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POLICE CHIEF

SUMMER EDITION | 2023

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Contact Information

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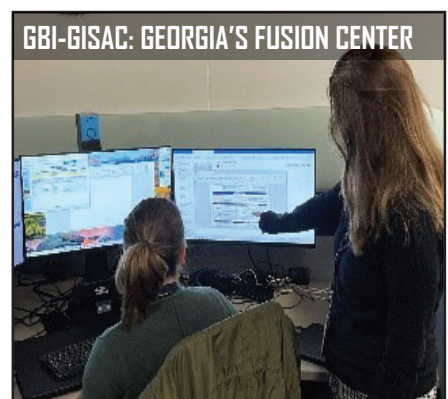
3500 Duluth Park Lane, Suite 700
Duluth, GA 30096

email:
gacp@gachiefs.com

phone:
770.495.9650
Toll Free:
877.530.4682
(outside 770,404 & 678)

Fax:
770.495.7872

Website:
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PRESIDENT'S MESSAGE

Chief Alan Rowe
GACP President &
Valdosta State University Chief



Summer 2023

It's hard to believe that my year as your President is coming to an end! Everyone said it would fly by, but I never thought it would happen so fast. However, as fast as it flew by, our Association had a great year and was able to accomplish many of our goals:

- Increase Legislative Effectiveness. This session was a challenge as it always is. However, this year, very few if any negative bills affecting law enforcement succeeded. This is a direct return on our investment in relationship building under the Gold Dome. We hosted a revitalized Legislative Reception to provide a causal environment to interact with our legislative partners at Georgia Tech which was well attended. This interaction at the individual Chief level and as an Association is critical to our success.
- Provide Financial Support for Training. At the Board's direction, GACP authorized ten scholarships for our training conferences to support agencies that were financially unable to attend.
- Increase District Level participation. Participation at the district level is an important aspect of the Association. These meetings allow for interaction and discussion with Chiefs from your area, who are likely facing the same or similar challenges you are. We are also working to develop strategies to improve training in districts.

- Support State Certification. State Certification continues to be a great asset in our conversations with the Legislature. Many of the reforms that are being considered already exist in State Certification. We have to continue the program to explain to the Legislature we are and will continue to operate at the highest levels of professionalism. Since last July, nine agencies received their initial certification, 41 recertified, and 12 new agencies are in the process of joining the program.

It's often said that change is the only constant in this world. While many joined the ranks of a "Chief" through our "New Chiefs School" this year, we also got to celebrate the career retirements of some of Georgia's greatest policing assets. Chief Lou Dekmar, Chief Gary Yandura, and Chief Stacey Cotton are just a few of the exceptional leaders who hung up the gun belt this year. I wish these Chiefs, and all others who retired this year, best wishes on the next chapter.

Lastly, even though words can never express our gratitude for everything they do for us, I want to thank the GACP Staff for their support this year. The Board gets to represent us on the statewide stage, but it's only because the staff told us where to be and worked out the logistics. We have an amazing team of professionals at Headquarters and this Association would not be what it is without you. A genuine thank you for everything.

As we prepare to pass the gavel to Chief Mark Scott of Americus, know it has been the highlight of my career to serve each and every one of you as your President. I look forward to the things we will continue to accomplish in 2023. Never hesitate to reach out to me, the Executive Board, or your District Representative if the GACP can assist in any way.

See you in Savannah!

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FROM THE DESK OF THE EXECUTIVE DIRECTOR

A.A. Butch Ayers
GACP Executive Director

In a few weeks, we will meet in Savannah for the 2023 Summer Training Conference. Members who attend all available training can earn up to 17 hours of POST executive credit. New chiefs can obtain an additional two (2) hours credit by attending the Newly-Appointed Chief's class, on Sunday afternoon, July 23rd.

In 2023, we tracked approximately 218 new bills introduced by legislators and published 10 legislative updates, making sure that all GACP members had access to the latest legislative information. Legislative Update 23-10, published on May 8th, outlined the bills that were signed by Governor Kemp. The update and presentation can be found on the GACP website under the legislative updates tab. On June 15th, the Executive Board approved entering into an agreement with Freeman-Mathis Decisions to provide governmental affairs / lobbyist services for GACP.

On June 15th, the Executive Board approved the FY24 GACP Budget in the amount of \$2,669,715. When compared to FY18, the portion of the annual budget allocated for personnel, consultants, office / building, and miscellaneous costs has decreased from 68.7% to 54.4%. The portion of the annual budget allocated for training conferences, chief's school, state certification, and the GOHS Grant has increased from 31.3% to 45.6%. In summary, the portion of the budget going to providing services has increased 46% since FY18, while the portion going to personnel, consultants, office expenses, etc. has decreased by 21% since FY18.

Finally, we will be having an election on Monday, July 24th to elect candidates to fill 4th Vice President position on the Executive Board. The district representatives will select their chairman at the District Representatives / Committee Chair meeting and luncheon on July 23rd.

The schedule for future training conferences is:

- *Winter 2024 (January) - Columbus*
- *Summer 2024 (July) - Savannah*
- *Spring 2025 (April) - Duluth / Gwinnett*
- *Fall 2025 (September) - Savannah*
- *Spring 2026 (April)- Duluth / Gwinnett*
- *Fall 2026 (September) - Savannah*

Respectfully,

Butch Ayers

Executive Director





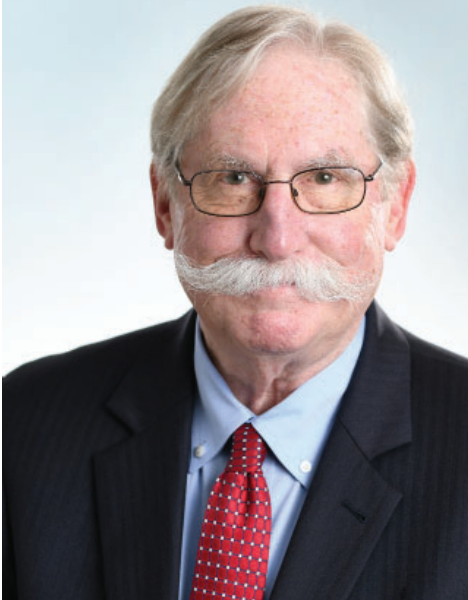
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CHIEF COUNSEL'S CORNER

>> Phlebotomy by Law Enforcement Officers

Richard A. Carothers
GACP General Counsel
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In addition to a law enforcement officer's many duties such as traffic control, arresting law violators, first responder actions, responding in emergencies, and keeping communities safe, many jurisdictions are contemplating another hat for the officers to don – phlebotomist. No one can deny that impaired driving is a grave hazard to public health and safety. Alcohol-impaired driving has been a leading cause of preventable death in the United States for decades, claiming over 10,000 lives every year. This grim reality calls for more effective enforcement of DUI laws.

Blood tests are generally regarded as the gold standard for accurately detecting intoxicants and determining a suspect's blood alcohol content (BAC). But from the moment of a suspect's roadside detention, metabolic processes in the suspect's body work to eliminate evidence of intoxication.¹ For that reason, a suspect's blood sample should be secured as quickly as possible.

With the nationwide health care staffing shortage being aptly described as a crisis, it is no easy task to find a qualified medical provider who can promptly perform that task. And so, an increasing number of law enforcement agencies are enlisting their own personnel to perform blood draws.

Who is qualified to draw blood?

Although Georgia does not require phlebotomists to be licensed in the medical context, the code generally requires phlebotomists to be “qualified” in the context of law enforcement blood withdrawals:

When a person shall undergo a chemical test at the request of a law enforcement officer, only a physician, registered nurse, laboratory technician, emergency medical technician, or other qualified person may withdraw blood for the purpose of determining the alcoholic content therein, provided that this limitation shall not apply to the taking of breath or urine specimens.

O.C.G.A. § 40-6-392(a)(2). The statute sets forth the acceptable methods of proving the qualification of the person who drew a driver’s blood:

- (1) A certification by the office of the Secretary of State or by the Department of Public Health that a person who drew blood was a licensed or certified physician, physician assistant, registered nurse, practical nurse, medical technologist, medical laboratory technician, or phlebotomist at the time the blood was drawn;
- (2) Testimony, under oath, of the blood drawer; or
- (3) Testimony, under oath, of the blood drawer’s supervisor or medical records custodian that the blood drawer was properly trained and authorized to draw blood as an employee of the medical facility or employer[.]

O.C.G.A. § 40-6-392(e). To allow law enforcement officers to become “qualified,” the Georgia Public Safety Training Center provides a certification course which consists of both online and classroom training in law enforcement phlebotomy.²

Fourth Amendment

Before a law enforcement phlebotomist may proceed with a blood withdraw under O.C.G.A. § 40-6-392, the procedure must first be justified under both federal and state law. The United States Supreme Court has long held that the withdrawal of blood from an arrestee constitutes a “search” within the meaning of the Fourth Amendment.³ That

means that the blood draw must be justified by express consent, a duly issued search warrant, or a valid exception to the warrant requirement.⁴ It also means that the search, that is the blood draw, must be conducted in a reasonable manner.



In the 1966 opinion of *Schmerber v. California*, the Supreme Court recognized the urgent need to quickly obtain a blood sample, and concluded under the unique facts of that case that the officer lacked sufficient time to seek out a magistrate and secure a warrant. The Court further concluded that the test was performed in a reasonable manner because the suspect's blood was "taken by a physician in a hospital environment according to accepted medical practices."⁵ But the Court hinted that it might not condone a blood draw conducted by non-medical personnel outside of a medical facility:

We are thus not presented with the serious questions which would arise if a search involving use of a medical technique, even of the most rudimentary sort, were made by other than medical personnel or in other than a medical environment—for example, if it were administered by police in the privacy of the station house. To tolerate searches under these conditions might be to invite an unjustified element of personal risk of infection and pain.

Id. at 771–72.

The Supreme Court waited over forty years to revisit the issue in *Missouri v. McNeely*. There, an officer stopped a driver for speeding and crossing the centerline. After the driver refused a breath test to measure his BAC, the officer arrested him and transported him to the hospital for a blood test. Although the suspect refused consent, the officer directed a lab technician to draw his blood without a warrant. Missouri argued that the natural dissipation of alcohol in the suspect's bloodstream always amounts to an exigency under *Schmerber*, but the Supreme Court held otherwise: "In those drunk-driving investigations where police officers can reasonably obtain a warrant before a blood sample can be drawn without significantly undermining the efficacy of the search, the Fourth Amendment mandates that they do so."⁶

Next, in *Birchfield v. North Dakota*, the Supreme Court considered an "implied consent" law which not only required drivers to submit to blood tests, it criminalized a driver's refusal of such testing.⁷ That was a step too far for the Court, which held that "motorists cannot be deemed to have consented to submit to a blood test on pain of committing a criminal offense."⁸ Even so, the Court did not call into question the "general concept of implied-consent laws that impose civil penalties and evidentiary consequences on motorists who refuse to comply."⁹

Georgia's Statutory Basis for Blood Draws

Georgia's implied consent laws comport with the holding of *Birchfield*. In this state, a driver is deemed to have consented to a blood test if (1) the driver is arrested for DUI or (2) the driver was involved in an accident resulting in a serious injury or fatality and the officer has probable cause to believe that the driver was under the influence. O.C.G.A. § 40-5-55(a). In either case, an officer must read the appropriate notice set forth in O.C.G.A. § 40-5-67.1(b), which warns the driver that refusal to consent to the blood test will result in a license suspension for at least one year.

Although the law presumes consent, a driver may revoke that consent by refusing to submit to blood testing.¹⁰ There are, of course, consequences to such a decision. In addition to the administrative license suspension, the suspect's refusal will be admissible at his criminal trial as circumstantial evidence of his guilt.¹¹ And ultimately, the revocation of consent may be overcome by a search warrant. O.C.G.A. § 40-5-67.1(d.1).

Liability Concerns

In response to liability concerns, Georgia law provides: "No physician, registered nurse, or other qualified person or employer thereof shall incur any civil or criminal liability as a result of the medically proper obtaining of such blood specimens when requested in writing by a law enforcement officer[.]" O.C.G.A. § 40-6-392(a)(2). This provision has not

O.C.G.A. § 40-6-392(a)(2). The statute sets forth the acceptable methods of proving the qualification of the person who drew a driver's blood

been tested in any reported case, but it is unlikely that it will confer absolute immunity from civil suits. It is limited to the act of drawing the blood sample, and not to the underlying decision of a law enforcement officer to obtain the sample. It is also limited to liability under Georgia law, and so it would not immunize an officer or an agency from federal liability for alleged violations of the Fourth Amendment. And it is conditioned upon the withdrawal of blood being "medically proper," which would be open to dispute and litigation as well.

Next to the training and certification offered by GPSTC, a robust phlebotomy policy is perhaps the best safeguard to ensure that blood draws are "medically proper" and reasonably performed under the Fourth Amendment. Whenever possible, a blood draw should be witnessed by another department member or preferably, video recorded.

Several agencies which have implemented a phlebotomy program model their policies after those adopted by the Georgia State Patrol.¹² As an answer to some of the concerns raised by the Supreme Court in *Schmerber*, the GSP policy provides that "a blood draw shall not be performed inside a patrol vehicle or outside on the side of a roadway." Rather, a blood draw "shall occur in a controlled environment out of public view." Otherwise, the policy wisely prescribes the medical equipment to be used, the procedures to be followed, and the documentation to be completed.

One foreseeable issue that is also addressed by the GSP policy is that of combative and uncooperative subjects. Nationwide, courts have upheld various types of force to overcome a suspect's resistance to a blood draw.¹³ While the GSP policy generally allows the use of reasonable force and handcuffs to restrain suspects, it prohibits the use of restraint chairs, conducted electrical weapons, hard impact weapons, and chemical irritants.

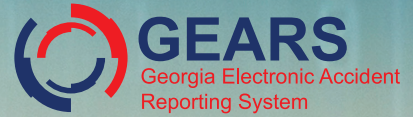
Conclusion

Courts have long recognized that the significant danger posed by intoxicated driving can justify the intrusion of a compelled blood test in DUI cases. As the Supreme Court stated over sixty years ago: "The increasing slaughter on our highways, most of which should be avoidable, now reaches the astounding figures only heard of on the battlefield."¹⁴ With proper training and policy guidance, law enforcement agencies can lawfully address this need by deploying their own personnel to secure blood samples that can be conclusive evidence of a driver's intoxication.

- 1 See, e.g., *Schmerber v. California*, 384 U.S. 757, 770 (1966) ("[T]he percentage of alcohol in the blood begins to diminish shortly after drinking stops, as the body functions to eliminate it from the system.").
- 2 See <https://access.gpstc.org/student/classes/details?gpstcCode=MC2485>
- 3 See, e.g., *Schmerber*, 384 U.S. at 767.
- 4 *Id.* at 770 ("The importance of informed, detached and deliberate determinations of the issue whether or not to invade another's body in search of evidence of guilt is indisputable and great.")
- 5 *Id.* at 771.
- 6 *Missouri v. McNeely*, 569 U.S. 141, 152 (2013).
- 7 *Birchfield v. North Dakota*, 579 U.S. 438 (2016).
- 8 *Id.* at 477.
- 9 *Id.* at 476-77.
- 10 See, e.g., *State v. Stewart*, 286 Ga. App. 542, 544, 649 S.E.2d 525, 527 (2007).
- 11 See *Ammons v. State*, 315 Ga. 149, 150, 880 S.E.2d 544, 546 (2022) ("We also determine that the Georgia Constitution's Privileges and Immunities Clause does not bar the admission of evidence that she refused to consent to a blood test.")
- 12 See <https://dps.georgia.gov/document/document/1108-phlebotomy/download>
- 13 See, e.g., *State v. Johnston*, 336 S.W.3d 649, 663 (Tex. Crim. App. 2011) (upholding blood draw which involved strapping suspect's legs and left arm to the phlebotomy chair with gauze and then holding her right arm down to obtain a sample); *State v. Clary*, 196 Ariz. 610, 2 P.3d 1255, 1261 (2000) (restrained by several officers); *Carleton v. The Superior Court of San Diego County*, 170 Cal. App. 3d 1182, 1191-92, 216 Cal. Rptr. 890 (1985) (restrained by six people); *State v. Krause*, 168 Wis.2d 578, 484 N.W.2d 347, 349 (1992) (suspect's head covered with pillow case and extremities tied); *McCann v. State*, 588 A.2d 1100, 1101, 1102-03 (Del. 1991) (stun gun used on suspect's arm).
- 14 *Breithaupt v. Abram*, 352 U.S. 432, 439, 77 S. Ct. 408, 412 (1957).



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AROUND THE STATE

DISTRICT NEWS

District 1

Lameisha Andrea Collins was named as the *Cecil Police Chief* on March 9, 2023.

Brannen Koert Pruette, was named as the *Acting Chief of the Douglas Police Department* on March 15, 2023. He has 26 years of law enforcement experience and has been with the Douglas Police Department for 12 years. Chief Pruette succeeds Chief Shane Edmisten who assumed the position of Chief of Police for Lavonia after serving as the Douglas police chief for four years.

On March 21, 2023, **Chief R. David Kinsey** retired from the *Lake Park Police Department*. Chief Kinsey had served with the department for 22 years and the last three years as chief. On March 23, 2023, **Matt Bannister** was named as the *Lake Park Police Chief*. Chief Bannister has 22 years of experience.

Carlos Crosby was appointed as the *Graham Police Chief* on March 24, 2023.

On May 22, 2023, **Jimmy Mike Banks** was named as the *Rochelle Police Chief*.

Keith Jackson was appointed as the *Homerville Police Chief* on June 8, 2023.

District 2

Jason M. Hemingway was named as the *Berlin Police Chief* on March 2, 2023.

Major Kem Pugh was named as the *Donaldsonville Police Chief* on March 7, 2023. Chief Pugh has served with the department for 19 years.

Carl R. James was named as the *Lee County Marshal* on May 24, 2023.

District 3

Garrett Fiveash was sworn in as the *LaGrange Police Chief* on April 10, 2023, Chief Fiveash began his law enforcement career with the Georgia State Patrol in 1997 until his retirement as a captain in 2022. Later that year, he joined the staff of the Georgia Public Safety Training Center as an instructor.

Jerome Turner assumed command as **Chief of the Columbus Airport Public Safety Department** on May 22, 2023.

On May 8, 2023, **Stoney Mathis** was named as the **Interim Chief of the Columbus Police Department**. Chief Mathis has over 27 years of law enforcement experience and served as Deputy Chief with Henry County Police Department as well as police chief for Chattahoochee Hills and Fairburn Police Departments. He replaced **Chief Freddie Blackmon** who retired on April 30, 2023, after 37 years of service with the department and the last 2 ½ as the Chief.

District 4

Belinda N. Penamon was named as the **Barnesville Police Chief** on March 16, 2023. Chief Penamon began her law enforcement career in 2007 and has served with the Barnesville Police Department for the past eleven years.

Jackie Dorinda Lee was named as the **Georgia Military College Police Chief** on April 1, 2023. Chief Lee has served with the college since 2005 and had been the Acting Chief for the previous five months.

The **Gray Police Department**, led by **Chief Adam Lowe**, was awarded Certification under the Georgia Law Enforcement Certification Program on May 2, 2023.

On Friday, on May 19, 2023, **Montezuma Police Chief Eric Finch** was recognized by the Delta Sigma Theta Sorority for Community Service and Political Awareness.

Howard 'Wayne' Hubbard was named as the **Vienna Police Chief** on May 25, 2023. Chief Hubbard previously served as lieutenant with the Centerville Police Department and Captain with the Cordele Police Department.

District 5

James W. Galloway was named as the **St. Marys Police Chief** beginning March 18, 2023. Chief Galloway has 23 years of law enforcement service and worked with the Camden County Sheriff's office for the past nine years.

District 6

On March 16, 2023, **Mark Gerbino** was named as the **Ogeechee Technical College Police Chief**. Chief Gerbino previously served as police chief with the City of Americus, Savannah Technical College and Rincon Police Department.

On May 2, 2023, the **Chatham-Savannah Counter Narcotics Team**, led by Director **Michael Sarhatt**, was awarded **Recertification** under the Georgia Law Enforcement Certification Program.

The **Georgia Ports Authority Police Department**, led by **Chief Kevin Doyle**, was awarded **Certification** under the Georgia Law Enforcement Certification Program on June 14, 2023.

The **Statesboro Police Department**, led by **Chief Michael Broadhead**, was awarded Recertification on May 2, 2023.

District 9

Jason Guest was sworn in as the **Social Circle Police Chief** on June 1, 2023. Chief Guest had served as Captain with the Morrow Police Department since August of 2022.

The **Lavonia Police Department**, led by **Chief Shane Edmisten**, was awarded **Recertification** under the Georgia Law Enforcement Certification Program on May 2, 2023.

On May 9, 2023, **Todd C. Tetterton** was named as **Acting Chief** for the **Watkinsville Police Department**. He replaced Chief Shannon Brock who retired on May 8, 2023.

On May 30, 2023, **Covington Police Chief Stacey L. Cotton** retired after more than 35 years of service with the department and more than 25 years of service. The GACP Executive Board awarded Chief Cotton with **Life Membership** at the June 15, 2023, Board Meeting in Albany, Georgia. Chief Cotton was the **GACP President** in 2009 – 2010 and was named the **GACP Outstanding Chief of the Year** in 2012.

On June 13, 2023, the **Lumpkin County Sheriff's Office**, led by **Sheriff Stacy Jarrard**, was awarded Recertification under the Georgia Law Enforcement Certification Program.

The **Towns County Sheriff's Office** led by **Sheriff Kenneth Henderson** was awarded **Certification** under the Georgia Law Enforcement Certification Program on June 13, 2023.

The *University of North Georgia Police Department*, led by *Chief Greg Williams*, was awarded *Certification* under the Georgia Law Enforcement Certification Program on June 13, 2023.

District 10

On January 1, 2023, *Ricky Webster* was named as the Acting Chief of the *Lovejoy Police Department*.

Brandon Criss was named as the *Forest Park Police Chief* on April 17, 2023. Chief Criss previously served as the Assistant Deputy Chief for the Clayton County Sheriff's Office.

The *McDonough Police Department*, led by *Chief Kenneth Noble*, was awarded Recertification by the Georgia Law Enforcement Certification Program on May 2, 2023.

District 11

On April 11, 2023, *Governor Brian Kemp* reappointed *Dunwoody Police Chief Billy Grogan* to the *Georgia Emergency Communications Authority Board of Directors*.

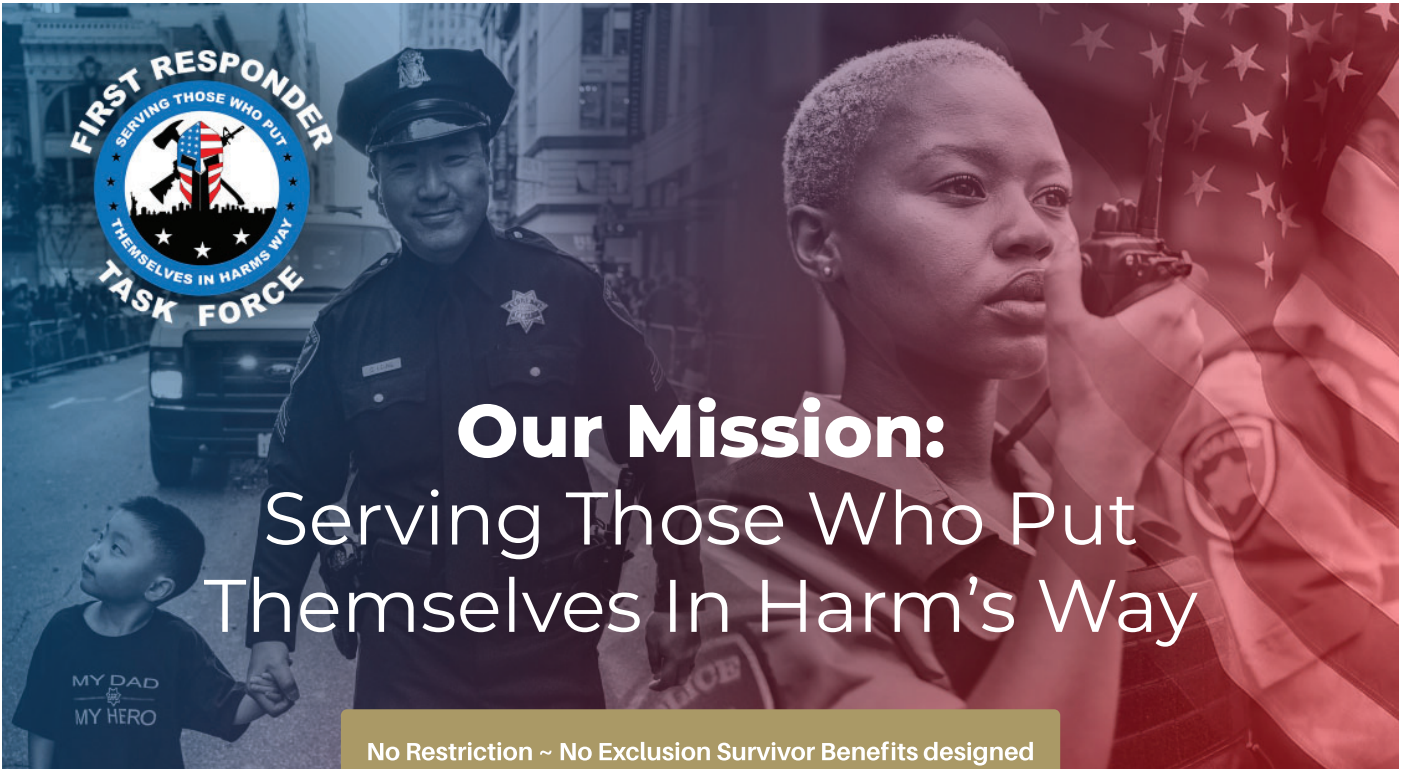
On April 20, 2023, the GACP Executive Board awarded *Acworth Police Chief Wayne Dennard* with Life Membership. Retiring on April 14, 2023, Chief Dennard served with the department for more than 20 years and the last 11 years as Chief/Director of Public Safety.

The *Cherokee County Marshal's Office*, led by *Chief Jamie Gianfala*, was awarded *Recertification* under the Georgia Law Enforcement Certification Program on May 2, 2023.

Chief Stuart VanHoozer and the Cobb County Police Department were awarded *Recertification* under the Georgia Law Enforcement Certification Program on May 2, 2023.

The *Decatur Police Department*, led by *Chief Scott Richards*, was awarded *Recertification* under the Georgia Law Enforcement Certification Program on May 2, 2023.

The *Gilmer County Sheriff's Office*, led by *Sheriff Stacy Nicholson*, was awarded *Recertification* under the Georgia Law Enforcement Certification Program on May 2, 2023.



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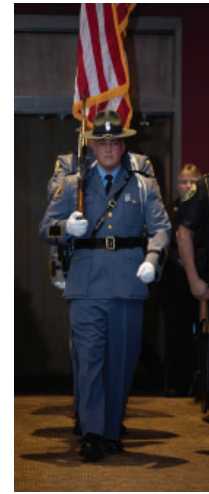
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2023 Georgia Peace Officer Memorial Recognition Ceremony

On May 12, 2023, **Governor Brian Kemp** ordered the flag of the United States and the flag of the Great State of Georgia to be flown at half-staff on all state buildings and grounds on Monday, May 15, 2023, in honor of and as a mark of respect for the officers who serve, and in memory of the officers who have fallen.





2021 & 2022 Honorees

NAME	AGENCY	EOW
Armando Chaz Mendoza	Clayton County Police Department	April 19, 2021
Talmadge Leon Tucker	Glynn County Sheriff's Office	September 20, 2021
Michael Todd Thomas	Griffin Police Department	September 28, 2021
Victor J. Donate	Customs and Border Protection	October 7, 2021
T. Michael Tanksley	Alto Police Department	October 8, 2021
Henry Nicholas Laxon	Clayton County Police Department	November 30, 2021
Richard Lynn Tostenson	Newnan Police Department	January 6, 2022
Donald Richard Crooms	Houston County District Attorney's Office	March 30, 2022
Walker Jenkins	Rockdale County Sheriff's Office	May 11, 2022
Sean M. Free	Henry County Police Department	June 14, 2022
Jean-Harold Astree	Fairburn Police Department	July 28, 2022
Jamie L. Reynolds	Spalding County Sheriff's Office	July 31, 2022
Patrick D. Dupree	Georgia Department of Public Safety	September 8, 2022
Marshall S. Ervin, Jr.	Cobb County Sheriff's Office	September 8, 2022
Jonathan R. Koleski	Cobb County Sheriff's Office	September 8, 2022
Terry R. Arnold	Cook County Sheriff's Office	October 3, 2022
Scott Ozburn Riner	Gwinnett Co. Department of Corrections	December 13, 2022

Honorees of Previous Years

NAME	AGENCY	EOW
James Walter Johnson	Bibb County Sheriff's Office	June 16, 1908
William A. Gibson	Mt. Airy Police Department	April 16, 1915
Fred Crawford	Town of Center, Jackson County	November 13, 1922
Henry L. Nixon	Mt. Airy Police Department	November 28, 1922
Hughey A. Keller	Mt. Airy Police Department	May 24, 1924
Samuel Bentley Arnold	Macon Police Department	December 15, 1927
E. H. Dalton	Summerville Police Department	March 31, 1939



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Front Row (left to right): Jamie Bowden, Mt. Airy Police Department; Carl W. Hearn, Roosevelt Police Department; Chad Plueger, Burke County Sheriff's Office; Julie Collins, Aragon Police Department; Tamiko Whitlock, Dougherty County Police Department; Angela Washington, Fulton County Schools Police Department; Jackie D. Lee, Georgia Military College Police Department; Lynell Freligh, DeKalb County District Attorney's Office; Robert Thompson, Suwanee Police Department; Jakai Braithwaite, Alpharetta Police Department.

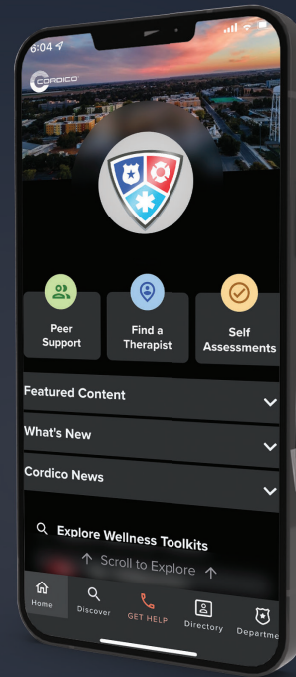
Middle Row: Nikki Renfroe, Georgia College & State University Police Department; Randall Norman, Burke County Sheriff's Office; DeVonn C. Adams, Savannah Police Department; Chris DeHart, Rome Police Department; Hal Gray, Walker County Police Department; DeAndré T. Allen, DeKalb County Juvenile Court Probation Department; William Ferrel, Academy for Classical Education Police Department; Edward Stockinger, Cobb County District Attorney's Office; Christopher Nichols, Athens-Clarke County Police Department.

Top Row: Timothy D. Peek, Atlanta Police Department; Todd Templeton, Flowery Branch Police Department; Billy Cooper, Eastman Police Department; Mark A. Wooddall, Morrow Police Department; Everett Spellman, Gwinnett County Police Department; Brian Ozment, Summerville Police Department; Douglas D. Maxwell JR, Cobb County District Attorney's Office; Wayne Smith, Sugar Hill Marshal's Office; Mark A. Adair, Georgia Department of Juvenile Justice; Glenn Kalish, Stockbridge Police Department.



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REVISITING THE INFLUENCE OF POLICE RESPONSE TIME

>> Examining the Effects of Response Time on Arrest and How It Varies by Call Type

Rachael Rief and Jessica Huff

Past research has revealed little evidence to support that fast response times by police to calls for service increased the likelihood of suspects being arrested. The advent of cell phones, alarm systems, and other technological advances have reduced the time delays to report incidents to emergency dispatchers. This study considers the impact of various factors impacting officers' response time and the likelihood of an arrest being made.

The authors begin by identifying a range of issues impacting the decision to make an arrest such as officer discretion, mandatory arrest policies (e.g., domestic violence), and the presence of probable cause. Other factors may include the department's organizational culture, perceptions the neighborhoods have normalized criminal behavior, and high call volume reduces the time officers have to adequately investigate incidents.

The seminal Kansas City police study in the 1970s revealed police response time was inconsequential in making an arrest. Despite this, quick response times continue to be a priority for most police departments despite a paucity of evidence to indicate it is effective. Some of the potential factors that have contributed to the focus on response times include citizen and elected officials' expectations, 911 emergency dispatch systems, findings that quick response to motor vehicle accidents reduces the likelihood of a fatality, and the perception quick response aligns with 'real police work.'

This study evaluated three years of computer-aided dispatch (CAD) data from almost 1.8 million dispatched calls and officer-initiated contacts. This information was then compared with reports of discretionary arrests where there was no outstanding warrants.

Response times were calculated by subtracting the dispatch time from the officer's arrival time. Call types were categorized as violent (23%), property (33%), and other (44%). Using this data, they controlled for arrests that were made because of an outstanding arrest warrant. This control factor accounted for less than one percent of all calls. There was a two percent increase in arrests compared with response times. This was determined to be statistically insignificant.



A hierarchical logistic regression model was used to analyze “the unique influence individual officers on arrest across several police-civilian encounters”. The goals were to examine whether:

- Response time affect the likelihood of an arrest,
- Officers' assignment to a precinct and response times affected arrests, and
- Response times to different types of calls affected arrests.

When the researchers evaluated the likelihood of an arrest being made was compared to the officer's characteristics, they found response times were determined to be statistically significant across several variables including, severity of the call, persons with outstanding warrants, calls were dispatched from a 911 center, and property crime violations were more likely to result in an arrest than violent crimes.

They also found that longer tenured officers were less likely to make an arrest, females were more likely to make an arrest than male officers, officers with a bachelor's degree or higher were more likely to make an arrest than less educated officers, officers on night shift (swings) were more likely to arrest than those on morning shift, and one precinct had statistically significant relationship with increased arrests.

The researchers conducted an additional analysis to evaluate the relationship between response time and domestic violence, burglary, and robbery calls. They found arrests for domestic violence and robberies decreased as the response time increased when compared to other types of call. On the other hand, arrests for burglary increased with faster response times than other types of offenses.

As part of the discussion, the authors noted Priority 1 calls demand a faster response than Priority 3 calls. Despite this, arrests for Priority 3 calls resulted in 13% higher rate of arrest. While several factors were attributed to an increased likelihood of an arrest, shift and precinct assignments were the most significant.

In closing, technological advancements such as cellular phones, camera systems, and alarms have improved the speed that police are notified of a criminal offense. Despite this, "police decision-making is exceptionally complex, and multiple factors work together to inform an officer's decision to make an arrest". To enhance their capacity to address the most serious calls, particularly those actively engaged by a stranger, agencies should use the evidence from this study to evaluate their response priorities and continue to evaluate how low-priority calls can be more appropriately addressed.



Rachael Rief and Jessica Huff, "Revisiting the Influence of Police Response Time: Examining the Effects of Response Time on Arrest and How it Varies by Call Type", Journal of Criminal Justice, Vol.84 (2023)

Concerns of Police Survivors



Mission Statement

*REBUILDING SHATTERED LIVES OF SURVIVORS AND CO-WORKERS AFFECTED BY
LINE OF DUTY DEATHS THROUGH PARTNERSHIPS WITH LAW ENFORCEMENT
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MUNICIPAL RELIANCE ON FINE AND FEE REVENUES

>> How Local Courts Contribute to Extractive Revenue Practices in US Cities

Siân Mughan

This paper explores the fines and fees collected as a portion of total revenues by municipalities in states with municipal courts as compared to states that do not. As part of the literature review, the researchers noted “cities that are heavily reliant on fine and fee revenue tend to be those with limited tax bases and/or independent local court”. The concern is that when courts become more concerned with revenue collection, it distracts the court from their primary mission and the administration of justice.

To evaluate local communities’ reliance on fines and fees, researchers collected data for the seven-year period of 2009 – 2016 for all municipalities across the United States as well as the cities’ financial and socio-economic data. Twenty-seven states allow municipal courts. In these states, 3,253 cities (77.5%) host a municipal court. Despite efforts to reform court duplication through consolidation, most have been unsuccessful. One of the primary impediments to municipal court reform is 10 of the 27 states provide for their creation in the State Constitution. Georgia is one of those states. Fourteen states, including Georgia, allow the cities to choose whether they want to establish a municipal court. The remaining 13 states approve whether the court may be created. Only eight of the 27 states require the judge to have a law degree. Georgia does not.

In states that do not allow municipal courts, the cases must be heard in county courts. Fees from convictions in these courts must be split between city, county, and state governments.

Conversely, municipal courts are limited in the types of cases that may be heard, are funded by the local government and most of the fines and fees levied revert to the local government's general fund.

A similar determination was cited in the U. S. Department of Justice's Finding of Fact regarding the Ferguson Missouri Municipal Court after the shooting death of Michael Brown. Other research has found that fines and fees in municipal courts are levied at a higher rate from minority residents. Public finance research has generally found that an inability to levy taxes leads to increased reliance on non-tax resources such as user charges, fines, and fees. Because the money goes directly to the municipality, local officials are perceived as being invested in supporting as well as encouraging the practice.

This study sought to determine if:

- Cities with municipal courts generate more fines and fee revenue than cities without courts,
- The positive effect of the courts on fine and fee revenues is larger in smaller cities, and
- Cities that raise more money through property tax relying less on fine and fee revenues.

A database was created from multiple sources to identify jurisdictions with a municipal courts, fees and taxes received, as well as community demographics including race, age, and income. Municipalities with fewer than 2,500 residents or did not have a police department were eliminated from the database. After removing ineligible municipalities, the final database was composed of 7,609 cities in 43 states.

In the end, researchers found a statistically negative relationship between property taxes and traffic fines and fees collected by municipal courts. Such that, municipalities that generate more revenue from property taxes received less revenue from fines and fees. Conversely, municipalities that spent more money on police and courts raised more revenue through fines and fees.

Cities with a municipal court collected between 64.2% and 97.45% more fines and fees than cities without a court. Researchers cautioned, however, to avoid the incentive to

suggest 'revenue seeking behavior' was incentivized by the courts. The smallest cities with a court increased fines and fee revenues between 94.3% and 102.2%. Whereas, in the largest cities, the per capita amounts ranged from 38.3% to 39.2%. Collectively, smaller cities generated \$1.31 in fines and fee revenue per resident more than the largest cities.

Researchers also found a one percent increase in the black population produces twice as much fines and fees in the smallest communities. The second strongest predictor of fine and fee revenue was the amount spent on their policing function. In smaller communities, the amount spent on policing was twice as high as in larger communities, suggesting those communities were more "likely to channel funding increases into revenue-positive activities".

Those cities with a higher tax base were able to collect more revenue from property taxes and relied less on fines and fees. At the same time, those cities with a smaller tax base collected less tax revenues and depended more heavily on fines and fees from the municipal court to fund services.

In closing, there have been several high-profile cases that have brought attention to those agencies that may be engaging in policing-for-profit practices. As was demonstrated in this study, those communities are more likely to focus on poor and minority residents through municipal court fines and fees to increase revenues for the operating the local government. This is most prevalent in smaller communities with a poor or dwindling tax base. This practice is not acceptable. While it should not have to be said, local elected and appointed leaders should establish practices to ensure the police and courts are not engaged in unethical or unconstitutional actions. In addition, it is critical for those who are not engaged in those behaviors to stand against those practices, lest they be associated with them.



Siân Mughan, "Municipal Reliance on Fine and Fee Revenues: How Local Courts Contribute to Extractive Revenue Practices in US Cities", Public Budgeting and Finance, (2021) 41: 22 - 44.



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Law enforcement agencies in the United States as well as other nations are experiencing difficulty attracting sufficient numbers of qualified candidates for employment. The ability to reach a broad audience through on-line recruiting provides a viable approach to attract potential candidates 24 hours a day, 365 days a year. Despite this, the use of recruiting videos has rarely been examined. Based in Canada, this study attempted to determine if existing recruiting videos for law enforcement organizations depicted information that would lead potential candidates to consider law enforcement as a career.

Six general perceptions of working in law enforcement agency were identified as potential reasons why some individuals would not consider it as an attractive opportunity. These included:

- Simply being disinterested in the field: One survey revealed only four percent of persons between the ages of 16 to 27 reported law enforcement as the career they were most interested in seeking.
- Potentially dangerous work: 83% of those persons who surveyed viewed law enforcement as a dangerous profession. Interestingly, military recruitment had increased during the previous two years.
- Likely to cause individuals to have psychological distress: Surveys of Royal Canadian Mounted Police revealed 30% of their troopers screened positively for Post-Traumatic Stress Disorder. A survey of 4,000 Canadian police officers found one-half reported high levels of stress and 30% had issues with depression.

- Shift work: Forty percent of officers reported shift schedules significantly interfered with their family life.
- Having to relocate: Many young candidates reported being close to their family and friends was important for them. Some of the agencies in Canada serve in geographical areas that are very large. Often persons are required to relocate. Interestingly, 70% of the youth who reported being interested in a law enforcement position felt it was important to be willing to relocate.
- The profession is perceived negatively – Potential young candidates were likely to be affected by the perceived toxic culture, police brutality, sexual harassment, and systemic racism.

The researchers identified six factors that persons born between 1980 and 1996 found appealing in a workplace. These included:

- Financial Stability and Benefits
- Good Organizational Reputation and Management
- Job Security
- Opportunity to Develop
- Flexibility
- Meaningful and Fulfilling Work

This study used the six variables likely candidates identified as appealing in a workplace to determine if police recruiting videos reflected those factors. This was accomplished by examining police department recruiting videos from all the different levels of government agencies (i.e., federal, provincial, municipal, Indigenous, and military). Of these 176 agencies, researchers found only 37 (21%) of the departments had a recruiting video. The majority of those were posted on social medias as compared with their department website. The average length of the video was two minutes, 14 seconds.

The researchers developed a coding system to determine if the six factors identified as appealing in a job were addressed in the videos. Videos that displayed one of the six factors were then evaluated to determine if the factor was explicitly displayed. Finally, the quality of the portrayal was assessed. They found the following:

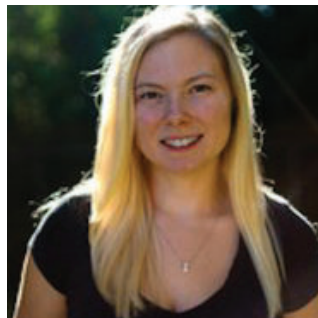
- Financial Compensation and Benefits – Only one (2.7%) of 37 videos addressed salary, two (5.41%) agencies discussed health benefits, and none of the agencies discussed any of the other subcategories regarding benefits.
- Good Organization Reputation and Management – Quality Management and leadership was mentioned in 15 (40.5%) of the videos and only six (16.2%) explicitly identified this subcategory. Similarly, organizational values were mentioned in 14 (37.8%) of the videos. At the same time, 34 (92%) of the videos mentioned the agency’s reputation, but the overall rating of their portrayal was determined to be poor.
- Job Security – Only one (2.7%) agency discussed long-term stability offered by the job and none of the videos discussed guaranteed work hours.
- Opportunities for Development – Four (10.8%) agencies mentioned promotions and the portrayal of the subcategory was good. Similarly, six agencies addressed continued education and the opportunity to specialize or move laterally was present in 24 (64%) of the videos.
- Flexibility – Work hours was mentioned in only one (2.7%) of the videos and its portrayal was rated as excellent. At the same time only two (5.4%) departments addressed balance and three (8.1%) agencies addressed those agencies portrayal was rated as being poor overall.
- Meaningful and Fulfilling Work - The opportunity to make a difference was addressed in (78.4%) of the videos and 70.3% of these did this in an explicit manner. At the same time, meaningful and fulfilling work was portrayed in 33 (89.2%) of the videos, but overall, this portrayal was rated as being poor.

The researchers found the coding system developed for this study effectively measured the content. This suggests others can utilize similar approaches to determine if recruiting videos convey the desired message that potential candidates are seeking. Most importantly, they determined the few agencies that had a recruitment video “rarely highlighted the six job-seeking factors” persons identified when they were looking for in potential employers. The few videos that did touch on them, did not do it well.

Third, the researcher provided recommendations of how agencies can better highlight the factors potential candidates are seeking.

Finally, researchers suggested several areas for future research including how to best reach out to diverse candidates and how to more effectively message to potential candidates.

In closing, the use of recruiting videos is a valuable tool to attract qualified candidates. However, to be effective in attracting the best candidates, it is imperative for agencies to tailor the videos to accurately portray those factors candidates are seeking and how they are addressed in their organization.



*Joey Carrier (not pictured), Craig Bennell, Tory Semple, and Bryce Jenkins, “Online Canadian Police Recruitment Videos: Do They Focus on Factors that Potential Employees Consider When Making Career Decisions?” *Police Practice and Research*, Vol. 22, No. 6, (2021), pp. 1585-1602.*



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Officers and citizens can access the UCP through a downloadable mobile app for iPhone and Android. Agencies manage messages and distribution via a secure back-end dashboard.



Benefits for law enforcement

Our UCP bridges the growing gap between law enforcement agencies and the general public. Citizens can quickly receive messages about their communities, such as

- 📌 Road closures
- 📌 Weather alerts
- 📌 Safety information
- 📌 Missing pets
- 📌 Missing persons
- 📌 Other relevant information

Benefits for citizens

Citizens can also use the UCP to access critical information about their police departments, including:

- 📌 Meeting the chief of police
- 📌 Accessing different departments
- 📌 Finding information about wanted criminals
- 📌 Searching for jobs
- 📌 Learning about local crime trends

Current features

📞 Instantly connect citizens with the police

Citizens who need to reach someone in law enforcement can use the app to contact the right person in the right department directly. All contact information for departments is located in one location within the mobile app.

🗨️ Citizens can provide tips to solve cases

Citizens can report anonymous tips or offer their contact information, GPS coordinates, photos, and other relevant information to help police solve cases. Police departments can enable incoming leads from the public on specific categories to be automatically relayed to patrol officers if needed.

📁 Streamline internal communication

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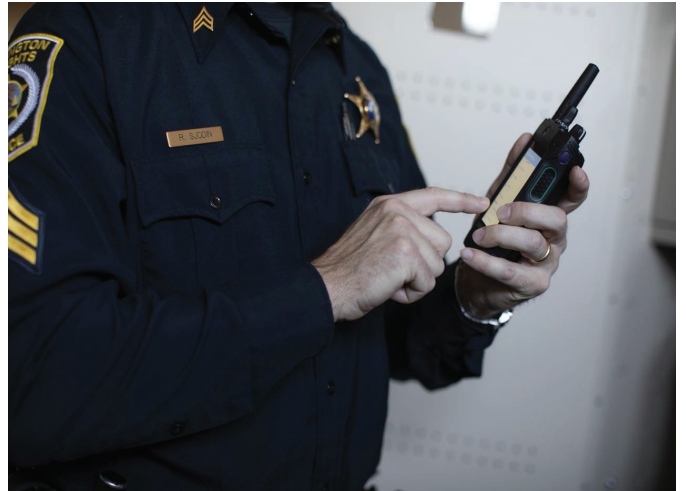


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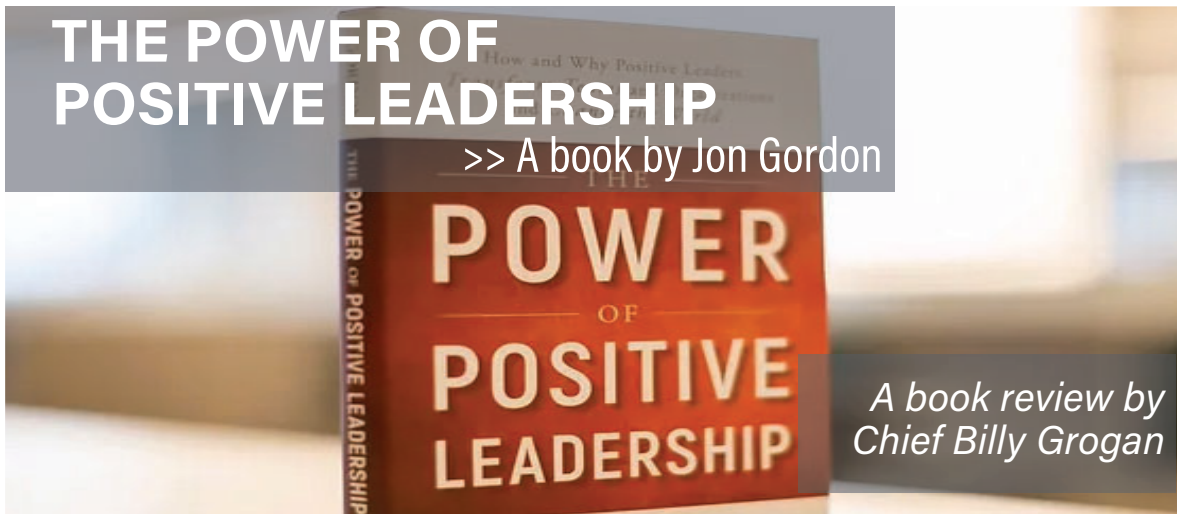
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BOOKS AND BADGES



In law enforcement, being a positive leader can make the difference between success and failure. Positive leaders lift organizations up, while negative leaders drag them down.

The author does a fantastic job outlining how and why positive leaders are able to transform teams, organizations and are able to change the world.

Negative attitudes in any organization are like cancer. If left unchecked, it will kill the organization from the inside out. Most of us that have been in law enforcement for any length of time have seen this play out with our own eyes.

For example, I worked for a leader years ago that never had anything nice to say about anything. He constantly criticized the department, the chief, and other people in the organization. When we received a pay raise, it wasn't enough. When we got a new piece of equipment, the city didn't care enough about us to give us a raise instead.

Can you relate?

The Power of Positive Leadership takes you on a journey from a basic understanding that this concept is true to a deep belief in how important being a positive leader is to the health of your organization and the people you work with.

The author shares his perspective through twelve easy-to-read chapters that will leave you nodding your head positively after each one.

In the first two chapters, the author sets the stage for the rest of the book and admits candidly that he is not a naturally positive person. He shares some of the steps he took to become more positive.

I love a quote he had in Chapter 2, "Pessimists don't change the world!"

The next nine chapters provide the meat of the book, laid out in simple chapters by topic.

Chapter 3 – Positive Leaders Drive Positive Cultures

Chapter 4 – Positive Leaders Create and Share a Positive Vision

Chapter 5 – Positive Leaders Lead with Optimism, Positivity, and Belief

Chapter 6 – Positive Leaders Confront, Transform, and Remove Negativity

Chapter 7 – Positive Leaders Create United and Connected Teams

Chapter 8 – Positive Leaders Build Great Relationships and Teams

Chapter 9 – Positive Leaders Pursue Excellence

Chapter 10 – Positive Leaders Lead with Purpose

Chapter 11 – Positive Leaders Have Grit

Each chapter is rich with great examples taken from the author's experience with organizations and sports teams he has worked with over the years.

Listed below are a few tidbits of knowledge gained from reading this book.

When talking about and building a culture, the author said you have to ask yourself two questions.

1. What do we stand for?
2. What do we want to be known for?

In describing a vision, a positive leader is a dealer in hope, a believer in the impossible, a champion of what's possible, and a coach who guides and inspires a team to keep improving and keep moving forward.

A positive leader must be a microscope to see what is here now and a telescope to see what is coming in the future.

The author describes how optimism is a competitive advantage for leaders. He suggests leaders look in the mirror and ask themselves three questions.

1. Are you a positive leader?
2. Do you believe?
3. Are you optimistic?
4. Are you feeding others with the positivity they need to succeed?

The author focuses on what he describes as “Energy Vampires” and describes how best to deal with them in an organization. Energy vampires are negative people who seem to suck the positive energy out of organizations.



Get them to change or remove them!

The author outlines the one percent rule. Give one percent more over time in energy, effort, focus, and care, and you will improve greatly.

The author touches on the concept of One Word, which he outlined extensively in a previous book he co-authored. Basically, one word is the practice of selecting one word to represent your focus for the year. By focusing on this word continually, you will be able to be more positive and accomplish more throughout the year.

The leadership team of the Dunwoody Police Department is participating in the One Word challenge for 2023. I have asked for the other members of the department to participate as well, although participation is voluntary.

I expect to see a renewed focus by the members of our department on what matters most.

The author ends the book with a look forward and uses several examples of people who were able to transform their lives and careers either by or through positive leadership.

Conclusion

Our leadership team is reading this book as a group. We have had some great discussions about the content and how it applies to our department.

It is the kind of book you don't want to put down. It is also the kind of book you want to keep close to you so you can use it as a reference.

I highly recommend reading, *The Power of Positive Leadership* today.



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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STAFF DEVELOPMENT



An organization can only be as good as the people they employ. Because of this, ongoing, comprehensive leadership development initiatives are essential for ensuring staff reach their fullest potential. When done right, high quality leadership development programs enable agencies to establish a strong culture that promotes a positive work environment and improves retention.

People Leadership

The City of Brookhaven's elected and appointed leaders are actively engaged in modeling this leadership belief. To facilitate this process in the Brookhaven Police Department, the city engaged the services of Atlanta-based C3 Leadership. The purpose of this initiative was to elevate the deputy chief's and other top leaders' capacity as "people leaders"; not just as police officers charged with administrative responsibilities. As an organization, the City believes that human-centric leadership is essential to the success of its police department. The Department's highly skilled and trained officers deserve leadership that enables them to have clarity, experience empathy, and perform confidently. It is the responsibility of the organization's leaders to create an environment that ensures officers are successful and develops them to be proud professionals. The staff appreciate that command staff demonstrate core skills, including emotional intelligence, empathy for others, transparency with decision making, consistency in communicating up, down, and across the chain of command, and coaching for potential.

**“Leadership is not about being in charge.
It is about taking care of people in your charge.”
-Simon Sinek**

The Customized Methodology

In 2022, the Deputy Chief was promoted to Chief of Police. Prior to this appointment, the City Manager and C3 Leadership collaborated to provide executive coaching and leadership micro-learning sessions that were tailored to address the specific needs of the newly appointed chief and three divisions. This program design and approach served as both a professional development opportunity as well as a beta test for future leadership programming for other officers and employees within the City of Brookhaven. To accomplish this, the initiative included two parts: executive coaching for the deputy chief and facilitated leadership micro-learning with the three division commanders.

Executive Coaching

Prior to being promoted to Chief of Police, the Deputy Chief attended in-person sessions with a professional coach twice a month to develop personal skills that were tailored to address his specific needs.

The relationship between the coach and the Deputy Chief was based upon a relationship of trust that developed over time. To enhance this relationship, the coach did not provide answers or solutions for issues being addressed, but drew them from the Deputy Chief. This coaching enabled them to benchmark his experiences, mentoring from colleagues, as well as expectations of the City Manager and officers within the agency. Each of the sessions was designed to address real-time personnel issues, develop presentation skills, and enhance his abilities to lead his team in a more consistent and proactive manner.

As a result, he became more approachable as an individual and communicated better with staff throughout the Department. In addition, he was able to stretch and enhance his understanding that as an enterprise leader his, as well as other organizational members', decisions impact other parts of the city government and the citizens they serve. Building this understanding was a powerful experience of self-awareness and ongoing leadership growth.

As the Deputy Chief transitioned into the role of Chief of Police, he continued to work with an executive coach to ensure a strong onboarding into his new role, as well as effectively manage a relatively new senior management team that included a new Deputy Chief of Police and a new division commander. During of this period, the executive coach facilitated four leadership conversations, including 65% of the department's officers, to identify their expectations of him and his desire for a shared vision moving forward. These conversations were found to be a powerful experience of connection and recognition of the possibility of things to come.

Leadership Micro-Learning



In addition to the executive coaching for the Chief, the three majors participated as a group in nine, 90-minute micro-learning sessions. This format enabled them to build their ongoing relationships with one another as well as identify the best approaches to support their own 'people leadership' capabilities and deficiencies.

As part of these learning sessions, they participated in a leadership assessment on Decision Making Styles and discussed a variety of topics including self-awareness, emotional intelligence, personal brand, managing toxic persons, how to give feedback, and the value of consistent 1:1's with their direct reports. According to the feedback, these sessions were impactful not simply by the content, but the ability to discuss how it applied to their day-to-day leadership with others in the Department. Real-time

conversations and coaching took place with one another as well as one-on-one sessions.

Because this methodology worked with the majors, similar initiatives have been created for the sergeants and lieutenants in 2023. This new initiative is composed of nine, 2-hour sessions on many of the topics already described as well as essential policies, unconscious bias, and career pathing. Because there are seventeen participants, instructors will deliver this content in two separate cohorts over a 7 to 10-month period (for sustainability and application).

Leadership development brings more awareness of many critical issues facing police leaders such as employee engagement and retention, as well as improving empowerment, empathy, and transparency. In time, people feel purpose and become more connected with the agency. It is important for organizations to recognize all professional development programs are not equal. It is important to research companies to determine which is best positioned to meet the agency's and its staff's specific needs.

A police organization's greatest asset and liability are the people who represent the agency. As leaders face a difficult recruiting environment and increased turnover, the importance of boosting employee engagement becomes more prevalent. The solution to recruiting is retaining talented staff. A manager or supervisor who does not possess and model strong leadership skills will struggle to attract and retain high-performing employees.

As proof of the coaching initiative's impact on the organization, the Department has an authorized strength of 89 positions. For more than a year, the department has been fully staffed and has not had an officer to resign.

The solution to recruiting is retaining talented staff.

Other critical areas where organizational leaders can expect a strong positive impact include cross-department collaboration throughout the city, organizational management, and openness to diverse perspectives. Placing more value on leadership development enables the agency to continually develop leaders and their placement in positions where they can thrive.

Benefits of People-Leader Development Opportunities

1. City leaders are modeling the value of ongoing people-leader best practices that support emotional intelligence and how to better communicate with and develop others.
2. The City of Brookhaven and its residents equip its police force with the core skills that enable stronger empathy and engagement with one another. Imagine officers demonstrating tolerance, patience, and firmness as they deal with mentally challenged persons or dysfunctional family dynamics.
3. Senior leaders within the Brookhaven Police Department are developed above and beyond necessary police work, training, and systems. Human-centric leadership is encouraged along with technical competency.
4. The Chief of Police has access to a competent and caring professional leadership advisor to process real-time issues and opportunities for his own heightened capabilities as a strong servant leader.
5. Other ranking officers deserve the opportunity to learn core people-leader skills to better lead their direct reports and better ensure alignment in relationship building and not just transactional duties - up, down, and across the agency.
6. As enterprise leaders and advocates, police leaders of all ranks better appreciate the responsibility they have not only with one another but the entire city.



Chief Brandon Gurley has 24 years of law enforcement service and has served with the Brookhaven Police Department since its creation in 2013. He holds a Bachelor's degree in criminal justice and Master of Interdisciplinary Studies in criminal justice from Georgia State University. He is a graduate of the Northwestern University School for Police Staff and Command as well as the Georgia International Law Enforcement Exchange program.



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THE LAW ENFORCEMENT LEADERSHIP PIPELINE

>> A Blueprint to Retention

Part 1 of 3

Dr. Marshall Jones

Albert Einstein is credited with the line, *"insanity is doing the same thing over and over and expecting different results"*. Historians debate if Einstein said those exact words, but the logic is sound and the message hits home for most agencies struggling with recruiting and retention. Our profession is struggling to find, hire, train, and retain those with the necessary servant heart, dedication, and courage to serve our communities.

Part of this challenge, as discussed in *The Georgia Police Chief* Winter Edition (Jones, 2023a) is the multiple generations, all with different value systems, that comprise agencies today. The greater the generational diversity, the more conflict of values exist. A great example is the work-life balance value between the Boomers and GenXers, that make up the majority of police managers and executives, and Millennials and GenZers. The once held "truth" that officers are always eager to work overtime and off-duty-details is fading amidst the new generations work-life balance value creating challenges to meeting minimum staffing obligations.

This three-part series of articles provides a blueprint to help agencies better understand and strategically navigate solutions. This series rests on a few basic assumptions. First, law enforcement as a profession is experiencing a continued crisis in recruiting (PERF, 2023). Second, the historical approaches to attracting, selecting, hiring, and training new officers have changed and we must adapt. Third, recruiting challenges are not limited to sworn positions, they extend to non-sworn support as well. Fourth, the key to solving recruiting challenges rests with an agency's ability to retain talent (PERF, 2019, Jones, 2023b). Fifth, law enforcement must look beyond traditional sources for solutions and

tools and adopt and adapt concepts proven in the private sector and other professions. Sixth, the key to solve recruiting challenges is retention; the key to retention is strong leadership; leadership development takes time, effort, and intentional strategy to build a strong culture.

The first installment of the series will establish the foundation for how individuals move through the Law Enforcement Leadership Pipeline (LELP). In addition, an overview of current research regarding retention of employees will be provided. Next, Part 2 will discuss the aspects of agency hiring, culture, and agency processes. Specific action areas will be identified with best practice suggestions. Finally, Part 3 will explore the various passages of the leadership pipeline along with actionable interventions that can increase leadership development.

Law Enforcement Retention Research

The increasing challenge to retain employees was explored in the Spring Edition of *The Georgia Police Chief* (Jones, 2023b). PERF (2019) speaks to the exodus in policing shifting from leaving for another agency to leaving the profession altogether. More recent PERF (2023) findings highlight the amplified issues with the expected and early retirements. Newspapers, media outlets, police professional associations, and agencies consistently report escalating retention woes. In a well-rounded search for solutions, we should look to empirical studies for any potential tools. The conclusion is that law enforcement practitioners and researchers alike find a solution to the recruiting and retention crisis elusive.

One recent research effort of note is by Wilson et al. (2023) exploring the overall state of law enforcement retention research globally. They partnered with practitioners to assess and better understand findings that may have value to agencies. This approach is worth noting, as most academic research in policing is void of practitioner input or perspectives. They examined 82 empirical research articles, across 18 countries, and concluded that actionable literature is sparse, but identified some common themes that emerged from their systemic review. For example, a few organizational aspects related to retention were identified (figure 1) that support the critical nexus with culture and leadership.

AGENCY ATTRIBUTES TO PEOPLE LEAVING

Wilson, Grammich, Cherry, & Gibson (2023)

- The adage that employees do not quit jobs but do quit bosses appears to be evident in research.
- Supervision perceived as abusive or unfair.
- Supervision considered to be generally poor.
- Poor department morale.
- Organizational stress.

AGENCY ATTRIBUTES TO PEOPLE STAYING

- Higher levels of trust in management.
- Organizational focus on personal wellness.
- Leadership training to improve administration.
- Higher levels of education for departmental management.
- Transparent processes to request training.
- Workplace supports for officers.

Figure 1

Law Enforcement Leadership Pipeline

The Leadership Pipeline: How to Build the Leadership Powered Company (2011) by Charan, Drotter, and Noel has been an international bestseller and provides a simple, yet proven model for individuals and businesses to strategically align processes and culture to develop leadership. This Law Enforcement Leadership Pipeline (LELP) Model (figure 2) was developed from the basic tenants framed for business and expanded to specifically address challenges and opportunities for law enforcement, at both sworn and non-sworn functions. The intention is to frame a simple model to help review, assess, develop, and improve agency components to develop and improve agencies' overall leadership capabilities.

Pre-Pipeline Input Components

Before exploring the passages on the pipeline, it is important to recognize the key input components to the LELP. These components form the quality of the pipeline to leadership and followership development. These input components are made up of the New Employee Funnel and the Agency's Developmental Culture Fuel Tank as demonstrated at the bottom of figure 2. Specific aspects and strategies impacting both of these pre-pipeline components will be the focus of Part 2 of the series.

New Employee Funnel

The key input is the new employees entering the agency. It goes without saying, that agencies want to attract, select, and retain quality members. But the input of new members offers agencies opportunities to "prime" the pipeline with quality components. This is the stage of the LELP model where applicants with positive person-organization fit may be better identified.

Agency Developmental Culture Fuel Tank

This is the area where your culture is fueled. The "fuel" in this tank is composed of many agency attributes as displayed in figure 3. Every agency has a different "mixture" ranging from "low grade" to "high test." Low grade agencies have poor morale, high turnover, and a lack of trust in management. High test agencies have leveraged the various components that fuels its agency through good solid behavioral ethics and modeling good behavior.

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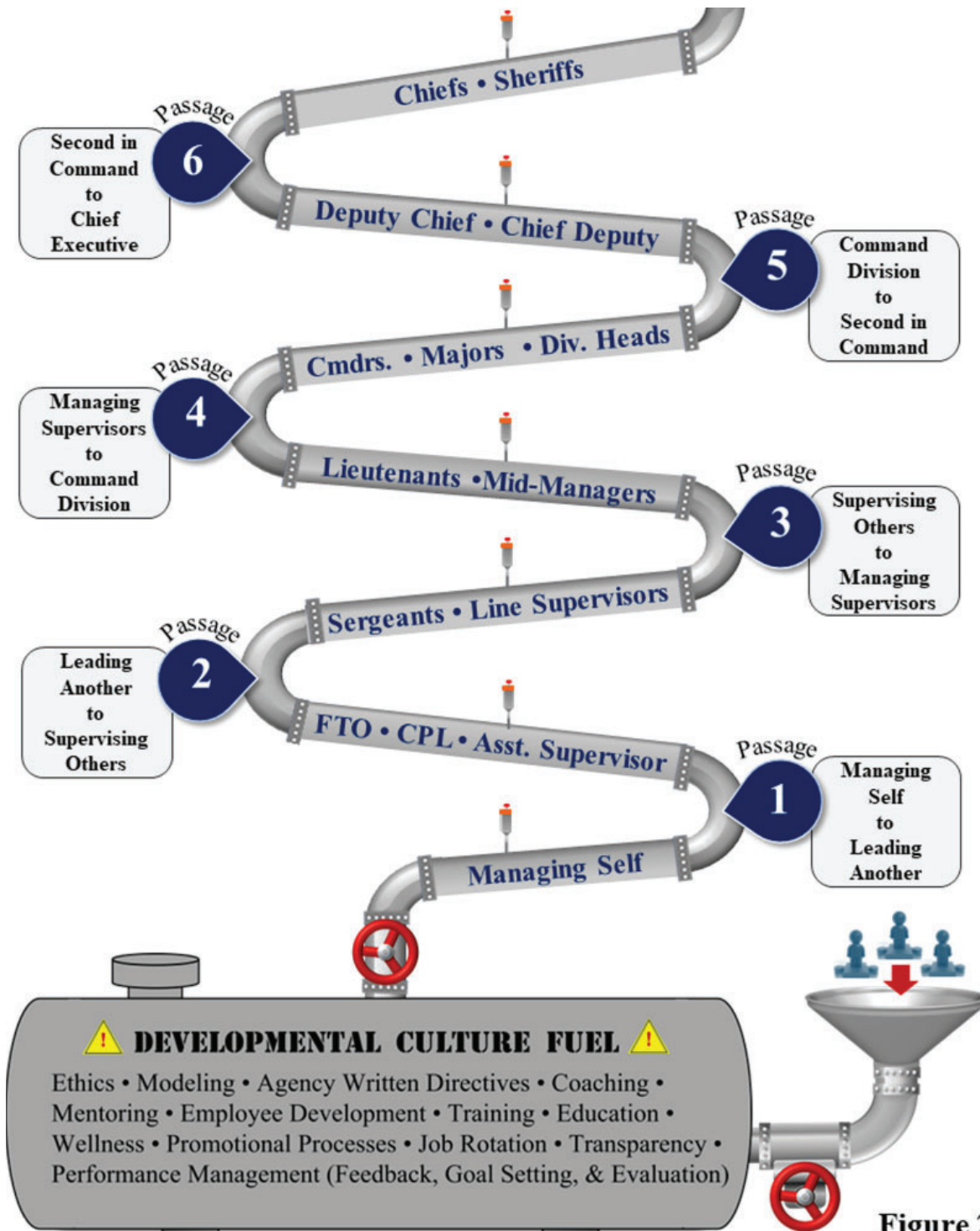


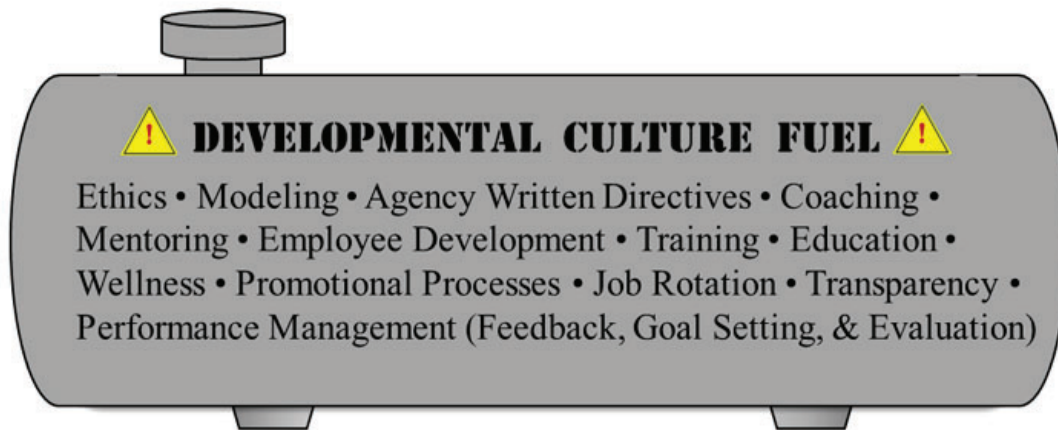
Figure 2

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*Stages of the Law Enforcement Leadership Pipeline*

The passages reflected in figure 2 are derived from the initial leadership pipeline work of Charan, Drotter, Noel (2011). The presented LELP adds the concept of the new employee funnel and the Agency Developmental Culture Fuel Tank. The LELP model specifically aligns customary law enforcement positions, both sworn and non-sworn, into each pipeline. Each level of the LELP has opportunities to “inject” that pipeline level with experiences, education, training, and other deliberate strategies to assist individuals’ development in their current and future assignments. These strategies will be the focus of Part 3.

Managing Self

Every individual starts their professional career managing themselves. We never stop that quest. Rather more responsibility and the accountability for others are added as they progress through the passages of promotion. This is also an area of growth and development in behaviors and attitudes related to followership. For example, a servant leadership style is conducive to strong leadership and good leader-member relations. The concept of servant-followership aligns with this concept and develops skills, attitudes, and behaviors that easily translate to positive influence as members promote. Good leaders are also good followers, and we all follow regardless of the stage and elevation in the pipeline.

*Passage 1: Managing Self to Leading Another*

This first stage in the LELP is where FTOs, trainers, corporals, and assistant supervisors reside. At this level they transition from managing themselves to managing another (FTO, trainers) as well as assuming the responsibilities to fill in for sergeants or other first-line supervisors. Individuals can seize opportunities to train and serve as assistant supervisors to build critical experience that prepare them to become a line-supervisor. Agencies can leverage these opportunities by training FTOs and other trainers on a leader vs trainer approach

in effective transfer of training. Research (such as Tannenbaum et al., 1991) demonstrates that trainees perform better with a training officer who has a leader approach, focused on coaching and showing, versus a trainer approach, which is more of a “prove-it” and evaluator approach.

Passage 2: Leading Another to Supervising Others

We generally do a good job, as a profession, offering training, coaching, and mentoring for new officers and support staff. In fact, Field Training and Evaluation Programs (FTEP) with daily observation reports is arguably one of the best on-the-job training models in any profession. We tend to take a sharp drop-off in resourcing when promoted to line-supervision. It is common for an officer to get the congratulatory call from the Chief or Sheriff, sew on their stripes, and head to work hoping for the best. As discussed in the Spring Edition, we must do better. Part 3 of this series will go into more detail related to intentional experience and training, such as sergeant field training programs.

Passage 3: Supervising Others to Managing Supervisors

This passage is where lieutenants and their civilian counterparts fall in the LELP. This is also where those with strong leadership attributes, that served them well as line-supervisors, may struggle to evolve the attention-to-detail mindset of their management roles and responsibilities. For example, a strong operational sergeant who thrived working alongside their officers on shift may struggle with the shift in role requiring more of an administrative detail orientation. This is also an area where the return on investment in education and networking outside of law enforcement starts to pay dividends.

Passage 4: Managing Supervisors to Commanding Division

Commanders, majors, captains, and division heads emerge from the fourth passage. Leaders never promote beyond the benefits, to themselves, their followers, and agencies, of strong

leadership attributes. But strong leaders who failed to develop good management habits may struggle in this level. Fortunately, the profession has many command level and long term training and educational programs, such as the FBINA, SPI, and regional command colleges and institutes. This is also the career level in which individuals' perspective expand beyond the scope of the police department's sphere of influence and engage in the broader community (i.e. Chamber of Commerce, Rotary Club, SHERM) and professional associations (i.e. GACP, IACP, FBINAA) for expanded networking.



Passage 5: Commanding Division to Second in Command

Ascending to deputy or assistant chief or chief deputy requires a global leadership mindset as well as attention-to-detail. The chief or sheriff must be able to scan for threats and challenges from outside the agency and rely on their second in command to provide oversight of the day-to-day operations, embrace positive conflict of ideas, and allow them to attend issues and serve as the face of the agency.

Passage 6: Second in Command to Agency Head

Not many people ascend to this position in any profession. Success depends largely on the lessons and perspectives gained throughout the passages in the pipeline. Skipping a pipeline level along the way can be problematic or even disastrous. Experience requires dedication, patience, and preparation. It also requires having a strong network within and outside of law enforcement for support and resources.

The Peter Principle: It is Real and Offers a Great Lesson

The Peter Principle was coined by sociologist Laurence Peter in 1968 who observed, "In a hierarchy every employee tends to rise to his level of incompetence." The notion is often used to label someone perceived as incompetent in upper areas of an agency, but actually is a discussion about the false assumption that competence and ability is generalizable as people promote.

Recent research offers a great example. Economists Benson, Li, and Shue (2019) tested the Peter Principle by analyzing sales performance of 38,843 employees and the 1,553 sales reps that were subsequently promoted across 131 firms. Their findings were that the best sales performers were promoted but performed poorly as managers. Their study also revealed that the stronger the sales performance, the worse the management performance. A parallel for law enforcement are the instances when a proactive officer, often an informal leader among their peers, gets promoted to sergeant and struggles in the shift from "doing the work" to supervising and supporting the work.

The lesson for law enforcement, and any profession, is that performance and competence observed at a particular level of the pipeline is not necessarily predictive of future performance upon advancement. Each level requires different perspective and skillset that may not have been required in another. As Colin Powell points out in his book, *It Worked for Me*, people do have a ceiling related to their success in promotion anchored to each person's skillsets and abilities. It is important to recognize the level where we are maximizing our performance. Pushing upward can result not only in diminished performance, but also can take a strong agency contributor with high career satisfaction and promote them to misery.

Final Thoughts: Take a “Bite”

Managing change is a challenge in any profession. Law enforcement executives face the challenges of managing daily “brushfires” and often lack resources, experience, or time to enact critical leadership and cultural change initiatives. The issues can become overwhelming. Nobel Prize winner Archbishop Desmond Tuto, commented “there is only one way to eat an elephant: a bite at a time.” The best advice in enacting a strategy aligning the aspects for an improved leadership pipeline, is identify an area of opportunity for improvement, and take a “bite.” This series is designed to offer a few recipes to consider when deciding which part of the elephant to eat first.

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Dr. Marshall Jones leverages experience from law enforcement, consulting, coaching, training, and applied research to explore leadership, organizational, recruiting, and retention issues. He is the co-author of the book *Law Enforcement Leadership, Management, and Supervision* published by Blue360 Media.

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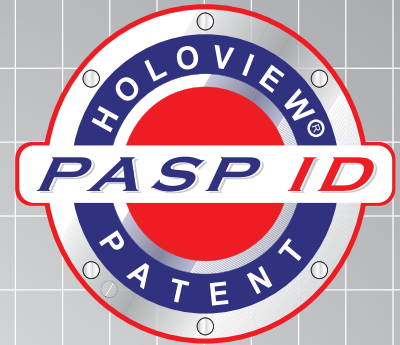
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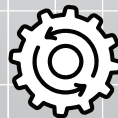
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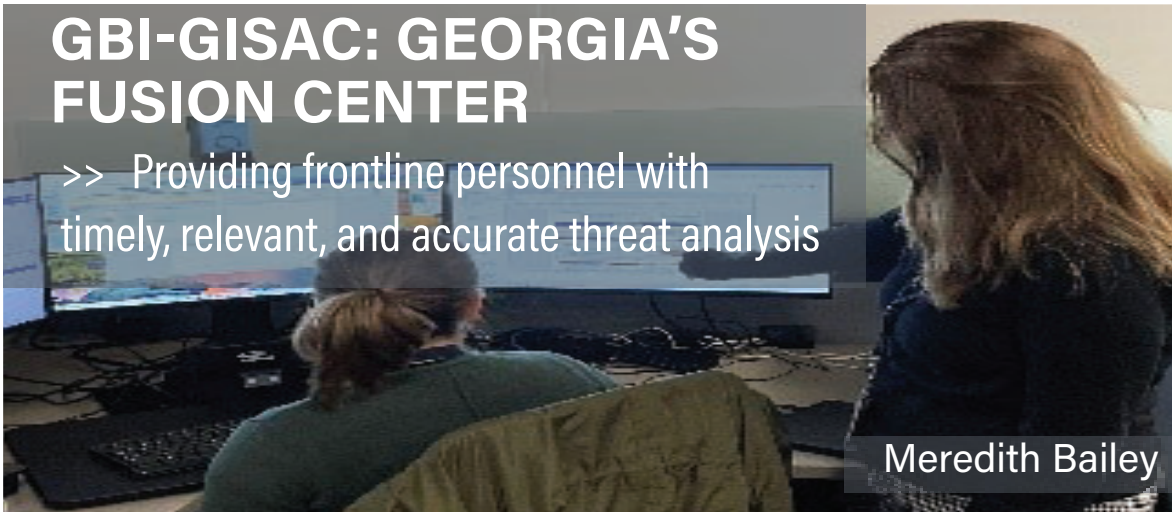
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GBI-GISAC: GEORGIA'S FUSION CENTER

>> Providing frontline personnel with timely, relevant, and accurate threat analysis



Meredith Bailey

The Georgia Information Sharing and Analysis Center (GISAC) is one of 80 U.S. Department of Homeland Security (DHS) recognized Fusion Centers in the United States. GISAC is a specialized unit of the Georgia Bureau of Investigation. Serving as the primary repository for counterterrorism and criminal intelligence information in the state, GISAC formed in October 2001 in the wake of the 9/11 attacks to enhance information and intelligence sharing between local, state, and federal agencies. The diverse team of analysts and agents leverage their expertise through public and private sector partnerships, to transform the flow of raw information into an actionable intelligence picture. GISAC distributes bulletins, threat assessments, and other relevant intelligence products to law enforcement, public safety, emergency management, and private sector partners throughout Georgia.

GISAC facilitates connectivity between local, state, and federal agencies in Georgia. The purpose is to share resources and develop actionable information to enhance stakeholders' capacity to identify, detect, mitigate, prevent, and respond to criminal activity. As an all-crimes Fusion Center, GISAC works both criminal intelligence and counterterrorism related incidents. This approach incorporates terrorism into the existing criminal intelligence framework to ensure all possible precursor crimes are analyzed for potential links to larger-scale terrorist activity. Additionally, operating as an all-crimes unit recognizes the potential nexus between all types of criminal activity. GISAC does not replace or duplicate the counterterrorism functions of the Federal Bureau of Investigation (FBI); instead, GISAC's efforts to collect information from state and local sources ensure greater availability and integration of data and information from those sources. In fact,

GISAC is directly located within the FBI's Atlanta Field Office to ensure that the sharing of information, intelligence, and threat matters remain seamless at all levels of law enforcement within the State of Georgia. This co-location facilitates one of the most productive environments for intelligence sharing and timely lead development in the country.

The mission of GBI-GISAC is two-fold: to provide investigative support to law enforcement in Georgia for criminal activity and to dedicate resources to the protection of Georgia's citizens against the threat of terrorism.

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WATCHDESK AND THREAT TO LIFE (TTL) INITIATIVE

One of GISAC's most significant evolutions was the implementation of the Watchdesk program. The Watchdesk serves as a single point of access for the collection, analysis, and dissemination of tips and leads concerning emerging, imminent, or existing threats

or other criminal activity affecting the state of Georgia. The Watchdesk operates 24 hours a day, 7 days a week and is staffed by Criminal Intelligence Analysts who process requests from Georgia law enforcement and tips provided to the GBI. Tips and information flow into the Watchdesk via the GBI website and tip line, the 1-877-SAY-STOP school safety hotline, the See Something, Send Something mobile application, various GBI work units, and other law enforcement or government entities. Watchdesk analysts provide proactive, real-time analysis of tip information, to include information concerning imminent threats to life, (like school threats) to ensure that accurate, critical information is disseminated to appropriate law enforcement entities and other stakeholders in a timely and efficient manner. The Watchdesk also processes more than 12,000 requests for analytical assistance, criminal intelligence information, and investigative support from law enforcement agencies throughout Georgia and the United States each year.



Threat to Life (TTL) Initiative

GBI-GISAC helped develop the “eGuardian Enhancement Initiative,” also known as the non-federal “Threat to Life” (TTL) protocol (which is now being adopted by several other Fusion Centers) to handle the volume of threats originating from the National Threat Operations Center (NTOC). In the wake of the Parkland, Florida school shooting, there was a significant increase in the volume of threat reporting processed through the NTOC. Since the majority of such tips and leads have no federal nexus, it is critical for each to be addressed and properly vetted at the state level. GBI-GISAC recognized the

critical burden at stake in this process and took responsibility to serve as the epicenter of threat reporting, development, and follow-through in Georgia. Analysts triage these potentially urgent matters and share the information with the local jurisdiction(s) in a position to mitigate a potential threat or conduct the appropriate follow-up.

Success Story:

In January 2023, the GBI-GISAC Watchdesk received a tip from the FBI National Operations Center reporting a potential school threat in Fulton County, GA. A post online showed a photo of someone holding a gun in what appeared to be a school hallway with a caption offering users to comment with an address and the poster would go there to kill multiple individuals. GBI-GISAC Watchdesk analysts were able to identify the poster, a juvenile from East Point, Georgia, and contacted the local jurisdiction for a follow-up investigation. Local investigators used the information provided by the Watchdesk to conduct a “knock and talk” at the address and met with the juvenile’s mother, who positively identified her son from the screenshot. Her son was a student at the school and involved in ROTC, which is why he had the ability to take a picture of him holding a weapon on school grounds during a training exercise. He admitted to posting the picture and caption. The local investigators were able to make a report with the School Resource Officer and resolve the issue, reporting back to the Watchdesk.

Major Case and/or Critical Incident Response

Fusion Centers are often involved in major cases, operations, or called to respond to critical incidents with little to no warning. The response to a high-profile case in a rural county may require a vastly different approach than supporting emergencies in a major city. As analysts and sworn personnel are increasingly being asked to do more with less, it is vital to leverage free or readily available solutions to workflow and communication needs.

Analysts are often called to work alongside local agencies and support their command post operations as needed. Real-time lead development, exigent phone record mapping, social media analysis, and leads tracking are just some of the services GBI-GISAC

analysts provide to the public safety community throughout Georgia.

In April 2023, a female in her 20's was stabbed at a local block party in Toombs County, Georgia. Following her death, a GBI-GISAC Intelligence Analyst began working remotely from a local police department to provide real-time analytical support to the homicide investigation. The analyst established a leads-tracking system, began capturing digital evidence posted to social media, and worked to identify and locate witnesses to further the investigation. Her on-location support to the local officers and regional investigators proved invaluable to the high-profile case and a woman was soon arrested.

Privacy, Civil Rights, and Civil Liberties

Fusion Centers prioritize the protection of privacy, civil rights, and civil liberties as a key component of their information and intelligence sharing mission. To ensure these obligations are met, each fusion center has a privacy policy, designated privacy officer and undergoes privacy training. GBI-GISAC dedicates significant effort to training analysts and law enforcement throughout Georgia how to operate effectively while ensuring the protection of privacy, civil rights, and civil liberties is a foundational principle for all personnel in their daily operations. Since 2020, GBI-GISAC has assisted public safety stakeholders with preparing for and securing hundreds of First Amendment protected demonstration activities and special events. GBI-GISAC analytical insights, threat assessments, and research has helped inform those in a position to act how to approach increasingly polarized protest activity.

Private Sector

GBI-GISAC's partner agencies and corporations in the private sector to oversee the majority of Georgia's critical infrastructure and interact with the public daily. These corporations provide valuable information to Analysts and Special Agents, including reports of suspicious incidents at their facilities that might otherwise go unreported to law enforcement. By establishing direct communication with companies and specific facilities, GBI-GISAC is able to gather, analyze and share information in a timely fashion.

GBI-GISAC recognizes its essential role in the protection of critical infrastructure and dedicates significant resources to various supporting programs. These programs

focus on intelligence sharing, evaluation, and reporting, while providing relevant threat assessments. Specifically, GBI-GISAC designates an intelligence analyst to lead the Critical Infrastructure and Key Resources (CIKR) intelligence program. This analyst is responsible for building relationships with the owners and operators of critical infrastructure components. Most of these contacts are private sector persons, as the majority of critical infrastructure sectors are managed by private corporations. GBI-GISAC Analysts are uniquely positioned to share relevant information and intelligence with private sector partners. Written assessments and bulletins can be redacted of law enforcement sensitive information to allow vetted private sector personnel (with a need to know) access to timely and relevant intelligence.

Lastly, to provide a secure information sharing platform for all this valuable cooperation, GBI-GISAC developed a community of interest (COI) on the Homeland Security Information Network (HSIN). In this web-based platform, working group partners can access reference information, post or share inquiries, and uplink to secure chat and video capabilities.



What is a HSIN COI?

The Homeland Security Information Network (HSIN) is the trusted network for homeland security mission operations to share sensitive but unclassified information. Federal, state, local, territorial, tribal, international and private sector homeland security partners

use HSIN to manage operations, analyze data, send alerts and notices, and share the information they need to do their jobs and help keep their communities safe . Within HSIN are “communities of interest” referred to as COIs that are essentially digital working groups dedicated to specific initiatives or groups. GBI-GISAC developed a COI dedicated to the CIKR and private sector initiative to establish a secure and easy source of information for working group members.

GBI-GISAC has also established LAW ENFORCEMENT SENSITIVE communities of interest for our Chiefs and Sheriffs and their stakeholders. To request a HSIN account, please email HSIN@gbi.ga.gov. To get assistance with account lockouts, passwords, etc. please contact the HSIN Help Desk at 1-866-430-0162 or email HSIN.Helpdesk@hq.dhs.gov

Additional GISAC Services & Functions

GISAC facilitates a number of additional resources and programs critical to Georgia law enforcement. Chiefs are most likely to need to go through GBI-GISAC regarding activation of one of Georgia's Emergency Alerts Systems, which are currently coordinated by GISAC. These alerts include:

- Levi's Call - Georgia's AMBER Alert for confirmed abductions of children under the age of 17.
- Mattie's Call - Georgia's alert for missing persons who are cognitively impaired.
- Kimberly's Call - Georgia's alert for information pertaining to suspects identified as having committed a murder or rape.
- Blue Alert - Georgia's alert for information pertaining to an officer who has been killed/injured in the line of duty or is missing in the line of duty.

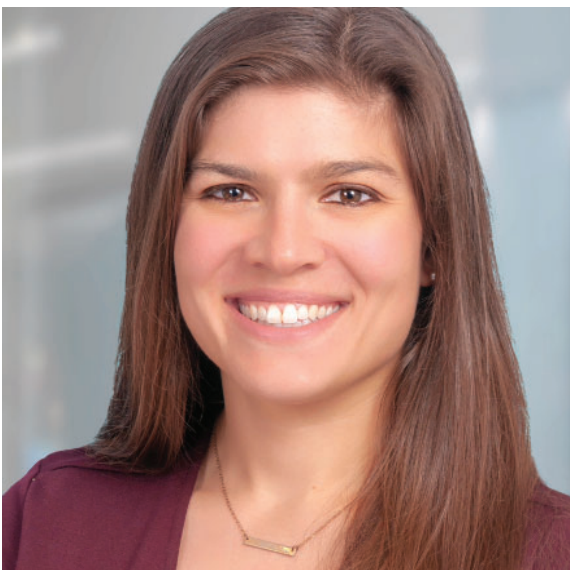
GISAC coordinates the alert systems by providing guidance for activation or denial of the alerts. Requests for activation or inquiries about any of the above alerts should be made through the GBI Communications Center. Activation criteria for each alert can be found on the GBI homepage at: <http://www.gbi.georgia.gov>. These alerts

are published to the web and Twitter by the Georgia Association of Broadcasters at <http://www.alertnewsnet.org/>.

Child Abduction Response Team (CART)

GISAC is also the facilitator of the Child Abduction Response Team (CART). CART is a team of individuals from various state agencies who are trained and prepared to respond to a missing/endangered or abducted child. CART pulls together resources to aid in the search and rescue effort and to assist the agency of jurisdiction in its investigation. Many agencies have never encountered an incident of child abduction and most officers have never investigated a similar crime. One single agency will not have all the necessary resources, and with no plan in place, accessing resources could take valuable time. The Georgia CART creates a mutual aid resource inventory and allows for the rapid and organized response required in missing children investigations.

Collaborative partnerships are of paramount priority to GBI-GISAC and its daily mission. The unique and unprecedented challenges facing the law enforcement community over the last few years have galvanized the Fusion Center network and the analyst role in modern police work. GBI-GISAC will continue to rely on its many federal, state, and local partners to best implement proactive intelligence strategies and enhance investigative efforts aimed at the effective detection, prevention, and mitigation of violent threats to Georgia and its citizens.



Meredith Bailey is a Supervisory Criminal Intelligence Analyst with the Georgia Bureau of Investigation assigned to GISAC, the Georgia Fusion Center, for the past 13 years. She has her Bachelor's and Master's Degrees in Criminal Justice from Georgia State University. As a field analyst, her primary assignments included support to counterterrorism efforts, internet crimes against children, and human trafficking. While she now supervises a team of analysts, Meredith still oversees a variety of GISAC's special project, research, and report-based initiatives.



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POACHED

>> Potential Reasons for and Barriers to Officer Relocation to Another Department



Amid the contemporary discussion of recent sworn officer turnover trends, there is much less talk of the phenomenon of officers relocating to other departments and the difficult situation this creates for recruitment and retention. “Poaching” of existing officers from neighboring departments has been law enforcement’s less-discussed personnel phenomenon for years, especially in times of easy transfer and lateral movement as in the 2020’s with increasing opportunity and positions at many places nationally. Some agencies have removed traditional restrictions to lateral application in order to entice job hoppers, even across state lines, in order to increase candidate movement and keep costs of training and recruitment at a minimum. However, little empirical study of this phenomenon has been conducted to ascertain reasons for this trend, the extent to which it occurs, and in an era of widespread opportunity, the effect of lateral transfer on agencies.

The 2021 national study Police Retention and Career Perceptions conducted jointly by The University of Southern Mississippi and Illinois State University collected data from surveys of approximately 650 sworn personnel at eight police agencies nationwide. Surveys were distributed to all levels of each department from patrol through command staff. The data collected provides impressions of officer disposition to laterally transfer to other agencies through the use of three Likert-based questions on a four-point scale of agreement (strongly agree to strongly disagree): “I intend to seek employment at a different agency in the near future”, “I often think of applying for a job in another agency”, and “I am actively seeking work in another law enforcement agency”. These three

questions probed disposition to laterally transfer along three different stages of intent: active application, intent, and consideration. Descriptive statistics from the study data for these three variables can be found in Table 1.

**TABLE 1
SURVEY QUESTIONS
REGARDING LATERAL TRANSFER INTENTION**

Question 1: *I often think of applying for a job in another agency.*

	Number	Percent
Strongly Agree	45	7.0 %
Agree	82	12.7 %
Disagree	251	38.9 %
Strongly Disagree	268	41.5 %
Total	646	

Question 2: *I intend to seek employment in a different agency in the near future.*

	Number	Percent
Strongly Agree	17	2.6 %
Agree	53	8.2 %
Disagree	282	43.7 %
Strongly Disagree	294	45.5 %
Total	646	

Question 3: *I am actively seeking work in another law enforcement agency.*

	Number	Percent
Strongly Agree	9	1.4 %
Agree	29	4.5 %
Disagree	264	40.9 %
Strongly Disagree	344	53.3 %
Total	646	

Researchers associated with the project were surprised at the relatively low level of officers disclosing interest in and active application to other agencies in an era when “poaching” of officers, especially by neighboring in-state departments, was anecdotally high and associated with many agencies’ recruitment techniques. For example, in 2019, a recruitment video produced by Grand Junction (CO) Police Department appeared as one of the first recruitment efforts directed primarily to sworn officers in other departments, and made an intriguing risk to recruit officers openly when this technique had been somewhat taboo in previous years. It would appear from this and other similar steps, such as out-of-state billboards and advertising, that “poaching” was a successful tactic. Why, then, were large percentages of officers in a national sample stating that they were averse to laterally transfer in an environment rife with open positions and recruiting efforts to attract them? Less than 20 percent of respondents stated that they were even contemplating lateral transfer, and only 6 percent were actively applying to external agencies. This number could potentially include those who were relocating for family reasons or other purposes such as spousal career transfer. It seemed, from the numbers shown in Table 1, that sworn officers were apprehensive to laterally transfer to another department even when indications were high that they could do so successfully, and for anecdotal reasons such as higher salaries and positive police-public relations (the survey sample included agencies in cities where civil unrest versus the police exists).

Reasons for this apprehension can be considered as both “pushing” and “pulling” mechanisms directed toward sworn personnel; these reasons have been explored for individuals’ desires to leave policing entirely in many previous studies, but rarely to explain the phenomenon of lateral transfer (Rossler et al., 2022; Scheer et al., 2022). In many ways, “pushing” and “pulling” mechanisms which act as influences on individual career choice can have a synergistic effect which can culminate in individual choice to separate. As to the impact of this effect on lateral transfer opportunities, it is largely unknown. However, the following opportunistic reasons could be explanations given the little and relatively new data available on the topic of lateral transfer.

Compensation and benefit dissatisfaction. Data from the Police Retention and Career Perceptions project does contain responses about officer satisfaction with their current salary and benefits, but the case numbers are insufficient to make a definitive assessment that the numbers of respondents are considering or actively lateraling due to

dissatisfaction with their pay. Theoretically, however, especially in the case of physically close transfer, it is potentially likely that those who leave for other agencies do so in order to increase pay.

Separation from agency and shift values. There is a “grass is greener” mentality associated with the Grand Junction (CO) Police recruitment video targeting lateral transfers, an almost abstract sense of disappointment with one’s existing condition, as expressed in terms as situational as a “career plateau” where loss of opportunity for advancement is coupled with a malaise associated with continued employment in a place where one feels devalued (Lin & Chen, 2020). Employees, especially sworn police officers in the post-Covid era of civil unrest against police authority in the wake of the George Floyd murder, may feel as though a shift in values in their agency demands transfer to another location.

in 2019, a recruitment video produced by Grand Junction (CO) Police Department appeared as one of the first recruitment efforts directed primarily to sworn officers in other departments.

Lack of opportunities for advancement. It is possible that dissatisfaction with either the number of positions or pace of promotion leads some sworn personnel to consider opportunities elsewhere, but the likelihood that they may sacrifice their years of experience at any role and damage opportunities at their new destination must be considered.

Disagreement with immediate supervision. As the business maxim says, “people don’t quit jobs, they quit bosses”, indicating that immediate friction with staff and supervision can lead one to consider lateral transfer.

The “devil I know versus the devil I don’t know” adage. When considering the manner by which experienced officers become either habituated or accustomed to the functions of their current place of employment, and the possibility that the unseen functional elements of the destination agency may exceed those they are immediately familiar with, such a phenomenon may dissuade officers from taking the risk to laterally transfer. This element is being explored in a future peer-reviewed journal article by the researchers from the Police Retention and Career Perceptions project.

While these potential theories to explain why sworn officers may (and may not) be interested in lateral transfer, there is more work to be done to test and explore these common anecdotes. Only recently has any comprehensive national data been available on the subject of lateral transfer, and in an era when agencies are recruiting from an applicant pool of already sworn officers, it is intriguing to know more about the extent and reasons why officers seem averse to being poached by their neighbors. More work on this subject is forthcoming to unlock these commonly stated myths as to why people do, and do not, consider leaving for elsewhere in the police profession.

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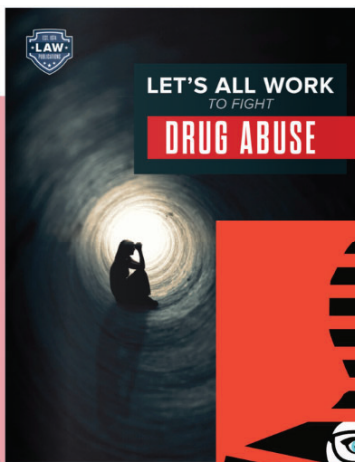
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Dr. Charlie Scheer is an Associate Professor of Criminal Justice at The University of Southern Mississippi. His research specializations are in police workforce management, police training, and police legitimacy. His research has been published in *Police Quarterly*, *Policing: An International Journal*, and *Justice Research and Policy*. He has provided briefings and testimony at academic and professional conferences such as the Presidential Commission on Law Enforcement & Administration of Justice, International Association of Chiefs of Police (IACP) Annual Conference, FBI National Academy Associates, and Police Executive Research Forum (PERF) Conference on Recruitment and Retention. He also is a sworn sheriff's deputy.

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City and County Police Departments, large and small, have been in the crosshairs of political left extremists and left-leaning news media for several years. Attacks against the police have come in the form of efforts to “defund the police,” public exploitation of tragic police use-of-force situations, and sensational news coverage of random shootings of police officers. Meanwhile, the economic fallout of the Covid 19 pandemic has created chaos in terms of police recruiting and general discontent among the rank and file concerning salaries and benefits. As a result, the entire institution of local policing is suffering, and it is taking a toll on the ability of local communities to effectively police themselves.

The police have always had their critics, mainly because uniformed police are the most visible representatives of government. Although most criticisms tend to be exaggerated, some are justified when occasionally internal police accountability systems fail, police leaders fail to lead, or officers fail to do the right things. Nevertheless, despite the small number of officers who sometimes tarnish the badge, the police in general continue to hold the line between anarchy and the law-abiding public, and between savagery and civility. Serving as the front line against violence and chaos, the police continue to serve and protect in local communities wherever elected bodies allow them to operate.

Notwithstanding the sustainability of local policing, the intentional erosion of confidence in the police has harmed the institution of policing in two important ways. First, young people who aspire to serve and protect are increasingly discouraged from seeking a career in policing. Second, segments of the community are left wondering if they will

be treated fairly if they or their loved ones have encounters with the police. In fact, any erosion of public confidence in the police, caused externally or internally, impacts the overall viability of local policing.

For policing to thrive once again beginning in 2023, local governments and their police departments need to initiate systemic improvements internally and externally. Internally, city and county governments need to do a better job of developing more police leaders who are educated, articulate and competent in their work, as well as value-led and visionary in their leadership skills. Moreover, they must recognize that good police leaders should be politically astute, yet non-political.

In terms of officer accountability, everyone has to accept that officers are human and sometimes a small percentage of them misbehave.

Externally, strategic improvements and programmatic upgrades need to occur in police public affairs and public information programs. To this end, the public needs to see and hear about more of the good stories of police officers saving lives and showing acts of compassion and kindness to societies downtrodden. These kinds of stories, along with stories about police officers working to make communities safer for women and families go a long way toward dispelling negative perceptions of the police and fear of policing. More positive images and perceptions of the police will ultimately reach potential police applicants and vacant positions will begin to evaporate.

In terms of officer accountability, everyone has to accept that officers are human and sometimes a small percentage of them misbehave. It should also be no surprise that occasionally, like everyone else, police officers make mistakes. Therefore, they need bright-line rules about malicious behaviors that cannot be tolerated, e.g., lack of truthfulness, racism, or sexual misconduct. At the same time, officers must be subject to a fair system of progressive discipline and appropriate corrective action for lesser infractions of rules and policies. In addition, police supervisors who are responsible for

enforcing accountability measures must also have the courage to confront substandard job performance by officers to rebuild public trust.

Finally, if local police departments, large and small, are to flourish in the future, they must recognize and acknowledge the role of faith in our communities. The police shouldn't be afraid to understand that the constitutional tenants of separation of church and state were designed to keep government out of religion – not religion out of government.

Although religion tends to be marginalized these days, large segments of most communities still quietly worship. Therefore, the police need to engage mainstream faith-based groups, maintain an ongoing dialogue with them and be sensitive to their public safety needs and suggestions.

Internally, for police departments to once again thrive they need to promote the idea of spiritual leadership in order to recapture the hearts, minds and confidence of the whole communities they serve. After all, what can be wrong with leaders who boldly stand for values like honesty, integrity, respect, loyalty, professionalism, and teamwork?

Better, more positive, more accountable police departments will solve both morale and recruitment problems for the police everywhere.

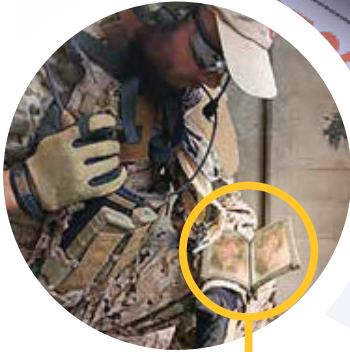


Chief Dan Flynn (Ret.) served as the Marietta Police Chief for 14 years. Prior to joining Marietta, he served as the Chief of the Savannah and Savannah-Chatham Metropolitan Police Departments. He also moved up in the ranks of Miami-Dade Police Department to the rank of Major. He holds Bachelor's and Masters degrees in Public Administration as well as post-graduate certificates from the University of Miami and George Washington University. Chief Flynn is a graduate of the FBI National Academy and Senior Management Institute for Police.



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DEVELOPMENT OF AN EFFECTIVE MENTAL HEALTH CRISIS RESPONSE PROGRAM

>> Lessons Learned in the Development of a Mid-Sized Agency Response to Community Mental Health Needs

Sgt. Robie Cochran and Caroline Duncan

Having identified the potential need for enhanced mental health services for the community, the Unified Government of Athens-Clarke County (ACC) and the Athens-Clarke County Police Department (ACCPD) used a multi-phase approach to successfully develop and sustain this service that included: community examination; Co-Responder team establishment; and improved information sharing.

Community Examination

In 2015, Athens-Clarke County (ACC) applied for a federal Justice and Mental Health Collaborative (JMHC) grant from the Bureau of Justice Assistance (BJA). This grant enabled county leadership to extensively examine Athens' mental health climate, identify areas needing improved service delivery, and develop initiatives to address those needs. A critical component of this initiative was to develop a map that identified all the potential points of connection, or lack thereof, to community mental health resources as individuals were processed through the justice system. The goal of this process was to identify appropriate processes to divert persons experiencing mental health crises from being incarcerated by providing them with mental health resources and sustained, improved care potentials.

The primary entities involved in the initial stage entailed the Athens-Clarke County Police Department, ACC Manager's Office, and Advantage Behavioral Health System (Advantage). Later, the University of Georgia/Fanning Institute and numerous community mental health champions joined the initiative to identify the web of resources and potential improvements of service delivery.

Notably, Advantage BHS is the community's primary, public mental health service provider, also commonly known in other counties as the 'community service board.' This system allocates mental health resources to many ACC residents, as well as residents of nearby counties. At the same time, the ACCPD, and the Clarke County Sheriff's Office, are the primary providers of police services within the unified Athens-Clarke County government.

As the project began, the partners chose to use a deliberate three phase strategy to successfully develop, sustain and expand the program. These phases included research and problem identification, program implementation, and expansion of program capacities and information sharing.

Data Collection

The first stage of the proposed program was designated as the "research phase". Once the grant was received, Advantage BHS staff collaborated with the Clarke County jail to gather empirical data regarding mental health services within the county's criminal justice system (e.g., average stay in jail, charges, etc.). This enabled researchers to cross-reference jail intake records with Advantage mental health records and accurately evaluate the overlap of individuals seen between the two agencies.

Significant overlap was found. In fact, it was determined that 38% of people incarcerated were also known clients of the community mental health facility. Notably, literature identifies that the national average for mental illness in county jails falls anywhere between 45-50%. This alerted researchers to the fact that the difference in rates from ACC most likely indicated a portion of individuals within the jail population had some sort of mental health diagnosis, yet were not receiving the mental health services they needed.

"it was determined that 38% of people incarcerated were, simultaneously, known clients of the community mental health facility."

A Shared Direction for Improved Services

Given the results of this preliminary investigation, a small core group of community stakeholders worked together to create solutions to better serve persons with mental health disorders within the ACC criminal justice system. This group included representatives from the ACCPD, ACC Sheriff's Office, University of Georgia (UGA), and Advantage BHS.

Partners at the UGA Fanning Institute, which is a community outreach research entity within the University of Georgia, were vested with the responsibility of interviewing different community stakeholders. The purpose of these interviews was to develop a sequential intercept mapping system that illustrated the different pathways a person needing mental health services may take. This model gave a visual representation of the problem found at the county jail – instead of being diverted to relevant resources, mentally ill persons in crisis were being funneled into the county jail.

Co-Response Implementation & Expansion

The map of service pathways and potential diversion options was provided to the county with sufficient evidence to apply for a second phase of the grant referred to as the "implementation phase." Essentially, this grant provided the funding needed to create a sustained crisis response team in the county.

From this point, priority shifted to determining the logistics and specifics of the response team. It was decided the police department, given that they are often dispatched to mental health crisis situations, would take the lead on the project. Sgt. Robie Cochran, a Senior Police Officer (SPO) on patrol, was reassigned to the new mental health unit. At the time of this assignment, Sgt. Cochran held the position of a certified Crisis Intervention Training (CIT) Officer. He also taught several other training courses in the area of mental health. In addition, his work as a negotiator had enabled him to develop effective communication skills that were needed when interacting with sensitive populations in need.

Sgt. Cochran was given the opportunity to build this unit from the ground up. His background with patrol gave him intimate knowledge about the mental health needs of ACC residents. For example, he recognized a portion of the individuals in crisis who

were encountered by the unit were already connected to Advantage BHS services. After discussions with CIT-trained Advantage staff, it was determined police were having repeated interactions with individuals in need of mental health services, yet the mental health community provider was unaware of these encounters or how often the encounters were occurring.



After presenting these findings to the local community service board, a plan was set in place to better inform behavioral health service providers about clients' status. To accomplish this, police reports from the previous day were reviewed by the team to identify mental health flags, familiar names, or report narratives that indicated a potential mental health element.

At the same time, Athens-Clarke County approve Advantage BHS staff to obtain GCIC certification so more information could be pulled from the reports and improve service outcomes. This allowed ACCPD to share specific, identifiable data regarding mental health contacts, with Advantage staff about who police were encountering. In turn, Advantage was able to use that information to identify clients and help police reconnect those individuals with services.

It was clear open communication was going to be key to the success of the unit.

Implementation of Co-Response Teams

In January 2017, the first Co-Responder team began as an official partnership between ACCPD and Advantage BHS. Each team encompassed an ACCPD officer, who was accompanied by a licensed clinical social worker (LCSW) from Advantage. This Co-Responder team worked side-by-side daily, responding to dispatched calls with patrol. When requested by the responding officer(s), the team would conduct in-field assessments and crisis intervention procedures to deescalate mental health crises, regardless of where the situation occurred. This model brought help directly to the individual experiencing a crisis, allowing for community-based resources to be accessed more efficiently.

After the successful creation and expansion of the unit, Athens-Clarke County applied for the third phase of the grant. This grant award was allocated for the implementation and expansion phase.

Expansion of Response Capacities and Information Sharing

Consistent with the direction of the awarded grants and community direction, Athens-Clarke County added a second team to the unit in February of 2020; in August 2021, a third team was added. All three teams consisted of a licensed mental health professional and an officer.

It is important to note that each individual officer and clinician expressed interest in and applied to the unit on their own accord. This passion for mental health care and crisis intervention proved to be a key factor in the success of the Athens-Clarke County Co-Responder model.

Lessons Learned: Toward the Creation of an Effective Co-Response Capacity

While the ACCPD has created a sustained co-response initiative, it has not been without many hard-learned lessons. When developing a co-response program, there several factors that should be taken into consideration.

“Officers and clinicians must remember they are working with people who are in crisis – what might not seem like a big deal to many, could be a devastating trigger for the individual involved.”

1. Identify the Right Personnel for Unit Assignment.

It is important to assign personnel who have demonstrated an interest in mental health matters and clearly tailored their interests by requesting trainings associated with communication, CIT, and other mental health-related classes.

Also, it is crucial that members of the unit have the ability to carefully think through crisis situations and the appropriate response rather than immediately resorting to normal policing measures, especially considering that most mental health crises do not typically rise to the level of criminal matters. Officers and clinicians must remember they are working with people who are in crisis – what might not seem like a big deal to many, could be a devastating trigger for the individual involved.

2. Keep the Core Discussion/Task Force Group Small.

This group must work together to help identify and troubleshoot issues within the community that the Co-Responder team may encounter. While teamwork is necessary for success of the model, it is important to not have too many agencies involved, especially in core group. This enables communication to be streamlined and easily shared. Being that stakeholders are intimately familiar with the teams and their operations, the core group can also breakdown team data and provide feedback to police department command staff to support requests for allocation of necessary resources including funding and staffing.

3. Differentiate Elements of the Team from Other Police Units.

Given the sensitive nature of mental health crises, as well as the current climate surrounding policing, it is advised that officers in the unit be allowed to dress in less tactical gear, with clinical partners dressing more casually.

In the same vein, an unmarked vehicle for the Co-Responders is an effective way to separate the team from normal patrol units. By implementing these simple elements, the teams are automatically differentiated from the police,

mitigating the emotional response many individuals in crisis experience upon seeing police officers.

Without excessive police insignia and logos, the contact is more likely to be accepting of the Co-Responder services, and thus find stabilization much more quickly.

4. Tailor your team to the specific needs of the community.

Addressing acute mental health needs or crisis situations within the community may not be the only task charged to the Co-Responder Team. Homelessness, addiction, and co-occurring disorders are just as prevalent in many communities, so being aware of additional resources available for a wide variety of population needs will help the teams assist patrol and provide a more all-encompassing service to the community.

Future Directions

“Each community needs to tailor its approach to sustain operations and connect individuals to community resources in a manner that works best for them.”

Currently, the ACCPD Behavioral Health Unit leads the day-to-day operations of the teams from the policing side. Their clinician partner manages the supervision of the clinical staff. With administrative tasks covered, the additional Co-Responder teams are able to focus solely on “boots on the ground” operations – principally, responding to calls within the community.

While ACC government has found a specific model that works for the population it serves, there are several alternative models around the State of Georgia that have proven to be successful and impactful. Some models, as in the ACC Co-Responder model, have partnered with their community behavioral health service provider. Other police

departments have opted, instead, to hire in-house mental health professionals to provide the clinician-level care for police contacts.

Each community needs to tailor its approach to sustain operations and connect individuals to community resources in a manner that works best for them. As part of this tailored approach, communities need to anticipate their operational needs and meaningfully address evolving challenges and continually improve service delivery. As one might anticipate, with improved information sharing among stakeholders, comes a better appreciation of program impact and a greater willingness to address mental health as a community health concern.

We can all make a meaningful difference in the lives of our friends, families, and neighbors; it is all about meeting people where they are.



Sgt. Robie Cochran has served with Athens-Clarke County Police Department for 14 years and currently leads the department's Crisis Intervention Response Unit (CIRU). He is the Chair of the State's CIT Advisory Board and member of the State C0-Responder Committee. He is the recipient of the 2017 NAMI Georgia CIT Officer of the Year Award and was the 2022 GACP Supervisor of the Year



Caroline Duncan is a 4th Year student at the University of Georgia studying Criminal Justice and Psychology. She served as the Mental Health Data Support Intern with the Athens-Clarke County Police Department where she provided co-responder teams with data collection and analysis. Upon graduation, she will pursue a Master of Social Work at UGA.

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The job of a law enforcement officer is often stressful, demanding, and dangerous. The lifestyle and culture of law enforcement affects more than just the officers. Spouses, partners, parents, children, and companions of law enforcement officers play an integral role in an officer's health. Just as your mental and physical wellness on the job is important, your financial health is equally as important.

As of late last year, two-thirds of working adults said they are worse off financially than they were a year ago, according to a report by Salary Finance.

FINANCIAL WELLNESS

Financial wellness comes about when you have a plan that enables you to build resilience and thrive financially.

According to a 2020 Community Oriented Policing Services study from the U.S. Department of Justice, law enforcement officers across eleven different police departments showed improvements in performance, attitude, and general well-being when they took advantage of financial wellness services.

Below are several things to consider so that you and your family are financially stable and thrive for generations to come.

BUILD AN EMERGENCY FUND

- Could you come up with \$2,000 within a month if an expected need arose?
- Do you agree that you have too much debt right now?
- Have you set aside funds that would cover your expenses for at least three months?



Saving money can be a challenge but having money for emergencies is crucial. Pay yourself first. Have a portion of your paycheck direct deposited into a savings account with a goal to save three to six months of expenses in case of an emergency.

Set financial savings goals. Have a vacation coming up? Need a new car? Making a major purchase? Calculate how much you will need to save and when you need the money this will help you know how much you will need to save each month to reach your goal.

PRIORITIZE YOUR SPENDING

Overspending can be easy to do in a culture where credit is the accepted norm. Being conscious of your spending is central to maintaining a healthy budget. Start by creating a spending plan. When creating a spending plan, prioritize your expenses into categories such as:

- Fixed expense such as rent or mortgage
- Flexible expenses such as utilities and groceries
- Savings to reach your savings goal, even if you start with a small deposit
- Extras like vacations, date nights, and activities with the family

Challenge yourself to track every purchase for one month to see exactly how much you spend per week. You might be surprised how much you spend on items that can be scaled back or eliminated giving you greater flexibility with your spending plan.

KEEP TABS ON YOUR CREDIT HISTORY

It is important to know how your spending habits may influence your credit history. Visit [AnnualCreditReport.com](https://www.annualcreditreport.com), a trusted “one-stop-shop” to check your credit reports from Experian, Equifax, and TransUnion– the three industry-standard credit bureaus.

Keep tabs on your credit score. Credit scores range from 300 – 850. The average score in the United States is 700. Your credit score is calculated using several variables to determine your credit risk. Each piece of a credit score carries a weight and influences your overall score.

- 10% Credit Mix: Your mix of credit cards, retail accounts and loans
- 35% Payment History: Your history in paying past credit accounts
- 30% Amount Owed: Your amount owed on credit accounts
- 10% New Credit: Opening several new credit accounts in a short period of time may represent a greater risk
- 15% Length of Credit History: The length of time since you last used a credit account

MONITOR YOUR DEBT

Salary Finance reports that:

- Nearly 8 in 10 adults in the U.S. have debt
- Seventy-six percent of people in the U.S. live paycheck to paycheck
- The average household in the U.S. owes more than \$135,000 in total debt, including mortgage, auto loan, credit card, and student debt

Debt is another critical component of a spending plan and a significant contributor to financial wellness. Not all debt is bad. Many of us cannot buy a house or car without taking on some debt. These debts can be an investment in your future. However, it is vital to evaluate the amount of debt you are capable of handling and how long it will take you to pay off the debt.

REDUCE YOUR DEBT

A heavy debt burden can impose financial risk. While you may be able to sustain a higher level of debt and a comfortable lifestyle, economic shocks can potentially place a heavy strain on your spending plan, especially in the absence of savings.

- Pay off debt with the highest interest rate first to avoid paying more than necessary
- Pay more than the minimum payment if possible
- Set payment goals and celebrate when you reach a milestone
- Evaluate the benefits of consolidating debt- you may be able to get a lower interest rate by consolidating your debt, allowing you to lessen overall debt sooner than later

THE PATH TO FINANCIAL WELLNESS STARTS HERE

At Justice Federal, we realize life has its ups-and-downs. An unexpected financial setback can make it feel like your world is caving in around you.

Our partner, GreenPath Financial Wellness, is a trusted national nonprofit with more than 60 years of helping Members build financial health and resiliency. As a Member of Justice Federal, GreenPath's services are confidential and complimentary.

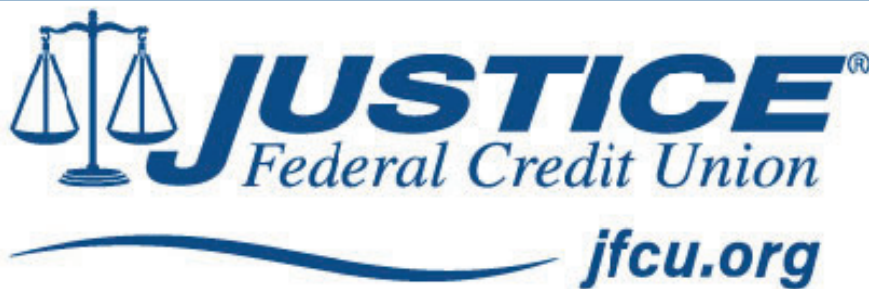
No matter what your goals may be, GreenPath can help you take control of your day-to-day financial choices to create more opportunities for achieving your dreams. Connect with a GreenPath Counselor today by calling 877.337.3399.

JOIN WHERE YOU BELONG

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Virtual Academy has partnered with the GACP to offer top quality, advanced training courses such as these: High Threat Ballistics Lab, Watch Your Six: Mental Wellness Resiliency, and Public Assembly And Community Interaction. Virtual Academy offers direct reporting to GA POST with over 250 hours of Georgia POST Approved Training, including Governor's mandates.

Get more by spending less:

- GACP partnership reduces price to \$45/user/year
- Assign specific training courses to officers
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- Track certifications
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STRENGTHENING POLICE COMMUNITY RELATIONS WITH LENSLOCK'S BODY WORN CAMERAS



Vadim Atabekyan

Georgia has been a leader in the adoption of body-worn cameras, with many police departments across the state already using this technology. According to a recent report by NPR (Cheryl Corley, NPR, 2021), the use of body-worn cameras has led to a decrease in use of force incidents, as well as an increase in the number of cases that resulted in criminal charges. LensLock's body-worn cameras are designed to meet the unique needs of Georgia police departments, providing high-definition video and audio recording capabilities, GPS tracking, and advanced security features.

One of the key benefits of LensLock's body-worn cameras is their user-friendly design. The cameras are lightweight and comfortable to wear, with intuitive controls that make them easy to use in the field. This can be especially important in high-stress situations, where officers need to be able to focus on the task at hand rather than on complicated equipment. LensLock's body-worn cameras also feature long battery life and quick and easy data transfer, allowing officers to quickly upload footage to FBI-CJIS compliant secure servers for storage and review.

In addition to their user-friendly design, LensLock's body-worn cameras are also designed with advanced security features to protect sensitive information and ensure data integrity. The cameras feature built-in encryption and secure access controls, ensuring that footage is only accessible to authorized personnel.

LensLock's body-worn cameras have been used by police departments across Georgia, and have consistently received positive feedback from officers and citizens alike. LensLock's body-worn cameras are backed by a team of experienced professionals

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STRENGTHENING POLICE COMMUNITY RELATIONS WITH LENSLOCK'S BODY WORN CAMERAS

who provide comprehensive training and support. The company offers a range of service options which include unlimited outsourced FBI-CJIS compliant redaction, CAD integration, secure D.A. evidence sharing portal and more. LensLock's team also works closely with each department to ensure that their cameras are being used effectively and in compliance with all policies and regulations.



LensLock's body-worn cameras offer a range of advanced features that can help enhance police accountability and community relations, while also improving officer safety and performance. Contact LensLock today to at www.lenslock.com or by calling 866-LENSLOCK to learn more about how their body-worn cameras can benefit your department.



Vadim Atabekyan

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>>How Do Police Chiefs Respond?

Law enforcement is facing a leadership crisis. In a recent national survey of more than 2,300 law enforcement officers, only 7% of respondents said they would recommend the job to others. Anti-law enforcement sentiment in certain communities certainly contributes to this view—63% of respondents said the “presumption that police are wrong” is one of the least satisfying elements of working in law enforcement. But a nearly equal percentage (60%) cited poor agency leadership. And more than half said their agency puts public perception before concern for its officers.¹

Police chiefs, of course, answer to more than just line personnel. You must strike a delicate balance, navigating political waters, taking on challenges from community advocates with big platforms but little knowledge of policing. In many communities, trust in law enforcement is frayed—a recent Pew Research Center study revealed nearly one-third of U.S. adults have little or no confidence that police will act in the best interests of public.² While support for funding the police has largely rebounded, nearly two-thirds of respondents say police agencies are not doing a good job of ensuring officers use the right amount of force, treat racial and ethnic groups equally, and are held accountable when misconduct occurs.³

Put simply, police chiefs are caught in the middle. Their personnel feel unsupported to meet the challenges of the job and abandoned when crisis hits. And their constituents feel left out of police policy decisions and unable to hold officers accountable to behavioral standards.

Fortunately, the strategies that work to support frontline personnel also support community expectations for police: develop and maintain fair, constitutionally sound policies, reinforce those policies through contemporary training, and develop a culture of officer wellness that improves officer resiliency and decision-making.

How Policy Plays a Role

Ask the average officer what they need to feel supported and “more policies” probably won’t be high on the list. But in fact, policy plays a critical role in delivering on the expectations of both line personnel and community members.

Policies support officers by laying out clear expectations and creating a foundation for fair and unbiased treatment. While the old-school policy manual typically gets a bad rap among officers, at Lexipol we’ve found three keys to engaging officers with policy. First, make it practical and written to their level. Second, make it accessible. Ditch the three-ring binder. Use technology to put the policy manual in the palm of your officers’ hands—searchable and accessible anywhere, including on the side of the road when they’re alone and unsure what to do. Third, train on policy—but in small bites, with engaging scenarios that ask the officer to apply one part of one policy to a real-world situation. At Lexipol, we call these Daily Training Bulletins, and we often hear that officers love them because they can so easily relate to them.

Sound policy management is equally important to fulfilling community expectations and supporting the needs of your residents. When you use Lexipol’s Law Enforcement Policies and Updates system, you’ll always stay up to date with the latest federal and state legislation. So as community expectations around policing change, you will be in line with those changes. Policy transparency is also key here. Sharing your policies—when they’re up to date, well-written and constitutionally sound—builds community trust and helps residents understand exactly what’s expected of the officers they encounter on the street. Sharing policies with your community members can also help them start to understand the complexities of law enforcement and the huge burden of decision making that goes into so many police/community interactions. The more they understand, the less judgmental they will be. And that in turn helps your officers to feel supported.

Training Is Critical Too

With effective policies in place, your agency has a strong foundation. But many decisions

officers make are outside the scope of policy—which can leave them feeling unsure of what to do. It also creates the potential for community distrust when they look for specifics in policy and don't find them.

This is where training comes in. Officers must stay up to date on emerging technologies, evolving threats and changing community expectations. They must learn and practice de-escalation tactics, refine their investigative skills, and develop comprehensive understanding of legal concepts such as search and seizure, procedural justice and anti-biased policing.

A robust and effective training program will lead to better officer decision-making in the field.

For many agencies on tight budgets, online training is a cost-effective way to cover many of these subjects and address basic training requirements (e.g., sexual harassment, bloodborne pathogens), leaving more of the training budget for high-quality in-person training on more advanced topics. Lexipol's PoliceOne Academy is a full-fledged online learning management system (LMS) that helps officers develop their ability to think critically, both on the street—with courses such as Addressing Homeless Populations and Crisis Intervention in Dealing with Mentally Ill Subjects—as well as in the station, with courses such as Ethics, Social Media in the Workplace and Performance Management.

A robust and effective training program will lead to better officer decision-making in the field, which in turn will build community trust in your agency. And as with policy, transparency around training can help your residents understand the challenges your officers face and how you're preparing them to meet those challenges. Invite community stakeholders and local media to observe officer training (when safe and appropriate) or take a turn in your simulator if you use one. Share information about how often your officers train and on what topics. This is where an LMS like PoliceOne Academy can be

very effective, as reports on officer credentials, training hours and more are all at your fingertips—and you can even log training completed outside the online environment.

Build a Culture of Wellness

Wellness is one of the hottest topics in law enforcement today, and for good reason. Studies show officers experience high rates of post-traumatic stress but are reluctant to ask for help because they fear repercussions for their career. Relationships, personal finances and physical health all suffer as this stress goes untreated. And too often, burnout and cynicism result—which can lead to officers leaving the profession or, if they stay, a lack of empathy and tendency to use excessive force.



Put simply, a comprehensive wellness program is no longer an option for law enforcement agencies—it's a necessity. Lexipol's Cordico wellness solution is built to help agencies develop a culture of wellness. Cordico is a mobile app featuring a complete range of self-assessments as well as continuously updated videos and guides on more than 60 behavioral health topics—all designed specifically to help officers develop healthy habits, strengthen personal relationships and improve resilience. The app includes critical crisis response resources but also goes beyond, with guidance to support physical and mental health and lifestyle management. Perhaps most important, the app is 100% anonymous, so officers feel safe accessing the resources.

While officer wellness may seem like it's all about the officer, it too plays a key role in meeting community expectations. Officers who are stressed, fatigued or tormented by

memories of traumatic calls are not in the best frame of mind to make decisions. One study, for instance, showed fatigued police officers are quicker to fire their weapons and show more implicit bias against Black subjects.⁴ By supporting officer wellness, your agency will be putting officers on the street who are better prepared to interact with community members in a way that displays emotional intelligence, empathy and critical thinking.

The Right Investment

As a police chief, your job will always be complex and difficult. But you don't have to choose between supporting your personnel and meeting the expectations of your community stakeholders. With the right policies, training and wellness resources in your place, you can do both. If you're interested in learning more about how our solutions can help support your officers and your community members, contact us today—and ask about special member savings for Georgia Association of Chiefs of Police members.

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HELPING YOU KEEP COMMUNITIES SAFE

>> FirstNet gives you access to the tools you need – with always on priority when and where first responders need it



Every day, first responders face life and death decisions. From car accidents to crime scenes to natural disasters – and countless other emergencies. And they need reliable communication to fulfill mission to serve and protect.

Yet, law enforcement and other first responders – the very people who need the best technology – often have not had access to it.

That's why FirstNet is here.

FirstNet is the nationwide wireless communications ecosystem designed just for first responders and those who support their vital efforts. It grew out of the devastating losses from the terrorist attacks of Sept. 11, 2001. The attacks exposed glaring weaknesses in our communications systems. Cell service was spotty. Countless emergency response teams could not communicate. And many first responders lost their lives.

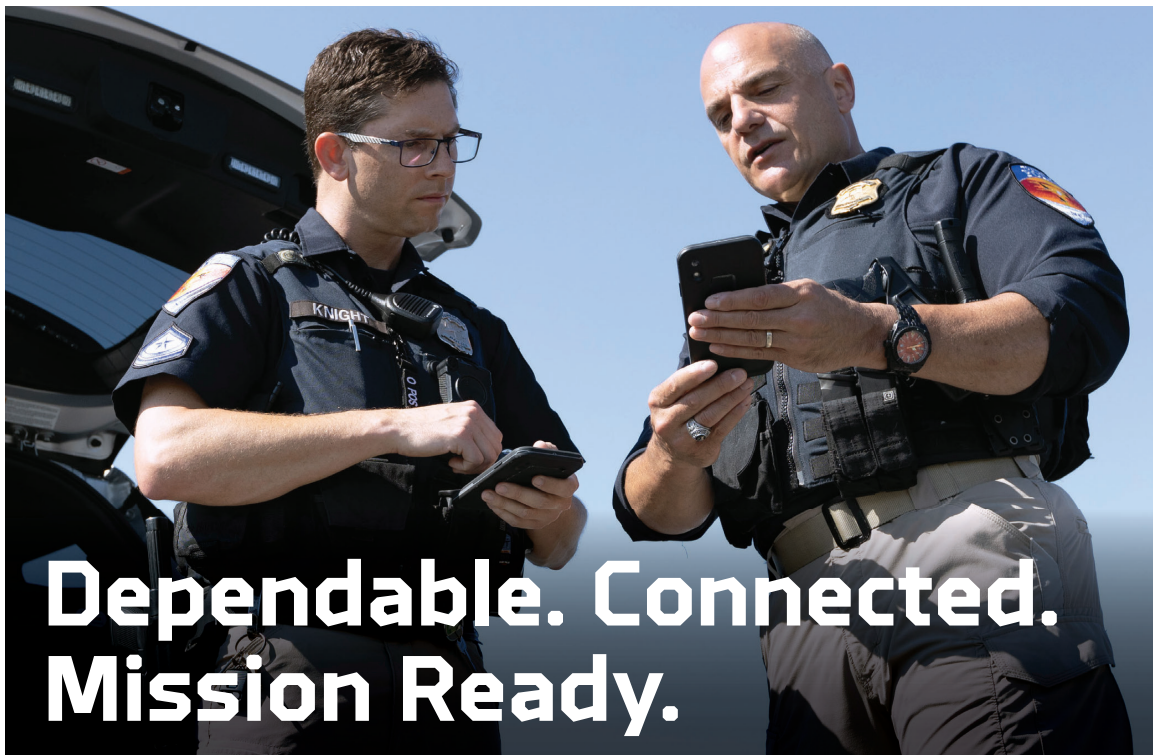
So, Congress created the First Responder Network Authority and charged it with building a nationwide dedicated broadband network – just for first responders. The First Responder Network Authority contracted AT&T to build and deliver this innovative ecosystem to give first responders access to the technology you need to keep your communities safe.

FirstNet is designed to keep first responders connected with the voice, text, data and video services you need. This includes prioritized connectivity and preemption capabilities, unprecedented security and a commitment to expand rural coverage. So, you can focus on what's important.

When seconds count, first responders can rely on the network that puts them first. FirstNet is the only nationwide wireless network built with and for first responders, with:

- **Prioritized connectivity** – never competing with commercial traffic
- **Heightened security** – to resist physical and cyber threats
- **Reliable coverage** – when and where you need it. More first responders rely on FirstNet than any other network for reliable connectivity¹.

Plus, you have access to other tools to help enhance coverage. These include FirstNet MegaRange™, which helps boost your signal at the edge of coverage to improve connectivity in rural and metropolitan areas, and a suite of mission critical push-to-talk solutions. **And there's no throttling** for FirstNet users anywhere in the country. Already, more than 25,000 agencies and organizations, accounting for over 4.7 million users², have signed on to FirstNet.



SUPPORTING YOUR DISASTER RESPONSE

First responders take their mission to protect their communities seriously. And FirstNet takes its role of supporting that mission just as seriously. That's why FirstNet has a dedicated Response Operations Group – a dedicated group of former first responders who are ready to support you for planned and emergent events. They understand the needs of public safety. And they're ready to deploy to incidents as well.

The team responds to your State Emergency Operations Center activations and serves as the primary link between your needs and FirstNet. We work directly with the FEMA National Response Framework, which allows for direct operational status with public safety, to help you coordinate in times of disaster – whether you're a first responder, or someone who supports their vital efforts.

FirstNet is ready to support you in 2023 with the deployable assets and personnel you need, including:

- Over **150 portable cell sites** that link to FirstNet via satellite and don't rely on commercial power availability. These assets include over 90 Satellite Cells on Light Trucks and Satellite Cells on Wheels, flying COWs, over 50 Compact Rapid Deployables (CRDs), in-building solutions and more.
- Resources for assessment and recovery efforts. The ROG team coordinates with the National Incident Management System to better guide the deployment of these assets.
- Response Communications Vehicles

RESPONDER WELLNESS

FirstNet has gone beyond its commitment to build a network for public safety by creating the FirstNet Health and Wellness Coalition (FNHWC) to help support the readiness of America's first responders.

The goal of the Health & Wellness Coalition is to identify critical first responder health and wellness priorities. The group consists of over **2 dozen** public safety organizations representing over 100 responders. Together, the group is working to develop targeted strategies to support first responders, collaborate on solutions, share best practices and lessons learned to help support the health and wellness of first responders and those

who support them.

This includes the ROG the Dog animal-assisted therapy program, launched through a collaboration with Global Medical Response, to support public safety on the front lines. It consists of a group of more than 30 trained Labradoodles that specialize in animal assisted therapy for first responders. Agencies on FirstNet can request a therapy dog in the same way they request a network asset from the FirstNet fleet. And just like the fleet, the dogs are available at no additional charge.

First responders put their lives on the line every day to help others. And they deserve to have access to the latest technology. Our goal is to unite every first responder together on one reliable, highly secure wireless platform. So, first responders and those who support them can have access to the tools they need – when and where they need them.

*1 Coverage not available everywhere. Based upon AT&T analysis of 3rd party data.
2 As of April 20, 2023 release*



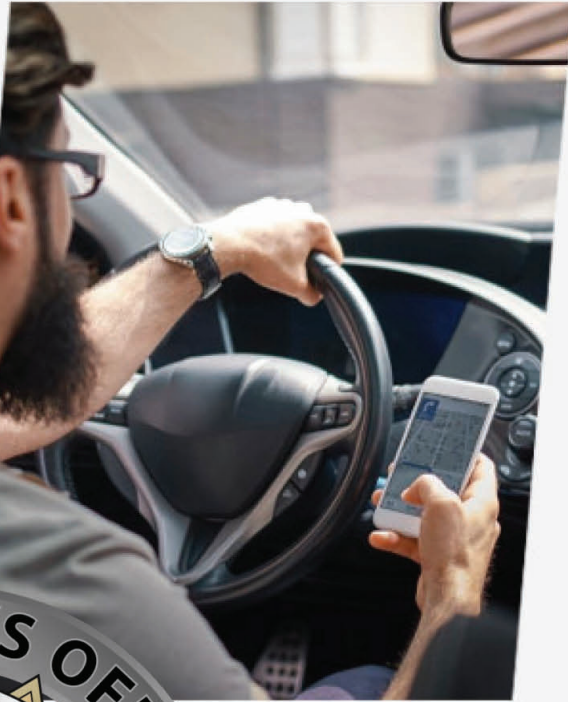
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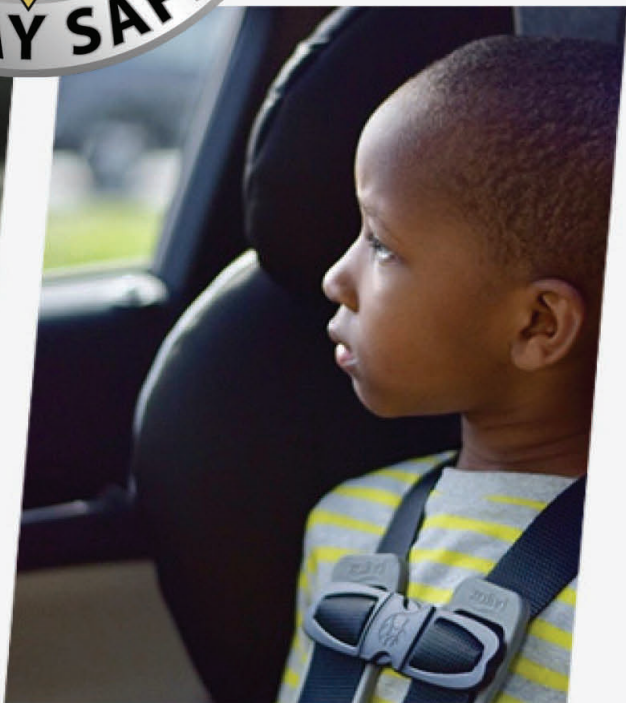
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THE BLIND SPOTS OF OFF-DUTY PROGRAMS

Greg Porter

PROTECT YOUR AGENCY FROM THE OFF-DUTY BLIND SPOT

Ongoing controversial media headlines connected to off-duty job incidents surface every week. Protecting your agency is prudent in the current social climate. If an officer from your agency was involved in an off-duty job incident, would you be able to answer the following questions quickly?

What company was the officer working for?

Where was the officer at the time of the incident?

Will the officer be covered by liability insurance or workers' compensation?

If providing accurate answers to these questions is difficult, your agency may be vulnerable to "The Off-Duty Blind Spot." This article briefly reviews the issues typically associated with "The Off-Duty Blind Spot" and how to alleviate and manage these types of problems for your agency.

LACK OF ACCOUNTABILITY & TRANSPARENCY

Without the ability to enforce policies and procedures that govern off-duty employment, many agencies across Georgia may experience a lack of control which puts officers and agencies at risk. Common agency issues often include working too many hours within a 24-hour period, collecting pay for jobs not worked, and no pay (or paid late) for jobs. Off-duty problems may also include inequitable distribution of secondary job opportunities and insufficient managerial oversight.

LIABILITY EXPOSURE

Most officers believe they have the same protection when working an off-duty job as they do when working on-duty, such as liability and workers' compensation coverage. There are many misconceptions about coverage and who is responsible for officers. In some states, supreme courts made official rulings that officers are not protected by liability coverage when working off-duty, even when working for city services like special events or traffic control. Associated liability exposures can cause significant problems for both the individual officer and their department.

INJURY OR DEATH

Tragically, the lack of protection against off-duty job risks is equally as limited when off-duty injuries occur. Most officers assume their on-duty insurance protects them when working off-duty. However, they often have little to no coverage when injury or death occurs. Some agencies require a Certificate of Insurance (COI) from off-duty employers, yet COIs historically provide minimal protection. Busy agencies or officers may also fail to ask for proof of a COI, using the honor system with customers. If injuries occur during an off-duty assignment, officers bear the financial burden of medical expenses and missed work.

UNREPORTED/MISREPORTED EARNINGS

Accounting for multiple income streams across various employers can become confusing and lead to unreported or misreported earnings and tax problems. When discrepancies arise, officers end up pleading guilty to submitting false tax returns and paying restitution. Agencies allowing officers to collect payments on their own or paying officers as 1099 employees are potentially exposing officers to financial complications.

STAY OUT OF THE HEADLINES

Once an officer or agency becomes the subject of negative media reports, it can take a long time to recover. Blind Spot issues can cause long-term financial and credibility issues for all parties involved. The good news is Georgia agencies can prevent problems by improving accountability, transparency, and equity. Take the time to identify your off-duty Blind Spots, then partner with a third-party company that can easily fill in the gaps to reduce risks while complying with agency policies and procedures.

OFF DUTY MANAGEMENT - YOUR RULES, OUR SOLUTION, NO COST

Off Duty Management can mitigate risk by preventing problems associated with off-duty Blind Spots. Off Duty Management is dedicated to supporting and protecting Georgia law enforcement agencies, their officers, and community businesses. This is done by providing a solution that adheres to your existing off-duty policies and provides administration, scheduling software, and insurance at no cost to your city, agency, or officers. You stay in control while Off Duty Management does all the work!

OUR EXPERIENCE

In addition, Off Duty Management has a dedicated leadership team with over three hundred years of law enforcement and off-duty experience - truly Built By Officers For Officers. The Off Duty Management team is genuinely proud to provide unwavering customer service to all its partnering law enforcement communities.

Off Duty Management is powered by an exclusive advanced technology and a top-rated mobile app, OfficerTRAK®. OfficerTRAK® scheduling software is user-friendly, publishes jobs, tracks hours, provides real-time reporting, and much more. We follow your rules, keeping you in control, yet handle all the administrative and insurance responsibilities. Our experienced service and support team works 24/7/365, just like you. Off Duty Management's services, technology, and insurance come at no cost to your city, agency, or officers.

Make protecting your off-duty officers a top priority! Contact Greg Porter at Off Duty Management with any questions. Off Duty Management - the experts in off-duty administration, technology, and insurance. www.OffDutyManagement.com



Author Greg Porter, FBINA#232

Business Development Manager, Off Duty Management

20+ Years of Law Enforcement Experience, Retired Chief of Police, Clayton County Police Department, Jonesboro, GA, FBINA #232

Greg retired as Chief of Police of Clayton County, GA, after 20-plus years in law enforcement. He is also a proud graduate of FBINA session #232. Greg spent time on the narcotics task force, criminal investigations, and the D.E.A. task force. Outside of the police force, Greg spent time as an adjunct professor at St. Leo University in Atlanta, where he also graduated with a BA in Criminology. He continued his education with a Master of Public Administration from Columbus State University. Greg's background gives him a thorough understanding of what our partner agencies need in their off-duty programs.

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