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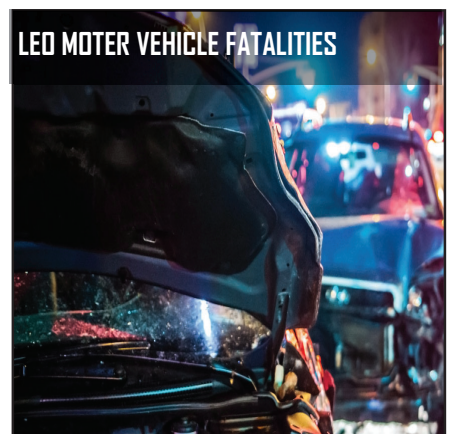
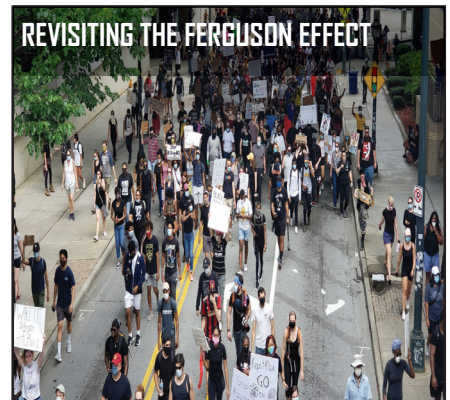
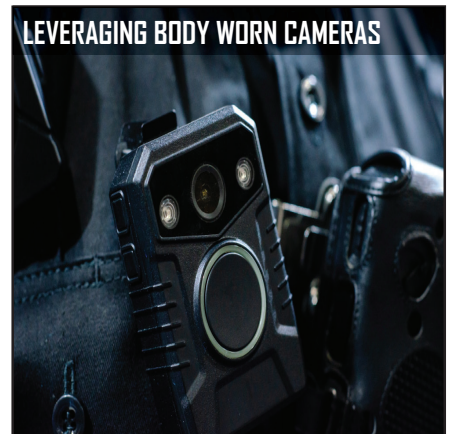
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WINTER EDITION 2023

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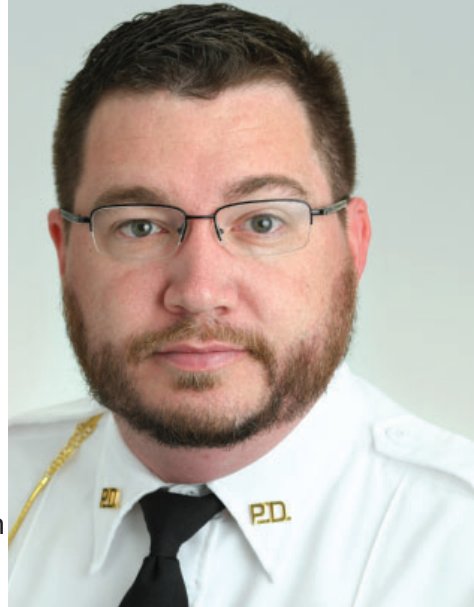
– Chief Jared McKee Plainfield, IN PD



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PRESIDENT'S MESSAGE

Chief Alan Rowe
GACP President &
Valdosta State University Chief



Hello GACP!

I certainly hope this article finds you well rested from a great holiday season with friends and family. As each of us in this profession know, the time we get to spend at home with loved ones is cherished and I know each of you that were fortunate enough to have it this season have made the most of it.

With the General Assembly set to convene on January 9th, the Legislative Committee has worked diligently to prepare our positions and continue to build relationships under the "Gold Dome". As you have heard me say before, we have dedicated Chiefs and staff who do an outstanding job representing us; but the responsibility falls on each of us to assist. On the secure side of the website, you will find our legislative tracking document that outlines the current status of all bills that could potentially affect our profession. The GACP staff does an excellent job to update this document, often daily, and you will also need to be familiar with it as everything before the Session is always time sensitive. We need each and every Chief to be in contact with their representatives and ensure that the GACP position is known. This document will greatly assist you in those conversations.

As you read this message, we are only a few short weeks away from our Winter Training Conference at Jekyll Island on January 23rd-25th. As always, the GACP staff has put together an excellent agenda of training opportunities and our exhibition hall is on track to be record-breaking once again. While training will always be the foremost priority at our conferences, I remind you to also carve out time to spend with our vendors. They are all steadfast supporters of our Association, and their partnerships are crucial to our success.

Another matter I need to share with you is a change to our Executive Board. Effective December 1st, 2022, I reluctantly accepted the resignation of Chairman of District Representative's Bruce Carlisle of Lavonia Police Department. Chief Carlisle served in public safety in excess of 40 years and has been presented with an opportunity to begin the next chapter of his professional career. Many of you probably don't know, but the Chairman has one of the most difficult assignments on the Board. He is responsible for coordinating 22 representatives to a common goal, all without the privilege of ascending to the President's role and having to get himself reelected every year. Chief Carlisle has assured me he won't be a stranger, so when you get the chance, reach out and thank him for his many years of service to law enforcement and to the GACP.

It's hard to think that half of my term as your President has flown by so quickly. It is genuinely an honor to serve each and every one of you and I look forward to the things will we 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.

Honorably,

Alan Rowe

GACP President

Valdosta State University Police Chief

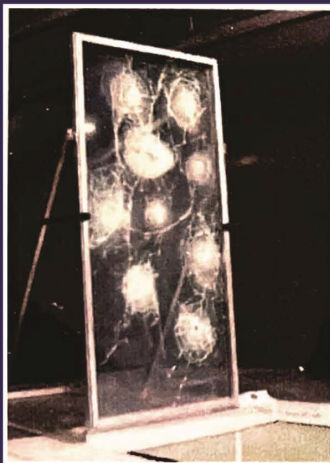


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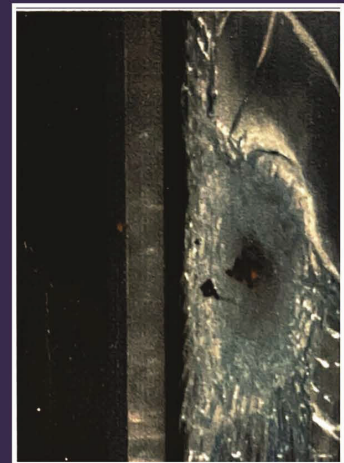
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FROM THE DESK OF THE EXECUTIVE DIRECTOR

A.A. Butch Ayers
GACP Executive Director

2022 was a busy year for our Association and GACP staff, and 2023 is looking to be busy as well.

GACP conducted four (4) sessions of the Chief Executive Training Course, known as “Chiefs’ School”, in 2022. 58 chiefs and 67 command staff members completed CETC, each receiving 60 hours of training. A total of 1,030 members and 278 exhibitors attended the Winter and Summer Training Conferences, where 40 different classes were presented over 71 sessions.

The Police Leadership Institute, a collaboration between GACP and the Georgia Municipal Association, begins its inaugural session in January. We anticipate that the program will grow over the next few years.

The 2023 Winter Training Conference will be held in Jekyll Island on January 23rd - 25th, and the 2023 Summer Training Conference will be held in Savannah on July 23rd – 26th. GACP staff has been forward leaning regarding future training conferences. Contracts with convention centers have already been signed through 2025. The 2024 Winter Conference will be held in Columbus and the Summer Conference will be in Savannah. The big change will occur in 2025, when we shift to a Spring / Fall schedule. The Spring Conference will be held in Gwinnett County and the Fall Conference will be in Savannah.

In 2022, GACP conducted five (5) searches for the position of police chief / assistant chief, as well as assisted seven (7) agencies with their promotion processes covering a total of 14 positions. Additional promotion processes are already scheduled for early 2023.

GACP also administered a GOHS technology grant, which offered up to a total of \$384,375 to law enforcement agencies. 16 agencies received the grant in 2022.

The 2021 Annual Agency Data Collection Report was submitted by 254 agencies during the first quarter 2022, leading to a comprehensive report sorted by agency district, size, and type. Information about completing the 2022 AADCR will be going out to agencies in January. Hopefully even more agencies will participate this year.

The Certification Program is going strong, with 138 agencies having obtained or maintained their certification status. In 2022, there have been more than 46 different agency on-sites for certification or recertification, and at least 31 new agencies have signed contracts and entered the program. 309 students attended a total of 12 certification assessor / manager / refresher courses.

Without the professionalism, dedication, and hard work by the GACP staff, none of these accomplishments would have been possible. I want to personally thank each one of them for their dedication and commitment to GACP.

And finally, thank you to all our members. Your support and interest are what makes this Association successful. Please let us know if we can be of any assistance to you.

Stay Safe!

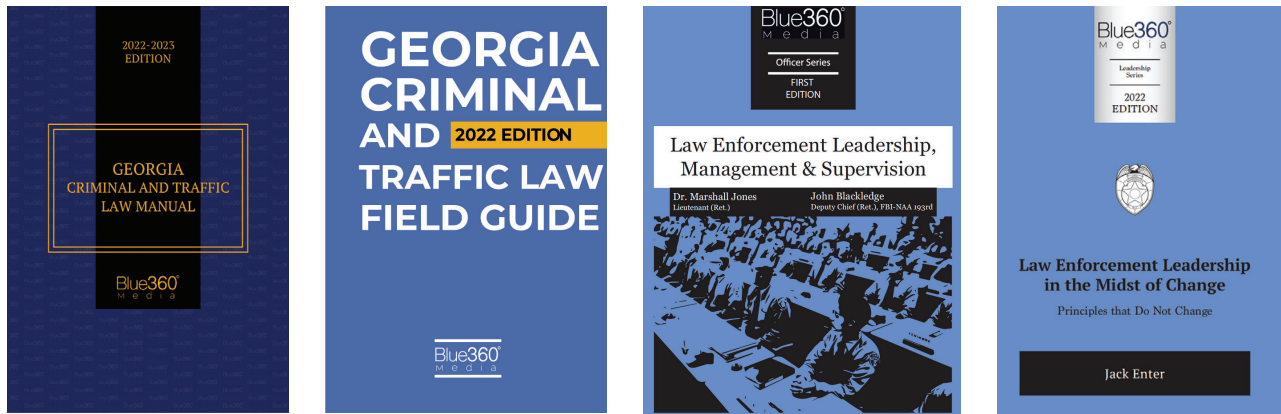
Butch Ayers

Executive Director



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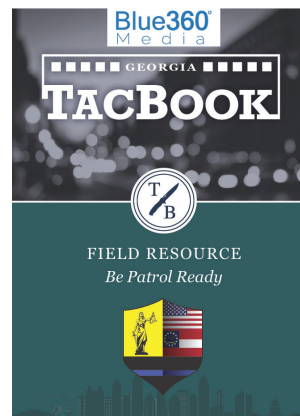
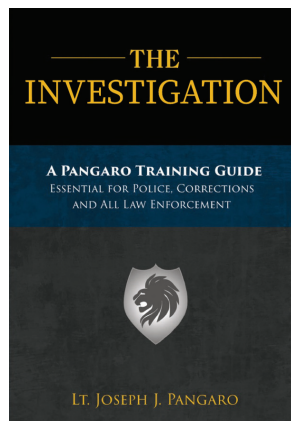
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AROUND THE STATE

DISTRICT NEWS

District 1

Ronald J. Knowles was named as the **Nashville Police Chief** on August 22, 2022. Chief Knowles has served with the department for 25 years.

The Fitzgerald Police Department, led by **Chief William Smallwood**, was awarded **Recertification** under the Georgia Law Enforcement Certification Program on October 13, 2022.

Ocilla Police Chief, Billy J. Hancock, retired on November 1, 2022, after 36 years of service and the last 20 years as chief. **John D. Anderson** was named as Interim Chief.

On December 15, 2022, **Ocilla Police Chief Billy Hancock** was awarded **Life Membership** by the GACP Executive Board on December 15, 2022.

District 2

On October 16, 2022, **Timmy Jack Barnes** was named as the Sale City Police Chief.

Thomasville Police Chief John Letteney was sworn in as the **President of the International Association of Chiefs of Police** during the Annual Conference in Dallas, Texas on Wednesday, October 19, 2022.



On November 2, 2022, **Albany Police Chief Michael Persley** was appointed to a three-year term on the **IACP Board of Directors**. The Board of Directors is IACP's governing body and is responsible for working to advance the Association, its membership, and the policing profession.

District 3

On September 26, 2022, **William 'Billy' David Mixon** was named as the **Acting Chief** of the **Columbus Airport Public Safety Department**. Chief Mixon is also the Director of the Command College at Columbus State University. Chief Mixon assumed command after Chief Andre Parker resigned on July 6, 2022.

District 4

Aaron Moon was named as the **Dublin Police Chief** on September 29, 2022. He has served with the department for 24 years and as the acting chief for the previous nine months.

Warner Robins Police John Wagner retired on October 2, 2022, after 31 years of service with the department and three years as the chief. **Captain Wayne Fisher** was named as the interim chief.

On October 31, 2022, **Barnesville Police Chief Craig D. Cooper** retired. Chief Cooper had 35 years of service and had been the chief for the past five years. **Major Belinda Penamon** was named as the **Interim Chief**. Major Penamon has been with the department for the past 11 years.

The Georgia Public Safety Training Center sponsored the **2022 Governor's Public Safety Awards** on December 2, 2022. During the program, 12 public safety officials were recognized for **Acts of Heroism** and three were honored for their **Contribution to the Profession**. Among these was **Colonel Mark W. McDonough** (Ret.), Commissioner Georgia Department of Public Safety.

On December 9, 2022, the **Sandersville Police Department**, led by **Chief Victor Cuyler**, were awarded the **First Place Award for Agencies with 11 - 25 Officers** at the Governor's Challenge Award Program in Macon.

On December 9, 2022, the **Centerville Police Department**, led by **Cedric Duncan**, were awarded the **Second Place Award for Agencies with 11 - 25 Officers** at the Governor's Challenge Award Program in Macon.

On December 9, 2022, the **Dublin Police Department**, led by **Chief Aaron Moon**, were awarded the **Second Place Award for Agencies with 26 - 45 Officers** at the Governor's

Challenge Award Program in Macon. The department was also presented with the **“Teen/Young Driver” Special Category Award.**

The **Warner Robins Police Department**, led by **Chief Wayne Fisher**, was awarded **the First Place Award for Agencies with 100 - 200 Officers** at the Governor’s Challenge Award Program in Macon on December 9, 2022. The department was also presented with the **Motorcycle Safety Special Category Award.**

Georgia Military College Police Chief James Hodnett was awarded **Life Membership** by the GACP Executive Board on December 15, 2022. Chief Hodnett served the last 17 years as the chief of police.

Woodrow Blue began work as the **Forsyth Police Chief** on December 19, 2022. Prior to joining the Forsyth police department, Chief Blue had served as chief for a combined 41 years in Hahira, Milledgeville, East Point, and Donalsonville.

District 5

The **Glynn County Police Department**, led by **Chief Jacques Battiste**, was awarded the **“Bike and Pedestrian Safety” Special Category Award** at the Governor’s Challenge Award Program in Macon on December 9, 2022.

Glynn County Police Chief Jacques Battiste resigned on December 16, 2022, after serving in the position for 18 months.

On December 31, 2022, **Chief Michael Wilkie** retired from the **St. Mary’s Police Department** where he had served for the past three years. Wilkie previously served as the Acworth Police chief for 10 years. **Charles Thomas Williams** was named as the Interim Chief.

District 6

Christopher Reed was appointed as **Interim Chief** of the **Walthourville Police Department** on September 13, 2022. Chief Reed began his career as a police officer in 2005 and has been with the City of Walthourville since 2020.

The **Bloomington Police Department**, led by **Chief Ashley Jeffcoat** was awarded a **State Certification Silver Award** on November 9, 2022, for being a State Certified agency for 10+ years.

On December 9, 2022, the **Pooler Police Department**, led by Chief Charles Brown, were awarded the **Third Place Award for Agencies with 46 - 75 Officers** at the Governor's Challenge Award Program in Macon.

District 7

On October 16, 2022, **Paul Jordan** was named as the **Wadley Police Chief**. He replaced **Chief Tommy Walker** after he resigned from the position.

On December 15, 2022, **Columbia County School District Police Chief, Lance Poss** was awarded **Life Membership** by the GACP Executive Board. Chief Poss retired after 29 years of law enforcement service. He served 26 years with the Columbia County School District, the last 10 years as the chief of police.

The **Augusta University Police Department**, led by **Chief James Lyon** was awarded a **State Certification Silver Award** on December 12, 2022, for being a State Certified agency for 10+ years.

District 8

Jason White was named as the **Interim Chief** of the **City of White Police Department** on August 23, 2022.

The **Euharlee Police Department**, led by **Chief Joseph Matthews**, was awarded **State Certification** under the Georgia Law Enforcement Certification Program on October 13, 2022.

Hal Gray was appointed as the **Walker County Police Chief** on November 10, 2022. He replaced **Chief Mitchell Moore** who resigned on August 9, 2022.

Julie D. Collins was named as the **Aragon Police Chief** on December 8, 2022.

On December 9, 2022, the **Calhoun Police Department**, led by **Chief James Pyle**, were awarded the **First Place Award for Agencies with 26 - 45 Officers** at the Governor's Challenge Award Program in Macon. The department was also presented with the **"Speed Awareness"** and **"Occupant Protection" Special Category Awards**.

The **Rome Police Department**, led by **Chief Denise Downer-McKinney**, was awarded the **First Place Award for Agencies with 76 - 100 Officers** at the Governor's Challenge Award Program in Macon on December 9, 2022.

District 9

Christopher Todd Jones was named the **Baldwin Police Chief** on August 1, 2022.

Kenneth Ryan Watts was named as the **Dillard Police Chief** on September 19, 2022.

Jerry G. Saulters was named as the **Athens-Clarke County Police Chief** on October 9, 2022. Chief Saulters has served with the department for 23 years and had been the interim chief for previous six months.

The **Monroe Police Department** led by **Chief R. V. Watts** was awarded **Recertification** under the Georgia Law Enforcement Certification Program on October 13, 2022.

The **Cornelia Police Department**, led by **Chief Jonathan Roberts** was awarded a **State Certification Silver Award** on November 2, 2022, for being a State Certified agency for 10+ years.

The **Duluth Police Department**, led by **Chief Jacquelyn Carruth** was awarded a **State Certification Silver Award** on November 14, 2022, for being a State Certified agency for 10+ years.

Lavonia Police Chief Bruce Carlisle retired on November 30, 2022. Chief Carlisle had served as chief for 22 years. **Daniel Carson** was named as the **Interim Chief**. Chief Carson has served with the department for the past 10 years and the last five as Assistant Chief.

On **December 8, 2022**, **The Winder Police Department**, led by **Chief Jim Fullington**, was awarded **State Certification** under the Georgia Law Enforcement Certification Program on October 13, 2022.

On December 9, 2022, the **Demorest Police Department**, led by **Chief James Krockum**, were awarded the **Second Place Award for Agencies with 1 - 10 Officers** at the Governor's Challenge Award Program in Macon.

On December 9, 2022, the **Alto Police Department**, led by **Chief Jeff Ivey**, were awarded the **Third Place Award for Agencies with 1 - 10 Officers** at the Governor's Challenge Award Program in Macon. The department was also presented with the **"Rookie of the Year" Special Category Award**.

On December 9, 2022, the **Snellville Police Department**, led by **Chief Gregory Perry**, were awarded the **First Place Award for Agencies with 46 - 75 Officers** at the Governor's Challenge Award Program in Macon. The department was also presented with the **"Distracted Driver" Special Category Award**.

The **Gainesville Police Department**, led by **Chief Jay Parrish**, was awarded the **Second Place Award for Agencies with 100 - 200 Officers** at the Governor's Challenge Award Program in Macon on December 9, 2022.

On December 15, 2022, **Lavonia Police Chief Bruce Carlisle** was awarded **Life Membership**.

District 10

On September 12, 2022, **Governor Brian P. Kemp** ordered the U. S. and State of Georgia Flags at the State Capitol and in Cobb County to be flown at half-staff on Wednesday, September 14, 2022, in honor of and as mark of respect for the memory of **Cobb County Sheriff's Deputy Jonathan Randall Koleski** who was killed in the line-of-duty while serving an arrest warrant on September 8, 2022.

On September 12, 2022, **Governor Brian P. Kemp** ordered the U. S. and State of Georgia Flags at the State Capitol and in Cobb County to be flown at half-staff on Wednesday, September 14, 2022, in honor of and as mark of respect for the memory of **Cobb County Sheriff's Deputy Marshall Samuel Ervin, Jr.** who was killed in the line-of-duty while serving an arrest warrant on September 8, 2022.

On October 1, 2022, after 42 years of police service in the metropolitan areas, **Atlanta Technical College Police Chief Charles** Spann retired. Chief Spann had served as the Atlanta Technical police chief since 2018. Prior to that he was the Chattahoochee Technical College police chief for three years. **Twyla M. Locklear** was named as **Acting Chief**. Chief Locklear began her career in 1992 and has served with Atlanta Technical College Police Department for the past seven years.

David W. Jones Jr. was named as the **Hall County Marshal** on October 10, 2022. Marshal Jones had worked with the office since 2010.

The **Chattahoochee Hills Police Department**, led by **Chief Jim Little**, was awarded **State Certification** under the Georgia Law Enforcement Certification Program on October 13, 2022.

The **Henry County Police Department**, led by **Chief Mark Amerman**, was awarded **Recertification** under the Georgia Law Enforcement Certification Program on October 13, 2022.

The **Senoia Police Department**, led by **Chief Jason Edens**, was awarded **Recertification** under the Georgia Law Enforcement Certification Program on October 13, 2022.

On October 25, 2022, **Chief Tommy Gardner** was awarded **Life Membership**. Chief Gardner began his career with the East Point Police Department in 1988. He was appointed as Chief in 2014 and served in the position until his retirement.

Darin B. Schierbaum was named as the **Atlanta Police Chief** on October 31, 2022. Chief Schierbaum has served with the department for 20 years and as the Acting Chief for five months.

Connie Rogers was named as the **College Park Police Chief** on November 22, 2022. Chief Rogers began her law enforcement career in 2011. For the past four years she served as Deputy Chief with the South Fulton Police Department.

Fairburn Police Chief James "Chip" McCarthy, retired on December 9, 2022. He served as the Chief since January. He previously served as the Fairburn police chief from 2007 – 2016.

The **Atlanta Police Department**, led by **Chief Darin Schierbaum**, was awarded the **Third Place Award for Agencies with 500+ Officers** at the Governor's Challenge Award Program in Macon on December 9, 2022.

District 11

On September 14, 2022, **Martin "Marty" P. Ferrell** was named as the Marietta Police Chief. **Chief Ferry** has served with the department for the past 32 years and the last nine years as Deputy Chief.

On Friday, September 30, 2022, **Brandon Gurley** was sworn in as the **Brookhaven Police Chief**. Chief Gurley began his law enforcement career in 1999 and has served as the Deputy Chief since 2019. **Chief Gary Yandura** was named as Brookhaven Police Chief Emeritus.

The **Milton Police Department**, led by **Chief Rich Austin, Jr.**, was awarded **Recertification** under the Georgia Law Enforcement Certification Program on October 13, 2022.

On October 25, 2022, **Chief Gary Yandura** was awarded Life Membership.

The **Holly Springs Police Department**, led by **Chief Tommy Keheley** was awarded a **State Certification Silver Award** on November 9, 2022, for being a State Certified agency for 10+ years.

The ***Dekalb County Police Department***, led by ***Chief Mirtha Ramos*** was awarded a ***State Certification Gold Award*** on November 9, 2022, for being a State Certified agency for 20+ years.

The ***Cobb County Police Department***, led by ***Chief Earnest VanHoozer***, was awarded the ***First Place Award for Agencies with 500+ Officers*** at the Governor's Challenge Award Program in Macon on December 9, 2022.

The ***Dekalb County Police Department***, led by ***Chief Mirtha Ramos***, was awarded the ***Second Place Award for Agencies with 500+ Officers*** at the Governor's Challenge Award Program in Macon on December 9, 2022.

The ***Cherokee County Marshal's Office***, led by ***Chief Marshal Jamie Gianfala*** was awarded a ***State Certification Silver Award*** on December 15, 2022, for being a State Certified agency for 10+ years.

CHIEF EXECUTIVE TRAINING CLASS OCTOBER 2022



Bottom (from left to right): Clayton Green, Midville Police Department; Michael Vieira, Hall County Fire Rescue; Robert Balkcom, Georgia State Patrol; Barry Walker, Union City Police Department; Michael Lanham, Augusta Judicial Circuit District Attorney's Office; Brad Grove, Lawrenceville Police Department; Edva Smith, Georgia Composite Medical Board; Paula Bosen, Appalachian Pretrial Probation; Jalon Heard, Cordele Police Department; Michael Pheil, LaGrange Police Department.

Middle: Stephen Adams, Georgia Department of Natural Resources; Larry Hicks, Coweta Judicial Circuit District Attorney's Office; Anthony Welch, Rabun County Marshal's Office; Guy Buck, Georgia Ports Authority Police Department; James R. Westerfield Jr., Stone Mountain Police Department; Debra Kennedy, Columbus Police Department; Sara Koth, Georgia Secretary of State; Darin Schierbaum, Atlanta Police Department; Terrence Whitlock, Albany Police Department; Joe Jones IV, Atlanta Solicitor's Office.

Top: David Painter, Winterville Police Department; Stuart VanHoozer, Cobb County Police Department; Casey Barton, Holly Springs Police Department; Jennifer E. Presley, Oakwood Police Department; Curt McCougan, Habersham County Code Compliance; Khalfani Bakari Yabuku, Dekalb County Solicitor General's Office; Terry Reid, Clarke County School District Police Department; Brooks Moorhead, Royston Police Department; James Biggs, Talbotton Police Department.



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>>to Better Understand Opioid Overdoses and the Impact of Police-Administered Naloxone

White MD, Watts S, Orosco C, Perrone D, Malm A.

The number of overdose deaths in the United States increased by more than 100,000 between May 2020 and April 2021. Naloxone is an opioid antagonist that reverses an overdose by binding to brain receptors and restoring breathing functions. While the U. S. Department of Justice created a Naloxone Toolkit to support law enforcement agencies with implementing the drug, less than 14% of agencies nationwide have deployed the medication to their officers. Some agencies have been slow to implement the usage due to the associated cost as well as efforts to divert calls to other public safety providers. Others have expressed concerns regarding potential liability, fears of accidental exposure to opioids, and assaults by recovering overdose victims. Others have voiced concerns it would result in the criminalization of overdosing. To date, there has been no research to investigate the concerns of police administered naloxone.

As part of this study, researchers examined body worn camera footage (BWC) of 168 cases that Tempe Arizona police officers either administered or witnessed fire/medical rescue personnel administer the opioid antagonist over a 15-month period. During this period, the department had a 100% camera activation rate to these calls. Researcher examined BWC footage of officers administering the naloxone. Using this information, they compared their findings with eight concerns identified regarding police-administered naloxone.

Researchers found that 97.6% of the encounters resulted because officers were dispatched to the location. On average there were two other persons present when the officers arrived. The person who had overdosed was alone in only 11.8% of the incidents. The average response time for officers was 5:01 minutes and the police arrived ahead of fire/medical personnel 73.7% of the calls. The police administered naloxone in 74.1% of the encounters. The overwhelming majority of persons who were experiencing an overdose survived (94.6%) and 84.4% were transported to the hospital.

The researchers then evaluated the observations from the BWC footage to answer eight concerns identified prior to the research.

1. *Was there any indication that officers hesitated to administer naloxone (officer did not immediately administer naloxone after checking for signs of overdose)?*

Only one officer (.6%) hesitated to administer the naloxone.

2. *Did any officers experience accidental exposure to opioids?*

No officers were accidentally exposed to opioids.

3. *How often did officers improperly administer naloxone (did not follow protocols)?*

No officers improperly administered naloxone.

4. *How often did overdose survivors show aggression toward officers after recovery (physically combative or resistant behavior requiring a force action by the officer)?*

In only 3.6% of the cases did the overdose survivor become aggressive after being administered the antagonist.

5. *How frequently did officers express negative attitudes or treatment toward overdose survivor?*

Officers were observed as expressing negative attitudes or acting impersonally (cold or indifferent) in only 1.2% and using condescending/patronizing language in two percent of calls.

6. *How frequently were overdose survivors arrested?*

Officers arrested 3.6% of the survivors (all had outstanding felony warrants). In an additional 8 (4.7%) cases the survivor had an outstanding warrant but were not arrested.

7. *How frequently were others on-scene arrested?*

Others were arrested in only 1.2% of the calls.

8. *Were any officers disciplined, sued, or criminal charged for administering naloxone?*

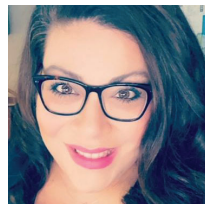
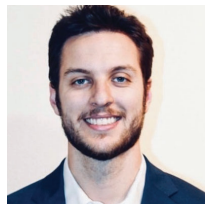
No officers were disciplined, sued, or criminally charged.

RESEARCH

LEVERAGING BODY-WORN CAMERA FOOTAGE

In closing, the researchers offered several observations. First, the findings of this study support the need for officers to be issued and trained to administer opioid antagonist s to overdose victims. This initiative should be based on training that assists officers to diagnose and as well as provides the guidance to administer the medication. In addition, the training should focus on harm reduction and de-emphasize arrests. It was recommended researchers should continue to identify concerns related to police-administered opioid antagonists and dispel false beliefs.

Michael D. White, Seth Watts, and Carlena Orosco are with the Center for Violence Prevention and Community Safety, Arizona State University, Phoenix. Dina Perrone and Aili Malm are with the School of Criminology, Criminal Justice, and Emergency Management, California State University, Long Beach. Leveraging Body-Worn Camera Footage to Better Understand Opioid Overdoes and the Impact of Police-Administered Naloxone. Am. J. Public Health; 112(9); 1326-1332.



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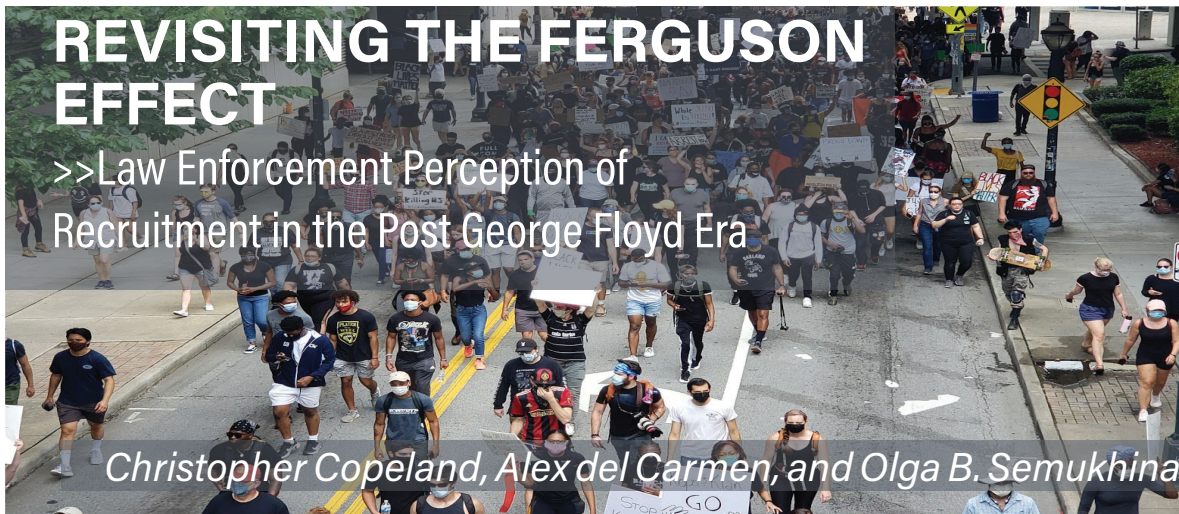


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The term “Ferguson Effect” has been used to describe the impact of prolonged negative publicity and accusations of racial profiling and excessive force after the 2014 death of Michael Brown in Ferguson Missouri. While no academic researcher has substantiated the ‘effect’, media and law enforcement officials have claimed the negative publicity has impacted the recruitment and retention of police officers. The purpose of this study was to seek empirical evidence of police experiencing the effect and if agencies have been forced to place more emphasis on recruiting to overcome the impact of the effect.

The researchers provided a review of the literature describing the various factors that had been found to impact the recruitment and retention of police personnel. In 2018, 27% of local municipalities reported police vacancies were the hardest to fill. This was a 22-point increase from 2009. Some of the contributing factors included fewer persons fit the required qualifications, competition from private and federal employers, compensation, and department’s recruiting strategies were not aligned with the generational differences. Other issues that adversely impacted law enforcement agencies’ ability to attract recruits included the negative perception of agencies and the perceived loss of legitimacy, particularly in the African American community.

This study evaluated survey responses from 117 Texas police chiefs to determine if police organizations experienced the Ferguson effect and if there were any patterns associated with department size, population, funding, and location. It was determined that agencies of all sizes, populations, and locations had experienced significant difficulty with recruiting. Police chiefs from larger communities contributed the difficulties being

experienced with being in a competitive job market, while chiefs from smaller and rural communities attributed the difficulties with smaller budgets and reduced funding.

Interestingly, agencies serving larger communities were determined as being more prone to experience the “Ferguson Effect”. The researchers contributed this to the agencies were typically located in urban areas that were more likely to be “racially diverse and socially vulnerable.”

The study also found the recruiting was not associated with the employment standards or the personal characteristics of the police chief (i.e., age, education).

In closing, the researchers suggested they could have obtained a better understanding of the Ferguson Effect on agencies if they had received a better response rate. They also recommended research be conducted to measure its impact on the qualified applicants.



Christopher Copeland, Alex del Carmen, and Olga B. Semukhina, “Revisiting the Ferguson Effect: Law Enforcement Perception of Recruitment in the Post George Floyd Era”, International Journal of Police Science and Management, pp. 1 - 12 (2022).

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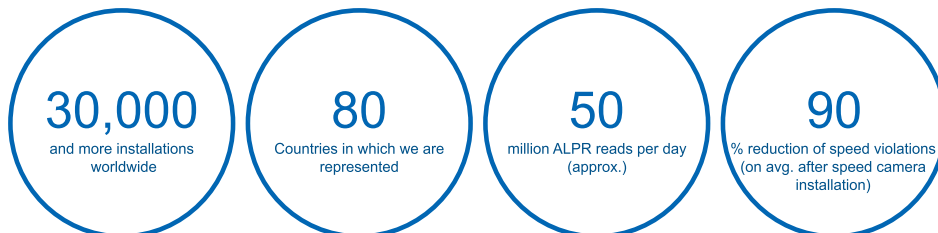
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INCIDENCE OF LAW ENFORCEMENT OFFICER FATALITIES RELATED TO MOTOR VEHICLE ACCIDENTS

Cynthia Bir, Ricardo Padillo, Pranav Rajaram, and Kenji Inaba

Numerous studies have reported law enforcement personnel are at a greater risk of injury and death than other professions. In 2017, the National Institute for Occupational Safety and Health (NIOSH) and the National Occupational Mortality Surveillance (NOMS) reported the highest injury-related death was motor vehicle related traffic accidents. Interestingly, the rate of death for police officers increased over the previous decade while the rate of the vehicle fatalities for the general public fell by 25%.

In 2018, the Federal Bureau of Investigation (FBI) reported there were 171 law enforcement officers killed in motor vehicle accidents between 2014 and 2018. This represented 71% of all law enforcement officers who were accidentally killed. It is important to note this number does not include officers who were hit by a car while there were outside their patrol vehicle. Using the Officer Down Memorial Page (ODMP) and Law Enforcement Officers Killed and Assaulted (LEOKA) databases researchers endeavored to identify the circumstances around vehicle-related fatalities of law enforcement officers. The differences in these factors were then compared for officers who were younger and older than 35 years of age.

Between January 1, 2000, and April 30, 2020, there were 738 motor vehicle accidents that resulted in the death of a law enforcement officer. When the number of crashes were controlled by the number of officers in each state, the average for the U.S. was determined to be 1.21 per 1000 officers and 36.3 per year. The fewest number of fatal collisions occurred on Monday and increased through the week to peak on Friday. Weather conditions was considered to not be a contributing factor in 82.3% of the cases.

When weather was considered a contributing factor rain was most frequently cited followed by ice, snow, and fog.

The largest percentage of the officer-involved fatality accidents involved the officer leaving the roadway and striking an object (30.8%) and head-on collisions accounted for 13.8%. Only 16 cases occurred when the officers were inside the car while stopped on/by the side of the road.

The majority number of accidents involved two cars (48.5%), while single car crashes accounted for 43.2% of accidents. The remaining eight percent of collisions involved three or more vehicles. While most reports did not determine if the officers were wearing their seatbelts, 13.6% reported the officers were not wearing the restraint devices. Interestingly, the NHSTA reported 2011 that 42% of officers killed in motor vehicle accidents were not were wearing restraint devices.

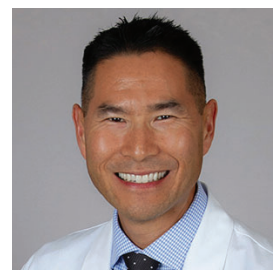


When the number of accidents was compared to the officers' age, the researchers found a statistically significant difference of younger officers driving at a high rate of speed at the time of the accident. In addition, younger officers were more likely to be involved in a single car crash and hit an object off the road. Older officers were more likely to be involved in a head-on crash. The researcher attributed the majority of cases involving officers who were 45 years old or younger (73.4%) to older officers more likely being assigned to non-patrol positions.

Not surprisingly, younger officers with 10 years or less experience represented 56.2% of deaths, while 35% of cases involved officers with more than 10 years' experience. Women officers, who represented between 9.2% to 11.2% of law enforcement officers during the sample period, only represented 7.8% of the officers killed.

The average number of sworn officers killed in automobile crashes occurred at a rate of 5.4 fatalities per 100,000 persons. This rate was twice as high as the rate for fire and EMS personnel.

The researchers noted despite there having been a decrease in the number of officers being killed in motor vehicle collisions, there is significant room for improvements. It was suggested crash avoidance maneuver training could decrease the number of fatal collisions. Civilian fatality accidents cited 39% of drivers used the technique, while law enforcement utilized the technique in 42% of accidents. In addition, maintaining control of the vehicle after leaving the road could contribute to decreasing the number of fatal accidents. Other recommendations were to conduct regularly scheduled refresher training and promote seat belt usage. In addition, increasing officers' awareness of the frequency and magnitude of officers being killed could contribute to reductions. What was not mentioned was supervisors holding officers, particularly younger officers, accountable by regularly assessing driving habits would be an effective approach to reducing the number of collisions as well as injuries and death. This can be accomplished by conducting routine video inspections as well as tracking the vehicle speeds on GPS when on regular patrol as well as emergency responses.



Cynthia Bir, Ricardo Padillo, Pranav Rajaram, and Kenji Inaba, "Incidence of Law Enforcement Officer Fatalities Related to Motor Vehicle Accidents", International Journal of Injury Control and Safety Promotion, Vol. 28, No. 1, pp. 127-131 (2021)



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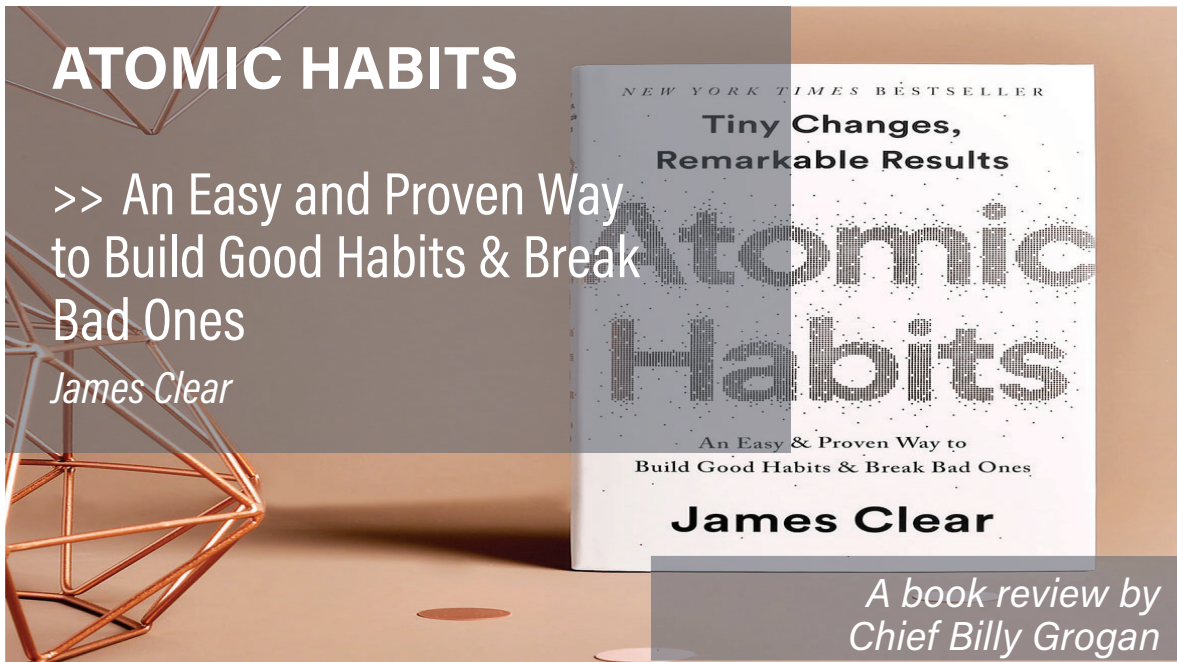
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BOOKS AND BADGES



Police leaders need to get rid of bad habits and adopt good habits. Atomic Habits will help you do both! Atomic Habits provides a step-by-step plan for building better habits for a lifetime by making tiny improvements over time.

These tiny improvements may seem insignificant when implemented but result in significant changes over time. The author opens this book with the gripping account of being struck in the face with a baseball bat in high school, his slow recovery, his revelation, and the dramatic change in his life due to the tiny habits he discovered. James Clear bases his observations and recommendations on biology, neuroscience, psychology, and more.

One of the book's key concepts is the Habit Loop idea. All habits proceed through these four stages in the same order forming a loop.

The first step in the Habit Loop is the **Cue**. The Cue triggers your brain to initiate a behavior that will get a reward like money, fame, love, friendship, power, and so on.

The second step in the Habit Loop is the **Craving**. Cravings are the motivational force behind every habit. Without a craving, there is no reason to act. Every craving is linked to a desire to change your internal state.

The third step in the Habit Loop is the **Response**. Response is the actual habit you perform, which depends on how motivated you are and how much friction is associated with the behavior.

The fourth step in the Habit Loop is the **Reward**. Reward is actually what the response delivers. Rewards are the end goal of every habit. Rewards satisfy your craving and teach us which actions are worth remembering in the future.

The author further expands on the Habit Loop and describes the process as the Four Laws of Behavior Change. The author thoroughly examines how you can create good habits and break bad habits using these four laws as your guide.

James Clear provides a simple point in each of the four laws to create a good habit.

Cue:	Make it Obvious
Craving:	Make it Attractive
Response:	Make it Easy
Reward:	Make it Satisfying

Clear said, "We need to make our habits attractive because it is the expectation of a rewarding experience that motivates us to act in the first place."

He also suggests inverting the four laws to break a bad habit.

Cue:	Make it Invisible
Craving:	Make it Unattractive
Response:	Make it Difficult
Reward:	Make it Unsatisfying

The author also explains the process of **Habit Stacking**. Habit stacking is the concept of pairing a new habit with an old one rather than using time or place to determine when your new habit happens. Here is an example. After I pour my coffee in the morning, I will meditate for one minute.

The author used real-life stories and examples to demonstrate his points and inspire his readers.

An important statement made by the author was, "*People who make a specific plan for when and where they will perform a new habit are more likely to follow through.*"

Atomic Habits has excellent applicability to law enforcement.

By the nature of the work, police officers develop many bad habits. These bad habits contribute to poor diets, a lack of sleep, depression, alcoholism, health issues, and many other problems.

Ironically, police officers are the very ones who need to be in the best shape physically, emotionally, and spiritually to do their job to the best of their ability.

Establishing good habits before work can set your day up for success and help you move in a positive direction. Likewise, minimizing or eliminating bad habits can accelerate success and positive growth.

Law enforcement leaders can benefit from establishing good habits while at work and avoiding the consequences of bad habits that negatively affect their organizations and those they lead.

A few positive habits like praising your staff publicly, reporting for work on time, volunteering for extra details, learning something new every day, treating each person in the organization with respect, and working to help your staff reach their goals can make all the difference.

On the other hand, a few bad habits like publicly criticizing your staff, not supporting supervisor's decisions once they have been made, talking negatively about your team or supervisors and looking at your phone and/or otherwise being distracted when someone is trying to speak to you can damage your organization and undermine your ability to lead.

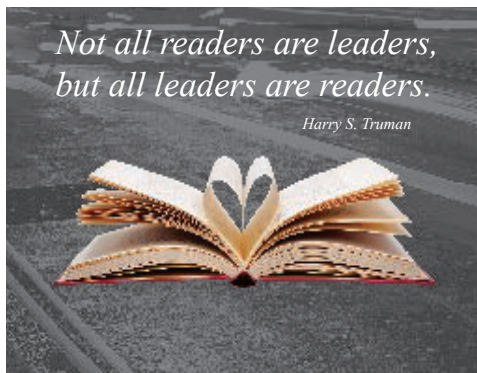
Good habits can help you, while bad habits will hurt you.

Atomic Habits is a book that will help you personally and professionally. I highly recommend this book.

If you are interested in learning more about effective leadership Top Cop Leadership has resources and information available, please visit my website www.billyjgrogan.com. You can supp



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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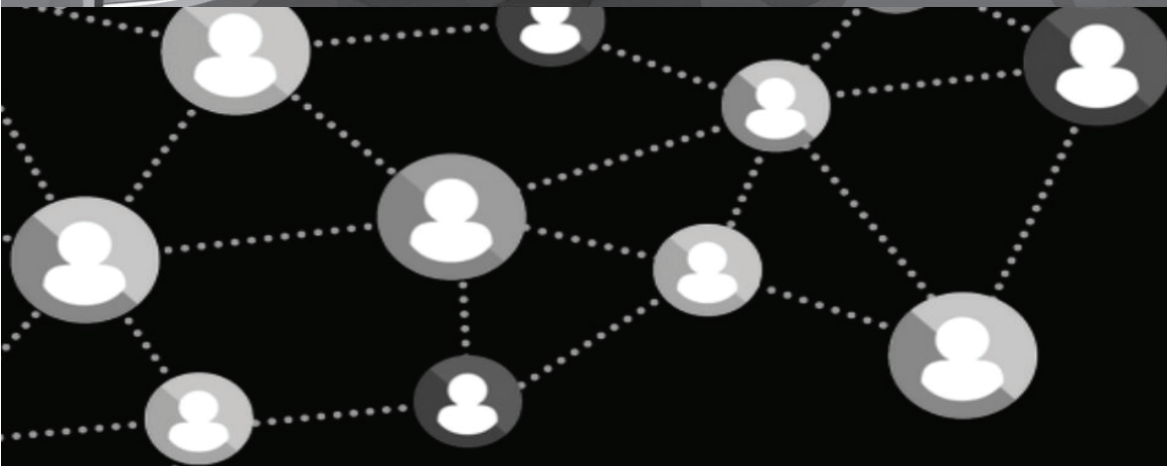
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EXCELLENCE IN ACTION

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>> The Future of Policing



A quiet August afternoon in Cobb County, Georgia, was interrupted by shots fired in an apartment complex. Three suspects exited a breezeway, ran across the parking lot, and fled in a silver car. Their victim lay in the apartment's living room with multiple gunshot wounds. 911 emergency dispatch received a call, and the initial stages of the investigation began. Officers started closing in on the area as they waited for the description of the suspects and their vehicle. This is a common call, and countless times a generic, sometimes incorrect, description comes out to responding officers - making every other car and random person suddenly "match the description."

But this time is different.

A police detective in Cobb County Police Department's Real Time Crime Center (RTCC) heard the call for service and immediately accessed the apartment complex's integrated camera system in real time from RTCC headquarters. Within minutes, she located the proper camera, rewound the video, and found the suspects fleeing their crime.

The detective then broadcast the following, more accurate description to responding officers. Instead of "three males in hoodies," the officers heard "the gunman was wearing a camouflage hoodie with light blue jeans, red shoes, and was carrying a black pistol." Descriptions of the other suspects followed with terms like "red checkered pants," "work boots," and "ski mask and backpack."

The detective even provided screenshots to responding officers and detectives.

Next, she transitioned to the getaway vehicle. On-site video showed all three suspects jump into the car, all in the passenger seats. Conclusion: There was a fourth suspect driving the car.

RTCC technology helped the detective follow the vehicle's movements until it got to a camera with a clear and detailed still shot.

Now officers were no longer looking for a "silver getaway car" but a gray Ford Fusion, with a known Georgia tag, an oval sticker with the letters "AHS" in the upper-left corner of the back window, dirty front rims, and a scuff on the driver's door.

Using data from Flock License Plate Readers (LPRs) she gave real-time updates of the getaway vehicle's location and direction. This teamwork with the RTCC allowed Crimes Against Persons detectives to secure the first arrest warrant within hours.

Precision Policing

For decades, police departments have done their best with generic, hastily given descriptions from 911 callers. But in the new era of "precision policing" an RTCC can use technology to drive a whole new level of police response.

In an age where society yearns for progress in modern law enforcement and holds chiefs – the most visible face of an agency – accountable to ever-increasing standards, the technology in an RTCC is simply revolutionary.

Revolutionary Progress

Reluctance to embrace the available new technology can stem from many things, including lack of specialized knowledge and funding. But not progressing and not moving forward because "this is the way we've always done it," is no longer the answer. Embracing and strategically implementing technologies into your agency's operations offers an opportunity for revolutionary progress.

What is an RTCC and what is its purpose? RTCCs are hubs staffed by law enforcement personnel, which use proven and emerging technologies to enhance public safety and create more efficient law enforcement responses. They can come in many different forms and sizes and incorporate a variety of capabilities, but they all have a similar purpose. The National Real Time Crime Center Association (NRTCCA) states, "The purpose of an RTCC is to manage real-time data and intelligence to proactively mitigate

crime, reactively investigate crime, or provide situational awareness to increase officer and citizen safety.”¹

The allure of progress may be tempered by what seems like an enormous task, reflecting on issues such as location, cost, and staffing; however, an RTCC is not an all-or-nothing proposition. Though the process should involve strategic vision and deliberate steps, a logical progression of “crawl, walk, run” is a practical methodology for an RTCC’s development. The Cobb County Police Department took this approach to start its RTCC.



Crawl, Walk, Run

Cobb County Police Department’s RTCC had a simple beginning. The department determined what it wanted from an RTCC and what technology it already used. The department did a thorough review and chose a RTCC software platform, Fusus, to incorporate those technologies. The RTCC became a reality in September 2021 with two sworn personnel, two computers, and two radios. That was all needed to have a live, functioning RTCC. The pair listened to the radio for calls for service and used available technologies to assist with calls/investigations. This was the “crawl” phase.

Progress continued as the department pushed its RTCC toward a “walk” phase. This process included assigning an RTCC detective, training all department personnel to use Fusus, adding capabilities and capacity with new technology integration, and constructing the physical RTCC space. The physical RTCC was completed in February

2022 and composed of a ten-screen video wall and four workstations. It was staffed for a five-day work week during day shift hours. The RTCC continues to accelerate forward with several projects, such as:

- Creation and hiring of Public Safety Analysts (PSA) - PSAs will be non-sworn full-time employees primarily assigned to staff the workstations of the RTCC. They will have job functions such as operating all available department technologies, increasing the effectiveness of officers' initial response, and assisting detectives' investigation requests.
- Expansion of the RTCC - Increasing the capacity for additional staffing will involve infrastructure improvements like a video-wall expansion, additional workstations and radios, and the completion of an operations/conference room.
- Developing a professional RTCC - Includes identifying best practices, writing policies/procedures, evaluating emerging technologies, networking with other RTCCs, and contributing to organizations such as the NRTCCA.

Finally, and most importantly, the Cobb County Police Department envisions a "run" phase embodied by a multi-jurisdictional, task-force style RTCC. This team would be composed of the county and incorporated cities within the county which choose to participate. Each participating law enforcement agency would contribute technology and staffing, allowing each agency access to an established seven-day-a-week RTCC. For the individual city departments, it skips the "crawl" and "walk" stages and sits them in the driver's seat of an RTCC in the "run" phase. This teamwork would allow unprecedented technology and investigative cooperation among Cobb County's local law enforcement.

The "crawl, walk, run" approach has been effective for the Cobb County Police Department. If an RTCC seems like the technological future, understand that future may be closer than you think.

The Future is Within Reach

An RTCC is a hub of proven and emerging technologies, many already used by agencies considering their RTCC future. Also, some RTCC technologies don't have to be owned/procured by an agency, as they already exist in the hands of a third party. This creates a situation where the agency may already have a technological foundation for an RTCC.

The following are examples of technologies commonly utilized by RTCCs:

- Video integration - Video integration is a fundamental portion of an RTCC and involves pulling camera systems into the RTCC to be recorded, monitored, and reviewed. It's a resource that does not necessarily have an initial budgetary layout for a department, as many camera systems already exist from public/private resources.
 - Body-worn Cameras and Dash Cameras - Several body-worn camera and dash camera vendors have APIs allowing staff to live stream in the RTCC.
 - Traffic/DOT Cameras - A partnership with a transportation department, which maintains cameras as part of its Traffic Management System, allows camera streams to be integrated into an RTCC.
 - Private Sector Cameras - Apartment complexes and businesses often have public-facing camera systems that can integrate into an RTCC with consent.
- License Plate Readers (LPR) - LPRs are another fundamental portion of an RTCC and are a technology many departments already deploy. LPRs, both stationary and mobile, scan license plates in view of the camera and are a proven resource for criminal investigations.
- GPS Data - GPS data comes from systems like Automatic Vehicle Location (AVL), officers' body cameras, and radios. GPS data can often be integrated and displayed on an RTCC working map as points of data.
- Shot Detection - Shot detection systems constantly listen in a defined area for sounds associated with discharging firearms. The system makes a notification of the gunshot and uses its capabilities to determine a possible location where the shot was fired. Such systems may be integrated into RTCC's to alert staff and show the location of the shot on a map.
- Video Wall - A video wall can be as simple as a spare monitor/TV or as complex as an expansive multi-monitor system. It allows more working space for RTCC staffing as additional information can be displayed. This also allows other staff, such as police supervisors, to easily view RTCC information to aid with incident management.

The bread and butter technological foundation for an RTCC is not necessarily a big hurdle and may already exist. An August 2022 poll by the NRTCCA asked respondents which “technology assets result in the MOST wins in your Real Time Crime Center?” The top two responses were LPRs and video cameras.³ If these technologies already exist or are on the horizon for an agency, then that agency is already well on the way to forming an RTCC. The future is within reach.

The Future Is Now

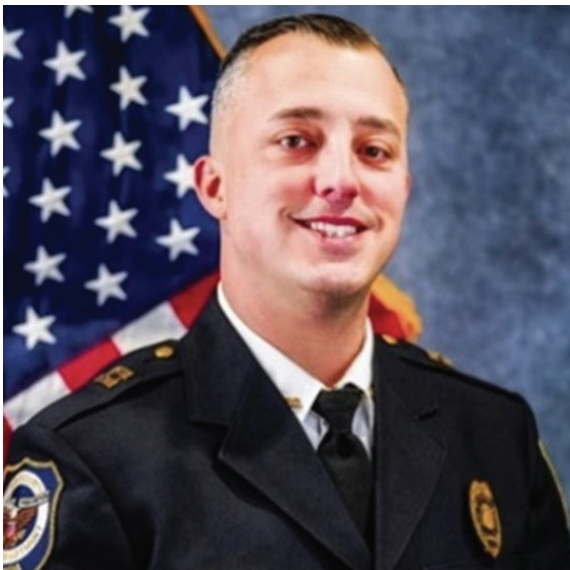


Law enforcement agencies across Georgia are as diverse as our communities across Georgia; however, there are common factors all must address. One of those is how chiefs navigate their agencies through these tumultuous times and meet the future successfully instead of being swept away by it. Limited resources, difficult recruitment, and growing crime combine to form an environment where agency heads must figure out a way to more efficiently and effectively police. Technology can be a thorn in the side or a powerful ally, depending on the approach taken. It’s essential to proactively gain an understanding and take control of technology because it’s becoming an ever-increasing part of modern law enforcement.

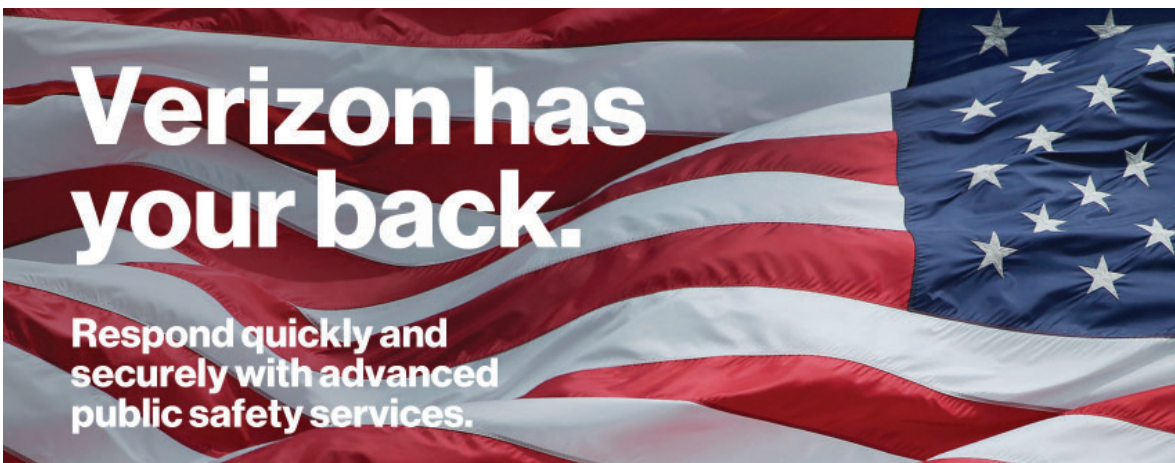
Technology offers, through an RTCC, the power to enhance public safety and create more efficient law enforcement responses. Consider what an RTCC could do for your agency, how your agency would use an RTCC, and how you’d progress from inception to implementation. RTCCs can be a powerful technological resource for your agency. For those who may think RTCCs belong to the future, understand the future is now.

Resources

- 1 *National Real Time Crime Center Association. (November 2022) Real Time Crime Center (RTCC) Best Practices White Paper, pg. 2*
- 2 *Henningsen, Chris. Interview. Conducted by Darin Hull. 29 November 2022.*
- 3 *National Real Time Crime Center Association - LinkedIn. (August 2022), Retrieved on November 18, 2022 from <https://www.linkedin.com/company/nrtcca/posts/>*



The Cobb County Police Department is here to assist with your RTCC questions. Captain Hull may be reached at darin.hull@cobbcounty.org or <https://www.linkedin.com/in/darinhull> Captain Hull has served Cobb County for 19 years in law enforcement. His background includes plainclothes/violent crime suppression, crimes against persons investigations, organized crime/gang investigations, DUI enforcement, SWAT, Underwater Search and Recovery Team, and patrol. He currently leads the Violent Crime Bureau and the Real Time Crime Center/Crime Analysis Unit. He is a Police Coordinator for the Atlanta Braves and an event commander for games/concerts at Truist Park. He holds a Master of Public Administration from Jacksonville State University.





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EVIDENCE AND PROPERTY ROOM OPERATIONS

> Purging the Evidence Room

Part 4 of 4

Chief Jeffrey Scott (Ret.)

Over the past year, this series has explored the issues, concerns, and needs of police department property and evidence rooms. Regardless of the size of the agency or its property and evidence room, every law enforcement agency faces the same types of issues. The purpose of this series has been to identify these issues and provide guidance of how to prevent the integrity of evidence and property being compromised, as well as lost or stolen.

The first article noted the property and evidence room often does not get the attention it deserves. Most lack current operating procedures. Because many agencies do not provide competency-based training for proper packaging and submission, officers do not have a working knowledge of proper property and evidence room operations.

The introductory article also emphasized the need for proper oversight and supervision, the need for consistent and on-going audits and inspections, restrictions on who should have access to the evidence room, and a comprehensive tracking system of who enters the area.

The second installment posed five critical questions every person who is responsible for the collection, storage and maintenance of evidence and property should ask:

- Is the agency really focusing on the property and evidence room as it should?
- When was the last time the chief or command staff were in the property and evidence room to provide quality assurance and oversight, or had serious conversation with those tasked with its care as well as the needs of the space, storage, or training?
- Are officers properly trained in evidence submission?
- Are property and evidence room staff, or those tasked with handling, processing, and storing property and evidence, properly trained? When was the last time they received training updates?
- Has the agency been conducting inspections, audits, and inventories? When was the last full inventory completed? When was the last time policies were reviewed and updated?

In addition to these questions, a realistic scenario exposed common issues that represent 'red flags' for persons operating and supervising property and evidence rooms. This was followed up with an in-depth discussion on the implementation of robust, comprehensive operational policy and procedures as well as an evidence submission manual (how-to guide). It was also recommended the evidence custodian meet with officers during shift briefings to review evidence submission procedures and common errors occurring in the agency.

With police staffing being a nationwide crisis, it was recommended agencies consider assigning civilian employees to positions in the evidence room. When compared to the revolving door that occurs with officers being transferred in and out of the position, civilians often do a better job managing the property and evidence room. It was noted having a highly trained and dedicated civilian can often lead to a more robust program and provide potential cost savings. To accomplish this, it is important to hire the right persons, provide them with good training and support, and compensate them well.

The third installment of the series examined the top three high risk areas of any property and evidence room: Drugs, Guns, and Money. While all areas of the property and evidence room are important, these three require robust attention and oversight to ensure the agency is meeting or exceeding nationally recognized best practices. Risks must be mitigated, and there are simple protocols and verifications that can be put in place, that cost little to no money. The phrase "Trust but Verify" must become part of the agency's culture. Facilities must have adequate access controls in place, including good locks (electronic access is often best), and alarm systems for all storage. To effectively secure high value evidence strict security protocols must be established that include dedicated security storage areas with heightened security controls to access, constant video surveillance, and rigorous inspections and audits. Money should be deposited into a bank account as soon as possible.

The final article in this series focuses on the critical processes of purging property and evidence. It is not uncommon for evidence rooms to be in disarray. The national best practices stress the rule of thumb that for every piece of evidence or property that is secured in the evidence room, one should be purged.

When leaders determine their evidence room has not been purged in an on-going manner, addressing the issue can seem overwhelming. The only way to address this backlog is "to eat the proverbial elephant one bite at a time". Eventually the agency's evidence custodian will begin to see "the light at the end of the tunnel" and the program turn around. To accomplish this, agency leaders must devote resources to complete the initial purge. Taking small, strategic steps, such as dedicating one day a week to purge, will lead to enormous progress within a few months.

As part of this, research statutory evidence retention requirements and be proactive in freeing up space. When evidence has no more legal value (its statutory life is expired), or found or safe-keeping property that needs to be returned, destroyed, or converted. In addition, it is important to work with prosecutors to develop processes to move forward in an efficient manner and enable the agency to purge evidence on a regular basis. Using a focused approach to purge of property and evidence and working with prosecutors or the

courts will get this process in motion quickly. In the end, this will also enable the agency to better maintain the inventory and ensure the integrity of critical level evidence (rape kits, homicides, high level felonies).



Conclusion

In summary, a backlog of evidence, insufficient staffing levels, inadequate supervision, the lack of accountability measures, and poor oversight (audits and inventories) are common problems in property and evidence rooms across the nation. To successfully manage the property and evidence room, agency leaders must commit to placing the right people in the evidence room, follow nationally recognized best practices, and maintain proper oversight. By taking a few simple steps, agencies can ensure they have a properly operated and maintained evidence room.

1. Properly staff the evidence room. Put the 'right' people in the area. Consider implementing the proven and nationally recommended civilian model. Along with making these assignments, provide these employees with excellent training and compensate them well.
2. Ensure the department's operational procedures are up to date. This should include implementing a step-by-step packaging manual and requiring officers receive regular training on evidence submission and processes.
3. Restrict individuals' access to the property and evidence room to ensure its integrity.
4. Implement proper security measures to include cameras, alarms, and multi-level access controls. Also, purchase the right types of temporary storage lockers, and have a designated area for evidence packaging and submission.
5. Trust but verify! Commit a command level leader to consistently ensure routine audits and full inventories are completed, reviewed, and approved. The chief executive should visit the evidence custodian on a regular basis to ensure operations and oversight are in place.
6. Finally, ensure the property and evidence room is being purged in an on-going basis. Property being held for safe keeping and found property need to be purged as soon as possible. The policy must be based on state evidence retention requirements but strive to maintain a one-for-one rotation.

It cannot be overstated that the chief executive and command staff must provide the property and evidence room their unfettered attention. In fact, the property and evidence room is one of an agency's highest risk areas. Despite this, it is often viewed as a low priority or focus. This article series has provided the foundation to properly operate a secure property and evidence room. It is the agency leaders' responsibility to use these tools and ensure department's operations are in lockstep with nationally recognized best practices.

For agencies that have no idea of where to start, refer to the list provided above. Finally, agencies that have the resources may consider contracting with an outside expert to evaluate the agency's property and evidence room and provide a strategic plan to address any identified issues. Using an independent, third-party to provide a written report based on established standards can provide agency leaders with the justification needed to support requests for enhanced resources to properly operate and purge the property and evidence room.



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

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GEORGIA PERSONAL CARE HOMES

>> Safe Havens or Houses of Horror

Chief Dan Flynn (Ret.)

Georgia residents who are mentally or physically disabled, over 65, unwanted and living at a bare subsistence level, on government benefits only, are referred to as "at-risk individuals." Vulnerable to neglect, abuse, or exploitation, their options for where to live give them very few alternatives to homelessness and quite frequently, their main option for having any roof over their head at all is an unlicensed personal care home (PCH). The hospitals, churches or charitable organizations that refer at-risk individuals to care homes routinely struggle to find scarce housing for indigent individuals, and they don't always have the luxury of determining if the homes are safe or licensed before referring elderly at-risk individuals to them.

Once placed at an unlicensed home, at-risk individuals often realize they have traded the nightmare of homelessness to another nightmare; an environment of systemic neglect, abuse and exploitation by criminals who prey on the weak, vulnerable elderly population. Operating under the public radar, Georgia's unlicensed personal care home operators tend to function in a manner that is at best disturbing, and at worst, criminal racketeering and human trafficking. In fact, Georgia has a long history of well documented major criminal cases showing a familiar pattern of cruel human trafficking and benefits trafficking using unlicensed personal care homes as bases of operation.

Case in point: On September 9, 2022, in Albany, Georgia, Michelle Oliver was convicted of Racketeering, including 61 counts of Exploitation or Neglect of a Disabled Person while operating an unlicensed personal care home. Oliver was sentenced to 20 years and her three co-defendants remain at various stages of prosecution or sentencing for

a plethora of crimes they committed while engaged in an organized ring operating out of multiple unlicensed personal care homes in several Georgia counties. It was proven that they confined elderly and handicapped at-risk individuals in squalid conditions; at times starved, deprived of bare necessities, and frequently intimidated. Meanwhile, their meager government subsistence benefits were systematically misappropriated, as opposed to being used as required, for the basic human needs and care of the at-risk individuals.

Unlike familiar types of facilities such as nursing homes, assisted living facilities and halfway houses, PCHs tend to go by a variety of names and descriptions, e.g. boarding houses, halfway houses, or veterans' homes, etc. Nevertheless, it doesn't matter what they chose to call themselves, if they fit the following description, in Georgia, they are a personal care home (PCH): "any dwelling, whether operated for profit or not, which undertakes through its ownership or management to provide or arrange for the provision of housing, food service, and one or more personal services for two or more adults who are not related to the owner or administrator by blood or marriage."

By law, any facility fitting the description of a PCH must be licensed by the Georgia Division of Healthcare Facilities Regulation (HFR). Licensing requires that PCH facilities meet what most would consider common-sense living standards pertaining to minimal qualified staffing, sanitary conditions, humane treatment of residents, feeding, handicap compliance, safety, and access to medical services, etc. Licensed PCHs generally comply with the standards and if a deficiency is found by HFR, corrections are made. Complaints from residents are investigated fairly and resolved as expeditiously as caseloads allow.

Unlicensed PCHs operate quite differently than their licensed counterparts. Case after case in Georgia courts show that unscrupulous PCH operators not only evade taxes and regulations on a regular basis, stay below the public radar, using multiple unlicensed facilities as a bases of operations for their illegal activities. In the process, they allow the facilities to deteriorate into filthy living conditions where residents are barely fed, their basic human needs are barely met, sometimes their medications are stolen and sold, and many are threatened that if they complain, they will wind up homeless, which is their greatest fear.

When residents at one illegal PCH complain too much or threaten to expose illegal activities, they are silenced by being moved to other homes, usually with strangers in other counties. In one case that occurred in Cobb County, after state investigators started following up on reports of abuse at an unlicensed PCH, operators moved elderly residents out through a wooded area in the dark of night. Police eventually found them in another unlicensed home in Fulton County suffering in similar abusive sub-standard living conditions.



While the law and administrative regulations pertaining to care of at-risk residents are clear, resources to enforce the law and regulations are rarely adequate anywhere. As Abraham Lincoln once said “there are too many pigs for the teats”, meaning government has finite resources and the needs outstrip resources. Against that backdrop, however, Georgia ranks high among other states in striving to serve the multitude of social service needs that seem to grow daily.

Georgia has several public health and safety agencies, as well as public/private advocacy organizations, staffed with caring employees dedicated to address the complex crimes that tend to occur in unlicensed care homes. While state agency employees work hard and cooperate with law enforcement, the criminal cases they deal with are difficult to prove since special victims usually suffer from diminished capacity to testify and assist in prosecutions. Even though state regulators receive assistance from federal, state and local law enforcement agencies, the investigations are time-consuming, and the number

of cases usually outpace the numbers of state regulators and sworn investigators available to work them. Thus, the cases tend to stack up and investigators must use a harsh reality system of prioritization of cases. The greatest needs and most egregious allegations must be investigated first.

One of the main logistical problems investigators face when they close criminal unlicensed PCHs, is finding housing for residents they evacuate from dangerous surroundings. Under the best of conditions, there is inadequate legitimate housing available for the at-risk population. Under emergency conditions such as when an unlicensed PCH is closed, usually with the arrest of the operators, finding available beds in legitimate facilities for evacuated residents is a daunting and difficult task. But somehow tenacious state employees and advocacy groups get it done. In fact, in recent years, they have successfully relocated hundreds of displaced at-risk residents.

While no one in any state has a comprehensive solution to the homeless problem, nor the affordable housing shortage, we should never tolerate those who prey on the weak, sick, or elderly. Many over-worked but dedicated state social workers and law enforcement officers fight this ugly fight daily and they deserve all the help, support and encouragement they can get.



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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NAVIGATING THE STORMY SEAS OF POLICING

>>Leadership Sets the Course,
But Culture is at the Helm.



Dr. Marshall Jones

How many storms can law enforcement weather? Intense scrutiny from the media, both traditional and social, with little if any understanding of the nuances required to effectively manage agencies. The constant negative critique of the profession over the past few years has cast a heavy fog of cynicism among today's applicant pool, exasperating an already critical challenge in recruiting and retention. Less staffing, the natural retirement wave, faster paths to promotion, officers exiting the profession, and the complicated and often mixed-messages of expectations from communities and politicians continually fatigue line officers and support personnel as well as police executives.

There is no denying the crisis in the profession to maintain proper or adequate staffing levels. As the profession is forced to respond to increasing demands and responsibilities, often unfunded, the knowledge skills, and abilities necessary for new officers' increase. Complexity of the job only makes recruiting, training, and retention of new officers exponentially more important. Recruiting, selecting, and training new officers, mostly from GenZ, demands more attention, resources, and innovative strategies. This crisis in staffing is not limited to sworn positions. Overshadowed by the focus on finding applicants for cops, our non-sworn ranks are suffering as well. In some cases, such as dispatch, staffing shortages create equally consequential challenges in continuing to provide expected services to communities.

Police executives must keep their heads on a swivel watching for external threats, proactively seeking solutions to recruiting and retention problems, all the while

managing the “brush fires” that can ignite at any minute. The challenges of these stormy seas are well recognized and accepted in law enforcement.

IT IS MORE THAN ANECDOTAL

The recruiting and retention is policing’s “canary in the coal mine.” In fact, the Police Executive Research Forum (PERF, 2019) conducted an extensive study of the workforce crisis in policing. PERF also identified the emerging threats to effective policing, such as new technology, policing the dark web, international crime, and the looming need for police skill specializations.

PERF identified a triple threat to the police workforce. First, fewer people are applying. Second, many officers are leaving departments before retirement age, and increasingly leaving the profession. Third, the growing number of officers approaching retirement eligibility is high. PERF’s study findings were released in 2019, before the impact from COVID and the Defund movements. These threats have not diminished but have become more dire long-term issues.

The number of agencies reporting recruiting and hiring issues are growing. When PERF asked study agencies (N=403) if workforce shortages were the same in 2018 as in 2013, 41% reported increased recruiting and hiring issues, with 25% reporting “stayed the same” over the time period. Assuming “stayed the same” equated to having challenges recruiting the overall number would be 66%. The Florida Police Chiefs Association (FPCA) was asked about recruiting challenges at their 2021 mid-winter conference with 78% reporting yes (n=44). More recently, 314 Texas agencies responded to a survey at the Texas Commission on Law enforcement (TCOLE) annual training indicating that 91.7% of Texas agencies are experiencing recruiting problems. PERF did not specifically address retention in their study, but the 2021 FPCA survey suggested 43% were struggling with overall retention with a stark increase of 89.7% at the TCOLE October 2022 survey.

The recruiting and retention quandary has been called a “Big Blue Onion” (possible IMAGE, I have one) having many complex layers to what may otherwise look simple. For example, the way potential applicants from GenZ consume information, such as news and marketing, is much different than previous generations. GenZ is the first fully digital generation. Social media is their medium of choice. We, as a profession, must quickly adapt and meet them in their space to connect.

Adapting to attract GenZ applicants is critical to stem the tide in the eroding ranks of officers. The applicant pool has far less military veterans and generational cops than in the past. Fewer military veterans due to a reduced force and the military retaining more as they face their own growing recruiting crisis. Fewer career cops, many from generations of law enforcement, are no longer encouraging their kids to pick up the badge amidst anti-police rhetoric. After all, jobs are plentiful, and pay is better in other professions.

Complaints Older Managers have about Younger Workers

- They work harder at getting out of work than the effort necessary to do the work.
- They ask “WHY” about every job assigned.
- They don’t want to “pay their dues.”
- They don’t have a sense of obligation to finish a job. No extra effort.
- Often call out sick and miss work.
- Committed only to themselves. No commitment to the job or agency.
- They don’t respect authority.
- They want everything NOW.

Complaints Younger Workers have about Older Managers

- They fail to provide regular feedback.
- They lack sincerity when they recognize good behavior. They ignore bad behavior from problem work employees.
- They demand employees do a job without providing adequate training.
- They “micromanage.”
- They have an authoritarian approach. “My way or the highway.”
- They fail to listen to opinions or ideas of others.

Perhaps the biggest threat is the large numbers of officers, many with five (5) years or less of service, leaving the profession. It is bad enough that cops may jump agencies. It is also true that one agency always wins, and another loses in the transaction. But at least from a law enforcement profession perspective, it is a wash. The growing phenomena of officers leaving the profession altogether worsens the situation. Agencies are already fishing out the same depleted applicant pool. When someone leaves the profession, two

recruiters now toss their line back in the pool. These layers to the big blue onion are just a few of many entangled and complex aspects that police executives and recruiters must navigate without becoming overwhelmed.

Exit interviews of officers changing agencies or leaving the profession share common themes. Results from PERF, FPCA and TCOLE point to factors of morale, pay, opportunity, and other “grass is greener” issues. The common factor determining whether someone stays or leaves is morale. Those motivated simply by more money are likely not viewed by other members as a loss, but unhappy officers with diminishing morale are also more apt to leave.

Another significant change in the workforce, between GenZ and earlier generations, is a shift from money as a motivator to work-life balance and quality of life. Ask anyone charged to fill overtime slots or off duty details how much money motivates today. It can be said the “happy is the new rich.” The challenge for police executives is to chart a course that meets the motivations of GenZ. While this is an often-frustrating struggle, we cannot expect the new generation of officer to simply adapt to us. They most commonly do not and will leave. Adapting your agency, and culture, to be a more welcoming place for new members while maintaining positive aspects of a health culture aligned with agency mission is hard and takes time.

What to Do: Identify the Destination, Plot a Course, Share the Helm, and Train or Tread Water and eventually Sink


Identifying the challenges and threats to the policing profession is not a difficult task. Data supports what we all know. Most agencies struggle to meet minimum staffing without pulling officers from specialty units. Getting volunteers for overtime is a challenge, if not close to impossible. Allotting time for training, especially advanced training, is a luxury that many agencies cannot support. These issues compound morale issues and play a major part in the exodus from policing.


The real challenge is identifying and implementing solutions. It is easy to go about the daily routine with the intent to address root causes when there is time. Humans are generally change adverse and closed cultures, none more so than policing, hold firm to tradition and rely on what has worked in the past.

The two most critical aspects that agencies can assess and actively respond are culture

and leadership. Unfortunately, many agencies have left both on auto-pilot. In some cases, it is because the workforce is so strained that “treading water” is the best an agency can do. In other cases, culture and leadership development have simply been taken for granted. Attrition, new members, and problem employees can amplify deficiencies in culture and agency leadership.

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Think of culture like a ship at sea. Leadership plots the intended course, and the agency members all place a hand on the helm. When the course is set and everyone is aligned in expectations and purpose, your “ship” is on course and maintains heading even in stormy seas. In a healthy culture, when one member takes their hand off the helm (i.e. retires) they are replaced by a new member aligned with the expectations and purpose and the course is held.

Failing to recognize the power and influence of culture, neglecting its maintenance, or not building a foundation of trust, through leadership, agencies face mutiny at sea. Members all exert force on the course they think is best. Leadership can give orders for course correction, but if the multiple hands on the helm take the ship another route, it is chaos. Developing leadership throughout an agency builds the trust, sets the expectations, shows the way, and leads to maintenance of a healthy culture.

What is Culture and Why is it Important?

First, it is important to operationalize culture. Culture is the aggregate of beliefs, norms, attitudes, values, assumptions, and ways of doing things that is shared by members of an organization and taught to new members. A culture is sustained with each successive generation of leaders and followers. Culture is shared and adds functional meaning to members through stories, artifacts, rituals, slogans, symbols, and special ceremonies.

Policing is blessed to have a rich professional culture in these regards. Culture can be created, or impacted by design, with proactive steps. Culture can also happen by default.

Historically, retirements and adding new members have been relatively consistent with subtle shifts in generational focus. Today, turnover is fast-paced and the generational differences are more pronounced. The landscape of policing is much more complicated than past generations. The profession is under constant media and activist scrutiny.

A little over 10% of the TCOLE agencies reported not having retention problems. Exploring the reason they collectively pointed to the theme of positive culture. Additionally, the key to maintaining the culture was agency-wide leadership. One can imagine smaller agencies having easier paths for good culture, but there were mid-sized and large agencies reporting culture as a key to retention. It is widely recognized that culture can act as an "insulator" for agencies in times of challenge. These Texas agencies serve as proof of the impact.

Moving the "Ship"

You can't change a ship's course quickly. The bigger the ship the longer the planning and attention-to-detail. Smaller ships (agencies) can correct course much easier than an aircraft carrier. If you are leading a smaller agency, you can more quickly enact organizational changes. But changing course also alters the momentum of your agency's status quo and the routine of members.

There is a strange irony in law enforcement. Cops deal with chaos, conflict, and constant change in their daily duty. Make changes in the physical environment, policy and procedure, practices, or other aspects of the culture and cops meet it with anxiety. The reason is often rooted in expectations and power. Cops expect the events in policing their communities. Dealing with calls for service and other routine policing duties are expected behaviors where cops maintain a sense of power over that aspect of their work life. Internally, however, the consequences of change can be viewed as threats, both real and perceived.

The keys to addressing changes are to be transparent, genuine, and include agency members (sworn and non-sworn) in charting a course correction. If you are leading an agency that experiences great disruption when exploring the need for change, chances are your agency has a trust issue. Trust can be developed, or restored, through collective



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leadership. Below is an action blueprint to assist in charting change. If you are having recruiting and retention issues, experiencing lower morale, and an increasingly fatigued workforce, you cannot afford to continue to tread water. If you do, you will eventually sink and drown.

If you are concerned about your agency's situation and recognize that your culture or collective leadership can benefit from attention, start with self-reflection. Talk with your command staff and agency leaders. Talk with members. Consider partnering with a local university or finding a consultant with the skillsets that may facilitate change. If you see that your "ship" is off course or taking on water. The time to act is now.



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ACTION BLUEPRINT

- 1. Identify the Destination**
 - Where are you? Where do you want to go? How to you get there?
 - Consider a SWOT (strengths, weaknesses, opportunities, threats) analysis or 2/ 2. focus groups. Avoid surveys.
 - Involve agency members
 - Key Areas: Recruiting | Retention | Training | Feedback | Leadership | Development | Culture | Communication | Other
- 2. Plot Course**
 - What is your goal for each key area?
 - Use SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goal setting.
 - Who is accountable?
 - Make it a team effort.
- 3. Share the Helm**
 - Culture and leadership development require a Servant Leadership approach.
 - Micromanagement will kill any effort.
 - Defeat “They” and build “Us.”
 - “Show the way.”
 - Recognize and adhere to the leadership pipeline.
 - Ensure members get adequate time in key roles.
 - Don’t promote and leave in specialty units.
 - Find GenZ members to lead social media.
 - Share information with community.
 - Recruiting
- 4. Train**
 - Recognize the importance of leadership, management, and followership.
 - Assist each member in their unique leadership pathfinding.
 - Shift FTOs from trainer model to leader model.
 - Better trainer outcomes, especially GenZ
 - Hone leadership skills of FTOs toward supervision
 - Strategically address dysfunctional teams.
 - Invest in training for members. Make it happen. Find a way.
- 5. Maintain**
 - Recognize and celebrate member and agency success.
 - Monthly, quarterly, and annual awards.
 - Leverage the strengths of police collective culture.
 - Hold people accountable.
 - Build a culture of looking for positive performance.
 - Immediately deal with problem children.
- 6. Repeat**
 - Revisit constantly

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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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PISTOL MOUNTED RED DOT SIGHTS IN LAW ENFORCEMENT



Sgt. Matthew Davis

Lawmen have been carrying pistols in the performance of their enforcement duties for well over a hundred years now. The predominant choice in pistols in law enforcement was the revolver. However, there was a significant change in pistol technology in the 1980's with the introduction of the Glock platform, which moved pistol selection to predominantly magazine-fed pistols. Arguably, the biggest change to recent pistol technology, aside from advances in ammunition, is the change in pistol sighting technology. This change is in the form of Miniaturized Red Dot Sighting Systems, often referred to as simply "RDS" systems. This technology has been reliably used for several decades on rifles but over the last decade has now been seeing widespread use on pistols. While companies like Burris and Aimpoint have made red dot sighting systems available to the public since the 1960's and 1970's, it was not until the late 2000's that the technology started to significantly influence law enforcement applications. While the RDS system's initial use in law enforcement circles were limited primarily to rifle applications, it has now found more widespread use in pistols. As with any changes in law enforcement, how pistols are being sighted has been met with stiff resistance by many within the law enforcement community. Usually, this resistance can be attributed to a lack of understanding of how the RDS systems work or unawareness on how their use can improve a shooter's accuracy. Additionally, many people are resistant to introduce RDS systems due to the financial strain it can cause to an organization's already stretched budget.

While RDS systems do project light like laser aiming devices, that light does not leave the device in any noticeable way. Rather, the light is projected from an LED, or light

emitting diode, to a plane of glass in the shooter's aiming view, contained within the RDS. The glass is treated so as not to allow the spectrum of light being emitted by the LED to pass through it. The light then forms a dot, viewable by the user. The dots are typically red, as the name "Red Dot Sight" indicates but can be commonly found in green as well. Assuming most of the fundamentals of marksmanship are adhered to, this dot can be calibrated to change the point of impact to precisely predict where their round will impact a target. It is important to understand that RDS systems combine the fundamentals of "sight alignment" and "sight picture" into one task. With the RDS systems, the shooter only needs to focus on the target, having the dot superimposed upon the target in an area deemed acceptable for shot placement.

Several studies (Aveni, 2003, Charles & Copay, 2002, Landman, Nieuwenhuys, & Ou, 2016, Nieuwenhuys, A., Weber, J., Hoeve, R. van der, & Oudejans, 2017, & Remsberg, 2005) found lawmen to have an extremely low accuracy level when confronted with deadly force situations in which they fire their pistols (1). Contrary to popular belief, some of these studies were able to show that increased firearms training and improved qualification scores had little effect on improving an officer's accuracy rate when involved in a deadly force situation. It is the use of this new RDS technology mounted on the pistols that will undoubtedly improve shooting performance in these situations. Research conducted by the United States Army, Trijicon Inc., and Sage Dynamics have all shown the added value in incorporating these systems.

In 2018, researchers working on behalf of the US Army Research Laboratory, evaluated the use of red dot optics used on rifles in their study in what is known as the "Army Study" amongst RDS users (2). Researchers evaluated accuracy at several different distances using three different red dot sighting systems mounted on different rifles and compared their data to that of a rifle using only traditional iron sights. Shooters using the red dot sighting systems shot significantly better than those using the traditional iron sights. While the US Army study focused on red dot sights utilized atop rifles, it is important to note the data showed the technological advances in red dot sighting systems led to increased accuracy by shooters over those using traditional iron sights.

Similarly, another 2011 research study known as the "Norwich Study," showed improved accuracy with the use of an RDS system over traditional iron sights (3). This study was done with the support of Trijicon, Inc. and included both equipment and instructors

from that company. Trijicon specializes in aiming systems, which it produces for civilian, law enforcement, and military use. Their “Ruggedized Miniature Reflex,” or “RMR,” was mounted on a pistol and provided to new law enforcement recruits who indicated they had no prior shooting experience. Results from shooting scores were recorded and compared to another group of law enforcement recruits using pistols with only traditional iron sights. These recruits also had no shooting experience prior to their training class. The group using the Trijicon RMR system were found to have more accurate shooting and higher qualification scores. Unfortunately, the study was heavily influenced by Trijicon and did not include any force on force (FoF) data collection. Recently, agencies like Park Forest Police Department 4 in Illinois and the Forsyth County Sheriff’s Office (5) in Georgia replicated this data in studies of their own in 2019 and 2021 respectively. As predicted from the Norwich Study, these agencies were also able to show measurable increases in qualification scores through the use of RDS systems when combined with a minimal amount of training.

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It is in the 2017 study, “Miniaturized Red Dot Systems for Duty Handgun Use,” we arguably find the best single source document available to those wishing to incorporate an RDS system into their law enforcement firearms programs (6). This study is often referred to as the “Cowan White Paper” or “Sage Dynamics Study” amongst RDS users. Unfortunately, Aaron Cowan and his company are not widely known to law enforcement administrators even though they provide training across the United States. Sage Dynamics provides firearms related training to end users ranging from civilians and private security to military and law enforcement. In 2013, Cowan began testing and

collecting data on pistol RDS systems for a period of four years. While the data ranges from holster configurations, to torture testing RDS systems, and maintenance and care of these systems, it is the accuracy of the RDS systems in force-on-force (FoF) scenarios that is most valuable. Cowan made two significant observations; first, over two thirds of those using iron sights could not recall using their sights during the FoF events, and second, that those using RDS systems used fewer rounds and scored more hits on their intended targets while reporting they could see the dot when engaging their adversary. Cowan discussed the RDS technology's advantage over traditional sights, stating "the simplest advantage of the RDS is that it only requires one focal plane shooting; threat/target focus"

The true advantage of RDS system is that it allow us to use "target focus", a method of aiming our weapon which has been in use for hundreds of thousands of years. Unlike iron sights, where a person must intensely stare at the tool they are using, the RDS systems allows the shooter to keep both eyes open and "see" their intended target. This is what Cowan meant when he discussed "target focus". This is more in line with the shooters natural instinct to focus on the perceived threat. Shooters are instructed to superimpose a fuzzy red dot within an acceptable striking area on their target; in layman's terms, center mass. This method of "target focus" is a critical piece which can mean the difference between seeing a weapon or a cell phone in a suspect's hands.

Although the RDS systems greatly improve shooter accuracy in deadly force situations, there are limitations and drawbacks with utilizing this system, ranging from durability, battery life, mounting systems, holster compatibility, parallax, to cost. However, most of the issues of durability, battery life, and parallax can be greatly mitigated by using a reputable RDS manufacturer. Cost, however, presents an issue at all ranges. An RDS equipped Glock must either be purchased as optic ready or have the slide cut, a mounting plate depending on the choice in slides must be purchased, then a new holster capable of accommodating the optic needs to be purchased, as well as the optic itself. Quality RDS systems often cost more than the pistol themselves. The equipment cost will need to be considered when purchasing training pistols as well. Ultimate Training Munitions (UTM) makes several models of optic ready training pistols. Of course, none of this considers the training hours and ammunition needed to retrain and requalify each individual. However, while cost is a significant issue in fielding this technology, such cost is no different than the cost of implementing any other technology into daily

law enforcement use. Digital radios and mobile computer terminals in police cars were determined to make the individual officer safer and more productive. RDS systems on pistols will prove to do the same over time.



Although many experienced shooters will point to parallax as a possible issue, it is not commonly seen in pistol applications of RDS systems. Parallax is phenomenon in which the dot's location within the viewing pane of glass can affect the strike of the round, whether it be centered, left, right, high or low. "Parallax" does not present a significant issue on pistols at what would be considered by most to be pistol or short ranges. That is not to say larger RDS systems, mounted on rifles, at shorter distances will not present these issues.

Law enforcement agencies need to embrace our generation's largest change to pistol technology and begin incorporating RDS sighting systems on pistols as standard equipment. By understanding these systems and developing standards for their incorporation, RDS equipped pistols will make law enforcement officers more accurate and lead to their lives and the lives of civilians being saved during deadly force incidents.

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Sgt. Matthew Davis currently serves with the Woodstock Police Department as a Uniform Patrol shift supervisor. Sgt Davis holds a Masters of Public Administration from Reinhardt College and is a POST certified Senior Instructor; specializing in firearms, use of force, and tactics.

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SPECIAL REPORT

CARE FOR COPS

>> Financially Assisting Families of Fallen Law Enforcement



Care for Cops is a 501(c)3 Not for Profit organization dedicated to financially supporting the families of Georgia law enforcement officers who are killed in the line of duty. For almost 20 years, Care for Cops has provided direct financial assistance to families of 92 fallen officers and deputies. The goal is to bridge the financial gap before insurance and other assistance is available.

During the COVID-19 pandemic, Care for Cops was unable to conduct any fundraising, but continued to provide families with help they need. To sustain our efforts, we need referrals to individuals and businesses who support law enforcement officers. With your help, we can continue to support the families of our fallen officers and deputies.

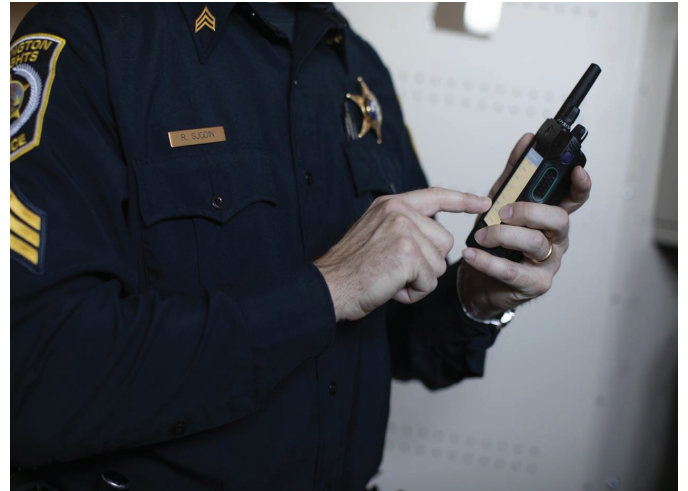
For more information about Care for Cops, go to www.care4cops.org or call our Board Chair, David Post, at 404-660-8387.



Fallen Officers Whose Families Have Been Supported by Care4Cops

5/2/2004	Sgt James Curtis Gilbert	Henry County PD
3/11/2005	Sgt Hoyt Keith Teasley	Fulton County SO
4/23/2005	Officer Mark Anthony Cross	Atlanta PD
10/3/2005	Deputy Sheriff James Timothy White	Hall County SO
3/23/2006	Deputy Sheriff Joseph Tim Whitehead	Bibb County SO
8/3/2006	Officer Peter William Faatz	Atlanta PD
8/29/2006	Cpl. Michael Douglas Young	Georgia State Patrol
11/17/2006	Cpl. Dennis Christian Wright, Sr.	Effingham County SO
12/11/2006	Sgt Michael William Larson	Bryan County SO
12/6/2006	Lt. John McKinney	Whitfield County SO
5/20/2007	Deputy Sheriff Marvin Jerome Scarlett	Henry County SO
6/15/2007	Sheriff Jerome Jackson	McDuffie County SO
12/21/2007	Chadd McDonald	Bibb County
1/16/2008	Officer Ricky Bryant	Dekalb County PD
1/16/2008	Officer Eric Barker	Dekalb County PD
5/1/2008	Deputy Sheriff Robert Armand Griffin	Decatur County PD
8/21/2008	Deputy Kathy Cox	Gordon County SO
10/9/2008	Deputy Sheriff David Whitfiled Gilstrap Jr.	Oconee County SO
4/2/2009	Officer Terrelle Lee "Terry" Adams	Tifton PD
2/15/2010	Lt Mike Vogt	Chattahoochee Hills PD
2/22/2010	Deputy Davy Wayne Crawford	Carroll County SO
3/5/2010	Officer Christopher Arby Upton	US Forest Service
5/13/2010	Deputy Brian Lamar Mahaffey	Rockdale County SO
7/2/2010	Deputy Sheriff Richard Lyn Daniels	Twiggs County SO
1/4/2011	Lt Thomas Rouse	Dougherty County PD
1/4/2011	Trooper Chad LeCroix	Georgia State Patrol
3/8/2011	Deputy Willie Cammon	Heard County SO
3/24/2011	Officer Buddy Christian	Athens Clarke Co PD
7/12/2011	Deputy Stewart	Spalding County SO
7/28/2011	Deputy Rick Daly	Clayton County
9/7/2011	Tiffany Bishop	GA Dept of Corrections
9/19/2011	Deputy Sheriff Derrick Lee Whittle	Union County SO
10/24/2011	James JD D Paugh	Richmond County SO
11/2/2011	Terry Lewis-Fleming	Albany PD
11/16/2011	Det. R. Shane Wilson	Doraville PD
12/19/2011	Sheriff Ronnie Smith	Butts County SO
1/25/2012	Senior Officer Gail Thomas	Atlanta PD
6/19/2012	Sgt Robert Warren Crapse	Bryan County SO
11/9/2012	Officer Halford	Atlanta PD
11/9/2012	Officer Shawn Antonio Smiley	Atlanta PD
11/16/2012	Officer Elgin Levarn Daniel	Henry County PD

8/8/2013	Cpl. Thomas Keith Slay	Columbus PD
8/8/2013	Officer Ivorie Klusmann	Dekalb County PD
5/4/2014	Officer Noel Lee Hawk	Eatonton PD
5/22/2014	Deputy Sheriff Steven LaCruz Thomas	Franklin County SO
5/31/2014	Officer Kevin Dorian Jordan	Griffin PD
9/15/2014	Deputy Sheriff Michael Norris	Monroe County SO
3/5/2015	Det. Terrance Avery Green	Fulton County PD
3/15/2015	Officer Darryl Deon Wallace	Clayton County PD
6/18/2015	Sheriff Ladson Lamar O'Connor	Montgomery County SO
9/15/2015	Deputy Sheriff Richard Allen Hall	Chatham County SO
9/19/2015	MPO Kevin Jermain Toatley	Dekalb County PD
11/19/2015	Cpl. William Matthew Solomon	Ga Ports Authority PD
2/15/2016	Maj Gregory Eugene Barney	Riverdale PD
5/6/2016	T J Freeman	Bibb County
8/24/2016	Officer Timothy Kevin Smith	Eastman PD
11/5/2016	Sgt Patrick Sondron	Peach County SO
11/22/2016	Justin White	Newton County SO
12/6/2016	Deputy Marshal Patrick Carothers	US Marshal's Service
2/8/2017	Greg Meagher	Richmond County SO
3/1/2017	Deputy Michael 'Chris' Butler	Lowndes County SO
10/4/2017	Det. Kristen Hearne	Polk County PD
2/9/2018	Patrolman Chase Lee Maddox	Locust Grove PD
5/25/2018	Officer Anthony Lawrence Christie	Savannah PD
10/23/2018	Officer Antwan Toney	Gwinnett PD
12/13/2018	Officer Edgar Isidro Flores	DeKalb County PD
12/28/2018	Officer Michael Wayne Smith	Henry County PD
4/8/2019	Deputy Sheriff II Spencer Allen Englett	Forsyth County
5/4/2019	Sgt Kelvin Ansari	Savannah PD
11/21/2019	Cecil Ridley	Richmond County SO
2/10/2020	Sheldon Whiteman	Long County
4/21/2020	Officer Christopher Eric Ewing	Smyrna PD
7/19/2020	Deputy Sheriff William Garner	Franklin County SO
9/3/2020	Cpt Stanley Curtis Elrod	GA DNR
9/29/2020	Deputy Sheriff Kenny Ingram	Fulton County SO
9/29/2020	Deputy Sheriff Anthony White	Fulton County SO
01/02/2021	Sgt Daniel Mobley	DeKalb County PD
03/01/2021	Lt. Justin Bedwell	Decatur County SO
04/06/2021	Deputy Sheriff Christopher Wilson Knight	Bibb County SO
06/16/2021	Officer Joe Burson	Holly Springs PD
10/12/2021	Officer Dylan Harrison	Alamo PD
11/10/2021	Deputy Chelsea Marshall	Jackson SO
11/10/2021	Officer Paramhans Desai	Henry County PD
12/10/2021	Officer Henry Laxton	Clayton County PD
05/11/2022	Deputy Walter Jenkins	Rockdale County SO
07/28/2022	Deputy Jean Harold Lous Astree	Fairburn PD
09/08/2022	Deputy Marshall Samuel Ervin Jr	Cobb SO
09/08/2022	Deputy Jonathan Koleski	Cobb SO
10/03/2022	Captain Terry Arnold	Cook SO



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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 October 2022, two-thirds of working adults said they are worse off financially than they were a year ago, according to a recent report by Salary Finance.

What is Financial Health?

Financial health 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.

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Justice Federal has been proudly serving the justice and law enforcement community since 1935. We look forward to welcoming you and your family to our Justice family. To join or learn more about our products and services, visit us online at www.jfcu.org/LawEnforcement or call 800.550.5328.



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



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- ❖ On Going Support and Training For Agencies And Officer's Family

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>> Get to know
Blue Line Solutions

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

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

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

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

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

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

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

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

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



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

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

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

What's the next big thing in speed enforcement?

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

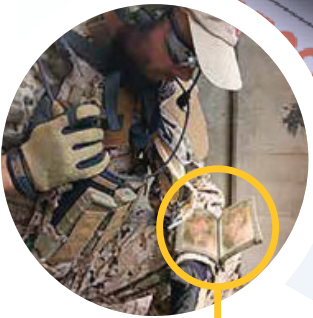


**"FOR US, IT'S NOT A BUSINESS...IT'S
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MARK HUTCHINSON.
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OFFICERS DEMAND SUPPORT. THE PUBLIC DEMANDS ACCOUNTABILITY.

>>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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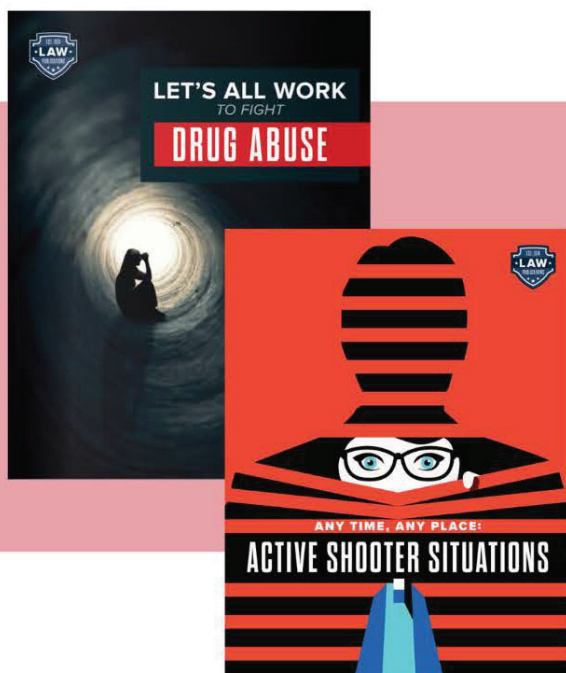
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OFF DUTY MANAGEMENT

>> The Blind Spot of Administering Off-Duty Employment



Brian Manley

The potential risk and liability officers face while working off-duty jobs is not usually a concern for agency leaders today. It is a blind spot many leaders don't recognize or just don't have the bandwidth to address. Let's dive into some of the most common reasons officers make the news working off-duty, reinforcing why agencies would be wise to make managing their off-duty program a priority sooner rather than later.

Double-Dipping/Unreported Earnings

In the Midwest, officers received a paycheck¹ from the city while collecting a second paycheck from a local hospital where they reported working off-duty during the same hours. Meanwhile in the Southeast, a police captain² worked a permanent off-duty security detail for a university and received his pay "off the books." This meant records of his off-duty hours did not exist in the city's payroll, creating confusion around how much he worked and got paid. Scenarios like these develop out of a lack of communication between off-duty and on-duty scheduling systems.

Liability Exposure

Many departments require private companies to submit "Hold Harmless" agreements, ensuring that the department or municipality aren't held accountable, placing liability squarely on officers' shoulders. A police officer³ made headlines when his off-duty work resulted in a state supreme court ruling. A local day center hired him to check the personal belongings of people entering the premises for contraband. Despite successfully screening every other individual, one perpetrator managed to smuggle in a weapon that was used to stab someone. The victim sued the officer, who expected

the city to provide his legal defense. The case went to the state Supreme Court who denied the officer a city defense, stating off-duty work was not covered under the circumstances.

Uncovered Injuries

Officers often assume that off-duty jobs afford them the same insurance that protects them while on duty. Oftentimes, however, these officers have little to no coverage protecting them from harm. Some agencies may require a Certificate of Insurance (COI) from off-duty employers, but COIs do little in providing actual protection and can easily be falsified. Most provide insufficient coverage for off-duty work, leaving officers the burden of covering their injuries. What's worse, if an officer should lose their life and is not insured while working off-duty, their family may not receive financial reparation.

Working Too Many Hours

According to research by Dr. Perry Lyle, Ph.D. at Columbia College, staying awake over 19 hours is akin to having a blood alcohol concentration (BAC) of more than .05. In most states, the legal level allowed for driving is .08. However, at 24 hours, those levels rise to 0.10. This means officers who work that long may have their skills negatively impacted to the same extent as a drunk driver.

One officer⁴ recently made the news when she worked one night for a total of fifteen hours between regular and off-duty jobs. She exited on the wrong floor of her apartment building and entered a unit she believed to be hers. When she found a man there, the actual tenant, she believed him to be an intruder and fatally shot him. Unfortunately, excessive off-duty overtime can negatively impact officers' performance and decision making both on and off-duty.

Finding Resources Before a Blind Spot Makes the Headlines

Off-duty work strengthens bonds between local businesses and agencies and allows officers to earn extra income. According to recent major city audits, most problems with off-duty employment are due to one simple and avoidable blind spot: the lack of a centrally administered program that ensures transparency and accountability of off-duty assignments.

This solution can often be the most beneficial because a third-party company can provide a systematic, customer service-oriented plan to manage scheduling, payroll, reporting, workers' compensation, and liability insurance in line with the current policies and procedures of the agency. Some agencies are hesitant to consider this approach as they think they are giving up control of their program. In fact, comprehensive service providers incorporate all the agency's existing policies into the management of the program to ensure officers' full adherence to the agency's rules while allowing for optimal transparency, accountability, and oversight of their off-duty program.

Regardless, one thing is clear when it comes to an off-duty solution- policies need to be developed and followed to prevent these blind spots from forcing your agency into controversial headlines and public scrutiny.

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Brian Manley is the President of Off Duty Management. He served in the Austin, Texas Police Department for 30 years, with his last four as Chief of Police. Manley worked in many areas of the Department and led over 2,500 sworn law enforcement and support personnel. In 2019, Chief Manley was recognized by Fortune magazine as one of the 50 "World's Greatest Leaders."

Having recently retired from the Austin Police Department, Chief Manley found an opportunity with Off Duty Management, a company focusing on protecting officers from the potential liabilities they face while working off-duty, as it aligned with his continuing commitment to officer wellness and protection.

Manley earned a BBA from the University of Texas and an MS in Organizational Leadership and Ethics from St. Edward's University in Austin. He is a graduate of the Major Cities Chiefs Association Police Executive Leadership Institute and taught as an adjunct professor in the St. Edward's University Criminal Justice program.

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