

# POLICE CHIEF

## 2018 IACP LEADERSHIP AWARDS

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

<p>16</p>  <p><b>Jody Litchford, JD</b>  <i>Jody Litchford, began her legal career at the U.S. Department of Justice in Washington, DC. She was subsequently employed by the City of Orlando as the legal advisor for the Orlando Police Department and is currently Orlando's deputy city attorney. She currently serves on the IACP Juvenile Justice Committee.</i></p>	<p>18</p>  <p><b>Dr. David Englert</b>  <i>Dr. David Englert is a clinical and forensic psychologist. After retiring from the U.S. Air Force, he became involved with the Charlotte-Mecklenburg Police Department (CMPD) through a partnership with Mecklenburg County. His primary role is developing and implementing programs that increase wellness and resiliency for CMPD employees and their families.</i></p>	<p>22</p>  <p><b>Daniel W. Gerard</b>  <i>Daniel W. Gerard, MS, retired after 31 years with the Cincinnati Police Department and is currently the director of operations for the University of Cincinnati's Institute of Crime Science. He has been a speaker, trainer, instructor, and consultant for numerous police agencies and universities and is a member of IACP's Traffic Safety Working Group.</i></p>	<p>26</p>  <p><b>Detective Superintendent Paul Barton</b>  <i>Paul Barton is a detective superintendent with Hampshire Police, United Kingdom. He is Head of Serious &amp; Organised Crime, dealing with drugs, gangs, and guns, and he has also worked in homicide, child protection, intelligence, and anti-corruption.</i></p>
<p>26</p>  <p><b>Lieutenant-Colonel Antoine Billard</b>  <i>Antoine Billard has served in the French National Gendarmerie for 18 years. His fields of expertise are criminal investigations and international cooperation. He has held several supervisory positions, been deployed in many countries, and been stationed abroad for long periods in multicultural environments. He is currently assigned to the French international cooperation directorate.</i></p>	<p>32</p>  <p><b>Sergeant Matthew Corell</b>  <i>Sergeant Matthew Corell is a 21-year veteran of the Baltimore Police Department in Baltimore, Maryland. He has held a variety of assignments in the patrol and administrative divisions. Sgt. Corell is a graduate of the Johns Hopkins University and an active member of the U.S. Marine Corps Reserve.</i></p>	<p>38</p>  <p><b>Bryan Porter</b>  <i>Bryan Porter is the elected Commonwealth Attorney for the City of Alexandria, Virginia. Prior to his current role, he investigated and prosecuted violent offenses as Assistant Commonwealth Attorney. He also served as a police officer for over five years. Bryan has taught constitutional law and civil liability to thousands of law enforcement officers and prosecutors.</i></p>	<p>44</p>  <p><b>Chief W. Barnett Jones</b>  <i>Barnett Jones is the chief security and integrity officer for a regional water authority. He has over 40 years of law enforcement experience in roles from line officer to chief of public safety and currently serves as a part-time police officer. He holds multiple degrees and is a master's candidate in educational leadership.</i></p>
<p>44</p>  <p><b>Kristie R. Blevins, PhD</b>  <i>Kristie Blevins is a professor in the School of Justice Studies at Eastern Kentucky University. She received a PhD in criminal justice from the University of Cincinnati. Her research interests include crime prevention, the occupational reactions of public and private law enforcement personnel, and wildlife crime.</i></p>	<p>44</p>  <p><b>George W. Anderson</b>  <i>George Anderson is the director of security, World Trade Center, for the Port Authority of NY and NJ. His prior experience includes 29 years in policing, including serving as Assistant Chief for the NYPD, and a management position with AlliedBarton Security Services. He is the current chair of the IACP Private Sector Liaison Committee.</i></p>	<p>50</p>  <p><b>Joerg Lamprecht</b>  <i>Joerg Lamprecht is the chief executive officers and co-founder of Dedrone, a San Francisco (California)-based drone detection technology company. He can be reached at joerg@dedrone.com.</i></p>	



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# Leading the Leaders of Tomorrow, Today



**Paul M. Cell**  
Chief of Police

*Montclair State University  
Police Department, New Jersey*

**LAW ENFORCEMENT LEADERS WORLD-WIDE KNOW WITHOUT QUESTION THAT THIS CONTINUES TO BE A CHALLENGING TIME FOR THE PROFESSION AND FOR THE COMMUNITIES WE SERVE.**

Leadership has never been easy, but today, with the ever-increasing responsibilities and threats, it requires the balancing and understanding of multiple complex elements. Success rests in the ability to influence others with an end result of effecting positive change. Orders can be issued, but without buy-in, we might not see the results we expected.

In our role, we influence our professional and organizational culture, which shapes our officers' belief systems and behaviors. As we strive to be strong leaders within our organizations, we must ensure that our officers know and trust that we care about them and their well-being—we must always serve and protect them with the same vigor with which we serve and protect our communities.

We can never forget that leadership is not a spectator sport. We must be all in, all the time. Idleness, indecision, and apathy remain the stumbling blocks to success.

Although leadership styles differ and no one style works for everyone, I find there are three reoccurring types. I call them the “Scuba Diver,” the “Snorkeler,” and the “Boat Rider.”

The scuba diver does the deep dive; they have to be there, hands on, part of the action, totally engaged. The snorkeler wants to be submerged enough to see what's going on and to be close if needed, but has limited interaction. The boat rider sits on the back of the boat deck with a hands-off approach and waits for all the information to be brought to them. Each style has its benefits and drawbacks, and situations may call for several different approaches at the same time. Knowing when to be hands on, when to be close, and when to let go isn't always easy, but flexibility in leadership is crucial.

In order to build a sustaining agency that can continue to effectively serve our communities far into the future, we need to promote the education of the people at all levels and ranks. Law enforcement requires leaders with discernment, reasoned judgement, understanding, resiliency, and decision-making capabilities, among other qualities. If we expect the up-and-coming officers of our agencies to think and act effectively,

then we must start their development on day one of their careers and continue it even after they step into our ranks.

We continue to support your efforts to empower and develop leaders, from offering professional services like resume reviews and interview training to attendees at our annual conference to providing ways to recognize our up-and-coming leaders through the IACP Leadership Awards and the 40 Under 40 Award. We also offer important development training, such as our Leadership in Police Organizations, Women's Leadership Institute, and First-Line Leadership courses.

I encourage you to take advantage of the resources IACP offers to help you develop your leaders of tomorrow.

Leadership is about making difficult decisions. It is about collaborating with internal and external forces to better serve our communities. It is about setting the tone and culture for our agencies. And it is about crafting a future for law enforcement through our future leaders.

At the IACP, we continue to work on being change agents in law enforcement on the global stage. We realize that to effect change you must first be at the table, then the closer you are to the head of the table the more change you can effect. The IACP actively engages and is at the table so that your voices, as the leaders of law enforcement, are heard.

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“

*We can never forget that leadership is not a spectator sport. We must be all in, all the time. Idleness, indecision, and apathy remain the stumbling blocks to success.*

”

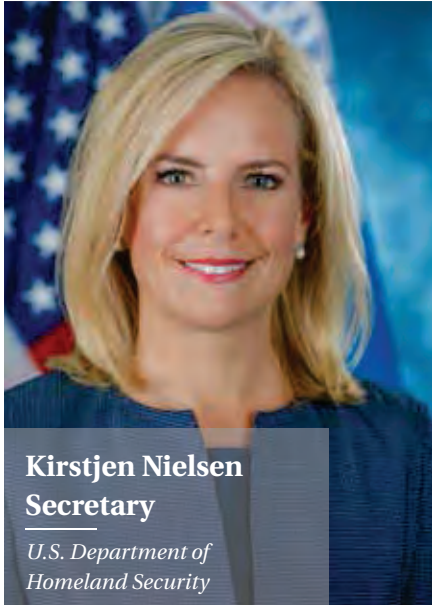
Law enforcement is a noble profession, and as its leaders, it is our responsibility to establish legacies of nobility, service, and trust that will be reflected in our leaders of tomorrow.

Thank you for all that you do, and please stay safe. ♡





# Leading the Fight to Protect the American Homeland through Partnerships



**Kirstjen Nielsen**  
Secretary

*U.S. Department of  
Homeland Security*

**EVERY DAY, LAW ENFORCEMENT OFFICERS ACROSS OUR GREAT COUNTRY LEAVE HOME, NOT KNOWING WHAT THE DAY WILL BRING. YOURS IS ONE OF THE MOST DEMANDING AND DANGEROUS JOBS IN PUBLIC SERVICE. WITHOUT YOU, WE'D NEVER BE ABLE TO ADEQUATELY PROTECT THE HOMELAND.**

I'm often asked what keeps me up at night. The answer is emerging threats that are now outpacing our defenses. Whether it is sophisticated malware, weaponized drones, or do-it-yourself chemical and biological weapons, the dangers of tomorrow are coming right at us today.

DHS cannot stop every homeland security threat or every plot—not in an age when these threats move at fiber-optic speeds. We need to adapt to this tectonic shift in the threat landscape before it's too late, and the way we do that is through partnerships. Partnerships used to be “nice to have,” but now they are a critical lifeline for our nation's security and prosperity.

DHS is the biggest law enforcement department in the United States, with more than 60,000 sworn officers. And chief among our partnerships are

those we have with state and local police—we hold America's police forces in the highest esteem.

The events of the past several weeks are a sobering reminder of the importance of our collaboration.

Authorities recently arrested a man suspected of mailing pipe bombs, including to current and former U.S. officials, and disrupted a plot that put the nation on edge. It could not have happened without law enforcement cooperation. The sweeping investigation involved authorities—at all levels—working around the clock from New York City to Florida to California and in between.

It's a testament to U.S. law enforcement's professionalism, tenacity, and bravery that no one was injured.

We've witnessed heart-wrenching tragedy, too. From the shooting at the Tree of Life Synagogue in Pittsburgh, Pennsylvania, to the attack in a bar not far from Los Angeles, in Thousand Oaks, California. Nearly two dozen people were killed in these incidents and more were injured. Law enforcement officers were among those killed and injured in these attacks.

I want to offer up my praise for the first responders who rushed to these scenes and saved lives. They represent the opposite of the cowardly shooters. They represent the best among us.

Our rapid collaboration continues after such incidents to help communities recover and ensure we are able to quickly bring perpetrators to justice.

As you know, our missions at DHS are expansive—counterterrorism, border security and immigration, cybersecurity, trade enforcement, combating transnational criminal organizations, aviation security, protecting soft targets and crowded places, and much more.

In every single one of these domains, we depend on law enforcement partnerships to get the job done.

When a drug smuggler tries to run fentanyl across the border and into our communities, we rely on you to help us catch them.

When a terrorist uses the web to share bomb-making instructions with a lost soul in the heartland, we rely on you to help us detect and disrupt a violent attack before it happens.

When a hacker uses ransomware to lock down computers at a local hospital, we rely on you to help us with the digital forensics to identify the culprit.

When a human trafficker kidnaps a young woman into sexual slavery, we rely on you to help us find her and bring her captors to justice.

I could try to measure our partnerships in pounds of drugs seized, victims rescued, crime rings broken up, cyber intrusions blocked, and so many other successes. But we will never be able to quantify the full impact of your efforts in protecting our homeland, our people, and our values. It is immeasurable. For that, our gratitude cannot be overstated.

Still, too often our frontline defenders are under-appreciated and endure unfair criticism in the media. Many times, elected leaders have failed to come to your defense, have failed to resource you, and have failed to empower you to simply do your jobs.

So, let me say this: not under this Administration, and not on my watch. At the Department of Homeland Security, we will never turn our backs on law enforcement. We will have your backs, whenever and wherever you need us.

I have one request, though. Help me tighten the bonds between our organizations.

*continued on page 10*

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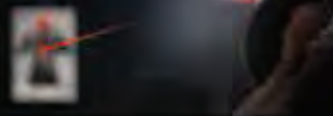
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*continued from page 8*

At the heart of any good partnership is clear, consistent communication.

I want to hear from you. We need your ideas, we need your feedback, and we need your honest appraisals of how we are doing and what we could do better to keep up with evolving threats.

You are the stakeholders we trust and upon whom we depend. You are our eyes and our ears and America's sentries. That is why I've directed my department to engage more closely with the law enforcement community than ever before.

We are working to hold more law enforcement roundtables, to kickstart new forums for frank discussions, to solicit actionable ideas to address the problems we all face, to find innovative ways to support you, and to explore new joint ventures with you.

The bottom line is this—our *homeland* isn't secure unless our *hometowns* are secure. So, in the coming months, we need to reassess our partnerships to make sure—collectively—we are doing everything we can to protect our communities, safeguard our people, and defend our way of life.

On behalf of the men and women of DHS, thank you for your unwavering commitment to the rule of law and to protecting our communities. I am grateful for your service and sacrifice and that of your families.

Our nation is forever thankful. ☪

## It's Time to Renew

It is time for IACP members to renew their dues for 2019. The dues increase that the IACP Board of Directors approved for Active Members, General Associate Members, Associate Academic Members, and Associate Service Providers is now in effect.

The dues rates will be as follows:

Active Members	\$190
General Associate Members	\$190
Associate Academic Members	\$190
Associate Service Providers	\$500

There is no increase for the Associate Sworn Officer, Associate Student, Retired Active, and Retired Associate membership categories.

Members can renew their IACP membership at [www.myiacp.org](http://www.myiacp.org) or contact the membership team at [membership@theiacp.org](mailto:membership@theiacp.org).

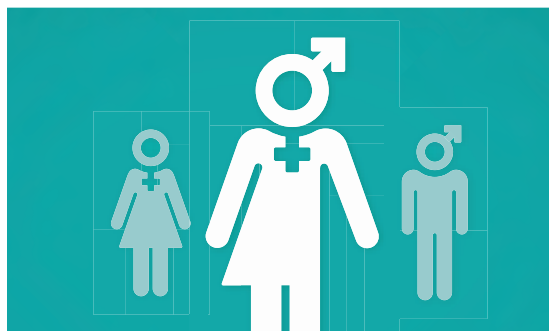
### IACP OFFICER SAFETY AND WELLNESS SYMPOSIUM

Improving officer safety and wellness enhances the health and effectiveness of officers, as well as the safety of the community. This symposium is a unique occasion for law enforcement professionals to learn from experts in the field about resources, best practices and strategies for comprehensive officer safety and wellness. Participants will learn about building resilience, financial wellness, injury prevention, peer support programs, physical fitness, proper nutrition, sleep deprivation, stress, mindfulness, suicide prevention, and more.



The symposium will be held February 18–19, 2019, at the Hyatt Regency San Antonio Riverwalk in San Antonio, Texas.  
[theIACP.org/OSWSymposium](http://theIACP.org/OSWSymposium)

### RECENT IACP LAW ENFORCEMENT POLICY CENTER RESOURCES



**Interactions with Transgender and Gender-Nonconforming Individuals (Concepts & Issues Paper)**

**Responding to Persons Experiencing a Mental Health Crisis (model policy and accompanying documents)**

IACP Members can access model policies and related resources at [theIACP.org/policycenter](http://theIACP.org/policycenter).

### IACP BLOG SERIES



IACP has published a 2018 IACP Leadership Awards blog series. See the 2018 awardees on pages 60–67 and read more about their achievements by visiting the blog.

Read these and other posts at [theIACP.org/blog-news-releases](http://theIACP.org/blog-news-releases).



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## Q: What's the most important characteristic for effective law enforcement leadership?



**A:** Empathy, in my opinion, is the most important characteristic for effective law enforcement leadership. The type of leadership of a police agency will directly affect the quality of service given to the public. In law enforcement, we must have strong, effective leaders who have the ability to see and understand a situation from others' points of view. Empathy will always have a positive impact on our decision-making and the way we treat others. Effective leadership is more about the character of its officers and less about a title or rank. Empathetic leaders promote an environment of trust, respect, accountability, and tolerance.

### **Cynthia Hurley**

*Sergeant*

*City of Alexandria Police Department, Virginia*



**A:** I believe it takes multiple characteristics to truly be effective. One must possess the courage to voice one's vision and implement change, the ability to influence others, and a passion that is contagious. With these characteristics, accompanied by strong communication skills, team building, collaboration, and overall competence, a leader builds solid credibility. All of these, when paired with integrity and a guardian spirit, make for strong leaders who can effectively lead others into the future and promote a desire for sustained excellence throughout their communities and organizations.

### **Lisa Hewison**

*Inspector*

*Peel Regional Police, Ontario*



**A:** One major development in policing has been the growth of research evidence about police practices, strategies, and technologies focused on securing safety and trust and confidence in communities, as well as improving internal workings of police organizations. This knowledge is also accumulating in conjunction with the evolution of policing in advanced modern democracies. Because of this, current law enforcement leaders understand more than ever that policing is an intellectual profession, one that involves constantly absorbing this knowledge base and translating and institutionalizing it to their advantage. To work effectively in this environment, great leaders are more likely to be dynamic; open to evaluation, adjustment, and new ideas; and creative in reimagining the policing profession with this growing information.

### **Cynthia Lum, PhD**

*Director*

*Center for Evidence-Based Crime Policy, George Mason University, Virginia*



**A:** Almost all the young officers I know start out excited and inspired. They work hard and endeavor to do things the right way. However, disillusionment often sets in for a variety of reasons, and many veteran officers lose their spark. This is a time when a departmental leader who has a passion for the job can help. Over the years, I've met chiefs and informal police leaders at all ranks who have a passion for the profession and inspire others around them to do the right thing for the right reason. Their attitude is contagious, and they build foundations that keep our agencies strong for years to come.

### **Scott Vornberg**

*Assistant Chief*

*Garland Police Department, Texas*

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# 1Q3A

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



## Q: What is the best strategy for developing and preparing future police leaders?

**A1:** *Chief Regina Lawson:* Training and professional development are the most common and perhaps the easiest strategies for developing future leaders. However, there are many things that are difficult to learn in a classroom or in leadership training that are probably the most beneficial. Learning what to do day-to-day, as well as during more complex situations can be very challenging. Taking subordinates to meetings, sending them independently to represent the department, including them in special briefings, explaining things that go on behind the scenes, and assigning them to special projects are all informal strategies for developing personnel. Learning in the moment can be high risk, but people often learn the most from their mistakes. After-action feedback is one of the best gifts we can provide aspiring leaders. We learn more from the things we do wrong than the things we do correctly.

**A2:** *Chief Adam Palmer:* This is a broad and complex topic, but there are a few key leadership development strategies to consider. In addition to being proficient in the technical aspects of policing, effective leaders need to be emotionally intelligent. Leaders need to be well-rounded in their police experience, so I am a firm believer in exposing up-and-coming senior officers to opportunities and challenges outside of their normal experience or comfort zone. I am also a proponent of exposing senior officers to the array of respected police leadership programs available, such as those from the FBI (NA, LEEDA, LinCT, and NEI); IACP (LPO); MCCA (PELD); and PERF (SMIP). Finally, it is important to identify talented leaders and to ensure you have a thoughtful mentorship program in place that reaches all levels of the organization.

**A3:** *Chief Ed Drain:* The best strategy for developing and preparing future police leaders is to ensure they have a wide variety of assignments throughout their careers—to include patrol operations, investigations, and support services. Future police leaders should also be familiar with how their city or county government operates, and they should follow key issues at council meetings such as budget discussions. I also believe it's important that future leaders participate on the boards of nonprofit and civic organizations in their communities. Lastly, future leaders should strive to obtain an undergraduate degree at a minimum and a graduate degree if possible. ☑

## MEET THE MENTORS



**Regina Lawson, Chief**

WAKE FOREST UNIVERSITY  
POLICE DEPARTMENT, NC



**Adam Palmer, Chief Constable**

VANCOUVER POLICE  
DEPARTMENT, BC



**Ed Drain, Chief**

AMARILLO POLICE  
DEPARTMENT, TX

“Q”  
Do you have a question for our mentors? Email us at [LETTERS@THEIACP.ORG](mailto:LETTERS@THEIACP.ORG), and you might see it in a future issue!

# The Role of Legal Advisors in Responding to Mass Casualty Events

BY

Jody Litchford, Deputy City Attorney, City of Orlando, Florida

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**LAW ENFORCEMENT LEGAL ADVISORS PLAY AN IMPORTANT ROLE IN THE RESPONSE TO AND AFTERMATH OF A MASS CASUALTY EVENT. THE FOLLOWING LESSONS LEARNED FROM THE RESPONSE TO THE PULSE NIGHTCLUB SHOOTING IN ORLANDO, FLORIDA—ONE OF THE WORST MASS SHOOTING INCIDENTS IN U.S. HISTORY—CAN HELP LEGAL ADVISORS PREPARE, SHOULD THEIR CITY EXPERIENCE SUCH AN INCIDENT.**

#### **State of Emergency—**

Consider whether a local state of emergency should be declared. Although Federal Emergency Management Agency (FEMA) funds will require a national state of emergency declaration, a local declaration may allow access to other funding sources and may allow for curfews and provide for deviation from scheduling and other personnel restrictions contained in collective bargaining agreements. If there is any chance that FEMA funds will be available, make sure required contracting and record-keeping procedures go into place as soon as possible.

#### **Receipt of donations—**

People are amazingly generous. Over \$6 million was donated within hours of the Pulse shooting. In

“

*Decisions had to be made quickly, balancing investigative constraints, transparency, and victims' rights.*

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Orlando, the city had a pre-existing 501(c)(3) charity that was used to receive donations. Publicizing this vehicle gave donors assurance that their donations would serve the intended purpose—and foundations that could donate only to registered charities were able to make donations. Some major donors required individual written agreements, which were crafted by legal staff in the days following the incident.

**Distribution of donations—**The City of Orlando turned this process over to an experienced group that worked for free and had assisted Boston, Massachusetts, after the Boston Marathon bombing. An early decision was made that all funds would go to victims and not to advocacy groups. A formula was developed with community input, and all funds were distributed within several months. There was one lawsuit filed, which was quickly dismissed on the principal that charities can distribute funds however they choose. If the funds had been held by the government, the litigation could not have been so easily resolved. Ultimately, more than \$31 million in cash donations were disbursed. Details on Orlando's distribution process are available at [www.oneorlando.org](http://www.oneorlando.org).

**Records release—**The requests for records and information will begin immediately and will quickly overwhelm existing processes. It is critical to ensure that public records laws are followed. Depending on the

jurisdiction, there may be exemptions for active criminal cases; victim information; 911 recordings; video, audio, or photos of persons who are deceased; security and surveillance measures; emergency response protocols; and personal information about first responders. Orlando set up a website for the release of information once it was reviewed by a team that included law enforcement, legal, and communications experts, which can be viewed at [www.cityoforlando.net/city-clerk/pulse-tragedy-public-records](http://www.cityoforlando.net/city-clerk/pulse-tragedy-public-records). The ultimate decision point on difficult records release issues was identified. Decisions had to be made quickly, balancing investigative constraints, transparency, and victims' rights. Issues relating to the release of records resulted in extensive litigation. Perhaps the most difficult legal task post-tragedy, at least emotionally, was listening to 911 recordings to determine whether any of the state public records exemptions applied to the content of each call.

**Other records issues—**If there are multiple jurisdictions involved, state laws should be consulted before original records leave the possession of the collecting agency. Records delivered to other agencies might never be returned, creating potential state law and public records difficulties. Establishing some interagency coordination points on records release and interpretation of records laws is valuable.

Federal FOIA laws often differ significantly from state records laws. This may be an important consideration in determining records collection.

Whether victim or family information should be collected by the government or by a nongovernmental organization (such as Red Cross, United Way, or other local social service group) might depend on the application of public records laws and privacy concerns.

The agency should consider keeping its own crime scene records (such as a crime scene log) as records of other law enforcement agencies may be difficult to obtain when needed in litigation or for other purposes.

Finally, public records issues related to after-action reports should be considered before undertaking any documentation of this procedure.

**Public assemblies—**Vigils and other public assemblies are inevitable. The government can assist in determining the location and help with the planning of these events. An early decision should be made about waiving permit fees and other costs normally associated with public assemblies—and, if fees are waived, the waiver period should be for a specific number of days to ensure the community can return to more normal operations.

**Litigation—**Yes, there will be litigation. Orlando litigated public records issues, charitable distribution issues, and workers'

compensation issues and is currently defending federal court cases filed by victims and families. Because Florida provides for sovereign immunity with a relatively low damages cap, federal court provides the best forum for plaintiffs. Allegations include “unlawful detention” after the event as law enforcement interviewed witnesses and transported them to a family reunification location; “unlawful search and seizure” of cellphone photos and videos of the crime scene; and “failure to adequately train.” The two federal cases, *Vielma v. Gruler* and *Aracena v. Gruler*, were filed in the U.S. District Court for the Middle District of Florida and have been, as of this writing, dismissed with prejudice, with the plaintiffs promising appeals. Sadly, with the increasing frequency of tragic mass shooting events, case law will be developing on these issues, which it is hoped will contain good guidance for future practices, recognize the need for emergency measures during emergencies, and disincentivize litigation of this type.

**Ask for help—**The City of Orlando received invaluable assistance from peers in other cities and is more than willing to assist others facing similar issues. Please do not hesitate to contact the Orlando City Attorney's Office if you are facing an incident of this nature or are developing protocols to deal with such tragedies. ♡



# Teaching Financial Resilience Is Essential to a Successful Wellness Program

BY

David Englert, PhD, Operational Psychologist,  
Charlotte-Mecklenburg, North Carolina,  
Police Department



**DEBT IS BAD FOR BOTH PHYSICAL HEALTH AND EMOTIONAL WELL-BEING. A 15-YEAR LONGITUDINAL STUDY OF 8,400 U.S. ADULTS FOUND THAT EXCESSIVE DEBT SIGNIFICANTLY INCREASES THE LIKELIHOOD OF HYPERTENSION AND STROKE. THE RESEARCHERS ALSO FOUND THAT HIGHER LEVELS OF DEBT LED TO INCREASES IN PERCEIVED STRESS, DEPRESSIVE SYMPTOMS, AND POORER REPORTED GENERAL HEALTH. WHILE THIS IS ONE OF THE MORE EXTENSIVE STUDIES AVAILABLE, IT MERELY REPLICATES WHAT HAS BEEN CONSISTENTLY DOCUMENTED IN OTHER RESEARCH. THERE ARE MYRIAD RESEARCH STUDIES THAT DEMONSTRATE A LINK BETWEEN UNSECURED DEBT AND OBESITY; DRUG AND ALCOHOL ABUSE; VARIOUS MENTAL HEALTH DISORDERS; AND MOST ALARMING, SUICIDE COMPLETION. THE INTERACTION BETWEEN MENTAL ILLNESS, ALCOHOL OR DRUG ABUSE, AND SUICIDE HAS BEEN KNOWN FOR QUITE SOME TIME, BUT NOT ENOUGH ATTENTION HAS FOCUSED ON DEBT, ESPECIALLY EXCESSIVE UNSECURED DEBT, AS A CAUSAL FACTOR.**

In a utopian municipality where money is no object, the reflex reaction would be to just dramatically increase salaries. Unfortunately, and surprisingly, this would not solve the problem for most people. The evidence shows that debt itself, not lower income or even poverty, is the important factor leading to mental illness and stress. Simply put, the more debts people have, the more likely they are to have some form of mental disorder, even after adjustment for income and other sociodemographic variables. While no one in any organization would complain about being paid more, it is debt—not income level—that presents the fundamental problem.

The ideal “financially well” rookies would enter the department debt free, spend less than they earn, and put that extra money into their 401(k) for retirement. The various ways in which this perfect scenario would be upended are numerous and obvious but, for argument’s sake, take this at face value. Even with this ideal scenario, these hypothetical rookies are still not financially resilient.

Resilience has come to mean the capacity to recover quickly from difficulties. In a financial sense, this means being able to handle unexpected expenses. A research organizational survey found that 67 percent of those in the United States earning between \$50,000 and \$100,000 could not afford a surprise \$1,000 expense. Additionally, the Federal Reserve released a report in 2018 stating that 40 percent of U.S. adults could not afford even a \$400 emergency expense. For the officer



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*60 percent of U.S. families experienced a financial shock (unexpected expense) in the past 12 months.*

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who is debt free and paying into his or her retirement fund, but without an emergency savings account, the best the officer can hope for is to be financially well, not financially resilient.

But what does it matter if officers are financially “well” instead of “resilient”? For those without emergency savings, the money for crises usually comes from credit cards, borrowing from family, or payday loans. The average interest rate on credit cards is approximately 17 percent; thus, it would take almost five years

of making the minimum payment to erase that \$1,000 expense. Unfortunately, it is highly unlikely someone in that situation would be able to pay off that debt before the next crisis occurred. The Pew Charitable Trust reported that 60 percent of U.S. families experienced a financial shock (unexpected expense) in the past 12 months, with the median expense amount being \$2,000. For those with lower savings and higher credit card debt caused by a crisis, the likelihood of an increasing debt spiral would continue as expense after expense piled on, moving them from “financially well” into potentially crushing debt. Of course, all of those shocks pale in comparison to the potential financial disruption caused by a significant health problem, long-term disability, or divorce.

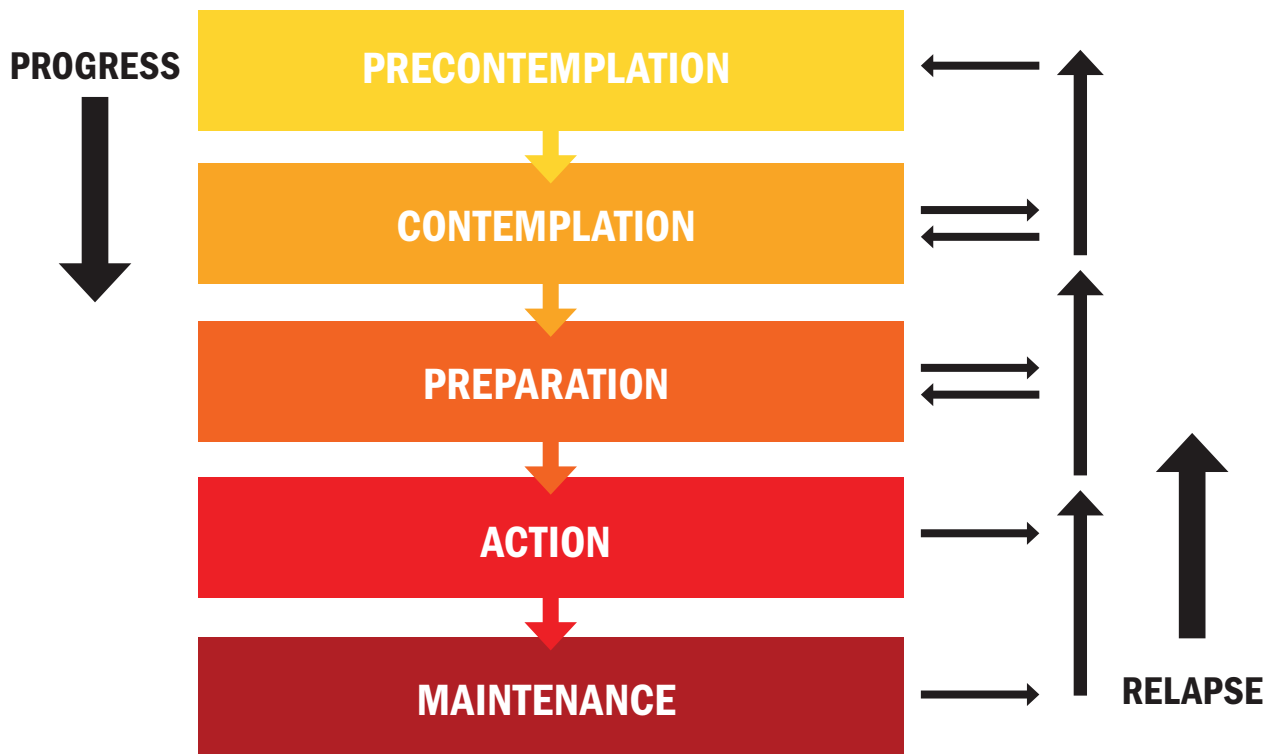
**ENCOURAGING FINANCIAL RESILIENCE**

An effective wellness and resilience program takes into account the interactive nature of each domain of wellness. Financial problems can quickly

interfere with an officer’s ability to be effective, healthy, and resilient. Departmental leaders are encouraged to take an active role in developing a comprehensive program.

The first step in encouraging financial resilience in an organization begins—just like any other component of an effective overall wellness program—by understanding that the program must meet the officers from where they are in their motivation to change. The Stages of Change Model (Figure 1) is a useful guide in educating and encouraging officers to be financially resilient. For example, an officer who fails to see his or her debt level and spending habits as a problem will not be receptive to learning how to budget or get out of debt. Or, an individual in debt might realize he or she is in over his or her head but feel powerless to do anything to change the situation. Thus, an effective program would have messages about the hazards of excessive debt (moving some officers to the contemplation stage); resources

**FIGURE 1:** STAGES OF CHANGE MODEL





available to officers for comprehensive financial planning (preparation and action); and encouraging examples and statistics related to financial independence (maintenance). Ideally, officers who struggled with debt but made the decision to be proactive and, over time, became financially resilient would serve as excellent examples to those in the early stages of change or help push those who feel hopeless into the “action” stage.

Most importantly, from the first days at the academy, officer training should repeatedly stress the importance of being debt free and having an emergency fund. Just like training an officer in myriad other skills, the organization should provide the officer with the tools needed to succeed financially.

An organizational financial resiliency plan can have several components, but the critical aspect is a plan to help prevent the debt spiral caused by unplanned expenses. Some departments have foundations to help with circumstances beyond the officer’s control. For those agencies that do not have this capability, it is critical to learn about any local or state resources.

Leadership should bring in speakers to talk about financial topics, especially as they relate to the choices available in that respective agency. While everyone “knows” they should invest in their future, many employees feel overwhelmed and uneducated about their choices. A survey in September 2018 found 54 percent of employees wanted unbiased assistance and help understanding their benefits. Some speakers are trying to sell particular products or acquire personal clients, and this should be carefully vetted and fully disclosed, if allowed.

A solid financial plan is the keystone to debt elimination and building an emergency savings fund. Many employee assistance programs will assist in debt reduction strategies. If this is not available or does not serve someone’s particular need, an individual financial plan does not have to be expensive and certainly not limited to just those with money to invest. Several banking institutions and certified financial planners will offer free one-on-one counseling, either by request or during pre-specified dates.

Additionally, many individuals have found success in small group settings, some with commercially available workbooks, through religious organizations or other means. The mutual support and knowledge that others are experiencing similar struggles is often encouraging.

Law enforcement leaders are encouraged to take into account the specific

needs of their personnel and agencies and develop a thoughtful and integrated plan of action that inspires participation throughout a career in law enforcement. The benefits to the organization and the officers are well worth it. ♡

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# Community Support for Traffic Safety

Harm Reduction—Not Revenue Generation

BY

Daniel W. Gerard, MS, University of Cincinnati  
Institute of Crime Science, Ohio

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**ONE OF THE MOST VISIBLE SIGNS OF POLICE AUTHORITY—AND OFTEN ONE OF THE MOST MISUNDERSTOOD—IS THE TRAFFIC STOP. BEING COMPELLED TO PULL TO THE SIDE OF A ROADWAY AND INTERACT WITH A LAW ENFORCEMENT OFFICER, IN FULL VIEW OF OTHER PASSING TRAFFIC, IS A NERVE-RACKING EXPERIENCE FOR MOST MOTORISTS. IF THE TRAFFIC STOP RESULTS IN A CITATION FOR A TRAFFIC LAW VIOLATION, ESPECIALLY FOR A SPEED VIOLATION, A MOTORIST FREQUENTLY FEELS SINGLED OUT, AS THE VIOLATION THE MOTORIST COMMITTED IS OFTEN ROUTINELY PERPETRATED BY OTHERS WHO ARE NOT STOPPED AND CITED. THERE ACTUALLY ARE ENTIRE WEBSITES AND MOBILE APPS DEDICATED TO INFORMING THE DRIVING PUBLIC OF THE AREAS LAW ENFORCEMENT IS CURRENTLY ENGAGING IN TRAFFIC ENFORCEMENT ACTIVITIES SO THAT TRAFFIC CITATIONS CAN BE AVOIDED.**

All officers at some point in their careers have been asked if they are issuing a traffic citation merely to fulfill an agency traffic ticket quota or to raise additional revenue to pay for police salaries. In fact, nothing could be further from the truth. For law enforcement officers, traffic stops, and any subsequent citations, are about harm reduction and saving lives

on the roadways—not about quota fulfillment or revenue generation.

National Highway Traffic Safety Administration statistics show that 37,461 people were killed in traffic crashes on U.S. roadways in 2016. The number of persons killed represented a 5.6 percent increase over the 2015 traffic fatality numbers. Traffic fatalities also increased from 2014 to 2015, with the largest single percentage increase (8.4 percent) in traffic fatality numbers since the 1963 to 1964 statistical period. The 2014 to 2016 period represents the largest back-to-back traffic fatality percentage increases in over 50 years.

It has been well documented that the three primary causative factors of traffic fatalities are

- speed and aggressive driving,
- operating a vehicle while impaired by alcohol or drugs of abuse or a combination of drugs and alcohol, and
- failure to wear a seat belt when one is available for use.

These causations held true in 2016 as well, with speed-related fatalities increasing by 4 percent (+388); impairment fatalities increasing by 1.7 percent (+177); and unrestrained fatalities increasing by 4.6 percent (+460).

Consistent, highly visible, data-driven, professional traffic enforcement, coupled with a multifaceted public education campaign that includes both traditional and social media outreach, has been empirically proven to reduce both the frequency and the severity of traffic crashes and their associated injuries and fatalities. The Cincinnati, Ohio, Police Department's (CPD) Crash Analysis Reduction Strategy (CARS) and the Oro Valley, Arizona, Police Department's (OVPD) High-Visibility Enforcement (HiVE) program are successful examples of this harm reduction approach.

### CPD CARS

CPD's CARS effort proactively focused agency traffic safety resources on both increased police visibility and the enforcement of those hazardous moving violations that traffic crash data revealed to be the primary causative factors of roadway crashes—at the precise locations and times in-depth analysis showed traffic crashes to be most often occurring, instead of the more randomized

and reactive approach traditionally employed. CARS provided CPD with the flexibility to explore a wide array of options to reduce the harms of serious traffic crashes and was not restricted to standard law enforcement techniques.

Before the CARS initiative was implemented, CPD engaged in an extensive community education campaign, via community meetings and social media, to inform residents of the changes they would see and to share the traffic crash data that made both the human and economic harms from crashes obvious.

Over the five-year period that the CPD CARS interventions have been in place, a 26 percent reduction in the number of annual traffic crashes has occurred. This is a reduction of more than 4,800 traffic crashes annually. In addition, fatal crashes were reduced from 36 (prior to CARS) to 19 after CARS was applied on the city streets and interstate highways. This reduction in both overall and fatal traffic crashes greatly lessened the potential harms to those who regularly drive in the city, reduced traffic congestion during peak travel periods, and freed up officer patrol time by decreasing citizen calls for traffic-related service, at no additional cost to the agency.

### OVPD HiVE

While OVPD's HiVE program also made extensive use of data analytics to select locations for its high-visibility enforcement, OVPD executives also made the internal decision that the overarching program goal was to increase safe driving in Oro Valley, not solely be a citation-writing initiative. An agency objective was established to limit citations to 30 percent of traffic stops made, and HiVE results would be immediately disseminated to the public after each HiVE deployment. A unique logo, in the shape of a bee serving as an OVPD motorcycle officer, was created to brand HiVE and the motto "Be Aware, Be Safe" was widely publicized along with it.



OVPD was even more transparent in their public outreach efforts before HiVE implementation. Prior to the roll out, OVPD partnered with the local, traditional media to educate the public as to the need for both high-visibility enforcement and increased roadway safety awareness. Twitter and Facebook were used to publicize HiVE to those individuals who do not follow traditional media sources. Motorists who were the subject of a traffic stop during a HiVE operation were notified the stop was in conjunction with the HiVE campaign and provided with a brochure that outlined the program and why it was in place.

HiVE was implemented at two of Oro Valley's most dangerous traffic intersections for a three-year period. During that time, crashes were reduced by a total of 27.2 percent from previous totals. A statistician who worked with OVPD on the HiVE program determined the crash reduction was statistically significant and that the result of the HiVE program was not random chance.

### CONCLUSION

CPD's CARS and OVPD's HiVE programs empirically prove that law enforcement agencies of all sizes and locations can increase their community's traffic safety through the use of data analysis to design a combined education and enforcement program that informs the community of the harms of traffic crashes. CARS and HiVE also clearly demonstrate the benefits of reducing traffic crashes, through a combination of increased driver awareness and, when needed, enforcement of those specific moving violations shown to most likely cause traffic crashes.

An article by University of Cincinnati, Ohio, researchers summed it up best:

*The success of a law enforcement approach is traditionally measured by citations issued, and other police actions. The success of an analytical approach is measured by the reduction in vehicle related harms (e.g., crashes, injuries, and deaths). If harms do not decline, then the police actions need to be altered, regardless of the number of such actions. ♡*



# Leading the Way in Victim Services



**Barb Hedstrom**  
 SHAKOPEE, MINNESOTA, POLICE DEPARTMENT

**CRIME VICTIM & COMMUNITY SERVICES COORDINATOR FOR SPD**

**30 YEARS EXPERIENCE IN CRIMINAL AND CIVIL JUSTICE SYSTEMS**

**EXPERIENCE IN DOMESTIC VIOLENCE, CHILD PROTECTION, AND MENTAL HEALTH**

**AN ORGANIZATION'S SELF-EVALUATION OFTEN REVEALS BOTH HIDDEN STRENGTHS AND HIDDEN WEAKNESSES. FOR SHAKOPEE POLICE DEPARTMENT, A SMALL AGENCY IN MINNESOTA, ONE OF THE LATTER WAS VICTIM SERVICES. THEIR SOLUTION? ADDING A VICTIM SERVICES COORDINATOR TO THE AGENCY'S STAFF.**

The victim services coordinator provides trauma-informed support to crime victims by assisting in the investigation stage of a case, educating crime victims on their rights and the criminal justice system, and helping victims to access resources available to them. The coordinator also supports the officers and investigators, who are often the first line of victim contact and services. Barb Hedstrom at the Shakopee Police Department says that her role “is to help [officers] do their job while bringing a victim-centered, trauma-informed atmosphere” to the agency.

Ms. Hedstrom's position is two-fold as a victim and a community services coordinator. In addition to victim services, she represents the police department in the community through activities ranging from working with the local diversity organization to organizing volunteers to paint over graffiti.

Integrating a new person into the police culture is not always easy, especially when the position is unfamiliar to the officers, but, once they see that the position was created to help them do their jobs, it makes more sense. Ms. Hedstrom found ways to explain to officers how she could assist them with tasks like following up with a victim, providing information for briefings, and educating new officers on crime victims' rights and the victim services available.

According to Ms. Hedstrom, “One of the biggest challenges came from working with the established community-based and

prosecution-based victim service professionals who had concerns about how my work here within the police department might overlap or take away from their work.” However, she works as a partner with these professionals, referring victims to community programs and helping victims transition to working with prosecution-based services when a case is criminally charged. In addition, the police department is sometimes the only resource for a victim of a crime that might not be result in a prosecution or isn't managed by community services (e.g., identity theft or burglary).

Despite such early challenges, the feedback from the community has been extremely positive. Victims are often grateful for the outreach, and the city and police leaders consistently receive positive feedback about the position from community members.

Officers and investigators are seeing the benefits too, from more time to investigate the case while the victim specialist spends time with the victims to an in-house source for information about local resources. The addition of a victim services specialist has impacted repeat calls for services and contributed to the agency's case clearance rate, as well.

This innovative position has helped Shakopee Police Department improve its victim services and, by extension, its service to the Shakopee community as a whole. ♡

## SUPPORTING CRIME VICTIMS IN YOUR JURISDICTION

Adding any position to a law enforcement organization can be a challenge, including a novel one such as a victim services coordinator. Shakopee's coordinator, Barb Hedstrom, offers some recommendations for agencies seeking to expand their victim support services.

- Educate your city council on the department and community's needs to get support from the top.
- If funding is a challenge, seek out and take advantage of grants that might be available.
- Ensure that the records department is on board. (For example, the Shakopee records staff directs cases to Ms. Hedstrom to ensure she can work with victims as soon as possible.)
- Have the victim services coordinator train with officers to increase his or her understanding of law enforcement work and to build relationships with fellow agency employees.
- If a full-time victim services coordinator or specialist is currently out of reach, then look into other support needs to see if there is a place for a position that combines victim services and other civilian functions.
- Don't underestimate the applicant pool for this type of position—there are many skilled professionals who can contribute to the agency and the community as a victim services coordinator or specialist.



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

### ASSESSING THE IMPACT OF COMMUNITY-ORIENTED POLICING ON ARREST

Community-oriented policing (COP), an approach that emphasizes developing relationships between law enforcement and the community to influence crime rates, community trust, and police legitimacy, has significantly impacted policing in recent years. COP aims to transform the police from reactive crime fighters to proactive partners who actively engage with the community. COP is expected to influence the likelihood of an arrest; however, more research is needed to understand the exact nature of this relationship. To investigate this possibility, the current study explores COP through a multilevel approach, merging information from the National Incident-Based Reporting System, an incident-level report of crime, with data from the Law Enforcement Management and Administrative Statistics survey of police organizations and their characteristics. In short, this approach examined whether COP activities employed organizationally are related to the likelihood of an arrest in violent crime incidents. Results indicate that agencies engaged in targeted COP activities do experience an increased likelihood of arrest in these violent crime incidents. This effect varies by the type of violent crime and the amount of COP activity undertaken.

Rob Tillyer, "Assessing the Impact of Community-Oriented Policing on Arrest," *Justice Quarterly* 35, no. 3 (2018): 526–555.

### CAN YOU BUILD A BETTER COP? EXPERIMENTAL EVIDENCE ON SUPERVISION, TRAINING, AND POLICING IN THE COMMUNITY

Police officers are expected to strike a delicate balance between "warriors" who arrest those who violate the law and "guardians" who ensure that all community members perceive fair and equal treatment from the police. Researchers have characterized this expectation as an "impossible mandate" and argue that the solution to the tension between these two roles lies in using procedural justice—treating citizens respectfully and fairly, no matter what the outcome. In partnership with the Seattle Police Department, this study presents an experimental evaluation of a procedural justice training program designed to "slow down" police officers' thought processes during citizen encounters. Officers who were randomly assigned to participate in the training were as engaged in the community as similarly situated officers, but they were less likely to resolve incidents with an arrest or to be involved in incidents where force was used. These changes were most evident among officers who worked in areas with a modest level of risk.

To date, there is limited evidence as to how police departments can successfully train officers to balance enforcement and trust in the field. This study demonstrates that a relatively minor supervisory intervention may cause substantive changes in how police and citizens interact with each other.

Emily Owens et al., "Can You Build a Better Cop? Experimental Evidence on Supervision, Training, and Policing in the Community," *Criminology & Public Policy* 17, no. 1 (February 2018): 41–87.

### THE ADAPTATION OF LICENSE-PLATE READERS FOR INVESTIGATIVE PURPOSES: POLICE TECHNOLOGY AND INNOVATION RE-INVENTION

Law enforcement organizations aim to improve performance by adopting new technology; in turn, technological innovations are often associated with a culture of progress. One of the latest technologies is the use of license plate readers as a rational instrument for accomplishing key policing goals, to include recovering stolen vehicles. However, both practitioners and scholars are interested in whether license plate readers are being adapted by their users to accomplish an end goal that was not originally anticipated—the process of "innovation re-invention." This perspective provides insight into the practical benefits of an enhanced version of this technology, and it highlights the innovative attributes and organizational factors that contribute to its adaptation. The current study utilized a focus group approach in an agency with a widespread deployment of license plate readers. Researchers found that the factors contributing to license plate reader re-invention included their widespread availability and compatibility with other information systems, their lack of complexity, the characteristics of their users, and the role of leadership in promoting their use. These findings have implications for advancing practitioner knowledge about the complex nature of the innovation process. ☪

James J. Willis, Christopher Koper, and Cynthia Lum, "The Adaptation of License-Plate Readers for Investigative Purposes: Police Technology and Innovation Re-invention," *Justice Quarterly* 35, no. 4 (May 2018): 614–638.

Read it at <https://onlinelibrary.wiley.com/doi/10.1111/1745-9133.12337>

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On October 5, 2015, 236 police commanders gathered in Quantico, Virginia, to begin their journey at the Federal Bureau of Investigation's (FBI's) National Academy (NA), Session #262. The 262nd Session included 27 international students, including Lieutenant Colonel (LTC) Antoine Billard from France and Detective Superintendent Paul Barton from the United Kingdom.

During their third week of the FBI NA training, LTC Billard's classmates selected him to be the class spokesman at the traditional wreath-laying ceremony at the National Law Enforcement Memorial in Washington, DC. In concluding his speech at the memorial, LTC Billard said, "We, the law enforcement community, must stand strong and celebrate the life, the work, the achievements of our colleagues, relatives, comrades, fellow citizens who lost their lives." Nearly a month later, LTC Billard's words rang true as the session attendants watched in horror the scenes of a terrorist attack in Paris on November 13, 2015. By the time the attacks ended, more than 500 people were killed or seriously wounded, making it the deadliest attack on France since War World II. LTC Billard addressed his session to thank them and all those in the United States for their thoughts and prayers.

The law enforcement agencies in the United Kingdom have also not been spared by the sacrifices police officers have had to make to maintain peace and order during recent terrorist attacks throughout Europe, most recently the selfless act of an officer stopping a knife-wielding terrorist from entering the Palace of Westminster and saving countless lives.

Here, the two police commanders from France and the United Kingdom share their thoughts and dialogue on leadership with their comrades around the globe, a topic that, in law enforcement, can truly be a matter of life and death.

—Shahram Fard, Captain, Alexandria, Virginia, Police Department  
IACP Visiting Law Enforcement Fellow & *Police Chief* Guest Editor



ANTOINE BILLARD,  
Lieutenant-Colonel,  
Gendarmerie Nationale,  
France



PAUL BARTON,  
Detective Superintendent,  
Hampshire Constabulary,  
United Kingdom



**BY**  
Antoine Billard, Lieutenant-Colonel, Gendarmerie Nationale, France, and  
Paul Barton, Detective Superintendent, Hampshire Constabulary, United Kingdom

# A MATTER OF Life and Death: A DIALOGUE ON LEADERSHIP

## PART 1: LIFE

My dear Paul,

You do know that we should reflect on leadership throughout our life as law enforcement officials. This is why I would like to discuss ambition, principles, and friendship with you. For every law enforcement leader surely has ambition, a lot of principles, and many friends they can rely on forever—and already do in the daily line of duty. Friends who can save lives.

Napoleon once said, “Great ambition is the passion of a great character. Those endowed with it may perform very good or very bad acts. All depends on the principles which direct them.”

As a fellow law enforcement leader, you already know and have the right principles: morals (justice, ethics, honesty); high-minded values (loyalty,

integrity, consideration for others); and selfless service. Thinking of larger-than-self commitments, it is my belief that to direct our personal ambition and to be sound leaders, we must embrace one specific and often neglected principle: followership.

Retired U.S. Army Colonel Larry R. Donnithorne says that “every leader is a follower. For every leader, no matter how ‘supreme,’ there is always a higher authority who must be answered.”

The highest authority, in our line of duty, is the people we protect. We must follow the people. We are asked to surrender our independence, give away family time, and devote ourselves to practicing the values of the institution we have joined. We have to listen and serve the public.

My dear Antoine,

Sir Robert Peel, founder of the Metropolitan Police Service in the United Kingdom, said, “The police are the public and the public are the police; the police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.”

Police officers are a unique breed. We run to danger when others run away. Leadership is not a rank or a privilege, it is a responsibility that we all share. A leader does not create followers; they create more leaders.

Paul,

I absolutely agree with you. As leaders, we do not create followers. We have to recognize that “followership is [therefore] a form of self-mastery, mastering of the ego.” Our success depends in a large part on how well we have learned to follow. The truth is that one does not reach more responsible leadership positions without demonstrating an ability to follow and function

effectively in a group. For instance, the FBI National Academy in Quantico, Virginia, helps the officers exploring that path as they learn and recognize that they are so much alike despite the long distances that separate them and their cultural differences.

Antoine,

I too was struck by the similarities and challenges for all of us at the FBI National Academy, but noted that the common threads that ran through everyone were honesty, integrity, and commitment.

Policing is a complex issue, and there are many commentators out there who are quick to criticize decisions and actions made by our colleagues. Some of those decisions or actions go back many years, yet the naysayers look at them through today’s lens. We don’t always get things right, but if we can show we did what we thought was right at that time with honesty and integrity, then we should not be criticized. Similarly, when we have got things wrong, we should say so.

We have walked in the shoes of our men and women and truly understand the complexities around policing as both leaders and followers.

Being an employee or subordinate does not automatically make one a follower of their leader, nor should it. It is important that leaders demonstrate positive leadership traits, including honesty, integrity, accountability, objectivity, openness, respect, fairness, and selflessness. These principles should underpin every leadership decision and action across

law enforcement, including operational activity, recruitment of staff, and promotion processes and should not be reserved just for the work environment.

The risk, however, in a rank-structured organization is that subordinates will sometimes simply follow orders, and, if working for a bad leader, the employee may replicate the leader’s negative traits. Moral courage is therefore key to challenging poor leadership.

Interestingly, police officers display physical courage by the bucket load. We see this on a daily basis across the world, whether the task is arresting a suspect, crisis intervention, search and rescue, or carrying out a pursuit; yet, displaying moral courage for many is often a struggle.

Moral courage empowers good leadership, and it challenges and potentially prevents bad leadership. Moral courage and good leadership pair well together. Now, it is our responsibility to find our inner moral courage and express it diligently and respectfully in our work and communities.

Theodore Roosevelt once said, “Knowing what’s right doesn’t mean much unless you do what’s right.”

Paul,

As a French officer, it pains me to agree with a British officer, but I do. What you are saying is in line with that concept of followership. I therefore dare to say that, when people turn to us, they expect not only a leader, but also someone who will help them through the rough times they are facing; they also expect a follower. The people we protect are looking for someone who will follow them, someone who will be like them, someone they can share their personal feelings and thoughts with, someone they trust.

In the words of Ulysses S. Grant, “The friend in my adversity I shall always cherish most. I can better

trust those who helped to relieve the gloom of my dark hours than those who are so ready to enjoy with me the sunshine of my prosperity.”

Even though we already are leaders, we have—throughout our careers—grown up through a challenging journey alongside other leaders, all together as brothers and sisters, looking after and listening to each other, forging bonds that will hold us together; a humbling journey that leads us to self-mastery and makes us selfless followers of the people. I guess it goes for all of us, until the end.

## PART 2: DEATH

My dear Paul,

General Charles De Gaulle once said, “Nothing great will ever be achieved without great men, and men are great only if they are determined to be so.”

Some of these great men and women choose to dedicate their lives to being law enforcement officers—one of the most difficult professions that can be—and to give their lives as they work to achieve greatness. We must remember those leaders, those heroes, but we must not grieve; we must celebrate them.

They give their lives to defend people who are vulnerable. They give their lives so that people can live peacefully. Protecting people comes at a high price, and no matter where we live, we all know someone who gave his or her life for that great cause. I truly believe that we belong to the people: we choose to serve and protect them; we choose to make a difference.

We also celebrate the families of those who died in the line of duty. We celebrate their friends. We celebrate their colleagues. They, too, paid a high price and continue to do so. They are a part of this greatness, and for that, we will never be thankful enough.

During the past few years, terrorists hit several countries all across the globe. Many innocent people have been killed. Law enforcement officers have been either killed or wounded while they were defending or rescuing those caught in the attacks. Do we remember them? Yes. Do we grieve them? No. Why? Because we celebrate them. They are an inspiration to us. They are showing us the right thing to do: live your life; be strong; serve with valor, distinction, and commitment!

We, the law enforcement community, must stand strong and celebrate the life; the work; and the achievements of our colleagues, relatives, comrades, and fellow citizens who lost their lives. We have to dedicate our life to preserve both democracy and decency—not let any extremist or criminal drive us toward fear. Fear leads to pain, aggression, and division.

President Abraham Lincoln said: “A house divided against itself cannot stand.” And to those who think that killing our people is going to divide us, to make us weak, we have to say: Never! As law enforcement officers from around the world, we celebrate true leadership. We celebrate our

fellow colleagues who helped build the house we live in and who died while they were protecting it.

We will honor them even more by protecting it further, altogether, day after day.



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My dear Antoine,

Prime Minister Winston Churchill said, “The price of greatness is responsibility over each of your thoughts.”

Death sadly also occurs to our colleagues through poor health (physical and mental). It is so important as leaders to look after our people and also ourselves. We need to encourage healthy living and lifestyles and ensure that staff well-being is more than just a poster on the wall. When did someone last ask if you are OK?

The challenges of today’s police service have never tested our emotional resilience more. I would describe emotional resilience as the new “must have” armor for today’s law enforcement leaders. Emotionally resilient people know their boundaries. They keep good company and cultivate self-awareness helping us identify when it is time to reach out for extra help. They allow themselves

and others to be imperfect. They practice acceptance, and they are willing to sit in silence; I urge you to explore mindfulness—being in the presence of the moment without judgment or avoidance. Try to find 10 minutes to do nothing; no talking, no texting, no thinking. Just experience the present moment. It is very powerful.

Emotionally resilient people don’t have all the answers; they enlist their team. They have a menu of self-care habits and can get out of their head, often by putting their thoughts onto paper. Emotionally resilient people consider the possibilities.

If you are reading this and think to yourself, “That’s not me; I’m not like that,” then fear not—it can be taught.

And so I ask—Are you OK? Do you have responsibility over each of your thoughts? How emotionally resilient are you?

## CONCLUSION

Dear fellow law enforcement leaders,

Leadership is a crucial concept. We definitely all should think about it because, eventually, in our line of duty, it is “a matter of life and death.”

Let us try and lead as followers, not only as leaders; let us celebrate dedication; and let us be resilient, every single day of our lives. ☺

### IACP RESOURCES

- Mental Wellness of Police Officers webpage
- “Leadership in an Age of Disruption”
- “Leadership and Trust”

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**BY**  
Matt Corell, Sergeant, Training,  
Recruitment, and Health &  
Wellness, Baltimore, Maryland,  
Police Department

# FOLLOWERS ARE THE FOUNDATION

**OF THE MANY OFFERINGS ON LEADERSHIP, FEW ARE CAST FROM THE FOLLOWERS' PERSPECTIVES. FROM AN INSTRUCTIONAL STANDPOINT, THAT MAKES ABSOLUTE SENSE.**

Leadership is a complex mixture of commanding, managing, and motivating for which there are as many definitions as contributors. Therefore, packaging followers as a discrete component of leadership becomes a useful convention. However, contrary to this, followers play an important role in their own right, and not all followers can be grouped together as a homogenous class.

Each person's leadership style—whatever it may be—must begin with a visceral understanding of followership. For leaders to find that optimal intersection of persuasion and command that creates successful leadership, their grasp of what motivates followers must exceed the academic—it must be *visceral*. The disposition of one's followers is by no means monolithic, and all leaders know that in every group of employees there will be water-walkers, water-treaders, and those for whom buoyancy is a challenge. Leaders must lead them all with vigor and civility, and it behooves leaders to lend their ears to their followers.

None of this is new ground. Every leader who shuns the calamities of toxicity and narcissism is familiar with the importance of troop welfare. However, a deeper understanding of leadership lies beyond troop welfare, venturing instead into troop understanding. The institution of leadership tends to downplay followers, so one must be willing to untether one's thoughts from tradition to gain knowledge in this area.

## WHAT'S THE IMPORTANCE?

In short, the importance of followership is in the numbers. Between a police chief's strategy and a community's success lies an entire workforce of followers. Countless hands must work together to translate executive intent into street-level reality. To complicate this translation, task saturation threatens law enforcement staff—mission frequently exceeds resources. With a nod to Parkinson's Law ("work expands so as to fill the time available for its completion"), the work demands on a police leader will inevitably expand into the available time. As management by smartphone becomes crucial, it is important to recall that people get what they practice, not what they tweet.

Acknowledging the importance of the numbers is intended to be taken

literally. Doing so can help crystallize what can sometimes remain abstract: there is no workforce behemoth. A leader cannot allow the push and pull and chaos of competing demands to blur all followers into one giant mass. To do so guarantees that each follower's unique energy and expertise will remain unseen and untapped.

Seeing their followers as a single mass can also tempt leaders into the fatal complacency of assuming that support for their goals needs no nourishment. However, there is no route to success through fiat. Only a leader's visceral understanding of what motivates his or her followers can inspire those followers to grant their support and do the often difficult work required to achieve success.

In a similar vein, leaders must accept that their performance in times of crisis is especially dependent on followers who are ready to support them. There is indeed a strength in numbers, but those who possess that strength—the followers—must be willing to exert it on their leaders' behalf. In 2007, a powerful explosion at the Domino sugar plant in Baltimore's Inner Harbor did massive damage to its production lines. In true supportive fashion, the plant's employees volunteered their





time to aid in the repair and cleanup efforts. Working side-by-side, leaders and followers—who “share a sense of family”—had the plant back to near-full production within a week. The power of supportive followers can be extraordinary, but leaders’ must understand their followers to harness and direct that strength.

## ROLE VERSUS DESCRIPTION

Dr. Robert E. Kelley, Distinguished Service Professor of Management at Carnegie Mellon University’s Tepper School of Business (Pennsylvania), is one of the preeminent experts on followership. In a 1988 article in the *Harvard Business Review* entitled “In Praise of Followers,” Dr. Kelley cast followership in a light that is as applicable now as it was 30 years ago: “Followership is not a person but a role, and what distinguishes followers from leaders is not intelligence or character but the role they play.” Dr. Kelley was arguing against the stereotype that says certain success-oriented traits (e.g., initiative, commitment, and talent) may be assigned only to leaders.

In his 1991 book, *Leadership for the Twenty-First Century*, Dr. Joseph C. Rost, Professor Emeritus of Leadership Studies at the University of San Diego, (California), expanded the study of followers. Dr. Rost rejected the industrial era—concept of followers as “part of the sweaty masses.” He saw a necessary distinction between leaders and followers, but this difference was positional, as opposed to descriptive. In Rost’s view, people can’t *all* be leaders or *all*



## MY PERSPECTIVE: THE JOURNEY OF AN EXPERT FOLLOWER

For the first 19 years of my police career, I was a follower, at least in the strictest sense of that word. Until my promotion to sergeant in 2016, I had no formal leadership status. The crush and rush of big-city policing was a day-to-day realization of my boyhood dream, and it dissuaded me from seeking advancement.

My parallel life in the U.S. Marine Corps Reserve is what ultimately sparked my leadership ambition. As a career infantryman with combat deployments under my belt, and being steeped in the ethos of leadership (as all marines are), I began to feel like a bit of a thief on the policing side of the house.

The reputation that I had in the Baltimore Police Department as an expert follower had not developed on its own. Rather, it was, in large part, the product of seasoned police leaders and patrol veterans who had taken the time and displayed the patience to shape my skills and abilities.

My promotion to sergeant came 18 months after some of the worst riots in Baltimore’s history. I was transferred to the very police district—arguably one of my agency’s most violent—in which those riots had started. The department and the community bore incredibly fresh scars. Six officers from the district were in the midst of criminal prosecution. Body-worn cameras had arrived en masse, followed shortly thereafter by a federal consent decree and its various mechanisms of reform.

Time in service speaks loudly in the Baltimore Police Department, so under those conditions, a late-in-career promotion such as mine proved tricky. Organizationally, it was helpful. My years of service were an accelerant: my learning curve would be short. The command above me and the peers beside me were supportive, but they rightly expected me to learn fast.

So what then of those in my charge, the ones who could make me or break me? The patrol shift to which I’d been assigned was practically self-sustaining. On its face, that’s a blessing, but in reality, it’s a curse-in-waiting. A finely tuned instrument, deprived of its proper care, has only one place to go—wildly out of tune, for all the world (and my bosses) to hear. I did *not* want the music to stop. What were the members of that shift doing, and how could I encourage them to keep doing it?

The Marine Corps taught me to lead, but my fellow marines have always taught me about leadership. Similarly, I am no stranger to followership in my agency. After more than 19 years in a workforce that numbers in the thousands, it hasn’t been hard to see what does and does not motivate. My police and military careers have exposed me to good leaders and bad and the effects of both on an enormous community of peers.

I knew what marines preferred. I knew what I preferred. I had a good idea what police officers in the ranks preferred. Wary of failure though, I was hesitant to overinvest my personal experiences with undeserved validity. Turning to the literature in the field, I sought counsel from the experts on followers. While I had anecdotes, the experts would have findings—empirical data, peer reviewed and ready for the rigors of reality!

As it turns out, there isn’t much to find. While research on leaders is abundant, followers and followership are (to put it mildly) underrepresented in the body of leadership knowledge. Between any two offerings on leadership, there is yet another, all of them clamoring for notice. Into that din fades what I believe to be the absolute foundation of leadership—an understanding of those who choose to be followers.



be followers, otherwise the leader-follower dyad disappears.

Kelley and Rost (among other leadership experts) highlight a common denominator that many individuals have probably detected through informal observation. “Follower” and “followership” are words that can project the perception of an inferior status. In this view, leaders reside at the apex and followers are somewhere below, perhaps never quite up to the challenge of leading. However, nothing could be further from the truth. This negative stereotype goes beyond semantics for most followers—it makes them bristle at such an unjust description—and, as a problematic and erroneous concept, it should be stricken from the paradigm of leadership.

Using “followers” as a label can also lead to an institutional myopia in which formal leaders can’t see past their organizational chart. Often referred to as informal leaders, opinion leaders, or the like, there are certain followers with a special brand of influence that leaders need to be conscious of. In a 2001 article on informal leaders, workplace behaviorists Lawrence Peters and Edward O’Connor point out that these influential followers “reach into every conversation, every meeting, and every decision made in an organization.”

There is some novelty to the reenvisioning of “follower” from label to occupational specialty. The compressed schedules and daunting task lists of police leaders, especially those in the higher echelons of an agency, make it understandably difficult to parse each follower, or specialist, from the dozens—or hundreds or thousands—of other specialists under their command.

In most agencies, key leaders must direct their attention to dozens of competing demands. As tasks must be triaged, the route on which leaders

travel becomes mired in the fog of command. Decisions and deadlines snap past in a blur. In a figurative sense, leaders might sometimes reach a point where they aren’t sure if that last traffic light was green when they went through it. Their leadership may be fine at the moment, but is it about to cause a collision in the next?

The traffic analogy is apt. Most leaders travel the roadway of leadership with success. Their habits are sound, but they might drift off the road in moments of distraction. The convoy they’re leading—their followers—must weave and swerve in response. Too many of those drifts—and the convoy will separate, get lost, or simply ignore its leaders and set out on a route of its own. Arriving intact at the destination (mission) requires leaders to maintain conscious control of their distractions in order to guide their followers.

## A TAXONOMY FOR FOLLOWERS

“Taxonomy” is a word drawn from biology. Followers are people, so a scheme of classification with ties to the study of living organisms seems appropriate. If one accepts the premise for the reenvisioning of follower from label to specialty, then one must also account for the control that such living specialists possess over their individual manners of followership.

In a 2007 article entitled “What Every Leader Needs to Know About Followers,” Dr. Barbara Kellerman, the James McGregor Burns Lecturer in Public Leadership at the Harvard Kennedy School, introduced a typology of followers founded on a single metric—their level of engagement. As Dr. Kellerman notes, one instrument of measure “offers leaders immediate information on whether and to what degree their followers are buying what they’re selling.” It is a straightforward recognition of the agency inherent in followers: they can buy in to (follow) a leader or not.

However, perhaps instead of using engagement as the metric, as Dr. Kellerman proposes, this author suggests that measuring the gap between performance minimums and performance achieved yields the most accurate grouping of follower traits.

The engagement criterion can be globalized to the whole spectrum of leader-follower encounters, which reveals the remarkable transportability of Dr. Kellerman’s approach. However, in the hierarchical world of policing, there are unique compulsory forces at work. Engagement could be cosmetic, motivated more by a fear of punishment than any decision to buy in to the leadership.

Performance minimums, instead, allow for the vagaries of the law enforcement profession. There is no such thing as a routine traffic stop. No two domestic crimes are the same. What’s required in one setting might create chaos in another. As law enforcement leaders evaluate what motivates their followers, the standard of performance is more appropriately local.

When set against performance minimums, performance achieved gives leaders insight, allowing them to check for things like initiative, resilience, curiosity, and the all-important, quality of work. A leader’s observations of achievement within the workforce invite him or her to investigate what motivates it or stifles it. In other words, it requires leaders to become engaged with their followers in the way that good leaders should.

In this model, one can conceive of performance minimums as the outermost rings of a bull’s-eye target. The target itself varies in size as a combined function of the immediate circumstances (the local task to be performed) and the standards of the organization (policies, procedures, and the like). A hit on the outer rings counts, but it could be better—a bull’s-eye—or it could be worse—a miss. An accumulation of hits over time (performance achieved) becomes the pattern from which the following three-part taxonomy is established.

Expert followers are almost always in the 10-ring (the target’s center). Under any conditions, in any weather, regardless of pressures or distractions, these



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followers are routinely dead center—as long as they can see the target. It's the leaders' job to show them the target (i.e., leaders must set the standard), but once that's done, all that's left is to sit back and let the experts do their work. Through anticipation and initiative, these expert followers can convert leaders' intentions into an amazing reality. Confidence, pride, a penchant for perfectionism, and rigorous personal standards are their hallmarks, in addition to ambition, in some cases. Their motivations are difficult to discern and may transcend anything the agency has to offer. They thrive on challenge but tend to take their rare misses quite hard.

The second group, qualified followers, are almost always on target, provided they too can see it (again, the leader's job is to reveal it). The 10-ring is possible; misses are rare; and, in the majority of assignments, their work is commendable. Qualified followers are the true utility players, effective in a wide range of tasks. Aware of the chance of a miss, they tend to take adequate precautions. More important, they accept that mistakes are inevitable and thus have the relationships and techniques to fix them. Qualified followers seek stability. Their motivations tend to be a preference for predictable settings, an avoidance of discord, and assignments within their skill set.

Finally, there are the unqualified followers. Misses are frequent in this group, but the causes will require some attention. Unqualified followers contribute little to the mission, but it might not always be through malevolence or neglect. Skill enhancement can be as much in need as discipline. However, the worst of them know a most unpleasant truth: they get paid the same as the experts for less-than-expert performance. More critically, by shunning the experts and infecting the qualified (or in other words, subverting leadership through toxicity), they hope to invert the concept of achievement.

## PUTTING IT ALL TOGETHER

Leaders cease to exist without their followers, so why let the topic languish? Troop welfare is reflexive, but troop understanding is not as intuitive. Considering the sheer numbers of people on whom a police leader must rely,

understanding their motivations and perceptions is a case that makes itself.

Unfortunately, the literature on followership is thin. The few experts who do exist allow for a reenvisioning of "follower" from label to occupational specialty.

So how to make use of all of this information? Kevin Kruse, a thought leader in the field of leadership, provides an excellent place to start. He defines leadership as "a process of social influence, which maximizes the efforts of others, towards the achievement of a goal." With its emphasis on social influence, it's a persuasive point of view. A constant resort to compulsion—the domain of the toxic leader—does nothing but alienate, aggravate, and defeat. Next, taking the three-part taxonomy outlined herein—experts, qualified, and unqualified followers—one must reflect on the traits that group them. To the extent possible, leaders need to engage with their followers and investigate what motivates those traits. Most leaders are adept at matching followers to assignments—they can see who is capable of what tasks. But are they able to see what drives those capabilities? Can they define it, incentivize it, and maintain it? Is their interest in their followers visceral or superficial?

It's unfair and unrealistic to expect a police chief to know personally the hundreds (or more) of followers in the ranks. However, inroads can be made with effect. For example, a past deputy commissioner of the Baltimore, Maryland, Police Department had a talent for remembering names. Whether in passing or in command, that deputy spoke to the officers by name, and his "asks" became "tasks" pursued with alacrity. The legendary General Al Gray, 29th Commandant of the U.S. Marine Corps, made it a point to seek out the most junior marine officers and enlisted personnel for his

attentions. He considered those junior members to be the future of his vision for the Marine Corps, and he expected "ideas to bubble up from the bottom."

Leaders in the middle echelons (whether investigative or operational) may have a greater familiarity with their followers than those at the pinnacle, but how deep does that connection really go? Does it get even half the time that CompStat or community meetings receive? Time is these leaders' most precious commodity, so where it's applied suggests their priorities. Routine conversations with a carefully selected veteran, much like military commanders have with their first sergeants (a U.S. military unit's senior enlisted member), could be a proxy for the time good leaders wish they could spend with all of their followers.

These few examples show how Kruse's concept of social influence goes to the heart of this reenvisioning of followership. It implies the civility and courtesy that all followers want. Acclaim may appeal to the narcissists, but it tends to miss everyone else. Leaders can exercise authority when they must—the best followers will be the first to demand it—but pick those occasions with care, choosing more often to understand and motivate followers instead of simply commanding them. ♡

### IACP RESOURCES

- "Followership: An Essential Component of Leadership"
- Leading by Legacy Webinar Series
- First-Line Leadership Training

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smarts LIFE

risk RESPONSIVENESS big

Supervision breathe

COMMUNICATION

**LEARNING** instinct

lead by example

**Mission**

seek input reflection

**SKILLS**

BIG PICTURE

BY

Bryan L. Porter, Commonwealth Attorney,  
Alexandria, Virginia



**In January 2014, I was sworn in as the Commonwealth's Attorney**—Virginia's name for a district attorney (DA)—for Alexandria, a city of about 170,000 people just outside of Washington, DC. I had spent 14 years in the office as an assistant prosecutor prior to my election, but I had never been assigned to a leadership role and had never supervised another prosecutor.

One month into my first term as the DA, I was responsible for what can only be described as a “career case.” A serial killer, angry over a custody dispute, began murdering absolute strangers by knocking on their front doors during daylight hours and then shooting homeowners responding to the knock. Outstanding police work by Alexandria detectives led to an arrest, but the case was circumstantial. The media descended on my office. I quickly learned that it's difficult to do your job with a dozen reporters in your waiting room clamoring to speak with you. I was overwhelmed by the amount of stress and tension accompanying that case. I was not prepared to handle the scrutiny. Everyone seemed to expect that I would instinctively know how to steer the matter to a successful conclusion, but I sincerely doubted whether I possessed the skill and acumen to do so. Experience is often said to be the best teacher, and this experience taught me key lessons about leadership.

### **LESSON #1: IN ESSENCE, LEADERSHIP IS THE MAKING OF DECISIONS.**

At the risk of simplifying the myriad challenges confronting law enforcement leaders, the reality is that a primary role of a leader is making difficult decisions. Certainly, there are attendant expectations—a leader should arrive at his or her decisions by a thoughtful process, and, once a decision has been made, a leader should be able to inspire others to implement the decision by explaining his or her vision. Despite the many responsibilities leaders carry, leadership can be defined as an ability to consistently make difficult decisions.

### **LESSON #2: A LEADER'S DECISIONS MUST BE REASONED AND DISPASSIONATE.**

People who are considered good leaders do not usually display impulsivity. Knee-jerk reactions and “flying off the handle” imply a lack of thoughtfulness and an inability to manage stressful situations. True leaders project a sense of calm and reason during adversity.

Employees thrive when their leaders employ a decision-making process that involves the inclusion of contrary ideas and devil's advocacy. Leaders should employ a “team of rivals” approach in which they encourage their staff to express views different from the leader's own and should stress that all potential avenues for action will be considered in reaching a decision. When a decision is made, leaders should explain the reasons for the decision to their teams, because employees who understand the thought process behind a decision are more likely to support its implementation. Law enforcement commanders sometimes struggle with the idea of explaining their decision-making to those they oversee because the traditional, quasi-militaristic structure of a police department encourages a “because I ordered you to” mentality; however, this mind-set will lead to resentment and a lack of team support for policy.

Above all else, leaders should strive for consistency in their decision-making process. Employees want a fair system of rewards and punishment, and they thrive in an environment in which their leaders make decisions without fear of personal consequences or favor to any person or faction.

### **LESSON #3: LEADERS MUST HAVE THICK SKIN.**

As a law enforcement leader is promoted throughout his or her career, the individual obviously takes on the supervision of more and more people. A sergeant supervises a squad; a lieutenant, a shift; and a captain, a bureau. As the number of supervisees grows, so does the number of people who may be unhappy with the supervisor's decisions. Those who make decisions based on pleasing the greatest number of people will never be accepted as true leaders.

Instead, leaders accept that their decisions will not make all employees happy. Instead, they apply a thoughtful process, make the best decisions they can in light of the data they collect, explain their decisions to their teams, and understand that each decision has likely displeased someone. Leaders must even learn to accept a certain level of grumbling by the troops, without allowing insubordination or disrespect to fester. A true leader is never reluctant to make a difficult decision for fear of displeasing people.

Even the best leader is going to make bad decisions from time to time, and

every human being has areas on which he or she needs to work. Imperfection is a hallmark of human existence. A true test of leadership is the ability to accept constructive criticism and to admit one's mistakes. As a wise philosopher once said, those who are unwilling to learn from the past are doomed to repeat it.

## LESSON #4: LEADERSHIP IS A SKILL.

Leadership ability is not an attribute that people either possess or lack. Instead it is a skill—or more accurately, an interconnected set of skills—that successful leaders are constantly improving upon and honing. Granted, some people are innately gifted in ways that serve them well in a leadership role. However, everyone can improve their leadership ability by emulating other successful leaders, by attending leadership training classes, or by simply increasing their level of leadership experience.

Whether a patrol officer considering putting in for the next promotional process or a seasoned deputy chief applying for an open position as a chief, those individuals seeking to lead should always actively strive to increase their leadership capability. Leadership classes, such as those provided by FBI-LEEDA, the IACP, and other programs, combine practical suggestions about leadership skills with an opportunity to share in the collective experience of other law enforcement leaders.

## LESSON #5: LEADERS EXCEL AT SOCIAL INTELLIGENCE.

The quality known as social intelligence is hard to define, but rough synonyms would be “tact” or “street smarts.” One of the most challenging aspects of leadership is dealing with the people the leader supervises on the employees’ terms, respecting their idiosyncrasies and individual personalities. An employee’s reaction to his or her leaders can run the gamut of emotions, and most of the people a leader comes into contact with will not react to a situation the same way the leader might. A socially intelligent leader displays a host of important traits; the most

important of these include an understanding of the motivations of other people, outstanding listening skills, conversational capability, and the ability to see the other side of an issue.

## LESSON #6: PEOPLE MATTER.

Here is an easy question. How quickly do you return voice-mail messages? As soon as you receive them? Within 24 hours? Never? The easiest way to signal to someone that they do not matter is to simply ignore them. Leaders should strive to institute a culture in which the people who compose the organization really matter. This culture can be expressed many ways, and one way to show people that they matter is to expeditiously respond to them when they reach out via phone or email.

This leadership lesson applies to potential employees as well as current ones. While it’s not reasonable for applicants to receive daily updates, in a world where outstanding recruits are frequently difficult to cultivate, it makes sense to provide them with updates about the general timeline of the hiring process. In addition to simply being the decent thing to do, this kind of personal attention might convince a qualified applicant to choose the communicative agency over another contender.

The “people matter” mantra can also be applied to internal assignments. Many law enforcement agencies and leaders take the approach of “any sergeant can supervise any unit.” In many cases, no thought is given to the employee’s preference of assignment or even to where the employee’s skill set will be best utilized. However, this one-size-fits-all approach to job assignments ignores an immutable fact about human beings—each person has his or her own aptitudes and deficiencies. A law enforcement agency functions more smoothly when it puts the right people in the right jobs, and this approach brings the additional benefit of more happy and motivated employees. While it is obviously impossible to put everyone in a position they desire, a system of making internal assignments that considers aptitude and allows employees a chance at input can improve performance, operations, and morale.

## LEARNING LESSONS: SOCIAL INTELLIGENCE

In my second month as the elected DA, I had to have a difficult conversation with an employee. I brought her into my office and, as is as my wont when I am unhappy, was very direct with her. My voice began to rise as I expressed my displeasure at her performance. I could quickly tell that my approach was completely wrong—the employee quickly became visibly distressed and soon asked to leave the room. She later told me that she had trouble sleeping because of the way I had “yelled” at her and was fearful that I would always hold the situation against her.

In this interaction, I violated several of the tenets laid out in this article. I was impulsive; I did not seek to explain to the employee why I was displeased; and I showed a lack of social intelligence because I did not consider the way in which the employee might react to the conversation. I still consider this encounter a sterling example of a learning experience, and I have tried to avoid the same mistakes in subsequent conversations. Like most human skills, social intelligence can be gained through practice and experience.





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## LESSON #7: EMAILS ARE NOT THE BEST VEHICLE FOR DIFFICULT CONVERSATIONS.

It's the rare individual who has not crafted an angry email and then hesitated with his or her finger above the "send" button. An email, once sent, cannot be retrieved and, instead, becomes an eternal record of the author's thoughts. As anyone who uses email regularly knows, messages sent that way are often misinterpreted. Without the usual vocal signals or body language inherent in a two-way conversation, context is lost in an email and the recipient may derive an entirely different message from that which was intended. Finally, email is impersonal. This quality frees senders to be sharper with their comments than they would be in a personal conversation. It can also cause recipients to feel as though the sender did not believe they deserved the courtesy of an in-person meeting, thus detracting from the vision that "people matter" in the organization.

If a difficult conversation is necessary, an email should be used to set up an in-person meeting in which that conversation can take place, not as a substitute for the actual conversation. Lastly, emails are immediate, but patience sometimes obviates the need for the difficult conversation—problems often work out on their own, and a day spent in reflection on how to respond to a difficulty might allow the difficulty to disappear altogether.

## LESSON #8: LEADERS LOOK AT THE BIG PICTURE, ALWAYS CONSIDERING THE WORST-CASE SCENARIO.

Human beings are instinctively self-centered. While altruism may, on occasion, arise in unexpected places, the reality is that most people will adopt the course of action that they believe will benefit them personally. Leaders are expected to set aside these self-serving instincts and make decisions that are to their organization's benefit. This requires the ability to take a step back and ponder the

future implications of various courses of action.

When making a policy or personnel decision, a law enforcement leader has to consider the "big picture." A mental checklist is useful: how would this policy affect the unit? The bureau? The department? But the big picture requires the leader to consider external effects as well: how would the decision affect other agencies in the city or county? Will it impact the general public? If so, in what ways? If a leader has the luxury of time, he or she should strive to consider the potential fallout from his or her decisions. Leaders should also communicate with others who may be affected by the decision and seek their input. This tactic also has the obvious benefit of making it more likely that the big picture is truly being seen.

## LEADERS #9: LEADERS INSPIRE PEOPLE TO BE BETTER AT THEIR JOBS.

To inspire high levels of performance, leaders need to be able to define the organization's core mission and communicate it to employees, and they need to lead by example. In a law enforcement agency, the core mission could be expressed as "public service to all citizens and the protection of the community through professional criminal investigations." After distilling this mission down to a digestible sentence or two, such mantras should be repeated and spread so that all officers have it instilled in their minds.

As mentioned, leaders also need to lead by example. For example, a chief could occasionally show up to midnight roll calls, thereby showing the officers of the graveyard shift that they matter to the leadership of the department. Leaders might even work a patrol shift occasionally, or at least back up other officers. Leaders should be aware that they reasonably expect young officers to abide by rules and regulations the leader might have been unwilling to follow when starting out. And, perhaps obviously, leaders need to understand that they must

hold themselves to the highest levels of ethics in both their personal and professional lives as a model for their employees.

One sure way of inspiring people—and one area in which many law enforcement agencies have room for improvement—is praising outstanding performance. While officers and detectives often say: "I don't do this job for a pat on the back," the fact remains that law enforcement officers are people, and people always respond well when their superiors recognize a job well done. Recognition can be as simple as a member of the command staff telling an officer that his or her work was appreciated or as formal as a lengthy press conference for actions far beyond the call of duty. In either scenario, the idea is to let employees know that their hard work has been noticed and appreciated. By this method, leaders can create an ethos where good work is rewarded—and rewarding good work often has the salutary benefit of spontaneously creating good work in other employees.

## LESSON #10: WHEN ALL ELSE FAILS, LEADERS NEED TO FOLLOW THEIR INTUITION.

Most leaders do not attain their leadership role by happenstance. Instead, they sought a promotion and their leadership skill set was acknowledged by their superiors—people who likely appreciated the individual's decision-making ability. Leaders, therefore, have a natural aptitude for leadership—and trust that the skills that got them to their current position will likely serve them well. This doesn't mean that leaders' decisions should be impulsive or driven by emotion; simply that reason balanced with knowledge and intuition can be a successful approach.

Most of the lessons outlined herein work well when there is ample time to deliberate. For example, when drafting a new policy, leaders have time to consider alternate viewpoints before its promulgation. When restructuring the agency's chain of command, a leader

has the luxury of at least being able to ask employees what assignments they prefer before sending out the new organizational chart.

However, law enforcement leaders sometimes must make difficult decisions in short time frames and under immense stress. For example, an incident commander during a hostage or barricade situation may be forced to make a split-second decision about the use of deadly force. It can be argued that if leaders strive to incorporate these lessons into their regular work life, they will soon become part of their “leadership DNA” and inform the difficult decisions that must sometimes be made under pressure. In intense situations that lack the luxury of time, a leader’s instinct may be the only tool at his or her disposal.

## CONCLUSION

Every chief or sheriff should strive to find excellent leaders in their organizations: good people, with good judgment and social intelligence, who are not afraid to make difficult decisions. Identifying and rewarding these individuals strengthens the organization and will have important effects even after the chief has left for retirement or another opportunity. Great leaders aren’t born; instead, they are created through the crucible of experience—and they must always strive to hone their leadership skills. ♡

### IACP RESOURCES

- “Turning Around Problem Performance in Five Questions or Less”
- Leadership in Police Organizations (LPO)
- IACP Leadership Awards

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BY

W. Barnett Jones, Chief of Security and Integrity Officer, Great Lakes Water Authority; Kristie Blevins, PhD, Professor, School of Justice Studies, Eastern Kentucky University; and George W. Anderson, Chair, IACP Private Sector Liaison Committee

# THE POLICE AND FAITH COMMUNITIES: AN OPPORTUNITY FOR PARTNERSHIP

**AS POLICE AGENCIES AROUND THE WORLD ARE FACED WITH UNPRECEDENTED CHALLENGES TO THE HERETOFORE PRESUMED LEGITIMACY OF THEIR OFFICERS' ACTIONS, THE PROFESSION HAS WITNESSED A CLARION CALL FOR IMPROVED CONNECTIONS TO THE COMMUNITIES THEY SERVE AS ONE OF THE ANSWERS TO THIS ISSUE.** It is axiomatic that faith-based organizations play an important role in countless communities and have been a key factor in many departments' successful community relations. A survey and supplemental interviews were designed as part of an empirical evaluation exploring the extent of partnerships with faith-based organizations, their prevalence, and the factors that led to success or failure of such initiatives among police agencies in the United States and Canada.

In December 2003, the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS Office) released a document entitled, *Making the Match: Law Enforcement, the Faith Community and the Value-Based Initiative*. The document was prepared in response to a question often posed to the COPS Office regarding problem-solving and community policing: "But where is the faith community?" At that time, the COPS Office was funding a strategy termed Value-Based Initiatives, which "emphasize[d] training and technical assistance for problem-solving on a community level, through community-led initiatives that explore and promote what a community values most." The document outlined the then-current state of faith-based initiatives, providing information on the establishment of such initiatives, and profiled several robust police-faith-based partnerships that had produced tangible results in quality-of-life improvements and crime and disorder reductions.

The Private Sector Liaison Committee of the IACP, in line with its mission "to improve the relations between the private sector and public sector by the discussion and dissemination of meaningful data" and in the context of findings regarding the need for effective community-police partnerships

contained in the *Interim Report of the President's Task Force on 21st Century Policing*, the committee sought to determine the state of faith-based partnerships now, more than 10 years after the establishment of Value-Based Initiative programs. Clearly, the faith community represents a potential asset in the establishment of effective community-police engagement, but how many law enforcement agencies are using this approach and what are their experiences?

## FAITH-BASED INITIATIVES SURVEY

In partnership with IACP leadership, the Private Sector Liaison Committee developed a short online survey to gauge the current prevalence and quality of faith-based partnerships in law enforcement. The survey included items to measure agency location, types of community faith-based initiatives existing among specific agencies, and reasons why agencies were not involved with such programs. It also collected respondent contact information for individuals who would like to be interviewed about existing community faith-based initiatives within their agencies (see survey questions in Figure 1). The survey was made available through Survey Monkey, and IACP promoted the survey to police agencies in the United States and Canada through a variety of venues, including the State Associations of Chiefs of Police (SACOP) and IACP email newsletters. There were 218 responses to the survey.

## SURVEY RESULTS

The survey used agency names to classify the agencies by country. The 218 responses included 119 agencies in the United States and 91 agencies in Canada. Eight (3.7 percent) of the responding agencies were classified as unknown because respondents for those agencies did not provide an agency name or any other contact information.

Almost half (45.4 percent) of respondents indicated that their agencies have faith-based initiatives; the other 54.6 percent of agencies are not involved in these types of efforts.



**FIGURE 1: FAITH-BASED INITIATIVE—POLICE AGENCY SURVEY**

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The survey below was designed to learn about whether a police agency has a faith-based initiative in place in its community, and if not, why not? If a police agency reports that it has a faith-based initiative in operation, additional questions were used in an attempt to obtain some data about that program.

Please identify the name of your police agency: \_\_\_\_\_

**1. DOES YOUR AGENCY HAVE A FAITH-BASED INITIATIVE IN YOUR COMMUNITY?**

- a. Yes
- b. No

**2. IF NO, SELECT FROM THE LIST BELOW WHY YOU DO NOT CURRENTLY HAVE A FAITH-BASED INITIATIVE. YOU MAY SELECT MORE THAN ONE CHOICE IF APPLICABLE:**

- a. No faith-based organizations in the community.
- b. The agency has not partnered with a specific faith-based organization.
- c. Our agency has attempted to partner but has not yet been successful. Please describe why this has not been successful:  
\_\_\_\_\_
- d. Our agency does not see a need to create a faith-based partnership.
- e. Our agency had a faith-based program, but it is no longer in operation. Please describe why this program was not successful:  
\_\_\_\_\_
- f. Funding to create a faith-based partnership is not available.
- g. Other. Please describe: \_\_\_\_\_

**3. IF YES, SELECT FROM THE LIST BELOW THE TYPE OF FAITH-BASED INITIATIVE WHICH BEST DESCRIBES THE TYPE OF PROGRAM YOU HAVE IN PLACE. YOU MAY SELECT MORE THAN ONE CHOICE IF YOU HAVE MORE THAN ONE PROGRAM:**

- a. Clergy Liaison Program (example, Cops and Clergy Network)
- b. Citizens Police Academy focused on clergy (example, Pastors Police Academy)
- c. Faith-Based Program focused on crime reduction (example, Ministers Against Crime)
- d. Faith-Based Program focused on youth
- e. Faith-Based Program focused on offender reintegration
- f. Faith-Based Program designed to provide opportunity for police and community members to interact to further dialog and understanding of different faiths/cultures.
- g. Clergy Liaison Program focused internally (i.e., departmental chaplains)
- h. Other. Please describe: \_\_\_\_\_

**4. HOW LONG HAS THIS FAITH-BASED PARTNERSHIP BEEN IN EXISTENCE?**

- a. One year or less
- b. One to three years
- c. Three to five years
- d. More than five years

**5. HOW WOULD YOU CHARACTERIZE THE VALUE OR SUCCESS OF THE PROGRAM?**

- a. Too new to evaluate.
- b. The program has achieved its goals and provided value to the Department and/or community. Please provide details under "Other Comment(s)."
- c. The program has provided some value but has not achieved all of its goals. Please provide details under "Other Comment(s)."
- d. The program has yet to provide significant value to the Department and/or community. Please provide details under "Other Comment(s)."
- e. The program has not achieved its goals and is scheduled to be discontinued. Please provide details under "Other Comment(s)."
- f. Other Comment(s): \_\_\_\_\_

**6. IF YOU HAVE A ROBUST FAITH-BASED INITIATIVE PROGRAM AT YOUR AGENCY AND WOULD BE INTERESTED IN BEING INTERVIEWED ABOUT THE PROGRAM, PLEASE PROVIDE A CONTACT NAME, PHONE NUMBER, AND EMAIL ADDRESS BELOW:**

\_\_\_\_\_  
\_\_\_\_\_

**TABLE 1: REASONS FOR NOT HAVING A FAITH-BASED INITIATIVE IN THE COMMUNITY**

	U.S. N (%)	CANADA N (%)	UNKNOWN N (%)	TOTAL N (%)
<b>Number of Agencies Each Location</b>	50 (42.0)	65 (54.6)	4 (3.4)	119 (100.0)
No faith-based organizations in the community	1 (2.0)	14 (21.5)	1 (25.0)	16 (13.4)
The agency has not partnered with a specific faith-based organization.	48 (96.0)	53 (81.5)	0 (0.0)	101 (84.9)
Our agency has attempted to partner but has not yet been successful.	2 (4.0)	2 (3.1)	0 (0.0)	4 (3.4)
Our agency does not see a need to create a faith-based partnership.	4 (8.0)	15 (23.1)	2 (50.0)	21 (17.6)
Our agency had a faith-based program, but it is no longer in operation.	0 (0.0)	1 (1.5)	0 (0.0)	1 (0.8)
Funding to create a faith-based partnership is not available.	9 (18.0)	4 (6.2)	1 (25.0)	14 (11.8)
Other	11 (22.0)	8 (12.3)	0 (0.0)	19 (16.0)

**TABLE 2: TYPES OF EXISTING FAITH-BASED INITIATIVES AMONG AGENCIES**

	U.S. N (%)	CANADA N (%)	UNKNOWN N (%)	TOTAL N (%)
<b>Number of Agencies Each Location</b>	69 (69.7)	26 (26.3)	4 (4.0)	99 (100.0)
Clergy liaison program (e.g., Cops and Clergy Network)	31 (44.9)	7 (26.9)	1 (25.0)	39 (39.4)
Citizens police academy focused on clergy (e.g., Pastors Police Academy)	11 (15.9)	1 (3.8)	0 (0.0)	12 (12.1)
Faith-based program focused on crime reduction (e.g., Ministers Against Crime)	8 (11.6)	2 (7.7)	2 (50.0)	12 (12.1)
Faith-based program focused on a special population of citizens (e.g., youths, seniors, offender reintegration)	6 (8.7)	6 (23.1)	1 (25.0)	13 (13.1)
Faith-based program to provide opportunity for police and community to interact to further dialog and understanding of different faiths	27 (39.1)	10 (38.5)	2 (50.0)	39 (39.4)
Clergy liaison program focused internally (e.g., departmental chaplains)	55 (79.7)	15 (57.7)	2 (50.0)	72 (72.7)
Other, please describe below	14 (20.3)	1 (3.8)	0 (0.0)	15 (15.2)

Based on responses given to this question, respondents were directed to one of the next two items on the survey.

Survey participants who reported that their agencies were not involved in community faith-based initiatives were asked to select reasons why they did not have these types of programs. Results for this query are presented in Table 1. Please note that respondents could choose more than one reason; they were encouraged to select all of the reasons that apply. Of the 119 agencies that did not participate in faith-based initiatives, three agencies did not provide reasons for the lack of them.

The most common reasons for not having a faith-based initiative in the community were that agencies have never partnered with a specific faith-based organization (84.9 percent) and that agency personnel do not see a need to create a faith-based partnership (17.6 percent). Only one agency reported that the agency once had a faith-based program that is no longer in operation.

Respondents who selected “other” reasons were asked to provide additional information about their reasons. One agency does not interact with the community apart from traffic incidents. Other agencies reported partnering with community agencies that provide counseling and addiction or other services. Clients have access to faith-based resources through this partner, but the agency does not have a direct partnership with a faith-based organization. The other reasons related to potential problems of being all-inclusive or offending certain groups in the community with faith-based initiatives.

Individuals who indicated their agencies did have faith-based initiatives in the community were asked to specify what types of programs are in place. Participants were not restricted to choosing only one type of initiative and were instructed to choose all types that apply. These results are reported in Table 2. There were 99 subjects directed to this

**TABLE 3: YEARS IN EXISTENCE AND PERCEIVED VALUE OF FAITH-BASED INITIATIVES**

	U.S. N (%)	CANADA N (%)	UNKNOWN N (%)	TOTAL N (%)
<b>How long has this faith-based partnership been in existence?</b>				
One year or less	2 (2.9)	3 (11.5)	1 (25.0)	6 (6.4)
One to three years	16 (23.2)	4 (15.4)	0 (0.0)	20 (20.2)
Three to five years	14 (20.3)	2 (7.7)	0 (0.0)	16 (16.1)
More than five years	28 (40.6)	17 (65.4)	2 (50.0)	47 (47.5)
<b>How would you characterize the value or success of the program?</b>				
The program has yet to provide significant value to the department and/or community.	3 (4.3)	0 (0.0)	1 (25.0)	4 (4.0)
The program has provided some value but has not achieved all of its goals.	16 (23.2)	9 (34.6)	0 (0.0)	23 (23.2)
The program has achieved its goals and provided value to the department and/or community.	35 (50.7)	11 (42.3)	2 (50.0)	48 (48.5)
The program is too new to evaluate.	5 (7.2)	6 (23.1)	1 (25.0)	12 (12.1)

item; 3 of them did not select a type of program.

As shown in Table 2, internally focused clergy liaison programs were the most common (72.7 percent) type of faith-based endeavors among participating agencies, followed by programs that provide the opportunity for police and community to interact to further dialog and understanding of different faiths and clergy liaison programs such as the Cops and Clergy Network (39.4 percent). The “other” programs specified include a police chaplain program and an initiative to provide training for faith leaders, so they can help increase community awareness and understanding about domestic violence.

The survey asked those who reported having faith-based initiatives in the community how long the partnership has been in existence. Close to half (47.5 percent) of the programs have been in place for more than five years. Only six (6.4 percent) existing programs were within the first year of startup (see Table 3).

Perceptions of the value or success of existing faith-based initiatives are presented in Table 3. Twelve of the existing programs were classified as too young to

evaluate, and more than 48 percent of respondents characterized their programs as having achieved their goals and providing value to the agency or community. Only four programs (4 percent) were perceived as not having provided significant value to the agency or community.

For the initiatives categorized as providing some value without meeting all of their goals, some of the problems were based on unclear goals, functions, and individual roles. Another issue was the underutilization of programs. For example, chaplains might not be present on a regular basis or might be reserved for formal ceremonies such as funerals or academy graduations. The other obstacle mentioned is that it is hard to measure success if no one completes the required reports on the program.

The primary benefits mentioned by respondents with successful programs relate to strong reciprocal understanding of beliefs and roles between the police and different groups within the community. With this understanding comes greater trust and respect on both sides. These initiatives have also proven helpful when trying to proactively manage local events, such as protests, after incidents have happened in other areas.

## EXAMPLES OF FAITH-BASED PROGRAMS

The last item on the survey asked respondents to provide their information if they would be interested in being interviewed about their existing faith-based initiatives in the community. Names and contact information were provided in 12 instances, and 4 of these respondents who reported their programs were beneficial were contacted for additional information. Committee members involved in the survey project conducted interviews with the representatives from several different agencies to learn in more detail what made the programs successful.

### North Bay Detachment, OPP, Ontario, Canada—Faith Speaks Out

In 2015, a rise in domestic violence crime reporting opened the door to a special partnership between the North Bay Detachment of the Ontario Provincial Police (OPP) and the area’s faith community leaders.

Detective Sergeant Joseph DeCook of the OPP and Wendy Abdallah of the Victim Witness Assistance Program





began brainstorming about ways to solve this emerging problem. They quickly realized that faith leaders are trusted members of the community whom the community relies upon and that the community members felt comfortable engaging in dialogue with faith leaders. The notion of partnering with faith leaders to help solve the community's domestic violence problems was advanced as an intriguing and innovative solution.

That revelation led to the start of One Pledge, a group founded by the former mayor and police chief of the City of North Bay, along with 28 faith leaders from several denominations. Over time, the movement developed a new name, Faith Speaks Out, and grew to include 80 participants and 86 organizations. That partnership reached out through the various churches spread throughout the region.

"Today the fact that the program is well-received and still committed speaks volumes to the 'Faith Speaks Out' group and their community outreach," said Detective Sergeant DeCook. "We are currently looking at next phases, like human trafficking and sexual assault, and then surveying our progress to see if we have had any effect."

### Louisville Metro Police Department, Kentucky, USA—Shield A Badge

In 2018, Louisville Metro Police Department's 8th Division Major Jamey Schwab encouraged his staff to reach out to the community in ways beneficial to the department. Recognizing members of the faith community were looking for ways to encourage and support police officers, Officer Tim Thompson took

the opportunity to partner with the local faith community with the Shield A Badge program. Originating in Arlington, Texas, the program provides an opportunity to faith-based community members to adopt an officer and provide prayers and encouragement to the officer. The program is open to all faiths.

While opening a path for local faith community members to become involved with the police department has been valuable, the encouragement provided to the officers is an added benefit. Major Schwab is a participant in the program and gets regular cards encouraging him and the officers he commands. Given the stress officers experience during their career, it can be easy for some to become discouraged. Knowing the community is supporting the officer can be of immense benefit to the individual officer and strengthen the community-police bond.

The agency faced very little expense in starting the program. The program is voluntary for the officers and their families. Faith community members are provided cards with an officer's name, which were provided by the Louisville Metro Police Foundation at no cost to the agency. Major Schwab believes the low cost of the program will allow it to be sustainable over the long term. The program is currently active in the Louisville Metro Police Department's 3rd and 8th Divisions, with plans to make the program department-wide by the end of 2018.

### Marietta Police Department, Georgia, USA—Pastor's Police Academy

The Marietta Police Department Pastor's Police Academy (PPA) was modeled after the traditional citizens'

police academy, and the participants must be pastors or youth pastors with a congregation. Others with faith-based titles or religious credentials are not included, mainly because the goal of the program is for the police to reach out to the congregations of all faiths through the pastors.


The curriculum of the PPA is designed to provide participating pastors with areas of expertise the police department can offer to help pastors with their work for their congregations. Chief Dan Flynn offered a presentation on social media by the police cyber unit as a good example:

*It is designed to help pastors better understand the social media platforms their congregants may be using in order to help them communicate with a more common language. Through interactive training like this, stronger bonds between the police and pastors grow and facilitate more open dialogue on more serious issues like dealing with the opioid crisis, or gang trends from the pastors' perspective.*

When information and communication flows more smoothly between the police and pastors, who are community leaders in their own right, the Marietta Police Department found that attitudes and mutual understanding tend to improve, clearing the way for building more trust between the community and the police.

### Burleson Police Department, Texas, USA—Ministers and Officers for a Greater Burleson

The Burleson Police Department (BPD) began its faith-based partnership in August 2016 with the inception of the Ministers and Officers for a Greater Burleson (MOGB). A goal of the MOGB was to establish an outreach program



to address underlying community issues that evolve into crime. For example, BPD experienced an increase in domestic violence-related simple assaults in 2017. Therefore, the MOGB is planning to host an outreach seminar on relationships that includes data on domestic violence, resources for help, and available counseling that addresses the underlying issues with a goal of reducing domestic violence.

The initial 14 pastors who joined the program attended a seven-week training course that included a tour of One Safe Place's Family Justice Center in Tarrant County, Texas. "Since victims don't always report domestic violence, we wanted pastors to understand their community resources and how a non-law enforcement referral can still aid a victim in hope of breaking a cycle of violence," stated BPD Chief Billy Cordell. Pastors are trusted community leaders who serve a critical role in supporting their members. The MOGB created an opportunity to leverage pastors' influence to address underlying issues that affect a community's quality of life.

BPD also hired a part-time victim's assistance coordinator and integrated the ministers participating in the program into a support role for the coordinator. Several of the pastors are on call to help with tragedies, death notifications, and other critical incidents. The primary pastor on call responded to 17 call-outs covering infant deaths, suicides, traffic accidents, and natural deaths. Two other ministers responded to scenes of four other call-outs. The pastors generally follow up with the family a few days after the call-outs, as well.

Pastors embraced the faith-based partnership with BPD and the vision to create a community outreach

mission. By sharing crime data and understanding the negative impact on victims, families, and the community as a whole, the MOGB strives to break cycles of violence and reduce crime in their community.

## CONCLUSION

In conclusion, the committee's survey found that almost half of the agencies surveyed (45.4 percent) reported they had a faith-based initiative in place, with 58 percent of the U.S. agencies and 29 percent of the Canadian agencies responding affirmatively to that question. Two additional important findings of the survey bear note. First, of the agencies reporting they did not have a faith-based initiative in place, the majority indicated they had not partnered with a specific organization. Although the survey was not designed to capture the specific reasons for not partnering, such a finding could imply that agencies do not see a reason for or a value of such a partnership. Alternatively, as was determined to be the case for at least one agency, such partnerships might exist at a less formalized level.

Given the positive outcomes reported in the survey by those engaged in such partnerships, as well as the anecdotal information from the agencies profiled herein, the IACP's Private Sector Liaison Committee suggests police chiefs trying to increase community engagement and develop strategies to deal with quality of life, order maintenance, or crime issues should consider whether the faith community can be a potential partner to address those concerns.

Second, for those agencies reporting that the initiatives they engaged in were successful, but had not fully realized their goals, the issues reported hampering full effectiveness included

unclear goals, functions, and individual roles; underutilized programs; and a failure to be able to collect data due to noncompliance with reporting. The committee strongly recommends that police department leaders seeking to develop public-private partnerships of any type understand that they don't simply just "happen." Experience with the formation and sustainment of partnerships has been collected and is available to help guide chiefs and their staffs to create effective partnerships. In *Public Private Partnerships: What Every Chief Needs to Know*, the Private Section Liaison Committee created a pamphlet that outlines 10 steps to effective partnerships. The committee encourages agencies considering the establishment of faith-based initiatives to review the resources outlined in this article to help guide the creation of an effective partnership.

Leveraging the potential of a sound and robust partnership with community organizations from faith traditions provides an opportunity for an agency to tap into an existing conduit of information, opinions, and connectivity that can help the police do their jobs effectively. Today, the use of every tool at law enforcement's disposal should be considered to bridge any divides and to engage the community for the betterment of all. ♡

### IACP RESOURCES

- *Public Private Partnerships: What Every Chief Needs to Know*
- Institute for Community-Police Relations
- *Building Communities of Trust: A Guidance for Law Enforcement Leaders*

theIACPOrg

BY

Joerg Lamprecht, CEO, Co-Founder, DEDRONE

# Drone Safety and Defense Start with Detection



**LAW ENFORCEMENT AGENCIES PREVIOUSLY UNABLE TO AFFORD AIRSPACE TECHNOLOGY, SUCH AS HELICOPTERS, CAN NOW AFFORDABLY ACCESS DRONES TO EXTEND THEIR SECURITY SYSTEMS, MONITOR THE SKIES, AND HELP THEM SERVE AND PROTECT THEIR COMMUNITIES. ACCORDING TO RESEARCH CONDUCTED BY BARD UNIVERSITY'S CENTER FOR THE STUDY OF THE DRONE,** in 2018, there were more than twice as many law enforcement agencies that owned drones as there were agencies that owned manned aircraft in the United States. As of May 2018, an estimated 910 U.S. state and local police departments, sheriff's offices, fire and emergency medical services (EMS), and public safety agencies had acquired drones in recent years.

Law enforcement officials are using drones for crowd monitoring at major events, crime scene analysis, and investigations of active shooter or hostage situations. First responders are testing drones to deliver emergency medical supplies, such as defibrillators, to situations where they are needed. Firefighters are using drones to identify "hot spots"

to target fire retardant drops at wildfires and enhance situational awareness.

Drones are both useful and a challenge for law enforcement. Any unauthorized drone is a threat, whether it's a hobby pilot unknowingly causing a nuisance or a drone conducting hostile surveillance or dropping a weapon. Drone detection technology is used by law enforcement to provide an additional layer of situational awareness to the airspace. By using passive detection technologies, such as cameras and radio frequency sensors, law enforcement is able to capture data; understand drone activity near crime scenes, precincts, or disaster zones; and locate unauthorized pilots.

With drone detection technology, police can observe the behavior of a drone and institute defensive countermeasures to assess the threat and respond via direct contact with the pilot. This nuanced approach has evolved considerably from the initial inclination to find and neutralize a drone through a variety of offensive countermeasures. In all cases, whether

the response to an incursion is to defeat or defend, it has become clear that early detection of drone activity is a critical foundation to any counterdrone program. Cities and local governments of the future will almost certainly require monitoring of their lower airspace for consumer and commercial drones.

## **2018 LEGISLATIVE UPDATES ON DRONE DETECTION FOR LAW ENFORCEMENT**

Drone detection technology differs from defeat technology, but both are a part of a counterdrone solution. In all instances, passive drone detection technology, such as radio frequency sensors, cameras, and microphones, do not require additional legal permissions to own or operate. Drone detection is the foundation of a counterdrone program, as, without awareness of drone activity in the airspace, there is no way to target any passive or active countermeasures. A passive countermeasure could be protecting assets or people; an active countermeasure would be to defeat the drone using a weapon or jammer.



“

*Cities and local governments of the future will almost certainly require monitoring of their lower airspace for consumer and commercial drones.*

”

Laws must be written to provide guidance on the procurement and use of both drone detection and defeat technology. The Preventing Emerging Threats Act of 2018, written within the 2018 FAA Reauthorization Act, is a starting point to begin this conversation with different industries that need airspace security in order to protect citizens and critical infrastructure. The act is the first piece of legislation of its kind, which was designed to expand the authority of the U.S. federal government to use active counterdrone technology outside of military or combat zones. Active counterdrone technology defeats a drone, either by jamming the signal and forcing it to land or “return home” or by destroying the aircraft.

Under these new laws, the U.S. Department of Homeland Security and U.S. Department of Justice can now use counterdrone technology at some mass gatherings, including National Security Special Events (e.g., presidential inaugurations); Special Event Assessment Rating events (e.g., Superbowl); and events where such security measures are requested by a governor of a U.S. state or territory or the head of a similar district. However, security is generally executed by local law enforcement, and U.S. agencies are not yet granted the ability to use counterdrone technology without the oversight of federal agencies.

**CRIMINAL USE OF DRONES DISRUPT HOSTAGE SITUATION**

At a drone industry conference, the FBI’s head of operational technology law discussed the effect of drones on an FBI hostage rescue mission. The team set up an elevated observation post to assess the unfolding situation and soon encountered multiple drones conducting “high-speed low passes at the agents in the observation post to flush them.” The FBI agent continued, “We were then blind,” and “it definitely presented some challenges.”

Drone detection technology can be quickly integrated into an observation

post and a part of an investigative team’s security program. The FBI and other law enforcement use drone detection to identify single or multiple drone incursions that might be from a single pilot or an orchestrated diversion or attack. This information will provide an additional layer of situational awareness to keep investigators focused on the rescue, rather than their own safety.

**PROACTIVE AIRSPACE SECURITY FOR LOCAL EVENTS**

At the 2017 International Boat Show in Ft. Lauderdale, Florida, local police coordinated with private security teams to monitor the lower airspace for drones. Enhanced physical security measures were in place, and since the airspace above the event was as a restricted no-fly zone, local law enforcement added another layer of security by adding drone detection technology to their portfolio. Before the event, standard operating procedures for law enforcement and FAA response notifications were developed for all drone alerts and summarized in a UAV (unmanned aerial vehicle) detection alert protocol.

During the event, radio frequency detection, video detection, and surveillance provided the incident commander with a robust overview allowing for preemptive mitigation of potential security and public safety threats from drones. As a result, drones were detected by the system during the show, which captured flight paths and drone information of unauthorized drones, and the security personnel were able to follow the drones and locate the pilots for further action by law enforcement.

In Scottsdale, Arizona, the Professional Golf Association (PGA) Tour officials coordinated with local law enforcement to use drone detection technology at a tournament attended by more than 700,000 spectators. Scottsdale Police Department coordinated with PGA Tour security personnel, including members of the FBI; the Bureau of Alcohol, Tobacco, Firearms and Explosives; and

the U.S. military. Specialized forces utilized the services of K9 officers; explosive ordnance device technicians; mounted police; and officers in motor- and bicycle units. By flying drones near the event, pilots risked violating federal airspace laws designed to protect public events and a local airport, located only three miles from the protected site. A rogue drone would hinder the ability for Scottsdale Police Department and other security personnel to use aerial response in the event of an emergency.

With drone detection technology, the Scottsdale Police Department observed hundreds of intruding drones recorded over the five-day installation, with more than 20 drones detected within the first day of installation. Scottsdale Police Department actively monitored airspace activity and was able to protect PGA athletes, media, and attendees from drone interruptions every day of the event.

**FIRST STEPS: SITUATIONAL AWARENESS AND DATA COLLECTION**

Many law enforcement agencies are turning to drones to provide the next level of security. New software developed in 2018 uses artificial intelligence technology with drones to detect violent actions in crowds, allowing for security to quickly respond to any threats. Emerging legislation is exploring how law enforcement may be able to use drones as a surveillance tool at public events. The FAA restricts flights over crowds and, in 2017, granted the first-ever waiver for a media organization to use a drone to film crowds. However, as using drones at public events becomes more common, it’s critical to ensure that if an unwanted drone is detected, the pilot is stopped and any threat is eliminated.

Air traffic and connectivity systems for small drones at low altitudes are necessary for keeping skies clear for emergencies, to identify rogue or nuisance pilots, and to continue to protect sensitive infrastructure from airspace threats. ◊



Geospatial hot spots help command staff at the Kankakee County, Illinois, Sheriff's Office identify areas with higher concentrations of crime, traffic incidents, and citations—and leverage those insights to more efficiently deploy resources and patrol communities.

Image courtesy of Tyler Technologies

# Man and Machine: Predictive Policing Is the New Law Enforcement Sidekick

BY  
Scott Harris, Freelance Writer

**FOR SOME AGENCIES, THE NOTION OF PREDICTIVE POLICING CONJURES IMAGES THAT ARE MORE SCIENCE FICTION THAN ACTUAL POLICE WORK.**

Proponents and developers of predictive policing technology say their solutions don't look to supplant normal police operations but to enhance them. Generally speaking, predictive policing looks to predict the locations of crimes, offenders and their identities, and potential crime victims.

Law enforcement users from Philadelphia, Pennsylvania, to Los Angeles, California, have reported good outcomes using predictive

policing software, and several studies point to its effectiveness.

According to a 2015 study published in the *Journal of the American Statistical Association*, predictive policing solutions do not necessarily lead to more arrests, but they can have a preventive effect that, when combined with effective police work on the ground, can lead to lower crime rates. Police patrols using a certain type of software-driven forecasting tool led to an average 7.4 percent reduction in crime.

“From an ethnographic perspective, we believe predictive policing operates

at a local level through short-term disruption of criminal opportunities,” the study authors wrote in the report.

*A representative scenario arises when an officer shows up at a location designated as high risk. An offender who lives or works in that area sees the officer and decides to lay low or even run. In that time they are laying low, they are in no position to commit a crime. If the offender comes out a few hours later and again sees the officer in the same or a nearby hotspot, the deterrence effect may last well beyond those particular policing events.*



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### FOR MORE INFORMATION:



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Jeff Brantingham is one of the authors of the study. He's also the co-founder and chief of research and development at PredPol, a Santa Cruz, California, firm widely regarded as a leader in predictive policing. An early supporter of this technology as an effective law enforcement tool, Brantingham said the tool continues to advance and may be more relevant to law enforcement than ever.

PredPol defines its mission as “the practice of identifying the times and locations where specific crimes are most likely to occur, then patrolling those areas to prevent those crimes from occurring.” This speaks directly to a conviction that predictive policing works best when it functions alongside an officer’s daily work, rather than subsuming or supplanting it.

“Algorithms can do a great job of predicting when and where crimes are most likely to occur,” Brantingham said. “The second part of that is that no matter how sophisticated your algorithm is, or the nature of your computer interface, policing is a person-centric exercise and interacting with communities and solving problems. Nothing will change that fundamental activity.”

**LAW ENFORCEMENT AND COMMUNITY**

Predictive policing is a bona fide trend in law enforcement, particularly for larger departments. However, there is also no dispute that it has the potential to raise questions about privacy.

“Big Data” is now a common term around the world, as is the concept of mining data for any number of purposes. That phenomenon naturally brings other issues along with it, particularly in a law enforcement context. For example, mining social media data could have the potential to “predict” potential criminals who in reality have only a passing social media connection to established perpetrators.

This can not only raise red flags for any citizen concerned about individual privacy, but also lead to concerns by officers and departments striving to improve relations with their communities.

Each agency determines whether or how to respond to such concerns, but one option is transparency. Transparency in data is a standard practice of Tyler Technologies, a Plano, Texas, company that creates a suite of solutions for use across the public sector, from schools to permitting departments.

For law enforcement, Tyler assists with predictive policing by leveraging freely available records information from law enforcement, fire and rescue, and other public agencies and pooling it together to form a more complete picture of criminal activity in a given area.

“When we look at predictive policing, we try to do more data-driven policing info and get it out to folks in command centers, so they can make better decisions,” said Russell Gainford, vice president of product development for Tyler’s public safety division.



YOUR POLICE PARTNER

**“DESIGNING LAW ENFORCEMENT FACILITIES IS MY PASSION.**

**GREAT IDEAS AND SYNERGIES ARE BORN FROM COLLABORATION.”**



BRIAN WRIGHT  
PRINCIPAL

FGM ARCHITECTS

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A central tool in this area for Tyler is Socrata Public Safety Analytics, a map-centric tool that provides a detailed picture of crime, accidents, tickets, law enforcement and fire incidents, and calls for service by displaying data in an easy-to-use interface for quick trend analysis.

As an example, Tyler officials point to a recent collaboration between the fire and police departments in Topeka, Kansas. Compiling and sharing data, officers determined that the fires were started intentionally, then used commonalities between the fires to build a profile of a potential suspect and to identify areas where the next fire might occur. Investigators surveilled the identified areas and subsequently apprehended the suspect.

This type of predictive policing not only is effective as a law enforcement tool, but also can enhance community relations through transparency.

“It’s a citizen-facing tool,” Gainford said. “We started on the citizen side, so you can instantly respond to requests from the public.”

The data is easy to view and manipulate, with the resulting models helping to protect police from unfounded accusations from the community.

“You can create heat maps over certain time periods or geo fences,” Gainford said. “When you come into the solution, it aggregates data very quickly. What it’s providing you is logistics, and providing insights [and] honeycomb maps that can really be used to justify use of force.”

#### MACHINE LEARNING

“Machine learning” is a subset of the wider concept generally known as artificial intelligence. Machine learning is a method of data analysis that automates analytical model building. Specially designed software systems can gather and “learn” from the analysis, identifying patterns with minimal human intervention.

Machine learning is the technology underlying many predictive policing solutions, including PredPol.

“There is a lot of interest in machine learning because it can help accomplish



tasks because it had to do [it] in any other way. PredPol has the latest machine learning and mathematical modeling,” Brantingham said. “PredPol is a software service company doing real-time crime forecasting in the field. It’s continuously ingesting information on where and when crimes are occurring and figuring out when new hot spots are going to appear. New predictions are always available to officers.”

Although these systems are incredibly complex, they are not especially daunting to officers and agencies because they operate much like regular technology that is familiar to most web and mobile device users.

“There is a lot of machine learning, but the officer doesn’t see that,” Brantingham said. “They just see the models. It’s a lot like apps on mobile devices. There is a lot of math going on in the background of every phone app, but you don’t see it. It’s streamlining the way you use time and resources.”

The solution itself is seamless, Brantingham said, with new predictions arriving each morning. Mapping is fairly targeted. “The target areas are only 500 feet by 500 feet,” Brantingham said. “So, this is more than just identifying a neighborhood. This is more like a block, a micro-scale area on the ground.”

New data arrives regularly, but it is provided in a way that allows agencies to work with the data when

and how it makes the most sense for their schedules and duties.

“The predictions are delivered to the watch commander in an email inbox every morning, and it’s a fresh set of predictions based on data,” Brantingham said. “You can add it right into roll call and briefings, with hot sheets that map it out, or you can see it on tablets or in the car. When they’re not on another call, they’re putting themselves into these locations.”

## SOURCE LIST

For contact information, please visit Police Chief Online: [policechiefmagazine.org](http://policechiefmagazine.org)

- Equature
- Information Builders
- NDI Recognition Systems
- OffenderWatch
- PredPol Inc.
- ROMI Analytics
- Tyler Technologies
- Vigilant Solutions
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### Body Camera System

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ever needing to dock the device. Featuring four built-in microphones, Axon Body 3 plays back crystal-clear audio for a better sense of what happened at the scene. "Dock and walk" is just one option to upload evidence with Axon Body 3. Preview video over LTE and upload wirelessly without waiting to dock.

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



### Connected Wearable Devices

Orion Labs, the leading innovator in real-time voice communication for mobile workforces, announces Orion Sync, a new category of connected wearable that works with Orion's award-winning platform and constellation of devices, apps, and services. Orion Sync is designed for mobile teams in the field who need more than legacy radio systems can provide.

Orion Sync connects teams to Orion voice chat, bots, integrations, and workflows with a purpose-built, cloud-managed, LTE-connected Push-to-Talk (PTT) wearable with superpowers. Weighing just 125 grams, the device is lightweight and can be worn on a shirt, vest, lanyard, or jacket. Orion Sync has a built-in speaker and advanced DSP-controlled microphone array and also works with a variety of headsets and accessories.

<http://orionlabs.io/orion-sync>





### Situational Awareness Suite Expansion

In today's mobile world, proximity and context are important to help control the situation. Providing accurate data to support situational awareness plays a central role in public safety and first responder management. The ability to access real-time location data for all public safety personnel helps them improve their situational awareness, make better deployment decisions, and significantly improve responsiveness. Salient CRGT has expanded its Voyager product suite to include Voyager Atlas and Voyager eDOC to make it easier for law enforcement agencies, public safety organizations, and corrections departments to locate and manage all users and assets with real-time location-sharing services on their mobile devices.

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



### Small Unmanned Aerial Vehicle

The Yuneec H520 offers police officers the ability to quickly record an accident scene in 2D or 3D for later assembly of data for court appearances, reporting, or archiving. Users can rapidly capture and clear accident scenes, saving time, cost, and department resources, and deploy the Yuneec H520 prior to entering a scene to accurately capture data without contaminating the scene. High-quality camera systems with embedded GPS data enable evidence to be captured and examined before first responders have entered the area. Officers can use the Yuneec H520 to assist in search and rescue operations, finding victims, photographing remote crash sites, and crash site monitoring.

<http://commercial.yuneec.com/comm-en-law-enforcement-agency>

### Workstation

The MicroFlow III is a Class 1 ductless carbon filtered workstation equipped with particle pre-filter and activated carbon filtration ideal for fumes, odors, and non-hazardous chemical vapors. Dimensions are 24 inches wide by 20.75 inches high by 24 inches deep. The workstation is completely self-contained with an integral recessed work surface to contain spills. A convenient clear viewing sash surrounds the work area for user protection; sash can be conformed for use with a microscope and is easily removable. Typical applications include sample weighing, general chemistry involving small volumes of common chemicals, individual workstations, tissue staining and processing, and containment of forensic applications. Hood is available with mobile table.



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



### Video Surveillance Line

Hanwha Techwin America, a global supplier of IP and analog video surveillance solutions, has unveiled the Wisenet Q series line of affordable cameras and NVRs. The Wisenet Q series is an affordable professional product line that offers simple and essential features that are ideal for small to medium-sized applications. The Wisenet Q series offers a range of 24 indoor and outdoor dome cameras. Available in 2MP and 4MP resolutions, the Q series cameras are packed with innovative features including multiple lens options (2.8mm to 6.0mm lens), as well as motorized and manual vari-focal lenses; hallway view for monitoring vertical shaped areas; and improved bandwidth efficiency with WiseStream and H.265.

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



### Weather Data for Public Safety

Baron, the worldwide provider of critical weather intelligence, announces Telematics for Public Safety, a technology that uses accurate, patented technology to aid organizations in keeping their employees, students, and customers safe. Using basic weather information cross-referenced with proprietary algorithms and other data inputs, Baron's Telematics can generate highly accurate road weather condition data. In addition, it enables organizations to access the most current technology, such as advanced weather forecasting tools, and the knowledge of scientists, mathematicians, and meteorologists. Telematics for Public Safety also provides organizations with contextual weather data by delivering alerts tied to their immediate location and makes staying informed easy and quick, using pre-interpreted information.

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



### Rugged Tablets

DT Research, the leading designer and manufacturer of purpose-built computing solutions for vertical markets, today announced the DT372AP and DT370CR rugged tablets, which have been precision designed to serve the needs of a myriad of users across an organization. DT Research tapped into decades of experience within government, health care, military, and other fields to design a sleek, military-grade tablet with a 7-inch sunlight-readable display that is high performance, yet energy efficient, and includes robust information capture and wireless communications for seamless indoor-outdoor workflow. The DT372AP and DT370CR tablets give users military-grade durability and reliability in harsh environments with IP65 and MIL-STD-810G ratings within a slim, lightweight package.

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



# JOIN IACP'S PLUS ONE CAMPAIGN



As a member of the IACP, you understand the value and significance of belonging to the association.

Help strengthen the IACP's collective voice as the leading law enforcement organization, by joining the IACP in the Plus One Campaign. As an IACP presidential initiative, **the goal of the campaign is to have each current member bring one new member into the association.**



Through membership growth, the IACP's global network increases, enabling the association to continue to shape the future of the policing profession.

**Participate in the Plus One Campaign; recruit a colleague today.**



[theIACP.org/PlusOne](http://theIACP.org/PlusOne) • 800.THE.IACP



# IACP Plus One Drive Application

International Association of Chiefs of Police  
P.O. Box 62564  
Baltimore, MD 21264-2564, USA  
PHONE 1.800.THE IACP • 703.836.6767 • FAX 703.836.4543  
theIACP.org

DO NOT USE

Name: \_\_\_\_\_ (Please Print)

First Middle Initial Last

Title/Rank: \_\_\_\_\_

Agency/Business Name: \_\_\_\_\_

Business Address: \_\_\_\_\_

City, State, Zip, Country: \_\_\_\_\_

Residence Address: \_\_\_\_\_

City, State, Zip, Country: \_\_\_\_\_

Send mail to my  Business  Residence Address

Business Phone: \_\_\_\_\_ Mobile: \_\_\_\_\_

E-mail: \_\_\_\_\_

Website: \_\_\_\_\_

Have you previously been a member of IACP?  Yes  No

Date of Birth: (MM/DD/Year) \_\_\_\_/\_\_\_\_/\_\_\_\_ I am a sworn officer.  Yes  No

Number of sworn officers in your agency (if applicable) \_\_\_\_\_

Approximate pop. served (if applicable) \_\_\_\_\_

Education (Highest Degree): \_\_\_\_\_

Date elected or appointed to present position: \_\_\_\_\_

Law enforcement experience (with approx. dates): \_\_\_\_\_

I have a Member Sponsor participating in the Plus One Drive (not required)—their name is:

Amount to be charged \_\_\_\_\_ (U.S. dollars only – Membership includes subscription to *Police Chief* magazine valued at \$30.)

I have enclosed:  Purchase order  Personal check/money order  Agency check

Charge to:  MasterCard  VISA  American Express  Discover

Cardholder's Name: \_\_\_\_\_

Card #: \_\_\_\_\_ Exp. Date: \_\_\_\_/\_\_\_\_

Cardholder's Billing Address: \_\_\_\_\_

Signature: \_\_\_\_\_

By joining the IACP, I have reviewed and agree to the IACP's Privacy Policy which can found at [www.theIACP.org/privacy-policy](http://www.theIACP.org/privacy-policy).

All memberships expire December 31 of each calendar year. Applications received after August 1 will expire the following year. Return completed application via mail, fax (703-836-4543) or email ([membership@theiacp.org](mailto:membership@theiacp.org)).

Questions? Contact Membership at 800-THE-IACP.

## Membership Categories

Information on membership categories, benefits, and eligibility can be found on the IACP web site [www.theiacp.org/membership](http://www.theiacp.org/membership)

- Active Member \$190  
(sworn command level)
- Associate Member:**
- General \$190
- Academic \$190
- Service Provider \$500
- Sworn Officer—Leader of Tomorrow \$75  
(sworn non-command level)
- Student—Leader of Tomorrow \$30  
University name: \_\_\_\_\_

### Optional Section Memberships:

- Capitol Police Section \$30
- Defense Chiefs of Police Section \$15
- Drug Recognition Expert (DRE) \$25
- Indian Country Law Enforcement \$25
- Intl Managers Police Academy & College Training \$25
- Law Enforcement Information Management (LEIM) \$25
- Legal Officers \$35
- Mid-Sized Agencies Section \$50
- Police Foundations Section \$20
- Police Physicians \$35
- Police Psychological Services—initial processing fee \$50
- Public Information Officers \$15
- Public Transit Police No Charge
- Railroad Police No Charge
- Retired Chiefs of Police No Charge
- Smaller Department Section \$20
- S & P Police Alumni Section No Charge
- S & P Police Academy Directors No Charge
- S & P Police Planning Officers No Charge
- University/College Police—Initial Member \$50
- University/College Police—Additional members \$15



PRESENTED AT THE 125TH ANNUAL IACP CONFERENCE & EXPOSITION

# 2018 IACP LEADERSHIP AWARDS

## LEADERSHIP POLICY COUNCIL

### IACP/BODYWORN BY UTILITY LEADERSHIP IN VOLUNTEER POLICE SERVICE PROGRAMS AWARD

Auxiliary/Reserve Volunteer Police Program

ORANGE COUNTY, FLORIDA, SHERIFF'S OFFICE



*Left to right:* IACP President, Louis M. Dekmar; Account Manager John Dowd, BodyWorn by Utility; Reserve Chief Deputy Ross Wolf, Orange County Sheriff's Office; and IACP Vice President-Treasurer and Leadership Policy Council Chair, Ken Walker

Comprehensive Volunteer Police Service Program

DENVER, COLORADO, POLICE DEPARTMENT



*Left to right:* IACP President, Louis M. Dekmar; Account Manager John Dowd, BodyWorn by Utility; Administrator Marie Dabis, Denver Police Department; and IACP Vice President-Treasurer and Leadership Policy Council Chair, Ken Walker

### IACP LEADERSHIP IN HUMAN AND CIVIL RIGHTS AWARD

Agency

CALAVERAS COUNTY, CALIFORNIA, SHERIFF'S OFFICE



*Left to right:* IACP President, Louis M. Dekmar; Behavioral Health Sheriff's Liaison Brenda Hanley, Calaveras County Health and Human Services; and IACP Vice President-Treasurer and Leadership Policy Council Chair, Ken Walker

Individual

COMMISSIONER MAHESH MURALIDHAR BHAGWAT  
RACHAKONDA POLICE COMMISSIONERATE, TELANGANA  
STATE, INDIA



*Police Commissioner Mahesh Muralidhar Bhagwat,  
Rachakonda Police Commissionerate*

## INVESTIGATIONS POLICY COUNCIL

### IACP AUGUST VOLLMER LEADERSHIP IN FORENSIC SCIENCE AWARD

TEXAS DEPARTMENT OF PUBLIC SAFETY, CRIME LABORATORY SERVICE



*Left to right:* IACP President, Louis M. Dekmar; Section Supervisor – Latent Prints, Meghan Blackburn, Texas Department of Public Safety Crime Laboratory; Special Agent Elizabeth Bigham, Georgia Bureau of Investigation; and IACP 3rd Vice President and National Security Policy Council Chair, Cynthia Renaud

### IACP CHIEF DAVID CAMERON LEADERSHIP IN ENVIRONMENTAL CRIMES AWARD

CALAVERAS COUNTY, CALIFORNIA, SHERIFF'S OFFICE



*Left to right:* IACP President, Louis M. Dekmar; Sheriff Richard DiBasilio, Calaveras County Sheriff's Office; and IACP 3rd Vice President and National Security Policy Council Chair, Cynthia Renaud

### IACP/THOMSON REUTERS EXCELLENCE IN CRIMINAL INVESTIGATIONS AWARD

GEORGIA BUREAU OF INVESTIGATION



*Left to right:* IACP President, Louis M. Dekmar; Digital Forensic Investigator, Jacob Toulomelis, Georgia Bureau of Investigation; Special Agent, Elizabeth Bigham, Georgia Bureau of Investigation; Assistant United States Attorney, Peter Leary, United States Department of Justice; IACP 3rd Vice President and National Security Policy Council Chair, Cynthia Renaud; and Senior Director, Daniel DeSimone, Thomson Reuters

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

COLORADANS AGAINST AUTO THEFT



*Left to right:* IACP President, Louis M. Dekmar; Vice President of Sales, Julio Valcarcel, Leonardo; Financial Officer, Jurree Scherrer, Coloradans Against Auto Theft; Program Director, Robert Force, Colorado State Patrol; and IACP 3rd Vice President and National Security Policy Council Chair, Cynthia Renaud



## COMMUNITY SAFETY POLICY COUNCIL

### IACP/CISCO LEADERSHIP IN COMMUNITY POLICING AWARD

#### Agency Serving Populations <20,000

**COLUMBIA HEIGHTS, MINNESOTA, POLICE DEPARTMENT**



*Left to right:* IACP 4th Vice President and Community Safety Policy Council Chair, Dwight Henninger; Chief Lenny Austin, Columbia Heights Police Department; and IACP President, Louis M. Dekmar

#### Agency Serving Populations 20,001-50,000

**SAND SPRINGS, OKLAHOMA, POLICE DEPARTMENT**



*Left to right:* IACP President, Louis M. Dekmar; Chief Michael Carter, Sand Springs Police Department; and IACP 4th Vice President and Community Safety Policy Council Chair, Dwight Henninger

#### Agency Serving Populations 50,001-100,000

**GLOUCESTER TOWNSHIP, NEW JERSEY, POLICE DEPARTMENT**



*Left to right:* IACP President, Louis M. Dekmar; Chief Harry Earle, Gloucester Township Police Department; and IACP 4th Vice President and Community Safety Policy Council Chair, Dwight Henninger

#### Agency Serving Populations 100,001-250,000

**TALLAHASSEE, FLORIDA, POLICE DEPARTMENT**



*Left to right:* IACP President, Louis M. Dekmar and IACP 4th Vice President and Community Safety Policy Council Chair, Dwight Henninger. Note: The Tallahassee Police Department was unable to attend the ceremony due to preparations for Hurricane Michael.



#### Agency Serving Populations 250,000+

**PLYMOUTH COUNTY OUTREACH, MASSACHUSETTS**

*Left to right:* IACP President, Louis M. Dekmar; Chief Scott Allen, East Bridgewater Police Department and Plymouth County Outreach member; and IACP 4th Vice President and Community Safety Policy Council Chair, Dwight Henninger



## COMMUNITY SAFETY POLICY COUNCIL (continued)

### IACP LEADERSHIP IN VICTIM SERVICES AWARD

#### Small Agency

SHAKOPEE, MINNESOTA, POLICE DEPARTMENT



*Left to right:* IACP President, Louis M. Dekmar; Victim & Community Services Coordinator Barbara Hedstrom, Shakopee Police Department; and IACP 4th Vice President and Community Safety Policy Council Chair, Dwight Henninger

#### Midsized Agency

COLORADO STATE PATROL



*Left to right:* IACP President, Louis M. Dekmar; Director Dolores Poeppel, Colorado State Patrol, Victims' Assistance Unit; and IACP 4th Vice President and Community Safety Policy Council Chair, Dwight Henninger

#### Large Agency

NEW YORK, NEW YORK, POLICE DEPARTMENT



*Left to right:* IACP President, Louis M. Dekmar; Deputy Commissioner Susan Herman, New York Police Department; and IACP 4th Vice President and Community Safety Policy Council Chair, Dwight Henninger

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

TEXAS DEPARTMENT OF PUBLIC SAFETY IN PARTNERSHIP WITH THE TEXAS ARMY NATIONAL GUARD



*Left to right:* IACP President, Louis M. Dekmar; Commander Robert Eason, Texas Army National Guard; Assistant Chief Pilot Stacy Holland, Texas Department of Public Safety; and IACP 4th Vice President and Community Safety Policy Council Chair, Dwight Henninger

## COMMUNITY SAFETY POLICY COUNCIL (continued)

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

VILLAGE OF PINECREST, FLORIDA, POLICE DEPARTMENT IN  
PARTNERSHIP WITH FLORIDA INTERNATIONAL UNIVERSITY



*Left to right:* IACP President, Louis M. Dekmar; Security Industry Association Manager of Government Relations Joseph Hoellerer; Director Masoud Sadjadi, Florida International University, Agile Software & Autonomic Computing; Chief Samuel Ceballos, Village of Pinecrest Police Department; and IACP 4th Vice President and Community Safety Policy Council Chair, Dwight Henninger

### IACP/ECOATM LEADERSHIP IN CRIME PREVENTION AWARD

CHANDLER, ARIZONA, POLICE DEPARTMENT



*Left to right:* IACP President, Louis M. Dekmar; ecoATM Senior Director of Law Enforcement Relations, Max Santiago; Officer Tina Balsewicz, Chandler Police Department; and IACP 4th Vice President and Community Safety Policy Council Chair, Dwight Henninger

## TRANSPORTATION SAFETY POLICY COUNCIL

### IACP/BELL LEADERSHIP IN POLICE AVIATION AWARD

#### Agency

MICHIGAN STATE POLICE, AVIATION UNIT



*Left to right:* IACP President, Louis M. Dekmar; Manager of Customer Solutions Carl Crenshaw, Bell; Lieutenant Brian Bahlau, Michigan State Police; and IACP S&P General Chair and Transportation Safety Policy Council Chair, Craig Price

#### Individual

SENIOR POLICE OFFICER/AIR SUPPORT SAFETY  
OFFICER CORY FRANK  
HOUSTON, TEXAS, POLICE DEPARTMENT



*Left to right:* IACP Immediate Past President, Louis M. Dekmar; Manager of Customer Solutions Carl Crenshaw, Bell; Senior Officer Cory Frank, Houston Police Department; and IACP S&P General Chair and Transportation Safety Policy Council Chair, Craig Price



## TRANSPORTATION SAFETY POLICY COUNCIL (continued)

### IACP J. STANNARD BAKER LIFETIME ACHIEVEMENT IN HIGHWAY SAFETY AWARD

#### Local Agency

**SERGEANT SCOTT KRISTIANSSEN (RET.)  
BUFFALO GROVE, ILLINOIS, POLICE DEPARTMENT**



*Left to right: IACP Immediate Past President, Louis M. Dekmar; Retired Sergeant Scott Kristiansen, Buffalo Grove Police Department; and IACP S&P General Chair and Transportation Safety Policy Council Chair, Craig Price*

#### State Agency

**COLONEL TRACY TROTT (RET.)  
TENNESSEE HIGHWAY PATROL**



*Left to right: IACP Immediate Past President, Louis M. Dekmar; Retired Colonel Tracy Trott, Tennessee Highway Patrol; and IACP S&P General Chair and Transportation Safety Policy Council Chair, Craig Price*

### IACP/3M LEADERSHIP IN LOOKING BEYOND THE LICENSE PLATE AWARD

**OFFICER CAITLYN CRUTCHFIELD AND OFFICER ERASMO GARCIA  
HOUSTON, TEXAS, POLICE DEPARTMENT**



*Left to right: IACP President, Louis M. Dekmar; 3M Manager of Vehicle Registration Business, David Pointon; Officer Caitlyn Crutchfield, Houston Police Department; Officer Erasmo Garcia, Houston Police Department; and IACP S&P General Chair and Transportation Safety Policy Council Chair, Craig Price*





## EMERGING ISSUES POLICY COUNCIL

### IACP/LAURA AND JOHN ARNOLD FOUNDATION LEADERSHIP IN LAW ENFORCEMENT RESEARCH AWARD

CHARLOTTE-MECKLENBURG, NORTH CAROLINA, POLICE DEPARTMENT



*Left to right:* IACP President, Louis M. Dekmar; Captain Mark Santaniello, Charlotte-Mecklenburg Police Department; and IACP Vice President at Large and Emerging Issues Policy Council Chair, Richard Smith

### IACP LEADERSHIP IN PUBLIC INFORMATION MANAGEMENT AWARD

LIEUTENANT CHRISTOPHER COOK  
ARLINGTON, TEXAS, POLICE DEPARTMENT



*Left to right:* IACP President, Louis M. Dekmar; Lieutenant Christopher Cook, Arlington Police Department; and IACP Vice President at Large and Emerging Issues Policy Council Chair, Richard Smith

## TRANSNATIONAL CRIME POLICY COUNCIL

### IACP LEADERSHIP IN TRANSNATIONAL CRIME AWARD

U.S. DEPARTMENT OF JUSTICE,  
DISTRICT OF NORTH DAKOTA



*Left to right:* IACP President, Louis M. Dekmar; U.S. Attorney Christopher Myers, U.S. Department of Justice, District of North Dakota; and IACP 2nd Vice President and Transnational Crime Policy Council Chair, Steven Casstevens

## SAFETY & WELLNESS POLICY COUNCIL

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

DR. EDRIK DORIAN, POLICE PSYCHOLOGIST  
LOS ANGELES, CALIFORNIA, POLICE DEPARTMENT



*Left to right:* IACP President, Louis M. Dekmar; Dr. Edrick Dorian, Los Angeles Police Department; and IACP SACOP General Chair and Safety & Wellness Policy Council Chair, Timothy Lowery

## NATIONAL SECURITY POLICY COUNCIL

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

MINNEAPOLIS, MINNESOTA, POLICE DEPARTMENT



*Left to right: IACP President, Louis M. Dekmar; Vice President Bob Sogegian, Booz Allen Hamilton; Commander Scott Gerlicher, Minneapolis Police Department; Assistant Director Jordan Clark, Counterterrorism Education Learning Lab; and IACP 1st Vice President and National Security Policy Council Chair, Paul Cell*

### IACP LEADERSHIP IN HOMELAND SECURITY AWARD

BORDER ENFORCEMENT SECURITY TASK FORCE, BROWNSVILLE, TEXAS



*Left to right: IACP President, Louis M. Dekmar; Special Agent Fernando Flores, U.S. Department of Homeland Security, ICE, HSI; and IACP 1st Vice President and National Security Policy Council Chair, Paul Cell*

## THANK YOU TO OUR LEADERSHIP AWARD SPONSORS



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# 2018 IACP RESOLUTIONS

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The following resolutions were adopted by the IACP in 2018. The list is organized by committee or group that submitted each resolution.

## Combatting the Global Black Market for Stolen Mobile Devices

### CRIME PREVENTION COMMITTEE

CO-SPONSORS: TRANSNATIONAL CRIME COMMITTEE; POLICE INVESTIGATIVE OPERATIONS COMMITTEE

The IACP recognizes that all mobile devices have a unique identifier known as the IMEI or International Mobile Equipment Identifier, which becomes important when a mobile device is stolen or stolen and subsequently used to commit crimes. The IACP calls upon nations' governing and regulatory bodies to require mobile network operators to participate in the global Groupe Spéciale Mobile Association (GSMA) IMEI Blacklist database by reporting lost or stolen devices, which would block telecommunication service to any device on the Blacklist database, regardless of country of origin.

## Criminal Victimization of the Elderly

### CRIME PREVENTION COMMITTEE

CO-SPONSOR: VICTIM SERVICES COMMITTEE

The IACP pledges to lead the way in raising the consciousness of the global law enforcement community to the issue of elder abuse and concerns of senior citizens. IACP encourages and promotes cooperative, coordinated, and multidisciplinary approaches to address the criminal victimization of the elderly. Furthermore, the IACP encourages the development of investigators designated to specialize in these issues.

## Reducing Metal Theft

### CRIME PREVENTION COMMITTEE

CO-SPONSORS: PRIVATE SECTOR LIAISON COMMITTEE; POLICE INVESTIGATIVE OPERATIONS COMMITTEE

The IACP pledges to partner with scrap metal recycling providers in recognizing the utility of the service in reducing theft of scrap metal. Proper recycling of scrap metal should be disseminated through community crime prevention programs. IACP supports the use of a theft alert system and database called [www.scraptheftalert.com](http://www.scraptheftalert.com) or other web-based sites that are globally available to alert recyclers of stolen scrap metals.

## Support of National Safety Council Position on Cannabis (Marijuana) Driving

### DRUG RECOGNITION EXPERT TECHNICAL ADVISORY PANEL

The IACP joins the National Safety Council's Alcohol, Drugs, and Impairment Division in supporting that organization's *Position on Cannabis and Driving* publication, which sets forth conclusions that operating vehicles under the influence of THC increases risk of injury and death and that there is no minimum blood THC concentration below which a driver can be considered unaffected after recent consumption of cannabis products. Furthermore, the IACP opposes the idea that THC per se laws have no scientific basis and encourages law enforcement officials to take a position of opposition. Finally, IACP contends that law enforcement officials should take the position that impaired driving statutes should prohibit operating a vehicle under the influence of cannabis and public safety efforts should prioritize the expansion of law enforcement training in recognizing and articulating drug impairment in drivers. Law enforcement officials are encouraged to collaborate with legislative and governing bodies on these issues.

## Support of Environmental Protection and Environmental Enforcement Officers

### ENVIRONMENTAL CRIMES COMMITTEE

The IACP calls on law enforcement agencies to recognize and draw attention to environmental crime and the role in which the perpetration of environmental crime can play in terrorism, drug trafficking, and other conflicts. Maximizing security and safety of environmental resources is not only beneficial to the environment but is also a good crime prevention strategy. IACP also encourages the adoption of environmental and protected-area enforcement officers.



## Address a Threat Posed by Untraceable Firearms Made Through 3D Printing and Unfinished Frames and Receivers

### FIREARMS COMMITTEE

The IACP is gravely concerned about the potential dangers of individuals being able to access blueprints for 3D-printed firearms. As such, the IACP implores governments to use their authority to continue preventing the online posting of code for the 3D printing of firearms. The IACP also supports federal and state legislation that seeks to address threats posed by untraceable firearms (i.e., ghost guns) as well as 3D-printed firearms by requiring proper serial numbers and that they be detectable at security checkpoints as these types of firearms should be subject to the same laws and regulations as firearms defined in the Gun Control Act of 1968.

## Support for Development of Comprehensive Crime Gun Intelligence Strategies

### FIREARMS COMMITTEE

The IACP recognizes the importance of proper evidence handling, particularly as it pertains to firearms used in the perpetration of crimes. As such, the IACP strongly encourages law enforcement agencies to establish protocols that ensure recovered crime guns and ballistic evidence are properly analyzed through databases such as e-Trace, NCIC, and NIBIN, as well as examined using appropriate forensic testing methods. Furthermore, IACP supports the creation of comprehensive crime gun intelligence strategies and encourages agencies to review and implement the National Crime Gun Intelligence Governing Board's (NCGIGB's) *Best Practices Guide*.

## Public Safety and Homeland Security Needs for Retro-Reflective Front and Rear License Plates with Validation Stickers

### HIGHWAY SAFETY COMMITTEE

Due to inherent safety risks faced by patrol officers when encountering vehicles on the road, the IACP recognizes that the efficient and reliable identification of vehicles is a critical element of national, state, and local safety and security. As such, the IACP supports the issuance of retro-reflective front and rear license plates with clearly identifiable registration numbers and states of registration so law enforcement officers are able to see and identify vehicles on the road as well as easily determine registration information. The IACP supports the use of the License Plate Standard for the design and manufacture of license plates published by the American Association of Motor Vehicle Administrators.

## Support of Electronic Warrants in the Fight Against Impaired Driving

### HIGHWAY SAFETY COMMITTEE

The IACP supports the development, implementation, and legislative engagement of eWarrant systems by law enforcement agencies and prosecutors to prevent injury and death on U.S. roadways.

## Urging Elected Officials to Work with Law Enforcement to Ensure that Proposed Legislation Is Clear, Enforceable, and Does Not Discourage and/or Impede Traffic Enforcement Efforts

### HIGHWAY SAFETY COMMITTEE

IACP strongly urges elected officials to work in concert with law enforcement officials prior to enacting traffic-related legislation (both new and amendments to existing laws) so that the intent of the legislation is clear, enforceable, and does not discourage and/or impede law enforcement personnel from conducting traffic enforcement efforts.

## Reasonable Laws to Facilitate Cross-Border Access to Extraterritorial Data Related to Criminal Offenses or Held by Service Providers

### HOMELAND SECURITY COMMITTEE

CO-SPONSORS: POLICE INVESTIGATIVE OPERATIONS COMMITTEE; COMPUTER CRIME AND DIGITAL EVIDENCE COMMITTEE

Recognizing the ubiquity of digital evidence and the ability for criminals to easily share information outside geographical boundaries, the IACP strongly urges governments to negotiate bilateral data-sharing agreements with the United States of America who are authorized to do so pursuant to the recently enacted Clarifying Lawful Overseas Use of Data (CLOUD) Act. Throughout these negotiations, the IACP encourages governments to consult their national law enforcement leadership in development of instruments.

## Support for Rescinding of the Cole Memo

### IACP BOARD OF DIRECTORS

The IACP offers its support of U.S. Attorney General Jeff Sessions' decision to rescind the 2013 memorandum issued by then Attorney General James Cole announcing that the U.S. Department of Justice would not challenge legalization policies enacted by states. The rescinding of this memo is in line with the IACP's position against legalization and/or decriminalization of marijuana. IACP recognizes that legalizing marijuana has been linked to increases in traffic collisions caused by driving under the influence of marijuana.

## Support for 2018 Model Ordinance for Alarm Management and False Alarm Reduction

### PRIVATE SECTOR LIAISON COMMITTEE

Considering the expenditure of resources and the possibility of endangering officer safety as a result of responding to false alarm calls, the IACP encourages the use of the 2018 Model Ordinance for Alarm Management and False Alarm Reduction and all of the best practices it contains by law enforcement agencies and the communities they serve.

## Promote Transnational Crime Information Sharing

### TRANSNATIONAL CRIME COMMITTEE

The IACP supports or agrees with the further development and implementation of information sharing practices, protocols, and initiatives related to transnational Criminal enterprises. It is the goal of the IACP to promote information sharing in the most efficient manner possible by utilizing, to the extent possible, existing information sharing networks, such as currently existing fusion centers and Regional Information Sharing Systems. IACP calls on government to create the environment to support information sharing networks including bringing forward legislative changes.

## Supporting a Change Where National Motor Vehicle Title Information System (NMVTIS) Civil Penalty Money Goes

### VEHICLE CRIMES COMMITTEE

The IACP calls on the U.S. Congress to consider a legislative change that would allow civil penalties assessed from non-compliance of National Motor Vehicle Title Information System (NMVTIS) junk yard, salvage yard, and insurance carrier (JSI) reporting to go directly to the Bureau of Justice Assistance rather than the U.S. Treasury General Fund. This would allow BJA to dedicate the collected money to supporting NMVTIS oversight and enforcement compliance.

## Support for Education and Awareness of U Visa Certifications and T Visa Declarations

### VICTIM SERVICES COMMITTEE

CO-SPONSORS: POLICE INVESTIGATIVE OPERATIONS COMMITTEE; FORENSIC SCIENCE COMMITTEE

In the United States, the use of U Visa certifications and T Visa declarations keep victims of crime safe while also providing assistance to law enforcement efforts by way of victims' cooperation in investigations of crimes committed against them. The IACP supports increasing education, training, and communication on U Visa certifications and T Visa declarations and increased police leadership involvement in these efforts. Additionally, the IACP commits to communicating the benefits of U Visa certification and T Visa declaration to chiefs of police, highlighting them as effective tools for law enforcement agencies that enhance public safety, officer safety, and protection of victims.

## Understanding, Educating, and Promoting Proper Enforcement of Personal Protection Orders

### VICTIM SERVICES COMMITTEE

CO-SPONSORS: FORENSIC SCIENCE COMMITTEE; CRIME PREVENTION COMMITTEE

The IACP promotes education for law enforcement agencies and officers on the harmful effects and ramifications of arresting victims (petitioners) for actions related to protection orders. Taking into account the complexity of domestic violence and abusive relationships, it is critical to understand the role of the abuser versus that of the victim in situations

where protection orders are violated. As such, IACP strongly believes that law enforcement should encourage legislation and public policies that support the arrest of and criminal consequences for respondents and not victims (petitioners) for actions related to violations of protection orders.

## Supporting Victims of Child Sexual Abuse Material

### RESOLUTION SUBMITTED BY INDIVIDUAL

The IACP recognizes the seriousness of child sexual abuse imagery (CSAM) and its many victims across the globe. The IACP encourages the international law enforcement community to become more involved in this issue and stakeholder efforts to reduce the public availability of CSAM. Additionally, IACP supports efforts to identify victims of CSAM with the recognition that the creation and distribution of such material has lifelong impacts on victims. The IACP recognizes that tools that automate and/or enhance the detection, removal, and prevention of upload of CSAM can help to reduce the public availability of CSAM, provide psychological relief to survivors, and help prevent newly identified victims from experiencing similar ongoing and future victimization. Finally, the IACP supports efforts to pass legislation that encourages timely compliance with notices sent to service providers requesting removal of child sexual abuse material that is believed to be hosted on their service; increases the accountability of industry to ensure that CSAM, when detected, is removed as expeditiously as possible; and helps secure the retention of information needed for further investigation. ♡



A copy of the resolutions adopted by the IACP in 2018, as well as previous resolutions, can be found at [theIACP.org/resolutions](https://theiacp.org/resolutions).

For more information, contact Sarah Guy at **703-836-6767** or [guy@theiacp.org](mailto:guy@theiacp.org).

# LEADERSHIP POLICE ORGANIZATIONS<sup>SM</sup>

IACP's Leadership in Police Organizations (LPO), is modeled after the concept of "every officer is a leader" and is designed to enhance the leadership capacity of established supervisors. Attendees will gather with leaders from around the globe and grow their experience and knowledge with:



**INTERACTIVE  
TRAINING FORMAT**



**APPLIED LEARNING**



**TRANSLATION OF THEORY  
TO PRACTICE**



**PRACTICAL LEADERSHIP  
STRATEGIES**

Contact Us for More Information about Scheduling a Class  
for Your Agency or Academy!

## FIRST-LINE LEADERSHIP

The IACP's First-Line Leadership (FLL) training provides leadership and management skills to sergeants, corporals, master police officers, and other current and aspiring leaders. Training participants will:

- Enhance communication and manage change.
- Learn key themes of followership and motivation.
- Acquire leadership skills and risk management strategies.
- Learn to maneuver in political environments.
- Create community needs assessments.
- Address current critical policing issues.

Contact Us for More Information about Scheduling a Class  
for Your Agency or Academy!

### BRING LEADERSHIP TRAINING TO YOUR AGENCY

Build the leadership capacity in your community and show dedication to your staff's professional development by hosting a training. For more information:



[LPOTeam@theIACP.org](mailto:LPOTeam@theIACP.org) • [theIACP.org/LPO](http://theIACP.org/LPO)

[FirstLineLeadership@theIACP.org](mailto:FirstLineLeadership@theIACP.org) • [theIACP.org/Projects/  
First-Line-Leadership-Training](http://theIACP.org/Projects/First-Line-Leadership-Training)

800.THE.IACP





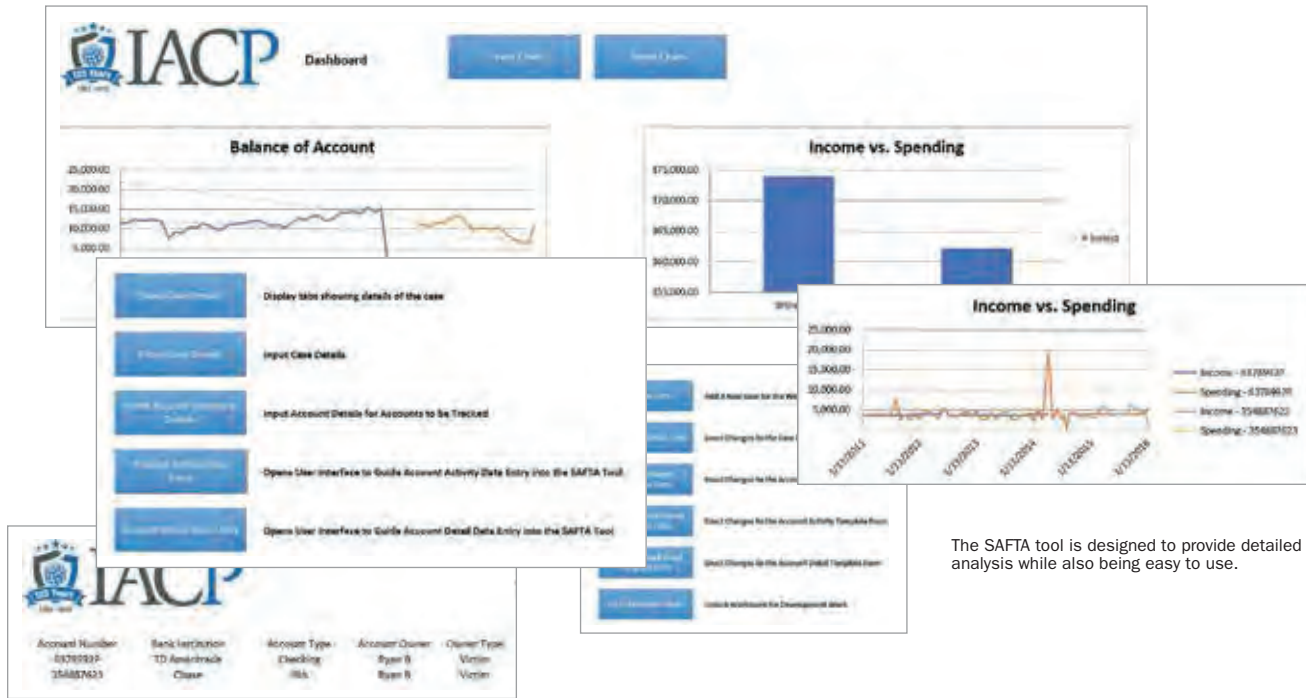
# New Senior Abuse Financial Tracking and Accounting Tool

BY  
Ryan Daugirda, Project Manager, IACP

**CRIMES AGAINST THE ELDERLY POPULATION ARE INCREASING AT AN ALARMING RATE. AMONG THESE CRIMES, THE FINANCIAL EXPLOITATION OF OLDER ADULTS IS THE MOST COMMON. HOWEVER, FINANCIAL CRIMES ARE OFTEN VERY COMPLEX, INVOLVING NUMEROUS TRANSACTIONS IN MULTIPLE ACCOUNTS SPREAD OVER MONTHS OR YEARS. PERPETRATORS OF THESE CRIMES RECOGNIZE THAT MANY FACTORS—INCLUDING COGNITIVE DECLINE AND HEALTH ISSUES, THE SHIFT FROM PENSIONS TO SELF-MANAGED RETIREMENT ACCOUNTS, AND THE RAPID GROWTH OF THE ELDERLY POPULATION—MAKE OLDER ADULTS PARTICULARLY VULNERABLE. RECOGNIZING THE SEVERITY OF THE PROBLEM, THE U.S. DEPARTMENT OF JUSTICE’S ELDER JUSTICE INITIATIVE PROVIDED FUNDING TO THE IACP TO DEVELOP A TOOL TO HELP INVESTIGATORS AND PROSECUTORS INVESTIGATE FINANCIAL CRIMES TARGETING OLDER ADULTS.**

Financial investigations often require detailed examination of bank records that could contain hundreds of individual transactions from multiple checking, credit card, savings, and investment accounts. Compounding the problem is the lack of a uniform format of records provided to law enforcement by financial institutions; they are often paper records or PDFs that cannot be easily imported into a spreadsheet or other tracking tool. The IACP project team spoke with investigators from around the United States and

Sum of Amount	Customer Name
1,100	123456789
2,100	987654321
3,100	567890123
4,100	234567890
5,100	890123456
6,100	456789012
7,100	012345678
8,100	678901234
9,100	345678901
10,100	901234567
11,100	567890123
12,100	234567890
13,100	890123456
14,100	456789012
15,100	012345678
16,100	678901234
17,100	345678901
18,100	901234567
19,100	567890123
20,100	234567890
21,100	890123456
22,100	456789012
23,100	012345678
24,100	678901234
25,100	345678901
26,100	901234567
27,100	567890123
28,100	234567890
29,100	890123456
30,100	456789012
31,100	012345678
32,100	678901234
33,100	345678901
34,100	901234567
35,100	567890123
36,100	234567890
37,100	890123456
38,100	456789012
39,100	012345678
40,100	678901234
41,100	345678901
42,100	901234567
43,100	567890123
44,100	234567890
45,100	890123456
46,100	456789012
47,100	012345678
48,100	678901234
49,100	345678901
50,100	901234567



The SAFTA tool is designed to provide detailed data analysis while also being easy to use.

found that the most commonly cited hurdle in the investigation of financial exploitation was the entry of data from the bank statements and other financial documents.

Named for protecting the most vulnerable segment of the population, the Senior Abuse Financial Tracking and Accounting (SAFTA) tool, is designed to help detectives, crime analysts, and prosecutors conduct financial exploitation investigations. Considering the wide range of expertise that agencies and investigators might or might not have in conducting financial exploitation cases, the SAFTA tool was carefully designed to provide detailed data analysis while also being easy to use. The following elements contribute to the usability of the tool:

**User-friendly interface.** The SAFTA tool is a Microsoft Excel-based application with graphical interfaces that provide an intuitive step-by-step process for investigators to build case details for each financial account being reviewed. This allows most agencies to utilize the file without the need for new software. No prior Excel knowledge is needed, since users are not required to enter data into individual cells or validate formulas; instead, the tool uses dialog boxes for data entry. The user can choose to build high-level summary activity for each financial account or enter individual transaction details, if a closer examination is required.

**Fully customizable.** Recognizing that each jurisdiction may require its

own specific data fields or preferred nomenclature, a built-in administration (admin) page is available for the user to modify the tool. From the admin page, users can edit existing fields or add new fields. IACP recommends that agencies create a standard SAFTA tool template that meets their requirements for use in their elder abuse financial investigations.

**Simplified data.** After an investigator has completed data entry for the financial accounts under scrutiny, activity summary and account detail sheets can be viewed to identify suspicious patterns in the victim's typical transaction history. Additionally, the investigator can use the "Pivot Table" tab to summarize transaction data by various characteristics such as dates, payees, or amounts to reveal sums and patterns that are key to the investigation. The pivot table will save investigators time and increase the likelihood that suspicious activity and trends will be identified by eliminating the need to manually compare dozens of paper financial documents across multiple accounts.

**Graph dashboard.** Creating graphs within the SAFTA tool to visually interpret the financial data is extremely easy. Users can create their own line, bar, or pie charts based on data contained within the activity summary and account detail sheets, or they can use one of several pre-generated graph templates. Once created, charts can be refreshed to reflect new data that have

been entered. These visualizations of trends in financial account deposits, withdrawals, and total balances can be shared with prosecutors to help move cases forward.

**Auditing and security.** Ensuring the integrity of an investigative process is paramount in any criminal case. The SAFTA tool offers users several layers of accountability and security. First, the SAFTA tool is password protected and has two different user levels: (1) administrators, who have complete access to enter data, assign other users, and modify templates; and (2) normal users who can update case details and enter financial records. Second, the tool creates auditing trails detailing the date, time, and user for any changes made to the file.

The SAFTA tool can provide law enforcement a starting point for conducting these potentially complicated investigations, leading to greater prosecution and closure rates and ultimately reducing the devastating effects financial crime can have on vulnerable community members. In addition, the IACP designed a guide for conducting elder financial exploitation investigations with resources such as sample subpoenas and search warrants. For more information on identifying and responding to elder abuse or to download the SAFTA tool, visit [theIACP.org/elder-abuse](http://theIACP.org/elder-abuse).

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**IACP Net Bulletin**

**Leadership**  
Recommended Resources for Effective Direction and Management



For over 25 years, IACP Net has brought agencies a cutting-edge information network.

The IACP Net information team brings you the most innovative and up-to-date information to help you stay current on leadership best practices.

The Periodicals section houses current and past issues of *Police Chief*, *Forensic Magazine*, and more, including the following leadership articles, among many others:

- "What Leadership Is Not: Understanding Effective Influence," *FBI Law Enforcement Bulletin* (648697)
- "The Four Fs of Leadership," *Sheriff & Deputy* (648652)
- "In Government, There's a Big Difference Between Power and Leadership," *Governing* (649131)

The Main e-Library contains over 75,000 solutions and best practices for law enforcement, including

- Weeding out Morale-Killing Behavior (648295)
- First to Serve and Protect, Then to Lead (649282)
- Training Bulletin—Building a Better Organization (644997)

Events and Training includes training opportunities, upcoming conferences, and more.

- Proactive Leadership Skills: Fundamental Tools for Leading Your Team Forward
- Police Supervision 101
- 2019 Police Leadership Conference
- Leadership Skills for Challenging Times

Access these and more resources at [iacpnet.com](http://iacpnet.com). For more information, call the IACP Net hotline at 800.227.9640.







## TOP IACP BLOG POST

## Responding to Persons Experiencing a Mental Health Crisis



Mental illness and other emotional or psychological crises affect people of all demographics, along with their families and communities. All too often people affected by mental illness are ensnared in the justice system. The IACP has developed resources on this issue, including a model policy, a concepts and issues paper, and a “need-to-know” document, as well as the One Mind Campaign.



Read this blog post and others at [theIACP.org/blog-news-releases](http://theIACP.org/blog-news-releases)

## TOP IACP RESOURCES

1. 21st Century Policing Blueprint
2. Drug Recognition Experts (DREs)
3. Law Enforcement Code of Ethics
4. Mental Wellness of Police Officers
5. Law Enforcement Family Resources



Access these and more at [theIACP.org](http://theIACP.org)

# TWEET of the month



**@TheIACP** President Paul M. Cell attends the 87th @INTERPOL\_HQ General Assembly to discuss issues of global importance such as police communication and connectivity, counter-terrorism, organized and emerging crime, and cyber crime.



7:38 AM · 19 Nov 2018

## TOP READ ITEM IN IACP MONTHLY NOVEMBER NEWSLETTER

# New Event for Officer Safety and Wellness

Visit [theIACP.org/OSWSymposium](http://theIACP.org/OSWSymposium) to learn more about IACP's new Officer Safety and Wellness Symposium (February 18-19) or to register for the event.



## TOP POLICE CHIEF NOVEMBER ONLINE BONUS ARTICLE

# Strengthening the Foundation: How New Trends in Training Can Improve Officers' Safety and Effectiveness

By Richard Beary, Chief of Police Emeritus, University of Central Florida

## THIS MONTH'S QUOTE

“

Protecting people comes at a high price, and no matter where we live, we all know someone who gave his or her life for that great cause.

I truly believe that we belong to the people: we choose to serve and protect them; we choose to make a difference.

”

*“A Matter of Life & Death”*  
pgs. 26–30.



Photo courtesy of Herndon, Virginia, Police Department

# The Value of Positive Police-Media Relations

Perspective from the IACP PIO Section

**LAW ENFORCEMENT OFFICERS WHO HAVE EXPERIENCED CRISES IN THEIR COMMUNITIES, PARTICULARLY DURING THESE TUMULTUOUS POST-FERGUSON YEARS, HAVE SEEN FIRST-HAND THE VALUE OF REACHING OUT TO THE COMMUNITY AND MEDIA WELL BEFORE A CRISIS HAPPENS. MANY PROGRESSIVE POLICE AGENCIES HAVE TAKEN AN INTROSPECTIVE LOOK WITHIN TO SEE HOW PREPARED THEY WERE SHOULD SUCH A HIGH-PROFILE EVENT HAPPEN IN THEIR JURISDICTIONS. EVEN PRIOR TO FERGUSON, OFFICERS ACROSS MANY AGENCIES HAD WORKED TO BUILD COMMUNITY TRUST, AND, CERTAINLY, THOSE EFFORTS HAVE PAID OFF. NONETHELESS, EVERY AGENCY HAD TO LOOK AT WHETHER THERE WAS MORE THAT COULD BE DONE TO STRENGTHEN THEIR AGENCY'S RELATIONSHIP WITH THE COMMUNITY AND MEDIA.**

As those responsible for media and public outreach at their agencies, PIOs understand the value in “selling” positive policing strategies to a community. By focusing on the positive efforts of staff, agencies build lasting relationships in neighborhoods, business districts, and elsewhere throughout jurisdictions, which develops into a strong rapport. Through those efforts, PIOs and other officers involved in outreach realize the positive outcomes resulting from a good public relations strategy. But whose responsibility is that outreach within a police organization? How many police executives truly

have an understanding and respect for the PIO position, which then of course begs the question—how many police CEOs look at media relations and marketing as responsibilities limited only to the PIO? Is there a need for organizational leaders to embrace and actively participate in public outreach efforts, or should that be relegated only to the PIO? Does a CEO really need to address topics such as image and branding for the agency?

The answer is definitively “yes.” A CEO should absolutely be directly involved in those topics and many more that deal with how the agency is viewed by the

public. This realization is dawning—at IACP 2018, in Orlando, Florida, there was an increase in the number of police leaders attending PIO-based workshops, more leaders attending than ever before. Why? Because leaders don't want their agencies to be the next agency portrayed in a bad light on the news—no one wants to be in the spotlight for negative reasons, as it's a difficult climb to get back to the level of public trust that existed prior to whatever incident occurred. It makes sense to learn from those who are on the front lines of communication how to best gauge public

sentiment or understand the ramifications of certain decisions, while also looking at lessons learned from elsewhere when things perhaps haven't gone so well.

As the PIO Section for IACP continues to evolve, it is to be expected that more and more police executives will attend workshops and become involved with the marketing of their agencies during good times and bad, as well as come to hold a greater level of overt support for the value of their agency PIOs or officers managing outreach. Policing has evolved rapidly even over the past five years, and CEOs must consider their image and “brand” as part of their commitment to integrity and high-quality service. After all, don't we owe that to our communities? ♡

# POLICE CHIEF

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 this year.

## 2019 POLICE CHIEF CALENDAR

JANUARY	LEADERSHIP
FEBRUARY	VIOLENCE AGAINST POLICE
MARCH	HATE CRIME
APRIL	CUTTING-EDGE TECHNOLOGY
MAY	OFFICER SAFETY & WELLNESS
JUNE	USE OF FORCE REPORTING
JULY	SERVING DIVERSE & VULNERABLE POPULATIONS
AUGUST	MEDIA RELATIONS
SEPTEMBER	NON-TRADITIONAL TERROR ATTACKS
OCTOBER	COMMUNITIES & CRIME PREVENTION
NOVEMBER	EDUCATION & TRAINING
DECEMBER	RESPONDING TO FIREARMS VIOLENCE

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).



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

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

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

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



Beginning in February 2019, the monthly list of New Members will be posted online at [theIACP.org](http://theIACP.org).

## ANGOLA

### Luanda

Manuel Carlos, Arnaldo, Comissionary, Angolan National Police

Martins, Divaldo Julio, Chief Superintendent, Angolan National Police

\*Calundo, Arsenio A G, Force Affiliate, Angolan National Police

\*Da Silva Feijo, Adelino Miguel, Major, Angolan National Police

## AUSTRALIA

### WESTERN AUSTRALIA Perth

\*Di-Giuseppe, Dan, Acting Director Policy & Legislation, Western Australia Police Force

## BAHAMAS

### Nassau

Johnson, Mario, Chief Superintendent, Royal Bahamas Police Force

## BERMUDA

### Devonshire

Astwood, Na'imah, Chief Inspector, Bermuda Police Service

## CANADA

### BRITISH COLUMBIA Abbotsford

Crosby-Jones, Brett, Deputy Chief Constable, Abbotsford Police Dept

### West Vancouver

\*Bell, Nick, Sergeant, West Vancouver Police Dept

## ONTARIO

### Rama

Swamp, Jerel, Chief of Police, Rama Police Service

### Woodbridge

\*Vitti, Mario, Managing Partner, NorthWind Services Inc

## QUEBEC

### Montreal

Lepine, Marc, Acting Captain, Surete du Quebec

## CYPRUS

### Limassol

Vyronos, Vyron, Inspector, Cyprus Police

## DENMARK

### Glostrup

\*Svanberg, Christian Wiese, Chief Privacy Officer, Danish National Police

## FRANCE

### Toulouse

Gaignaire, Jordi, Captain, French Gendarmerie

## ITALY

### Rome

Milone, Thomas, Major, Guardia di Finanza

## KUWAIT

### Kuwait City

Alrashed, Abdullateef, Major, Kuwait CID

## MALAYSIA

### Johor

\*Juma, Tareq J, Student, Univ Tun Hussein Malaysia

## MALAYSIA

### Kuala Lumpur

Faisal, Nik Ezanee, Superintendent, Royal Malaysia Police

## MOLDOVA, REPUBLIC OF

### Chisinau

Schimbou, Christine, Major, General Police Inspectorate

## MONGOLIA

### Ulaanbaatar

Enkh-Amgalan, Enkhbaatar, Major, National Police Agency

## MOZAMBIQUE

### Maputo

Rafael, Bernardino, Inspector General of Police, Police of the Republic of Mozambique

## NIGERIA

### Abeokuta

Omotolani, Omosolape Adeola, Assistant Superintendent of Police, Nigeria Police Force

### Abeokuta

Ademulekun, Joseph Oluwafuamilayo, Assistant Superintendent of Police, Nigeria Police Force

### Abuja

Ajape, Yusuf Abdul Lateef, Assistant Commissioner of Police, Nigeria Police Force

Aliyu, Laraba, Superintendent of Police, Nigeria Police Force

\*Ibrahim, Yusuf Bala, Security Advisor to Inspector General of Police, Nigeria Police Force

Justice, Ojali Edino, Chief Superintendent of Police, Nigeria Police Force

Mohammed, Haruna, Superintendent of Police, Nigeria Police Force

Sabir, Taufiqsaber Ahmed, Chief Superintendent of Police, Nigeria Police Force

\*Sani, Oghoche Williams, Inspector of Police, Nigeria Police Force

### Bauchi

Garba, Rabi, Chief Superintendent of Police, Nigeria Police Force

### Gombe

Oyegade, Akinloye Joseph, Chief Superintendent of Police, Nigeria Police Force

### Ibadan

\*Ibikunke, Alonge, Assistant Chief Inspector of Prisons, Nigeria Police Force

Ijalana, Emmanuel Folayan, Superintendent of Police, Nigeria Police Force

Ogunwumiju, Oreoluwa, Assistant Superintendent of Police, Nigeria Police Force

\*Ogunyemi, Oluwakemi Tawakalitu, Inspector of Police, Nigeria Police Force

Olorunwa, James, Assistant Superintendent of Police, Nigeria Police Force

Thankgod, Edet Manfred, Assistant Superintendent of Police, Nigeria Police Force

\*Titilayo, James Sekinat, Inspector of Police, Nigeria Police Force

Victor, Francis, Assistant Superintendent of Police, Nigeria Police Force

### Iju-Obawole

Olanike, Dada Idowu, Assistant Superintendent of Police, Nigeria Police Force

### Ikeja

\*Olaniyan, Waheed, Inspector of Police, Nigeria Police Force

### Ikoyi

\*Gbenga, Bolodeoku Ibrahim, Sergeant, Nigeria Police Force

Lawrence, Akinola Tolabi, Superintendent of Police, Nigeria Police Force

Oben, Neji Helen, Assistant Superintendent of Police, Nigeria Police Force

### Kaduna

Ladan, Malami Abubakar, Deputy Superintendent of Police, Nigeria Police Force

### Lagos

Abayomi, Faniyi O, Chief Superintendent of Police, Nigeria Police Force

Dabup, Makama Bashir, Assistant Commissioner of Police, Nigeria Police Force

Ganiyu, Raji, Superintendent of Police, Nigeria Police Force

Lawal, Yeldu Abubakar, Deputy Superintendent of Police, Nigeria Police Force

### Obalende

Kolawole, Olasehinde Ojo, Assistant Superintendent of Police, Nigeria Police Force

\*Omolayo, Aloba Abosede, Inspector of Police, Nigeria Police Force

### Ogida

Filiya, Modi Jonathan, Assistant Commissioner of Police, Nigeria Police Force

### Ogun

\*Adeyemi, Faola Adeola, Sergeant, Nigeria Police Force

### Onitsha

Kayode, Olufemi Olanbaji, Chief Superintendent of Police, Nigeria Police Force

### Sapele

Ejienyafu, Ekenemchukwu, Superintendent of Police, Nigeria Police Force

### Victoria Island

Temitoyin, Awe Oladipupo, Superintendent of Police, Nigeria Police Force

## PALESTINE

### Jericho

Salah, Nidal, Colonel/Head of Border Security, Palestinian Preventive Security

## PERU

### Lima

Tapia, Shirley, Captain, Peruvian National Police

## SAUDI ARABIA

### Riyadh

Alqarni, Mohammed, Major, State Security Presidency

## SINGAPORE

### Singapore

Yue, Allan, Superintendent, Singapore Police Force

## SOUTH KOREA

### Seongnam-si

\*Hong, Saeyoung, President, CNB Technology Inc

\*Oh, Sung Rock, CEO, CNB Technology Inc

## SWEDEN

### Stockholm

Cordner, Patrick, Chief Superintendent, Swedish Police

## UNITED KINGDOM

### Devon

De Reya, Sam, Chief Superintendent, Devon & Cornwall Police

## UNITED STATES

## ALABAMA

### Auburn

Mingus, Scott A, Captain, Auburn Police Dept

### Florence

Holt, Mike, Deputy Chief of Police, Florence Police Dept

### Huntsville

Lyons, Jerry, Section Chief, FBI

### Opelika

Tompkins, David, Lieutenant, Lee Co Sheriff's Office

### Tuscaloosa

Taylor, Thomas J, Chief Officer, Shelton State Community College

## ALASKA

### Anchorage

Henry, Shaun P, Lieutenant, Anchorage Police Dept

### Kodiak

Putney, Tim, Chief of Police, Kodiak Police Dept

## ARIZONA

### Avondale

Espinoza, Memo, Deputy Chief of Police, Avondale Police Dept

### Oro Valley

Teachout, John, Lieutenant, Oro Valley Police Dept

### Tempe

Coppersmith, Chris, Lieutenant, Tempe Police Dept

\*Hayes, Cathariena, Lieutenant, Tempe Police Dept

## ARKANSAS

### Bentonville

Shastid, Ray, Captain, Bentonville Police Dept

## CALIFORNIA

### Bishop

Dominguez, Javier, Captain, California Hwy Patrol

### Costa Mesa

\*Turner, Frank, Doctoral Student, CalSouthern Univ

**Daly City**

Barton, Mike, Lieutenant,  
Daly City Police Dept

**Desert Hot Springs**

Paiz, Gus, Commander,  
Desert Hot Springs Police  
Dept

**El Centro**

\*Valdez, Damian, Sergeant,  
El Centro Police Dept

Travis, Brian, Lieutenant,  
Solano Co Sheriff's Office

**Fremont**

\*Morrison, Jared, Sergeant,  
Fremont Police Dept

Worley, John, Chief of  
Police, Ohlone College  
Campus Police Services

**Gridley**

Smallwood, Scott,  
Lieutenant, Gridley-Biggs  
Police Dept

**Hillsborough**

Serrato, Caroline, Captain,  
Hillsborough Police Dept

**Irwindale**

Fraijo, John, Lieutenant,  
Irwindale Police Dept

**Jurupa Valley**

Bennett, Paul, Lieutenant,  
Riverside Co Sheriff's Dept

**Lancaster**

Fender, Joseph F,  
Lieutenant, Los Angeles Co  
Sheriff's Dept

**La Verne**

Dransfeldt, Christopher,  
Lieutenant, La Verne Police  
Dept

**Los Angeles**

Martinez, Jose A,  
Lieutenant, Los Angeles  
Police Dept

O'Brien, Lynette, Sergeant,  
Los Angeles Co Sheriff's  
Dept

Tingirides, Phillip, Deputy  
Chief of Police, Los Angeles  
Police Dept

**Napa**

Plummer, Robert, Chief of  
Police, Napa Police Dept  
Ortiz, Oscar, Captain, Napa  
Co Sheriff's Office

**Oakland**

Bassett, James, Captain,  
Oakland Police Dept

Cole, Brian, Supervisory  
Special Agent,  
Drug Enforcement  
Administration

**Orange**

\*Williams, Heather,  
Regional Peer Support  
Coordinator, Orange Co  
Sheriff's Dept

**Placerville**

Foxworthy, Matthew,  
Captain, El Dorado Co  
Sheriff's Office

**Redding**

Brindley, Pete, Lieutenant,  
Redding Police Dept

**Redwood City**

Zamora, Alma, Captain,  
San Mateo Co Sheriff's  
Office

**Rocklin**

Paduversis, Bart, Captain,  
Rocklin Police Dept

**San Diego**

Calderon, George, Captain,  
San Diego Co Sheriff's Dept

Williams, Tina, Captain,  
San Diego Police Dept

**San Francisco**

O'Brien, Alexa, Captain,  
San Francisco Police Dept

**San Jose**

Doty, Michael, Assistant  
Sheriff, Santa Clara Co  
Sheriff's Office

**San Pedro**

McManus, Greg, Captain  
III, Los Angeles Police Dept

**San Ramon**

Goldberg, Cary, Lieutenant,  
San Ramon Police Dept

**Vallejo**

\*Kenney, Sean, Corporal,  
Vallejo Police Dept

**West Covina**

\*Plunkett, Ken, Lieutenant,  
West Covina Police Dept

**COLORADO****Centennial**

\*LaCrone, Audry, Public  
Affairs Liaison, Arapahoe  
Co Sheriff's Office

**Denver**

\*Berryhill, Brian, Partner,  
Roth Sheppard Architects

**Montrose**

Hall, Blaine, Commander,  
Montrose Police Dept

**Pagosa Springs**

Rockensock, William, Chief  
of Police, Pagosa Springs  
Police Dept

**Thornton**

Brown, Cliff, Deputy Chief  
of Police, Thornton Police  
Dept

**CONNECTICUT****Middletown**

Murray, Eric, Lieutenant,  
Connecticut State Police

**Naugatuck**

Hunt, Steven, Captain,  
Naugatuck Police Dept

**Vernon**

Kelley, John, Captain,  
Vernon Police Dept

**DELAWARE****Camden**

Whitney, Marc, Chief of  
Police, Camden Police Dept

**Harrington**

Gillespie, Adam S,  
Lieutenant, Harrington  
Police Dept

**DISTRICT OF  
COLUMBIA****Washington**

Alteneji, Mohamed bin  
Juma, Lieutenant Colonel/  
Police Attache, Ministry of  
Interior

\*Cooney, Matthew,  
Sergeant, US Park Police

\*French, Jeremy L,  
Special Agent, US Dept of  
Agriculture

Green, Craig, Captain, US  
Park Police

Hanna, Brad, Lieutenant,  
Washington Metropolitan  
Area Transit Police

Hernandez, Hector, Special  
Agent in Charge VPD, US  
Secret Service

\*Hyvarinen, Zachary,  
Student, American Univ

Moore, Tim, Major,  
Washington Metropolitan  
Airports Authority Police

Sparks, David, Director  
Office of Odometer Fraud  
Investigation, US Dept of  
Transportation NHTSA

**FLORIDA****Apopka**

Miller, Jerome, Captain,  
Apopka Police Dept

**Deland**

Creamer, John, Chief  
Deputy, Volusia Co Sheriff's  
Office

**Estero**

\*Geczi, Gregory, Financial  
Representative LE/  
Public Safety Market,  
Northwestern Mutual

**Fort Lauderdale**

Cedeno, Angelo, Major,  
Broward Co Sheriff's Office

**Highland Beach**

Aronowitz, Eric S, Manager  
Accreditation & Training,  
Highland Beach Police Dept  
Szesnat, Jay, Lieutenant,  
Highland Beach Police Dept

**Homestead**

DeJohn, Raymond, Captain,  
Homestead Police Dept

**Longwood**

Dowda, David, Chief of  
Police, Longwood Police  
Dept

**Medley**

Jinete, Arturo, Lieutenant,  
Medley Police Dept

**Melbourne**

Claycomb, Mark,  
Commander, Melbourne  
Police Dept

**Miami**

Carothers, Chris, Major,  
Miami-Dade Police Dept  
Rivero, Jose L, Commander,  
Miami-Dade Police Dept

**Milton**

Tindell, Tony, Chief of  
Police, Milton Police Dept

**North Bay Village**

Velken, Lewis, Chief of  
Police, North Bay Village  
Police Dept

**Ocean Ridge**

McClure, Michael,  
Lieutenant, Ocean Ridge  
Police Dept

**Orlando**

Watts, Anthony, Deputy  
Chief, Orange Co  
Corrections Dept

**St Augustine, FL**

\*Mason, Charles, Deputy  
Sheriff, St Johns Co  
Sheriff's Office

**Tallahassee**

\*Angulo, Scott, Sergeant,  
Tallahassee Police Dept

Brooks, Evangelina, Chief,  
Florida Div of Investigative  
& Forensic Services

**GEORGIA****Ashburn**

Jordan, Clifford, Chief of  
Police, Ashburn Police Dept

**Atlanta**

\*Byers, Larry, Government  
Technology Manager,  
Amazon

\*Pringle, Angela D,  
Superintendent, Richmond  
Co Schools

**Cartersville**

\*Teems, Marty, Corporal,  
Bartow Co Sheriff's Office

**Hunter Army Airfield**

Overbey, Darcy, Colonel/  
Group Commander, US  
Army

**Lawrenceville**

Whitt, Joel, Major, Gwinnett  
Co Police Dept

**Manchester**

Dawson, Larry Brandon,  
Post Commander/Sergeant  
1st Class, Georgia Dept of  
Public Safety

**Social Circle**

Barnard, Thomas, Major,  
Georgia Dept of Natural  
Resources

**HAWAII****Honolulu**

\*Christopher, Michael,  
Police Psychologist, Pono  
Praxis

**Wailuku**

Okamoto, Gregg,  
Lieutenant, Maui Police  
Dept

**IDAHO****Boise**

\*Woods, Estee, Marketing  
Director, Cradlepoint

**Nampa**

\*Weekes, Angela, Detective  
Corporal, Nampa Police  
Dept

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Mazza, Shawn, Deputy  
Chief of Police, Batavia  
Police Dept

**Chicago**

\*Hall, Brendan T, Analyst,  
Univ of Chicago

\*Leflar, James W, Manager  
Venues Marketplace, HERE  
Technologies

Roache, James P, Chief,  
Cook Co State's Attorney's  
Office

**East Moline**

Endress, Chris, Lieutenant,  
Illinois State Police

**Grayslake**

\*Lawson, John, Detective/  
Accreditation Manager,  
College of Lake County

**Joliet**

Reid, Marc, Lieutenant,  
Joliet Police Dept

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Harang, Richard, Deputy  
Chief of Police, Lockport  
Police Dept

**Monee**

Koerner, Scott, Chief of  
Police, Monee Police Dept

**Morton Grove**

Yaras, Paul, Commander,  
Morton Grove Police Dept

**Naperville**

Stubler, Jason,  
Commander, Naperville  
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Wells, Roy, Chief of Police,  
Robbins Police Dept

**Tower Lakes**

Sinacore, Samuel P, Chief  
of Police, Tower Lakes  
Police Dept

**Urbana**

Brown, John, Lieutenant,  
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Fiesta, Joan M, Lieutenant,  
Univ of Illinois Police Dept

**Westchester**

Borkovec, Mark, Deputy  
Chief of Police, Westchester  
Police Dept

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Dulworth, Steve, Chief of  
Police, Clermont Police  
Dept

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Janes, Mike, Lieutenant,  
Fishers Police Dept

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Mance, Gregory, Chief of  
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Williams, Troy, Chief of  
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\*Sibilla, Warren,  
Psychologist, Psychological  
Health Center

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Potts, Darius, Chief of  
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\*Underwood, Chad,  
Sergeant, Urbandale Police  
Dept

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Feaker, Jason, Lieutenant,  
Waterloo Police Dept

**KANSAS****Emporia**

Risley, Kevin, Lieutenant,  
Emporia Police Dept

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Bieberle, Scott E, Captain,  
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Sexton, Scott, Major,  
Ashland Police Dept

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Haigis, Greg, Lieutenant,  
Highland Heights Police  
Dept

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Cross, Jeffrey A, Chief of  
Police, Radcliff Police Dept

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**Baton Rouge**  
\*Gouvier, William, Chief  
Psychologist, Matrix Inc

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\*Trouard, Paul, Sergeant,  
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Sergeant, New Orleans  
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Terrell, Jeff, Chief of Police,  
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Special Agent in Charge,  
US Postal Service OIG

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\*White, Raymond, Joint  
Exercise Life Cycle Planner,  
NGB PATRIOT Exercise  
Program

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Macallair, Scott,  
Lieutenant, Anne Arundel  
Co Police Dept

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Payne, David, Captain,  
Calvert Co Sheriff's Office

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Trautman, Brent,  
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Natural Resources Police

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Cipperly, Richard A, Acting  
Lieutenant, Takoma Park  
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Special Agent in  
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Sullivan, John, Lieutenant,  
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Police, Littleton Police Dept

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Sergeant, Norwood Police  
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of Police, Rehoboth Police  
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\*Butzky, Matthew, Police  
Officer, Univ of Michigan  
Dept of Public Safety

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Rendon, Jay M, Lieutenant,  
Davison Twp Police Dept

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\*Nader, Kari, Police  
Psychologist, Michigan  
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Michigan DNR Law  
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Lapeer Co Sheriff's Office

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\*Gravelle, Paul, Student,  
Lake Superior State Univ

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\*Warm, Meg, Certified  
Forensic Video Technician,  
Leelanau Co Prosecutor's  
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Police, Brooklyn Center  
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Bailey, Kent H, State  
Director, North Central  
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\*Parkin, Tim, Sergeant,  
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\*Van Buren, Daphne,  
Senior Assistant City  
Attorney, St Paul City  
Attorney's Office

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Williams, Eugene, Major,  
Mississippi Bureau of  
Narcotics

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Captain, Corinth Police  
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Police, Moss Point Police  
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Crick, Ryan, Captain,  
Plattsmouth Police Dept

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Silva, Mike, Lieutenant,  
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Hall, Robin, Commander,  
Lyon Co Sheriff's Office

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\*Dzul, Jaime, Student,  
Southern New Hampshire  
Univ

**Seabrook**  
Gelineau, Kevin,  
Lieutenant, Seabrook  
Police Dept

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Scheffler, Eric, Lieutenant,  
Atlantic City Police Dept

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\*Ostermueller, John,  
Detective, Cherry Hill Police  
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Caramela, Samuel, Chief  
of Police, Green Brook Twp  
Police Dept

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Daniele, Angelo, Chief of  
Police, Haledon Borough  
Police Dept

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Wittke, Ted, Deputy Chief  
of Police, Hazlet Twp Police  
Dept

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Barton, Brendan, Captain,  
Gloucester Twp Police Dept

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Walton, Daryl, Chief,  
Passaic Co Sheriff's Office

**West Trenton**  
De los Santos, Domingo,  
Lieutenant, New Jersey  
State Police

**Whitehouse Station**  
\*Hoofatt, Alex, Detective  
Sergeant, Readington Twp  
Police Dept

**NEW YORK**

**Albany**  
Kolek, Joseph, Lieutenant,  
New York State Police

\*Smith, Steven, Public  
Information Officer, Albany  
Police Dept

**Bronx**  
Caraballo, Jose Luis,  
Lieutenant, New York City  
Police Dept

**Buffalo**  
Strassburg, Harvey,  
Director Division of Public  
Safety, Roswell Park  
Cancer Institute

**Fort Montgomery**  
Pierri, Francis M, Chief of  
Police, Town of Highlands  
Police Dept

**Huntington**  
Krumpter, Thomas C, Chief  
of Police, Lloyd Harbor  
Village Police Dept

Morrissey, Jared J,  
Lieutenant, Lloyd Harbor  
Village Police Dept

**Mamaroneck**  
\*Gerstein, Gary B, Owner,  
The Cruisers Division

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Welch, Aaron, Lieutenant,  
Middletown Police Dept

**New City**  
Brovarski, Theodore,  
Detective Lieutenant,  
Rockland Co Sheriff's  
Office

**Rensselaer**  
Famiglietti, Warren, Deputy  
Chief of Police, Rensselaer  
Police Dept

**Staten Island**  
\*Zimmerman, Bernard,  
Revenue Officer Ret,  
Internal Revenue Service

**Valhalla**  
Wiswall, David, Captain,  
New York City Dept of  
Environmental Protection

**West Babylon**  
Coffman, Robert,  
Lieutenant, Suffolk Co  
Police Dept

**Yonkers**  
Miceli, Joseph, Captain,  
New York City Dept of  
Environmental Protection

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Rodriguez, Frank, Chief  
Deputy, Moore Co Sheriff's  
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\*Keeton, Lori, Attorney,  
Law Offices of Lori Keeton

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Coley, John, Captain,  
Clayton Police Dept

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Police, Wayne Memorial  
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Hendersonville Police Dept

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Dixon, Jeremy, Captain,  
Holden Beach Police Dept

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Captain, Onslow Co  
Sheriff's Office

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Shelby Police Dept

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Graham, Jason, Lieutenant,  
Wake Forest Police Dept

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Johnson, Brett A,  
Lieutenant, Grand Forks  
Police Dept

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Pauly, David, Special Agent  
Supervisor, Ohio Bureau of  
Criminal Investigation

**Broadview Heights**  
Raiff, Steven, Lieutenant,  
Broadview Heights Police  
Dept

**Cincinnati**  
Hoffman, David,  
Lieutenant, Univ of  
Cincinnati Police

Shannon, Ed, Lieutenant,  
Indian Hill Police Dept

**Dayton**  
Arendt, Mark, Lieutenant  
Ranger Division, Five Rivers  
Metroparks

Burkhart, Earl, Chief of  
Police, US Dept of Veterans  
Affairs Police

**Garfield Heights**  
Kaye, Mark, Lieutenant,  
Garfield Heights Police  
Dept

**Grove City**  
Davidson, Brian F,  
Lieutenant, Grove City  
Division of Police

Scott, Eric M, Lieutenant,  
Grove City Division of Police

**New Franklin**  
Bickett, Daniel, Captain,  
New Franklin Police Dept

**Oregon**  
\*Weis, Eric, Patrolman,  
Oregon Police Division

**Ravenna**  
Greene, Jeffrey S,  
Lieutenant, Ohio State Hwy  
Patrol

**Urbana**  
Lingrell, Matthew, Chief of  
Police, Urbana Police Dept

**Wright-Patterson AFB**  
Gray, Ernest, Police  
Lieutenant/Shift  
Supervisor/Superintendent,  
US Air Force

**Zanesville**  
Coury, Tony, Chief of Police,  
Zanesville Police Dept

**OKLAHOMA**

**Oklahoma City**  
\*Knight, Jason, Lieutenant,  
Oklahoma City Police Dept

**OREGON**

**Ashland**  
Meletich, Hector,  
Lieutenant, Ashland Police  
Dept

**Central Point**  
Fitzgerald, Jeff, Lieutenant,  
Oregon State Police

**PENNSYLVANIA**

**Blue Bell**  
\*Fenerty, Joseph M,  
Detective Sergeant,  
Whitpain Twp Police Dept

**Claysburg**  
Sharkey Sr, Ronald, Chief  
of Police, Greenfield Twp  
Police Dept



**Easton**  
Meehan, Christian, Chief of Police, Wilson Borough Police Dept

**Harrisburg**  
Lescosky, Andrew, Supervisory Special Agent, Norfolk Southern Railway Police Dept

**Lancaster**  
Gonzalez, Ande, Assistant District Attorney, Lancaster Co Office of the District Attorney

**Oakdale**  
Rupert, Gary, Chief of Police, Pittsburgh Technical College

**Penndel**  
Perry, Sean, Chief of Police, Penndel Borough Police Dept

**Philadelphia**  
Eberhart, Antoinette, Deputy Chief of Police, Philadelphia Housing Authority Police Dept

**Pittsburgh**  
Bickerstaff, Lavonnie D, Assistant Chief of Police, Pittsburgh Bureau of Police

\*Snyder, Sam, Sergeant, Franklin Park Borough Police Dept

**Richboro**  
Pinkerton, Charles J, Lieutenant, Northampton Twp Police Dept

**West Chester**  
\*Liss, John, Sergeant, West Goshen Twp Police Dept

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**North Scituate**  
Ruggiero, Alfred, Lieutenant, Rhode Island State Police

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Thomas, Michael Paul, Lieutenant, South Carolina Dept of Natural Resources

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Covington, John, Chief of Police, Seneca Police Dept

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**Collegedale**  
Sapp, Jack, Lieutenant, Collegedale Police Dept

**Franklin**  
Clouse, Rick, Lieutenant, Franklin Police Dept

**Jackson**  
Young, Steven, Chief of Police/Director of Environmental Health & Safety, Jackson State Community College Police Dept

**Knoxville**  
Dalton, Philip, Captain, Knox Co Sheriff's Office

**Millington**  
Cloutier, Ronald, Master Chief Petty Officer, US Navy

**Nashville**  
Alexander, Dennis, Police Operations Captain, US Dept of Veterans Affairs Police

Brockmann Baker, Rita, Captain, Metro Nashville Police Dept

Johnson, Robert, Major, Tennessee Hwy Patrol

**Sevierville**  
Hinson, Sam, Detective Captain, Sevierville Police Dept

#### TEXAS

**Arlington**  
\*Gann, M Chad, Doctoral Student Public Affairs, Univ of Texas Arlington

**Austin**  
Henderson, Robin, Lieutenant, Austin Police Dept

Jones, Chris, Major, Texas Dept of Public Safety

\*Mills, Brady, Assistant Chief, Texas Dept of Public Safety

**China Grove**  
Lyssy, James, Staff Sergeant, China Grove Police Dept

**Del Rio**  
Knoll, Fred, Chief of Police, Del Rio Police Dept

**El Paso**  
\*Laize, Stephanie, Mental Health Counselor, WellConnect

**Farmers Branch**  
Foxall, Phillip, Lieutenant, Farmers Branch Police Dept

**Grand Prairie**  
Hogan, Anthony, Lieutenant, Grand Prairie Police Dept

**Harker Heights**  
Gadd, Phillip M, Chief of Police, Harker Heights Police Dept

**Houston**  
\*Estrada, Yadira, Sergeant, Houston Police Dept

\*Fields, Karren, Sergeant, Houston Police Dept

Garner, Shamara D, Lieutenant, Houston Police Dept

Pham, Tuan, Lieutenant/ Investigator, Harris Co District Attorney's Office

Roebuck, Malik, Captain, Texas Medical Center Police Dept

**Humble**  
Batton, Eric J, Lieutenant, Harris Co Sheriff's Office

**Hurst**  
Duermeyer, Nathan, Operations Captain, Hurst Police Dept

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\*Shelton, Marty, Chief Operations Officer, Emergency Operations Proving Grounds

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Lubbock Police Dept

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Lucio, Melissa A, Patrol  
Agent in Charge, US  
Customs & Border  
Protection

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Donaldson, Scott,  
Lieutenant, Collin College

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Gonzalez, Juan, Chief of  
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Captain, Hays Co Sheriff's  
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\*Hull, Peter, Sergeant,  
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**Alexandria**

May, Michael, Lieutenant,  
Alexandria Police Dept

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Shenk, Jonathan, Chief  
of Police, Charlottesville-  
Albemarle Airport Police  
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Hampton Police Dept

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\*Lee, Leone, Doctoral  
Student, Walden Univ

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Carrico, Joseph, Deputy  
Assistant Director, FBI

**Sterling**

\*Trabosh, Robert, Director  
of Sales, Unimex Corp

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Police, Mukilteo Police  
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Spoor, Chuck, Chief of  
Police, Raymond Police  
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Keyes, Kevin, Commander,  
Renton Police Dept

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Lieutenant, Seattle Police  
Dept

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Adams, Travis,  
Undersheriff, Mason Co  
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Police, Snohomish Police  
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\*Duley, Daniel, Detective  
Sergeant, Antigo Police  
Dept

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DeForest Police Dept

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\*Moratz, Patrice,  
Administrative Assistant,  
Hartford Police Dept

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Laughlin, William,  
Lieutenant, Lake Delton  
Police Dept

**Milwaukee**

Taylor, Shannon,  
Lieutenant, Milwaukee  
Police Dept

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**Montevideo**

\*Berthet, Maria Noel,  
Head of Occupational  
Psychology, Direccion  
Nacional de Asuntos  
Sociales

**Deceased Members**

Scot Ford, Chief of Police  
(ret.), South Sioux City,  
Nebraska; Tucson, Arizona  
(life member)

Amadou Kotondi, Chief  
Security and Safety Unit  
(ret.), United Nations  
Economic Commission  
for Africa, Addis Ababa;  
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Jerry Tessneer, Chief of  
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# CALENDAR

**FEB  
18  
—  
19**

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

**MAR  
20  
—  
22**

### Division Midyear Meeting, AUSTIN, TX

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

[theIACP.org/division-midyear](http://theIACP.org/division-midyear)

**APR  
24  
—  
26**

### Policy Council Midyear Meeting, ORLANDO, FL

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

[theIACP.org/policy-council-midyear](http://theIACP.org/policy-council-midyear)

**MAY  
20  
—  
22**

### Technology Conference, JACKSONVILLE, FL

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

[theIACP.org/Tech-Conference](http://theIACP.org/Tech-Conference)

**AUG  
8  
—  
9**

### CARE Conference, ANAHEIM, CA

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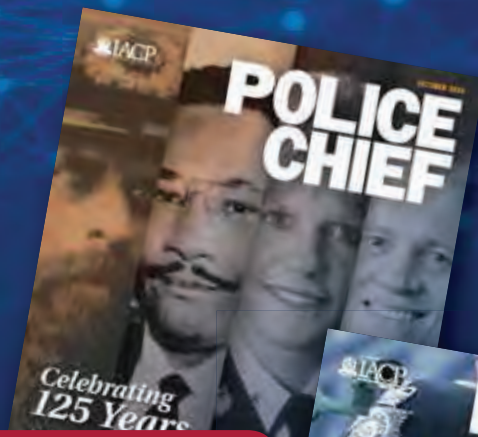
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