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ARTICLE NOTES CAN BE FOUND ONLINE.

CONTRIBUTORS

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

Chief Luther Reynolds

The late Luther Reynolds was appointed chief of police for the Charleston, South Carolina, Police Department in April 2018. Prior to his appointment, he served with the Montgomery County, Maryland, Police Department for 30+ years in various assignments. He passed away from cancer in 2023.

Known for his steadfast leadership, Chief Reynolds encouraged his officers to achieve their best, and he was committed to cultivating an environment in which diversity, creativity, and kindness could flourish. He will be remembered for his dedication and important contributions to the policing profession.

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Joseph J. Vince, Jr.

Joseph J. Vince Jr. is a professor at Mount St. Mary's University, Emmitsburg, Maryland. He served as a special agent for the Bureau of Alcohol, Tobacco, Firearms and Explosives and is a current member of the IACP's Firearms Committee.

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B.J. Wagner is the senior vice president of health and public safety at the Meadows Institute, where she manages multifaceted law enforcement and first responder projects. From 2019 to 2022, she also served as the executive director of the Caruth Police Institute. She is the law enforcement lead for the National Co-Responder Consortium.

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Jeff Spivey provides executive leadership and strategic management of the Caruth Police Institute. He began his career with the Irving, Texas, Police Department in 1986 and worked his way through the ranks before being appointed chief of police in 2017. He currently chairs the IACP Officer Safety and Wellness Section.

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Chief James Olson

Chief James Olson was appointed to lead the DeForest, Wisconsin, Police Department in March 2019 after 29 years of service with the Milwaukee Police Department. He has worked with the IACP as a master leadership instructor and consulted with agencies around the world to enhance their leadership abilities.

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Dr. Robert E. Worden

Robert E. Worden, PhD, is the director of the John F. Finn Institute for Public Safety, Inc., and associate professor of criminal justice at the University at Albany, SUNY. He is the recipient of the Academy of Criminal Justice Sciences' 2018 O.W. Wilson Award and a member of the IACP Research Advisory Committee.

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Steven A. Nigrelli is a 32-year veteran of the New York State Police. As acting superintendent, he commands 5,000+ sworn and civilian personnel. He has served with the Bureau of Criminal Investigation; as troop commander; as assistant deputy superintendent and deputy superintendent – field command at division headquarters; and as first deputy superintendent.

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Sarah J. McLean is the associate director at the John F. Finn Institute for Public Safety, Inc. Her research focuses on the administration of the criminal justice process and the effectiveness of criminal justice programs and strategies.

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Lieutenant Colonel R. Christopher West

Lieutenant Colonel R. Christopher West currently serves as assistant deputy superintendent – chief of staff for the New York State Police. He is a 32-year veteran of the New York State Police, where has served in various roles, and he has been a commissioned officer since April 2009.

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Hannah Cochran

Hannah Cochran is a senior research analyst at the John F. Finn Institute for Public Safety, Inc., in Albany, New York. Her research interests include criminal investigation and police-prosecutor relationships. She is a coauthor of The Power to Arrest: Lessons from Research and the author of multiple academic articles.

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Sergeant Anthony Gibson

Sergeant Anthony Gibson currently holds the position of public information officer for the Charleston, South Carolina, Police Department following his tenure as the recruitment, selection, and retention supervisor. He is an executive board member for the American Society of Evidence-Based Policing.

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Senior Police Officer Terry Cherry

Senior Police Officer Terry Cherry currently serves as the Charleston, South Carolina, Police Department's recruiter. A 2020 NIJ LEADS scholar and IACP 40 Under 40 awardee, she was selected to serve on the working group for the National Policing Institute's Council for Police Reforms and Race.

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Commissioner Mike Duheme

Mike Duheme serves as commissioner of the Royal Canadian Mounted Police (RCMP). He has more than 35 years of policing experience, including general duty investigations, emergency response, protective policing, and an overseas peacekeeping mission. Prior to his current role, he was the RCMP's deputy commissioner of federal policing.

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Major General Avshalom Peled

Major General Avshalom Peled is the deputy commissioner of the Israel National Police, where he leads the strategic planning, budgeting, human resources, equipment provision, and more for a police force of 35,000 officers. He was previously the head of the Israel Police Training Department and has held numerous senior command positions.

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Dr. Lorie A. Fridell

Lorie Fridell, PhD, is an emeritus professor in the Department of Criminology at the University of South Florida. Her research interests include police use of force, police deviance, bias in policing, and violence against police.

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Captain Bas Böing

Captain B.S. (Bas) Böing, MSc, is a police captain, program lead for the Dutch National Police, and a PhD candidate at the University of Twente.

POLICE CHIEF

■ CONTRIBUTORS (CON'T.)

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Mark McCall

Mark McCall is president of Partnership for Priority Verified Alarm Response (PPVAR) and director of global operations for Immix. He has worked for 20 years in the electronic security industry and has experience in monitoring solutions, corporate security, and systems design. He is the current chair of the AVS-01 Standard Committee.

Year in Review
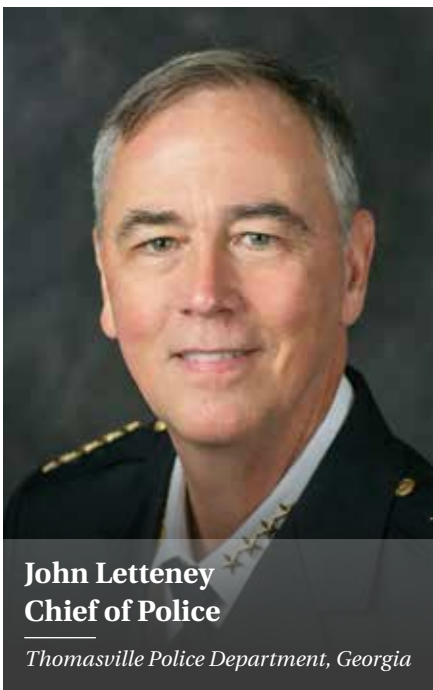
John Letteney
Chief of Police

Thomasville Police Department, Georgia

> " **In many communities, if not most, support for the police remains strong.** "

AS I REFLECT ON THE PAST YEAR SERVING OUR PROFESSION AS YOUR IACP PRESIDENT, I THINK BACK TO THE AWARDS BANQUET AT THE DALLAS, TEXAS, CONFERENCE IN OCTOBER 2022 WHEN I WAS SWORN IN. I HAVE OFTEN REFLECTED ON THAT CONFERENCE AND MY REMARKS UPON TAKING THE OATH REGARDING MY VISION FOR THE COMING YEAR.

As I was preparing to take on this leadership role, some said that our profession was "at a crossroads" or "in crisis." It is no surprise that several high-profile police incidents in the United States and beyond in recent years have been the impetus for calls for reform. Negativity around our profession has been at a high level, yet in many communities, if not most, support for the police remains strong. Gradually, extreme efforts under the umbrella of "police reform" resulted in degraded public safety while highlighting the lack of focus on other areas of criminal justice and other systems that also have impacts on crime and safety in our communities. Finally, policy makers were seeing what law enforcement professionals have been saying for years—the social problems resulting from a lack of investment in, or the failure of, other social systems continue to fall at the feet of the police to address. Yet, the police perspective was conspicuously missing in the conversation.

With the hard work supported by the IACP, particularly on the issues of police reform, qualified immunity, and related topics, the pendulum has begun to swing back. We still have work to do, and—due in some measure to the negativity around our profession—we continue to face significantly reduced numbers of qualified applicants seeking to enter the profession. As I traveled the world through my presidential term and hosted six Critical Issues Forums, I learned that challenges like recruitment and retention are not just U.S. problems, and the leadership displayed by police facing an uncertain future is

commendable and serves as a model for others to emulate.

This was particularly clear to me as the IACP moderated a roundtable meeting on Cultural Transformation in Policing, hosted by the Malta Police Force. Building on the first roundtable held in Dublin, Ireland, in 2022, and our IACP Executive Board Strategic Planning Meeting held in Edinburgh, Scotland, in early 2023, the Malta roundtable brought together police leaders from nine countries for a frank discussion and deep dive into how those leaders rose to the challenges they faced to redesign their agencies and transform their internal cultures to reflect leading practices in professional policing on a global scale. Their experiences, from identification of the needs to how they addressed them to develop a new focus on agency operations, were truly inspiring, and their efforts resulted in not only improved public safety but enhanced trust from the people they serve, which is the core of the IACP Trust Building Campaign.

I am pleased that so many police leaders have stepped up this year and taken the pledge to implement the key tasks in the campaign's six focus areas. The Trust Building Campaign has been promoted around the world at events such as the World Police Summit and the Victim Support Europe (VSE) Conference. While the Trust Building Campaign has been the umbrella under which we have focused our efforts this year, the other important work of the IACP has continued. I was particularly encouraged during our policy council

meeting when I challenged each of our committees and sections to look closely at the Trust Building Campaign and determine, from the perspective of their particular missions, how they could be a part of advancing trust building. Several reported significant ways in which they could support these efforts, and their work has helped embed trust building into the fabric of the IACP.

This year, we continued to strengthen our relationship with aligned associations and organizations, including INTERPOL, ASEANAPOL, GCCPOL, the Association of Caribbean Commissioners of Police, the Pacific Islands Association of Chiefs of Police, the Canadian Association of Chiefs of Police (CACP), the European Police Chiefs Convention, the FBI National Academy Associates, the International Association of Auto Theft Investigators, the National Organization of Black Law Enforcement Executives, the National Association of Women Law Enforcement Executives, and others, so we can collectively address issues and advance the profession.

As we met with police leaders around the world at events like the World Police Summit or the International Forum on Police Cooperation held in Taipei, Taiwan, as well as a series of other events and bilateral meetings, we learned more about the innovative way police agencies are addressing challenges and the dedicated officers and staff who are on the front lines of crime, disorder, and terrorism, serving with resolve and distinction. From the prototype "Smart Police Station" where the Dubai Police serve their community remotely, to the Recherche, Assistance, Intervention, Dissuasion and Compagnies Républicaines de Sécurité (CRS) units of the French National Police who are actively preparing to protect the 2024 Summer Olympics while addressing public disorder and terrorist threats, our profession rises to the many distinct and diverse challenges agencies face. The IACP is honored to be a part of working with them so that, together, our efforts to positively and globally impact policing and public safety are making a difference.

Of critical importance to every police leader is officer safety and wellness, and the Trust Building Campaign is designed to have a positive impact in these areas as well. Our annual Officer Safety and Wellness Conference had a record attendance of more than 1,000 people, and trust building was integral to many of the discussions. The passion of those who are working hard to enhance safety, focus on wellness for our sworn and professional staff, and help address the tragic facts related to officer suicide has resulted in many resources, toolkits, training, and policies to help agencies take care of their staff.

I have attended National Police Week in Washington, DC, several times, and encourage every peace officer to do so at least once in their career. This year, in addition to visiting the National Law Enforcement Officers' Memorial Wall and the panels where the names of several members of the agencies I have served are engraved, I had the privilege during the Candlelight Vigil to read several names of officers who served and sacrificed, giving their lives in service to their communities. There is no greater honor than to be a part of remembering these heroes in such a meaningful way. The IACP is focused on working diligently with you to prevent the next officer injury or death.

In addition to these events, I was pleased to be able to participate in the

conversation on police reform as part of the Australia/New Zealand Policing Advisory Agency conference, attend the graduation ceremony for the Dubai Police, and meet the graduates of our first po-

lice academy exchange program with the Abu Dhabi Police and police representatives from the United States and Canada. I was encouraged by the conversation during the CACP Police Executive Mentorship Program, where I joined a team of IACP board members and staff to engage the emerging leaders of tomorrow. Mentoring, as you heard in my speech during IACP 2022 and saw in the August 2023 issue of *Police Chief*, is important to the future of our profession and is a responsibility of each police leader. To that end, I again encourage you to explore the IACP Mentor Match Program and give back to the profession in this meaningful way.

Through the efforts of our board of directors, staff, and members, IACP membership grew to an all-time high this year, with more than 33,000 members in 170 countries. We have many opportunities for you to take on a leadership role by serving on a committee, section, division, working group, task force, etc., or even consider becoming a candidate for elected office. To further this conversation, we reconvened a task force this year to look at those opportunities and determine better methods to increase the diversity in our elected and appointed leadership so that the IACP better represents the full breadth and depth of our membership. To achieve those goals, we need you to become involved or be the mentor who helps an emerging leader engage. Across the globe, police are more similar than different and seem to be cut from the same cloth—one that covers a community in safety and security through the work of dedicated professionals who are called and driven to serve.

I would like to also thank the IACP staff; members of the Thomasville, Georgia, Police Department; the North Carolina Association of Chiefs of Police; and the Georgia Association of Chiefs of Police for their support. It has been an honor to serve as your IACP president during the 2022–2023 IACP year, but more so, it continues to be an honor to stand beside you, serving as a police officer in our noble profession. Thank you for your service; it matters to your agency, your community, and our profession. ♡

IACPlearn Education Opportunities

⊕IACPlearn

- **Confidentiality in Collaborative Settings: Building Relationships with Each Other & Survivors (Webinar)**
  This webinar delves into the intricate realm of confidentiality and its role in anti-human trafficking efforts. Viewers will gain invaluable insights into the laws, rules, and ethical constraints that govern partners and safeguard sensitive information from potential conflicts arising due to delayed or inadequate sharing. *Free for both members and nonmembers*

- **What Law Enforcement Need to Know About Developmental Disabilities: Tips from an Officer and His Son (Webinar)**
  During this webinar, participants hear from Officer Scott Bailey from Aspinwall, Pennsylvania, Police Department and his son, Trevor. Speaking from his experience as a law enforcement officer and a parent of two boys with autism, Officer Bailey presents on what officers in the field need to know about interacting with individuals with developmental disabilities. He is joined by his son, Trevor, who takes questions about his experiences interacting with officers as a person with autism. *Free for both members and nonmembers*

- **Police Resilience Podcast: Sleep, Fatigue, and Mental Wellbeing (Podcast)**
  During this discussion, speakers will address underlying issues inhibiting good sleep and offer practical, real-world strategies to improve an officer's quality of sleep and mental well-being. *Free for both members and nonmembers*

Visit **learn.theIACP.org** to register for these and other training and education offerings.

Police Chief Bonus Articles

Every week, a new bonus article is published at Police Chief Online to give our readers additional content throughout the month. These online-only articles present the relevant, applicable, and high-quality content you expect from *Police Chief*.

AUGUST 2023 ARTICLES

Reinvigorate Your FTO Program for Officer Success
By Chief (Ret.) J. Chris Debbie

Lessons in Leadership
By Chief Jason Armstrong

What Works in De-Escalation Training
By Brian Tich

Interview Considerations—Blood Sugar Dysregulation
By Dr. Jerrod Brown, Dr. Megan N. Carter, Dr. Bettye Sue Hennington & Janina Cich

Putting the Emphasis on "Human" in Trafficking Cases
By Melissa Novock

Read these and other articles at **www.policechiefmagazine.org**.

BY
Joseph J. Vince, Professor, Mount St. Mary's University, Maryland, and Tara Perine, Writer-Editor, Criminal Justice Information Services Division, FBI

Knowledge Saves Lives

The International Association of Chiefs of Police (IACP) has a long history of supporting innovation in law enforcement strategies and tactics to improve policing and enhance officer safety. The organization relies heavily on the expertise, experience, and skills of the members who serve on its various committees to tackle the pressing issues facing law enforcement.

Committees on various subjects pursue facts and evidence to support findings and recommendations to chiefs and other law enforcement leadership prior to endorsing practices, strategies, and other police-related action items. It is this commitment to those who serve in the profession that led the IACP's Firearms Committee to undertake an in-depth analysis of law enforcement line-of-duty deaths by firearms. To accomplish this goal, the Firearms Committee has partnered with the FBI's Criminal Justice Information Services (CJIS) Division—specifically the Law Enforcement Officers Killed and Assaulted (LEOKA) Data Collection—to increase the knowledge of such incidents and to improve the response by officers in the field to potentially decrease line-of-duty deaths and injuries.

The committee's initial review of the information collected by the LEOKA Data Collection found that much of the information needed to conduct a comprehensive analysis had missing elements, which impedes the formulation of tactics to improve the prevention of officer deaths and injuries and help save lives. Due to the technological advancements in both firearms and ammunition available to criminals in the 21st century, as well as the inventive methods that criminals employ, it is critical that law enforcement assess the crimes of today to determine best practices for prevention and confrontation tactics. Policing is constantly evolving, and strategies and tactics must keep pace with the manner and means that criminals use to conduct their nefarious activities. Accurate and timely data collection combined with continual analysis

is essential if law enforcement is going to identify and thwart emerging threats. Law enforcement must adjust its training tactics to adapt to new dangers and advance investigation techniques into how criminals obtain their firearms to improve prevention tactics.

This concept is certainly not new or innovative, but firearm usage by criminals is intensifying, requiring law enforcement to be more intelligence led than ever before in addressing this threat. Studying and learning from the situations of those colleagues lost to firearms violence may help prevent more losses and assaults in the future. The questions then become—What can be done now? and How can we do it?

THE LEOKA DATA COLLECTION

One of the answers to the aforementioned questions is to participate fully with an established data collection that can help assess the situation. Since 1937, the FBI's LEOKA Data Collection has collected details about incidents in which an officer was feloniously killed in the line of duty. Today, the LEOKA Data Collection also receives information from law enforcement agencies about officers who were assaulted while performing their official duties and officers who were accidentally killed.

Agencies report LEOKA incidents through the Law Enforcement Enterprise Portal (LEEP). The form used to collect incident information—called the LEOKA 1-701 form—guides the agency in answering questions about a felonious killing. LEOKA assault data are collected solely through the National Incident-Based Reporting System, also known as NIBRS. Currently, the LEOKA 1-701 form contains a bank of more than 230 questions from which agencies will answer select subsets, depending on the type of incident. For example, a traffic situation has certain questions that an ambush situation doesn't have and vice versa. These data elements contain information about the officer, the known information about the offender, the weapon(s) used, and many other incident details. While this data submission process may seem lengthy, submitting such granular details gives a complete picture of the incident, which, when studied, can be used to develop enhanced policing strategies. The FBI is in the process of updating the form used to report LEOKA data.

As the FBI has updated its Uniform Crime Reporting Program—the umbrella under which the FBI collects important data about law enforcement and crime in the United States—systems and ways of submitting LEOKA data, some agencies are still working to update their own procedures and systems to report their LEOKA

For reporting LEOKA line-of-duty felonious and accidental deaths, LEOKA staff disseminates instructions to the appropriate field office in the victim officer's area of responsibility. Upon receipt, the field office communicates with the victim officer's agency and provides instructions on how to submit the incident details. The agency then uses those instructions to access their individual record within the LEOKA system via the Law Enforcement Enterprise Portal, also known as LEEP.

For assaults on law enforcement officers, agencies report incident details via the National Incident-Based Reporting System, also known as NIBRS.

information. The FBI has been working diligently with its partners to ensure that agencies continue to share critical statistics about felonious and accidental deaths and assaults of officers. Collectively, these statistics provide vital information that can improve awareness of risks to officers in the United States. LEEP offers convenient virtual access to the many tools and services the LEOKA program offers. If agencies have difficulty with accessing or using LEEP, they can contact the FBI's LEEP personnel by calling (888) 334-4536 or emailing helpdesk@leo.gov.

WHAT DOES THE FBI DO WITH LEOKA DATA?

The FBI publishes LEOKA data in a monthly LEOKA infographic as well as in annual reports, all located on the FBI's Crime Data Explorer website. For LEOKA data to be used to their fullest potential—to be studied; to inform; to shape training and policing strategies; and, ultimately, to save officers' lives—it is important that U.S. agencies submit to the LEOKA Data Collection as many details about the incidents as possible. When questions are left blank on the LEOKA 1-701 form, the LEOKA infographic will show many zeros, as will LEOKA tables in the annual reports.

In January 2023, the FBI posted an infographic on the Crime Data Explorer website showing LEOKA data for 2022 (see Figure 1). However, because some agencies did not submit complete details when reporting incidents, numerous zeros for multiple data elements appeared in the infographic. For example, an agency may have reported the main details about one of their officers who was feloniously killed while on duty, such as the date and time of the death, the weapon used to kill the officer, and the offender's age and gender. However, they may have left blank the fields identifying the exact type of firearm the offender used, the officer's fatal wound location, the time of the incident, and if the officer was wearing body armor.

FIGURE 1: LEOKA INFOGRAPHIC
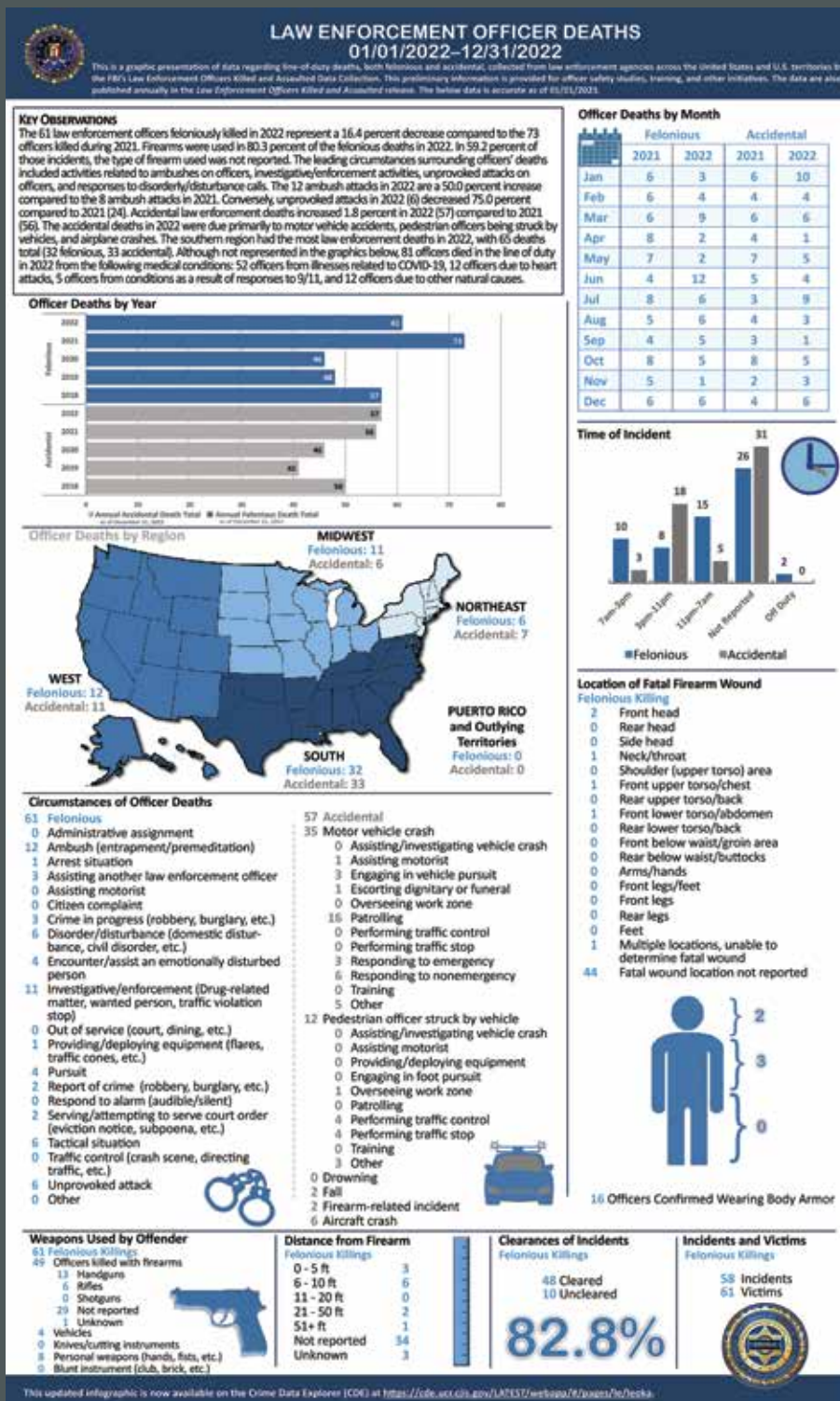
The following are examples of incomplete data in the 2022 LEOKA infographic that could be more complete with better reporting:

- **Type of firearm.** Of the 61 felonious killings of officers that were reported to LEOKA for 2022, 49 of those felonious killings were committed with firearms. However, the type of firearm was not reported for 29 (59 percent) of those deaths.

- **Distance from offender's firearm to victim officer.** LEOKA gathers data on the distance from the offenders' firearms to the victim officers during attacks. These data can help officers learn more about how to position themselves to reduce danger or how officers can be savvy about the potential dangers of lines of sight or movement in environments. For this category, the distance was not reported for 34 (69 percent) of the 49 felonious deaths of officers by firearms.

- **Locations of fatal wounds.** LEOKA data include the bodily locations of fatal firearm wounds. Unfortunately, nearly 90 percent (44 of the 49) of these reported deaths did not include the location of the fatal wound.

Also, to be noted, since the LEOKA 1-701 form contains more than 230 questions that could potentially be answered, the infographic shows only a portion of the data collected about these circumstances. The LEOKA 1-701 form collects other rich data, such as information about the officers' use of their weapons (or lack of use of weapons and the reason for not using them), whether video footage exists of the incident (from closed circuit television or officer body cameras), whether officers were aware that the subject possessed a firearm, if the offender was known to be under the influence of intoxicants (and which ones), the type of weapon(s) used by the offender and whether it was concealed (and if so, how), and much more.

Of course, an agency may find it challenging at times to report complete information about a LEOKA incident.

Not only is the agency potentially investigating an incident where many details are not yet available, but it may also be an emotionally painful time for the staff when one or more of their officers have been seriously assaulted or killed. Since there is no time requirement on how quickly an agency must report an officer's death or assault to the LEOKA Data Collection, LEOKA staff encourage data submissions well after the tragic event has occurred. Another option is an agency can first submit readily known information about the incident—for instance, the officer's information and the date, time, and location of the event. Then, as more details become known, the agency can log back into LEEP and add additional details about the incident to the LEOKA 1-701 form.

THE FBI'S OFFICER SAFETY AWARENESS TRAINING

In addition to publishing the LEOKA data, the FBI also uses the data for research and to develop training. Since the 1990s, the FBI's Officer Safety Awareness Training (OSAT) program has published four special reports on topics related to circumstances of attacks on officers. The most recent report was about ambushes and unprovoked attacks. By analyzing LEOKA data, the OSAT program created a training curriculum for law enforcement that is as modern and of the moment as the crime data suggest is needed. The OSAT program aims to prepare officers for the risks associated with policing and to help prevent officer fatalities. This free training is available to law enforcement agencies across the United States and to international partners. OSAT personnel integrate LEOKA data into nearly all their lesson plans and educate officers on topics such as

- Foot pursuits
- Accident risks
- Facing drawn guns
- Understanding the risks of street combat veterans
- Year-to-year trends in ambush attacks against officers
- Conducting traffic stops
- The will to survive and win

OSAT's goal is to provide relevant, high-quality, and potentially lifesaving information to law enforcement agencies, with the hope of preventing future incidents. One OSAT instructor emphasized,

We [OSAT] are only as good as the data that we get back. We can't know the true extent of the problem without that good [agency] participation. My message to law enforcement is that this data is used to keep them safe. We don't just sit on it. Enhanced training methods and improvements in equipment have come as a result of the LEOKA data.

OSAT staff is preparing to begin another study using LEOKA data. This new study will focus on assaults on officers and will entail OSAT staff interviewing the officers *and* the offenders involved in the attacks. The purpose of this qualitative study is to identify factors that increase the likelihood of assaults so those factors can be mitigated or avoided.

Police professionals can access the LEOKA portal and OSAT's four special studies—*Killed in the Line of Duty* (1992), *In the Line of Fire* (1997), *Violent Encounters* (2006), and *Ambushes and Unprovoked Attacks (2019)*—on LEEP at www.cjis.gov/CJISEAI/EAIController. LEEP is free to certified officers who receive approval through the online application process. Agencies that wish to inquire about OSAT services can call (304) 625-2939 or email osat@fbi.gov

COLLECTIVELY SAVING LIVES

If any useful information can be gleaned from such tragic events as officer killings and assaults, it is an honorable deed to share it with the law enforcement community. When studied and applied, LEOKA data can be used to enhance and update officer safety strategies, especially when the contributed data are complete and rich. LEOKA staff stand at the ready to assist agencies with reporting information about these incidents—call (304) 625-3521 or email leoka.statistics@fbi.gov for assistance. The IACP urges agencies to contribute as many details as possible about these incidents to the LEOKA Data Collection so the law enforcement community can learn from them and adapt to meet the challenges of modern policing. ♡

The IACP is a strong proponent of the FBI's LEOKA Data Collection Program and encourages all U.S. law enforcement agencies to record and report incidents involving accidental and felonious deaths and assaults of law enforcement personnel. Only with complete data gained through the participation of agencies across the United States can a true picture of the threats to law enforcement and potential solutions for safety improvements be developed.

Note: See IACP 2016 resolution, "Building Public Trust through the Effective Reporting of Police Use of Deadly Force and Law Enforcement Officers Assaulted or Killed in the Line of Duty," accessible at theIACP.org/resources/resolution/building-public-trust-through-the-effective-reporting-of-police-use-of-deadly.

Q: How do you see police agencies balancing accountability to the public with maintaining agency morale to prevent high turnover of officers?

A: The murder of George Floyd was a stark reminder that the law enforcement profession is directly accountable to the people we serve. We must never lose sight of this.

At the same time, we must push back against the excessive force narrative that some promote about all law enforcement. It is simply untrue.

There are about 800,000 law enforcement personnel in 18,000 agencies across the United States, handling hundreds of millions of interventions each year. Incidents of excessive force are rare and do not reflect the overwhelming dedication of officers doing the right thing every day.

We must be accountable when things go wrong, make them right, and do so in a way that inspires public trust. This is how to own the narrative, reinforce our commitment to professionalism, and recruit qualified candidates.

Mike Chapman, Sheriff
Loudoun County Sheriff's Office, Virginia

A: The current scrutiny and negative publicity surrounding both justified and unjustified responses by law enforcement, while spurring some needed reforms, have also caused high turnover and low morale in many agencies.

In any profession, there will always be outliers who put their interests above those of society. Vilifying an entire profession because of those outliers is not the answer. Through the increasing use of body-worn camera footage and publicizing positive community-police interactions, we can maintain public accountability while still demonstrating that the bad actions of a few are not reflective of the profession in general. We need to do better as a whole to promote all the good work that is being done by law enforcement. In doing so, we can reacquire the public's trust and confidence while generating pride in those who serve.

Kristyna S. Mills, District Attorney
Jefferson County, New York

A: Many police agencies have seen staffing decrease at a higher-than-average rate over the last several years. This has been caused by the COVID-19 pandemic; greater retirement eligibility; and increased scrutiny and criticism of officers for high-profile incidents. That sentiment makes it less desirable to become a police officer and drives others to leave an honorable profession.

Agencies can overcome this by focusing on community policing. Proactive engagement with the community builds trust with the citizens, and they will better understand and appreciate the actions that officers take. There also needs to be an equal representation of the positive work done by police in the media, when compared to the misconduct of the small percentage of officers who make the whole profession look bad. This will, in turn, boost recruitment, retention, and officer morale.

Bradley S. Kennerly, IACP Fellow
U.S. Capitol Police

A: Balancing the rule of law in today's society has created enormous challenges for law enforcement officers. This perspective is based upon the highly publicized acts of a very limited number of officers and has been unfairly linked to anyone taking a sworn oath to be a police officer. Fortunately, officers constantly mentor within the ranks, and demands to "defund the police" will hopefully be short-lived. Law enforcement professionals must reestablish trust through the efforts of the public information officer, as well as visual levels of community outreach. Most civilians understand the essential rule of law function that police officers play in communities and support them. In time, law enforcement professionals who choose to remain in this honorable profession will benefit from the return to societal norms.

Christopher McKinney, Brigadier General
United States Army National Guard

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REAL INSIGHTS

IACP 2023

OCTOBER 14-17 | SAN DIEGO, CA
San Diego Convention Center

Michigan Crash Reporting is Almost 100 Percent Automated

Read how the Lansing Police Department successfully lowered crashes leveraging the data collected

By Steve Person, Law Enforcement Manager, LexisNexis® Coplogic™ Solutions
Special thanks to Katherine Diehl, Captain, Lansing, MI PD and Randall Hon, Sergeant, Lansing MI PD for their important contributions

Michigan is at the forefront of automated crash reporting. Presently, 99 percent of the state's law enforcement agencies record crash-related information electronically. That means command staff have a plethora of data at their fingertips from which to make strategic decisions and appropriately deploy patrols. When put to use, that data can show where to act, and how, in order to help prevent crashes that can result in serious injuries and fatalities.

Fatal crashes remain stubbornly high in the United States. According to estimates of the National Highway Traffic Safety Administration (NHTSA), fatal crashes remained flat in 2022 after two years of dramatic increases[1]. Way too many lives lost. The key to tackling this problem using the technology available today, is accurate, complete and timely data. Visualizations of robust data analytics, such as crash mapping, dashboards and reports are powerful tools not only for solving immediate problems, but for developing strategies that can help prevent crashes from happening. In short, they are the catalyst for advancing from the current mindset that crashes are inevitable to a long-term global vision that crashes can be prevented.

Leveraging the substantial collection of electronic crash data, almost all of Michigan's agencies are using systems and products that transform that data into meaningful visualizations to help them make data-driven traffic safety decisions. Crash-related information is fed into these systems and automatically analyzed. This happens in near-real time just a few minutes after the data is collected at the crash scene. As a Chief of Police, you have the power to implement measures that can significantly improve traffic safety in your community. *Michigan Police Chiefs Magazine* invited me to help build awareness of how you can do that leveraging the power of your crash data. Let's go!

A roundabout on the road to Vision Zero

Communities across the country are signing on to the Vision Zero initiative, which aims to achieve zero crash fatalities by the year 2050. Many cities look to reach that mark by 2030.

To achieve this goal, law enforcement officials in charge of significant amounts of data, as is the case in Michigan, can take a position of leadership to bring together a team of collaborative and accountable stakeholders, including transportation professionals, city council and community members. While steering this collective task force, you can identify the most effective strategies to improve traffic safety in your community. Let me show you a recent example from one Michigan law enforcement agency.

Case Study: Saving lives in Lansing

The Lansing Police Department (LPD) has taken a proactive approach to addressing traffic safety concerns in their city. Utilizing their comprehensive crash data, they conducted an in-depth analysis to identify intersections with a high frequency of accidents. By studying factors such as collision types, contributing factors and traffic flow patterns, they pinpointed the areas most in need of intervention. These findings enabled them to secure state grant funding to tackle these problem areas.

Image 1
Crash heat map

With the grant funding secured, LPD implemented a multifaceted approach to address the identified high-accident intersections. They intensified enforcement efforts, focusing on speed enforcement, red light violations and other traffic infractions. Through increased patrols and the strategic placement of traffic officers, LPD effectively deterred reckless driving behaviors. In addition to enforcement, the LPD collaborated with local transportation authorities to implement physical improvements such as enhanced signage, improved visibility and optimized traffic signal timings to enhance overall intersection safety.

Proactive measures yield positive results

Through targeted enforcement measures and increased public awareness, LPD has reduced crash incidents in the targeted hotspots by 50 percent since 2013.

The decline in accidents not only protected the lives of motorists and pedestrians, but also helped alleviate traffic congestion and associated economic costs. The LPD's successful use of crash data, coupled with their efforts to secure grant funding, demonstrates their commitment to improving traffic safety and the power of crash data.

Lansing Police Department's multifaceted approach:

1. Lower speed limits on all roads approaching the cross-roads.
2. Increase patrol during school's start and dismissal.
3. Strictly enforce traffic laws, such as speed limits, stop lights and crosswalks.
4. Install additional traffic infrastructure that can effectively reduce the risk of crashes, such as speed humps, roundabouts and chicanes.
5. Educate the community on safe driving behaviors: avoid distractions, wear seatbelts, never drive after drinking or taking drugs!

Moving from a reactive to proactive to preventive strategy

We can better understand the positive impact of automation, normalization and usage of robust data and analytics visualizations by looking at this five-level framework, the data sophistication model.

Traffic safety data sophistication model
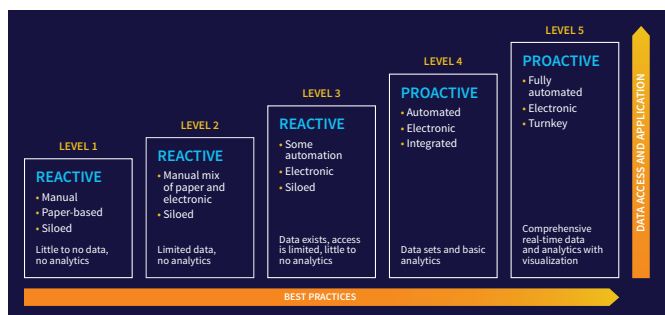
Customized dashboards

In attaining data sophistication Level 5, agencies are accessing advanced data visualization tools which display the data in useful dashboard formats. Officers can customize dashboards to see hotspots (image 1), accident and traffic trends by cause, age, weather condition and other factors that offer a better understanding of the root causes of various incidents (image 2). The dashboards are dynamic as well, allowing for clear views of the reports behind specific data points (image 3).

*Image 2
Causation
dashboard*

*Image 3
Summary
dashboard*

Advancing data sophistication can help agencies improve their police work on many levels. Internally, it provides a broader view and understanding of their assignments for the officers on the street. Data and insights can be shared with community stakeholders (adhering to data privacy rules), building collaboration and accountability while informing them of how the agency is helping to keep streets and neighborhoods safer. Through easy-to-understand maps and dashboard reports, agencies can show where, when and why crashes are happening leading to appropriate enforcements. This transparent, data-driven approach facilitates easier collaboration between law enforcement agencies and the communities they serve.

It is impossible to overstate the benefits of reducing the number of crashes. Fewer crashes save lives. Fewer crashes can help lower the costs across the board, the cost of insurance, vehicle repairs and time lost from work, not to mention the expense of additional agency resources.

To discover how you can gain access to crash hotspots and trends visualizations **please visit us at IACP Booth #2711** or call **877.719.8806** or email **solutionsinquiry@lexisnexisrisk.com**

To learn more about the Coplogic Solutions data sophistication model, visit **risk.lexisnexis.com/TakeMeThere**

Locker Room Culture When You Don't Have a Locker Room

RECRUITING AND HIRING PRACTICES SIGNAL PROGRESS IN THE FIELD OF POLICING WHEN IT COMES TO RECOGNIZING THE IMPORTANCE OF DIVERSE AND INCLUSIVE PERSONNEL AND PRACTICES. BUT WHAT HAPPENS WHEN THOSE DIVERSE CANDIDATES GET TO THE FIELD? THAT IS, ONCE DIVERSITY EXISTS, HOW DO POLICE AGENCIES ENSURE EQUITY AND INCLUSION? AND HOW SHOULD AN AGENCY SHIELD ITSELF FROM CIVIL LIABILITY FOR SEX— AND OTHER FORMS OF—DISCRIMINATION?

In the United States, a sexual harassment claim might be brought under Title VII of the Civil Rights Act of 1964, the equal protection clause of the Fourteenth Amendment, or state law. A claim under Title VII typically requires the harassment to be repetitive and "sufficiently severe or pervasive 'to alter the conditions of the victim's employment'" so that it "'creates an abusive working environment.'"[1] In an equal protection case, on the other hand, a single discriminatory act against one individual can amount to intentional discrimination.[2]

Be certain, neither society nor policing is beyond the days of misogynistic and pervasive sexual harassment. But too often, there is the idea that sexual harassment/discrimination is the actions of a few employees, against whom the employer will take swift and sure action to remedy the problem. When discrimination is viewed through that lens, it ignores the implicit institutional discrimination that occurs when leaders and peers fail to mentor the classes they seek (and are required) to protect.

THE "WOMEN'S LOCKER ROOM"

Among the many reasons I traded my comfortable corner office as assistant prosecuting attorney for a patrol car and uncomfortable duty belt was the need I saw for female law enforcement officers. My decision was praised by everyone I encountered along my path to trooper. The recruiting materials and messaging seemed to demonstrate the recognized need for women in policing and the benefits that women could bring to the field.

But then I graduated from our academy and hit the field, where I was (proudly, I might add) the only female enforcement member at my post.[3] And almost immediately, my eagerness to show my peers that I was their equal was smothered by their discomfort with the one thing that made me different: my sex. I had underestimated how differently my actions would be judged compared to the actions of my male peers. I had underestimated the microscope I would be under and the number of eyes that would be on me because I was so different from them in this one regard. I had underestimated the "locker room culture." And, in a metaphor turned reality, I literally had no locker room.

Despite my long-scheduled arrival, the all-male supervisors had not taken the time to consider and decide where the only woman at the post could dress for her shift. After a brief stint with a locker in a shared (otherwise all-male) locker room—where I was happy to close the door, change, and open it back up—I was kicked out of said locker room and provided no alternative. Nothing says "Welcome to the field" like "There's no place for you here."

Thanks to one of my greatest allies in the department, I made do with a supply closet. (And to this day, that room is still the "Women's Locker Room"… and supply closet). It was this ally and the allies like him—the true leaders and mentors—who saved this department from me and for me. It's the men who were comfortable with the fact that I was a woman and even embraced our differences. It is these allies we need more of. And we must promote and develop these allies for the future of our agencies.

Years later, I was thrilled to have another female poised to join my worksite. I spoke to the worksite commander pleading with him to make her experience better than mine had been. I stressed the importance of having the facilities ready before her arrival, particularly at the other building where she would be working. In an unfortunate timing of events, I was called to a different assignment before she arrived and could not see my wishes through, but I thought my commander had taken my words to heart. Shortly after her arrival, I stopped in to visit and make sure she was set. And my heart broke to learn, after all that, she had still not been met with a suitable locker room. I have since learned, too, of the lack of facilities for other women who came before me. I learned of a worksite that, years before I joined, was requiring the female troopers to change at home and arrive to work in uniform while their male peers used the locker room. Despite this overwhelming and blatant discrimination, none of the supervisors dared to lead the change, dared to be an ally, or dared to consider how it affected their subordinates. When the right person finally came along and made a change at that worksite, no one, apparently, had the wherewithal to ask if any other worksites had the same problem.

FROM DIVERSITY TO INCLUSION

You don't know what you don't know. Access to locker rooms was a foregone conclusion when male officers (and eventual supervisors) arrived at their first post assignments. Of all the challenges a new trooper faces after recruit school graduation, for the supervisors I encountered, a locker room didn't make the list. And so, they gave no thought,

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apparently, to the locker room challenge a woman would face. Not only had they, themselves, not faced such a challenge but neither had anyone they mentored. Their mentees, to a large degree, faced the same challenges they had faced. Because there were no female mentors or mentees at the post, there was nobody to express how something so meaningless to these men could be so impactful for someone else. When mentor relationships are built on a locker room culture, mentors and mentees tend to have similar life experiences, similar family backgrounds, similar hobbies, and so forth. However, leaders must mentor the members who don't look like them, don't think like them, and don't have the same experiences as them if the profession has any hope of meaningful diversity, equity, and inclusion—or insulation from civil liability. This includes measures of diversity far beyond the obvious measures of race and gender; this should include differences in religion, education, prior work and life experience, and socioeconomic backgrounds.

As a profession, police officers are a reactive bunch. They react to a 911 call; a traffic violation; or, well, a lawsuit.

And they notoriously loathe change. Someone looking to ruin a law enforcement officer's day can accomplish it simply by sharing a new form that must be completed or a new procedure for submitting a report. But when it comes to sex discrimination, proactive change—prevention—is the only advisable option. The best way to insulate an agency from civil liability is to seek input from the persons who might otherwise be future litigants.

After all, while "Title VII seeks 'to make persons whole for injuries suffered on account of unlawful employment discrimination,' its 'primary objective,' like that of any statute meant to influence primary conduct, is not to provide redress but to avoid harm."[4] So, agencies should seek input both formally and informally. Ask explicitly for input from female members before issuing them female-friendly equipment. Ask explicitly for input from transgender members before deciding what a trans-friendly locker room should look like. Ask new and expectant parents what care and accommodation they might want or need leading up to and following childbirth when updating policies. Leaders and

officers need to proactively form genuine relationships with the members who are different than them. Ask about their experiences and challenges—past and present—in the field. Promote the allies who stand up for the underrepresented and advocate for progress, rather than the "good old boys" who still think women can't do this job or refer to an agency like the state police as the "state boys." Promote the ones who strive to leave every place they go better than they found it (rather than expecting those who follow to overcome the same challenges simply because they survived them first). Those are the members who will foster an environment inclusive for all members.

CONCLUSION

Many reading this may be thinking I'm crazy or my circumstances were crazy. This minor example of my lack of a locker room pales in comparison to other forms of sex discrimination present in the field of policing—but it's illustrative. Many

agencies have taken proactive policy and infrastructure steps to ensure a non-discriminatory, diverse, and equitable workplace. But, again, I say: You don't know what you don't know. Leadership in any agency of any size should be affirmatively seeking to mentor members with different experiences than their own. Diversity is one thing. But equity and inclusion are others, and they must follow—to achieve the mission behind these efforts, insulate departments against civil rights violations, and build departments that truly reflect the communities they serve. Disparate treatment on the basis of race, national origin, sex, sexual orientation, and gender identity has no business in a police agency in 2023. The way to create a work environment that treats diverse individuals equally is to include diverse perspectives in the decision-making and policy conversations. Mentor the members who don't look like you, think like you, or talk like you. Be an ally to someone

with different experiences beyond being a friend or mentor to someone with the same experiences as you. Mentoring brings you beyond the bare minimum. If you mentor those with different lived experiences, maybe your agency can lead by example with the right approach rather than quite literally setting the precedent with the wrong approach. ♡

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NOTES:

[1] Meritor Sav. Bank, FSB v. Vinson, 477 U.S. 57, 67 (1986) (quoting Henson v. City of Dundee, 682 F.2d 897, 904 (11th Cir. 1982)).

[2] Bohen v. City of E. Chicago, Ind., 799 F.2d 1180, 1187 (7th Cir. 1986) (citing Batson v. Kentucky, 476 U.S. 79 (1986) and Arlington Heights v. Metropolitan Housing Corp., 429 U.S. 252, 266 n. 14 (1977)).

[3] The author's "History of the Department" writing assignment in recruit school was rejected because it focused on the history of women in the department.

[4] Faragher v. City of Boca Raton, 524 U.S. 775, 805–06 (1998) (citing Albemarle Paper Co. v. Moody, 422 U.S. 405, 417—18 (1975)).

Moving Mental Health Out of the Shadows

Texas Pioneers a Statewide Approach to Support Officers and Save Lives

IN 2022, A REPORTED 160 MEMBERS OF LAW ENFORCEMENT FROM ACROSS THE UNITED STATES WERE LOST TO SUICIDE.

In Texas alone, that number was 16, the most from any U.S. state. While all of the circumstances that led up to these officers dying by suicide are not known, it is clear that there is much work to be done to achieve the only acceptable number of suicide deaths—zero.

These numbers cannot be ignored, nor can the profession be indifferent to officers' suffering. Law enforcement must openly acknowledge the burden that officers are forced to carry from their exposure to stress and trauma. It is owed to those lost to challenge the status quo of officer wellness in law enforcement agencies. Doing so allows agencies to make the necessary changes to a culture and belief system that has historically stigmatized those who sought services by moving mental health from the shadows and normalizing asking for help.

THE TEXAS LAW ENFORCEMENT PEER NETWORK

A fresh approach in Texas has taken the lead to offer easily accessible support to all police officers and provide them with the assistance they deserve.

The Texas Law Enforcement Peer Network (TLEPN) is breaking up the decades-long culture of silence over mental health and wellness. Through a unique, statewide, state-funded peer support program, all Texas law enforcement officers have access 24 hours a day, every day of the year, to specially trained peers who can assist them in managing stressors, trauma, fatigue, and other needs to address burnout, self-harm, and suicide.

The TLEPN is the first of its kind in the United States, and it has set the example for other states to follow to end the epidemic of law enforcement suicide.

The TLEPN aims to end the attitudes within law enforcement that sharing one's thoughts among colleagues or seeking assistance is a sign of weakness. Although the profession has considerably improved in this area, regretfully some within law enforcement have been stubbornly resistant to change. This attitude, along with the lack of anonymity in many officer wellness programs, creates substantial barriers for officers seeking help prior to problems becoming crises. The fear of the perception of not being a "cops' cop" is a daily barrier to using services that not only can save officers' lives but can create healthier work environments and better workforces for the communities they serve.

Since the launch of the TLEPN in April 2022, the network has grown to include more than 700 peer supporters, with numbers increasing monthly, who have received the state's specific peer training and stand ready to connect with the thousands of sworn officers across Texas.

What makes the program so successful is the span and scope of the peers and the officers they serve. Regardless of location, whether they serve 1,000 or 1 million people, tenure of service, or departmental resources, all officers are treated with dignity and respect in the TLEPN and receive equal access to care.

Another cornerstone of the program is the guarantee of anonymity. Confidentiality is a guarantee with any peer service offered, and the TLEPN takes that a step further and has developed processes that also protect the officer's identity until they are ready to share their name, location, and contact information. This is more than a practice—it is codified in Texas law that any information shared with the peers in the network is provided in an anonymous and confidential environment.

A NEW APPROACH

Tackling suicide and mental health in law enforcement cannot be achieved without addressing key triggers of stress and trauma, like mass casualty events.

The Texas Blue Chip Program, an extension of TLEPN, will drive right to the heart of the issue, providing access to no-cost

BY

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clinical and mental health services to police officers any time those services are needed.

Like the peer support network, this new initiative will provide support to any police officer across the state of Texas at what is often the most challenging time in their career, whether it involves responding to a traumatic incident such as an extreme weather event, mass shooting, or a fatal traffic incident or living with the daily stressors and chronic trauma exposure and fatigue associated with a career in policing.

Funded through philanthropic organizations, the Texas Blue Chip Program is modeled on a similar program that was created at the Arlington, Texas, Police Department, in which exclusively designed poker chips are made available at locations in the region, typically at local police, fire, and emergency departments. Police officers are able to obtain these chips confidentially and use them for culturally competent, anonymous, and no-cost mental health and clinical services that have been identified by the TLEPN in the region.

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The Texas Blue Chip Program has been designed in response to emerging research that indicates that the largest issue affecting officer health and well-being is exposure to critical incidents and stressful situations. Without support, mental health challenges following these incidents can go unmanaged, putting police officers at higher risk of post-traumatic stress, substance abuse, and suicide. Providing immediate support and resources to the police officers who continuously risk their lives for the benefit of their communities during the most tumultuous of times is an important step toward ending law enforcement suicide.

THE NEED CONTINUES TO GROW

Beginning with the tragedy in Uvalde, when the TLEPN was just a month old, the network immediately saw the need to develop a response plan to any mass trauma event in the state and provide comprehensive and continuous peer-based services with clinical referrals and, upon request, assistance with volunteer coordination.

On June 15, 2023, Perryton, Texas, a city with fewer than 10,000 residents, experienced a crippling EF3 tornado, destroying critical city infrastructure and homes and devastating the lives of community members—including first responders. Immediately, the network initiated an action plan, with 5 TLEPN peers responding to the scene, providing support to officers working and impacted by the disaster, alerting 100 peers with geographical proximity to Perryton to prepare to respond, and connecting with the city's emergency manager to offer additional support, including partners with the Meadows Mental Health Policy Institute Trauma and Grief Center for community members' services and support.

In Allen, Texas, on May 6, 2023, a horrific mass shooting killed eight people, including a three-year-old boy. This event had a devastating impact on the community and was a traumatic experience for the police officers involved. In response, the TLEPN provided a trauma-informed response plan with the support of its trained peers and clinical providers. Importantly, understanding that a trauma response can often have a delayed onset, the program and peers follow up at 30-, 60-, 90-, and 120-day intervals for continuity of services. The TLEPN strives to provide a safe and compassionate environment for law enforcement officers to manage stress, trauma, and fatigue.

As shown by the TLEPN, there is room to create ideas to overcome the challenges that drive people away from the lifesaving care they need. The field can create. The field can deliver. The field can do better, and in Texas, they are. The profession should not stop promoting mental health care until law enforcement suicide ends, and Texas, through the TLEPN and the Texas Blue Chip Program, is pioneering an approach to officer wellness to create the healthiest law enforcement workforce possible. ♡
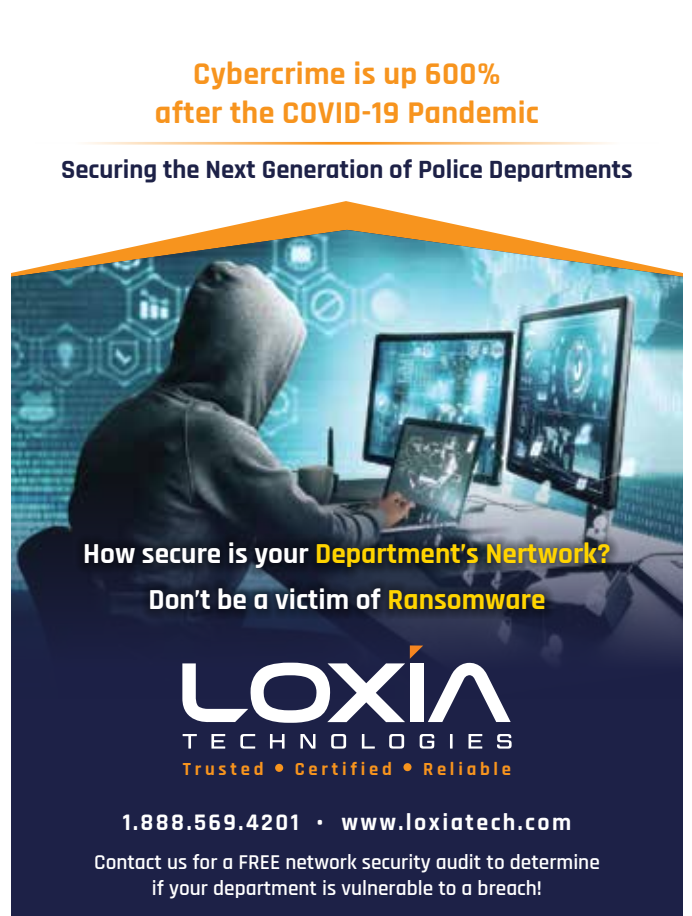
Overall Community Safety through Crash Prevention

BY
James Olson, Chief, DeForest Police Department, Wisconsin

AS THE GLOBAL PANDEMIC BECOMES A NOT-SO-DISTANT MEMORY, MANY ARE TRYING TO FIND THEIR NEW NORMAL. LAW ENFORCEMENT IS NOT IMMUNE FROM THIS DILEMMA.

For the DeForest, Wisconsin, Police Department, this meant recommitting to enhancing stakeholder relationships and enhancing the agency's Data-Driven Approach to Crime and Traffic Safety (DDACTS) deployments to target hot spots that are becoming more prevalent in the community. The plan was relatively simple—analyze crash and crime data to find peak times that guide deployments while creating and maintaining effective partnerships that will increase overall community awareness and safety.

A PATTERN EMERGES

As 2023 started, a new pattern emerged in crash and call data sets. Calls for service, traffic crashes, and traffic arrests were rising from previous levels while crime hot spots remained relatively consistent. Analyzing DDACTS data showed hot spots related to crash incidents that required attention. It is unlikely for a chief to tell their staff to chase every "dot on the map." A pattern is more telling and often helps to identify the root cause of the problem. Reviewing calls and incidents determined that dedicated

deployments were needed to address the crash and crime trends. Establishing times to address the issues was the largest challenge since there was not a peak problem time. Heat maps that identified locations were created to guide deployments.

At the 90-day check-in on deployment progress, retail thefts had flattened and traffic crashes were occurring less frequently. The severity of crashes had reduced mainly to property damage crashes or complaint of injury incidents.

A key component of using this strategy is accountability. Beat integrity and adherence to the deployment zones to maximize the impact are essential. Creating an overlay showing traffic stop locations relative to crime and crash locations allowed supervisors to hold their officers accountable for being in the target area.

OPERATION SAFE SUMMER

While reviewing the first 90 days of activity, a new area of interest arose. As education and enforcement continued, there was a surge of impaired driving arrests. Unlike traditional impaired driving issues, the problem was prevalent at all hours of the day and in multiple locations. In several cases, stops and arrests were made in proximity to a school zone. Summer was rapidly approaching, and the use of village parks and open spaces drastically increase between Memorial Day and Labor Day every year. Recreational programming, camps, community events, and markets significantly increase pedestrian and bicycle traffic in a condensed area. The fear of being adversely affected by impaired driving incidents was growing in the community and among agency leadership.

To address the problem, a collaborative effort was required. Garnering support from elected officials, local media, and law enforcement partners helped spread the message and also created greater visibility and increased effort to address the dangerous behavior. On May 15, 2023, Operation Safe Summer was launched in a focused effort to improve overall safety through dedicated enforcement of impaired, reckless, and overall unsafe driving. Secondarily, the agency's deployment areas correlated with retail theft locations that took officers away from proactive patrol duties. Unlike a traditional enforcement

deployment zone where resources create a large presence at one time, deployments were strategically scheduled to be more consistent and visible over prolonged periods of time. Capitalizing on training opportunities, two officers were certified as drug recognition experts to create another way to combat impaired driving while providing an additional resource to the community and police department.

The need for continuing the operation became evident on the Fourth of July holiday of the same year. Prior to the community parade, an impaired driver drove through the closed, but unoccupied, festival area and took aim at the parade route. When an attentive officer observed the vehicle and turned to follow, the driver quickly pulled into a driveway and attempted to hide. Stopped within 100 feet of the parade route and about 3,000 spectators, the impaired driver was arrested and is facing charges.

Since starting the operation, traffic crashes in deployment areas have reduced by 50 percent while reported crimes have slightly reduced. The number of impaired driving incidents continues to be prevalent with 34 arrests being made since the operation

> ## *The fear of being adversely affected by impaired driving incidents was growing in the community.*

launched. As of July 31, 2023, impaired driving incidents have exceeded 130 percent of the previous year's total of impaired driving arrests.

While impaired driving incidents continue to rise, the enforcement efforts have led to less severe and lower rates of crashes. The additional efforts from patrol officers also had a positive impact on the fear of being affected by an impaired driver. While Operation Safe Summer sunsetted in September 2023, a continued focus on both crash reduction and dangerous driving enforcement will remain at the forefront of patrol efforts. ♡

Charting a Path toward Racial and Gender Diversity among Police Leaders

BY

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CALLS FOR A POLICE WORKFORCE THAT IS DIVERSE WITH RESPECT TO RACE, ETHNICITY, AND GENDER DATE BACK MANY YEARS, AND THE BENEFITS OF DIVERSITY ARE NOW WELL SUPPORTED BY EMPIRICAL RESEARCH.[1]

Yet, achieving such diversity continues to be a challenge for many police agencies. Historically underrepresented groups remain underrepresented in policing, and they are even less likely to be represented in supervisory, managerial, and leadership positions. Some disparities at these levels may stem from differences in individuals' promotional aspirations, but career aspirations are shaped by organizational context as well as by personal values. In a national survey of sworn officers, more than half of black officers said that white officers are treated better than minorities, and nearly half of women said that men are treated better than women "when it comes to decisions about assignments and promotions."[2] Furthermore, forces that impede the advancement of minorities and women are not confined to decisions about assignments and promotions. For example, mentoring is helpful in developing leadership skills and guiding individuals as they navigate the promotional process, but insofar as mentoring is informal and unstructured, minorities and women may be disadvantaged in their opportunities for mentorship.

The New York State Police (NYSP) and the John Finn Institute partnered for research that would inform a strategic planning process and support the achievement of two goals: (1) increasing the racial, ethnic, and gender diversity of the agency and (2) enhancing and formalizing leadership development opportunities. The partners began with the premise that the path to accomplishing these goals is lined with data on members' personal values and professional goals and on the structure, procedures, and practices of the agency. The initial focus centered on the factors that affect the advancement of noncommissioned officers (NCOs) to commissioned officer ranks, particularly lieutenant (with plans for comparable analysis of troopers' advancement to sergeant).

Three forms of data were analyzed:

- agency data on the 2021 promotional exam for lieutenant, for which 193 of 676 eligible NCOs declared their candidacy

- semi-structured interviews with 90 members sampled from three populations—the candidates and declinations for the lieutenant exam, respectively, and commissioned officers of lieutenant and captain rank—with a disproportionate representation of black, Hispanic, and female members to better support inferences about racial, ethnic, and gender-related differences

- a web-based survey of all members of the three populations, which generated an impressive participation rate of 66 percent (555 of 837)

The interviews and the survey provided two mechanisms for input from sworn

> *Career aspirations are shaped by organizational context as well as by personal values.*

members, and strategic planning workgroups offered an additional forum for soliciting members' concerns and recommendations. The survey data formed the basis for measures of members' professional goals, aspirations for advancement, and personal values, which have a significant bearing on their engagement in the promotional process. The surveys also included items that measured features of the organizational context, including members' access to networks, organizational "inhibitors" (e.g., fear of negative consequences for asserting views, fear that mistakes will threaten professional future), perceived in-group preferences, judgments about organizational justice, and access to mentoring. Forms of mentoring included supporting a member's emotional, social, and mental needs (i.e., "psycho-social support"), career coaching, and role modeling. Such contextual factors potentially shape patterns of advancement in the agency, and gender- and race- or ethnicity-related differences in context might detract from individual members' career advancement and the equity of the promotional process.

CANDIDACY: BASELINE ANALYSIS

The analysis of agency data focused on eligible NCOs' choices to become candidates for promotion in 2021. Length of service was strongly and consistently associated with candidacy, as those with greater seniority were less likely to pursue promotion. Length of service was also associated with race and gender, as black NCOs had longer service than white NCOs (by 27 months on average), and men had longer service than women (by

30 months). Holding members' length of service (and current assignments) constant, the analysis revealed that women were more likely than men, and Hispanic members were notably more likely than white members, to become candidates for promotion; black members were only slightly less likely than white members to become candidates.

PERSONAL FACTORS

As expected, the importance that members placed on promotion influenced their choices to become candidates. In addition, members' aspirations adjusted as they accumulated years of service: a promotion was less important for those with more years of service. Personal demands, such as prospective changes in work patterns and schedules and personal or family obligations, inhibited candidacy. A desire to remain in members' current positions or roles also discouraged candidacy; nearly one-quarter of the NCOs rated this as "very important," and tended to hold career orientations that emphasized the frontline work of the agency.[3] Organizational commitment increased the likelihood of candidacy, other things being equal. Higher salaries for higher ranks were an incentive for some, which had an independent effect on candidacy. (See Figure 1.)

Any of these factors might differ across race, ethnicity, or gender and facilitate or impede the advancement of members of underrepresented groups. Statistically controlling for length of service, promotion was equally important for women and men and for black and white NCOs, but it was more important for Hispanic NCOs than white NCOs. The rated importance of personal demands (such as family obligations) was, unexpectedly, only slightly higher for females than white males, and still higher for black males and Hispanic males, but the differences were small. The importance of remaining in one's current position was most pronounced for white males, and slightly less pronounced for females, less for Hispanics, and still less for blacks. Higher salaries were important, especially for Hispanic members. The level of organizational commitment was lower among women than men.

CONTEXTUAL FACTORS

A key feature of organizational context is organizational justice—the perceived fairness of organizational procedures (e.g., for performance evaluation, rule enforcement, work assignments, and promotions), opportunities for input into organizational decisions, and access to information about and explanations for the decisions. In the NYSP, as in other agencies, members' sense of organizational justice improves organizational commitment, and higher levels of organizational commitment were associated with a greater likelihood of candidacy.[4] (See Figure 2.)

Moreover, mentoring had positive effects on members' perceptions of organizational justice and their organizational commitment. Members who received more psycho-social support or career coaching had more favorable views about the level of organizational justice. In addition, career coaching appears to have direct effects on organizational commitment, along with indirect effects through organizational justice. Mentoring was perceived as facilitating members' careers even though it did not affect candidacy independently.

Furthermore, mentoring appeared to mitigate race- and ethnicity-related disparities in organizational justice and other contextual factors. Women held less favorable views than men regarding every measured aspect of organizational justice. Black and Hispanic members were, overall, less positive than white members. On measures of the extent to which networking and in-group preferences—i.e., the tendency for people to recommend and select people like themselves—facilitated or detracted from their careers, scores were substantially less favorable for

FIGURE 1: FACTORS INFLUENCING CANDIDACY DECISIONS
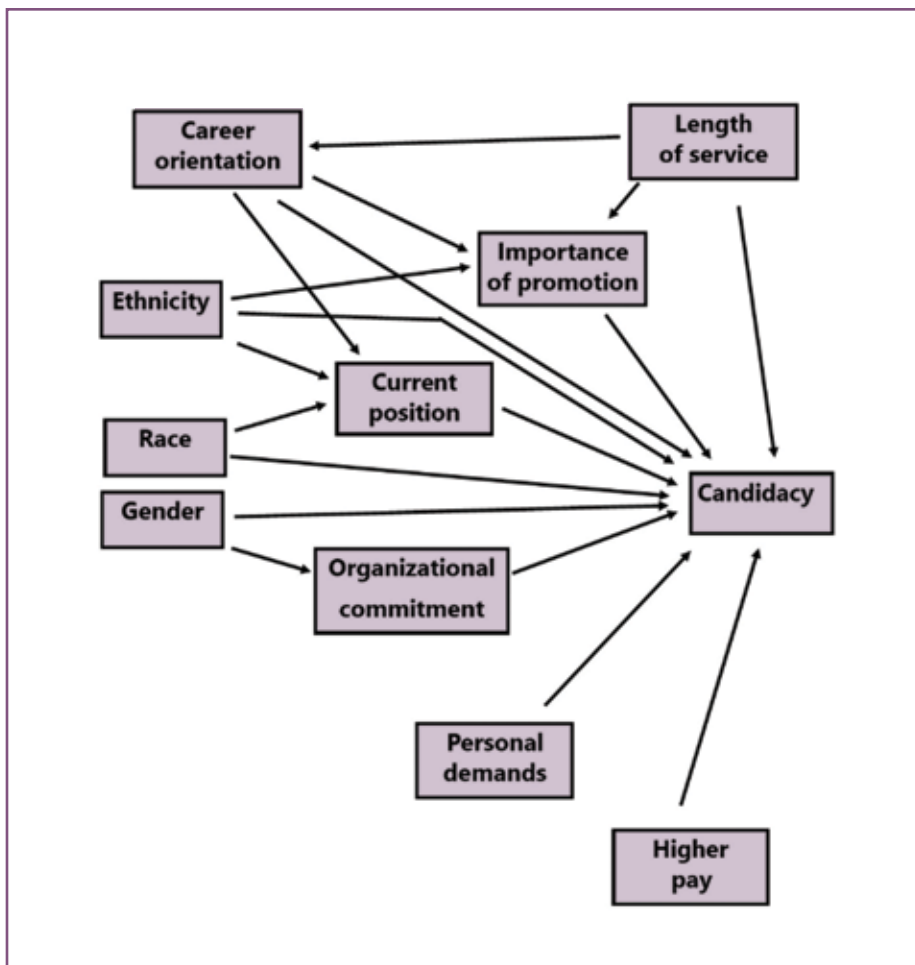
FIGURE 2: FACTORS INFLUENCING ORGANIZATIONAL COMMITMENT
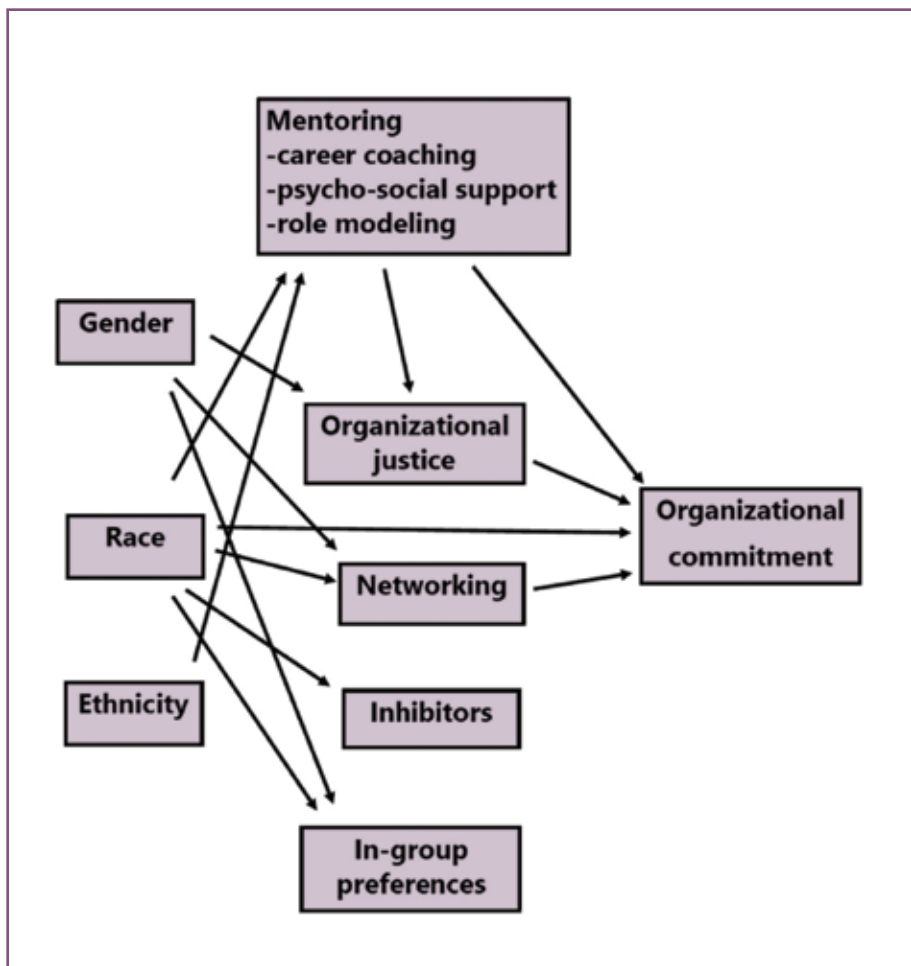
black men. White women also perceived in-group preferences to have detracted from their career advancement. Each of these disparities was reduced in magnitude by forms of mentoring. Thus, organizational context has implications for candidacy and for the diversity of candidates, but the implications are indirect rather than direct.

ACTION ITEMS

From these data, mentoring emerges as a potentially powerful mechanism for developing leaders, and, if more systematically (and fairly) distributed across an agency's personnel, mentoring might be a means of increasing the diversity of those who advance in rank. Mentoring can motivate members to pursue promotions and better enable them to succeed in the examination process. Mentoring can also foster a greater sense of organizational justice and a deeper commitment to the organization, which increases the likelihood that members will engage in the promotional process.

Formal mentorship programs are administered in many organizational settings, and research indicates that, while they can be less effective than natural and organic mentorship, they are more effective (on average) than none at all. The effects tend to be of fairly modest magnitude, though, and care must be taken to steer clear of the "dark side" of mentoring, such as abusive mentor behavior toward protégés.[5] Short of adopting formal mentoring programs, training for commissioned and NCOs in mentoring would signal that an agency expects it of its supervisory and command-level personnel, prime them to be alert for opportunities to perform acts of mentoring, and better enable them to follow through. Mentoring in the NYSP has been mainly informal, left to the will and discretion of individual members, but the NYSP is taking steps to alter current mentoring practices. An incremental approach might be well-advised for any agency.

As in the NYSP, an agency that plans for organizational change should do so in an organizationally just manner by seeking member participation in shaping and designing new procedures and processes and emphasizing transparency.

Further inquiry by the NYSP and the John Finn Institute into recruitment, professional development, and retention is ongoing with support from the National Institute of Justice. The project demonstrates the value of collaborative research partnerships, which complement the capacity of agencies to collect and analyze data to generate actionable findings and augment the body of knowledge on which police practice rests. ♡

NOTES:

[1]See, e.g., Bocar A. Ba, Dean Knox, Jonathan Mummolo, Roman Rivera, "The Role of Officer Race and Gender in Police-Civilian Interactions in Chicago," *Science* 371 (2021): 696–702; Fangda Ding, Jiahuan Lu, and Norma M. Riccucci, "How Bureaucratic Representation Affects Public Organizational Performance: A Meta-Analysis," *Public Administration Review* 81 (2021): 1003–1018; Mark Hoekstra and Carly Will Sloan, "Does Race Matter for Police Use of Force? Evidence from 911 Calls," *American Economic Review* 112, no. 3 (2022): 827-860; Kenneth J. Meier and Jill Nicholson-Crotty, "Gender, Representative Bureaucracy, and Law Enforcement: The Case of Sexual Assault," *Public Administration Review* 66 (2006): 850–60; Kelsey Shoub, Katelyn E. Stauffer, and Miyeon Song, "Do Female Officers Police Differently? Evidence from Traffic Stops," *American Journal of Political Science* 65 (2021): 755–769.

[2]Rich Morin et al., *Behind the Badge: Amid Protests and Calls for Reform, How Police View Their Jobs, Key Issues and Recent Fatal Encounters between Blacks and Police* (Pew Research Center, 2017), 37, 39.

[3]Leslie B. Buckley and Michael G. Petrunik, "Socio-Demographic Factors, Reference Groups, and the Career Orientations, Career Aspirations and Career Satisfaction of Canadian Police Officers," *American Journal of Police* 14, no. 2 (August 1995): 107–148.

[4]Dennis P. Rosenbaum and William P. McCarty, "Organizational Justice and Officer 'Buy In' in American Policing," *Policing: An International Journal* 40, no. 1 (March 2017): 71–85; Andy Myhill and Ben Bradford, "Overcoming Cop Culture? Organizational Justice and Police Officers' Attitudes toward the Public," *Policing: An International Journal* 36, no. 2 (May 2013): 338–356.

[5]Gary W. Ivey and Kathryne E. Dupré, "Workplace Mentorship: A Critical Review," *Journal of Career Development* 49, no. 3 (June 2022): 714–729.

A Perfect Blend

WITH THE AROMA OF ROASTED COFFEE BEANS IN THE AIR AND THE RING OF THE CASH REGISTER SIGNALING THE FIRST ORDER, THE BARISTAS AT BOILERMAKER BREW BEGIN THEIR WORKDAY. IT WON'T BE AN AVERAGE WORKDAY, THOUGH, BECAUSE THE EMPLOYEES ARE STILL IN HIGH SCHOOL.

A collaboration between the Garfield School District's Life Skills program and the Garfield Police Department's Community Affairs Division in New Jersey allows students to gain hands-on experience in the food industry while also learning valuable life skills. "The Boilermaker Brew pop-up coffee shop is not just about selling coffee," said Sergeant Jeff Stewart. "It is about empowering special needs high school students and preparing them for life after graduation." Boilermaker Brew, named after the town's historic mascot, shows how a police agency's partnership with local businesses can uplift an often-overlooked portion of the population.

A "LATTE" LEARNING

The project began as a way to prepare high school students with disabilities for life after graduation, but it was quickly seen as an empowerment tool. Through the program, the students would be better equipped for their future and more opportunities would be available.

To ensure that they were offering valuable lessons, the police department enlisted the help of volunteers from the community. Garfield's own Arabica Coffee Co. owner, George Leles, provided the students with barista training. With his expertise, Leles was able to help the students source beans, experiment with flavors, and roast the coffee. TD Bank also played a crucial role in educating the students on various financial aspects related to managing a business. The bank's lessons encompassed a range of topics that are essential for the successful management of a business venture like a coffee shop:

- Budgeting for supplies
- Pricing strategies
- Inventory management
- Sales and revenue analysis
- Profit and loss management
- Customer engagement and marketing

"This holistic approach ensured that the students were well-prepared to manage both the operational and financial aspects of the coffee shop," said Sergeant Stewart. Because of the presentations, the students are able to participate in every facet of the pop-up, including operation, logo design, and social media marketing.

THE DAILY GRIND

Boilermaker Brew is now in its second year of operation and has seen continual success. In the spring, summer, and fall, the shop is located at the Century "Field House" Kitchen. In the winter, it moves indoors and operates out of the local YMCA. Both of these locations host the students' shop free of charge.

Locals are greeted by police officers at these locations on Tuesday and Thursday mornings for their cup of

The pop-up coffee shop allows students to gain hands-on experience in the food industry while also learning valuable life skills.

coffee. The role of Garfield police officers during the shop's operating hours extends beyond traditional security duties. They are able to spend time with the students by working in the shop, as well as with the customers enjoying coffee, establishing personal connections that build community trust. "Through these interactions, we hope to break down barriers and build a stronger sense of community," said Sergeant Stewart. "We strongly believe in being visible and accessible to all community members, including those with special abilities who are often overlooked."

All proceeds from coffee sales are reinvested into the program to sustain its operation and expand its impact. By selling $2 regular and $3 large

drinks, the students have successfully sustained the second year of the program through coffee sales alone. The program's long-term goal is to have a brick-and-mortar location. ♡

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

RECOMMENDATIONS

The Garfield Police Department provides the following recommendations in partnering with organizations to start programs focused on empowering those with disabilities:

- Involve volunteers and local experts to support the program's initiatives.

- Provide hands-on experience, life skills training, and opportunities for creativity.

- Create a plan to coordinate training and operating schedules.

For additional recommendations, contact Sergeant Stewart on Instagram (@officerstewart) or via email (jstewart@garfieldpolice.org).

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THE PATH TO
AN INCLUSIVE AND REPRESENTATIVE AGENCY

THE STAFFING CHALLENGES THAT PLAGUE MANY LAW ENFORCEMENT AGENCIES IN THE UNITED STATES RECEIVE SUBSTANTIAL AIRTIME AND REFLECT A PRONOUNCED CRISIS. The formula is generally simple: increased attrition plus declining job interest equals a decreasing workforce. However, the root causes of the shortages are complex; culturally dependent; and difficult to identify at times, let alone overcome. However, one particular solution that plots an especially steep path to overcoming staffing challenges involves shifting expectations in workforce diversity.

RECRUITMENT THEN AND NOW

It is useful to understand the context in which law enforcement agencies recruited officers in the past and how these tactics have become obsolete over time. Historically, the dynamic between agencies, their officers, and their prospective officers seemed skewed in favor of the agencies. In other words, if and when an officer left an agency, there was an applicant pool teeming with eager candidates ready to fill the spot. This reality did not arise in a vacuum: it was a byproduct of the labor market and the principles of supply and demand. For decades, aspiring police officers descended upon testing locations in droves to vie for the few spots in the next police academy. This favorable position extended beyond hiring and fostered an atmosphere where voiced internal job dissatisfaction was met with disregard. If one disgruntled employee left or was terminated, there was a bounty of eager-to-perform recruits to fill the void, supporting a cyclical echo chamber.

In recent history, the employment landscape has experienced significant transformations for many industries, including law enforcement. The advent of the digital era gave rise to new job opportunities, and the COVID-19 pandemic forced workplaces to reconsider in-person work requirements—an option not readily available to many patrol officers. These changes, coupled with the decline in positive public perceptions of policing following highly criticized incidents, dramatically skewed the workforce dynamics away from the agencies' favor. The law enforcement community at large has struggled to adapt to the emerging trends reshaping the industry, leading to many agencies reporting chronic challenges with understaffing, personnel allocation, and a delayed capacity to meet the needs of the communities they serve. More important, police officers and deputies experience insurmountable pressure under the weight of the social, cultural, and legal microscopes in which they must operate.

As a result, law enforcement agencies are forced to confront the urgent need to reassess and overhaul their recruitment strategies. They are required to work harder to capture the interests of those they wish to hire and to understand the type of police officer their communities expect them to deploy. Simultaneously, agencies must also take steps to repair and rebuild their public brand equity by hiring qualified, competent, and diverse personnel. The roles have reversed as agencies line up in droves to be inspected by applicants, fighting for the select few to fill the many openings in the next police academy.

BY

Anthony Gibson, Sergeant, and Terry Cherry, Officer,
Charleston Police Department, South Carolina

> **"The real strength of diversity lies not in mere optics but in a rich tapestry of multicultural lived experiences that can impact an industry."**

THE CATCH OF VISUAL DIVERSITY

As this dire situation engulfs police departments, the agencies are resorting to drastic measures to attract potential applicants. These efforts span from investing exorbitant sums of money into marketing machines to create appealing recruitment content to undertaking self-initiated ventures to produce unique in-house materials. During these efforts, it is crucial that agencies avoid a serious flaw in their visual engagement products: an attempt to showcase demographic diversity by hyper-focusing on racial and gender differences within a department's respective ranks—for example, publishing a visual marketing tool laden with only women and people of color. Though the intent may be innocuous, the result is problematic. When an agency does not exclusively serve a community composed of only women and people of color, this type of messaging is misleading and undermines the significance of genuine diversity. The 30x30 Initiative, a leading grassroots effort to increase the representation of women in U.S. policing, recommends promoting recruitment material that is representative of the community being served. This simple yet impactful recommendation reminds agencies to recognize their communities to better understand their representation benchmarks. Diversity in the recruitment space serves as a transformative force to redefine the future of policing as opposed to picking out a select cadre of visually diverse officers in hopes they catch the eye of similar prospects.

An unfortunate consequence of the growing call to examine workforce diversity is that an agency can perceive this as an obligation as opposed to an opportunity. An obligatory quest to soothe external demands for demographic representation neglects the potential for internal variances to spur innovation, affect organizational growth, and kickstart a much-needed cultural shift in law enforcement. The real strength of diversity lies not in mere optics but in a rich tapestry of multicultural lived experiences that can impact an industry. An amalgamation of differences fosters an array of perspectives and experiences that challenge the status quo; encourage out-of-the-box thinking; and, over time, transform a public safety landscape. A sincere and intentional approach to diversity facilitates a multipronged approach to problem-solving, leading to improved outcomes by incorporating a wider range of information and viewpoints. Nevertheless, this obligation versus opportunity viewpoint does not have to infect an agency's recruitment efforts but can serve as a catalyst to dive deeper into what diversity truly means to the agency and its community.

Diversity Is in the Details

Defining diversity starts with an agency's recruitment and hiring team recognizing their pivotal role in impacting the makeup of their workforce. The team is not only selecting the newest officers—they are selecting the future supervisors, investigators, administrators, and executive leadership of the agency. The team must recognize this and use that understanding as a scalpel to dissect the behemoth scope of diversity into meaningful strategies that complement the objectives

of the agency. For example, the Recruitment and Retention Unit at the Charleston, South Carolina, Police Department took a strong stance to define diversity within the scope of its strategic goal of expanding its ranks. This means deliberately seeking candidates that represent but are not limited to differences in thought, educational journeys, work experience, socioeconomic status, ideals, preferences, cultural associations, family dynamics, physical abilities, and overall life experiences. The unit realized the irrationality of relegating the expansive components of future police officers to just visual identities, as a candidate's outward appearance does not unilaterally predetermine the future performance of the officer. Instead, the unit became focused on truly understanding the unique dimensions of the individuals being selected as police officers to create a culture that embraces differences but is grounded by a common interest in public service. The methodology of this quest is relatively logical and modest: step out from behind the computer screen, seek to understand the nuances of the candidates, and inspire people to be police officers through sincere, in-person engagement. This does not mean standing behind the table at a career fair on passive display clinging to the hope an eligible candidate approaches the table; it requires actively going out and meeting people where they live, work, and play.

From a business standpoint, a productive online footprint is necessary and effective; however, from a cultural standpoint, the power of human conversation should be the standard and not a dying art. After all, police officers predominately interact with community members and fellow officers through face-to-face encounters. Normalizing in-person communication from the start of the recruitment process lays the foundation for detailed conversations and allows skilled recruiters to understand a person well beyond the box they check on an application. This practice is especially poignant as communities rarely fit within the confines of a checked or unchecked box.

RETENTION: THE OVERLOOKED PREREQUISITE TO RECRUITMENT

Diversity within an industry, especially law enforcement, is in the details of the person. It takes more effort to recognize and understand these individual details, but the investment can build a more aware and truly representative workforce over time. However, there is a critical difference between achieving a diverse workforce and maintaining a diverse workforce. What happens when an agency meets its representative benchmarks? Do they say the mission was accomplished and move on to the next challenge? What if the agency does not meet its representative benchmarks? Does it throw in the

towel or just keep chiseling away? The answer to these questions falls back on a point of contemplation an agency must grapple with: Are they hiring to say they checked the boxes or are they hiring because they care about the experiences, feedback, and contributions of their officers? It is hoped that the latter prevails—it being especially important to support diversity within the ranks.

Joining a police department is a momentous occasion followed by a whirlwind of training and new experiences. As time goes on, an officer's focus becomes less about self-preservation to pass training curriculums and more about thriving in an agency. This is where chiefs, command leadership, and supervisors shape the workforce ecosystem. The objectives of law enforcement agencies largely remain consistent: to serve and protect. Meanwhile, the workforce environment is shaped by internal procedural justice, training, promotion, mentorship, succession planning, and culture, among other factors. Realizing this, the Charleston Police Department has worked toward implementing a retention strategic plan to reaffirm transparency, accountability, and communication for its workforce ecosystem. This plan required a critical, introspective look at the employee expectations of the department that preliminarily introduced five strategic priorities: valuing staff, officer wellness, promotional process, leadership in action, and implementation.

Valuing Staff: The agency was reminded that its officers care deeply about the agency, its mission, and how they serve the community. There is an immense level of care the officers have in carrying out the department's mission, and they need open access to agency decisions and priorities. More important, the officers have a strong desire for their feedback to be welcomed whether or not their recommendations are utilized. They want to be heard and have a reasonable space for discussion.

Officer Wellness: The agency was reminded its officers feel the stress of the sociopolitical climate and that the job comes with high costs. The agency can strive to alleviate unnecessary stress by operating in consideration of officers' mental, physical, and emotional health.

Promotional Process: The agency was reminded of the strong dedication officers hold for their future through promotional opportunities, underscoring the importance of succession planning. A primary focus for agency leaders is the ongoing enhancement of promotional procedures, ensuring their validity, transparency, and efficiency. The agency recognizes that engagement in these processes and the manner in which results are communicated to candidates are vital factors for retention.

Leadership in Action: The agency is able to focus on the two-way communication flow from leadership to officers. Who provides information and the way information is delivered is just as, if not more, important than the information itself.

Implementation: The agency is able to understand the need for a feedback loop. Many initiatives are undertaken by the agency, and officers, as the agents of the projects, have a genuine desire to know if they were successful. Successful projects reassure officers the work they are doing is important while unsuccessful projects allow officers to recalibrate their efforts to become more precise.

These examples from the Charleston Police Department demonstrate that retaining a police officer requires intentionality and purpose. Retaining a police officer directly affects the recruitment efforts of the agency, as the officers wearing the uniform every day are the agency's most conspicuous recruiters. When a woman, a person of another ethnicity, a person of color, or anyone who represents a marginalized or less-visible group not only wears but continues to wear the uniform every day, this can inspire community members from all groups to consider becoming a police officer. The action of the law enforcement agency, not the reaction, determines if it will fulfill its mission and become an inclusive ecosystem where all feel welcomed and supported. ♡

IACP RESOURCES

▪ Creating and Sustaining Diversity for 21st Century Policing
learn.theIACP.org

▪ President's Message: The Time to Enhance Diversity Is Now

▪ Improving Recruitment: Strategies for Law Enforcement Agencies
policechiefmagazine.org

LEADERSHIP, TRUST, AND MODERNIZATION

THE RCMP'S MULTIFACETED TRUST-BUILDING STRATEGY

BY
Mike Duheme, Commissioner, Royal Canadian Mounted Police

CANADA'S VAST GEOGRAPHY CAN BE BOTH A BLESSING AND A CHALLENGE. THE COUNTRY IS KNOWN FOR ITS IMMENSE NATURAL SPACES, WORLD-CLASS CITIES, AND MULTICULTURALISM. HOWEVER, SOMETIMES THIS LEVEL OF COMPLEXITY MEANS CANADA CAN BE CHALLENGING TO GOVERN.

After 150 years, no one knows the country better than Canada's national police service, the Royal Canadian Mounted Police (RCMP).

The RCMP is entrusted with a broad policing mandate that encompasses three main areas of responsibility: frontline policing by contract for 10 of Canada's 13 provinces and territories, in over 150 municipalities, and for 600 Indigenous communities across Canada; specialized policing services in areas such as forensic analyses, firearms, criminal records, and combating child sexual exploitation, which help to support the organization's policing partners; and federal policing that enforces federal laws, national security, international policing commitments, and protective services for designated persons, including the prime minister of Canada.

Photo by Pierre Longnus/Getty Images

The RCMP's more than 30,000 employees serve in more than 700 locations from coast to coast to coast and beyond the borders of Canada through international policing and participation in peacekeeping missions. They are on the roads, in the air, and on the water, protecting residents of Canada, as well as Canada's interests at home and abroad. This is all done in collaboration with a wide range of local, provincial, territorial, national, and international partners and communities.

The RCMP, known around the world for the image of a Mountie in a red serge uniform and wide-brimmed hat sitting atop a sleek black horse, is well-regarded internationally for its operational excellence and is one of Canada's most definitive symbols. It is on par with the country's national broadcaster, the Canadian Broadcasting Corporation (CBC); the ubiquitous Tim Horton's coffee chain; and the beloved game of hockey. While these cultural signposts elicit a knowing smile from many Canadians, the RCMP came first in 1873 and was instrumental in shaping the country that exists today.

This year, 2023, marks the RCMP's 150th anniversary. On May 23, 2023, the actual designated birthday, there was cake and speeches to mark this notable day and honor those individuals, past and present, who have dedicated their professional lives to protecting others. Canadians deeply appreciate and cherish that aspect of the RCMP.

Figuring out how to best mark the larger anniversary in a modern context has been a little more challenging.

The RCMP's long history is not a fairy tale. It includes enforcing oppressive

TRUST BUILDING CAMPAIGN

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

To join the campaign, police agencies must pledge to implement key policies and promising practices over the next 36 months. These policies and practices represent six key focus areas that are essential to enhancing trust and collaboration between communities and police.

- Bias-Free Policing
- Use of Force
- Leadership and Culture
- Recruitment, Hiring, and Retention
- Victim Services
- Community Relations

Agencies and organizations demonstrating a serious commitment to implementing the key action items in all six areas will become publicly recognized members of the Trust Building Campaign.

Learn more or join the campaign at **theIACP.org/iacp-trust-building-campaign**.

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systems that caused significant harm that still echoes today. While many in Canada feel an attachment to their national police service, there is also an awareness and unease with its colonial history and the enforcement of the residential school system where Indigenous children were harmed. The RCMP also had a role in the internment of various ethnic groups during World War I and World War II and in the government's Cold War purge of 2SLGBTQI+ employees from Canada's public service. More recently, external reports and high-profile inquiries have been highly critical of the RCMP, its actions, and its culture.

There have been calls for the RCMP to modernize and radically change many aspects of its operations and workplace. Reports have emphasized the need to address systemic racism, homophobia, gender discrimination, and harassment. Some of the strongest calls emerged from the recent Mass Casualty Commission, a public inquiry created to examine the most lethal mass shooting in Canadian history. The commission released a 6,000-page report that contained 180 recommendations, over half of which were directed at the RCMP. The recommendations will form the foundation for the work ahead to strengthen service to communities and to improve police training, organizational culture, and employee mental health and wellness, alongside multisectoral commitments to address intimate partner violence.

Trust in the RCMP is not a given. The organization must earn it and re-earn it every day, with a renewed commitment to good work, a healthy culture, and a demonstrated and abiding respect for the employees and the diverse communities they serve. The RCMP's annual public opinion polling has showed declining trust in the organization since 2019, with some small improvements shown in the 2023 survey. The agency is deeply committed to increasing public and employee trust in the RCMP going forward.

The RCMP is not alone in this need to build trust. Many police services and other public institutions around the world are struggling to maintain credibility in the eyes of the public and their employees. This is due in part to incidents of mismanagement, wrongful actions by some, and a public that is demanding greater accountability from its institutions. Global issues like the COVID-19 pandemic, climate change, and the rise of misinformation and extremism have also left the public more guarded, divided, and demanding of change in their public institutions.

The IACP has launched its Trust Building Campaign right when policing needs it most. The RCMP is proud to have signed on in 2023 to demonstrate leadership and its support. The campaign addresses this emerging situation, helps inspire positive change, and does not allow the profession to shrink into defeatism and defensiveness. Increasing and rebuilding trust is not an option; it is a necessity for effective policing.

IDENTIFYING PRIORITIES

The RCMP has learned that building trust requires an unshakable commitment to positive change so the organization can better reflect the world around it, both in operations and management. In recent years, the RCMP has taken a step back to look at the

organization and to better understand where improvements are needed. The organization also looked at the totality of many critical reports and recommendations it had received up to that point and is using those insights to help frame its next steps. From there, the organization has held many conversations and consultations both internally and with many of RCMP's partners and stakeholders, to listen and help determine its priorities.

In 2021, the RCMP released *Vision 150 and Beyond*, its first strategic plan in more than a decade. Vision 150 is organized under four themes—Our People, Our Policing, Our Culture, and Our Stewardship. It outlined key priorities for change, including specific high-profile initiatives that are moving the organization in the right direction.

Engendering trust and confidence in the RCMP are central considerations as it continues to build on efforts to improve the agency's culture and modernize its police services.

The organization has focused on five key areas: (1) ensuring a safe, equitable workplace; (2) addressing systemic racism; (3) advancing reconciliation with Indigenous peoples; (4) supporting modern policing; and (5) improving accountability and transparency.

A Safe, Equitable Workplace

Crucial initiatives are underway to improve the organization's workplace and culture, including the establishment of the new Independent Centre for Harassment Resolution in July 2022, built to strengthen trust and accountability with employees and turn the focus more squarely on prevention.

Trust starts with how RCMP employees treat each other and interact. The organization has recently renewed its core values and organizational values statement. The renewal process involved extensive, honest discussions with employees, partners, and stakeholders. The renewed core values are a call to action: act with integrity, show respect, demonstrate compassion, take responsibility, and serve with excellence.

The agency also needs its employees and future employees to see that it will hold people accountable when they behave in ways that do not meet these expectations. A review of current conduct ("discipline") measures and their application was conducted, and work is underway to update the conduct measure guidelines to ensure the RCMP is aligned with best practices so that measures are applied fairly, consistently, and efficiently.

Addressing Systemic Racism

The RCMP acknowledges that systemic racism exists in the organization, as in many policing institutions around the globe, and negatively impacts employees as well as the diverse communities they serve. The RCMP is taking meaningful action to address systemic racism and prioritize inclusivity and respect.

The RCMP is developing its first anti-racism strategy while also implementing the RCMP's Equity, Diversity, and Inclusion Strategy. The organization is mandating staff training and education, specifically a Cultural Awareness and Humility course and the United Against Racism learning program. In addition, the agency is rolling out a Race-Based Data Collection initiative that will identify where there are differences in policing outcomes for Indigenous, Black, and other racialized communities across Canada. These data will inform actions aimed at driving improvements to ensure the delivery of more transparent, equitable, and modern policing services.

Advancing Reconciliation with Indigenous Peoples

The RCMP is working to strengthen its relationship with Indigenous people in Canada and to earn their trust. This will take time, patience, and humility, built on listening with respect and taking positive actions to improve their shared future.

Photo by Gunter Marx Photography/Getty Images

A fully Indigenous-owned firm is working with the RCMP to develop the police force's first National Reconciliation Strategy, which will guide the organization's dedicated efforts to build trust and meaningful connection with Indigenous peoples, both internally with employees and externally with communities. Each of the RCMP's 13 divisions across Canada are already implementing their own reconciliation strategies, including important local actions in their day-to-day work to make a difference.

Supporting Modern Policing

Increasing trust is part of addressing one of the biggest challenges facing the RCMP—recruitment. The RCMP must attract and retain employees from a variety of backgrounds and skill sets for a number of reasons, including the necessity of reflecting the changing face of Canada. For example, more than 500,000 new immigrants arrive in Canada each year, one of the highest rates per population of any country in the world.

The organization has invested in modernizing its recruitment process to clarify the characteristics needed to effectively police in the modern world, and to use more effective and efficient tools to improve recruitment, including approaches to mitigate implicit bias. Now, the RCMP seeks to attract more recruits to meet current policing demands and to understand and better support the varied communities RCMP officers serve and protect.

The RCMP has also implemented the use of Gender-Based Analysis Plus across the organization, as an analytical competency to ensure the organization considers how all its policies, programs, and policing may affect the varied people it serves and to proactively remove biases and barriers. The RCMP is looking for ways to improve and expand its policing model and service delivery to reflect evolving expectations across Canada. Whether this relates to responding to persons in crisis, including mental health crisis, or dealing with climate change–related emergencies and the ever-growing complexity of investigations in a digital world, it is crucial to look at new ways to work with communities to meet modern needs.

Growing issues, such as the opioid crisis in Canada, are posing greater threats to both communities and the police, and their partners are doing their best to stem the tide of harm and risk. But this is a battle that is likely to get worse before it gets better. Police alone cannot solve or deliver the full response to these types of complex problems; strong, healthy relationships grounded in trust and respect between police and community partners are crucial for progress on such difficult challenges.

Improving Accountability and Transparency

For the RCMP (or any police service) to be trusted, the public must be able to see and understand the organization's work. While there are always necessary limits on what can be shared in terms of police work, there is an increasing demand for police organizations to respond more proactively to

concerns and complaints, to be more open and transparent with information, and to explain actions taken and decisions made.

The RCMP has released its first *Transparency and Trust Strategy and Action Plan*, which focuses on creating an organizational culture that promotes transparency to increase trust. This commitment means proactively identifying data for release to support more transparent policing (including explaining what cannot be released and why) and improving community members' participation in open forums on policing. The RCMP is also externally publishing expanded information, including regular reports on police interventions and use-of-force occurrences (police-related activities and responses to calls), and employment equity and diversity statistics. The organization is improving not only the amount of information it shares, but also the format and its accessibility, which are essential to true transparency.

REFORM AND ACCOUNTABILITY

It is clear that trust does not hinge on any one thing, and it is not the responsibility of any one part of the organization. Building trust is the thread that weaves together the many interconnected parts of the RCMP's vast organization, from the daily work of an officer on the front line, to how the organization handles a national strategy on organized crime, to how it manages its resources and responds to conduct infractions. Trust demands that the RCMP's work be seen and understood as fair, equitable, and appropriate.

Earlier this year, the RCMP created a new Reform and Accountability Office to focus specifically on supporting and aligning delivery modernization, implementing external feedback, and advancing culture change.

> "Strong, healthy relationships grounded in trust and respect between police and community partners are crucial for progress."

The organization has many potentially large-scale changes on the horizon—from reexamining how it delivers frontline services across a diverse landscape to how to best meet evolving national security threats to how to take better care of employees and honor their contribution to the safety of Canada. An overarching view will allow the RCMP to see how change in one area affects another and to identify opportunities for collaboration and synergies.

LOOKING AHEAD

Things are changing at the RCMP. The organization is not looking to implement stop-gap measures; instead, it is working on meaningful, long-term solutions to continue to improve and reform this proud Canadian institution. There will be difficult conversations along the way, and some missteps will likely be made, but what matters most is that the organization leans into positive change, resists the temptation to be defensive, and sees all the good that will come with putting trust first.

The RCMP has learned that the path to strengthening trust in its police forces requires time and commitment and hinges on a fundamental dedication to improving its organizational culture to be more open, transparent, and accountable.

The RCMP and its leaders look forward to not only completing but exceeding the targets set in the IACP Trust Building Campaign and encourage all other police forces to join them. Thanks to dedicated employees and renewed core values guiding its way, the RCMP is ready to step into its next 150 years with a spirit of optimism and respect and a continuing commitment to excellence. ♡

The Leadership of Change

BY
Avshalom Peled,
Major General, Deputy
Commissioner, Israel
National Police

THE ENVIRONMENT IN WHICH LAW ENFORCEMENT OFFICERS OPERATE IS BECOMING EVER MORE COMPLEX AND UNPREDICTABLE. Forecasting training needs and implementing relevant training when the future is often uncertain and unclear are constant leadership challenges for police forces everywhere.

In a multiyear, strategic response to this challenge, the Israel National Police is introducing what it calls a "Learning Revolution" across the entire police force.

Leading change across any organization is inherently challenging. In this case, the change involves a radical departure from previous practices, making the process even more challenging. The Israel National Police is not only changing how it plans, creates, and implements training, it is also attempting to change the learning culture throughout the police force and become a true learning organization.

In a nutshell, a learning organization is one that is expert at creating, acquiring, and transferring knowledge and at changing or adapting its behavior to reflect new insights and understanding.

Practically speaking, a learning organization in law enforcement means that every officer takes on the responsibility of continuous, independent learning. Commanders assume responsibility for ensuring the competency of those they are leading, and the entire police force becomes an organization that can quickly learn from its mistakes and implement changes and improvements.

Led by the Israel Police Training Department (Training Department) and supported by the Israel National Police as a whole, the learning revolution was prompted by the need to ensure that

police training for both new recruits and serving officers in the field remained relevant, effective, and beneficial.

The National Police Academy of Israel was inaugurated in 2015, followed by the creation of the Training Department in 2017—created to oversee the entire spectrum of training across the organization under one central leadership umbrella. Until then, each police branch had been responsible for leading its own training, and there

The Training Department top leadership began asking questions. What needs to change? Are new recruits sufficiently prepared to function optimally in the field? Are officers on the front line maintaining competency? Are they continually striving for higher levels of professionalism?

These and other searching questions required answers. In a meeting of police station commanders from across Israel, the training leadership listened intently, and the answers became clear. A key issue was that the training for new recruits wasn't meeting the needs of the profession. Police station commanders wanted them to be better prepared for the situations they would face and to reach their stations sooner in the training process.

was no centralized training structure or unified, standardized training.

The responsibility of the newly formed Training Department was clear: identify gaps in training, create appropriate training to fill those gaps, and lead the police force toward the goal of becoming a learning organization. Senior officers began to brainstorm ideas—studying professional literature, speaking with academic experts, and visiting parallel organizations both in Israel and abroad.

Gradually, a vision of the future of training in the Israel National Police began to form. This vision was an ambitious one and would require active leadership not only from police officers in the Training Department, but also from every officer in the field.

However, commanders in the field were, and remain, under tremendous pressure. Severely short-staffed, they were struggling to provide cover for essential policing functions. Out of necessity, the continually increasing demands of day-to-day operations were their overriding focus. Training was low on their list of priorities, even though they acknowledged it as imperative.

The challenge was real. Without top-notch, ongoing training, there was a risk that professional, operational, ethical, mental, and leadership competency would be compromised, directly affecting the ability of the police to serve and protect the public.

Something needed to change. The challenge for the Training Department leadership was to identify the barriers to learning and build a system that would overcome those barriers at all levels of seniority and for all police specializations.

A RADICAL SOLUTION

The solution was a radical one—rebuild the basic training course from the ground up. Instead of a 27-week course, based mainly at the National Police Academy, the idea was to redesign the learning modules so that the new recruits would spend only the first eight weeks at the Academy and then go straight to their positions in the field with mentors to partner with and guide them.

The new basic course structure, still under the supervision of the National Police Academy, now included less in-person lecture-driven teaching, more distance learning, and more practical experience alongside carefully selected police officers who would undergo leadership training to allow them to fulfil their new roles as mentors in the field.

Initially, there was significant resistance to the restructuring. Course commanders and others were completely against it. How could all the necessary competencies be taught in such a short time? How could the Training Department be sure that the training in the field would be up to the required standard?

In addition to the course for new recruits, it was clear that in-service training for all ranks needed to be completely revised as well. In-service training courses at the National Police Academy, scheduled to last only a few days for each unit, were frequently cancelled because field officers were too busy with other priorities to attend. Training was not easily

accessible and often neglected out of necessity. Professional standards were at risk of falling.

After consulting with police commanders at all levels, it was clear that nothing less than a training transformation would provide a solution. And this training transformation would need, for the first time, to include mechanisms to evaluate the effectiveness of the new system.

The restructuring of professional training included an emphasis on blended learning led by the introduction of a digital campus. A learning portal in the police system offers access to classified content, and additional learning portals on the public internet and cellphones house content that is not restricted.

Why have a civilian learning portal in addition to the police learning portal? The answer is simple. The goal is to instill the culture of learning into the flow of everyday life.

If there is a specific topic that a police officer wants to learn or refresh their knowledge of, they can search for relevant training and access it when and how they prefer, even at home or on the go.

"Every police officer is responsible for leading their own learning journey."

Learning shouldn't be a disruption—it should be easily integrated into a team member's daily routine and the unrestricted portal allows for that.

The goal is to promote self-leadership. Every police officer is responsible for leading their own learning journey. Those individual journeys will lead the entire organization closer to becoming a learning organization.

GAINING LEADERSHIP BUY-IN

Any change requires strong leadership. A change as far-reaching as the training overhaul needed buy-in at all levels of the Israel National Police leadership.

The senior leadership of the Training Department had a vision that wasn't yet shared by leadership through the ranks, and without support from those responsible for implementing the changes, the vision would never come to fruition.

So how was this buy-in achieved? The circle of commanders closest to the senior leadership were persuaded by discussion—instead of simply being ordered to comply. Once the senior leaders were on board, it became their mission to explain the vision and convince those in command positions in the lower ranks of its validity and importance. Circles of influence—ripples in the pond, so to speak—were crucial.

The message from the senior leadership was clear: the overriding goals of the training changes were to remain relevant and to serve the needs of the police forces in the field. Keeping lines of communication open with station commanders helped to ensure that leaders at all levels had input and were heard when building the necessary infrastructure and training content.

OVERCOMING CHALLENGES

Even so, moving from planning such a comprehensive change in training to implementing it is a significant challenge.

Officers in the field recognize the need for ongoing training and acknowledge the benefits of growing their professional expertise, but the reality of their workload means that change requires more than mere goodwill. There are still waves of resistance to be overcome.

Patrols cannot be delayed, and investigations are time critical. While police officers may know and accept that they need to review the training in the learning portal on the latest legislation, it's not urgent in their eyes, and remains at the bottom of their to-do list.

It was apparent early on that a combination of incentives, consequences, and training evaluations would be helpful.

Incentives

Police station commanders are, by nature, both ambitious and competitive. As part of a package of incentives, the Training Department leadership created a series of competitions with monetary prizes for the winning police stations. This encourages station commanders to be creative when delivering mandated weekly training to the units under their command and has proven to be very effective in ensuring that training becomes a priority in the field.

Another recent innovation to encourage learning is the "Learning Hour," which is counted as an hour of work, whether it takes place at work or at home.

In the same way that the Israel National Police includes two hours of physical training in the workweek, it now offers an hour for learning that is personalized for individual needs and easily available through the portals.

This sends a strong message to the officers that learning is a priority and encourages them to truly become part of a learning organization.

Consequences

Sometimes, incentives are not enough, and it's a matter of finding the tipping point between providing an impetus to learn and implementing logical consequences for neglecting that learning.

As an example, one recently introduced element of the Learning Revolution are "Knowledge Tests." These are tests designed specifically for each of the professional specializations in the Israel National Police, and every police officer is required to take these tests annually. When they were first introduced, there was considerable pushback. Officers complained that they did not have sufficient time to study for these tests, and there was an outcry against them.

Rather than force the issue, the senior leadership decided to delay the Knowledge Tests and redesign them, taking into consideration some of the feedback. An important element of change leadership is the ability to accept constructive criticism, especially when introducing new responsibilities or policies that take time for people to accept.

The Knowledge Tests are designed by the heads of each branch of the Israel National Police, sending a strong message about their importance to the organization. Station commanders are responsible for ensuring that their subordinates have sufficient time to study for these tests and are encouraged to organize group learning opportunities. The commanders set a personal leadership example by being available in these group sessions to answer questions and encourage learning.

The Knowledge Tests constitute 25 percent of the "Personal Quality Score" used to evaluate the performance of each police officer in the Israel National Police. This creates an incentive to study and succeed—and an easily understood consequence of not doing so.

Study hard and do well, and, for the first time, you can influence your own Personal Quality Score, and therefore your promotion prospects. Neglect your training, and the natural consequence is that your Personal Quality Score will reflect your lack of effort.

Evaluations

As part of the training redesign, a way to measure competency for both individuals and police units

was needed. Without this in place, it's not possible to judge whether the Learning Revolution is succeeding in maintaining and improving competency in these four critical categories: operational, professional, mental/ethical, and leadership competencies. The data-tracking system that was developed is currently in place for the first three categories, and the team plans to build out the leadership category in the coming months.

The evaluation schema uses a traffic light system to reflect competency scores—red signifies not competent in that category, amber is borderline competent, and green is competent.

Once a month, police station commanders receive the competency scores for the police officers and units directly under their command. Sub-district commanders receive the scores for all the units in their region, and the district commanders receive the evaluations for their entire districts. These scores are tracked by the deputy police commissioner and the police commissioner at the very top of the organization, as well.

A score in the green zone shows that the units and officers attached to that police station are maintaining and improving their competencies, which will be noted by senior commanders. A

score mostly in the red zone will likely result in the natural consequence of a phone call from a commanding officer to determine any issues and communicate expectations for improvement.

READY FOR CHANGE

The Israel National Police's training transformation demands a cultural shift within the organization and such a dramatic change will take time to be fully absorbed.

In the meantime, the organization is closely monitoring feedback and the initial results of the changes. So far, there are some very positive indications that the project is on the right track.

Police officers are accessing the digital campus and using the resources to deepen their knowledge. This is something seen in action when officers were required to study for the Knowledge Tests, as the organization is able to track the quantity of learning materials that are accessed from mobile phones and other devices.

Police station commanders now get unified, professionally designed training materials to teach their officers in the field. These lessons are prepared for them with input from the professional police branches, so they can teach the most relevant and timely material in a way that is consistent across the entire police force. Giving station commanders professionally designed, pre-prepared materials means that training in the field is much more likely to happen and to succeed.

The organization will continue to closely track and monitor its Learning Revolution and be ready to adapt to the ever-changing needs of the police force. The only thing that is certain is that the Israel National Police needs to be ready for constant change. Leaders at all levels must remain ready for whatever comes. ♡

IACP RESOURCES

- Reinvigorate Your FTO Program for Officer Success

- Mentoring Models for Recruitment, Retention, and Diversity

- Virtual Reality Training in Rural Jurisdictions

policechiefmagazine.org

BY
Lorie A. Fridell, PhD, Professor Emeritus of
Criminology, University of South Florida,
and Bas Böing, Captain, Dutch Police
Academy, Netherlands

MAXIMIZING THE IMPACT OF

IMPLICIT BIAS TRAINING

THE REALITY AND PERCEPTION OF BIASED POLICING IS A SIGNIFICANT ISSUE FACING LAW ENFORCEMENT LEADERS, NOT ONLY IN THE UNITED STATES BUT IN MANY COUNTRIES AROUND THE WORLD. Policing based on stereotypes and biases can make police ineffective, unsafe, and unjust. Perceptions of biased policing can have a huge negative impact on the relationship between police agencies and the diverse communities that they serve. For instance, in the summer of this year, France experienced violent riots linked to perceptions that the police act in a biased manner when interacting with marginalized communities.

The modern science of bias indicates that the executives of even the best agencies have to provide leadership on this issue, and providing implicit bias training (IBT) is one important aspect of an agency's comprehensive efforts to produce impartial policing and prevent the perceptions of bias. The provision of this training in law enforcement is a relatively new development based on a revolution in the research on bias and prejudice that disabused experts of the notion that all bias is conscious and all discriminatory behavior is intentional. Social psychologists discovered that even well-intentioned individuals who reject prejudice and stereotypes at the conscious level have implicit biases that can affect their perceptions and behavior, sometimes outside of conscious awareness. The purpose of IBT is to educate the participants about the modern science of bias, highlight how human bias might affect their own behaviors, and give them the motivation and skills they need to produce impartial behavior.

IBT has been adopted around the world, not only in law enforcement, but also in a number of other fields (e.g., education, medicine). The evaluation research shows that IBT can be effective. In general, experimental evaluations show that people who are randomly assigned to receive IBT, compared to their control group colleagues, demonstrate the following qualities:

- Increased awareness of bias and concern about discrimination
- Increased motivation to behave in a bias-free manner
- Intention to use bias-managing techniques

Importantly, research has documented changes in *behavior* linked to IBT, including reductions in biased behavior.

In reviewing the evaluation research to date, however, it is important to keep in mind that not all IBT programs are created equal. The quality and sophistication of training ranges from generic online courses to the program of the Dutch Police (developed by the coauthor of this article, Captain Bas Böing), which uses virtual reality (VR) simulations to help officers recognize biases that might affect their behavior. That training outcomes will vary depending on the nature and quality of a program is predicted by science (i.e., research in the realms of implicit bias and effective learning) and highlighted in an article that appeared in *Harvard Business Review* (*HBR*) entitled "Unconscious Bias Training that Works." The science and that article point to the aspects of IBT that can increase the likelihood of success.

REDUCING DEFENSIVENESS

The *HBR* article references the importance of overcoming denial, which is especially relevant to law enforcement audiences. Many trainees will enter a session on "biased policing" with a high level of defensiveness or even hostility. This resistance is understandable, in light of the decades of accusations of racist policing, but if it is not reduced, officers could reject the entire course as patronizing or even insulting. This defensiveness can be reduced with appropriate course content and effective trainers. Content can reduce defensiveness by conveying the message (confirmed by a voluminous body of research) that well-intentioned individuals in every profession have biases that can affect perceptions and behavior.

Defensiveness can also be reduced by high-quality trainers. Trainers who are current or recently retired law enforcement bring credibility to the training session and can personally attest to how policing based on biases can be detrimental to safe and effective policing.

PROVIDING MOTIVATION TO ENGAGE AND LEARN

Reducing defensiveness is necessary but not sufficient. A large body of literature shows that positive attitudes are crucial for producing change, so IBT programs need to motivate the participants to engage in the training and adopt the skills with which they are presented. Training programs can motivate trainees with engaging methods. The VR of the Dutch model is attractive to officers who are eager to try the technology. Another method, Fair and Impartial Policing (FIP) (developed by the coauthor Dr. Lorie A. Fridell) promotes engagement with small- and large-group discussions, application exercises, written and video scenarios, polling, and other techniques.

A training program can motivate trainees by showing that the content has relevance for their work. It should present real-world, police-specific examples and focus not on the most egregious examples of biased policing but on the day-to-day decisions of law enforcement officers that could be affected by their human biases. The training developed by the Dutch Police uses VR to place officers into 360-degree realistic urban environments. In one scenario, there are multiple community members in the scene and the officers are directed to identify and intervene with the person or people "worthy of investigation." The participants (working in pairs) make their choice and then make additional decisions about how to engage with the community members; these choices are supported by branching scenarios. Afterward, the trainees are asked to discuss the reasoning for their choices in light of the organization's stop and search policy.

FIP participants are exposed to studies that document common societal stereotypes associated with the various types of people with whom police interact (e.g., people who are experiencing homelessness) and generate their own examples of stereotypes or "implicit associations" in small- and large-group discussions. Similarly, after learning about the key characteristics of implicit bias, the trainees identify the types of police activities that might be most at risk of biased decision-making (e.g., situations characterized by ambiguous information, such as "investigating suspicious persons"). To further highlight the relevance of the content, the FIP law enforcement trainers share examples of incidents in their own careers where they acted on their biases, producing a safe environment for participants to reflect on their own prior decisions and behaviors.

Motivation to engage in the training and adopt the skills is also produced by conveying the value of impartial policing or, conversely, the consequences of biased policing. FIP uses powerful, real-life examples (based on actual incidents) to show that law enforcement actions based on biases or stereotypes can make police ineffective, unsafe, and unjust. The Dutch scenarios, too, provide opportunities for officers to see themselves or others acting in a biased fashion and the consequences of it (e.g., not identifying the true culprit).

TRAINING SKILLS

The *HBR* article highlights the importance of providing trainees with skills for addressing their biases, and implicit bias research literature identifies those that are most effective.

There is some confusion regarding the types of skills that have the most promise. The social psychologists studying "debiasing techniques" distinguish between techniques for *reducing* bias versus *managing* bias. This is an important distinction and one that is missed by some journalists seeking to disparage IBT. These journalists criticize IBT by pointing to research that documents that many "debiasing techniques" do not reduce a person's level of biases. They are right about the science—but misunderstand the purpose of IBT. It is not the goal of IBT to reduce a person's bias. IBT programs

that are based on the science may share some of the more effective (long-term) bias-reducing skills (e.g., having positive contact with diverse groups), but most emphasis should be given to bias-managing skills. That is, trainees should learn techniques for recognizing and managing their biases so that those biases do not impact their behavior.

Skills for producing impartial policing are not the same for all levels of a department. For instance, in the FIP program, line-level personnel learn to (1) recognize and manage their biases, (2) slow things down when feasible, (3) be aware of the biases of others (i.e., community members and colleagues), and (4) apply their agencies' impartial policing policy. Supervisors learn all of those skills and are also trained to "supervise to promote impartial policing." Command-level personnel learn all of the preceding skill sets and receive guidance in how to implement a comprehensive strategy to promote impartial policing. Elements within that strategy include recruitment and hiring, policy, training, leadership, accountability, measurement, operations, and outreach to diverse communities.

APPLYING ADULT LEARNING CONCEPTS

The most effective IBT will be based on adult learning concepts. Adult learning theory promotes the involvement of participants in their own learning and each other's learning. As previously noted, the program of the Dutch police includes a full group discussion after the officers have completed the VR scenario. Officers explain the choices that they made and hear from other officers who made different decisions. This discussion allows the officers to reflect on their own decisions and can serve to stimulate their awareness of how human biases could affect their day-to-day activities.

Consistent with adult learning theory and research, IBT training cannot be a one-off experience. First, police leaders in an agency—from the sergeant to the chief—must reinforce the messages of IBT after personnel are trained. Second, as with any important (especially high liability) policing topic, "booster training" is required. This need is reinforced by the evaluation research indicating that positive outcomes linked to IBT diminish over time. The training that comes 12 to 18 months after the first training should reinforce and build on the content of the original training, but in a new and fresh manner. The key objectives of FIP's booster training are to review and update the science of bias, rejuvenate the officers' motivation to use their bias management skills, and review (and practice) those skills. With video vignettes, participants are placed into the shoes of officers engaged in common, real-world situations. These video scenarios stop at various points in the encounters, and the class is directed to make a choice about what they should do next. Whatever choice the participants make is linked to a key concept in the science of bias and the skills they need to use to produce impartial policing.

CONCLUSION

Law enforcement personnel around the world have been trained on the general topic of biased policing or racial profiling for decades. Much of that training was based on the "old science," which recognized only conscious biases that are based on animus toward groups and that produce intentional discriminatory behavior. These explicit biases still exist in society and there are still racist individuals in policing and, indeed, in all professions. But the widespread adoption of IBT reflects the fact that most officers are well-intentioned individuals who want to police in an unbiased fashion. This type of training helps them do just that. And while the evaluation research indicates that IBT can positively impact knowledge, attitudes, and behavior, there are two important caveats. First, there is much variation in versions of IBT, and some, according to research, have more prospects for change than others. Effective programs include the important elements discussed herein. Second, and even more important, no one should assume that IBT is the silver bullet for addressing the issue of biased policing. IBT can help well-intentioned officers recognize their biases and implement skills for managing them; it will not cure a racist officer of their animus toward marginalized groups. Related to this, and as highlighted in the *HBR* article and elsewhere, IBT for police is not "the answer" to the problem, but rather a necessary component of multidimensional efforts to promote impartial policing. To be most effective, IBT must be integrated into broader reform efforts. ♡

IACP RESOURCES

- Bias-Free Policing

theIACP.org

- Addressing Implicit Bias in Policing
- Police Officers as Civic Leaders

policechiefmagazine.org

KEY IACP 2023 HIGHLIGHTS

IACP 2023

The **International Association of Chiefs of Police (IACP) Annual Conference and Exposition** is the largest and most important law enforcement event of the year. On **October 14–17**, IACP 2023 will bring together policing leaders from around the globe to San Diego, California, for four days of education and networking.

Saturday, October 14

First-Timers Orientation Session
7:30 a.m.–8:15 a.m.

Attend this session to become familiar with various elements of IACP 2023 and learn how to make the most of your conference experience.

Opening General Assembly
10:00 a.m.–11:30 a.m.

Joining President John Letteney, Mayor Todd Gloria and Chief David Nisleit will welcome delegates to San Diego, California. INTERPOL Secretary General Jürgen Stock will speak about INTERPOL's multiple initiatives, including the establishment of three global programs to help guide INTERPOL's efforts in counterterrorism, organized and emerging crime, and cybercrime. FBI Director Christopher Wray will close out the Opening General Assembly and discuss the work and priorities of the FBI and the issues and challenges faced by the policing profession.

Ribbon Cutting Ceremony
11:45 a.m.–12:00 noon

Join us at this festive event featuring a short ribbon cutting ceremony, then make your way into the resource-filled Exposition Hall to see what's new and discover solutions for a safer society.

Speaker Series: Innovation, Collaboration, and Opportunity: A Discussion with the Five Eyes Law Enforcement Group (FELEG)
2:30 p.m.–3:30 p.m.

Featuring a panel discussion with executive members from law enforcement agencies representing the Five Eyes countries—Australia, Canada, New Zealand, the United Kingdom, and the United States—this session will discuss innovation, collaboration, and opportunities confronting security and law enforcement agencies around the globe.

Education

Choose from more than 60 workshops on such topics as technology and innovations in policing, officer safety and wellness, and organizational culture and leadership development.

Sunday, October 15

Education

Choose from more than 60 workshops on such topics as critical incident management, critical incident response, and case studies of high-visibility events.

Exposition Hall

Network with 650+ exhibitors in the sold-out Exposition Hall. Stick around for the networking event from 3:00 p.m. to 5:00 p.m. to enjoy refreshments while connecting with exhibitors and exploring the latest innovations and equipment available to law enforcement.

Visit The Hub

The Hub, Booth #2121 in the Exposition Hall, is where the IACP will showcase a broad array of the services offered to law enforcement. At The Hub, you can learn how to advance your career with the IACP's professional development opportunities, discover a multitude

of resources available through IACPnet, and find out more about no-cost technical assistance provided by CRI-TAC. You can also sign your agency up to join the IACP's Trust Building Campaign.

Monday, October 16

IACP Elections/Voting
8:00 a.m.–4:00 p.m.

All eligible voters will have the opportunity to vote for candidates for the Office of IACP 4th Vice President. There are two options for casting your ballot this year—either via online voting or voting in person at the voting kiosk located by registration in Lobby D. Attendees will have the opportunity to meet the candidates by visiting the candidate booths located in the Ballroom 6A lobby, and during the candidate forum taking place on Sunday afternoon from 1:45 p.m. to 3:00 p.m. in Room 30DE of the San Diego Convention Center.

General Assembly
10:00 a.m.–11:00 a.m.

The IACP/Axon Police Officer of the Year finalists and winner will be recognized for their exceptional achievement, highlighting officers who exemplify selflessness, empathy, and strength of character. In addition, the IACP elections report will be presented.

Education

Choose from more than 50 workshops, on such topics as community-police engagement, the intersection of public health and public safety, and vulnerable populations.

Chiefs Night
7:00 p.m.–10:00 p.m.

With the Historic Gaslamp Quarter for a backdrop, IACP 2023 attendees will experience unique local foods, music, and interactive experiences, all while networking with colleagues and new friends. You must bring your IACP 2023 credentials and a driver's license or passport to gain entry to Chiefs Night. You will not be admitted to Chiefs Night without these items.

Tuesday October 17

Closing General Assembly
10:00 a.m.–11:30 a.m.

The Closing General Assembly of IACP 2023 will feature candidate announcements and farewell remarks by IACP President Chief John Letteney. Also featured will be a panel discussion on navigating through unspeakable tragedy, with leadership reflections on Memphis, Monterey, Nashville, and beyond.

Education

Choose from more than 50 workshops on such topics as use of force, violent crime, school safety, and narcotics.

Annual Banquet and Reception
6:00 p.m.–9:30 p.m.

Join us for the IACP Annual Banquet, featuring the formal swearing-in of the 2023–2024 IACP president and Executive Board and a presentation of the IACP Leadership Awards. This is a black-tie-optional event (business suits are appropriate). Advance ticket purchase required.

Other Highlights

Certificates

All IACP 2023 full conference registrants (with the exception of companions and guests) are eligible to receive a Certificate of Attendance that indicates which workshops the registrant attended.

Access your Certificate of Attendance via the IACP 2023 Mobile App or theIACPconference.org. Please note, attendees must self-report their attendance to update their certificate; badges will not be scanned upon entry for individual IACP 2023 events.

Recorded Workshops

IACP 2023 will have more than 200 workshops on a wide variety of topics. Selected workshops will be recorded on-site and made available on IACPlearn post-conference for IACP members with full conference registrations. Workshops selected for recording will be noted in the printed program and mobile app.

Speaker Series

Attend the IACP Speaker Series and hear from high-ranking government officials and police leaders on emerging issues and threats and lessons learned from high-profile incidents.

- Sunday, October 15, 8:00 a.m.
- Sunday, October 15, 1:45 p.m.
- Monday, October 16, 2:00 p.m.
- Tuesday, October 17, 12:30 p.m.

1050 Technologies	1363
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ACTinBlack US LLC	710
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Active Solutions	1247
Activu	5651
Adorama Business Solutions	1048
ADS, Inc.	5931
Advanced Security Technologies LLC	2116
AED │ Patrol PC	2611
AED Professionals	1356
AEGIX │ SWIFT SHIELD	1022
Aero Precision	759
AeroClave	1957
AeroDefense	1245
Aguila Ammunition/TXAT LLC	5549
AH Datalytics	1643
Aker International, Inc.	4052
Alarm Program Systems	4659
Alcohol Countermeasure Systems	2138
Alien Gear Holsters	1829
All Traffic Solutions	1731
Alli Connect	763
All-Star Talent, Inc.	5558
Alternative Ballistics Corporation	2658
Altia	5518

Altumint, Inc.	2747
Amazon Business	1859
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Amentum	712
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SkySafe   **1314**
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Trango Systems	4852
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Truleo	3325
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VDRAIN	1324
Vector Solutions	939
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Velocity Systems	4454
Verco Materials	5629
Veritone, Inc.	3921
Verizon Frontline	**2539**
Ver-Mac, Inc.	4957
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Veterans Affairs Suicide Prevention Program	3459
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Virage Simulation	4245
VirTra	2739
Virtual Academy	4218
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Visionations/CrimePad	730
Vitronic Machine Vision, Ltd.	5707
VNC Automotive	760
Volcanic Bikes	1239
Walden University	3251
Waldorf University	2457
Wallace Perimeter Security	1229
Wanco, Inc.	1631
Wendell's Mint	3227
What's My Name Foundation	4555
Whelen Engineering Co., Inc.	2211
Whooster	722
Will-Burt	3338
Winmate, Inc.	3653
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Wrap Technologies, Inc.	2649
Zebra Technologies	3127
Zencity	4243
Zero Motorcycles	3627
Zero9 Solutions	5253
Zetron	811
Zinatt Technologies, Inc.	5940
ZOLL Medical Corporation	2661

The Impact of AI on Alarm Validation

BY

Mark McCall, President, Partnership for Priority Verified Alarm Response; Director Global Operations, Immix

IN A COLLABORATIVE EFFORT BETWEEN PUBLIC SAFETY AND ALARM INDUSTRY PROFESSIONALS, A NEW ANSI STANDARD, THE AVS-01 ALARM VALIDATION SCORING STANDARD, HAS BEEN CREATED.

AVS-01 will transform the way alarm monitoring centers evaluate site alarm activations through the application of a scoring matrix, and it standardizes and enhances communications on alarm events between monitoring centers, emergency communications centers (ECCs), and law enforcement.

AVS-01 was created with the idea that public safety would be a primary beneficiary. While it establishes a standardized method for the alarm industry to classify and communicate intrusion alarms, this information is being provided to public safety with the intent to deliver a more accurate description of the event, allowing law enforcement to better decide what resources to dispatch.

AVS-01 ALARM CLASSIFICATIONS

There are five levels of classification.

Alarm Level 0—no call for service

Level 0 intrusion alarms are cancelled by verbal, electronic, or other methods.

Alarm Level 1—intrusion alarm with no additional or limited information

By default, intrusion alarms are to be considered Level 1. They will escalate or de-escalate or remain

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COPS — Community Oriented Policing Services — U.S. Department of Justice

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> ## *AI can report the 'highly probable' existence of a human without the monitoring center operator seeing or hearing the person.*

as a Level 1 based on additional details garnered through operator observations, analytical data, or keyholder/responsible party input.

Alarm Level 2—intrusion alarm with confirmed or highly probable human presence with unknown intent

An intrusion alarm is classified as Level 2 if a human is known to be at the protected property or analytics indicate the very high likelihood that a human is present, but the operator or the keyholder/responsible party does not know the person's intent.

Alarm Level 3—intrusion alarm with confirmed threat to property

At Level 3, the operator or keyholder/responsible party has observed apparent burglary activities or analytics have indicated such activities.

Alarm Level 4—intrusion alarm with confirmed threat to life (non-user-initiated event)

Level 4 alarms occur when the operator, analytics system, or keyholder/responsible party has observed apparent activities that would be considered a potential threat to life or physical harm.

Initially, as AVS-01 was being drafted, it was thought that the standard would detail almost every aspect of the calculation of the alarm levels. It would assign point values to hundreds of data points and dictate a formula to calculate the value, leading to the alarm score or alarm level. This direction soon proved to conflict with two of the standard's primary goals—flexibility and easy adoption. The direction then changed so the standard would be technology agnostic.

However, technology will certainly play a significant role, as will the alarm monitoring center operator. The monitoring center operator is significant because they make the final decision on the alarm disposition prior to making a call for service. Technology, especially artificial intelligence (AI), is significant as it will be able to predetermine an intrusion alarm's classification prior to delivering the alarm to a monitoring center operator, speeding up the alarm handling time. While the operator is handling an alarm, it will be able to monitor incoming data in real time, updating an operator with current details.

AVS-01 does not attempt to suggest any level of response by law enforcement to the various alarm levels. Each jurisdiction will decide how to respond to the AVS-01 alarm levels. But, in discussions with public safety, especially public safety members on the AVS-01 committee, the knowledge that a human was on-site made a significant difference in how they handled the response. The potentially elevated response could be the difference between an apprehension or not. The difference between AL1 and AL2 is substantial. With AL2, the "confirmed" human presence is straightforward—the operator sees, hears, or has electronic confirmation that a human is on-site, e.g., unauthorized opening with a burglary signal or someone the monitoring center operator called confirms a person. The "highly probable" aspect of AL2 is where it gets interesting and is where AI and other technologies can have a real impact.

APPLICATIONS OF AI

Applying human sensing or human detection technologies to intrusion (and other) alarm systems can greatly increase the capabilities of these alarm systems in detecting whether a human is present within a protected area. These technologies could include various types of radar, infrared sensors, imaging for human patterns, Wi-Fi sensing, and many more. Here, AI and the related technologies can report the "highly probable" existence of a human without the monitoring center operator seeing or hearing the person. This will expand the use for AL2 and, as confidence in the technology grows within the law enforcement community, will lead to better and appropriate responses and more apprehensions.

In considering applications by AI and other technologies to AL3 and AL4, one key outcome would be the availability of more accurate data for the central station operator. Video analytics can report gunshots and, along with additional data such as rapid crowd movement or perhaps audio of screams and hollering, this could initially present to an operator as an AL4. Other examples could be fighting detected through analytics or an intrusion alarm with the homeowner known to be on-site. For threat to property, video analytics could detect burglary tools and entry to a protected property. Audio analytics could detect the breaking of glass and voices. These could be presented initially as an AL3 and, as with all alarms, the central station operator will take appropriate steps to confirm the alarm level.

As mentioned previously, the alarm monitoring center operator is a key participant in the handling of intrusion alarms, ultimately making the final determination of the alarm level prior to making a call for service. However, as AI and other technologies play an ever-increasing role in assisting in the alarm level classifications, these operators will be armed with more accurate data as they engage with ECCs. This, in turn, will allow law enforcement to better manage their responses and resources—a win for law enforcement and for the security industry.

Partnership for Priority Verified Alarm Response will soon have an educational video about AVS-01 available free to public safety. This will allow ECCs and law enforcement to more easily understand the AVS-01 standard, and they can then take this information and create policies for alarm response that best suit their needs. ♡

For more information on the AVS-01 standard, go to **www.PPVAR.org** or **www.TMA.us**.

IACP OFFICER SAFETY & WELLNESS

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

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

Contact the IACP OSW Team or scan the QR code for more resources
theIACP.org/osw
osw@theiacp.org

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

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

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

Family Wellness
◆ Secondary trauma
◆ Resilience for children
◆ Financial planning
◆ Retirement planning

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

Managing Evidence in a Digital World

Photo courtesy of Genetec

TODAY'S TECHNOLOGICAL ADVANCEMENTS CAN BE A BLESSING TO THE POLICING PROFESSION. FROM LAB ANALYSIS TO PERSONNEL MANAGEMENT TO CRIME SCENE INVESTIGATION, THE EVER-EVOLVING TOOLS AND RESOURCES AVAILABLE HAVE IMPACTED EVERY ASPECT OF LAW ENFORCEMENT, OFTEN RESULTING IN INCREASED EFFICIENCY AND EFFECTIVENESS. BUT THE ADVANCEMENTS CAN ALSO PRESENT SEVERAL UNFORESEEN CHALLENGES, MANY OF WHICH ARE RELEVANT WHEN HANDLING DIGITAL EVIDENCE.

Only a decade ago, agencies struggled to find quality information to respond to a call for service; however, that challenge was reduced as various audio and visual solutions, like security cameras and smartphones, became norms in society. "It will become increasingly more challenging to manage the sheer amount of digital evidence being created nowadays, especially considering the staffing and time constraints that policing agencies today experience," said Dalton Webb, Flock Safety's director of RTCC Strategy.

There have never been more sources of information available to law enforcement professionals, but how do agencies keep it manageable in order to effectively leverage it?

CLOUD-BASED MANAGEMENT

As highly effective digital evidence–collecting tools come on the market, the buildup of evidence grows larger. Flock Safety (Flock), for instance, builds evidence-capturing hardware such as license plate recognition cameras, gunshot detection systems, and livestreaming camera systems that help provide objective evidence to investigators. Although this often means more cases can be cleared sooner, the plethora of information creates another problem—investigators and analysts spend countless hours organizing the evidence. In the midst of a recruiting crisis, the last thing agencies need is to spread their resources too thin by keeping personnel occupied with administrative

Photo courtesy of Cellebrite

Photo courtesy of Genetec

functions rather than responding to calls for service. Many police product companies acknowledge this challenge and have made it a priority to build tools to streamline the digital evidence management process.

When agencies utilizing their evidence-collecting hardware asked for a single platform that could handle the bulk of the digital evidence alerting and search capabilities, Flock developed a high-quality digital mapping platform so analysts and officers could see where their devices are located. Flock's software platform, FlockOS, provides the foundation for all hardware and software products.

By integrating an agency's existing devices, the platform is ideal for placing all types of media into one dashboard, so dispatchers, crime analysts, and other investigative staff can solve crime more efficiently. FlockOS also integrates directly with Evidence.com, which helps break down silos between evidence collected on Flock's devices and that collected by Axon technology.

Evolving from strictly a license plate recognition company into an all-encompassing crime solution company, Flock measures its success on how much crime it is helping to solve. "By our current estimates, Flock's technology is having a direct impact on helping law enforcement solve about seven percent of reported crime in the [United States]," said Webb.

Digital evidence is pivotal in nearly every criminal case. Smartphones can hold crucial data for solving crimes, but the sheer volume can overwhelm examination resources. "[Cellebrite's] Guardian tackles these challenges by optimizing lab operations, ensuring resource limitations don't hinder data sharing and review and eliminating the need for multiple unmanaged copies on portable drives," said Ronnen Armon, chief products and technologies officer at Cellebrite. Guardian leverages cloud technology to link investigators, examiners, prosecutors, and experts across different locations and networks. The solution enables investigators to submit evidence, track progress, maintain chain of custody, support detailed data collection, and provide real-time access to digital evidence.

Released in 2021, Guardian was created to streamline the digital evidence management process, eliminating manual obstacles that hinder investigations and ensuring maximum efficiency and compliance. Guardian seamlessly integrates into existing workflows achieving 5.5 times faster case resolution, 2-hour time-to-evidence, and 47 percent cost savings compared to traditional methods, while maintaining compliance. With success like this, investigators and prosecutors can feel empowered to defend their evidentiary actions in court while law enforcement professionals focus on restorative justice.

"With many agencies facing lower recruitment rates, it is imperative that we help them do more with less," said Genetec's Product Group Director Erick Ceresato. "By allowing officers and detectives to perform some of their tasks digitally, it can significantly reduce idle time and allow them to focus on their key responsibilities that help to improve community safety." Transitioning to a digital method can be daunting, though. For cloud-based products, agency concerns of security and privacy standards often arise. These concerns became the motivation behind Genetec Clearance, an open-architecture digital evidence management system that gives users the ability to integrate, store, and securely export multimedia evidence between law enforcement, investigators, and other stakeholders.

With the solution, agencies no longer need to rely on copying information to DVDs and shared drives; Clearance enables users to share evidence with the click of a button. "With growing cybersecurity risks and many IT departments strained for resources, using a made-for-purpose solution to protect sensitive data can help agencies ensure the security of their digital evidence," said Ceresato. All files within the software are encrypted, and the chain of custody is preserved for any interactions in the application. Genetec ensures compliance with the latest security policies with updates to protect an ever-changing landscape of vulnerabilities.

When a law enforcement agency needed to save time, money, and personnel hours (while ensuring evidence security),
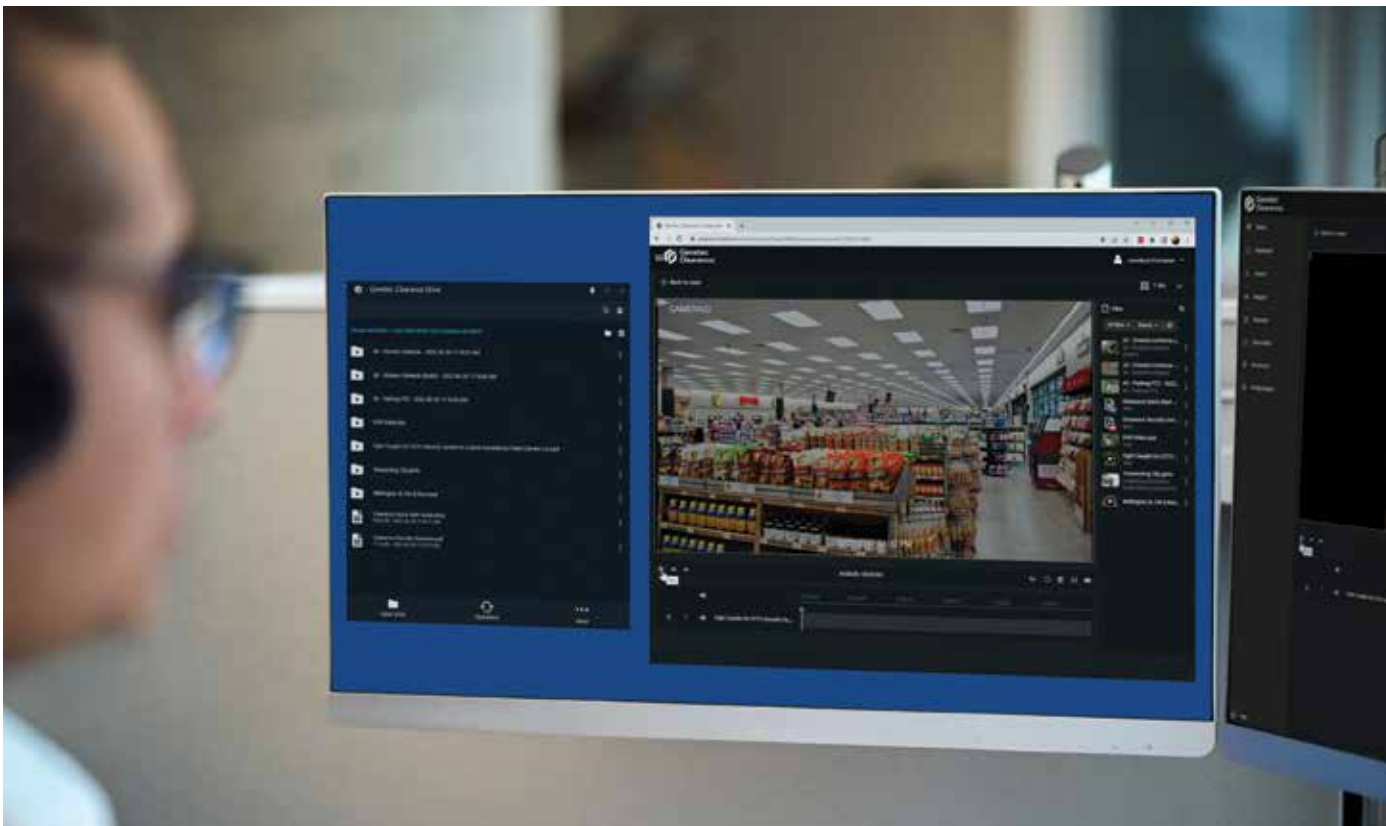
Photo courtesy of Genetec

Omnigo stepped up to meet the client's needs by creating Omnigo's Digital Evidence and Investigation & Case Management products. These solutions allow users to easily organize case data, communicate a clear and concise description of the crime scene, and resolve the case.

The customizable dashboard allows a user to store traditional, structured records data and multimedia in one place. Once the digital evidence has been added to a case, it can be viewed and sorted so that police can navigate between digital files. The digital evidence management system is available on mobile devices, which allows users to capture media, dictate notes, record interviews, and share evidence while in the field. Omnigo also boasts enhanced security features. Administrators have full control over the handling, possession, and custody of all evidence. A full chain of custody can be created so monitoring and logging mechanisms ensure evidence can be handled correctly. When evidence is shared, a record of who received what information at any given time is kept.

CONCLUSION

Today's criminal landscape is constantly evolving in ways that demand advanced technology and training for law enforcement to combat modern crime. "We

found that the success rates of gathering more evidence and clearing more cases were higher in agencies that embraced technology as part of their daily processes," said Webb. In order to stay ahead of the information buildup and ensure usage of all the evidence available, agencies must invest in robust digital evidence management systems. ♡

SOURCE LIST

Please view this article online for contact information.

- BlackRainbow
- Cellebrite
- CivicEye
- Flock Safety
- Genetec

- Halo Americas
- Integrys
- Omnigo
- OpenText
- Mark43

IACP
International Association of
Chiefs of Police

RESOURCES

ADVANCEMENT

Your Source for
KNOWLEDGE

TRAINING

The IACP prepares all law enforcement members to meet the challenges of the day.

POLICE CHIEF Magazine

Policy Documents

Daily News Briefs

IACPlearn

Turn to the Source. Turn to the IACP.

IACP membership is open to everyone involved in the criminal justice field – both sworn and professional staff.

Join Today!

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

REAL-TIME STREAMING WITH OPEN PLATFORM BODY-WORN CAMERAS FROM AXIS COMMUNICATIONS

Axis' body-worn system serves as a trusted partner for law enforcement to confidently protect and serve the community. With superior video and audio quality, the Axis body-worn system helps to deter crime, protect personnel, and document forensic evidence. AXIS Body Worn Live, the newest addition to the body-worn system, is a live-streaming software that enables an operator to view a wearer's body-worn camera footage in real-time, allowing them to make informed decisions, such as when to send backup based on the Axis body-worn camera's GPS location. Built on an open platform, integration into your preferred content destination is easy, giving you the flexibility to manage and store the video how you want.

Axis Communications enables a smarter and safer world by creating solutions for improving security and business performances. As a network technology company and industry leader, Axis offers solutions in video surveillance, access control, intercom, and audio systems. They are enhanced by intelligent analytics applications and supported by high-quality training.

Axis has around 4,000 dedicated employees in over 50 countries and collaborates with technology and systems integration partners worldwide to deliver customer solutions. Axis was founded in 1984, and the headquarters are in Lund, Sweden.

axis.com/bodyworn

Pack

5.11 Tactical announces the LV Covert Carry Pack. It features a rear weapons compartment with an adjustable four-inch drop down weapons system that accommodates compact or full-size firearms. An adjustable muzzle divider, web MOLLE panel, and two removable hook/loop straps ensure the weapon is secure. The secondary compartment with a suspended padded laptop sleeve and admin org along with a front zippered pocket with web MOLLE and loop for agency ID provides ample storage. Lower webbing straps also allow for extra cargo or for attaching a waist pack. Visit the company's website or their booth at IACP 2023 to learn more.

www.511tactical.com

Data Management System

Cellebrite DI Ltd. announces its new UFED Ultra solution, which expands and accelerates data access, extraction, decoding, and review capabilities for law enforcement agencies around the world to deliver court-ready digital evidence. The UFED Ultra strengthens the end-to-end solution suite by broadening access to devices and operating systems thus streamlining the investigative workflow and accelerating time-to-evidence. This technology and infrastructure provide unparalleled access and extraction capabilities, meaning every agency with Cellebrite technology, regardless of size, is equipped to expeditiously solve crimes. Visit the company's website or their booth at IACP 2023 to learn more.

cellebrite.com

Boots

Rocky Boot's Tac One is built to deal with the unknown. This eight-inch, medical public service boot is bloodborne pathogen resistant making it safer for anyone who might encounter blood. Rocky Waterproof construction includes a heavy-duty YKK side zipper with VELCRO closure, keeping feet dry. Its comfort tracks footbed, oil- and slip-resistant outsole, and EVA midsole and fiberglass shank offer stability and comfort. The high abrasion mesh and PU overlay provide added durability. The Tac One boot is designed for police for any situation they might walk into. Visit the company's website or their booth at IACP 2023 to learn more.

www.rockyboots.com

Storage System

Pro-gard introduces the Under Seat Storage system for F-150 and Super Duty Crew Cabs, catering to law enforcement storage needs. This advanced solution optimizes cargo space for equipment and weapons while ensuring secure, organized storage. Its dual compartments offer versatility with a removable divider and locking latches for weapon security. Constructed from durable steel with a textured black powder coat finish, it includes a rubber mat–lined floor for protection. Installation is effortless, attaching seamlessly to OEM holes without drilling. Pro-gard is committed to enhancing officer efficiency and safety. Visit the company's website or their booth at IACP 2023 to learn more.

pro-gard.com

Rugged Smartphone

KYOCERA offers the ultra-rugged DuraForce PRO 3 Android smartphone. Now available from Verizon, it's certified for Verizon 5G Nationwide and 5G Ultra Wideband for public and private network connectivity. Compact enough to work as a body-worn device with programmable buttons, it is designed to help first responders work faster and smarter, ensuring reliable mission-critical communications with MCPTT6 capability, loud-clear 100dB+ audio for noisy environments, AI-enhanced dual-mic noise cancellation, all-day replaceable battery, plus a scratch- and shatter-resistant display designed for outdoor visibility with glove and wet-touchscreen operation. Visit the company's website or their booth at IACP 2023 to learn more.

kyoceramobile.com

Plate Carrier

The latest product in the RTS Tactical line up is the re-engineered RTS Tactical Advanced Sleek 2.0 Plate Carrier. This plate carrier is designed specifically for covert missions. It is a low-profile solution to the need for armor in the rapidly changing tactical situations encountered by law enforcement. The elastic side construction keeps the armor inserts snug against the body while in motion. Designed for the user who needs a low profile and full, active ballistic protection. Discreet, yet quick and easy to don and doff, it is perfect for use in undercover operations. Visit the company's website or their booth at IACP 2023 to learn more.

rtstactical.com

Body-Worn Camera

Motorola Solutions presents the V700 body-worn camera (BWC), able to live stream video and report real-time GPS location over LTE to CommandCentral Aware. This BWC can recover critical evidence days after an incident, even when a recording wasn't initiated. Recording can also be triggered with Holster Aware sensors and APX public safety radios. It also delivers excellent video quality in low-light conditions. The easily changeable and rechargeable battery has self-cleaning contacts to ensure reliable power. Other features include 128 GB storage, multiple mounting options, and the SmartControl mobile and PC app. Visit the company's website or their booth at IACP 2023 to learn more.

motorolasolutions.com

In-Vehicle System

VNC Automotive's Cobalt Cube integrates and controls light bars, sirens, automatic license plate recognition, CCTV, and many other vital systems using the vehicle's existing touchscreen. Streamlining control of these systems in a vehicle's cabin reduces bulk, which helps officers to fully concentrate on the road conditions. It also enables control rooms to connect with vehicles in real time, controlling certain systems such as sirens, providing crucial navigation information to those driving the vehicle, and even sending CCTV footage to vehicles. Cobalt Cube is rugged and operates in the toughest climate conditions. Visit the company's website or their booth at IACP 2023 to learn more.

www.vncautomotive.com

2023 IACP IDTS *RECAP*

On August 9–11, 2023, the International Association of Chiefs of Police (IACP) hosted the **Impaired Driving and Traffic Safety Conference (IDTS)**. This conference blended the success of the former Drugs, Alcohol, and Impaired Driving Conference with additional educational content in overall traffic safety. The event delivered high-value training, networking opportunities, on-site exhibitions, and plenary sessions to police officers, traffic safety advocates, prosecutors, toxicologists, and physicians while providing a forum in which to share information, countermeasures, and best practices for reducing drug- and alcohol-impaired driving and improving road safety.

Five plenary sessions and 51 workshops were available during the three-day event, along with access to 20 sponsors and exhibitors. A Crash Awareness and Reduction Effort (CARE) Section Meeting and a Drug Recognition Expert Section Meeting were both held in conjunction with this event.

NUMBERS

1,299
IN-PERSON ATTENDEES

REPRESENTATIVES FROM

6 COUNTRIES : AUSTRALIA, CANADA, GERMANY, NIGERIA, SOUTH AFRICA, AND THE UNITED STATES

ATTENDEES FROM ALL

50 U.S. STATES; WASHINGTON, DC; GUAM; AND PUERTO RICO

20 EXHIBITORS

TOP 10 MOST-ATTENDED SESSIONS

- Intoxication vs. Medical Conditions: How to Differentiate Abnormal Eye Responses
- A Double Play: NJ Supreme Court Examines the DEC Program under *Frye* and *Daubert*
- Driving Impairment with Fentanyl, Xylazine, and Novel Synthetic Opioids
- Good Trip or Bad Trip: The Pharmacology and Behavioral Effects of Hallucinogens and Dissociative Anesthetics
- NTSB: Alcohol, Other Drug, and Multiple Drug Use Among Drivers
- No Results, No Problem! Successful Prosecution of DUID Cases when Toxicology Is Negative
- Therapeutic vs. Impaired: What Quantity of a Drug Is Too Much?
- Fentanyl: Its Origins and Current Challenges
- HIGHly Effective: Removing Smoke Screens
- The Three Ps: Physiology, Pharmacodynamics & Pharmacokinetics

Sergeant First Class Greg Stube (ret.) delivered the keynote address, "Lessons Learned from the Battlefield: Leadership, Team Dynamics, and Resilience."

NETWORKING

- Annual DEC Program State Coordinator meeting (held the day before the IDTS conference)
- DRE Section annual meeting and reception
- CARE Section annual meeting and reception

Thank you to our 2023 IDTS sponsors!

DRUG IMPAIRMENT.COM

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OTS
CALIFORNIA OFFICE OF
TRAFFIC SAFETY

Reducing Traffic Fatalities through Speed Enforcement

BY
Maria Pittella, Project
Coordinator, IACP

THE BLOOMBERG PHILANTHROPIES INITIATIVE FOR GLOBAL ROAD SAFETY (BIGRS) IS A 12-YEAR MULTI-PARTNER INITIATIVE THAT AIMS TO REDUCE ROAD TRAFFIC FATALITIES AND INJURIES IN LOW- AND MIDDLE-INCOME COUNTRIES THROUGH A COMPREHENSIVE DATA-DRIVEN APPROACH.

This is a key driver in improving global traffic safety, as "93 percent of the world's fatalities on the roads occur in low- and middle-income countries, even though these countries have approximately 60 percent of the world's vehicles." Initiative partners representing the world's leading road safety organizations coordinate with in-country governmental and non-governmental stakeholders to implement road safety activities, focusing on four primary risk factors: speeding, impaired driving, helmet use, and seatbelt use. As a partner on the initiative, the IACP's primary role is to work alongside in-country law enforcement agencies to implement evidence-based interventions that have been proven to reduce road traffic fatalities and injuries.

IACP'S ROLE

The IACP's involvement with the initiative began in 2017 through supporting enforcement efforts in São Paulo, Brazil, and has expanded to 14 cities in 6 countries. Currently, the IACP is involved as an enforcement partner in Argentina, Brazil, Colombia, Ecuador, India, and Mexico to reduce road fatalities and save lives through data-driven enforcement measures. One of the guiding principles of the initiative is the Safe Systems Approach, which is an internationally recognized framework that considers five elements of a safe transportation system in an integrated and holistic manner: safe road users, safe vehicles, safe speeds, safe roads, and post-crash care. As a partner on the initiative, the IACP educates traffic enforcement authorities on this approach by improving the officers' or traffic agents' understanding of the role of speeding in road deaths and injuries and the importance of traffic enforcement in changing road user behaviors—specifically through increased visible enforcement measures. This approach not only elevates the public's perception of increased enforcement but deters overall speeding that may lead to injuries or fatalities on the road.

Many of the countries that the IACP is involved with for this initiative have specific police or civil agencies that are responsible for traffic enforcement that can benefit from the Safe Systems Approach framework. In Buenos Aires, Argentina, the main traffic enforcement agency is the Dirección General Cuerpo de Agentes de Control de Tránsito (DGCATRA), or the General Directorate of the Body of Traffic Agents. Prior to the IACP's involvement, the city exclusively used fixed automated speed cameras to cite vehicle owners through the mail. This method, although useful in reducing speeds on specific stretches of roads, failed to prevent overall speeding in the city or significantly decrease

serious injury and fatal road crashes due to limited detection and deterrence capabilities. Based on the IACP's assessment and work with the DGCATRA, the need for handheld speed cameras was identified as a way to allow the city to expand their speed enforcement operations to various hot spot locations in support of the Safe Systems Approach. These actions resulted in equipment recommendations and ongoing discussions between the IACP and the DGCATRA to improve their enforcement efforts to reduce road crashes.

As a result of the recommendations from the IACP, the city of Buenos Aires purchased nine handheld speed devices to begin roadside speed enforcement operations and requested assistance from the IACP in creating a standard operating procedure (SOP) for roadside speed enforcement operations. Once the SOP was approved by the city in early 2022, the nine speed devices were put to use along with road safety equipment that the IACP donated to the DGCATRA. As a result of the IACP's guidance, the DGCATRA began implementing speed checkpoints using their handheld speed devices to cite motorists exceeding the speed limit without stopping vehicles at the time of the infraction, sending citations to the vehicle owner later by mail. The presence of on-site officers leads to the public's increased perception of enforcement, thus creating a deterrent effect in which drivers reduce speeds to avoid a citation.

VULNERABLE ROAD USERS

"More than half of all road traffic deaths are among vulnerable road users: pedestrians, cyclists, and motorcyclists." In April 2022, the DGCATRA started including motorcycle speed enforcement in addition to four-wheel vehicles; however, they faced a new challenge in this endeavor. Because the checkpoints were set up in a manner that only allowed the agents to capture images of the license plate on the front of the vehicle, motorcyclists were often able to evade this form of enforcement due to the lack of front plates on motorcycles and because the agency was not stopping vehicles on site. Enforcing motorcycle speeding is especially crucial for the DGCATRA because data from the Johns Hopkins International Injury Research Unit showed that motorcycle speeding in Argentina increased 23 percent from December 2020 to May 2022, and motorcycle fatalities increased 26 percent in 2022 compared to the 2019–2021 average. Once this obstacle regarding motorcycle speed enforcement was identified, the IACP worked with the DGCATRA to adapt their enforcement efforts to include motorcycles as part of regular speed checkpoints. This collaboration resulted in revised practices in line with the approved SOP that included taking photos of the rear license plate and stopping vehicles and motorcycles at checkpoints immediately after an infraction was identified.

CONCLUSION

The main premise of this style of enforcement is to deter speeding across the city and to change driver behavior. In cases where the driver is going up to 20 km/h (about 12 mph) over the speed limit, the driver is verbally notified of the violation and the citation is sent by mail to the owner of the vehicle. Conversely, in cases where the speed detected is in excess of 20 km/h over the speed limit, the driver receives a written citation on site, and their license is revoked at the checkpoint. The driver is then given a 48-hour driving permit to return to

their home. Similarly, if a driver is traveling at 40 km/h (about 25 mph) or higher over the speed limit, the vehicle is seized by the DGCATRA. As a result of the IACP's collaboration with the agency, the DGCATRA in Argentina shifted from using only automated fixed speed cameras, to incorporating both automated and manual handheld speed-measuring devices that allowed them to cite some drivers on the scene of the infraction.

Even after these advancements, the IACP continues to support the efforts of the DGCATRA through ongoing train-the-trainer sessions for the Safe Systems Approach to create a self-sustaining approach to allow the agency to continue the trainings after the initiative has ended. Furthermore, the IACP is monitoring the speed operations to identify needs for additional equipment donations that would aid agents in the facilitation of the speed checkpoints. In addition to the work that the IACP has already done regarding speed enforcement in Buenos Aires, the IACP is working to deliver an exchange program for the traffic agents from the city of Córdoba, Argentina, that would share promising practices and support Córdoba in building their local speed enforcement capacity. The speed enforcement measures and observations are also being used to assist other countries under BIGRS to establish and revise their speed operations and enforcement capabilities. Even though this case occurs in Argentina, the practices can be extrapolated to police and traffic agencies around the globe. ♡

Statement of Ownership Management and Circulation

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In the preceding 12 months (October 2022 through September 2023), the average number of each issue printed was 29,124, distributed as follows: 24,462 paid circulation mailed; 4,270 free or nominal rate circulation mailed; and 392 copies not distributed.

The actual number of copies of the September 2023 issue was 27,702 printed, distributed as follows: 23,057 paid circulation mailed; 4,280 free or nominal rate circulation mailed; and 365 copies not distributed.

POLICE CHIEF

2024 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 2024!

JANUARY	Illicit Drugs/Substance Abuse
FEBRUARY	Contemporary Issues in Policing
MARCH	Women in Policing
APRIL	Artificial Intelligence
MAY	Officer Safety & Wellness
JUNE	Tactical Crisis Response
JULY	Contemporary Issues in Policing
AUGUST	Underserved Populations
SEPTEMBER	Political Violence
OCTOBER	Police Leadership & Culture
NOVEMBER	Nonsworn Resources
DECEMBER	Contemporary Issues in Policing

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

IACPnet

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

Reflects July 2023 activity

TOP RESOURCES

> **Drug Recognition Experts**
> —IACP Law Enforcement Policy Center model policy

> **Tustin Police Department Strategic Plan 2016–2020**
> —Document from Tustin, California, Police Department

> **Use of Force**
> —Policy from Bartlett, Illinois, Police Department

MEMBER AGENCIES

1,494

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

NEW DISCUSSION POSTS

10

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

PAGE VIEWS

13,178

RESOURCES ADDED AND UPDATED

209

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

Search ...
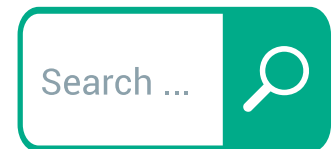
> BEARDS

> ORAL BOARD QUESTIONS

> ANIMAL CONTROL

FEATURED RESOURCE

Proactive Police Response to Domestic-Related Repeat Calls for Service

Domestic violence is an ongoing concern for both the police and the community. This guide provides a process for proactive police response to the short-term problem of repeated domestic-related calls, encompassed within a larger proactive crime reduction approach called "stratified policing."

Access these resources and more at **theIACP.org/ IACPnet**. For more information, call the IACPnet team at 800.227.9640.

Welcome to the
IACP Shop!

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www.theIACP.org/member-discounts

IACP

TOP IACP BLOG POST

Helping You Keep Children Safe

(Sponsored Content)

Keeping students safe is more important than ever. FirstNet and Intrado's school safety technology helps reduce response times by connecting school staff, building equipment, school information systems, 9-1-1 tele-communicators, public safety dispatchers, and first responders during emergencies.

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

TOP POLICE CHIEF AUGUST BONUS ONLINE ARTICLE

Putting the Emphasis on "Human" in Trafficking Cases

By Melissa Madonna Novock, Victim Specialist, FBI

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

TWEET
of the month

IACP congratulates 5 Emirati delegates who graduated from LAPD's Police Academy. The delegates experienced the full 6-month academy as a part of the IACP-UAE Academy Exchange program and will return to the UAE as Lieutenants. Special thanks to @moiuae, @UAEEmbassyUS, & @LAPDHQ.

7:06 PM · Aug 25, 2023 · 1,539 Views

POPULAR IACP RESOURCES

IACP

» **RESOURCES ON DEVELOPMENTAL DISABILITIES**

» **ANTI-HUMAN TRAFFICKING WEBINARS AND TRAINING**

» **SOBERING CENTERS: IMPLEMENTATION GUIDE**

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

FEATURED ITEM IN IACP MONTHLY AUGUST NEWSLETTER

Police Reslience Podcast: Sleep, Fatigue, and Mental Wellbeing

Lack of sleep poses significant health risks to officer well-being and job performance. It is critical that those in law enforcement reflect upon their sleep habits to identify how these practices impact their day-to-day operations. Tune into this episode of the *Police Resilience Podcast* with Dr. Jeff Thompson and Dr. Yvonne Taylor as they address underlying issues inhibiting good sleep and offer practical, real-world strategies to improve an officer's quality of sleep and mental well-being.

Register today at **theIACPconference.org**.

THIS MONTH'S QUOTE

> "The goal is to promote self-leadership.
> Every police officer is responsible for leading their own learning journey."

The Leadership of Change
46–53

BY

Angela Sivak, Project Coordinator, IACP

Keeping Wanderers Safe

The Home Safe Project

WANDERING, A BEHAVIOR CHARACTERIZED BY A PERSON LEAVING THEIR KNOWN LOCATION AND POTENTIALLY FINDING THEMSELVES IN A DANGEROUS SITUATION, OFTEN RESULTS IN TRAGEDY. WANDERING IS COMMON IN INDIVIDUALS WITH DEMENTIA, SUCH AS ALZHEIMER'S DISEASE, OR INTELLECTUAL OR DEVELOPMENTAL DISABILITIES (IDD), SUCH AS AUTISM SPECTRUM DISORDER.

The Alzheimer's Association reports that 60 percent of seniors with Alzheimer's disease or other forms of dementia will wander, and up to half of those who wander will suffer serious injury or death if not found within 24 hours. The Centers for Disease Control and Prevention states that 1 in 54 children have autism spectrum disorder and more than half of those children will wander. To avoid tragedies associated with wandering, the IACP, with funding from the Bureau of Justice Assistance (BJA), and in partnership with the Autism Society of America, The Arc's National Center on Criminal Justice and Disability, and the National Center for Missing & Exploited Children, provides training and technical assistance to law enforcement and nonprofit organizations to implement technologies to track missing individuals and to develop or operate programs to prevent wandering, increase safety, and facilitate rescue through the Home Safe Project.

The Home Safe Project was developed from The Kevin and Avonte Program: Reducing Injury and Death of Missing Individuals with Dementia and Developmental Disabilities grant, which is funded through the Kevin and Avonte's Law of 2017 and the Kevin and Avonte's Law Reauthorization Act of 2022. The 2017 law was initially prompted by tragedies involving two boys with autism, nine-year-old Kevin Curtis Wills and fourteen-year-old Avonte Oquendo, who drowned after wandering from home and school respectively. After their deaths, the Kevin and Avonte's Law was passed to fund initiatives that reduce the risk of injury or death for individuals who wander due to IDD or dementia by delivering preventative training and education or locative technology. In 2019, the Kevin and Avonte Training and Technical Assistance (TTA) grant was awarded to the IACP, and in 2022, the TTA grant was awarded to the Autism Society of America with the IACP brought on as a partner.

The Home Safe Project provides webinars, resources, tools, and technical assistance to law enforcement and nonprofit organization grantees of BJA's The Kevin and Avonte Program. For these sites, the IACP offers the Home Safe Connect platform, a secure, online peer-to-peer sharing community in which grantee site team members can network, participate in discussions, share resources, and see upcoming events. The IACP also provides peer-to-peer learning, connecting grantee team members with subject matter experts or other grantee sites who can provide guidance on best practices and tailored solutions.

However, anyone visiting the Home Safe Project website can browse these learning opportunities, including the Home Safe Library of Resources, a searchable database consisting of webinars, workshops, tools, articles, publications, and other resources sourced from a variety of authors, organizations, and programs. In May 2023, the IACP hosted a webinar titled, "What Law Enforcement Need to Know About Developmental Disabilities: Tips from an Officer and His Son." This webinar shared the perspective of an officer, a parent of two sons with autism, who spoke about what officers in the field need to know about interacting with individuals with IDD. The webinar also included the perspective of one of the officer's sons, who spoke about his experiences interacting with officers and what kind of communication is helpful for him. This webinar is free to view on IACPlearn. In addition to this webinar, the IACP has recently developed a guidance document for caregivers and law enforcement officers on locative technology, "Considering Locative Technology in the Disability Community: Balancing Autonomy and Safety." This resource explores key considerations, including advantages and disadvantages, for locative technology to address wandering by individuals with IDD or dementia.

The IACP understands the importance of assisting those in positions where they protect and care for these community members and hopes to ensure security through training and education. ♡

To learn more about the Home Safe Project, contact the IACP Home Safe Project Team at **homesafe@theIACP.org**.

CALENDAR

2024

MAR 1 — 3

Officer Safety and Wellness Conference

Louisville, Kentucky

This conference 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/OSWconference

MAR 13 — 15

2024 Division Midyear

San Antonio, Texas

The Division of State and Provincial Police, Division of State Associations of Chiefs of Police, and Midsize Agencies Division's joint 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/2024-division-midyear

APR 12 — 14

2024 Policy Council Midyear

Grapevine, Texas

Policy Council Midyear is designed to increase engagement, activity, and collaboration between committees and sections; and to ensure the work of the groups aligns with the direction of each Policy Council. The 2024 Policy Council Midyear will be held at the Gaylord Texan in Grapevine, Texas.

theIACP.org/policy-council-midyear

MAY 21 — 23

IACP Technology Conference

Charlotte, North Carolina

IACP Technology Conference provides training, professional development, and a forum for law enforcement executives, operational managers, and technology and research staff to share best practices and lessons learned on new and emerging technologies.

theIACP.org/tech-conference

AUG 16 — 18

IACP Impaired Driving and Traffic Safety (IDTS) Conference

Washington, DC

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

theIACP.org/IDTSconference

OCT 19 — 22

IACP 2024 Annual Conference and Exposition

Boston, Massachusetts

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

theIACPconference.org

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