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FALL EDITION | 2022

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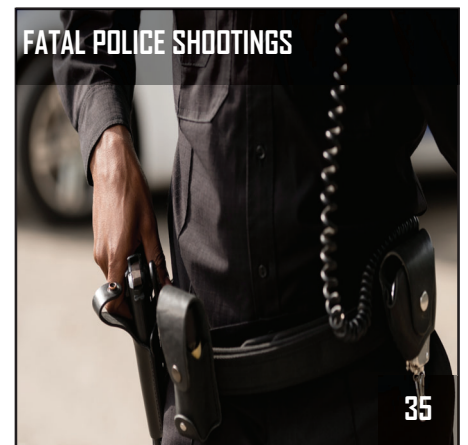
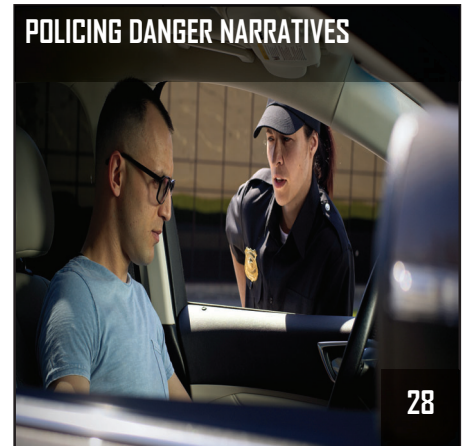
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TABLE OF CONTENTS



GACP

- 05 President's Message
- 07 Executive Director's Column
- 08 Chief Counsel's

Around the State

- 16 District News
- 25 CETC



Research

- 27 Policing Danger Narratives
- 31 Driving Risks
- 34 Fatal Police Shootings

Staff Development

- 39 Cross Training

Books & Badges

- 45 Extreme Ownership



Articles

- 48 Traffic Enforcement or Revenue Enhancement?
- 58 Speed Detection Device Permit
- 64 Evidence and Property Room Operations Part 3 of 4
- 70 Indemnification Program
- 76 Are you Learning from the Rookie?



PRESIDENT'S MESSAGE

Chief Alan Rowe
GACP President &
Valdosta State University Chief

Greetings to all the membership.



It has been a rough time for Georgia law enforcement. I knew as your President that one of my duties would be to represent the Association at the funerals of fallen officers. I did not know I'd be called upon six times to do that in the first two months. Fairburn Lieutenant Astree, Spalding County Deputy Reynolds, our own member GA-POST Director of Investigations Jimmy Callaway, Cobb County Deputy Koleski, Cobb County Deputy Ervin, and GSP Trooper Cadet Dupree represented some of the absolute best the State of Georgia has to offer, and they will be each dearly missed. GACP has formed a close working relationship with Executive Director Roger Parker of the Georgia Chapter of Concerns of Police Survivors, and I encourage every chief to know him. The services they provide during one of the worst times your agency can face will be invaluable to assisting the blood and blue families going forward.

We just closed the books on yet another record-breaking Summer Training Conference. For several conferences in a row now, we have consistently increased the number of attendees and vendors to levels never before seen. The Association staff does an outstanding job every single day of the year and that hard work truly shows at our conferences. Your dedication to the GACP does not go unnoticed.

As we look ahead to the year to come, I want to let you know that I have every intention of following the new tradition of recent years by keeping the executive board meeting on the road. We want to support each of our districts by jointly hosting an executive board meeting with regularly scheduled district meetings. Reach out to Chairman of District Representatives Carlisle or GACP staff if you're interested in hosting.

Before we know it, we will be in the midst of the Legislative Session and our Winter Training Conference. If you haven't heard, we'll be returning to Jekyll Island this year from January 23rd-25th. While Chief Grogan, Chief Robison, Executive Director Ayers and our Legislative Committee do an outstanding job representing us under the Gold Dome, we are also exploring methods to give them more support. As part of our 2022-2023 goals, we are studying ways to increase daily membership presence at the Capitol and strengthen our relationships with the General Assembly through a legislative "mini-retreat". We also hope to return to our traditional "Chiefs Day at the Capitol" during this session. In addition to those plans, make sure you a building a relationship with your local representatives to ensure chief's voices from all over the State are heard.

Lastly, I would be remiss if I didn't take a moment to thank Immediate Past President Chief Janet Moon for her leadership over the last year. As I said in my speech at the luncheon, Janet has been a professional role model for me (and undoubtedly so many more) long before she probably even knew my name. I am grateful she will still be serving on the Board this year as I work diligently to fill the massive shoes she leaves behind.

In closing, I am humbled beyond words to serve as the President of the Georgia Association of Chiefs of Police. The membership of this great organization put their faith in me to serve in this role and I will work every day to ensure you are proud of the vote you cast. Your executive board and I are here to serve you, never hesitate to reach out to us with your ideas, comments, or concerns.

Honorably,

Alan Rowe

GACP President

Valdosta State University Police Chief



FROM THE DESK OF THE EXECUTIVE DIRECTOR

A.A. Butch Ayers
GACP Executive Director

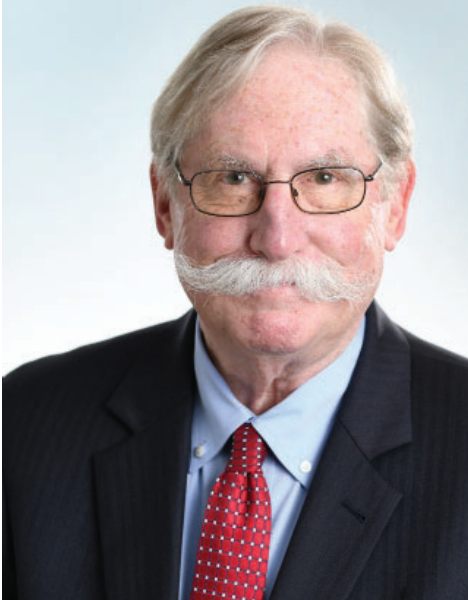
We had a great Summer Training Conference, with record number of registered attendees and exhibitors. Thank you to everyone who planned, assisted, presented at, and attended the conference. We installed a new President, Alan Rowe, and two new Vice Presidents, Anita Allen and Ty Matthews. We are now finalizing plans for the 2023 Winter Training Conference, which will be held on January 23-25, 2023, at Jekyll Island, Georgia.

I want to thank the 254 law enforcement agencies that participated in the 2021 Annual Agency Data Collection Report". The 320-page report, which was released on August 25th, provides information on staffing levels, service population, call volume, equipment, operations, use of force and pursuits. The information collected indicated that there were 9,905 incidents involving the use of force out of total of 8,168,693 calls for service / activities. Firearms were discharged in 142 of the use of force incidents. When compared to the total call / activity volume in 2021, force of any type was used in only 0.12% of the time, and deadly force (firearms discharged) was used in only 0.0017% of the time. Turning that around, it means that NO force was used 99.88% of the time and deadly force was NOT used 99.9983% of the time. Folks, that is important information for you and more importantly, the public, to know. This alone is why data collection is critical. I urge all agencies to participate when the next survey is distributed in January 2023.

Respectfully,

Butch Ayers

Executive Director



CHIEF COUNSEL'S CORNER

>> Got Naloxone?

Richard A. Carothers
GACP General Counsel
Carothers & Mitchell, LLC.

The past thirty years have seen skyrocketing deaths attributed to opiate overdoses. Public health authorities have decried the situation as both a crisis and an epidemic. According to the Centers for Disease Control and Prevention, the number of annual deaths attributed to opiate overdoses has reached 80,000. Because law enforcement officers are often the first to respond to overdose emergencies, they have a unique opportunity to protect life and serve their communities in these situations. An important tool in this effort is naloxone, a medication which temporarily reverses the effect of opiates.

HOW OPIATES WORK

This class of drugs includes the following substances: (1) natural opiates which are derived directly from the opium plant (e.g., morphine, codeine, and heroin); (2) synthetic opiates formulated from other chemicals (e.g., Fentanyl); and (3) medications which are manufactured from both natural and synthetic components (e.g., hydrocodone, oxycodone, oxymorphone). What all of these drugs have in common is their utility as powerful pain relievers and their correspondingly dangerous potential for abuse and addiction.

Opiates bind to receptors in the brain, spinal cord, and gastrointestinal tract to minimize the body's perception of pain. In large amounts, they overwhelm the body's receptors and induce deadly side effects by slowing breathing, inducing sleepiness, and suppressing the cough reflex. In an overdose, these effects can progressively worsen

are heightened when a person has consumed opiates in combination with alcohol or other drugs that suppress brain function such as anti-anxiety pills (e.g., Xanax), muscle relaxants (e.g., Flexeril), and antidepressants.



HOW NALOXONE WORKS

Naloxone is a medicine that rapidly reverses the effects of an opioid overdose. First approved by the Food and Drug Administration in 1971 under the brand name “Narcan,” it has become the standard of care for the treatment of opioid overdoses. Naloxone acts as an opiate antagonist by binding to the same receptors that are affected by opiates. (Naloxone does nothing to counteract non-opiate drugs.) For a short time, naloxone knocks the opioid off the receptor, allowing the person to breathe again. This reversal of opioid effects can also bring on nasty and sudden withdrawal symptoms such as nausea, vomiting, diarrhea, stomach pain, fever, tremors, fast heart rate, increased blood pressure, weakness, nervousness, restlessness, irritability, and body aches.

Currently, naloxone comes in two forms: injections and nasal spray. Both forms are highly effective, relatively safe, and easily deployed by a trained layperson. Despite these benefits, the effect of naloxone is temporary. Once the naloxone wears off, usually in 20 to 90 minutes, a person may reexperience the effects of an opiate overdose. For that reason, emergency medical intervention is critically necessary even when naloxone is used. Even so, use of naloxone by a layperson can buy enough time for medical personnel to intervene.

ACCESSIBILITY OF NALOXONE IN GEORGIA

Even though most opiate overdoses occur in the presence of others, many people have hesitated to call 911 because they fear arrest and prosecution. And so, in 2014, the General Assembly enacted the Georgia 9-1-1 Medical Amnesty Law by an overwhelming majority to provide limited immunity from arrest, criminal charges, and prosecution for persons seeking medical assistance in good faith for those experiencing a drug overdose.

In the same legislation, the General Assembly also sought to make naloxone more accessible for use by non-medical first responders, including police. The law authorizes Georgia physicians acting in good faith and in compliance with the relevant standard of care to prescribe naloxone to a first responder "to assist a person at risk of experiencing an opioid related overdose." O.C.G.A. § 26-4-116.2(b). The General Assembly further broadened accessibility in 2017 by entirely removing the requirement of a prescription for the purchase of naloxone rescue kits procured for drug overdose prevention. O.C.G.A. § 16-13-71(c)(14.25). In addition, the Commissioner of the Georgia Department of Public Health is authorized to issue a standing order prescribing an opioid antagonist such as naloxone "on a state-wide basis under conditions that he or she determines to be in the best interest of the state." O.C.G.A. § 31-1-10(b)(2). Commissioner Kathleen E. Toomey did so on March 6, 2019. The standing order is not limited to first responders; it broadly authorizes the purchase of naloxone by practically anyone in the state who could be in a position to provide assistance to person experiencing an opioid-related overdose.

WHY US? WE'RE NOT MEDICAL PERSONNEL.

There is a reason why non-medical personnel are trained in CPR and first aid. When someone is suffering a life-threatening medical crisis, these measures can keep the victim alive until the arrival of medical personnel. The same can be said of the administration of naloxone, and this is likewise consistent with the overall community caretaking role of police and the general duty to protect and serve citizens. For this reason, the Georgia Department of Public Health recommends that police officers carry naloxone when responding to an event that may involve an overdose.

Under the law, a police officer need not be a medical professional to identify an apparent opioid overdose that warrants the use of naloxone. That is because the statute defines

“opioid related overdose” to include conditions “that a layperson would reasonably believe to be resulting from the consumption or use of an opioid.” O.C.G.A. § 26-4-116.2(a) (3).

Overdose symptoms typically emerge within one and three hours after a person has consumed opiates. The Department of Public Health has listed the following signs that could lead a reasonable layperson to believe that a person is suffering an opioid overdose:

- *Unresponsiveness (the number one sign)*
- *Awake, but unable to talk*
- *Limp posture*
- *Face is pale or clammy*
- *Blue fingernails and lips*
- *For lighter skinned people, the skin tone turns bluish purple; for darker skinned people, the skin tone turns grayish or ashen*
- *Breathing is very slow and shallow, erratic or has stopped*
- *Pulse is slow, erratic or not there at all*
- *Choking sounds or a snore-like gurgling noise*
(sometimes called the “death-rattle”)



The law specifically authorizes first responders to administer naloxone for life-saving purposes:

An opioid antagonist may be administered or provided by any first responder for the purpose of saving the life of a person experiencing an opioid related overdose. In order to ensure public health and safety:

- (1) *All first responders who have access to or maintain an opioid antagonist obtain appropriate training as set forth in the rules and regulations of the Department of Public Health;*
- (2) *All law enforcement agencies, fire departments, rescue agencies, and other similar entities shall notify the appropriate emergency medical services system of the possession and maintenance of opioid antagonists by its personnel; and*
- (3) *Within a reasonable period of time, all first responders who administer or provide an opioid antagonist shall make available a printed or electronically stored report to the licensed ambulance service which transports the patient.*

O.C.G.A. § 31-11-55.1(b). Beyond that specific authority granted to first responders, any person acting with reasonable care and in good faith is permitted to administer naloxone to a person believed to be experiencing an opioid overdose. O.C.G.A. § 26-4-116.2(d).

For non-medical personnel responding to a suspected opioid overdose, the following steps are recommended:

- *Immediately call for emergency medical technicians.*
- *Try to rouse the victim*
(speaking loudly, pinching, or applying a sternum rub).
- *If victim is not breathing, administer rescue breathing (mouth-to-mouth). Lay the victim on their side once they have resumed breathing on their own.*
- *Administer an opioid antagonist, such as naloxone. Re-administer naloxone if the person does not respond to the first dose within three minutes.*
- *Stay with the victim until help arrives, and act quickly to administer rescue breathing if the victim stops breathing.*

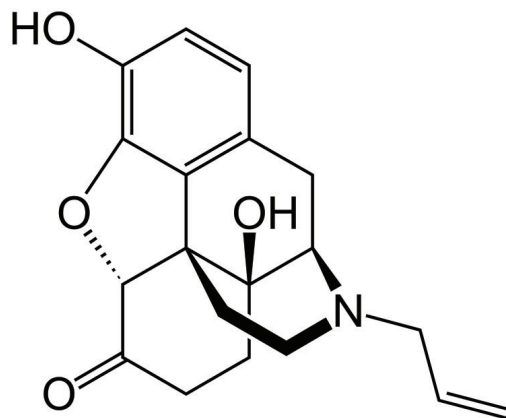
Studies have confirmed that police officers can safely administer naloxone, and that doing so saves lives. Even if police officers reach an overdosing person only a few minutes before an ambulance arrives, those minutes can make the difference between life and death.

Adoption of a comprehensive naloxone program is feasible. According to the Department of Justice, the cost of a single rescue kit ranges from \$22 to \$60. Training is available from the Georgia Department of Health at no charge. And there is no shortage of resource materials that a department can use to develop a comprehensive naloxone policy.

LIABILITY ISSUES

Concerns regarding civil liability need not deter an agency from implementing a naloxone program. Any first responder who "gratuitously and in good faith" administers or provides naloxone is immune from civil damages under Georgia law, so long as the first responder acts without gross negligence or an intent to harm. O.C.G.A. § 31-11-55.1(d). This immunity applies even if the first responder acted without the benefit of appropriate training. *Id.*

To date, there have been few reported federal cases arising from the administration of naloxone by law enforcement. It is difficult to fault an agency for adopting a naloxone program, and harder still to maintain a claim against an officer for trying to save someone's life. It is more likely that claims will arise based on an agency's failure to supply officers with naloxone, as this could arguably be considered a contributing cause in cases involving opiate overdose deaths. For that reason, any concerns regarding civil liability weigh in favor of adopting a naloxone program.



CONCLUSION

Granted, the use of naloxone by law enforcement officers will not eliminate the root causes of our nation's opioid crisis. And it will not reduce the number of overdose calls that emergency medical technicians and police officers are called to. But it will save lives, and that is reason enough for law enforcement agencies to strongly consider supplying officers with naloxone and training them how to use it.

- 1 See <https://www.cdc.gov/nchs/nvss/vsrr/drug-overdose-data.htm> (last visited 9/10/2022).
- 2 See <https://www.rxlist.com/narcan-side-effects-drug-center.htm#consumer> (last visited 9/10/2022).
- 3 See 2014 Ga. L. 616 (H.B. 965), available at <https://www.legis.ga.gov/api/legislation/document/20132014/144369> (last visited 9/10/2022).
- 4 A full copy of the standing order is available at <https://dph.georgia.gov/clinical-services/office-pharmacy/naloxone> (last visited 9/10/2022).
- 5 See <https://dph.georgia.gov/stopopioidaddiction/law-enforcement-first-responders> (last visited 9/10/2022).
- 6 See <https://dph.georgia.gov/EmergencyHelpforOpioidOverdoses> (last visited 9/10/2022).
- 7 The training required by O.C.G.A. § 31-11-55.1(b) is readily available online at the website of the Department of Public Health. See <https://dph.georgia.gov/EMS/public-notices-regional-and-state-wide-meetings/approved-training-opioids> (last visited 9/10/2022).
- 8 See <https://dph.georgia.gov/EmergencyHelpforOpioidOverdoses> (last visited 9/10/2022).
- 9 Michael D. White, Seth Watts, Carlena Orosco, Dina Perrone, Aili Malm, "Leveraging Body-Worn Camera Footage to Better Understand Opioid Overdoses and the Impact of Police-Administered Naloxone," *American Journal of Public Health* 112, no. 9 (September 1, 2022): pp. 1326-1332.
- 10 Perhaps the most helpful place to start is the "Law Enforcement Naloxone Toolkit," which is a clearinghouse of resources that the U.S. Department of Justice offers online. See <https://bjatta.bja.ojp.gov/tools/naloxone/all> (last visited 9/10/2022).
- 11 See, e.g., *Willis v. Corizon of Michigan*, No. CV 21-11184, 2022 WL 3357872, at *1 (E.D. Mich. July 18, 2022) (plaintiff alleged that jail nurses misdiagnosed him of an opioid overdose and administered an excessive amount of Narcan that caused an allergic reaction and poisoning); *McFall v. Neal*, No. 3:21-CV-534-DRL-MGG, 2022 WL 36097, at *1 (N.D. Ind. Jan. 4, 2022) (dismissing prisoner's claim against warden for allegedly causing officers to administer Narcan against the prisoner's will); *Malone v. Porter*, No. 3:21-CV-318-JD-MGG, 2021 WL 5053547, at *1 (N.D. Ind. Nov. 1, 2021) (allowing inmate's claim to proceed based on allegation that a nurse administered Narcan instead of treating his known seizure condition).



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AROUND THE STATE

DISTRICT NEWS

District 1

Nashville Police Chief, Charles “Chuck” Edwards, retired on August 21, 2022, after a total of 44 years of military and civilian law enforcement service. He served as the police chief for the Remerton and Nashville police departments for a combined 14 years. Chief Edwards was awarded Life Membership at the GACP Executive Board Meeting on August 25, 2022.

On August 23, 2022, **Chief Steve Hyman** and the **Tifton Police Department** were awarded Certification by the Georgia Law Enforcement Certification Program.

District 2

On June 1, 2022, **Lashawanda D. Ethridge** was named as the **Albany Technical College Police Chief**. Chief Ethridge has more than 16 years' experience and was serving as a lieutenant with the Albany State University Police at the time of her appointment.

District 3

James Biggs was sworn in as the new **Talbotton Police Chief** on May 18, 2022. He replaced **Sandy Neal**, who resigned on May 6, 2022.

Woodbury Police Chief Jesse O’Neal Jr. retired on July 23, 2022. **Jerald Frank Rafferzeder** was named as the Woodbury Police Chief on July 28, 2022.

West Point Police Chief Donald Britt resigned after four years of service on August 24, 2022. **Captain Kevin Carter** named as the **Interim Chief** on August 30, 2022.



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District 4

On April 20, 2022 **Montezuma Police Chief Eric Finch** was named as the Interim Chief of the **Oglethorpe Police Department** as part of an inter-governmental agreement that will continue until April, 2024.

After 40 years of service to the people of Perry and Houston County, **Perry Police Chief Steve Lynn** retired July 15, 2022. Lynn served as the department's chief for nine years. On July 15, 2022, **Captain Alan Everidge** was named as Interim Chief. Everidge has more than 33 years of experience and has served as Captain with the Perry Police Department for the past year. Chief Lynn was awarded Life Membership at the GACP Executive Board Meeting on August 25, 2022.

The **Forsyth Police Chief Eddie Harris** retired on July 29, 2022. He served with the department for 37 years and the last five years as chief.

On August 25, 2022, **Chief Eric Finch** was awarded the **Beverly Burton New Board Member of the Year at the Boys and Girls Club, Georgia Hall of Fame Dinner**. Chief Finch has raised more than \$1,000,000 for the Boys and Girls Club of Albany which serves Albany, Americus, and Macon County.

District 5

Rickey Maurice Evans became the **Kingsland Police Chief** on July 7, 2022. Chief Evans previously served as the Assistant Chief with the Glynn County Police Department.

On August 23, 2022, **Chief Kevin Jones** and the **Brunswick Police Department** were awarded Recertification under the Georgia Law Enforcement Certification Program.

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District 7

On Monday, July 12, 2022, the **City of Blythe** announced **Leondus Dixon** had been selected as their police chief.

Pierre Jorden was sworn in as the **Oliver Police Chief** on July 15, 2022. Chief Jorden replaced **Wallace Kiel**, who retired April 7, 2022.

District 9

On May 6, 2022, **Aletha Barrett** was named as the **Helen Police Chief**.

On July 12, 2022, Governor Brian P. Kemp reappointed **GACP Life Member Keith Glass** as a member of the Board of Commissioners of the Peace Officers' Annuity and Benefit Fund.

Kenneth Watts was named as the **Interim Chief** for the **Dillard Police Department** on July 16, 2022.

Kevin S. Thompson was named as the **Franklin Springs Police Chief** on July 21, 2022.

Michael Vieira Jr. was named as the **Chief Fire Marshall** for **Hall County Fire Department** on May 10, 2022.

Michael P. Lewallen was named as the **Chief Marshal** for **Cornelia** on August 4, 2022.

Chief Jonathan Roberts and the **Cornelia Police Department** were awarded Recertification under the Georgia Law Enforcement Certification Program on August 23, 2022.

Chief Jay Parrish and the **Gainesville Police Department** were awarded Recertification under the Georgia Law Enforcement Certification Program on August 23, 2022.

Chief Joseph Wirthman and the **Jefferson Police Department** were awarded Recertification under the Georgia Law Enforcement Certification Program on August 23, 2022.

District 10

Reynard Walker was named as the **Clayton County School Police Chief** on July 1, 2022.

After 50 years of service, **Conyers Police Chief Ralph E. "Gene" Wilson** retired on June 30, 2022. Over the course of his career, Chief Wilson served as Chief of Police with the MARTA Police Department, Sandy Springs Police Department, and the Conyers Police Department, for a total of 29 years. He is the only person to be named as the "Outstanding Police Chief of the Year" two times, first in 1993 and again in 2004.

Richard "Scott" Freeman assumed command as **Police Chief of Conyers Police Department** on July 1, 2022. Chief Freeman has a total of 32 years of law enforcement experience. He most recently served as the Deputy Chief for the last four years.

On July 12, 2022, Governor Brian P. Kemp reappointed **Georgia Department of Juvenile Justice Commissioner, Tyrone Oliver**, as a member of the Board of Commissioners of the Peace Officers' Annuity and Benefit Fund.

On August 2, 2022, **Governor Brian P. Kemp** ordered the U. S. and State of Georgia Flags at the State Capitol and in Fulton County to be flown at half-staff on Thursday, August 4, 2022, in honor of and as mark of respect for the memory of **Fairburn Police Sergeant, Sgt. Jean-Harold Astreet** who was killed in an automobile accident while on-duty.

On August 3, 2022, **Governor Brian P. Kemp** ordered the U. S. and State of Georgia Flags at the State Capitol and in Spalding County to be flown at half-staff on Saturday, August 6, 2022, in honor of and as mark of respect for the memory of **Spalding County Deputy Jamie Reynolds** who was killed in an automobile accident while on-duty.

On August 10, 2022, **Governor Brian P. Kemp** proclaimed August 10, 2022, as **Law Enforcement Appreciation Day in Georgia**.

On August 17, 2022, **Governor Brian P. Kemp** appointed **Chief Janet Moon** as a member of the **Criminal Case Data Exchange Board**.

On August 18, 2022, **Cornelia Police Chief Chad Smith** was promoted to **Public Safety**



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Director. Director Smith had served as the Police Chief for eight years. At the same time, **Assistant Chief Jonathan Roberts** was promoted to **Police Chief**.

Interim Chief Darin Schierbaum and the **Atlanta Police Department** were awarded Recertification under the Georgia Law Enforcement Certification Program on August 23, 2022.

Michael A. Crumpler was named as the **Morrow Police Chief** on August 24, 2022.

District 11

On August 15, 2022, Governor Brian P. Kemp appointed **Georgia Bureau of Investigation (GBI) Director Vic Reynolds** to fill vacancy on the **Cobb Judicial Circuit Superior Court**. Director Reynolds was named the GBI Director on February 18, 2019. Judge Reynolds previously served as the Cobb Judicial Circuit District Attorney.

On August 15, 2022, Governor Brian P. Kemp named **Michael Register** as the **Director of the Georgia Bureau of Investigation**. Director Register had previously served as the Director of Public Safety for Cobb County, Chief of the Cobb County Police Department, and Chief of Clayton County Police Department.

Orrin Hamilton began work as the **Austell Police Chief** on August 29, 2022. Chief Hamilton previously served with the Cobb County Police Department where he retired August 19, 2022, as Deputy Chief of Support and Administration after 25 years of service.

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CHIEF EXECUTIVE TRAINING CLASS AUGUST 2022



Bottom (from left to right): Gary Ethridge, Southwest Georgia Regional Airport; Robert T. Brown, Thomson Police Department; McKinley Lewis, Metter Police Department; Josh Lamb, Georgia State Patrol; Adriana Christopher, Fulton County Sheriff's Office; Anita Fraser, Fulton County Sheriff's Office; Vickie Logan, DeKalb County Sheriff's Office; Vicki Stevens, Southeast Georgia Health System Police Department; Jeff Bull, Gainesville Code Enforcement; Mary Williford, Gwinnett County School Police

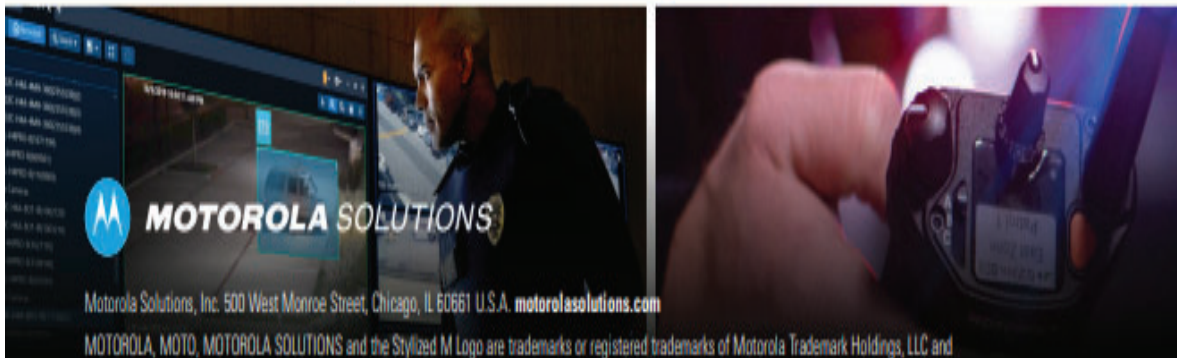
Middle: Jerry Rafferzeder, Woodbury Police Department; Chris Smith, Gwinnett County Police Department; Chris Findley, Chamblee Police Department; Emilio Quintana, Warm Springs Police Department; Eric Hayes, Hampton Police Department; Chris Jones, Baldwin Police Department; Beth Darrell, Rabun County Sheriff's Office; David Matson, Snellville Police Department; Elvery J. Lewis Jr., Georgia Department of Juvenile Justice; Pamisa Scott, Georgia State University Police Department; Jessica C. Brown, Paine College Campus Safety Department

Top: Burt Buchtinec, Emory University Police Department; Dale Strickland, LaGrange Police Department; Ray Ham, Georgia Department of Juvenile Justice; Samuel Jones, Rabun County Sheriff's Office; Eric L. Hampton, Georgia Ports Authority Police Department; Pamela Miller, DeKalb County Marshal's Office; J.T. Simpson, Alpharetta Police Department; David Snively, Morrow Police Department



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POLICING, DANGER NARRATIVES, AND ROUTINE TRAFFIC STOPS



Performing traffic stops is considered to be one of the most dangerous functions performed by police officers. This perception led the U. S. Supreme Court to defer to the need for officer safety when making decisions during traffic stops. It has also influenced how recruit officers are trained during basic training where academy instructors often show video recordings of the most extreme situations and follow up with simulation training. The author notes the shortcoming of this perception is those who are professing the dangers of traffic stops are devoid of 'context' that would "provide insight into the sequences, patterns, or trends" for these events.

Based on data from 200 Florida agencies over a 10-year period, this study represents the largest, most comprehensive, study of violence against police officers when performing traffic stops.

When evaluated previous research of violence against officers conducting traffic stops, the author referred to one database and two studies. The leading source of official statistics regarding violence against police is the Federal Bureau of Investigation's Law Enforcement Officers Killed and Assaulted" (LEOKA) program. The LEOKA program uses standardized offense definitions for participating agencies to submit data. However, this database has several limitations including the lack of contextual information on the assaults that occur during traffic stops.

The second study, The Bristow Study, was conducted in 1963 during a time when police used a more reactive approach to providing law enforcement services. This study was identified as having several methodological problems and showed little insight into the situations officers were assaulted.

Illya D. Lichtenber and Alisa Smith's study, *How Dangerous are Routine Police-Citizen Traffic Stops*, was published in 2001 using 10 years of data from LEOKA reports. Lichtenber and Smith used a 'danger ratio' of officers killed in pursuits and stops. Using this inclusive approach prevented the research from distinguishing between the events that occurred in stops, pursuits, or criminal enforcement.

The purpose of the current research was to develop a contextual understanding of when violence against police officers during traffic stops occurred. After evaluating the Florida LEOKA database, researchers obtained department incident reports containing the narrative of the arrest and probable cause affidavits. This information enabled researchers to distinguish if the event was based upon traffic violation or a criminal traffic stop that were typically not based on a traffic violation. This revealed one in three assaults on police occurred when officers were engaged in actions that were more than a traffic law infraction. In addition, when routine traffic enforcement was removed from criminal enforcement stops the amount of violence against officers was relatively minor and danger ratios involving routine traffic stops were very low.

The study found the rate of a felonious killing of officers during traffic stops was 1 in 6.5 million stops. Assaults that resulted in a serious injury occurred at the rate of 1 in 361,111 stops, while assaults without an injury occurred 1 in 6,959 stops. It was also determined the likelihood of an assault against officers increases in the late afternoon and continue to remain high into the early morning hours.

Using a sample group of 3,715 incidents, a typology was developed of when and how often violence against officers occurred during a traffic stop. In addition, this typology was developed that is descriptive of the assaults, not predictive of when they would occur. However, over 99% of the assaults evaluated fit within this typology.

The typology is organized around a hierarchy of mutually exclusive and observable contextual factors that preceded the violence in the evaluated cases and as the stop unfolded along its major phases: at inception, during its course, and after its conclusion. Under the hierarchy, once a case satisfied a contextual factor, it was accounted for in the typology. In this regard, multiple sets of contextual factors might have applied to a specific case if the typology were organized in a non-hierarchical fashion.

Stop Inception			
Criminal Enforcement Stops	21.6%		
During the Stop: Prior to Use of Police Authority			
Drivers Refuse to Pull Over	25.33%		
Fleeing Drivers/Passengers	11.66%		
Impaired Drivers/Passengers	11.52%		
Unprovoked Drivers/Passengers	3.55%		
		During the Stop: After use of Police Authority	
		Resisting Drivers/Passengers	23.1%
		Bystander Perpetrators	1.10%
		Stop Conclusion	
		Apprehended Drivers/Passengers	1.48%

Interestingly, four variables were found to precede an assault of an officer in 94% of the incidents. First, the stop was for a criminal offense, not a traffic violation. Criminal enforcement stops included offenses such as stolen vehicles, hit and run, outstanding warrants, and suspicious persons. While these stops occur less frequently than traffic enforcement stops, assaults occur against officers occur at a much higher rate.

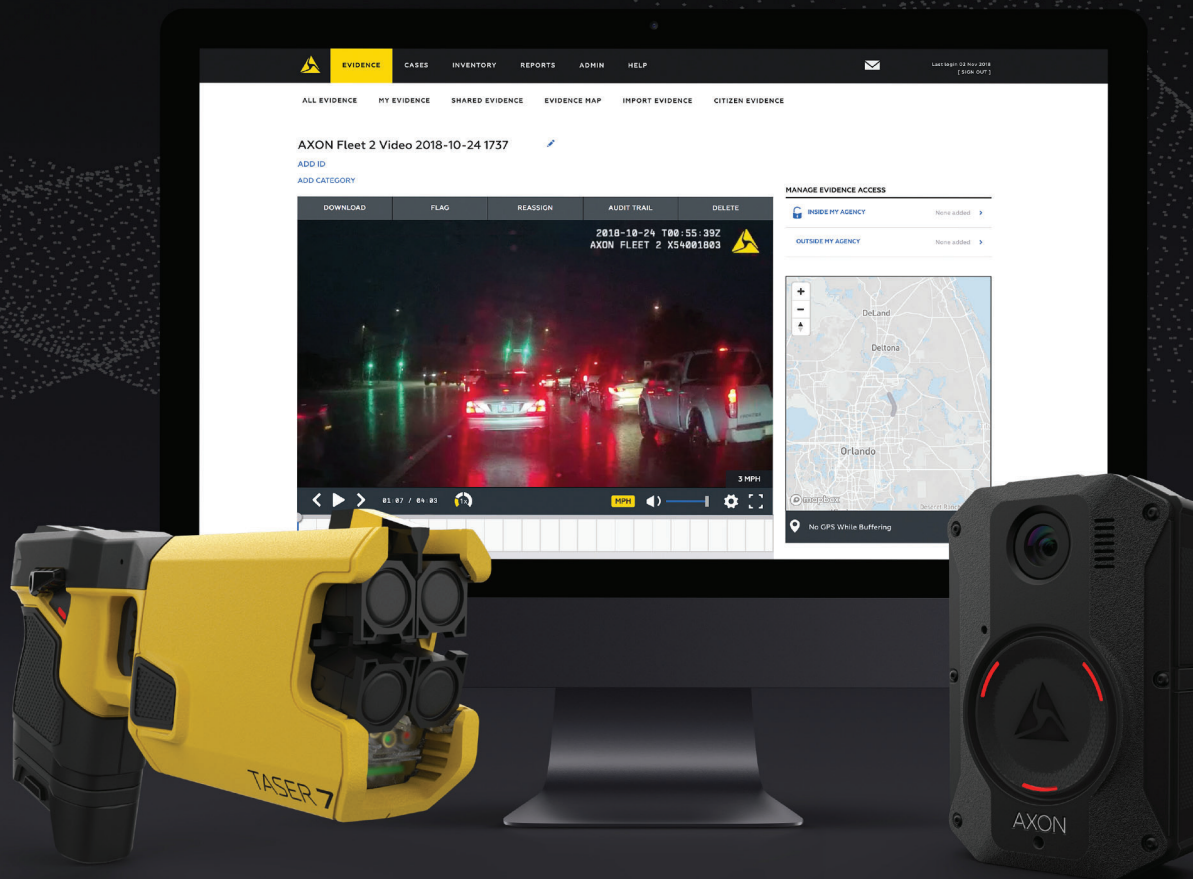
Second, the individual refused to stop for the officer by refusing to pull over or fled on foot or in a vehicle. Third, the officer observed clear signs of intoxication upon initial contact with the individual. Finally, the officer invoked some form of 'authority' by requesting their driver's license, conducting records check or conducting a search of the individual or their vehicle.

Random or unprovoked assaults only accounted for slightly more than 3% of all assaults. Very few assaults involved the use of a gun or knife. It was found that most reports of a weapon were linked to one being located during a search of the individual or vehicle after an arrest, not the usage against an officer. In summary, the researcher noted the study's findings and typology illustrated the description of the danger of traffic stops was over simplified and provided support for developing more accurate evaluations that are based on "context-rich information."

In addition, the LEOKA statistics suggest all traffic offenses are alike and lead 'institutional actors' including the courts, as well as police trainers, leaders, and subsequently their officers, to think all traffic stops are alike. This perception overshadows the contextual circumstances and 'enables sensationalized danger narratives of how stops are viewed.' Finally, criminal enforcement stops as a category are much more likely to result in violence against an officer than routine traffic stops. When violence against officers occurs during a traffic offense, it is more likely to escalate after the officer 'invokes their authority' by directing the person out of the vehicle, touch the driver/passenger or conducting a search of the individual or vehicle. It was suggested contextual data should be used in the evaluation and development of policies, officer training, and assignment of personnel to traffic enforcement.



Researcher
Woods, Jordan Blair
Professor of Law, University of Arizona
"Policing Danger Narratives,
and Routine Traffic Stops",
Michigan Law Review, Vol.17, pp. 635 - 712.



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DRIVING AS AN UNDER-ACKNOWLEDGED RISK IN RURAL POLICING



For over five decades, researchers have focused on the types of calls that are the greatest risk to police officers and not their response to those calls. While decreases have occurred in the number of deaths “because of improvements in procedures and new technologies,” data shows injuries and deaths occurring in automobile collisions have not experienced similar reductions. Rather, automobile-related deaths have not fallen and continue to be a leading cause of police officer deaths in the United States and Canada. Despite this, little research has been conducted on the dangers of responding to the calls and most of that has focused on urban areas where risks are much different than found in rural areas.

The role of police officers varies in rural areas. Officers are forced to perform services that staff from other agencies would perform in urban communities. As a result, officers spend much time performing activities most communities do not perform, such as delivering mail, medical emergencies, fires. Many times, agencies must accomplish this in more challenging economic conditions and with fewer resources. For example, response time in remote areas can take hours where the lack infrastructure such as paved roads, wi-fi, and back-up, that officers in urban and suburban communities take for granted.

To obtain a better perspective of the dangers officers face when driving in rural areas, researchers conducted 14 focus group discussions. The focus of these discussions “was to facilitate conversations about participant’s individual perspectives and experiences” that extended beyond opinions and attitudes. In particular, they sought to identify risks officers experienced when responding to and arriving at a scene.

Participants noted response times were often in the hours. Because of this, most of their time was spent in responding to calls as opposed to proactive initiatives. Collectively, participants reported their greatest safety related concern, regardless of their assignment, was responding to a scene. Some of the concerns included driving at high speeds on roads in poor conditions (i.e. gravel, dirt), and wildlife. Interestingly, while residents live in

remote areas, they still expected fast response times. Because of the associated pressure of responding to an emergency, officers reported frequently taking risks to their own safety. Driving related injuries, such as crashes or being struck by a car, were thought to be much more prevalent than any other activity such as tactical interventions.

In remote areas, the cost of providing service delivery can escalate very quickly. Officers and supervisors alike are aware of how funds are allocated and feel they are “perpetually characterized by operational risks in the form of limited budgets”. In particular, the participants reported their patrol cars function as a mobile office. Most of the vehicles had 100,000 to 140,000 miles. When one is crashed, a replacement may not be available.

The participants did report they received good training. However, when officers are assigned to supervisory or administrative positions the impact of the training diminishes. In closing, the researchers reported the time spent driving, vehicle conditions, and challenging environment increase the danger of an officer being hurt in a collision. To address these concerns, the authors recommended more research should be focused on the specific risks associated with driving in remote areas and other approaches to mitigate the risk. In addition, policy changes should be made to provide more economic support. It is important governing authorities ensure officers have the resources available to provide patrol vehicles that are safe to operate, are able to respond to calls with a partner, and a reassessment of the size and configuration of some areas be conducted.

While this research effort was focused on a very large and remote area in Canada, many of the issues faced by officers were very similar to those found in rural areas in the United States. Because of this, the issues identified and recommendations for mitigation are applicable.



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OUR FOUNDATION WAS STARTED in honor of Christian Collins, a sworn officer in Lamar County Georgia who passed away in August 2021 at the age of 28. Christian's deep love and appreciation for law enforcement is the heart of *Christian's Touch*.

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FATAL POLICE SHOOTINGS AND RACE

>> A Review of the Evidence and Suggestions for Future Research

When a law enforcement officer, acting in their official capacity, shoots and kills someone – justified or not – the public should know what happened. The failure of a comprehensive reporting system inhibits this as well as providing agencies informed approaches to improve operational procedures. The focus of this paper is not on reforms of police agency use of force policies. Rather, the focus is on the existence and extent of racial bias of officers and how further research and data collection can improve our understanding of the issue. The author urges readers to remain open-minded as existing research is presented. The article goes on to provide an outstanding overview of the different databases collecting use of deadly force that results in a death, shortcomings of current benchmarking techniques, and provides recommendations to improve these processes.

Public Perception

Surveys reveal 80% of African American and 50% of white Biden voters believe young African American men are more likely to be shot and killed by police than to be killed in an automobile collision. Another study revealed one-third of liberal or very liberal voters thought about 1,000 'unarmed' African American men were shot and killed by police annually. Only 20% of conservatives felt the same. Another study reported that 40% of African Americans were very afraid of being shot and killed by police. This was twice as high as the level of fear respondents had of being killed by a criminal.

It is important to recognize these widespread perceptions of police use of force against African Americans are a reality for these individuals. Unfortunately, these inaccurate perceptions negatively impact police officer's legitimacy, which reduces departments' ability to serve their communities, and imposes an 'an extra layer of intense scrutiny' on officers.

Studies conducted over the last five years reveal on-duty police officers shoot and kill approximately 1,000 persons nationwide annually. About 25% of these individuals are African American. This percentage is about twice as high as their representation in the general population. In addition, 22 of the unarmed persons shot and killed by police were black and make up 34% of that total.

DATA COLLECTION

There is no comprehensive government database that collects information on police shootings that result in a civilian death. Therein lies the problem. Data from the Centers for Disease Control and Prevention (CDC), National Vital Statistics System is often miscoded or not submitted. Similarly, the U. S. Department of Justice (DOJ), Bureau of Justice Statistics (BJS) collects Supplemental Homicide Reports from police departments that are voluntarily submitted. However, they do not capture most incidents.

Over the last few years, several programs were created to collect information on persons killed by police. Each of these initiatives utilized different focus, methods, and inclusion criteria.

Data used by The Washington Post was submitted by journalists and was limited to fatal shootings by on-duty police officers. It does not include deaths of individuals who died in police custody when officers did not use lethal force. In addition, the database does not include incidents of individuals who are shot but did not die.

Fatal Encounters, based at the University of Southern California, uses a combination of data collection sources including 'paid researchers, public-records requests, and crowd sourcing.' They include reports of any death that occurs when the police are present to include on-duty, off-duty, criminal, line-of-duty, accidental, involving federal, state, or local officers. This is a much more inclusive collection that may include stabbings, suicides, drownings, and car crashes.



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The Guardian newspaper utilized crowd sourced data that was confirmed by reporters of persons who were killed by the police in 2015 and 2016.

The Major Cities Chiefs Association conducts surveys their membership on the number of officer-involved shootings, but the survey is limited to the nation's largest police departments.

The Federal Bureau of Investigation's Use of Force Database began collecting data from agencies in 2019, but participation is voluntary, and collection is inconsistent. The DOJ, Bureau of Justice Statistics (BJS) conducted a pilot study of its "Arrest-Related Deaths" program. This consisted of a survey of police departments and analysis of news reports but did not result in an improved nationwide annual report.

BENCHMARKING

In an effort to better understand the magnitude of the issues surrounding police shootings, the number of persons shot and killed are compared with other factors. When the number of persons killed by police is evaluated by race, the findings became very controversial. African American, who make up only 13% of the population, represent 25% of persons who are shot and killed by police. This clearly indicates African Americans are overrepresented in the number of persons shot and killed by police. But racial bias by police is only one potential explanation.

The issue of police involved shootings is very complex and benchmarking by race is a crude process that compares two numbers side by side while ignoring the particular contextual behaviors and circumstances of the event. Because of this, there is no 'ideal benchmark.' The author compared the ratio of African American shootings with other measures of violent crime and criminal justice system involvement and reported their representation was 'in line with or even below' other races. These measurements compared officer and suspect demographics, department demographics, and geographic patterns (urban vs. rural), census tract poverty rates, as well as psychology lab experiments.

To improve the research and data collection, the author offered several recommendations. First, avoid use of all simplistic benchmarking studies. There are too many intervening variables to make direct correlations that fully explain police involved shootings.

Second, there are more than 18,000 law enforcement agencies in the U.S. Some of these organizations are very professional, others are not. It was recommended data be collected from individual departments to identify variations in shootings and fatalities. This focused information will be more effective in identifying where the problems exist than using aggregate data from a national perspective.

Third, the data collection process must be improved if accurate data on the numbers, locations, and circumstances are to be evaluated. It is important to note there is even less information on those individuals who were shot but survived or officers who fired their weapon and did not strike the person. With the 'level of interest' in racial bias, the author recommended departments should record this information and make it available to the public in a timely fashion!

Fourth, departments nationwide should continue to expand the use of body-worn cameras. Information from recordings can be used to critique and improve officer's performance as well as provide invaluable evidence to exonerate good officers and prosecute bad ones. Finally, more studies should be conducted to evaluate situations officers did not discharge their firearm, but the individual died from another type of force that interacted with preexisting health issues.



Researcher

Robert VerBruggen is a fellow at the Manhattan Institute where he provides policy research, writes for City Journal, and contributes to special projects and initiatives in the President's office. Having held roles as Deputy Managing Editor of National Review, Managing Editor of The American Conservative, Editor at RealClearPolicy, and Assistant Book Editor at The Washington Times, VerBruggen writes on a wide array of issues including economic policy, public finance, health care, education, family policy, cancel culture, and public safety. VerBruggen was a Phillips Foundation Journalism Fellow in 2009 and a 2005 winner of the Chicago Headline Club Peter Lisagor Award. He holds a B.A. in journalism and political science from Northwestern University



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STAFF DEVELOPMENT



An organization can only be as good as their people. Continually developing staff is critical to improving their abilities and value as well as the department's overall performance. Making this issue even more problematic is the rate of change that is occurring in the amount of information being developed. Currently, the amount of human knowledge being developed is doubling every one to three years. Obtaining the minimum required training is not sufficient for an individual and the organization they serve to remain current in today's world. Compounding the problem for police organizations is the volatility in the labor market and increased turnover. To address this issue, police agencies must evolve and implement new approaches to develop their staff.

Cross-training is a professional development technique that enables employees to learn additional job responsibilities and provides a range of benefits for both the individuals and organization.

First, cross-training enhances employees' skill sets and improves their understanding other employees' job responsibilities and the department's operations. Subsequently, this process enables organizations to develop their 'bench strength' and better maintain continuity of operations during turbulent periods.

Having cross-trained employees improves communication between different parts of the organization and improves individuals' understanding of how different parts of the organization function as well as how their actions impact other parts of the department. Similarly, public and private organizations have found the improved collaboration between individuals assigned in different units has led to eliminating unnecessary redundancies and streamlining activities.

Cross-training provides employees the assurance and flexibility to take time off with the confidence essential job tasks will be performed in their absence. In addition, providing cross-training allows individuals to engage in an extended 'realistic job preview' and gain insight as whether they would like to seek a full-time assignment. Specialty positions such as detectives and traffic are often viewed as being 'prestigious' or 'choice' assignments. Once persons are assigned to work in the unit, they gain a full understanding of activities that must be completed. In many instances, newly transferred officers learn the assignment is much different than they had perceived. It is not uncommon for persons who transferred to detectives to quickly realize the assignment is very different than expected. Newly appointed detectives often comment that when assigned to patrol, their day ended at shift change and started over fresh the next day. In detectives, however, the work never ends. When they leave for the day, it is waiting on them when they return. They find that detectives are required to work multiple cases simultaneously and attention to detail and documentation is demanding. In addition to providing a realistic job preview, assigning persons to these 'long term' training initiatives helps agencies to develop a pool of qualified

Cross Training Considerations

How will individuals selected/assigned?

How long are the assignments?

What will they be expected to learn and perform when assigned?

Will individuals be provided pay increases during the assignment or after developing the new skill set?

What training approaches will be employed?

How will individuals' progress be evaluated, and achievements recognized?

What feedback will be collected to continuously improve the program?

individuals who can quickly transition into vacancies and significantly reduce the time required to begin working at 'full speed.' In addition, it builds individuals capabilities when they return to their regular assignment when they utilize their newly developed skills.

Typically, two general approaches are used to implement cross-training programs. When a job enrichment approach is used, participants are provided greater authority or responsibility within their current position. For instance, a clerk who processes reports may be trained to respond to open records requests. The second approach involves job expansion, where employees are trained to conduct activity that is normally performed by other employees. For example, citizens have watched CSI and nightly news reports for years and seen how crime scene evidence is used to successfully resolve cases. As a result, many have grown to expect officers to perform these tasks when they are victimized. However, most agencies do not have a formal crime scene unit and detectives are often too busy to process every theft or burglary scene. To address this, patrol officers can be trained to process crime scenes for fingerprints and other evidence when they take the initial report.

A good starting point to developing a cross-training program is to identify "indispensable" or "go to" employees throughout the organization who perform many tasks that no one else knows how to do. In many cases, these individuals perform many tasks no one in the agency is aware are being performed. While these are outstanding individuals, each represents a single point of failure for the organization. Every agency has these outstanding employees, but the situation is most common in smaller agencies where there is less opportunity for specialization and staff are required wear several proverbial hats. Some of the positions agencies frequently include in this category include payroll, Georgia Crime Information Center (GCIC) Terminal Agency Coordinator (TAC), evidence custodians, and certification and/or accreditation managers. It is important for agency leaders to ask, "What happens when this individual is not available when a required task is needed to be done?" "Who, if anyone, is designated to step in during their absence?"

If these employees are not available, or they abruptly leave the department, essential activities are not accomplished. Because of this, it is important for leaders to have sufficient staff who are capable of immediately stepping in to perform in these essential job assignments. For example, one agency recently experienced a situation when a veteran employee had always coordinated the annual calibrations of speed detection devices. When the individual retired, no other staff were aware the task was to be done. It was only after a citation was challenged in court the department realized the device calibrations had not been conducted. This resulted in numerous speeding citations being dismissed by the court and fines from previous adjudicated cases to be reimbursed.

Once the most vulnerable positions are identified, determine the essential knowledge, skills, and abilities individuals will need to successfully perform all of the tasks required of the position. At the same time, the standard for evaluating the task must be established. In addition, cross-trained personnel should be expected to periodically perform the activity to ensure they remain proficient and are aware of updates or changes in processes.

In most cases, cross-training of employees is accomplished by using in-house personnel. When needed, there are a variety of alternative training formats, including on-line and traditional classroom training, to address the individual's needs. In other instances, if in-house personnel are not available to train individuals, department staff may need to work with other agencies to gain insight in how to perform the required job responsibilities.

When implementing a cross-training program, leaders should consider a number of issues before embarking on the initiative. It is important for leaders explain the purpose of the program is to build organizational resiliency, improve productivity, and how it will be conducted. Failure to communicate the purpose and reasons for the training can quickly lead to speculation and rumors, none of which are ever an accurate reflection of the reasoning and need for the program. In other cases, some employees may feel mistreated by being required to perform more job responsibilities without increased benefits. Others may feel leaders are trying to abolish their position.

As positions and tasks are identified as needing staff to be cross-trained, the coordinators should consider using the following questions to guide the program development.

HOW WILL INDIVIDUALS SELECTED/ASSIGNED?

The selection for participation must be considered as logical and fair. For some positions, it may be appropriate to direct a co-worker be taught how to perform tasks. In other cases, the agency may consider using a formal screening and selection process. It is important to ensure assignments are not perceived as providing others an unfair advantage in competitive selection processes for promotion.

HOW LONG ARE THE ASSIGNMENTS?

The length of assignments will vary according to the complexity of the task or position. Such that short-term training may only take a few hours, while others may range from several months to a year. In some cases, it may have to occur intermittently.

WHAT WILL THEY BE EXPECTED TO LEARN AND PERFORM WHEN ASSIGNED?

Clearly list and explain the tasks to learn and the expected competency levels to attain. Will individuals be provided pay increases during the assignment or after developing the new skill set? This varies according to the complexity of the assignment, importance of the job responsibility for the organization's performance, and the governing authority's personnel rules.

WHAT TRAINING APPROACHES WILL BE EMPLOYED?

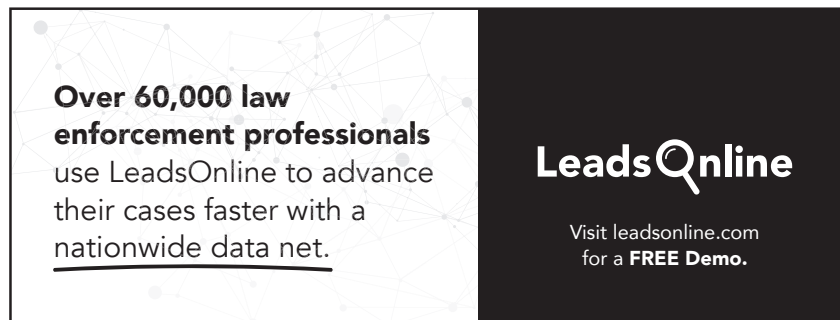
These could include the use of one or a combination of techniques. How will individuals' progress be evaluated, and achievements recognized? Simply going through the training is not sufficient. Rather, organizational leaders need know individuals can perform the assignment to the established standard.

WHAT FEEDBACK WILL BE COLLECTED TO CONTINUOUSLY IMPROVE THE PROGRAM?

Debriefings should be conducted as employees are preparing to transfer back to their regular position. What worked well? What processes did not provide the expected results? Which were the most effective? Should other approaches be considered?

When individuals are assigned to long term cross training assignments (i.e. detectives), some agency leaders have found that it is important to formally designate a specific time for their transfer back to their original assignment. In cases where they individual was not given a specific date, some have developed hope they would remain in the assignment full-time. They become despondent and upset when returned to their primary assignment. In addition, will these persons be expected to implement their newly acquired skills in their regular assignment?

Cross-training programs provide agencies an effective approach to enhance employees' capabilities, significantly improve their quality-of-service delivery, and ensure continuity of operations. When beginning a cross-training program, start slow. Build a track record of successes and identify the strategies that are the most effective. Exercise caution to not overload individuals. Developing personnel takes time. To be successful, it is important for leaders to utilize a deliberate process for identifying where instability in staffing and job performance can impact the organization. Once identified, develop a plan to address each and communicate the purpose to employees. Individual's performance in the program should be monitored to ensure they are engaged and performing to standard and utilizing their newly developed skills when they complete the training. Finally, debriefings and other evaluation processes are critical for identifying how the process can be improved and expedited.



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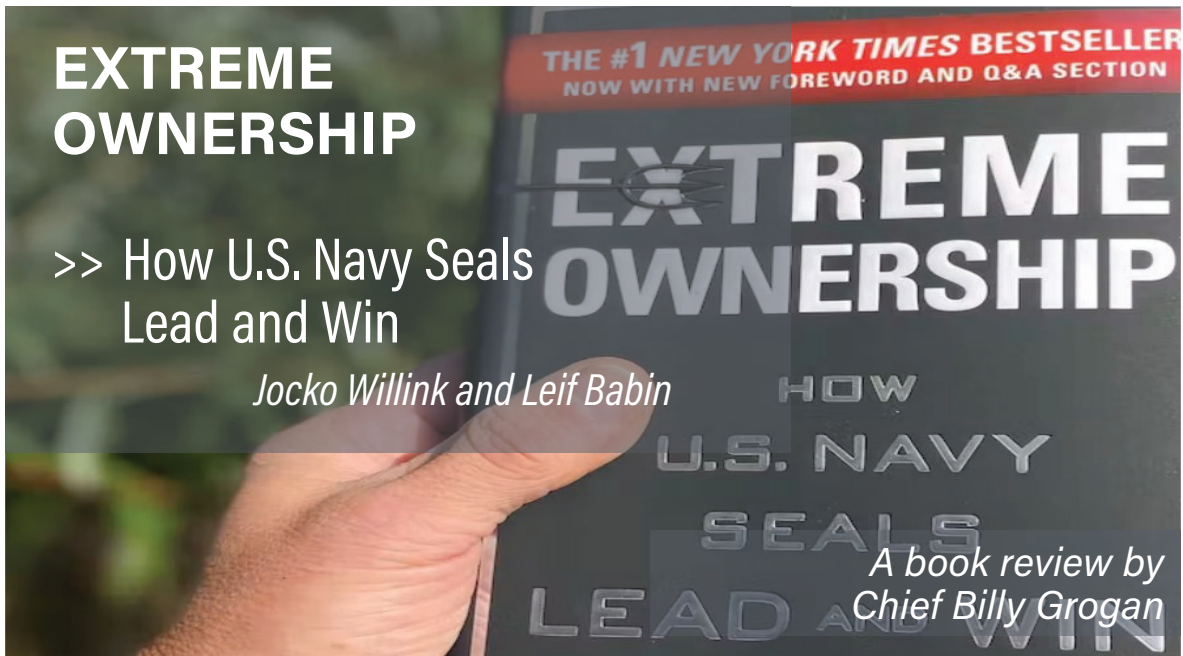
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BOOKS AND BADGES



When I was sworn in as the police chief of the Dunwoody Police Department on December 17, 2008, I duplicated something we did at the Marietta Police Department. Under the leadership of Chief Bobby Moody, we read a leadership book together as a supervisory staff and discussed chapters at our staff meetings.

Recently, we finished reading *Extreme Ownership: How U.S. Navy SEALs Lead and Win* as a supervisory team over the last six months. This book probably generated the most discussion amongst our staff of any book we have read over the previous thirteen years.

I thoroughly enjoyed reading it and found the insight of the authors valuable.

After moving past the introduction on leadership, the book has Part 1 about winning the war within, Part 2 about the laws of combat, and Part 3 about sustaining victory. Each part of the book has multiple chapters, which expand and explain each part further.

The authors alternate who is speaking in each chapter of the book by having the author's name at the beginning of each chapter.

Each chapter has a story or stories about an experience the authors had while serving in the military. They then provide an overall lesson learned from that experience. Finally, the authors relate that experience to the business world, using examples from their consulting business after their service in the military. I found the business application to be the most valuable.

The overarching premise of the book is that great leaders take Extreme Ownership of all they are responsible for and for everything that impacted the mission. Great leaders make no excuses, and they cast no blame. In other words, there are no bad teams, only bad leaders. Let that sink in for a minute.

In Chapter 1, Extreme Ownership, Willink captures the reader's attention by describing a friendly fire incident or blue-on-blue shooting they had in Iraq while he was leading Task Unit Bruiser. As a result, an Iraqi soldier was killed, and one of his men was injured.

While trying to understand how the incident could have happened, Willink realized that as the leader of Task Unit Bruiser, the failure was his responsibility. He stood before his team and leadership and asked who was to blame. One after another, different members of Task Unit Bruiser took responsibility for their failure. In the end, he accepted responsibility and blame for the incident in front of his subordinates and supervisors. Not surprisingly, he also gained their respect.

Chapter 2, No Bad Teams, Only Bad Leaders, provided a great example of this concept. Babin described being an instructor at SEAL training. They held boat races consisting of a leader and a team. Boat Crew II had an excellent team that worked together and won most of the races. Boat Crew VI had a terrible leader on a dysfunctional team, losing every race. The leaders of these two boats were switched.

What do you think happened? Boat Crew VI won the race! The leader made all the difference. The leaders in our organizations can make a massive difference in the success of our staff and departments. I could go on and on with stories and examples like these from each chapter, but I would rather you read the book for yourself.

The title of each chapter provides some great information about the chapter's content. Believe, check the ego, cover and move, prioritize and execute, decentralized command, plan, leading up and down the chain of command, decisiveness and uncertainty, and discipline equals freedom covers a lot of significant territory.

The examples used by the authors are an excellent fit for law enforcement. Here are a few quotes I found that were helpful. "The enemy is out there", "Remember, it'd not about you", "Be confident, but not cocky", "Leaders who lose their temper also lose respect."

I highly recommend Extreme Ownership for law enforcement leaders. As I mentioned earlier, this book generated the most conversations at our staff meetings of any book we have read. It is definitely worth the read.



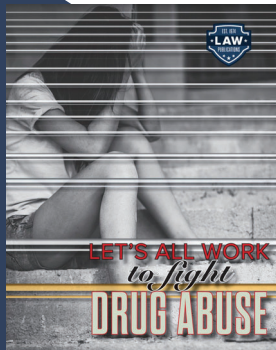
Chief Billy Grogan has over 40 years of law enforcement experience and has served the last 13 years as the Chief of Police. Previously, Chief Grogan served as Deputy Chief in Marietta Police. He is a graduate of the FBI National Academy, Georgia Command College, and the Georgia International Law Enforcement Exchange (GILEE). He holds a Masters Degree in Public Administration from Columbus State University.



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Over the years, improvements in vehicle technology and road construction have played a critical role in reducing the frequency and severity of automobile collisions. Police officers' traffic enforcement initiatives have also served as a critical component in making the roads and highways safer across the Nation. Studies have found "increasing the number of citations has been demonstrated to reduce traffic accident and accident-related injuries."¹ Despite this, automobile crashes continue to be a leading cause of unintentional deaths in the United States². The National Highway Traffic Safety Administration (NHTSA) reported traffic fatalities in 2021 increased by 10.5%, reaching a 16-year high³.

While the overwhelming majority of police officers' efforts have been focused on improving public safety and reducing collisions. There is the perception that some communities have used traffic enforcement to overcome revenue shortfalls. This had led to police agencies across the nation to be accused of "policing for profit". As articulated in the Official Code of Georgia, the standard to evaluate law enforcement agencies traffic enforcement efforts is to determine if it is being done for "the promotion of the public health, welfare, and safety."⁴ This article provides a critical perspective of how traffic enforcement strategies being employed by a few agencies are reducing all law enforcement agencies' legitimacy. In addition, processes are discussed that leaders can utilize to ensure their organizations' focus on public health, welfare, and safety as well as insulate their department against inaccurate allegations.

A nationwide study conducted by Governing magazine found that "Fines and Forfeitures accounted for more than 10 percent of the general fund revenues for nearly 600 jurisdictions."⁶ In addition, in more than 80 governments across the U. S., fines accounted for more than 50% of their general revenue funds. Six states that had the most local governments to receive higher fines amounts included "Arkansas, Georgia, Louisiana, New York, Oklahoma, and Texas"⁷

A variety of common behaviors have been associated with agencies that conduct traffic enforcement to enhance revenue.

ALTERNATIVE FUNDING SOURCE

Several studies noted local officials use traffic fines and forfeitures to overcome revenue short falls. Tampa and Hillsborough County Florida were reported to be issuing more traffic citations with higher fines to pay off bond debt after another revenue source was lost.⁸

In California, between 2005 and 2015, there was a “statistically significant increase in per capita traffic fines in the year immediately following a tax revenue decrease. A tax revenue increase in the previous year, however, does not have a significant influence on per capita traffic fines”⁹ Increased per capita fines are more like to occur in rural and low-income counties.¹⁰

TAX EXPORTING

Political economic theory suggests appointed and elected officials are likely to utilize funding sources that voters are more likely to support. Many times, these result in approaches being utilized that place a greater burden on those individuals who are not residents and have less input on the issues during elections. This approach is sometimes referred to as ‘tax exporting.’ When the approach is applied to traffic enforcement, researchers have found “out-of-state and out-of-town drivers face different standards compared to local drivers.”¹¹

For example, Massachusetts state law limits municipalities’ ability to increase property taxes and excise fees. Researchers found that in those communities that did not pass a referendum to override this restriction, agencies were more likely to issue citations and fine persons who live outside the jurisdiction.

The vast majority of our nation’s million-plus police officers are honorable and professional men and women, dedicated to protecting the communities they serve.

They often do so for little pay, with meager resources, and under incredible pressures. Yet they genuinely feel a sense of duty and commitment to the people they serve.⁵

Such that, out-of-state drivers had a 66% greater chance of receiving a citation as compared with a local driver, who had a 30% chance. In addition, out of town drivers and out of state drivers were 11 and 21 percent more likely to receive a citation than a resident of the community respectively. However, jurisdictions with a higher tax base were less likely to issue citations than agencies with a limited tax base. At the same time, when the citations issued by state officers were compared to those issued by local departments, they found offenders from another state who were stopped by state police officers only had a six percent greater probability of being cited. In addition, state officers were less likely to issue a citation than local police officers in a community that had failed to pass a referendum to increase property taxes.¹²

QUOTAS

At least 26 states and Washington D.C. have law prohibiting quotas.¹³ The term 'quota' is often utilized when officers are perceived to be encouraged or directed to issue high numbers of traffic citations. In his article "Police Quotas", University of Pennsylvania law professor Shaun Ossei-Owusu noted there is no 'robust description' in the academic literature for police quotas. He defines police quotas as "formal and informal measure that requires officers to issue a particular number of citations or make certain number of arrests."¹⁴ He went on to note quotas may also include informal employment actions such as "promotion, compensation, or discipline." Other terms that could be considered as jargon for quotas include benchmarks, productivity goals, or requirements for specific numbers of stops, warning, or contacts. They may also include "unwritten understandings" or competitions to see who could issue the most citations.

POLICE LEGITIMACY

One of the Nation's founding principles is that governments, and subsequently their agencies, derive their authority from the consent of the governed.¹⁵ As the most visible providers of governmental services, law enforcement officers are often seen as the face of the local government.

Justice, if it can be measured, must be measured by the experience of the average citizen has with the police.¹⁶ Such that, when the actions of government officials (police officers) are perceived as wrong, the officers are viewed as being illegitimate. If the public perceives the police are being used for illegitimate purposes, it undermines and interferes with their ability to perform their legitimate duties.¹⁷

After the death of Michael Brown in Ferguson, Missouri, the U.S. Department of Justice investigated the Ferguson Police Department under the pattern-or-practice provision of the Violent Crime Control and Law Enforcement Act of 1994, 42 U.S.C. 14141. This investigation provided a prominent example of how police were perceived by their community as having lost their legitimacy. During their investigation, a review of inter-agency correspondences revealed a focus by city and police department leadership on generating increased revenue through traffic enforcement. In addition, officers' performance evaluations and promotions

were linked to 'productivity' and citation issuance. The investigators found 'this emphasis on revenue compromised the institutional character of the Ferguson Police Department.' The police and municipal court practices sowed a deep mistrust between the department and members of the community. This led to the undermining of the department's legitimacy, particularly in the African American community. Citizens' views of the department were not just shaped by what the department did, but how they did it¹⁸

The issue of agencies conducting traffic enforcement for the purpose of enhancing revenue is one that elected officials from the political left and right unite to address. As a result, state legislatures have often placed increased restrictions on local governments to curb the perceived abuses.

Georgia has a long history of some local agencies engaging in traffic enforcement strategies that were perceived as being inappropriate. State highways and interstates are heavily used by tourist traveling to and from vacation in Florida. In 1970, after he was unable to persuade community leaders to cease their traffic enforcement strategies, Governor Lester Maddox gained national attention when he posted a billboard along U.S. 301 warning drivers of a speed trap. To ensure the sign was not vandalized or removed, state law enforcement officers were posted at the location.¹⁹



Courtesy, Georgia Archives, Vanishing Georgia Collection, Ion001.

Speed Enforcement Related Statutes

- 40-6-6. Use of radar speed detection devices by law enforcement officers
- 40-6-9. Challenges to speed limits and other traffic regulations established or enforced by local governing authorities.
- 40-6-183. Alteration of speed limits by local authorities.
- 40-6-184. Impeding traffic flow; minimum speed limits; slower driving in a passing lane
- 40-6-185. Speed limits on bridges and other elevated structures.
- 40-6-186. Racing on highways or streets.
- 40-6-188. Highway work zones; reduction in speed; signage. (Misdemeanor of high and aggravated nature)
- 40-6-189. Classification as super speeder; fees.
- 35-8-7. Powers and duties of council generally
- 35-8-12. Certification to use speed detection devices; withdrawal or suspension of certificate.
- 40-14-2. Permit required for use; use not authorized where officers paid on fee system; operation by registered or certified peace officers.
- 40-14-3. Application for permit; use of device while application pending.
- 40-14-4. Compliance with rules of Federal Communications Commission; certification of devices.
- 40-14-5. Testing of radar devices; removal of inaccurate radar devices from service; maintenance of testing log and independent calibration tests of automated traffic enforcement devices.
- 40-14-6. Warning signs required; signage requirements.
- 40-14-7. Visibility of vehicle from which device is operated.
- 40-14-8. When case may be made and conviction had.
- 40-14-9. Certain evidence inadmissible; use of device on hill.
- 40-14-10. Unlawful use of devices generally.
- 40-14-11. Investigations by commissioner of public safety; issuance of order suspending or revoking permit; ratio of speeding fines to agency's budget

Subsequently, Governor Maddox supported the creation of O.C.G.A. 40-14-2²⁰ that prohibited the use of speed detection devices by officers who were paid on a fee system. Over time, more restrictions were placed on local law enforcement agencies through legislation, resulting in Georgia having some of the most restrictions on traffic enforcement in the U.S.

It is important to note that legislative action to restrict traffic initiatives is not limited to Georgia. In October 2021, the City of Philadelphia, Pennsylvania identified violations that do not do anything to keep people safer. Using this information, the City Council passed an ordinance that identified two types of traffic offenses including 'primary violations' that pose a threat to the public and 'secondary violations' that do not provide a threshold for a legal traffic stop.²¹

More recently, Alabama passed legislation in 2022 to address the issue with its worst speed traps and removed the incentive for conducting traffic enforcement for enhancing revenue. The State placed a cap on the amount of traffic fines and forfeitures any local government can retain. Such that no more than 10% of the police department's operating budget can be retained. All funds above that amount must be sent to the state's Crime Victims' Compensation Fund and Fair Trial Tax Fund.²²

PROCESSES TO CONSIDER WHEN CONDUCTING TRAFFIC ENFORCEMENT

While automated vehicle technology may one day eliminate the need for traffic enforcement, it will continue to be an essential function of police agencies for the foreseeable future. To avoid accusations of using inappropriate traffic enforcement strategies, agencies should consider a martial arts axiom. "The best way to avoid being hit, is not being where the punch or kick is thrown". It is critical for police leaders to know those areas the agency and its officers may be criticized and use data to support their enforcement initiatives. But facts without data is just an opinion.

Track Traffic-Related Complaints - When the agency receives traffic-related complaints from citizens, a record should be created to include the date received, type of violation(s), location, time of day as well as the complainant's name, contact information, and other relevant details. In some cases, it may be productive to conduct speed studies to verify the claims. These traffic surveys can help to better determine the time and day of week events may be occurring so officers can focus their efforts during times they are more likely to occur. This information is critical when concerns are voiced about officers conducting enforcement.

Analyze Collision Data - Conduct regular analysis of the time, day, locations, and contributing factors for automobile collisions. Agencies that participate in electronic reporting to the Georgia Department of Transportation, can access automated vehicle collision data from Lexis Nexis GEARS to easily evaluate these issues.

Using this information, department leaders can focus valuable resources at hot spots

No law can be crafted which can be mechanically applied to the wide variety of situations which law enforcement regularly face. Nor can officers be expected to intercede in every single violation of the law they witness.

Consequently, legislators expect, and reality demands, that law enforcement officers exercise good judgment and sound discretion in enforcing a menagerie of federal, state, and local laws on the books. If part of an officer's decision process for deciding which laws to enforce and when to enforce them includes the potential for profit, police discretion can become a convenient excuse for abuse.²³

for vehicle collisions during the most appropriate times. Officers should also be able to explain why they are conducting traffic enforcement initiatives at specific locations and times. For example, during the interaction with drivers, officers should explain the reason for enforcement at the location (i.e. multiple complaints from citizens or data analysis determination).

Treat the Problem, Not the Symptom - There are a multitude of laws that regulate automobiles, such as equipment standards for tail and brake lights. While this equipment is important for the safe operation of a vehicle, chances are a close inspection of most cars on the road can be found to be in violation of the traffic code. These encounters require officers to exercise good judgment. Just because the officer can make a stop and issue a citation does not mean it is prudent to do so. If an equipment malfunction, such as a brake light, could create a safety hazard that could lead to a collision, a stop may be considered to inform the driver. It should also be recognized that these types of issues occur with older vehicles that are most likely to be driven by persons with limited financial resources. Issuing a citation is only going to make it more difficult for the individual to pay for the necessary repairs.

Some agencies have begun to work with local auto parts stores to develop discount coupons to be given to persons with malfunctioning equipment. When the officer makes a traffic stop for a violation, they issue a warning and provide them with the coupon. The data from the traffic stop is entered into the department's database. Only after the third or fourth violation is a citation issued. Meanwhile, the driver can carry the vehicle to participating stores and have the part replaced a reduced cost. Subsequently, the problem (i.e. malfunctioning equipment) is addressed.

Analyze Fines/Forfeitures - Conduct periodic, as well as annual, analyses of traffic citation fines and forfeitures as compared with the department's budget and state limitations. Also

look for any patterns of officers issuing traffic citations for non-speeding violations to avoid being tracked for these violations. As part of this, agencies may consider examining detailed information such as the drivers' residence (i.e., out of town, county, state), race, issuance of warnings and citations. This information should be examined for the department, shifts, and particular officers for any potential patterns of abuse/misconduct.

Policy and Training - Implement operational procedures to prohibit as well as train supervisors and officers of behaviors that may be considered a police quota or other inappropriate behaviors.

Inspect Department Records - Ensure requisite agency inspections and records are up to date. These should include each officer's training and certification(s) to operate speed enforcement devices, agency speed detection devices' certification records, daily radar calibration checks, and roads have been approved by the State Department of Transportation for speed enforcement with speed detection devices. Failure to maintain these fundamental requirements can result in cases being dismissed because an officer did not have standing to make the stop and fines to be reimbursed to individuals who were improperly cited. This negatively impacts the agency's reputation with the community.

Treat Each Person as a Juror - Officers should treat every person they encounter as a potential juror. Every encounter with a citizen, whether on a traffic stop, automobile collision, assistance call, or criminal investigation should be treated as a person who will serve as a juror on a grand jury as well as a criminal or civil trial. How they are treated by an officer establishes a prism of how they view police officers in the future and may be critical in determining their perception of officers' testimony.

In closing, the overwhelming majority of law enforcement agencies and officers work very hard to serve their communities. However, a profession is often measured not just by its best individuals and organizations. Rather, it is the actions of a very few who consistently perform at the cusp of the minimum standard who establish the benchmark through stricter legislation and court rulings.

This is not a time to circle the proverbial wagons to protect the status quo. Rather, it is a time for all police officers to ensure our collective behaviors are viewed in accordance with the consent of the governed. Failure to do so will result in diminished legitimacy and more restrictions from our governing bodies and the courts.



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SPEED DETECTION DEVICE PERMIT GUIDE

Georgia Department of Public Safety

I. PREAMBLE

The Georgia Department of Public Safety (DPS), acting through its Commissioner, is tasked by the Georgia General Assembly with processing all requests for applications and applications for permits for the use of speed detection devices. The DPS Permits Section is responsible for obtaining all required information from local governing authorities associated with their application for a Speed Detection Device (SDD) Permit. The DPS Commissioner may withhold issuance of a permit or suspend a local governing authority's permit if it is determined that the local governing authority has not complied or cannot comply with the laws of this State regarding the use of speed detection devices. All SDD Permits issued by the DPS Permits Section expire at midnight on December 31st of the third year. Although the DPS Permits Section will issue a renewal notice letter, permit holders are solely responsible for seeking renewal of the permit before the expiration date. The following are steps on how to obtain and/or renew an agency's SDD Permit.

II. APPLICATION FOR A SPEED DETECTION DEVICE PERMIT

The DPS is authorized to prescribe by appropriate Rules and Regulations of the State of Georgia the manner and procedure in which applications shall be made for such permits and to prescribe the required information to be submitted by the applicants (DPS Rules Chapter 570-7 Speed Detection Devices). The DPS may deny the application or suspend the SDD Permit for failure to provide information or documentation at the department's request. All requests for applications and all applications for a permit for the use of speed detection devices, or requests for information concerning the rules and laws governing the use of speed detection devices shall be made in writing to the Special Investigations Division, Department of Public Safety, P.O. Box 1456, Atlanta, Georgia 30371 or by contacting the DPS Office of Professional Standards at 404-624-7250.

DPS Rule 570-7-.02 Application for Permit reads as follows:

- (1) Applications for permits for the use of speed detection devices shall be on a form prescribed and approved by the Department of Public Safety and shall be submitted to the Special Investigations Division.
- (2) Required information to be submitted by applicants shall be, but is not limited to:
 - (a) The name of the governing authority or Sheriff seeking the permit;
 - (b) The mailing address of the governing authority or Sheriff seeking the permit;
 - (c) The name of the party filing the application on behalf of the governing authority or Sheriff;
 - (d) The highway number, street, or road name the device is to be used on, the speed limit on said roadway, documentation confirming that these speed limits have been approved by the Office of Traffic Operations of the Department of Transportation;
 - (e) A copy of the "Certificate of Calibration" for each speed detection device in use by the police agency, a copy of the "Speed Detection Device Operators Permit" for each officer certified to operate the speed detection devices, and a copy of the police agency's "Radio Station License";
 - (f) Responses to all questions or requests for information in the application;
 - (g) Date of application;
 - (h) The application must state whether the governing authority or Sheriff erected signs on every highway which comprises a part of the State highway system at that point on the highway which intersects the boundary limits of the governing authority or Sheriff which signs shall warn approaching motorists that the use of such speed detection devices is being employed.
- (3) Applications submitted by a governing body shall be accompanied by a certified copy of a resolution of the governing body seeking the permit showing that the governing body approves of and desires the use of speed detection devices for its law enforcement officers. Applications submitted by a Sheriff shall be accompanied by an affidavit executed by the Sheriff certifying that the Sheriff approves and desires the use of speed detection devices by that Sheriff Department's officers.
- (4) The application shall state whether the existing speed limits at the specified locations have been determined on the basis of an engineering and traffic investigation as required by the Uniform Rules of the Road (O.C.G.A. § 40-6-181, O.C.G.A. § 40-6-182, O.C.G.A. § 40-6-183, O.C.G.A. § 40-6-184) and the Manual on Uniform Traffic Control Devices. If so, confirming data must be submitted.

- (5) An application which does not include the information required by 570-7-.02(2)(d) will be considered incomplete and shall be returned to the applicant for completion. Incomplete applications will not be accepted by the Department of Public Safety and will not be considered for approval. In addition to returning incomplete applications to an applicant, at any time after a SDD permit has been issued, the permit is "subject to suspension and/or revocation as the law may provide and may be suspended for failure to provide current information. (See DPS Rule 570-7-.03(3)).

III. FEDERAL COMMUNICATIONS COMMISSION (FCC) RADIO STATION AUTHORIZATION LICENSE

The FCC (or "Commission") is responsible for managing and licensing the electromagnetic spectrum for commercial users and non-commercial users including state, county, and local governments. This includes public safety, commercial and non-commercial fixed and mobile wireless services, broadcast television and radio, satellite, and other services. In licensing the spectrum, the Commission promotes efficient and reliable access to the spectrum for a variety of innovative uses as well as promotes public safety and emergency response. All parties and entities doing business with the Commission must obtain a unique identifying number called the FCC Registration Number (FRN) and supply it when doing business with the Commission. Failure to provide the FRN may delay the processing of the application.

IV. SPEED DETECTION DEVICE CERTIFICATE OF CALIBRATION

No state, county, municipal, or campus law enforcement agency may use speed detection devices unless each device, before being placed in service and annually after being placed in service, is certified for compliance by a technician possessing a certification as required by the DPS.

V. GEORGIA PEACE OFFICER STANDARDS AND TRAINING COUNCIL (P.O.S.T) SPEED DETECTION DEVICE OPERATOR PERMIT

Speed detection devices can only be operated by registered or certified peace officers of the county sheriff, county, municipality, college, or university to which the permit is applicable. Persons operating the speed detection devices must be registered or certified by the Georgia Peace Officer Standards and Training Council as peace officers and certified by the Georgia Peace Officer Standards and Training Council as operators of speed detection devices. Any questions regarding P.O.S.T Speed Detection Device Operator Permits shall be directed to the Georgia Peace Officer Standards and Training Council in writing at P.O. Box 349 Clarkdale, Georgia 30111, phone at 770-732-5974, or by internet at <https://www.gapost.org>.

VI. GEORGIA DEPARTMENT OF TRANSPORTATION (GADOT) APPROVED LIST OF ROADS (LOR)

A county sheriff, county or municipal governing authority, or the president of a college or university may apply to the Department of Public Safety for a permit to authorize the use of speed detection devices for purposes of traffic control within such counties, municipalities, colleges, or universities on streets, roads, and highways, provided that such application shall name the street or road on which the device is to be used and the speed limits on such street or road shall have been approved by the Office of Traffic Operations of the Department of Transportation. Law enforcement agencies are authorized to use speed detection devices on streets and roads for which an application is pending as long as all other requirements for the use of speed detection devices are met.

VII. FREQUENTLY ASKED QUESTIONS

Who submits the request letter regarding the renewal of a Speed Detection Device Permit?

A letter from the agency's governing authority requesting renewal of its speed detection device permit. Counties must have their correspondence signed by either the Chairman of the Board of Commissioners or a member of the same. Municipalities must have their letter signed by the Mayor. If the County Sheriff seeks renewal of its speed detection device permit, the letter must be signed by the County Sheriff.

How does my agency obtain a Federal Communications Commission (FCC) License?

The FCC Registration Number (FRN) can be obtained electronically through the FCC webpage at <http://wireless.fcc.gov/uls> (Select FCC Registration Number (FRN) Commission Registration System (CORES)) or by manually submitting FCC Form 160. FCC Form 160 is available from the FCC's website at <https://www.fcc.gov/licensing-databases/forms>. If the FCC Radio License being used by your jurisdiction was not issued to it, it must submit an intergovernmental or interagency agreement or contract authorizing its use of the FCC license. The intergovernmental or interagency agreement or contract authorizing your jurisdiction's use of the FCC license should be signed by the Chairman of the Board of Commissioners, Sheriff, or Mayor of the respective governmental authority.

How do I obtain a law enforcement officer's Speed Detection Device Operator Permit?

Persons employed or appointed by any agency, organization, or department of this state or a subdivision or municipality thereof authorized to use speed detection devices shall be required to be certified by the State of Georgia Peace Officer Standards and Training Council as qualified speed detection device operators. Each person operating radar speed or laser detection devices shall satisfactorily complete a course of instruction in the theory and application of speed detection device operation as a condition for certification.

Where can I find the list of approved speed detection devices?

The Commissioner of the Department of Public Safety, State of Georgia, is the Chief Administrative Officer of the Department of Public Safety; Pursuant to O.C.G.A 40-14-1(4) and 40-14-17, the Department of Public Safety has the responsibility of approving models of speed detection devices. The Administrative Order that lists the models of speed detection devices approved by the Department of Public Safety is available from the DPS website at <https://dps.georgia.gov/approved-speed-detection-devices>.

How does an agency obtain a list of roads (LOR)?

The Office of Traffic Operations of the Georgia Department of Transportation must approve a list of the roadways, segment lengths, and speed limits found within the jurisdiction of the applying agency for which the speed detection device is to be used.

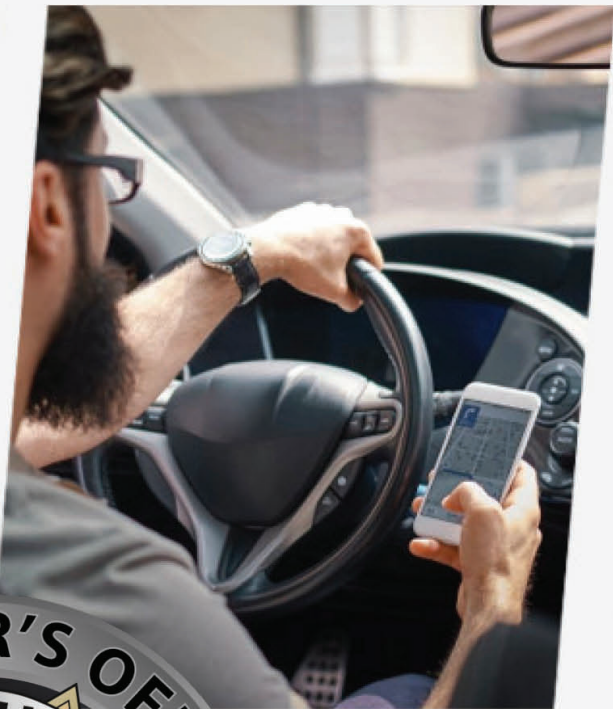
When does my agency's Speed Detection Device Permit expire?

All SDD Permits issued by the DPS Permits Section expire at midnight on December 31st of the third year.

Where do I obtain a Speed Detection Device Permit application?

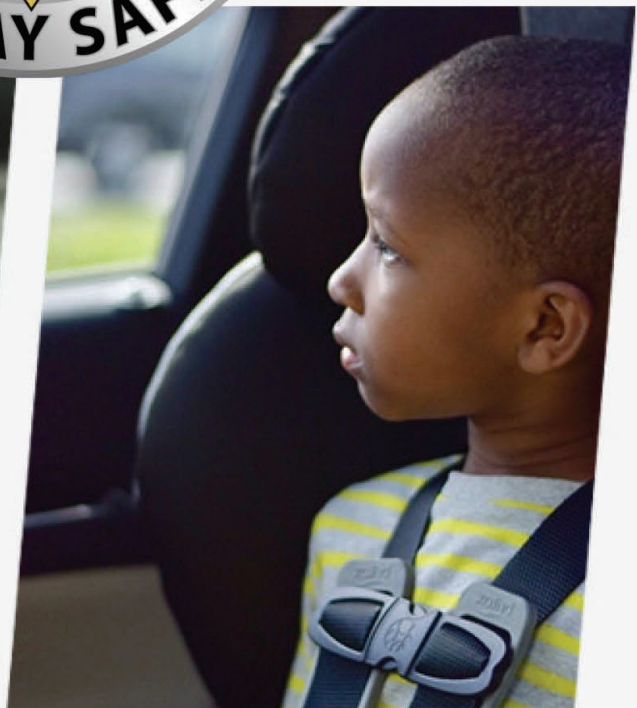
To request or apply for a permit for the use of speed detection devices, or for information concerning the rules of laws administered by the Department of Public Safety concerning the use of speed detection devices shall be made in writing to the Special Investigations Division, Department of Public Safety, P.O. Box 1456, Atlanta, Georgia 30371 or by contacting the DPS Office of Professional Standards at 404-624-7250.





SAFE DRIVERS

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EVIDENCE AND PROPERTY ROOM OPERATIONS

>> High Risk Property and Evidence, Guns, Drugs, and Money

Part 3 of 4

Chief Jeffrey Scott (Ret.)

This is the third installment of a 4-part series on Property Room and Evidence Management. In the previous installment, five questions were presented relating to property and evidence room operations to help agency leaders determine if staff are properly trained and ensure the appropriate operational procedures are in place.

With this installment, the focus will explore the highest risk areas of the property and evidence room: Guns, Drugs, and Money. While agencies have restricted space, guns, drugs and money should be the primary focus for ensuring proper security measures are in place and practiced. To accomplish this, guns, money and drugs should be placed in a secondary, secured area within the evidence room that has restricted access and is under constant video surveillance.

- Is the agency really focusing on the property and evidence room as it should?
- When was the last time last time the chief or command staff were in the property and evidence room to provide quality assurance and oversight, or had a serious conversation with those tasked with its care and the needs of the space, storage, or training?
- Are officers properly trained in evidence submission?

- Are property and evidence room staff, or those tasked with handling, processing, and storing property and evidence, properly trained? When was their last updated training?
- Has the agency been conducting inspections, audits, and inventories? When was the last full inventory completed? Policies reviewed and updated?

GUNS

Given the current state of politics and discussions surrounding firearms, the confiscation and seizure, as well as the destruction, of these weapons can be a controversial topic for agencies. With this volatility comes the reality that guns are a high-risk item, especially for theft and improper conversion. The first question agencies need to consider is, 'Why' is the weapon being stored? Is it from a civil case or protection order hold? Is it from a suicide? Is it related to a homicide or other felony offense and have evidentiary value in court? Is the gun simply being held for safe keeping? This article is not nearly large enough to cover this single topic alone, but guns are a high-risk article, and an elevated risk for theft.



Because of this, it is recommended agencies evaluate the weapons in their care and custody, to determine which guns need to be returned to their rightful owner or estate, if possible. Oftentimes, when outside audits are conducted, a large percentage of weapons are identified that do not need to be held by the department. Purging, like other areas of evidence, is highly recommended when permitted by law. It is important agency leaders check with their local prosecutor and department's legal counsel to have a critical conversation about what guns should be kept, and what guns can be purged.

Additionally, the agency must routinely audit and inventory weapons under their care. This is an absolute must when it comes to this high-risk area. Organized storage of guns is critical, and best practice recommends each weapon be properly secured (zip ties or other securing options) in a box, that is properly labeled and shelved, so they are easy to audit and inventory at least once every quarter.

Whenever staff are handling firearms, safety must be a priority! How well do officers and property room personnel know the 4-Basic Firearm Safety Rules?

1. *Treat all firearms as if they are loaded. Know the status of the weapon.*
2. *Individuals should never point or aim a weapon at anything they are not willing to shoot, kill or destroy.*
3. *Keep your finger off the trigger, outside the trigger guard until a conscious decision to shoot has been made.*
4. *Always be aware of the target, backstop and beyond.*

Can staff recite these safety rules by memory? Are the safety rules being practiced and followed from the point of collection to packaging and submission into the evidence room. Have processes been initiated to verify they are being consistently followed?

DRUGS



There is an elevated risk of drugs being stolen prior to being placed in temporary storage lockers as well as after they have been secured in the evidence room. Reducing the likelihood of any theft from occurring comes down to employing a risk reduction strategy that employs robust security measures to ensure the safety and security of the evidence. These measures include limiting personnel who have singular access to any area of the evidence room and identifying persons who have elevated risk factors for committing an offense. In addition, it is critical to employ technology, enhanced security and storage, stringent accountability processes and engaged supervision.

The first level of protection for the agency is to ensure a robust written policy is in place to govern the handling, submission, and storage of the evidence as well as a robust process for verification (weights and identification) and audit/inventories on a regular, consistent, and frequent basis. Like its risk counterparts, guns and money, best practices for drug storage are under double secured space within the evidence room. Notably, most agencies are not efficiently storing their evidence, and this is due in part to a poor packaging manual and how officers are submitting the evidence. For example, a small dime bag of weed or methamphetamine should not be put in the agencies largest sized envelop and stored. Again, agencies should evaluate the submission supplies that are being used, but also

MONEY



Money is a huge and frequent target for theft. If there is one area of risk any law enforcement agency can almost totally eliminate, it is the money received and stored in the evidence room. While there is tremendous push-back from all levels of law enforcement on this topic, every agency needs to seriously consider removing money from their property and evidence room.

There is no excuse for money that has been seized or is being held by the agency cannot be deposited in a local banking institution. Law enforcement executives often ask, "What do we do when we need to give it back?" Answer: submit a requisition and cut a check. This gives the evidence custodian a clear receipt at every level. When the money is deposited into the bank, they automatically confirm the amount and provide a receipt (that can be stored in evidence). When its time to return the money, the canceled check acts as a receipt the money was returned. Another argument is what if the money is needed in court? Photographs in most states are admissible as evidence in a trial proceeding. How many cases in your agency have required the money be present before a jury to get a conviction? Look at the data, the likelihood of having to produce the money that was seized is microscopic at best.

In short, adopt a proactive policy where all monies submitted to the property and evidence room are counted by at least two officers upon submission, two separate personnel upon acceptance into the evidence room, and two people transporting to the agencies' bank, to witness and verify the deposit and returning with the deposit slip that is entered as evidence. Which by the way, is much easier to store, especially with the availability of electronic scanning and attachment of the receipt to the original case file too.

CONCLUSION

Guns, drugs, and money are undoubtedly one of the highest risk areas for any agency. As much as we want to believe no one would ever think of stealing, especially trusted officers, command staff and support personnel of the agency, it happens. Turning a blind eye, simply put, is not acceptable. The fact is this, in the esteemed words of Gordan Graham, "If its predictable, it's preventable." Guns, drugs, and money absolutely need increased attention by assigned personnel and leaders and with a little effort, the risks associated with the receipt and storage in the property and evidence room can be mitigated.

In the next, and final article of this series, the #1 area plaguing 90% of all evidence rooms: hoarding and the failure to purge will be explored. Additionally, we will discuss common risk areas, issues involving destruction of evidence and property, as well as discuss organization and storage, but the value of automation and futuristic considerations as it relates to tackling the needs of your property and evidence storage.



Chief Jeffrey Scott (Ret.) has served over 35 years in public safety, including 25 years in a wide variety of law enforcement roles and ranks before retiring as the Chief of Police in 2019 with Notre Dame College Police Department. Chief Scott is a graduate of Franklin University where he has received a bachelor's degree in Public Safety Management and a master's degree in Business Administration (MBA). He is a Certified Law Enforcement Executive (CLEE) and a graduate of the FBI National Academy (265th Session) and a former Board Director of the International Association of Property and Evidence.



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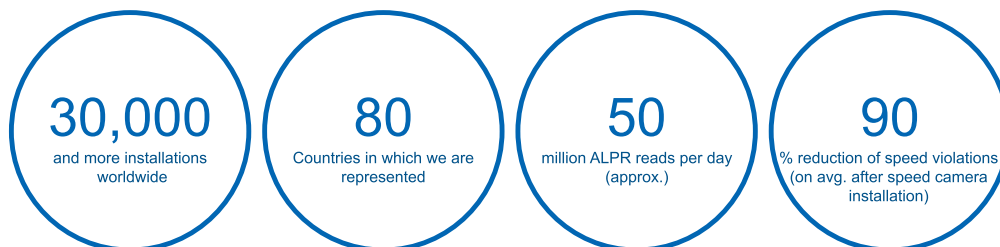
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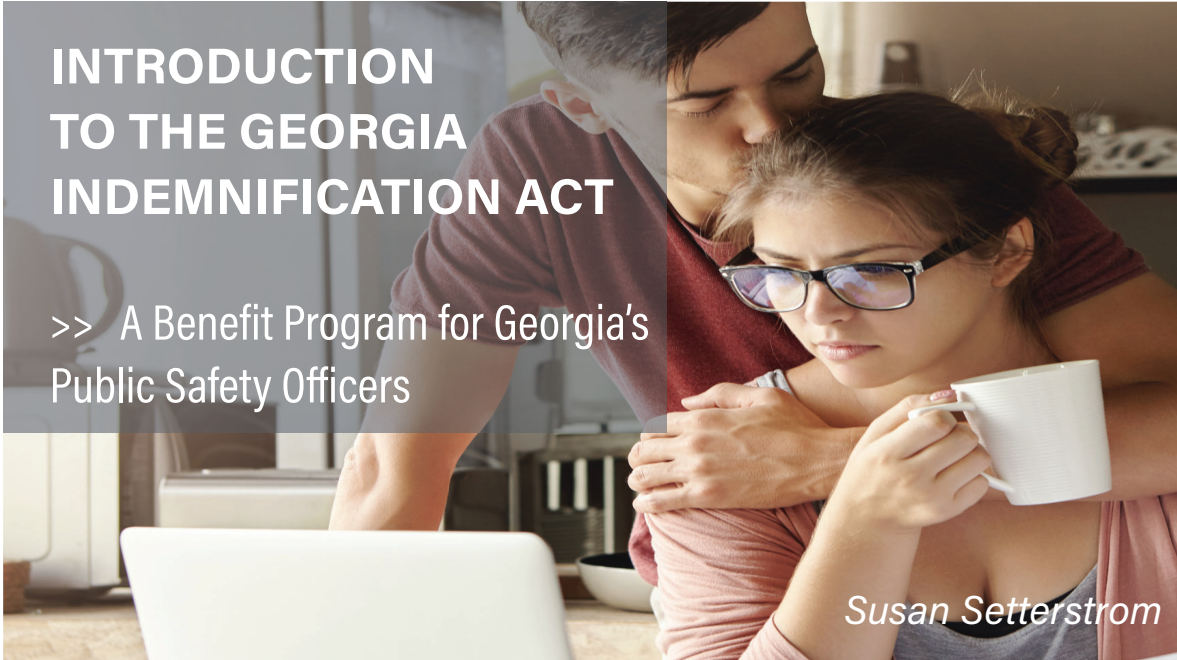
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INTRODUCTION TO THE GEORGIA INDEMNIFICATION ACT

>> A Benefit Program for Georgia's
Public Safety Officers



Susan Setterstrom

Law enforcement and first responders face unique and inherent hazards every day when they report for duty. In recognition of that service, the State of Georgia has established a State Indemnification Program that provides financial benefits to the brave men and women who serve as state or local public safety officers and who are injured or killed in the line of duty.

In 1973, the State Indemnification Program was enacted to provide a financial benefit to law enforcement officers, firefighters, prison guards (and other public safety officials were later included) who are injured or killed in the line of duty. The statute has been modified and expanded over the years but remains codified in O.C.G.A. § 45-9-80 et seq. and is referred to collectively as the Indemnification Act. This article discusses the benefits offered to qualified applicants by the current statute and how eligible candidates can apply for benefits.

The Indemnification Program is led by the State of Georgia Indemnification Commission (Commission). The Georgia Department of Administrative Services (DOAS) oversees the management of the program on behalf of the Commission. The members of the Commission are determined by statute.


WHAT BENEFITS DOES THE INDEMNIFICATION ACT PROVIDE?

The Indemnification Act is broken into two parts, Part I and II. Part I outlines the benefits available to public safety officers who are killed or severely injured and disabled in the line of duty. Part II provides for supplemental pay benefits, which are limited to law enforcement officers and firefighters. Supplemental benefits are intended for applicants who are temporarily, not permanently, disabled.

Part I. Death, Organic Brain Damage, Partial and Total Disability Benefits.

Under the State Indemnification Program, public safety officers who are severely injured or killed in the line of duty may be eligible for a \$150,000.00 financial payment to themselves or their surviving family members. The public safety officer or eligible surviving family members may elect to have the benefits paid on a monthly basis over a five (5) year period or in a lump sum that is reduced to its present value upon the basis of interest calculated at the rate of 6 percent per annum. To qualify for this benefit, the public safety officer must be killed or suffer organic brain damage while working in the line of duty. Additionally, the work-related activity must be nonroutine, stressful, or strenuous physical activity related to law enforcement, fire suppression, rescue, hazardous material response, emergency medical services, prison or jail security, disaster relief, or any other emergency response as classified by the commission. Additionally, the death or severe injuries that occur while participating in a training exercise involving nonroutine, stressful, or strenuous physical activity will also qualify.

As of July 1, 2021, heart attacks, strokes, or vascular rupture events suffered by a public safety officer are presumed to qualify the officer for benefits if the event occurred while he or she was in the line of duty and performing, or after performing, a work-related activity that occurred no later than 24 hours after performing work-related activity. Lastly, the death or disability must be directly or proximately caused by the work-related activity unless competent medical evidence establishes that the heart attack, stroke, or vascular event was not related to work related activity or caused by something other than the mere presence of cardiovascular disease risk factors.



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The Act also provides a \$35,000 benefit to a public service officer who suffered an in the line of duty injury that resulted in a partial permanent disability, which is defined by the statute as a disability due to:

- Loss of the use of one eye or blindness in one eye with only light perception;
- Loss of one hand;
- Loss of one leg; or
- Loss of a lower extremity or the residual effect of an organic disease or injury which so affects the function of balance or propulsion as to preclude locomotion without the use of a wheelchair for all but very short distances.

The Act further provides a \$75,000 benefit to a public service officer who suffered an in the line of duty injury that resulted in a total permanent disability, which is defined by the statute as a disability due to:

- Loss of both eyes, or blindness in both eyes with only light perception;
- Loss or loss of use of both hands;
- Loss or loss of use of both legs;
- Loss of a lower extremity or the residual effect of an organic disease or injury which so affects the functions of balance or propulsion as to preclude locomotion without resort to a wheelchair at all times; or
- Organic brain damage.

Under the statute, organic brain damage means a direct physical trauma to the brain which so affects the mental capacity as to preclude functioning productively in any employment.

In addition, Public Safety-First Responders are allowed a Title Ad Valorem Tax (TAVT) exemption on a maximum of \$50,000 fair market value combined for all vehicles he or she registers during any three-year period. Applicants must complete the required form provided by the Department of Revenue and provide a copy of their award letter for benefits from DOAS to claim the exemption. See <https://dor.georgia.gov/mv-psfr-tavt-public-safety-first-responder-state-and-local-title-ad-valorem-tax-exemption>.

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Part II. Supplemental Benefits

As mentioned previously, the supplemental benefit provided for in Part II of the Act is only available to law enforcement officers and firefighters who become physically disabled, but not permanently disabled, because of physical injury that occurred while working in the line of duty. Unlike the benefits provided under Part I of the Act, supplemental benefits are subordinate to any workers' compensation or other benefits paid to the injured officer. The purpose of the supplemental benefits is to ensure that the recipient continues to receive their regular full compensation while they are disabled from work. This benefit is only available for 12 months and is subject to state and FICA tax withholdings.

WHO IS ELIGIBLE FOR BENEFITS?

Eligible public officers for Part I of the Act include state and local law enforcement officers, firefighters, prison guards (publicly employed), POST certified community supervision officers, emergency medical technicians, emergency management rescue specialist, state highway employees (H.E.R.O. Unit), and active members of the Georgia National Guard and State Defense force when called into service by the Governor. The specific definitions of the public safety officers who qualify for the indemnification program can be found in O.C.G.A. § 45-9-81. Benefits under Part II are only available to law enforcement and firefighters.

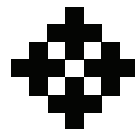
In the case of death, surviving unremarried spouses, surviving children under the age of 19, or 24 if they are enrolled in a post-secondary education institution at the time of the public officer's death, and dependents of the spouse or deceased as shown in the spouse or deceased person's tax return are all potential beneficiaries of death benefits provided by the Indemnification Act.

ARE THESE BENEFITS SUBJECT TO TAX?

Indemnification benefits provided by Part I of the Act are not subject to state tax per O.C.G.A. § 45-9-87. However, the supplemental benefits provided in Part II of the Act are subject to regular state and federal taxes.

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HOW DO YOU APPLY?

Applications under Part I for death, organic brain disease, partial, and total disability must be submitted to DOAS within 24 months after the date of the incident giving rise to the death, organic brain damage, or disability. See O.C.G.A. § 45-9-86.

Applications under Part II for supplemental benefits must be submitted to DOAS within 60 days of the incident resulting in disability. See O.C.G.A. § 45-9-103.

An applicant cannot recover benefits under both Part I and Part II for the same incident, but there is no prohibition to applying for both in one application. When the applicant is unsure which benefit program he or she may qualify for, it's an acceptable practice for the applicant to apply for both and allow DOAS to review the application to determine eligibility for benefits.

WHAT IF YOUR APPLICATION IS DENIED?

DOAS is responsible for strictly follow the statutory language and rules provided in the Indemnification Act. As a result, denials do occur. Once DOAS issues a formal written denial, the applicant may appeal the denial. Under O.C.G.A. § 45-9-85, an appeal must be in writing and sent to DOAS within 60 days of receiving the written denial notice. The appeal must also identify the errors in the department's decision. Appeals will be considered by the commission at the commission's next scheduled meeting as provided by O.C.G.A. § 45-9-84. Any appeal must comply strictly with the statutory requirements deadline.

Hopefully this article brings information and clarity to the community of public officers who might benefit from this program. DOAS is proud to be a part of such an important program that recognizes the sacrifice of our public safety officers and their families and is always available to aid where possible. Additional information about this the State Indemnification Program is available on the DOAS website: www.doas.ga.gov .



Susan Setterstrom is the Assistant Director for the Risk Management Services (RMS) division of the Georgia Department of Administrative Services (DOAS). One of Susan's roles as the Assistant Director is to manage the State's Indemnification Program. The Indemnification Program awards financial benefits to public service officers who are injured or killed in the line of duty. In addition to the Indemnification Program, Susan engages with all RMS programs including the General Liability, Workers' Compensation, Property, and Loss Control Program(s). Prior to joining DOAS in 2019, Susan served as the Director of Risk Management for DeKalb County Schools. She also practiced law in the areas of workers' compensation and personal injury for several years before shifting her focus to risk management. Susan earned her bachelor's degree from the University of Georgia and completed her Juris Doctor at the University of Tulsa College of Law.



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ARE YOU LEARNING FROM THE ROOKIE?



Captain Rex M. Scism (Ret.)

A saying sometimes attributed to Benjamin Franklin says it best: “Tell me and I forget, teach me and I may remember, involve me and I learn.” For the past 24 years I’ve served as an instructor in the military, public safety and academia. Early on, it didn’t take long to realize that even though I was responsible for imparting knowledge to others, I was really enhancing my own knowledge, skill and ability by learning from others. It doesn’t matter how long you’ve been in the business, how old you are or how well you perform on the job. The simple fact is that we are always learning, and we can always learn something new from those around us, regardless of their rank, age or years of experience.

Global research analyst Josh Bersin points out how “the single biggest driver of business impact is the strength of an organization’s learning culture.”^[1] If you conduct an honest assessment of your organization’s learning culture, does it promote learning at all levels? If you’re a senior leader, do you frequently learn something new from your subordinates or those new to the organization?

THERE’S ALWAYS TIME TO LEARN SOMETHING NEW

A study conducted by Leadership IQ of over 16,000 employees found that 52% of respondents reported never, occasionally or rarely learning something new at work.^[2] Additional research found that only 20% of employees demonstrated effective learning behaviors within the workplace.^[1] These are disturbing statistics and point to the dysfunction we find within many organizations.

It’s also safe to say there are significant breakdowns in leadership. In public safety, a lack of innovation, growth and learning will stifle professional development and hamper an organization’s ability to provide necessary services. Sometimes the formalized structures found within public safety are our own worst enemy. During our formative years as

recruits, we look up to our instructors and ultimately our field training officers and first-line supervisors. The underlying tone often suggests that doing anything but learning from those with more experience will have grave consequences.

Sometimes our own egos get in our way. Those entrusted with training or leading new personnel have clearly established themselves above their peers in terms of professional development and personal performance. And while the organization entrusts these same individuals with molding new members, that doesn't mean those personnel can't learn from younger, less-experienced employees. Quite the contrary. Younger employees bring a fresh perspective and often an enhanced level of motivation to the workplace. And just because they are new or young doesn't mean they didn't have a life before coming to your agency. Whether through formal education or life experience, there's something every young person or new hire brings to the table.

GENERATIONAL CONSIDERATIONS

With three to four generations represented within most public safety agencies, it's important to understand how your younger personnel relate to the world around them. In a 2016 survey of middle- and high-school students (by now, these are your new hires) from 49 states, Barnes and Noble College found that 64% of respondents identified class discussion as the most helpful learning tool.[3]

It should come as no surprise that the physical interaction among peers is a key element to learning. But when I think back to my years as a rookie police officer, I recall more of a "sit and listen" posture whereby my instructors and my field training officer contributed more to my learning process than I did. Today, your new personnel want to be engaged and take more of an active role in the process by satisfying the "why" inherent within most of them. That naturally inquisitive nature contributes to increased dialog, which can be a learning process for even the most senior members of your agency.

Many of your new hires likely come from Generation Z, a group of cohorts born after 1997. Exposed to technology and a virtual world for most if not all their lives, they are used to finding and working things out for themselves. Creativity naturally evolves from this process and it's important to understand many Gen Z employees aren't satisfied with the status quo or "we've always done it that way" mentality. Flexibility and collaboration are two key factors that contribute to how this generation learns while on the job.

And that in turn creates an opportunity to learn from them. Gen Z is probably the most educated generation. In 2020, the Pew Research Center noted how nearly 60% of 18-21-year-olds were enrolled in either a two- or four-year college.[4] A naturally inquisitive mind and additional academic exposure creates enhanced opportunities for learning. They already know or understand more than we often give them credit for.

It's also important to remember the experienced members of the organization who transferred from other vocations or public safety agencies. These personnel bring a wealth of knowledge to the table and their experiences outside public safety provide additional context and added value to your organization.

WHAT WE CAN LEARN FROM OUR SUBORDINATES

We can always learn something from those under our charge. Here are four key elements leaders should embrace while encouraging a two-way learning process:

1. **Out of the box thinking:** Your subordinates are creative, energetic and motivated to offer feedback. Take time to hear them out. They might just be able to offer innovative solutions to current problems or generate new ideas with a fresh perspective.
2. **Masters of technology:** If you struggle with new or emerging technologies while on the job, your younger members are your go-to sources of information. They've grown up around it their entire lives and are adept at troubleshooting everything from a smartphone to a computer system.
3. **Relating to the world around them:** When I was in grad school, I conducted a study on police cynicism. My research suggested that most police officers develop a cynical attitude toward the public and the world around them somewhere during the three- to five-year mark after the academy. This happens innocently enough because of our operational environments and these attitudes change throughout our careers based on personal experiences and longevity. Your new hires likely haven't developed a jaded outlook toward the job. Their ability to see the world through a different lens can rub off on the more experienced members, giving us different perspectives and, in some situations, enhanced tolerance and acceptance, which undoubtedly improves performance.
4. **Leadership:** I've seen leaders who thought they had all the answers and were appointed to their positions to exact their will upon others. The truth is good leaders never stop learning and appreciate the opinions and guidance they receive from subordinates. Every human is different and with those differences come opportunities to learn and hone our own leadership skills. When we embrace different personalities, we must use different leadership styles and step outside of our comfort zone. With each new subordinate comes a new chance for personal and professional development.

THE PRACTICAL APPLICATION OF KNOWLEDGE

Those attracted to employment within public safety organizations represent a special segment of society who are motivated by serving others. As leaders, you have the enviable responsibility of guiding the efforts of these selfless people who don't do the job for money, notoriety or personal gain. They do it to help others in times of need. We're all in this together and there are endless opportunities to learn from one another during every call for service, within every meeting and through every relationship.

The old cliché "You can never teach an old dog new tricks" is only true if we close our minds and fail to recognize the value in opening ourselves to new perspectives. Throughout our careers, we receive information and continue learning through a multitude of seminars, in-service training events and specialized training specific to our jobs. I believe our most valuable lessons come from the street and from those we work with. As Albert Einstein put it, "Any fool can know. The point is to understand."

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CAPTAIN REX M. SCISM (Ret.) is a 32-year law enforcement veteran and former director of research and development for the Missouri State Highway Patrol. Mr. Scism also served as a public safety and private sector consultant and instructor for over 20 years. He formerly served as an adjunct faculty member in the Department of Criminal Justice for both Columbia College and the University of Central Missouri, and is a frequent contributor to multiple sources about various public safety topics. Mr. Scism is a graduate of the FBI National Academy's 249th Session and serves as a content developer for Lexipol.



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5 INNOVATIVE PARKING SOLUTIONS AROUND THE WORLD



Vehicles, parking, and driving are all interconnected. Here are 5 innovative parking solutions around the world that are helping to make cities safer and more sustainable.

1. SOLAR-POWERED VIRTUAL PARKING ENFORCEMENT

Parking Manager Steve Auerbach needed to find parking technology that would improve downtown pedestrian traffic and make biking safer in Bridgeport, Connecticut. A new technology, the Solar SafetyStick™ from Municipal Parking Services (MPS), was provided to the city at no upfront cost. When an illegal parking instance occurred, the Solar SafetyStick captured an image of the violator's license plate, the time and location of the violation, and then shared that visual evidence with Bridgeport parking enforcement authorities for review and violation issuance.

The SafetyStick works at curbs, crosswalks, fire hydrants, bus stops, bike lanes, or any other important parking zone. It's like having your very own dedicated parking enforcement officer working 24/7/365 but is also verified and easily approved by your enforcement personnel.

The use of SafetyStick remote technology increased the number of no parking and loading zone violations being issued by 5X and increased parking violation revenue from an average of \$80 to over \$400 per month. In other cities MPS technology has proven to increase monthly parking revenues by \$171 per space, as well as a 20% increase in parking compliance - all without hiring additional staff. The smart, internet-connected parking solutions and cloud-enabled parking compliance services are being used by cities, municipalities, and college systems across North America.

2. POLLUTION-BASED FEES

Taking into account the European Union's goal of climate-neutrality by 2050, countries like Madrid have reason to focus on the reduction of pollution caused by vehicles, including avoiding large fines that could potentially be imposed by the EU for high levels of pollution. Madrid began implementing pollution-based parking fees in 2004 as an incentive to encourage residents to purchase cleaner cars, limit single-passenger travel to the city center, and help improve overall air quality. The dynamic parking rates are determined by the average daily level of nitrogen dioxide (NO₂) concentration in the city. If the NO₂ levels go up, the parking rates go up. Additionally under this parking fee model, electric vehicles, plug-in hybrids and hydrogen cars are exempt from parking fees while more inefficient vehicles may see increased parking fees of up to 20% more. That's a great reason to go green!

This type of pollution-based fee system has also been introduced in London but only provides discounts if the person parking pays by using a designated platform. This platform targets and charges high polluting vehicles with larger fees while rewarding drivers of low emission vehicles with lower parking fees. The system is able to analyze the type of vehicle being parked and charges fees based on the level of pollution it emits.

3. VALET ROBOTS

The Lyon-Saint-Exupéry airport in France has been using autonomous robot valets for over a decade now to park travelers' cars without the help of humans. In addition to the robots' precise driving abilities, the system is also able to keep track of when parkers will return to their vehicles which means your car is ready to go when you are. The robot valets use the same technology as self-driving cars so they are able to avoid anything in their way and can park vehicles three or four cars deep, increasing lot capacity by 50%. Customers simply drop their car off at the entrance of the parking lot and the valet parking robot does the rest.



4. BETTER PARKING RATES FOR RESIDENTS

Residents of Fort Lauderdale, FL experience a lot of parking congestion due to the popularity of their beautiful beaches. However, those who can prove residency in Fort Lauderdale can apply for a Residential Beach Parking Permit that provides 50% or more savings on parking rates in city parking lots, garages and on-street spaces when using the PayByPhone app. Discounted rates do not apply when paying at a parking meter or during special events and residents must buy a new permit every year. Parking rates for non-resident visitors start at \$4/hour.

5. CORDLESS EV CHARGING

How convenient would it be to park your electric vehicle in a parking spot that also charges your car? Many EV owners would say: "very". A Houston-based company is "creating power transfer solutions designed to enhance the experience of those using the future of electrified mobility" and has created an autonomous EV charging station that can be used with Electric Vehicles and has been tested at Google and Hertz, as well as on a Production Fleet of European Driverless Shuttle Buses. Parkers can monitor their charging status by phone or watch app.



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The logo for MPS (Miami Parking Solutions) features the letters 'MPS' in a large, bold, blue font. Below the letters is a blue horizontal bar with the text 'Intelligent Infrastructure' in white. To the right of the logo, the tagline 'Safer Streets. Safer Cities.' is written in a bold, black font. At the bottom right of the logo area, the website address 'www.mpspark.com' is listed.

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Safer Cities.
Intelligent Infrastructure
www.mpspark.com

SAFER STREETS. SAFER CITIES.

Prevent Illegal Parking with
The SafetyStick™

Schedule
a Demo

- 95% Illegal Parking Reduction
- 24/7 Virtual Enforcement
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FINANCIAL RESILIENCY



*Mark L. Robnett
President & CEO, Justice Federal Credit Union*

Today's policing environment is more complex than ever before as officers face a growing array of challenges, opportunities, and threats in their day-to-day operations. This stress can also be compounded by marital and family issues and one of the biggest stressors in our personal lives—financial uncertainty.

Just as your mental and physical wellness on the job is important, financial wellness is equally as important. Financial wellness isn't equivocal to simply the amount of money one makes as a measurement of financial success. Instead, it pertains to how well one manages their finances that establishes a degree of stability that leads to a more enjoyable life. With financial stability, it becomes easier to maintain a positive lifestyle and to work toward achieving future goals.

To achieve financial stability, it takes resilience. Resilience is the ability to adapt well in the face of adversity, trauma, tragedy, threats, or significant sources of stress—such as family and relationship problems, serious health problems, or workplace and financial stressors. While financial resiliency is the ability to withstand life events that impact your income. This might be a job loss, a reduction in income, a major household or lifestyle expense, a divorce or family extension—all have a profound influence.

There are many ways to increase your resilience. Some of those include having a good support system, maintaining positive relationships, having a good self-image, and having a positive attitude.

INCREASING YOUR FINANCIAL RESILIENCY

To become financially resilient, a financial plan can help you stay focused on what matters most and help you prepare for things that might shake your financial resilience journey.

A financial plan is not just a resolution you make on a whim, but a well thought out and detailed blueprint for how you are going to make a difference. It helps you to understand where your money goes.

Having a financial plan and sticking to it is one of the key ways to build your financial resilience. To build a financial plan, ask yourself some questions...

- *What do I want to achieve?*
- *Why is having a plan important to me?*
- *Why have I made previous financial decisions?*

Your answers are the basis of your financial plan. Once you have these answers you can then focus on getting your plan into writing and how you're going to get to your financial resilience goal.

REDUCE OR ELIMINATE DEBT

Make your best estimate of current income and expenses and consider ways to close the gap by eliminating or reducing debt. Decide which debts you want to pay off first, a good place to start is the ones with the highest interest rate then work backward.



CREATE A SPENDING PLAN

By understanding where your money goes and how savings and debt affect your financial resilience you can take control over your financial position.

Some payments are fixed, like rent, food, and travel costs. Other types of consumption can be regarded as extra or luxury expenses and are costs which you have a choice over, understanding how much of your money is spent on these items is key to building financial resilience.

BUILD YOUR KNOWLEDGE

Financial resilience and personal finances can be a daunting world when you have little knowledge.

44% of Americans would rather talk about religion, death, or politics than discuss personal finance with a loved one. Fear of embarrassment and conflict are major emotional roadblocks that hamper financial progress, reports CNBC.

Challenge yourself to constantly learn about how you can improve your own personal finances through financial knowledge, it's key to overall financial wellness.

Working in the law enforcement profession is hard enough. When coupled with concerns about buying a house, paying for college, paying down student loans, and retirement, these stressors are equally concerning. Work with your spouse and family to communicate your financial goals, to help reduce stress about money now and into the future, and see your best future realized.



As President and CEO of Justice Federal Credit Union, Mark L. Robnett leads a financially strong credit union with assets of over \$927 million. The Credit Union serves more than 62,000 Members of the justice and law enforcement community, with branches in the Washington, DC metropolitan area, as well as Los Angeles, Atlanta, Chicago, Miami, New York, Texas, Virginia and West Virginia.



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A BETTER WAY TO PREVENT TRAGEDY

>> Get to know
Blue Line Solutions

We caught up with **Mark Hutchinson**, founder and CEO of **Blue Line Solutions**, a trail-blazing company focused on saving more lives through a one-of-a-kind blend of photo speed enforcement and compelling public education. As a former police officer, Mark shares the poignant reason he launched BLS, how his company helps police agencies get the job done and what's on the forefront in the industry.

Tell us about Blue Line Solutions. Why did you start your company and what makes it so different?

My first experience with a traffic fatality was haunting and unforgettable. He was a little boy named Matthew, only 10 years old, unbelted in the back seat – with his father legally drunk up front. When I arrived at the scene, I worked to keep Matthew alive as long as I could – but he died in my arms before the paramedics reached us. I had vivid dreams about Matthew for months. Every detail, over and over. I knew that his death could have been prevented...so I decided to make traffic safety my life's work. Traffic enforcement is the only thing a cop can do that's proactive, the only thing that can stop a death before it happens. That's why I started Blue Line Solutions.

Automated enforcement multiplies manpower, allowing officers to be elsewhere. And it's always there, making a difference, slowing traffic down, making an area safer. But studies confirm that enforcement without education impacts only those stopped by

police. There's more we can do. At BLS, we're unique because we combine engaging public information and education (PI&E) with enforcement to increase effectiveness by impacting more people.

Technology is a huge player in school-zone safety. What tools do you use to help police agencies?

We offer TrueBlue, our photo speed enforcement system featuring cutting-edge LIDAR. LIDAR is much more defensible in court than radar – especially in automated enforcement – because it uses a **single laser beam** to capture speeds of vehicles. Other companies rely on radar, which emits a Doppler beam, records multiple vehicles at once, then attempts to identify and determine the speed of each. With TrueBlue, LIDAR pinpoints the speed of only one vehicle at a time, so we can prove that the vehicle captured was the only vehicle in question.

So how does it work? Does an agency still have to write and process citations?

TrueBlue's LIDAR equipment communicates with a camera to capture multiple images of a speeding vehicle and other data, which is then sent to a processing center for review. NLETS immediately returns owner registration, and if it matches the make and model in the photo, the police agency is then notified that a violation is ready for approval. A POST-certified officer reviews the photo and speed, verifies that a speeding violation did in fact did occur and approves the violation. (He/she can choose not to approve or "spoil" the infraction.) Once approved, we mail it out as a citation on behalf of the police agency, and we also oversee payment and collection. It's very simple – freeing up officers for more important work.



Can you share any success stories that demonstrate how your company helps save more lives every day?

We recently conducted a TrueBlue speed study in South Fulton, GA, showing an **82% reduction** in speeders in the first 90 days of the program among 10 school zones. Our research also illustrated that 64% of the reduction occurred during the program's PI&E and warning phase without writing the first citation – reinforcing that this isn't about money; it's about saving lives. Only 18% of violations captured in the program's first 90 days were cited. Furthermore, overall traffic count dropped by 25,098, inferring that people were taking alternative routes to avoid speed detection. All these factors come together to prove that our program creates a safer environment for children.

Elsewhere, a mid-program study in Jefferson, GA, established a **95% speeding reduction** in the elementary school zone and an **86% reduction** in the high school zone. These studies were conducted during the warning phase...before a single ticket was written. Our speed reports are available for review – just ask us.

What's the next big thing in speed enforcement?

For us, it's combining invaluable automated license plate recognition (ALPR) and surveillance with automated speed enforcement. That means that a single camera can serve three purposes: **speed enforcement, area surveillance** and **ALPR**. Now we can enforce speeds, capture crimes or events through video management and identify stolen vehicles that pass the camera. This allows police to apprehend wanted individuals, locate amber alerts and much more. So we're not just reducing speeds but also providing criminal investigation resources which are normally too expensive for law enforcement – all at zero cost.



**"FOR US, IT'S NOT A BUSINESS...IT'S
A PASSION," SAYS BLS FOUNDER
MARK HUTCHINSON.
"TOGETHER, WE WILL SAVE LIVES!"**



Our goal is **ZERO** crashes, **ZERO** Injuries and, **ZERO** endangered lives

For you, it's a superior way to reduce speed in school zones – leveraging unmatched laser technology and community engagement for **ZERO COST**. But to our kids, it's a promise that they get home from school alive. Every day.

Built by cops for cops, we're here to:

- ▶ Prevent school-zone accidents, freeing up your officers to capture wanted felons and recover stolen vehicles
- ▶ Deploy a compelling public education phase that dramatically boosts success
- ▶ Provide an all-in-one program, from equipment to citations to collection

Best of all, TrueBlue gets you ALPR, for free.



92%
reduced
speeding

\$0 cost
to your
agency

100%
effective
LIDAR

106 yrs
law enforcement
experience

**FREE
ALPR**

Find out more today. (423) 541-9316 | bluelinesolutions.org/TrueBlue

Built by Blue Line Solutions

(Sources: BLS School System Reports) ©2022 BLS