the area of the enforcement detail. With this positive benefit, the Baltimore County Police Department is now looking at other high pedestrian incident areas to conduct this detail.

The idea may go by different names, but every state has a goal to get traffic fatalities to zero. The questions are "How do we get there?" and "How long will it take?" This pedestrian example provides those answers.

To answer the first question, the police get there by conducting proactive enforcement that is complemented by the proper education of officers and the public. No matter what the traffic safety problem may be, an effective enforcement program complemented by education can help start states in that direction.

The second question is asked in many different ways. The answer is always that it is a journey. No matter how long the journey may be, it is always taken one step at a time. That is how society will get to zero deaths. One step at a time. Identify a problem, educate officers and the public, conduct enforcement in high-incident areas, and reduce the problem … eventually to zero. ♡

IACP

OFFICER SAFETY & WELLNESS

Focusing on officer safety and wellness (OSW) helps to prevent serious injuries, disease, and absences that can be costly to individuals and agencies. Strategic OSW efforts can improve officers' capacity to prepare for, recover from, and adapt to the stress and adversity of the job.

The IACP, with the support of the Bureau of Justice Assistance, offers a wide variety of resources on the following topics to help agencies learn the skills needed to implement programs, shift culture, and make meaningful changes to help officers thrive on and off the job.

VALOR
OFFICER SAFETY AND WELLNESS INITIATIVE
BUREAU OF JUSTICE ASSISTANCE

Suicide Prevention

- ◆ Comprehensive Framework for Law Enforcement Suicide Prevention
- ◆ Messaging and communication
- ◆ Peer support
- ◆ Post-suicide response

Mental Health and Resilience

- ◆ Cumulative stress and burnout
- ◆ Grief and loss
- ◆ Anxiety management
- ◆ Resilience strategies
- ◆ Mindfulness

Physical Health

- ◆ Nutrition
- ◆ Health care
- ◆ Substance use
- ◆ Fitness programs
- ◆ Injury reduction

Family Wellness

- ◆ Secondary trauma
- ◆ Resilience for children
- ◆ Financial planning
- ◆ Retirement planning
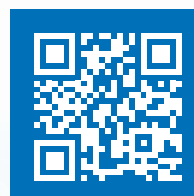
Training

- ◆ Officer Safety and Wellness Conference
- ◆ VALOR Law Enforcement Resilience Training
  - • Train-the-trainer
  - • One- to four-day direct trainings
- ◆ What Does Wellness Look Like: Academy Training Curriculum
- ◆ Officer Safety and Wellness Learning Collaborative

Contact the IACP OSW Team or scan the QR code for more resources

www.theIACP.org/osw

osw@theiacp.org

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

DEFINING AND MEASURING HATE CRIME

What constitutes a hate crime is vague and sometimes hard to identify. Distinctions between hate crimes, hate incidents, and hate speech can also be unclear.

In this study, researchers conducted a systematic review of more than 35,000 academic articles, published reports, and legislation from several countries around the globe. Researchers found a wide variety of definitions and measures of hate crimes, with this review yielding 506 definitions of a hate crime and 168 ways of measuring hate crimes. Even more concerning, 41 percent of the documents examined included no definition at all. The majority of definitions and measurement tools that did exist focused on ethnic and religious identities. While these characteristics have historically been large drivers of hate crimes, definitions focusing solely on ethnicity and/or religion exclude hate-driven crimes related to sexuality, gender identity, disability, political affiliation, or other personal characteristics. The expanding nature of hate crimes both in theory and in practice adds to the difficulty of defining them.

To combat and prevent further hate crimes, police must be able to accurately recognize hate crimes and report them accordingly to applicable data collection systems such as the National Incident-Based Reporting System (in the United States). Lack of a consistent definition makes this difficult and underscores the need for jurisdiction-specific training and education on recognizing and responding to hate crimes as well as multidisciplinary research to help ensure a shared understanding.

Matteo Vergani et al., "Mapping the Scientific Knowledge and Approaches to Defining and Measuring Hate Crime, Hate Speech, and Hate Incidents: A Systematic Review," *Campbell Systematic Reviews* 20, no. 2, 2024.

THE INTERPLAY OF INNOVATION AND PERFORMANCE

Policing is a field heavily reliant on tradition, but this research examined the relationship between service innovation and police performance. Service innovation leverages new approaches to solving specific problems, and performance in this study was measured using a balanced scorecard approach including the dimensions of finance, customer service, internal process, and learning.

Researchers analyzed 368 responses from the Ajman police force in the United Arab Emirates and confirmed that service innovation is indeed related to stronger police performance. Moreover, this relationship is moderated by leadership style, with creative leadership strengthening the relationship between service innovation and performance. Creative leadership encourages critical thinking to challenge assumptions and embraces innovation to attain organizational goals. Researchers also considered knowledge sharing as a moderator of the relationship between service innovation and performance, but the role of knowledge sharing was not as influential as that of creative leadership.

The results of this research encourage service innovation and creative leadership as potential drivers of police performance. Although innovation requires some level of risk in challenging the status quo by trying new things, having the courage to embrace innovation could yield positive rewards both for the police department willing to innovate and for the field.

Sultan Bin Abdulla Alnuaimi and Abdulla Awadh Abdulhabib, "The Influence of Police Service Innovation on Police Performance: An Empirical Investigation," *International Journal of Quality & Reliability Management* 40, no. 8, 2023.

WEARABLE FITNESS TRACKERS AS A WELLNESS TOOL

This pilot study leveraged wearable fitness trackers to enhance officers' well-being within a police department in England. The study issued devices that tracked heart rate and sleep quality to a convenience sample of two groups of officers. One group was 12 officers assigned to the specialized firearms unit, and the other group included 28 department employees from a variety of assignments.

Both groups reported benefits to wearing the tracker and reviewing the information it captured. They felt inspired to improve healthy habits, and they gained insight into how their work shifts affected their well-being through the information the tracker provided. Researchers analyzed a variety of metrics collected by the tracker and the self-reported surveys to understand how the measurements may be interrelated. Among the group of employees from a variety of assignments, three clusters emerged: one relating sleep consistency and efficiency to exercise and daily strain, one relating heart rate variability to resting heart rate and recovery, and one relating sleep duration to sleep performance. Among firearms officers, however, all of the variables measured were interrelated except for sleep efficiency.

These results indicate the potential for wearable fitness trackers to improve officer wellness. Moreover, these results suggest the specific relationships between physical and mental health and well-being may differ across functional police units.

Carol Cox et al., "Wearable Technology: A Wellbeing Option for Serving Police Officers and Staff? A Comparison of Results of a Pilot Study with Firearms Officers and a Group of Mixed Officers and Staff," *International Journal of Environmental Research and Public Health* 21, no. 2, 2024.

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International Association of Chiefs of Police

RESOURCES

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Running Toward Future Growth

"CHRISTIAN, HOW WAS THE PROM?"
"VIKTOR, WHEN'S YOUR SOCCER TRYOUT?
"KEYAN, DO YOU STILL NEED THAT COLLEGE RECOMMENDATION LETTER?"

These are the questions that can be heard from public safety volunteers during an after-school program in Greensboro, North Carolina. For one afternoon each week, local officers, firefighters, and emergency medical services personnel work out alongside dozens of high schoolers while guiding them to becoming respectable, successful young men.

PROGRAM HISTORY

Jon Matthews, a sergeant with the Greensboro Police Department, left the profession after serving for 10 years in order to become a full-time youth minister. Although he thrived in his pastorate for more than a year, Matthews never lost the desire to serve his community through police work. In 2020, he decided to rejoin the force—this time with exciting new ideas.

Matthews recognized a dire need within the Greensboro community while working within the church. He found it important that male first responders take the next generation of men under their wing and work together toward a shared goal.

Before his new duty belt and uniform were properly broken in, Matthews assembled Run Well, which has now become a 501(c)(3) nonprofit organization. The Greensboro Police Department has supported the program through social media and by allowing the use of city facilities for workouts. Because Run Well volunteer mentors are active Greensboro police and fire personnel, the agencies must grant flexibility with their schedules to maximize weekly meeting times with the young men.

CURRICULUM

Refining the program to determine the perfect mix of hard work and sweat while still providing for teaching and discussion time proved challenging. Prior to beginning the first year of Run Well in 2021, a mentor created a 26-week teaching curriculum to guide the weekly training sessions. A major topic is assigned to each week's training, which is discussed over a meal following a rigorous workout regimen that is designed to be more challenging each week. These topics include strength, courage, toxic passivity, responsibility, love, and building a vital support system, among many others.

"It's sometimes challenging to maintain weekly enthusiasm and fervor throughout the long school year, but our top-tier mentors always do their best to keep the energy high," said Captain Kory Flowers. Working toward a shared goal also helps motivate the young men; to that end, there are several large events throughout the year. While the entire group receives swag throughout the year, Shoe Day is the biggest deal. The teenagers and their mentors take a trip to a local running store (that partners with the program) to provide properly fitting

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

RECOMMENDATIONS

The following advice is provided for officers interested in starting programs with local youth:

- Commitment is crucial. The group of mentors must be all in and dedicated for the entire length of the program.

- Create a strong curriculum that provides a strict workout regimen but also develops character.

- Establish partnerships with local donors to create unique field trips or events for the participants.

shoes at a reduced cost. As the year progresses, the group participates in a midyear 5K but continues to prepare for an even longer race. At the end of the year, each Run Well class participates in a long race. In 2021, Run Well particpants completed a 10K road race. In 2023, the mentors and youth traveled to Charlotte, North Carolina, to attend the Savage Race, complete with mud crawls, water challenges, and a run.

"When Run Well was formed, we chose to voluntarily wade into that space alongside young men to give them a proper vision for manhood and masculinity and show them a noble path forward to build strong futures and healthy families," said Captain Flowers.

It is often that an officer's interaction with a young man is punitive in nature. Through trust-building relationships, the yearlong school program strives to bridge the gap between local youth and police so that they see each other in a different light. ♡

Beyond the badge: AI's role in modern investigations

The landscape of law enforcement is constantly evolving. Crime takes new forms, data volumes surge, and public expectations for safety and transparency rise. Police leaders across the nation are tasked with navigating this complex terrain, and artificial intelligence (AI) offers a powerful tool to revolutionize investigations. While some may view AI with skepticism, its potential to enhance investigations, improve efficiency, and ultimately, bolster public safety is undeniable.

Unveiling hidden connections: The power of pattern recognition

One of AI's greatest strengths lies in its ability to identify patterns in massive datasets, acting as a powerful investigative tool for our officers. The reality is that officers are sifting through mountains of CCTV footage, phone records, and social media activity—a daunting task that can consume valuable time and resources. AI algorithms can catalog and analyze this data exponentially faster, acting as an extension of our investigators' capabilities. It can uncover connections and trends that might go unnoticed by the human eye, empowering them to make crucial breakthroughs. For instance, AI can detect subtle patterns in financial transactions that might indicate money laundering, or identify correlations between seemingly disparate crimes, leading investigators to previously unknown accomplices. This ability to connect the dots translates to faster investigations, a higher case-closure rate, and the apprehension of criminals who might otherwise evade detection. AI is not designed to replace the irreplaceable experience and intuition of our investigators, but rather to empower them with the data-driven insights they need to excel.

Bolstering investigative efficiency: Automating tedious tasks

Police work is often bogged down by time-consuming, repetitive tasks. AI can alleviate this burden by automating tasks such as transcribing witness statements, sifting through digital evidence for keywords, or identifying associations between various pieces of digital evidence. Imagine a detective facing a mountain of witness statements, all containing potentially valuable details. Sifting through each statement for inconsistencies or identifying key phrases across them can be a time-consuming process. AI algorithms can analyze this data rapidly—highlighting contradictions, pinpointing commonalities, and even suggesting potential leads based on witness accounts. This allows investigators to focus their energy on the most promising avenues, conduct targeted interviews, and ultimately solve cases faster.

Additionally, AI can be trained to prioritize evidence based on pre-determined criteria, allowing investigators to focus their efforts on the most relevant information. This streamlining of the investigative process translates to faster case resolution, improved officer morale and wellness, and the ability to handle a larger caseload effectively.

The pursuit of truth: Mitigating bias in investigations

Human judgment can be susceptible to biases, both conscious and unconscious. These biases can influence how officers approach investigations, potentially leading to missed leads, wrongful accusations, or in the worst-case scenario a wrongful conviction. While AI itself doesn't hold inherent biases, its effectiveness hinges on the quality of the data it's trained on. Therefore, ensuring unbiased AI models is crucial. By carefully selecting and curating diverse datasets, we can train AI to analyze data objectively, based on pre-defined parameters that are free from prejudice. This is particularly advantageous in cases involving racial profiling or implicit biases against certain demographics. By mitigating bias in the investigative process, AI can help ensure that justice is served fairly and impartially.

**Empowering crime analysts:
AI as a force multiplier for a safer community**

Crime analysts are the unsung heroes of police departments, sifting through mountains of data to identify trends and patterns that can aid investigations. AI can be a powerful tool in their arsenal. By analyzing vast datasets of crime statistics, social media activity, and even weather patterns, AI can help crime analysts predict high-crime areas and even identify potential repeat offenders. This allows for proactive policing measures and targeted interventions, putting police resources to their most effective use. For example, AI can help analysts identify areas with a sudden spike in domestic violence calls, allowing for preventative community outreach programs or increased patrols in those areas. Crucially, AI can highlight previously unseen connections or patterns in the data, providing crime analysts with new leads and insights that would be difficult to uncover manually. This empowers them to create more accurate and nuanced crime forecasts, provider deeper insights for CompStat meetings to commanders, and ultimately leading to a safer community.

**Building trust and transparency:
The cornerstones of responsible AI
implementation**

The integration of AI into law enforcement requires careful consideration. Data privacy concerns, potential for algorithmic bias, and the need for transparency are all crucial aspects to address. Here are a few key steps to ensure responsible implementation:

> **Data Governance:** Stringent data security protocols and clear guidelines on data collection and use are essential. Transparency regarding the types of data being collected and how it is being used will build public trust.

> **Algorithmic Fairness:** Regular audits of AI algorithms to identify and mitigate potential biases are crucial. A diverse team of developers and law enforcement personnel can help ensure a balanced and unbiased approach.

> **Human Oversight:** AI should be viewed as a tool to augment human capabilities, not replace them. It is critical for investigators to maintain oversight of the AI's decision-making process and retain the final say in all investigative actions.

Magnet Forensics is a leader in digital investigation solutions, offering a suite of tools like Magnet Axiom that utilize cutting-edge AI technology to aid in investigations. Magnet Forensics' platform goes beyond simple data recovery, incorporating artificial intelligence to analysis of evidence from mobile devices, computer, and cloud sources. This innovative approach empowers investigators to sift through vast amounts of digital information, quickly identify relevant details, and generate comprehensive reports.

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THE
PSYCHOLOGICAL
TOLL OF MASS
VIOLENCE RESPONSE

BY

Kathy Platoni, PsyD, Clinical Psychologist, SWAT Psychologist, Dayton Police Department, Ohio

"Science doesn't have the corner on truth. The reality of the Oregon District Mass Shooting is that it was an absolute horror for everyone touched by it, and there is no sufficient narrative to explain its unending bearing on those who were harmed by this brutal, vile, and violent act. Only the compassionate presence of skilled professionals and loved ones can help heal the many wounded and likely over a very long time."

— Dayton, Ohio, Police Chief (Ret.) Richard Biehl

The 2019 Oregon District Mass Shooting, Dayton, Ohio

It was five urgent alert calls from Dayton SWAT in the very early hours of August 4, 2019, that awakened me, out of town on active-duty military status, to abject horror. The words, "There are bodies all over the street. Nine dead. Get here now!" will reverberate in my brain for all my days to come. I immediately realized how drastically and permanently lives would be altered for the hordes of affected first responders, civilians, families of the deceased, the wounded, and the entire Dayton, Ohio, community at large. I knew full well the catastrophic impact that would follow. As a survivor of the Fort Hood Massacre of 2009, I learned early on what it meant to be a first responder, as those of us in uniform rushed headlong into danger without a single thought about the consequences of doing so. The price that will continue to be paid by all who are impacted by any mass shooting will remain tremendously costly for a lifetime.

THE SHOOTING

During the very early morning hours of August 4, 2019 (1:05 a.m.), eyewitness testimony revealed that a young man had opened fire in the alley way adjacent to Blind Bob's Bar, turning joyful patrons into victims of a blood-bath. In order to set the scene, according to now-retired Police Chief Richard Biehl, 24-year-old Connor Betts had been seen two hours prior with his sister and a male friend. He left Blind Bob's Tavern and moved to Ned Pepper's Bar, presumably to scout his principal targets. He then returned to his vehicle, according to security footage, collecting a semi-automatic firearm, (an AR-15 in a pistol configuration, shortened barrel, and equipped with a 100-drum magazine with .223

caliber ammunition) and donning a mask and tactical body armor. The shooter fired 41 rounds into the large crowds assembled in the Oregon District and, within less than 30 seconds, took 9 innocent lives and injured a total of 27 civilians. There were a total of 18 nonfatal gunshot wounds and at least 10 victims who sustained "flight" injuries as they frantically tried to escape. The shooter was killed in the doorway of Ned Pepper's Bar by police. Four years after the fact, it is still not known if the shooter purposely took the life of his sibling or if her death was accidental. All those who were killed died on East 5th Street, between Blind Bob's and Ned Pepper's, except for one lone victim who was killed diagonally across from Ned Pepper's in front of the Tumbleweed

The Nine Lives Lost in the Oregon District Mass Shooting

The names of the countless mass shooters that have inflicted such devastating losses of life throughout remain permanently etched in the minds of the psyche, including the assailant responsible for the Oregon District Mass Shooting. The names of the innumerable victims are not. It is essential that these too, are committed to memory:

- Lois L. Oglesby, age 27
- Megan Betts, 22 (sister of the shooter)
- Saeed Saleh, age 38
- Derrick R. Fudge, age 57
- Logan M. Turner, age 30
- Nicholas P. Cumer, age 25
- Thomas J. McNichols, age 25
- Beatrice N. Warren-Curtis, age 36
- Monica E. Brickhouse, age 39

Connection. Numerous individuals ran for cover into the bar, many of whom would likely have been gunned down in a fatal funnel of fire, with a far more catastrophic loss of life, if not for the quick action of the Dayton Police. Betts had tried to make entry into the bar seconds beforehand.

This shooting rampage occurred less than 13 hours following the mass shooting at an El Paso, Texas, Walmart, in which 20 shoppers sustained fatal gunshot wounds, with 26 more victims injured.

According to Chief Biehl, police officers assigned to the Oregon District engaged the shooter within 20 seconds, ending the fatal assault within 32 seconds from the time the first shots were fired. Betts' autopsy report revealed that this gunman was shot 30 times by Dayton police officers. Per Chief Biehl, Dayton police officers fired their weapons 65 times.

This entire situation was made so much worse when the Dayton Fire Department Incident Commander refused to allow ambulances into the crime scene for 14 minutes, believing that the active shooter was still at large and rejecting assurances and pleas from the Dayton Police Department Incident Commander that this was not the case. Consequently, numerous police officers from multiple departments were forced to perform the duties of EMS/paramedics for the dying and wounded victims and to transport many of the critically wounded to trauma centers throughout the Dayton area in the back seats of

their cruisers. None of the victims who were transported succumbed to their injuries. Very regrettably, many of the victims died in the care of Dayton officers at the scene, despite desperately heroic lifesaving efforts. Those victims transported to hospitals all had tourniquets applied appropriately, which ultimately saved their lives. Several of the wounded were alive and talking to these officers, thus creating a personal, though very brief, bond with their rescuers, personalizing the magnitude of losses experienced by these officers.

Of the nine fatalities, five were male victims and four were female victims. Their ages ranged from 22 to 57 years old. Miami Valley Hospital, a Level I trauma center, received sixteen of the shooting victims, including one in critical condition, with five victims admitted for treatment. Kettering Health Network received nine of the shooting victims, with four of them hospitalized in serious condition. Of the 27 hospitalized shooting victims, 15 had been discharged by 10:00 a.m. on the day of the mass shooting, their injuries considered relatively minor. The Montgomery County Coroner's report revealed that two of the victims of the shooting were also shot by the Dayton police, but the gunshot wounds caused by the shooter were ultimately the cause of these fatalities. Betts was deemed entirely responsible for all lethal gunfire.

THE SHOOTER

The FBI investigation reported that the shooter had to maintain an extreme state of focus and drive in order to enter Ned Pepper's Bar and to begin his rampage. He fired 48 rounds, with an additional 41 rounds on hand. Betts was known to experience auditory hallucinations, including voices telling him to harm people. He was anti-police and anti-government, and he embraced an extremist ideology. He had carried the weapon used in the Oregon District Mass Shooting at the Honorable Sacred Knights of the Ku Klux Klan rally just two months beforehand (May 2019). He apparently never openly revealed the depth and breadth of his deep-seated psychological issues to his counselor and instead provided very superficial information. Two of his high school classmates from Bellbrook High School reported that he was suspended during his freshman year after creating a hit list of students that he wanted to kill and rape. He had targeted the school because he had been bullied as a student. Apparently, he "hid everything from the world after he learned his lesson." The discovery of this list resulted in a police investigation at the time. (To date, the Bellbrook, Ohio, School District has refused to release his records.) Betts was known to have very dark sexual fantasies and satanic beliefs, was unrestrained in his use of shock value statements, and was described as antisocial. He was also obsessed with mass shootings, as well as the desire to kill his own mother. He was particularly consumed with videos of the New Zealand Mosque Massacre in March 2019 and studied the El Paso Walmart shooting the very night before he became a mass shooter. Betts was often suicidal and had entertained thoughts of suicide by cop.

The stressors that Betts reportedly confronted in his life involved the distancing and loss of his circle of friends from 2018 through 2019. His behavior at work was unpredictable, and his boss had considered firing him for an extended period. He was kicked out of his "pornogrind" band as lead singer because of his violent tendencies. Apparently following his breakup with his girlfriend, he resumed illicit drug use. This and longstanding alcohol abuse were known factors resulting in the continuing deterioration of his psychological condition(s). Cocaine was found in his pocket at the time of his death.

Further analysis of Betts specified that a formal diagnosis of his psychological condition was never rendered by any mental health professional. Though psychotropic medications had been prescribed for him by an unknown provider, he had discontinued their use early on in his treatment. He was self-diagnosed as antisocial and schizoid. He believed that he had something wrong with his brain.

THE INTERVENTIONS

Before departing for the Police Safety Building in Dayton, Ohio, the morning of the shooting, the author notified the team coordinator for the Southwest Ohio Critical Incident Stress Management Team of the massive critical incident and requested another debriefer for the intervention that was requested in the immediacy for the six Dayton Police officers who had fired their weapons and another seven who were also in the direct line of fire. The debriefing process began at 4:30 a.m. (thanks to Lee Jean Heller, EMS (ret.), responding in kind) in order to meet the urgent needs of these officers, who would presumably be in the midst of some degree of emotional shock after a gruesome and bloody crime scene involving a significant loss of life.

Following this defusing, the entire team was dispatched to the Dayton Fire Department Activity Center to provide for multiple, consecutive defusings for members of both the Dayton Police and Dayton Fire Departments. These interventions were very timely and necessary, given the magnitude of this extremely tragic event.

This three-step defusing process often precedes the seven-step Critical Incident Stress Management Debriefing process, but may also eliminate the need for the latter, depending upon the mitigation of critical incident stress and the needs of the participants. This type of intervention should be conducted between 4 and 12 hours following a critical incident and typically lasts for 30 to 60 minutes. The defusing process should be undertaken off-scene when possible and preferably at a neutral location. Separate
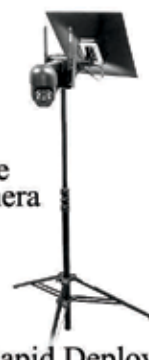
defusings may be conducted with several groups, depending on the nature of the event.

Maintaining flexibility in the provision of any CISM (critical incident stress management) intervention is paramount in order to best meet the needs of those exposed to critical incidents.

As with all CISM interventions, confidentiality remains absolute. The defusing permits the airing of emotions and thoughts associated with the crisis event, particularly the more distressing aspects of them. This process is also a means of triaging those most impacted by a critical incident and utilizing the opportunity to facilitate the mitigation of symptoms.

A brief review of the debriefing process may be useful to the reader. This seven-step Critical Incident Stress Debriefing is a very specific, small, homogenous group crisis-focused intervention process, designed specifically to offer support to first responders in the aftermath of critical incidents/powerful traumatic events, falling directly under the umbrella term of CISM. Only those first responders involved in the critical incident at hand should attend debriefings, excluding command staff who were not involved on scene. In some cases, bystanders involved in these incidents are invited to attend, depending upon their level of involvement in the critical incident. CISM is never considered a form of psychotherapy, nor should it ever be used as a substitute for any form of psychotherapy. Additionally, the objective of CISM is to facilitate resilience, renew group cohesion, and enable returning to duty with an optimal level of performance and functionality "on the job." The developer of the model, Dr. Jeffrey T. Mitchell, describes CISM as "a structured group story-telling process, combined with practical information to normalize group member reactions to a critical incident and to facilitate their recovery." The recommended group size is 20 participants, all of whom should be in attendance only on a voluntary basis. Oftentimes, repercussions of critical incidents result in the individual feeling overwhelmed to the point that usual coping resources become depleted and ineffective. First responder personnel may demonstrate signs of significant "emotional distress, impairment, or dysfunction," resulting in their inability to return to duty. It is recommended that the CISM process be offered within 24 to 72 hours following critical incidents, but in some cases, for as long as 10 days subsequently, as memory consolidation requires an approximately 72-hour time period. Personnel are frequently psychologically unready to confront the cognitive and emotional impact until after the disaster or crime scenes have been cleared, funerals and memorial services have concluded, and the "dust has settled." In the case of the wartime theater of operations, as in the author's experience, CISM interventions were provided as long as two weeks following traumatic events (usually when service members were wounded or killed in action) due to transportation limitations. It was frequently too dangerous to travel and Blackhawk or Chinook helicopters, MRAPs, and Humvee travel were often unavailable in times of heavy combat with respect to the complexities of a wartime theater.

No one is required to speak in the debriefings, though participants are encouraged to do so. CISM is not in any way an investigative process and no notes or recordings are permitted at any time. CISM teams are comprised of peers (service members, police, fire/EMS, dispatch), chaplains, and licensed mental health professionals. All members of CISM teams must be trained and certified to perform

the duties of a debriefer, with retraining and recertification required every five years through the International Critical Incident Stress Foundation in order to remain active members of their respective teams.

THE ASSESSMENT PROCESS

As the contracted department psychologist for the Dayton Police Department and the provider for 40 additional police departments and 7 fire departments as of 2024, the author remains on call whenever there is an officer-involved shooting (OIS) or any critical incident that has the potential to render police officers unable to perform their duties. In the hours following the Oregon District Mass Shooting, all seven officers most directly involved with this incident were scheduled by command staff to undergo comprehensive clinical interviews (psychological screenings) within 48 to 72 hours of this catastrophic event. These were conducted in the author's private practice office for the purpose of confidentiality. Each officer was also scheduled for two additional treatment sessions, which was later extended to as many treatment sessions as were requested by each officer or deemed necessary by the author. In some cases, treatment was provided for multiple sessions over the course of a period of two to three months or longer, which was dependent upon symptom severity or the desire of officers to develop a wider array of coping skills. All officers returned to duty within two to three weeks. This was based solely upon behavioral observations and the self-reports of each officer in terms of symptom constellation and severity; sleep productivity; availability of family and peer support; and the presence or absence of clear signs and symptoms of acute stress disorder, mood disorders, or anxiety disorders. Initial resistance to treatment was noted in the majority of these officers; however, this resistance resolved very quickly, and trust and rapport developed without further obstacles, as the author has had a regular presence within the Dayton Police Department and actually serves on Dayton SWAT as one of their "SWAT docs."

The following is the screening protocol developed by the author, specifically following critical incidents, which always facilitates far more discussion than the questions might indicate. This screening is in addition to the standard clinical interview, including mental status examinations.

- Overview of the event in accordance with the officer's perspective and timeline
- Cognitive and emotional reactions
- Physical symptoms
- Sleep disturbances with respect to problems with sleep onset, nighttime awakenings, terminal insomnia, nightmares/disturbing dreams, sleep quality, and productivity
- Appetite disturbances
- Spirituality effects
- Degree of alcohol intake
- Family notification timeline

- Most memorable/unforgettable and/or disturbing aspect of the incident
- Impact of incident on one's life
- Coping strategies and outlets to diffuse the effects of this incident (for example, physical exercise)
- Short-term and longstanding emotional impact of this incident
- Nature of the family support
- Nature of departmental and coworker support
- Most pressing needs at this time

Initial treatment sessions were tailored to the individual and symptom constellation, involving supportive and insight-oriented psychotherapy and cognitive behavioral interventions for the development of relaxation and stress management skills, tactical breathing techniques, problem-solving skills, cognitive reframing, sleep hygiene, grief processing, and the Determining the Percentages of Responsibility—a cognitive reframing technique developed by Dr. Raymond M. Scurfield. Of the seven officers treated, four were diagnosed with acute stress disorder and three remained asymptomatic, manifesting no signs or symptoms of any psychological disorder or condition. One had also been previously diagnosed with post-traumatic stress disorder as a direct result of

Problematic Symptoms

The following post-trauma symptoms may complicate recovery and one's ability to return to duty following the traumatic incident:

- Escalation of post-incident symptoms
- High stress reactivity
- Severe anxiety
- Panic episodes
- Obsessive thoughts about the incident
- Excessive tardiness and/or absenteeism
- Burnout
- Decreased productivity on the job
- Increased anger or irritability
- Unnecessary risk-taking behaviors
- Substance abuse
- Attention/concentration problems
- Inadequate problem-solving abilities
- Rise in marital or family issues
- Suspiciousness
- Oversensitivity to criticism

combat in the wartime theaters of Iraq and Afghanistan. The author made herself available to these officers around the clock in the months following the mass shooting; however, no emergency calls were received during the succeeding months. None of these officers demonstrated severely problematic recoveries such as an inability to return to duty or returning to duty with prolonged symptoms (see sidebar), with only one exception. (In order to maintain complete confidentiality, no further information can be provided regarding this particular officer.)

Almost all officers were returned to duty within a two- to three-week period, all of them having been placed on administrative leave for that period of time in accordance with departmental policies. In the case of several police departments, there was no administrative leave policy offered subsequent to the mass shooting. Regardless, all officers who received individual psychotherapy were determined to be fit for duty, thus not requiring formal fitness for duty evaluations (FFDE). In a few cases, supervisors brought their concerns to the author with respect to scheduling these officers to return for additional treatment for any number of reasons, none of which rose to the level where referrals for an FFDE were necessary. In these cases, referred officers were scheduled to return for treatment within seven days.

In addition to the six officers who fired their weapons, several other officers who had been on scene and engaged in lifesaving maneuvers were either self-referred or referred by supervisors. This incident involved not only the Dayton Police Department, but multiple departments in the surrounding communities that had been dispatched to the Oregon District via mutual aid agreements. Some of these officers have remained in treatment for three to four years, but the focus of treatment often expanded beyond traumatic exposure during this critical incident.

IN SUMMARY

The psychological impact of mass shootings is an enormous and deleterious one for witnesses, victims, and first responders. As a survivor of the Fort Hood Massacre and the treating psychologist for those police departments called to the scene of the ODMS, the author is well-acquainted with the long-term impact of catastrophic events, the carnage inherent in the magnitude of a massacre, and the tremendous struggles and suffering that will follow and from which no one, no matter the degree of training or experience on the job, will be immune. For those charged with the responsibility for saving lives, potential psychological sequelae are likely far greater and impactful, particularly when lives are lost subsequent to prolonged rescue attempts. This may leave first responders tormented with guilt and self-blame, feelings of helplessness and powerlessness, and a loss of control for events far outside the realm of their control. Watching innocents die in a hail of gunfire and engaging in futile lifesaving attempts is something that will be carried within the psyche for a lifetime, as this degree of trauma is unforgettable and cannot be unseen. Many

will begin to question the goodness of humanity or lack thereof, perceiving the world as a very threatening and evil place and losing their beliefs in a higher power.

Once the threat has passed and the crime scene has been secured, there are specific and recommended actions that first responder agencies should take in the hours, days, and weeks following mass shootings. There is abundant evidence to support the value and effectiveness of CISM and creating a safe place for first responders (including dispatchers) to find solace through the universal support of their peers if these processes are conducted with highly trained and experienced debriefing/peer support personnel. These interventions increase the likelihood of recovery within weeks, despite acute stress reactions and the ever-present possibility of developing psychological injuries. From a mental health viewpoint, it is essential to ensure the physical safety and psychological well-being of every first responder on scene, to promote resilience, and to facilitate a healthy return to duty. This can be accomplished only when their respective agencies bring to bear all means of preventing a challenging and arduous route to recovery by providing the appropriate interventions in the immediacy, over the long term, and for as long as necessary for those affected by trauma and tragedy. Learning to navigate the difficult pathway inherent in traumatic exposure to critical incidents in the line of duty that overwhelm established coping mechanisms is in no way a short-term endeavor. It is incumbent upon the first responder and psychological communities to comprehend the longstanding impact of exposure to cataclysmic events, given the rising tide of mass violence plaguing the globe. ♡

LEARN MORE

View this article and related resources from the author on IACP's Mass Violence Advisory Initiative Library of Resources. The full case study includes additional information on the debriefing process, defusing process, FBI investigation and findings, and fitness for duty evaluations.

theIACP.org/projects/mass-violence-advisory-initiative

FROM *EVIDENCE* TO *ACTIONABLE* VICTIM ENGAGEMENT

BY
Maya Metni Pilkington, PhD, Senior Science Writer,
The National Institute of Justice/Leidos-Editech

How Research Is Improving Assault Victim Contact and Case Closure Rates

IT IS NOT UNUSUAL FOR VICTIMS TO FIND IT DIFFICULT TO ENGAGE WITH THE POLICE AFTER EXPERIENCING AN ASSAULT. Often, victims fear they will not be believed or that reporting the crime will not have any effect.

How can the police best help victims engage with the system after an assault? The answer lies in creating best practices for victim contact. Three Department of Justice–funded research projects are looking at this from a variety of new perspectives.

VICTIM ENGAGEMENT CAN BE TRAUMATIC

Sexual assault kits contain crucial evidence. Unfortunately, collecting the evidence contained in them can be intrusive and re-traumatizing for victims who must undergo medical forensic exams soon after their assault, at a time when they may not be ready to report the crime to the police. Despite the importance of collecting semen, blood, saliva, and hair samples contained in sexual assault kits for criminal investigations and prosecutions, evidence is not routinely sent for testing and forensic DNA analysis. Police and crime labs can have large backlogs of untested kits. Delays in testing not only hinder the pursuit of justice but also can perpetuate or exacerbate victim trauma.

Influxes of public money, coupled with persistent public outcry, have prompted many jurisdictions to expedite the processing of their backlogged kits, resulting in the identification of thousands of perpetrators through hits in the Combined DNA Index System (CODIS). But reopening these cases often happens months or even years after the original crime. Police and prosecutors must contact victims to inform them that their evidence had never been analyzed and that their cases may be reopened, a process that can be deeply re-traumatizing.

Dr. Rebecca Campbell, professor of psychology at Michigan State University, focuses on understanding the consequences of unprocessed sexual assault kits on victims. Her work studies the prolonged psychological distress and sense of injustice of survivors who have been denied prompt case resolution and closure.

Dr. Campbell knows just how important it is to re-earn survivors' trust. She previously served as the lead researcher for the Detroit Sexual Assault Kit Action Research Project, a four-year multidisciplinary study of untested rape kits, which was funded by the National Institute of Justice (NIJ). In 2009, that research found 8,717 kits in Detroit, Michigan, that had never been sent for testing, primarily due to years of understaffing and insufficient resources.

In her recent research, Dr. Campbell asked, "What do we know and what do we still need to know about reengagement with victims after a CODIS hit?" She interviewed sexual assault survivors in Detroit, all of whom had kits that had been collected but not sent for analysis. The kits were found in the Detroit backlog, sent for analysis, and selected for victim notification after a CODIS hit. Their legal cases were then reopened, prosecuted, decided, and closed. Of the 112 survivors who fit the criteria of the study, 32 chose to take part, a testament to how difficult it is for these victims to reengage about their assault. This may be particularly true when it comes to reengaging with the system.

> **"If you break that trust, you have to re-earn it."**
>
> —Dr. Rebecca Campbell

Based on study findings, Dr. Campbell advocates for victim-centered approaches and trauma-informed training of police personnel to improve communication between survivors, the police, and medical professionals. She has also highlighted systemic changes such as policy reforms, increased resources, and enhanced collaboration among agencies who work with victims of violence to tackle the backlog and support survivors effectively.

Describing the program for reengaging victims, Dr. Campbell said, "The process is the outcome. How people are treated along the way is what matters most." Her research shows the detrimental effects of untested kits on victims' well-being and underscores the necessity of comprehensive reform. Training is vitally important because it allows departments to change harmful practices and ultimately resolve these cases more successfully with the help of the victims.

LAW ENFORCEMENT BENEFITS FROM TRAUMA-INFORMED TRAINING

Dr. Cortney Franklin, assistant professor in the Department of Culture, Society and Justice at the

University of Idaho, examines how trauma-informed training for police affects sexual assault case processing and police response to gender-based violence. According to Dr. Franklin, "We must ask 'What can we do to enhance the victim experience?'"

Dr. Franklin's research on whether mandatory trauma-informed training improved trauma misperceptions and response among police officers was the first of its kind in the United States. She surveyed officers before and after receiving training that covered survivor-centered police response to sexual and domestic violence, neurobiology of trauma, victim resource referral, and gender bias. The training also included routine in-service content on state and federal laws, cultural diversity, investigative topics, and crisis intervention required by the state's law enforcement commission.

Dr. Franklin examined the degree to which the training increased the accuracy of the officers' knowledge about trauma. In addition to officers' self-reported knowledge, her research examined 1,200 sexual assault cases to assess if training affected how they were processed and proceeded. In particular, she looked for differences in police response and investigative stages before and after training by evaluating patterns in complainant characteristics (e.g., demographics, credibility indicators, participation decisions), suspect characteristics (e.g., demographics, relationship to the complainant), and case characteristics (e.g., strength of evidence indicators, case seriousness measures).

Dr. Franklin's research team found that most officers had some misperceptions about what people's response to trauma looks like prior to training. Some officers endorsed the view that "real" victims present with emotional expressiveness, behavioral hysteria, prompt reporting, and linear recollection of the assault. But this is not accurate, and these myths are dangerous; when a survivor does not display these characteristics, they may be disbelieved and stigmatized, which increases their likelihood of secondary victimization by the system. Officers who took trauma-informed training reported significantly decreased levels of trauma misperceptions after training compared to before. Moreover, the officer's sex (male or female) and years of service were significant predictors of trauma misperceptions before training. Male officers and officers with less job tenure reported higher levels of trauma misperceptions. Female officers and officers with more job tenure reported increased accuracy of trauma presentation knowledge.

Why do interactions between victims and officers matter? It is in the interest of the police department to improve interactions with victims so officers do not cause more harm to the victims than what they have already experienced, and so officers can be a helpful resource to victims. Also, training on better communication and a more empathic response to victims has been shown to strengthen case processing, meaning that post-training cases had more tagged evidence, were more likely to be sent to specialized investigators for follow-up, and had more officers engaged in victim advocacy referrals (Figure 1). Dr. Franklin's results highlight how trauma-informed training shows promise in advancing survivor-focused police response to sexual assault.

FIGURE 1: CASE FILE DATA COMPARISONS SHOW POST-TRAINING IMPROVEMENTS IN THE PERCENTAGE OF TAGGED EVIDENCE, INVESTIGATOR ASSIGNMENTS TO CASES, AND THE PROVISION OF SERVICE REFERRAL INFORMATION (N = 464).
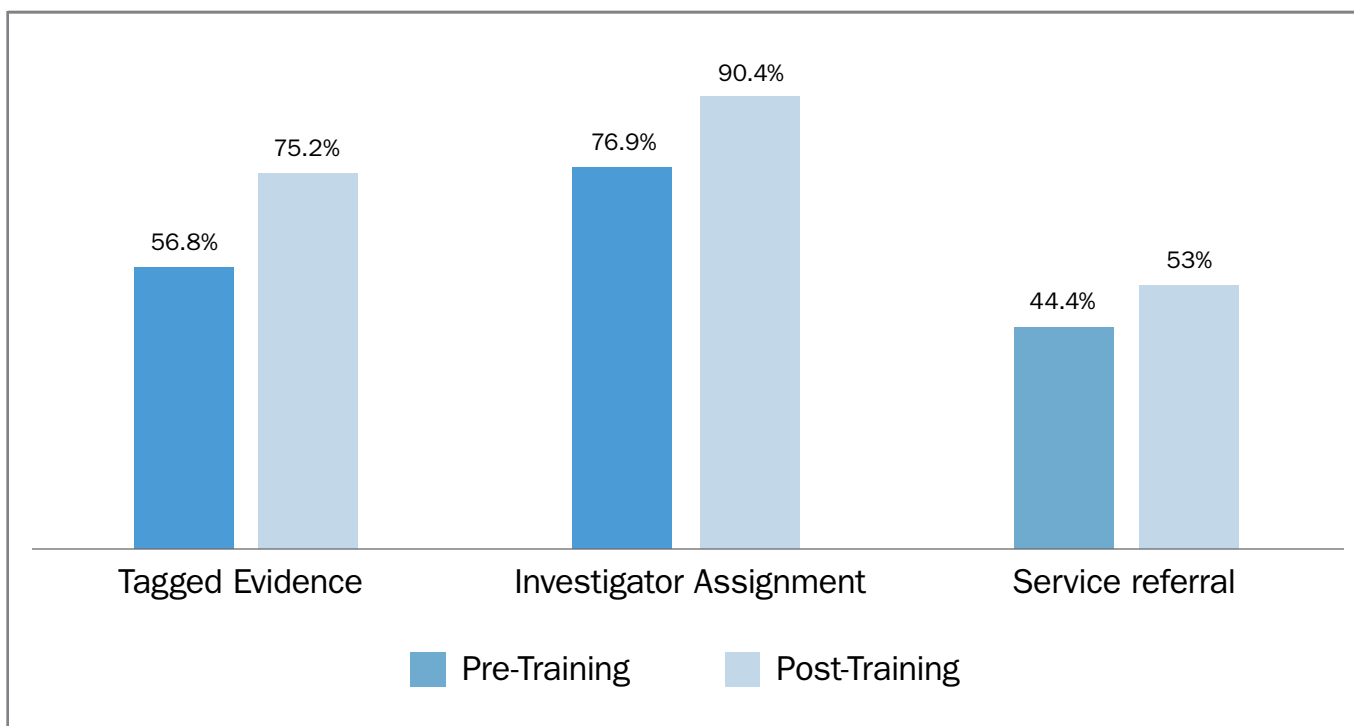
> **"The use of trained actors was integral in putting the skills learned into practical application. The actor piece gives interviewers a chance to receive feedback of how the survivor perceived the interaction. Often as interviewers, we may believe we're making the survivor feel more comfortable or less traumatized, but our wording or body language may actually be hindering our efforts."**
>
> — Sergeant Jeremiah Harville, Lexington Police Department, KY

AN UNCONVENTIONAL APPROACH

In related research, Dr. Bradley Campbell, associate professor in the Department of Criminal Justice and a faculty member in the Southern Police Institute at the University of Louisville, studies police investigations, decision-making, training evaluation, and response to victims. Through his NIJ-funded research project, he trained police officers on how to interact with trauma survivors and assessed both the short- and long-term impact of that training on the officers and the survivors.

Dr. Campbell trained police officers to respond to victims of violence using victim-centered, trauma-informed (VCTI) interview techniques. His unconventional program used actors who were trained to portray survivors of sexual assault to provide officers with hands-on experience in interviewing victims. The interdisciplinary team included a unique partnership between the Kentucky Department of Criminal Justice Training, the Kentucky Association of Sexual Assault Programs, and the University of Louisville's Criminal Justice and Theatre Arts departments.

They taught officers to conduct VCTI interviews with victims during a 40-hour training program. In total, 113 trainees were randomly assigned to a treatment (trauma-informed) or control (standard training) group. Researchers conducted pre- and post-training survey assessments of officers' attitudes and understanding of the material and capitalized on a unique opportunity to assess officers' behavioral changes through both within-subjects and between-subjects comparisons of officer performance in mock interviews.

The results showed that VCTI training improved outcomes and positively affected officers. Researchers saw improved perceptions of victim behaviors and increased comfort when interviewing victims of sexual assault. The researchers recommended that all jurisdictions add VCTI training to their curricula. Although this may present a significant investment for many agencies, shorter 16- or 24-hour trainings may also be beneficial. Moreover, trauma-informed interview training with actors may prove beneficial in other situations such as domestic violence cases, traffic stops, and de-escalation.

Unsurprisingly, the police can find it challenging to encourage survivors of sexual assault to work with them after prior interactions yielded no resolution. But using trauma-informed techniques—both in repeated contact with survivors and upon first interview—can improve case closure rates and, more importantly, enhance victims' emotional well-being. These efforts also strengthen communities and increase trust, which are critical factors in police effectiveness. ♡

IACP RESOURCES

- Promising Practices in Law Enforcement Victim Support
- Enhancing Law Enforcement Response to Victims (ELERV)

theIACP.org

- Implementing the ELERV Strategy

policechiefmagazine.org

Introducing

PROBLEM-BASED

LEARNING (PBL)

Lessons Learned from Training Police Officers in Ukraine

IN THE COURSE OF THEIR WORK, POLICE OFFICERS OFTEN ENCOUNTER PROBLEMS. SOME MAY BE STANDARD FOR THE CONDITIONS OF SERVICE, WHILE OTHERS NEED A CONCENTRATION OF EFFORTS TO SOLVE THEM, CARRY MORE UNCERTAIN COMPONENTS, and require the activation of the entire range of professional competencies to resolve the situation and resume the performance of police functions. Can every police officer who just started their service effectively solve complex problems professionally? Can problem-solving be learned through prescribed standard rules and procedures? Does the profession need more innovative, nonstandard approaches and technologies for these situations?

The answer to these questions lies in the plane of modern trends in the professional training of police officers, in which there is a need to change the traditional systems and technologies of training and the forms of knowledge transfer. Technological changes in the traditional system of police education make it possible for officers to not only acquire certain knowledge and skills during training but also realize a wider range of competencies in real working conditions, especially when it comes to solving complex tasks and problems of performance.

Does traditional education provide sufficient opportunities to train police officers for today's challenges? Can the traditional system of education and conservative technologies give students a set of modern integrated skills and decision-making capabilities? Is it possible to create a unique educational environment for the intensive, high-quality development of practical skills and competencies police officers need in order to solve problems of professional activity—and do so in conditions as close as possible to the real police service?

The experience of introducing innovative educational technologies into the process of training Ukrainian police officers is demonstrating that there is an alternative to traditional forms of education.

NEED FOR INNOVATION

The Patrol Police Academy (Kyiv, Ukraine) provides primary professional training for police officer and positions itself as a flagship for the introduction of advanced training technologies. As a leading, innovative educational institution, the academy strives to implement the world's best educational practices to improve the quality of graduate competencies.

With the beginning of the reform of the Ukrainian police system, the training of police officers needed an innovative approach to organizing the learning process. This need is associated with a change in the principles of policing in Ukraine, primarily its focus on the functions of the police being the protection of human rights, the prevention of offenses, and the solution of society's problems within the framework of community policing. Therefore, the Patrol Police Academy, having sufficient innovative and intellectual potential, materials, technical resources, and technologies, has created a special educational environment to provide opportunities to change the traditional

BY

Vadym Lisnychuk, Head; Pavlo Kulishenko, Deputy Head; Olha Bilonoh, Head, Department of Educational and Methodical Work; Larysa Bober, Methodologist; Larysa Truhan, Methodologist; and Olena Lobach, Methodologist, Academy of Patrol Police of Ukraine

police training system and introduce fundamentally new training technologies.

One of these new ways of organizing the educational process used to form and develop competencies is problem-based learning. Therefore, the Patrol Police Academy took on the challenge of bringing problem-based learning (PBL) into the police training process.

RCMP Model

PBL in Ukrainian education appeared relatively recently, but it has been used in other regions, as well. One of the leading institutions where PBL is actively used is the Academy of the Royal Canadian Mounted Police (RCMP Academy).

The training program for cadets at the RCMP Academy is based on an integrated problem approach to solving complex life situations. Problem-solving approaches are based on the assumption that the standard application of rules and procedures will not be sufficient to acquire professional competencies as a police officer. Therefore, Canada's future police officers learn through group exercises—complemented by lectures, projects, and research activities, which require solving problems through research and information gathering. The collective solution of problematic situations in policing provides opportunities for integrating knowledge and skills into a single set of sustainable, developed competencies necessary for future professional activities.

The problem-based approach, which has been successfully implemented at the RCMP Academy for a long time, has proven to be successful not only in the level of knowledge and skills provided but also in teaching Canadian cadets to take responsibility for their own learning.

PATROL POLICE ACADEMY EXPERIMENT

The experience of the Canadian RCMP Academy has become an example to follow in the practice of PBL training at the Ukrainian Patrol Police Academy. One of the reasons that necessitated the introduction of the experiment into the activities of the Patrol Police Academy was a request from employers (Patrol Police Departments in the cities of Ukraine) to improve the quality of the competencies of the academy graduates and instill in them the capability to comprehensively solve the problems of performance.

At the beginning of the experiment, a hypothesis was formed that the technology of PBL is an effective and most efficient way of obtaining professional education and an impetus for the sustainable development of police competencies.

The basis of this assumption was that the PBL approach allows cadets to learn how to independently find solutions to professional problems, motivates students to gain experience in practical activities, and requires them to take an active position in building their own learning and career paths.

There are two unique aspects that define the PBL concept:

- The problems used in the training are ambiguous, typical, and common in professional activities and require a comprehensive analysis of their solution.
- Problem situations in PBL contain an unsolved problem, and are modeled on the principle of structured tasks, the solution of which requires an independent finding of new information. The methods for solving the problems are directed and encouraged by the teacher and used to stimulate joint discussion in small groups.

The implementation of the PBL at the Patrol Police Academy was provided on the basis of the CAPRA analytical model, which is also used for police training at the RCMP Academy. A comprehensive solution to the problem, according to the CAPRA model, includes the following steps: identifying the participants in the problem (clients); analyzing the available and necessary information; searching, identifying, and establishing partners for interaction in order to solve the problem situation; choosing an appropriate mechanism for responding to the problem; and evaluating actions and developing further measures.

In 2021, for the first time in Ukraine, a full cycle of police training using PBL was introduced into the educational process of the Patrol Police Academy.

The project implementation strategy contains an organized action plan for the implementation of the objectives of the experiment at all stages of preparation—design, development, implementation, and evaluation—as well as certain long-term goals, tasks for the implementation of technology in the educational process of the academy, organizational needs and staffing, deadlines, and expected results.

To implement the project, a working group was created at the Patrol Police Academy from the best experienced initiative employees of the academy and representatives of the International Criminal Investigative Training Assistance Program, of the United States Department of Justice (ICITAP), who carried out all the necessary procedures for planning, designing, modeling the components of the educational environment, developing the software components, and implementing the experimental training.

Experiment Components

C—Clients

The range of clients covered by the experiment included cadets of the academy, police officers who were sent for primary professional training, teachers directly involved in the training process of the groups involved in the pilot project, the customers themselves from the National Police of Ukraine, and community representatives. Experimental and control groups of students of the academy were selected to participate in the pilot project. The division of students into groups allows the experimental team to analyze the comparison of the learning outcomes of students and the general and professional competencies acquired by them in the process of implementing the project. In the group selected for testing the PBL technology, the proportionality of the age composition, educational level, and experience of social and professional (official) activities was observed, as was gender parity.

According to the PBL process, the teacher acts as a facilitator—a consultant who motivates the achievement of results and directs (controls, corrects) the work of the group. This "teacher as facilitator" aspect is intended to drive students to independently search for solutions to solve problems, regardless of the level of complexity.

It should be noted that all the participants in the experiment were motivated to work together and to achieve positive results in solving the set tasks aimed at achieving the goal, and they all took an active position in planning and implementing project activities.

A—Analysis

At this stage, the project team analyzed the opportunities that quite realistically directed to the expected result and identified challenges that required solving the following range of issues:

- integration of the content of the state police training curriculum into the PBL training program and redistributing training resources toward increased practical training
- selection of the optimal methodological tools, models, and forms of group work; distribution of the roles of participants; and methods of rotation
- selection of the model of preparation and work of the facilitator and the range of their competences and duties as a coordinator of the work of the groups
- integration of electronic simulators, remote resources, interactive teaching methods, and joint activities into the training program
- development and integration of learning outcomes of the cluster of "soft skills"
- development of a system for assessing educational achievements using PBL technology, including the criteria for assessing the development of competencies and their descriptors and assessing the progress of students and their educational needs to build individual learning trajectories
- selection of effective analytical tools for conducting sociological and psychological research on the selected topic and evaluating the results of project implementation

P—Partners

In order to overcome the aforementioned challenges faced by the academy at the beginning of the experiment, it became necessary to involve a larger circle of stakeholders and other partners in the project development team who could serve as intellectual, managerial, and operational resources. These partners include customer representatives (Patrol Police Units); the International Criminal Investigative Training Assistance Program of the United States Department of Justice (ICITAP) team; Christine Hoodie, the curriculum support and evaluation manager; the RCMP team; representatives of the Canadian Police Mission in Ukraine (CPMU); and the teachers and staff of the Patrol Police Academy.

R—Response (Implementation)

In preparing for implementation, a model for implementing the technology was developed, the expected results of experimental work were formulated, the guidelines and general framework of the project were outlined, the need for the integrated training course was substantiated (based on a survey of customer personnel), a group of facilitators and motivation were developed for the introduction and implementation of PBL technology, and an assessment of readiness for the project implementation was carried out.

At this stage, the team introduced into the educational process the content components of the chosen model of PBL, the model for solving performance problems, and the risk assessment model. Key professional and special competencies, as well as methodological tools, forms of organizing educational and independent activities of students, ways of organizing training sessions, types of assessment, and means of feedback and reflection were integrated into the outline of learning situations and the concept of problem-solving.

Accompanying the learning process of the experimental group were a set of specially developed sociological tools for monitoring the level of mastery of competencies and the degree of involvement of students participating in the learning process.

To monitor the process of implementing the components and principles of the PBL approach, the project team systematically and dynamically monitored the motivational aspirations of students and their expectations from training. The specialists constantly analyzed the attendance of classes. Due to the ongoing analysis, discussions and consultations were carried out on the positive aspects and existing shortcomings, changes were promptly made to the educational content, and assistance was provided to the facilitator in the implementation of the PBL technology according to the CAPRA model.

During the training sessions, observations were made on the work of the group, the dynamics of its development, and the activity of each student in group (pair) interaction. Monitoring of group work was carried out through constant feedback with the facilitator, for which such methods as reflection and feedback were actively used, collected through blitz surveys, questionnaires, and conversations.

Thanks to the well-coordinated work of the project development team, partners, and the facilitator, the challenges that arose at the beginning of the experiment were largely accepted and constructively resolved during its implementation.

- The academy implemented the planned software components of training sessions, modules, and blocks.
- Students have the ability to analyze the main problem of the module and make decisions based on the model.
- The program implemented the principles of group interaction, which influenced the positive dynamics of the development of the group and the role of the individual listener.
- Training materials and assignments for the work of students and outline plans for the facilitator were prepared.
- The facilitator established a trusting relationship with the trainees based on positive interaction and support.
- Students have the skills of independent work and independent decision-making and thus responsibility for the measures taken and their own behavior.
- PBL training was supported via the electronic portal of the academy.
- The training contributed to the development of students' critical thinking, self-evaluation, and mutual evaluation activities and reflection.

A—Assessment (Score)

At the next stage of the project implementation, the team faced the task of evaluating the results of solving the problem posed: Is PBL training able to improve the quality of police training, in the context of not only a simple display of ratings based on training results, but also a complex system of competencies, communication, and behavioral responses?

The results of training in the control and experimental groups indicate a sufficient level of competencies achieved by the students of the group that studied using the PBL technology in the block of theoretical knowledge, and in terms of practical training, the level of practical skills significantly exceeds the achievement of students in the control group.

The final average score on the results of mastering the legislative framework in the experimental group was 6.7 points (on a 12-point scale) compared to 6.9 points in the control group. However, in its practical component, the students who studied under the PBL program showed significant progress in terms of mastering the skills of tactical actions; physical and fire training; and the ability to apply the acquired set of knowledge and skills in solving problems of performance in scenarios, standard algorithms and action under uncertain conditions. In the block of practical skills, the average score of the experimental group was 10.2 points, and in the control group, the average score was 8.8.

The total final average scores on the results of mastering the legislative framework and the practical component of the program in the experimental group exceed the average scores in the control group by 1.4 points, which is +3 percent of the difference.

FIGURE 1: AVERAGE PRACTICAL SKILLS SCORES
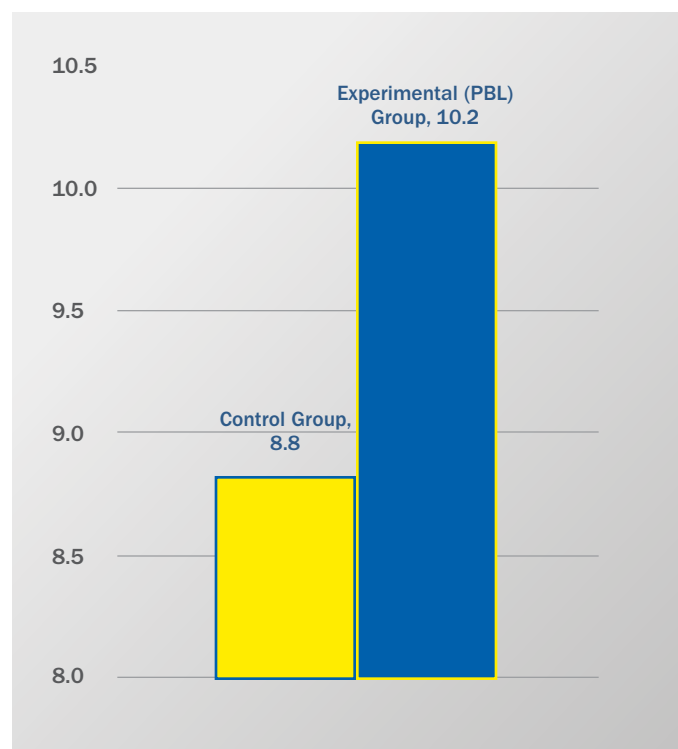
The results of the experimental group confirm the hypothesis that PBL, focused on solving the problems of professional activity, contributed to the intensive formation of competencies of the graduates of the Patrol Police Academy, the level of which is higher, in particular, in the practical component of the training program.

PBL IN ACTION

The outcomes of PBL may be clearer when applied to a specific example. A group of academy cadets applied CAPRA model to solving the problem of regulating dog walking in Kyiv.

The problem of providing places for walking animals in the cities of Ukraine and observing the rules for the treatment of animals has been manifested in a latent form for a long time. This problem is especially acute for large cities, in particular for Kyiv, where the incorrect practice of walking dogs without a leash or muzzle is quite common. Despite the fact that there are a number of legal acts regulating the rules of handling animals, as well as municipal decisions regarding the functioning of places and areas for walking animals in the city of Kyiv, the problem is still unresolved and relevant for many communities in the capital's districts. The causes of the problem are seen to be weak regulation on the part of the state and a lack of interest in solving the problem on the part of the public. This poses a serious threat to the safety of people, especially children, the elderly, and people with disabilities. Thus, in some cases, police agencies are forced to consider cases of criminal and administrative offenses against dog owners. Such actions on the part of both community members and police officers do not contribute to the establishment of trusting relations between the police and the population, and, as a result, cannot lead to a solution to the systemic problem. The cadets analyzed the program according to the CAPRA model.

Step 1. C—Clients. At this stage of the analysis, it was determined whose interests and needs should be satisfied in the problematic situation. The problem directly affects the residents of the districts of the capital and passersby, so clients are associations of community members and owners of animals who need proper conditions for walking dogs and a safe environment to be near them, as well as communal service companies and services.

Step 2. A—Analysis. At this stage, an analysis of information related to the problem and its causes was carried out, namely: statistics of cases of violation of the rules for the treatment of animals, a survey of districts to identify problem areas where these cases are widespread or likely, the density of buildings in problem areas, and so on. As a result of the analysis, an assessment of the level of safety as a whole was obtained, and factors leading to offenses and zones for arranging areas for animal walks were identified.

Step 3. P—Partners. At this stage, it is proposed to actively involve the community in partnership with the police and communal services to work together to solve the problem. The police can take an active part in meetings and consultations with the local community and other interested parties,

as well as providing useful statistics containing information on violations in this area and their consequences. This information will further provide a more objective perception of the situation and, accordingly, a more effective analysis. At meetings including police representatives, the community, dog owners, school administrations, animal protection organizations, and public activists, joint measures can be planned regarding specific steps to resolve the situation.

Step 4. R—Response. The effectiveness of responding to a problematic situation will depend on the joint efforts of the community to develop a plan of action and response strategies, which includes finding common goals, setting tasks, and identifying expected results based on available data, taking into account the initiatives of all groups of interested parties and interaction between the main actors of the ecosystem: local community, police, and other organizations. It is important to carefully develop projects and programs to solve the problem along with measures to ensure legislation and to popularize rules among community residents.

The action plan may include a number of measures and initiatives: carrying out information campaigns about the rules of handling dogs (through social networks, posters, booklets, etc.); installation of signs, plates, pointers; and many other elements.

Step 5. A—Assessment. When evaluating the measures taken, all aspects of the decisions and strategies for solving the problem were taken into account, as well as the planning of evaluation criteria and activities on the part of the community to support a sustainable result. Thus, the evaluation of the project to solve the problem of "regulating animal walking in Kyiv" included (1) systematic and independent public monitoring of the state of safety of residents during dog walking; (2) compliance with the rules for keeping and walking animals and other normative legal acts; (3) the collection of feedback and suggestions from residents for further improvement of the situation; and (4) reviewing the effectiveness of implemented measures and tools once a quarter.

At the evaluation stage, the instructors studied the dynamics and individual progress of cadets in terms of the formation of their key and professional competencies, the development of soft skills, and the readiness to implement educational experience in real conditions of service.

CONCLUSIONS

In general, evaluating the results of the work on the project, the team came to the following conclusions.

The developed program for the implementation of PBL needs further practical testing on a wider scale by the engaged groups of different institutions involved in the primary professional training of police officers.

When adapting the PBL technology program to the state police training curriculum, all requirements and standards were met, and the content component of the program was preserved. The problems that have become the basis for sessions, modules, and blocks are typical and

realistic for the practical activities of a police officer and are organically integrated into the state curriculum.

A positive experience has been gained in introducing binary facilitation into the PBL process with the involvement of consultants and other specialists to solve a specific range of training issues, the content of individual topics of modules and blocks, and a large layering of complex theoretical material.

A cluster of "soft skills" is integrated into the learning outcomes, in which descriptors of key competencies and a system for their assessment have been developed.

The dynamics of progress in the assimilation of theoretical and factual knowledge, mastery of cognitive and practical skills and abilities, the identified level of responsibility and communication of students, and their autonomy in work and independence in decision-making show that students were able to actively join in building their own development trajectories.

In the future, in order to conduct a better assessment of the implementation of the PBL technology and its impact on the academy graduate qualities requested by employers, an audit of the level of application of competencies acquired during training in real service conditions is planned. These measures were not yet implemented in full due to the current sociopolitical climate in Ukraine.

Despite the fact that the pilot project showed that some of the technological processes require more detailed adjustment and refinement of the implementation mechanisms, the academy team considers the project successful, efficient, and effective. As a result, the academy prepared proposals for the National Police of Ukraine on expanding the scope of training programs through the introduction of PBL technology and scaling up the project at all levels of police training in Ukraine. ♡

IACP RESOURCES

- Elevate Blue

- Collaborative Reform Initiative Technical Assistance Center (CRI-TAC)

theIACP.org

- Using Problem-Based Learning in Police Training

policechiefmagazine.org

TRANSFORMING POLICE TRAINING FOR TOMORROW

From Tradition to Innovation

BY

Adam Oberdorfer, Captain, Santa Clara
County Office of the Sheriff, California

IN HIS INSIGHTFUL BOOK, *THE INFINITE GAME*, THE BUSINESS LEADERSHIP GURU SIMON SINEK ASSERTS, "GREAT LEADERS ARE THE ONES WHO THINK BEYOND 'SHORT TERM' VERSUS 'LONG TERM.' They are the ones who know that it is not about the next quarter or the next election; it is about the next generation."

As society makes its way toward 2030, police training is poised for an unprecedented evolution. This shift is driven by a rapidly changing societal landscape, groundbreaking technological innovations, and a critical imperative to rejuvenate the policing profession. Policing is navigating a complex labyrinth of immediate challenges, with leaders working in relentless cycles of crisis mitigation. However, in this vortex of change and challenges, police professionals must maintain their role as custodians of tomorrow. They must broaden their perspective, strategically planning for the next generation of police with foresight and vision.

Imagine a future where enhanced training and continuous professional development are fundamental, enabling officers to meet today's challenges and adapt to tomorrow's uncertainties. This vision does not diminish the advancements in police training that are currently being made. In fact, today's police are receiving some of the most effective training in history. Many agencies and training programs have revolutionized their approaches with advanced instructional methodologies based on adult learning principles, and have significantly expanded their training curricula, focusing on topics such as de-escalation and crisis intervention for both recruits and veteran officers. Nonetheless, there is still a need to reevaluate the framework of police training, challenging existing paradigms to better prepare officers for the multifaceted demands of their roles.

THE CURRENT STATE OF U.S. POLICE TRAINING

Officers don't rise to the occasion; they fall to the level of their training. Today's officers navigate a complex landscape requiring a delicate balance between a guardian mentality and warrior tactics. Increasingly, evidence suggests that existing training programs are inadequate, leaving officers ill-prepared for the nuanced and high-stakes decisions they have to make in the field. This inadequacy has contributed to incidents that undermine public trust, fueling political movements to "defund" or "reimagine" policing, which, in turn, place additional pressures on policing, elevate crime rates, and erode the foundational role of the police as guardians of community safety. This destructive cycle not only diminishes community trust and the capacity of the police to deter crime, but it also weakens officer morale and resilience. Furthermore, this situation aggravates the already challenging work to attract and retain officers who embody an ethos of service and have the greatest potential to break the cycle of mistrust.

AI-generated images courtesy of author.

In the United States, the decentralized nature of policing results in widely varying training standards across the country's roughly 18,000 departments. This contrasts with nations with centralized policing, where training can extend for years and often takes place in a university setting, ensuring depth and consistency. In the United States, the average police training duration is less than 20 weeks for new recruits. This brief training period for such multifaceted roles is more than just operationally inadequate; it is also financially costly. The ramifications extend beyond the financial, eroding public trust and respect for the profession—highlighting the urgent need for a standardized, comprehensive approach to police training.

The demand for improved training protocols for new and experienced officers has increased in recent years. Reports and commissions have heightened the necessity for state-of-the-art training aligned with modern policing duties. However, these provide only a blueprint and do not prescribe uniform standards. Critiques of existing systems highlight the urgency to reevaluate and update training techniques, emphasizing that merely cosmetic curriculum additions are insufficient and lack validation and adequate funding.

California's Assembly Bill 89, known as the Peace Officers Education and Age Conditions for Employment (PEACE) Act of 2022, represents a significant change in police recruitment for California. It aims to mitigate officer use of force, drawing on research that suggests crucial brain areas related to judgment and decision-making mature only in the early to mid-20s for most adults. In response to that understanding, the bill raises the minimum age for peace officers to 21 and sets stringent educational requirements, including a bachelor's degree or a newly created modern policing degree program. However, there are uncertainties regarding the bill's effectiveness and the readiness of colleges to implement the new program.

Additionally, Assembly Bill 89 has a significant drawback in that it does not include funding meeting these new requirements. Moreover, there needs to be more emphasis on character development, leadership training, and "soft skills"—including critical thinking, teamwork, and communication—which are crucial skills for officers at every stage of their career but are often neglected in undergraduate programs according to many employers. Emulating the training models of esteemed military universities like West Point, which focus on instilling integrity, leadership, communication, and critical thinking, could be a game-changer for police education. Such an approach would

amplify a recruit's professional competence and align their training with the complex demands and ethical responsibilities of contemporary policing. Additionally, a program emphasizing these core values and skills would play a pivotal role in swiftly advancing graduates into leadership positions, effectively filling critical vacancies with well-prepared and capable leaders.

Establishing a specialized university for policing aims to cultivate police officers as community guardians, mirroring models in many European countries. This institution would provide a robust academic and practical foundation, emphasizing social justice, constitutional law, policing history, tactical proficiency, leadership, and ethical decision-making. Tailored programs would support officers at all career stages, from initial training to advanced leadership development, ensuring a holistic approach to police education that prioritizes community and ethical service. The curriculum would be dynamic and continuously updated to reflect the latest legal developments, technological advancements, and community policing strategies. It is not necessary to start from scratch to create such an institution; in fact, several universities are already offering advanced education for the police from which to draw insights.

John Jay College of Criminal Justice is one college that offers an undergraduate police studies degree. Many existing police educational programs are created primarily for executive development, often in collaboration with universities. Programs such as the FBI National Academy, California's POST Command College, National Command College, and Northwestern University School of Police Staff & Command offer intensive, leadership-focused training, often with options to transfer credit toward a graduate degree. However, participation in these programs is not mandatory, and their content or curricula are not standardized. Some jurisdictions like New Jersey and the Los Angeles, California, Police Department have tried to fill the gap by developing their own leadership training frameworks, drawing inspiration from the West Point model. This situation highlights the necessity for a national college of policing to offer a

> **"Tailored programs would support officers at all career stages, from initial training to advanced leadership development, ensuring a holistic approach to police education that prioritizes community and ethical service."**

complete educational path from entry-level to advanced roles.

Some have suggested establishing a police executive program like the military's war colleges. Such an institution would fill the existing void in formal executive development programs in the United States and create a unified framework for fostering a culture of continuous learning and best practice sharing across the policing community. No matter the eventual framework, the need for a standard approach to educate and prepare U.S. police officers for their duties has never been more evident.

FAST FORWARD TO 2033: THE NATIONAL COLLEGE OF POLICING

Picture what the next decade in policing might look like if a federally funded National College of Policing were established in the United States.

The college, developed as a response to calls for comprehensive police reform, focuses on instilling character and leadership akin to the enduring legacy of West Point. This "West Point for cops" has swiftly become a beacon of professional excellence, with many graduates quickly being promoted and taking on leadership roles that enhance the professionalism of policing across the United States. Initially, there may have been skepticism about adopting a standard educational model for police, with concerns about a militaristic

approach. However, it's becoming clear that the college excels in nurturing courageous, community-oriented police professionals who embody the Peelian principles of ethical and community-centered service.

Graduates of this esteemed college must serve at least 10 years in policing, committed to applying their skills and leadership in the field. Data from the first graduating classes indicate that most graduates intend to make policing their lifelong career, demonstrating the program's effectiveness in fostering a deep commitment to public service. Additionally, graduates consistently excel in the police academy and field training, outperforming their peers and setting new benchmarks for performance and competency. The program's success is reflected in its graduates, who are in high demand by agencies. Supported by federal grants that assist with placement, they are effectively distributed across the United States' many police agencies. Furthermore, many states have established expedited academy and career advancement pathways for these alumni, significantly enhancing the program's utility and appeal.

The college has created a robust career pipeline that fundamentally enhances professionalism and commitment to service and fostered a strong esprit de corps among officers. It stands as a pinnacle of police training, continuously advancing and sharing effective policing tactics and strategies. The institution is highly sought after by high school graduates due to its reputation for developing exceptional, community-oriented leaders, making entry into the college very competitive. Its influence is unmistakable. It has not only elevated the standard and perception of policing but also transformed it into a career of choice for those aspiring to serve at the highest levels of community service. The National College of Policing also impacted how states view their basic training for all peace officers, prompting even further change.

By 2033, the basic police academy has been transformed into a comprehensive network of regional, state, or agency-operated training centers. These advanced academic institutions offer specialized curricula, primarily serving graduates from the prestigious

National College of Policing and those with relevant degrees who have passed a state entry examination. To broaden access, many states also provide online classes through state POST or partner colleges, enabling aspiring officers to grasp foundational constitutional policing and criminal law at their own pace before tackling the academy entry test.

LEAD THE WAY: CREATE THE FUTURE NOW

The academies of the future, bolstered by a rigorous pre-academy entry test or college credits from transferable programs, will provide high-level, competency-based training tailored to state-specific laws, procedures, and tactics. Although the descriptions of a national university for the police and radically different police academies may seem far-fetched, they are realistically within reach. Integrating cutting-edge virtual and augmented reality technology will revolutionize training, offering immersive experiences that reflect real-world policing complexities and are customized to the individual learning requirements of each officer. Possible curricula already exist, and communities across the United States are willing to support approaches to public safety that answer their calls for change. With the college and academies as their starting point, this new generation of officers will also inevitably change advanced training in similar ways.

Officers could engage in an enhanced, medical residency–like model of continuous education with rotational assignments and periodic classroom refreshers. This approach ensures a deep, evolving understanding of policing skills. They can experience advanced simulations, undergo regular evaluations, and have opportunities for specialized certifications in areas like cybercrime and forensics. This holistic development strategy, including training in soft skills and community engagement, is designed to forge technically proficient officers who are deeply attuned to the communities they serve.

These centers would evolve beyond initial training hubs into ongoing educational institutions where officers intermittently return for updated classroom training, assessments, and performance testing to ensure ongoing performance standards. Microlearning and online platforms will become instrumental in continuing professional development, allowing officers to enhance their skills flexibly and efficiently. Sophisticated performance metrics will personalize training, focusing on areas needing improvement or new skills, ensuring relevance and effectiveness. As with many radical changes, the limits are only those of one's imagination.

THE SYNERGY OF LEADERSHIP AND LEARNING

Police leaders are at a critical juncture to spearhead the creation of a National College of Policing. This move goes beyond elevating the profession—it's about forging a pipeline of adept, well-trained individuals ready for the challenges of policing. This vision demands a unified effort, calling for collaboration among federal and state entities, local police agencies, training centers, and associations dedicated to police standards and training.

This call to action is an opportunity to establish a centralized, uniform, and comprehensive training institution, setting a new bar for police excellence. Such an investment, though ambitious, promises a more effective outcome than current practices. By combining the stakeholders' resources and expertise, it is entirely possible to establish a national standard in police training, ensuring officers are capable and ethically grounded in their roles. The actions of today will shape the legacy of policing for generations to come. It is time to move forward and honor the badge with a shared vision of distinction, leadership, and competency for the betterment of all communities. ♡

IACP RESOURCES

- Leadership in Police Organizations (LPO)
- Women's Leadership Institute (WLI)

theIACP.org

- Teaching Ethics in the Training Academy

policechiefmagazine.org

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GENERAL INFORMATION

Full conference registration to IACP 2024 is limited to IACP members, qualified non-members, family members, and exhibitors. IACP 2024 is not open to the general public.

To take advantage of discounted registration fees, complete this registration form and return to the IACP with payment or register online through September 4, 2024. Beginning September 5, 2024, ONLY online registrations will be accepted, and higher registration fees will apply.

Registration fees must accompany the registration form; payment may be made by check, credit card, or purchase order. Advance and on-site registration fees will be accepted in U.S. funds only and must be drawn on a U.S. bank. All credit card payments will be processed at IACP Headquarters in U.S. funds.

Phone registrations are not accepted. Do not mail and fax your credit card information, as charges may be duplicated. Once your registration is processed, you will receive an e-mail confirmation which also serves as your only receipt.

FREE EXPOSITION PASS FOR PUBLIC SAFETY PERSONNEL

Sworn officers, first responders, and professional employees of public safety and government agencies, and members of the armed forces can register for complimentary access to the Exposition Hall.

Public Safety includes offices of police, sheriffs, EMS, fire service, hazmat, and park rangers from federal, state, city, county, campus, and tribal agencies, and the armed forces. To qualify for the three-day exhibit hall-only pass, the recipient must work for the government or a public safety agency and will be required to show their credentials upon arrival. The IACP reserves the right to refuse ineligible registrations. Exposition Pass registrants cannot purchase Chiefs Night tickets. Qualified attendees may register for the Free Exposition Hall Pass online at **www.theIACPconference.org.**

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Join the IACP now to qualify for the First-Time IACP Member rate and save 36%

IACP members attending the Annual Conference and Exposition for the first time can take advantage of a special discounted rate; $445 in advance and $545 on-site (a savings of over 36%). The First-Time IACP Member discounted rate must be taken at the time of the initial registration. Refunds cannot be given for incorrect registration submissions.

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	Advance Registration *On or before September 4, 2024*	Online & On-site Registration *On and after September 5, 2024*
IACP Member – Full Conference*+	$500	$600
First-Time IACP Member – Full Conference*#+	$445	$545
Non-member – Full Conference*+	$700	$850
Family*+	$150	$150
Children 6-18*	$45	$45
Children 5 & under*	FREE	FREE
Expo Pass	FREE	FREE
One day ^		$175
Two day		$250

NOTES

* Full conference registration fee includes access to all general assemblies, workshops, receptions, Exposition Hall, and Chiefs Night.

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+ Only IACP members can take advantage of the member registration rate. All IACP memberships are individual and non-transferable for conference registration member rates.

+ Family refers to a spouse or family member, not a business associate or fellow law enforcement colleague. Only the family member's name, city and state will appear on his or her badge. Family members do not receive certificates for workshops

^ 1-Day and 2-Day Pass registration will begin online on September 5, 2024. Each person may register for only ONE 1-Day or 2-Day Pass.

Speakers presenting on educational workshops can register for a complimentary 1-day pass or a discounted full conference pass at a rate of $225.

REFUND POLICY

- All cancellations must be made in writing and mailed, faxed **(703-836-4543)**, or e-mailed (Attendee: **AnnualConference@theIACP.org**; Exhibitors: **exhibits@theIACP.org**) to the IACP headquarters.

- A penalty will apply. No telephone cancellations will be accepted. It will take a minimum of six (6) weeks to receive a refund for in-person event cancellations.

- A 25% penalty will be assessed on all cancellations postmarked or fax/e-mail dated on or before September 25, 2024.

- A 50% penalty will be assessed on cancellations postmarked or fax/e-mail dated September 26–October 11, 2024.

- No refunds will be issued on or after October 12, 2024.

- No refunds will be given for no-shows.

- There are no refunds for Annual Banquet tickets after September 4, 2024.

- Registration or Annual Banquet tickets may be transferred to another person in your organization by written request to IACP prior to September 25, 2024. After this date all changes must be made at the conference. Additional charges may apply.

- The Cancellation Policy is subject to change.

The Era of the Connected Responder

How Data Empower Effective Emergency Response

BY

Rohan Galloway-Dawkins, Chief Product Officer, Versaterm

FROM TACTICAL VESTS TO TRAUMA KITS, POLICE OFFICERS LEVERAGE NUMEROUS TOOLS AND EQUIPMENT WHEN RESPONDING TO EMERGENCIES.

While physical equipment is critical to protecting officers and enabling them to assist community members, accurate, up-to-the-minute information is equally essential to an efficient and effective emergency response.

In today's world of mobile communications and real-time data sharing, technology can connect officers, command centers, and dispatchers like never before to enable seamless information flow and enhanced situational awareness that empowers personnel in the field. Police agencies that embrace real-time data exchange can readily mobilize their resources, make swift decisions, and coordinate emergency response to preserve public safety.

Now is the time to transform agency operations and welcome the new era of the connected responder.

EMPOWER AGENCY-WIDE COLLABORATION— FROM COMMAND TO THE FIELD

As the adage goes, knowledge is power—particularly when assessing the best course of action during an emergency. Dispatchers rely on a smooth connection between the agency's computer-aided dispatch (CAD) system and records management system (RMS) to quickly access and share critical incident information with field teams. This connection ensures the dispatchers and officers can communicate efficiently and make well-informed decisions, leading to faster, safer, and more effective responses for both public safety personnel and the community. Important factors for achieving this connection include ensuring easy access to all necessary information, adapting access and usage methods to specific roles and tasks, and providing appropriate permissions across all environments without delays. Likewise, responding officers need an easy way to retrieve background information from their mobile data terminals (MDTs) or department-issued smartphones.

Cloud-based deployments of CAD and RMS are an optimal way to enable the seamless flow of information across dispatch, command, and officers in the field. With a cloud deployment, all teams are connected to a single source of information and can access agency data in real time, from anywhere, and on any device.

Everyone is on the same page with the most up-to-date information and can align on the most appropriate response. For instance, if there is a person at the center of an incident, responding officers can retrieve information that the individual has a history of mental health issues but no criminal history. Using the latest updates from dispatch and records, units on the scene can establish that the emergency is a mental health crisis rather than criminal activity and, therefore, employ de-escalation strategies and proceed appropriately.

In the field, patrol officers can collaborate with their peers using real-time data feeds, bulletins, and discussion boards that integrate with an agency's CAD and RMS. A purpose-built integrated CAD/RMS system makes this easy. Instead of taking handwritten notes and sharing findings via email 24–48 hours later, personnel use their phone or MDT to post real-time crime updates to keep fellow officers informed and protected. For example, an officer can post a bulletin if a suspect has escaped, noting the individual's last known location and whether they have a weapon, to keep others alert and safe.

Having real-time information enhances situational awareness for all officers on patrol and may prove to be lifesaving in a crisis. On agency discussion boards, officers can continue sharing additional details on the same case to ensure all responders are kept up to date as the situation unfolds. Documenting related case information in one accessible place further facilitates collaboration, making it easier to analyze the data, find patterns and connections, and swiftly solve crimes for more just outcomes.

MAXIMIZE THE USE OF AGENCY-ISSUED SMARTPHONES

While dispatch and command are responsible for providing information to prepare teams before they arrive on the scene, officers must become the agency's eyes and ears out in the field. A situation may evolve or escalate, requiring teams to adapt accordingly. During an emergency, agencies can strategically use each officer's work-issued smartphone to activate a live video and audio feed directly to the command center.

This approach transforms a smartphone into a body-worn or in-vehicle camera, taking full advantage of current devices' high-quality cameras, video recording capabilities, and cellular connectivity to power a livestream that connects officers with command. For chiefs and incident commanders, the live video enables greater visibility and situational awareness of developing events to coordinate units in the field. Suppose the command center loses verbal communication with a responding officer. In that case, the video feed helps to confirm that the officer is safe or if they are in a situation where they need backup from other units. Using the phone's GPS tracking and cellular connection, it's also possible to triangulate an officer's location even if they are away from their vehicle.

Following an emergency, officers can also upload all captured footage straight from their devices to a digital evidence management system using their cellular network or a Wi-Fi connection. Uploading the footage directly from their smartphones while in the field also eliminates the need for docking stations, kiosks, routers, or other equipment to transfer recordings into the agency's evidence management system, as are often needed with traditional body-worn and dash cameras. Instead, the footage becomes immediately available in the cloud to all relevant parties for post-incident analysis, investigations, and court trials.

ENHANCE SITUATIONAL AWARENESS WITH INTEGRATED THIRD-PARTY DATA

In addition to CAD and RMS data, police agencies should consider integrating approved third-party or external data sources to augment the speed and accuracy of decision-making during crises. The more information dispatchers and responding teams have available, the better equipped they will be to serve their community during times of need. For example, wearable technology and the Internet of Things have become more prevalent. Data from connected devices and smart buildings may give more intelligence to aid dispatch communication and incident response.

Further, geospatial data should be considered to enhance CAD and mobility systems. GPS-aided routing is a staple feature in any good CAD solution. However, most systems only look at routes and locations in two dimensions to determine the shortest path for assigned officers to reach the scene. But, responding to an emergency in a 2-story building is a very different task from responding to a situation inside a 50-story structure.

In these cases, orthogonal and oblique imagery offers a three-dimensional view of streets and residential and commercial buildings to better understand the topography and sightlines within the community. With this enhanced view, dispatchers and officers gain a more accurate sense of scale to coordinate effective responses, such as whether there is an optimal entrance to the building. Armed with this intelligence, connected responders can proactively identify ways to maximize efficiency or anticipate potential obstacles on the scene.

The future of emergency response efforts will require integrating innovative technologies and real-time data exchange. By embracing the seamless flow of information between team members, police agencies can enhance situational awareness, improve collaboration, and ultimately better serve and protect their communities. Now is the time to adapt to the new era of the connected responder, leveraging data to transform operations and ensure safer communities for all. ♡

BY
Diana Davisson, Management and Program Analyst, NICS Business and Liaison Unit, FBI

Working Together to Keep Guns from Prohibited People

THE FBI'S NATIONAL INSTANT CRIMINAL BACKGROUND CHECK SYSTEM (NICS) IS USED TO SEARCH AVAILABLE BACKGROUND INFORMATION ABOUT INDIVIDUALS WHO ARE SEEKING TO POSSESS A FIREARM.

Federal firearms licensees, called FFLs (such as gun shops and pawn shops), and criminal justice agencies use NICS to help determine if a prospective firearm transferee is ineligible to receive a firearm based on federal or state firearm prohibitors. Criminal justice agencies across the United States have been instrumental in assisting the FBI with processing nearly 160 million NICS checks over the past 25 years.

When a NICS check is conducted, the subject's name and descriptive information are searched against information available in three nationally held databases: the FBI's National Crime Information Center (NCIC), the NICS Indices, and the Interstate Identification Index (III). FBI staff can review data held in NCIC, such as information on wanted persons, protection order respondents, and extreme risk protection order respondents, as well as nationwide criminal history information available via the III. Other databases are searched when the initial NICS check is for an individual under 21 years of age, for a non-U.S. citizen, or includes a potential prohibitor.

LAW ENFORCEMENT AGENCIES OFTEN PROVIDE KEY MISSING INFORMATION

In 2023, more than 90 percent of NICS background checks processed by the FBI received an immediate determination, meaning the FFL was advised within seconds to 30 minutes of initiating the check if they could lawfully transfer the firearm or if the firearm transfer must be denied. However, nearly 1 million checks conducted in 2023 required FBI staff to contact external agencies for clarifying information needed to establish or eliminate a potential firearm prohibitor. FBI staff contact law enforcement when the subject of a NICS background check is a descriptive match to the agency's NCIC wanted persons or protection order notice. Law enforcement agencies are also contacted for information missing from the databases that is often available in incident or arrest reports to help FBI staff determine if individuals meet the criteria for federal or state firearm prohibitors, such as recent drug use or a conviction for a crime of domestic violence.

NICS INDICES ENTRIES RESULT IN IMMEDIATE GUN DENIALS

Along with answering requests for additional information, police agencies can assist NICS by sharing information regarding prohibited individuals directly to the NICS Indices—especially in instances when disqualifying information is not available in NCIC or III. The NICS Indices is a database that contains information provided by federal, state, local, tribal, and territorial agencies. Contributing agencies can add, modify, or cancel entries in the NICS Indices using an NCIC interface or through the Law Enforcement Enterprise Portal (LEEP).

An entry in the NICS Indices identifies an individual as being prohibited from receiving firearms under federal or state law. For example, NICS Indices entries may be appropriate for individuals who have been involuntarily committed for mental health treatment; are respondents of extreme risk protection orders; are under felony indictment; or have tested positive for or admitted to using a controlled substance within the past year. When a subject of a NICS background check is a biographic match to an entry in the NICS Indices, the FFL will be immediately notified to deny the transfer of the firearm. The NICS Indices entry allows the denial decision to be made quickly, without having to re-contact an agency to gain record information.

NICS Indices entries must include the prohibitor category and the prohibited individual's information. Providing as much descriptive information as possible when making NICS Indices entries is important because it improves the accuracy of appropriately identifying prohibited individuals during a NICS background check. NICS Indices required fields are full name, date of birth, and sex, but to obtain the best results, entries should also include the place of birth, race, and social security number. Before making their first NICS Indices entry, agencies should consult their state's CJIS Systems Officer (CSO). FBI staff are available to help agencies

communicate with state CSOs to begin contributing to the NICS Indices. Agencies contributing to the NICS Indices are subject to audits and are responsible for the accuracy and validity of their entries. Additionally, if a denied individual submits an appeal to NICS, the agency is responsible for responding to the denial challenge.

CONTINUED PARTNERSHIP IS IMPORTANT

In addition to providing information to NICS for firearm background checks, criminal justice agencies may access NICS to gather information for the potential issuance, renewal, and/or revocation of a firearm-related permit; the potential issuance of an explosives-related permit; or when considering the release of a firearm from their agency's possession (known as the disposition of firearms).

The dedication and assistance law enforcement partners provide to NICS are invaluable to public safety. By sharing arrest, protection order, or warrant information; providing detailed information in narratives; and responding quickly to NICS inquiries, law enforcement partners help keep firearms out of the hands of prohibited individuals. To continue keeping communities safe and help prevent disqualified individuals from obtaining firearms, law enforcement partners can proactively share information to the NICS Indices.

Detailed resource materials and training guides are available at fbi.gov/nics and in the NICS Resource Community on LEEP's JusticeConnect. Instructions to access LEEP can be found at www.cjis.gov. ♡

Agencies wanting to learn more about contributing to the NICS Indices or to attend virtual trainings may contact the NICS Business Relations Team at **NICSLiaison@fbi.gov** or call **844-265-6716**.

Photos courtesy of Leonardo.

Bringing Policing to the Sky

WHETHER FOR SURVEILLANCE, SEARCH AND RESCUE, DISASTER RESPONSE, OR TRANSPORTATION, AERIAL POLICING IS UTILIZED IN AGENCIES AROUND THE WORLD TO FULFILL MISSIONS AND ENHANCE PUBLIC SAFETY.

According to Captain Justin Cromer, Ohio State Highway Patrol, "The specific demand of the aircraft will ultimately determine which type of aircraft to invest in."

Although many agencies have access to fixed-wing aircraft, rotary-wing aircraft are more commonly seen in policing environments. The hovering and slow-speed capability of helicopters, in particular, allow them to excel in city environments and searches that require very specific vantage points. There has also been a notable shift post-pandemic in the versatility of helicopters. "Instead of having a few different

helicopter types for specific missions… there is a dynamic shift to larger helicopters with a multi-roll capability, thus providing more versatility to them," said Michael Bucari, Leonardo's Head of Marketing–Americas.

THE BENEFITS OF HELICOPTERS

In 1948, the world's first police helicopter was developed and fielded by Bell for the New York City, New York, Police Department. To this day, Bell products are still used in New York, but their customers now include hundreds of police agencies around the world.

The provider's newest helicopter, Bell 505, is certified under the latest aviation technology and safety standards and incorporates the latest police mission equipment, such as tactical radios, cameras, and searchlights. The aircraft

can respond to calls at a top speed of 155 mph, carry a maximum payload of 1,500 pounds, and provide a unique aerial perspective.

The company has five helicopter options in total, but a unique aspect of Bell is its focus not only on technological innovation but the operational development of police aviation as well. "Bell fully understands that the transaction of a helicopter sale is the first step only," said Public Safety Segment Manager Terry Miyauchi. "It is a focus on a lasting long-term partnership." Bell's New Police Aviation Unit Start-Up Consulting is offered free of charge to any police agency. Through this consulting-based service, former police aviation operators, managers, and technicians can directly assist with the operational development of the agency's new aviation program. As of June 2024, Bell is working with 17 agencies globally that are in the process of establishing new police aviation units.

Reliability and cost-effectiveness are some of the most important factors to consider when adding an aircraft into the police fleet. It is for this reason that Robinson Helicopter Company (Robinson) aims to provide a single-source solution for police organizations that is affordable and easy to maintain.

Every police helicopter made by Robinson has crashworthy fuel tanks and seats, a night vision goggle–compatible cockpit, cameras, moving maps, and impact-resistant windows. In addition to these features, the four-seater R66 Police Helicopter comes equipped with the latest in navigation and surveillance technology. The FAA-certified R66 enables pilots to easily identify hazards, navigate terrain, and detect other aircraft at varying altitudes. These capabilities are ready to be put into operation immediately (with no need to configure maps, sensors, or cameras) once a department receives the aircraft from Robinson. It is estimated that the R66's average operating cost is about $350–$450 per hour.

Powered by a Rolls Royce RR300 turbine, the aircraft's aerodynamic fuselage optimizes airspeed and fuel economy, allowing the helicopter to remain in flight for up to three hours. This allows pilots to be in the air longer, cutting response time during emergencies. The R66 also offers

agencies predictable maintenance scheduling, simplifying the process and increasing uptime or availability.

The versatility of Leonardo helicopters allows for ease of budgeting as one helicopter type can complete several different missions. They do, however, have an extensive product

Image courtesy of Leonardo.

range in order to ensure that an agency receives the one best for their needs.

Leonardo's AW family of helicopters include the AW119Kx, AW109 Trekker, and AW169/AW139/AW189. The entire product portfolio has all the necessary equipment certified for today's mission, including EO/IR cameras, searchlights, rescue hoists, downlinks, tactical roping, and much more. The AW119Kx is a single engine that is fully customizable, while the AW109 Trekker is a light twin-engine that is the most suitable for operators requiring a mixed fleet. The newest offering in the product line will be the AW09, which will be certified in 2025. With a modular cabin, crash-resistent fuel tank, and composite airframe, the single-engine aircraft provides the capabilities that are typical of a twin engine at a fraction of the cost.

"What sets Leonardo Helicopters apart is its complete ownership of the helicopter value chain, spanning from design and development to production and support," said Bucari. Although Leonardo is headquartered in Italy, the company's Philadelphia, Pennsylvania, facility provides manufacturing, training, and support for customers in North, Central, and South America.

THE FUTURE OF AERIAL POLICING

As technology continues to advance, the unmanned aircraft sector continues to grow at a rapid rate. "The future of aerial policing is being changed by drones," said Captain Cromer.

"These aircraft require a lower acquisition cost, lower operating cost, and lower pilot skill set compared to a crewed aircraft."

With its recent acquisition of Ascent AeroSystems, which is recognized for its compact coaxial helicopter drones, Robinson will soon be able to broaden its offerings and meet the increasing global demand for enhanced mission capabilities in the policing profession. While drones will not replace fixed- or rotary-wing aircraft, they do offer several benefits to aerial policing, and their use will most likely continue to increase across police organizations. ♡

SOURCE LIST

Please view this article online for contact information.

- Airbus
- AeroDefense
- Bell
- Emesent
- Fortem Technologies
- Leonardo
- Lockheed Martin
- Robinson Helicopter Company

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

Sidearm Magnet

Tuffy Security Products introduces the #401 Magnet. When attached to the inside of the lid of Tuffy lockboxes and security enclosures, the new rubber-coated magnet suspends sidearms with a super strong hold to prevent them from dropping to the bottom during travel. The magnet can also be used to firmly hold long guns in other areas, including Tuffy under-seat lockboxes and Jeep cargo enclosures. Strong enough to securely support 45 lbs., the magnet has evenly distributed magnetism that holds a large variety of guns with a solid grip while riding over rough off-road terrain and bumpy roads.

www.tuffyproducts.com

Rugged Cases

Gemstar Manufacturing announces the expansion of its Stronghold hard case line with the introduction of new RoboRack Half-Rack Mount Cases. New RoboRack cases are military-grade, shock-resistant half-rack cases designed specifically to mount sensitive electronic components for transport and field use. The cases protect electronics from physical shock, vibration, moisture, dust, and other contaminants. Designed, tested, and manufactured in the United States, these hard cases can be used off-the-shelf or configured as needed for specific equipment. They come in two half-rack sizes: 5U and 7U. These double-walled hard cases are stackable, airtight, watertight, and built to withstand years of use and abuse.

www.gemstarmfg.com

Body Scanner

The Soter RS Full Body Scanner by ODSecurity combines ultra-low radiation with maximum visibility, making it extraordinarily safe and efficient. It can literally find anything that is either concealed inside or on a person. It can detect items within just 10 seconds, revealing even nonmetallic objects hidden under clothes, in natural cavities, or within the human body. Previously, items such as narcotics, explosives, precious stones, plastic weapons, or other contraband could be detected only by highly intrusive body searches. The Soter RS Full Body Scanner is successfully deployed in detention centers, airports, police, and customs facilities across the world.

www.odsecurity.com

Laboratory Furniture

HEMCO offers UniLine laboratory furniture. The furniture, specifically made for laboratory use, is constructed of welded 18-gauge steel that features a chemical resistant epoxy powder coat finish, which is environmentally friendly, attractive, and long lasting. This lab furniture is offered in a wide selection of drawer and door combinations, including cabinets that require countertops, wall cabinets, floor cases, and acid storage and flammable storage cabinets. The acid storage cabinets have a composite liner, molded one-piece coved corners, and a glass smooth finish for ease of cleaning. All cabinets have been independently tested to meet SEFA-8 load-bearing capacity requirements.

www.HEMCOcorp.com/labfurn.html

Solar Video Camera

Flock Safety introduces the Solar-Powered Condor, a video solution that enables cities, police agencies, and businesses to install the new technology anywhere with ease. Condor uses artificial intelligence and machine learning to provide communities with live and recorded video to help deter and solve crime equitably and effectively. Fixed Condor with solar power joins Flock Safety's suite of hardware and software solutions, helping to solve crimes. With solar deployment, Condor cameras can be placed anywhere, including areas without access to continuous electrical power, without disruption to the community or maintenance and installation hassles.

www.flocksafety.com

Drones

Skydio offers the Skydio X2, which sees in every direction using six 4k 200° navigation cameras, understands the world around it using onboard AI running on an NVIDIA TX2, and makes smart decisions to fly with 360° obstacle avoidance. Advancements in drone technology from AI-enabled obstacle avoidance to high-resolution visual and radiometric cameras to NightSense zero-light autonomy— make the use of these drones an intelligent approach to crash and crime scene documentation. Police can now capture more measurable data (not just point-by-point) quickly with a Skydio drone, thus obtaining a unique aerial perspective of a crash or crime scene and visually compelling courtroom-ready materials.

www.skydio.com

Cyberthreat Service

Camelot Secure announces its Advanced Persistent Threat (APT) Hunting service. The service is a comprehensive cybersecurity approach that blends network monitoring and log analysis with strategic threat intelligence feeds and behavioral analysis to proactively identify and neutralize potential threats. Diving deep into network infrastructures to uncover and disrupt threat patterns and using AI and machine learning technologies, it constantly evolves as a proactive defense mechanism. APT Hunting unifies multiple data sources; creates a cybersecurity baseline; identifies "normal" behavior; and generates a dashboard to sift through alerts, evaluating anomalies in the data and bringing the most critical issues to the forefront.

camelotsecure.com

Recording System

RGB Spectrum announces its Zio Recording System. This system features support for third-party IP signal sources as well as Zio-generated streams. It supports camera, computer, and other signals up to 3840x2160, 60Hz, as well as third-party playback applications like VLC. The Zio Recording System is available in 1RU and 2RU configurations, and users can choose H.264 or H.265 video compression, allowing optimal video quality or bandwidth efficiency based on specific needs. It can simultaneously record and playback up to 30 IP streams. The system supports single-stream and synchronized group playback.

rgb.com

IACP 2024

TECHNOLOGY CONFERENCE RECAP

TECHNOLOGY CONFERENCE 2024 *May 21-23 Charlotte, NC*

This year, the IACP welcomed attendees from across the globe to the 2024 Technology Conference in Charlotte, North Carolina, on May 21–23. The event brought together more than 1,000 attendees from all over the world to discuss emerging technologies in policing. With more than 100 exhibitors, 69 engaging workshops, and several networking opportunities, attendees were able to learn about the most pressing technological issues in the field and gain actionable guidance to bring back to their organizations.

The event kicked off featuring a discussion with Ed Davis, retired commissioner from the Boston, Massachusetts, Police Department, providing his perspective on technology advancements for police and motivating attendees to take initiative:

> The police can play a leading role in relaying the importance of various technologies in doing our jobs and keeping our communities safe. It's incumbent upon police leaders and victims to lead the charge in advocating for the use and access of technology.

On the last day of the conference, Greg Stube wrapped things up as the keynote speaker. The former U.S. Army Green Beret shared his perspectives on leadership, resilience, and teamwork, leaving attendees inspired to bring positive energy back to their organizations: "We have to stay tuned in to the reason we signed up in the first place and carry that with us every day."

Conference attendees benefited from meaningful conversations, new perspectives, and insights into the latest policing innovations to enable them and their agencies to stay ahead of the curve as technology continues to evolve in their communities and around the globe. The IACP appreciates all participants' dedication to enhancing knowledge and collaborating with one another to further the policing profession.

BY THE NUMBERS

1,295 ATTENDEES

61 Attendees from 13 non-US countries

112 Exhibitors | IACP

13 SPONSORS

15,300ft^2 EXHIBIT HALL SPACE

69 Workshops
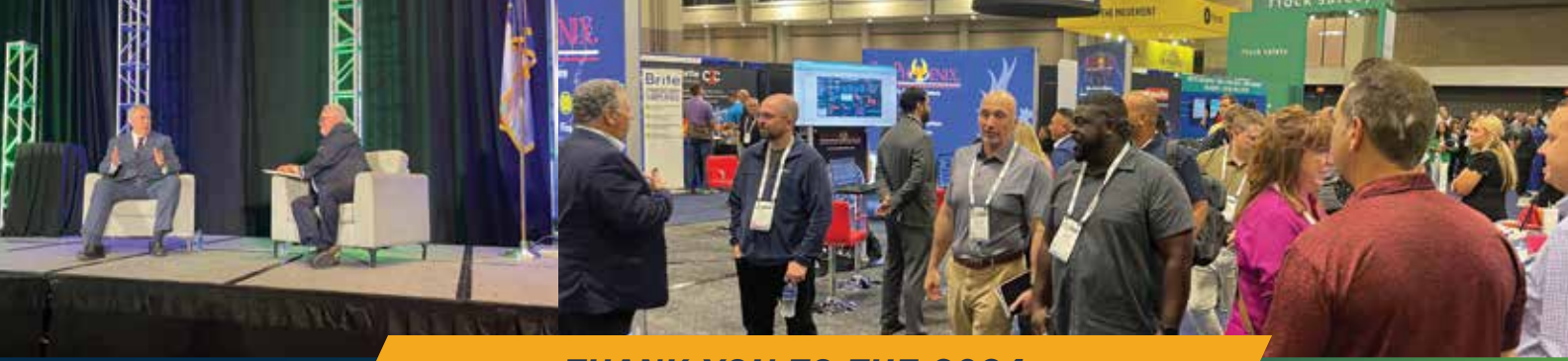
TOPICS COVERED

Artificial Intelligence in Policing: Workshops on this topic included the use of AI for public safety, officer wellness, criminal investigations, and community policing, as well as the rise of generative AI and large language models in policing.

Communication and Interoperability: Workshops addressed integrating communication systems for broader reach and interoperability; the importance of dedicated spectrum; and secure, interoperable messaging.

Community Engagement and Trust Building: Education session topics included strategies for engaging the community in crime deterrence with video and bridging the trust gap using AI analytics and community policing.

Cybersecurity and Cybercrime: The event included discussions on combating cybercrime, cybersecurity hygiene, ransomware, and extortionware, as well as guidance on advanced encryption standards and the modernization of CJIS security policies.

Data Management and Cloud Technologies: Workshops featured the evolution of cloud technologies for police, strategies for successful data migration to cloud storage, and the use of cloud storage in forensics.

Emerging Technologies: Sessions on new technologies highlighted the use of drones, augmented reality, mobile driver's licenses, and the Internet of Things for officer safety and evidence collection.

Investigation Techniques and Tools: The event included discussions on the use of AI-driven search, license plate readers, rapid DNA, digital witnesses, facial examination training, and extracting ballistic evidence.

Officer Health and Wellness: Workshops highlighted neurotechnology innovations that promote officer health and wellness and using AI for officer wellness and early supervisor assistance.

Officer Wellness Dashboard

Legislative Protections and Training Mandates

BY
Megan Amaturo, Senior Project Manager, and Katelyn Bailey, Project Associate, IACP

OVER THE PAST SEVERAL YEARS, THE IMPORTANCE OF OFFICER WELLNESS HAS COME TO THE FOREFRONT WITH MORE AGENCIES IMPLEMENTING WELLNESS PROGRAMS, EMBEDDING WELLNESS INTO THEIR AGENCY CULTURE, AND INVESTING RESOURCES INTO THEIR MOST IMPORTANT ASSET: THEIR PEOPLE.

As a result of prioritizing officer mental health, and a subsequent increase in wellness programming, states are starting to implement more and more legislation related to officer wellness.

In today's environment, where officer wellness efforts continue to expand and evolve, understanding and incorporating legislation and training mandates is critical. Finding state-specific legislation related to officer wellness can be challenging due to several factors, including

- **Frequency of changes:** Some states hold annual legislative sessions, while others convene every other year, resulting in legislation changing at different times.

- **Nuances of each state:** Each state has its own formalities and processes regarding legislation and implementation.

- **Webpages being outdated and disorganized:** Most states have their own legislation page, but the websites are often difficult to navigate or infrequently updated.

- **Complexity of legal system and language:** Legislation includes complex legal language that can be challenging to comprehend without extensive legal knowledge. Additionally, the format can be difficult to follow.

In response to feedback describing the challenges of finding and understanding what

legislative elements exist, the IACP created the Officer Wellness Dashboard to help ensure that agencies are aware of wellness-related legislation within their state. Insight from the field indicated that the two most challenging topics involved peer support communication protections and benefits that may exist for post-traumatic stress (or other mental health conditions) resulting from working as a policing professional.

The purpose of this valuable resource is to simplify the challenging aspects of finding specific legislation and its status. The dashboard serves as a starting point for policing professionals to easily access legislation regarding officer wellness in their state. It currently highlights the following topics:

Peer Support Confidentiality Protections: Peer support serves as a powerful resource for police in addressing stress management, mental health concerns, suicide prevention, and overall officer wellness. Formalized peer support programs should be properly structured, ensuring that ethical and confidential services are offered. To ensure that this is being done appropriately, understanding the legal protections in place surrounding peer support is crucial.

Mental Health and Post-Traumatic Stress Disorder (PTSD) in Workers' Compensation: Post-traumatic stress disorder (PTSD) is a mental health condition resulting from witnessing a severe or traumatic event. Due to the nature of the job, police are more likely to develop PTSD than the general population. If events that occur during an officer's duties result in a PTSD diagnosis, they may be eligible for workers' compensation.

Training Mandates: Some states have started mandating training related to officer wellness, mental health, and resilience. This training is key to building a culture of wellness and should be implemented alongside other required training, such as firearms and emergency vehicle operations.

The IACP Officer Wellness Dashboard provides an easy-to-use database designed specifically for policing professionals to find officer wellness–related legislation and training mandates. It includes easily digestible descriptions and links to specific pieces of legislation or related websites. Through the use of this database, policing professionals will reduce the amount of time spent sifting through legislation to see if it applies to their agency.

The dashboard is designed using Microsoft Power BI technology and features a user-friendly, interactive, color-coded map. The user simply selects which legislation or training topic and the state, and the map populates that information. The page will be updated regularly to ensure all legislation is current and additional topics will be added as new legislation is passed. Additionally, within the next year, the IACP will add another important topic—mandated mental wellness checks.

The Officer Wellness Dashboard is a product of the National Consortium on Preventing Law Enforcement

Suicide (the Consortium), convened by the IACP in partnership with the Education Development Center and the National Action Alliance for Suicide Prevention. The Consortium is funded and supported through the U.S. Department of Justice's Bureau of Justice Assistance as part of their VALOR Initiative. The Consortium is a group of multidisciplinary experts who work together to prevent law enforcement suicide. The Consortium focuses on creating solutions to new and upcoming challenges within the profession to better address officer mental health and prevent law enforcement suicide. ♡

To view the dashboard and learn more about legislative protections or training mandates in your state, please visit **theIACP.org/resources/ document/officer-wellness-dashboard -legislative-protections-training-requirements**

IACPnet

IACPnet is the top resource for effective practices, case studies, and other information to support police leaders as they navigate the ever-changing public safety landscape. Learn more and request a demo by visiting **theIACP.org/IACPnet**.

Reflects April 2024 data

PAGE VIEWS

15,511

MEMBER AGENCIES

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

1,264

NEW DISCUSSION POSTS

11

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

RESOURCES ADDED AND UPDATED

208

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

TOP RESOURCES

› **Flock LPR SOP – Policy**
—Discussion Board post

› **Small Unmanned Aircraft Systems**
—Policy guidance resource from the IACP Policy Center

› **Inmate/Prisoner HIPAA Information**
—Discussion Board post

› **Automated License Plate Reader**
—Policy from the Charlotte-Mecklenburg, North Carolina, Police Department

FEATURED RESOURCE

Youth Law Enforcement Experience Programs as a Potential Recruitment Pipeline

This publication provides actionable results from a census of U.S. police agency youth programs, including after-school Explorer branches, summer camps, magnet school teen vocational programs, and college student internships.
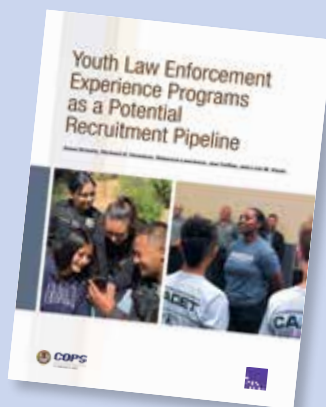
Access these resources and more at **theIACP.org/ IACPnet.** For more information, call the IACPnet team at 800.227.9640.

Current Court Challenges Involving Critical Incident Stress Debrief Confidentiality

Confidentiality has typically been considered a key component to critical incident stress debriefs (CISD), providing assurance to participants that what is discussed during such sessions will be held in confidence. However, recent court decisions compelling participants in a CISD to disclose what was discussed in such sessions have provoked concern among police personnel and associated professionals.

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

POPULAR IACP RESOURCES

» **OFFICER SAFETY AND WELLNESS RESOURCE PAGE**

» **COMMUNITY-POLICE ENGAGEMENT RESOURCE PAGE**

» **RESPONDING TO PERSONS EXPERIENCING A MENTAL HEALTH CRISIS (POLICY RESOURCE)**

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

POST of the month

The IACP
@TheIACP

The service and sacrifice of the 282 officers, and the more than 24,000 officers whose names are carved into the wall, will never be forgotten. #NationalPoliceWeek #NeverForget #HonoringHeroes #CandlelightVigil

National Law Enforcement Officers Memorial Fund and Terry Cunningham

FEATURED ITEM IN IACP MONTHLY MAY NEWSLETTER

First-Line Leadership Course

The IACP's First-Line Leadership (FLL) training program is designed for newly promoted and aspiring sworn and professional first-line supervisors. The program focuses on three key elements of leadership—leader, follower, and situation. By the end of the FLL course, attendees will have a set of strategies and tools to call upon when making decisions, inspiring followers, and achieving organizational goals.

Contact **LeadershipServices@theIACP.org** for more information.

New Zealand Police Leadership: A Goal-Focused and Human-Centered Approach

By Jeff Thompson, PhD, Adjunct Associate Research Scientist, Columbia University Medical Center, New York

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

THIS MONTH'S QUOTE

"

The price that will continue to be paid by all who are impacted by any mass shooting will remain tremendously costly for a lifetime.

"

The Psychological Toll of Mass Violence Response 28–34

Five Ways Human Resources Can Serve as a Vital Ally to Police Leadership

BY
Karen Paulson, SHRM-SCP, IPMA-SCP, Former Chair, IACP Human Resources Section

DOES YOUR POLICE AGENCY HAVE A HUMAN RESOURCE (HR) ALLY IN ITS CORNER? LIKE THE EVER-CHANGING LANDSCAPE OF POLICING, THE FIELD OF HR HAS ALSO BEEN TRANSFORMED.

Modern HR has evolved from the dated, transactional personnel department to a strategic partner for the organization. There are many ways in which a high-functioning HR serves as a vital partner to police leadership. HR can act as a trusted advisor, provide external perspective, navigate labor laws, assist in sensitive employee situations, and champion agency initiatives. The day-to-day work of both police and HR professionals centers around the shared commitment of helping people and making a positive impact.

1. Serve as Trusted Advisor and Ally: An HR professional with an understanding of the culture, operations, and challenges of both the agency and police profession can serve as a trusted advisor for police leadership. Fostering a collaborative relationship, human resources can offer confidential counsel and be a sounding board for chiefs and police leadership.

2. Offer External Perspective: A view through a different lens in any organizational setting is crucial in providing insights, objective evaluation, and viewpoint diversity. An external perspective highlights areas that might not have been noticed or focused on if it has been pattern and practice for some time. HR also is on the front line of the labor market and understands the shifting expectations of the workforce.

3. Make Sense of Labor Law "Alphabet Soup": HR serves as an agency's guide in ensuring compliance with and navigating the complexities of employment labor laws.

4. Navigate Tricky and Sensitive Employee Situations: When employee relations get complicated, HR steps in to help. HR helps police leadership navigate sensitive employee situations by offering solutions that meet legal requirements and organizational needs, while ensuring the well-being of employees.

5. Champion Employee- and Officer-Related Initiatives to Decision Makers: HR can help champion and support ideas and initiatives to enhance the workplace. They can serve as the department's advocate to decision makers for a positive transformation of the workforce.

Larger agencies have the benefit of embedded HR divisions or access to a stand-alone HR department. Smaller departments sometimes lack the access to HR professionals designating the function to an officer, sometimes without any formal training. In some smaller departments, the function sits with the chief. As HR will continue to play a pivotal role in creating effective and inclusive police organizations, it is crucial to recognize the need for support and resources for officers and chiefs in smaller agencies.

Organizations such as the Society for Human Resources Management and the Public Sector Human Resources Association offer valuable resources such as toolkits and training to bolster HR knowledge and best practices. IACP is also an invaluable resource to police professionals, providing sample policies, best practices, and forums for discussions. One of these resources within the IACP is the Human Resources Section. The section provides information, training, and a forum to discuss police-related HR topics such as recruitment, retention, engagement, culture, labor law compliance, and more. The section is continuing to grow and welcomes new members. As police leadership continues to shape an effective and inclusive force, leaders can rely on HR to serve as a vital ally. ♡

For more information on the Human Resources Section, please contact the IACP Member Engagement Team at **participate@theIACP.org.**

CALENDAR

Visit **theIACP.org/all-events** to see more upcoming events.

2024

AUG 4–7

2024 IACP State & Provincial Police Planning Officers Section (SPPPOS) and Academy Directors Section (SPPADS) Annual Meeting

Burlington, Vermont

The State & Provincial Police Academy Directors Section (SPPADS) and Planning Officers Section (SPPPOS) joint meeting discusses critical issues in state and provincial police agencies. SPPADS and SPPPOS members will have their own sessions as well as joint sessions to discuss any topics that overlap with policy, planning, and training.

theIACP.org/events/conference/2024-iacp-state-provincial -police-planning-officers-section-spppos-and-academy

AUG 16–18

IACP Impaired Driving and Traffic Safety (IDTS) Conference

Washington, DC

IDTS is the largest training conference for drug recognition experts and traffic safety professionals. Join traffic safety professionals from around the world to share approaches for improving road safety, the latest science on alcohol- and drug-impaired driving enforcement, leveraging technology, and using traffic safety education to engage communities.

theIACP.org/IDTSconference

OCT 19–22

IACP 2024 Annual Conference and Exposition

Boston, Massachusetts

The IACP Annual Conference and Exposition is the preeminent law enforcement event of the year. Public safety professionals from across the globe come together to network with their colleagues, learn new techniques, advance their careers, and equip their departments for ongoing success.

theIACPconference.org

2025

MAR 11–13

Officer Safety and Wellness (OSW) Conference

Anaheim, California

The OSW Conference is for police professionals to learn from experts in the field about resources and best practices when developing comprehensive officer safety and wellness strategies.

theIACP.org/OSWconference

2025

MAY 5–7

IACP Technology Conference

Indianapolis, Indiana

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 new and emerging technologies.

theIACP.org/tech-conference

Visit **theIACP.org/all-events** to see more upcoming events.

Meet an IACP Member

Stephen Redfearn
Interim Police Chief

---

*Boulder Police Department,
Colorado*

*Agency size: 190 sworn / 91
professional staff*

Total years of service: 25

IACP MEMBER SINCE 2020

Contact me:

*LinkedIn: www.linkedin.com/
in/stephen-redfearn*

Professional Profile

WHY DID YOU JOIN THE IACP?

When I became a division chief at my prior agency, I wanted access to all of the material, training, and conferences that the IACP provides. I knew that these things would assist me in my new role as a police executive.

WHEN DID YOU FIRST HEAR ABOUT THE IACP?

I had heard about the IACP for years, and had read articles, publications, and heard great things about the conferences and networking.

HOW HAS YOUR CAREER BENEFITED FROM YOUR MEMBERSHIP?

Having direct access to best practices, as well as peers in similar-sized agencies that I can connect with to ask questions and ensure we're implementing those practices in my agency.

IS THERE AN IACP RESOURCE OR EVENT THAT HAS AIDED YOUR AGENCY OR COMMUNITY OR YOU IN YOUR CAREER?

Yes. Each conference, to include the Midsize Agency Division Midyear and the yearly IACP conferences, has been incredibly beneficial. I have had the privilege to attend and present at both and taken away new ideas, connections, and the latest information on training and products.

DO YOU HAVE ANY TIPS OR ADVICE FOR NEW IACP MEMBERS?

Get a pocketful of business cards and get yourself to a conference! It is so beneficial to have peer connections around the world.

WHY DID YOU CHOOSE A CAREER IN LAW ENFORCEMENT?

I did a ride-along in high school with my local sheriff's office, and I was hooked. I loved the variety of calls, the adrenaline, and the ability to make an impact in the community. I immediately joined an Explorer Post and have stuck with it since!

WHAT DO YOU LOVE MOST ABOUT THE PROFESSION?

I truly love the opportunities we have to make positive impacts every day. From preventing crime to apprehending criminals to stopping incidents of violence, no other career provides such opportunities to directly impact the lives of our community members.

WHAT IS THE MOST CHALLENGING PART OF LAW ENFORCEMENT?

Sometimes, we are faced with no-win situations, and we don't often get the benefit of the doubt. For our officers on the street, they are faced with sometimes impossible sets of circumstances with a fraction of a second to make a decision that will be judged on a national level if things go wrong. It is imperative that, as police leaders, we provide them with proper training, equipment, and support to aid them in these tough moments.

WHAT CAREER ADVICE DO YOU LIVE BY?

One of my mantras is "Assume Good Intent." Especially with high-stress and high-impact jobs, we often encounter people inside and outside our agencies in the most stressful of moments, and when appropriate, we should give each other more grace and assume good intent.

WHAT ADVICE WOULD YOU GIVE SOMEONE WHO WANTS TO ENTER LAW ENFORCEMENT?

Do your homework, do a ride-along, make sure you have the right character, perseverance, and never-quit attitude. It won't be easy, but it is still the most

noble of professions, and we need great people to step up and join the ranks.

HOW DO YOU DEFINE SUCCESS?

Success to me is achieved when everyone involved in a particular situation comes away with something that fulfills their needs or goals. Sometimes success is set by our own expectations or expectations set upon us by others, but we always have a say in how successful or unsuccessful a situation is and how we frame the results.

WHAT DO YOU THINK IS THE BIGGEST CHALLENGE FACING POLICING TODAY?

It is twofold: recruitment and retention. We must recruit forward-thinking and flexible staff who can adapt to the ever-changing landscape of this profession. But we can't forget about retention and have to focus on retaining the skilled staff we have invested time and money into. One way to do this is with robust wellness programs that can help retain our current workforce but also show potential recruits that we will value their well-being.

WHAT KEEPS YOU UP AT NIGHT?

I lose sleep thinking about our officers out on patrol at 2 a.m. Wondering if we have set them up for success by giving them the proper training, equipment, tactics, and ability to mitigate risk and stay safe. I feel confident that we have, but not knowing what the next crisis will be and how well prepared we are is always at the back of my mind.

WHAT IS A PROGRAM, POLICY, OR TECHNOLOGY YOU HAVE IMPLEMENTED IN YOUR AGENCY THAT YOU ARE PROUD OF?

In late 2023, our City Council unanimously approved our strategic plan called Reimagine Policing. This is our road map for the next several years and was developed with heavy community involvement. We are currently implementing this plan and I am excited to see many of the goals—like increased transparency—come to fruition now in 2024.

> ❝
> *I truly love the opportunities we have to make positive impacts every day.*
> ❞

Personal Profile

WHAT INDUSTRY PUBLICATIONS DO YOU LISTEN TO, WATCH, OR READ?

I don't miss my morning review of the IACP's The Lead and the PERF Daily Clips. I enjoy receiving my copy of *Police Chief* magazine and *Law Officer* magazine as well.

WHAT IS YOUR FAVORITE LEADERSHIP BOOK?

My favorite leadership book I have read recently is *Leadership on the Line* by Marty Linsky and Ronald Heifetz.

WHO INSPIRES YOU?

I continue to be inspired daily by our sworn and professional staff who continue to do this work under sometimes unbearable circumstances. Seeing the personal sacrifices they make to do what's right and protect the community—they are why I keep doing this job.

DO YOU HAVE A FAVORITE QUOTE?

"It is amazing what you can accomplish if you do not care who gets the credit."—Harry S. Truman

WHAT IS A FUN FACT ABOUT YOURSELF YOU'D LIKE TO SHARE?

Believe it or not, I can sing. I was in choir in high school and lettered in music. These days, karaoke is more my speed!

CALLING ALL IACP MEMBERS

Interested in being featured in a future Roll Call? Contact **editor@ theIACP.org** to express your interest. Your fellow members are waiting to meet you!

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6 Safety and Civil Rights at Mass Demonstrations