

# POLICE CHIEF



## 24 CO-CREATING NEW PATHWAYS FOR YOUTH ENGAGEMENT

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DAVID HESS



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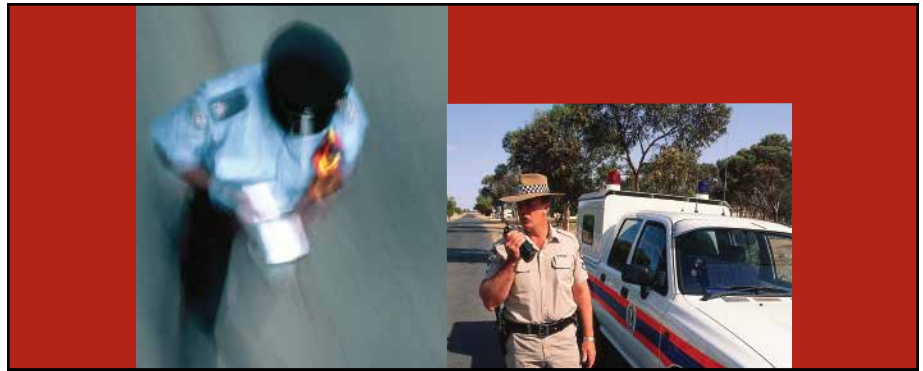
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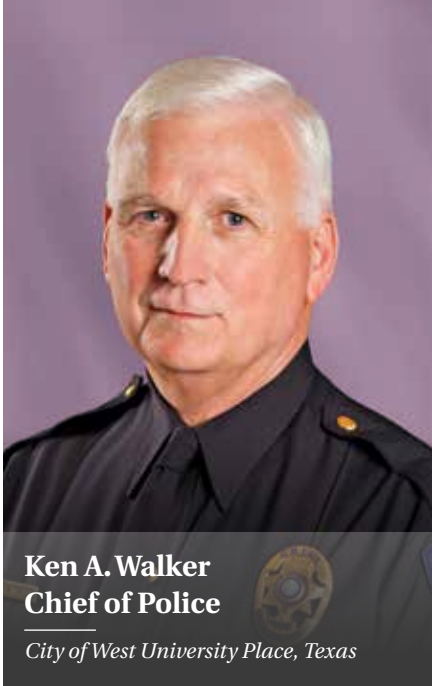
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**Ken A. Walker**  
Chief of Police

*City of West University Place, Texas*

“  
**Hate crimes  
 represent an  
 attack not just  
 on individuals  
 but on the very  
 fabric of our  
 societies.**  
 ”

# Preventing and Combating Hate Crimes

**IN 2013, CHIEF PAUL CELL WAS SWORN IN AS PRESIDENT OF IACP. RECOGNIZING THE GROWTH OF TRANSNATIONAL CRIME AND THE CRITICAL ROLE OF GLOBAL COLLABORATION, PRESIDENT CELL MADE EXPANDING OUR INTERNATIONAL MEMBERSHIP A PRIORITY.**

Today IACP has members in 178 countries. Our effort to expand international membership has continued with the next presidents. As part of our international outreach and engagement efforts, the IACP Executive Board met recently in Krakow, Poland, where the Polish Police gave a presentation on their work investigating crimes against people fleeing the war in Ukraine. The people of Poland have opened their arms and homes to the victims of the war, and I left with a high level of respect for the Polish people.

Across the world, we have recently experienced a concerning increase in reported incidents of hate speech and hate crimes. In 2024, the FBI released the hate crimes data as reported by law enforcement agencies from the 2023 Uniform Crime Report. The report showed a staggering 11,862 hate crime incidents involving 13,829 offenses and affecting 14,416 victims. While these data were from 2023, and the 2024 data are not yet available, the figures showed an increase from the prior year. We are also seeing reports of an increase in hate crimes from countries outside the United States. As policing professionals, we not only have a responsibility to address the rising tide of hate crimes, but we also play a critical role in countering hate and hate crimes.

While in Poland, the Executive Board members toured the Auschwitz-Birkenau death camps. The tour was

extremely emotional and difficult at times but necessary. As law enforcement leaders, we must understand how hate, left unchecked, will lead to tragedy. Walking through those hallowed grounds, we were confronted with the depths of human cruelty and the catastrophic consequences of unrestrained hate. It is impossible to fully comprehend how such horrors were perpetrated, yet it is essential that we try. As leaders, we must confront the darkest chapters of history to ensure they are never repeated.

The U.S. Constitution and the IACP Oath of Office take on an even more important meaning after seeing what happened to millions of people during WWII. The experience also made me reflect on our responsibility as police chiefs and the heavy burden we carry. We cannot and will never let such horrific acts occur again.

Hate crimes represent an attack not just on individuals but on the very fabric of our societies. They target people for who they are, causing fear and division. As police leaders, we must stand united against this threat and be resolute in our commitment to ensuring safety and justice for all.

The lessons of Auschwitz are stark and unambiguous. Police leaders have a duty to prevent the escalation of bias and bigotry into violence. To do this, we must be vigilant, proactive, and unwavering in our commitment to justice and equality.

We must never allow hateful rhetoric to escalate into violence against any group. While we understand the delicate balance between safeguarding free speech and protecting communities from harm, any speech that incites violence or targets individuals based

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**Terrence M. Cunningham** | International Association of Chiefs of Police

on their identity must be met with swift and decisive action.

As leaders in policing, we also have a responsibility to educate and prepare new recruits and our officers. This includes comprehensive training on recognizing and responding to hate crimes and building trust with marginalized communities. The relationships and trust we forge with communities are foundational to our success. When community members trust law enforcement, they are more likely to report hate crimes, enabling us to respond effectively and prevent further injustice.

Additionally, collaboration is key. Hate crimes often transcend local boundaries, requiring coordination across jurisdictions and with international partners. Through shared intelligence, best practices, and joint training, we can strengthen our collective ability to combat these crimes.

But this issue extends beyond policing—it requires a whole-of-society approach. Schools, community organizations, faith leaders, and policymakers all have roles to play in countering hate and fostering tolerance. Law enforcement must be at the forefront of these partnerships, leading with integrity and purpose.

The visit to Auschwitz served as a bleak reminder of the dangers. It is a place that compels us to confront the consequences of inaction, apathy, and complicity. As I walked through the remnants of violent hate, I felt a renewed commitment to ensuring that history does not repeat itself. We owe this to the victims of hate crimes today and to future generations.

To the communities we serve, know that we are committed to protecting

you, no matter your race, religion, ethnicity, gender, sexual orientation, or any other element of your identity.

As leaders in policing, we have a unique role and responsibility to prevent hate from taking root. It is not enough to respond to violence—we must work tirelessly to stop it before it begins. Hate has no place in our society.

That is why the IACP will remain vigilant in providing resources and training to the policing profession when it comes to hate crimes. The IACP offers Hate Crimes Recognition & Reporting training to enhance law enforcement's response to hate crimes, as well as the recognition and reporting of these incidents. This free training through CRI-TAC emphasizes victims and their needs through concepts such as victimology research, understanding different cultures, communication best practices, interviewing, and social services resources.

Additionally, the Hate Crime Investigations training provides step-by-step methods for conducting a thorough hate or bias crime investigation to ensure accurate reporting and successful prosecution. The training also reviews specific strategies that effectively support victims and engage communities in the aftermath of a hate crime or hate incident.

In the coming year, IACP will continue to offer data-driven resources and training sessions to aid the profession and our communities. ♡



## IACPlearn Education Opportunities

### ■ CJIS Security Policy Modernization Podcast #4 (Podcast)

This podcast episode is the fourth of at least seven “Ask the Expert” episodes that will cover one of five CJIS policy primary “security control groups” and their key subtopics from the first two series of revisions. This episode continues the CJIS policy discussion while focusing on media protection and systems and service acquisition. *Free for members and nonmembers*

### ■ CJIS Security Policy Modernization Podcast #5—Systems and Information Integrity Part 1 (Podcast)

This podcast episode is the fifth of at least seven “Ask the Expert” episodes that will cover one of five CJIS policy primary “security control groups” and their key subtopics from the first two series of revisions. This episode discusses systems and information integrity, covering flaw remediation, automated flaw remediation status, and malicious code protection. *Free for members and nonmembers*

### ■ Mass Violence Advisory Initiative: Officer and Community Healing After Tragedy (Podcast)

The impact of mass violence is deep, affecting the victims, their families, the officers, and the community at large, and it takes time and support to heal. Police psychologist Dr. LaMaurice Gardner and police chaplain Charlie Scoma draw from their personal experience responding to mass violence events to share their roles in supporting officer healing both on scene and in the days and months following one of these tragedies. They discuss the difference between psychological and physical healing, how to encourage officers to use the support offered, and how officer healing is linked with community healing. *Free for members and nonmembers*

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### A Misunderstood Asset

By Chaplain Jim Bontrager

In policing, emotional support and healthy coping mechanisms are paramount. Chaplains are essential in promoting police wellness, offering much-needed support



and encouragement. With their longstanding presence, they provide peer support and wellness training, helping officers and their families navigate challenges with trust and perspective. As vital members of wellness teams, chaplains assist in processing trauma, building resilience, and fostering trust while bringing a unique cultural understanding of the profession.



### Finding Success from Within

By Dr. Ashleigh N. Wojslawowicz

The Charleston, South Carolina, Police Department has taken a significant step toward understanding police staffing with a civilian-led initiative. This innovative



approach, which is more cost-effective than traditional studies, harnesses the expertise of civilian analysts and field staff to create a tailored plan to address operational challenges. By leveraging internal expertise, the department is gaining practical insights and fostering strong community partnerships.



### Officer Wellness Is Not Enough

By Mel Hanover, LPCC; Dr. Danielle Crimmins; Dr. Jonathan McGrath; Dr. Jillian Barnas & Christina Harris, PSCIII

Even as officer wellness continues to gain attention, the wellness needs of police professionals in forensics, dispatch, records, and other nonsworn roles often go unnoticed. However, these roles often involve high-stress environments and traumatic experiences with limited support. Expanding wellness programs to include these professionals is essential for fostering a more resilient and effective agency.



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## Q: How can police agencies effectively empower and support youth in the communities they serve?



**A:** The foundation of empowering the youth starts with our school resource officers. We build upon those relationships to immediately address any of the needs of our youth. We collaborate with community stakeholders to join in engaging the youth through programs such as Cops and Bobbers, a program where police officers teach the youth how to fish, as well as the life skills of patience and resiliency. We empower our youth by working with the Boys and Girls Club of Milford and listening to the concerns of our youth, not assuming to know what their issues are. Finally, we have a strong internship program with our local school district to build future leaders, which exposes our youth to the day-to-day functions of a police department and the resources required to protect the community we serve. By implementing these strategies, we build stronger relationships with our youth and foster a safer and more supportive community.

**Cecilia Ashe, Chief of Police**  
Milford Police Department, Delaware



**A:** Challenges once typical of high schoolers are now impacting middle school students. The aftermath of COVID-19-related school closures and the pervasive influence of social media have led to increased depression, suicidal tendencies, and lower emotional well-being among our youth.

The Irvine Police Department has responded by adapting our SEAMS (Students Empowered at Middle School) program to address these real-world challenges. Our officers collaborate with City of Irvine Youth Outreach staff to provide interactive activities that build confidence, improve decision-making, and foster resilience in young teens facing adult-like challenges.

SEAMS complements our existing youth programs, creating a comprehensive approach. We've witnessed SEAMS transform young lives and strengthen community-police bonds, reaffirming our commitment to empowering youth during these critical, formative years.

**Dave Klug, Commander**  
Irvine Police Department, California



**A:** We create safe places where youth feel heard, believed, safe, and seen. We are witnesses to the turbulence of what life has to offer and hardships of what may occur in circumstances that have nothing to do with them or their choices to which they are harmed, impacted, and disrupted. At these tender times, the youth need to be heard, seen, and believed. How we walk through those times and spaces with them will forever be a memory and the impression they will have of us as people and of our profession. It takes one trusted adult to improve the safety factor ratio enough to make a difference. When we value them enough to listen—to hear, attune enough to see ourselves in their shoes—we do the work without much work.

**Karonienhawi Thomas, Detective Sergeant – Criminal Investigation Division**

*Saint Regis Mohawk Tribal Police Department, New York*



**A:** Language matters! Even the word “youth” within this question seems condescending, dismissive even.

We can only empower and support young people together—with them, not for them, as that’s patriarchal. I have experience working within community safety partnerships, a collective of elected officials and senior figures. Change only began to occur when young people were included within these strategic environments—being heard and offering criticism and solutions.

The voice of the child is the most important voice we need to hear. After all, we can police only with the consent of the public, young people included. How can we improve the lives of our communities and future generations when we unintentionally exclude those who matter most? Young people matter, they’ll be looking after us before too long.

**Jason Kew, Detective Chief Inspector (Ret.)**

*Thames Valley Police, United Kingdom*





# Visa Programs Designed for Cooperative Victims and Witnesses

**BY**  
Terry R. Derden,  
Chief Legal Advisor,  
Ada County Sheriff's  
Office, Boise, Idaho

**THE U.S. GOVERNMENT DOES NOT INTEND FOR A VICTIM OF A CRIME WHO IS IN THE UNITED STATES UNLAWFULLY TO BE SHUTTLED ACROSS BORDERS BY THE FEDERAL IMMIGRATION AUTHORITY WHEN THAT VICTIM IS NEEDED FOR THE PROSECUTION OF A CRIME.**

The U.S. Department of Homeland Security (DHS), which oversees immigration enforcement, has three programs specifically designed to allow victims or witnesses to lawfully remain in the United States when they are assisting the police in a criminal investigation.

A visa allows a person to lawfully be present in the United States so long as the visa is valid. While there are more than 50 different kinds of temporary visa programs, chiefs and sheriffs should understand what the U Visa, T Visa, and S Visa programs do for crime victims or witnesses, as these visas are meant as law enforcement tools so officers can address serious crimes in their communities.

The basic idea of these three visa programs as “police tools”

makes sense because, otherwise, a criminal actor preying on an immigrant (who is lawfully or unlawfully present) could call DHS or U.S. Immigration and Customs Enforcement (ICE) and try to have their victim deported so the victim won't be around to assist police with the investigation. Without some education for detectives and victim outreach organizations about these programs, a criminal's simple threats to report a person to ICE may be enough to silence an otherwise cooperative victim or witness mid-case.

## **U VISA (VISA FOR VICTIMS OF CRIME)**

The U Visa is designed for victims of crimes who have suffered mental or physical abuse and who are helpful to the police in the

investigation of criminal activity. Only certain crimes qualify for this visa, but, generally, it is meant for any crime against the person, whether felony or misdemeanor.<sup>1</sup> To support a victim's U Visa application, a law enforcement official must provide a certification form confirming the victim's cooperation and helpfulness during the case process.<sup>2</sup>

Many in policing mistakenly think this certification confers citizenship or legal alien status (“just giving the person a green card”), when that is not the case at all. All this certification does is state that the agency certifies the victim was helpful during the criminal case. Agencies can define for themselves what “helpful” means, but, generally, DHS wants to know if the person was willing to report the crime and/or testify if needed. Because it can be complicated to measure whether a victim was “helpful” to

the case, most agencies consult with the handling officer on this fact since that officer has the best knowledge regarding the person's cooperation as a victim.

Signing the certification for that victim's cooperation by the agency is one part of a multistep process. The victim still must fill out all the DHS application forms, have a thorough background check completed, and comply with all the DHS rules and regulations. Practically, the police certification is not meant to be taken as the agency's support for a victim to get lawful status. The form's significance is the equivalent of when a citizen needs a copy of a no-fault police report to give their insurance in order to show a traffic accident occurred. The agency is providing only a record that the accident happened, but giving the report is not the agency commenting on whether insurance should pay out on a claim—the insurance company does their own investigation, and the report is one piece of what they review. The police certification for a U Visa is similar in that it informs DHS that the victim is or was helpful to an investigation the

“  
*An agency who understands how to effectively use these visas may see an increased willingness among the community to report serious crimes.*  
”

agency conducted and allows DHS to consider the rest of the application in their normal process.

#### **T VISA (VISA FOR VICTIMS OF TRAFFICKING)**

The T Visa is specifically for victims of human trafficking, which could include either labor trafficking or sex trafficking. To qualify for the visa, the victim must demonstrate to DHS that they have been a victim of a severe form of trafficking and are willing to assist the police in the investigation or prosecution of traffickers. Typically, for either a U Visa or T Visa, the application is prepared for the victim with the help of an immigration attorney who prepares an affidavit detailing what cooperation the victim provided. Alternatively, for a T Visa, some attorneys will prepare a form similar to the form used for a U Visa; however, again, the agency is affirming only that the person was helpful to the case and the crime investigated was related to labor or sex trafficking.<sup>3</sup>

A T Visa application, however, is not always related to major criminal operations. While the typical T Visa applications concern a victim involved in human smuggling or prostitution rings, it can also include those in a one-on-one domestic relationship who are being sexually abused or forced into criminal acts, and the abuser uses their immigration status to require the person to obey or be complicit.

#### **S VISA (VISA FOR WITNESSES AND INFORMANTS)**

The S Visa is granted to individuals who possess critical information about criminal activities and are willing to proactively assist the police as informants. It is meant for people who are helping an agency investigate criminal activity, but their ability to be deported may mean losing the information or case. It also could be used for those witnesses or informants who, because of their willingness to inform, are now in danger of being harmed if deported to their home country. Because of the danger typically associated with an S Visa applicant, this process needs to be kept highly confidential.

Unlike the other two visas used as policing tools, the S Visa is actually sought by the police agency itself for the immigrant applicant, and there are many steps to follow before it is granted. The police agency will first need to meet with the local U.S. Attorney's Office and provide them the initial application for their review.<sup>4</sup> Once the local U.S. Attorney's Office is on board, they certify the police application and send it to the U.S. Department of Justice (DOJ) to review. If DOJ approves, the application is forwarded to the U.S. Citizen and Immigration Services for approval and then to the U.S. State Department. This complicated process of governmental review is likely one reason the S Visa is virtually unknown in policing circles; however, it may be the only way to lawfully keep a confidential informant safely in the United States to assist in an investigation.

#### **CONCLUSION**

An agency's use of these three visa programs not only helps their cases but also shows the community that solving crime is the agency's first priority. Proactively understanding these programs and having clear policies on how they are used builds trust with a portion of the community who is very wary of interacting with the police. As a result, an agency who understands how to effectively use these visas may see an increased willingness among the community to report serious crimes, which gives officers the chance to investigate and keeps all of the citizens the agency is charged with protecting a little safer. ♡

#### **NOTES:**

<sup>1</sup>The list of qualifying crimes can be found at U.S. Citizenship and Immigration Services (USCIS), "Victims of Criminal Activity: U Nonimmigrant Status," <https://www.uscis.gov/humanitarian/victims-of-criminal-activity-u-nonimmigrant-status>.

<sup>2</sup>An example of USCIS Form I-918 Supplement B can be found at <https://www.uscis.gov/sites/default/files/document/forms/i-918supb.pdf>.

<sup>3</sup>USCIS, "Victims of Human Trafficking: T Nonimmigrant Status," <https://www.uscis.gov/humanitarian/victims-of-human-trafficking-t-nonimmigrant-status>.

<sup>4</sup>An example USCIS Form I-854A, to be completed by law enforcement, can be found at <https://www.uscis.gov/sites/default/files/document/forms/i-854a.pdf>.





# Empowering Departments

## How Enhanced Training and Support Can Transform Officer Retention and Mental Health

**BY**  
Doug Kazensky, Senior Solutions  
Engineer, Vector Solutions

**IN RECENT YEARS, OFFICER RESIGNATIONS HAVE CONTINUED TO INCREASE WITH SOME AGENCIES REPORTING NEARLY 50 PERCENT MORE RESIGNATIONS IN 2022 THAN IN 2019. THIS STARK SHIFT CAN'T BE TRACED BACK TO ONE SINGULAR EVENT BUT, RATHER, A NUMBER OF CHALLENGES PLAGUING THE POLICING PROFESSION, INCLUDING BUDGET CONSTRAINTS, CHANGES IN THE GLOBAL PERCEPTION OF OFFICERS, AND GROWING EXPECTATIONS AMONG LEADERSHIP.**

After agencies successfully find, train, and deploy personnel, it's on their shoulders to do all they can to retain officers.

As new generations enter the field, they bring with them new expectations. There is a growing demand from younger recruits for agencies to implement more wellness-focused initiatives and training. The profession is moving further away from the "brush it off and move on" mentality. Today, it's critical for agencies to invest in holistic well-being practices in order to retain happy, healthy officers. While this may seem like a heavy lift, it doesn't have to be. Small shifts to an agency's culture and training can have a large impact on the ability to recruit and retain officers in 2025 and beyond.

### EVOLUTION OF RECRUITMENT

The 1990s were a different world when it came to recruitment in policing. Young graduates were keen to join law enforcement, widening the pool of potential recruits. Now, agencies are tasked with standing out not only as a viable job option but also between other agencies. The typical recruits in their young 20s are inundated and influenced by the world's messaging on what policing looks like while being urged to seek out the best benefits available.

In order to stand out in the job market, agencies must begin looking internally at what it is they offer and how they are perceived by potential candidates. Departments have to prioritize new approaches in building a company culture and vocalize the methods they're leaning on in the process. Building a strong team culture within the agency, prioritizing officer well-being, and enhancing training are all manageable ways agencies can begin to shift the narrative of what law enforcement has to offer. In turn, the positive word of mouth stemming from these changes can support agency recruitment and retention efforts.





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### BUILDING A STRONG INTERNAL CULTURE

Nearly 75 percent of public safety professionals worry how their job impacts their mental health while 82 percent of police officers worry about it affecting their physical health. As police officers continue to report high rates of depression, anxiety, and post-traumatic stress disorder, these factors can heavily impact agency turnover and internal morale. In order to prepare officers to respond to calls outside the department walls, work must be done inside the walls to support them.

A positive workplace culture plays a big role in raising morale and improving retention. Eighty-nine percent of employees who are satisfied with their workplace culture are likely to recommend their company to others, and this is not different for law enforcement. For agency leaders, it's paramount to exemplify workplace culture and set an example from the top. Leaders who celebrate positive moments, acknowledge a job well done, and support employees both publicly and privately can aid tremendously in demonstrating that officers are cared about and supported. Tracking all these moments of encouragement shows a department that their leadership is in their corner. Not only does this support officers when it comes to reviews, but it also embodies the positive behavior leadership wants to see, clearly laying out expectations for officers and keeping them informed.

“  
*Eighty-nine percent of employees who are satisfied with their workplace culture are likely to recommend their company to others, and this is not different for law enforcement.*  
 ”

Exemplifying positive workplace traits requires an always-on approach when it comes to showing up for employees; this includes supporting them on the good and bad days. When officers experience a distressing call, they need to know their leadership will be there for them both personally and by providing available resources. In the past, officers commonly called out sick when they were feeling drained, and if no one from their department was there to check in on them, these issues could pile up.

While not every department has the budget to offer an on-site therapist, it should be a common practice to provide resources to all officers, especially following distressing calls. This can look like employee assistance programs; year-round, accessible mental health training; and peer support programs. Today's officers are more aware of the value of taking care of their well-being, but it takes proactivity as an agency to address these needs internally. The more officers feel supported, the better an agency's culture becomes.

### LEVERAGING TECHNOLOGY FOR SUPPORT AND TRAINING

Identifying which officers are at risk of mental health issues is a critical component of any agency's organizational health. As officers encounter challenging incidents on the job, it's up to department leaders to take note of the type of exposure and determine best practices to support the officer and agency.

Leadership should be keeping track of when an officer encounters a traumatic incident allowing departments to evaluate any concerning trends and provide the best resources possible. For instance, an officer may encounter multiple incidents in a row before calling out sick for a number of days. Performance management and early intervention solutions can alert teams to any negative trends, ensuring agency leaders can intervene quickly and address potential issues stemming from triggering events.

Should an incident occur, training can be a powerful tool in supporting officers. Seventy-eight percent of officers have felt compelled to revisit their training after encountering an incident. Online training programs support officers in having the information they need, whenever they need it. For many agencies, online training tools are also a more cost-effective option compared to in-person training or demonstrations. These options can ensure officers always have up-to-date information on evolving topics, including well-being best practices and changing legislation.

Supporting officers' well-being can look different from one department to the next, but one constant should be the availability of resources, like emerging technology. Whether it's leaning on incident tracking tools, providing

online training, or recording positive employee feedback, these resources can offer enhanced support that keeps up with modern officers' needs.

### CONCLUSION

The right training and resources can make a tremendous impact on officers and departments as a whole. In turn, happy, healthy agencies are more likely to retain their officers and recruit new ones. Despite the outside factors affecting 2024's recruitment and retention rates, small shifts can be made inside department walls to keep morale high and increase retention rates. ☑

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Images courtesy of Traffic Logix.

“  
*Studies have found that speed safety cameras reduced crash-related injuries by 47 percent on urban arterial roads.*  
 ”

BY

Devorah Werner, Marketing and Communications, Traffic Logix

# Broadening the Reach of Speed Cameras

## A New Warning-Only Strategy

**IT WAS A HAZY, OVERCAST DAY, AND “MATTHEW” HAD OVERSLEPT. HE WAS IN A RUSH TO GET TO WORK. BUT THE TRAFFIC LIGHTS DIDN’T SEEM TO WANT TO COMPLY WITH HIS PLAN. ANNOYED AND TRYING TO MAKE UP FOR LOST TIME, HE STEPPED ON THE GAS, HARD. HE NOTICED THE SIGN DISPLAYING HIS SPEED, FLASHING TO WARN HIM TO SLOW DOWN, BUT HE FIGURED NO ONE WOULD BE ANY THE WISER AND SPED RIGHT THROUGH.**

Several days later, Matthew received a warning in his mailbox, replete with images of his misdeed and details of what his fine would have been if an officer would have pulled him over. No penalty or cost was included. Yet the next time Matthew overslept, things were different. He figured he’d make up for missed time over lunch and carefully obeyed posted speed limits.

What changed?

Speed cameras are not a new phenomenon in the world of traffic safety. But there’s a new strategy that’s making them accessible to police departments everywhere. While traditional speed cameras include penalties and are legal only in specific jurisdictions and zones, the new warning-only speed cameras make automated speed enforcement accessible to every police department.

This new strategy offers a promising solution to harness the power of speed cameras on any street with speeding challenges.

Speeding remains a leading cause of traffic fatalities and injuries, causing almost a third of all traffic fatalities on U.S. roadways. In addition to endangering the lives of the speeding drivers, everyone on the road, including other drivers, passengers, pedestrians, and police officers, are at risk when drivers speed.

Speed cameras have consistently proven to be an effective tool in reducing speeding and improving road safety. For example, an Insurance Institute for Highway Safety study of speed cameras found that the proportion of drivers exceeding speed limits by more than 10 mph declined by 70–88 percent after cameras were introduced.

Studies have also found that speed cameras reduced crash-related injuries by 47 percent on urban arterial roads. In another study conducted in France, the World Health Organization estimated that 15,000 road traffic deaths were prevented from 2003 to 2010 by the installation of speed cameras.

But the effectiveness of speed cameras is irrelevant if a jurisdiction doesn't allow them. New warning-only speed cameras change that. Operating similarly to typical speed cameras, these cameras offer one significant difference—they include no penalty, only a warning printed with the details the agency selects, such as images and potential fines.

These warning-only cameras offer a promising alternative to automated speed enforcement, alerting drivers of



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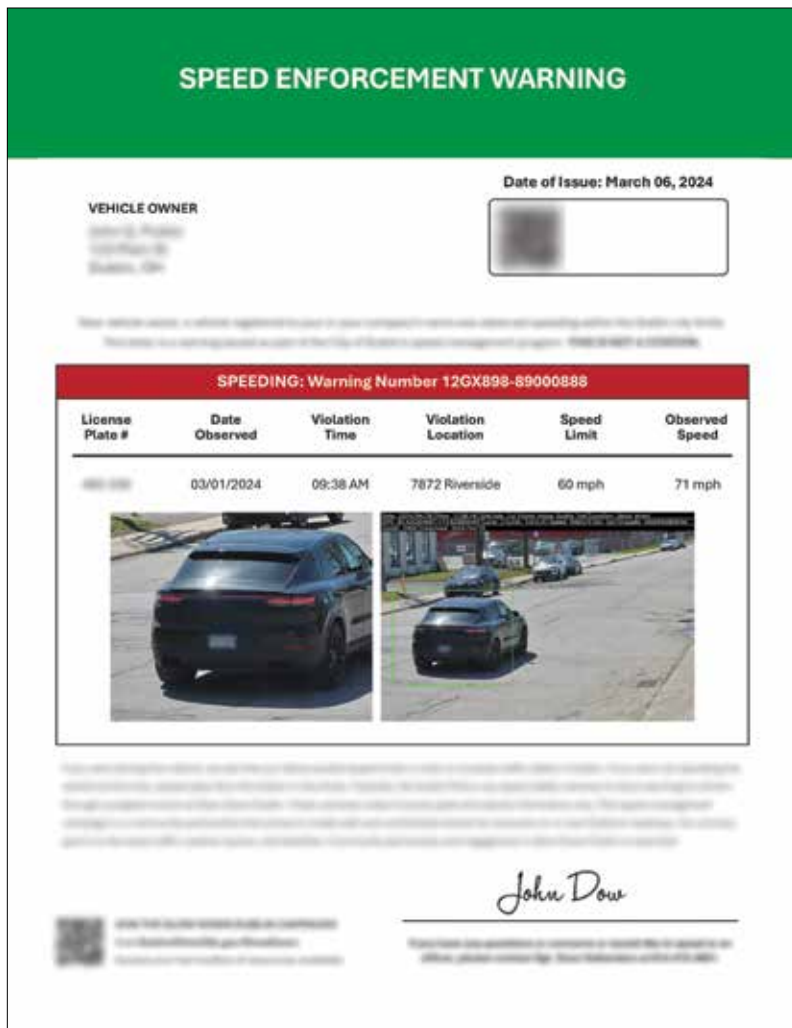
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Sample warning sent to owner of a vehicle identified as speeding by speed camera.

their speeding, providing evidence of their crime, and encouraging them to modify their behavior.

Mendota Heights, a suburban community in Minnesota, has experienced significant success in reducing speeding utilizing warning-only speed cameras. By deploying these cameras in areas with known speeding problems, the police department has been able to raise awareness about the dangers of excessive speed and encourage drivers to slow down. As a result, the number of speeding citations has decreased, and the overall safety of the community has improved.

The success of Mendota Heights demonstrates the potential of warning-only speed cameras to address speeding concerns in communities. Making speed cameras more accessible to police agencies can promote safer roads and reduce the number of traffic fatalities.

**KEY BENEFITS OF WARNING-ONLY SPEED CAMERAS**

- **Improved Public Perception:** Warning-only speed cameras can help to improve the public's perception of policing by focusing on education and prevention rather than punitive enforcement.
- **Increased Compliance:** A warning can be effective in deterring speeding without resorting to fines or citations.
- **Cost-Effective Solution:** Warning-only speed cameras are often less expensive to implement and maintain than traditional speed cameras.
- **Data-Driven Approach:** These cameras can provide valuable data on speeding patterns, allowing police agencies to target their traffic safety efforts more effectively.

**SAFER ROADS, SAFER COMMUNITIES**

Warning-only speed cameras offer an encouraging new strategy to address the epidemic of speeding. By expanding the use of speed cameras to all police departments, they help to create safer roads and save lives. As demonstrated by the success of Mendota Heights Police Department, warning-only cameras can be an effective tool for promoting safer driving habits and fostering a more positive relationship between law enforcement and the community. ♡



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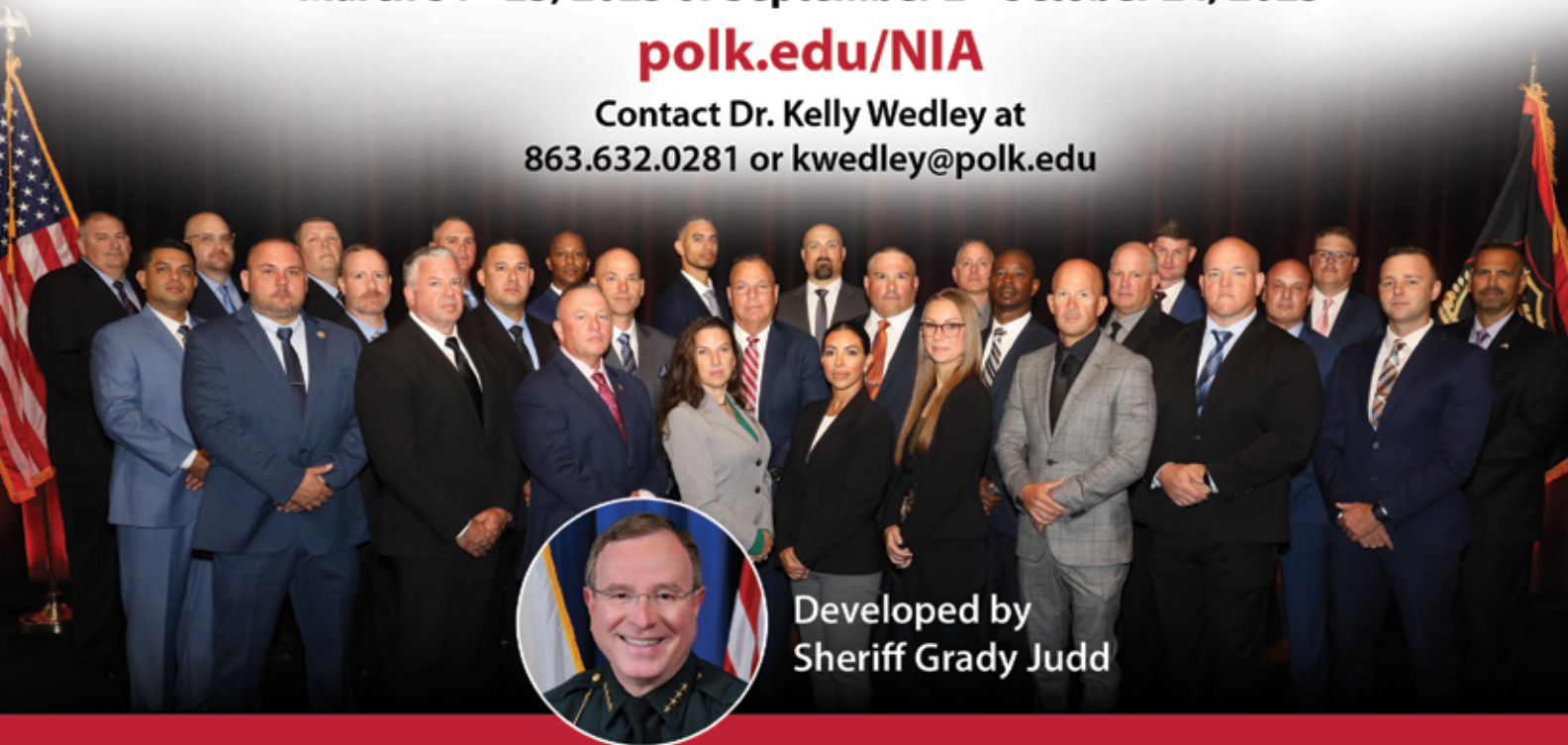
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Developed by  
Sheriff Grady Judd



## 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.

### YOUTH PERCEPTIONS OF POLICE LEGITIMACY

Youth perceptions of police legitimacy are formed by a number of factors. In this study, researchers examined data that surveyed youths (ages 14–18) convicted of felonies over several years about their experiences of personal and secondhand interactions with police, self-reported crimes, belief in the law, and demographic variables, as well as their views on police legitimacy.

Overall, perceptions of police legitimacy remained relatively stable over time. However, perceptions of police legitimacy among females increased slightly over time while males showed more mixed patterns, with perceptions of police legitimacy increasing among some and decreasing among others. Among males, procedural justice in direct and secondhand interactions with police was associated with increasing perceptions of police legitimacy while legal cynicism was negatively related to perceptions of legitimacy. Race and age also played a role, with Black males and older males exhibiting lower perceptions of legitimacy. These factors also affected perceptions among females but to a lesser extent.

These results suggest early systemic differences by gender in attitudes toward criminal justice. The results of this research also highlight the importance of instilling positive perceptions of police among children and youth early, since these attitudes will likely remain relatively stable across the life course, as well as the importance of procedural justice in police interactions.

Selye Lee, Hyunin Baek, and Johnathan Cooper, "A Developmental Approach to Understanding Gender Differences Among Youth Offenders Regarding Perceptions of Police Legitimacy," *International Criminal Justice Review* 34, no. 1 (2024): 20-42.

### DISCRETIONARY RESPONSE TO JUVENILE DELINQUENCY

This study used vignettes to examine officers' discretion in response to juvenile delinquency. Officers were provided with short stories about juveniles committing theft, simple assault, or drug use. Officers were then asked how likely they were to take various punitive, educational, and assistive measures to address the delinquency.

Researchers examined 454 responses from police officers in the Yunnan Province of China to discern how individual and organizational factors impacted officers' preferences for addressing juvenile delinquency. While an officer's attitude toward juvenile delinquency was associated with the decision to punish the juvenile or not, it was not related to the likelihood of providing education or assistance. Officers who interpreted their role as one of community service were more likely to provide assistance in response to stealing and drug use. Those with more legal knowledge were more likely to prefer punishment for drug use and education in response to stealing and assault.

At the organizational level, officers who felt supported by their supervisor were more likely to prefer nonpunitive responses. Notably, training did not have an effect on how officers addressed juvenile delinquency.

These results indicate that discretion in addressing juvenile delinquency is only partially related to offense, and officer decision-making is impacted by both individual and organizational factors when working with juveniles.

Xinman Yin and Ruohui Zhao, "Policing Juvenile Delinquency in China: Exploring the Influence of Officer-Related Individual and Organizational Factors on Discretionary Police Decision-Making," *Children and Youth Services Review* 158 (2024).

### YOUTH OUTREACH FORUMS

Outreach forums aim to reduce recidivism and improve perceptions of police legitimacy. In this study, incarcerated youths in Northern Illinois were randomly assigned to a control group or to attend a series of four youth outreach forums that took place over four consecutive days, with the idea that the outreach forums would educate the youths on the potential impact of crime on their communities, as well as the legal ramifications of future crimes.

Each of the forums focused on a different approach. In the first, former criminals and gang members discussed their experiences with crime, the justice system, and how adulthood convictions compared to juvenile experiences. The second allowed youths to speak with high-ranking members of a police department that explained the police perspective. The third forum brought in members of the youths' community to provide resources and discuss the impact of crime on the community, and the fourth forum invited parents and teachers to discuss the impact of criminal behavior.

Researchers estimated that the program led to 18 percent fewer arrests in the year after the program. Further, program participants were also marginally more likely to attend school. Although the results in this study were not statistically significant, the results might be socially significant, given the social costs of crime and the cumulative effects of its consequences over the course of a life.

Johnathan M.V. Davis, Tracey Meares, and Emily Arnesen, "Improving Programming in Juvenile Detention: The Impact of Project Safe Neighborhoods Youth Outreach Forums," *Journal of Quantitative Criminology* (2024).

# IACP 2024

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## Winging It

**AS THEY DON THEIR AVIATOR GLASSES AND CLUTCH THEIR NEW FLIGHT WINGS, THE BOYS AND GIRLS OF GROVER BEACH, CALIFORNIA, STAND PROUD BEFORE THEIR FAMILY MEMBERS KNOWING THAT THEY JUST COMPLETED THEIR FIRST DRONE PILOT ACADEMY (DPA).**

The Grover Beach Police Department is committed to innovative public outreach methods to increase positive connections within the community, and the DPA is a shining example of that. Because the agency does not have a school resource officer program, they are always searching for unique methods to positively impact the local youth. Through prior events like Popsicles with Police or Ride for Ice Cream, the officers have built a solid relationship with local school officials that has opened the door to create new experiences. The DPA provides an opportunity for police and the local youth to connect in a fun environment, breaking down barriers that traditionally separate the two.

When Commander Bryan Millard and Sergeant Matt Goodman started showcasing their drones at local schools, they noticed the interest that the students had in seeing them fly. Their initial thought was to teach local youth about basic flight skills for a few hours, but they wanted to take that idea to the next level.

A core planning team, consisting of four agency leaders, brainstormed ideas for creating an innovative experience. With virtually nothing

to model the academy on, the core planning team drew upon their own collective knowledge and experience to create the DPA. “We all reached back to our own summer camp experiences and lessons we learned as parents and childcare providers to make sure this academy was a fun and safe experience for kids,” Commander Millard said. What evolved from these meetings was a four-day pilot academy that would feel like a summer camp with a twist.

A community donor stepped in to provide funding for specialized drones and activity equipment. The agency also had support from the local school district, which granted access to a multipurpose room at a local elementary school to host the DPA. There, a space was set aside for an indoor competition area where all the flying took place and a set of tables where the attendees gathered each morning for activities and instruction.



Upon arrival, each camper was placed into one of five groups to collect points throughout the camp. The flight instruction became increasingly more intense over the four days. “We started out with basic flight skills on day one,” said Sergeant Goodman. “By the last day, the kids were flying the drones through loops, blowing ping pong balls across the floor, and landing the drones on small, elevated landing pads.” But aside from the drone flight instruction, the campers also had a traditional summer camp experience. While waiting for drone batteries to recharge, everyone participated in other outdoor activities that could earn points for their teams.

Grover Police Department is a small agency with 31 employees, so everyone had to pull an oar to make the event successful. Along with being part of the core planning team, Commander Millard served as camp director and Analyst Basanese coordinated all marketing materials, registrations, waivers, and event logistics. Sergeant Goodman and Community Services Technician Randy Gonzales created and led the drone instruction during the camp. Officers and professional staff members also participated as team leaders and greeters at registration. “We could not have done any of this without the incredible dedication of our team,” said Police Management Analyst Michaela Basanese. This also includes Chief Jim Munro, who encouraged the team every step of the way. He was at the DPA to greet the children on the first day and to hand out flight wings on the last.

Youth are consistently fascinated by advancements in technology—and drones are a part of that evolving modern landscape. “This kind of STEM-focused experience provides youth with a peek into a unique career opportunity in law enforcement or other industries,” said Commander Millard. The DPA allows police to connect with kids by playing games and teaching valuable skills, ultimately humanizing the badge. ♡



## RECOMMENDATIONS

The Grover Beach Police Department provides the following advice on developing an innovative summer camp:

- Build a diverse planning committee, where everyone can provide different suggestions.
- Obtain buy-in from the department, city leadership, and local community resources.
- Have a realistic and detailed budget and plan for how to adjust should finances not come through.

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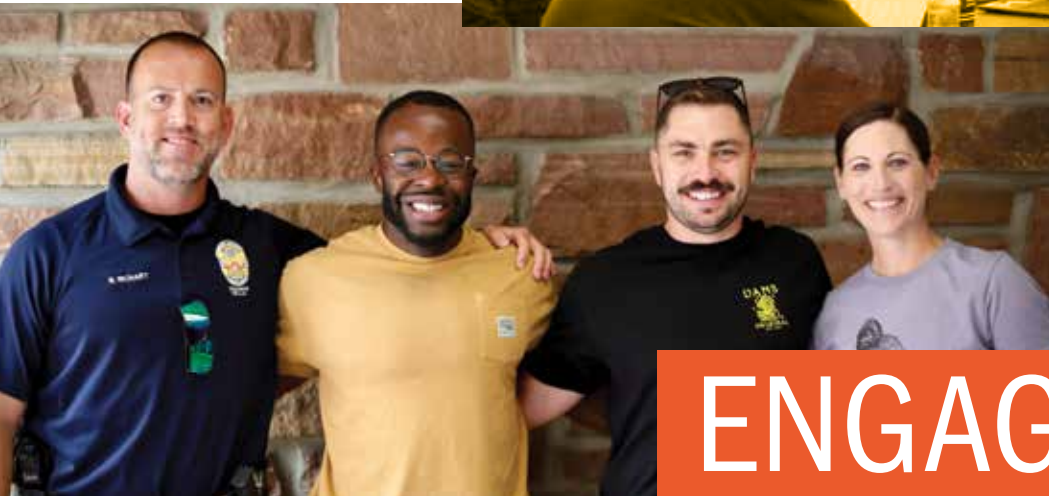
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# New Pathways



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**BY**  
Stephen Redfearn,  
Chief, Boulder Police  
Department, and  
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*Photos courtesy of City  
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**TALK TO MOST YOUNG PEOPLE TODAY, AND THEY WILL EXPRESS THAT TIMES ARE HARD. YOUTH ARE DEALING WITH MENTAL HEALTH ISSUES, FINANCIAL PRESSURES, INEQUITIES, AND OTHER DIFFICULT SOCIETAL CONDITIONS.**

The COVID-19 pandemic disrupted routine patterns and systems designed to support young people—most notably, schools—leaving students and parents to develop new ways of learning and coping. During the pandemic, emphasis changed from preventing violence in schools to reducing illness transmission and building infrastructure for online teaching. Counseling options were in high demand, with insufficient resources to fill the gap. Students needed adult mentorship more than ever.

Proactive police departments have long played an important role in providing youth support in their communities. Unfortunately, the pandemic coincided with another tragedy that rocked the policing profession, as well as challenging the public's faith in officers as role models: the murder of George Floyd by police officers in Minneapolis, Minnesota.

For many people, including many police officers, this incident sparked outrage and led to increased calls for police reform. Local and national groups rallied to organize protests. The role and scope of policing was questioned, and community groups began demonstrating increased dedication to bringing about policy changes for police accountability and advancing demands for racial justice.

In this context, the Boulder, Colorado, Police Department, along with many other agencies across the United States, lost a critical pathway for engaging with youth in their communities. As the pandemic and protests intensified, the Boulder Valley School District (BVSD) made a decision that when students returned to in-person classes, there would be no more school resource officer (SRO) positions. In November 2020, the BVSD stated,

*After six weeks of testimony and deliberation, the Equity Council made a recommendation to eventually end BVSD's SRO program, while building new resources and training to address safety and disproportionate discipline of students of color, previously identified by district administration.*

## IMPACT OF SRO REMOVAL

The Boulder Police Department and five other nearby agencies relied on SROs to serve as mentors, educators, problem solvers, and emergency managers in schools. When SROs were present, the department and youth engaged in a variety of ways. Students saw and interacted with police officers on a regular, and usually nonemergency,

basis, and SROs leveraged their positions to build trust, educate students about safety, and provide ongoing mentorship. SROs in Boulder were bridge builders in the community, mediating conflicts between students and teachers, alerting students to resources outside of school, and acting as community problem solvers.

As SROs were withdrawn from schools and students returned to in-person learning, public safety incidents in and around Boulder schools became increasingly troubling. In the three years since SRO removal, the volume of calls for service around Boulder's schools has become 11.3 percent higher than in the three years before the SROs' removal. Increases have been more substantial for some serious kinds of incidents. From 2021 to 2023, BVSD saw significant rises in calls about assault (51 to 105, a 106 percent increase) and sex assault (34 to 75, a 121 percent increase) compared to 2018–2020 in areas around schools that previously had SROs. As calls for service increased, enforcement decreased, in part because SROs often responded to more incidents around schools than in classrooms, and most enforcement actions near schools had involved adult suspects. After SRO removal, tickets and arrests decreased for adult suspects (178 to 57, a 68 percent decrease) and juvenile suspects (112 to 32, a 71 percent decrease) in the past three years within a city block of these Boulder schools.

Other societal factors are compounding the issue. In Boulder and elsewhere, the lack of mental health resources and rise of drug use has led to unsanctioned camping in public spaces. Some of this behavior has been occurring around the schools, resulting in real and perceived safety concerns. In response to significant public backlash, Boulder voters passed a Safe Zones law in 2023, prohibiting camping near public schools. Like many other jurisdictions, Boulder has also faced school shooter hoaxes that prompted SWAT responses—situations that might have been mitigated if an SRO had been on-site. Research shows that both students and teachers feel safer when SROs are present, and positive perceptions of SROs increase the likelihood of students reporting concerns. This raises the question of whether additional issues are going unreported in the absence of SROs.

## REIMAGINING YOUTH ENGAGEMENT

Without the ability to interact daily with students in schools in a systematic way, the Boulder Police Department had to find new ways of engaging with youth in Boulder. Once students were back in classrooms following the COVID-19 pandemic lockdowns,







it says about who they are as a person.

The feedback the youth gave about this round of engagement was mixed. Youth appreciated that officers came to the facilitated sessions in plainclothes and that the police were receptive to having conversations with youth about policing and police reform. However, the youth participants sometimes felt officers were talking down to them during small group conversations. They also shared that the facilitation process took too long—the youth were eager to get to the substantive

part of the conversation with officers, to simply converse and connect.

Good engagement is iterative, and this input made it clear that there were tremendous opportunities. Officers were being challenged to develop new ways to speak authentically with youth, to understand young people's concerns about safety and policing, and to find new ways to build trust in the absence of relying upon SROs to forge relationships.

At the same time, it appeared that many of the teens who had engaged in the process were open and eager to interact in genuine and safe spaces. Specifically, youth participants made it clear that they wanted future interactions to include the following:

- Ongoing sessions and more face time with police personnel
- More time spent discussing issues (and less context setting)
- Equal voice time between adults and youth (use active listening techniques)
- A genuine conversation (“not a civic lesson”)
- To experience police being open to the youths’ ideas and feedback
- To walk away from all discussions with the sense that their voices matter

the Boulder Police Department began drafting a strategy, known as the Reimagine Policing Plan, to guide the agency’s work for the next several years. A key component of this work was finding new and innovative opportunities to connect with and engage young people in the community.

In 2022 and 2023, the Boulder Police Department undertook a community-wide engagement process to solicit input on the forthcoming Reimagine Policing Plan. From July 2022 to December 2022, the Boulder Police participated in an engagement process with youth community partners: Growing Up Boulder (GUB), Mayamotion Healing (MMH), the citywide Youth Opportunities Advisory Board (YOAB), and student members of the BVSD Youth Equity Council. GUB and MMH facilitated a variety of engagement initiatives with each of the youth groups, inviting young people to better understand policing and use their voices to effect the change they wanted to see.

Initial feedback from the first round of engagement was that the information the department was sharing about policing strategy and tactics was too lengthy and complex; it needed to be presented to youth in a more digestible way. Learning from this, the city’s communications team worked with the police department to create a summary of the then-draft plan to make it more visually and conceptually accessible to youth.

There was also an interest among some of the youth participants to speak directly with police officers. MMH facilitated an evening conversation including the chief, several officers with a variety of backgrounds and lived experiences, and teens. This session not only allowed young people to dive deeper into questions about the draft plan and policing in general, but it also encouraged relationship building. Each participant was invited to bring an item that is special to them and then share what

## Building on Momentum

In September 2023, Boulder City Council unanimously passed the Reimagine Policing Plan. Committed to building on the positive momentum of youth engagement, the Boulder Police Department enlisted five officers to begin a year-long engagement process and partnership effort with the YOAB. Staff facilitators from other city departments organized a series of



ongoing meetings and activities that took place with the same youth and officers throughout the 2023–2024 academic year. These included themed discussion-based events and fun team-building experiences (e.g., navigating an escape room together) for the youth and officers.

As the concept matured, the department created a new collateral duty, youth ambassador officers, to encourage officers to volunteer to serve for an academic year as part of a team who would routinely engage with YOAB members. The officers have the potential to earn overtime pay, and police supervisors were instructed to prioritize YOAB events. Important to this effort was having top-down support for the program from within the command staff. When the program began, Deputy Chief Stephen Redfearn (now Chief Redfearn) authorized the prioritization of this effort, which allowed command staff to accommodate scheduling needs and overtime/collateral duty pay for officers who attended YOAB events and meetings while not on duty.

The teens and officers who have participated in the working group together defined their goals and the norms they would use during regular meetings. The group decided their purpose statement together: “to authentically show up and better understand one another to create trusting relationships, and to carry forward lessons learned to build trust in our community.”

Topics of discussion have included drug use in schools; what to do if a friend is making bad choices; how to navigate uncomfortable situations involving individuals experiencing homelessness at students’ places of work; preparedness for potential school shootings; the ways police and community relationships became increasingly strained after the murder of George Floyd; perceptions about youth and police that are widely accepted by society (and are sometimes incorrect); and the pros and cons of BVSD not having SROs.

YOAB members also visited the Boulder Police Department and took a tour of the building, including the dispatch center. They learned about the

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department’s special weapons and tactics (SWAT) protocols for acute public safety emergencies and protocols for less-lethal uses of force like tasers and bean bag rounds. The officers and young people also participated in social and team-building events together.

The conclusion at the end of the first BPD-YOAB partnership year was clear: this kind of in-depth relationship-building time is invaluable to restoring trust between police and young people. In a post-assessment survey, the youth reported feeling glad they got to know officers on a personal level, as people behind the uniform. In response to the statement, “I understand the experiences of police officers in our community,” there was a 100 percent increase in agreement for YOAB youth in the post-assessment survey as compared to the pre-assessment survey taken at the beginning of the partnership year. In response to the statement, “I generally trust BPD officers in our community,” there was a 60 percent increase in agreement from the pre-assessment to the post-assessment. The officers enjoyed working with youth and getting to know them—they even organized outside of regular work hours to attend sporting events of the teens they got to know from the YOAB.

### More to Accomplish

As the Boulder Police Department begins its second year of partnering with YOAB, there is still more to accomplish. A large piece of learning from the 2023–2024 work together was that hosting events for other local teens to get to know police officers was very difficult outside of school hours. YOAB youth worked hard to organize events such as a teen town hall for community-wide

youth to attend. Unfortunately, attendance was low, and the teen leaders recommended that in 2024–2025, it would be best to meet youth where they are—in schools.

As a result, the YOAB has invited Boulder officers to attend a series of outreach events and teen town hall events (where youth can ask officers questions about subjects that matter to young people) at two local Boulder high schools. The YOAB wrote a letter to BVSD leadership (first at the district level, then at the school administration level) requesting permission to host these police and youth relationship-building events in schools, and the school and district leadership agreed.

The YOAB students organized the events, and the Boulder Police Department has doubled its number of youth ambassador officers from 5 to 10 for the 2024–2025 school year. Again, executive leadership at the Boulder Police Department has instructed commanders to support officers in prioritizing this work. Other city departments, including Communications and Engagement and Housing and Human Services, which manages the YOAB program, are continuing to coordinate with officers to make their participation possible and help these relationships between officers and youth flourish. Slowly but surely,





the Boulder Police Department’s creative approach to youth engagement in the post-2020 context is making a difference.

While Boulder Police would welcome the opportunity to bring SROs back to BVSD, these alternative approaches, co-created by youth and officers, demonstrate that authentic and meaningful engagement goes a long way in supporting positive relationships. While these relationships are helpful in the best of times, they are crucial in these complex times.

## RECOMMENDATIONS

The following are some key takeaways from the Boulder Police Department’s first year of sustained collaboration with the YOAB:

- Educate command staff about the value of this type of engagement and ask them to encourage it.
- Demonstrate support for youth ambassador officers through collateral duty or overtime pay.
- Enlist facilitators, either externally or perhaps from other city departments, to plan meetings and organize logistics.
- Use early meetings to establish group norms, co-create expectations for the year with officers and youth, and participate in facilitated “get to know you” activities.
- Let the youth ask authentic questions of the officers anonymously at times. For instance, have youth write down questions, put them in a hat, and draw them out to read to the officers. Then, officers can respond. Do the

same in reverse (officers write down questions anonymously, the city facilitator draws the questions out of a hat, and the youth respond). This type of “safe” questioning opened the pathway to authentic conversations about sensitive topics such as drug use by teens, mental health and suicide, calling 911, what youth experience when they see an officer in uniform versus out of uniform, and how officers experienced the Black Lives Matter protests and societal movement after the death of George Floyd.

- Create time for fun! Relationships are built during escape room adventures, eating pizza, or doing a halftime tug-of-war battle during a local high school football game.
- Let the youth organize events and invite the officers in. When town hall discussions are led and organized by teens, it allows officers to show up without it feeling like it is some public relations stunt for the department. There is authenticity in youth-led and co-created engagement opportunities.
- Have a deep bench of youth ambassador officers. Not every officer will be able to attend every event, so having 8–10 officers ensures consistent participation throughout the year.
- Don’t always wear uniforms but wear them sometimes. Youth reported that it helped them to see officers both on duty, in full uniform, and in plainclothes throughout the year.

The Boulder Police Department and YOAB are entering their second year of working together. There has been some turnover of both officers and youth, but many of the core participants remain the same, and new officers and youth are joining in the program. The participation numbers this year are larger for both officers and youth than last year. While the Boulder Police Department does not currently have an SRO program, there are new youth-led teen town halls and opportunities for officers to attend engagement events in BVSD schools during the 2024–2025 year. The Boulder Police Department is proud to have forged new pathways for engagement together with young people in the Boulder community. ♡



### IACP RESOURCES

- IACP’s Youth Focused Policing Resource Center [theIACP.org](https://www.theIACP.org)
- Overcoming Stereotypes Between Officers and Teens
- Implementing a Youth Engagement Strategy [policechiefmagazine.org](https://www.policechiefmagazine.org)



# From a **VISION** to **SUCCESS**

**BY**

Andrew Siebenborn, Lieutenant, Sioux Falls  
Police Department, South Dakota







*Fostering Youth-Police Relationships  
at Camp POSTCARD*





**THE MISSION STATEMENT OF THE SIOUX FALLS, SOUTH DAKOTA, POLICE DEPARTMENT IS “PARTNERING WITH THE COMMUNITY TO SERVE, PROTECT, AND PROMOTE QUALITY OF LIFE.”**

The department consistently takes intentional actions to creatively engage with its community, particularly its youth. Whether through events like Cast with a Cop (where officers take youth fishing), Stickers and Snickers (where officers pass out candy during Halloween), or other youth outreach programs, the Sioux Falls Police Department seeks various ways to engage and build relationships with young community members.

In 2019, former Sioux Falls Police Department Chief Matt Burns tasked then-Sergeant Andrew Siebenborn (now a lieutenant) and School Resource Officer (SRO) Adam Healy with learning more about a police and youth camp hosted in western South Dakota by the Volunteers of America Northern Rockies, called Camp POSTCARD (Peace Officers Striving to Create and Reinforce Dreams). After attending this camp, both SRO Healy and Lt. Siebenborn agreed that the youth in the Sioux Falls area would benefit from a similar camp on their side of the state.

As described by Volunteers of America, Dakotas,

*Camp POSTCARD (Peace Officers Striving to Create and Reinforce Dreams) is a free, weeklong summer camp that brings together law enforcement officials and middle school students from the Sioux Falls area that it is being hosted in. This unique and powerful experience gives youth and law enforcement the opportunity to connect in an environment that pushes them out of their comfort zone. Students and law enforcement officials will be encouraged to learn from one another and see each other from different perspectives.*

SROs play a critical role in the camp model, serving as both the sole referral source, nominating and selecting students to attend and, along with other police officers, as camp counselors.

Camp POSTCARD is designed for youths who are facing challenging circumstances and could benefit from building positive relationships with adults. The camp includes activities to help youth develop self-esteem, leadership, and decision-making skills while also building and improving youth-police relationships.

In the fall of 2019, SRO Healy and Lt. Siebenborn began discussions with Volunteers of America, Dakotas, president, Dennis Hoffman, about hosting Camp POSTCARD in their part of the state. Volunteers of America, Dakotas, is a well-known and respected nonprofit organization that serves individuals of all ages, faiths, races, and backgrounds in the Sioux Falls area. The original plan was to send a group of Sioux Falls youth, along with Lt. Siebenborn and SRO Healy, to participate in the camp hosted in western South Dakota, with the intention of rolling out the camp in eastern South Dakota in the summer of 2021. All parties supported this vision and were fully committed to bringing the camp to fruition.

The timing couldn't have been worse for such a large-scale vision, as everyone's lives were turned upside down when COVID-19 began to rear its nastiness in early 2020. The dream of hosting this camp began to fade as both the Sioux Falls Police Department and the Volunteers of America, Dakotas, pivoted and adjusted how they did business and provided services during the COVID-19 era.





Photos courtesy of Volunteers of America, Dakotas.



Fortunately, in the fall of 2021, this dream resurfaced. In June 2021, Chief Matt Burns from the Sioux Falls Police Department retired, and then-Lieutenant Jon Thum was promoted to chief of police. Chief Thum, who has always been a huge supporter of community engagement, particularly regarding youth, gave his full support to reinvigorate this dream.

Lt. Siebenborn and SRO Healy—along with Volunteers of America, Dakotas, employees Tracie Phelps and Sarah Hanson—began the arduous process of designing and implementing Camp POSTCARD to serve Sioux Falls area youth for the following summer in 2022. Chief Thum and President Hoffman supported the vision and gave their teams an incredible amount of independence to work together and do what was needed to get this project off the ground.

Finding the right location to host a weeklong summer camp was one of the first important steps. Volunteers of America, Dakotas, identified Camp NeSoDak as the ideal location for the camp, which was scheduled for early June 2022. Camp NeSoDak, located on the banks of Lake Enemy Swim near Waubay, South Dakota, is about a two-hour drive from Sioux Falls.

Volunteers of America, Dakotas, handled all the logistics, including funding, transportation, and other necessary arrangements to ensure the camp's success. The Sioux Falls Police Department committed to helping by utilizing their SROs to identify students to participate and providing a large number of officers to staff the camp and act as camp counselors. Though compensating the officers for their entire time at camp would not be practical since officers are essentially working 24 hours a day during camp, Chief Thum authorized the week of camp to be counted as the officers' work week with no vacation or compensation time needing to be utilized for those assisting. Additionally, officers would be compensated for limited amounts of overtime while working at camp (generally 8–10 hours per officer).

### CAMP POSTCARD KICKOFF

The first Sioux Falls Camp POSTCARD was held from June 5 to June 10, 2022. The camp consisted of various activities and games, much like a traditional summer camp. However, it also included a specific focus on the “Code

of the West” in all activities, which emphasizes the following values:

- Live Each Day With Courage
- Take Pride In Your Work
- Always Finish What You Start
- Do What Has To Be Done
- Be Tough, But Fair
- When You Make A Promise, Keep It
- Ride For The Brand
- Talk Less And Say More
- Remember That Some Things Are Not For Sale
- Know Where To Draw The Line

The 2022 camp included four staff members from Volunteers of America, Dakotas, two Sioux Falls Police Department lieutenants, one sergeant, and nine other officers. Additionally, one deputy from the Minnehaha County Sheriff's Office assisted. (Minnehaha County is one of the counties that Sioux Falls is located in.) Camp NeSoDak provided staff to prepare and serve meals, as well as assist during swim times.

Sioux Falls SROs identified 36 youth and helped their parents complete the necessary paperwork and attend pre-camp meetings. Although camp





started with 36 students, it finished with 34 due to two students being sent home for behavioral problems.

Despite several necessary changes that were identified, the 2022 Camp POSTCARD was deemed a measurable success by all parties involved. Both campers and counselors (police officers) were polled before and after camp, and significant improvements in relationships with and perceptions of police officers were observed.

## KEEPING THE CONNECTION ALIVE

What sets Camp POSTCARD apart from other police and youth summer camps is its commitment to fostering lasting relationships between the police and the youth. Unlike other camps where officers and attendees meet for only one week and then part ways, Camp

POSTCARD emphasizes ongoing connections. Volunteers of America, Dakotas, hosts quarterly reunion events for campers, their families, and the officers. These events range from open gym and rock-climbing sessions hosted by a local church to roller skating and pizza parties. The joy on the students' faces when reuniting with friends and officers from camp clearly shows that true bridges are being built.

Additionally, at each of these quarterly reunions, Volunteers of America, Dakotas continues to poll the attendees on various questions, including their outlook on law enforcement post-camp. These surveys consistently show positive results, indicating that attendees have a greater amount of trust and respect for law enforcement

in the community. Campers also show continued growth in personal self-esteem, confidence in leadership, and better overall decision-making skills.

## CONTINUAL GROWTH AND IMPROVEMENTS

One of the main goals for both Volunteers of America, Dakotas, and the Sioux Falls Police Department post-camp 2022 was to scale the camp at Camp NeSoDak to accommodate up to 75 campers. There was a specific focus on recruiting more female officers to assist, thereby increasing the number of female youths who could attend. Additionally, they looked to finetune the overall running and efficiency of the camp to create a better overall product.

### CAMP OUTCOMES

- In 2023, campers reported an 88 percent better relationship and outlook regarding law enforcement after camp. Three months post-camp that number was still 86 percent, and six months post-camp, 79 percent of campers still reported a better relationship with law enforcement.
- In 2023, parents of campers reported an 80 percent better relationship with law enforcement due to their involvement with the officers on the pre- and post-camp planning of getting their children to camp.
- In 2023, 84 percent of campers reported having increased self-esteem; 80 percent reported feeling more confident in having a broader set of leadership skills; and 88 percent reported that they had better decision-making skills because of attending camp.

*Data taken from Volunteers of America Post-Camp Survey Results.*

In 2023, the camp hosted 45 students, with 18 officers from the Sioux Falls Police Department assisting during the week. By 2024, the camp had grown to 69 campers, and Chief Thum authorized 21 officers to assist that year. The \$48,000+ in wages paid to officers during that week was seen by Chief Thum as a worthy investment in the area's youth.

To staff the camp at this level, Volunteers of America, Dakotas, also leveraged other community relationships. In 2023, Volunteers of America, Dakotas, reached out to Sandy Berveen, Founder and CEO of Tre Ministries, to see if her team of young adults would like to assist at camp. Tre Ministries, a respected nonprofit organization in Sioux Falls, had already worked with both Volunteers of America, Dakotas, and the Sioux Falls Police Department. The Tre Ministries team eagerly accepted the opportunity and have been a critical component of Camp POSTCARD's success.

Camp POSTCARD is already in its planning stages for 2025. What once started as a dream of the Sioux Falls Police Department, Volunteers of America, Dakotas, and other community stakeholders has become a lasting reality and a cornerstone of how the Sioux Falls community has partnered with the Sioux Falls Police Department to better its youth. SROs and school staff members who help identify campers to attend have gone from struggling to get enough sign-ups to now having to

turn away campers due to the camp's size limit. Lt. Siebenborn, who is still actively involved, now must turn away officers who want to volunteer because the current crop of officers assisting return year after year.

## LESSONS LEARNED

Along the way to a successful camp, the Sioux Falls Police Department learned some valuable lessons that other agencies can benefit from:

- It only takes an idea, and don't be afraid to look at what others are doing and make it unique to your agency. Camp POSTCARD was a program being utilized and proctored by other Volunteers of America subsidiaries and police agencies around the United States. Some of the blueprint for success was already there, but it needed to be customized for Sioux Falls and their youth.
- Identify trusted community stakeholders who share the same core beliefs as the agency and utilize them when needed. If the department does not have those relationships, begin to build them now. Be intentional about building and maintaining these relationships.
- Programs like this require open-minded senior leaders who are willing to empower their teams. This program would not have survived without the complete buy-in of two separate chiefs of police who empowered those in their agency, at all levels, to make the necessary decisions to bring it to fruition.

- Some ideas take money. Have the stories and the data to back up a project's success if possible. The Volunteers of America, Dakotas, raises all the funds needed for Camp POSTCARD, while the Sioux Falls Police Department contributes a significant amount in compensation to fund assisting officers. While heartfelt stories by camp participants and counselors are great, having the empirical data to present and show other stakeholders about the successes of the idea puts an agency or department in an even better position when questioned about the return on this investment for the department and the community.
- Be intentional about telling the community what the police department is doing to impact the youth and why it is a benefit for all parties involved.
- Some ideas are truly priceless and affect those beyond those directly involved (see Parent Testimonial sidebar).

## CONCLUSION

It sounds cliché, but youth are the future. Police agencies need to intentionally strive to build great relationships with all, but they need to pay the greatest amount of attention to the youth and build a positive foundation with them from the onset. Camp POSTCARD provides one model of a way to engage and connect with youth and create impactful moments for these young community members and officers. ♡

### PARENT TESTIMONIAL

*Hi, my name is [mother]. I'm [child's] mom. I did not want to let [child] go to camp because I was scared. I had a good conversation with the middle school resource officer, and he helped me to make this decision ... THANK YOU!! I want to personally thank you for this opportunity!! [Child's] older sister died (X) years ago when [child] was (X) months old. [Sister] was (X) when she passed away. I've had a really hard time letting go and having control of where my kids are, thinking they always need to be near, just in case, so I can be there to save them. This was a big healing moment for me; she's been gone (X) years and this is the first time I've let any of my kids be away from me!!! So, I want to thank you all, including the SFPD for watching over my child, showing her that the police are really there to protect and serve us, they are NOT THE BAD GUYS!! Especially now, when everyone is talking down on police officers!! If you could share this with them too, I would greatly appreciate it!! It's been a long healing journey over (X) years, but these last 5 days showed me I'm stronger than I thought, and there is no price to be put on that!! Thank you. ♥*

### IACP RESOURCES

- Engaging Youth In Schools: Tips For Law Enforcement Webinar

[theIACP.org](https://www.theIACP.org)

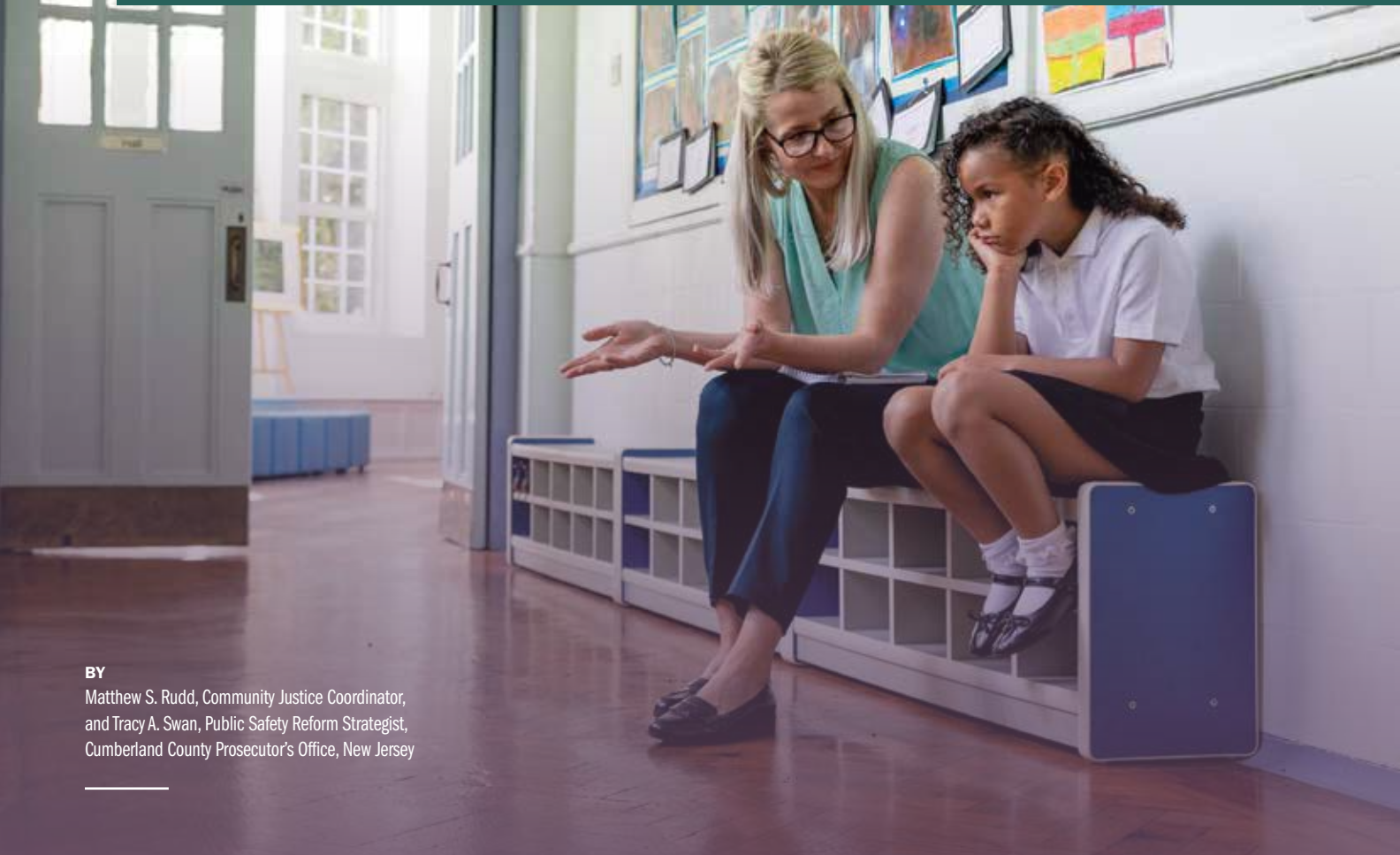
- Lighting the Fire Within
- Spotlight: A Sunny Day to Brighten Lives

[policechiefmagazine.org](https://www.policechiefmagazine.org)



# SUPPORTING YOUTH BEYOND THE CALL

Fostering Resilience Through Trauma-Informed Policing



BY

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*School started well enough at the beginning of the year. However, when siblings Michael and Maya returned from winter break with their classmates, something was noticeably different. (Youth’s names and details changed for privacy.) Both of the siblings’ teachers picked up on little concerning behaviors at first, which seemed to escalate in oddity and frustration from winter into early spring. Maya, in first grade, regressed and started sucking her thumb and biting her nails after lunch as the end of the day came close. One of the aides in Maya’s class noted to her teacher the six-year-old would cling to her every time the class moved out of their room and wouldn’t leave her side or let go of her hand. Both kids would end up at the nurse’s office complaining of headaches and stomachaches, sometimes at the same time and on the same day. Michael’s usual expressive demeanor dimmed in his second-grade class, and he now played alone at recess. Attendance became spotty, with one or both students absent with no note, sometimes out of school for longer than a week. At the playground, Michael lashed out at two of his friends, trying to kick them and scowling at them when the monitor separated him in timeout. A couple of weeks later, he was sent to the office for hitting and biting a classmate because the other student took Michael’s spot in line. Sadly, all the calls to the children’s home have gone unanswered.*

*It’s not a big leap to imagine something going on in their home life is affecting school behavior, which becomes all the clearer when one looks at the following list of police interactions happening at their residence during the school year:*

<b>Date</b>	<b>Incident Type</b>
12/30/2022	Domestic Violence 2C:25-21
1/10/2023	Aggravated Assault–DV—Strangulation Victim 2C:12-1b(13)
1/20/2023	Harassment 2C:33-4
1/29/2023	Harassment 2C:33-4
2/23/2023	Domestic Violence 2C:25-21
2/24/2023	Violation: Temporary Restraining Order/Final Restraining Order 2C:25-31
3/18/2023	Domestic Violence 2C:25-21
3/24/2023	Simple Assault 2C:12-1a
3/29/2023	Simple Assault 2C:12-1a
3/30/2023	Domestic Violence 2C:25-21
4/24/2023	Domestic Violence 2C:25-21



## THE LINK BETWEEN TRAUMA AND BEHAVIORAL CHANGE

Children like Maya and Michael are far from an isolated case. Across the world, children face myriad challenges stemming from exposure to violence, traumatic home environments, or adverse community conditions. Research shows experiencing trauma, particularly chronic or repeated exposure to trauma, can lead to significant emotional, behavioral, and academic challenges. These children are often misunderstood, with their outward behaviors misread as defiance, aggression, or withdrawal, rather than as signs of underlying distress.

In the context of education, this trauma manifests itself in declining academic performance, increased absenteeism, school discipline issues, and social isolation—factors that can easily push students out of school and into the criminal justice system. This is where the work of the police, community organizations, and schools must join together to break the cycle of trauma, academic failure, and future legal involvement.

## THE ROLE OF TRAUMA-INFORMED POLICING

Policing is no longer confined to just enforcing laws and responding to crimes. Modern police agencies increasingly recognize their role in supporting the

social and emotional health of the communities they serve. Trauma-informed policing, a shift in approach that prioritizes understanding the trauma impacting individuals, has become critical in empowering youth and promoting long-term positive outcomes.

## A COUNTY-WIDE SOLUTION TO JUVENILE DELINQUENCY

In Cumberland County, New Jersey, the call for collaboration took shape over 15 years ago through the Cumberland County Positive Youth Development Coalition (CCPYDC). The coalition is New Jersey's first county-wide juvenile delinquency prevention initiative, and it began as a modest effort focused on the city of Vineland. Over time, the initiative expanded to include the entire county, with major cities like Bridgeton and Millville coming on board.

Today, CCPYDC is a cross-sector coalition with more than 200 active members representing multidisciplinary and multisector organizations: police, criminal justice, faith based, youth serving, government/elected officials, community based/grassroots, schools, behavioral health, child welfare, health care/hospital, higher education, and workforce development. Core to CCPYDC's mission is seeking to reduce juvenile delinquency and improve outcomes for youth by fostering collaboration and implementing data-driven strategies.

The coalition's work is guided by three primary areas of focus: Positive Youth Development, Violence Reduction, and Youth Trauma Prevention and Intervention. Workgroups for each focus area serve as hubs for innovative, evidence-based strategies to impact the lives of young people across the county.

## YOUTH TIP: CONNECTING THE DOTS

One of CCPYDC's recent initiatives is Youth TIP (Trauma Intervention Protocol), also known as Handle With Care in some jurisdictions. Launched in October 2020, Youth TIP is designed to fill the communication gap between police agencies and schools when it comes to youth trauma. This initiative is a proactive measure that bridges systems often siloed from one another, ensuring children who experience trauma in their homes or communities do not slip through the cracks at school.

When a student is impacted by a traumatic police-related incident, officers can issue a Youth TIP. The notice is sent confidentially to the student's school, alerting staff that the student may be dealing with trauma and could benefit from additional support. This communication ensures that educators are aware of the student's potential emotional state, without disclosing sensitive details of the incident

“Across the world, children face myriad challenges stemming from exposure to violence, traumatic home environments, or adverse community conditions. These children are often misunderstood, with their outward behaviors misread as defiance, aggression, or withdrawal, rather than as signs of underlying distress.”

itself. The information serves as a prompt for schools to provide a trauma-informed response.

## Types of Incidents That Trigger a Youth TIP

The criteria for issuing a Youth TIP reflect a wide spectrum of potentially traumatic experiences. Each of these instances can profoundly affect a child's mental and emotional well-being, and schools must be prepared to provide the appropriate level of support. Below are the 10 incident types that qualify for a Youth TIP:

1. Arrest of a household member
2. Death/suicide in the residence
3. Search warrant served at the residence
4. Drug/alcohol overdose in the residence
5. Removal from home due to Division of Child Protection and Permanency contact
6. Community violence where the child is a victim or witness
7. Domestic violence/physical or sexual abuse
8. A bullied child or a child who is bullying others
9. Forced displacement from residence—fire/eviction, etc.
10. Discretionary use for any other incident where a child is identified at the scene as exposed to trauma

## Impact of Trauma-Informed Responses

This simple notification enables schools to respond to students in a more trauma-informed manner, acknowledging sudden behavioral changes or emotional outbursts may be rooted in recent traumatic events. Trauma-informed care emphasizes understanding, recognizing, and responding to the effects of trauma, and this approach is embedded within Youth TIP.

For example, instead of viewing a student's withdrawal from social interactions or their sudden defiance as purely disciplinary problems, schools can consider the possibility that these behaviors are coping mechanisms for exposure to trauma. This insight shifts the focus from punishment to support, fostering an environment where students feel safe and understood.

Once a Youth TIP is issued, schools can initiate subtle, noninvasive check-ins, offering students a safe space to talk or simply a bit of extra attention during a difficult time. Some interventions may be as simple as a friendly conversation during a lunch break, while others may involve connecting the student with mental health professionals, offering breaks during the school day, or providing academic accommodations.

## BUILDING RESILIENCY

By taking proactive steps to support children exposed to trauma, police agencies and schools play a critical role in disrupting cycles of violence and poor academic or social outcomes. The Youth TIP system underscores the importance of early intervention, offering a lifeline to students before trauma manifests in long-term behavioral issues or academic decline.

Initiatives like Youth TIP provide the opportunity to build resilient communities. By equipping educators with the knowledge and tools they need to support traumatized students, children are given a better chance at emotional recovery, academic success, and long-term well-being. Moreover, this collaboration between police and schools models the power of cross-system partnerships in reimagining how to effectively address childhood trauma.

## AUTOMATING THE PROCESS

In August 2023, CCPYDC and the Cumberland County Prosecutor's Office took Youth TIP to the next level. Funded by a U.S. Department of Justice grant from the Office of Juvenile Justice and Delinquency Prevention, the office contracted with a vendor to launch SmartServices Alerts, an automated platform that is designed to streamline the process of issuing Youth TIPs. The system scans daily police calls for service, cross-references them with school enrollment data, and automatically sends Youth TIPs to the relevant participating schools when there is a match between the incident address and the home address of a student. This innovation significantly reduces the administrative burden on police officers, ensuring even more students in need receive timely support.

Since the launch of SmartServices Alerts, the number of Youth TIPs issued has surged. The previous manual process resulted in approximately 400 Youth TIPs issued annually. In the 2023–2024 school year alone, the system generated 3,916 Youth TIPs for 2,634 students, prompting more than 1,600 wellness check-ins with students at their schools. These check-ins are designed to be simple and nonintrusive—just a friendly conversation allowing school staff to gauge how a student is doing and offer help if needed.

## Harnessing Data for Community Impact

Beyond its immediate role in alerting schools to students' traumatic experiences, the SmartServices Alerts system provides a powerful tool for understanding broader patterns of trauma in the community. By collecting and analyzing data from the Youth TIP notifications, CCPYDC has started generating hotspot and intensity maps to reveal the geographic



concentration of traumatic exposure. These maps allow police, social services, and community organizations to see where the highest levels of youth exposure to trauma are occurring and strategically direct resources and interventions to those areas.

The data collected through Youth TIP notifications is not just about individual incidents—it paints a broader picture. Mapping the locations of incidents leading to Youth TIPs (such as assaults, domestic violence, or community violence) can help identify neighborhoods experiencing chronic trauma and stress.

By overlaying these data on geographic maps, it's possible to visualize the density and intensity of trauma exposure across a city or county. This visual representation helps community stakeholders—such as local government, police, and social service providers—pinpoint neighborhoods where violence and trauma are most concentrated.

## Community-Targeted Interventions

These maps provide the foundation for targeted, data-driven interventions aimed at breaking the cycle of violence and trauma in the most affected areas. This is where CCPYDC's Youth Trauma Prevention and Intervention Workgroup is heading next to maximize this initiative. The ultimate goal is to extend trauma-informed care beyond the classroom and into the communities where these events are happening. The workgroup is exploring the following ways to use the data to level up:

**Directing Resources:** With hotspots and intensity maps in hand, police departments, mental health agencies, and community outreach programs can allocate their resources where they are needed most. For example, police can focus their community policing and engagement efforts in areas identified as trauma hotspots, while social services can deploy outreach workers or mental health professionals to provide support to families and children affected by violence.

**Collaborative Partnerships:** The maps serve as a catalyst for collaboration between police, schools, community organizations, and local government. By identifying the most impacted neighborhoods, these stakeholders can work together to develop comprehensive intervention strategies that address the root causes of trauma. For instance, in neighborhoods where domestic violence is a recurring issue, the police might partner with domestic violence shelters, counseling services, and legal aid organizations to provide holistic support to families.

**Community-Led Initiatives:** By involving residents of trauma-impacted areas in the solution, the data can inform community-led interventions. Grassroots organizations, faith-based groups, and

neighborhood associations can use the data to understand the specific challenges their communities face and create localized initiatives, such as safe spaces for children, community support groups, or mentorship programs. This not only empowers the community but also fosters trust and cooperation between residents and service providers.

**Prevention Programs:** The insights from the maps can also inform prevention strategies, focusing on disrupting cycles of trauma before they escalate. For example, if a particular area shows a high number of Youth TIPs related to substance abuse, intervention programs can be implemented to address addiction within families, provide educational resources, and connect individuals to treatment programs. Schools in these areas may also offer additional support services to students, such as substance use prevention education or increased access to counseling.

**School and Neighborhood Synergy:** The data gathered through Youth TIPs not only help schools support children while they're in the classroom but also enable police and community organizations to offer trauma-informed care in students' home environments. Schools can provide a temporary sanctuary, but healing must continue outside of school hours, especially in the neighborhoods where violence and trauma are concentrated. The combination of classroom support and neighborhood-level interventions ensures a holistic approach to youth trauma care, helping students thrive both in school and at home.

## BREAKING CYCLES OF TRAUMA AND DELINQUENCY

The success of Youth TIP highlights a broader truth: policing, when performed in collaboration with schools and community organizations, can play a powerful role in breaking cycles of trauma and delinquency. Children who might otherwise slip through the cracks are given the attention, support, and care they need to navigate difficult circumstances and stay on track.

Initiatives like Youth TIP are not just about responding to trauma—they are about preventing future legal involvement by addressing the root causes of problematic behavior early on. By recognizing the signs of trauma and intervening in supportive, trauma-informed ways, police agencies can help fewer young people enter the criminal justice system in the first place.

## CHALLENGES AND OPPORTUNITIES

While Youth TIP has been a tremendous success, scaling trauma-informed initiatives like this presents

challenges. Police agencies must navigate the balance between their traditional roles and their expanding responsibilities in supporting community wellness. There is also the need for ongoing training to ensure officers can identify and respond to trauma effectively, as well as continued funding and resources to sustain these programs.

However, the opportunities for impact are immense. By investing in trauma-informed policing and fostering cross-sector collaborations like CCPYDC, police agencies can lead the charge in building safer, healthier communities for all youth.

## EMPOWERING YOUTH THROUGH COLLABORATION

The story of Maya and Michael serves as a reminder of what is at stake. These two young students are doing their best to learn and thrive despite the immense challenges they face at home. Initiatives like Youth TIP offer the opportunity to support children who experience trauma, giving them a fighting chance at a brighter future.

Police agencies can play a pivotal role in empowering youth by working alongside schools, social services, and community organizations to build systems that recognize trauma; respond to it compassionately; and ultimately, break the cycles of violence and hardship that impact so many young lives.

By embracing collaborative, trauma-informed approaches like this, communities can truly become the change they wish to see. [🔗](#)

### IACP RESOURCES

- Enhancing Law Enforcement Response To Children Exposed To Violence Toolkit

[theIACP.org](#)

- Rethinking School Policing
- Creating a Culture of Community-Based Change

[policechiefmagazine.org](#)



# 2025 IACP Webber Seavey Excellence in Law Enforcement Award

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# Equipping and Empowering

# YOUTH FOR SUCCESS

## The LVMPD DREAM Program

BY

Dave Sims, Captain, Commander, Community Engagement Bureau, and Rachel Skidmore, Director, Office of Community Engagement, Las Vegas Metropolitan Police Department, Nevada

**LAS VEGAS, NEVADA, OFTEN RECOGNIZED FOR ITS GLIMMERING LIGHTS AND VIBRANT NIGHTLIFE, IS A CITY THAT EMBODIES BOTH EXCITEMENT AND CHALLENGES.** Beneath the surface of entertainment lies a pressing concern: the plight of at-risk youth. To address this issue, the Las Vegas Metropolitan Police Department (LVMPD), under the direction of Sheriff Kevin McMahill, has initiated a transformative program known as DREAM. This youth diversion and interdiction initiative is designed to engage young people, steering them away from negative influences and toward positive life choices.

DREAM stands for Discover, Redirect, Empower, Advocate, and Mentor. Each component reflects the program's comprehensive approach to youth development, highlighting the importance of mentorship,

community involvement, and proactive intervention. This article will delve into the intricacies of the DREAM program, exploring its objectives, methodologies, and the profound impact it has on the lives of young people in the Las Vegas Valley.

### THE IMPORTANCE OF YOUTH MENTORSHIP

Mentorship is a cornerstone of the DREAM program. Youth today face myriad challenges, including peer pressure, family issues, and societal expectations. Mentorship provides a lifeline, offering guidance, support, and positive reinforcement. In a world where distractions abound, having a mentor can be the key to navigating life's complexities successfully.

The LVMPD DREAM program was started in 2021 at LVMPD's Summerlin

Area Command and has graduated several hundred students since that time. Through the creation of this program, LVMPD has partnered with several Clark County elected officials to open doors figuratively and literally to community centers and further enhance programs. LVMPD DREAM Officer Nick Kelesis emphasizes the program's core philosophy when he states, "The DREAM program is all about using your intellect over emotion, and thinking before we act, which is an incredible tool for these young minds to wrap around." This emphasis on critical thinking is essential for students in this program, as it helps participants develop the ability to assess situations logically rather than reactively. By encouraging youth to think through their actions, the program empowers them to make informed choices that can lead to positive outcomes.





Mentorship in the LVMPD DREAM program goes beyond simply providing advice. It involves building meaningful relationships that foster trust and understanding. Participants are paired with mentors who are trained to offer support that is tailored to individual needs. This personal approach creates an environment where young people feel safe to share their struggles and aspirations, laying the groundwork for personal growth. Every class is spearheaded by full-time LVMPD community engagement officers who ensure a whole-community approach.

## ADDRESSING EARLY WARNING SIGNS

One of the most critical aspects of the DREAM program is its focus on early intervention. Many young

people exhibit signs of distress or misdirection long before they become entrenched in negative behaviors. By identifying these early warning signs through calls for service, community partnerships, and relationships and interaction with school principals, the DREAM program seeks to redirect youth before they take irreversible steps down harmful paths.

The program engages with youth through various outreach initiatives, aiming to connect with those who may be at risk. This proactive approach is crucial; research shows that early intervention significantly increases the likelihood of positive outcomes. By providing resources, guidance, and mentorship, the DREAM program offers a lifeline to those who may feel lost or alone.

LVMPD DREAM Officer Ben Baldassarre underscores the

program's mission: "Having the courage to do the right thing no matter the circumstances is what we try to instill into these young minds to empower their ability for positive choice." This empowerment is particularly vital in moments of crisis, when young people may feel pressured to conform to negative influences. By instilling confidence and moral fortitude, the DREAM program equips participants with the tools they need to make constructive choices, regardless of the challenges they face.

## BUILDING STRONGER COMMUNITIES

The impact of the DREAM program extends far beyond individual participants; it is an integral part of a broader strategy to strengthen the Las Vegas Valley. LVMPD Community Outreach Director Rachel Skidmore



highlights the program's significance, stating, "LVMPD has taken an incredibly creative approach at crime fighting through the creation of the DREAM program to build meaningful relationships, dispel misconceptions with the badge, and to have very intentional outreach with children who need it most."

By fostering relationships between police and the community, the DREAM program helps bridge the gap of mistrust that can exist. When young people see police officers not just as enforcers of the law, but as mentors and allies, it fosters a sense of safety and security. This shift in perception is crucial for creating a harmonious community where everyone feels valued and heard.

The LVMPD DREAM program also engages with families, recognizing that the support of parents and guardians is essential for lasting change. By involving families in the program, the LVMPD ensures that the lessons learned extend beyond the classroom and into the home, reinforcing positive behaviors and decision-making. This is significantly important for younger siblings or parents who could use support as well.

## LESSONS IN PERSONAL DEVELOPMENT

The 12-week curriculum of the DREAM program is designed to teach essential life skills that equip participants for future success. Among the key topics covered are self-esteem, positive conflict resolution, decision-making, and accountability. Each of these areas plays a critical role in personal development and has long-lasting implications for a young person's life.

### Self-Esteem

Building self-esteem is a foundational aspect of the DREAM program. Many of the youth who participate have experienced challenges that have impacted their confidence. By engaging in activities that promote self-worth, the program helps participants recognize their value and potential. This newfound confidence can be

transformative, enabling young people to pursue their goals with determination.

### Positive Conflict Resolution

Conflict is an inevitable part of life, but how one handles conflict can make all the difference. The DREAM program teaches participants positive conflict resolution strategies, emphasizing the importance of communication, empathy, and understanding. By equipping youth with these skills, the program helps them navigate disputes in constructive ways, reducing the likelihood of escalation and promoting healthier relationships.

### Decision-Making

The ability to make informed decisions is a critical life skill. The DREAM program emphasizes the importance of weighing options, considering consequences, and seeking guidance when needed. Through workshops and discussions, participants learn to approach decision-making thoughtfully, empowering them to make choices that align with their values and aspirations.

### Accountability

Accountability is a crucial aspect of personal growth. The DREAM program instills a sense of responsibility in participants, encouraging them to take ownership of their actions and decisions. This focus on accountability fosters a growth mindset, where young people learn that mistakes are opportunities for learning rather than failures.

## ENGAGING EXPERIENCES AND PARTNERSHIPS

An essential component of the LVMPD DREAM program is its emphasis on experiential learning. Participants have the opportunity to engage in various field trips and activities that broaden their horizons and expose them to different facets of their community. These experiences not only provide fun and memorable moments but also reinforce the program's core values.

The DREAM program collaborates with various local organizations to create engaging experiences for participants, partnering with the Las Vegas Raiders (professional football team) and the Las Vegas Golden Knights (professional ice hockey team) to give youth an opportunity to connect with role models in the sports and entertainment industries. These experiences serve to inspire participants and demonstrate the potential for success beyond their current circumstances.

By interacting with athletes and performers, young people gain insight into the hard work and dedication required to achieve greatness. They learn that success is attainable, regardless of their background, and are encouraged to pursue their dreams with passion and perseverance.

## THE INDIRECT IMPACT OF COMMUNITY ENGAGEMENT

By actively involving community members, police, and local organizations, the program creates a network

### CULTURAL EXPERIENCES WITH THE BLUE MAN GROUP

One of the unique opportunities provided by the DREAM program is a field trip to see the Las Vegas Blue Man Group. This experience introduces participants to the world of creativity and performance art, showcasing the importance of self-expression and collaboration. By witnessing a live performance and behind-the-scenes technology, young people are inspired to explore their own creative talents and consider the various avenues available to them.

These cultural experiences enrich the participants' lives, broaden their perspectives, and instill a sense of curiosity about the world around them. Engaging with the arts fosters creativity and encourages young people to think outside the box, further enhancing their problem-solving skills.

of support for participants that further strengthens the Las Vegas Valley and brings together like-minded programs to further the impact on local youth. This collaborative approach fosters a sense of belonging and helps build a culture of positive change.

The DREAM program emphasizes the importance of volunteerism and giving back to the community. Participants are encouraged to engage in community service projects, instilling a sense of responsibility and gratitude. By contributing to the well-being of others, our partners and the young people they serve develop empathy and a deeper understanding of the challenges faced by those around them.

Moreover, serving one another helps to dispel myths and stereotypes about the police. When young people participate in activities alongside police officers, they begin to see them as allies rather than adversaries. This shift in perception is crucial for fostering a positive relationship between the police and the community, ultimately leading to a safer environment for everyone.

## REAL-LIFE SUCCESS STORIES

The impact of the DREAM program is perhaps best illustrated through the success stories of its participants. Many young people have transformed their lives through the skills and support they have received. These stories serve as powerful testimonials to the program's effectiveness.

### Case Study: A Young Leader Emerges

One notable example is that of a young 11-year-old participant who initially struggled with self-esteem and poor decision-making. He was raised by a single mother from Ukraine, and his ability to speak and understand English was limited. His mother worked two jobs to try to provide for her family. Through the DREAM program, the youth learned to harness his potential, developing critical thinking skills and gaining confidence. As he progressed through the program, he became a leader

among his peers, helping to mentor other participants.

Today, he is actively involved in community service and has set his sights on a career in policing, inspired by the positive relationships he built with the officers in the program. His journey exemplifies how the DREAM program can transform lives and inspire the next generation of leaders.

### Case Study: A Family Reunited

Another powerful story involves a 15-year-old young man whose family faced significant challenges. His mother was beyond frustrated with his deceitful behavior, and their relationship was incredibly strained to a point of fracture. Through his participation in the DREAM program, he gained the skills needed to communicate effectively and navigate difficult conversations. The program facilitated family engagement activities that strengthened their bond and fostered understanding.

As a result of his involvement, the family was able to overcome their challenges and create a supportive home environment. This transformation not only improved his well-being but also highlighted the program's commitment to holistic youth development.

Today, he now speaks of how his mother sends him along to the store with their money to buy their groceries because she knows that they have a relationship of communication and trust. He is incredibly proud to share his successes and attends the program's classes regularly as a mentor to new program participants.

## CONCLUSION

LVMPD Community Outreach Bureau Commander Captain Dave Sims perhaps best sums up the importance and impact of the DREAM program, stating:

*The DREAM program, and other intervention and mentoring programs, are vital to the success of our next generation. To shape the hearts and minds of our youth before they make critical life-changing decisions*

*is the essence of DREAM. It transcends traditional law enforcement methods where we are exceptional at arriving, investigating, and solving crimes where another juvenile offender is taken to jail and inserted into the criminal justice system. I believe we would all prefer to change a young person's life trajectory where the crime never occurred in the first place. I believe our next generation deserves that opportunity, and a program like DREAM can be the catalyst to save a young person's life.*

The LVMPD DREAM program is a beacon of hope for at-risk youth in the Las Vegas Valley. Through mentorship, early intervention, and community engagement, the program equips young people with the tools they need to make positive choices and lead fulfilling lives. When youth join this program, their initial reaction is not commonly a positive and open one. As the program commences, the transformation of these youth is truly remarkable. The impact of positive outcomes far exceeds the program itself and will continue to ripple throughout the community. ♡

### IACP RESOURCES

- IACP National Summit on Law Enforcement Leadership in Juvenile Justice

[theIACP.org](http://theIACP.org)

- After School: The Prime Time for Juvenile Crime—Partnering with After-School Programs to Reduce Crime, Victimization, and Risky Behaviors Among Youth
- Every Relationship Starts with a Conversation

[policechiefmagazine.org](http://policechiefmagazine.org)



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**COMMUNITY SAFETY**

**IACP/WALMART LEADERSHIP IN  
COMMUNITY POLICING AWARD**

**SMALL AGENCY**

Douglas Police Department, Wyoming



*Left to right: IACP President Wade Carpenter; Chief Todd Byerly; IACP Immediate Past President John Letteney; Community and Law Enforcement Liaison for Walmart, Frank Johnson*

**MIDSIZE AGENCY**

Shaker Heights Police Department, Ohio



*Left to right: IACP President Wade Carpenter; Supervisory Clinician Annette Wallace; IACP Immediate Past President John Letteney; Community and Law Enforcement Liaison for Walmart, Frank Johnson*

**LARGE AGENCY**

Madhya Pradesh Police Service, India



*Left to right: IACP President Wade Carpenter; Deputy Inspector General Vineet Kapoor; IACP Immediate Past President John Letteney; Community and Law Enforcement Liaison for Walmart, Frank Johnson*

**IACP LEADERSHIP IN CRIME  
PREVENTION AWARD**

Secretariat of Citizen Security of Mexico City, Mexico



*Left to right: IACP President Wade Carpenter, Alto al Fuego Coordinator Maria Fernanda Dorantes Gonzalez, IACP Immediate Past President John Letteney*

## COMMUNITY SAFETY

### IACP LEADERSHIP IN VICTIM SERVICES

#### MIDSIZE AGENCY

Grapevine Police Department, Texas



*Left to right: IACP President Wade Carpenter, Victim Services Advocate Makayla Moore, IACP Immediate Past President John Letteney*

#### LARGE AGENCY

Louisville Metro Police Department, Kentucky



*Left to right: IACP President Wade Carpenter, Director of Victim Services Nicole Carroll, IACP Immediate Past President John Letteney*

### IACP/SECURITY INDUSTRY ASSOCIATION MICHAEL SHANAHAN LEADERSHIP IN PUBLIC/PRIVATE COOPERATION AWARD

Dubai Police, United Arab Emirates



*Left to right: IACP President Wade Carpenter; Captain Mohammed Almarry; IACP Immediate Past President John Letteney; Director of Industry Relations for Security Industry Association, Ronald Hawkins*

## EMERGING ISSUES

### IACP LEADERSHIP IN PUBLIC INFORMATION MANAGEMENT AWARD

Joneé Lewis, Director of Communications, Tampa Police  
Department, Florida



*Left to right: IACP President Wade Carpenter, Director of Communications Joneé Lewis, Emerging Issues Policy Council Chair Ron Sellon*



# 2024 IACP LEADERSHIP AWARDS

## IACP LEADERSHIP IN LAW ENFORCEMENT RESEARCH AWARD

St. Louis Metropolitan Police Department, Missouri



*Left to right: IACP President Wade Carpenter, Sergeant James Stagge, Emerging Issues Policy Council Chair Ron Sellon*

## IACP AUGUST VOLLMER LEADERSHIP IN FORENSIC SCIENCE AWARD

Philadelphia Police Department, Pennsylvania



*Left to right: IACP President Wade Carpenter, Forensic Scientist Jamila Howard, Investigations Policy Council Chair David Zibolski*

## INVESTIGATIONS

## IACP CHIEF DAVID CAMERON LEADERSHIP IN ENVIRONMENTAL CRIMES AWARD

National Police of Colombia



*Left to right: IACP President Wade Carpenter; Brigadier General José Daniel Guadrón Moreno, Commander of the Bogotá Metropolitan Police; Investigations Policy Council Chair David Zibolski*

## IACP EXCELLENCE IN CRIMINAL INVESTIGATIONS AWARD

Danville Police Department, Virginia



*Left to right: IACP President Wade Carpenter, Lieutenant of Special Investigations John Dixon, Investigations Policy Council Chair David Zibolski*

## INVESTIGATIONS

### IACP/GM LEADERSHIP IN THE PREVENTION OF VEHICLE CRIMES AWARD

York Regional Police, Ontario, Canada



Left to right: IACP President Wade Carpenter; Deputy Chief Paulo Da Silva; Investigations Policy Council Chair David Zibolski; Public Engagement & Strategy Manager for GM/OnStar, Sherry LeVeque

## LEADERSHIP

### IACP LEADERSHIP IN HUMAN AND CIVIL RIGHTS AWARD

#### INDIVIDUAL

Orlando Martinez, Hate Crimes Coordinator, Los Angeles Police Department, California

#### AGENCY

California Civil Rights Department



Left to right: IACP President Wade Carpenter; Deputy Director of Strategic Initiatives and External Affairs Becky Monroe, Leadership Policy Council Chair Ken Walker

### IACP LEADERSHIP IN VOLUNTEER POLICE SERVICE PROGRAMS AWARD

#### AUXILIARY/RESERVE POLICE SERVICE PROGRAMS

Surprise Police Department, Arizona



Left to right: IACP President Wade Carpenter, Chief Benny Piña, Leadership Policy Council Chair Ken Walker

### IACP LEADERSHIP IN VOLUNTEER POLICE SERVICE PROGRAMS AWARD

#### COMPREHENSIVE VOLUNTEER POLICE SERVICE PROGRAM

Dubai Police, United Arab Emirates



Left to right: IACP President Wade Carpenter, Awards Administrator Noora Almandoos, Leadership Policy Council Chair Ken Walker



# 2024 IACP LEADERSHIP AWARDS

## NATIONAL SECURITY/TRANSNATIONAL CRIME

### IACP LEADERSHIP IN CIVILIAN LAW ENFORCEMENT/MILITARY COOPERATION AWARD

Texas Department of Public Safety



Left to right: IACP President Wade Carpenter, Systems Design Engineer Paul Brown, Lieutenant Colonel Chris Winnek, National Security/Transnational Crime Policy Council Chairs Liam Price and David Rausch

### IACP LEADERSHIP IN HOMELAND SECURITY AWARD

U.S. Customs & Border Protection



Left to right: Branch Chief Kelvin Ramirez, Director Guadalupe Ramirez, Director Hector Mencha, Director Robert Harris, Officer Veronica Lopez, Officer Daniel Estrada, Watch Commander Kimberly Der-Yeghiayan, Officer Bruce Gates, Program Manager Erik Elander

### IACP LEADERSHIP IN THE PREVENTION OF TRANSNATIONAL CRIME AWARD

U.S. Customs & Border Protection



Left to right: IACP President Wade Carpenter, Enforcement Officer/HSI Task Force Officer Nicholas Feil, National Security/Transnational Crime Policy Council Chairs Liam Price and David Rausch

### IACP/BOOZ ALLEN HAMILTON LEADERSHIP IN THE PREVENTION OF TERRORISM AWARD

United States Federal Bureau of Investigation, Houston, Texas



Left to right: IACP President Wade Carpenter; Supervisory Special Agent Travis Hutchins; National Security/Transnational Crime Policy Council Chairs Liam Price and David Rausch; Senior Vice President of Booz Allen Hamilton, Carl Ghattas

## SAFETY & WELLNESS

### IACP LEADERSHIP IN THE FIELD OF POLICE AND PUBLIC SAFETY PSYCHOLOGY AWARD

Michael D. Roberts, Ph.D, ABPP, Law Enforcement Psychological Services Inc., California



Left to right: IACP President Wade Carpenter, Dr. Michael Roberts, Safety & Wellness Policy Council Chair James Hicks

## TECHNOLOGY

### IACP/ORACLE PAMELA L. SCANLON EXCELLENCE IN CRIMINAL JUSTICE INFORMATION SHARING AWARD

Ahmed Saeed Alnuaimi, Colonel, Ajman Police General Headquarters, United Arab Emirates



Left to right: IACP President Wade Carpenter; Colonel Ahmed Saeed Alnuaimi; Technology Policy Council Chair Jim Williams; Principal Instructor for Oracle, Shane Ruiz

## TRANSPORTATION

### IACP LEADERSHIP IN POLICE AVIATION AWARD

#### AGENCY

Ajman Police General Headquarters, United Arab Emirates



Left to right: IACP President Wade Carpenter, Lieutenant Colonel Rashid Humaid Alalaili, Transportation Safety Policy Council Chair Matthew Packard

### IACP/COPLOGIC SOLUTIONS J. STANNARD BAKER LIFETIME ACHIEVEMENT IN ROADWAY SAFETY AWARD

#### LOCAL

Charles Hayes, Captain (Ret.), Oregon State Police



Left to right: IACP President Wade Carpenter, Captain (Ret.) Charles Hayes, Transportation Safety Policy Council Chair Matthew Packard, Coplogic Solutions Associate Vice President Jason LaRue



# 2024 IACP LEADERSHIP AWARDS

## TRANSPORTATION

### IACP/COPLOGIC SOLUTIONS J. STANNARD BAKER LIFETIME ACHIEVEMENT IN ROADWAY SAFETY AWARD

#### STATE

Kevin Davis, Chief of Police, California Highway Patrol



Left to right: IACP President Wade Carpenter; Chief Kevin Davis; Transportation Safety Policy Council Chair Matthew Packard; Coplogic Solutions Associate Vice President, Jason LaRue

### IACP/COPLOGIC SOLUTIONS EXCELLENCE IN TRAFFIC SAFETY AWARD

Polizia Stradale, Italy



Left to right: IACP President Wade Carpenter; Colonel Paulo Cestra; Transportation Safety Policy Council Chair Matthew Packard; LexisNexis Coplogic Solutions Associate Vice President, Jason LaRue

### IACP/FLOCK SAFETY LEADERSHIP IN LOOKING BEYOND THE LICENSE PLATE AWARD

Zackri Jones, Detective, Tallahassee Police Department, Florida



Left to right: IACP President Wade Carpenter; Detective Zackri Jones; Transportation Safety Policy Council Chair Matthew Packard; Flock Safety Law Enforcement Consultant, Steven Nigrelli

### IACP/FLOCK SAFETY LEADERSHIP IN LOOKING BEYOND THE LICENSE PLATE AWARD

Ernest Clayton, Master Police Officer, Dekalb County Police  
Department, Georgia



Left to right: IACP President Wade Carpenter; Officer Ernest Clayton; Transportation Safety Policy Council Chair Matthew Packard; Flock Safety Law Enforcement Consultant, Steven Nigrelli

## SPECIAL RECOGNITION

### IACP WEBBER SEAVEY EXCELLENCE IN LAW ENFORCEMENT AWARD

Abbotsford Police Department, Canada



*Left to right: IACP President Wade Carpenter, Gang Prevention & Intervention Manager Harpreet Jhinjar*

### IACP WEBBER SEAVEY EXCELLENCE IN LAW ENFORCEMENT AWARD

Royal Canadian Mounted Police, Canada



*Left to right: IACP President Wade Carpenter, Staff Sergeant Ray Savage*

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# Modernizing Criminal Justice Information Sharing

**BY**

Derek Poundstone,  
Lieutenant (Ret.), Borough  
of Naugatuck Police  
Department, Curriculum  
Manager, Connecticut  
Criminal Justice  
Information System

**IN 2008, IN RESPONSE TO AN INCREASING NEED FOR ENHANCED PUBLIC SAFETY AND MORE EFFICIENT CRIMINAL JUSTICE INFORMATION SHARING, CONNECTICUT INITIATED THE DEVELOPMENT OF A CENTRALIZED SYSTEM FOR ALL CRIMINAL JUSTICE-RELATED DATA.**

The Connecticut Information Sharing System (CISS) was designed to address critical gaps in communication and data sharing between criminal justice agencies. Unfortunately, the development of CISS was prompted by high-profile incidents, including the 2004 murder of Master Police Officer Peter J. Lavery and the 2007 Cheshire home-invasion murders, which brought national attention to the need for reform in criminal justice information sharing.

criminal justice agencies. The goal was to link not only police departments, but the information sharing would also extend to the courts, corrections, department of motor vehicles (DMV), and beyond to ensure decisions related to public safety were based on all relevant criminal justice data. The term “one-stop shop” was used to describe the expectations of this system.

CISS was developed as a platform that replicates data from 14 criminal justice source systems, offering users a secure, web-based portal for quick and easy access to a wide array of criminal justice information such as arrest reports, DMV photos, criminal history, and even any weapons registered to a person. The system complies with stringent FBI Criminal Justice Information Services (CJIS) security policies, ensuring that sensitive data are handled with the highest level of security. Additionally, the integration of Global Federated Identity & Privilege Management (GFIPM) into CISS has streamlined user authentication processes, reducing the burden on individual agencies while maintaining strict access controls based on “claims” assigned to each user.

Since its implementation, CISS has delivered significant benefits to Connecticut’s criminal justice system. The system’s digital court workflows have automated many manual processes, even something as simple as driving to court with file folders containing case information is becoming a thing of the past. This digitization has a significant annual cost savings tallying into the millions of dollars while supplying police partners with an array of useful information in a single location. CISS also improves decision-making by providing criminal justice professionals with timely access to essential data, such as recent arrests, incarceration

## WHAT IS THE IMPACT OF THE FBI CJIS SECURITY POLICY ON CISS?

The FBI’s CJIS Security Policy, which CJIS-CT mirrors, sets the standard for securing sensitive criminal justice information (CJI). In mirroring the FBI policy, CJIS-CT is able to maintain strict guidelines on the creation, access, storage, transmission, and destruction of CJI, ensuring that only authorized personnel can access such information.

By adhering to the CJIS-CT Security Policy, the CISS ensures compliance with federal laws, encryption protocols, and strict user authentication measures. The policy enables seamless information sharing while protecting the confidentiality and integrity of law enforcement data at every stage of its life cycle.

Before CISS, Connecticut’s criminal justice agencies, like most other states, operated in silos. Each agency and criminal justice partner maintained its own records management systems, which often led to inefficiencies and delays in the flow of critical information. A law passed in 2008 laid the legislative foundation for the creation of CISS. This legislation paved the way for a statewide information sharing system aimed at enhancing public safety by improving data integration and accessibility across all

records, and protective order filings in seconds rather than days.

The implementation of CISS was not without challenges. Integrating legacy systems and agencies who were used to maintaining control of information coupled with the security of a vast amount of sensitive

data required careful planning, negotiation, and execution, which is a constant project.

Looking forward, the CISS Governing Board is exploring opportunities to expand the system's capabilities, potentially incorporating new technologies, exploring ways to house and share all digital evidence, and creating a mobile app, in addition to broadening access to CISS by onboarding additional specialized agencies operating in the state such as Metro North Railroad and Amtrak.

In conclusion, CISS represents a significant advancement in Connecticut's criminal justice system, setting a new standard for information sharing and public safety. Its model of statewide and interstate agency cooperation serves as a blueprint for other states considering similar initiatives in criminal justice information reform. ♡

## WHAT IS GFIPM?

Global Federated Identity & Privilege Management (GFIPM) is a framework designed to simplify and secure identity management across multiple organizations. In the context of CISS, it ensures that only authorized users can access specific data based on their role or "claims." These claims are sets of attributes, such as job title or agency affiliation, that determine what information a user can see. By using this system, CISS minimizes the administrative burden while maintaining strict security standards.



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# Biometric Services for Law Enforcement

## BY

Jeffrey Fisher, Writer/Editor, Criminal Justice Information Services, FBI

**THE FBI'S CRIMINAL JUSTICE INFORMATION SERVICES (CJIS) DIVISION OFFERS A HOST OF BIOMETRIC-RELATED SERVICES FOR LAW ENFORCEMENT. LAW ENFORCEMENT LEADERS ARE TYPICALLY AWARE OF THE FBI'S BIOMETRIC SERVICES, AND NEARLY ALL U.S. LAW ENFORCEMENT AGENCIES ENROLL AND SEARCH SOME COMBINATION OF THESE SERVICES.**

However, leaders may wish for an update on what the FBI's biometric services can do to support law enforcement agencies and how their agencies can access these services.

## NEXT GENERATION IDENTIFICATION SYSTEM

The Next Generation Identification (NGI) System is the FBI's hub of biometric services and identity history records. Through NGI, law enforcement agencies can access services to enroll or search fingerprints, palm prints,

latent prints, tattoo images, facial images, and iris images. They can also access mobile biometric services while on duty or subscribe to alert services based on their record enrollments. As of August 2024, NGI contained 182,539,644 criminal and civil fingerprint records and completed a daily average of 252,440 biometric submissions.

## PALM PRINTS

The National Palm Print System (NPPS) is the searchable repository of more than 66 million palm print records associated with more than 30 million identities. Palm prints are images of the whole inner surface of the hand, including the fingers to the wrist and the outside edge of the hand. To build the NPPS repository, law enforcement agencies should include palm prints with fingerprints for routine bookings, intakes, releases, or transfers. Subsequent palm print searches can then provide an investigative lead to include associated fingerprints and rap sheets. **For assistance with palm print enrollments or searches, agencies can call 304-625-2849 or email [palm\\_prints@fbi.gov](mailto:palm_prints@fbi.gov).**

## IRIS IDENTIFICATION

The NGI Iris Service works as part of the NGI System. Irises, which are the colored areas around the pupils of the eyes, can be as individually identifiable as fingerprints. To use the NGI Iris Service, law enforcement agencies should capture quality iris images from individuals as part of a booking, intake, release, or transfer process. The law enforcement agency can include the individual's iris images as part of a routine NGI submission with fingerprints. The NGI System has the capability to search a subsequent iris submission for



*The FBI CJIS Division offers a host of biometric-related services for law enforcement.*

a match against the NGI repository of iris images the same way it searches for fingerprint matches. An identification or non-identification response can happen in seconds and includes any available data, as with a fingerprint identification. Interested agencies can enroll iris images through NGI or submit bulk data of many iris images. **For assistance, agencies can call 304-625-IRIS (4747) or email [iris@fbi.gov](mailto:iris@fbi.gov).** CJIS also hosts an Iris Service community in JusticeConnect in the Law Enforcement Enterprise Portal, known as LEEP. Here, authorized users can discuss any number of topics or helpful practices concerning iris images.

### REPOSITORY FOR INDIVIDUALS OF SPECIAL CONCERN

The Repository for Individuals of Special Concern (RISC) is a subset of NGI data on subjects who pose a heightened level of concern for law enforcement. The RISC repository contains more than 6 million records on wanted persons, National Sex Offender Registry subjects, immigration violators, persons of special interest, and Threat Screening Center subjects. While working in the field, officers can access RISC by capturing two to ten fingerprints from an individual through a small, handheld device tethered to their mobile device. A RISC submission searches the RISC repository automatically and gives the officer a simple, color-coded response within seconds, indicating the level of likelihood that the individual has a

matching record of special concern. **Interested agencies can call 304-625-5555 or email [RISC@fbi.gov](mailto:RISC@fbi.gov) for further information.**

### DECEASED PERSONS

The Deceased Persons Identification (DPI) Services helps agencies identify deceased subjects by their fingerprints. Agencies can easily submit a deceased person's fingerprints through submissions to NGI and designate them as potentially known subjects whose identities require confirmation or unknown subjects who have not been identified. If agencies cannot submit through NGI, they can contact the Special Processing Center for help. Once NGI identifies a deceased subject, NGI sends notifications to agencies that have wants or other active notices on the subject. **For assistance submitting a deceased person request, agencies can call 304-625-5584 or email the Special Processing Center at [SPC\\_Team@fbi.gov](mailto:SPC_Team@fbi.gov).** For assistance with general deceased identification questions or programming, email [DPIServices@fbi.gov](mailto:DPIServices@fbi.gov).

### MISSING PERSONS

The Missing Persons Services help law enforcement agencies solve or close missing persons cases. Agencies can create or update a fingerprint-based NGI record and designate an individual as missing. If subsequent fingerprint submissions match the missing person's fingerprints, NGI will notify the agency working the missing person case.

**Agencies that need assistance with a missing person update or enrollment can email [DPIServices@fbi.gov](mailto:DPIServices@fbi.gov).**

### LATENT SERVICES

NGI provides latent capabilities designed to produce investigative leads for unsolved criminal and terrorism investigations. Latent prints can be searched against a repository of event-based criminal and civil identities throughout the United States, as well as those linked to unknown biometric identities through a direct search of the Unsolved Latent File (ULF). The ULF contains approximately 1.25 million latent prints contributed by U.S. law enforcement that remain unidentified after exhausting all identification opportunities. The NGI System's expanded cascaded services of the ULF include the reverse search of newly received criminal, participating civil, and investigative biometric events to produce new leads after initial search and retention of latent prints within the ULF. **For assistance, agencies may call 304-625-L8NT (5868) or email [latentsupport@fbi.gov](mailto:latentsupport@fbi.gov).**

### PHOTOS AND FACIAL RECOGNITION

The Interstate Photo System (IPS) is the FBI's repository of photos associated with NGI fingerprint records. Agencies may submit up to 25 photos, including mug shots and images of scars, marks, and tattoos to the NGI IPS at one time. In addition, the NGI IPS offers a facial recognition search capability to law enforcement users. A facial recognition search of the criminal image database can return 2 to 50 candidate facial photos for the submitting agency to compare. **For guidance or assistance, agencies can email [fr\\_ips@leo.gov](mailto:fr_ips@leo.gov) or call 304-625-FACE (3223) and choose option 2.**

### RAP BACK

The Rap Back Service can assist criminal justice agencies by continuously monitoring individuals under active investigation or active supervision. By using existing criminal history, NGI will automatically notify subscribing agencies of any updates to the NGI record. These updates can include new arrest notifications, expungements, dispositions, and entry/deletions for warrants and the National Sex Offender Registry. **Agencies can email [RAP\\_BACK@fbi.gov](mailto:RAP_BACK@fbi.gov) for additional information.** ☑

## A BIOMETRICS SUCCESS STORY

On May 2, 2024, a criminal fingerprint submission from the U.S. Immigration and Customs Enforcement (ICE) for an individual was compared and matched to an enrolled missing person. The individual was reported as a juvenile missing person on September 5, 2016, from an immigrant youth facility in Conroe, Texas, after he had run away. A missing person notice had been added to his NGI System identity by the Conroe Police Department. Almost eight years later, the individual was encountered by law enforcement in Tampa, Florida, and misrepresented his immigrant status. ICE collected and submitted his fingerprints to the NGI System, which caused an International Justice and Public Safety Network administrative message to be generated for the Conroe Police Department, a notification to the Criminal Justice Information Services Division's Document Specialist Team, and subsequent notification to the NGI Missing Persons Services staff. The NGI Missing Person Services staff contacted the Conroe Police Department via telephone and email to notify them of the fingerprint match for their missing person of the ICE submission and provide ICE's contact information. Conroe Police Department responded to the phone call and email from the NGI Missing Persons Services, which occurred as a direct result of the missing person enrollment.



# Instilling Confidence in a Profession

**IN THE EVOLVING LANDSCAPE OF POLICING, THE ROLE OF COMPREHENSIVE TRAINING CANNOT BE OVERSTATED. AS SOCIETIES GROW MORE COMPLEX AND THE DEMANDS ON POLICE FORCES INCREASE, THE NECESSITY FOR RIGOROUS, ONGOING EDUCATION FOR OFFICERS IS INCREASINGLY CLEAR.**

By providing a structured environment for learning, training schools ensure that officers are well-equipped to handle diverse situations, from routine patrols to high-stakes crises. Moreover, training programs foster a culture of continuous improvement and adaptation, which is crucial in responding to the evolving dynamics of communities and the legal landscape. Ultimately, well-trained officers not only enhance public safety but also build stronger, trust-based relationships with the communities they serve.

## **ADAPTING TO MODERN CHALLENGES**

Public safety degree programs offered by colleges play a crucial role in preparing future leaders and professionals. These programs provide a comprehensive education that covers various facets of public safety, including emergency management, law enforcement, fire services, and homeland security. This academic foundation equips future and current police professionals with the knowledge and analytical skills necessary to tackle the multifaceted challenges they will face in the field.

To lay this foundation, the University of Virginia's School of Continuing and Professional Studies has recently launched the Center for Public Safety and Justice (CPSJ). It brings together long-standing programs and new initiatives to serve as a hub for innovation, education, and leadership development in public safety. "The center embodies the



university's belief that public service is essential to the health of our democracy," said Dr. Bryon Gustafson, assistant professor and senior director of public safety and justice programs.

The University of Virginia has a 50-year partnership with the FBI National Academy program and a 20-year partnership with the Virginia State Police to offer the National Criminal Justice Command College, which is now governed by the CPSJ. Both of these intensive in-person programs, located in Central Virginia, require attendees to be nominated by their executive chain of command.

There are two options available for degrees at the School of Continuing and Professional Studies: (1) a bachelor of interdisciplinary studies and (2) a master of public safety (MPS). The degree programs are fully online but have occasional offerings for in-person options.

Most of the MPS courses are designed for an eight-week term, allowing students to take two courses a semester without overlap. "This allows for greater focus, which benefits working professionals who are juggling competing demands for their time," said Dr. Gustafson. In a typical week, a student will watch a recorded lecture with an accompanied reading and assignment. Once completed, they will attend a live class session (via Zoom) for an additional lecture and peer discussion. Students have two paths to complete the MPS degree. They can take a one-credit comprehensive exam on the core of public safety or take a two-credit capstone course that includes a written paper and video presentation.

Graduates of these programs have reported being better prepared for promotional processes; more effective in their current roles; and ready to take on new opportunities like teaching, collaborating, and leading. In nurturing these skills and proving their impact, students are often promoted during the program or soon after graduation. "A master's degree is becoming the industry standard for leadership roles in modern public safety organizations," said Dr. Erik Fritzvold, academic director for the Master of Science in Law Enforcement

and Public Safety Leadership (MS-LEPSL) program at the University of San Diego, California.

Launched in 2015, the MS-LEPSL program has helped more than 1,000 public safety professionals across the United States enhance their leadership skills, develop cutting-edge industry knowledge, and boost their promotability within their organizations. The program is constantly evolving and is guided by best practices in the profession. Students take a total of 10 three-unit courses and a one-unit capstone, which can all be completed within 20 months. The curriculum includes courses on contemporary challenges of the profession, including community engagement, budget and finance, evidence-based policing, and emotional intelligence. "These courses are designed to address the complex challenges faced by modern law enforcement professionals and to enhance their critical thinking, problem-solving, and communication skills," said Dr. Fritzvold. Interpersonal skills are essential for building trust and maintaining positive relationships between officers and the community.

The program at the University of San Diego maintains transfer credit agreements with the Police Executive Research Forum, FBI-LEEDA, FBI National Academy, and California POST, allowing students who have graduated from specific leadership programs offered by those organizations to receive graduate-level transfer credit toward the completion of their MP-LEPSL degree.

By pursuing higher education, police professionals not only enhance their own career prospects but also contribute to the overall effectiveness, integrity, and professionalism of the profession. Equipping students with a blend of theoretical knowledge and practical skills through these programs ensures that graduates are well-prepared to tackle the diverse challenges they will face in their careers.

#### **EMPHASIZING THE COURTROOM**

The challenges faced by police today are far more varied and complex than in the past. To meet these challenges, specialized police training programs have become indispensable. These programs

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go beyond the basics of traditional police training, providing officers with in-depth knowledge and skills tailored to specific areas of law enforcement.

Anthony Bandiero has proven how important it is to stay updated on evolving laws through his work at Blue to Gold LLC. “From proactive policing strategies to advanced search and seizure training, our courses empower officers with the legal knowledge they need to succeed in court and the practical decision-making skills they need on the street,” said Bandiero. Blue to Gold University’s specialty is delivering high-energy, interactive training that translates complex legal doctrines into practical knowledge for police personnel.

Available both in-person and online, the university offers a comprehensive suite of courses, but it is best known for search and seizure education. The online options are offered either in a live, interactive format or as a recorded, on-demand session. In-person training is conducted seminar style. “Regardless of the format, all of our courses are built on the same foundation: practical knowledge delivered in an engaging, easy-to-apply manner that helps officers make better decisions in the field and succeed in court,” said Bandiero. Officers leave Blue to Gold’s training equipped with real-world knowledge on how to conduct legally defensible searches, articulate defensible police reports, and exhibit proactive police strategies that withstand scrutiny in court.

Beyond their paid courses, Blue to Gold is also committed to making high-quality training accessible to all officers. The university has more than 1,000 YouTube videos and offers free weekly webinars to officers across the United States to reinforce essential legal concepts.

By equipping officers with expertise in these critical areas, specialized training programs enhance the overall effectiveness, safety, and professionalism of the police force, ultimately fostering greater trust and cooperation within the communities they serve.

“*Equipping students with a blend of theoretical knowledge and practical skills ... ensures that graduates are well-prepared to tackle the diverse challenges they will face in their careers.*”

”

## CONCLUSION

As policing continues to evolve, the importance of comprehensive training programs becomes ever more apparent. These training programs are not just about imparting knowledge and skills; they are about shaping the very ethos of the profession. By grounding officers in the principles of professionalism, adaptability, and leadership, training programs play a pivotal role in creating police agencies that are capable, compassionate, and trusted by the communities they serve. In the end, the investment in training is an investment in the safety, security, and harmony of society as a whole. ▢

The IACP offers multiple training programs for police professionals, including Leadership in Policing Organizations, the Women’s Leadership Institute, and First-Line Leadership. Learn more at [theIACP.org](http://theIACP.org) or by contacting [leadershipservices@theIACP.org](mailto:leadershipservices@theIACP.org).

In addition, IACPlearn, the association’s online learning platform, provides webinars, education sessions, and workshops on a wide range of topics in policing. Many of the on-demand trainings are available at no cost to both IACP members and nonmembers. Visit [learn.theIACP.org](http://learn.theIACP.org) for more information or to browse available educational offerings.

## SOURCE LIST

Please view this article online for contact information.

- American Military University
- Blue to Gold Law Enforcement Training
- California University of Pennsylvania
- Institute of Police Technology and Management
- International Association of Chiefs of Police
- J. Harris Academy of Police Training
- Lexipol
- Matthew Shepard Foundation
- Police Law Institute
- Southern Police Institute
- University of Cincinnati Online
- University of San Diego
- University of Virginia School of Continuing & Professional Studies

# 2025 CALENDAR

Are you looking forward to reading about a certain issue in law enforcement or thinking about submitting an article to **Police Chief**? Look below to see some of the topics we are covering in 2025!

JANUARY	Youth-Focused Policing
FEBRUARY	Contemporary Issues in Policing
MARCH	Roadway Safety
APRIL	Connectivity for Public Safety
MAY	Officer Safety and Wellness
JUNE	Investigative Techniques
JULY	Navigating the Drug Crisis
AUGUST	Contemporary Issues in Policing
SEPTEMBER	Transnational Crime Trends
OCTOBER	Pivotal Policing Moments: 2010–2025
NOVEMBER	Addressing Violent Crime
DECEMBER	Translating Research into Action

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



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### LIVEU LU-REQON1 IMPROVES SITUATIONAL AWARENESS, ENHANCES MISSION PERFORMANCE AND SAFETY IN REAL TIME, EVERY TIME

Law enforcement and public safety personnel require reliable visual intelligence solutions that allow them to focus on the mission, rather than the technology. LiveU, the leading provider of real-time IP-video solutions, has launched LU-REQON1, a versatile lightweight tactical video encoder. The portable device, weighing less than 2 lbs (955 g), reliably and securely transmits real-time video from any IP-video source, such as an IP camera, sensor, drone, or UGV, or to any desired destination. Now high-quality visual intelligence can reliably be shared with HQ, mobile command centers, and field-deployed first responders, direct to their smart devices.



LiveU is a leading developer of real-time video transmission and streaming solutions for unmanned aerial and ground vehicles. Our technology is trusted by private and governmental organizations, public safety agencies, and other institutions worldwide. The ability to view real-time drone video resiliently, in high quality and with low latency, on any mobile/portable internet-connected device is a value that LiveU adds to situational awareness. Our state-of-the-art high-reliability video solutions are based around our pioneering LRT™ (LiveU Reliable Transport) protocol and use unique IP bonding technology to enable real-time and secure transmission from anywhere to anywhere over the public internet.

[www.liveu.tv/solutions/public-safety](http://www.liveu.tv/solutions/public-safety)

#### Insulated Boots

5.11 announces the A.T.A.C. 2.0 8" insulated boot, which offers 400 g of insulation. Paired with Strobel construction and SlipStream waterproof membrane, this boot is designed to provide stability and traction control while keeping officers' feet dry all day. The Ortholite dual density O-therm insole enhances footwear temperature regulation by incorporating a thermal barrier that combines open-cell polyurethane foam with a proprietary aerogel. This results in superior thermal insulation, all-day comfort, and exceptional cold weather protection. The boot is designed to perform in any field condition, featuring an ASTM slip- and oil-resistant rubber outsole for optimal performance and safety.



[www.511tactical.com](http://www.511tactical.com)

#### Laser Sight

Hawke Optics is continuing their evolution into the tactical market with their clearest, brightest, and strongest red dot sight yet: the New Frontier 1x22 Red Dot. It uses Hawke's proprietary System H7 optics for the best possible clarity available and features a 2 MOA dot and 1/2 MOA adjustments for ultimate precision. High-grade aluminum construction, recessed brightness controls, guarded turrets, and IPX7 waterproofness are additional features. The sight comes boxed with a low-profile Weaver/Picatinny mount, lower-1/3 co-witness mount with quick-release, and a Micro T-2 footprint for limitless mounting options. Also supplied with a honeycomb sunshade and protective flip-up covers.



[www.hawkeoptics.com](http://www.hawkeoptics.com)

## Ballistic Analysis Tool

LeadsOnline launched IBIS ClearCase, a fully automated ballistic analysis tool designed to transform how cartridge casings from crime scenes are triaged. The key advantages of this solution-as-a-service include automated image capture and data collection at the crime scene, instant determination of firearm caliber and quantity, and optimized casing selection for ATF's NIBIN system. A significant benefit is its ease of use; no specialized training is required to triage cartridge casings from a crime scene and integrate the exhibits into existing workflows for evidence processing. By streamlining the process, it accelerates investigations, helping police get guns and offenders off the streets.



[leadsonline.com/clearcase](http://leadsonline.com/clearcase)

## Rugged Tablet

WEROCK presents the robust Rocktab U210 G2 tablet. This ultra-rugged tablet's compact design and new, powerful processor make it ideal for demanding applications in policing. Whether for deployment planning and coordination, preservation of evidence, or navigation and geopositioning in rough terrain, the Rocktab U210 G2 is optimally tailored to the requirements of police agencies. It combines a robust design with the user-friendly handling of modern consumer tablets. With a depth of 15 mm and a weight of only 996 g, the tablet is waterproof and dustproof, and it can withstand a drop from a height of 1.5 m.



[www.werock.com](http://www.werock.com)

## Uniforms

Flying Cross, the leader in public safety performance stretch uniforms, is proud to announce the Power Flex line, the latest innovation in its Flex collection. This cutting-edge Class A uniform is the first of its kind to feature all-way stretch fabric, allowing law enforcement professionals enhanced freedom of movement similar to that found in today's leading performance wear brands, changing the way uniforms are made for active public safety professionals. It incorporates a knit weave, enhancing the comfort and function while also keeping it lightweight and breathable. Engineered with performance stretch fibers, this uniform also revolutionizes the industry with its wrinkle-free properties.



[flyingcross.com](http://flyingcross.com)

## Heat Stress App

To address the increased risk of heat illnesses posed by rising temperatures, AIHA—the association for scientists and professionals committed to preserving and ensuring occupational and environmental health and safety—announces the availability of its new free AIHA Heat Stress Mobile App, available for download on both iOS and Android platforms. This easy-to-use tool delivers heat alerts based on the user's work schedule and their location, as well as health recommendations (rest breaks and water consumption) based on their individual risk level. Additional resources available include warning signs of heat-related illness and first aid recommendations to assist a worker in distress.



[www.aiha.org](http://www.aiha.org)

## AI-Enabled Corner Camera

i-PRO offers its anti-ligature corner camera, featuring a small form factor stainless steel IK11+ 70J impact-rated housing (197x139x126 mm or 7.76x5.47x4.96 inches) and advanced AI-powered analytics: the WV-X25580-F2LN2. The camera's wide-angle view (131° horizontal, 95° vertical) limits blind spots, providing full-room coverage. The camera's anti-ligature design prevents self-harm incidents and minimizes attempts to remove the camera by force. It supports up to three free i-PRO AI applications simultaneously, such as AI Video Motion Detection, Privacy Guard, and People Detection. A built-in microphone facilitates AI-based sound detection of yelling, glass breaks, and more. For enhanced cybersecurity, the vandal-proof camera includes a secure boot feature.



[i-pro.com](http://i-pro.com)

## Body-Worn Camera

Iveda announces major updates to its VEMO Body Cam, now equipped with an advanced back-end platform, VEMO Command Center. The body-worn camera integrates directly with IvedaAI's advanced real-time analytics, making it capable of streaming video directly to the video analytics solution. The complete VEMO solution is customizable, integrating seamlessly with either IvedaAI Cloud or as an on-premises solution with the full IvedaAI platform. By enabling teams to monitor live video streams, track users through GPS, and receive SOS alerts in real time, the VEMO Command Center ensures immediate situational awareness and coordinated rapid response. Docking stations are available for charging and footage upload.



[iveda.com/vemo](http://iveda.com/vemo)



# 2025 IACP OFFICER SAFETY AND WELLNESS CONFERENCE PREVIEW



The IACP 2025 Officer Safety and Wellness (OSW) Conference will be held March 11-13, 2025, in Anaheim, California. This event will offer more than 60 educational sessions on topics including evidence-based practices, case studies, and new techniques to help your agency develop and improve safety and wellness standards for officers.

## REGISTRATION

The conference registration fee includes access to all in-person events, including general assemblies, workshops, activities, receptions, and networking events. Sessions and activities are geared to meet the needs of a broad range of public safety professionals:

- Academics
- Executives
- Families
- Fitness and Wellness Coordinators
- Instructors
- Officers
- Peer Support Teams
- Police Psychologists
- Police Physicians

## RATES

- Early Bird IACP Member: \$400
- Regular IACP Member: \$520
- Early Bird Non-IACP Member: \$690
- Regular Non-IACP Member: \$800

## KEY DATES

- **Early Bird Registration Rates End: January 29, 2025**
- **Hilton Anaheim Hotel Room Block Deadline: February 10, 2025**





## SCHEDULE AT-A-GLANCE

### MONDAY, MARCH 10

1:00 PM–5:00 PM Registration/Check-in

### TUESDAY, MARCH 11

7:00 AM–5:30 PM Registration/Check-in

8:30 AM–10:00 AM Opening General Assembly

10:00 AM–6:30 PM Exhibit Hall

10:30 AM–11:30 AM Workshops

11:30 AM–1:00 PM Lunch (Not Provided)

1:00 PM–5:00 PM Workshops

5:15 PM–6:30 PM Welcome Reception

### WEDNESDAY, MARCH 12

7:30 AM–5:00 PM Registration/Check-in

8:30 AM–11:00 AM Workshops

9:00 AM–4:00 PM Exhibit Hall

11:30 AM–1:00 PM Lunch (Not Provided)

1:00 PM–5:00 PM Workshops

### THURSDAY, MARCH 13

7:30 AM–12:00 PM Registration/Check-in

8:00 AM–12:00 PM Workshops

12:00 PM–1:30 PM Lunch (Not Provided)

1:30 PM–2:30 PM Workshops

2:45 PM–4:00 PM Closing General Assembly

*Schedule subject to change. All times listed in Pacific Standard Time. Sessions will be available only in English.*

## NETWORKING AND ENGAGEMENT

The OSW Conference will provide attendees with unique networking opportunities and wellness activities, including

- Exhibit Hall
- Fitness Competitions
- Mindfulness Exercises
- Networking Meetups
- Product Demonstrations
- Social Media Engagement
- Walking Challenge
- Welcome Reception
- Yoga Sessions

## EDUCATION

The conference will include three general sessions and more than 70 workshops across three days. Each workshop will provide a different approach to handling the issues that law enforcement officers and agencies face when it comes to safety and wellness. The workshops will provide valuable information on relevant topics in the wellness field, including but not limited to

- Family Wellness
- Leadership
- Mental Health/Resilience
- Organizational Wellness
- Peer Support
- Physical Health/Tactical Safety
- Suicide Prevention

Find the full educational program on the conference website: [www.theIACP.org/OSWConference](http://www.theIACP.org/OSWConference).

***The 2025 OSW Conference is an opportunity for public safety professionals to explore innovative ideas, build new connections, and discover best practices to improve wellness initiatives within their departments and throughout the profession.***

Scan the QR code or visit [theIACP.org/OSWConference](http://theIACP.org/OSWConference) to learn more about the event and to register.





## OSW EXHIBITOR LISTINGS

### Sponsor

Current as of December 13, 2024

1st Responder Conferences  
 After Action  
 Billy Graham, National Law Enforcement Ministry  
 BJA – IIR VALOR Program  
 Chateau Health & Wellness  
 Columbia Southern University  
 Enforcement Wellness  
 EPI  
**FirstNet Built with AT&T**  
 First Responder Wellness  
 HALEO  
 How 2 Love Our Cops

Infinity Massage Chairs  
 Institutes of Health  
 International Critical Incident Stress Response Foundation, Inc.  
 Justice Federal Credit Union  
 Lighthouse Health & Wellness, PBC  
 O2X Human Performance  
 PeerConnect – First Response Mental Health  
 Pinnacle Training Systems  
 Ripple Worx



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.



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



[theIACP.org/osw](http://theIACP.org/osw)  
[osw@theiacp.org](mailto:osw@theiacp.org)



## IACP OFFICER SAFETY & WELLNESS



### 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









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# Promising Practices in Victim Support

BY  
Morgana Yellen, Project  
Coordinator, IACP

**AS FIRST RESPONDERS, POLICE OFFICERS AND THEIR AGENCIES ARE IN A UNIQUE POSITION TO SHAPE A VICTIM'S INITIAL EXPERIENCE WITH THE JUSTICE SYSTEM. VICTIMS WHO REPORT NEGATIVE EXPERIENCES WITH THE POLICE FOLLOWING VICTIMIZATION ARE LESS LIKELY TO REMAIN ENGAGED WITH THE JUSTICE SYSTEM AND ARE AT A GREATER RISK OF SECONDARY VICTIMIZATION.**

Secondary victimization refers to the additional harm victims may experience as a result of their negative interactions with justice system professionals and institutions. This can include victim blaming and disregard of the victim's needs and preferences.

A **victim-centered approach** puts victims' priorities, needs, and interests at the center of all work with victims, including assisting in making informed decisions, placing a priority on restoring victims' feelings of safety and security, and safeguarding against policies and practices that may inadvertently retraumatize victims.

A **trauma-informed approach** is delivered with an understanding of the vulnerabilities and experiences of trauma survivors, including the prevalence and physical, social, and emotional impact of trauma. A trauma-informed approach recognizes the signs of trauma in victims, personnel, and others and responds by integrating knowledge about trauma into policies, procedures, practices, and settings. Programs, services, agencies, and communities can be trauma informed.

A trauma-informed, victim-centered approach can mitigate the risk of secondary victimization while supporting procedural justice and strengthening trust in law enforcement. These approaches can include ensuring victims are aware of their rights, keeping them informed about their case, and prioritizing their safety and well-being. By integrating these practices, agencies can enhance their response to victims, resulting in improved community trust and enhanced public safety. While these practices are widely recognized as effective in improving agency response to victims, many police agencies face challenges in their implementation. Common barriers include time constraints, limited resources, and lack of expertise or training in trauma-informed care.

To help agencies enhance their response to victims, the International Association of Chiefs of Police (IACP), in partnership with RTI International (RTI) and the U.S. Department of Justice's Community Oriented Policing Services (COPS) Office, developed several resources, including case studies, fact sheets, a literature review, and a self-assessment tool. Designed to bridge gaps in knowledge, resources, and implementation, these resources highlight promising practices and provide actionable guidance, enabling agencies to assess current approaches and develop an action plan to integrate new strategies. These resources synthesize field-based practices and existing academic research on law enforcement response to victims.

## CASE STUDIES

Case studies were conducted with 15 U.S. police agencies of varying sizes and from geographically diverse regions of the country. The IACP and RTI interviewed agency personnel, including sworn and professional staff across ranks and divisions (e.g., patrol, investigations). The interviews provided an in-depth assessment of how agencies implemented victim-centered and trauma-informed practices throughout their agency. Interviewees shared successes and challenges of implementing these practices into their specific roles and responsibilities.

For agencies that had a dedicated victim services program, their policies and practices related to advocacy parameters, documentation procedures, partnerships, and agency incorporation of victim services personnel were reviewed.

These case studies serve as valuable resources for law enforcement agencies, offering examples of existing and promising strategies for integrating victim-centered and trauma-informed practices.

## FACT SHEETS

*Identifying and Incorporating Core Principles of Victim-Centered and Trauma-Informed Response: Practices for Law Enforcement* outlines key best practices for interacting with victims and is tailored to various roles within policing. It includes role-specific guidance for first responders, investigators, evidence collection teams, and supervisors. Additionally, the document provides strategic insights for leadership, offering higher-level information for embedding these principles across the organization to create a supportive and cohesive victim response framework.

*Identifying and Securing Funding for Victim Response Efforts* is intended to help agencies and their grant personnel identify external funding sources to help start or sustain their victim response efforts. It includes a list of federal, state, and local agencies, along with private organizations, that commonly announce funding opportunities relevant to victim response. It also lists common challenges that agencies face when identifying and securing funding, as well as possible solutions.

## LITERATURE REVIEW

The literature review provides agencies with an overview of the latest academic research, highlighting the benefits of victim-centered, trauma-informed, and culturally responsive practices for both victim services and law enforcement agencies. This resource serves as a valuable tool to inform agency operations, strengthen grant applications, and enhance victim response efforts when engaging with internal and external

stakeholders. Additionally, it provides practical suggestions for evidence collection and documentation, investigations, communication, and agency policy.

### SELF-ASSESSMENT TOOL

Agencies can utilize the self-assessment tool to evaluate their current organizational approach to victim response and identify any potential gaps in their policies and practices. This includes a review of organizational structure, policies and practices, data, and funding support. The tool guides agencies through conducting interviews of current sworn and professional staff regarding their understanding of victim-centered and trauma-informed principles. Agencies can use the findings of the self-assessment to create an action plan and identify steps and goals toward enhancing their agency response to victims.

### CONCLUSION

Using these resources will help agencies be better equipped to evaluate and integrate sustainable victim-centered and trauma-informed principles throughout their organizations. By building upon these principles, agencies will improve their response to victims, increase community trust, and enhance overall public safety.

Law enforcement agencies can access these resources, along with additional information on the project, on the IACP Promising Practices in Victim Support webpage at [theIACPOrg/projects/promising-practices-in-law-enforcement-victim-support](https://www.theIACPOrg/projects/promising-practices-in-law-enforcement-victim-support).

This project was supported, in whole or in part, by federal award number 2020CKWXK051 awarded to the International Association of Chiefs of Police by the U.S. Department of Justice, Office of Community Oriented Policing Services. The opinions contained herein are those of the author(s) or contributor(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific individuals, agencies, companies, products, or services should not be considered an endorsement by the author(s), contributors, or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues. The internet references cited in this publication were valid as of the date of this publication. Given that URLs and websites are in constant flux, neither the author(s) nor the COPS Office can vouch for their current validity.

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Reflects October 2024 data

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13,960



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

1,247



NEW DISCUSSION POSTS

16

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

RESOURCES ADDED AND UPDATED

212

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

- > **Incident Command**  
—Policy guidance resource from the IACP Policy Center
- > **Cameras, Cameras, and More Cameras**  
—Discussion Board post
- > **Hurricane Plan**  
—Policy from the Tampa, Florida, Police Department Policy Manual



FEATURED RESOURCE

**Addressing Crime through Innovative Technology: Technology Implementation Guide**

This study serves as a guide for employing any new technology, discusses insights on technologies currently being used in police agencies in the United States, and summarizes findings and outcomes from the articles reviewed.



Access these resources and more at [theIACP.org/IACPnet](http://theIACP.org/IACPnet). For more information, call the IACPnet team at 800.227.9640.



## TOP IACP BLOG POST

## 10 Ways Community Members Can Engage with Law Enforcement

One of the most important aspects of effective policing is community engagement. In order to build trust and respect, collaboration with the community is essential. This blog discusses 10 great ways community members can engage with their local law enforcement agencies.



Read this and other posts at [theIACP.org/blog](https://theIACP.org/blog).

## POPULAR IACP RESOURCES



- » [THE STATE OF RECRUITMENT & RETENTION: A CONTINUING CRISIS FOR POLICING \(REPORT\)](#)
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Find these and other important resources at [theIACP.org](https://theIACP.org).

## POST

# of the month

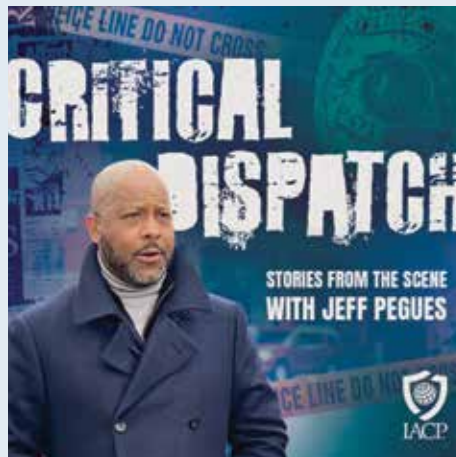


On 11/7-11/8/24, under @BloombergDotOrg Initiative for Global Road Safety, IACP visited Buenos Aires, Argentina, to provide 150 @gcba traffic agents w/ mental wellness training for confronting difficult situations, communicating with the public & maintaining safety & well-being.



## CRITICAL DISPATCH PODCAST

Critical Dispatch is a podcast for policing and anyone interested in policing. Brought to you by the International Association of Chiefs of Police (IACP) and hosted by former CBS News correspondent Jeff Pegues, this podcast gives the policing profession a platform to tell its story. Each episode will showcase how the IACP is working with the profession to help make communities safer and the officers who protect and serve safer.



Access the podcast at [theIACP.org/resources/critical-dispatch-podcast](https://theIACP.org/resources/critical-dispatch-podcast) or via your favorite podcast player.

## TOP POLICE CHIEF NOVEMBER BONUS ONLINE ARTICLE

## “A Misunderstood Asset: The Law Enforcement Chaplain”

By Chaplain Jim Bontrager



Read this and other articles at [policechiefmagazine.org](https://policechiefmagazine.org).

## FEATURED ITEM IN IACP MONTHLY NOVEMBER NEWSLETTER

## Register Now for the IACP Officer Safety and Wellness Conference

Join us in Anaheim, California, USA, March 11–13, for the 2025 Officer Safety and Wellness Conference to participate in educational workshops that feature the latest research, case studies, and promising practices to meet the tactical safety and wellness needs of today's officers. Attendees can engage in unique networking opportunities and activities, such as yoga, mindfulness exercises, wellness challenges, and interactions with therapy K9s, among many others. Now more than ever, it is critical to take control of your health and safety and build a culture of wellness in your agency. Early bird registration ends January 28.



View this guidance and other policy resources at [theIACP.org/OSWConference](https://theIACP.org/OSWConference).



# Strengthening Ties Between Police and Communities

**BY**

David Hess, Chief of Police, Roxboro Police Department, North Carolina

**COMMUNITY POLICING IS A CULTURE THAT ENHANCES TRUST AND LEGITIMACY THROUGH COLLABORATIVE, SUSTAINABLE RELATIONSHIPS WITH THE POLICE AND THE PUBLIC TO ADDRESS SOLUTIONS TO CRIME AND IMPROVE PEOPLE'S QUALITY OF LIFE.**

Traditional policing models use reactive policing to address quality-of-life concerns. Community policing encourages officers to proactively engage with residents, build relationships, and address the underlying causes of crime. This approach creates safer communities, fosters a sense of shared responsibility, and builds trust between officers and community members.

One of the key elements of community policing is establishing trust. Trust is foundational to the relationship between law enforcement and the community it serves, as it enables open communication, mutual respect, and cooperation. Without trust, people are less likely to report crimes, share information, or work alongside police to resolve issues affecting their neighborhood. Conversely, when trust is present, people feel safer, more connected to the police, and more willing to collaborate on community initiatives. Trust grows when police departments operate transparently and hold themselves accountable. Regular communication about policies, practices, and decision-making helps community members feel informed and included in law enforcement processes. This includes being transparent about data, investigations, and department actions, especially in instances of officer misconduct. Every interaction between police officers and community members is an opportunity to build or erode trust. By making routine interactions friendly, respectful, and informative, officers can establish a rapport with community members. Community policing encourages officers to view each interaction as a chance to serve and connect rather than simply enforce laws.

Building trust through the lens of community policing leads to numerous benefits for the agency and the community that can be viewed as the "CEO" impact.

**1. Crime reduction:** Community policing can lead to lower crime rates as trust fosters greater cooperation in reporting crimes and providing tips that help solve cases. By focusing on crime prevention and addressing the root causes of crime, community policing can reduce the overall incidence of criminal activity.

**2. Enhanced Community Relations:** When officers actively engage with community members and work to meet their needs, it builds goodwill and respect. Over time, this relationship can reduce tensions and create a more positive perception of law enforcement within the community.

**3. Officer Morale:** Officers who feel appreciated and supported by the community are more likely to have high morale and job satisfaction. This positive relationship between officers and community members can reduce the risk of burnout and improve officer retention rates.

So, how can an agency move toward this goal? Join the IACP Trust Building Campaign. The IACP Trust Building Campaign seeks to enhance trust between police agencies and the communities they serve by ensuring positive community-police partnerships that promote safe, effective interactions; create strategies to prevent and reduce crime; and improve the well-being and quality of life for all.

The campaign provides six pillars to building trust. When an agency joins the campaign, it is pledging to implement 25 key policies and practices within a 36-month period. In the agency self-assessment, leaders will likely discover that the agency is already practicing many of the 25 key components of the pledge. Agencies who complete the Trust Building Campaign receive official recognition from the IACP.

Ultimately, community-policing and trust-building efforts are ongoing. By focusing on relationships, transparency, and shared responsibility, police and communities can work together to create safer, more harmonious neighborhoods. ♡

## 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](https://theIACP.org/OSWconference)

MAR  
19  
—  
21**2025 Division Midyear****Orlando, Florida**

The Division of State and Provincial Police, Division of State Associations of Chiefs of Police, and Midsize Agencies Division will hold their joint midyear meeting in Orlando, Florida. This meeting provides an opportunity to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with colleagues.

[theIACP.org/events/2025-division-midyear](https://theIACP.org/events/2025-division-midyear)

APR  
25  
—  
27**2025 Policy Council Midyear****Grapevine, Texas**

The Policy Council Midyear is designed to increase engagement, activity, and collaboration between committees and sections and to ensure the work of the groups aligns with the direction of each Policy Council. All committees will meet in addition to individual section leadership.

[theIACP.org/events/2025-policy-council-midyear](https://theIACP.org/events/2025-policy-council-midyear)

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](https://theIACP.org/tech-conference)

AUG  
4  
—  
6**IACP Impaired Driving & Traffic Safety Conference****Chicago, Illinois**

The IDTS Conference is the largest training conference for drug recognition experts and traffic safety professionals, bringing them together from around the world to share knowledge and approaches for improving road and traffic safety.

[theIACP.org/IDTSconference](https://theIACP.org/IDTSconference)

OCT  
18  
—  
21**2025 IACP Annual Conference and Exposition****Denver, Colorado**

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# Meet an IACP Member



## Dale Armour Police Chief


*Nolensville Police  
Department, Tennessee*

*Agency size: 20*

*Total years of service: 40+*

*IACP MEMBER SINCE 2018*

Contact me:

 *Nolensville Police*

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### WHY DID YOU JOIN THE IACP?

I joined the IACP because, from a young age, I was inspired by the organization's commitment to advancing the field of policing. Growing up, my dad was a proud member, and I remember reading his IACP magazines, which introduced me to the depth of resources and the level of professionalism expected in law enforcement leadership. That early exposure sparked my interest in a career in policing and reinforced my desire to pursue a professional path focused on integrity, learning, and leadership.

### WHEN DID YOU FIRST HEAR ABOUT THE IACP?

I first heard about the IACP when I was growing up, as my dad was a lifetime member of the organization. I was exposed to it early on and even had the chance to attend some of the IACP conferences with him as a kid. Those experiences gave me a firsthand look at the dedication and expertise within the organization, and it left a lasting impression on me.

### HOW HAS YOUR CAREER BENEFITED FROM YOUR MEMBERSHIP?

My IACP membership has been instrumental in shaping my career and development as a police chief. Throughout the years, the IACP has connected me with invaluable mentors who provided guidance at pivotal moments, offering perspectives on both the challenges and nuances of law enforcement leadership. Access to articles and resources on best practices has been especially beneficial as I focus on leading a small-town department, where resources and dynamics differ significantly from larger agencies.

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

The IACP conferences I've attended over the past six years have been an incredible resource, both for my own professional growth and for advancing our agency's practices. Each year, I return from these conferences with fresh ideas and practical strategies gained from seminars that focus on current issues and innovative policing approaches. The vendor shows have also been invaluable, as they allow me to explore new technologies and resources that can enhance our operations and better serve our community. Implementing some of these practices has had a direct positive impact on our department, enabling us to stay ahead of challenges and continually improve our service to the community.

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

My advice for new IACP members is to seek out an experienced member who can guide you through the resources and opportunities the organization offers. Connecting with someone who has been involved for years can be incredibly valuable—they can help you navigate IACP's vast network, share insights on making the most of conferences and trainings, and introduce you to specific resources tailored to your needs. Don't try to go at this alone.

### WHY DID YOU CHOOSE A CAREER IN POLICING?

I chose a career in policing because it truly felt like a calling. Growing up around law enforcement, I was exposed to both the rewards and challenges of the profession from an early age. I understood the realities of the



job—the sacrifices and the dedication required—and that only deepened my desire to serve. At heart, I'm a protector, and this career allows me to give back to my community in a meaningful way, helping to create a safer environment for everyone. Policing provides the opportunity to make a positive impact, which has always been my motivation.

#### **WHAT DO YOU LOVE MOST ABOUT THE PROFESSION?**

What I love most about the profession is the direct involvement with the community and the chance to help people who may not be able to help themselves, especially during critical times of need. Additionally, I'm passionate about supporting the growth of officers within our department, offering them experiences and leadership training that help them advance and succeed. Watching the next generation of officers develop their skills and take on greater responsibilities is deeply rewarding, and it strengthens our team and our service to the community.

#### **WHAT IS THE MOST CHALLENGING PART OF POLICING?**

The most challenging part of policing is often personnel management. It requires not only understanding each team member's strengths and areas for improvement but also finding the best ways to support their growth and development in line with their career goals. Balancing the needs of the department with the individual aspirations of each officer can be complex, but it's essential to creating a motivated and effective team. I strive to provide challenges and opportunities that help each person advance, as fostering their growth ultimately benefits the entire department and our community.

“

*I'm passionate about helping people grow in their roles so they can truly take ownership of their careers and develop as leaders.*

”

#### **WHAT CAREER ADVICE DO YOU LIVE BY?**

The career advice I live by is to beware of the “four apocalypses” of a police career: greed, lust, pride, and anger. These can undermine judgment, lead to compromised integrity, and create significant personal and professional challenges. Staying vigilant against these pitfalls helps me maintain focus on ethical service and the values of the profession. By prioritizing humility, self-awareness, and accountability, I strive to keep my actions in line with the trust placed in law enforcement, setting a strong example for others and upholding the standards of the community I serve.

#### **WHAT ADVICE WOULD YOU GIVE SOMEONE WHO WANTS TO ENTER THE POLICING PROFESSION?**

My advice to anyone considering a career in policing is to enter the profession for the right reasons—a servant's heart. Policing is about service, not about the title or the power that comes with the badge. If you're driven by the desire for authority or recognition, you won't find

fulfillment or long-term success in this field. This profession requires a genuine commitment to helping others, often in their most vulnerable moments. If you're motivated by a desire to make a positive impact and serve your community with integrity, you'll find the work rewarding and meaningful.

#### **HOW DO YOU DEFINE SUCCESS?**

For me, success is defined by seeing officers progress in their careers, reaching their full potential, and growing into strong leaders within the department. It's also about knowing that the community feels safe and secure in their everyday lives, confident in the services we provide. Success isn't just about individual accomplishments, but about the positive impact we have on the people we serve and the growth of those we work alongside.

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

One of the biggest challenges facing policing today, both nationally and locally, is the tendency to paint officers with the same broad brush based on the actions of a single individual. The perception that “what one officer does, they all do” can undermine the trust between law enforcement and the community, even when

most officers are serving with integrity and dedication. In Nolensville, like many other communities, we also face the challenge of needing to do more with fewer resources—whether it's staffing, equipment, or training. As the demands on law enforcement continue to grow, it becomes increasingly important to find innovative

ways to manage these constraints while maintaining the high standards of service that our community deserves.

#### WHAT KEEPS YOU UP AT NIGHT?

What keeps me up at night is the thought of not being there when my team or my community needs me the

most. There have been times when I couldn't be on scene, and I've often wished I could have been there to help guide and support my officers through a critical situation. I also find myself worrying about the "what ifs"—national issues, man-made disasters, or unforeseen events that could impact my team or our community. My people are like an extension of my family, and I know that the decisions I make have a direct effect on their well-being and the safety of those we serve. That responsibility weighs heavily on me, but it's a part of what drives me to make the best choices possible.

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

I'm particularly proud of the K9 and drone programs I implemented in my former agency. These initiatives significantly enhanced our department's ability to respond to critical situations, improve efficiency, and strengthen community safety. Now, being relatively new to the Town of Nolensville, I am focused on implementing a more structured career path for our officers. I'm passionate about helping people grow in their roles so they can truly take ownership of their careers and develop as leaders. It's incredibly rewarding to see my team step up, take on projects, and embrace leadership opportunities. Seeing them grow and succeed is something I take great pride in. ♡

## Personal Profile

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

I regularly engage with several industry publications and resources to stay informed and continue growing as a leader. I listen to TED Talks and use IACPnet and IACP best practices, particularly those focused on leadership, which offer valuable insights and new perspectives. Additionally, I'm an avid follower of John Maxwell's series on leadership and personal development, as his teachings provide practical tools for improving both professional and personal growth. These resources help me stay grounded in the principles of effective leadership and ensure I'm continually learning and evolving in my role.

#### WHAT IS YOUR FAVORITE LEADERSHIP BOOK?

My current favorite leadership book is *It's Our Ship* by Captain Michael Abrashoff. I appreciate the no-nonsense approach he takes to managing people and personalities from diverse backgrounds and experiences. The book emphasizes the importance of providing ownership and empowering team members, which is crucial for building a strong and effective team culture.

#### WHO INSPIRES YOU?

My dad is one of my biggest inspirations. He served as a fire and police commissioner for Memphis [Tennessee], and through his leadership, he taught me the importance of integrity, accountability, and leading

by example. His influence shaped my approach to leadership in law enforcement. I'm also inspired by Ronald Reagan. I admire how he had a unique ability to relate to people, regardless of their background, and his approach to leadership was rooted in clear communication and empathy. Both figures have had a profound impact on how I lead and interact with others.

#### DO YOU HAVE A FAVORITE QUOTE?

My favorite quote is "It is amazing what you can accomplish if you don't care who gets the credit." This quote resonates with me because it reflects the value of teamwork and selflessness in leadership. In law enforcement, it's not about individual recognition but about achieving the best outcomes for the community and the team. It reminds me that true leadership is about empowering others and focusing on collective success rather than personal accolades.

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

A fun fact about me is that my dad was a fire and police commissioner, and my mom was a business owner. Because of their careers, our family dinners were often replaced with staff meetings held at the house. It was an interesting way to grow up, surrounded by discussions of leadership, decision-making, and the challenges of running a business and managing a public service organization.

### CALLING ALL IACP MEMBERS

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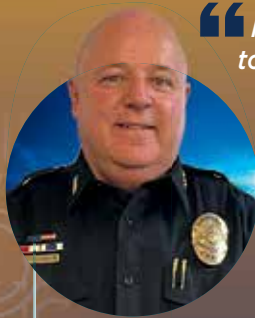


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## Policy Development

- Don't go back to the drawing board on policy development, see what's working at other agencies



“IACPnet is so useful to me. As a small-town Chief, I do not have the luxury of commanders doing research for important issues such as hiring, internal affair questions/updates, and general overall running of the department. I depend on IACPnet weekly for different reasons. I have used the database for my officer evaluations (obtaining examples from like-size departments), internal compliant processes, and as of late, my hiring and promoting of officers. This is just a sampling of what I use IACPnet for, but I am accessing it often for various admin reasons. For a small-town Chief, it's one of my best resources and a must to have.”

**Steven Davis**  
Chief of Police  
Mountain View Police Department, CO

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