THE GEORGIA
Police Chief
SUMMER EDITION | 2021
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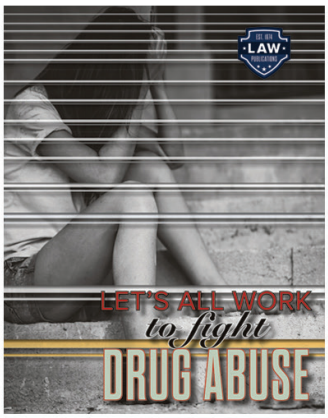

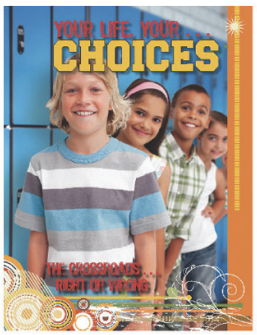

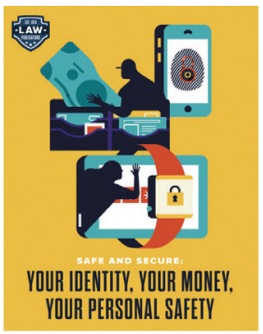

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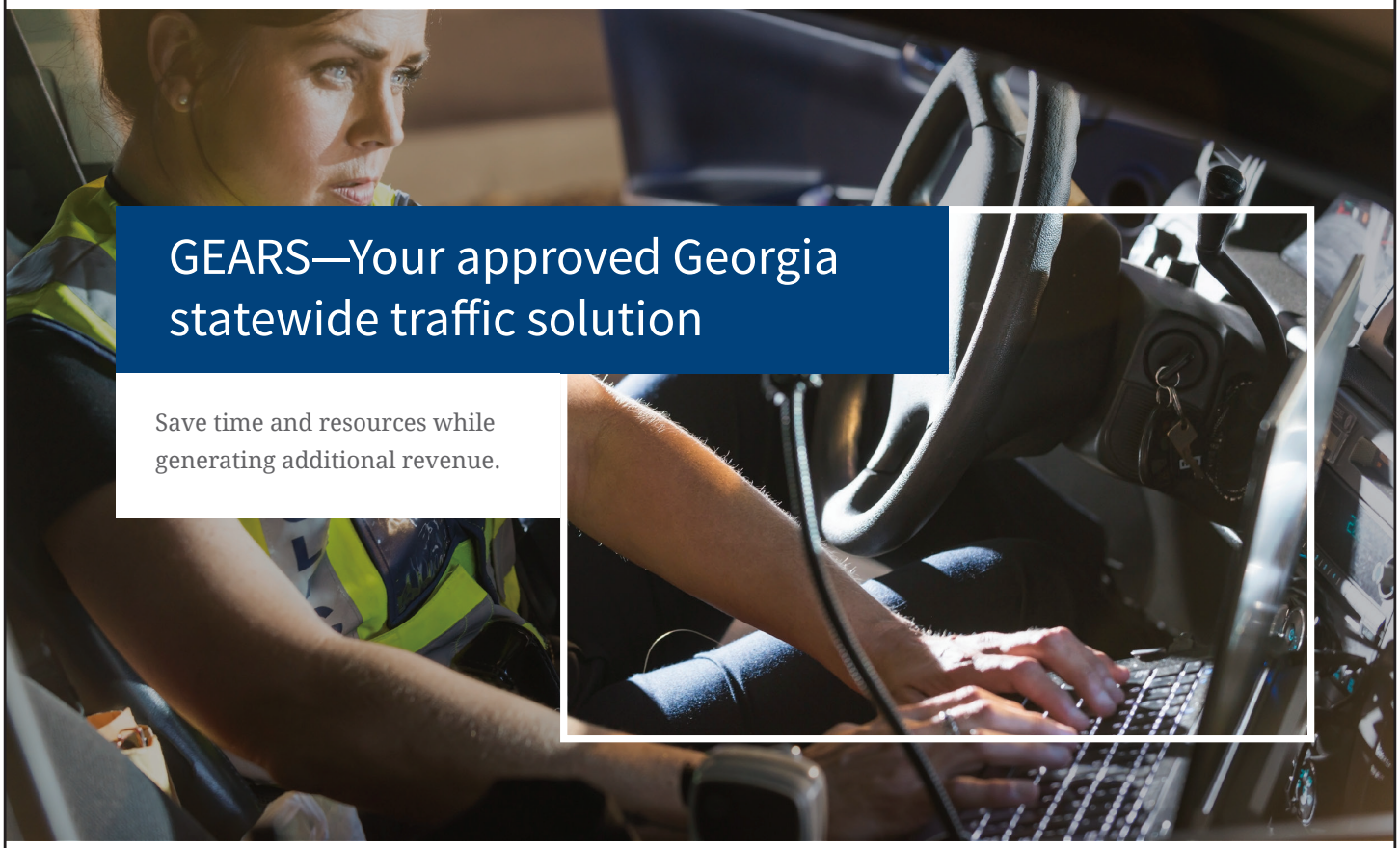

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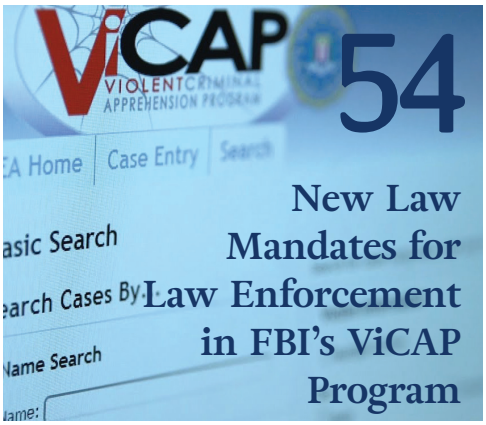

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PRESIDENT'S MESSAGE

Chief Bruce Hedley
GACP President & Chief *of* Lilburn Police Department

It has been an honor of a lifetime to serve as your President for the past year. Serving in the capacity as President has truly opened my eyes and allowed me to discover that GACP is the most professional and best run Chief's Association in the nation. The GACP staff is running on all cylinders and approaches every project with a team mindset and fundamentally believes in serving our membership in the highest professional light. I would like to personally thank every member of the GACP staff for their hard work and dedication to our association. Each of you are truly the best!

As my term as President comes to an end, I would like to highlight the many accomplishments of the GACP over the past year. We updated the Constitution and By – Laws, bringing both documents up to date and relevant. We also reinvigorated the State Certification Program by making it a priority for the organization, hired a full-time certification manager, updated the program rules, increased the number of agencies participating and developed a strong relationship with Georgia Police Accreditation Committee (GPAC).

The GACP enhanced training programs to include vastly expanding the number of classes provided at the Summer and Winter Conferences and increased the opportunity to obtain executive training hours via internet and webinars. The GACP also increased the number of Chief Executive Training Courses (CETC) to five smaller classes per year. We have also begun the process of reviewing and updating the course curriculum and the training format to become more interactive.

As promised, the GACP Executive Board took to the road last year and hosted our monthly board meetings across our great State. While allowing our membership closer access to our executive board meetings, we were honored to visit many great cities along the way such as Lyons, Young Harris, Tifton, Valdosta, Gainesville, Atlanta, and of course Forsyth, home to our very own GPSTC!

In an effort to build our investment portfolio and increase our net worth, last year the GACP entered into an agreement with Fiduciary Vest. I am proud to announce since last July, our investment portfolio grew by more than $425,000 and pushed GACP's net worth to more than $5.2 million! So, I can assure each of you the GACP is financially sound and has the financial freedom to allow for top - tier services and training for our membership.

Last year the Executive Board unanimously approved the creation of three new award categories. GACP award categories now include Officer of the Year, Supervisor of the Year, and Administrative Assistant of the Year. By creating these three new award categories, the GACP is positioned to recognize those employees who are the best of the best from around the entire State of Georgia. I am excited about recognizing this year's winners at the Summer Training Conference!

In November 2020, the U. S. Department of Justice created rules requiring all agencies seeking discretionary grants from the DOJ must first verify their operational policies comply with established DOJ standards. GACP entered into an agreement with the U. S. Department of Justice to serve as the credentialling body for law enforcement agencies in Georgia. To date, 182 agencies have been credentialed as complying with the DOJ's standards.

As you can see, the GACP transitioned the GACP newsletter into a professional magazine, The Georgia Police Chief. This magazine is full of up-to-date information with articles providing our membership with information and references on trending topics in law enforcement. Additionally, you will find scores of resources, all to help our membership better prepare themselves to face an ever changing and complex profession.

Improving the quality of police services begins with good management and effective leadership. One of the most important decisions that a local unit of government will make is the selection of a CEO for its law enforcement agency. GACP provides assistance to municipal and county governments in recruiting and selecting chiefs of police and other senior police

GACP Executive Board & Staff

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officials. Last year the GACP increased the number of assessment centers provided to local governments to assist them with selection of the chiefs and other supervisors. Thirteen assessment centers have been completed for nine agencies and four more are scheduled for the coming months.

GACP has been working with the Georgia Office of Highway Safety (GOHS) and we were able to increase the federal funding to $384,375 for agencies to purchase computer equipment needed to electronically transfer accident reporting to the State. This very important partnership plays a critical role in obtaining funds earmarked at the highest national level and then transferred down to scores of agencies throughout the state.

The GACP has partnered with the Georgia Peace Officer Standards and Training Council, the Georgia Public Safety Training Center, and the Peace Officer Association of Georgia to offer the Police Officer Resiliency Training Program. This program is designed to equip officers at all ranks with empirically validated skills of resilience. The program is offered as a three-day in-person training and we will soon be offering this course at numerous locations through the State of Georgia.

And finally, our Executive Director created a new GACP legislative portal which provides our members access to daily legislative updates. Director Ayers traveled almost daily to the Capital during the legislative session and tracked any bill that could potentially influence law enforcement or our members. Now it is very easy to track bills that are important to you and our great profession.

In closing, I wanted to thank the GACP staff, members of the Executive Board, and the entire membership as a whole in supporting me during my tenure on the Executive Board. I am extremely proud and humbled to have lead an organization with so many outstanding leaders as members of our great organization!

Chief Bruce Hedley, GACP President

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FROM THE DESK *of the* EXECUTIVE DIRECTOR

A.A Butch Ayers
GACP Executive Director

The Legislative Session ended on March 31st, and numerous bills became / will become law. You can go to the GACP Legislative Information link to learn more about the bills that became law. There is also a PowerPoint presentation available that can be used for in-service training and / or GACP district training.

While we had a relatively successful legislative session, bills that were unsuccessful this year are still in play for 2022. Those bills can be found on our website by clicking on the above link. After logging in to the GACP Legislative Resources page, click on the Legislative Update link (under the photo of the State Capitol). Then click on Legislative Bills of Interest 2021-2022. Any bill that is highlighted in yellow, as well as any bill that is not highlighted, still has the potential of becoming a law in 2022.

While we have made improvements with our legislative efforts, I do need your help. There have been several occasions where I or other chiefs have testified before a legislative committee or subcommittee. Our testimony carries more weight and influence when we have actual statistical data rather than just anecdotal information. Unfortunately, some of the most useful information is not collected / maintained on a statewide level. Therefore, I plan to distribute a questionnaire to all chiefs after the Summer Training Conference. When you receive it, please take the time to accurately complete it and return it to GACP as soon as possible.

OUR TESTIMONY CARRIES MORE WEIGHT AND INFLUENCE WHEN WE HAVE ACTUAL STATISTICAL DATA RATHER THAN JUST ANECDOTAL INFORMATION. UNFORTUNATELY, SOME OF THE MOST USEFUL INFORMATION IS NOT COLLECTED / MAINTAINED ON A STATEWIDE LEVEL. THEREFORE, I PLAN TO DISTRIBUTE A QUESTIONNAIRE TO ALL CHIEFS AFTER THE SUMMER TRAINING CONFERENCE. WHEN YOU RECEIVE IT, PLEASE TAKE THE TIME TO ACCURATELY COMPLETE IT AND RETURN IT TO GACP AS SOON AS POSSIBLE.

We have also been very busy in other areas of interest to our members. One of the Executive Board's goals is to reinvigorate the State Certification Program. On April 12th, Chuck Groover became our full time State Certification Coordinator. He has personally presented the certification plaques to seven (7) agencies so far.

We have also conducted several promotional assessments and chief searches for agencies across the state. Several more promotion assessments are scheduled to take place over the next several months.

Our public relations efforts include a renewed presence on Facebook and LinkedIn, as well as a redesigned graphics for our display booth. We are providing additional training opportunities as well as revamping the curriculum for new chiefs' school. Finally, GACP staff members have been working very hard preparing for the 2021 Summer Training Conference. I hope you enjoy the variety of quality training options and please take the opportunity to visit and speak with our many exhibitors.

Respectfully,

A.A. "Butch" Ayers, GACP Executive Director

CHIEF COUNSEL'S CORNER

LESSONS FROM CANIGLIA v. STROM

Richard A. Carothers
General Counsel
Carothers & Mitchell, LLC

We have previously examined the public's desire for police officers to assist the mentally ill, homeless, domestic violence victims, and others in contexts that do not directly involve the investigation of crimes or the enforcement of criminal laws. With a genuine intent to "protect and serve," police officers have undertaken these helpful functions under the loose umbrella of "community caretaking."

Even as the public has increasingly expected the police to perform "community caretaking" functions in a variety of contexts, the boundaries of an officer's authority under the Constitution have not expanded. This was made clear by a decision that the U.S. Supreme Court issued in May of this year, where the Court held that police cannot justify a warrantless entry into a home based on their "community caretaking" duties. The case, Caniglia v. Strom, arose from an argument that 68-year-old Edward Caniglia had with his wife in their Cranston, Rhode Island home. When the argument escalated, Caniglia went into his bedroom and retrieved an unloaded handgun. Then, a dramatic gesture, he placed the gun on the dining room table and said to his wife, "why don't you just shoot me and get me out of my misery?" After some further squabbling, his wife left and spent the night at a hotel. When she was unable to reach her husband by phone the following morning, she called the police to request a welfare check.

The responding officers encountered Caniglia on the back deck of the home and urged him to go to the hospital for a psychiatric evaluation. Caniglia assured the officers that he would never commit suicide, and explained that his "just shoot me" comment was in exasperation over the couple's argument. Nevertheless, he went along with the evaluation on the condition that the officers not confiscate his firearms. But once Caniglia left with medical personnel, the officers entered the home and seized his weapons. Caniglia sued, claiming that the officers had violated the Fourth Amendment by entering his home without a warrant and seizing his guns.

The officers did not contend that their entry into the home was justified by consent or exigent circumstances. Instead, they argued that the entry was proper based on their general "community caretaking" duties. The District Court found that the officers' actions were reasonable and agreed that the community caretaking exception justified the warrantless entry. The First Circuit affirmed, emphasizing the "special role that police officers play in our society." Caniglia v. Strom, 953 F.3d 112, 124 (1st Cir. 2020). But the Supreme Court unanimously vacated the First Circuit's decision and flatly rejected the lower courts' application of the "community caretaking" doctrine to homes. Caniglia v. Strom, 141 S. Ct. 1596, 1600 (2021). Yet in doing so, the Court left intact its existing precedent on warrantless entry and exigent circumstances.

The Warrant Requirement and its Recognized Exceptions

The Fourth Amendment protects "[t]he right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures." The "very core" of the Fourth Amendment is "the right of a man to retreat into his own home and there be free from unreasonable

governmental intrusion." Collins v. Virginia, 138 S. Ct. 1663, 1670 (2018) (citation omitted). Indeed, "physical entry of the home is the chief evil against which the wording of the Fourth Amendment is directed." United States v. U.S. Dist. Ct., 407 U.S. 297, 313 (1972). For that reason, it is a "basic principle of Fourth Amendment law that searches and seizures inside a home without a warrant are presumptively unreasonable." Groh v. Ramirez, 540 U.S. 551, 559, (2004) (quotation and citation omitted). Exceptions to the warrant requirement exist, but the Court has been careful to limit them. This approach preserves the primacy of the warrant process and ensures that police officers have "clear guidance … through categorical rules." Riley v. California, 573 U.S. 373, 398, (2014). The Court has recognized two exceptions to the warrant requirement in the context of entries to the home -- consent and exigent circumstances -- but these are "jealously and carefully drawn." Georgia v. Randolph, 547 U.S. 103, 109 (2006) (citation omitted). When a warrantless entry is challenged in court, "the burden is on the government" to "overcome the presumption of unreasonableness that attaches to all warrantless home entries." Welsh v. Wisconsin, 466 U.S. 740, 750 (1984).

An officer's entry into a home can be justified by consent only when it is voluntarily given by an individual such as the householder or a fellow occupant who shares common authority over the home. Randolph, 547 U.S. at 109. Common authority is based on "mutual use of the property by persons generally having joint access or control for most purposes." Illinois v. Rodriguez, 497 U.S. 177, 181 (1990) (citation and quotations omitted). It must appear to the objective, reasonable officer that the consenting person does in fact have common authority for consent to be valid. Id. at 186. Each occupant who shares a home assumes the risk that "any of the co-inhabitants has the right to permit the inspection in his own right" and that "any one of them may admit visitors, with the consequence that a guest [is] obnoxious." Id. at 110-11 (citation omitted). Even so, the Court has narrowly circumscribed this exception, holding that "a warrantless search of a shared dwelling for evidence over the express refusal of consent by a physically present resident cannot be justified as reasonable as to him." Id. at 120. A "cooperative occupant's" consent to a search therefore cannot "counter the force of an objecting individual's claim to security against the government's intrusion into his dwelling place." Id. at 115. The Court acknowledged that it was "drawing a fine line" by requiring a physically present, vocal objector, but concluded that such "formalism" was "justified" by the "practical value" of easily applicable rules. Id. at 121.

The exigent circumstances doctrine, on the other hand, can potentially justify a warrantless home entry when the need for urgent action is "compelling." Kentucky v. King, 563 U.S. 452, 460 (2011). The Court has identified several circumstances that meet this standard, including "the need to prevent the imminent destruction of evidence in individual cases, to pursue a fleeing suspect, and to assist persons who are seriously injured or are threatened with imminent injury." Riley, 573 U.S. at 402. So long as police do not create an exigency themselves by committing an actual or threatened violation of the Fourth Amendment, the urgent and compelling need justifies a warrantless entry. King, 563 U.S. at 462.

The Community Caretaking Exception

Although consent and exigent circumstances are the only two grounds that the Supreme Court has accepted to justify a warrantless home entry, the lower courts in Caniglia instead upheld the officers' actions based solely on the "community caretaking" exception to the Fourth Amendment warrant requirement. And so, the only issue before the Supreme Court was whether the "community caretaking" exception to the Fourth Amendment's warrant requirement extends to the home. As demonstrated by the brevity of

the Court's opinion (only four pages), the Court had little trouble unanimously concluding that it does not.

Caretaking functions are activities that police officers undertake to ensure the public welfare that are divorced from law enforcement or investigatory endeavors. The Supreme Court has recognized an exception to the warrant requirement in order to accommodate such functions, but it has limited its application to the context of vehicles. In Cady v. Dombrowski, the Court held that a warrantless search of a disabled and impounded vehicle for an unsecured firearm did not violate the Fourth Amendment. 413 U.S. 433 (1973). In reaching this conclusion, the Court observed that police officers who patrol the "public highways" are often called to discharge noncriminal "community caretaking functions," such as responding to disabled vehicles or providing aid to motorists. Id. at 441. The Court was careful to emphasize the "constitutional difference" between automobiles -- which are near the bottom of the totem pole for constitutional protection -- and homes, which are at the pinnacle of the Fourth Amendment's privacy interests. Id. at 439.

Unlike the doctrine of exigent circumstances, the community caretaking exception contains no requirement that a need be particularly compelling or urgent to justify an intrusion. The exception's laxity explains its limited application to the relatively low-privacy context of automobiles. Even so, some courts have treated that vice as a virtue that renders the broad umbrella of "community caretaking" an expedient means to uphold warrantless intrusions into the home. The First Circuit did just that in Caniglia, validating the officers' entry into the home simply because their efforts to protect Mr. and Mrs. Caniglia were "distinct from 'the normal work of criminal investigation,'" and fell "within the realm of reason," and generally tracked what the court viewed to be "sound police procedure." 953 F.3d at 123-28, 132-33.

At oral argument in Caniglia, the justices foreshadowed their upcoming rejection of the First Circuit's analysis. As Justice Sotomayor put it, "I am concerned deeply about the First Circuit's claim that there is no requirement that officers must select the least intrusive means of fulfilling … community caretaking responsibilities." The problem is not so much that officers might enter homes for purposes other than law enforcement; it is that the community caretaking doctrine lacks sufficient procedural guardrails to protect the privacy rights of residential occupants.

The Supreme Court adopted the community caretaking doctrine expressly for automobiles, not homes. Because the First Circuit applied the "community caretaking" rule beyond automobiles and required the government to make no showing of exigency for a warrantless entry, the Supreme Court concluded that the Circuit Court's holding "goes beyond anything this Court has recognized." 141 S. Ct. at 1599. Revisiting Cady, the Court emphasized that its "recognition that police officers perform many civic tasks in modern society was just that—a recognition that these tasks exist, and not an open-ended license to perform them anywhere." Id. at 1600.

Still, the Justices remain receptive to exigency arguments. Justice Thomas, who ultimately wrote for the unanimous Court, observed at oral argument that the current exception for exigent circumstances is sufficient to accommodate legitimate community caretaking concerns. "I don't know why we would need another category to cover those examples," he commented. In a joint concurrence, Chief Justice John Roberts and Justice Stephen Breyer noted that Fourth Amendment jurisprudence already permits warrantless entries "when there is a need to assist persons who are seriously injured or threatened with such injury." Id. at 1600. Justice Kavanaugh's concurrence followed the same reasoning:

[T]he Court's exigency precedents, as I read them, permit warrantless entries when police officers have an objectively reasonable basis to

believe that there is a current, ongoing crisis for which it is reasonable to act now. … The officers do not need to show that the harm has already occurred or is mere moments away, because knowing that will often be difficult if not impossible in cases involving, for example, a person who is currently suicidal or an elderly person who has been out of contact and may have fallen. If someone is at risk of serious harm and it is reasonable for officers to intervene now, that is enough for the officers to enter. Id. at 1604 (citations omitted).

Conclusion

Caniglia may be best understood as a rejection of a legally flawed rationale, and not as a curtailment of a police officer's existing discretion to address a truly urgent need. Nothing in Caniglia disturbed the Court's "longstanding precedents that allow warrantless entries into a home in certain circumstances." Sanders v. United States, No. 20-6400, 2021 WL 2194857, at *2 (U.S. June 1, 2021) (Kavanaugh, J.) (concurring in decision to grant certiorari, vacate, and remand in light of Caniglia). The avenues of consent and exigent circumstances remain available to address a variety of circumstances which might call for an officer to enter a home without a warrant. Although the Court did not grant officers carte blanche permission to enter homes based only on their helpful intentions, the Court is clearly willing to accept an intrusion that is needed to address a compelling and urgent need.

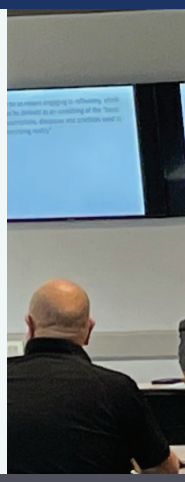
Richard "Dick" Carothers is the General Counsel for the Georgia Association of Chiefs of Police. A graduate of Emory University School of Law, he has practiced local government law in Georgia for 40 years. He served as an Assistant City Attorney for the City of Atlanta, as County Attorney for Gwinnett County, and has been City Attorney for a number of cities over the years. He is a member of the Georgia and Ohio Bar Associations.

Dick also serves as insurance defense counsel for cities and counties including their officers and employees throughout Georgia in state and federal courts. His firm is currently defending cases representing numerous law enforcement officers and first responders. He is admitted to practice in all Georgia appellate courts, the Northern and Middle District federal courts, the 11th Circuit Court of Appeals, and in the United States Supreme Court. Dick has represented a Georgia city in a case and argued before the Supreme Court.

Dick is the Past President of the Local Government Section of the State Bar of Georgia and serves as a Special Assistant Attorney General for the Georgia Department of Transportation. His firm, Carothers & Mitchell, is located in Buford, Georgia.

On May 5, 2021, the Georgia Association of Chiefs of Police Executive Board hosted its monthly board meeting and Annual Goals Conference at the Atlanta Motor Speedway in Hampton. With 72 members in attendance, Dr. Butch Beach facilitated the meeting to assist Incoming GACP President, Chief Janet Moon, to establish her goals for the 2021 – 2022 year.

Chief Janet Moon | Incoming GACP President



GOALS FOR 2021-2022

Pursuant to this meeting the following goals were establis

GOAL # 1

Create a series of advance 'certifications' for police chiefs beyond the basic Chief Executive Training Course (CETC).

Every newly appointed police chief is required by state law to attend the 'next available' Chief Executive Training Class provided the Georgia Association of Chiefs of Police. This program is designed to provide attendees a foundation of knowledge. The goal of this initiative is to design topic focused 'levels of certification' from GACP that provide attendees in-depth knowledge and skills to address complex topics.

GOAL #2

Create a Public Education Program regarding challenges police officers face and how qualified immunity works.

Recent incidents of police misconduct and the resulting protests have led to calls for police reform and the abolition of qualified immunity for police officers. Many of these demands are based upon misinformation that have led some citizens to have false impressions of and beliefs about our officers. There are no simple answers for difficult problems. The goal of this project is to develop a comprehensive public education initiative that outlines the multi-faceted challenges agencies face, the need for comprehensive solutions, and the importance of qualified immunity.

hed.

GOAL #3

Increase the number of agencies participating in the State Certification Program by 10%.

Over the past year, police agencies across the country have faced intense scrutiny and criticism. One proven process that has mitigated some agencies from being targeted for these issues is the Georgia Law Enforcement State Certification Program. For 25 years, agencies across the State have utilized the state certification program to ensure they meet or exceed established professional and legal standards. Currently, there are 142 agencies participating in this program. This goal is to initiate a process of continued annual growth in the program beginning with increased participation in the next year by at least 10%.

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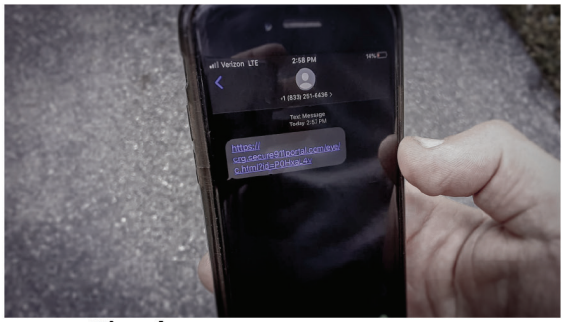

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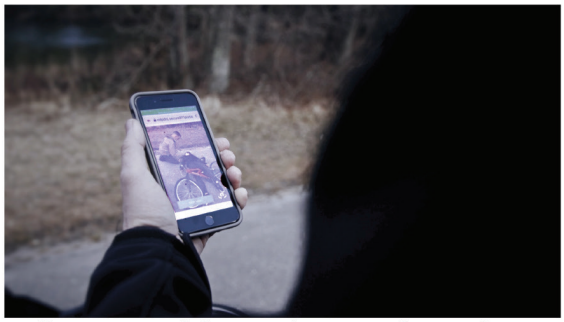

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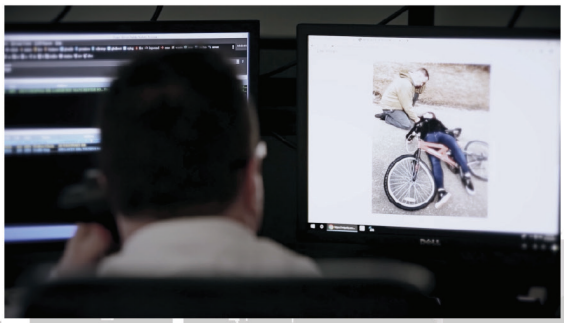

Real-time sharing with supervisors and first responders

The GACP has expanded its strategic partnership with CRG, Inc. to offer "911eye" technology for **at no cost** to GA public safety agencies for 30-days.

911eye enables public safety entities to send a link to any smartphone, allowing them to share live video, photos, location data, and text chat with the agency.

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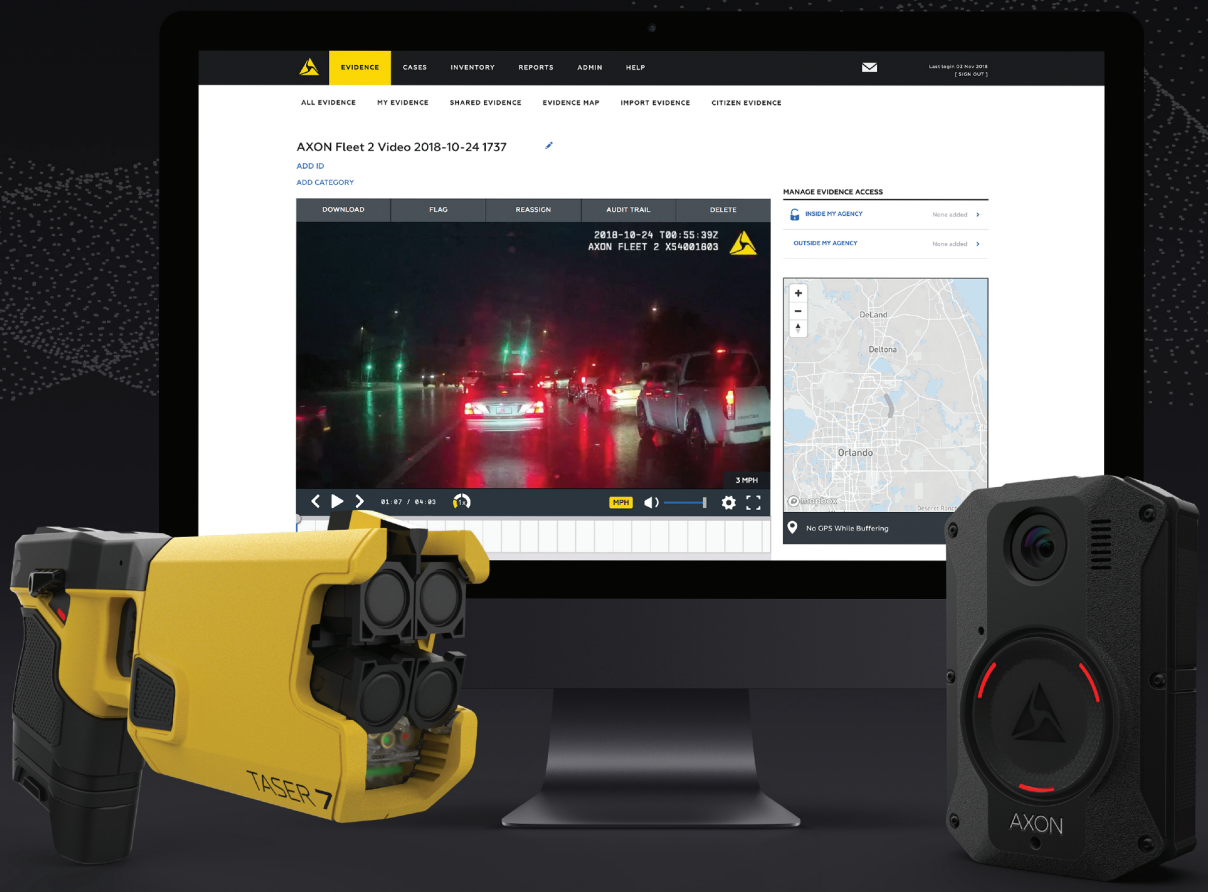

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CERTIFICATION IS IT WORTH THE HYPE?

Christopher M. Cooke

Police departments across the country are under attack. Over the last several years, news reporters have repeatedly recorded the chants of citizens across the United States protesting against the police. "Say her name!" "Say his name!" "Hands up, don't shoot!" "I can't breathe!" While the messages were not always the same, each demanded significant change in law enforcement agencies' operations. Proponents of change call for defunding the police and changing policing procedures as the solution, but these are hardly experts talking. This phenomenon is not a new one, nor is it one that will simply go away. There are many different reasons for the rhetoric against law enforcement and most are based upon bad actions of few individuals. Unfortunately, every police officer is paying the price for their bad behavior. Instead of waiting for the narrative to shape the solution, law enforcement still has an opportunity to create avenues to engage the public and build their trust and support.

While many argue the media has an agenda or news reports are either false or exaggerated for ratings and sensationalism, it is uncertain what effect these stories have on ordinary citizens and their perception of the police. A recent Gallup poll of public confidence in police reported the lowest rating in 22 years. It suggested the death of black men "while being arrested by white police officers"[1] influenced some of the numbers. They went on to note, "these events likely contributed to the decline in confidence in police, although it is important to note that Americans' trust in police has not been fundamentally shaken---it remains high in an absolute sense, despite being at a historical low"[2]. In today's tumultuous world, it is imperative for law enforcement agencies to consider the various resources available to prevent many of the tragedies regularly seen in the news. One such resource is a set of professional standards developed by an outside entity, created by practitioners and community members to improve professionalism in law enforcement. The State of Georgia has always been a leader in the Commission on Accreditation of Law Enforcement Agencies (CALEA) accreditation program and Georgia Law Enforcement Certification Program (often referred to as State Certification). While State Certification and CALEA are different in many ways, they have two important things in common: both programs offer enhanced professional standards with an independent review and an accountability process for participating agencies.

To determine if accreditation or certification is an answer to today's problems, one can simply start by examining the beginning of the accreditation movement. Looking for a way to evaluate their departments, several agencies decided to seek out a professional organization to assess their efforts. Agencies became engaged in the accreditation process "to address the public outcry against the sometimes-violent police responses to the civil rights and antiwar protests of the 1960s and 1970s" [3] (p. 298). At the same time, some critics have claimed the accreditation process was "mostly an empty, symbolic exercise". [4] One of the primary goals of the accreditation process, and what the standards and procedures are intended to show the citizens, is the agency's commitment to meeting higher standards of performance and levels of transparency with the public. This cannot be measured by simply examining crime rates or raw numbers. Rather, a better measurement is the level of confidence and satisfaction the community has in its police department.

Previous studies have been conducted comparing use of force, complaints, reporting, and measuring success, but have largely been inconclusive due to the complexities of the accreditation process. At the same time, there have been many studies of the impact of accreditation in law enforcement, no study viewed the citizens' perception of agencies that either had or did not have accreditation. To increase the number of state certified agencies, it is incumbent on all departments to demonstrate there is value added from the process. One such way to measure the success of the program is to ask the citizens if they see benefit in the process.

To determine how the citizens felt about law enforcement accreditation programs in Georgia, a study was conducted to measure the perceptions of citizens in communities across the state. To ensure uniformity in responses, surveys were conducted with leaders in 140 local Chambers of Commerce across the State. The study measured five (5) areas that related to satisfaction and five (5) areas that related to confidence. The data collected was used to show the relationship between the public's perception of CALEA Accredited agencies and State Certified agencies, compared to the public's perception of agencies neither accredited nor certified. The purpose was to determine if the citizens of communities with CALEA Accredited agencies or Georgia State Certified agencies had a higher level of satisfaction with the overall performance, professionalism, level of transparency, response to the community, and efforts to create positive race relations than those agencies that have neither accreditation nor certification. In addition, the study sought to determine if residents of CALEA Accredited or State Certified agencies had more confidence that the agencies were trying to establish partnerships in the city; working with citizens to address challenges in the community; working to create a diverse workforce; and were performing impartial use of force audits more than citizens of non-CALEA Accredited or State Certified agencies.

Area Measured	CALEA	GA State	Other
Satisfaction with Overall Performance	4.76	4.79	4.15
Satisfaction with Professionalism	4.94	4.50	3.94
Satisfaction with Transparency	4.94	4.50	3.94
Satisfaction with Response to Community Members	4.88	4.64	3.97
Satisfaction with Race Relations	4.82	4.71	3.94
Confidence with Building Relationships	4.94	4.43	3.97
Confidence with Working with Citizens	4.88	4.43	3.97
Confidence with Creating Diversity in Workforce	4.76	4.36	3.76
Confidence with Conducting Impartial UOF Investigations	4.88	4.57	3.88
Confidence of the Community with Overall Performance	4.24	4.07	3.82

After evaluating the collected data, the results of the study showed a positive correlation existed for agencies that held either a CALEA Accreditation or Georgia State Certification. The data below represents the average scores for responses in each of the areas studied.

This study revealed law enforcement agencies in Georgia overall have a positive public perception. It was noted, however, agencies that achieved accreditation or certification enjoyed a much better public perception. While this study ultimately does not answer all questions about accreditation and certification, there is a strong argument for agencies to work towards implementing the standards.

There are many barriers that can prevent an agency from attaining and keeping State Certification, including cost and concerns regarding lack of control.

Conversely, as other agencies across the country have already demonstrated, doing nothing may likely result in a much higher cost and potential for losing control.

Christopher M. Cooke retired after 25 years of law enforcement service, most of which was with the Dalton Police Department. He holds a Doctorate of Public Administration from Valdosta State University and is a graduate the Georgia Law Enforcement Command College and the 238th Session of the FBI National Academy.

1 Jones, Jeffrey M., In U.S., Confidence in Police Lowest in 22 Years, https://news.callup.com/pol/183704/confidence-police-lowest-years.aspx (June 2015), p. 3.

2 Ibid.

3 McCabe, B. Ponomariov, B. & Estrada, F. (2018). "Professional cities: Accredited agencies, government structure, and rational choice", Public Administration Review, 78(2), 295-304.

4 Hughes, A. G. & Teodoro, M. P. (2012). "Socializer or signal? How agency accreditation affects organizational culture", Public Administration Review, 72(4), 583-591.

Virtual Reality in Law Enforcement Training

Written by Ellis Pines of Radancy, a TMP Worldwide Company

Within the past few years, virtual reality (VR) and augmented reality (AR) have steadily moved from early adopters towards the mainstream. Though not applicable for all situations, e.g., traditional simulation and live fire still have a prominent place for group training, the new technologies have arrived at an opportune moment. There is a strong call for revisiting, increasing and improving law enforcement training. With its immersive capacity, VR and AR appear to be game changers in preparing trainees for unexpected threats.

The hour has come for VR and AR

In mid-January, SharePoint Developer Aufait, cited a list of upcoming law enforcement tech trends. The author cited virtual and augmented reality training among the top technologies, along with the Internet of Things, Body-worn cameras, drones, Artificial Intelligence and 5G connectivity: The author noted that "the realism and flexibility of VR training make it the best training law enforcement trainees can get." By simulating real-life situations using goggles and headsets, virtual reality police training improves efficiency as well as cognitive response. The posting added a further application: "Virtual reality methods can also be used to train officers for providing appropriate medical assistance, better connecting police and community … especially in the light of the recent hostility towards officers."

Matching heightened realism with the right scenarios

Law enforcement, with its split-second judgments, has always been a physical, mental and emotional challenge, but 2020 with COVID-19 and community unrest made it more complicated. Professionals now find themselves under a glaring spotlight for their actions. The Supreme Court decision that removed second-guessing and Monday-morning quarterbacking is being questioned. The law enforcement officer more than ever requires confidence to approach issues like use of force and handling of people in crisis. Not surprisingly, almost everyone agrees that improved training must be a part of the solution. But what constitutes an improvement?

In 2018, two academicians at the University of Copenhagen, Lasse Jensen and Flemming Konradsen, identified situations where VR's head-mounted displays (wireless headsets) are the most useful for skills acquisition. After their review of 21 experimental studies, they determined that VR seemed to improve learning in three areas:

1. Cognitive skills related to remembering and understanding spatial and visual information and knowledge.

2. Psychomotor skills related to head-movement, such as visual scanning or observational skills.

3. Affective skills related to controlling your emotional response to stressful or difficult situations.

Each of these areas are pertinent to law enforcement skills. VR and AR, with their three--dimensional sensory inputs, provide unprecedented realism for memorable learning. Even though the actual training space may be a small room, officers can respond to calls in a vivid environment, duplicating actual conditions they are likely to encounter. Of course, the technological effects can only be as instructive as the courseware. Scenarios drawn from authentic events, adjudicated with a clear legal result, can have long-term implications for an officer's career and the community.

Choosing VR content that fits your training program

For 3D VR to reach its training potential, it must have content that matches the capabilities of proven successful simulation systems. It should have a comprehensive, video content library for all applications: From use-of-force de-escalation to active shooter to person-in-crisis response. These scenarios should have branched outcomes, where officer response modifies the flow of events. Most important, all content should be created in conjunction with users, e.g., law enforcement, first responders, and correctional and military police partners. Because of constant changes in what officers confront, your vendor needs to release new content on a regular basis. Ideally, the system itself should also let you author specific customized scenarios to place the trainee in specific environments, such as the following:

- An office or business park
- A school with single or multiple entry points as well as a single hall with classroom
- A multitude of streets options, including urban, rural, highway, etc.
- Inside and outside of houses
- A park and picnic areas
- Jail or prison block

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Building immersive systems involves more than adapting an innovative technology. With 35 years of experience with FATS® simulation training hardware and software, InVeris Training Solutions understands the rigors of writing and producing courseware that hundreds of agencies use each day. This know-how has gone into the development of the VR-DT – Virtual Reality Decisions and Tactics - ("Verdict") virtual reality system. If you have a demand for a geographic setting or training circumstance, it is likely that the InVeris VR-DT has either an available scenario or one that can be readily modified.

The trainee can consequently benefit from the most advanced technology, accompanied by the latest law enforcement scenarios. To explore virtual reality for your agency and how it might meet your training needs, please visit

https://inveristraining.com/vr-landing/ or contact ITS-LESales@inveristraining.com.

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DEALING WITH THE BIGGEST LEADERSHIP PROBLEM YOU WILL FACE WORKING IN THE CRIMINAL JUSTICE PROFESSION

By Jack Enter

One of the most common behaviors I noticed among offenders in jail and in the prison system was their refusal to accept responsibility for their own behavior and instead focus upon the faults of others, their bad circumstances and upbringing, etc. I often asked them why they were in prison or jail and they would often begin their answer with "they say I robbed a bank" or "I was set up for selling drugs by the cops" or something similar. I met very few "guilty" people in our corrections and jail facilities.

In dealing with errant employees I saw the same pattern of blame shifting. Most personnel and managers who got in trouble either flat out lied about their behavior or had an excuse for what they did, "the inmate made me so mad I had no choice but to hit him" or "things are so screwed up here I am right in cussing out the supervisor", etc. In my career as head of an Internal Affairs Division – I only had one employee who actually came in and said, "I have no excuse for my behavior – what I did was foolish and wrong - I understand that it is going to cost me my job." Fortunately after he said that, the paramedics were able to resuscitate me so I did not die of shock. HA! It is interesting that of all the men and women I disciplined as a manager – he was the only one I volunteered to write a letter of recommendation for another job.

As we reflect on these people we know that do this – let me remind you that we all come from the same gene pool as they – humans are wired to blame others for their problems. When Adam and Eve got in trouble – they started blame shifting and we as their descendants have never stopped doing it. I have an incredible ability to notice (and condemn) the behavior of everyone around us but see myself as a pretty good person. As a result of that, I spend entirely too much time noticing everyone else's mistakes and seem to be totally blind to my own weaknesses and mistakes. This "sitting in judgment" of others in the agency, in my family, in political offices, etc. is foolish for several reasons.

First, I have NO ability to change others, or the situations in Congress, or whatever – so I am frustrated and upset over things I cannot really change. Secondly, this focus upon what is wrong with those around me makes me more likely to not deal with the only person or situation I can change – ME! I think if we are honest, the people who complain the most are not only the most miserable, but the least likely to change or be teachable.

As managers, employees, as spouses, as parents and other various roles we have in life – we need to fight this natural temptation to spend all of our emotional energy and thoughts focusing on how everyone in the world is screwed up – but us. I know that it is the likely the number one reason managers fail to be leaders – we cannot be a leader if we are not "leading by example" by bringing our own behavior and attitudes under control.

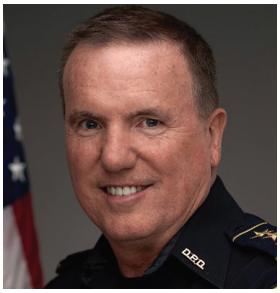
The most common comment I get while doing leadership training is "I agree with what you said today – it is too

bad my boss was not here!' It is no wonder leadership training is rarely successful – we see everyone else as failing to practice leadership but do not see our own failure as severely or at all. This tendency to focus on others also feeds our natural inclination towards pride – and increases our critical and unforgiving spirit. No one who fails to tackle this perfectly human trait will ever be a leader – or a great husband or parent.

Most of us have heard the expression, "we have met the enemy – and it is us." I ask you to change that to "we have met the enemy – and it is me." All the great leaders I have been exposed to have reworked their thinking to take 100% ownership for their own behavior which gives them the right to lead.

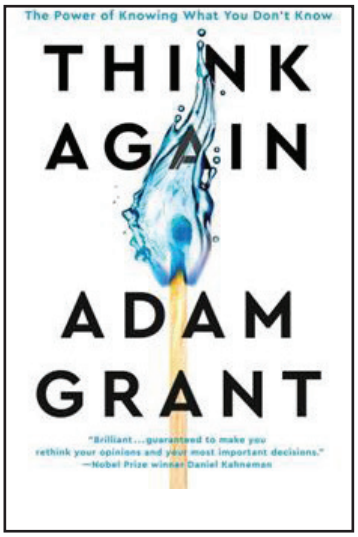
It is a battle that they will fight for their entire lives – but because they do they possess the most rare and likely the most charming human behavior – humility. They not only consistently work on being a better person but their struggle also makes them more tolerant of others' failures. As a result, they positively impact those around them – both at work and at home. Basically fight the chief and most dangerous enemy you will ever face – your own pride and behavior. Most of us fail to do that – and that is why we fail as leaders.

Jack Enter began his law enforcement career in 1972. Since that time, he has worked as a street police officer, detective, vice/narcotics investigator, and as the administrator of a law enforcement agency in the suburbs of Atlanta. Jack obtained his Ph.D. in 1984 and has served as a professor and administrator in the university setting and served as one of the planners of the security component of the 1996 Summer Olympic Games in Atlanta. He has lectured throughout the United States and abroad. He published his first book: Challenging the Law Enforcement Organization: Proactive Leadership Strategies in 2006.



CHIEF BILLY GROGAN
DUNWOODY PD

Think Again: The Power of Knowing What You Don't Know By: Adam Grant



At first glance, Think Again by Adam Grant would not be on a list of recommended books for law enforcement leaders to read. Yet after reading his book, I would certainly add it to my list.

Grant is an organizational psychologist, and he explores the science behind changing your mind and understanding what you do not know. He also dives into how to persuade others to change their mind. Think Again will spark the reader's curiosity, help you understand the preconceived notions and assumptions you bring to your decision-making, and help organizations more closely examine why they do what they do.

Having the ability to re-think your position has never been more critical than it is today. The changing landscape of law enforcement, combined with the multitude of legislation introduced in states across the country and federally, indicates change is coming. I am reminded of a great quote about police officers and change.

"Police officers hate change and the way things are."

Still, we must adapt, and that might mean changing how we think.

When I was researching the 50th Anniversary book of the Georgia Association of Chiefs of Police, I discovered an article written right after the Miranda v. Arizona ruling. The author of the article criticized the Supreme Court and its ruling and believed the ruling was the end of law enforcement as we know it and that no suspect would ever confess to a crime again.

Of course, we know his prophecy did not come true. In fact, the Miranda case had a positive impact in reducing the police abuse of suspects rampant across the country. Today, we believe Miranda v. Arizona helped law enforcement because our thinking has changed.

When it comes to our opinion and the opinion of others, Grant describes how we take on the role of three professions: preacher, prosecutor, and politician. We operate in preacher mode to protect and promote our ideals. We move to

prosecutor mode when we identify flaws in the position of others and attack. We shift to politician mode when we are trying to win over our audience.

Grant argues our opinions should be driven more by facts like a scientist. I'm not suggesting we should surrender our core beliefs. Instead, I'm suggesting that having an open mind about specific issues can lead to more understanding and better outcomes.

In 2009, the CEO of Blackberry, Mike Lazaridis, was on a roll. Blackberry controlled almost 50 percent of the smartphone market. In just five years, their market share dropped to just 1 percent thanks to the Apple iPhone and Lazaridis' unwillingness to change his mind about the Blackberry devices and how they operated.

Grant discusses concepts such as confirmation bias, desirability bias, the overconfidence cycle, Anton's syndrome, armchair quarterback syndrome, imposter syndrome, confident humility, detaching your present from your past, detaching your opinion from your identity, relationship conflict, task conflict, agreeableness, the strength of weak opinions, group polarization, overview effect, common identity, counterfactual thinking, motivational interviewing, binary bias, awestruck effect, dumbstruck effect, psychological safety, escalation of commitment, and re-thinking.

Don't let these scientific-sounding terms cause you to hesitate about reading this book. Grant does an exceptional job explaining them in a language everyone can understand and uses excellent, real-life examples to illustrate each of them.

One of the most gripping examples Grant uses in his book is the story of how a black musician used his words to enable 200 white supremacists to re-think their beliefs and renounce their prejudice. The story is fascinating and worth the read by itself.

Grant suggests that each of us should have challenge network. He defines this as a group of individuals you trust who are not afraid to challenge your opinion, thoughts and ideas.

As Grant says, "Even our great governing document, the U.S. Constitution, allows for amendments. What if we were quicker to make amendments to our own mental constitutions?"

Think Again is the kind of book that will have a special place on your bookshelf. It is one you will highlight extensively and reference in conversations, presentations, and speeches for many years to come.

Chief Billy Grogan has over 38 years of law enforcement experience and has served the last 13 years as the Chief of Police. Previously, Chief Grogan served as Deputy Chief in Marietta Police. He is a graduate of the FBI National Academy, Georgia Command College, and the Georgia International Law Enforcement Exchange (GILEE). He holds a Masters Degree in Public Administration from Columbus State University.

What's next in traffic safety:
Top 4 industry innovations...built by Blue Line Solutions

In today's world, traffic safety is constantly evolving. With the pandemic waning and summer underway, our schools are back to full capacity and more people are on the roads. That means school zone and highway safety is more critical than ever – along with the need to deploy our officers as effectively as possible. Blue Line Solutions helps police agencies get their jobs done. Founded by former police officer Mark Hutchinson, BLS blends one-of-a-kind photo speed enforcement and compelling public education to save more lives and prevent tragedy before it happens. The company offers hassle-free, end-to-end managed services, from equipment and surveillance to citations and collections. BLS is also the only mission-focused company of its kind, firmly grounded on the principles of giving back and honoring those who have fallen.

BLS founder/CEO Mark Hutchinson stays on the forefront

We sat down with Mark recently as he shared the top 4 cutting-edge industry innovations that are changing the way we think about traffic safety.

1. Enforcement meets information: TrueBlue School Zone

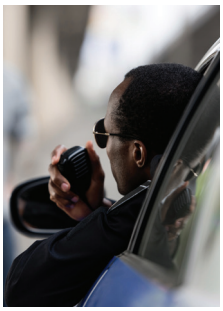
Built by cops for cops, TrueBlue School Zone was modeled after the acclaimed, 21-year-old Click It or Ticket program. Using this proven methodology, TrueBlue School Zone features a comprehensive five-day preliminary study of a school to create strong baseline data which is shared with parents, schools, government and neighbors through social media, press releases and school communications. "We're basically saying, 'Hey, we watched your school carefully,'" Mark explains. "'Can you believe that 2,025 people dangerously sped through your school zone in just five days?'"Next comes a 30-day warning period, where speeders receive written notices but no tickets, followed by actual citations issued. BLS conducts speed studies repeatedly during these initial stages – and the results have been extraordinary. In Jefferson, GA's mid-program study, there was a 95% speeding reduction in the elementary school zone and an 86% reduction at the high school. Another report from South Fulton, GA, shows an 82% reduction in speeders in the first 90 days of the program among 10 school zones. "64.5% of the reduction was achieved during the public information, education before the 1st ticket was written," Mark added. "This isn't about making money...it's about saving lives."

2. Because precision matters: Why LIDAR?

State-of-the-art LIDAR uses an infrared laser-beam that precisely pinpoints a specific vehicle and instantly calculates its speed on a road or even a multi-lane highway. It's powerful, extremely fast and 100% effective.

"Blue Line Solutions is the industry's only company that leverages lane-dedicated, single-beam LIDAR technology," Mark tells us. "We can definitively prove that the vehicle our equipment captured was the only vehicle in question. Also we manage every aspect of the citation process, freeing up manpower for more important work."

3. Triple threat: ALPR, surveillance and automated enforcement



What's the best way to capture criminals, recover stolen cars and save children? It's TrueBlue ALPR – another leading-edge suite of BLS systems. Engineered for both stationary and mobile use, TrueBlue is the most formidable license plate recognition program available anywhere today, leveraging a sleeker, self-contained design that can be run completely on solar energy.

And it's available at no cost. "We offer a 1-for-1 program to our agency partners," Mark explains. "You get one ALPR camera for every school zone photo speed camera – and the cameras can be placed anywhere in the jurisdiction."

Adding TrueBlue ALPR to mobile surveillance cameras reinvents how an agency combats crime. Now a trailer can be moved according to an agency's changing needs, streaming video in real-time, identifying individuals from 1,000 feet away and generating customized data.

4. Smarter intelligence: Introducing C.I.N.

Perhaps the most exciting news is BLS's breakthrough Criminal Intelligence Network (C.I.N.), scheduled to launch shortly. Think of it as a national fusion center, where agencies across the entire country can seamlessly share information gleaned from ALPR hot lists, record management systems (RMS), social media platforms, websites and blogs. Superior intuitive analytics then transforms all of this random, disjointed data into actionable, predictive information, connecting facial characteristics and Amber alerts to driving patterns and 911 transcripts.

"C.I.N. dismantles silos and creates relevance in irrelevant data," Mark says. "It will revolutionize how we stop crime, combat terrorism, drugs and gun trafficking and locate missing children. And C.I.N, is solid and secure, with servers housed at the NLETS data center."

To learn more, visit bluelinesolutions.org or call (423) 541-9316

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Q With the recent increase in police turnover agencies are experiencing, what strategies do you recommend for agencies to reduce the rate of attrition?

Chief James Morgan
Jackson Police Department

The problem of retention and rate of attrition of police officers in departments across the United States is well documented. The adoption of community policing has broadened the duties of police agencies. It has increased the number of functions police undertake, especially in departments with larger jurisdictions. Many law enforcement agencies have difficulty not only identifying and hiring qualified candidates but retaining them as well. There are several reason officers leave an agency to take a job at another agency.

The attrition rate simply signifies a reduction in workforce for several reason. The reductions could be due to retirement, death, or resignation. Since attrition rate is the overall reduction of workforce, it usually does not include situations where job

vacancy is created and then filled. A high attrition rate could be a red flag for your human resources department and indicate the need for policy changes - or it could be a result of dwindling aspects such as low pay, working conditions and poor management. Exit interviews are conducted by some agencies when an employee voluntarily resigns. This provides feedback to the agency and allows for continuous improvement of experiences for every employer. Your attrition rate is somewhat different than your turnover because it indicates the overall reduction of workforce and does not account for the positions vacated and then filled with new employees.

Any lost employee should be included in your average turnover. As an example, if three officers resign during a specific period and two others were fired, you lost five employees. You should note the circumstances of each loss. If many employees resign, that may indicate a problem with the work environment. If more employees are terminated, that could indicate a weakness in the hiring or training process.

To aid in today's time of elevating high attrition rate in law enforcement, agency heads and command staffs must reexamine their ways of doing business. Let's face it, traditional ways have failed the law enforcement profession and new strategies must be implemented to create ways to retain officers. There is little that local police agencies can do to limit the scope of their work and the resulting demand for officers. There are some practices and strategies they can adopt to improve the recruitment and retention and, hence, their ability to meet the demands for services.

First, planning and analysis (including analysis of demographic trends), as well as surveys and interviews with officers about job satisfaction, can help agencies understand their prospects for attracting and retaining officers. Specific training can and should be identified to provide proper training for officers needs and wants.

Second, agencies can reduce turnover by offering realistic job previews to candidates and requiring contracts with new employees. Also provide clear expectations of their officers.

Third, agencies can attract and retain candidates by enhancing compensation and other benefits.
As we know, the most common reason most officers leave one agency for another is because of low pay. We have worked hard to establish a great communication conduit between Chief and Mayor, Council, City Manager and Human

Resources in efforts to come to a compromise of competitive pay and benefits. My agency provides paid dues for the Peace Officers Annuity Benefit fund program. My agency's Human Resources Director provides and thoroughly explains salary and benefits in full details to new hires and current employees. By reaching out to outside sources such as financial and investment institutions, we have assisted officers with their financial affairs to create a better quality of life. Also, agencies should seek ways to offer an "Officer Next Door Program."

Fourth, agencies can increase retention through greater employee engagement, including efforts to increase employee input in decision-making and other evaluation and feedback opportunities. Improving organizational effectiveness through better hiring and management practices can improve an agency's image with its employees and community. Offering free or reduced price physical fitness gym membership is another way to help connect officers with the community.
Finally, as a result of globalization, technology advancement, and greater awareness, the scope of crime that the law-enforcement community must now address continues to grow. Local police roles have expanded to include not only benign order-maintenance duties such as answering noise complaints and solving neighborhood disputes, but also new, occasionally militaristic roles, such as counter-terrorism, information-sharing, and immigration enforcement.

In summary, past and ongoing research on recruitment and retention is evolving and still has some significant gaps. Local agencies will need to identify what has been learned elsewhere with regards to their specific problems. Nevertheless, local officials may find much to adapt in existing research to their own agency's situation.

Chief James Morgan has more than 44 years of law enforcement experience. He has the been the Jackson Police Chief for six years. Prior to joining the Jackson Police Department, he served with the Georgia Department of Public Safety where he retired at the rank of Lieutenant as Deputy Director of the Office of Professional Standards.

Chief Jay Parrish
Gainesville Police Department

There has to be a multilevel approach of strategies in order to slow the attrition rate in law enforcement. There has to be a multilevel approach of strategies in order to slow the attrition rate in law enforcement. Pay seems to rise to the top when the discussion of attrition comes up. Pay often plays a role in why an officer will leave one agency for the agency next door. However, I am finding that officers are leaving the field all together. I have found that pay increases are a 6-week satisfier. Most of the time when some one says "I need more pay", they are saying I need to feel valued. Establishing values and showing value in an organization are paramount in creating a culture that members wish to be a part of. Members must have buy-in in the agency's values and understand them. Moreover, employees want to know they are valued. Members want to know their work is appreciated, especially by top brass. Many times, Chiefs, Sheriffs, Directors and other organizational leaders get caught up in the day-to-day task of running the organization. We forget to find our line level employees and express appreciation for a job well-done. Don't depend on first line supervisors and

With the recent increase in police turnover agencies are experiencing, what strategies do you recommend for agencies to reduce the rate of attrition?

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middle management to do it for you. I'm not talking about just a few words of appreciation. Speak with employees about specific arrest they have made, cases they are working, or recent accomplishments. Best of all, never miss an opportunity to praise an employee in front of their family.

Employees want the opportunity for career advancement. In the law enforcement world, things can become mundane fast. I tell employees they need to always be thinking and training for where they want to be in the next two years. After two to three years in an assignment, officers begin to feel burnout, regardless if its real or perceived. Burnout can cause cynicism. We know cynicism is foundation for destroying an officer's career. Many agencies are limited in the career opportunities they can offer based on size of the agency. Encourage officers to find new interest and sharpen their skills in their current assignments. For example, an officer may show a huge interest in traffic enforcement. The agency may not be large enough to have a separate traffic enforcement unit or not have current openings for traffic enforcement. However, encourage the officer to pursue DRE school, so that they are advancing their current position. Then praise the officer on solid DUI cases made.

I also believe to reduce attrition, executives need to work with the elected bodies to create financial growth opportunities that are both awarded for time in service and achieved by the officer's own initiatives. For example, agency may create annual salary increases or one-time bonus for longevity. These may be at the 3, 5, 10, 15, 20 year marks etc. These pay increases or bonuses have to be substantial enough for employees to notice. This also prevents pay compression between new and seasoned employees in the same assignment. The second part of this financial growth is creating opportunities for officers to obtain through training. POST offers many certifications (Intermediate, Advanced, Supervision, etc.). Pay officers for obtaining these! Even if its just a 2-3 percent increase.

Lastly, listen to your employees. This new generation of officers is inquisitive. They want to know why, they want to use technology to increase efficiency. Don't shy away from their new ideas. If it's safe, low to no cost, and may work, let the officers try their ideas. Who knows, you may be a trendsetter in law enforcement. Doing so will build trust with the employee, show they are valued, and most of all, establish pride in their organization, for which they will want to be a part.

Chief Jay Parrish has served with the Gainesville Police Department for 21 years, two of those as its Chief of Police. He holds a bachelor's degree in Business Administration from North Georgia College and University and a Masters of Public Safety Administration from Columbus State University. He also graduated from the 260th Session of the FBI National Academy and Class 70 of the Georgia Law Enforcement Command College.

With the recent increase in police turnover agencies are experiencing, what strategies do you recommend for agencies to reduce the rate of attrition?

Chief Mike Wilkie
St. Mary's Police Department

Recruitment and retention have always been challenges in the field of law enforcement. There is already a very small slice of the pie in terms of the people who are interested and qualified for this field of service. When someone is hired as a law enforcement officer, thousands of dollars can be spent on that person for training, equipment, and more.

Once a person is hired by an agency, what are some things that an agency can do to keep that individual on board with the agency?

Create an atmosphere where personnel want to be a part of the agency. If the agency is 25, 250, 2000, or whatever its sworn strength, making the agency a place where people want to work is a good first step.

To create and sustain this atmosphere, give the personnel opportunity for "buy in." If lower ranking personnel believe they have some voice in the organization, they are more likely to stick with it. More experienced and trained personnel have a lot to offer. Give them the opportunity to contribute based on their knowledge and experience.

Recognize accomplishments quicker than problems. Since law enforcement agencies are staffed with fallible people, it is inevitable that they will make mistakes, or possibly just make bad decisions. Treat mistakes like they are mistakes, accidents like they are accidents, and wrongdoing like it is wrongdoing. If personnel back into a light pole and damage a vehicle, treat it like an accident. That is why agencies carry insurance. Often, agency supervisors are quick to "write up" people over some incident, but slow to recognize them when something goes well. Let people know you appreciate the good work they have done when the agency hears about it. An email from a satisfied citizen can be turned into a little recognition for the personnel involved, that that will go a long way toward building a sense of appreciation.

Talk to your people and listen to them. Department personnel have a lot to say. An agency head cannot get bogged down in some shift issue simply because an officer has free tickets to the big football game and his/her supervisor will not let them off that day. That is for a supervisor to handle. Yet, department personnel who find that the agency head is approachable and will listen to their ideas will know they are not just a "number" in the organization, but they are a vital part of the overall plan.

Be realistic. Any agency can develop goals and objectives, and those can translate into opportunity for advancement and training, but any goals and objectives need to be attainable and their successful implementation measurable. We are limited by our budgets, so we cannot promise our people the moon, stars, and a ham.

Be fair. If anything can damage a department quickly, it is the sense that certain people are the favorites of the agency leadership.

Every person brings something to the table. Be fair and give everyone as equal an opportunity as possible.

Agency heads can do little about what people are paid. They can do nothing about the working conditions. If its hot when people are wearing ballistic vests, there is nothing that can be done to change that condition.

In the areas where agency heads have some leeway, do all that one reasonably can do to make personnel feel like they are appreciated, important, and have some future. That will go a long way toward retaining vital personnel. As anyone in retail would know, the

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best customers are the ones that are already in the store. We can borrow that in our service industry and do what we reasonably can to keep our "customers" happy.

Chief Mike Wilkie has over 30 years law enforcement and criminal justice experience. He was appointed as the St. Marys Police Chief in August 2019. Prior to St. Marys, he served for almost ten years as the chief of police for the City of Acworth, Georgia. Chief Wilkie holds a master's degree in criminal justice from the University of South Carolina, a master's degree in public administration from Columbus State University, and a Doctor of Public Administration degree from Valdosta State University. He is a graduate of the FBI National Academy (207th Session) and the 26th Georgia Law Enforcement Command College.

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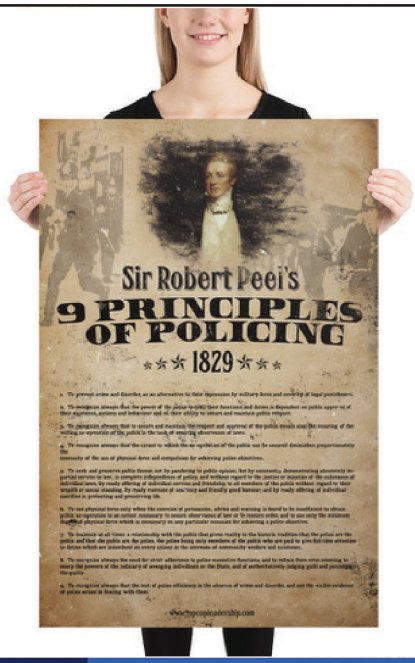

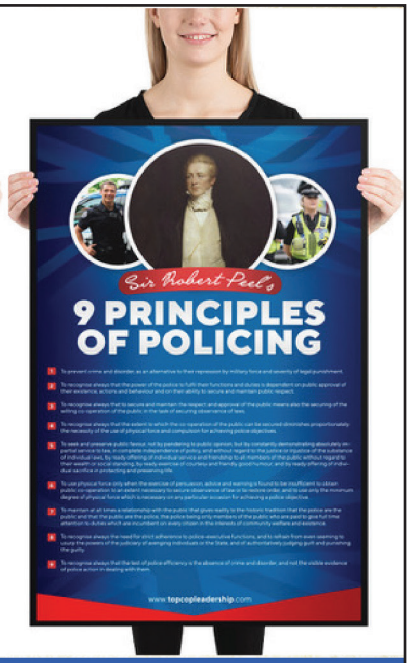

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ARREST-RELATED DEATHS: POLICY AND TRAINING RECOMMENDATIONS

Darrell L. Ross, Ph.D.

A non-firearm, arrest-related death (ARD) involves a subject's death in custody temporally associated with an LEO's use of force during an arrest, due to the arrestee's medical condition, during transport to a lock-up or jail, and/or transport to a medical facility.[1]

Common issues associated with an ARD have been addressed in two previous articles in the 2021 Winter and Spring editions of The Georgia Police Chief. While rare in occurrence, an ARD poses numerous complex and multi-factor issues including: associated medical and mental health condition of the subject; the subject's history of abusing illicit drugs; symptoms associated with Excited Delirium Syndrome (ExDS); and the use of force and restraint measures applied. As a result of the death, liability claims of excessive force are commonly filed as well as claims that the agency administrator failed to direct officers through appropriate policies and protocols and failed to train the LEOs on responding to persons experiencing "diminished capacity." [2]

This third article of four, describes protocols which may be implemented in association with an agency's Response to Resistance Policy and also describes officer training recommendations. Recognizing that each incident presents unique circumstances based on innumerable risk factors and variables and the changing operating incident environment, evidence-based recommendations represent guidelines for LEOs response when confronted with a subject exhibiting violent behaviors.

Subject Contact Dynamics

Responding to a call of a subject who "just snapped," is screaming, acting strangely and highly agitated, running in and out of traffic, threatening violence toward others, and engaging in self-injurious behaviors can be one of the most dangerous calls for an LEO. The dynamics of the contact commonly show that the subject is non-responsive to attempts of verbal de-escalation, vigorously struggles against the LEOs use of various less-lethal force techniques and options, and is controlled and restrained in handcuffs in the prone position. Unexpectedly, the once combative subject is observed to be quiet and unresponsive. Resuscitation efforts by LEOs and paramedics are unable to revive the person. In a significant number of cases, the cause of death is a cardiac arrest but in many incidents the cause of death is undetermined.[3-6] The medical examiner (ME) may conclude that the person's psychosis associated with their mental illness, and the abrupt stoppage of taking his prescribed medications, combined with a chronic history of abuse illicit drugs, underscoring the features of ExDS, and diseased internal organs, all contributed to the death. In some incidents the ME may conclude that the LEO's use of force measures were contributory and classify the death as a homicide, despite the medical condition of the subject.[7] Research reveals that two populations are potentially at risk of an ARD.[8-9]

First, it is estimated that in about 60 percent of these deaths, the subject's agitated, bizarre, hy-

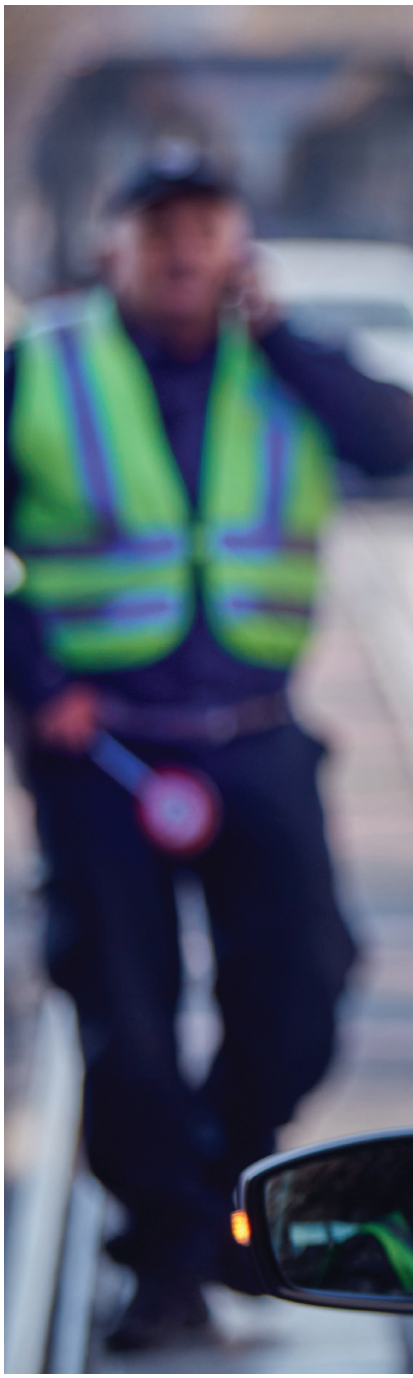
per-aggressive, manic, and violent behaviors are associated with the use and a history of abusing illicit drugs. Second, subjects with psychiatric illness comprise about 30 percent of the ARDs and commonly the research shows that an abrupt cessation of psychotherapeutic medication contributed to the death. The remaining 10 percent involve those subjects with a psychiatric illness who abuse illicit drugs and/or combine taking their medications with illicit drugs. The manifested behaviors of the subject during the contact commonly align with the symptoms associated with ExDS and subjects exhibiting six or more symptoms elevate their risk of a sudden death during the control and restraint process.[10-12]

Fifth, while the probability of an ARD occurring with these two populations is rare during an LEO contact, research shows that LEO contacts with these subjects is quite frequent as 63 percent of the jail detainee population meet the criteria for drug use, dependence, and abuse.[13]

Further, 26 percent of the jail detainees met the diagnosis for serious psychological disorder.[14] Moreover, the probability of a LEO contacting a subject with a psychological disorder is estimated to account for about 11 to 20 percent of the calls for service, 80 percent of contacts were repeat calls with the same person, 87 percent required the use of force, and 32 percent resulted in an injury sustained by the responding LEO.[15-16] Because of the frequency of the contacts with these two populations, and many contacts requiring the use of force, the following protocols are recommended.

Response Policy and Protocols

Agency administrators should ensure that their Response to Resistance policy is current and reflects the standard of objective reasonableness and the force assessment criteria as established in the United States Supreme Court's decision in Graham v. Connor, 490 U.S. 386 (1989) and their progeny.[17-20] The policy should direct the LEO to justify a level of force based on the subject's resistance, within the facts and totality of circumstances of the incident, based on the perception of the LEO, and allow for split-second decision making during tense and rapidly evolving circumstances. The policy should identify and integrate the application of crisis intervention and de-escalation techniques as appropriate with authorized empty-hand control techniques, intermediate weapons, including less lethal



projectiles, the application of restraints, including the use of a hobble, and the use of deadly force. The policy should direct an LEO to intervene when another LEO uses excessive force. The policy should address monitoring the subject, providing access to medical attention to the subject as warranted, and require the LEO to submit a report after the incident.

Accompanying the Response to Resistance policy, administrators should consider implementing the following general response protocols for subjects in crisis. By practice the protocols should emphasize LEO safety during the intervention. Dispatch should obtain as much information about the subject's behaviors as possible and solicit information from the caller consistent with the symptoms of ExDS. As feasible, dispatch should send multiple LEOs to the location, including a supervisor. Ideally, dispatch should also request emergency medical care services to stage near the location simultaneously with the LEOs.[21-22]

On location LEOs should turn off sirens and overhead lights of their patrol vehicle, assess the volatility of the situation while remaining alert to the contact environment, and assess the subject's behaviors and statements, as time permits. As feasible, an LEO should request backup and make radio transmissions at varying intervals during the contact.

The LEO should remove any bystanders unless there is an immediate safety issue with the subject. The LEO is not expected to make a diagnosis but rather to assess the associated risks, including: the subject's statements/or no statements made, threats made by the subject, movements and aggressive behaviors of the subject, the changing behaviors, physical posturing and moving toward the LEO, and possession of and/or access to potential weapons.[21-22]

The LEO should calmly approach the subject keeping a safe distance, assume a nonthreatening manner, and be mindful of areas for possible cover. As feasible, the LEO should use time as a tactic to allow other LEOs to respond. To minimize the fear of the subject, one LEO should make verbal contact with the subject using reassuring statements, and attempt to contain the subject in an area which will minimize harm to the subject. The LEO should attempt to talk the subject into cooperating with the LEO and EMS personnel. However, an LEO should be prepared at all times for a rapid change in the subject's behaviors. [21-24]

If the subject cannot be calmed and verbal de-escalation is unsuccessful, the decision to capture the subject will be made by a supervisor or other LEO on scene. If EMS personnel are on scene, they should be notified as feasible, so that after capture, control, and restraint is secured, they can provide appropriate medical attention. LEOs should base their decision to use force options on the active resistance and behaviors of the subject.

The objective is rapid control and restraint of the subject in order to minimize a prolonged struggle and exertion, whereby mitigating the risk of sudden death. The application of the Conducted Energy Weapon should be considered when confronting an active resisting and combative subject as opposed to using empty-hand control techniques as it can shorten the confrontation time span and reduces the propensity for subject and LEO injury.

Multiple officers should prone the subject to the ground by controlling the limbs of the subject, quickly restrain the subject's hands behind his back (using 2 or 3 sets depending on the size of the person), and hobble the subject's ankles as warranted.[21-27]

Once the subject ceases resistance LEOs should cease their use of force. An LEO should monitor the subject's face and check for breathing and vital signs, check for signs of functional consciousness, check for apparent injuries, and remove items from the neck of the subject.[7]

An LEO should initiate lifesaving measures until relieved by EMS if the subject becomes unresponsive. The subject should be transported to a medical facility by EMS. All involved LEOs should submit a written report documenting their observations and of force measures applied.

Training

Field research has shown that LEOs trained in recognizing symptoms associated with ExDS can prepare them to respond to a combative subject and training focused on these symptoms should be provided.[10-12]

LEOs should complete training which focuses on their response to the mentally ill, subjects whose behaviors align with being under the influence of a chemical substance, and subjects who may be emotionally disturbed. By practice, training should be provided which brings LEOs, dispatchers, supervisors, emergency medical and mental health personnel, and investigators together to focuses on the tasks of each position to provide a collaborative and coordinated response, when feasible, when LEOs confront a subject exhibiting symptom of ExDS. LEOs should receive training in the agency's Response to Resistance policy and the accompanying protocols on an ongoing basis.

Administrators should send LEOs and supervisors to obtain and maintain instructor certifications in subject control tactics, force equipment, and associated topics relevant to the subject. Training which matches policy and the protocols, and integrates the use of force options including restraints based on the changing dynamics of the circumstance and resistance of the subject and the application of a multi-LEO team takedown procedure should be practiced on a regular basis.[2, 20]

Training on using CIT or equivalent intervention techniques, force options and tactics, prone restraint procedures, First Aid, CPR, agonal breathing, and use of the Automated External Defibrillator should be integrated into scenario-based training drills to ensure linkages between concepts and skills are learned.[2 10-12, 28-31] The training should emphasize that capture, control, and restraint of a combative subject should be applied quickly to minimize the subject's exertional activity so that once the person is controlled and restrained, EMS personnel may provide appropriate medical attention. All training provided should be documented.

Guiding an LEO's decision in using varying force measures, as described in the agency's Response to Resistance policy, ensures administrators comply with the United States Supreme Court's decision in Monell v. Department of Social Services, City of NY, 436 U.S. 658 (1978) by directing them in the performance of their duties through implementing constitutional policies.[32]

Further, agency administrators show compliance with the Court's decision in City of Canton v. Harris, 489 U.S. 378 (1989) by providing realistic training for LEOs to recurring job tasks. Administrators exercise effective leadership by developing policies and providing training consistent with these court decisions which illustrate to the public that they have implemented constitutional policing practices while maintaining a strong commitment to equipping their LEOs to reasonably respond to volatile encounters.

Dr. Darrell L. Ross, Ph.D., is Professor and Department Head of the Department of Sociology, Anthropology, and Criminal Justice at Valdosta State University. He has published over 80 articles, 4 books, and 4 book chapters including Criminal Liability in Criminal Justice, 7th Edition (2018) and Civility Liability in Corrections (2005).

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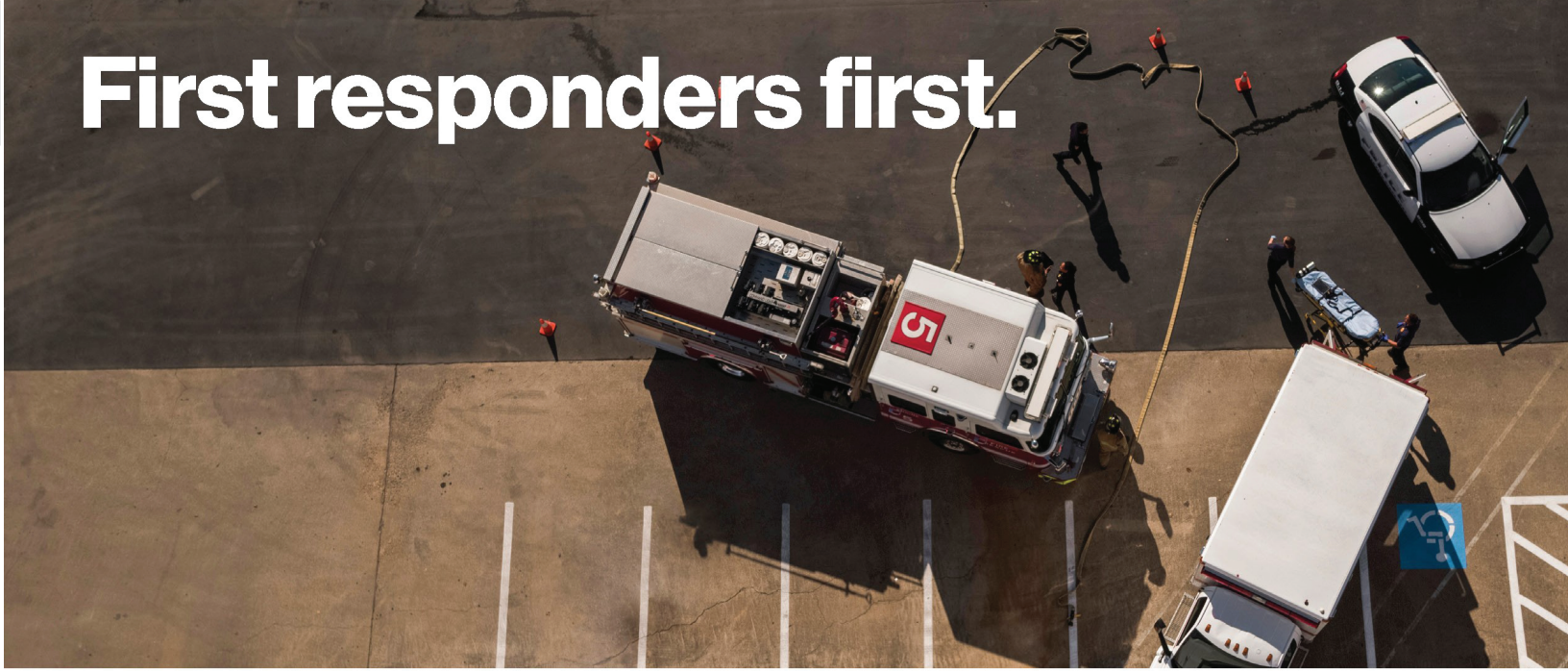

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RED TEAM THINKING FOR LAW ENFORCEMENT LEADERS

Bryce G. Hoffman

Today, law enforcement in the United States is at a crossroads. Police departments large and small face unprecedented challenges – not only from new criminal threats, but also from the communities they serve. Calls for police reform, or even to "defund the police" are growing louder every day. Responding effectively to these new challenges will require not only new ways of working, but also new ways of thinking. Nobody knows that better than America's police chiefs. I know that because I started hearing from a lot of them last summer.

As racial justice protests erupted across the United States, I began receiving calls from police chiefs and sheriffs from across the nation. They called me because they had read my book, Red Teaming, which describes a powerful methodology developed by the U.S. military and intelligence agencies to help leaders and their organizations challenge their own assumptions, stress-test their strategies, understand how to better work with key stakeholders, and identify unseen threats and missed opportunities. They wanted to know if these tools and techniques could help them meet this challenge by rethinking policing. The answer is yes. In fact, this is precisely the sort of problem red teaming was created to help solve.

Red teaming was born out of the terrorist attacks of September 11, 2001, and the disastrous wars that followed them. These two events humbled the American military and intelligence agencies and forced them to seek out new ways of thinking. Drawing on the latest research in cognitive psychology and human decision making, the CIA and the U.S. Army began pulling together an array of applied critical thinking and groupthink mitigation techniques and developing a systematic approach for applying these tools to complex problems. They also began assembling teams tasked with using this new methodology to evaluate strategies, improve plans, and support decision makers.

These red teams were soon offering alternative interpretations of intelligence in Washington and challenging existing strategies for combatting insurgents in Afghanistan and Iraq. Their penetrating insights and sobering analyses began raising eyebrows – not just in the United States, but around the world. As reports generated by American red teams were shared with allied forces, other countries saw the value in this contrarian approach and were eager to emulate it. Soon, the British, Canadians, and Australians had established their own red teams.

When red teaming was allowed to work, the results were often stunning. The 2007 troop surge in Iraq that led to a dramatic reduction in violence in that war-torn country was one of the first products of red team thinking. Iraq's subsequent descent into anarchy and the rise of the so-called "Islamic State" were the consequences of abandoning this new way of thinking and a return to a more traditional calculus

How I Became a Red Teamer

I first heard about red teaming in 2014, seven

years after the Army graduated it first class of red teamers from its red teaming school at the Command and General Staff College at Fort Leavenworth, Kansas.

I had recently quit my job as a business journalist to launch a management consulting practice based the concepts outlined in my first book, American Icon: Alan Mulally and the Fight to Save Ford Motor Company. That work had opened my eyes to the challenges facing even successful businesses in today's complex and rapidly changing world. Every day seemed to bring new threats and new competitors, but also new opportunities. I soon realized the decision-making processes taught in most business schools were poorly suited for this brave new world, so I started hunting for new approaches that could help leaders better cope with this uncertainty and volatility. When I discovered red teaming, I knew that I had found what I was looking for.

Here was a set of battle-tested tools that had proven effective in helping leader solve the most complex problems under the most trying circumstances in the highest-stakes arena imaginable. I immediately saw how valuable these techniques could be for business leaders, and so I called up the Department of Defense and asked if I could go to Fort Leavenworth and audit the Army's Red Team Leader course.

The Science and Psychology of Red Teaming

One of the first things they taught us at Fort Leavenworth was that we human beings are pretty lousy at making good decisions.

For centuries, it was assumed that people generally made the best decision possible, given the limited information at available to them, unless they were swayed by powerful emotions such as anger, love, or unhealthy relationship with adult beverages. Therefore, the thinking went, if people could just keep calm, stay sober, and access more accurate information, they could make better decisions. Unfortunately for all of us, that's simply not true.

Beginning in the 1970s scientists and psychologists began uncovering a dizzying array of cognitive biases and mental blind spots that skew our decision making in ways we're entirely unaware of – and they discovered that we all fall victim to the biases and blind spots every single day, no matter how smart we are, no matter how well-educated we are, no matter how successful we are.

For example, they discovered a bias they called "loss aversion," which refers to the fact that most of us would rather hold on to what we already have, rather than risk it for a potentially greater reward – even if that risk is extremely low. Now, loss aversion is a good thing, in that it prevents of from trading our cows for bags of magic beans. But loss aversion also prevents us from changing when change is exactly what is required of us.

CALLS FOR POLICE REFORM, OR EVEN TO "DEFUND THE POLICE" ARE GROWING LOUDER EVERY DAY. RESPONDING EFFECTIVELY TO THESE NEW CHALLENGES WILL REQUIRE NOT ONLY NEW WAYS OF WORKING, BUT ALSO NEW WAYS OF THINKING.

Over the past four decades, researchers have identified many, many more. Here are just a few:

• Sunk Cost Fallacy: This refers to our tendency to throw good money after bad, because we have such a hard time giving up on something we've already invested time and resources in, even if it's not working.

• Status Quo Bias: Most people prefer to keep doing what the same thing they've always been doing, even if it's no longer achieving the desired outcomes.

• Normalcy Bias: Most people have a hard time imagining just how bad things could get when confronted with an emergency or crisis, so they fail to act aggressively enough to deal with it effectively.

Again, these all serve some practical purpose: the sunk cost fallacy prevents us from giving up at the first hurdle, status quo bias keeps us from constantly rocking the boat, and normalcy bias allows us to sleep at night. But they all cause real problems for us, particularly when we're trying to solve complex problems – like rethinking policing.

Of course, these biases and blind spots get magnified when you gather people together in a group. Worse than that, organizations breed even more problems – groupthink, careerism, and internal politics just to name a few. All of these things cloud our thinking in different ways, and all of them lead us to make poor decisions, at least some of the time.

That is where Red Team Thinking comes in.

The Cure: Red Team Thinking

Red Team Thinking represents a major evolution of the Army's formal red teaming concept. Red Team Thinking does not require a separate team of people; it can be used informally with a small, ad-hoc group or even by individual decision makers. It is also easier to learn and simpler to practice. These qualities make Red Team Thinking fast and adaptable, allowing leaders to make good decisions faster. There are many tools in the Red Team Thinking arsen.

They include:

• Six Strategic Questions™: A simple tool designed to ensure that a strategy is solving the right problem and will lead to the desired outcomes.

• Assumptions Challenge™: A technique for identifying and challenging the stated and unstated assumptions upon which a plan or strategy is based.

• Four Ways of Seeing: A tool for mapping out how a situation or plan is likely to be viewed by different internal and external stakeholders.

• PreMortem Analysis: A technique for figuring out how a plan could fail in order to make sure it doesn't.

• The Enemy Within™: A tool designed to expose the things your organization is doing to defeat itself.

There are many others as well, but they all work together to help leaders navigate complex situations, develop robust options, and select the best way forward even when faced with an uncertain future.

Red Teaming Policing

"In this ever changing, complex environment that law enforcement must operate in today, Red Team Thinking provides clinical, articulable methods to ensure that a mission or plan has the highest probability of success," says Matt Tomasic, a 23-year veteran of the Kansas City Missouri Police Department and executive director of the city's Police Athletic League.

Matt and his former partner, Officer Octavio "Chato" Villalobos, helped establish the Westside Community Action Network (CAN) Center in one of the toughest neighborhoods in Kansas City. It was a beat fraught with

simmering racial tension that often boiled over into conflict between the community and the police department. Tomasic and Villalobos decided that their first responsibility was to "serve and protect" that community, so they focused more on old-fashioned peace-keeping and less on arbitrary numbers.

Over time, they developed their own unique brand of community policing and turned that neighborhood into one of the city's bright spots – a place where people viewed the police as allies, rather than occupiers.

Their work became a model not only for the rest of KCPD, but also for other law enforcement agencies in the U.S. and around the world that sought to learn from their example. Their work even got the attention of the instructors at the Army's red teaming school at nearby Fort Leavenworth, who began organizing field trips to the CAN Center as part of their courses to demonstrate the power of contrarian thinking in action.

That's how I met Matt and Chato – and when I started getting calls from police chiefs last summer, I immediately thought of them and the good work they were doing to improve relations between KCPD and communities of color in their city. I also knew they were quite familiar with red teaming. So, I called them up and asked them if they thought a combination of our Red Team Thinking tools and their community policing model could help address calls for police reform while at the same time promoting the mission of law enforcement to serve and protect. They answered with an emphatic yes.

"Police departments can use RTT's set of tools and techniques to assess their organizations, identify challenges, and build on their strengths as they recommit to their core values of service to their communities," says Villalobos.

"Red Team Thinking is exactly the missing piece for us," says Chief Paul Sandman, director of public safety for the city of Highland Park, Texas.

Bryce G. Hoffman is the President of Red Team Thinking® and author of the book Red Teaming

U.S. SPECIAL OPERATIONS FORCE VETERANS ADAPT A VALUABLE TOOL THAT INCREASES SITUATIONAL AWARENESS AND ENHANCES COMMAND AND CONTROL DURING AN EMERGENCY

AMERICA'S COMMON OPERATING PICTURE.™

Using building floorplans to increase situational awareness during an emergency response has been called out in many after-action reports following tragic shooting events over the past twenty years. Issues operationalizing this valuable piece of site data has been solved using lessons learned by United States Special Operation Force (USSOF) military leaders, who faced the challenge of operating and communicating about unfamiliar locations with diverse groups and nationalities while under stress during counter-terrorism missions. Similar to dynamic emergency situations first responders confront domestically, USSOF deal with chaotic operations and collaborate with partners who do not share a common background. To solve that problem, USSOF developed a visual communication tool, called a Gridded Reference Graphic (GRG), that combined a grid overlay with high-resolution overhead imagery so all mission participants could communicate from a site-specific common operating picture.

In 2015, the leadership team of Critical Response Group, Inc., a New Jersey-based company, first assembled to study how the concept of the GRG could be adapted to increase the situational awareness of first responders and enhance their coordination capabilities during a crisis response. They avoided viewing the problem through the lens of theory and instead focused on the true nature of an emergency response. The study was framed by decades of collective experience dealing with real-time military operations, domestic emergencies and large-scale disasters. The team studied how lessons learned from military operations overseas could improve domestic public safety and examined After-Action Reports, radio communications, and best practices that emerged from critical incidents over the last two decades. The focus was on challenges that responders face while involved in a multi-disciplinary response while communicating under stress in unfamiliar locations. Four specific findings emerged:

- Accuracy of Floor Plans on File – Floor plans on file in most facilities are often inaccurate, and when changes are made those updates rarely reach emergency responders. First responders need quick access to accurate building floor plans to increase situational awareness when responding to an unfamiliar location.
- Standardization of Content - Building floor plans on file with public safety organizations are typically oriented toward an abstract "project" north and are not tied to key terrain surrounding a building. There is no standardization to the presentation of floor plans across organizations within the same area of responsibility, which renders floor plans difficult to use tactically in an emergency.
- Inadequately and/or Improperly Labeled Building Floor Plans - Critical features first responders would use to coordinate resources and communicate quickly during a multi-disciplinary response are often not identified on the schematics.
- Disconnected and Non-interoperable Platforms - Systems in place throughout the public safety environment prevent mutual aid partners and public entities from sharing information and collaborating when responding to an incident. There is an endless list of disconnected systems being adopted by public and private organizations, so there is no common threat – or language – that can connect how responders will communicate.

Critical Response Group, Inc. was established in 2016 with the specific goal of addressing these issues and adapted the concept of a GRG by expanded its features to create a Collaborative Response Graphic® (CRG®) for the domestic public safety community. CRGs are standardized, site-specific and geo-rectified common operating pictures that combine facility floor plans, high resolution imagery and a gridded overlay together into one map. They include the accurate labeling of important features like room numbers or descriptions, hallways, external doors, stairwells, key utility locations, parking areas, and locations of security cameras. Regular interaction with facility managers allows CRGs to be updated, which keeps them accurate and relevant to emergency responders.

Over the past four years, refinements to the design of CRGs occurred following multiple full-scale emergency response drills and pre-planned events to ensure first responders could utilize them quickly under stress to increase situational awareness, enable hasty planning, and enhance the overall command and control of an event. These experiences have ensured that traditional floor plans are a thing of the past and first responders can now quickly and easily use a technique that has proven reliable thousands of times in real life-threatening events.

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The National Fire Protection Association (NFPA 3000™) standard for an Active Shooter / Hostile Event Response (ASHER) Program provides guidance for public safety organizations to promulgate policies and procedures, as well as admnistrative and operational processes to establish baseline cababilities in threat mitigation and emergency planning and reponse protocols. These protocols are crucial to creating the foundation for a successful multi-discplinary response to an emergency. The Federal Bureau of Investigation (FBI) reported that between the years 2000-2018 there were 277 active shooter events in the Unites States involving 282 shooters. The result of those terrible events was 2,430 total casualties including 884 killed and 1,546 wounded; 104 of those casualtes were either law enforcement or site security personnel. The scope of these active shooter events ranged dramatically from a single casualty to the Route 91 Harvest Festival in Las Vegas which had 547 casualties with 58 of those people killed. CRGs are specifically designed to reduce the inherent complexity of initially responding police and fire units and facilitate collaboration across responder disciplines that have to quickly establish a unified command. CRGs provide the communication bridge that allows public safety and on-site security professionals to easily coordinate their efforts, and facilitate a communication interoperablity mechanism that can be used in a wide range of ways while under enormous stress.

The public safety community use a myriad of disconnected and non-interoperable platforms. In order to make CRGs accessible, focus was made on making CRGs portable to whatever technology platform is already in place for first responders. This enables a standard common operating picture to be used, regardless of how a first responder accessed the CRGs. The strength of CRGs is their ability to be simultaneously ingested into multiple technology platforms that utilize a mapping layer. For redundancy, CRGs can be printed in a variety of sizes for use in incident command posts and first responder vehicles.

CRGs are influencing how emergency planning occurs at all levels, as evidenced by the New Jersey Statewide Mapping Initiative (SMI) and the Bergen County Safe Schools Task Force (SSTF). On April 22, 2019, the New Jersey State Fusion Center – Regional Operations Intelligence Center (ROIC) – released, in coordination with the Office of Homeland Security preparedness (OHSP) and New Jersey Department of Education, a bulletin entitled, "At a Glance – New Jersey Schools K-College," wherein they announced a Statewide Mapping Initiative (SMI) and stated, "The NJSP and NJOHSP believe the utilization of CRGs are a protective measure best practice that enables the first responder community and our school safety partners to operate with a shared common operating picture thereby increasing coordination, communication, and response procedures during a critical incident at a school campus."

Micro and Macro CRGs

There are two specific types of CRGs, "Micro" and "Macro" CRGs.
Micro CRGs are built for each floor of a structure, combining floor plans, a gridded overlay, and high-resolution imagery together into one map. Micro CRGs include site-specific details that a first responder needs to coordinate an emergency response inside a structure. This includes room labels, hallway names, external door/stairwell numbers, locations of hazards, key utility locations, security cameras, and any other pertinent information unique to a facility.

Macro CRGs are built for a structure's overall campus or grounds. Macro CRG's combine a gridded overlay and current overhead imagery with accurate labeling for parking areas, athletic fields, surrounding roads, and neighboring properties. First responders and building administrators use a Macro CRG to coordinate crisis response outside a structure, including inner and outer security perimeters, ambulance staging areas, command posts, reunification areas, etc. Buildings that are contiguous to each other or are in very close proximity may share a Macro CRG.

Critical Response Group is committed to integrating CRGs into public safety response protocols to increase capabilities and enhance command and control efforts during an emergency. The company's origins are grounded in thousands of real-life direct-action raids conducted by USSOF over the past two decades and dozens of county-wide deployments domestically over the past three years. The management team's mix of decorated and combat-tested USSOF officers and senior law enforcement executives provides a unique perspective on building and implementing CRGs for domestic first responders, with a focus on CRGs being used when a crisis occurs. Our expectation is that CRGs will be easily accessible to those who need them and increase the readiness level for public safety professionals during emergency situations.
For more information visit:
https://www.crgplans.com or
https://youtu.be/10aghbY3AKI
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EIGHT YEARS OF MOTOR-VEHICLE FATALITIES AMONG GEORGIA'S LAW ENFORCEMENT OFFICERS

Hope M. Tiesman and Nick Breul

In the last decade, on average, one officer a week has been killed on U.S. roads (2011–2020 = 49.8 deaths annually). In 2020, 37% of fatalities among law enforcement officers were motor vehicle related. Motor-vehicle fatalities have an immeasurable impact on officers' families, friends, and agencies, but they are just the tip of the iceberg. Non-fatal motor-vehicle incidents cause significant cost and burden due to physical injuries and long-term disabilities. There is a dearth of data on non-fatal motor-vehicle incidents, but one study estimated that for every officer killed in a motor-vehicle crash (MVC), approximately 234 were injured. This would equate to approximately 10,296 officers being injured in a MVC in 2020. Even though motor vehicle-related incidents are a leading cause of injury and death for officers, the perception that driving is a safe task remains high in the law enforcement domain.

There are many reasons why officers are at an increased risk for MVCs. Officers often work in shifts and shift work is associated with sleep deficits, which can cause fatigued officers to make judgment errors. Inside a typical patrol car, there are many complex technologies such as lights, sirens, radios, scanners, weapons, radar, stolen vehicle locators, cameras, mobile data terminals, and mobile devices. Attending to these technologies while driving can temporarily reduce driving skills . There is research to suggest that officers often do not wear seat belts because of cultural norms or physical barriers such as seat belts wrapping around gun holsters. Lack of driver training may also play a role in MVCs. One study found that only 29% of officers received any type of motor-vehicle safety training in the prior year . However, many agencies may not have the resources to conduct regular driver training.

Despite these numerous risk factors, there is limited research on how to best prevent officer-involved MVCs. Therefore, an examination of fatal crash data compiled by the National Law Enforcement Memorial and Museum (NLEMM) was performed between 2010 and 2017 to count and describe motor-vehicle related fatalities in the state of Georgia. During this eight-year period, there were a total of 37 certified law enforcement motor-vehicle related fatalities in Georgia. All fatalities are reviewed and approved by the NLEMM before publication.

The fatalities included 17 motor-vehicle collisions (involving multiple vehicles), 12 single-vehicle crashes, a single motorcycle incident, and 7 events where officers were struck and killed while conducting roadside operations. Sheriff agencies had the highest number of incidents (n=20; 54%). Municipal agencies had the next highest number of incidents (n=12; 32%). There were also four

state officers and one university officer who died in a motor-vehicle incident in the state of Georgia. The officers were predominantly white males (n=21; 57%) and the average age was 40 years with an average of 12 years of service in law enforcement.

Motor-Vehicle Collisions Involving Multiple Vehicles

Among the seventeen fatal motor-vehicle collisions in Georgia, five occurred when officers were responding to calls for service (29%), four occurred while transporting prisoners (24%), two occurred while officers were on patrol (11%), four occurred while officers were driving home (24%), one during an administrative assignment (6%), and one while the officer was sitting in a vehicle during a traffic stop (6%). In the seventeen fatal motor-vehicle collisions, eleven resulted in only the death of the officer who was driving, four involved the death of the driving officer as well as injuring others in the event, and two collisions involved the death of the driving officer and his law enforcement partner. Most officers were driving a sedan at the time of their death (n=13, 86%). Of the seventeen collisions, five involved a sports-utility vehicle (29%), three involved vans or pick-up trucks (18%), five involved tractor trailers (29%), three involved sedans (18%), and one was unknown (6%). Seven collisions occurred at night (41%), one occurred at dusk (6%), and the remaining occurred during daytime hours (53%). In three of the collisions, poor weather conditions appeared to play a role in the fatality (wet roads) (18%). Five of the seventeen incidents involved a felonious action on the part of the suspect driver (29%). Nine officers were not wearing their seatbelts at the time of the fatal collision (53%). Data on the speed of the patrol car and the use of emergency lights and sirens was not fully captured.

Single Vehicle Collisions

When looking at the circumstances of the twelve fatal single-vehicle crashes, six involved officers who were responding to calls for service (50%), three officers were involved in a vehicle pursuit (25%), and three were performing administrative duties or on patrol (25%). Eight of the single-vehicle crashes were roll-overs (67%). Nine occurred at nighttime (75%). Eight officers were not wearing their seatbelts at the time of the crash (67%). In only one case did poor weather conditions appear to play a role (ice) (8%).

Struck-by Incidents

For the seven struck-by fatalities, two occurred while the officer was working a traffic crash (29%), two during traffic control duties (29%), one during a traffic stop (14%), one while assisting stranded motorists (14%), and one during officer-required physical training (14%). All occurred in clear and dry weather conditions. Three fatalities occurred during daylight hours (43%), three occurred at night (43%), and one occurred at dusk (14%). Five of the seven struck by incidents involved a felonious action on the part of the suspect driver (71%). Three of the seven were due to impaired drivers (drugs or alcohol) (43%). Two of the officers were struck by tractor trailers or pickup trucks (29%) and the remaining were struck by sedans (71%). Data on the use of high-visibility equipment and gear was not fully captured.

What Agencies Can Do to Mitigate Officer-Involved Collisions

There is significant incentive for law enforcement agencies and their respective governments to reduce crashes, beyond the tragedies encompassed in these cases. The cost of lost workdays, injury rehabilitation and repairing or replacing damaged police vehicles suggests that law enforcement executives should pay attention. In conducting this review of Georgia's fatal crash data, some concerning data were discovered regarding the use of occupant restraints. Of the 29 MVCs, 58% of the deceased officers were not wearing their seatbelt at the time of their crash (n=17).

There are several programs and concepts that have been successful in preventing crashes in law enforcement. Some of these programs have been scientifically evaluated and others are available to agencies at no cost. One example of a successful crash prevention program used a multi-faceted approach through enhanced driver training, increased safety awareness (Below-100) and monitoring deputies' speed. The Yolo County, California Sheriff's Office (YCSO) experienced several at-fault crashes, which took a toll on personnel, the fleet, and their bottom line. The Sheriff began a new program to reward safe driving, mandated seat belt use, and had patrol super-

visors monitor deputies' speed. Yolo County is a large rural area of California and some calls for service can be miles away. Deputies often sped to those calls to cover the distance. The sheriff, using the in-car camera system, was able to monitor speed activations above 80 MPH and have supervisors challenge their deputies on why they were traveling so fast. This speed monitoring program, built around progressive discipline for unnecessary speeding and other initiatives taken by the sheriff, resulted in a significant drop in crashes. Between 2014-2016, the YCSO went 27 months without an at-fault crash and reduced its unauthorized speed activations to nearly zero. This saved the agency over $250,000 in claims and damages.

While there are many driver training courses and agency-developed programs in law enforcement, there is little science behind the effectiveness of these efforts. There is a single scientific evaluation of a crash prevention program specific to law enforcement. That program was implemented in a large urban agency and resulted in significantly lower MVC and motor-vehicle injury rates. The crash prevention program was multi-faceted and involved changes to standard operating policies, increased and hands-on motor-vehicle training, and a marketing campaign. After initiating the program, MVC rates decreased 14% and motor-vehicle injury rates decreased 31%. This was in comparison to crashes and injuries at similar-sized agencies which increased or remained constant. Decreases in crash and injury rates were even more striking among officers who do the most driving - patrol officers. MVC rates among patrol officers decreased 21%, and motor-vehicle injury rates decreased 48%.

In addition to agency-developed programs, there are also national training programs available to agencies and officers at no cost such as the National Law Enforcement Roadway Safety Program (NLERSP). The NLERSP was developed by a national working group of researchers, law enforcement practitioners, and subject matter experts. The NLERSP offers in-person, interactive courses for executives, patrol officers, and trainers that teach attendees about the risk factors for officer-involved collisions and struck-by incidents and identify intervention and technological innovations that can reduce the likelihood of their occurrence. The executive workshop is 4 hours and is designed to simulate discussion among mid- and executive-level officers about the safety of officers during roadway operations. The patrol officer course is 8 hours and is intended for all line-level officers who are engaged in roadway operations. All trainings are provided to local, state, and tribal law enforcement agencies at no cost. More information can be found at https://www.policefoundation.org/national-law-enforcement-roadway-safety-program/.

In addition to motor vehicle collisions, there is also the issue of officers being struck while operating on the roadside. There are additional strategies that can be undertaken to reduce these struck by vehicle incidents. The Emergency Responder Safety Institute (ERSI) focuses on secondary roadside crashes that involve first responders, Department of Transportation (DOT) workers, and towing and recovery personnel. One of their core initiatives is for all these entities to learn and apply the principles of the Traffic Incident Management System (TIMS). TIMS provides all first responders with an action plan for safety while also working to clear crash scenes more quickly. Applying the crash scene management components of TIMS saves lives and provides greater coordination between all involved. ERSI offers online TIMS certificates and has created training materials that improve safety by emphasizing enhanced vehicle lighting, reflective markings and the need for high visibility reflective safety vests. More information can be found at https://www.respondersafety.com/.

Reducing crashes and improving roadway safety should be a priority for all of Georgia's law enforcement leaders. Based on the data that have been presented - reducing speeds, limiting distractions in the patrol cars, mandating seat belts and building a stronger culture of traffic safety will reduce vehicle crashes and protect officers from being struck while conducting roadway operations.

Disclaimer: The findings and conclusions in this report are those of the authors and do not necessarily represent the official position of the National Institute for Occupational Safety and Health, Centers for Disease Control and Prevention.

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Governor Brian P. Kemp is joined by Representative Scott Holcomb, Senator John Albers, and criminal justice representatives including law enforcement, GBI Forensic Services, Criminal Justice Coordinating Center victim advocates and sexual assault centers as he signs of House Bill 255 into law on May 6, 2021.

NEW LAW MANDATES LAW ENFORCEMENT PARTICIPATION IN FBI'S VIOLENT CRIMINAL APPREHENSION PROGRAM

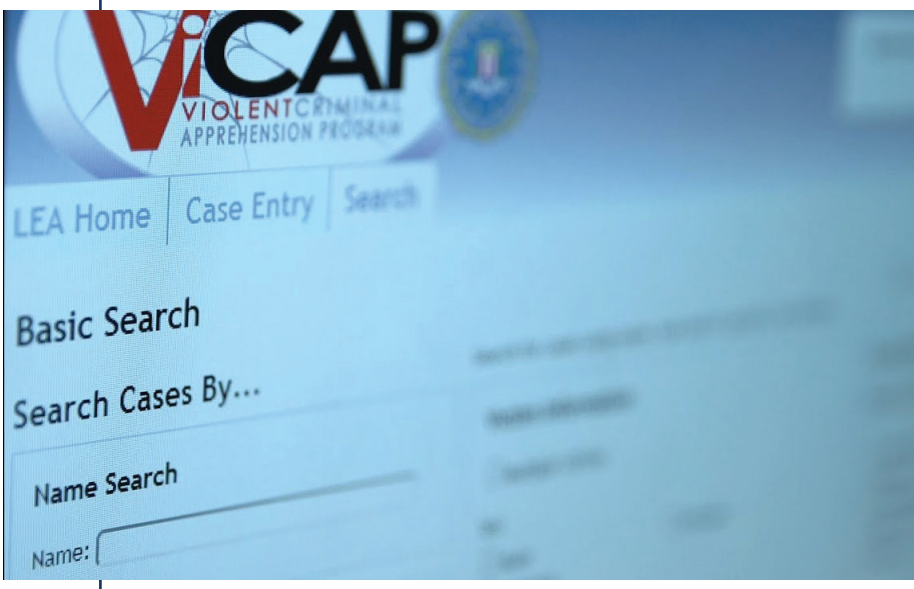
Amy Hutsell

NEW LAW MANDATES LAW ENFORCEMENT PARTICIPATION IN FBI'S VIOLENT CRIMINAL APPREHENSION PROGRAM>>

House Bill 255 passed unanimously in both the State of Georgia House and Senate in the 2021 legislative session. Bi-partisan support of this legislation has highlighted the public safety priorities of both the executive and legislative branches of State government in Georgia. Championed by Representative Scott Holcomb (D-Atlanta) in the House and carried in the Senate by Senator John Albers (R-Roswell) the bill mandates law enforcement participation in the FBI's ViCAP system, among other things.

What is ViCAP?

The Violent Criminal Apprehension Program allows for the analysis of serial violent and sexually motivated crimes. The FBI maintains the database as the largest investigative repository of violent crime cases in the United States. As with any database, ViCAP's value is increased the more it is used. So, the more cases are entered into the system, the stronger the investigative tool. Law enforcement agencies enter sexual assault and homicide cases that meet the FBI's criteria into the ViCAP system for possible matches to cases across the country with similar case characteristics.



Representative Holcomb has said of the ViCAP mandate, "the ViCAP section of HB 255 was developed through a collaborative process with FBI and I am completely confident that this will help solve some of the most heinous crimes we see in our state."

Keith Howard is the Chief Deputy of Morgan County Sheriff's Office and currently Georgia's only active certified criminal profiler. Since his days in the now deactivated GBI Crime Analysis Unit, where he supervised 4 behavioral science profilers, Keith has been a ViCAP enthusiast. Of the program, he says, ViCAP has long been under utilized by Georgia public safety agencies investigating violent crime. Prior to Governor Kemp signing legislation making ViCAP entries mandatory, the database lacked robust Georgia case information to link or provide investigative suggestions in unresolved cases. I testified as an expert on signature behavior in a case in Rockmart, Georgia, illustrating how instrumental ViCAP was in identifying a suspect in the double homicide of a mother and daughter. Requiring mandatory entry will give the analyst better opportunities to link offender behavior sooner, resulting in apprehending offenders quicker, and preventing them from potentially creating more victims in the future.

So, what does the new mandate mean for law enforcement agencies, in real terms? HB 255 requires that each law enforcement agency shall request access from the Federal Bureau of Investigation to enter information into the data base and that each law enforcement agency that investigates the following types of cases, enter criteria into ViCAP:

• a homicide or attempted homicide in which the actions of the perpetrator are known or suspected to be serial in nature or are random or sexually oriented

• a rape, aggravated sodomy, or aggravated assault with the intent to rape in which the actions of the perpetrator are known or suspected to be serial

in nature or in which the assault was committed by a stranger.

• a missing person case in which the circumstances indicate a strong possibility of foul play.

• or a case involving unidentified human remains from a known or suspected homicide.

And, the following information regarding the above investigations shall be entered in to ViCAP:

• the name and date of birth of the alleged perpetrator

• the specific crime being investigated

• description of the manner in which the crime was committed, including any pattern of conduct occurring during the course of multiple crimes suspected to have been committed by the alleged perpetrator

• any other information required by the Federal Bureau of Investigation for inclusion in ViCAP.

How Does ViCAP work?

Investigators electronically enter data on their case directly into ViCAP. This includes details on the victim(s), type of trauma, weapons used, information about the suspect and any composite images, crime scene specifics, vehicle descriptions, modus operandi, and more. Investigators can then search ViCAP for cases across the U.S. that are similar to their case. If case similarities are found, investigators can contact ViCAP personnel at the FBI for further discussion and analysis.

Meanwhile, at the ViCAP office at Quantico, FBI analysts review all incoming cases. First, they examine each submission to ensure the quality of the data. They also provide a deeper analysis into certain cases, looking for similarities, searching other FBI and non-FBI databases, and preparing reports that offer fresh investigative leads.

The FBI's ViCAP Unit is a part of the FBI's Behavioral Analysis Unit. Each state has a designated representative within the Unit whose role is to provide support to local law enforcement agencies in ViCAP registration and entry.

Amy Hutsell has over 15 years' experience in sexual assault and child sexual abuse services. She currently is the Program Director for the Sexual Assault, Child Abuse and Human Trafficking Unit with Georgia's Criminal Justice Coordinating Council. She and her team have written grants that have resulted in over $10,000,000 in federal assistance to Georgia. She also oversees Georgia's Sexual Assault Response Team (SART) as well as chairs the State's Sexual Assault Kit (SAK) workgroup and the Sexual Assault Kit Initiative (SAKI) Task Force.

GLOBAL:
Trusted Public Safety & Justice Software Solutions for Over Two Decades

For more than 25 years, Global Public Safety & Justice's commitment to the public safety community has been demonstrated through partnerships with over 750 agencies of every size across the country. Global provides an industry-leading family of public safety and justice solutions that are field proven, full-featured, adaptable and affordable.

Built On Core Values
Global's long term success is founded on core values--principles that guide and dictate the pathway to successfully developing solutions that make a difference in the safety and efficiency of staff, offenders, and stakeholders in the community.

Empowerment at the Point of Contact: Global's growth is built on partnerships, and the value of shared expertise from Global's staff to the public safety agencies served. There are no customers at Global, only partners working side by side as a team to deliver products that solve the needs of the public safety and justice community.

Relentless Focus: The Global team works diligently with unwavering discipline to develop solutions that solve the day-to-day challenges public safety agencies face in processes and data management.

Accountability: Global's commitment to its partners includes responsibility for the impact that the solutions make on the public safety and justice community. From inmate to facility staff to the public at large, Global's solutions improve efficiency and safety.

Delivering Value through Experience
Global's Public Safety and Justice full software suite of solutions is built, from concept to execution, with the experience of law enforcement and justice professionals, and a top-tier devops team. Together, a partnership of ideas, technology and solutions are interwoven to create best-in-class software applications that meet the specific needs of the public safety community, no matter the size of the agency.

Global's development team takes key information, identifies risks and provides solutions to manage and resolve potential safety risks, optimizes information management and processes and provides the tools needed to execute day to day operations safely and efficiently. Our sales and support teams work with public safety agencies through a partnership of discovery and planning, implementation, training, and beyond, with lifetime support.

Managing Critical Information Is the Cornerstone of What We Do
From Global's TAC.10 solutions and its JailTracker Jail Management System, your agency will have streamlined access to every touchpoint from 911 dispatch to case management to dispersing information to the courts.

TAC.10 Computer Aided Dispatch (CAD) provides dispatchers with incident related information in real-time and an integrated communication link with field personnel, resulting in improved accuracy, efficiency, and officer safety. TAC.10 CAD includes automatic reporting, inquiry management, real time notification of events, and interfaces with NCIC.

TAC.10 Records Management System (RMS) automatically saves law enforcement related data and provides ready access to all authorized field and station personnel. TAC.10's RMS harnesses the latest technology, giving power to control and tune the software to meet your agency's
specific workflow processes, protocol and procedures.

JailTracker Jail Management System (JMS) provides a system designed specifically to meet the unique needs of law enforcement professionals. Global's JMS provides enhanced booking, management of daily activities, flexible commissary management and the ability to capture mugshots. This system also provides increased efficiencies for every touchpoint from intake to communication with the courts with its Mobile App, lowering liabilities and increasing safety.

TAC.10's Mobile Solution provides officers secure access to mission--critical information in real-time that improves reporting and increases accountability. Mobile provides access to all Global's CAD, RMS, JMS, investigations, intelligence, evidence and civil process information.

TAC.10 Mobile also provides the ability to query and view photographs for visual identification and allows officers to be fully connected to data in the field—anywhere, anytime. TAC.10's powerful suite of tools streamlines the mission-critical data your agency needs.

Achieve Organizational Excellence with Global
Building a culture of excellence within your agency can be difficult when staff is weighed down with time consuming and inefficient processes. There's no template for agencies to follow, except to align with a public safety software company that focuses on the needs of the public safety community and provides solutions that allow your team to focus on their purpose rather than the process.

Global Public Safety & Justice is the perfect partner, providing innovative technology that streamlines processes and puts mission-critical information in the hands of those who need it—when they need it most. These solutions make your staff more efficient and increase safety at the same time. Service, quality, people, integrity and peace of mind; that's the five pillars of excellence. That's Global Public Safety & Justice.

GLOBAL
PUBLIC SAFETY & JUSTICE
CAD RMS JMS Mobile

District 2

Chief Nicolay D. Constantine was named as the Acting Chief at Albany State University on April 16, 2021.

On May 20, 2021 **Chief Nealie McCormick** and the **Pelham Police Department** were awarded State Certification.

District 3

Chief Drew Campbell was named as the Coolidge Police Chief on March 9, 2021.

Chief Jason Durham was named the Waverly Hall Police Chief March 31, 2021.

Chief Eric Mark Weiss was appointed as the Hamilton Police Chief on April 1, 2021.

Chief Charles Pickett Jr. was appointed as the Columbus Technical College Police Chief on April 6, 2021.

Chief Jeff Sheppard was named as Hogansville Police Chief on May 3, 2021.

On May 28, 2021, **Chief Matthew Woodard** as appointed as the Butler Police Chief.

District 4

Chief Cedric Duncan began work as the new Centerville Police Chief on April 19, 2021.

On May 3, 2021, **Chief Craig Cooper** and the **Barnesville Police Department** were awarded recertification under the State Certification Program. This is their second recertification.

District 5

Chief Jimmy Mike Banks was appointed as the Nahunta Police Chief on March 18, 2021.

The City of Jesup named **Chief Perry Morgan** as their new chief on April 27, 2021.

The **Georgia Public Safety Training Center** announced on May 20, 2021, their new partnership with the **College of Coastal Georgia** to offer the Basic Law Enforcement Training Course at the College's Camden Center located in Kingsland. The first class is scheduled for August 4, 2021, until October 22, 2021.

On June 3, 2021, the Glynn County Commission announced the selection of **Chief Jacques S. Battiste** as Police Chief. Battiste retired as an FBI agent after 20 years of service to become the police chief for Xavier University in New Orleans. He holds a Bachelor of Arts in chemistry and political science as well as a Juris Doctorate from Southern University and A&M College.

District 7

On May 10, 2021, the **Chief Scott Wheatley** and the Grovetown Police Department were awarded State Certification.

Chief (RET) Jasper Cooke was awarded Life Membership by the GACP Executive Board on February 23, 2021.

District 8

Chief Keith Sewell was appointed as the Ft. Oglethorpe Police Chief on April 12, 2021.

Chief Brent Christopher was named the Buchanan Police Chief on April 19, 2021.

Chief Michael Turner took over as the new Hiram Police Chief on May 17, 2021.

On June 7, 2021, **Chief Joe Duvall** and the Dallas Police Department were awarded Certification under the State Certification Program.

District 9

Gwinnett County Schools Police **Chief (RET) Wayne Rikard** was awarded Life Membership by the GACP Executive Board on January 11, 2021

Suwanee Police **Chief (RET) Michael Jones** was awarded Life Membership by the GACP Executive Board on February 23, 2021.

District 9 (continued)
Flowery Branch Police **Chief David Spillers** retired at the beginning of April after 39 years of law enforcement service and nine years as the chief in Flowery Branch.

Snellville Police **Chief Roy Whitehead** retired on July 1st after 50 years of law enforcement service and 17 years as Snellville's chief and 10 years as the Summerville, South Carolina chief.

Assistant Chief Greg Perry was appointed as new Snellville Police Chief on July 1, 2021.

District 10
MARTA Police Chief **Wanda Y. Dunham** who retired June 1, 2020, was awarded Life Membership by the GACP Executive Board on March 23, 2021.

District 10 (continued)
Cobb County District Attorney's **Chief Investigator, Charles Prescott,** was appointed to the State Child Fatality Review Panel by Governor Brian Kemp.

On April 5, 2021 College Park Police **Chief Ferman Williford** retired after 35 years of service and two years as the Chief. **Chief Thomas Kuzniacki** was named the interim chief as the City begins a national search.

Hampton Police **Chief Derrick Austin** was selected as the Locust Grove Chief and began work on April 19, 2021.

On May 4, 2021, Mayor Keisha Lance Bottoms named **Rodney Bryant** as the Atlanta Police Chief. The Atlanta City Council Public Safety Panel unanimously approved the appointment on May 25, 2021.

District 10 (continued)
On May 5, 2021, **Chief (RET) Kenny Smith** was awarded Life Membership. Chief Smith was a former GACP President and served as the Chief in Morrow and head of public safety as the City Manager in Griffin.

On May 19, 2021, **Chief Tommy Gardner** and the **East Point Police Department** were awarded Recertification under the State Certification Program.

Chief Debra Williams was promoted on June 1, 2021, to Associate Vice President and **Chief of Police of Public Safety** for Clark Atlanta University.

On May 24, 2021, **Chief Stoney Mathis** and the **Fairburn Police Department** were awarded certification under the State Certification Program.

District 10 (continued)
On June 21, 2021, **Chief Renan Lopez de Azua** began as the Morrow Police Chief. Chief Lopez previously served as a Major with the Brookhaven Police Department.

On June 30, 2021, Newnan Police **Chief Douglas L. "Buster" Meadows** retired after 48 years of service with the department and 19 years as its Chief.

On July 1, 2021, **Timothy B. Blankenship Jr.** began his service as the Newnan Police Chief.

Chief Chuck Kelly was awarded Life Membership by the GACP Executive Board February 23, 2021.

District 11
Chief David Hill was named as Acting Chief of the Stone Mountain Park Police on February 23, 2021.

District 11 (continued)
The **Chamblee Police Department** moved into their new 48,516 square foot police and court building the first week of April. For a virtual tour, go to: https://fb.watch/5tkD1Cdzmu

Decatur Police Chief James 'Mike' Booker retired April 7, 2021, after serving more than 30 years with the department and 15 of those as chief. **Deputy Chief Scott Richards** was appointed as Acting Police Chief until the selection process for the new chief is completed.

On April 5, 2021 **Chief Brent Christopher** was appointed as the Bowdon Police Chief.

Holly Springs Police Chief Michael Carswell retired April 12, 2021 after 37 years of law enforcement service and four years as the police chief.

District 11 (continued)
Chief Raymond Elliot with the Stone Mountain Park Police Department passed away on April 16, 2021. He was 61 years old.

Keith Zgonc was appointed as the Smyrna Police Chief on April 19, 2021.

On May 3, 2021, **Tommy L. Kehe-ley** was named as the Holly Springs Police Chief.

On June 21, 2021, **Chief Mark J. Mitchell** became the Johns Creek Chief of Police. Chief Mitchell will be the third Police Chief since the city was founded 14 years ago. He previously served as the police chief in Canton as well as the Chief of Staff at the Georgia Department of Juvenile Justice.

Chief Executive Training School Graduates Class of Summer 2021

Back Row
L -> Right
Donald Ferguson
Orrin Hamilton
Curtis Clark
Howell Cardwell
Charles Pickett
Mark Gerrells
Jerrell Smith
Winston Swilley
Kendrick Lowe
Sandy Neal
Adam Gardner

Front Row:
L –> Right
Gary Roberts
James Waters
Brent Christopher

Middle Row
L -> Right
Jason Durham
Joshua Lonergan
Vernon Jessie
Mathew Dawkins
Drew Campbell
Elder Dancy
Jonathan Pilgrim
Matthew Kendrick
John Davis
Stephanie Stallings
David Savage
Kayla Franks
Billy Henson
Eric Weiss
Wesley Kicklighter

USING DRONES AS A FIRST RESPONDER IN BROOKHAVEN

Lt. David T. Snively and Lt. Abrem Ayana

In April 2020, the Brookhaven Police Department began research to create an Unmanned Aerial Systems (UAS) unit. Commonly referred to as drones, UAS provide an efficient and effective way of law enforcement information gathering at incident and emergency scenes as well as during criminal investigations.

At the time, BPD relied on aerial support from the DeKalb County Police and Georgia State Patrol Aviation units, in the form of traditional manned aircraft. This relationship continues; however, now BPD has an aerial support capability of its own.

In addition to the Department's desire to expand aerial capabilities, the COVID-19 pandemic created a need for innovative ways of limiting public contact. These reasons together caused BPD to take note of the Chula Vista (CA) Police Department's Drone as First Responder (DFR) Program.

Launched in 2018, CVPD pioneered rapid response to police emergencies by using unmanned aerial systems to respond to emergency calls. The DFR program uses drones stationed at permanent locations throughout the city and piloted by sworn police officers who fly them to dispatched calls for service and requests for backup in real time. The model allows, in most cases, for a drone to arrive on scene well ahead of traditional ground units. Examples of some of our footage can be found at the following link on the GACP website:

https://gachiefs.com/bhdrones

To view our drones in action:
https://gachiefs.com/bhdrones

Using this model, the officer operating the drone can use cameras to evaluate the situation remotely and provide timely information and video footage to responding officers and field supervisors. This practice creates a number of advantages for responding police officers, including enhanced officer safety through real-time information from another police officer; mitigation of "dispatch priming" by confirming or dispelling caller-provided information before officers arrive on scene; and improved resource allocation abilities as pilot officers guide ground units along the best routes.

Particularly as a national dialogue centers on police-citizen encounters, the use of UAS technology in response to police calls for service serves an innovative tool for de-escalation. Prior to DFR, officers were forced to rely on third-hand information passed through dispatch from the 911 caller. By dispatching the drone as a first responder, BPD can remotely assess a scene and determine what type, if any, police response is necessary. This approach avoids unnecessary confrontations and allows pilots to cancel ground units when no evidence of a crime is found.

After extensive research into the CVPD program, Brookhaven Police in October 2020 presented a DFR model to the Brookhaven City Council. City officials enthusiastically supported the DFR model in conjunction with traditional "portable" drones to be carried by officers for rapid deployment. BPD ultimately obtained seven drones to begin UAS operations. One of the drones is assigned to DFR, and while the others are available for scene-specific rapid deployments.

During the development stages of the DFR program, BPD met with several community stakeholders and civil rights organizations including the DeKalb County District Attorney's Office and the American Civil Liberties Union (ACLU) of Georgia. These conversations helped BPD develop procedures for handling and storage of UAS videos and made clear the purpose of the DFR program. Critical aspects of the program design include using UAS only in response to calls for service or emergency scenes (as opposed to conducting random patrols or aerial "surveillance"); and prohibiting the intentional recording or transmitting of images of any area where a person would have a reasonable expectation of privacy without first obtaining a search warrant.

Video recordings that do not contain evidence of crimes or hold training value are held only for 30-days. Footage obtained in conjunction with a criminal investigation is uploaded into the same cloud-based server that stores officers' body-worn and in-car camera footage and held according to statutory retention periods.

In the spirit of transparency, BPD also plans to publish monthly data on UAS operations on the department's webpage. These data will include call type, response time, and number of incidents resulting in arrests or evidence recovered with UAS assistance.

With the program details in place, BPD launched its DFR program – the first in the southeastern United States – in April 2020. Like in Chula Vista, BPD UAS are positioned at fixed launch points in the city and teleoperated by BPD police officers. BPD strategically selected launch sites that allowed for maximum flight radius around the areas in which most calls for service are received. Geofencing and pre-flight programming ensures the drone remains in permissible air space, within City boundaries, and flying free of hazards and obstructions such as power lines.

The flagship of the BPD UAS fleet is the DJI Matrice 300 RTK. The M300 is the latest and most capable UAS platform from industry leader DJI. Capable of flight times up to 55 minutes, the M300 is equipped with a Zenmuse H20T camera. The 20 MP zoom camera is capable of thermal imaging similar to FLIR technology commonly found on manned police aircraft. In addition, the M300 can be equipped with a Wingsland Z15 Gimbal Spotlight with a 10,200-lumen output, and a loudspeaker.

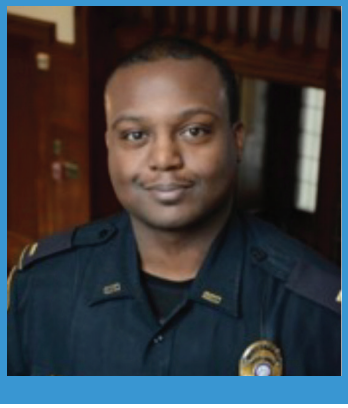
The BPD UAS team is comprised of 17 officers who have achieved FAA certification as Part 107 Remote Pilots. To obtain a Remote Pilot Certificate, applicants must pass an initial aeronautical knowledge test requiring demonstrated knowledge in keys areas such as weather, operations, regulations, loading and performance, and the National Airspace System. BPD policy further requires monthly in-service training for each pilot.

In addition to the DFR application, Brookhaven Police Department is using UAS technology for crime and crash scene documentation, missing and wanted persons searches, public event security, and in support of North Metro SWAT operations in the cities of Brookhaven, Dunwoody, Sandy Springs, and Johns Creek.

The mission of the Brookhaven Police Department is to "enhance the quality of life for those in our community by providing effective, high quality, and professional police services." The UAS program generally, and the DFR program specifically, are excellent examples of high-quality and innovative approaches to policing that are enhancing the quality of life and the quality of police services available in the Brookhaven community.

CHECK OUT OUR DRONES IN ACTION!
https://gachiefs.com/bhdrones

Lieutenant David T. Snively is assigned to the Brookhaven Police Department's Training and Certification Unit and also oversees the department's Public Information Office. He began his law enforcement career in 2007 and is currently a Doctor of Philosophy (Ph.D.) candidate at Georgia State University.



Lt. Abrem Ayanna is the Unit Commander of the Brookhaven Police Department Criminal Investigations Division. He has 10 years of law enforcement experience and has been with the City of Brookhaven since 2015. He additionally serves as the UAS Team Commander.

CARE FOR COPS

David Post, Chairman

Founded in 1999, Care for Cops is a 501 c (3) Not for Profit Organization dedicated to assisting the families of fallen law enforcement officers in the State of Georgia. Care for Cops provides immediate financial help to families of fallen officers when their regular sources of income have stopped and insurance as well as other payments are being processed. With the Line of Duty Death (LODD) of Holly Springs Officer Joe Burson on June 16, 2021, Care for Cops has financially assisted the families of 79 law enforcement officers who killed in the line of duty!

Sadly, the COVID-19 pandemic and other events have hindered our fundraising events! We are asking for your assistance in helping to fill this void by making a donation by going to our website at www.care-4cops.org. Officers across our State are faced with some of the greatest challenges we have ever experienced. Knowing their families will be taken care of if something happened to them should not be one of those concerns.

Please help us to serve the families of our fellow officers who lost their lives in the service of their communities. Any amount of a monthly donation would be greatly appreciated. May God bless us all and keep us strong!

LEXIPOL: MISSION-CRITICAL SOLUTIONS FROM PEOPLE WHO KNOW WHAT IT MEANS TO SERVE

Created in 2003 by two attorneys (and former law enforcement officers), Lexipol was born from a vision of a better, safer way to run a public safety agency.

It was a perfect combination: Bruce Praet's courtroom experience representing public safety agencies and Gordon Graham's foundation in risk management principles, including a unique approach to training he created while at the California Highway Patrol.

From that foundation, Lexipol grew to form an entire risk management solution for public safety and local government. We started by developing comprehensive, continuously updated policies for public safety agencies. Then we added services such as such as online training, mental health resources, grant assistance and an electronic policy management platform, as well as the digital communities Police1, FireRescue1, Corrections1, EMS1 and Efficient1.

Today, we serve more than 2 million public safety and government professionals with a range of informational and technological solutions to meet the challenges facing these dynamic industries.

What We Do

Our solutions combine content and technology to keep communities and first responders safe. They include: policies and updates, online learning, wellness resources, grant services, and news and analysis.

Thousands of years of experience on your side.

We've grown a lot from those first days when Bruce, Gordon and few other early believers wrote and researched policies on their days off. Today, Lexipol is backed by the expertise of more than 320 people, including public safety professionals and legal experts with more than 2,075 years of combined service.

Our policy and training content developers have experience in constitutional law, civil rights, ADA and discrimination, labor negotiations, Internal Affairs, use of force, mental and behavioral health, and a whole lot more. That means no more trying to figure out policy and develop wellness and training content on your own. You can draw on the experience of our dedicated team of individuals who have researched, taught and lived these issues.

On top of industry changes—so you don't have to be.

When laws and trends change, your policies and training need to change, too. Our content development teams monitor for new legislation, statutes and case law on the state and federal levels, looking for anything that impacts policy and training content. They also keep up with research and reports influencing public safety and local government best practices. When a policy update is needed, we create it for you. When new challenges arise–such as COVID-19, the opioid epidemic or an increase in active shooter events–we jump into action, creating online resources and training to prepare your personnel to meet

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these risks. So you can spend more time focusing on operational priorities and less time worrying whether your policies and training are up to date.

Trusted by big & small.

Community protection comes in all sizes. That's why we designed Lexipol's policy, training and wellness solutions to work with agencies big and small and those in between. We partner with more than 8,100 public safety agencies and municipalities across the United States–law enforcement agencies just like yours.

Providing you peace of mind.

Our customers choose Lexipol to make an investment in the safety and security of their personnel, their agencies and their communities. We help agencies address issues related to policies and training that create substantial risk, including:

- Inconsistent and outdated policies
- Lack of technology to easily update and issue policies and training electronically
- Difficulty keeping up with new and changing legislation and practices
- Inability to produce policy acknowledgment and training documentation
- Unfamiliarity of city legal resources with intricacies of public safety law

If you can relate to these issues, you are not alone–and we have a solution designed just for you. Plus, through our partnership with the Georgia Association of Chiefs of Police, you're eligible for special member savings. Contact Lorenzo De La Garza, your Lexipol Georgia Representative, today at 469-598-0228 or ldelagarza@lexipol.com to learn more!

Organized Book Discussions

A fundamental requirement of police leaders is to continually develop personnel at all ranks within their organization and prepare them for future challenges. While the development of each employee varies according to their individual needs, the goal is to ensure each is working to achieve their established goals, improve department operations, and strengthen the organizational culture. This process must be done in a deliberate, focused manner.

One staff development approach some agencies have effectively implemented is the use of organized book discussions. These programs may go by a variety of names such as book discussions, book clubs or reading lists. The idea is to gather staff together to review a common publication, discuss the ideas covered, and determine how they can be applied to the department's operations. The purpose is to introduce new concepts, materials, and ideas into the department's operations and build a stronger, more cohesive leadership program and culture. This article describes the different approaches agencies have utilized to implement these programs.

Every agency is at different stages in their professional evolution. One of the greatest benefits of this program comes from staff in different levels and parts of the department coming together, having discussions, and learning from different perspectives.

One department that implemented a reading program served a community that was experiencing considerable growth and change. Most officers only had a high school diploma and limited formal training. A new chief had been selected with a mandate to significantly change the organizational culture to match the evolving demands of its community. This program helped provide officers with the knowledge required to implement the needed changes. People who wanted to be part of the organizational changes or move up, engaged in the process. Others who could not meet the evolving demands of the agency eventually left.

Another agency, that already had a strong reputation for being very

professional and progressive, had a strong organizational culture. Still, the chief had a desire to further the discussion on leadership and continue improvements. Organized book discussions were used to facilitate interactions across different levels and parts of the department to strengthen the foundation of leadership they were trying to build in the organization.

When implementing these programs, agencies have utilized mandatory and voluntary participation models. Departments that implemented mandatory participation have found employees resented being forced to attend. As a result, they found the voluntary participation tends to work better. If agencies do mandate participation, it is recommended it be limited to command staff.

Eventually, the issue of compensating participants always comes up. Participation in the program is voluntary and benefits individuals and the agency alike. While agencies try to have staff attend while they are on-duty, scheduling does not allow for that to always occur. Some departments pay overtime for off-duty officers to attend, other departments are required to flex the time off during their regular schedule.

When starting the program, agencies have found it useful to host a meeting to discuss what they hope to accomplish and what the staff are seeking to learn. Books being reviewed do not have to be based on law enforcement operations. There is a lot of value to gaining different perspectives by utilizing books on a variety of topics. It is also important to remember the audience. Implementing the program does not have to be an all or nothing approach. Because some officers are resistant to or do not enjoy reading, leaders should not be afraid to be creative and use alternative approaches by starting with smaller books, articles, or podcasts or allowing staff to use kindle or audio books. Most departments choose to purchase the books to be reviewed. There are a number of sources for books to be purchased at a reduced cost including amazon.com and thriftbooks.com.

Agencies typically cover two to three books a year. Discussions are generally held once per month for about one to two hours. Meetings are scheduled weeks in advance to allow participants to better plan their schedules. Unfortunately, everyone will not be able to attend every meeting. Court, training, vacations, and family demands often interfere with persons' ability to participate. Agencies have utilized a variety of approaches to lead the discussions. One approach is to assign different participants the responsibility of facilitating the discussions. In other instances, the police chief or command staff lead the conversations. About a week prior to the meeting, the group leader posts questions on an internet-based discussion board. Beginning with this virtual discussion provides more time for in-depth thought regarding issues.

As the meeting begins, the facilitator(s) asks participants their general impressions and thoughts about the sections being covered. As time goes on, individuals respond more openly with their thoughts and how they related to the ideas. Others may focus on specific segments they found enlightening.

In time, participants gain confidence in the process and begin to share their concerns and fears of how they often do not follow what they know may be a better way to address an issue. To continue facilitating the conversation, leaders sometimes follow up on comments by describing similar experiences or instances when they failed to get the outcome they expected. These types of interactions are important for leaders at all levels to recognize they will fail from time to time or not receive the desired results this is how individuals learn.

Starting with previously shared questions fosters engaging conversations. Participants have time to think about the issue and articulate their thoughts, opinions, and questions. This prevents the facilitator from having to drag out responses. It also allows participants to learn from each other. When one person describes how they

were able to incorporate one of the concepts at work, others will likely ask for clarification of how they were able to achieve the outcome.

Because the group leader typically knows the other members, they are able better illustrate the concept or approach by calling on individuals they know have relevant or unique experiences. This also provides others the opportunity to see different or better approach. In other instances, they may refer to a related event that occurred in the department to better illustrate the concept.

The environment is typically very collegial with candid conversations. Individuals have different backgrounds and experiences, so there may be some passionate discussions about issues. The purpose is for everyone to learn new and better ways to perform their jobs, build trust, and develop stronger relationships. Because of this, it is critical for the leader respond positively to this feedback.

How well people interact really depends on the organizational culture. Organizations with a strict hierarchy may experience more difficulty developing open conversations. It is important to recognize, that while rank matters when it has to matter, don't make discussions a chain of command issue when having an open conversation. Persons at different levels in the organization have different perspectives regarding the same issue. The idea is to expand individuals' perspective to better understand the 'big picture' and prepare them for future assignments. During the second part of the meetings, participants break into discussion groups of five to six persons each. Each group is provided the same scenarios and questions. Using the material from the assigned reading, they are asked to discuss what and how they would respond to the scenario and how this is different than how they would previously responded?

These groups are smaller and tend to have much more candid conversations. While the separate groups are working on the same scenario, they are likely to develop different or unique responses. This is not to say one is wrong or better than another, just different. This too is important for persons to learn there are multiple solutions for the same problem.

It is easy for breakout groups to get off topic. To prevent this, the facilitator should provide a short period for the groups to develop their responses and identify their spokesperson. After the breakout group presentations, it is important for the facilitator to circle back around and bring closure to the meeting. Feedback is the breakfast of champions. To enable this, seeking input from the group on how they can use information from the discussion anchors concepts to performing better on the job.

Again, this also provides new ideas and perspectives to the other members.

A reading program provides a number of benefits. It offers a relaxed environment to discuss topics that are a priority for the chief, staff develop stronger connections with each other, and brings more consistency to the department operations. Staff get to come together with co-workers they do not see very often and discuss the challenges they are experiencing. The discussion also empowers influencers to share the message across the organization. Probably the most important benefit of these programs is it teaches new concepts and how to apply them in a practical environment.

Agencies reading lists have used included:
10 Steps to Empowerment by Diane Tracy
Coming In First by Dr. Jack Llewellyn
Command Performance: Career Guide for Police Executives by William Kirchhoff
Developing the Leaders Around You by John Maxwell
Extreme Ownership by Jocko Willink
It's Your Ship by Captain Michael Abrashoff
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The 7 Habits of Highly Effective People by Stephen Covey
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The 21 Irrefutable Laws of Leadership by John Maxwell
The Energy Bus by Jon Gordon
The Leadership Secrets of Colin Powell by Oren Harari
The Outward Mindset by The Arbinger Institute
The Winner Within by Pat Riley.

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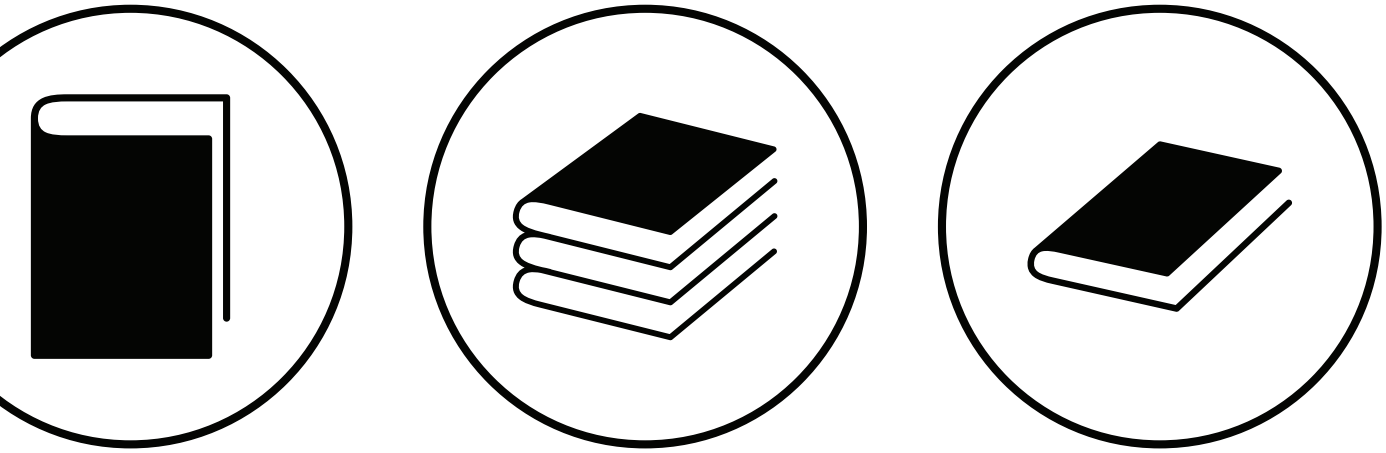

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Correlates of Intimate Partner Stalking Precipitated Homicides in the United States

Intimate partner stalking (IPS) occurs when 'a former spouse, boyfriend, girlfriend, partner, or cohabitant' utilizes a "pattern of harassing or threatening tactics that is unwanted and causes fear or safety concerns by the victim". While IPS has several predictors in common with intimate partner homicides including gender, relationship, and job performance problems, there is little research on homicides conducted by an intimate partner stalker. The purpose of this study was to examine the correlates of homicides that were committed by an intimate partner stalker.

Utilizing data from the National Violent Death Reporting System (NVDRS) from 2003 – 2015, researchers identified 6,028 cases of intimate partner murder. Of these cases, 60 (1%) were stalking precipitated deaths. While these 60 cases make up a small portion of the intimate partner murders, there were some unique findings by this study. Males committed 91% of the homicides. Victims who were not married were more than five times as likely to be murdered than those who were married. One half of all intimate partner murders by an intimate partner stalker were committed in the South, but when the numbers were weighted, victims in the Midwest were more likely to be murdered. Suspects were more than twice (200%) as likely to utilize a firearm and having a documented history of abuse of the victim by the suspect tripled (300%) the odds of a homicide.

The researchers ended with several recommendations. The level of female victims in this study facing job-related problems and loss of productivity almost reached the level of being statistically significant. Because of this, employers should consider providing support for employees who are victims of stalking as well as liaising with criminal justice agencies for safety planning workshops. Agencies should identify cases of stalking and work to implement early intervention programs. Education of victims regarding their legal rights and the use of restraining orders should also be encouraged.

Finally, the authors suggested the NVDRS expand the data that is collected in these cases regarding stalkers including mental health, substance abuse, and the separation status between the stalker and the victim.

Rai, Abha Tatiana Villarreal-Otálora, Julianne Blackburn, Y. Joon Choi, "Correlates of Intimate Partner Stalking Precipitated homicides in the United States", Journal of Family Violence (2002), *Volume 35, pp. 705-715.*

Thick Red Tape and the Thin Blue Line: A Field Study on Reducing Administrative Burden in Police Recruitment

Historically, police agencies had little problem attracting sufficient applicants to fill their vacancies. For more than a decade, police agencies across the United States have experienced increased difficulty recruiting qualified candidates. Between 2014 and 2017, the Los Angeles Police Department experienced a 28.9% reduction in applications.

The problem of having fewer candidates is compounded by the long, difficult selection processes agencies utilize. These hurdles often dissuade individuals from seeking positions. Unfortunately, many of the individuals choosing to opt out of the process are likely to be the most qualified applicants who have other lucrative opportunities available to them.

The difficulty associated with seeking a government jobs is seldom examined in the academic literature. This study analyzes how reducing the administrative burdens and hurdles in the selection processes can lower the number of candidates dropping out of the process.

Common responses from candidates who drop out of the selection process include lack of clarity in the application, length of the application process, and lack of support from personnel. The administrative burden associated with going through the selection process can be divided into three categories:

- Learning Costs – Issues that make it difficult for candidates to learn about job opportunities, eligibility and how to access them.
- Psychological Costs – Tasks that make it difficult for candidates to participate in the processes.
- Compliance Costs – Processes that cause stress from the candidate's perception of whether they belong in the process.

Reducing red tape associated with recruiting and hiring new officers by simplifying forms, language, and processes can minimize unnecessary 'friction' they cause for candidates.

Recognizing the various administrative burdens associated with the selection process, this study analyzed changes made in the Los Angeles Police Department selection processes and describes the outcome of their effort to reduce these barriers. Prior to 2017, candidates were required to complete nine separate tests. The application process took an average of 172 days for candidates to successfully complete. In 2015 the agency transitioned to a shorter, standardized application form that was easier to complete. Switching to this history statement resulted a 5.5% increase in the likelihood of being appointed to the academy with no impact on the quality of the candidates. Applicants who participated in expedited testing where they completed multiple assessments on the same day were found to be more likely successfully complete the selection process and be appointed. At the same time, elimination of the

Preliminary Background Application resulted in extending the time less qualified candidates remained in the selection process.

A second study evaluated the impact of enhanced notification and follow up communications with candidates on the selection process. To evaluate this, one group was sent the standard email notification of hiring eligibility and next steps in the process. The second group was sent a modified email along with a text message reminder. This group also received an invitation to complete the next step using an online portal and noted the process can be completed in two weeks or less. This was followed up with another text message reminder one week later.

Participants in the second group were eight percent more likely to submit the paperwork for the next phase, 16% more likely to submit the application on-line and 56% more likely to submit the paperwork within two weeks. Otherwise, there were no measurable differences in applicants in the two groups.

In closing, the researchers noted 'simplification works.' Removing sources of friction and utilizing a simpler, standardized application form is associated with less dropout and expedited testing is associated with how long candidates choose to stay in the process and increases the likelihood more qualified candidates will participate.

Linos, Elizabeth and Nefara Reisch, "Thick Red Tape and the Thin Blue Line: A Field Study on Reducing Administrative Burden in Police Recruitment", Public Administration Review, Vol. 80, Issue 1, (January/February 2020), pp. 92 – 103.

Is Police Behavior Getting Worse? Data Selection and the Measurement of Policing Harms

Two high-profile, controversial officer-involved shootings in 2014 led to increased public interest in and media scrutiny of police officer use of force across the country. This increased awareness of officers' use of force led some to believe police misconduct was on the rise. Others claimed use of video technology including body worn cameras and cell phones was increasing awareness.

The lack of a comprehensive use of force database limits policy makers and researchers from properly evaluating these trends. Information from citizen complaints collected by larger agencies could be utilized to assess possible trends, but these agencies structure their data differently making it difficult to examine. In addition, many agencies purge records after a few years. Also, civilian complaints tend to focus on failure to provide a service or discourtesy and not on behaviors that lead to lawsuits. Big-city bias by the news media adversely affects the portrayal police misconduct across the United States. Three cities, New York, Los Angeles, and Chicago account for one-third to one-half of the newspaper coverage of police misconduct, but these agencies employ less than 12% of the officers in the United States and account for only 4% of civilian deaths.

One commonly used data source has been reviews of lawsuits and payouts. Still, this does not enable proper evaluation of the frequency and seriousness of events. This paper provides one of the first attempts to demonstrate the difference between long-term trends in police behavior and citizens' response to it.

The authors utilized the largest and most detailed database of police insurance claims ever employed in academic research. Using 23 years of claims with 350 small and mid-size agencies in one state by a single insurer between 1994 and 2017, this study evaluated 2,858 claims, of which 2,590 had been closed. The average population of the jurisdictions in this study was approximately 9,000 citizens. This provides greater relevance for police leaders since 70 percent of law enforcement agencies serve populations of less than 10,000 persons.

The data from more than 20 years was broken into eight categories: Force, Sexual, Property Harm, Seizure of Person, Seizure of Property, Search, Discrimination, Negligence or Other. "Of the 2,590 closed claims 32% involved a lawsuit and 30% involved some type of payout."

Recognizing the recent focus on alleged officer misconduct, the 20-year period covered in the dataset enabled researchers to better assess the number, type, and resolutions of claims and better evaluate changes that are occurring. They found there was a 24.2% decline in the average number of claims from the 1990's (N=135) to the 2010's (N=106). Interestingly, payouts began to increase in 2014.

The average number of successful claims increased from 33 in 1990's to 39 in 2010's, a 18.2% increase. However, the total annual "payouts increased 10-fold from $400,000 to $3.97 million" between 2013 and 2015. The average payout increased from $4,000 to $40,000 each.

The researchers evaluated three possible explanations for the increase in claims including: the selection of claims had improved, the frequency of events had decreased but policing harms became more severe, and finally, the public's response to policing harms had grown more punitive. The researchers could find no evidence to support the first two explanations.

While most claims are settled out of court, they suggest the 'current scrutiny of law enforcement' and 'shifting attitudes toward police' result in fewer jurors being willing to give officers the benefit of the doubt and award larger settlements. Citing multiple studies, researchers suggested the anticipated jury verdicts influences settlement decisions as well.

In closing, the authors noted the substantive claim rate has remained relatively stable for the last 20 years. At the same time, the win rate for plaintiffs and payouts have increased. They suggest the public's increasing intolerance of policing harms has contributed to these increases. In the end, police agencies continue to improve, and the claims continue to fall. It will take time, but this will turn around.

Ouss, Aurélie and John Rappaport, "Is Police Behavior Getting Worse? Data Selection and the Measurement of Policing Harms", Journal of Legal Studies, Vol. 49 (January 2020), pp 158 – 198.

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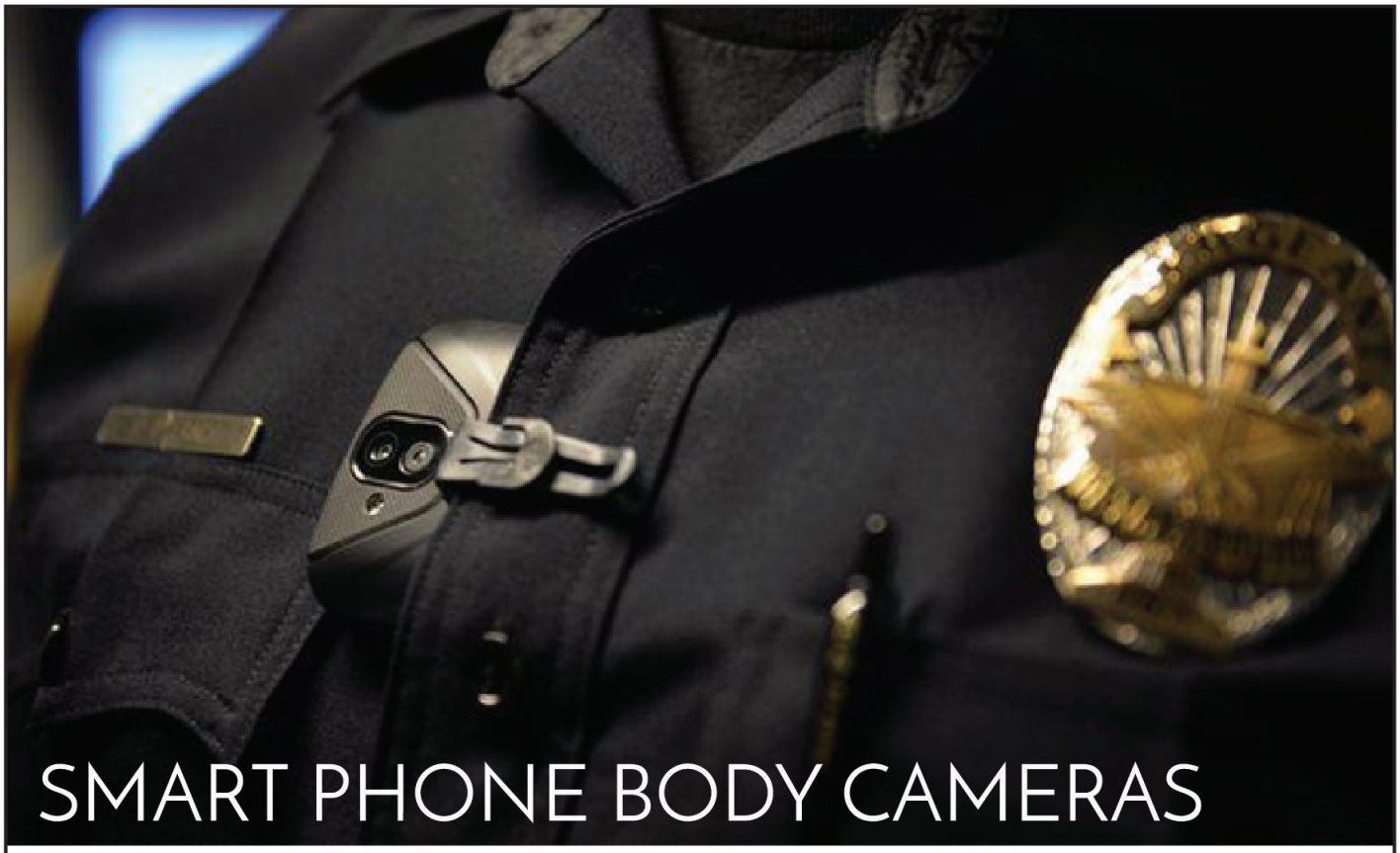

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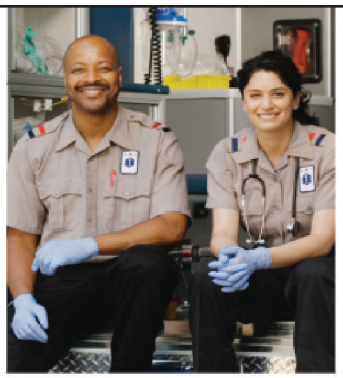

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