

# POLICE CHIEF



MEET OUR NEW PRESIDENT

## Dwight E. Henninger

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Policing with Empathy

**“The Cordico wellness app puts confidential and effective resources in my officers’ hands when they need it most.”**

**Retired Police Chief John Carli**

Vacaville, CA Police Department  
Law Enforcement Wellness Leader



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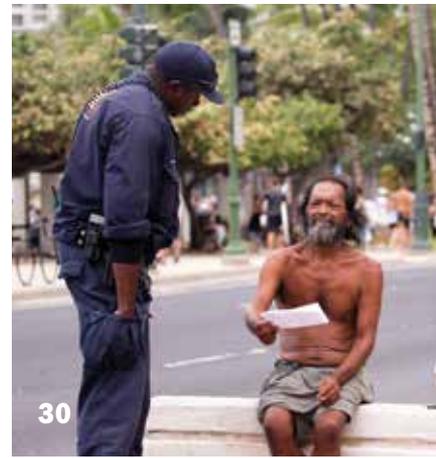
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**Police Chief** articles are written by law enforcement leaders and experts. See the authors featured in this issue below.

|  |   |  |  |
|--|---|--|--|
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(Continued) ►

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**Dr. Barbara Rae-Venter**

*Barbara Rae-Venter, JD, PhD, has assisted law enforcement in solving approximately 50 cold cases using investigative genetic genealogy. For her work, Barbara was recognized by the journal Nature as one of "10 People Who Mattered in Science in 2018" and as one of Time's 100 Most Influential People of 2019.*

# The Year Ahead



**Dwight E. Henninger**  
Chief of Police

*Vail Police Department, Colorado*

“  
**Work hard,  
treat people  
right, show  
them the  
respect and  
dignity that  
they deserve,  
and have  
some fun  
along the way.**  
”

**I DIDN'T ENVISION BECOMING A CHIEF OF POLICE, LET ALONE THE PRESIDENT OF THE IACP. I REMEMBER MY DAYS AS A YOUNG PEACE OFFICER, LEARNING THE TOOLS OF OUR TRADE IN THE SOUTHERN CALIFORNIA CITIES OF GARDEN GROVE, IRVINE, AND LAGUNA BEACH.**

During those early years, I remember one sergeant, in particular, who had a profound impact on my life. As opportunities for leadership have presented themselves, I have tried to emulate the words and actions of Sergeant Jim Broomfield from Irvine, California. Jim encouraged me to work hard, treat people right, show them the respect and dignity that they deserve, and have some fun along the way. He exemplified these attributes as well in the way that he trained all of us in the department.

There have been so many who have trained, mentored, or just helped me become a chief—and become a better chief. I am grateful to all of you. I especially appreciate the support from my family; friends; town manager, Scott Robson; coworkers at the Town of Vail; and the Vail Police Department Team who have supported me through the years. I know they will be there for me during this year as president of IACP.

Last year's trifecta of a worldwide pandemic; a summer of unrest following the death of George Floyd, which resulted in calls for changes in policing; and an overwhelming number of natural disasters has left our country reeling. I don't know about you, but as a law enforcement professional, there have been days when I have felt as if I'm under attack. We are seeing the effects of this in declining numbers of applicants who want to be officers, increasing retirements, and reduced staffing overall. You, however, have still made it work even though it has perhaps been more difficult than at any other time in the history of law enforcement. I appreciate those of you who are still committed to protect and defend our communities. We need the best and brightest to lead us through these times.

As I look to the future, the mission of building or rebuilding community trust

will be my top priority. It is also the agreed-upon priority for the next five incoming IACP presidents. We all believe that building and rebuilding trust in our communities and around the world, is something so critical that we cannot lose focus on it as our primary objective. This is in full alignment with the IACP Strategic Plan and will be the laser focus of all IACP actions in the coming years.

There is a perception that communities distrust the profession of policing. This is due to many factors, including a small number of high-profile incidents. In some communities of color, there is little expectation that the police will be there when called upon. We are being painted with a broad brush of mistrust based upon politics, misinformation, and the actions of a few. But, in some cases, we may deserve the mistrust of our communities.

The IACP is committed to addressing these, and other issues, on a national and international level; but this is not work that we can do *for* you. It will be hard work that we do together, and I am inviting each of you to join me in recommitting ourselves to this vital labor of importance for our communities.

I am fortunate to be a chief serving in a resort community. I have the daily opportunity to talk with many people from around the world who tell me how much they trust their police officers. I know that is the case for many of our communities as well because of the work you are already doing. It is my opinion that many organizations engaged successfully in this type of work after the events that occurred during 2014 in Ferguson, Missouri. But, as we all learned during the tension, unrest, and violence of the summer of 2020, there is much work that still needs to be done.

In 2016, then-IACP President Terry Cunningham acknowledged and

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

apologized for the historical wrongs made by police officers in the past. That kind of honesty and clarity opened doors of opportunity to engage with those feeling alienated from law enforcement, especially those living on the margins of society and particularly those of color. It is my hope that we will continue to work to break the cycle of mistrust and build common ground between law enforcement and the people we serve.

Policing worldwide needs to work on building trust with the citizens we serve in order to build legitimacy for the important work we do—namely helping keep our communities safe and prevent disorder. I believe the words of Sir Robert Peel are as relevant today as when he first shared them in 1829:

*The ability of the police to perform their duties depends on the public approval of the police, existence, actions, behavior, and the ability of the police to secure and maintain public respect.*

*The degree of cooperation of the public that can be secured diminishes, proportionately, to the necessity for the use of physical force and compulsion in achieving police objectives.*

*The police should use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice, and warning is found to be insufficient to achieve police objectives...*

*The police at all times should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police.*

Crime and violence are on the rise in many communities, and we face a challenging way forward to address these increases while still building trust. Our response should never be interpreted as an “occupational force” but in terms of a community-wide, collaborative approach that seeks to reduce crime opportunity and addresses the wanton and senseless violence that permeates

many of our communities. An excellent example comes from Baton Rouge, Louisiana.

In 2016, the IACP began leading the Office for Victims of Crime’s Law Enforcement and the Communities They Serve: Supporting Collective Healing in the Wake of Harm initiative, which worked with five demonstration sites to improve community-police relations and community wellness, enhance victim services, and support officer and agency wellness and resilience.

One of the five demonstration sites was the Baton Rouge Police Department (BRPD) under the leadership of Chief Murphy Paul, Jr. The agency’s leadership recognized the effects of multiple events on racial tensions and the resulting trauma on both the police and the community. The collective healing work successfully led to increased community trust through the development of a community-led advisory council to support law enforcement efforts to reduce violent crime; the launching of the Baton Rouge Street Community Team, which is part of the mayor’s “Safe, Hopeful, Healthy” initiative; and the creation of a Healing Coalition—a network of community organizations that works with the BRPD to incorporate youth-led initiatives aimed at improving the relationship between the youth of the community and law enforcement.

There is much work to do. But I am confident we can be as successful in this endeavor as Baton Rouge has been. I am confident because I know the quality of hard work evident in the policing profession around the world! I am confident that as a profession, our best days lie ahead of us.

To help you with this trust-building process, the IACP is reviewing and evaluating our past body of work to ensure that it continues to meet our current situation. We are looking for gaps within our portfolio. To incentivize those that

*(President’s Message continued on page 8)*

(President's Message continued from page 7)

do the real work of building trust one contact at a time in the field, we have created the opportunity for the officers, deputies, and troopers to earn a ribbon pin with the IACP Trust Building logo for their uniform. To earn this ribbon each department will have to conduct a community trust assessment and take on tasks that involve such things as policy, community engagement, and training. We hope to roll this program out in the coming months.

I invite you to please check out the IACP website and the Trust Building Campaign to actively participate in the program so that your organization and officers can build legitimacy for the important work you do to ensure a safe community.

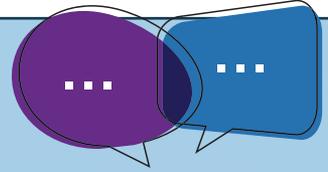
My vision is to see most of our officers wearing the IACP Trust Building ribbon on their uniform in the coming years!

Additionally, if you have not done so already, please join the PIO Section's #PathForward program to help illuminate the great work our employees do daily! It is important for us to highlight our success stories, so that our communities understand the full spectrum of the services we provide.

As I close, I want to thank President Cindy Renaud for her excellent leadership during this difficult past year and especially commend the tremendous staff of the IACP. I look forward to seeing you all in Dallas, Texas, October 15–18, 2022, if not sooner!

Thank you for the trust you have placed in me to lead our association through these difficult times. ♥

## #PATHFORWARD: CONNECTING WITH THE COMMUNITY THROUGH SOCIAL MEDIA



In May 2021, the IACP launched a digital campaign to enhance efforts to better tell the story of all that policing is—the collaborative nature of community partnerships, the good work of agencies every day, the progressive efforts to elevate the profession through training and wellness practices, and much more. The #PathForward campaign increases global connections and highlights stories of police work from around the world. It gives communities a chance to see all that goes into policing and the steps being taken across the world to ensure that communities feel safe and heard.

Within two months of the launch of the #PathForward campaign, the hashtag garnered over 400 mentions and 300 retweets on Twitter. Agencies, department leaders, and law enforcement partners are using the hashtag on their social media accounts in this new and creative way to highlight everyday endeavors, challenges, and acts of service that often go unnoticed in communities. As this campaign continues, it creates a space for people to learn more about what officers do, ask questions, engage with police leaders, and share those stories in their networks to help grow this effort. Everyone across the policing profession is encouraged to use #PathForward to share their stories.

Read more in this month's The Brief on page 78.

## World Police Summit (March 12–16, 2022)



WORLD POLICE  
SUMMIT

The World Police Summit, hosted by the Dubai Police, will be the global meeting place for senior international police and law enforcement officials to connect with governments, policy makers, and sector professionals to discuss the key priorities shaping the future of policing. The summit provides the international police community with an opportunity to source information and to explore and discuss market updates, technical trends and developments, and services to upgrade the security and safety needs for cities and countries worldwide.

To learn more about the World Police Summit, including topics, special events, and expo information, visit [www.worldpolicesummit.com](http://www.worldpolicesummit.com).

## Submit Your Photos to Police Chief

The IACP is seeking photos on all subjects for use in *Police Chief* magazine. Send us your best photos related to community-police relations, officer wellness, technology, crisis response, and more. You might see them in the magazine!

Submit high-resolution photos at [www.policechiefmagazine.org/photo-submissions](http://www.policechiefmagazine.org/photo-submissions).





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## Q: How can personnel at all levels promote an agency-wide culture of empathy?



**A:** With an emphasis on community policing, many agencies and district attorney's (DA's) offices have increased intentional efforts to connect with the communities that they serve. Not only does community policing and the DA's office outreach improve relationships, investigations, and our ability to protect our communities, it can help us improve our empathy and impact how we react and respond when approaching a scene or a case file.

Research has shown that positive evaluations of public interactions with law enforcement increase when officers communicate that they understand the issues that matter to community members. When they display empathy with the community's concerns, the police are perceived as more trustworthy and considered more effective at their jobs.

**E. Dalia Racine, District Attorney**  
Douglas County Judicial Circuit,  
Douglasville, Georgia



**A:** At the heart of developing a culture of empathy, it is the power of the relationship that works. A better understanding of those we deal with in our role will help. We meet communities and individuals on the ground that they stand on. In many cases, this is chaotic and troublesome.

Evidence tells us that many of our societal issues are rooted in adverse childhood experiences (ACEs). Developing understanding of the chaos, the trauma, and the complex issues that many people face will build trust, keep officers safe, and start to reduce the demand on our already stretched services.

Make it OK to discuss these issues. This isn't soft policing; it's smart policing.

**Graham Goulden, Chief Inspector (Ret.)**  
Police Scotland



**A:** We have to start by addressing burnout and compassion fatigue. Most of us are familiar with burnout: feeling completely depleted or overwhelmed due to prolonged, constant stress. Compassion fatigue—feeling indifferent to or detached from the suffering of those around us—is related. Simply put, we can't care for others when we don't have the energy to care at all.

Reach out if you see colleagues struggling; we have all been there, and none of us need to suffer in silence. From encouraging employees to take their paid time off, to redistributing workloads, to setting up peer support programs, there are many steps that agencies can take to begin addressing these issues. Even small changes can have significant effects.

**Brooke Meyer, Director**  
Institute for Coordinated Community Response



**A:** Empathy is often viewed as a leadership competency; however, it does not require rank or status to exercise. In times like these, and even in those moments when society appears to share a common interest in being empathetic, organizations that foster an environment of emotional intelligence thrive, as do the community they serve. A culture of empathy can be instituted at all levels within an agency by establishing a common practice to understand the needs of others and acknowledge their thoughts or actions. This can be as rudimentary as agency leaders and informal leaders highlighting the right norms within their organizations and ensuring that positive conversations are being had and encouraged among all ranks.

**Brad Avery, Acting Lieutenant/Commander**  
Judicial Services Division, Fairfax County Police Department, Virginia

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# 1Q3A

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



**Q:** *How do police leaders facilitate growth and development opportunities for aspiring leaders within their agencies?*

**A1:** *Chief Kurt E. Althouse:* To facilitate growth and development, offer aspiring leaders key roles in developing or changing a facet within the organization, such as policy development, updating processes, and modernizing technology. Examples could include updating an agency's social media outreach; enhancing a program such as recruitment; or organizing a police-community event. Allow them the opportunity to expand their potential by seeking their input on the agency's goals and objectives and developing strategic plans to address the community's needs and expectations. Connect aspiring leaders with an effective mentor who will help develop their skills, knowledge, and experience. Offer worthwhile leadership development training to enhance growth and stimulate learning and meet with them on a regular basis to listen to their goals, interests, and ideas—and to offer feedback.

**A2:** *Captain Byron Williams:* I believe leaders have a primary responsibility for the future sustainability and operations of their organizations. Growth and opportunity go hand in hand with the success and direction of any agency.

We, as leaders, sometimes fail future leaders by simply not preparing them with the knowledge and experience needed to understand the magnitude and responsibility of leadership and supervision.

We must continue providing multiple levels of development to include mentoring programs,

technology, wellness, and education that will enhance and expand the officers' views and decision-making capabilities.

Leaders must give opportunities starting early in officers' careers to begin shaping young officers' mentality to prepare them for their future within that organization.

Preparing our leaders for tomorrow is an ongoing process that starts the day they walk into the academy doors.

**A3:** *Captain Shahram Fard:* We recognize that one of the greatest rewards in leading others is watching the growth and advancement of our team members. We intuitively develop our team members by demonstrating the attributes of a servant leader. We've put their needs before our own. Our actions and words have exhibited that our guiding beliefs are courage, wisdom, justice, and temperance. All that remains is for us to set the stage through the implementation of an organizational plan that creates equal opportunities for those who are ready to step up and become formal leaders. The plan should include structured training and processes. And we should strive to acknowledge and reward those who mirror a servant leader's habits and values and have earned the respect of their peers. ♡

“Q”  
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## MEET THE MENTORS



**Kurt E. Althouse, Chief  
of Police**  
VANDALIA DIVISION OF POLICE, OH



**Byron Williams,  
Captain – Support  
Services Division**  
DAYTONA BEACH POLICE  
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**Shahram Fard,  
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BY

Craig E. Ferrell Jr., Deputy Director/  
General Counsel (Ret.), Houston Police  
Department, Assistant Professor of Law  
and Criminal Justice, Houston Baptist  
University, Texas

# Policing with Empathy

## What Is It and Does It Really Work in Real Life?

### TO MANY IN THE LAW ENFORCEMENT FIELD, “POLICING WITH EMPATHY” MAY COME ACROSS AS A SOFT TOPIC THAT GARNERS LITTLE INTEREST.

However, with a little digging, it becomes apparent that this is exactly what police officers, administrators, and community members need to talk about during this critical time. Research on public interactions with the police has consistently indicated that the way officers behave determines how they are evaluated by the people with whom they interact. With this in mind, empathy may be the key to rebuilding communities' confidence in their police organizations.

To say that police agencies and their communities have been under a lot of strain in 2020 and 2021 is an understatement. That's why the discussion of how to move forward has never been more vital or relevant for policing. Every member of law enforcement has probably been asked for his or her take on the recent controversial issues and events involving law enforcement. When the opportunity arises, police chiefs and officers alike all want to respond to the public with an answer that will calm the situation and defuse any rising internal or external tensions. But how does a chief or police officer do that?

With the United States (and other countries) awash in protests and public calls for abolishing and defunding the police, this is one of the more complex times law enforcement has faced in decades. Yes, the last two years have been challenging! The world is still experiencing a pandemic, along with protests and, unfortunately, riots and looting in some major cities. Moreover, there have been cries to

abolish qualified immunity for police officers, which would be catastrophic for U.S. police and the communities they serve. So how can police officers not only survive but thrive during times like these? Part of the answer is to be empathic whenever possible. Policing with empathy is not weakness—in fact, it takes a strong officer who is committed both to the job and his or her community to be able to successfully police with empathy.

By now, no one is insulated from hearing about incidents of police shootings or violence against police officers. In comparison to the number of community-police encounters in general, fatal shootings by police are thankfully still extremely rare events. However, this does not diminish the emotional impact of hearing about a violent death. Everyone wants to see law enforcement officers come home safely to their families and friends at the end of the day—and everyone also wants to see community members come safely home too.

Hot button topics like bail reform, sentencing reform, and reimagining policing have all been in the news lately. Being aware of these issues is important, but the policing community must begin to develop an effective plan to alleviate the shortcomings within its control and to explain such plans to the public. However, the problems have become more difficult since the very nature and culture of policing itself is currently undergoing unprecedented reevaluation.

This is where “policing with empathy” is so very helpful in moving forward. Building better community-police relations is the goal of every law enforcement organization, and achieving this goal requires many different strategies

to reach all members of the community. Building empathy between cops and civilians is key, but how does an agency accomplish that when there seems to be such a gigantic gap between the public's perception of the police and the realities of serving as an officer in today's modern society?

Police officers have always known that crime reduction is just one goal of policing. Equally important is doing the job in a way that builds trust with the communities they serve.

“Policing with empathy” involves the following seven key components:

1. Treat community members with dignity and respect (i.e., Follow the “Golden Rule” and do unto others what you would have them do unto you if the roles were reversed).
2. Police with wisdom—which means not always having to make an arrest or issue a citation.
3. Listen to community members during encounters (give people in the community a voice and let them feel heard).
4. Practice neutral decision-making (do not act on any biases or hidden agendas).
5. Police and live in a way that conveys trustworthiness.
6. Think twice before posting anything on social media (an innocuous or humorous comment to a friend can easily be misconstrued by everyone else).
7. Explain one's actions and own up to any mistakes made (this can both prevent complaints and maintain community respect for officers).



Photo by Octavio Jones/Getty Images

Despite such high expectations, officers and police leaders who demonstrate an understanding of and respect for the fundamental rights guaranteed by the U.S. Constitution can use difficult questions as a way to remind the public (and their fellow officers) that the aim of law enforcement is to protect those rights and the people who hold them. Without the police, society will crumble, and no one's rights will be protected. All police officers, from rookie officers just out of the academy to veteran officers with two or three decades of experience, must be reminded that they have taken an oath to protect and serve the public and they must intervene anytime they observe someone's rights being violated—even if the violation is from a fellow officer. Doing the right thing is not always easy, but it is always the right thing to do.

In a 2015 *Police Chief* article, the author proposed some recommendations for rebuilding trust within

communities, and they are even more relevant today than they were then:

- Start by explaining that the protection of civil liberties and civil rights is basic and fundamental to all people in the United States—and police officers are the guardians of those civil rights and civil liberties.
- Point out that serving as a guardian of these rights and liberties is not an easy task. It almost always involves balancing one person's individual rights against either another person's individual rights or against the public's right to peace and public order.
- Explain that all police officers take a solemn oath to protect people's rights to enjoy life and liberty through the rule of law so that the rights of due process and equal protection are guaranteed. Then use examples, if possible, to try to demonstrate just how complicated this balancing act can be.

- Let the public know police officers have a strong ethical code they must follow and, if it is not followed, they are held accountable up to and including losing their jobs.<sup>1</sup>

In conclusion, remember that policing with empathy really works and is the key to rebuilding the public's confidence in policing! ♡

**NOTE:**

<sup>1</sup>Craig E. Ferrell, Jr., "Law and Liberty: The Guaranteed Freedoms in the United States Bill of Rights," Chief's Counsel, *Police Chief* (October 2015).

BY

Elizabeth A. Mumford, PhD, NORC at the University of Chicago and Sandra Ramey, PhD RN, Associate Professor Emeritus, University of Iowa

# The Officer Safety and Wellness (OSAW) Initiative

**SINCE 2017, THE U.S. DEPARTMENT OF JUSTICE'S NATIONAL INSTITUTE OF JUSTICE HAS FUNDED NORC AT THE UNIVERSITY OF CHICAGO IN CONDUCTING A NATIONALLY REPRESENTATIVE STUDY, THE OFFICER SAFETY AND WELLNESS (OSAW) INITIATIVE.**

NORC researchers designed a probability-based sample of municipal, county, Bureau of Indian Affairs, and state police/highway patrol law enforcement agencies around the United States. Following an agency-level survey, NORC randomly selected officers (oversampling female officers to support subgroup analyses) from participating agencies to receive an invitation to an officer-level survey. In partnership with the Police Executive Research Forum, NORC has been collecting measures of exposure to critical incidents, diagnosed health conditions, officer safety, wellness indicators, coping strategies, and resilience. Baseline OSAW Initiative data were collected from August 2017 to February 2019 and have led to the release of five peer-reviewed studies on officer safety and wellness.

Other studies based on other professions—such as the Nurses' Health Study (1976–present), the Physicians' Health Study (1980–2011), and the Women's Health Study (1993–present)—have looked at data over time and made critical contributions to understanding the impact of shift work on health and to health policy recommendations that affect all. The OSAW Initiative aims to

document the stressors, safety, and health of police for similar reasons—law enforcement is a profession that is integral to the quality of life of U.S. communities, so understanding and supporting the well-being of police is beneficial to all.

The research team wants the results coming out of the OSAW Initiative to be shared with the law enforcement community, both with officers themselves and with the agency, municipal, county, and state leadership making budgetary and agency programming decisions. Based on analyses of survey responses from this nationally representative OSAW Initiative sample, most law enforcement officers are healthier than the average U.S. adult—good news for officers, their families, and the public safety mission they serve. However, one-third of respondent officers report moderate or broader health concerns. These officers are more likely to report emotional distress, perceptions of stress, physical health problems, and suicidality than their healthier colleagues.

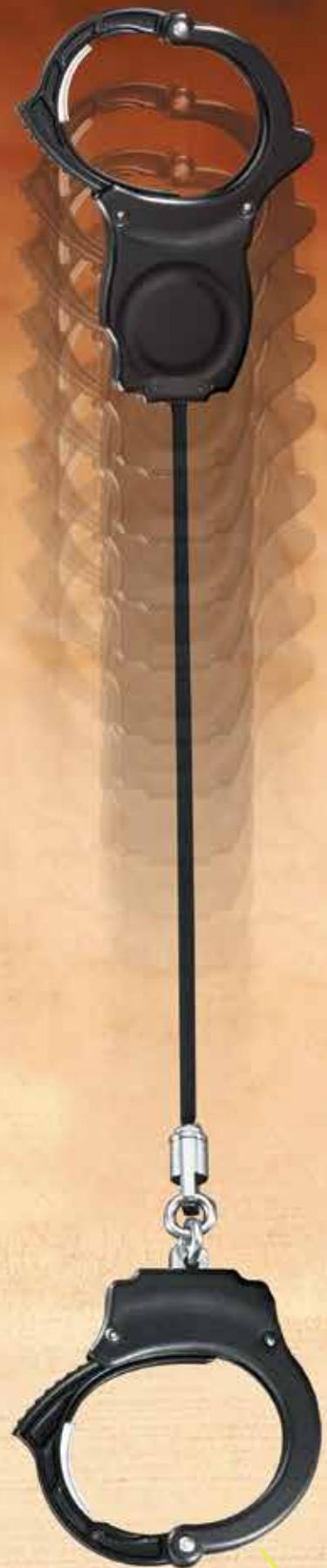
Specific indicators of health and wellness measured through the OSAW Initiative may be helpful for planning agency-level support for officers. For example, post-traumatic stress disorder (PTSD) was reported by nearly 12 percent of officers who responded to the OSAW Initiative survey, whereas other researchers have estimated that about 4 percent of the general population has to cope with PTSD. This is

valuable information and, along with updates from subsequent waves of the OSAW Initiative data collection (wave 2 data were collected over the period of January 2020–January 2021), may inform departmental policy. Innovations are coming with support from the COPS Office Law Enforcement Mental Health and Wellness Act (LEMHWA) Program; however, there is more work to be done to remove the stigma for officers to admit that they were negatively impacted during a critical incident or that they have developed negative coping habits.

The OSAW Initiative researchers also asked officers if a health professional had diagnosed them with hypertension (32 percent), high cholesterol (31 percent), sleep apnea (14 percent), diabetes (6 percent), or gastrointestinal disorders (24 percent). Generally speaking, and taking into account age differences in samples, law enforcement officers are less likely to have diabetes and have similar rates of hypertension and sleep apnea as other U.S. adults. Multiple studies have reported on the long-term risks of heart disease in law enforcement; the OSAW Initiative found that officers' risk of high cholesterol, a key marker for heart disease, is about three times that of other U.S. adults. Because hypertension, high cholesterol, and diabetes are all associated with a higher risk for heart disease—and the increased risk of these conditions among officers who have a history of shift work—these are important conditions

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to monitor with officers' medical health care providers if symptoms are present.

The OSAW Initiative results also demonstrate how resilient police officers can be, despite the tough job. For example, other than PTSD, their self-reported mental health is actually better than that of the average person, and they are *less* likely to have suicidal ideation. Officers are also about half as likely as other Americans to smoke conventional combustible cigarettes, which is the largest single preventable cause of heart disease and lung cancer. Officers are about half as likely as other U.S. adults to report moderate or severe physical health problems. These are strengths to build on through individual efforts and agency-level programming.

Whether a line officer or a commanding officer, knowing more about relative health risks can help officers support each other on and off duty. Resources are available from within the law enforcement community (see sidebar). While individuals and agencies can begin to take these practical steps, the OSAW Initiative will continue to provide reliable data to inform stakeholders' decision-making. Forthcoming studies will look at what agencies are offering to address wellness programming, on-duty use of safety equipment, and how officers perceive prestige in the profession of policing in 2020–2021. These data will be triangulated with perceptions about how those feelings relate to officer stress, resiliency, and more. ♡

## RESOURCES

- IACP Officer Safety and Wellness
- FOP Officer Wellness Training
- Blue Courage and HeartMath Resiliency Program
- National Sheriff's Association Mental Health: Officer Wellness

Links to these resources are available online.

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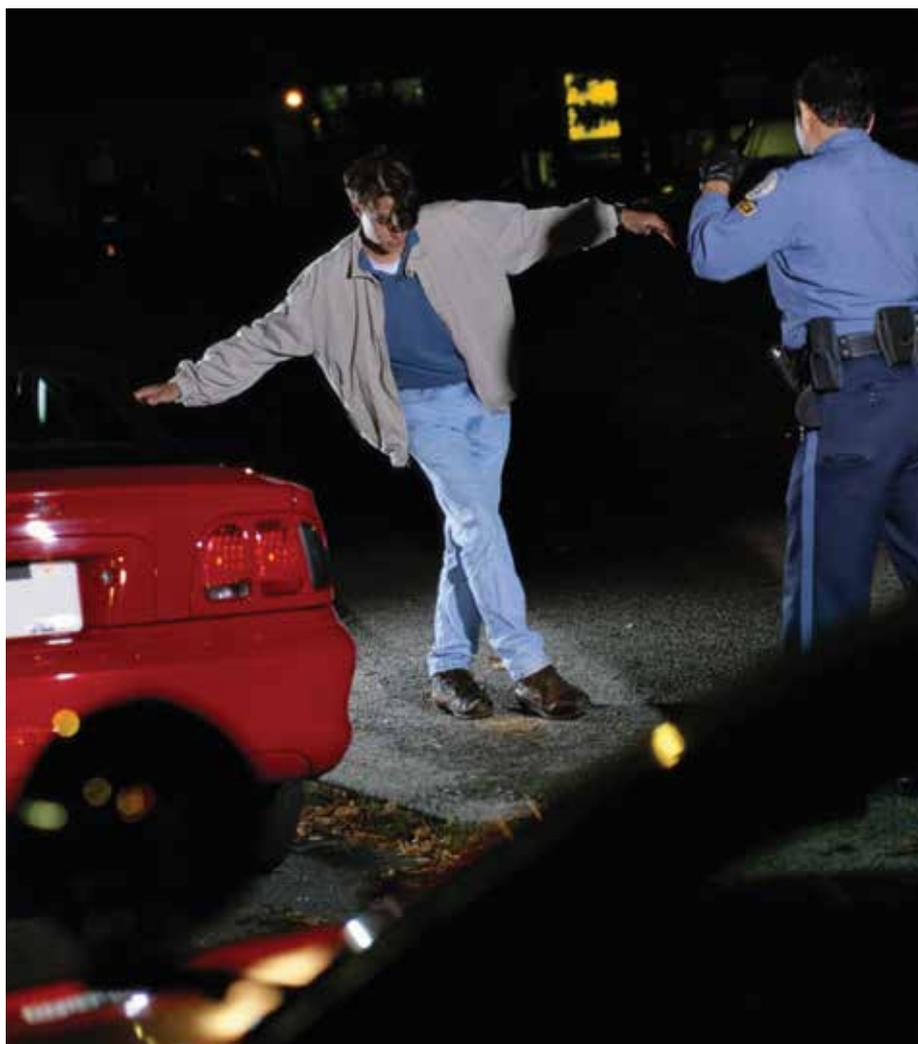


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# Testing Must Go Beyond Alcohol to Effectively Combat Impaired Driving

BY

Tim Burrows, Manager,  
National Law  
Enforcement Liaison  
Program and Pam Shadel  
Fischer, Senior Director  
of External Engagement,  
Governors Highway  
Safety Association



**TODAY'S IMPAIRED DRIVER MAY NOT ONLY BE DRUNK BUT ALSO HIGH. COMBINING SUBSTANCES—REFERRED TO AS POLYSUBSTANCE USE—CAN SIGNIFICANTLY INCREASE CRASH RISK. BUT DESPITE THE DANGER, THE BEHAVIOR IS ON THE RISE, PRESENTING NEW CHALLENGES FOR LAW ENFORCEMENT.**

Between 2006 and 2016, the rate of fatally injured U.S. drivers (with known test results) who tested positive for drugs nearly doubled from 28 percent to 44 percent. A closer look at

the 2016 data, found that half of the fatally injured, drug-positive drivers had two or more drugs in their system, and 40 percent tested positive for alcohol.

This problem has continued to grow and is likely exacerbated by the COVID-19 pandemic, according to a 2020 National Highway Traffic Safety Administration study. Using blood drawn from seriously or fatally injured drivers (along with other crash victims) before and during the public health crisis, toxicologists determined that drug prevalence was high pre-pandemic; but it was even higher—particularly for alcohol, tetrahydrocannabinol (THC), and opioids—during the pandemic. While drivers testing positive for at least one drug rose from 50 percent pre-pandemic to 64 percent during the pandemic, those testing positive for two or more drugs increased from 17.6 percent to 25.3 percent during these same time periods. In addition, active THC (32.7 percent) has been more prevalent among drivers than alcohol (28.3 percent) during the pandemic, while opioid use has nearly doubled from 7.5 percent to 13.9 percent.

These findings serve as a wake-up call for everyone working in highway safety. For law enforcement, they point to the need for enhanced tools, techniques, and technology that will enable an officer to quickly and effectively identify the impairing substance(s)—*beyond alcohol*. Capturing drug use at the time of arrest is critical and has implications for sentencing, supervision, and treatment. Failing to do so portends a high probability that the offender's behavior will likely not change due to a lack of proper monitoring. As a result, the offender will continue to pose a public threat and likely recidivate.

Mitigating this problem means not only using proven countermeasures to detect impaired drivers, such as checkpoints, saturation patrols, and special DUI strike or task forces, but also continuing to invest in drug recognition

“

*Active THC has been more prevalent among drivers than alcohol during the pandemic.*

”

training (e.g., SFST, ARIDE, and DRE). Training is the best line of defense until there is scientifically validated per se limits for THC and other drugs. In addition, field sobriety tests are sensitive for THC, and both DREs and non-DREs can determine impairment from the compound. However, THC concentrations cannot be correlated to specific impairment.

In addition to training, increased testing for impairing drugs is essential. In most jurisdictions, if a driver fails preliminary screening (SFST or

a portable breath test) at roadside, they are arrested, a breath sample is collected, and blood or urine could be taken for evidentiary testing. However, in most jurisdictions, if the driver's blood alcohol content exceeds a certain concentration such as at or over the per se limit—drug testing is not performed (there may be exceptions such as a serious injury, fatal crash, or a DRE finding potential drug impairment). The problem with this approach is that testing only what is necessary to get the conviction fails to uncover the driver's

substance use problem and undermines impaired driving prevention.

Enforcement agencies are also encouraged to leverage new drug-screening technologies to address polysubstance use. Oral fluid tests, for example, are proving to be a viable onsite screener to identify the presence of drugs to help establish probable cause. These tests are easy to use, minimally invasive, and painless; because the sample is collected close to the time the driver was operating a vehicle, they are a more reliable indicator of the presence of



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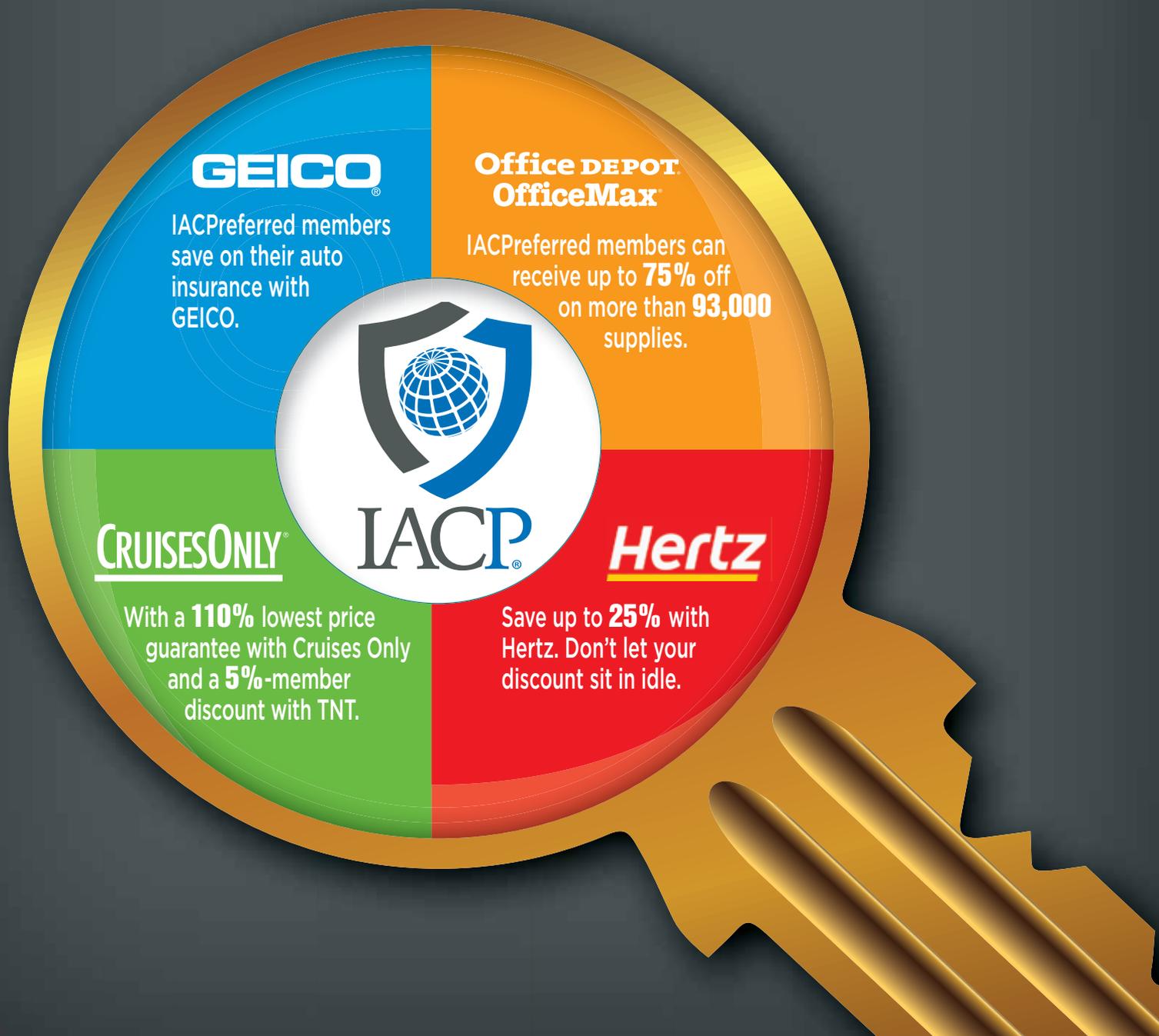
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drugs at the time of the stop. Oral fluid tests are comparable to preliminary breath tests. The fluid tests cannot conclusively determine a driver's level of impairment, but they can be used to collect evidence as part of a broader impaired driving investigation.

Law enforcement leadership seeking more information about the validity of oral fluid screening would benefit from reviewing the Michigan State Police Phase II oral fluid pilot report. While the findings deem blood the gold standard for drug testing, they also substantiate oral fluid as accurate for preliminary roadside testing. Currently, 18 states have some form of oral fluid authorization statute. Alabama was the first to establish a permanent oral fluid program that was used in both a screening and evidentiary capacity, and it is held up as a national model. Meanwhile, in Indiana, the Criminal Justice Institute (CJI) began providing

oral fluid testing devices to select law enforcement agencies late last year. Rather than select agencies based on crash, injury, and fatality data, CJI examines toxicology results to identify counties with an imbalance of alcohol submissions. The goal is to go beyond what is necessary to get a conviction and uncover all impairing substances.

Expediting impaired driving investigations is also key to addressing polysubstance impaired driving. The longer the investigation takes at roadside, the greater the decline in measurable levels of impairing substances in the offender's body. By the time a blood draw occurs, for example, critical evidence may be lost. Some law enforcement agencies are training officers as phlebotomists to reduce the time between arrest and evidence collection, as well as to reduce costs. But more important, law enforcement phlebotomy programs simplify the evidentiary chain of custody since

fewer people are handling the blood sample. Technology is also being developed and deployed to help officers obtain electronic search warrants that help speed up nonvoluntary blood draws. The National Highway Traffic Safety Administration's Law Enforcement Phlebotomy Toolkit is a helpful resource, along with the Justice Management Institute's *Improving DUI System Efficiency: A Guide to Implementing Electronic Warrants*.

Ending impaired driving and breaking the deadly cycle of recidivism demand criminal justice intervention. That starts by identifying all impairing substances in an offender's system. Only then can proper treatment be prescribed and supervision administered that holds individuals accountable for their actions. ♡

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# Police Chief Selection Policies in New Jersey

**MUNICIPAL POLICE CHIEFS HOLD A TREMENDOUS AMOUNT OF POWER AND AUTHORITY IN THEIR JURISDICTIONS, FORMULATING POLICY AND REGULATIONS, ISSUING DIRECTIVES, AND SUPERVISING OFFICERS, AND, ULTIMATELY, THEY ARE ACCOUNTABLE FOR ENSURING COMMUNITY SAFETY.**

These responsibilities, combined with the demands placed on chiefs during the COVID-19 global pandemic and the increasing lack of confidence in law enforcement, further underscore the need to appoint the best candidate through a rigorous and transparent process open for public scrutiny.<sup>1</sup>

In New Jersey, the process of selecting municipal police chiefs follows one of two tracks. Of the 565 municipalities in the state, 172 must, if they have their own police department, select chiefs based on rules and testing procedures established and administered by the New Jersey Civil Service Commission (NJSCS), a process that is well documented and transparent.<sup>2</sup> For the 393 remaining municipalities, the process has not been systematically documented. The present study describes and compares policies in this latter track, received via Open Public Records Act (OPRA) requests sent to each municipality. Each policy was read in its entirety by a team of six researchers. Standard criteria including keywords and phrases were developed as indicia of the policy's overall level of detail and whether it contained any criteria related to internal versus open competitive selection, education requirements, and an oral or written test. Researchers also spoke with staff at the New Jersey Civil Service Commission and secured data on NJSCS's promotional process and outcomes. The findings highlight significant variability across all components of the selection process. The potential consequences of the current patchwork of selection policies are considered herein, along with recommendations to improve the process.

## FINDINGS

Of the 393 municipalities that are not bound by Civil Service rules, approximately 288 have their own police department. Of these, 74 agencies (25.69 percent) responded to the OPRA request and provided a policy, 106 (36.8 percent) did not have documents related to the request, and 108 (37.5 percent) did not respond to the request within a two-month timeframe.

## OVERALL POLICY DETAIL

Many of the policies that do exist are shallow and fail to contain information on eligibility requirements, testing procedures, and the relative importance of each scored component. These policies typically contain general statements simply noting a test will be conducted and the persons responsible for conducting the test. For example, a town in Somerset County notes, "interviews shall be conducted by the Chief of Police with the assistance of a Promotion Review Committee ... who shall

## BY

David Mazeika, PhD, Associate Professor of Criminology, The College of New Jersey; Kyle Rich, Research Assistant, The College of New Jersey; Hailey Stack, Research Assistant, The College of New Jersey; Zach Sperleng, Research Assistant, The College of New Jersey; Conor Doyle, Research Assistant, The College of New Jersey; and Samihah Khan, Research Assistant, The College of New Jersey

select the best qualified applicant or applicants to be recommended to the Township Committee for promotion." A large municipality in Middlesex County notes successful candidates must have served as deputy chief or captain for two years or lieutenant for at least four years in a permanent capacity in the department, but beyond these eligibility criteria, the policy simply states, "The Mayor shall select the Chief of Police." One municipality with no written policy reported their chief was hired after "being solicited to work [for the department] via a telephone conversation by the former Chief of Police."

## INTERNAL PROMOTION VERSUS OPEN COMPETITIVE PROCESS

While the language and overall promotional nature of these policies, in conjunction with New Jersey law, all but require municipalities to select a chief from within the ranks of the department, six policies (8.1 percent) included additional language to further ensure the selection will exclude candidates from outside the agency. A small Ocean County beach resort policy notes, "No lateral entry is permitted." Like many departments, one Monmouth County township selection policy was a promotions document, "Promotion(s) [to Chief] will be made from the ranks of Captains, Lieutenants, and Sergeants of the [redacted] Township Police Department." One south Jersey town requires the chief to have, "previously served as a patrolman" in the department.

On a related note, 30 policies (40.54 percent) reference New Jersey Statute 40A:14-129, which requires municipalities that serve a population under 12,000 and do not follow NJSCS rules to promote from within the agency and require that, "No person shall be eligible for promotion to be a superior officer unless he shall have previously served as a patrolman in such department or force." Interestingly, multiple towns referenced this law in their policy although they serve populations greater than 12,000.

There were five policies (6.75 percent) that did allow for the consideration of outside candidates, but this often occurs only after all internal candidates are screened. For example, a policy from a town in Hunterdon County states, "Those officers outside the Department having similar credentials and experience will also be considered eligible if all interdepartment candidates are deemed unacceptable."

Agencies that follow NJSCS rules also select candidates from an internal process. In conversations with commission staff, they could not recall a single open-competitive hire in their nearly 20-year career.<sup>3</sup> Data from the commission listing each chief hired in the past 10 years backs this up—not a single one was hired from an open competitive process. Moreover, there appear to be a non-trivial number of chiefs who were the only applicant in the commission's most recent round of promotions.

## 2022 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 2022!

|           |                                       |
|-----------|---------------------------------------|
| JANUARY   | Leading Through Change                |
| FEBRUARY  | Developing Police Professionals       |
| MARCH     | Cybersecurity & Cybercrime            |
| APRIL     | Policing in a Multicultural Society   |
| MAY       | Officer Safety & Wellness             |
| JUNE      | Illicit Markets                       |
| JULY      | Violent Extremism                     |
| AUGUST    | Evolution of Crime Trends             |
| SEPTEMBER | Perspectives <i>*Special Edition*</i> |
| OCTOBER   | Human Trafficking                     |
| NOVEMBER  | Critical Incident Management          |
| DECEMBER  | Recruitment & Personnel               |

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Co-authors of this article include Conor Doyle, Hailey Stack, Kyle Rich, Samihah Khan, and Zach Sperling. See the online article for more information on the authors.

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### ORAL OR WRITTEN TESTS AND COMPONENT WEIGHTS

A prominent feature of the chief selection process in civil service towns is the oral promotion exam, which tests candidates on their knowledge of relevant New Jersey and Supreme Court case law, New Jersey criminal statutes, New Jersey Attorney General guidelines and directives, management and administration, and so forth. Results from the oral exam make up 70 percent of a candidate's final score. The other 30 percent is based on length of service and record of service.

Of the 74 policies received from non-civil service municipalities, 27 (36.48 percent) did not have an oral or written exam, 45 (60.81 percent) had an oral exam, 26 (35.13 percent) had a written exam, and 24 (32.43 percent) had both. Like the overall selection policies, there is significant variability within the testing component. A small town in Salem County vaguely notes the "written and/or oral examination... [will be]... determined by the Township Committee." Among the most detailed testing features are contained in a town located in Warren County. Their oral test includes material on "leadership skills, supervisory knowledge, departmental policies, rules and regulations, standard operating procedures, Attorney General guidelines, problem solving, law enforcement theory appropriate to the rank in question, and general knowledge pertaining to the overall function of the department." Additionally, "hypothetical situations" may be used in the examining process. At least three policies explicitly outsource the testing procedure. Beyond the substance of the test, 22 policies (29.73 percent) listed the weighting of each factor considered, typically on a 100-point scale.

### EDUCATIONAL REQUIREMENTS

Twenty-five (33.78 percent) of the policies have an educational requirement and or factor education into the selection process with the potential to waive these requirements at the discretion of the appointing authority or through other relevant experience, such as military training. Sixteen policies (21.62 percent) require the chief to have a bachelor's degree from an accredited college or university, two (2.7 percent) require an associate's degree or higher, three (4.05 percent) require some college, and four (5.4 percent) require a high school degree. NJCSC rules appear to require chiefs to have the same level of education as an entry-level patrol officer, a high school degree or equivalent or a vocational high school degree. This is one aspect of the NJCSC process that is less rigorous than many non-civil service policies.

### CONCLUSIONS AND ACTION ITEMS

First, it is clear that many non-civil service municipalities have no chief selection policy open to public scrutiny, and those that do typically have a shallow policy with few details of the process. It is also evident that these policies vary greatly in terms of the factors considered, the means by which those factors are assessed, and the relative importance of each component. It is recommended that municipalities develop a selection policy if none exists. If there is a current policy, selection and assessment criteria should be carefully considered, and the policy should be made readily available to the public. Ideally, guidance gleaned from best practices should be provided to municipalities on the overall components and character of the selection process. This study did not reveal a single policy that explicitly scored

candidates on their knowledge of evidence-based practices within policing. Given the importance of data and research in the field, this omission is noteworthy.<sup>4</sup> Having a clearly articulated policy, with some degree of scored metrics, can help reduce bias in the selection process and improve trust and confidence in the new chief and the agency.

Second, New Jersey promotes chiefs from within the department; however, it is not the default position outside the state. According to a 2014 survey, 60 percent of respondent chiefs were hired from the outside, and nearly 70 percent participated in a selection process that considered outside candidates.<sup>5</sup> Theoretically, outside candidates may be better positioned to shift the culture of the agency, may have more expansive and diverse sets of experiences in the field, and may bring fresh, new ideas to the department. Finally, despite close to half of New Jersey's population identifying as a race other than white, there is a lack of racial diversity among chiefs in the state. No state-level data exist, but, according to a 2019 Bureau of Justice Statistics Report, about 90 percent of U.S. municipal chiefs are white.<sup>6</sup> In New Jersey, this lack of diversity likely stems from the fact that the state has a lot of small departments, with large numbers of white officers, who promote only from within the agency. Conversely, minority officers tend to be packed into a small number of large agencies and cannot serve as chief in another town, since selection policies exclude their consideration.<sup>7</sup> For this reason, it may be wise to consider allowing outside candidates to apply for an executive position.

### ACTION ITEMS

- Municipalities and police departments should have a clearly enumerated publicly available policy outlining the process for selecting the chief.
- Municipalities should consider adding explicit components assessing the candidates on their knowledge of evidence-based police practices, and the role of research and data-driven policing more generally.
- Municipalities should consider the potential benefits to holding open competitive searches where outside candidates are encouraged to apply. ♡

### NOTES:

<sup>1</sup>Megan Brenan, "Amid Pandemic, Confidence in Key U.S. Institutions Surges," Gallup, August 12, 2020.

<sup>2</sup>New Jersey Civil Service Commission (CSC), *Senior-Level Police Orientation Guide June 2020* (Trenton, NJ: CSC, 2020).

<sup>3</sup>New Jersey CSC Staff, personal communication, 2020.

<sup>4</sup>Jim Bueermann, "Being Smart on Crime with Evidence-based Policing," *National Institute of Justice Journal* 269 (March 2012): 12–15.

<sup>5</sup>Charlotte Lansinger, *Command and Performance: Career Guide for Police Executives*, 2nd ed. (Washington, DC: Police Executive Research Forum, 2015).

<sup>6</sup>Shelley S. Hyland and Elizabeth Davis, "Local Police Departments, 2016: Personnel," *Bulletin* (October 2019).

<sup>7</sup>Steve Janoski, "As NJ Police Departments Look to Diversify Ranks, Few Have a Minority Chief. Here's Why," *NorthJersey.com*, November 9, 2020.

### ACKNOWLEDGEMENTS

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# Partnerships Bring New Community Perspective

**WHILE NO TWO LAW ENFORCEMENT AGENCIES HAVE THE SAME STRUCTURE—AND NO TWO COMMUNITIES HAVE THE SAME NEEDS—THERE ARE WAYS TO CONNECT THE TWO ENTITIES TO ENHANCE THE QUALITY OF COMMUNITY-POLICE INTERACTIONS.**

This is what the Cleveland, Ohio, Division of Police found out after partnering with community leaders and the Sisters of Charity Foundation (SOCF) of Cleveland to develop a program that would bring officers and community members together.

In 2017, Lieutenant Shawn Smith—who was sergeant of the police academy at the time—noticed that many applicants going through the academy did not come from the city of Cleveland. After conducting a survey with the class, Lieutenant Smith realized that nearly 67 percent had never even visited the core urban neighborhoods in Cleveland. He thought that this would become an issue as stepping into the area could be a culture shock. These future officers wouldn't be able to truly understand the individuals they would be serving.

Lieutenant Smith said, “We're all human beings. But don't see us as being on one side or the other. We have to see ourselves as working together and being one.”

Leaders of the Cleveland Division of Police knew something had to be done to address the issue. Luckily, they knew of a contact within the community who could help.

Following a ride-along with another department, Jan Thrope, the founder

of Inner Visions of Cleveland, noticed a discrepancy between how the officers were viewing the community versus how she (a community member) viewed it. This led her to create a strategy for the officers to get more deeply connected with the community they serve. Her approach: Why not instead of riding with you, you ride with me. Thus, creating the Reverse Ride-Along program.

She is now assisted by Health Equity Officer Joseph Black, who has helped secure a partnership with the Cleveland

Police Department to take recruits into the community every academy class.

Dubbed the Community Engagement Day by the Cleveland Division of Police, agency leaders added this program to recruits' training to create more well-rounded officers, minimize biases, and identify the community's needs. Through the agency's partnership with the SOCF, the agency was able to include one eight-hour day during the police academy.

In an unmarked city van, two team members from the SOCF and a group of recruits without a badge and weapon visit multiple locations within the community. These include daycares where

## RECOMMENDATIONS

The Cleveland Division of Police provided these tips for agencies wishing to add a similar program within their agency's training:

- Find someone in the community that's willing to partner. Getting more people in the community involved from the beginning to help plan activities is beneficial.
- Keep an open mind to hear community needs and what the community wants.
- Have a measurement strategy (surveys, etc.) in place from the beginning.

The Sisters of Charity Foundation of Cleveland emphasized the importance of community leaders heading the program rather than the law enforcement agency. They have found that community facilitation allows for more authentic dialogue.

officers read to children, centers for the elderly to engage in valuable dialogue, and a barber shop where the community members express what they need from police officers.

Before arriving at the first location, the team members will explain to the officers that many community members may not want to engage in any level of conversation with officers, but they are willing to talk to people. "Our role in the project is to eliminate that badge and shield as a barrier from conversation and create a space where people can have dialogue," said Black. "From there, we can learn and develop our own opinion about officers and community members."

After taking approximately 500 recruits through this program with positive feedback, the department and their partners are looking for ways to expand the program in the future. The officers are eager for more Reverse Ride-Along

opportunities as well. Agency leaders have expressed their desire to see the recruits go into the community multiple times during the academy. Including the strategy in the field training program has also been discussed.

Changing an officer's perspective of a community is not simple; however,

taking a step toward creating avenues for engagement can make the change from officers serving "their" community to officers serving "our" community. ♡

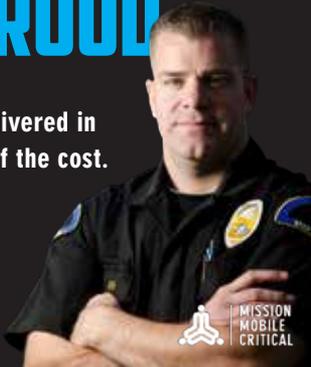
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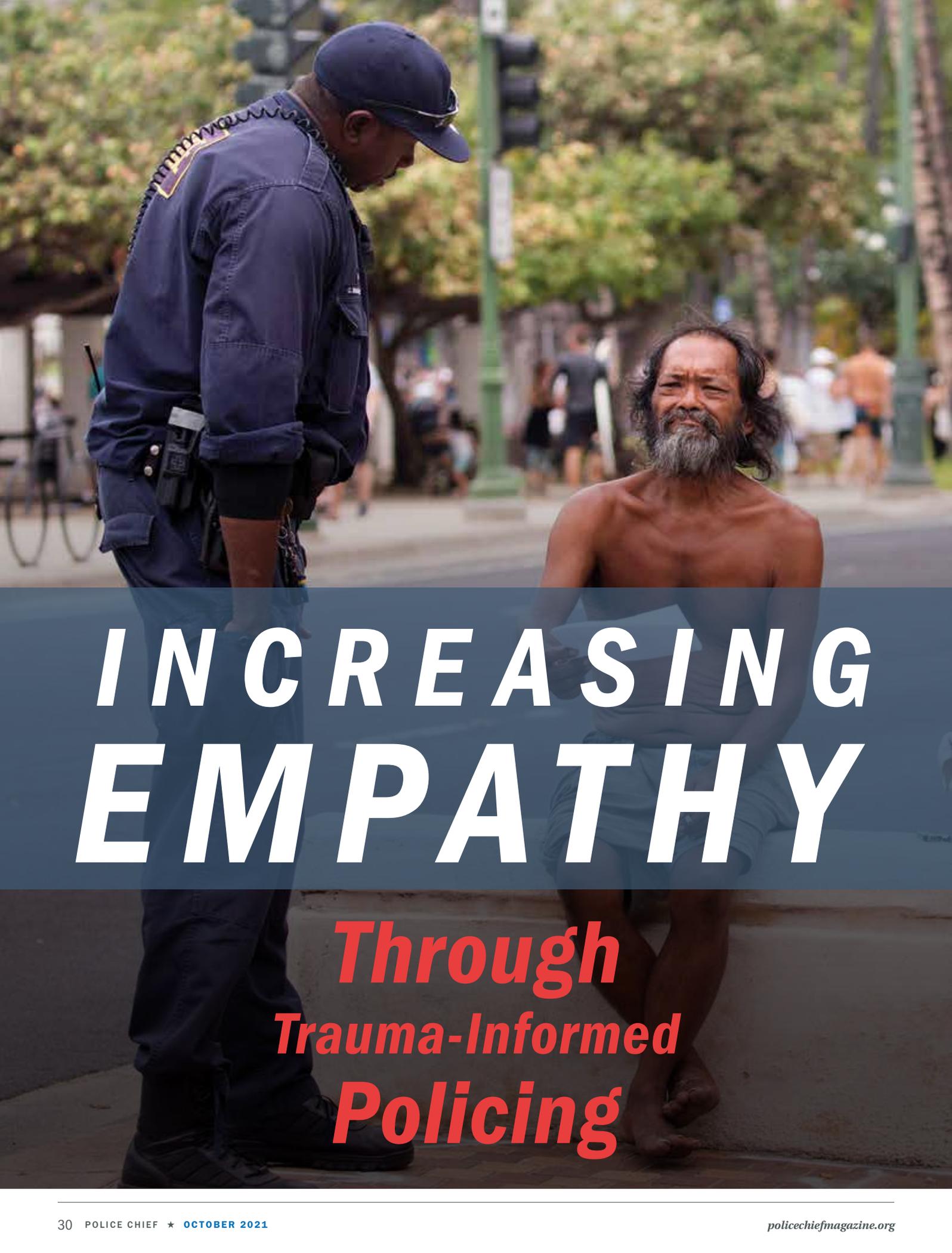
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# INCREASING EMPATHY

*Through  
Trauma-Informed  
Policing*

**BY**

Becky Haas, ETSU/Ballad Health STRONG Brain Institute, East Tennessee State University; Andrea D. Clements, PhD, Department of Psychology, ETSU/Ballad Health STRONG Brain Institute, East Tennessee State University; and Wade Gourley, Chief, Oklahoma City Police Department, Oklahoma

**EMPATHY FOR THOSE SERVED, FOR ONE ANOTHER, AND FOR ONESELF CAN ENHANCE THE QUALITY OF LIFE FOR THOSE IN LAW ENFORCEMENT.** Further, empathy is enhanced through understanding why many people behave as they do, which is a central tenet of being trauma informed. In 2019, the IACP adopted a resolution encouraging all law enforcement agencies to become well informed about the correlation between adverse childhood experiences (ACEs) and numerous negative outcomes, which is the central focus of trauma-informed care training, but, so far, this information has not been systematically disseminated in law enforcement settings. Thus, efforts should be undertaken to inform law enforcement of both the importance of ACEs and the potential impact of law enforcement becoming what is known as “trauma informed,” with one central outcome being a significant gain in empathy for those trained in this philosophy.

By training their officers in trauma-informed policing, law enforcement agencies can increase empathetic approaches supported by ACEs science. Trauma is a term used to describe anything

that causes extreme or prolonged stress. Secondary trauma is when individuals (including police officers) are affected by witnessing traumatic events experienced by others. Understanding trauma can support law enforcement’s efforts to develop age-appropriate responses for reducing trauma on scene, reduce race-based community trauma, and encourage prioritization of resources addressing secondary trauma experienced by officers. For some in law enforcement, transitioning from traditional law enforcement responses to using a trauma-responsive lens will be a significant shift, but infusing greater empathy in police settings will allow the profession to reap the benefits experienced in multiple other settings such as health care and education.

The CDC-Kaiser Permanente ACE Study was one of the largest and most publicized investigations of the relationship between childhood abuse, neglect, household challenges, and later-life health and well-being ever conducted. The study showed that toxic stress (ongoing unbuffered stress) during childhood can derail healthy brain development; affect attention, impulse control, decision-making, and learning; and increase



*Understanding trauma can aid law enforcement in developing appropriate responses to race-based community trauma.*



*By training their officers in trauma-informed policing, law enforcement agencies can increase empathetic approaches supported by ACEs science.*

emotional responding. Children growing up in the absence of nurturing, supportive relationships that protect against toxic stress have demonstrated a struggle to learn and be successful in school. This increases children's risk of becoming involved in criminal behavior and engaging in health-risk behaviors, such as early sexual activity and unhealthy alcohol or drug use. Using trauma-responsive tools can assist those in law enforcement in their interactions with those who have histories of adversity, as well as prevent or buffer the stress that results from witnessing traumatic experiences in the line of duty. Increasing awareness of the adversity-health-behavior connection can provide communities with an "upstream" approach to solving issues, increase organizational and community resilience, and even enhance police effectiveness on the job. For example, understanding behaviors that are normal responses to trauma can assist officers in discerning truthfulness in such areas as intimate partner violence.

Over the course of three years between 2013 and 2016, Becky Haas, of the ETSU/Ballad Health STRONG Brain Institute, directed a grant-funded police crime prevention program aimed at reducing drug-related and violent crime in neighborhoods in a small community in Tennessee. Community partners were engaged on a regular basis to discern and address the causal factors of crime. Over time, these efforts yielded 19 crime prevention programs implemented by 35 different community agencies. Crime was reduced by 40 percent in one neighborhood, and crime prevention partners pioneered the first probation program of its kind in the state to reduce recidivism. Overseeing development of this probation program for felony offenders with addictions showed that most people involved in the justice system have histories of childhood trauma. When that grant ended in 2016, the state department

of corrections acquired the probation program for replication statewide. These collective crime prevention efforts twice received national recognition and were listed by the U.S. Department of Justice as a "success story." While working toward crime prevention goals, partnering agencies were simultaneously trained in trauma-informed care, which is a way of interacting with individuals who have experienced ACEs and other adversity. Training materials primarily consisted of content from the Substance Abuse Mental Health Services Administration (SAMHSA), *SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach*.

## **THE IMPORTANCE OF RECOGNIZING TRAUMA IN LAW ENFORCEMENT**

The day-to-day roles police play as they fulfill their oath to faithfully serve and protect often resemble social work more than the popular TV images and police recruitment videos portray. The overwhelming majority of officers spend only a small fraction of their time responding to violent crime. In a June 2020 article in the *New York Times*, crime analysts dug through call data for 10 police agencies that had made such data available, including places with relatively high rates of violent crime. Data revealed that incidents that met the FBI Uniform Crime Report definition of violent crime made up only around 1 percent of calls for service. More commonly, calls included working with individuals experiencing homelessness; making welfare checks; investigating property crimes; investigating traffic crashes and other noncriminal calls; and, infrequently, responding to incidents coded as actual violence.

A significant percentage of calls are for family offenses, some of which are classified as domestic violence, often with children present. Domestic violence calls are potentially some of the most violent

or lethal calls to which LEOs respond. The interpersonal nature of such calls requires special skills and dispositions—including the ability to understand possible roots of behavior, which often stem from an individual’s past trauma, and the ability to show empathy while not compromising the duties of the job. In many scenarios, police serve as navigators for situations that may be the most traumatic life event the people involved have ever experienced. However, in a review of officer training, a 2016 national study of the training of 135,000 recruits across 664 local police academies found little training to prepare officers for such navigation. On average, officers each received a great deal of training in firearms, self-defense, use of force, and other related topics to address violent crime, while only a minimal amount of training was spent on topics like navigating nonviolent family offenses, mental illness, conflict management, or homelessness. Three primary areas of trauma are central to trauma-informed policing training: (1) on-scene trauma for children; (2) community trauma; and (3) vicarious trauma.

### On-Scene Trauma for Children

As officers respond to calls for service, children are often on scene. Such events can be highly traumatic for children, but if officers are equipped to understand the child’s feelings and responses and have tools to buffer the child’s stress, negative outcomes can be reduced. It’s important the officers are trained to understand that appearing angry or withdrawn is a normal reaction to fear or stress in a child. Solutions can be as simple as calmly explaining what is happening, reassuring the child that he or she is safe, and explaining what will happen next.

### Community Trauma

In recent years, an emerging form of trauma related to police work has been labeled community trauma. Community trauma is increasingly evident as tensions escalate in response to incidents of perceived police corruption and misuse of force against black persons in the United States. This historical, race-based trauma is not only experienced by children and adults of color, but the effects are also felt by communities as a whole. Widespread outcries for police reform demand that steps be taken to prevent brutality and that measures be put in place to rebuild police and community relationships. However, it is not only black individuals who are impacted by this community trauma. The stress caused by police misconduct, or even just the perception that misconduct is occurring, greatly impacts officers and their families who are subject to tensions caused by association with the profession.

### Vicarious Trauma

Another observable kind of trauma prevalent in police work is vicarious or secondary trauma. The trauma to which officers are exposed on a daily basis can cause great physical and mental stress and can undermine health, well-being, and judgment. In 2009, a police psychologist with the New York City Police Department estimated that police officers are likely to be exposed to at least 900 potentially traumatic incidents over the course of a 30-year career. The prolonged, ongoing exposure to potentially traumatic incidents, loss, and extreme stress may come at the cost of police officers’ health and well-being, and resources available for addressing such secondary trauma are often inadequate. Effects of secondary trauma often extend beyond officers to their loved ones and family members. There is often a cultural implication that officers must “soldier on” no matter what they encounter or what human sufferings they witness. Officers are impacted by what they witness, and their health may suffer if they try to maintain the pretense that they are not affected. There is evidence that support for officer mental well-being and stress is inadequate, including the alarming statistic that more officers took their own lives in 2019 than were killed in the line of duty.

## EMPATHY THROUGH TRAUMA-INFORMED POLICING

It is essential to provide those in law enforcement with more than just an understanding of ACEs science by also including training in the use of a trauma-informed lens in order to facilitate practical application related to the knowledge of ACEs science. The President’s Task Force on 21st Century Policing and the Leadership Conference Education Fund’s *The New Era of Public Safety* advocate for the use of community policing and a leadership commitment to creating a culture that supports officer health and well-being. Both community policing and officer well-being align naturally with incorporating a trauma-informed lens, which includes enhancing empathy as one of its central tenets.

Community confidence in law enforcement personnel is the foundation for community policing. Police officers earn trust—and restore trust—through actions that reflect the principles of community policing. Creating genuine relationships through collaborative partnerships that include equitable representation from the community helps residents feel safer and increases the likelihood they will cooperate with police. It is not uncommon for precincts that practice community policing to have an

**“As conversations around police reform occur, applying ACEs science through training in trauma-informed practices, known to enhance empathy, is a proactive step to take.”**

increased bandwidth for strengthening diverse community relationships. As an example, during the previously mentioned crime prevention grant in which community policing was implemented, the local NAACP president invited the Johnson City, Tennessee, police chief to take proactive steps to strengthen community partnerships with police. This led to the birth of a program aimed at equity and diversity. Police invited leaders from community organizations to meet each month. Participants included the NAACP, Black Lives Matter, LGBTQ+ leaders, Latinx leaders, faith-based leaders, government officials, university representatives, and others. The police publicly advertised meeting times so any community member could attend. Monthly meetings invited transparent conversations about ways to strengthen police and community relations. This resulted in launching an annual Martin Luther King Jr. Unity March, as well as a Coffee with a Cop program. Coffee with a Cop events, where officers made themselves available for casual conversation, were held anywhere police were invited, such as the senior center, downtown businesses, churches of color, and at-risk youth programs. An annual event was also created where, in festival-like fashion, area first responders and their families were invited along with the general public for a day of food, games, and live music in a downtown park.

These successful programs enhanced communication and deepened relationships just by providing an opportunity for individuals to get to know one another. Laying the groundwork over several years through educating both law enforcement officers and community organizations in trauma-informed principles facilitated a willingness to participate in these activities and likely enhanced their effectiveness as many of the participants sought to understand and empathize with people from whom they differed. This human connection is central in the application of ACEs science and trauma-informed care. Knowing someone's story and background can reduce tensions and enhance empathy in policing and many other settings.

Training on ACEs and trauma-informed care began in earnest in 2016 in many organizations across northeast Tennessee and southwest Virginia. Nearly 4,000 professionals were trained in three years, and there was a realization that members of law enforcement should be included due to the trauma-heavy nature of their work. As frontline service providers, members of law enforcement are present during traumatic events, and it is important to know not only how to identify trauma but also how to respond in ways that do not re-traumatize individuals.

## **TRAUMA-INFORMED POLICING TRAINING**

Police are often more accepting of information received from their peers, including the recommendation that they learn about trauma. To meet the need for a cohesive training program on this content for law enforcement, Trauma-Informed Policing training was developed by incorporating ACEs science with existing materials developed within the law enforcement field. Trauma-Informed Policing training includes several recommendations from the IACP and others, including practical tools and resources to assist law enforcement agencies in building or enhancing effective operational responses to children exposed to violence and creating a trauma-informed law enforcement system.

Trauma-Informed Policing training includes several objectives, many of which directly relate to enhancing empathy. Participants are taught to understand that early traumatic stress causes actual changes to the brain and is the root cause of many behaviors such as combativeness, withdrawal, difficulty following instructions, flight, and other behaviors that may be thought of as resistance or purposeful misbehavior. Once officers understand the origin of some of these behaviors, they can understand that the person may have limited coping skills or may be exhibiting survival skills and thus be less likely to interpret them as hostile. Training also covers applied strategies that officers can use themselves or with others, such as tactical breathing and de-escalation techniques.

## **APPLICATIONS AND IMPACTS OF TRAUMA-INFORMED TRAINING**

The first iteration of Trauma-Informed Policing training was delivered to the Greenville, North Carolina, Police Department over two days by Becky Haas and Andrea D. Clements. The community in which the crime reduction grant was implemented also received training during

**TABLE 1.** KNOWLEDGE CHANGE ATTRIBUTED TO TRAUMA-INFORMED POLICING TRAINING

|   | Mean   | SD    |
|---|--------|-------|
| My understanding of the impact of trauma on the people I serve                                    | 1.391* | 1.043 |
| My understanding of the impact of trauma on me  | 1.087* | 1.029 |
| My knowledge of the principles of trauma-informed care  | 1.609* | 1.145 |
| My ability to implement the principles of trauma-informed care                                    | 1.565* | 1.109 |
| My knowledge of strategies to prevent the use of seclusion, restraint, and coercive interventions | 1.222* | 1.042 |
| My overall experience attending the training  | 1.568* | 1.659 |

\*LEOs indicated that knowledge increased significantly ( $p < .001$ ) on every item due to training

roll calls. Officers from these trainings overwhelmingly indicated that their understanding of trauma and trauma-informed principles was increased (see Table 1). Qualitative feedback for recent trainings has been just as positive.

A testimonial from the Oklahoma City, Oklahoma, Police Department senior leadership emphasized how this training enhanced the ability to “understand people,” which is the definition of empathy. Deputy Chief Jeff Becker stated,

*The training was informative and compelling and very well received. Trauma-Informed Policing can make first responders more effective by providing very practical tools to help understand people and circumstances encountered by members of law enforcement. In the process, officers further benefit by better understanding reactions to trauma experienced personally or by those served. The training emphasis on officer wellness and reviewing local resources for staff underscored the need to reduce the stigma surrounding officer well-being.*

One easily implemented practice for reducing trauma for children with justice involvement is being widely adopted in West Virginia and Tennessee. The West Virginia Center for Children’s Justice Initiative, commonly referred to as Handle With Care, involves a police-school partnership in which school personnel are made aware of a child’s interaction with law enforcement. No details are shared, but school personnel who are also aware of the effects of childhood trauma may be able to buffer any effects of that

encounter just by having an awareness that something occurred. After the Johnson City, Tennessee, Police Department received Trauma-Informed Policing training, they launched the Handle With Care program, thus confirming that the trauma-informed lens was being used. Additionally, in that community, officers requested that three hours of additional training on self-care and mental wellness be included in their annual in-service training, confirming that empathy toward themselves and their coworkers was valued.



**“Becky Haas was a very good instructor and presented the material in a straightforward realistic approach for law enforcement. Based on my experience as a crisis negotiator, it is easy to see the correlation and application of these principles to situations officers deal with on a daily basis. More importantly, officers need to recognize the indicators of trauma they experience as part of their job to prevent destructive behaviors in their own lives.”**

—Wade Gourley, Chief of Police,  
Oklahoma City Police Department, Oklahoma

**“This police/school/community initiative is evidence that trauma-informed policing is a critical component for strengthening police-community relationships. When operating under this policing philosophy, relationships have been strengthened on all levels. This police-school-community partnership works to change the odds for students and their families who may have experienced trauma. This program has seen tremendous value in offering mentoring for students and, through increased visibility in classroom visits, police are serving as positive role models.”**

—Margaret Kursey, Director,  
The Martinsburg Initiative

The Martinsburg, West Virginia, Police Department, which had already been implementing Handle With Care in a successful police and community partnership program called the Martinsburg Initiative (TMI), received Trauma-Informed Policing training in the summer of 2020. TMI has already engaged in mentoring students, motivated by their understanding that supportive, caring relationships can mitigate the effects of trauma in the life of a child.

Educating police with the Trauma-Informed Policing training on an even larger scale began in December 2020 in partnership with the Tennessee Association of Chiefs of Police (TACP). TACP is utilizing a Victims of Crime Act grant and is working on behalf of the governor to reduce childhood trauma through launching the Handle With Care initiative. To support that effort, Trauma-Informed Policing is now available to all members of law enforcement in Tennessee through assistance from the TACP.

As conversations around police reform occur, applying ACEs science through training in trauma-informed practices, known to enhance empathy, is a proactive step to take. Moving beyond understanding the significance of childhood adversity to practical application is an important next step for law enforcement agencies. Not only will this empower law enforcement professionals with the skills they need to reduce trauma on scene, especially for children, but it will create a blueprint to become proactive in equitably addressing community trauma with greater empathy and prioritization for officer self-care. ♡

#### IACP RESOURCES

- Law Enforcement-Based Victim Services (LEV)
- Enhancing Law Enforcement Response to Children Exposed to Violence Toolkit

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

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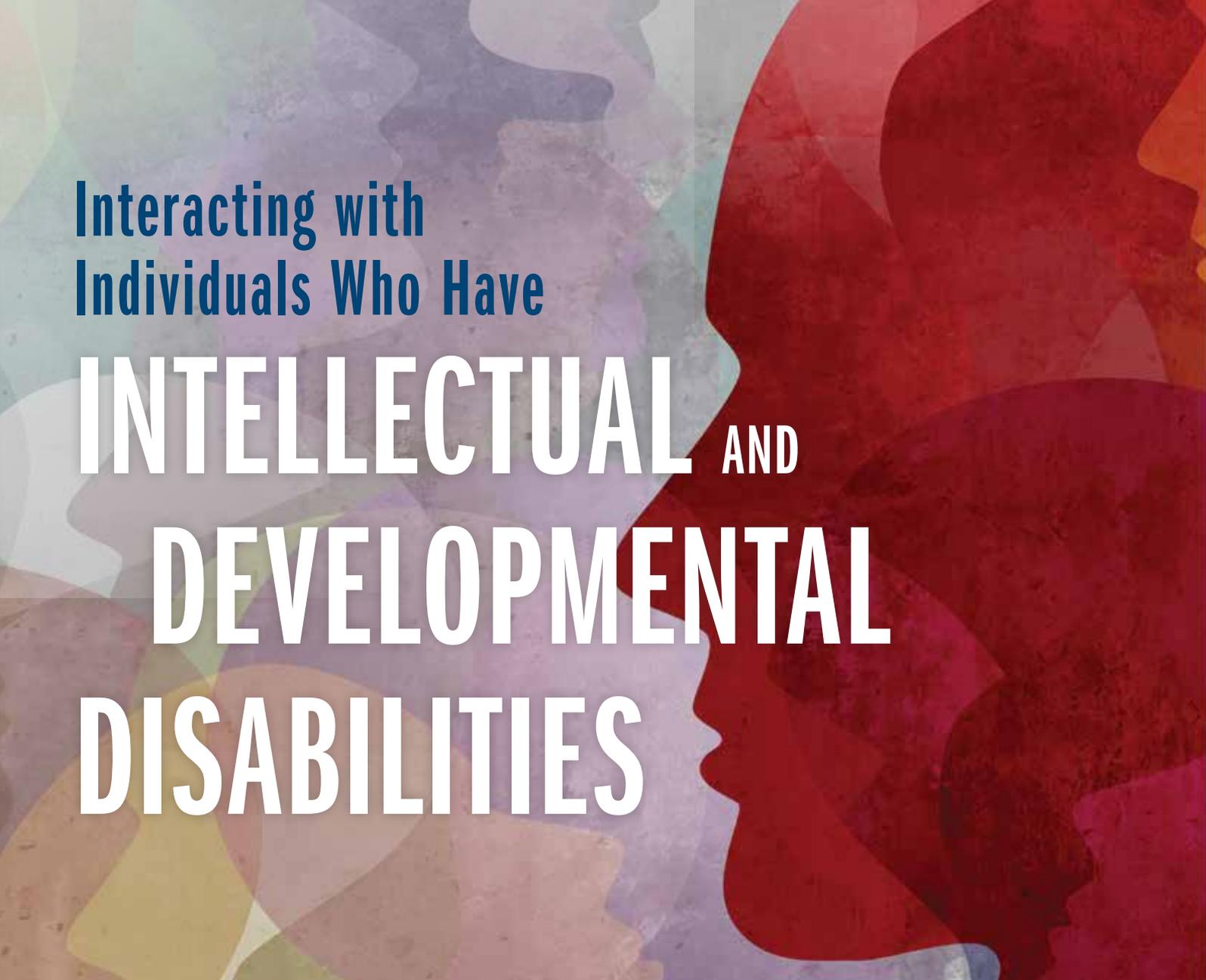
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# Interacting with Individuals Who Have

# INTELLECTUAL AND DEVELOPMENTAL DISABILITIES

**BY**  
Rachel A. Minkoff, PhD,  
LMSW and Carlos E.  
Gerena, PhD, LMSW

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**JUSTICE-INVOLVED INDIVIDUALS WITH INTELLECTUAL AND DEVELOPMENTAL DISABILITIES (I/DD) FACE TREMENDOUS CHALLENGES WITHIN THE CRIMINAL JUSTICE SYSTEM.** Their potential for limited mental capacity may interfere with their ability to reason and make sound judgments. As a result, they lack the necessary skills to understand that what they are doing may be wrong, making them more susceptible to criminal behaviors, albeit unwittingly. In some cases, individuals with developmental disabilities may even be coerced by criminals to commit these unlawful acts. Many of these individuals agreeing to commit these offenses may be using this as a way to forge friendships with the perpetrators. They often do this with no understanding that their participation is a crime—and therefore wrong—and can have serious consequences.

When police officers arrive at the scene, they might not immediately recognize that these

individuals have cognitive impairments. Many individuals with I/DD may lack physical markers that make these disabilities readily apparent. When questioned, these individuals might have a difficult time communicating with the arresting officer, further complicating the situation. For officers unfamiliar with I/DD, these individuals might present as erratic; unstable; and, in many cases, uncooperative. This inability to effectively communicate with law enforcement may increase an individual's vulnerability to arrest. Further, any behavioral issues the individual has may intensify the situation.

When arrested, these individuals may waive their *Miranda* rights, not understanding the consequences, and, in some instances, they may feel pressured into providing a confession to a crime that they did not commit as they want to be cooperative or because questions were not posed in a constructive manner. Further, some individuals



According to the Bureau of Justice,

**30%**

of jail inmates reported having a cognitive disability.

**5%**

of the general public reports a cognitive disability.

may simply provide the answer they think the officer is looking for or may say “yes” to a question as a default response. This kind of occurrence leaves those with developmental disabilities vulnerable and at risk. Discussion on the process of police interrogation with individuals who have developmental disabilities has been largely non-existent, but it is crucial to engage in conversation about this so that police officers can appropriately recognize and mediate such cases.

A former NYPD detective, who preferred to remain anonymous, stated during a phone interview,

*It is not always easy to recognize whether a suspect has any developmental disabilities. Sometimes it's visually apparent, and other times it is not so clear. Any suspect who presents with erratic behavior will be perceived as [an emotionally disturbed person]. It is difficult to*

*assess the situation on the spot as officers have to think quickly.*

When asked about protocol in handling such situations, he stated, “It is important to call a supervisor to the scene as he or she [may have additional training] to deal with such situations.” The former detective noted that further training in the academy would be helpful in allowing police officers to appropriately assess, recognize, and handle a situation involving a person with I/DD.

As of 2021, more than 2,700 communities have added crisis intervention team (CIT) trainings and specialized teams to ensure their police forces are better trained and equipped to respond to calls involving apparent mental health crises. If an agency has a CIT, this would be a valuable tool to de-escalate a situation involving people with I/DD. Further, policing with empathy should be

employed in these situations. Being empathetic revolves around the idea that the officer is able to recognize emotion, share in someone's emotions, and understand how their behavior can affect others. Satisfaction and cooperation with law enforcement can be directly tied to empathy shown by law enforcement.

## COMMON ISSUES FACING THIS POPULATION AND HOW TO ADDRESS THEM

It is understood that, in policing, it can be difficult to determine if someone has an intellectual, developmental, or learning disability, or if he or she is educationally disadvantaged. If an officer has reason to suspect that someone has an I/DD, it may be in the officer's best interest to proceed as though the person does have a disability so as to lead to the best possible outcome for both the officer and the other person. Additionally, resources like CIT or related programs could assist in an assessment of needs.

Not everything written here is true of every individual whom first responders will interact with, but, when there is reason to believe that someone has an I/DD, these tips and techniques may make the experience easier while also giving the officer the information he or she is looking for. When in doubt, and if possible, agencies should find an advocate, either someone the individual knows and trusts or one provided by the police department or a community organization. This will protect both the individual and the officer.

The more time one spends with people with I/DD, the easier it becomes to identify individuals' specific areas of limitations. No two individuals are the same, need the same support, or excel in the same areas. It is important to individualize support and care.

### Communication

Communicating with this population can be a hurdle, even for those with many years of experience. All members of this population have their own unique ways of communicating. They may be able to communicate through full sentences and reciprocal conversation; they may use sign language, pictures, one-word sentences, texting, or augmented communication devices; or they may be unable to communicate meaningfully at all. However, there are some common themes and scenarios likely to be experienced by those interacting with this population.

While many people are aware of Tourette's Syndrome, they are less aware of echolalia and

may actually be confusing the two. People who display echolalic behavior typically repeat what is said to them or things they hear. This can either be meaningless repetition or the way the individual is processing what is said or asked of them before moving on to their part of the conversation. When an officer comes across echolalia (or is unsure), the officer should give the person time to process, try to repeat the question, take into consideration that further disability may be present, and locate an advocate.

Processing delays are real. Some people have a time delay in cognitively processing what was said to them before giving a reply or producing an action. When sitting across from someone for whom it is unclear how long it takes to process what was said, an officer may simply think the person is ignoring him or her. When the person doesn't answer within seconds, many people are likely to repeat what was said or go on to the next question or direction. Doing this will overstimulate someone with a processing delay and is likely to cause the person to shut down, leading to further frustration on both ends. There is no way to know someone's timing without knowing if they have a delay, so instead of moving on, if safe to do so, officers should give up to a suggested 15 seconds for a response (and silently count this—it is much longer than one might think) and may be more likely to get the response sought.

The way one asks a question might be the most important factor. Many people with I/DD have difficulty answering open-ended questions starting with who, what, where, when, why, and how. These types of questions require more abstract thinking and can prove difficult, especially when recall is involved. Officers may get a lot of false answers or many "I don't know" and "I don't remember" answers as these are often routinized conversation responses. Yes/no questions are typically easier for this population to answer than more abstract questioning and may be more appropriate when gathering basic identification information or determining what types of accommodations may be needed. Unfortunately, due to the potential for inaccurate statements and later legal challenges, this type of questioning should not be used in a formal interview or interrogation. It should be noted that, even when using yes/no questions, recall may still be difficult. Further, not every person with an I/DD is considered an accurate reporter and even answers to yes/no questions may be unreliable; for officer protection and the individual's safety, it would be prudent to have the person's lawyer present. Too often, individuals with I/DD will give the answer they think the questioner wants to hear, which gets

The 2020 U.S. census reported approximately

**1.2**

million adults with an intellectual disability and



**944,000**

adults with other developmental disabilities.

them into trouble when it comes to interviews or interrogations. This is true of any question format. Officers that interview individuals with I/DD should be trained on conducting such interviews and use simple, straightforward questions without suggesting answers. If options need to be provided, which can be a successful route to correct answers, people with I/DD are likely to pick the last one listed, so it is best practice to ask the same question multiple times with the options reordered for a more accurate response. Be mindful of how the question is asked and the tone of voice used. If possible, giving a visual representation for these choices may also yield positive results.

Finally, make sure the person comprehended the question, statement, or discussion that took place. Even though the officer will have asked if they understood their rights or the question asked, have the individual tell the officer what he or she understood or have them answer questions regarding what was discussed. Having the individual repeat back what rights he or she has or what the question was actually asking allows one to gauge the individual's level of understanding. Remember that if the individual was able to repeat back the question, this does not always mean he or she comprehended it. Ask individuals with I/DD or possible I/DD questions about what their rights are and what the questions mean to them because their responses will indicate how much they comprehended what was said to them. Knowing words, even being able to define words, and understanding what words mean in context, are two very different things. As always, when in doubt, officers should seek the assistance of a CIT member, the person's advocate, or another trained professional to protect both the officers and the person.

## Sensory Needs

Overstimulation can come from what someone smells, touches, hears, tastes, and sees. It can also be caused by what someone is thinking, feeling, or experiencing. This can come from being asked too many questions, the same question too many times, a routine being disrupted, and even overthinking. Other sensory issues can occur from being overcrowded or surrounded by too much activity, as well as from sound, light, and touch.

**Sound:** Some individuals are sensitive to sound. For some, only very loud or surprising noises like big crowds or alarms may disturb them, and many of these sounds are going to be associated with police officers (sirens, busy precinct, etc.). Taking the individual to a quiet room can help them self-regulate.

## “Each individual is just that— an individual—and should be treated as such.”

**Light:** Some individuals are sensitive to light. Some love the sunlight and crave it, while others prefer darker areas with more subtle lighting. Take note if an individual will not leave a sunny area because he or she might not necessarily be ignoring directives, the person could be just enjoying the sun. Also take note if an individual is trying to shield him- or herself from a well-lit area, squinting indoors, or covering him- or herself up; these could be signs of a sensitivity to light. Try to dim the lights or turn them off if possible.

**Touch:** Some individuals are sensitive to touch. While some enjoy sensory input, others are sensory defensive. Sensory input can include playing with water, receiving a massage, banging one's head, and so forth. People with touch sensitivity may enjoy and crave pressure on their body and other stimuli that touch brings. However, being sensory defensive typically means the person is more resistant or sensitive to touch, even a hand on the shoulder can be difficult to take, such as when the person is being led into a police car (hands on head or shoulder). These individuals may be defensive of cold items on their skin as well, such as handcuffs. They can have a visceral reaction to these stimuli, which may look like they are resisting arrest when, in reality, something is bothering and potentially hurting them.

## Physical Aggression

Physical aggression is not always meant to resist arrest or intended to be harmful. As discussed above, many individuals with I/DD do not communicate in the ways most people expect them to. When unable to communicate accurately, misunderstood, or introduced to new and potentially scary stimuli, people often get frustrated—and individuals with I/DD are no different. However, people with I/DD may be at an increased risk to react physically as a defense mechanism. In many cases, when people with I/DD are physically aggressive, they are not doing this with malicious intent—they are typically not trying to hurt the other person. They are often looking to communicate their wants and needs, are looking for affection, or are trying to play with the other person, albeit inappropriately. When

Individuals with intellectual disabilities compose

**2–3%**  
of the general population.

Individuals with intellectual disabilities represent

**4–10%**  
of the prison population.  
More remain in juvenile facilities and jails.



this form of communication occurs, if possible, and if safe to do so, take a step back before engaging. This could be the person looking for attention, even negative attention, so ignoring this behavior could be in everyone's best interest as engaging the behavior could elevate it. Calling CIT and EMS may be useful to provide medical and emotional intervention rather than physical intervention so as not to escalate aggressive behaviors.

Additionally, individuals can be dually diagnosed with I/DD and a psychiatric condition. This scenario may require a call to EMS for assistance for everyone's safety, and this may happen out of the blue with no obvious or known antecedent or the individual is being treated appropriately and no signs of this diagnosis will ever be shown. It is understood that, in the field, decisions are made in the blink of an eye to protect the public, the person, and the officer, and there is no minimizing what it takes to make that decision.

### Structure and Routine

Many individuals thrive on structure and routine. The police's presence is likely a disturbance to this routine and can cause certain behaviors to increase. No two individuals have the same behaviors, so the signs to look for are different from person to person. However, when schedule changes occur, it is helpful if the officer explains what he or she is doing, how long it will take, what the next steps are, and to address any questions the individuals may have. Oftentimes, they want to know that what they are missing on their schedule will be made up later and in what time

frame. It may help to tell them that the advocates in their lives will check the schedule for them.

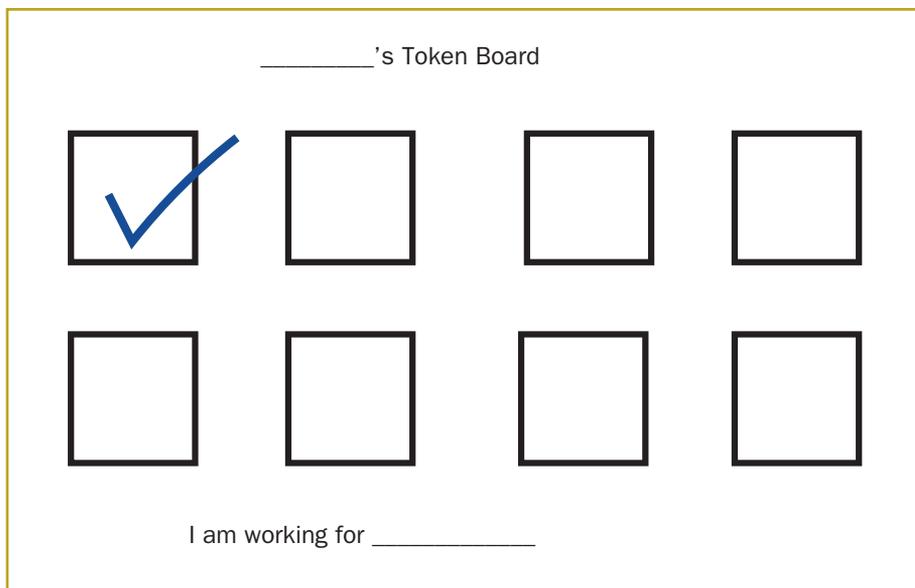
It is okay to use positive reinforcement or give rewards to encourage cooperation and positive behavior so long as this is not coercion. For example, an officer could say, "If you stay in the interview room with me for 10 minutes and answer my questions, you can use the iPad for 10 minutes." A token board (Figure 1) is also a useful tool; this typically involves check marks for each positive behavior and results in a reward once the agreed-upon number of checks are made. The best model for this is drawing boxes for the number of checks agreed on and then checking off each box as tasks are completed. This allows the individual to visually track his or her progress.

Some individuals also have difficulty with transitioning from one activity to the next. This may result in problematic behaviors as they are leaving a preferred activity for a nonpreferred one, or they may show a lack of focus as their mindset is still on the activity that they left. If an officer needs to transition to a new activity, give a set time for how much longer the individual has left with the current one. Visual timers work very well here (sand timers, stop watches, etc.), and visual schedules (Figure 2) work very well if the officer will be working long term with an individual. Pictures or written words of the order of the day or meeting will let the individual know what will be coming up next, which helps her or him to mentally prepare for the schedule and minimizes transition issues (although it is still best practice to give a timed reminder).

In general, visuals work well for this population, whether the visual aid is a schedule, a prompt (such as pointing or gesturing), teaching a skill through showing examples, and so forth. Boardmaker is a great resource for picture symbols that are highly recognized.

The above traits are the most common throughout the I/DD population, but this list is not exhaustive. However, it is important to note that if an officer sees a need in one individual, it does not mean he or she will see the same need in the next one or that the same need will present in the same way. Each individual is just that—an individual—and should be treated as such.

**FIGURE 1:** TOKEN BOARD



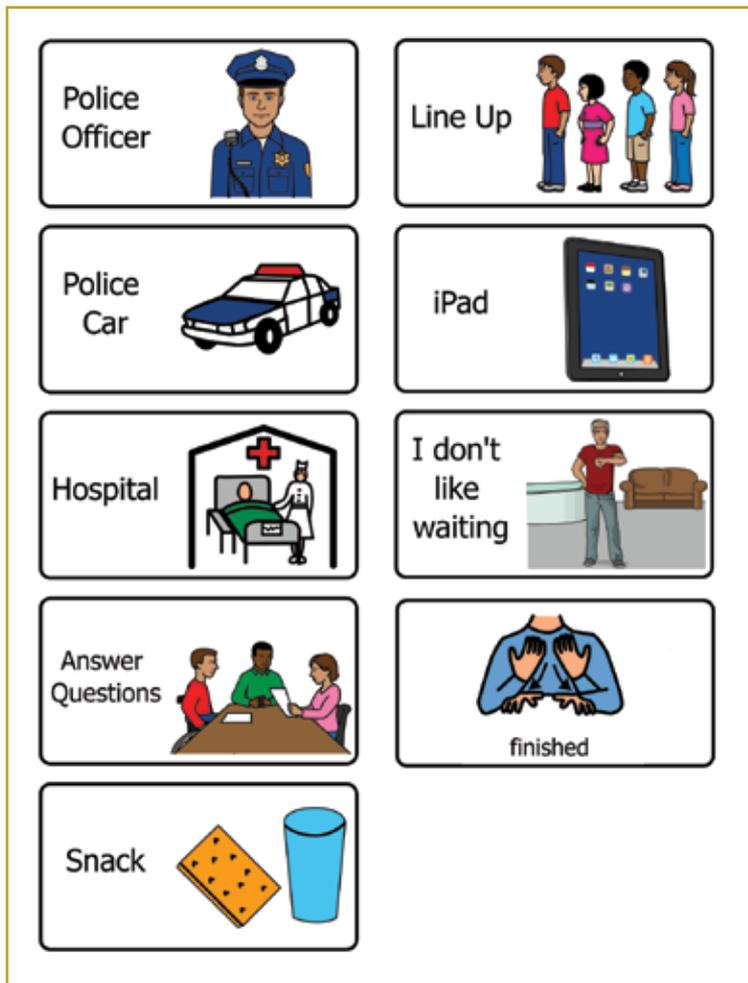
If one is unsure how to best approach their needs, ask them. The individual is the best source of information on what he or she needs. If the individual cannot assist, find someone close to him or her or an advocate who can provide guidance.

## CONCLUSION

While officer safety is of the utmost importance, it is also important to remember the role of empathy in policing and building trusting relationships with the community. Empathetic policing starts with engaging in dialogue with community members and having a better understanding of their needs and norms. In recruitment, police departments are increasingly interested in candidates with strong social skills, and training has a focus on honing social skills and empathy in particular. At any time, no one knows what someone else is experiencing in life. Due to this, an empathetic approach can create greater trust in the police and more positive outcomes in law enforcement-involved interactions.

Additionally, law enforcement officials and other first responders may benefit from training in recognizing implicit bias. Implicit biases are stereotypes about a particular population that can lead one to assign positive or negative characteristics to an entire population. Typically, these stereotypes are shaped by what has been unconsciously learned about a population, usually without negative intention toward the population, and actions are then based on this unconscious stereotype. Due to this, training to better understand individuals with I/DD and their needs should be required for all police officers in training and all CIT officers. Training should include information about the population, understanding different modes of communication, how to recognize signs of an I/DD, and how to de-escalate a situation through methods like those mentioned herein to avoid escalation. Resources like these will help to sharpen officers' skills when interacting and working with individuals with I/DD. ♡

FIGURE 2: BOARDMAKER EXAMPLES



### IACP RESOURCES

- Interactions with Individuals with Intellectual and Developmental Disabilities
- Best Practice Guide on Responses to People with Behavioral Health Conditions or Developmental Disabilities

#### theIACP.org

- “Responding to Incidents Involving Vulnerable Persons with Diverse Special Needs” (article)
- “Policing Persons with Disabilities in the 21st Century” (article)

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

Special thanks to  
Dr. Daniel Pollack, MSSA, JD.



# BUILDING A UNIT TO

# BRIDGE

**BY**

Nicole Carroll, Director, Victim Services Unit, Louisville Metro Police Department, Kentucky, and Josh Hasch, Major, Louisville Metro Police Department, Kentucky

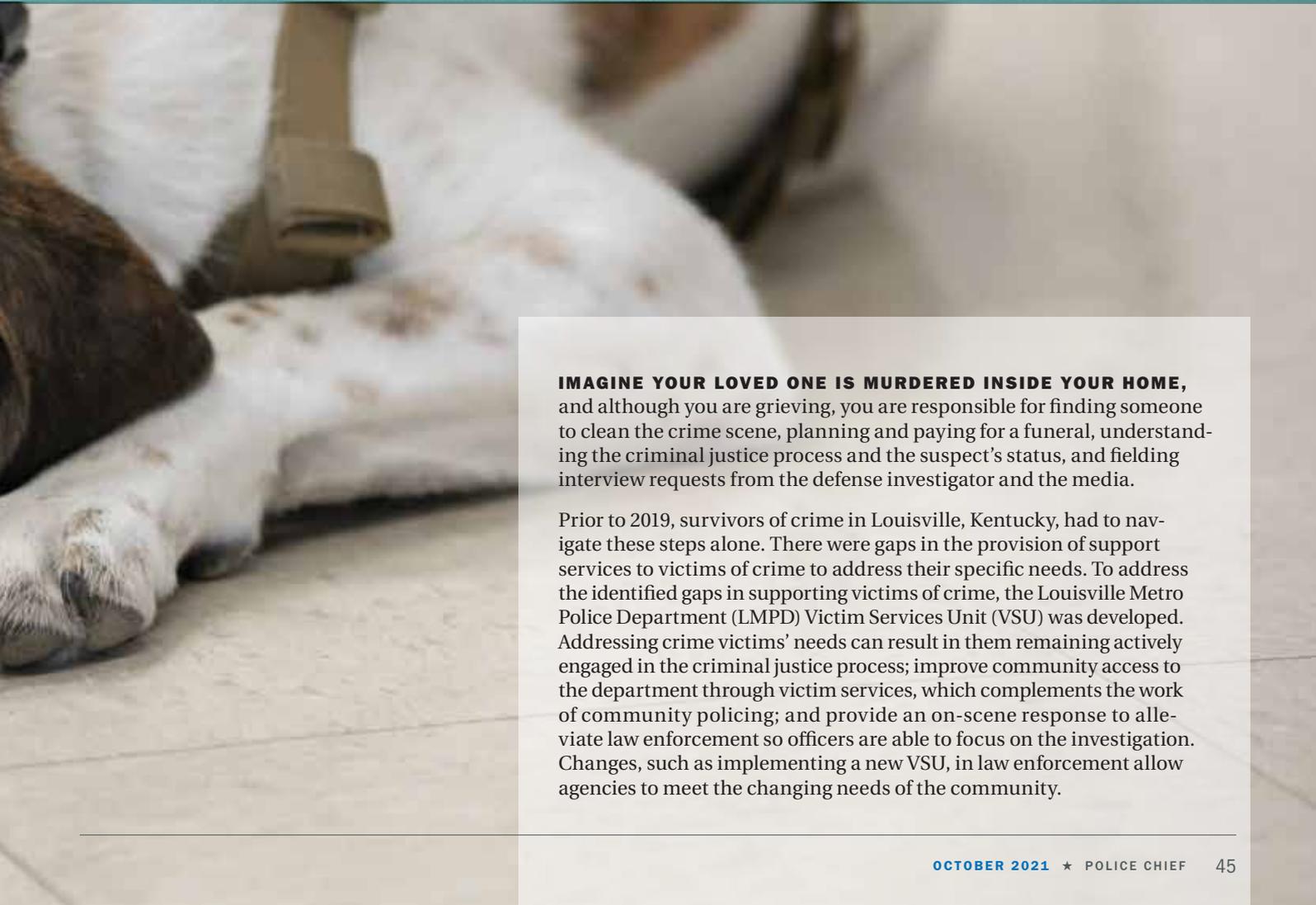
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*Photos courtesy of Louisville Metro Police Department, KY.*



# THE GAP



**IMAGINE YOUR LOVED ONE IS MURDERED INSIDE YOUR HOME,** and although you are grieving, you are responsible for finding someone to clean the crime scene, planning and paying for a funeral, understanding the criminal justice process and the suspect's status, and fielding interview requests from the defense investigator and the media.

Prior to 2019, survivors of crime in Louisville, Kentucky, had to navigate these steps alone. There were gaps in the provision of support services to victims of crime to address their specific needs. To address the identified gaps in supporting victims of crime, the Louisville Metro Police Department (LMPD) Victim Services Unit (VSU) was developed. Addressing crime victims' needs can result in them remaining actively engaged in the criminal justice process; improve community access to the department through victim services, which complements the work of community policing; and provide an on-scene response to alleviate law enforcement so officers are able to focus on the investigation. Changes, such as implementing a new VSU, in law enforcement allow agencies to meet the changing needs of the community.

In 2018, the International Association of Chiefs of Police (IACP) Law Enforcement Policy Center published a policy document entitled *Response to Victims of Crime*, in which it was noted,

*For most crime victims, law enforcement represents the gateway to the criminal justice system, and their perceptions of the system can be influenced by the manner in which they are treated at the first response and during the follow-up investigation and subsequent adjudication. How law enforcement agencies treat victims is a direct reflection of their mission, philosophy, and core values. Organizations that place a high priority on addressing the needs of victims of crime are likely to build greater community confidence, increase crime reporting, leverage significant resources through expanded collaborations with community partners, reduce crime, and contribute positively to the recovery and healing of victims of crime.*

Source: IACP, *Response to Victims of Crime, Concepts & Issues* (Alexandria, VA: IACP Law Enforcement Policy Center, 2018).

According to Assistant Commonwealth Attorney Kristi Gray,

*The LMPD Victim Services Unit serves an incredibly important function. The criminal justice system can be very intimidating and often frustrating for victims of crime. Victims need to receive information and support from the earliest stages, and the police department is in the best position to provide that support immediately after the crime is committed. As prosecutors, we must rely on the cooperation of victims to be able to successfully prosecute most cases. When victims receive support in the early stages, we are better able to maintain contact with them, and this increases the likelihood of a successful prosecution. Equally important, it allows the victims to immediately receive information about the services that may be available to them.*

The addition of the VSU, comprised entirely of professional staff within the Major Crimes Division of the LMPD, is proof of systematic change within the department. According to the Department of Justice's Office for Victims of Crime, frontline law enforcement personnel encounter more victims of crime than any other members of the criminal justice system. According to the Jefferson County Attorney's Office and the Office of the Commonwealth's Attorney in Louisville, courts prosecuted approximately 38 percent of the criminal cases that were reported to the LMPD.

This number suggests that the remaining 62 percent of victims involved in the criminal cases reported to the LMPD might not have had access to support and advocacy services if it were not for the implementation of the VSU. The unit bridges the gap between victims of crime whose cases are prosecuted and those who do not receive justice in the form of adjudication.

Policing requires a comprehensive approach to serving the community, one that is victim centered and trauma informed. The VSU is a key component to improving access to the LMPD for both service providers and victims of crime. Because victims of crime in the community now receive support and advocacy services during the investigation, community members are more actively engaged in the criminal justice process, including the investigation and prosecution of their cases. The combined efforts of the law enforcement investigators and the victim specialists provide a comprehensive response to navigating the investigative process and adjudication. The LMPD has experienced a cultural shift with the inclusion of victim services in response to incidents that occur within the community, and the joint efforts of law enforcement and the professional staff of the VSU provide a more compassionate, empathetic response to victims of crime.

## DEVELOPING A NEW UNIT

Building a unit within a law enforcement agency requires concrete steps to ensure sustainability, as well as a departmental shift in culture. Through the acquisition of grants, departmental funding, and support from community partners, the implementation of the VSU has bolstered the LMPD's ability to support victims of crime as they navigate the criminal justice process. When creating a new VSU, the following steps are important for successful implementation:

1. Develop a sustainability plan to ensure resources are allocated to maintain what is built through outside funding.
2. Establish the legitimacy of the unit by developing an operations manual and incorporating the unit into the departmental standard operating procedures.
3. Ensure the unit is supervised by a victim services professional so the team receives consistent, role-specific training; the unit provides equitable service delivery to all victims of crime; everyone is cross-trained and can, therefore, assist on any case and cover cases when the assigned specialist is unavailable; and there is consistency in supervision and adherence to clearly defined expectations and a set standard of service provision.
4. Centralize the unit within the department for team members to draw upon the support and expertise of one another, as well as easily work collaboratively and share resources.
5. Law enforcement-based victim services provide access to resources, information about the criminal investigation, and a keen understanding of the criminal justice process. A VSU eliminates barriers for crime victims by providing the following services and resources:

- » initial in-person or telephone contact explaining victim services and clearly defining the role of victim services and that of law enforcement, as well as managing expectations of the criminal justice process;
- » crisis intervention and support;
- » information on victims' rights and services;
- » safety plans to include the provision of safe, temporary housing through the unit's hotel assistance program and ensure basic needs are met through the unit's gift card assistance program;
- » explanation of the protective order process and the criminal justice/court process;
- » accompaniment for victims of crime to civil and criminal proceedings;
- » connection of the victim to community resources to include counseling, emergency services, housing, etc.;
- » liaison between the victim or victim's family and investigators and provide them with investigative updates;
- » transportation assistance to court, interviews with detectives, forensic interviews, etc.;
- » ensuring victims receive advanced notification of a perpetrator's release from jail or transfer to another facility;
- » assistance with the filing of crime victim compensation claims;
- » access to language services for those who have limited English proficiency;
- » intervention with employers, academic institutions, creditors, service providers, and landlords; and
- » a 24/7 crisis response with an established call out assessment.

The sworn and professional staff of the LMPD continue to grow and change to ensure the adherence to best practices in law enforcement and victim services provision.

The implementation of the VSU has resulted in a unit dedicated entirely to meeting the emotional, physical, and financial needs of victims of crime. Since the inception of the unit, the LMPD has seen an improvement in the department's relationship with community service providers, an increase in victims' engagement in the criminal justice process, an increase in crime reporting, and an expansion of resources within the department that are utilized to provide support and advocacy services to victims of crime.

The VSU is comprised of eleven victim services specialists, two victim services supervisors, and one director. The unit grew from three professional staff in 2019 to fourteen professional staff in 2021. Tables 1 and 2 compare the LMPD VSU performance measures, as well as victims served and associated victimization from 2019 to 2020.

Since developing the VSU in 2019, the LMPD has observed that the more informed victims become, the more comfortable they are with the criminal justice process and the more actively engaged they remain throughout the investigation and adjudication. The VSU provides a humanizing, holistic approach to victimization that seeks to empower victims of crime to move forward from their trauma through compassion, education, and resources. This approach builds community trust, and it requires change within law enforcement.

Change in law enforcement promotes the development of new skills, bolsters innovation, and increases legitimacy within the community. Each year, law enforcement officers participate in in-service training aimed at providing the most current best practices in all facets of law enforcement. This training constantly changes based on new science—they learn, they change, and they adapt. Learning to police alongside victim service professionals to offer a consistent, compassionate response is no different than any other best

**TABLE 1: PERFORMANCE MEASURES**

|   | 2019  | 2020  | % Change |
|---|-------|-------|----------|
| Total Victim Contacts   | 1,975 | 7,397 | 275      |
| Total Home Visits   | 23    | 48    | 109      |
| Total Transports  | 17    | 77    | 353      |
| Total Court Accompaniments  | 48    | 45    | - 6      |
| Total Call Outs   | 0     | 33    | 3,300    |
| Services Rendered: Information and Referral, Personal Advocacy/ Accompaniment, Emotional Support or Safety Services, Shelter/ Housing, and Criminal/Civil Justice System Assistance | 1,848 | 4,913 | 166      |

**TABLE 2: VICTIMS SERVED AND ASSOCIATED VICTIMIZATION**

| TYPE OF CASE                                 | 2019 | 2020 | % Change |
|--|------|------|----------|
| Domestic Violence                            | 427  | 896  | 110      |
| Sexual Assault (including Human Trafficking) | 76   | 85   | 12       |
| Physical and Sexual Child Abuse              | 181  | 282  | 56       |
| Homicide – Homicides and Shootings*          | 2    | 556  | 27,700   |
| Shootings, Robberies, Burglaries & Assaults  | 1    | 90   | 8,900    |
| Elder Abuse                                  | 1    | 5    | 400      |
| Traffic                                      | 2    | 59   | 2,850    |
| PIU/PSU                                      | 1    | 8    | 700      |
| Suicides/Overdoses/Death Investigations      | 1    | 15   | 1,400    |
| Arson  | 0    | 1    | 100      |

\*Shootings were investigated by the homicide unit for part of 2020 before the responsibility was shifted to division detectives later in the year.

According to LMPD Major Shannon Lauder who previously served as a detective in the Crimes Against Children Unit,

*The implementation of the VSU within the LMPD has built a bridge between the public and the department because there is now a unit designed entirely to provide support, resources, and a keen understanding of the criminal justice process to victims of crime. Additionally, the combined efforts of the detectives and the victim services specialists have improved the department’s response to persons impacted by violence in our community and strengthened police legitimacy and community-police relationships.*

practice. The implementation of victim services into law enforcement is instrumental in engaging victims of crime in the criminal justice process and empowering victims to utilize services to cope and move forward from victimization.

When considering the implementation of victim services within an agency, identify the gaps in system-based victim services in the community to ensure the services provided are not duplicative. The development of victim services within a law enforcement agency requires an honest assessment of whether the agency is prepared to enhance its trauma-informed, victim-centered practices, and the process should involve guidance from a seasoned law enforcement-based victim services professional. Sworn professionals must continue to move in a positive direction to provide the best service and support for all community members, and collaborating on cases with victim services professionals can help achieve this goal. The mission of law enforcement is to protect and serve, which does not end with the apprehension of the suspect. The service continues until the victim has navigated the criminal justice process and receives the support and resources necessary to cope with the trauma and aftermath of their victimization. ☺

**IACP RESOURCES**

- Enhancing Law Enforcement Response to Victims (ELERV)
  - Pathways Toward Collective Healing
- theIACP.org**
- “The Brief: Law Enforcement–Based Victim Services” (article)
- policechiefmagazine.org**



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# Changing Minds

TO END THE

# Opioid Epidemic



BY

Joseph Daniel Remy, Esq., Supervisor, Financial & Cyber Crime Unit, Burlington County Prosecutor's Office, New Jersey; Melissa Ann O'Mara, Esq., Assistant Prosecutor, State of New Jersey; Colleen McKay Wharton, MA, MCHES, Program Manager, Center for Public Health Workforce Development, Rutgers School of Public Health; and Timothy Seplaki, Chief, EMS Data and Intelligence, Office of EMS New Jersey Department of Health

## Using Meaningful Conversations and Partnerships to Facilitate Rehabilitation and Recovery

**THE 19.3 MILLION U.S. RESIDENTS FACING DRUG ADDICTION** confront an interesting dilemma when revived from a drug overdose:

*Do I agree to go to the hospital where I will wait in an emergency department hallway for the chance of speaking to someone about drug counseling? Or, assuming I want to get help, do I refuse EMS transport to the hospital and try to maneuver my way around drug counseling, health insurance, and treatment plans?*

Given the two possibilities, most substance users elect the latter choice and refuse treatment, resulting in a wide gap between those who are not ready to discuss treatment and those who enter treatment. Simply put, the present approach to addressing the substance use epidemic in the United States simply does not work. Yet, with an investment of time in connecting substance users to recovery resources, law enforcement can serve as an effective entry point for those facing drug addiction and address substance users in those critical moments post-overdose when first responders have exclusive access, without overburdening emergency departments.

By fostering meaningful relationships with the treatment and recovery communities and educating officers on motivational interviewing, law enforcement can help a substance user suffering from an identifiable health condition take the first steps toward a healthier lifestyle. By helping connect substance users to resources where they can learn harm reduction strategies, such as naloxone training, communicable disease testing, and recovery or treatment plans, law enforcement can work for the benefit of the substance user and his or her family, as well as the public safety community.

### APPROACHES TO REHABILITATION AND RECOVERY

Having meaningful dialogue with an individual who uses substances depends on a nonjudgmental approach to substance users and developing and maintaining relationships between local rehabilitation and recovery centers and the public safety community. Treatment for a substance use disorder (SUD) may take many forms and involve varying therapies under multiple pathways to recovery.

For instance, an individual may pursue outpatient medically assisted recovery while also requiring family, medical, and mental health services. A similarly situated individual may pursue an inpatient, spiritual-based recovery or abstinence-based recovery without the use of medication. This person may require legal, educational, and vocational services. Regardless of the approach, a comprehensive treatment program must involve a combination of therapies and services to meet the needs of each patient, as no single approach works for every individual.

Consequently, it is essential for law enforcement to recognize that there are many approaches to recovery and be aware of local resources that can assist in identifying and engaging in these options. At a minimum, law enforcement should keep on hand essential phone numbers and resource materials that can help the substance user begin a path to recovery. Partnering with programs that use a recreational vehicle staffed with law enforcement, a licensed mental health professional, and a certified peer recovery specialist to offer various services such as access to treatment, funding at the county or state levels, HIV/AIDS testing, help

obtaining identification cards, Narcan (naloxone) training, and drug counseling, among other services, has also shown reasonable success.

Through grant funding, Burlington County, New Jersey, has pursued two main programs for law enforcement that bridge the gap between an individual encountering the public safety professional and entering an appropriate drug treatment program: Operation Helping Hand and Straight . . . to Treatment. Each program aims to meet individuals before, during, and after a crisis by facilitating a warm handoff to the recovery community.

### Operation Helping Hand

The Operation Helping Hand (OHH) strategy was pioneered in Bergen County, a heavily urban area in northern New Jersey. Bergen County's original operation focused on arresting users buying drugs in open air drug markets, then immediately offering the arrestees the opportunity to speak with recovery specialists and health care providers. If an individual takes advantage of that opportunity, the prosecutor's office would consider the individual's efforts in plea negotiations. The program exemplifies law enforcement working with

recovery specialists and other health care professionals to create a comprehensive team to address not only a quality-of-life issue in the community, but also a health care issue resulting in criminal behavior in the individual.

The OHH strategy of having recovery specialists and health care providers available on scene or on call has been used successfully in jurisdictions with varying drug market landscapes and resources. For instance, in rural and suburban areas with no identifiable open air drug market, such as Burlington County, the strategy has been implemented by using an on-call recovery specialist whenever law enforcement responds to an overdose or arrests an individual with addiction who is amenable to treatment. The recovery specialist can engage with the individual on scene, at a local police station, or at a local hospital to provide an array of services, including access to treatment, transportation to treatment, or an open line of communication between the person and the recovery coach with the goal of improving the substance user's well-being and removing barriers to recovery.

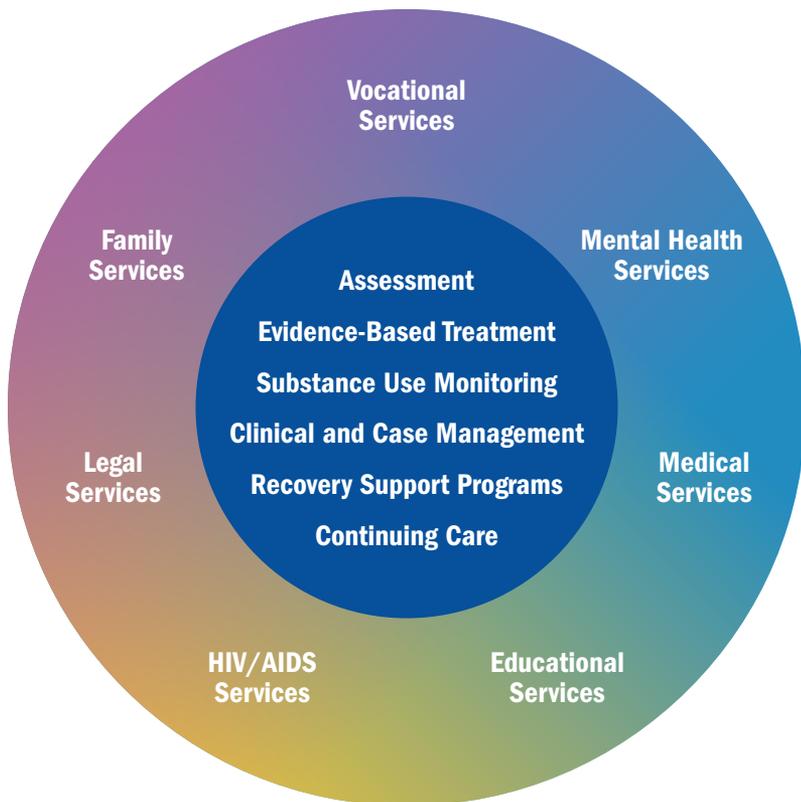
Wherever the strategy is used within the state of New Jersey, a trained peer recovery coach serves as a resource guide for the individual in need of services. The coach is also a resource to first responders who can provide critical services in a time of crisis, and most recovery coaches, by virtue of their own recoveries, illustrate for law enforcement that recovery is possible, thereby reducing stigma within law enforcement.

Participation in the program and working with a recovery coach is not a Get Out of Jail Free card for individuals facing criminal charges, but such involvement can be considered by law enforcement; the prosecutor's office; and, ultimately, the court when making charging, plea, and sentencing decisions. The goal of OHH, however, remains the same—to bring recovery to individuals who are amenable to speaking to a trained peer recovery coach about recovery through a self-driven and voluntary process offered by a warm handoff from an empathetic and educated law enforcement officer.

### Straight . . . to Treatment

The Straight . . . to Treatment program, launched by Burlington County Prosecutor Scott Coffina in March 2018, invites the individual seeking assistance to travel to a participating police station and meet with a treatment provider or peer recovery specialist who is there to connect the person immediately to transportation and a variety of treatment options. There is no cost to the participant; the provider or recovery specialist helps

**FIGURE 1: TYPES OF RECOVERY PROGRAMS**



Source: National Institute on Drug Abuse, "Treatment Approaches for Drug Addiction DrugFacts," Jan 17, 2019.



**“The program exemplifies law enforcement working with recovery specialists and other health care professionals to create a comprehensive team.”**

program users find funding. Law enforcement also facilitates the postponement of court dates and asks municipal courts to rescind low-level warrants to remove barriers to recovery for the person who walks through their doors. The police also permit the person to turn in controlled dangerous substances or paraphernalia without fear of arrest. The Burlington County program operates at set times, days, and locations. Similar programs in other locations operate on a 24-hour basis at their participating agencies.

A cornerstone of the Straight...to Treatment program is building trust with an individual that is taking the courageous step of walking into a police station to seek help for a substance use disorder (SUD). Accordingly, law enforcement should not charge a participant for possession of drugs or drug paraphernalia but rather seize the contraband for later destruction. Moreover, any questioning by law enforcement of an individual who participates in the Straight...to Treatment program should not undermine the purpose of the program—to encourage individuals to seek police assistance in getting help for their addiction without fear of arrest or police action.

The Straight...to Treatment program relies on vigorous outreach to the community, both on social media and in person (walking the streets and riding the trains), to increase public awareness of the program and encourage individuals to come

forward for help when they are ready. The cost for Straight...to Treatment is minimal, and funding may be obtained through federal and state grants or budget appropriations aimed to address the persistent drug use epidemic, among other possible funding opportunities.

Using complementary programs, such as Straight...to Treatment and OHH, public safety professionals have built an infrastructure for substance users who do not want to sit for endless hours in an emergency department for a drug counselor to arrive and discuss treatment modalities. Instead, there are readily available trained professionals wanting to speak with them—either on scene or at the police station—demonstrating commitment and fostering trust among the substance user, law enforcement, and recovery community. With these programs, Burlington County has reduced its drug overdose mortality rates by more than 16 percent, while much of the United States has sustained record increases in drug-induced death rates (increases of up to 29.4 percent in 2020).

## **EDUCATING PATROL OFFICERS TO FACILITATE MEANINGFUL DIALOGUE**

To complement the programs discussed herein, or in absence of robust resources, many law enforcement agencies and first responders are

**FIGURE 2: LANGUAGE MATTERS**

# LANGUAGE MATTERS

When words are used inappropriately to describe individuals with a substance use disorder, it not only negatively impacts the cultural perception of their disease, but creates stigma that can stop people from seeking help. Language matters. Let's replace terms like "addict" and "junkie" with smarter language that aligns with the science.

| Say This                              | Not That                                     |
|---------------------------------------|--|
| Person with a substance use disorder  | Drug addict                                  |
| In recovery                           | Clean  |
| Currently using substances            | Dirty  |
| Substance use                         | Substance abuse                              |
| Not engaging with treatment           | "Bombed out"                                 |
| Recurrence of symptoms, return to use | Relapsed                                     |
| Positive drug screen                  | Dirty drug test                              |
| Medication assisted treatment (MAT)   | Medication replacement, substitution therapy |

Sources (adapted from): JAMA: "Changing the Language of Addiction," Michael P. Botticelli, MEd Howard K. Koh, MD, MPH Language, Substance Use Disorders, and Policy: The need to Reach Consensus on an "Addiction-ary," John F. Kelly PhD, Richard Saitz MD & Sarah Wakeman MD

Source: Adapted from, *Addiction Policy Forum*, "Language Matters Infographic," updated September 10, 2020.

being trained on the science behind the disease of addiction and skills like motivational interviewing and identifying different cues from a person using drugs to assess the most appropriate community resources to which to refer the individual.

In New Jersey, in partnership with Rutgers School of Public Health, the Department of Health's Office of Emergency Medical Services recently began a program entitled Five Minutes to Help. The program is based upon a series of articles compiled by the Substance Abuse and Mental Health Services Administration. Five Minutes to Help aims to address compassion fatigue and change the stigma associated with substance use that may be present among first responders. The program works to train public safety professionals, whether they serve in law enforcement, fire service, or EMS, on breaking the stigma of

having SUD, as well as how to have meaningful discussions with substance users who have just recovered from an overdose due to the administration of Narcan (naloxone). These discussions use motivational interviewing techniques to help steer the conversation, in the hopes that the individual will wish to hear about recovery resources that are available locally, regionally, or statewide. Each public safety professional, after four hours of training, walks away with the critical skills to effectively and competently interact with the people they encounter who use substances.

Fostering a meaningful relationship between the law enforcement professional and the substance user begins with treating the user as a person—not an "addict" or "junkie" or "skel"—with a chronic disease: SUD. An individual with SUD is no different than one who has asthma, hypertension, diabetes, or another chronic illness. Each disorder is the result of a combination of genetic predisposition and environmental influences that result in organic changes in a portion of the body.

Just as it is not acceptable for someone to imply that a diabetic "chose to be that way," individuals with SUD should not be stigmatized—they need respect, professionalism, and most of all, *help*. Responders must always remember that those with SUD did not "choose" to become addicted. Treating a person with SUD the same as a person with diabetes (or another medical condition) establishes trust for the patient with SUD and provides valuable insight on whether he or she is open to the idea of harm reduction or recovery and rehabilitation.

Law enforcement officers should be equally mindful that individuals seeking assistance may have experienced poor relations with the police in the past, coloring their ability to trust the police officers in front of them. Being honest with these individuals and treating them with respect builds rapport to facilitate further dialogue. It is important to recognize that trust might not occur in the first encounter—it may occur over time. Often, law enforcement and EMS are the only professionals that the patient will see, as many will refuse further treatment or transport to a hospital, hindering hope for recovery.

Once a relationship is established, law enforcement must seek to engage the substance user in a discussion that invites intrinsic, goal-based change. This change may entail agreeing that driving while intoxicated is dangerous, not engaging in such behavior, or being open to the idea of going to a risk mitigation/harm reduction center, where naloxone, HIV/AIDS testing, and drug counseling are offered. Regardless of the immediate outcome of the discussion, the goal is for the substance user

to be open to recognizing that substance use is a problematic behavior—with both positives and obvious negatives—in their mind.

While engaging in this type of discussion, the law enforcement professional must recognize that change is not easy for anyone, but especially not for someone facing SUD. Adhering to a drug treatment regime is not easy, but rather a process that takes time and dedication, where relapse is not uncommon. As any former smoker will express, a person must be ready to change and have access to cessation resources and support in order to attempt a change. Further, even attempting that change can require a number of steps to prepare oneself for the change. Even when a person thinks he or she is ready—and even has some success—sometimes that change in behavior does not last. Does it mean the person should not try again? Of course not.

To facilitate a discussion about change, the law enforcement professional must move from traditional “yes or no” questioning to a motivational interviewing approach with open-ended questions designed to elicit an honest assessment about an individual’s substance use. These open-ended questions must be coupled with the officer affirming that change is a difficult process but that merely talking with the professional could be an important step in that individual’s life. This discussion also must be met with reflective listening by the officer, coupled with an effective summary of the discussion.

For instance, the traditional public safety response typically is coupled with such questions as *Do you want to go to the hospital? Do you use drugs a lot? Do you want to stop? Do you want to talk to anyone about your drug use?* Once the individual says, “No,” the discussion ends, often resulting in additional calls for service at a later time.

The motivational interviewing approach instead would begin with questions akin to a direct examination by a prosecutor: *Can you tell me what happened? What do you like about using drugs? Do you have any concerns about using drugs? Can you tell me how your substance use has affected you or your family? What do you think about the idea of recovery? What are some benefits?* These open-ended questions build rapport by offering a nonjudgmental approach to the individual’s situation while probing for information about the individual and his or her stage of potential change in substance use.

By acknowledging that change is difficult and being an active listener, the law enforcement officer has opened the door to the individual recognizing there is an incongruence between his or

her present behavior and goals, values, and self-image. This recognition may be signaled by statements such as, *Yeah, this is getting pretty bad. I think my loved one is really mad at me. No one will ever hire me if I keep this up.* When such statements are uttered, the door is open, and the officer can engage the individual in further discussion about the pros and cons of substance use and provide the person with the necessary recovery resources.

To further ensure a productive conversation about substance use, it is important to resist telling the person what to do, but rather to understand that person’s motivation, listen with empathy, and empower the person to change. In essence, this discussion should be guided by principles that express empathy for the individual, seek to develop a discrepancy between the person’s substance use and personal values or goals, provide room for the first responder to roll with resistance given by the individual who may believe that change is impossible, and support self-efficacy by helping the individual recognize that even the smallest change is a positive change.

## OARS Questioning Process

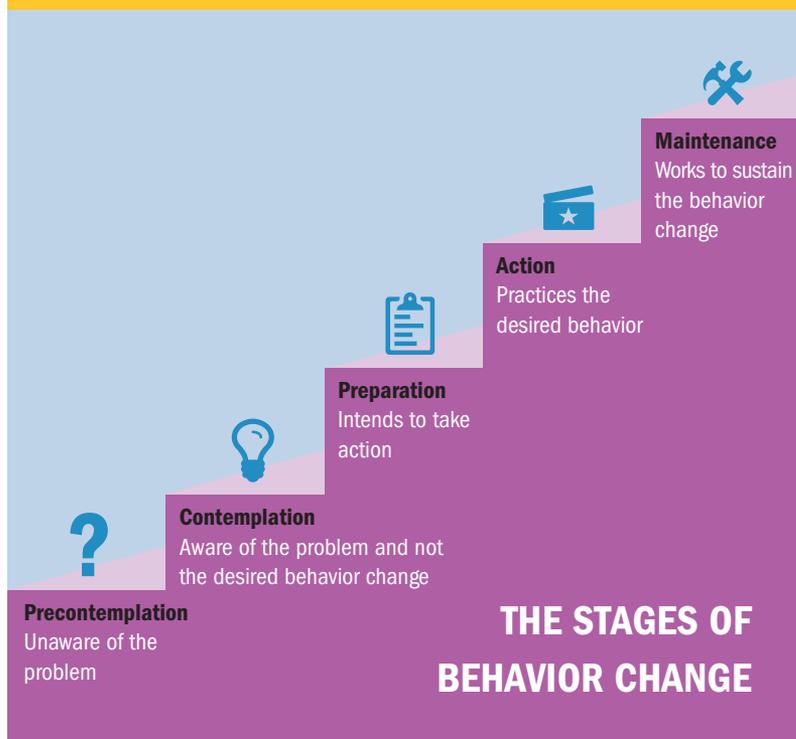
O
Open-Ended Questions

A
Affirm the Discussion

R
Reflective Listening

S
Summarize the Discussion

**FIGURE 3: THEORETICAL MODEL OF CHANGE**



Source: *The Habits Lab at UMBC, “The Transtheoretical Model of Behavior Change.”*

## **RULE** Motivational Interview Technique

### **R**

*Resist telling the person what to do.*

### **U**

*Understand the person's motivation by seeking to understand his or her values, needs, goals, etc.*

### **L**

*Listen with empathy.*

### **E**

*Empower the person to set achievable goals and identify techniques to overcome barriers.*

For further discussion on the resources presented in this article, including information about training for your organization, feel free to reach out to its authors and contributors by calling the New Jersey Office of Emergency Medical Services at (609) 633-7777, by emailing its general email account at [EMS@doh.nj.gov](mailto:EMS@doh.nj.gov), or by emailing Timothy Seplaki directly at [Timothy.Seplaki@doh.nj.gov](mailto:Timothy.Seplaki@doh.nj.gov).



Law enforcement executives should assure their officers that these motivational interviewing techniques are not designed to turn them into drug counselors, but instead are aimed to help them engage an individual in a meaningful discussion during a critical time and then provide a warm handoff to recovery or treatment resources.

For many law enforcement executives, this process may seem more time-consuming than the traditional approach. This engagement by officers, however, is designed to be carried out in less than 10 minutes, which correlates to the average response time for an EMS unit to arrive on scene. This small effort can have a great impact. Considering that the traditional approach can result in individuals continuing to engage in self-destructive behavior and in additional calls for service (repeating the cycle with no intervention), the additional time is small in comparison. Also, the process can result in rehabilitating the individual as a healthy, more productive member of society. Lastly, this compassionate approach to people using substances complements community policing, whereby it is incumbent upon law enforcement agencies to look beyond merely enforcing statutes and offer assistance for their residents in crisis. This approach also offers hope for a persistent problem, whereby much of public safety is exhausted from repeated overdose calls and jaded from the traditional response methodology.

To reexamine the dilemma posed at the start of this article, law enforcement executives should reflect on whether an individual with SUD might be in a mindset to engage in a meaningful discussion about change, whether that change may be obtaining Narcan, visiting a harm reduction center, or talking to a drug counselor. Knowing the present approach of merely going to the hospital does not work, law enforcement professionals must embrace a new way of interacting with people with SUD to empower them to change their own behaviors and, one person at a time, change the course of the drug use epidemic for the better. The skills of motivational interviewing and knowledge of addiction as a disease, coupled with the presence of recovery and treatment resources and local law enforcement diversion programs, such as OHH and Straight . . . to Treatment, can help make recovery possible and heal the communities affected by the drug use epidemic. ♡

### **IACP RESOURCES**

- Law Enforcement Opioid Resources

**theIACP.org**

- “Law Enforcement Needn’t Serve Alone on the Front Lines of the Opioid Crisis” (article)
- “IACP@Work: Rural Chiefs of Police Opioid Workshop” (article)

**policechiefmagazine.org**

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



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- Learn key themes of followership and motivation.
- Acquire leadership skills and risk management strategies.
- Learn to maneuver in political environments.
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# Investigative Genetic Genealogy

## A Powerful Tool for Solving Violent Crime

**ON APRIL 25, 2018, THE SACRAMENTO COUNTY, CALIFORNIA, DISTRICT ATTORNEY'S OFFICE ANNOUNCED THAT JOSEPH JAMES DEANGELO HAD BEEN ARRESTED THE DAY BEFORE ON SUSPICION THAT HE WAS THE GOLDEN STATE KILLER (GSK).**

He was identified using what has now been dubbed investigative genetic genealogy (IGG). The case was named the DNA Hit of the Year for 2019 and hailed as the biggest crime fighting breakthrough in decades.

In a crime spree starting in 1974 through his last known homicide in 1986, the GSK was responsible for over a hundred burglaries, 50 rapes, and 13 murders. As part of a plea deal to avoid the death penalty, DeAngelo was sentenced on August 21, 2020, to 11 consecutive life terms without the possibility of parole, plus an additional 15 life terms and 8 years to be served concurrently.

The GSK case dramatically demonstrates the power of IGG. Paul Holes, the Contra Costa County, California, detective on the case, worked on it for 22 years. From the time a crime scene DNA profile was uploaded to a DNA database called

GEDmatch, it took the 6 members of the GSK team, "Team Justice," just 63 days to identify DeAngelo as a suspect by using IGG. Since the GSK's arrest, approximately 300 additional open cases have been solved using IGG—many of them previously considered unsolvable.

### WHAT IS IGG?

It is the use of genetic genealogy (GG) in solving violent crime and identifying unidentified human remains (UHR); GG is the use of DNA testing to confirm, augment, or refute the results of traditional family history research. IGG uses the same resources and tools that are used in GG, including census, voting, birth, death, and marriage records; newspaper articles such as obituaries; and social media websites such as Facebook and Find a Grave.

Prior to the advent of IGG, GG was increasingly used for genealogy or familial history research as the first direct-to-consumer (DTC) DNA tests became readily available in 2007. An example is its use in solving unknown parentage cases by a variety of groups: adoptees; foundlings; people conceived through egg or sperm donation; and victims of crime, such as abductees, seeking to identify their biological relatives.

As living people, those seeking to identify their biological relatives can submit a sample containing DNA to one of the DTC companies, such as Ancestry and 23andMe, which both use saliva samples as a DNA source, or FamilyTreeDNA and MyHeritage, which use buccal swabs. The purpose of the testing is to find "genetic cousins"—people in the database with whom the test taker shares DNA. The test takers can also download their DNA profile from the DTC company at which they tested and upload it to GEDmatch to identify additional genetic cousins. GEDmatch is a third-party website that does not do any testing itself but allows people who have been tested at a variety of sites to upload their DNA profiles.

### THE IGG TECHNIQUE

The methodology used for identifying biological relatives was developed by DNAAdoption.org. The exact same technique that is used by adoptees and others seeking to find their biological relatives is used in IGG to identify suspects in violent crimes or UHR. Many hundreds of people have successfully used the technique to find their biological relatives, proving the efficacy of the technique.

BY

Barbara Rae-Venter, JD, PhD, Director, Investigative Genetic Genealogy, Gene by Gene, President, Firebird Forensics Group, Inc.



Only the source of DNA and the sites at which the DNA profiles are uploaded change for forensic samples. Sources include biological fluids such as blood, semen, and saliva; hair (including rootless hair); and, for UHR, bones and teeth. GEDmatch is one of only two sites that allow the upload of forensic DNA profiles. GEDmatch has a dedicated forensics portal for law enforcement samples, GEDmatch Pro. The other site is FamilyTreeDNA (FTDNA).

The cost of producing a DNA profile is significantly higher for forensic samples than for DTC testing. It is usually possible to pick up a DTC kit for under \$100 per kit. For forensic samples, depending on the source of the DNA and whether the DNA is degraded by exposure of the sample, age, or storage conditions that may have not been optimal, the cost can run from \$750 to \$1,200 per sample or more. Extraction of DNA from bones, teeth, or rootless hair may cost several thousand dollars.

Several companies can conduct DNA extractions if a crime lab is not available to do so; they can also develop a DNA profile suitable for upload to FTDNA or GEDmatch. This DNA profile is a single nucleotide polymorphism (SNP) profile, which is different from the short tandem repeat (STR) profile that may have been obtained for upload to CODIS.

A SNP (pronounced “snip”) is a DNA mutation that occurs in at least 1 percent of the population. The chips that are used by

the DTC companies to generate a DNA profile contain 700,000 to 800,000 SNPs. The more SNPs in common between two individuals, the more closely they are related. By comparison, STRs are short repeated sequences of DNA (2–6 bp) as shown in the diagram.

#### HOW MUCH DNA IS NEEDED?

Until fairly recently, a significant amount of DNA was required to do IGG. Now, testing can be done with less than 10ng of autosomal DNA—and often significantly less. There is a report from July 21, 2021, of a Las Vegas, Nevada, case solved with an amount of DNA equivalent to 15 cells. A rape and homicide of a young girl in Idaho was also solved with the DNA extracted from a single male pubic hair recovered from her body.

Both FTDNA and GEDmatch Pro use a matching algorithm to identify people in their respective databases who are “matches”—they share DNA with the kit for a suspect or UHR. Both companies then provide a list of those individuals and their email addresses and provide information on how much matching DNA each match has with a kit. Depending, at least in part, on the ethnic background of a suspect or UHR, there may be anywhere from a few hundred to a few thousand matches. It is estimated that around 80 percent of those who have completed DTC testing are white. Older white males are predominantly the suspects identified using IGG.

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

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The IACP currently offers many materials in five languages. Please select which language you would like to receive IACP communications:  Arabic  English  French  Portuguese  Spanish

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

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# Using Technology to Aid Police Response

**OF THEIR MANY DUTIES, RESPONDING TO EMERGENCIES CAN BE SOME OF THE MOST INTENSE FOR LAW ENFORCEMENT. BUT IT MAY BE WHEN THE PUBLIC IS MOST IN NEED.**

From active shooters and traffic accidents to search and rescue, many things need to be considered while en route to what may be a life-or-death situation.

Fortunately, there are many products that officers can deploy to assist in these instances.

## GETTING TO THE SCENE

Although first responders are the first to arrive, that does not mean that they have an easy time getting to the scene.

In 1968, a company was born out of 3M technology that was designed to allow emergency vehicles approaching an intersection to request that the impending traffic signal be preempted.

Headquartered in St. Paul, Minnesota, is Global Traffic Technologies, LLC (GTT)—a leader in traffic signal priority

control. For more than 50 years, GTT's Opticom traffic signal priority control solution has helped increase safety, minimize traffic congestion, and reduce greenhouse gas emissions while maximizing resource efficiency and performance.

What began as line-of-sight, infrared technology has become a radio- and cloud-based, centralized solution that can be shared across various agencies in the city.

For decades, many fire and EMS first responders have benefitted from Opticom Emergency Vehicle Preemption (EVP), but, due to recent product innovations, law enforcement agencies are reaping the benefits as well. "Opticom has benefitted hundreds of law enforcement agencies," said senior vice president Terry Griffith.

"And with innovations such as incident-based preemption, we expect it to help countless more in the future."

To improve the solution's functionality for law enforcement, GTT has added features such as incident-based preemption. This allows preemption to be activated based on pre-determined incident types and priority levels by integrating Opticom EVP technology with the department's computer-aided dispatch.

When officers respond to an emergency, they can request that the traffic lights be preempted upon approach to an intersection, so intersections are clear and the lights green. This helps to ensure faster, safer response for officers and the citizens they serve. According to company and U.S. Department of Transportation studies, this technology can help reduce intersection accident rates by up to 70 percent and improved response times by up to 25 percent.

GTT still encourages officers to drive with caution when approaching a traffic light, but, if a request is granted and certain parameters are met, the traffic light should be green for emergency vehicles.

Also striving to improve roadway safety during emergencies is Pi Variables, Inc. (pi-lit). Since 2013, the Orange County, California-based technology company has been developing, manufacturing, and supporting smart traffic control devices.

The pi-lit ICS Flare was designed to replace the flame flare and keep first responders on roadsides safe. Chief Executive Officer Jim Selevan explained that he based the original idea of the flare off a runway landing light. He wanted to create a less confusing work zone that would effectively move traffic away from the officer.

Rather than having the same issue as traditional flares, the pi-lit ICS Flares boast a rectangular design that keeps them from rolling off the road, and they run on

*The pi-lit ICS Flare was designed to replace the flame flare. Image courtesy of Pi Variables, Inc.*



“

*Law enforcement officers are often the first to step up to help the general public in emergencies, putting their own lives at risk.*

”

batteries—not a fuse—eliminating fire danger. The flatter design also offers a longer battery life.

The flares are offered in a 6- or 10-set carrying case, which also doubles as a charging dock. Therefore, the lights can be taken directly from the case and placed on to the roadway without worry that they will light up. Due to pi-lit's patented mesh network, the flares automatically sequence on the road in four different patterns—fast, slow, flash simultaneously, or steady burn. The officer can adjust the direction of the flash by simply tilting the light or by pressing a button.

The flare has successfully been tested to withstand 50,000 pounds and harsh weather conditions. Because of the versatility of the flare, some have even used them as a lightbar on the back of a vehicle.

#### **SOLUTIONS FOR THE SITUATION**

Officers not only need assistance arriving safely to the emergency site, but they also need the proper tools to get bystanders and victims safely away.

This is where Bounce Imaging can help.

Now based out of Buffalo, New York, Bounce Imaging was originally founded at the Harvard Innovation Lab and the Massachusetts Institute of Technology. These tactical, throwable cameras can transmit 360-degree video instantly to any Android or iOS device.

The idea for the product first came to Bounce Imaging's founder, Francisco Aguilar, when he was watching search-and-rescue efforts following the earthquake in Haiti. He saw first responders struggling to search through rubble for survivors even with high-tech equipment. It was his goal to create a relatively low-cost, ruggedized, tactical camera

that could be used in tight spaces that may be too dangerous to enter.

To provide instant situational awareness, the camera has been used in a number of situations, including high-risk warrants, hostage incidents, and barricaded subjects. The camera can be mounted on a pole, thrown into rooms and confined spaces, lowered via tether, or attached to a mount on the vest of a K-9. The user will instantly receive video transmission and two-way audio.

Emergency Services Group International (ESGI) developed an innovative tool to aid law enforcement agencies during large-scale responses.

The Virginia-based company has developed an app that tracks witnesses, victims, and survivors of emergency situations. Fling Track allows for responders to immediately send data to a central, secure database; capture information on-site; and securely manage data for individual incidents.

The app can be used in response to large-scale incidents, such as an active shooter, or for mass arrests. Fling Track allows an agency, group, or organization to download a secure app to their smartphone to track individuals from the beginning of an incident through reunification. Without the use of barcodes or supplemental equipment, the app uses a photo of the individual's face as a unique barcode-like tracking signifier along with other demographic information, such as name, age, contact information, and other pertinent information that can be customized to the response or agency.

In order to catalog witnesses, potential accomplices, arrestees, or others involved who may need to be questioned during the course of the investigation, the officer would take a picture of the individual with a smart phone and complete a customizable information form to “fling” to the secure database. The officer's agency would then have



*Images courtesy of Bounce Imaging.*

access to a database of individuals, including photos and important notes, to easily follow up with a witness as the investigation continues.

To address privacy concerns, no information remains on the phone once it is collected.

“The problem of tracking is well documented and becomes an impediment when done poorly to what first responders do best, which is to protect the public and save lives,” said Jeff Dulin, a strategic advisor who has developed multiple innovative geospatial platforms. “This new commercial off-the-shelf (COTS) technology incorporating geospatial awareness is already proven effective by DHS, and it should be broadly implemented to finally solve this issue.” ESGI believes this thinking and technology can be applied across the homeland security enterprise, to include law enforcement and witness tracking and mass arrest scenarios at high-threat

events, to add value for agencies at a low cost and to gain a tactical informational advantage.

ESGI can also work individually with law enforcement agencies to develop uniquely tailored high threat training to match their needs, culture, operations, and personnel requirements. For law enforcement, ESGI currently offers Tactical Emergency Casualty Care, Warm Zone Care, Nonconforming Emergency Response, and Atypical Response Team Development training.

Law enforcement officers are often the first to step up to help the general public in emergencies, putting their own lives at risk. Many companies, however, are in their corner, creating products to help the officers in these circumstances. ♡

## SOURCE LIST

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

- Armor Express
- Bounce Imaging
- Code 3, Inc.
- Emergency Services Group International
- FLIR Systems
- Global Traffic Technologies, LLC
- Pi Variables, Inc.
- TOMAR Electronics



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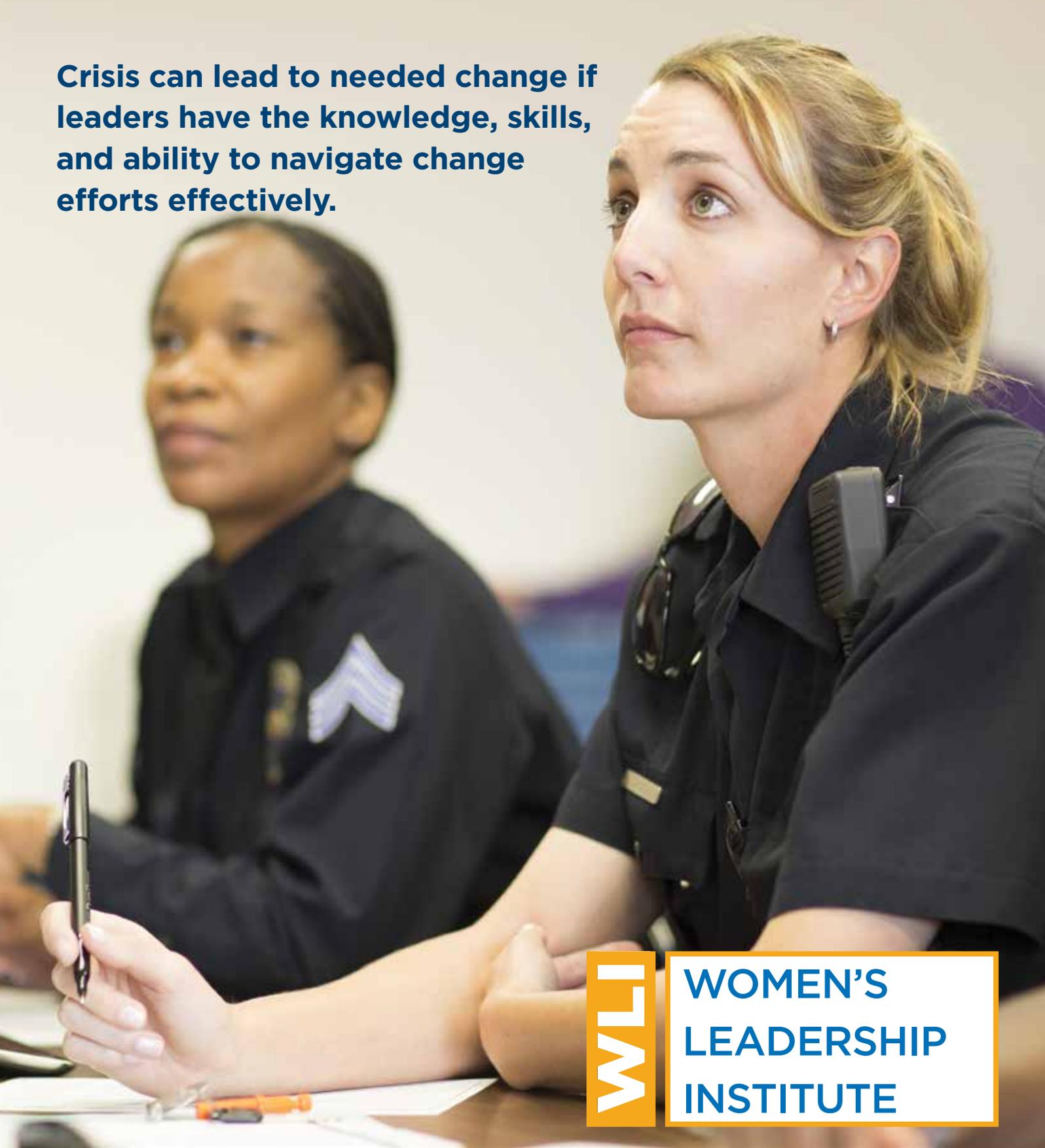
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**Crisis can lead to needed change if leaders have the knowledge, skills, and ability to navigate change efforts effectively.**



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## HEALTHYSOLE PLUS 8-SECOND UVC ERADICATES PATHOGENS ON SOLES OF FOOTWEAR, HELPING REDUCE PATHOGENS IN AND AROUND THE STATION

When the Los Angeles, California, Police Department (LAPD) faced increased workforce lost hours due to cases of MRSA, Hepatitis-A, and typhoid after foot patrols through homeless encampments, they turned to HealthySole as part of the solution. In an effort to reduce the station bioburden inadvertently brought in on shoes and boots, the LAPD looked at HealthySole's germicidal UVC to eradicate bacteria, viruses, and mold spores known to cause potential infection. Placed at station entrances, near desks, and in briefing rooms for shift change, the HealthySole PLUS units have become part of the infection prevention and wellness effort at over 38 different precinct locations.



HealthySole is the leading provider of affordable germicidal UVC technology to help eradicate inadvertent shoeborne transmission of pathogens known to potentially cause illness. Used in hospitals, long-term care facilities, public administration buildings, and food handling and manufacturing sites around the world, HealthySole's proven technology enables law enforcement, fire, and EMS to quickly and thoroughly reduce the environmental bioburden in one simple 8-second step, without added chemicals or gasses like ozone. Simple. Fast. Effective. Smart. HealthySole UVC-powered disinfection for the soles of footwear.

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

### Compact Foldable Shield

AEGIX Global and ATCS introduce a new compact version of the award-winning Swift Shield: Swift Shield Compact, a lighter-weight and smaller version of the origami-inspired foldable ballistic shield. Local, state, and federal law enforcement agencies and departments may now order the new compact version of Swift Shield. Designed so that every officer and every vehicle can have immediately available increased protection, the new Swift Shield Compact version is about 80 percent the size of the original Pro version and weighs only 4.8 pounds. (2.1 kg) yet, when fully deployed, it provides 3.1 square feet of ballistic protection and is able to stop traditional pistol rounds.



[www.aegixglobal.com/shield](http://www.aegixglobal.com/shield)

### Medical and Tactical Supply Carrying Case

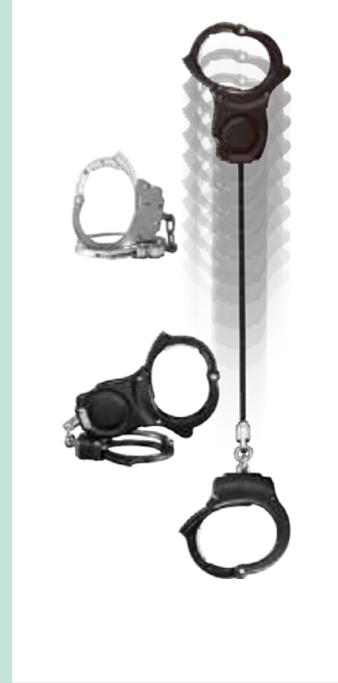
5.11, Inc., the global innovator of purpose-built apparel, footwear, and gear, announces the Flex TacMed Pouch, allowing officers to neatly organize and carry life-saving medical supplies along with extra magazines by offering both a TacMed supply compartment and a dual AR-Mag compartment. This versatile pouch is built to survive years of use, offering quick access with a pull drop-front opening and clear organization with a bungee compression lashing system, elastic band, and slip pockets. The compression straps and a front laser-cut platform make it easy to add additional accessories or patches, and the bottom elastic band is perfect for a tourniquet.



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

## HANDCUFFS FOR THE 21ST CENTURY

Handcuffs have not fundamentally changed in over 100 years, yet the scrutiny, accountability, and dangers for law enforcement have increased exponentially over that time. Spidercuff's revolutionary handcuff technology enables today's officers to meet these demands. Our extendable Model O1 allows detainees to be restrained quicker and safer by extending up to 14 inches, thus "stopping the struggle" sooner. Stopping the struggle faster removes everyone from harm's way sooner and reduces potential injury to officers and detainees. The ergonomic grip provides excellent control while applying and once applied, the cuff ratchets back to a chain handcuff automatically. All Spidercuff handcuffs also have a patented automatic double lock (ADL). The ADL is an internal mechanism that activates when the handcuff is applied, stopping forward movement of the bail...automatically. The ADL reduces potential for wrist injuries and the resultant complaints and liability.



Spidercuff USA is a U.S.-based company that is dedicated to making the fulfillment of law enforcement's mission safer for officers and more humane for the public. We believe our technologies will become the new standard in handcuffs by supplying the functionality required for 21st century policing. All Spidercuff handcuffs are assembled and shipped from our facility in Massachusetts.

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

### Police Vehicle Brake Pads

Bosch, a leading global supplier of technology and services, has announced a new line of high-performance brake pads, specially designed for pursuit vehicles. In the most challenging conditions, the Bosch Police Pursuit brake pads are manufactured to meet the demanding needs of law enforcement—while ensuring safety, reliability, and superior operation. Key features include consistent stopping power, increased pad and rotor life, firmer pedal feel, and low noise. The Police Pursuit brake pads are equipped with best-in-class friction material and are made in the United States to support a wide range of police vehicles including Ford, GM, and FCA models.



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

### Handheld Meth Detector

Lightsense offers the DrugDetect-M1, a rugged handheld detector that can detect powder or crystalline forms of methamphetamine on almost any surface, including skin, clothing, plastics, wood, masonry, and metals. The DrugDetect-M1 can accurately detect methamphetamine in mixtures of other substances, often used as a disguise, at concentrations down to less than 1 percent. It is the size of a smartphone and can be carried and concealed easily. The test results are instantaneous and nondestructive and can be conducted without touching or disturbing the surfaces scanned, including scanning through plastic bags, plastic wrap, and wax paper.

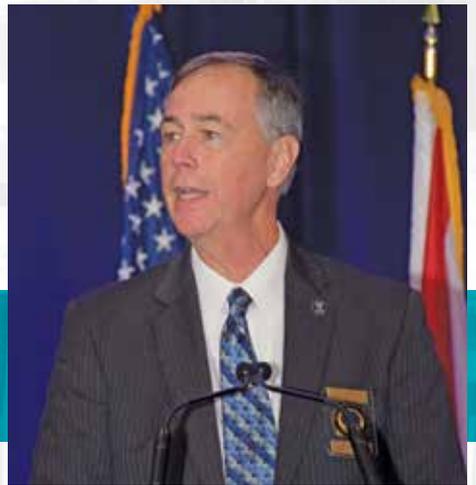


[lightsensetechnology.com](http://lightsensetechnology.com)



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# IACP 2021 DAID Conference RECAP



On August 14–16, 2021, the International Association of Chiefs of Police (IACP) hosted its first hybrid conference—the 2021 Training Conference on Drugs, Alcohol, and Impaired Driving (DAID). This event delivered high-value training, networking opportunities, on-site exhibits, and plenary sessions to law enforcement officers, traffic safety professionals, prosecutors, toxicologists, and physicians, providing a forum in which to share information, countermeasures, and best practices for reducing drug- and alcohol-impaired driving and improving road safety. Virtual attendees were able to benefit from more than 40 pre-recorded educational workshops, as well as several virtual exhibits. Additionally, in-person attendees enjoyed exclusive access to general sessions and 11 more sessions only available in person. The pre-recorded educational workshops will be available for three months after the 2021 DAID Conference for both in-person and virtual attendees, enabling the attendees to continue their professional education.

**684**   
in-person  
attendees

**310**   
virtual-only  
registrants

 **3,541**  
logins from  
**623** users

## EXHIBITORS

The 2021 DAID conference included 12 exhibitors:

- Alcohol Countermeasure Systems (ACS)
- Innocorp, Ltd.
- Intoximeters
- NMS Labs
- Randox Toxicology
- Toxoptix
- CMI, Inc./Intoxilyzer
- Lifeloc Technologies
- Portable Diagnostic Systems
- Responsibility.org
- Streamlight
- ITSMR



## TOP-ATTENDED SESSIONS

- Developing DWI/DRE Expertise: It's More Than Counting Clues
- DWI Cannabis: Understanding the Highway High
- The Usefulness of SFSTs in Detecting Drugs Other than Alcohol: A Michigan Study
- Decriminalization of Illegal Drugs: Expectations Using the Oregon Experience
- Edible Cannabis: Delta8 THC and the DRE Expert
- DRE Reconstruction Best Practices
- Over-the-Counter Substances and Driving Impairment
- Using a DRE in Traffic Homicide Investigations



## FEATURED SPEAKERS

- Keynote: IACP Second Vice President, Chief John Letteney
- Re-investing in Traffic Safety Post 2020: Chief (Ret.) Brett Railey
- What the Eyes Do—And Do Not—Tell You About Drug Intoxication: Dr. Karl Citek
- The Opioid Overdose Crisis 2021: Polypharmacy Is the Name of the Game: H. Chip Walls



## DEC/DRE

The annual DEC Program state coordinator meeting for 56 coordinators and guests was hosted by the IACP preceding the conference on August 13. In addition, IACP hosted the DRE Section annual meeting and reception for 65 members.

## THANK YOU TO OUR 2021 EVENT SPONSORS

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# Digitally Connecting Law Enforcement Families

**BY**

Courtney Boone, Project Manager, IACP,  
and John Rock, Intern, IACP

**THE CAREER, LIFESTYLE, AND CULTURE OF LAW ENFORCEMENT AFFECTS MORE THAN JUST THE OFFICERS. SPOUSES, PARTNERS, PARENTS, CHILDREN, AND COMPANIONS OF LAW ENFORCEMENT OFFICERS PLAY INTEGRAL ROLES IN AN OFFICER'S HEALTH AND WELLNESS AND HAVE UNIQUE NEEDS OF THEIR OWN.**

When the needs of officers' families are met and respected, officers' safety, wellness, and ability to conduct the job improves, leading to healthier and safer communities. Using virtual engagement strategies is an easy, cost-effective approach to building family wellness programs.

The International Association of Chiefs of Police, with support from the Motorola Solutions Foundation, is currently working with law enforcement agencies through the Law Enforcement Family Support Group Training and Technical Assistance (TTA) project to connect spouses, children, and

parents of officers. This TTA includes the adoption of digital engagement platforms and private social media groups, which can serve a variety of purposes for effective family programming:

- **Educational** groups can feature resources, programming, and information on topics related to the challenges the family members of those in the policing profession may face. Group members are encouraged to engage in dialogue and propose topics they are interested in learning more about, such as sleep, meal planning, and parenting as an officer.

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“

*Take the first step to connect families in your agency by leveraging online tools and social media groups.*

”

## ADDITIONAL RESOURCES

- Creating an Online Support Group: Digitally Connecting Officer Families
- Empowering Law Enforcement Families with Social Media Safety
- How to Create an Online Law Enforcement Family Support Group
- *Family Matters: Executive Guide for Developing Family-Friendly Law Enforcement Policies, Procedures, and Culture*
- Law Enforcement Family Engagement Assessment Tool

Links to these resources are available online.

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

- **Social** groups help maintain valuable connections with those who have shared experiences, which can help build resiliency and well-being. Social groups should be monitored, and posting expectations should be in place.
- **Administrative** groups are meant to supplement in-person programming. These groups provide a platform to share important announcements, advertise upcoming events, and gather information from members.
- **Hybrid** groups, which apply components from all three group formats, are easily shaped to best meet the needs of agency families.

The Westminster, Massachusetts, Police Department; Taunton, Massachusetts, Police Department; and Victoria, Texas, Police Department are currently using social media groups to supplement their long-term family wellness program goals. These agencies are sharing valuable resources with group members and creating a space that encourages dialogue focused on resilience and well-being.

Social media platforms, when leveraged with free, online tools, can build the framework for positive officer and family engagement that will encourage families to thrive.

- **Chat apps** make communication among family support groups easy. The leadership team or family steering committee can use this tool to collaborate and plan events instead of creating lengthy email chains.
- **Survey platforms and polls** offer a convenient way to collect availability and feedback from officers and their families. Last year, the Chula Vista, California, Police Department polled their officers on what they're looking for most in family and peer support programs for the agency.
- Free, online **graphic design tools** make it easy to build a brand for agencies' family

engagement programs by creating a polished and appealing look on handouts. The Buffalo Grove, Illinois, Police Department (BGPD) is promoting its new online group by disseminating a flyer to officers and their family members. BGPD hopes to create a space of gratitude and positivity for family members and friends waiting for officers to come home safely at the end of each shift.

- **Newsletter templates** provide a way to share upcoming events, tips, accolades, and a sense of community among group members. Launching a family newsletter can easily begin with an introductory message. The Colorado Springs, Colorado, Police Department introduced its new family initiative with a letter from team leadership on the importance of family resilience and the goals for the program.
- **QR code generators** make content easily accessible. These codes can be placed on flyers, websites, posters, and handouts. The Raleigh, North Carolina, Police Department promoted its *Families Behind the Badge* support group by sharing a QR code with family members outside of the academy graduation. The code connected family members with the newsletter sign-up link.

Take the first step to connect families in your agency by leveraging online tools and social media groups. Elevate your family programming by shaping these valuable virtual connections to meet the needs of children, parents, friends, and spouses of officers.

For more information on family and officer wellness, please visit the [IACP.org/OSW](http://IACP.org/OSW). ♡

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NEW DISCUSSION POSTS



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

MEMBER AGENCIES

Police professionals from agencies of all sizes utilize IACPnet

1,658

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



TOP RESOURCES

> **“Best Standard of Practice for the Location of an Internal Affairs Office”**

—Discussion Post

> **Employment Law Update 636030**

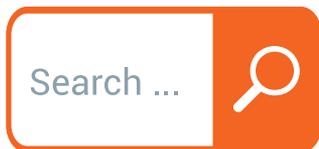
—Resource Library document

> **Automated External Defibrillator**

—Grant



TOP SEARCHED TERMS



- > FACIAL HAIR
- > CONTINUITY OF OPERATIONS PLAN
- > APPROVED IMPACT WEAPONS

RESOURCES ADDED & UPDATED

211

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

PAGE VIEWS

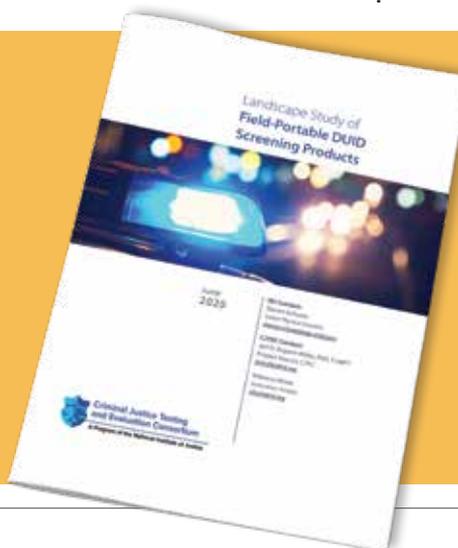
1,609



FEATURED RESOURCE

**Landscape Study of Field-Portable DUID Screening Products**

This report offers a survey of how field-portable screening products may enable law enforcement’s efforts to advance justice in the investigation of cases involving driving under the influence of drugs. It overviews both physical and cognitive screening products, as well as chemical products to screen for the presence of drugs.



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

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Information in the online guide is provided by the companies, and the presence of a company, product, or service does not imply IACP recommendation or endorsement.

Companies seeking to be included in the guide or to enhance their listing can do so by visiting the website.

# POLICE CHIEF

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TOP IACP BLOG POST

ACCESSIBILITY TOOLS



**New Language & Accessibility Tool Available!**

The IACP is law enforcement’s source for timely, trustworthy information directly supporting the profession. Starting today, the IACP’s websites will become more user friendly. The IACP has launched the Recite Me tool on all IACP websites. With the click of a button, the toolbar offers a responsive accessibility solution for language, visual, auditory, cognitive, and other web-based enhancements.



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

POPULAR IACP RESOURCE



» OFFICER HEALTH AND WELLNESS AGENCY ASSESSMENT TOOL AND ACTION PLANNING ROADMAP



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

TOP POLICE CHIEF AUGUST ONLINE BONUS ARTICLE



**“Finding Equity, Inclusion, and Diversity in Policing”**

*Charles Russo, PhD, and Thomas Rzemnyk, EdD, CHPP, CAS, Columbia Southern University*



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

THIS MONTH’S QUOTE



Each individual is just that— an individual— and should be treated as such.



*“Interacting with Individuals Who Have Intellectual and Developmental Disabilities”*  
38–43

TWEET



of the month



Opening ceremony and keynote presentation with Chief John Letteney to kick off the 2021 DAID conference. #DAID2021



FEATURED ITEM IN IACP MONTHLY AUGUST NEWSLETTER



**How Forensic Genetic Genealogy (FGG) Testing Can Advance Investigations**

FGG can combine law enforcement’s use of DNA analysis with traditional genealogy research. Check out Washington State Office of the Attorney General, Cuyahoga County Prosecutor’s Office (OH), and Maricopa County Attorney’s Office (AZ) for examples of effective use of FGG during investigations.



Access this resource at [theIACP.org](https://theIACP.org).

# Telling All of the Story

**EACH AND EVERY DAY, POLICE AGENCIES, OFFICERS, AND STAFF ENGAGE IN THE OFTEN-UNSEEN ASPECTS OF POLICING—DEVELOPING PARTNERSHIPS, TAKING PART IN TRAINING, REFINING POLICIES AND PRACTICES, SEEKING WAYS TO ENHANCE OFFICER AND COMMUNITY WELLNESS, AND MYRIAD OTHER EFFORTS THAT COMPOSE GOOD POLICING.**

In May 2021, the IACP launched the #PathForward social media campaign as a way for the profession to highlight these important tasks, projects, and best practices to better tell the story of all that policing is—from hard work and challenges to progressive initiatives, collaboration, and leading practices.

The #PathForward campaign is helping to expand the IACP's ability to connect globally with members and help highlight stories of police work from all over the world. It will give communities a chance to see, holistically, all that goes into policing, not just in local jurisdictions, but the good work, the hard work, and the necessary steps that are being taken across the world by police to ensure communities feel safe.

This digital-first campaign amplifies the voice of police agencies as they seek to tell their stories in new and engaging ways. Agencies are encouraged to use #PathForward on social media to highlight the daily endeavors, challenges, acts of service, and critical tasks such as responding to homelessness or serving as mental health advocates. #PathForward increases the visibility of the realities of policing by providing a space for people to learn more about what the police do and see—all that is out there to broaden the dialogue around the profession. This is an opportunity to continue the narrative of policing and to engage the community in building out shared expectations and meaningful solutions.

Now is the time to use your voice—and the hashtag—to highlight what you see as good policing, the realities of the everyday endeavors, the strategic efforts to better the profession, solid community policing partnerships, and best practices for mental and physical well-being and for training on your social channels. Start today, and lean in to sharing all that we, as members of IACP, strive to do every day to shape the future of the policing profession. ♡



## #PATHFORWARD

The goal of #PathForward is to actively, effectively, and consistently engage community members and elected officials in a more robust conversation about the realities of policing, promote shared expectations, and encourage dialogue around meaningful solutions that help ensure that communities in the United States and around the world stay safe.

# CALENDAR

## 2022

MAR  
15  
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### Officer Safety and Wellness Symposium

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

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

Visit [theIACP.org/all-events](http://theIACP.org/all-events) for a complete listing of upcoming IACP events, including conferences and training opportunities.

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### IACP Technology Conference

The IACP Technology Conference is the premier professional event dedicated to discussing technology in law enforcement. Attendees should expect quality training, professional development, and networking covering a broad array of new and emerging technologies on digital asset management, technology strategy, cybersecurity and ransomware, artificial intelligence, autonomous vehicles/UAS, mobile policing, digital forensics, and information sharing.

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

OCT  
15  
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18

### IACP 2022 Annual Conference and Exposition

The IACP Annual Conference and Exposition is *the* law enforcement event of the year—more than 16,000 public safety professionals come together to learn new techniques, advance their knowledge and careers, and equip their departments for ongoing success.

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

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