

# POLICE CHIEF



## RECRUITMENT & PERSONNEL

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## RECRUITMENT & PERSONNEL



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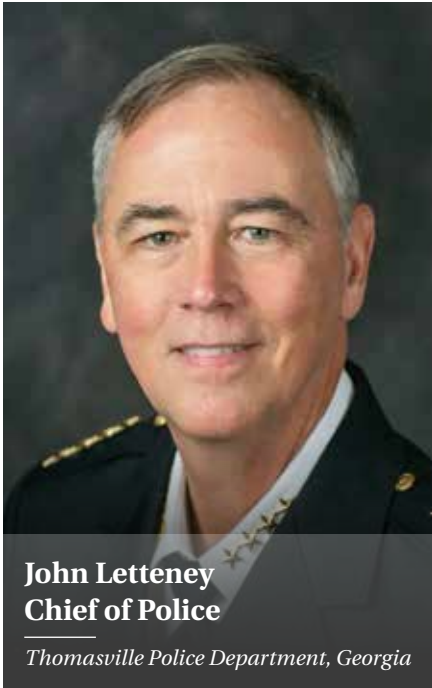
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# Partnering to Address Recruitment & Retention



**John Letteney**  
Chief of Police

*Thomasville Police Department, Georgia*

“  
Officers who  
are burned  
out and  
overworked  
threaten the  
quality of  
life in our  
communities.  
”

**POLICE AGENCIES ACROSS THE GLOBE ARE STRUGGLING TO RECRUIT, HIRE, AND RETAIN POLICE OFFICERS. FOR YEARS NOW, WE'VE SEEN NEWS STORIES AND STATISTICS ABOUT HOW THE PROFESSION IS SEEING AN EXODUS OF OFFICERS—DEPARTMENTS ARE SUFFERING PERSONNEL SHORTAGES, AGENCIES ARE HAVING DIFFICULTY RECRUITING CANDIDATES, AND DEPARTMENTS ARE RELAXING POLICIES AND OFFERING INCENTIVES TO HELP LURE PEOPLE INTO THE PROFESSION. THOUGH AGENCY-SPECIFIC NEEDS DEPEND ON SIZE OR LOCALE, THE DIFFICULTY WITH RECRUITMENT IS A SIGNIFICANT PROBLEM THAT IS BROADLY AFFECTING THE POLICING PROFESSION ON A GLOBAL SCALE.**

I just recently returned from a trip to the Australia/New Zealand Policing Advisory Agency Annual Conference in Melbourne, Australia, and recruitment and retention was a huge discussion point. It was also widely spoken about at the IACP Annual Conference in Dallas, Texas, with several workshops on the topic. It seems as if recruitment and retention is a focal point of the agenda at every meeting or conference I attend.

As all police leaders know, the success of a department's recruitment, hiring, and retention efforts impacts every other function in the agency. For years, police agencies offered good, stable employment with excellent benefits. A readily available workforce enabled many police leaders to focus on other priorities, but that is no longer the case. It wasn't too many years ago when I could count on up to 10 applicants for every open position I had, but now, like many of you, I am lucky to get a handful of applicants during each posting. Couple that with several unqualified applicants, and it is clear that our recruiting problem is real.

As we struggle to recruit new officers to replace those who have retired or otherwise left the policing profession, we are seeing a significant increase in the strain on police organizations and officers. As vacancy numbers increase due to the inability to fill positions and as more officers become eligible for retirement, existing officers are becoming overworked and burned out. The demands on our officers have not been reduced. In fact, our communities continue to have high expectations of their police agencies, and as leaders in the profession, we strive to meet and exceed

those expectations. At a time when the importance of officer mental wellness is more widely recognized, to the ability to recruit, hire, and retain officers becomes increasingly important.

Additionally, staffing shortages mean that we may not be able to offer the same services to our communities. However, cutting certain services often impacts community-police relations and our ability to establish strong and trusting relationships. Longer wait times for calls for service, fewer crimes solved and cleared, less proactive activities such as traffic enforcement, and on-duty officers who are burned out and overworked threaten the quality of life in our communities.

Any high-profile incident of use of force creates a shockwave around the globe, with enhanced public scrutiny and attention. This enhanced focus by the media, public, and elected officials has caused many to leave the profession—and given pause to those considering a career in law enforcement to ask themselves, “Is it really worth it?” Still, trust in most communities is increasing and support for police is returning.

The growing number of line-of-duty deaths and the inherent risk of the profession have contributed to a negative perception of policing as a career opportunity for potential recruits. As a father with two sons in the profession, not a day goes by that I don't worry about my children, as well as my officers. And I know many of you who come from policing families and serve as police leaders feel the same way. We want the best for our profession, our agencies, our communities, and our families—as



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police leaders, we care immensely for those in our charge.


So how can we, as a profession move forward to attract candidates, retain our officers, and keep those in our charge safe? How do we thoughtfully amend recruitment and hiring practices without lowering the standards for officers that communities have come to expect?

It's not a problem that can be simply solved, but IACP is working to aid you and your agencies. IACP remains steadfast in calling on the U.S. Congress to expand COPS hiring funds and explore ways to incentivize careers in law enforcement and promote recruitment and retention through a national campaign. We are also asking for other creative incentive programs such as loan forgiveness and education assistance. For example, an education assistance program could be modeled after and expanded upon programs like the Law Enforcement Assistance Administration (LEAA) or an education assistance program that would pay for four years of college, in return for service in policing, could be a draw for applicants. Ideally the program would be connected to multiple universities, including historically black colleges and universities, to encourage diversity.

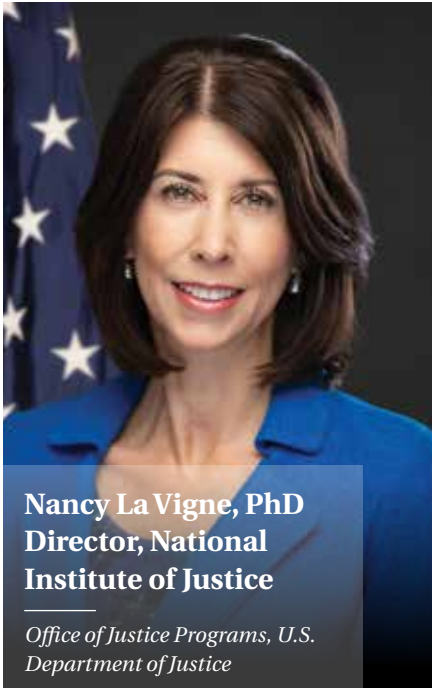
Additionally, IACP's Elevate Blue: Essential Training for Law Enforcement is a virtual training suite addressing contemporary issues facing the law enforcement profession. Funded through a cooperative agreement with the U.S. Department of Justice, Bureau of Justice Assistance, Elevate Blue is built on an adult-learning instructional sequence framework that connects the learner to the content by using a foundation of knowledge and engaging learners through real-life scenarios. As one of six initial topic areas, Recruitment, Hiring, Training, and Retention is a comprehensive virtual course broken into four modules that focus on best practices in acquiring and retaining top law enforcement candidates. These

modules demonstrate the importance of solid recruitment, hiring, training, and retention strategies, and delve into methods for evaluating hiring practices, identifying quality candidates, and maintaining sustainable measures for retaining good personnel. The Elevate Blue training suite is expected to launch in early 2023 and will be available at no cost on IACP's learning platform, IACPlearn.

The IACP also has a newly incorporated Human Resources Section that can be a potential partner in best practices and a good resource for your agency. The section is focused on effective human resource programs for police agencies and information related to programs and policy on hiring, recruitment, retention, and career development and advancement for sworn and professional staff. I encourage you and members of your agencies to join the section.

A chief's job is never easy, and issues pertaining to recruitment, hiring, and retention only add to the challenges you face. While there may not be a simple solution for such a widespread and complex problem, we can work to overcome the barriers that are hindering our agencies from recruiting and retaining top-level personnel who are devoted to the policing profession. The IACP is here to help you along the way, offering resources and advocating on your behalf to promote stronger recruitment, hiring, and retention policies to minimize burnout, increase officer safety and wellness, and enhance community-police relations. 

# Harnessing the Power of Data-Driven, Inclusive Research



Nancy La Vigne, PhD  
Director, National  
Institute of Justice

Office of Justice Programs, U.S.  
Department of Justice

“  
**Inclusive research is intentional about involving those who are the experts on the topic.**  
”

**“WE DON'T NEED ANY DATA. WE ALREADY KNOW ALL ABOUT WHAT COPS DO IN OUR COMMUNITY.” THE WOMAN'S WORDS WERE MET WITH NODS AND MURMURS OF AGREEMENT.**

I had just presented a map depicting concentrations of police vehicle stops as a precursor to a project designed to engage community members in those areas, along with patrol officers assigned to them, in a survey of community perceptions of—and trust in—the police. It was a rocky start. Fortunately, through the help of a local advocacy partner, we were able to convince stakeholders that high-quality data can be persuasive to decision makers and would also be more likely to garner the attention of police leadership.

The project was eye-opening. It was the first time I had ever involved stakeholders in a survey design process, enlisting both community members and police officers in crafting questions that were important to them as measures of police performance. Our research team learned a lot along the way, and it got me thinking about how rarely research takes the time to engage with the people closest to the issue under study.

My appointment as director of the National Institute of Justice affords me an opportunity to share lessons learned from these and other participatory research projects and elevate what I'm calling *inclusive research*. Inclusive research is intentional about involving those who are the experts on the topic. They could be patrol officers, investigators, victims, 911 dispatchers, service providers, arrestees, community members—the people are who are closest to the topic or situation that is being researched. While engaging these stakeholders in the research process can take many forms, it is crucial that researchers share the research findings with the people who helped generate them so that these findings can be interpreted and inform improvements in policies and practices.

How does inclusive research relate to policing specifically? The good news is that the field has a long history of

police-researcher partnerships in which police practitioners are consulted, at a minimum, and are, in some cases, full participants in the research process. The bad news is that we have a long way to go in improving the nature of those partnerships, as many of them are lopsided, with researchers driving the development of research questions and the interpretation of findings. Recalibrating that relationship requires change.

First, police need research skills, tools, and time in order to be effective partners in evidence-based crime control and prevention. We know, for example, that the problem-oriented policing (POP) process works—there's a considerably strong evidence base for its effectiveness. Problem-solving is a process whereby an officer or team of officers identifies a persistent crime or public safety problem, collects and analyzes data to identify the problem's underlying causes, devises and implements solutions that address those causes in partnership with community stakeholders, and assesses the effectiveness of those responses. But if POP works, why isn't it more commonplace in police agencies? I believe it's because that way of doing business is not infused into every aspect of an agency. It needs to be.

Second, police leadership needs to support and endorse these types of inclusive police research partnerships. One strategy is an approach I learned about from IACP Past President Chief Louis Dekmar of LaGrange, Georgia, Police Department, who instituted a process in his agency in which police recruits during field training are required to identify a problem in the community and must work in partnership with community members and stakeholders to solve it. For this concept to work, though, officers need access to data, research skills (or partnerships with crime analysts or local researchers), and time. They



also need incentives and rewards for engaging in this type of work. Moreover, it is important that the work of individual officers addressing specific problems on their beats be coupled with broader community-based problem-solving that engages the public in both identifying issues and developing solutions in partnership with police and other agencies and jurisdictional stakeholders.

The solution isn't as easy as finding a local researcher with whom to partner. That's because not all researchers are created equal. The best police-researcher partnerships are with researchers who care as much about informing improvements in policing and public safety as they do about publishing in top-tier academic journals. That's still a rare breed. Just as police officers need to be incentivized and acknowledged for engaging in community-based problem-solving, researchers also need to be rewarded for fostering partnerships that have real-world applications. They should be trained to perform research that makes

a difference in people's lives and credited during the tenure and promotion process when they produce that research.

One way to bridge the divide between researchers and police practitioners is to treat them as one and the same. In 2014, NIJ partnered with the IACP to establish the Law Enforcement Advancing Data and Science (LEADS) Scholars Program to support and empower the integration of evidence and data into law enforcement policy and practice. The integration may come in the form of partnering with researchers, independently conducting their own research, or infusing research into policies and practices. In recent years, the program has grown beyond sworn police officers to include civilians working for or with law enforcement agencies and early career academics. LEADS scholars have conducted research on reducing gun violence and traffic fatalities, identifying optimal investigator caseloads, developing predictive policing algorithms, and many other impactful projects. Some LEADS alumni have gone

on to obtain doctoral degrees, while others have had an accelerated path to promotion owing to their contributions to their agencies.

I believe that NIJ should not only continue to support the LEADS program, but also encourage both LEADS scholars specifically and police-researcher partnerships of all kinds to engage in research characterized by an inclusive, community-based, problem-solving approach.

In so doing, several topics demand a more credible research base:

**Police Culture:** Police executives are rightfully doubling down on efforts to recruit a more diverse workforce. However, without attending to the agency's existing culture, such efforts could backfire, as it may be difficult to retain new staff whose identities and experiences enhance staff diversity. We need additional research on strategies to recruit, retain, and promote more women and people of color as well as

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ways in which departmental culture can be made more welcoming and inclusive.

**Officer Wellness:** Law enforcement agencies across the United States have increased efforts to train officers in identifying community members exposed to trauma or experiencing mental health crises and directing them to needed services, which is laudable. But officers are also exposed to trauma—many on a routine basis; if that trauma goes untreated, officers will not bring their best selves to their interactions with the public. We need rigorous evaluations of officer wellness programs to discern which ones work to reduce the stigma associated with help seeking and to improve officer wellness and related outcomes, such as reduced community complaints.

**Officer Activity:** To encourage officers to engage in community-based problem-solving, we need to understand how they are currently spending their time. How much time is spent responding to calls for service and what types of

calls are they dispatched to? Which calls could be diverted to non-sworn responders? How much unassigned time do officers have and what do they do with it? How much time could be repurposed for problem-solving and community engagement?

**Officer Training:** The evidence base on training is woefully thin, with little research on what types of trainings lead to changes, not just in officer knowledge, attitudes, and skills, but also in officer behaviors in the field. We need more evaluations of how officers respond to training in the classroom as well as the degree to which they apply the training on the ground.

**Community Trust:** The issue of building public trust in the police remains a number one priority for police executives. Trust consists of many components: how officers engage with community members; how the community perceives their intent; and the actual experiences residents have with the police, as partners in crime prevention, as victims of crime,

and as criminal defendants. We need more accurate measures of community trust, particularly among residents of communities with high violent crime rates and heavy police presences. Those measures should be developed through inclusive research and can serve as a baseline from which to measure change resulting from police reforms.

The National Institute of Justice will prioritize these areas of research, but we cannot build knowledge alone. To move forward, the field needs the support of law enforcement executives—you set the tone for your agencies and the field at large. By supporting officers and non-sworn staff in acquiring the skills to engage in data-driven problem-solving and opening your doors to inclusive research partnerships, your leadership can build new evidence on what works to promote safety and justice for all. ◻

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- ★ Recognition at the Trooper of the Year Banquet where one finalist will receive the Trooper of the Year Award.
- ★ Feature in *Police Chief Magazine*.

Application Deadline:  
**JANUARY 11, 2023**

For more information, please visit  
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**POLICE**  
—<sub>2</sub>—  
**PEACE**



## IACP/MOTOROLA SOLUTIONS TROOPER OF THE YEAR

The IACP/Motorola Solutions Trooper of the Year Award recognizes four state troopers and provincial police officers who have demonstrated bravery, courage, leadership, and professionalism in the previous year. The men and women of state and provincial police agencies perform remarkable work keeping the residents of their jurisdictions safe. The IACP and Motorola Solutions partner each year to highlight the incredible actions of law enforcement's finest frontline officers.

Learn more or submit a nomination at [theIACP.org/awards](https://theIACP.org/awards)  
**Nomination deadline: January 7, 2023.**

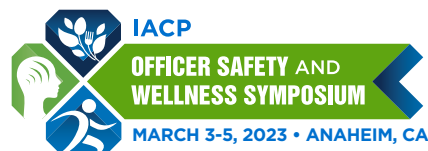
## World Police Summit



Hosted by Dubai Police, the second annual World Police Summit will be taking place March 7–9, 2023, at Dubai World Trade Centre, Dubai, UAE. The event will provide an unparalleled platform to explore the current challenges facing police forces and the latest technological advancements, strategies, and innovations across the law enforcement and security spectrum.

Visit [www.worldpolicesummit.com](https://www.worldpolicesummit.com) to learn more.

## 2023 OSW Symposium



Registration is now open for the 2023 IACP Officer Safety and Wellness Symposium, March 3–5, 2023, taking place in Anaheim, California. This symposium is for law enforcement professionals to learn from experts in the field about resources and best practices when developing comprehensive officer safety and wellness strategies.

Learn more or register at [theIACP.org/OSWSymposium](https://theIACP.org/OSWSymposium).

## IACP/FirstNet Built with AT&T Indian Country Officer of the Year



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Learn more or submit a nomination at [theIACP.org/awards](https://theIACP.org/awards)  
**Nomination deadline: January 7, 2023.**

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The IACP presents a webinar designed to educate law enforcement officers on how to mitigate trauma experienced by children whose parents have been arrested. *Free for members and nonmembers*

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- **Effective Youth Diversion Strategies for Law Enforcement (Webinar)**

The IACP hosts this webinar to provide law enforcement with information on developing and enhancing youth diversion programs. *Free for members and nonmembers*

- **Preparing to Launch: Q & A on Implementing Parental Arrest Policies to Safeguard Children (Webinar)**

This webinar provides law enforcement agencies with information on developing and implementing a parental arrest policy at their agency. *Free for members and nonmembers*

Visit [learn.theIACP.org](https://learn.theIACP.org) to register for these and other training and education offerings.



# 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 is answered by experienced leaders.

## Q: *How can a leader encourage a culture of accountability in a department?*

**A1:** *Chief Smith:* Accountability in law enforcement is the bedrock of what allows us to connect with our communities. Holding officers to the highest standard is what is expected of us as leaders. We have a responsibility to our communities, our officers, and our profession to create a culture of accountability. Leaders need to balance accountability through the lens of correcting the behavior. Discipline is one way to hold officers accountable, but is that the only way? Leaders need their staff's trust that they will be treated fairly. Officers want accountability and fairness when members of their department make errors. Leaders can succeed in this culture development by determining whether there was an intentional act or a simple mistake before deciding on corrective action.

**A2:** *Chief Deaver:* Encouraging a high standard of accountability can only be achieved if all personnel are held to the same standard. Accountability must be exhibited by leadership before it can be expected of others. Leaders must hold themselves accountable to the communities they serve and the departments they lead. Leaders can make decisions which, with hindsight, lead to unintended consequences. Recognizing these actions and the unintended consequence, as well as embracing the humility to correct these actions, allows personnel to emulate this behavior, encouraging a culture of introspection and acceptance of actions without fear of criticism or discipline for honest decision-making behavior. A department must be encouraged to embrace a culture of accountability in order to develop a unified partnership with the community.

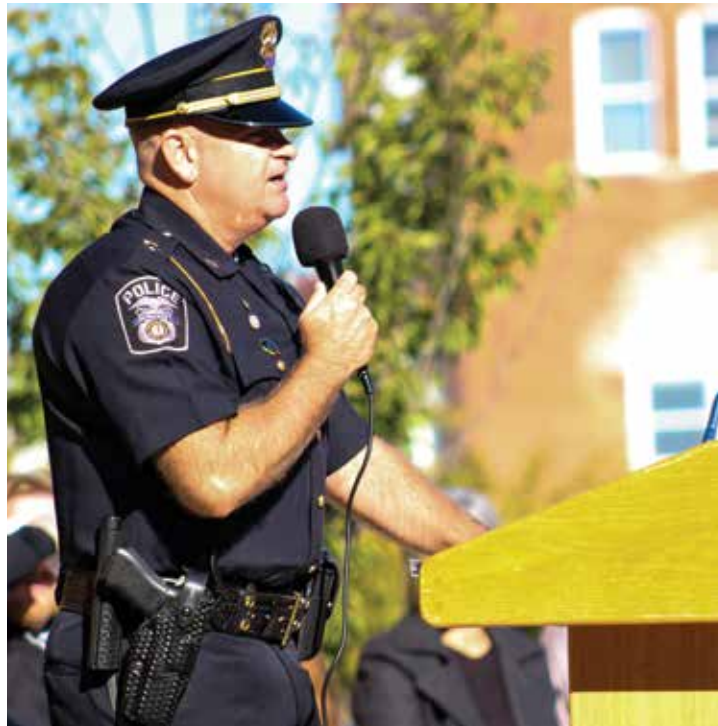


Image by Jerry Grugin/Getty Images

**A3:** *Chief Behan:* Accountability is often misperceived as negative in nature. However, its impact is quite the opposite. Unified leadership can be the change agent in organizational culture when accountability is presented and followed through a positive lens. External results include the development and growth of community relationships and support. Within the agency, officers will have an appreciation of knowing what is expected of them when policies, practices, and procedures are adhered to consistently. Communication skills are the key component to leaders accomplishing this

culture shift. When new accountability measures take place, leaders must listen, ask questions, retain knowledge, and then communicate with one voice to support the change. ♡



## MEET THE MENTORS



**Dean Smith, Chief**  
OSHKOSH POLICE DEPARTMENT,  
WISCONSIN



**Gregory W. Deaver, Chief**  
COLONIAL BEACH POLICE  
DEPARTMENT, VIRGINIA



**Amanda R. Behan, Chief**  
WINCHESTER POLICE DEPARTMENT,  
VIRGINIA

BY  
John M. (Jack) Collins,  
Public Safety Legal  
Advisor, Martha's  
Vineyard, Massachusetts

# ADA Accessibility Liability Exposure for Police Websites

**LAWSUITS TARGETING PRIVATE COMPANIES WHOSE WEBSITES ALLEGEDLY VIOLATE THE EQUAL ACCESS REQUIREMENTS OF THE AMERICANS WITH DISABILITIES ACT (ADA) ARE ON THE RISE.<sup>1</sup> THE SAME CLAIMS AND REMEDIES CAN BE APPLIED TO SUITS AGAINST GOVERNMENTS AND LAW ENFORCEMENT AGENCIES.**

Police agencies, court systems, and sheriff's departments, as well as detention and correctional facilities and programs are all addressed by Title II of the ADA. As the U.S. Department of Justice (DOJ) notes, individuals with disabilities are entitled to the full range of protections afforded by the ADA when they are subject to these programs and participate in related activities.<sup>2</sup> People who have hearing, vision, and speech disabilities are entitled to effective communication, but they also navigate the web in a variety of ways. People who are blind may use screen readers, which are devices that speak the text that appears on a screen. People who are deaf or hard of hearing may use captioning. And people whose disabilities affect their ability to grasp and use a mouse may use voice recognition software to control their computers and other devices with verbal commands. Reasonable modifications in policies and procedures may be needed to make participation possible for individuals with a wide variety of disabilities and health conditions.

Public safety agencies have become accustomed to ADA claims under Title III when making arrests or designing a new or remodeled facility; however, little, if any, attention has generally been paid to ensuring that a department's website is "handicap accessible." The ways that websites are designed and set up can create unnecessary barriers that make it difficult or impossible for people with disabilities to use them, keeping users from accessing information and programs that businesses and state and local governments make available to the public online.

Title II of the ADA provides that no person with a qualified disability shall "be excluded from participation in or be denied the benefits of the services, programs, or activities of a public entity, or be subjected to discrimination by any such entity."<sup>3</sup> Public entities include "any State or local government" and "any department, agency, special purpose district, or other instrumentality of a

State or States or local government."<sup>4</sup> Similarly, in Title III, "No individual shall be discriminated against on the basis of disability in the full and equal enjoyment of the goods, services, facilities, privileges, advantages, or accommodations of **any place of public accommodation.**"<sup>5</sup>

Courts have found that a public entity is not only prohibited from denying equal opportunity but that public entities also cannot prevent a qualified individual with a disability from enjoying any aid, benefit, or service, regardless of whether other individuals are granted access. Therefore, a plaintiff is not required to identify a comparison class of similarly situated individuals given preferential treatment.

Presently, courts are interpreting how Title II of the ADA applies to public entities' websites, often with inconsistent results. For example, there is no consensus as to whether public entities must make archived information accessible or whether the requirement applies only to documents pertaining to current and future issues and events. Also, there is disagreement as to whether the plaintiff must actually partake of the public entity's services and programs or whether the plaintiff's representation that he is interested in learning about the services and programs or plans to visit the area is enough to state a claim.

Heavily litigated issues such as these usually produce judicial guidance that businesses can follow. This has not been the case with ADA website litigation. For example, the U.S. Supreme Court has rejected the invitation to take up the ADA website issue.<sup>6</sup> And circuit courts are not in agreement about whether a private company needs a brick-and-mortar location in order to be subject to a website inaccessibility suit. All circuits except the 11th have recognized websites as a place of public accommodation under any circumstances, but even then, can still be a

Title III claim on other grounds. The First, Second, and Seventh Circuits—with some specific exceptions—have adopted a “broad view” and concluded that Title III applies to all websites.<sup>7</sup> The so-called “middle view,” taken by the Third, Sixth, and Ninth Circuits limits Title III to websites that have a nexus to an ADA-covered physical facility. For example, the Ninth Circuit’s decision in *Earll v. Ebay* states, “Because eBay’s services are not connected to any ‘actual, physical place,’ eBay is not subject to the ADA.”<sup>8</sup> Also in *Gomez v. Miersch*, the court ruled that there could be no claim viable if the complainant never planned to access the brick-and-mortar location. That would also apply to all governments and law enforcement agencies.<sup>9</sup>

On March 18, 2020, the DOJ issued “Guidance on Web Accessibility and the ADA.” While no formal regulations have been issued, the DOJ has consistently taken the position that the ADA’s requirements apply to all the services, programs, or activities of state and local governments, including those offered on the web.<sup>10</sup>

The guidance lists the following as examples of website accessibility barriers:

- Poor color contrast
- Use of color alone to give information
- Lack of text alternatives (“alt text”) on images
- No captions on videos
- Inaccessible online forms
- Mouse-only navigation (lack of keyboard navigation)

The ADA leaves it to government agencies to decide how they will comply with the ADA’s general requirements of nondiscrimination and effective communication and how they will ensure that the programs, services, and goods they provide online are accessible to people with disabilities. The DOJ does not have a regulation establishing detailed standards, but the department’s longstanding interpretation of the general nondiscrimination and effective communication provisions applies to web accessibility.<sup>11</sup>

## ENFORCEMENT OPTIONS

Complaints alleging violations of the ADA can be filed with the DOJ against any state or local government police department or other law enforcement agency, court system, jail, or prison.<sup>12</sup> Individuals can also bring private lawsuits against state or local government agencies, although, there are limitations on the types of damages that can be obtained. Generally, awards are focused on remediation, meaning making the site accessible. However, legal fees can often be very high, motivating defendants to settle quickly. It

should be noted that some cases that have been brought by prisoners have alleged not only violations of the ADA, but violations of their basic constitutional rights as well (the right to due process under the law or the right to be free from cruel and unusual punishment). Additionally, some states have adopted so-called mini-ADAs that include money damages to plaintiffs.

Private lawsuits have generally not involved governments to date. But this may change quickly once the plaintiff bar realizes how susceptible many local governments are to these kinds of claims.

Enforcement actions by the DOJ to date have focused on agreements rather than litigation with units of government. As part of the DOJ’s Project Civic Access enforcement work, agreements have been reached with the City and County of Denver, Colorado; City of Jacksonville, Florida; City of Durham, North Carolina; and County of Nueces, Texas. In addition, the DOJ reached an agreement with Miami University in Ohio to resolve the United States’ lawsuit alleging that the university discriminated against students with disabilities by providing inaccessible web content and learning management systems. Along the same lines, the DOJ reached an agreement with Louisiana Tech University to address claims that the university violated the ADA by using an online learning product that was inaccessible to a blind student.

Many private companies have received pre-suit demands from attorneys or letters from individuals purporting to be disabled and requesting some type of accommodation to obtain website content they claim is inaccessible.





“

*The ways that websites are designed can create unnecessary barriers that make it difficult for people with disabilities to use them.*

”

Litigation to date has primarily been initiated by private complainants who have vision and hearing impairments, alleging that the website fails to be compatible with screen reader software or fails to have closed captioning for videos.<sup>13</sup> The former becomes particularly troublesome for public entities, which tend to have hundreds or sometimes thousands of documents—agendas, minutes, calendars, permit applications, etc.—posted on their websites, often in a format not accessible to screen readers. More than 93 percent of website accessibility cases filed in 2018 settled, and of the cases filed in 2019, 55 percent settled within 60 days, according to Usablenet’s *2022 Midyear ADA Digital Accessibility Lawsuit Report*. In its 2022 midyear report, Usablenet noted that almost 100 lawsuits were being filed each week, with an estimated total of 4,455 by the end of 2022.<sup>14</sup>

The Usablenet report noted that while the DOJ restated a guidance in March 2022, it failed to give businesses clarity and, in fact, seems to have encouraged plaintiffs rather than offered hope of relief for businesses. The bulk of cases so far have been filed in California, New York, and Florida.<sup>15</sup> Lawsuits in Florida surged after the DOJ issued its March guidance, growing from only 45 cases in the first quarter to more than 100 in the second quarter of 2022.

These kinds of cases have produced a cottage industry among a handful of law firms. The Usablenet report pointed out that the top 10 plaintiff law firms account for 80 percent of all filed cases. In contrast, the top 10 defense law firms represent less than 15 percent of cases. The report points out that while there are more than 1,000 different defendant lawyers across hundreds of law firms working on active ADA-based lawsuits, only 38 plaintiff law firms and 114 plaintiffs constitute all the filed claims.<sup>16</sup>

### DEFENSE STRATEGIES

Remediation, while no guarantee of success in court, is the next best thing to avoid litigation by designing a completely accessible website. It is most likely to succeed if it occurs before the plaintiff files a court complaint. In *Friends of the Earth, Inc. v. Laidlaw Environmental Services, Inc.*, the U.S. Supreme Court stated that a request for injunctive relief will only be considered moot by a defendant’s voluntary compliance with the law if

the defendant meets the “formidable burden” of demonstrating that it is “absolutely clear the alleged wrongful behavior could not reasonably be expected to recur.”<sup>17</sup> In a 2018 case involving an ADA website accessibility claim, *Haynes v. Hooters of America*, the U.S. Court of Appeals for the Eleventh Circuit rejected the mootness argument based on a website remediation plan entered in prior unrelated litigation.<sup>18</sup> Similar arguments and results have occurred in other federal courts.<sup>19</sup>

Defendant police agencies will need to show that, even if a technical violation exists, such a violation is not an actual barrier to access nor impacts the overall usability of the website. Alternatively, they will need to rely on experts to persuade courts that substantial compliance with the Web Content Accessibility Guidelines (WCAG) is sufficient to moot a case. For example, an expert should be able to testify that a certain percentage of compliance is reasonable and commercially attainable for the particular site, especially since the WCAG standards have not been incorporated in the ADA or any DOJ regulations.

### RECOMMENDATIONS

All governmental websites should be inspected by one of the free online services to determine whether there are any significant inaccessibility issues.

Law enforcement executives should consult counsel concerning litigation strategies, including retaining a digital accessibility expert. Police agencies should consider voluntarily adopting the most recent standards of the WCAG, which the federal government adopted as the guidelines for its websites, and Section 508, which are the established industry standard for website accessibility.<sup>20</sup>

U.S. police executives should be also cautious about outsourcing enforcement activities because complying with the ADA is a non-delegable duty. ☐

### NOTES:

<sup>1</sup>Data are based on UsableNet’s research team’s collection across multiple legal sources from January 1, 2022, to June 23, 2022, [www.usablenet.com](http://www.usablenet.com).

<sup>2</sup>US Department of Justice (DOJ), Civil Rights Division, “Guidance on Web Accessibility and the ADA,” March 2022, <https://beta.ada.gov/resources/web-guidance>.

<sup>3</sup>42 U.S.C. § 12132.

<sup>4</sup>28 C.F.R. § 35.104.

<sup>5</sup>42 U.S.C. § 12182(a)

<sup>6</sup>See, *Domino’s Pizza LLC v. Robles*, 140 S. Ct. 122 (2019).

<sup>7</sup>See, *Gil v. Winn-Dixie Stores*, 993 F.3d 1266 (11th Cir. 2021). The website for Winn-Dixie Stores allegedly could not be read with a screen reader for the blind. The court held that the website was not subject to Title III. A departure from other Second Circuit courts that have found that all websites are subject to Title III is *Winegard v. Newsday LLC*, 2021 U.S. Dist. LEXIS 153995, (E.D.N.Y. Aug. 16, 2021). This case concerned a plaintiff with a hearing disability who claimed that Newsday’s website discriminates against the deaf by not having close captioning in its videos. The court held that a website without a nexus to a brick-and-mortar physical location is not subject to Title III.

<sup>8</sup>*Earll v. Ebay*, 599 Fed. Appx. 695, 696 (9th Cir. 2015).

<sup>9</sup>*Gomez v. Miersch*, US Dist Ct LEXIS 77444 (N.D. Cal. 2022). See also *Martinez v. Cot’n Wash, Inc.*, No. B314476 (Cal. Ct. App. Aug. 1, 2022), which discussed the application of brick-and-mortar nexus to a California UNRUH Act state law accessibility claim.

<sup>10</sup>U.S. DOJ, "Justice Department Issues Web Accessibility Guidance Under the Americans with Disabilities Act," press release, March 18, 2022, <https://www.justice.gov/opa/pr/justice-department-issues-web-accessibility-guidance-under-americans-disabilities-act>.

<sup>11</sup>See 42 USC §§ 12132, 12182(a); 28 C.F.R. §§ 35.130, 35.160(a), 36.201, 36.303(c).

<sup>12</sup>U.S. DOJ, Civil Rights Division, "File a Complaint," ADA complaint portal, <https://beta.ada.gov/file-a-complaint>.

<sup>13</sup>See, for example, Nat'l Ass'n of the Deaf v. Netflix, Inc., 869 F. Supp. 2d 196, 200 (D. Mass. 2012).

<sup>14</sup>UsableNet, 2022 Midyear ADA Digital Accessibility Lawsuit Report, <https://info.usablenet.com/2022-midyear-digital-accessibility-lawsuit-report-download-page>.

<sup>15</sup>In 2022, January had 75 cases filed in California, 170 in New York, and 10 in Florida. February had 69 in California, 208 in New York, and 13 cases filed in Florida. March had 119 cases in California, 327 in New York, and 22 in Florida. April had 79 cases in California, 129 in New York, and 17 in Florida. May had 87 cases in California, 311 in New York, and 48 in Florida. June had 80 cases in California, 266 in New York, and 36 cases in Florida.

<sup>16</sup>Data are based on UsableNet's research team's collection across multiple legal sources from January 1, 2022, to June 23, 2022, [www.usablenet.com](http://www.usablenet.com).

<sup>17</sup>Friends of the Earth, Inc. v. Laidlaw Environmental Services, Inc., 528 U.S. 167, 170 (2000).

<sup>18</sup>Haynes v. Hooters of America, 893 F.3d 781 (11th Cir. 2018).

<sup>19</sup>Wu v. Jensen-Lewis Co., 345 F. Supp. 3d 438 (S.D.N.Y. 2018); Del-Orden v. Bonobos, Inc., 2017 U.S. Dist. LEXIS 209251 (S.D.N.Y. Dec. 20, 2017).

<sup>20</sup>W3C, "Web Content Accessibility Guidelines (WCAG) 2 Overview," <https://www.w3.org/WAI/standards-guidelines/wcag>.



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BY

David Kennington, MA,  
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Nashville Police  
Department, Tennessee

# Professional Wellness Section

## POLICING WILL ALWAYS INVOLVE A BALANCE OF BOTH REACTIVE AND PROACTIVE SERVICES AND REQUIRE OFFICERS TO HAVE A SPECIAL SET OF SKILLS.

On any given day, a police officer must be *reactive* and respond to calls for service, ranging from a fatal car crash to “shots fired” to domestic violence, and even scenes of violent crimes like murder. Still, officers are trained to be *proactive* as they build trusting and genuine relationships within their communities. It is imperative that officer wellness programs offer this same array of support and assistance to police officers and their families.

### BACKGROUND

In 1986, an officer wellness program was developed by the Metropolitan Nashville Police Department (MNPd), driven by many unsung heroes who pushed for officer wellness in an era when an enormous stigma surrounded mental health. Despite the stigma, the program began with one civilian counselor who saw the need to support officers and their families. Ride-alongs occurred. Counseling was provided. Assistance was given following critical incidents. A training curriculum was developed. Over the years, the program developed stronger roots and began to expand.

Today, MNPd’s officer wellness program is known as the Professional Wellness Section (PWS). It consists of a total of 17 personnel, both civilian and sworn, and a therapy dog. The PWS represents a comprehensive

officer wellness program that contains three separate, yet interactive, units: Counseling, Sworn Wellness, and Chaplain. The PWS offers multiple programs and services including counseling, psychotherapy, training, trauma and critical incident response, peer support, family support, veteran support, chaplain services, mentoring, and wellness checks.

The PWS is widely utilized within the agency because of the trusting relationships built with command staff, supervisors, officers, and families over the last three decades. The PWS is effective due to the top-down support from the chief and deputy chiefs.

The program has recognized the need to balance a healthy mixture of both reactive and proactive services. Strong, solid officer wellness programs need to continue to provide a wide array of reactive (supportive) services, while also expanding proactive (early intervention) services that aim to teach officers and families:

- self-care
- healthy coping skills
- utilizing support systems
- recognizing signs and symptoms of stress
- healthy ways to regulate emotions
- early recognition of problems (alcohol, depression, anxiety)
- understanding police culture
- building resiliency
- family support

## METHODS FOR SERVICE DELIVERY

Effective ways to build, implement, and maintain proactive services within an officer wellness program include the following.

### 1. FAMILY DAY

Before a trainee enters the academy, create a “family day” and invite spouses, partners, parents, siblings, and children (age appropriate) to a training. Typically, three to four hours on the Saturday before a training class begins works well to accommodate family members’ schedules, but be flexible to meet the needs of your officers’ families. Utilize virtual platforms to include those who are unable to attend in person. Host the event at a precinct or even at the academy. Bring donuts, coffee, snacks, or even lunch. Make it interactive with the families. Always include time to respond to questions. Incorporate members from background and recruiting, the training academy, and officer wellness, if possible. Focus on the three Rs: building relationships, offering resources, and promoting resiliency. Trust, transparency, and genuineness are paramount. Talk about the next steps. Give an overview of the academy and its objectives. Discuss wellness topics, resources, and services. Highlight the importance of healthy coping and positive support systems. Include themes of “no one fights alone” and “there is absolutely NO reason to ever suffer in silence” and “support is ALWAYS available.” This is stage one for building critical trust and healthy relationships with the families.



# **NEW** GLOBAL TIERED DUES STRUCTURE

Seeking to improve equity for all members, the IACP is announcing a revised tiered dues structure based upon the World Bank's country economic groupings.

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For more information visit:

[theIACP.org/membership-criteria](https://theIACP.org/membership-criteria)

Months later, do it all again the weekend or day before the trainee graduates. This time, incorporate officers who have been employed for a year, five years, ten years, or twenty years, who can share their stories and experiences. Add a family panel for spouses and partners to share challenges and success stories. Introduce the entire officer wellness team. If possible, bring in culturally competent clinicians. Include an executive panel featuring discussions with the chief, deputy chiefs, and training academy commanders and instructors. Bring in your agency's top field training officers and peer supporters. Provide ample time for questions and answers.

## 2. OFFICER WELLNESS AND RESILIENCY TRAINING

Attack the stigma of mental health head on. Recognize the value of teaching new officers the importance of self-care and positive coping skills. Buy-in from training academy commanders and instructors is critical. If possible, courses should be taught by counselors, sworn wellness team members, and chaplains. Also, utilize trusted and experienced peer supporters to teach and co-teach classes. Focus on topics such as stress and anger management, peer support, critical incident stress management, mindfulness, relaxation, building resiliency, suicide prevention, addictions, family support, and grief and loss. Request peer supporters, department leaders, and sworn wellness team members to tell personal stories of past experiences in utilizing wellness and resources.

## 3. WELLNESS CHECKS

One guaranteed way to implement proactive services is to provide daily or weekly wellness checks with agency personnel. A general wellness check is more than a “hey, what’s up” as one quickly passes an officer in the hallway. At MNPD, a general wellness check is defined as a meaningful dialogue where the goal is not to gather information but to communicate genuine care and concern. Within MNPD, the primary goal of the Wellness Check Program is to provide supportive services to

law enforcement personnel. There is a strong belief within the program that a wellness check is the opportunity to build a supportive, trusting relationship with an MNPD employee. A general wellness check can be delivered by a peer supporter, chaplain, counselor, or member of the sworn wellness team.

An annual wellness check is typically provided to personnel exposed to routine trauma, such as homicides, sex crimes, domestic violence, youth services, fatal crash response, and crime scene investigations, but should also be available for anyone in the department. Topics addressed in annual wellness checks include, but are not limited to the following:

- Current and past assignments (pros/cons)
- Goals for future (career/personal)
- Challenges of past year
- Success/achievements of past year
- Critical incidents in the past year, with an opportunity to process thoughts and feelings
- Support systems, coping skills, and self-care
- Family relationships
- Stressors at home and work

## 4. FAMILY SUPPORT GROUPS/EVENTS

Offer frequent family support groups or events. Some departments offer weekly events, others monthly, and some quarterly. This is not a therapy group but rather a planned event where officers can bring partners, parents, and children with the primary goal of support and fellowship. Offer snacks and drinks. Have a section for children with coloring books or games. Incorporate peer supporters and wellness teams into these events. Move the events around the department and throughout the city. Offer a variety of days and times. Find balance between relaxed and fun events like picnics, while also offering a night where a counselor provides a brief training on self-care or stress management. Coordinate with existing police spouse or partner networks.

## ANNUAL WELLNESS CHECKS: KEY POINTS

- Available for anyone in the department, regardless of assignment and rank.
- Provided by someone within an officer wellness program, such as a counselor, sworn wellness personnel, or chaplain unit. Can use outside, vetted, culturally competent counselors if needed. Peer supporters should NOT provide annual wellness checks.
- Suggest scheduling during officer's birthday month.
- Runs 30–60 minutes.
- NOT a mandate—but is encouraged and modeled through supervisors.
- Promoted from top down.
- Never communicate any confidential information with chain of command unless the employee gives written permission.

## CONCLUSION

Officer wellness does not have to be complex, complicated, or expensive. There is no doubt that most departments do not have formalized or structured officer wellness programs. Still, it only takes one individual with a servant's heart to support the men and women in blue within an agency. Utilize online resources from the IACP. Develop a wellness app. Collaborate with neighboring departments. Attend local, national, and even international conferences to network and learn creative ways to build a peer support or wellness program.

Gone are the days of merely reacting to the officer who is struggling with alcohol, suffering from PTSD, or facing a devastating divorce. Now is the time to be proactive; build healthy relationships; and offer support, assistance, and services from the day of hire to retirement and beyond. ♡

# 2023 CALENDAR

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

JANUARY	Contemporary Issues in Policing
FEBRUARY	Innovations in Law Enforcement Training
MARCH	Violence Reduction Strategies
APRIL	Using Data to Drive Policing
MAY	Officer Safety and Wellness
JUNE	Policing with Vulnerable Populations
JULY	Media Strategies
AUGUST	Mentoring & Development
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# We Do Not Know What We Do Not Know

BY

Jim Camp, Staff  
Attorney, National  
Traffic Law Center

**THE MISSION OF TRAFFIC SAFETY PROFESSIONALS IS SAVING LIVES. IT CAN BE HARD TO ACCOMPLISH THAT MISSION WHEN WE DO NOT KNOW WHAT WE DO NOT KNOW. FOR MANY, THAT RINGS TRUE IN TRAFFIC CASES INVOLVING COMMERCIAL MOTOR VEHICLES (CMV) AND COMMERCIAL DRIVER'S LICENSE (CDL) HOLDERS.**

Many do not know that if constitutional or factual issues do not exist, dismissing, amending, or deferring a traffic violation committed by a CDL holder is prohibited by federal law. Taking such action is termed "masking." This prohibition is in effect regardless of whether the CDL holder was operating a CMV or personal vehicle. Masking includes, among other things, a deferral or diversion of CDL holder moving violations, including speeding and impaired driving.

Traffic safety professionals should remember that CDL holders maintain a notable driving classification, and CMV drivers (i.e., CDL holders) require special skills. CMV drivers must undergo extensive training that includes a detailed review of current traffic regulations and the adverse effect that any violation of those regulations will have on their CDL. After all, CMVs are defined in part as having a gross weight rating of 26,001 pounds. Some are vehicles that are designed to transport 16 or more passengers, including the driver, while others can be used to transport hazardous materials. It is also important to know that a fully loaded tractor trailer weighing 80,000 pounds and travelling at 12 miles per hour has the same kinetic energy or destructive force as a 3,200 pound passenger sedan travelling 60 miles per hour. Even a low-speed crash with a passenger vehicle can lead to catastrophic consequences.

What many don't know is that the masking prohibition applies to everyone in the criminal justice system: law enforcement, prosecutors, judges, clerks, and state driver's license agencies.

Most CDL holders are safe, responsible, and skilled professionals. However, some unsafe CDL holders are also on the road. In 2018, 4,630 large trucks and buses were involved in fatal crashes, and 121,000 large trucks and buses were involved in injury crashes. Considering these statistics, law enforcement officers and prosecutors must believe in the mission of improving highway safety relative to

CMVs and CMV operators and must be dedicated to accomplishing that mission. To do this, they must be vigilant and well-versed in laws regulating CMVs and CDLs. The more traffic safety professionals know, the better they are equipped to accomplish the mission of saving lives. ♡

The following on-demand trainings and resources are available on the National Traffic Law Center website (<https://ndaa.org/programs/ntlcc>):

- Human Trafficking and the Impact on Commercial Driver's Licenses
- Mastering Masking Digital Course (CLE credit eligible in many states)
- *Between the Lines* Newsletter (July 2019) Masking Issue
- *CDL Monograph*
- *CDL Quick Reference Guide*
- *Distracted Driving CDL Enforcement for Prosecutors and Law Enforcement*
- *Large Truck Crash Reconstruction for Prosecutors Monograph*
- *Masking Laws State by State*
- *Masking Quick Reference Guide*

Contact the author ([jcamp@ndaajustice.org](mailto:jcamp@ndaajustice.org)) and Aaron Ann Cole-Funfsinn ([aacole@ndaajustice.org](mailto:aacole@ndaajustice.org)) with CDL/CMV-related training and technical assistance requests. The National Traffic Law Center continually provides updates to resource materials and trainings on its website.

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*Dr. Nicole Sawyer, police psychologist (left), and Chief Stephan R. Poulin, Exeter Police Department, New Hampshire*

## A Two-Pronged Approach to Mental Health

**LAW ENFORCEMENT OFFICERS ARE OFTEN THE FIRST TO HELP WHEN A CRISIS EMERGES, BUT THEY CAN ALSO BE THE LAST TO ASK FOR HELP WHEN IT COMES TO THEIR OWN NEEDS.**

Agencies have been looking for ways to address not only how officers deliver appropriate assistance to individuals with mental health conditions but also how to ensure agency personnel understand the importance of their own mental wellness.

The Exeter, New Hampshire, Police Department has found a two-pronged approach to mental health responses that takes both internal and external wellness into account.

### EXTERNAL EFFORTS

To address the need for effective officer responses to crisis, Police Chief Stephan R. Poulin began to research the IACP's One Mind Campaign. The initiative focuses on uniting local communities, public safety organizations, and mental health organizations to enhance police response to persons with mental illness. To fulfill a pledge to

the campaign, an agency must implement four key practices within 12–36 months:

- establish a clearly defined and sustainable partnership with one or more community health organizations
- develop and implement a model policy addressing law enforcement response to individuals with mental health conditions
- train and certify 100 percent of sworn officers (and selected non-sworn staff, such as dispatchers) in mental health awareness courses by
  - » providing CIT or equivalent crisis response training to a minimum of 20 percent of sworn officers (and selected non-sworn staff)
  - » providing Mental Health First Aid training (or equivalent) to the remaining 80 percent of officers (and selected non-sworn staff)

Leadership at Exeter Police Department believed that this initiative would be beneficial and began working toward obtaining certification during 2019. After gaining One Mind certification in 2020, the agency joined the more than 600 other departments who had already taken the pledge.

### INTERNAL CHANGES

During the One Mind certification process, however, Chief Poulin noticed that his officers often disregarded their own mental health despite being open to helping others through mental health challenges. “Our officers and dispatchers participated in additional training on improving interactions with others,” Chief Poulin said. “However, it became apparent that it was just as important that they be able to recognize and remediate any mental health challenges they themselves may be facing on and off the job.”

Leadership found it important to place a focus on officer mental wellness, and, in 2020, they partnered with Dr. Nicole Sawyer—a psychologist who was trusted within the department due to her previous work performing psychological examinations of the agency's new hires.

As an instructor of crisis intervention team training for public safety professionals and the clinical director for several New Hampshire peer support teams, Dr. Sawyer observed that when officers learn “to have compassion and understanding for the emotional and psychological challenges of others, [it] inevitably translates into having more compassion and appreciation for their own mental well-being.” She began entertaining the idea of formally offering wellness consultations for Exeter's officers and dispatchers, which she had been providing ad hoc for years. The confidential, one-hour appointment would allow agency personnel to discuss various topics of their choosing, including family relationships, retirement, or a critical incident. If an officer or dispatcher



requested a referral for additional services—such as individual counseling, substance use intervention, or couples therapy—Dr. Sawyer would connect them with the appropriate provider.

Since this type of counseling was already being provided on a voluntary basis, Chief Poulin and the command staff believed that mandating these consultations would make the difference they wished to see. There were, however, concerns among agency personnel regarding confidentiality. “It’s very important to note that these wellness training visits are not fitness-for-duty evaluations,” explained Chief Poulin. To reinforce trust in this message, Dr. Sawyer spoke at a department-wide meeting—without the presence of command staff—to take any remaining questions on the initiative. During the meeting, she confirmed that notes would not be taken during the consultations and reports would not be made to administration. “It was also

important to stress that the entire command staff would be participating in the initiative and so would our civilian dispatchers,” said Chief Poulin.

After obtaining initial officer buy-in, the wellness program began in 2021 and has received positive feedback. “So far, I think the officers have surprised themselves with how much they end up talking... I haven’t had any staring contests yet,” said Dr. Sawyer. The consultations are mandatory once a year, but access to Dr. Sawyer’s expertise is always available for those involved in critical or traumatic incidents. Additionally, after seeing the success of the consultations at Exeter Police Department, several agencies in the Seacoast Area of New Hampshire have joined this initiative to enhance officer mental wellness. ♡

## RECOMMENDATIONS

The Exeter Police Department provides the following advice for starting a mental wellness consultation program:

- Develop internal buy-in. Differentiating between fitness-for-duty evaluations and wellness visits is a key component.
- Confidentiality is a must. Don’t require a health evaluation of officers from the mental health professional.
- Team up with a mental health professional who has a proven track record of working with police officers and can develop trust and rapport with agency personnel.

Does your agency have an initiative or project you’d like to see featured? Email us at [EDITOR@THEIACP.ORG](mailto:EDITOR@THEIACP.ORG).

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**BY**  
Richard H. Donohue, PhD, Policy  
Researcher, and Bob Harrison, Adjunct  
Researcher, RAND Corporation



## A WAY FORWARD FOR

# POLICE RECRUITING

**POLICE RECRUITING—AND STAFFING IN GENERAL— IS IN A PROLONGED CRISIS, AS DOCUMENTED BY A VARIETY OF MEDIA SOURCES, SURVEYS, AND EXPERT PANELS.** U.S. police agencies are reporting significant decreases in staffing and interest in careers, highlighted by stats such as a 50 percent decrease in applications in New Orleans, Louisiana, from 2019 to 2021, and a recent staffing report showing that San Francisco, California, Police Department is operating at 1,263 personnel vs. a recommended number of 1,528. The sustained decline in interest in the police profession and rising numbers of those leaving may be an outcome of public pressure to change policing, the COVID-19 pandemic, changing demographics, and a host of other factors. It may also be traced to a longer-term change in

attitudes toward police careers stemming from the events in Ferguson, Missouri, that sparked national protests against law enforcement.

As the police wrestle with questions about the nature of public safety, discontent remains. Communities largely want the police, but they also want the police to change in meaningful ways. No matter what changes are planned, though, none of them will succeed unless the right people, in the right numbers, are willing to walk through the door and swear an oath to protect the public. This crisis is real, persistent, and worsening. Any solution requires a clear understanding of the current state of recruiting efforts and what the research says about attracting a more diverse workforce. Each of these issues will



Top image by Ron Adar/Shutterstock; bottom image by Jason Ogulnik/Shutterstock

form a foundation to present considerations for change—changes to enhance recruiting success as the key to changing the police overall.

## CURRENT STATE OF POLICE RECRUITMENT

Today, the staffing deficit in U.S. law enforcement is enormous, with the problem exacerbated by sustained increases in resignations (an 18 percent increase in 2021) and retirements (up 45 percent in 2021). The data are also conflicting. As a result of the COVID-19 pandemic, the U.S. economy shed 6 percent of its workforce, while police agencies shrank by only 1 percent. Further, there is \$350 billion in funding as a part of the 2021 American

Rescue Plan earmarked to hire new officers. In spite of this funding, those leaving seem to outnumber those who want to come in, and the chronic shortage of field-capable personnel limits the ability of police agencies to address the fear of crime. A 2010 report by RAND described the recruiting process using a bucket metaphor. The unmet demand is already substantial, and the research does not clearly lay out the landscape of efforts to fill it. Such efforts need to be known, documented, shared, and improved upon to solve the staffing crisis. Further, the authors argue that there is a hole in the bucket, making efforts to adequately staff agencies even more difficult.

The effects of staffing problems are being felt in both police agencies and the communities they



serve. This includes response times increasing, requiring call prioritization, shifting officers from other roles into patrol, and no longer responding to certain types of calls or crimes. Historically, we also know that losing personnel can have a negative impact on organizations, including a loss of institutional knowledge.

There are a number of efforts intended to address chronic shortages in staffing, but the vast majority of police agencies continue to focus on traditional means of recruitment even though the outcomes of that work continue to fall far below the numbers necessary to fill vacant positions. For example, agencies tend to rely on career fairs and youth engagement activities such as internships and explorer/cadet programs, never mind the shift toward leveraging multiple social media channels to reach potential applicants. There have been multiple moves to change previously rigid policies, such as those regarding drug use, tattoos, and grooming, to attract a wider pool of candidates. Separately, agencies have also had to rely on attracting qualified officers from other departments, with pay and other incentives being used to achieve this. Another promising, but perhaps still underused, tactic is maintaining constant contact with those in the hiring process; additionally, there have also been moves to use targeted marketing and third-party services to recruit personnel. Even when agencies use new approaches alongside traditional recruiting and outreach strategies, attracting new personnel remains a challenge.

## A CALL TO ACTION

The COVID-19 pandemic presented significant challenges in the work to recruit the next generation of police officers, exacerbating practices that were already producing inadequate results. It did, however, offer opportunities for agencies to move to open and continuous recruitment, virtual screening, and other measures that in the past wouldn't have been seriously considered to hire police officers.

Jim Dator, a political scientist who has been at the forefront of futures and foresight for decades, wrote that “any useful idea about the future should appear ridiculous” because new technologies and ways of doing things challenge old beliefs and practices. Although agencies have suffered from a shortage of qualified candidates for years, they often persist in the types of recruiting that does not translate to adequate numbers. It is time to “think ridiculously” about the possibilities for the future of recruiting and retention.

Inevitably, all recruiting (and policing) is local. There are, though, options and opportunities from which police leaders can form their recruiting strategies, including the following.

**Engage in “blue sky” thinking.** Imagine great outcomes, and then work to fill the gap between the envisioned results and the current state of recruiting. This means asking a lot of “What if...” and “Why can't we...” questions. Policing doesn't so much have a recruiting problem—it has an *attraction* problem. How can agencies attract the kind of people who will make the changes their communities desire?

**Consider using the problem-solving structures of design thinking.** The model of design progresses through five steps: (1) having empathy for the user's needs, (2) defining the needs and problems, (3) embracing ideation that involves challenging assumptions and creating ideas, (4) prototyping possible solutions, and (5) testing selected solutions to experience and refine the applied concept. For recruiting and retention, empathy with the various perspectives of the potential applicants, definition of their needs, and free-thinking to form concepts to resolve the scarcity of applicants would be especially useful.

**Turn over the leadership of recruiting efforts to younger personnel.** Younger employees should not just serve as recruitment advisors but be given the power to advertise and engage with prospective candidates through social media and other formal and informal channels. Additionally, senior agency staff should involve them as colleagues in the design process described above.

FIGURE 1: THE BUCKET METAPHOR AND DEMAND FOR POLICE OFFICERS

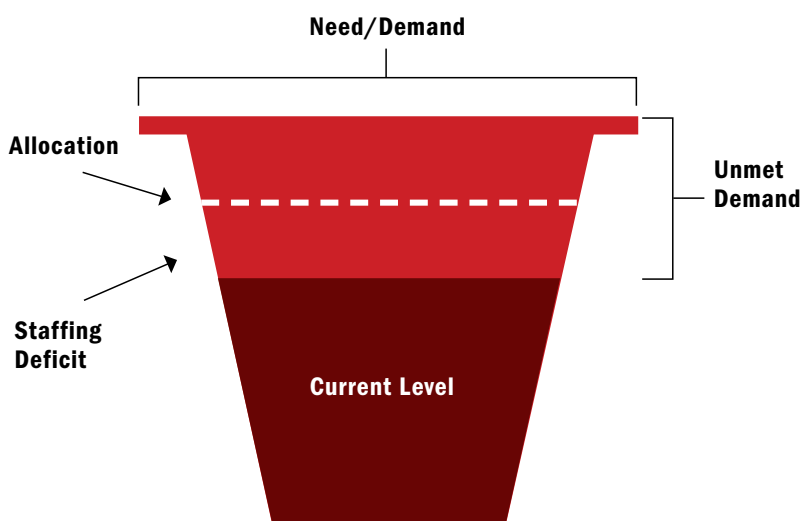




Image by John M. Chase/Shutterstock

**Move away from episodic, individual recruiting efforts.** Agencies can collaborate to create continuous testing, continuous assessment, and a shared platform where all member police departments can advertise their departments and communities. They could also frame the type of policing experience the candidate desires and the flexibility in scheduling and job conditions that express an openness to those seeking less conventional job conditions.

**Stop advertising policing as a 30-year “career.”** Rather, an agency can encourage candidates to consider it “one of” the careers they can experience during their work lives. In one study of college students, almost 55 percent agreed or strongly agreed that a police patrol career was interesting as a ladder to some other career. Chiefs should reflect on whether or not they would hire an excellent candidate who will be with the department only five years before moving on and if that is a model they can endorse.

Finally, **transition away from a hierarchy to become more of a networked organization.** An organization that emphasizes working conditions that allow staff to feel a sense of meaning and satisfaction from the work may be more attractive to potential applicants. Consider ways to alter the workweek, job duties, and other conditions to give staff flexibility. Think about job sharing, blended education/employment programs, mentoring, and persistent development as foundations to create a great organization.

## CONCLUSION

It cannot be overstated—without sufficient numbers of quality recruits who will form the foundation of change in policing in the coming decade, no amount of planning, strategies, or programs will succeed. Today, with much of what could be regarded as “traditional” policing in question, it is

“Policing doesn’t so much have a recruiting problem—it has an attraction problem.”

critical to draw from a pool of interested persons who are diverse, agile, and technologically adept and who have a spirit of community service that is the core of public safety professions. Systemically identifying strategies that meet society’s needs and that succeed to support a workforce who can willingly transition to a community-defined service model is critical. Efforts to change—whether the bold measures suggested here or otherwise—also require research, testing, and an evidence base; it would behoove all stakeholders to truly understand the outcomes of their efforts. To do less is to sponsor a continuance of the status quo and to continue to wrestle with this challenge for decades to come. ♡

### IACP RESOURCES

- Best Practices Guide: Recruitment, Retention, and Turnover
- Law Enforcement Recruitment Toolkit

### theIACP.org

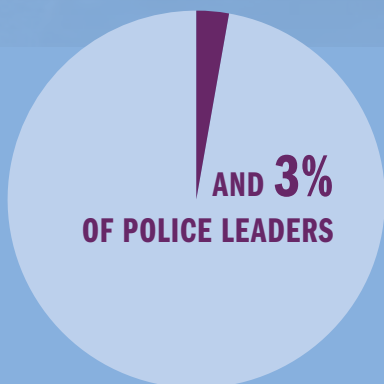
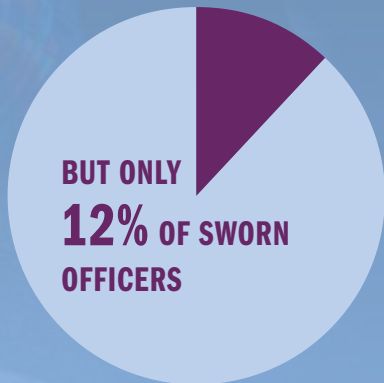
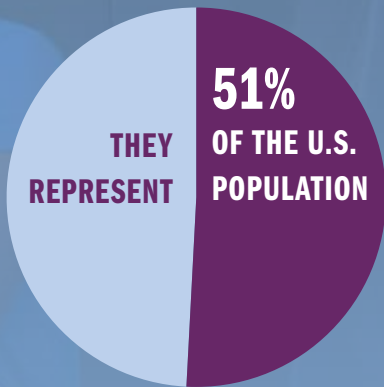
- Rethinking Recruitment and Retention
- [policechiefmagazine.org](http://policechiefmagazine.org)



# 10 Steps for Recruiting More Women Police



## WOMEN REMAIN HIGHLY UNDERREPRESENTED IN POLICING



**BY**

Jenn Rineer, PhD, Research Psychologist, RTI International; Travis Taniguchi, PhD, Director of Research, National Policing Institute; Sarah E. Duhart Clarke, PhD, Research Psychologist, RTI International; Katherine Hoogesteyn, PhD, Senior Research Associate, National Policing Institute; and Kym Craven, Executive Director, National Association of Women Law Enforcement Executives

### WHAT SHOULD MODERN POLICING LOOK LIKE? WHAT POLICIES AND PRACTICES ARE NEEDED TO CHANGE THE PROFESSION TO BETTER SUPPORT LAW ENFORCEMENT OFFICERS, REPAIR DAMAGED COMMUNITY-POLICE RELATIONSHIPS, PROTECT PUBLIC SAFETY, AND HELP NEIGHBORHOODS THRIVE?

Stakeholders vary on how to tackle these issues. Yet, there are certain ideals that most people agree on: First, law enforcement agencies need to hire and support the “right” people for the job—people who can enforce the law and protect public safety while treating others with dignity, respect, and fairness. Second, officers should know the people in their communities and be invested in their well-being. Third, community partnerships are essential for effective community policing.

Recruiting more women into policing is a critical step in achieving these three ideals.

Women officers are better suited for responding to crimes involving violence against women, facilitating community policing, and de-escalating violent confrontations; they are also less likely to use force and excessive force and have fewer citizen complaints. Despite the advantages of women officers, women remain highly underrepresented in policing—women comprise 51 percent of the U.S. population, but account for only 12 percent of sworn officers and 3 percent of police leaders. While more agencies today see the value in recruiting women, the percentage of women officers has stagnated for the last few decades.

This is not to say that no advances have been made. Recognizing this underrepresentation, six women founded the

National Association of Women Law Enforcement Executives (NAWLEE) in 1995. Since its inception, NAWLEE has been providing an annual conference, training, mentoring, and technical assistance on recruitment and retention. The International Association of Women Police (IAWP), which has existed since 1915, provides opportunities for training, mentoring, collaboration, and networking. Professional organizations like these have made major strides in supporting women officers, but cannot, on their own, fix the problem. Agencies must implement evidence-based policies and practices that both recruit and retain women officers.

To advance the knowledge needed to inform such changes, the National Institute of Justice (NIJ) hosted the 2018 Research Summit on Women in Policing, during which law enforcement officers, researchers, representatives from professional organizations, and federal partners assessed the current state of the research and generated a research agenda for moving the profession toward gender parity. In the years since the summit, researchers have begun tackling these research questions. Several studies have explored women’s motivations for and barriers to choosing a career in policing and found that the greatest barriers today are the same that have kept women out of policing for decades. These challenges include incompatibility between policing careers and raising a family, the profession’s masculine or sexist culture, and a perceived lack of career advancement opportunities. Some barriers have become greater in recent years, such as anti-police sentiment and the stigma associated with being a police officer, particularly among women of color.

More recently, the Policing Project at the NYU School of Law and NAWLEE founded the 30x30 Initiative with the goal that by 2030, 30 percent of police recruits will be women. Many research and professional organizations, such as the Police Executive Research Forum, the National Policing Institute, RTI International, and the International Association of Campus Law Enforcement Administrators, have joined to support the effort. By August 2022, nearly 200 agencies had taken the 30x30 pledge, committing to take actions to improve the representation and experiences of women in policing. However, successfully achieving this goal is dependent on having the information and resources needed to make meaningful change. The 30x30 Initiative has centralized existing resources to improve representation of women in policing, yet considerable gaps in the research exist, especially as related to actionable information for practitioners.

One area lacking practical guidance is in the identification of recruitment messages, materials, and strategies that attract prospective applicants. Studies on applicant motivations have found that people primarily pursue policing careers for practical and humanitarian reasons (e.g., job security and benefits or the motivation to help others). In 2019, Michael Aiello examined recruitment materials from 131 U.S. police agencies and found that agencies with a higher representation of women officers were more likely to rely on recruitment materials that emphasized service or community-oriented policing.

Despite these findings, one of the few studies to experimentally test the effectiveness of recruitment materials found contrasting results. In 2018, Elizabeth Linos examined the effect of different messaging strategies on decisions to apply for an officer position. Both men and women received recruitment postcards that emphasized one of three aspects of police work: the challenge of policing, community service, and career opportunities. Linos found that messages emphasizing the challenge of becoming an officer and career benefits were three times more effective at enticing residents to apply compared

**“The research team found that most participants, both women and men, preferred the motivational messaging corresponding to community service, followed by career benefits.”**

to receiving no message. Messaging about community service had no effect. Although the study found that women were overall less likely to apply, results suggested that the likelihood of applying was greater when presented with a challenge or career message, compared to a message emphasizing community service. Linos noted that the study findings required replication to understand broader applicability of the findings.

## **ADDRESSING THIS KNOWLEDGE GAP**

To address the critical need for evidence-based recruitment strategies, researchers at RTI International and the National Policing Institute are conducting a multiphase, experimental lab and field study to produce actionable information for law enforcement agencies. Funded by NIJ, this research is empirically testing a comprehensive suite of recruitment materials including postcards, social media ads, video advertisements, job descriptions, and web content. In the foundational stage of this work, the research team assessed existing recruitment text, images, and videos on the websites and social media platforms of law enforcement agencies. This work examined the marketing materials of agencies with higher and lower proportions of female officers. Across all agencies, materials frequently highlighted topics known to discourage women from applying (e.g., focusing on physical fitness). Messaging about commitment to diversity, resources for women, and support for work-life balance was inconsistent across agencies or outreach channels.

There were a few clear patterns when comparing agencies. Agencies with

more women were more likely to (1) describe policies and practices that support work-life balance; (2) highlight the value and achievements of women officers; and (3) provide support to women applicants and employees, including hosting women-specific recruiting events and offering mentoring.

To better understand current and promising recruitment strategies, the team next conducted focus groups with more than 70 diverse women working in policing in the United States. The focus groups explored concerns when entering the profession, challenges experienced in the participants' careers, and recommendations to address recruitment and retention issues. Participants identified the lack of support for managing family and other non-work demands as one of the greatest barriers. They suggested that this issue could be addressed by creating and promoting more supportive policies and practices such as schedule flexibility or better family leave. Participants also spoke to the importance of honestly advertising the job and better highlighting skills like communication, de-escalation, or community engagement.

Using this information, the research team developed a set of mock agency recruiting materials—Facebook posts, recruiting videos, job descriptions, and web content—to test how different images and messages affected study participants' attitudes and perceptions of applying to a career in policing. The team tested three different messaging focal points with the Facebook ads: career benefits, challenge, and service to community. In the video experiment, they included challenge and service content, as well as a video highlighting



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women officers. Participants were shown an advertising strategy, then randomly assigned to view three different job descriptions: (1) a generic policing job description; (2) a diversity-focused description that included language describing the agency's commitment to diversity; or (3) a policy-focused description that included information about supportive agency policies, practices, and benefits important for women. The researchers examined whether the job advertisements influenced participants' likelihood to seek out more information or consider applying and perceptions of work-life conflict.

With the Facebook ads, the research team found that most participants, both women and men, preferred the motivational messaging corresponding to community service, followed by career benefits. The messaging related to the challenge of the job was the least preferred across all genders. In the video experiment, the service-oriented video outperformed the challenge video. Among women participants specifically, the women-focused video was the most motivating, relevant, and liked. The variations in job description did not generally influence participants' decisions to seek out more information or the likelihood of applying for a job.

The research team is currently collecting data focused on optimizing agency website content. In this final survey experiment, participants were asked to rate their level of concern about a list of issues known as barriers to the recruitment and retention of officers (e.g., occupational health and safety risks, work-life balance issues, and sexual harassment). Based on the responses, the survey program identified which category of issues was of greatest concern for each participant and then displayed content to address that concern (e.g., if a participant indicated his or her greatest concern was related to health and safety, he or she was presented with information about the agency's health and wellness benefits, trainings, and programming). The purpose of the experiment was to assess the extent to which advertised agency policies and practices can alleviate concerns and influence one's likelihood of pursuing a law enforcement career.

The real test will come in the final phase of the project when this evidence base is used in field experiments. The research team is working with two agencies to evaluate the effectiveness of these practices in the real world. The first agency, Greensboro, North Carolina, Police Department, is implementing the first of their recruitment improvements this month. There will be four major components of the field test—an experiment testing different recruiting postcards, an experiment assessing the effectiveness of online ads, an evaluation of agency website updates on recruiting metrics, and interviews with women hires to understand the factors that led to their application and experiences with the process. Results from these studies are forthcoming. Nonetheless, agencies can take action today based on the study's initial findings and a synthesis of existing knowledge on this topic.





For additional information about this project and to stay informed on the latest findings, visit [recruitwomenpolice.org](https://recruitwomenpolice.org).

## 10 STEPS AGENCIES CAN TAKE TO RECRUIT AND RETAIN MORE WOMEN INTO POLICING

### 1. Create and advertise supportive policies and practices, particularly ones that promote work-life balance.

Potential women applicants are often deterred from applying due to concerns over the incompatibility of a policing career with personal life. Agencies should commit to supporting work-life balance and highlight this commitment in recruiting materials. Recruiters should be able to discuss leave options, including how sick, comp, and flex time are accrued. Officers who are also parents may face additional challenges in meeting work expectations. Agencies should identify and adopt family-friendly policies that include on-site and off-site childcare, allowing officers to take lunch breaks at home, parental leave, postnatal nursing time and spaces, and nonrotating shift schedules. Some agencies have adopted family-friendly measures to support their recruitment efforts. For example, the Madison, Wisconsin, and Akron, Ohio, police departments have designated private breastfeeding rooms, and the Palm Bay, Florida, Police Department offers a family-friendly schedule consisting of 14 workdays a month with 4 consecutive days off. For guidance, the Office of Community Oriented Policing published a guide for developing family-friendly policies, procedures, and culture.

### 2. Target recruitment efforts toward organizations, activities, and events where women are better represented.

Recruitment events can showcase an agency's priority in hiring more women and provide an opportunity for potential applicants to engage with agency representatives in a more comfortable environment. Conduct targeted recruitment at women's centers, gyms, women's sports leagues, university sports teams, and community centers. Agencies can also recruit women officers by reaching out to women in adjacent roles, such as women in the Army Reserves or in civilian roles in police agencies. Throughout the recruitment and application process, provide potential applicants with more opportunities to speak with women officers. The Salisbury, Massachusetts, Police Department, for example, hosted a recruitment event specifically focused on women applicants, where attendees had the chance to talk with women officers of various ranks and divisions.

### 3. Represent the agency truthfully. If it is not yet diverse, but strives to be, communicate that to recruits.

Demonstrating a commitment to diversity in hiring and promotion opportunities is important for recruiting diverse applicants. However, agencies should depict their agency truthfully in recruitment materials and events; if an agency is not yet diverse, it should be cautious about producing marketing materials that make it appear

more diverse than it is. Agencies can be transparent about their diversity efforts by stating their commitment to the 30x30 Initiative on their website, highlighting bias and diversity training requirements, and publishing data to demonstrate progress in adopting the diversity-related recommendations from the President's Task Force on 21st Century Policing report.

### 4. Feature the range of careers in policing. Depict different aspects of police work.

Perceived lack of upward mobility opportunities, especially in a male-dominated field, can discourage women applicants from applying. Agencies should highlight advancement opportunities to potential women applicants in their recruitment materials and events. The Wichita, Kansas, Police Department, for example, created a recruitment webpage specifically featuring women officers discussing their experiences with career advancement.

### 5. Highlight the unique skills women bring to policing.

Research has found that women officers more effectively respond to crimes involving violence against women and can facilitate cooperation and trust required for community policing. Moreover, women officers are more effective in de-escalating volatile confrontations. The importance of such skills can be highlighted in recruitment materials, encouraging women to see themselves as good fits for policing. For example,

the Carlton, Oregon, Police Department lists its values related to relationships, communication, adaptability, and knowledge on its website.

**6. Increase the visibility of women officers working at the agency.** Help prospective applicants get to know women officers who occupy different ranks and specialties. Highlighting the achievements of these officers can help prospective women applicants to better see themselves in a law enforcement role. The Los Angeles, California, Police Department (LAPD) does this by dedicating an entire section of their recruitment website to highlighting women of the LAPD. In this section, women officers talk about their backgrounds, why they got into law enforcement, and their experiences working for the LAPD, including their roles as agency leaders.

**7. Provide resources and strategies for addressing physical fitness requirements.** Many women interested in a law enforcement career express concern that physical testing requirements will disqualify them from the job. To address this barrier, provide potential applicants with information about the physical testing requirements and resources to help them prepare for the tests. Resources can be as simple as a training guide, like the four-month fitness regimen the Kern County, California, Sheriff's Office provides, or it can involve more intensive options such as providing in-person coaching sessions. For example, the Tulsa, Oklahoma, Police Department has hosted women-focused events in which attendees participate in the dummy drag and other physical tests with guidance on the best approach to get through the course.

**8. Implement a structured mentoring program.** Mentorship programs provide women officers with the guidance and resources necessary to successfully navigate a career in law enforcement. Mentorship programs can be particularly helpful for new officers and for those entering a specialty or leadership position. Mentorship programs during the application process, in which prospective women applicants are matched with a women officer working for the agency, can help to ameliorate barriers to entering the profession. If an agency is interested in starting or enhancing a mentoring program, they can take NAWLEE's training program, which helps to ensure programs meet both agency and employee needs.

**9. Support for career development and education.** In an increasingly competitive job market, incentives in training and educational opportunities may boost people's motivation to pursue a policing career. Research shows that training and educational opportunities increase officer job satisfaction and retention rates. For example, the Baltimore, Maryland, Police Department noted the need to promote education and training and allows officers to pursue trainings outside the department. Pathways to promote officers' educational opportunities can be a cost-saving recruitment incentive compared to raising salaries.

Some agencies have partnered directly with colleges and universities to allow police recruits to earn college credits during academy training. For example, the New York City Police Department partnered with the New York Empire State College so that, upon completing basic training, officers can obtain credits toward a college degree.

**10. Highlight opportunities to serve the community.** Many individuals, particularly women, enter policing careers to serve the community. Yet, traditional law enforcement recruitment materials typically emphasize fighting crime and the physical aspects of the job. By better advertising the role of community engagement in police work and highlighting opportunities for that kind of work within the agency, materials can better appeal to a diverse pool of applicants. For example, the St. Paul, Minnesota, Police Department includes a section dedicated to its Community Engagement Division that highlights different units, events, and programs in which officers engage with and serve their community.

## CONCLUSION

To focus recruitment efforts and determine where to start, it is important to critically evaluate what an agency is doing to help (or hinder) the recruitment and retention of women. It may be helpful to engage an objective, outside entity or consultant to evaluate current practices in the areas identified above. Improving the agency's policies and practices will help address staffing shortages by bringing in more qualified candidates and improving engagement and retention among those already in the workforce. An added benefit to taking action on this issue? Changes that support women officers support everyone. Research within and outside policing has shown that implementing practices to remove gender bias leads to improved recruitment outcomes across demographic groups. For example, both male and female job seekers express the importance of flexibility and the ability to balance work and non-work priorities. Therefore, policies to reduce work-life conflict draw in more qualified candidates of both sexes. ♡

### IACP RESOURCES

- Women's Leadership Institute (training program)
- Recruiting & Retaining Women: A Self-Assessment Guide for Law Enforcement

### theIACP.org

- Women in Policing
- [policechiefmagazine.org](http://policechiefmagazine.org)

**BY**  
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# SUSTAINING LEGITIMACY & BUILDING CONFIDENCE

## A Century of An Garda Síochána



While celebrating its 100-year anniversary, An Garda Síochána (“The Guardians of the Peace” in Irish) takes a look back at its story and how it came into being as the unitary police and national security service of Ireland. At this important milestone, the organization is reflecting on lessons learned along the way and the many aspects the organization is particularly proud of. With a mission of “Keeping People Safe,” the organization has a cherished model of unarmed, bespoke local community policing, considered a key enabler to delivering high levels of public confidence.



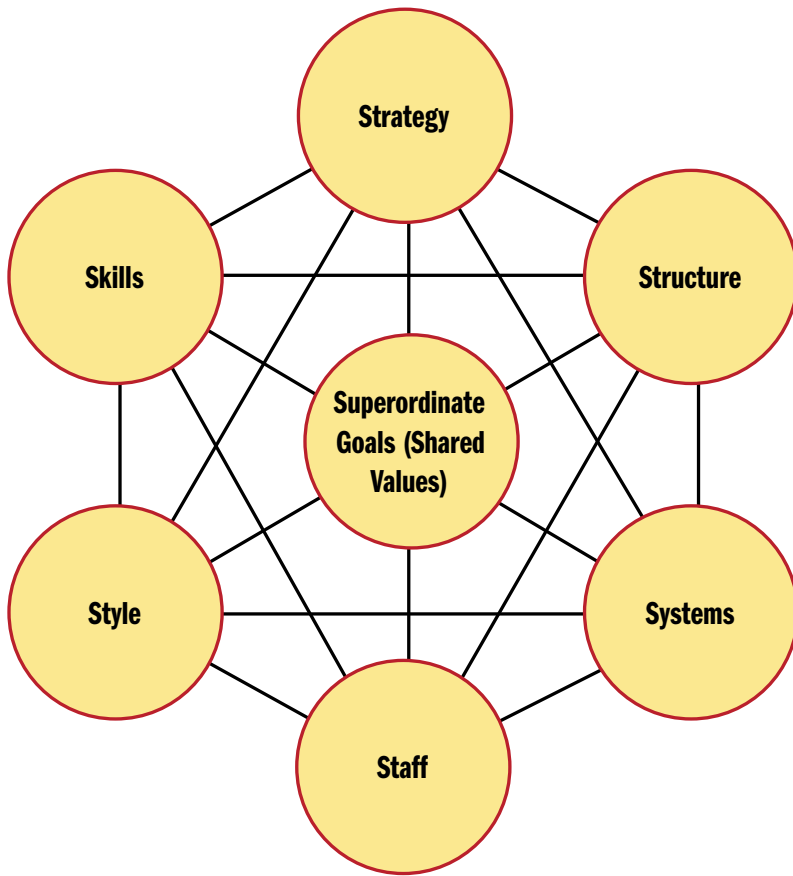


Images by Derick Hudson/Getty Images

**AT A TIME WHEN SOCIETY IS WITNESSING A LEGITIMACY CRISIS UNFOLD ACROSS POLICING AND LAW ENFORCEMENT INTERNATIONALLY, AN GARDA SÍOCHÁNA IS RESOLUTE TO SUSTAINING LEGITIMACY AND BUILDING EVEN GREATER LEVELS OF PUBLIC CONFIDENCE IN A RAPIDLY CHANGING SOCIAL LANDSCAPE.** As law enforcement worldwide knows, such trust is precious and can never be taken for granted; it is hard earned and far too easy to lose. An Garda Síochána is also currently engaged in a Horizon Scanning exercise, looking out to the next centenary. At the highest level, it is clear that the world will continue to be even more connected and there will be ever-evolving crime types that defy traditional physical boundaries along with new vulnerabilities to plan for. Despite nearing the final stages of a fundamental change program—A Policing Service for the Future—An Garda Síochána recognizes this is only the beginning. Police need to be agile and constantly evolving to remain relevant. Building on learnings that include two culture audits, An Garda

Síochána is in the process of developing a cultural change framework, a step-by-step guide to assist global police and law enforcement leaders to lead their organizations through cultural change, critically viewed to be one of the most challenging types of change to effect. Furthermore, An Garda Síochána is midway through developing an international professional network of policing and law enforcement personnel engaged in cultural change. This effort kicked off in August 2022, when the International Association of Chiefs of Police brought together experts from nine international police agencies in Dublin, Ireland, for a three-day workshop to share best practices in culture change and police legitimacy. A number of the approaches discussed have been adopted by An Garda Síochána to embed building blocks integral to sustaining legitimacy and increasing public confidence from the perspective of people and culture. While there are too many themes to outline in the confines of this article, the following are several key initiatives that can be adapted to work in agencies around the globe.

**FIGURE 1:** MCKINSEY 7S ORGANIZATIONAL DESIGN MODEL



### WHOLE-OF-SYSTEM APPROACH

Considering the organization as a whole system, and within that system, focusing on the key component parts that need to work effectively, efficiently, and in tandem to ensure organizational performance have been found to be most beneficial. International criticisms of policing around systemic racism and sexism require an understanding of how to approach problems from the perspective of the organization as an ecosystem, while continuing to deal with the incidents and outcomes that extend from its structure. Some of the ways An Garda Síochána does this include mapping out the employee lifecycle and cyclically assessing the organization:

**Mapping out the employee lifecycle, critically assessing each touchpoint as potential recruit/employee interfaces with organizational processes, i.e., outreach, recruitment, induction, performance management, training and development, welfare provision, promotion and progression, exit, and alumni (who can continue to engage through ongoing organizational championing post exit).** Through this exercise, An Garda Síochána

has been able to embark upon the reform of key organizational processes and establish a Strategic Workforce Plan to ensure organizational *capacity* (adequate number of personnel in operational, operational support, and organizational roles); *capability* (skilled personnel); and *condition* (a thriving culture, with fit and healthy personnel). While all elements of the system have not been worked on at the same time, this multipronged approach has afforded greater alignment toward key organizational goals.

**Cyclically assessing the organization by applying the McKinsey 7S model,** inspecting first the individual elements and then the elements combined that support the organization and allow its personnel to thrive. The model is also used in strategic planning and in the An Garda Síochána risk management process, designing out what compromises and designing in what delivers organizational success.

### HUMAN RIGHTS & CODE OF ETHICS

An Garda Síochána places constitutional and human rights, in addition to its code of ethics, at the core of all decision-making. Furthermore, values and behavioral standards are set, highlighting the professional expectations of all Garda personnel. A commitment to human rights and the code of ethics are a golden thread of policing in Ireland, and An Garda Síochána has enacted numerous strategies and initiatives to sustain this priority.

- An Garda Síochána Human Rights Strategy (2022–2024).
- Strategic Human Rights Advisory Committee that includes both internal and external experts.
- The Garda Decision-Making Model, which is applied to all operational and organizational decision-making.
- Policing & Human Rights Law in Ireland course, accredited through the University of Limerick, Ireland, with more than 1,000 personnel trained, including partner agencies and all Human Rights Champions.
- Human Rights Champions (accredited in the aforementioned course) embedded at all ranks and grades across the organization. These Champions proudly volunteered for the role, as it is a well-regarded position in the organization. They are charged with applying the learning gained in the field to ensure that An Garda Síochána meets its obligations to respect, protect, and fulfill the human rights of all people in its day-to-day work and interactions.



- An updated suite of professional standards and policies based on a risk-based strategic analysis conducted by the newly formed Anti-Corruption Unit. These include new policies on anti-corruption, professional boundaries, and abuse of power for sexual gain, and substance misuse (controlled drugs), which will accompany the regulation for drug testing set to commence later this year.
- A reconsideration of awards, which has included increasing the number of Scott Medals issued, and the inclusion of a “good-standing” requirement for the centenary medal. This work is continuing, as behavioral expectations are set not only by policy and discipline, but through acknowledging and awarding exemplary conduct.
- Strategic assessment of power dynamics in the organization, involving a reform of governance boards to ensure heightened levels of organizational voice and impact on organizational decision-making.

## DIVERSITY & INCLUSION

The Ireland of today is a multicultural country, rich with diversity. The Garda commissioner has publicly stated his commitment to the organization becoming more representative of the diverse communities it serves. In support of this commitment, research was commissioned to identify the key recruitment and retention challenges faced by individuals from minority backgrounds. This research informed the reform of the 2022 Garda trainee recruitment process.

The reform included the delivery of a comprehensive recruitment outreach program, led by a dedicated steering group and chaired at the deputy commissioner level. This was the first of its kind for the organization, with a coordinated national, regional, and divisional plan and a pan-organizational endeavor to conduct outreach across communities. The impact of this outreach is evident when viewing application rates in comparison to when the organization last recruited guards (officers) in 2019. In 2022, 10,500 applications were received, a significant increase compared to the 5,197 applications received in 2019. Of the 2022 applicants, 40 percent were women, which is higher than the current percentage of 28 percent of sworn members who are women (currently one of the highest percentages in Europe). In terms of ethnic and racial representativeness, 298 applications were received from individuals identifying as “Asian or Asian Irish,” compared to 68 applicants identifying as such in 2019. Also, there were 105 “Black or Black Irish” applicants

compared with only 23 in 2019, and 111 identifying as “Other, including Mixed Background” compared with 37 in 2019.

A sampling of the outreach activities influencing these results follows:

- A coordinated media campaign, *The Difference Is You*, was broadcasted across television, radio, and print media and complemented by an active social media campaign across Facebook, Instagram, and Twitter. There was significant engagement with the social media posts; for example, total Facebook posts impressions totaled more than 1.6 million and posts reached over 1.05 million people. This highlighted the importance of a mixed method of communication and engagement to leverage varied generational preferences
- Promotional materials outlining the recruitment process and frequently asked questions were made available to Garda personnel and translated into multiple languages.
- Third-level institutions (universities and colleges) across Ireland were engaged with the recruitment campaign, which was uploaded onto multiple academic institutions’ career portals.
- The Irish Department of Social Protection advertised the recruitment campaign across their network of offices and directly mailed information to all eligible persons on the unemployment register.

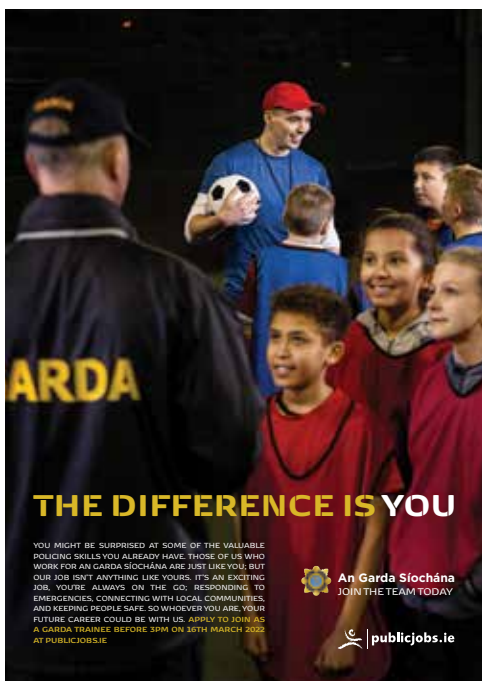
In addition to the outreach program, key changes in the recruitment process included the following:

- The initial application was a simplified online form, permitting candidates to register their interest on handheld devices by the closing date and before the detailed application form had to be completed.
- Online psychometric testing (numerical and verbal reasoning) was made available in more than 20 languages.
- Legislative changes were made to remove the requirement for proficiency in two languages, which had been identified as a potential barrier to entry.

Other key approaches include an emphasis on diversity and inclusion, revision or addition of policies, and an internship program.

**Diversity, Inclusion & Equality:** The Diversity and Inclusion Strategy 2022–2024 consists of two key elements—*reaching out* with a focus on greater community engagement and more culturally informed policing practices and *reaching in*, not





A comprehensive recruitment outreach strategy drew more than 10,500 applications in 2022.

only becoming more representative but also more inclusive, where everyone feels confident in bringing their whole selves to work.

**Policy Changes:** Recently published policies include Diverse Staff Networks, Inclusive Language in the Workplace, and Gender Identity in the Workplace.

**Internship Program:** The Garda Diversity Internship program launched in 2021, with the primary objective to increase the

accessibility, understanding of, and potential for a career in An Garda Síochána for school leavers and graduates, particularly those from groups typically underrepresented in the organization. The internship program saw 26 individuals from a wide spectrum of society join the organization. The program has been so successful that a second wave is currently being advertised. The interns have shared how they have gained valuable hands-on experience and have been able to explore a career in policing. An Garda Síochána has had the benefit of harnessing the unique perspectives of the interns in identifying the challenges members of minority communities face when engaging with the organization and also by availing the agency of the interns' diverse thinking and perspectives in delivering a policing response.

## EMPLOYEE ENGAGEMENT & WELL-BEING

It is often said that there are few occupations where individuals will run into danger (physical and psychological) to protect and keep others safe, as is the case in policing and law enforcement.

As an employer, An Garda Síochána takes seriously its obligations to its members' health and safety and continually strives to reduce risk and enhance support services. It sees a direct link between the health of its organizational culture and how policing is experienced by those who serve. An Garda Síochána is committed to the well-being of its people so as they can do the same for the

community members they serve. This is evidenced in the organization's Health & Wellbeing Strategy – Keeping Our People Supported (2021–2023), which focuses on three pillars: (1) health, (2) well-being, and (3) healthy workplace.

The strategy was informed by a bottom-up approach where all personnel within the organization were able to participate in a health needs assessment that was focused on the following key areas:

- physical health
- mental health
- trauma
- health and well-being at work
- health and well-being supports

There has been significant investment in rolling out a peer support program to complement an already-embedded occupational health service, employee assistance service, and 24-hour counseling service (for personnel and their families).

An Garda Síochána commissioned a second culture audit this year, delivered by the University of Durham. The survey results are pending and will be followed up by organizational listening exercises to give further context to the results. Following that, an informed Garda Engagement Action Plan will be developed in collaboration with Garda staff associations and trade unions.

## INNOVATION

Innovation can feel counterintuitive in command-and-control environments, yet any Garda will tell you that when dealing with a call for help in the middle of the night, it is often innovation that determines success. An Garda Síochána has sought to leverage this through an innovation strategy that fits into a broader Public Service Innovation Strategy. Tangibly, this has led to

- an innovation mailbox where personnel can submit ideas to improve the organization,
- a Your Ideas Campaign where personnel were able to submit ideas in a *Dragon's Den* (competition TV program similar to *Shark Tank* or *Lion's Den* in other countries) approach,
- an innovation training through an innovation lab at an internationally renowned university,
- several Leading for Innovation workshops,
- multiple innovation qualifications, and
- the recognition of individual and local innovations across the organization.



Personnel are eager to be heard and have many game-changing ideas; however, the bureaucracy of any large-scale organization can often get in the way of those ideas coming to light. The innovation strategy and key deliverables continue to evolve, which is important not only to improving agility within the organization but to changing culture to become more bottom-up and operationally responsive. Culture audits have shown this to be a highly desired outcome for personnel.

Innovation isn't just good for delivering outcomes, it is critical to ensuring everyone is heard and the value of their perspective is leveraged to continually better the organization. To this end, the Irish government has recently released *Designing Our Public Services*, which outlines a set of principles for public services that An Garda Síochána is committed to applying:

- Principle 1 – We will put people first.
- Principle 2 – We will design to be inclusive.
- Principle 3 – We will design services together.
- Principle 4 – We will design for trust.
- Principle 5 – We will design so knowledge can be reused & shared.
- Principle 6 – We will challenge assumptions & design with evidence.
- Principle 7 – We will design from the top-down & bottom-up.
- Principle 8 – We will design to deliver value, in all its forms.
- Principle 9 – We will build, test, learn & iterate.
- Principle 10 – We will work to make things simpler.

## EVIDENCE-BASED PRACTICE

As a learning organization, An Garda Síochána has recently established an Evidence Based Practice Working Group. This group will build upon a strong organizational foundation; whereby, investment in academic development and research has been prioritized. This group will oversee both the commissioning of research and the identification of existing research relevant to policing in Ireland. An Garda Síochána is keen to collaborate with other policing and law enforcement agencies along with academic institutions who already have established evidence-based practice groups or are in the process of establishing them.

Building upon the aforementioned Cultural Transformation Roundtable workshop in Dublin,

**“Innovation isn’t just good for delivering outcomes, it is critical to ensuring everyone is heard.”**

An Garda Síochána presented at the 2022 IACP conference in Dallas, Texas. The presentation, “Cultural Change—A New Found Fad or Fundamental Topic for Global Police and Law Enforcement Leaders?” secured significant interest across international police and law enforcement agencies, garnering requests to become involved in a community of practice on this topic. An Garda Síochána is currently working in collaboration with the IACP to make this a reality.

## CONCLUSION

Internationally, legitimacy and public confidence remain the greatest challenge to policing and law enforcement. As An Garda Síochána closes out its centenary year, the organization is continuing to reflect on the features that have led it to enjoy strong public confidence and is designing its future through a whole-of-service approach to continuous improvement. People and culture are at the heart of what the police do, and the internal experience of those who serve in the organization is mirrored in their delivery of services. In a time of continuous transformation in society, now is the time to embrace such change internally so that agencies can continue to reflect their diverse communities as trusted professionals who keep people safe. ♡

### IACP RESOURCES

- Law Enforcement Code of Ethics
- Law Enforcement Support of a Diverse Work Force (resolution)

**theIACP.org**

- Difficult Conversations
- policechiefmagazine.org**

**BY**  
Scott Harrington, Captain, Marin County  
Sheriff's Office, California

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## THE IMPACT OF

# INTERGENERATIONAL WORKPLACE RELATIONSHIPS



## Millennial Commanders and Gen Z Officers

**AS TODAY'S POLICE OFFICERS GROW TO TAKE ON LEADERSHIP ROLES, THE INTERGENERATIONAL RELATIONSHIP BETWEEN MILLENNIAL COMMANDERS AND GENERATION Z (GEN Z) PERSONNEL WILL DETERMINE THE ORGANIZATIONAL SUCCESS OF LAW ENFORCEMENT AGENCIES.** Current administrators and leaders need to recognize the importance of proactively fostering this working relationship to establish a viable succession plan. The competing interests and value structures of these two generations could potentially create a divide in the workforce that hinders progress and cohesion; however, a clear understanding of each generation's motivations and shortcomings allows leaders to establish mutually beneficial areas of interest where collaboration can be found. If done correctly, an organization will continue to run smoothly into the future as one leader or leadership group is replaced by an experienced and skilled successor.

As millennials become more settled in their roles as leaders and administrators, these commanders will need to rely on the relationships they established and built with their Gen Z





Image by Roberto Galan/Getty Images

personnel to effect change through the ranks. Both cohorts will have to be able to assimilate and adapt their belief structures for the benefit of the profession as they coexist in the field of law enforcement. Furthermore, millennial commanders and Gen Z officers must recognize what motivates and challenges their counterparts while they learn to partner and develop in their overlapping careers.

## THE MILLENNIAL MINDSET

As the generation sandwiched between Generation X (Gen X) and Gen Z, millennials are anyone born from 1980 to 1995. According to the British-American author and motivational speaker Simon Sinek, millennials are “digital natives” who grew up with social media and technology acting as a coping mechanism, resulting in a generation learning to deal with interpersonal conflict and socialization through a screen or device. Millennials also spent their childhoods and adolescence constantly seeking feedback and affirmation

from those in positions of power, such as their parents, teachers, and coaches. *Forbes* contributing author Kimberly Fries notes,

*Because millennials work best when they feel empowered to make decisions and take action to help consumers and benefit the organization that they work for, it should come as no surprise that they embrace empowerment when they enter leadership positions.*

Interestingly, a Deloitte survey to identify work preference patterns revealed that millennials are more risk averse than previous generations and identify as a guardian (32 percent) more often than drivers, pioneers, or integrators. In the survey, guardians are detail-oriented methodical, reserved, practical, loyal, and structured pragmatists. Notably, Gen X (24 percent) and baby boomers (20 percent) are less often identified as guardians during the same survey than millennials. This observation provides law enforcement administrators with insight into the preference patterns of



millennials and their possible hesitation to create change from leadership positions.

The millennials who chose to work in law enforcement are now beginning to fill the upper ranks of the profession as supervisors, commanders, and administrators. At the same time, Gen X has begun vacating these positions through retirement. That leaves baby boomers, who continue to work and remain in their positions.

*USA Today* columnist Paul Davidson wrote, “Forty-one percent of millennials—and 30% of all adults—said they’ve found it difficult to move up in their fields because boomers are waiting longer to retire.” So, while millennial commanders now have the opportunity to hone their leadership and management skills, they must be mindful of how their actions are interpreted by those they lead, especially if their subordinates are from a previous generation that holds a different worldview.

To add to these cross-generational challenges, millennial commanders must also recognize the similarities and differences between their cohort and Gen Z. Rather than focusing solely on crime statistics and public perception; commanders must clearly define law enforcement’s role in the community to their line staff. These commanders must show the next generation of officers that cops are community caretakers and law enforcement agencies are places of inclusion. Kansas City, Missouri, Major Chip Huth notes,

*Policing can no longer be seen as transactional. Instead, policing must be reimagined as a corporate effort in which the entire community—police and non-police—work together to co-create a safe environment that will provide valid opportunities for each person to meaningfully contribute to the betterment of society.*

In addition, commanders must stress relationship building within their cities, communities, and agencies. Highlighting positive community contacts such as citizen assist calls and community outreach campaigns instead of arrests will resonate with younger officers seeking to make a difference in law enforcement.



In previous generations, CompStat and the “War on Drugs” were touted by administrators to their line staff and progress on these two fronts was seen as a measurement of success. According to workforce writer and editor Adrienne Selko, in reference to Gen Z,

*We have repeatedly heard that this generation has a large social conscience, and the study revealed this to be true as nearly 1 in 3 say they would turn down a job due to a company's negative social impact.*

The cops are the ones who promote public safety while allowing members of the public to enjoy their liberties in their everyday lives. Identifying and embracing the importance of the community caretaker role will help set the stage for continued progress within law enforcement and provide a defined meaning to a labor force constantly seeking value in their chosen careers.

## THE GEN Z MINDSET

Members of Gen Z are typically resourceful, independent, goal-oriented, politically active, and self-aware learners. “Members of Gen Z are more racially and ethnically diverse than any previous generation, and they are on track to be the most well-educated generation yet.” As a diverse, justice-minded workforce, they bring different value structures and beliefs into business and government agencies. As pointed out in a 2021 *Boston Magazine* article,

*While social media has been a factor in politics for more than a decade, the generation now coming into adulthood—the first-ever social media natives—may harness their coalition-building power like no group before them.*

While this generation of officers begins to acclimate to law enforcement's culture, they will be scanning the profession to see where they can leave their mark and effect change internally. A 2021 survey found the Gen Z workers are also seeking to work for organizations that reflect their values:

*Doing meaningful work is only part of the equation for Gen Z; 74% of Gen Z want to work for an organization that enables them to help others [and] 73% of them say they are more likely to do extra work when they believe in the work they are doing.*

Previous generations gravitated toward organizations providing freedom, flexibility, retirement, and health care benefits. As a socially conscious workgroup, equity, diversity, and inclusion will act as guiding principles for Gen Z officers. Gen Z's desire to add intrinsic value to a profession combined with law enforcement's complex problems and social issues will challenge this cohort as soon as they put on a uniform. It will also challenge their managers who hold different perspectives about the “right way” to do policing.

## THE RELATIONSHIP

Millennial commanders must recognize their happiness and their staff's happiness lies within the relationships and department's culture they build together. According to educator Dr. Chin-Nu Lin, the top five ways to make Gen Z employees happy is through relationships, independence, appreciation, simplicity, and a sense of security. Agencies that promote inclusion in the workplace and the betterment of employees through wellness programs will not only retain more officers but become desirable places to work, attracting other officers from outside agencies. Other examples of building a desirable culture include maintaining peer support groups, training opportunities, tuition assistance programs, and department-sanctioned team-building events. Gen Z wants to work for businesses such as Google, Apple, and Netflix not only for salaries but for other reasons, such as these companies' efforts to promote inclusion, diversity, equity, and training benefits to all employees. While agencies like the Boston, Massachusetts, Police Department do include a diversity, equity, and inclusion statement on their departments' websites, commanders will need to conduct internal climate assessments of officers, managers, and administrators to determine their departments' true organizational climate.

While millennials in command positions demonstrate flexibility to partner with Gen Z to seek mutually beneficial solutions to organizational problems, they also need to implement an inclusive leadership model that helps bring Gen Z into the decision-making fold. Regent University author Jake Aguas states,

*Millennials and Generation Z proclaim that consistent communication is the most important behavior that a leader can practice. Leaders who check-in regularly on their teams, communicate with clarity and transparency, and intently listen to their followers separate themselves from the pack.*

Therefore, commanders should conduct regular check-ins with face-to-face discussions about an officer's well-being and work performance. They should also include Gen Z employees in weekly staff meetings and allow them to develop unique projects that will bring about change for the department.

Bringing Gen Z into the fold allows labor and management to seek viable solutions to workplace dilemmas and creates a working relationship between the two generations. This example of lateral leadership better serves Gen Z and their desired form of management. Furthermore, by seeking input from the line staff, the millennials will be chipping away at the traditional paramilitary hierarchy, which has been embedded in the profession for generations and is currently seen as a hurdle for recruiting and retaining younger officers.



Ocala, Florida, Police Captain Angela Scroble points out,

*Agencies must be open to changes in methods of teaching on the job, giving explanations of why in reference to directives given, and generally understanding that happiness, both professionally and personally, ranks highest with these generations.*

The past eras of leading law enforcement agencies by power and authority will gradually transition to leadership models that parallel ones utilized in successful private corporations. According to Captain Scroble,

*Those in leadership positions—Chiefs, Deputy Chiefs, Sheriffs and Under Sheriffs—must lead by example in understanding these technologically savvy generations and how to develop them for succession.*

Effective millennial commanders must remain receptive to new ideas, accept new technologies as they become available, embrace change, and be willing to pivot when needed. Captain Warren Wilson, a training commander in Enid, Oklahoma, explains, “Law enforcement leadership must adapt and evolve with our applicant pool. Expecting people born in 1997 to be characteristically identical to those born in 1977 or even 1987 is foolhardy.”

New methods to measure success will reflect the millennial administration’s ability to scan public perception, identify internal and external change agents, implement change using ideas developed by Gen Z personnel, and collaborate with a new generation

of employees. By focusing on situations where success is attainable, millennials will endear themselves to a line staff comprising mainly Gen Z officers. Therefore, millennial command staff must realize that keeping their line staff interested in and committed to the law enforcement profession will be the responsibility of those in leadership roles.

## A COLLABORATIVE SUCCESSION PLAN

As millennial commanders and administrators begin succession planning, they need to be conscious of how Gen Z officers want to be mentored and led and what information they are taught. Northern Virginia Community College Lieutenant John Weinstein notes, “Departments need to be attentive to their brand, and their brands must extol openness and shared communications that inspire mutual trust and respect.” In addition, Gen Z’s “zeal for unity and social justice is broadsiding the status quo and holding institutions and people in power accountable.” Because Gen Z is a socially conscious generation, millennial commanders must embrace this sense of inclusion and use this as a motivation to change the demographics in law enforcement that has and continues to be dominated by white males.

Lieutenant Weinstein goes on to state that officers must recognize they are problem solvers and guardians, not just warriors and protectors. Examples of millennial

Image by stock\_photo\_world/Shutterstock.com





Image by Drop of Light/Shutterstock.com

commanders embracing their community caretaker role include demonstrating a desire to seek community input, promoting police transparency, encouraging officers to identify with the communities they serve, and adapting to change as it occurs. For instance, commanders can mandate the use of technology such as a survey tool to obtain real-time input from community members regarding the professionalism of officers. Another example would be for departments to assign QR codes to officers instead of business cards to provide community members with more accessible ways to track investigations and provide feedback on the services offered by the agency.

Administrators can also seek funding sources to help supplement housing costs for officers living in the communities they serve. As more officers can live in the areas where they work, officers would be able to build stronger community relationships and better identify with the residents of their service area. Suppose law enforcement leaders achieve these goals and model the way for their younger officers. In that case Gen Z officers will view command staff as individuals attempting to break down professional, social, and equity barriers that often slow down the progress of their cohort. According to Brainly writer and creative marketing manager Patrick Quinn,

*Make sure your organization is cause oriented and has a social mission beyond the bottom line. Gen Z is purpose driven, so ensuring your organization is aligned with causes important to the community it operates in will create additional value for employees.*

## CONCLUSION

As millennial commanders look for ways to prepare Gen Z personnel to succeed them in command positions, they must keep Gen Z interested in law enforcement long enough to develop the skills necessary to serve in command and leadership roles. Commanders should also lead their eventual replacements by example, providing specific instances of change to

demonstrate their commitment to the profession, the organization, the community, and the future. Millennials who are commanders must look to “re-calibrate leadership development programs.” Orange County, California, Sheriff’s Department Sergeant Lloyd Nguyen explains, “A leader of a coach program should focus on an organization’s goals, vision and mission with the coaching approach aligning with organizational objectives.”

Additionally, millennial administrators and commanders must embrace transformation to plan for future organizational success and promote a succession plan aligned with their agency’s mission and objectives. The succession plan for millennials equates to them fostering a successful intergenerational relationship with Gen Z. Conversely, if Gen Z fails to work collaboratively with their millennial commanders, it will be a detriment to their cohort and prevent them from effecting the desired institutional change they seek. The bond between these two generations will determine the future of law enforcement, for better or worse, as they set the stage for Generation Alpha to join the workforce in 2030. ☪

### IACP RESOURCES

- Leadership in Police Organizations (training program) [theIACP.org](https://www.theIACP.org)
- Are You Missing the Mark in Recruiting?
- Creating a Culture of Success: The Role of Professional Growth for Millennials and Gen Z

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

BY

Bill Kotowski, Sales Manager,  
Thermo Fisher Scientific

# Technology to Tackle the Opioid Epidemic

**COMMUNITIES ACROSS THE WORLD HAVE LONG BEEN PLAGUED BY THE DEVASTATING IMPACTS OF ILLICIT DRUGS ON THEIR CITIZENS.**

Since the 1990s, the United States has been battling rising incidences of drug abuse, with opioid overdose rates now reaching epidemic levels, putting pressure on emergency services and placing the wider community at risk. Heartbreakingly, more than 106,000 U.S. citizens lost their lives between November 2020 and November 2021 due to drug overdoses—the first time in U.S. history that this number has surpassed 100,000. This forced the Biden administration to issue an updated National Drug Control Strategy, which includes support for law enforcement to crack down on illicit drug supply networks. Synthetic opioids—particularly illegally manufactured fentanyl and fentanyl analogs—are the main culprits behind this most recent wave of the opioid crisis, accounting for 80 percent of opioid deaths in 2020. The road to tackling this epidemic is long and complex, but disrupting the accessibility of poorly manufactured counterfeit drugs can help to seize back some of the control and reduce the risk to users.



## SMOKE AND MIRRORS

The evolution of the drug trade and its infiltration into neighborhoods is drastically increasing the market for counterfeit drugs, creating an exponentially growing threat to communities. The drug trade has evolved from powders that are easily recognizable as narcotics to counterfeit pills, mimicking genuine

authorized prescription medicine for severe pain, including 30 mg oxycodone pills (M30s) and hydrocodone. However, unlike prescription medication from a licensed and accredited medical professional, these counterfeit drugs are often produced by criminal organizations in covert, makeshift labs. They are designed to deceive the



“

*The drug trade has evolved from powders to counterfeit pills.*

”

general public and law enforcement, and do not have the users' best interests at heart, as counterfeit pills do not comply with any pharmaceutical standards to certify that the drugs are safe. Therefore, unknown to the user, counterfeit pills often contain unsafe quantities of ingredients or are laced with other drugs or substances—including fentanyl—creating deadly formulas.

Unfortunately, these drugs are becoming more and more accessible as platforms such as social media and messaging apps provide a convenient method to connect sellers to buyers who may believe that they are purchasing legitimate prescription medications. In 2021, the U.S. Drug Enforcement Administration (DEA) seized around 20 million counterfeit pills, most of which were laced with fentanyl. This substance is highly addictive, up to 100 times more powerful than morphine, and 50 times stronger than heroin, so it should be taken extremely carefully, even when prescribed by a medical professional. Consuming just two milligrams of fentanyl, which is the equivalent of a few grains of salt, is enough to kill most fully grown adults. There is also an increasing number of potent fentanyl analogs in circulation (such as carfentanil, which is predicted to be 10,000 times more potent than morphine) that are harder to detect with traditional field-testing methods. The enhanced risk that these powerful substances pose to users has caused the rates of opioid deaths to soar, reigniting the deadly epidemic.

#### **IGNORANCE IS NOT BLISS**

Over the last two decades, fentanyl has not only become the drug of choice for many opioid users, offering a heroin-like euphoric state for intense pain relief, but also is popular among drug suppliers looking to make a quick buck. Because fentanyl is cheaper to manufacture, extremely potent, and easier to smuggle in smaller quantities, criminal organizations often mix it with other

drugs—such as heroin, cocaine, and methamphetamine—to boost profits, without any care for the health of the user. It's also near impossible to identify drugs that are laced with fentanyl, as it has no distinct look, smell, or taste, so drug users are often oblivious to the risks that they are taking. Concerns over fentanyl's rise in popularity, and the rate at which new substances emerge, have sparked movements to implement strategies to combat the trend in opioid abuse, including ensuring law enforcement officers are equipped with the latest technology to keep harmful substances off the streets.

#### **BRINGING THE LAB TO THE STREETS**

Currently, wet chemical colorimetric tests are used by law enforcement and border security personnel for on-site presumptive identification of narcotics and other illicit drugs in the field. While these tests can be accurate, they often need to be followed up by multiple laboratory-based confirmatory tests and require background knowledge of the suspected drug. In addition, personnel are required to handle each sample, increasing the risk of exposure to harsh substances, including fentanyl. Therefore, law enforcement experts are turning to more advanced technologies, such as handheld Raman spectroscopy devices, to provide sensitive, noncontact drug testing.

Raman spectroscopy is a well-established technique that has long been deployed in the laboratory to identify drugs and active pharmaceutical ingredients. Recent advances in technology are now enabling law enforcement agencies worldwide to benefit from this high-sensitivity laboratory-based technique for narcotic screening in the field. These convenient handheld devices can identify hundreds of controlled substances, including molecules that have the same chemical formula with a different molecular arrangement, making them ideal for the ever-changing and diverse drug trade.

Handheld Raman spectroscopy systems use simple point-and-shoot identification to provide noncontact, nondestructive testing for most samples. This means that there is no need for sample preparation, and readings can be taken through glass or plastic, limiting the risk of contamination and avoiding potential narcotic exposure by keeping a barrier between the officer and hazardous substances at all times. It can also help to speed up analysis by returning results in seconds, enabling officers to scan more samples in less time. This technique is now widely accepted in law enforcement as a presumptive test for use with search warrants and probable cause, as well as in felony arraignments and preliminary hearings, helping to equip officers on the job with the tools they need.

#### **SUMMARY**

The global opioid epidemic has especially plagued the United States for over 30 years and continues to create new challenges with each decade that passes. Most recently, the evolution of the drug trade from predominately powder narcotics to counterfeit pills—often posing as legitimate prescription opioids—has presented a new hurdle for law enforcement while exponentially increasing the risk to users. These counterfeit pills are entirely unregulated and often laced with lethal concentrations of fentanyl, resulting in catastrophic mortality rates from accidental drug overdose year after year. It is, therefore, important that law enforcement agencies are equipped to quickly identify new illicit substances that may emerge in the market to keep them off the streets and out of the communities. Handheld Raman spectroscopy devices can do just that, ensuring that officers on the streets can routinely screen for narcotics in seconds. ♡

# Collecting Data for Safer Roadways

**MOTOR VEHICLE FATALITIES HAVE STEADILY RISEN SINCE 2020. IN THE FIRST HALF OF 2020 ALONE, AN ESTIMATED 20,175 PEOPLE DIED IN MOTOR VEHICLE CRASHES IN THE UNITED STATES.**

The National Highway Traffic Safety Administration, however, projects the first decline in traffic fatalities since 2020. Initiatives such as Vision Zero that have set goals to eliminate all traffic fatalities across the U.S.—and the Bloomberg Philanthropies Initiative for Global Road Safety, which aims to reduce traffic fatalities around the globe—are guiding technology companies to focus on data capturing tools.

Law enforcement agencies have been collecting data, albeit in a rudimentary manner, for decades. Yet, many companies are working to create streamlined, automated solutions to eliminate the time at a traffic stop and enhance officer safety. Whether prompted from the community members' reports or from officer observations, law enforcement agencies can use data collection tools to predict traffic patterns, prevent future crashes, and address traffic safety.

## PREVENTING THE CAUSE

Although patrol officers are spread out among a city, they are unable to observe everything that is occurring; therefore, in many instances, a law enforcement agency relies on its community's reports.

JAMAR Technologies has been providing traffic data collection devices to police departments across the United States to address one core problem: speeding complaints. "The JAMAR

traffic data collection devices allow departments to gather hard evidence of those locations where problems do, or do not, exist and how to prioritize enforcement," said general manager Mike Overholt.

Data collection tools used in the 1980s and 1990s, such as the road tube traffic counter, were installed across a roadway by officers. But as the emphasis on officer safety along the road continued to grow, JAMAR was prompted to create a noninvasive device with radar technology. Thus, the inception of the Law Enforcement II (LE II) Radar Recorder.

Once an agency receives a traffic safety complaint, in under 10 minutes, an officer can simply clamp the unassuming recorder to a telephone or sign pole and aim it toward the road that needs to be studied. Using a Windows-based laptop or tablet, the officer will connect to the device and program it to begin collecting data. It is then left attached to the pole to capture unbiased statistics for a set period.

After the data have been collected, the officer retrieves the recorder and downloads the data to a computer. The proprietary STARnext software used within JAMAR equipment creates reports so that the public can easily understand the results of the data collection. With features such as data verification, automated file processing,



and custom report designing—all with a map interface, the STARnext software in the LE II Radar Recorder shows the agency the degree to which there is a need to increase enforcement at that location.

Having accurate data can also allow agencies to transition their traffic safety strategies from reactive to proactive. This is the idea behind LexisNexis Coplogic Solutions' data visualization tools, eCitation and eCrash, which allows agencies to quickly access dashboards, reports, and mapping in a cloud-based suite.



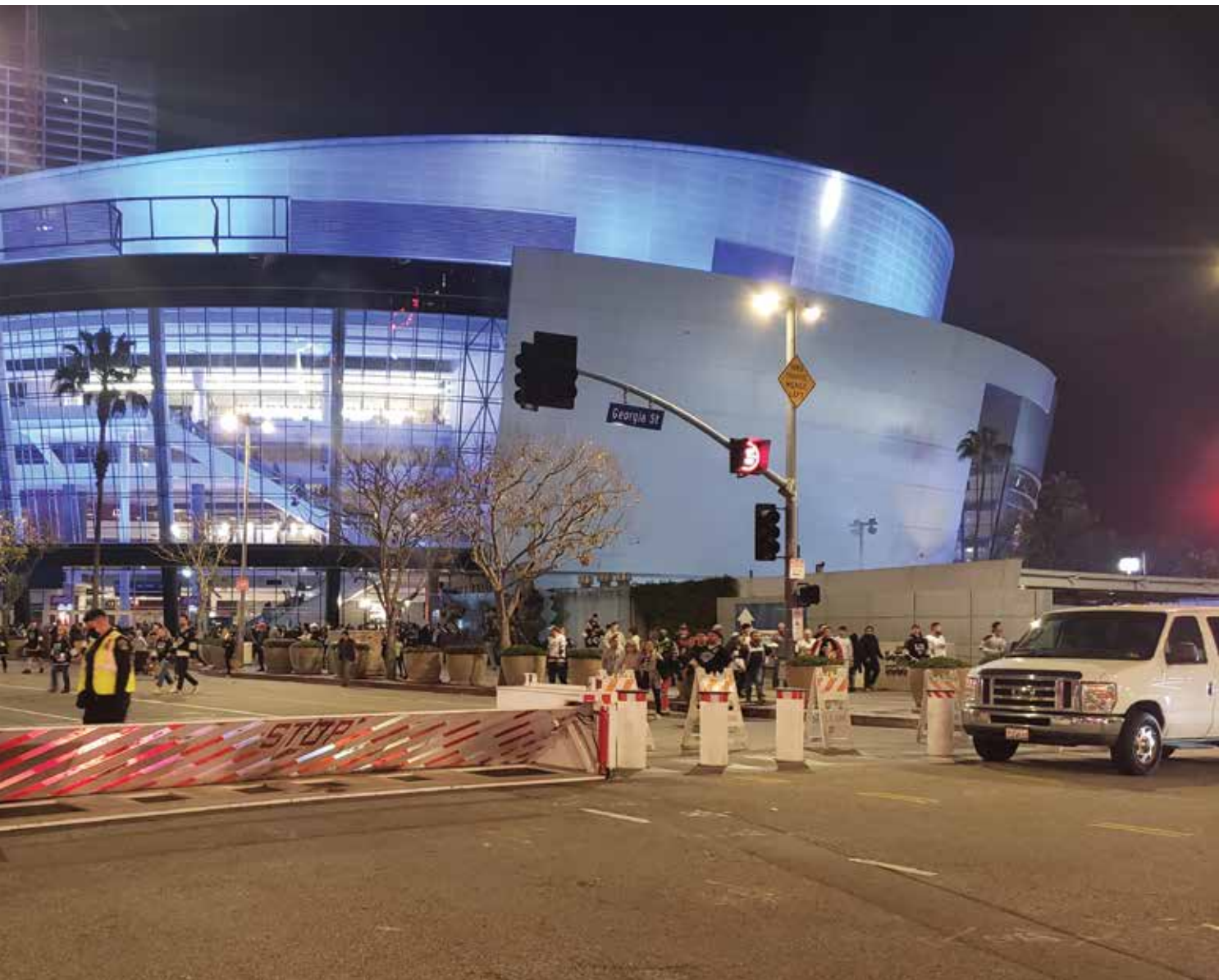


Image courtesy of Delta Scientific

One of LexisNexis Coplogic Solutions' goals is to eliminate the excess time that officers spend on scene; this goal is actualized through various widgets and features that allow officers to capture information quickly. When an officer pulls over a driver, they no longer need to handwrite the information, which can get thrown out in the court of law for ineligible handwriting. Instead, an officer can manually input required data into required fields or simply take an image of a driver's license and the platform will automatically populate the data using eCitation. Due to the

software's dynamic validation rules, the data gets verified as officers are entering the information so that there is less chance of the data being returned by the state or court after the citation's submission.

The intuitive eCrash user interface also increases officer productivity, decreasing their time at a traffic collision. With the diagramming package, officers are able to quickly create a depiction of what may have transpired during the crash. Officers can even geolocate an incident and pinpoint where they see the crash being committed. This feature is important not

only in enhancing data entry but also for seeing hotspots or trends within the community.

"When we talk about crashes and citations, those are the vehicles that allow agency officers to capture information," explained Salman Anwar, senior director at LexisNexis Coplogic Solutions. "Then, on the backend, the scalable visualizations and analytics platform that we are providing agencies can help them achieve that preventative strategy." With eCitation and eCrash, data are shown through a comprehensive data analytics feature



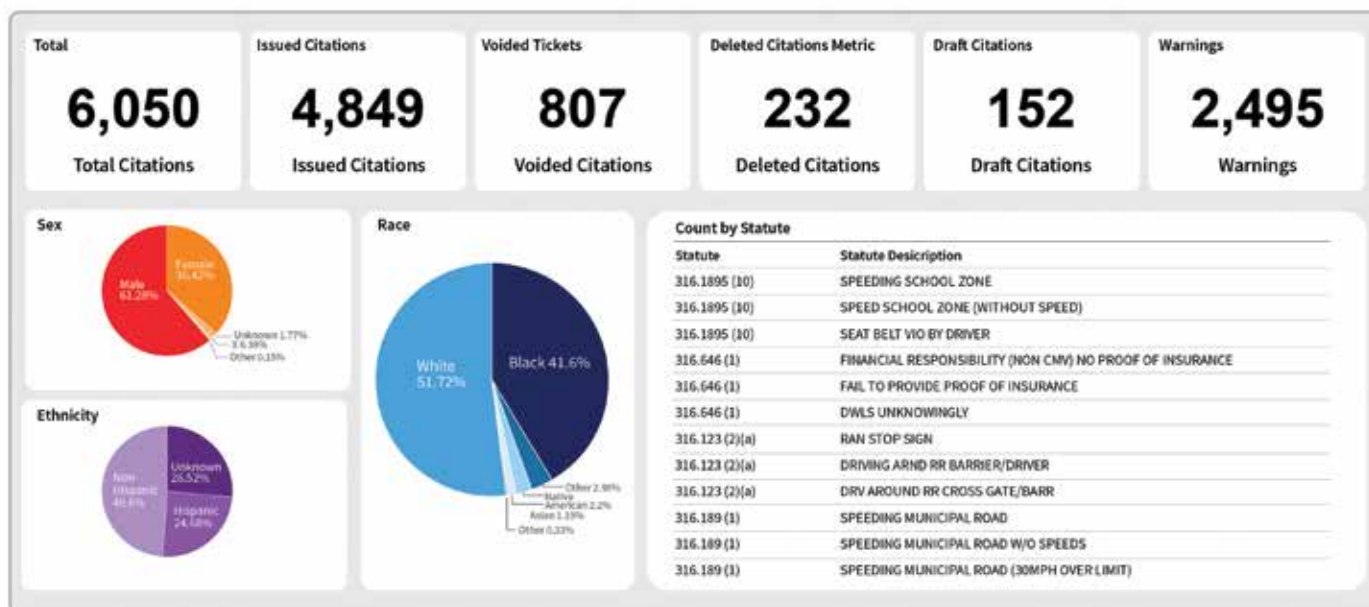


Image courtesy of LexisNexis Coplogic Solutions

that eliminates the need for a crime analyst for those agencies who may lack resources to hire one. The analytics feature can show where an agency's officers are deployed in comparison to where accidents are occurring and can even depict the population of drivers being stopped and what caused their distracted driving.

All of LexisNexis Coplogic Solutions' tools are software and hardware agnostic, meaning they can be utilized via desktop, smartphone, or tablet.

### SPECIALTY SOLUTIONS

Obtaining these data is important, not only to ensure that agency resources are being deployed correctly but in identifying an alternative problem. In many instances, traffic engineers may need to be contacted to survey the road's condition. Occasionally, agencies may be aware of when and why traffic patterns may be more heavily affected, such as for sporting events, festivals, and local fairs. Barrier manufacturers are often looked to for pedestrian safety during these events.

Delta Scientific (Delta) places an emphasis on stopping vehicles from inflicting heavy damage to pedestrians and infrastructure through its product line of wedge and beam barricades, bollards, and sliding gates. "People using vehicles to cause harm at events has really increased over the last 10–15 years," said vice president of sales and marketing,

Greg Hamm. "Law enforcement has really embraced the ability to use portable barriers at these events to help alleviate this threat." Within 30 minutes, Delta's portable barriers can be towed into place and provide protection to officers, pedestrians, and event staff. The portable MP5000 barrier provides protection and allows emergency vehicles access to the event, while the portable TB100 bollards have risen in popularity as they can secure wider areas and allow pedestrian access.

The MP5000 doesn't require any substructure installation and is operated off a 12 V DC power unit to raise and lower the barrier plate to allow vehicle access. It can also work off of an optional solar panel if power is not available. The crash-rated barrier can stop a 15,000-pound vehicle traveling at 40 mph. Delta offers lengths of 12, 16, and 20 feet. The TB100 bollards can stop a 15,000-pound vehicle traveling at 30 mph when connected in a group of five.

When comprehensive data and analytics tools are in place, agencies can find out where, when, and why crashes are occurring and use that information to implement solutions. By obtaining these data, agency leadership can make informed decisions, while also releasing data that can be accurately understood by the community and enhance officer productivity, build community relationships, and increase safety for all. ♡

## SOURCE LIST

Please view this article online for contact information or visit [policechiefbuyersguide.org](http://policechiefbuyersguide.org) to request information from companies.

- All Traffic Solutions
- DataCollect Traffic Systems
- Delta Scientific
- JAMAR Technologies, Inc.
- Kustom Signals
- LED Roadway Lighting
- LexisNexis Coplogic Solutions
- MPH Industries
- NDI Technologies, Inc.
- PROSpoke
- The Rader Shop, Inc.
- Ramcatch, Inc.
- Roadsys, Inc.
- Stalker Radar
- TOMAR Electronics
- Ubicquia

# THANK YOU

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## INDUSTRY LEADER SPONSORS



## EVENT SPONSORS



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

### Laser Scanner

FARO Technologies, Inc., a global leader in 4D digital reality solutions, announces the release of the FARO Focus Core Laser Scanner. The new Focus Core creates accurate, complete, and photorealistic 3D representations of any large building, facility, or crash or crime scene in just a few minutes. The scanner is easy to operate and has built-in protection from dirt, dust, fog, and rain. It provides exceptional capturing efficiency, data quality, and accuracy with scan speeds of less than one minute per scan, reducing time spent on scene. Features include up to a 70-meter scanning range, smartphone-enabled remote-control capabilities, and faster Wi-Fi wireless workflow.



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

### Tactical Boots

The T8 series of boots from Garmont Tactical are designed to meet the needs of law enforcement. The T8 Bifida is a multi-terrain tactical boot, offering comfort and protection across varied terrain from mud-soaked trails to arid desert sands, steep slopes, and sheer rock face. The T8 Extreme Gore-Tex is a cold weather tactical boot designed to provide waterproof support, warmth, and comfort. The T8 Extreme 200 Gram Thinsulate features a 200g 3M Thinsulate membrane that makes it ideal for windy days or very harsh climates. This style is also durable, thanks to its strong anti-abrasion materials combining leather with nylon.



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

### In-Car Communication Platform

Rocket (formerly RocketIoT) by Utility is a state-of-the-art, in-car communication platform that takes situational awareness to a whole new level. With multidimensional capabilities and secure evidence-gathering automation, this video system incorporates real-time communications, policy-based automatic recording functionality, plus real-time GPS positioning during critical times. It powers up to four wide-angle cameras and allows officers to record audio. Its solar-powered ALPR fixed-mount hardware provides a low-cost, instant force multiplier. The technology ensures superior license plate capture in most any light and weather condition, along with smart analytics that include vehicle make, model and color, analysis and hotlist matching, geographic searching and proximity, and BOLO and hotlist alerting.



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



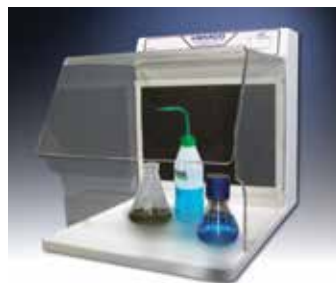
### Backpack

5.11 Tactical, the global innovator of purpose-built apparel, footwear, and gear, offers the updated LV18 Backpack 2.0 with better internal organization and new Duraflex buckles. Inside the ambidextrous side-entry CCW compartment, the loop area has been increased and a removable holster retention strap has been added. The height of the padded laptop sleeve has been extended and a security strap has been added to keep electronics secure. A second set of webbing loops offers improved attachment for a waist pack. Additional features include side compression straps, a padded back panel with a Flex cuff channel, and quick-release shoulder straps with a removable sternum strap.

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

### Ductless Workstation

The MicroFlow II is an ideal Class 1 ductless activated carbon-filtered workstation for fumes, odors, and nonhazardous chemical vapors. It is completely self-contained with an integral recessed work surface to contain spills. A clear shroud surrounds the work area and includes a hinged viewing sash for user protection. Variable speed fan control allows for high speed 100f/m air flow through the sash opening, or medium- and low-flow for sensitive operations. Typical applications include sample weighing, general chemistry involving small volumes of common chemicals, tissue staining and processing, gluing and drying operations, and containment of forensic applications.



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





### Firearm Equipment Bag

The Gun Industry Marketplace offers the heavy-duty cordura-nylon double-stitched bag that features three main compartments with a total of six smaller compartments for two or more guns plus magazines, ammo, ear and eye protection, targets, cleaning kits, and so forth. Additional padding provides protection for guns, as does a separate removable large-size pistol rug, which is also included. All straps, hardware, and zippers are also heavy-duty for years of trouble-free service. The zippers can be locked with a small padlock if desired. Perfect for use at the range or for in the cruiser.

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



### Body-Worn Camera

i-PRO's BWC4000 body-worn camera features a unique 12-hour field-swappable battery, providing law enforcement officers with extended camera operation without having to deal with cumbersome charging cables. All they need to do is quickly and easily swap a discharged battery with a charged replacement if they remain in the field for more than 12 hours. Officers can quickly tag videos with essential metadata using an easy-to-use LCD menu. Designed to provide officers with a more durable and reliable way to capture video and audio evidence in virtually any condition, this body-worn camera is built to the demanding MIL-STD 810H military testing standard with an IP67 weather-resistant rating.

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

### Rail System

Mission First Tactical, LLC, a leader in USA-made rifle/carbine accessories and holsters, introduces its new EXD Free Float M-LOK Rail System available in 10-inch, 13.5-inch, and 15-inch configurations. Boasting multiple improvements, the new system is designed to be streamlined and user-friendly. The upgraded upper receiver attachment system increases stability and minimizes the inner diameter, providing a more streamlined appearance. Updated modern wall thickness provides the strength needed to attach a variety of M-LOK accessories. Other features of the updated rail system include multiple locations to mount accessories and zero rotation under extreme use. It is easily attached by two set screws (not Delta rings).

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



### Mobile Digital Forensic Software

MSAB Office is an all-purpose forensic system from MSAB, offering the XRY product solutions in a package. It allows investigators to access all possible methods to recover data from a mobile device. XRY is a purpose-built, software-based solution, complete with all the necessary hardware for recovering data from mobile devices in a forensically secure manner. It is used by law enforcement agencies worldwide, and represents a complete mobile forensic system supplied with all the components to perform a digital forensic examination of a mobile device—straight out of the box. The software application runs on Windows, and the user interface is simple to navigate.

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



### 360-Degree Camera

Teledyne FLIR Integrated Imaging Solutions is pleased to announce the Ladybug6. Designed to capture 360-degree spherical images from moving platforms in all-weather conditions, it features a wide operating temperature range. Its industrial-grade design and out-of-the-box factory calibration produces 72 megapixel images with pixel values. The new camera offers increased image resolution, enhanced on-board processing, and robust IP67-rated connectors. It captures, compresses, and transmits 8-bit or 12-bit pixel data delivering images across a wide range of lighting conditions with excellent color response, low noise, and a high dynamic range. It has an all-metal body and comes with a two-year warranty.

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



### Drone

AARDVARK and Sky-Hero are pleased to announce the release of the world's first National Defense Authorization Act (NDAA)-compliant interior use tactical sUAS, LOKI Mk2US. The Mk2US is built to comply with the rigorous NDAA standards and the recent Department of Defense blacklisting of certain drone parts and technologies. It is a rugged, purpose-built sUAS intended to act as a scout for close-quarter, confined space, and indoor missions. LOKI Mk2 requires no internet service, no GPS, no phone or tablet connection, and has no forced software updates, making it mission capable in seconds from virtually anywhere and in almost any lighting condition.

[loki.aardvarktactical.com](http://loki.aardvarktactical.com)







# IACP 2022 RECAP

After two years of virtual meetings, **IACP 2022 took place in-person, October 15-18**, with more than 14,000 law enforcement professionals, vendors, and family members in Dallas, Texas, USA.

Those at the event attended workshops on best practices and innovations in law enforcement, as well as research and other topics related to the policing field. Attendees also explored the Expo Hall featuring more than 600 exhibitors to experience the new tools and technologies available to law enforcement and networked with colleagues from around the globe.

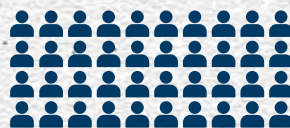


## IACP 2022 by the Numbers

**73**  
COUNTRIES  
REPRESENTED



**20** HOURS OF EXPOSITION TIME



**14,607**  
TOTAL ATTENDEES



**665**  
EXHIBITORS

**254**  
WORKSHOPS



**4**  
DAYS





OPENING GENERAL ASSEMBLY



*“However, the one constant, is the fact our communities need us.”*

—Eddie Garcia, Chief of Police, Dallas Police Department, Texas



*“But what I look forward about this conference in particular is the chance for us all to come together in the same place to talk about the issues that we are tackling together.”*

—Christopher Wray, Director, U.S. Federal Bureau of Investigation

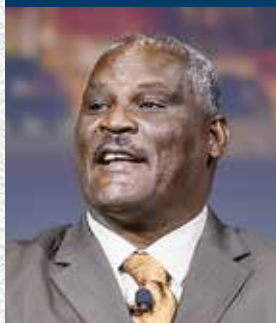
MONDAY GENERAL ASSEMBLY



*“Law enforcement is a noble and indispensable profession. We appreciate the immense dangers you face. Thank you. You do not hear those words enough. We are proud to stand with you.”*

—Merrick Garland, U.S. Attorney General

CLOSING GENERAL ASSEMBLY



*“Our lives are not what we accomplish, but what we leave behind, who we touch, and who we inspire to follow in our footsteps. We will only remain great if we leave a path for those of us to follow.”*

—Gregory D. Gadson, Colonel (Ret.), U.S. Army



*“What an incredible year! It has been such an honor to represent each of you and the IACP as your president.”*

—Dwight Henninger, IACP President, 2021-2022



**Fireside Chat with U.S. Department of Homeland Security Secretary Alejandro Mayorkas**



*“I wish the heroism of law enforcement was as celebrated as our criticism.”*

—Alejandro Mayorkas, Secretary, U.S. Department of Homeland Security

**Challenges of Policing into the Future: A Discussion with the Five Eyes Law Enforcement Group (FELEG)**



During the IACP 2022 Speaker Series, attendees heard a panel of leaders from law enforcement agencies representing the Five Eyes countries (Australia, Canada, New Zealand, United Kingdom, and United States) discuss the wide array of current and future challenges confronting law enforcement and the security of communities around the globe.

**Insurrection at the U.S. Capitol**



Chief Robert Contee, Metropolitan Police Department (Washington, DC), spoke to IACP 2022 attendees about the insurrection at the U.S. Capitol.

**U.S. Drug Enforcement Administration (DEA): Emerging Threats and Trends in Drug Trafficking**



DEA Administrator Anne Milgram highlighted DEA’s efforts to defeat the cartels responsible for the catastrophic drug deaths impacting the United States.



## Education

Attendees had the opportunity to select from 250+ workshops across 13 tracks. Workshops focused on critical and contemporary topics for policing, including wellness, tactical operations, information sharing, media relations, leadership, technology, and much more, providing important lessons learned and actionable information for attendees to take back to their agencies.

### Top 10 Attended Sessions at IACP 2022

1. Addressing Political Violence
2. Boulder Strong: Managing a Mass Casualty Incident and Line-of-Duty Death Simultaneously
3. Complex Systems: Systems Theory and Building Trust Among Police Agencies and Communities Served
4. Cultural Change: A Newfound Fad or a Fundamental Topic for Global Police and Law Enforcement Leaders?
5. Developing a Comprehensive Alternative Response Program for Mental Illness-Related Calls
6. Hearing Her Voice: The Occupational Stressors of the Matron to the Modern Woman in Law Enforcement
7. Insurrection at the U.S. Capitol
8. Internal Affairs
9. Positively Influencing Communities—Media Relations, Critical Incident Management, and Social Media
10. When a First Amendment Auditor Comes to Your Town



**“This was one of the best trainings I have ever attended! This will help me in my current role within my agency.”**







## Exposition Hall

IACP 2022's Expo Hall featured 665 exhibitors. Open for 20 total hours across three days, the Expo Hall gave attendees a chance to learn about new tools, equipment, gear, technologies, and services from the exhibitors. From artificial intelligence and facial recognition technology to training systems and simulations to vehicles and cameras, a wide range of products and services were available to meet the specialized, critical needs of law enforcement. The Expo Hall also included the Entertainment Zone, where attendees could watch conference highlights or see who was winning the weekend's big game; the Relaxation Zone, which offered snacks and comfortable seating; and the Solutions Presentation Theater, where experts shared best practices and product solutions.

## The IACP HUB

The IACP HUB, located in the Expo Hall, provided education and professional development opportunities for attendees. The Quick Hits series of short, 15- to 20-minute presentations covered numerous important topics, including suicide prevention, traffic safety, and IACP projects, allowing attendees to fit education into their Expo Hall experience. A variety of professional development services were offered by IACP staff and subject matter experts, including

- résumé reviews,
- mock interviews,
- media training,
- social media reviews, and
- professional headshots.

**“Great rundown of the issues facing current field training programs and ideas for improving training.”**







## Networking & Events

In addition to the stellar educational options and world-class exposition, the IACP Annual Conference and Exposition also offers unparalleled networking opportunities, ranging from formal events like receptions and the Annual Banquet to casual events like Chiefs Night, which was held at the famed Gilley's Dallas this year. Additionally, a service project benefiting the Genesis Women's Shelter & Support took place on Saturday. Across four days, attendees had multiple chances to build relationships and exchange ideas and information with their colleagues from around the world.

## Thank you, Dallas!

The IACP thanks all those who contributed to a successful conference and exposition, particularly the following groups:

- City of Dallas, Texas
- Dallas Police Department
- Dallas business community
- Conference sponsors
- Kay Bailey Hutchison Convention Center
- Visit Dallas



**“The room was packed. A strong indicator that LE leadership recognizes this is a great time to focus on LE culture. I was excited to hear about new ideas and initiatives regarding culture.”**



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IACP AXON  
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**POLICE OFFICER  
 OF THE  
 YEAR AWARD**

# POLICE OFFICER OF THE YEAR



**OFFICER THADEU HOLLOWAY**  
 DAYTON POLICE DEPARTMENT, OHIO

### 2022 Police Officer of the Year

On September 21, 2021, Officer Thadeu Holloway of the Dayton, Ohio, Police Department was investigating a fraud complaint. He located a person matching the description of the suspect and approached him on foot.

As Officer Holloway approached, the suspect became violent, rapidly escalating from physical force to deadly force in his attacks and shooting Officer Holloway in the head. Officer Holloway transitioned from his electronic control weapon to his pistol and returned fire, striking the suspect.

Wounded, Officer Holloway stood guard over the suspect, summoned additional officers and rescue personnel to the scene, and maintained scene control by issuing clear and calm directions to ensure the safety of bystanders.

Officer Holloway's quick reaction and presence of mind resulted in the arrest of a violent offender.

# FINALIST



**SERGEANT ALEX HUNTLEY**  
 FURNAS COUNTY SHERIFF'S OFFICE, NEBRASKA

### 2022 Police Officer of the Year Finalist

On January 17, 2019, Sergeant Alex Huntley of the Furnas County, Nebraska, Sheriff's Office responded to a human trafficking complaint. During his initial investigation, it became clear that there was more to the complaint and that a broader investigation was needed.

Sergeant Huntley assembled a team of investigators experienced in investigating human trafficking, from the Nebraska State Patrol, the Nebraska Attorney General's Office, and the Furnas County Sheriff's Office to determine the extent of the crime.

Concluding their investigation in 2021, the team conducted more than 100 interviews,

executed hundreds of search warrants, and analyzed over a terabyte of data to reveal over three decades of child sexual abuse in Furnas County.

The investigation yielded 20 arrests for violent and sex-related crimes against children, including the arrest of the leader of the criminal enterprise.

Sergeant Huntley's keen observations, commitment to work a complex case to conclusion, and ability to lead an experienced team of investigators brought closure for countless victims and removed more than a dozen violent offenders from the community.



## FINALIST



**DETECTIVE GREGORY MOORE**  
DEKALB COUNTY POLICE  
DEPARTMENT, GEORGIA

### 2022 Police Officer of the Year Finalist

In July 2021, Detective Gregory Moore of the DeKalb County, Georgia, Police Department was assigned a missing person case.

Working with little initial evidence, Detective Moore was able to use the victim's cellphone record to identify a person of interest. He then led a complex investigation that uncovered evidence that the victim had been murdered.

Detective Moore was able to establish the person of interest as a suspect. Continuing to pursue leads identified in this case, he was able to determine the same suspect was responsible for a series of unsolved murders.

Detective Moore's methodical investigation into what was originally a missing person case resulted in the arrest of a serial murderer.

## FINALISTS

### 2022 Police Officer of the Year Finalists

On July 5, 2021, Senior Officer Christopher McCain and Sergeant Samuel Cleveland of the Houston, Texas, Police Department, responded to a disturbance in an apartment complex. They located the suspect's apartment on the third floor of the building.

Sergeant Cleveland initiated contact with the suspect, speaking through the partially opened door of the apartment. When the suspect shifted his stance, exposing a pistol in his right hand, Sergeant Cleveland lunged at the suspect to grab the pistol.

During the struggle, the suspect shot Sergeant Cleveland three times before aiming the pistol at Senior Officer McCain. Senior Officer McCain was close enough to grab the suspect's arm and take him to the ground as he disarmed the suspect and placed him under arrest.

While maintaining custody of the suspect, Senior Officer McCain began emergency trauma care for Sergeant Cleveland. He applied a tourniquet to Sergeant Cleveland's arm; cut away his ballistic vest, locating a gunshot to the abdomen; and applied pressure to limit bleeding. While



being treated, Sergeant Cleveland radioed to alert dispatch to his injuries and summon emergency medical responders.

Working together, Senior Officer McCain and Sergeant Cleveland were able to disarm and arrest a suspect during a rapidly escalating incident and treat the gunshot wounds inflicted by the suspect.

**SENIOR POLICE OFFICER CHRISTOPHER MCCAIN**  
**SERGEANT SAMUEL CLEVELAND**  
HOUSTON POLICE DEPARTMENT, TEXAS

# Peer Support in Small and Rural Agencies

**PEER SUPPORT CAN BE AN IMPORTANT FIRST STEP IN AN OFFICER WELLNESS STRATEGY. IN TIMES OF STRUGGLE OR CRISIS, AN OFFICER MAY FEEL MORE COMFORTABLE INITIALLY SEEKING SUPPORT FROM A PEER WHO UNDERSTANDS THE CONTEXT AND HAS EXPERIENCED THE SAME STRESSORS.**

However, the real or perceived challenges of establishing peer support services may seem daunting, particularly in small and rural agencies that may have fewer officers, smaller budgets, and expansive geography. There are ways to address these challenges that put peer support services within reach of agencies regardless of size or location.

For two years, the IACP, in partnership with Cop2Cop/Rutgers University Behavioral Health Care, has been working with cohorts of small and rural law enforcement agencies in Oregon, Virginia, and South Carolina to provide training and technical assistance to establish peer support services and has collected a set of best practices.

To support the implementation of peer support services in small and rural agencies, the IACP compiled these best practices to create a new resource, *Implementing Peer Support Services in Small and Rural Law Enforcement Agencies*. This guidebook offers considerations and case studies that address common challenges, and it provides a roadmap for agencies to implement or enhance peer support services.

While an agency's leadership may understand the value of peer support, knowing where to start or what is feasible can be challenging. Peer support can look different in every agency, depending on needs and circumstances; however, there are enough similarities to use lessons learned from other agencies as a guide.

## **CONSIDER NEEDS, GOALS, & RESOURCES**

An initial step to implementing successful peer support services is engaging with stakeholders and getting buy-in.

Stakeholders can include the agency head and command staff, patrol officers and their families, mental health service providers, and community leaders. Educating staff on the benefits of incorporating peer support as one of many tools in a comprehensive officer wellness program can help destigmatize asking for help. Having command-level personnel championing the program will be beneficial, as leadership sets the tone for the rest of the agency.

A brief survey or focus group can gather information about employees' needs, perceptions about peer support, and the likelihood of using a peer support program. Peer support services can be broadly grouped into three areas: prevention, intervention, and postvention. Agencies may start with a specific type of peer support and add additional functions as the program evolves. Starting small with one aspect can make peer support accessible to departments with fewer resources.

When thinking about needs and resources, agencies may find it beneficial to partner with neighboring jurisdictions to build a program together and provide mutual aid to each other. Doing so can allow an officer to seek support from someone in another organization, which provides an additional layer of anonymity and confidentiality in a small department.

## **ADMINISTRATIVE CONSIDERATIONS**

Written policies governing the peer support program are highly recommended and should be accessible to all personnel. The IACP Police Psychological Services Section's Peer Support Guidelines include considerations for policy development. State and local

jurisdictional statutes may address peer support programs and confidentiality standards, and an agency's legal advisor should review the policy before implementation.

Many agencies have minimal expenditures for peer support programs beyond staff time. However, some earmark funds as part of their general training budget or under the umbrella of officer wellness activities. Grants, such as the COPS Office's Law Enforcement Mental Health and Wellness Act (LEMHWA) Program funds, may be available to assist with these programmatic expenses.

## **SELECT AND TRAIN THE TEAM**

Selecting individuals who are well suited to the role of peer supporter is an essential step to building support that officers will feel comfortable using. Being compassionate, ethical, and well respected in the department—and respectful of confidentiality—should be key qualifiers in the selection process. An individual's performance in the core requirements of the job can also be considered. In addition to sworn and civilian personnel, the team may include a chaplain and a licensed mental health clinician.

The peer support program's scope and focus will determine the team's training needs and will vary from agency to agency. Training may include communication skills, resilience-building and stress management, crisis intervention, substance abuse, suicide risk assessment and intervention, local resources, wellness and self-care, as well as when to make referrals to a qualified mental health provider.

## **DEVELOPING AND SUSTAINING PROGRAMS**

*Implementing Peer Support Services in Small and Rural Law Enforcement Agencies* provides small and rural



agencies with the information needed to implement a peer support initiative, including the following topics:

- Engaging supportive command staff
- Establishing trust and buy-in
- Identifying team members and leaders
- Surveying needs and setting goals
- Being clear on confidentiality requirements
- Writing a policy and creating a budget
- Initial and ongoing training of the team

- Promoting peer support services to employees
- Metrics and evaluation
- Supporting the peer support team
- Partnering with neighboring agencies and qualified mental health professionals

This new resource includes an executive summary that can serve as a checklist of important factors that agencies will want to consider when implementing peer support services. ♡

## ADDITIONAL OFFICER SAFETY AND WELLNESS RESOURCES

View this article at Police Chief Online to access links to the following resources.

### Policy Guidance

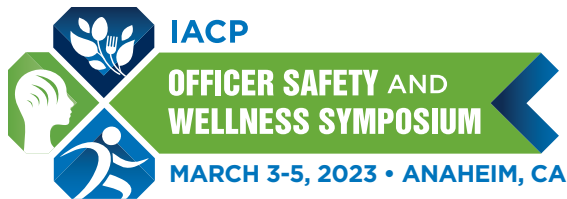
- IACP Police Psychological Services Section's Peer Support Guidelines
- Employee Mental Health and Wellness
- Personal Relationships in the Workplace

### Officer Safety and Wellness

- IACP Officer Safety and Wellness Resources
- COPS Office Law Enforcement Mental Health and Wellness Resources
- Cop2Cop

### Small and Rural Agencies

- IACP Smaller Department Section and Online Community



The **IACP Officer Safety and Wellness Symposium** is designed for law enforcement professionals to learn from experts about resources, programs, and promising practices when developing comprehensive officer safety and wellness strategies. This event will feature workshops, engaging activities, and numerous networking opportunities with peers and experts in the field of safety and wellness.

**Learn strategies and promising practices to:**



**Refuel your body**



**Balance your mental health**



**Support your fellow officers**

For more information on the must-attend officer safety and wellness event of the year, scan the QR code or visit [www.theIACP.org/OSWSymposium](http://www.theIACP.org/OSWSymposium)



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

TOP RESOURCES

- > **Video Redaction Services**  
—Networking Discussion Post
- > **PIO Boot Camp**  
—Training Event
- > **Media Relations Bureau**  
—Policy from the Fairfax County, Virginia, Police Department



RESOURCES ADDED & UPDATED

208

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

TOP SEARCHED TERMS



- > RESPONSIBILITY/ AUTHORITY
- > CASE MANAGEMENT
- > PRESCRIPTION DRUG

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16,894



MEMBER AGENCIES

Police professionals from agencies of all sizes utilize IACPnet

1,488

to enhance programs and operations, to develop data-driven solutions, and for professional development.



NEW DISCUSSION POSTS

9

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

FEATURED RESOURCE

*Mass Shootings in American Cities: Mayors' Experiences and Lessons Learned*

This report provides guidance for preparation for an incident, effective communication during the response to an incident, and the wide range of tasks that must be completed in an incident's wake.



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

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## TOP IACP BLOG POST

## IACP 2022

IACP 2022  
Daily Recaps

At the close of each of the four days of IACP 2022 in Dallas, Texas, tweets, photos, and upcoming highlights were shared on the IACP blog for law enforcement in Dallas and around the world to stay abreast of the happenings at the annual conference.



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

POPULAR IACP  
RESOURCES

- IACP OFFICER SAFETY AND WELLNESS SYMPOSIUM
- GLOBAL REACH
- IACP EXECUTIVE BOARD



Find these and other important resources at [theIACP.org](https://theIACP.org).

## TWEET



## of the month



The IACP  
@TheIACP

"I wish the heroism of law enforcement was as celebrated as our criticism." - @DHSgov  
@SecMayorkas #IACP2022

FEATURED ITEM IN IACP MONTHLY  
OCTOBER NEWSLETTER2022 IACP  
40 Under 40 Awardees

The 2022 40 Under 40 awardees represent the top rising leaders from around the globe, exemplifying leadership, dedication, and service to their communities and the law enforcement profession.



Meet the awardees at [theIACP.org/2022-IACP-40-under-40-awardees](https://theIACP.org/2022-IACP-40-under-40-awardees).

## TOP POLICE CHIEF OCTOBER ONLINE ARTICLE

Child Protection Laws &  
Offender Registry Under Threat

By Michelle DeLaune, President and CEO, The National Center for Missing and Exploited Children; Jerrod Brown, PhD; Kimberly D. Dodson, PhD; Vanessa Spiller, PhD; and Megan N. Carter, PsyD, ABPP



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

## THIS MONTH'S QUOTE

“

No matter what changes are planned, though, none of them will succeed unless the right people, in the right numbers, are willing to walk through the door and swear an oath to protect the public.

”

*A Way Forward for Police Recruiting*  
26-29

# Using Roundtables to Drive Engagement, Collaboration & Innovation

**THE INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP) IS DEDICATED TO ADDRESSING THE EMERGING NEEDS OF THE LAW ENFORCEMENT PROFESSION BY CREATING OPPORTUNITIES FOR LEADERS TO ENGAGE AND COLLABORATE THROUGH VARIOUS FORUMS, INCLUDING CONFERENCES, SYMPOSIUMS, FOCUS GROUPS, AND ROUNDTABLES.**

Roundtables provide an opportunity to engage in facilitated discussions, generate innovative ideas, and inform priorities. The goal is for everyone at the table to participate fully, offer their unique experiences, and gain insight from each other. On October 16, 2022, during the IACP's Annual Conference and Exposition in Dallas, Texas, the IACP and the Department of Justice (DOJ) Office for Victims of Crime (OVC) convened law enforcement and victim services leaders representing more than 25 agencies from across the United States. During the roundtable, challenges, successes, and considerations for current issues impacting the policing profession and victim services were shared. Participants discussed innovative victim-centered approaches that have been implemented by their agencies, including victim notification initiatives. Recommendations for strengthening community- and system-based victim advocacy services were identified. Discussions were held on current trends and gaps impacting victims, including reporting, law enforcement response and

investigation, prosecution, and sentencing. Participants examined areas for organizational improvement to ensure trauma-informed and victim-centered responses. The importance of building strong collaborative relationships with victim services organizations to strengthen an agency's response to victims and enhance community trust was emphasized.

The roundtable culminated in a conversation about the impact of vicarious trauma. The understanding of vicarious trauma and its impact on professionals working in high-trauma exposure environments has drawn increased attention over recent years, and focus has shifted to leadership's role in implementing changes to improve organizational response to vicarious trauma. Law enforcement and victim services personnel responsible for responding to and assisting victims and communities impacted by trauma may also be affected by the exposure to trauma. Participants shared strategies implemented in their agencies to prioritize first responder wellness, including developing and implementing policies to ensure those serving victims remain healthy and supported.

The IACP will continue providing different forums for law enforcement and community leaders to share their perspectives and generate recommendations to advance the policing profession. By hosting topic-specific roundtables, the IACP ensures that the association's work is informed by the field and maintains its commitment to unparalleled opportunities for law enforcement to discuss the most pressing issues impacting the profession. Roundtables are an excellent opportunity to celebrate successes and shape the profession's future by driving meaningful and positive changes for current and emerging leaders. ♡

**BY**

Jesenia Alonso, LCSW, Program Manager, IACP

*This brief was produced under Cooperative Agreement 2019-V3-KX-K007 awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, conclusions, and recommendations expressed here are those of the author(s) and do not necessarily reflect the views of the Department of Justice.*

## TIPS TO CONSIDER WHEN PLANNING A ROUNDTABLE

- **Choose the main topic and identify objectives.** Topic-specific roundtables allow participants to share different perspectives, build peer-to-peer networks, and exchange strategies and best practices. Topics may include trauma-informed investigations, law enforcement-based victim services, enhancing partnerships and collaborations, and vicarious trauma, among others.
- **Identify who will be invited to sit at the roundtable.** Engage diverse stakeholders and champions from the community, including service providers, law enforcement- and community-based victim services, the district attorney's office, victims and survivors, and others appropriate to each agency's environment. Consider inviting a facilitator to help guide the discussion.
- **Prepare open-ended questions.** Before the roundtable, the facilitator or host should identify key themes and prepare open-ended questions that elicit active participation.
- **Embrace diversity.** All opinions matter, and as such, the roundtable should promote an inclusive environment.

**For more information about upcoming roundtables, or to recommend a topic or host agency for a future roundtable, please contact Jesenia Alonso at [alonso@theiacp.org](mailto:alonso@theiacp.org).**



# CALENDAR

## 2023

MAR  
3  
—  
5

### Officer Safety and Wellness Symposium,

Anaheim, CA

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

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

MAR  
22  
—  
24

### IACP Division Midyear, Arlington, VA

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

[theIACP.org/events/conference/2022-division-midyear](http://theIACP.org/events/conference/2022-division-midyear)

MAY  
22  
—  
24

### IACP Technology Conference, Salt Lake City, UT

The 2023 IACP Technology Conference is the premier professional event dedicated to discussing technology in law enforcement. Attendees can expect professional development, networking, and quality presentations on a broad array of new and emerging technologies.

[theIACP.org/tech-conference](http://theIACP.org/tech-conference)

AUG  
9  
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11

### IACP Impaired Driving and Traffic Safety (IDTS) Conference, Anaheim, CA

The IACP IDTS is the largest training conference for drug recognition experts and traffic safety professionals. Join traffic safety professionals from around the world to share knowledge about improving road safety, alcohol- and drug-impaired driving enforcement, leveraging technology, and using traffic safety education to engage with communities.

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

OCT  
14  
—  
17

### IACP 2023 Annual Conference and Exposition, San Diego, CA

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

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

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

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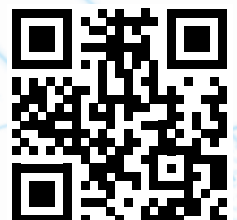
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