THE GEORGIA
POLICE CHIEF
WINTER EDITION | 2024
ACCENTING PROFESSIONAL LAW ENFORCEMENT THROUGH TRAINING

>> Risk Management

ANTICIPATING POTENTIAL RISKS, PUTTING PREVENTIVE MEASURES IN PLACE, AND HAVING A STRATEGIC PLAN

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PRESIDENT'S MESSAGE

Chief Mark Scott
GACP President &
Americus Police Department

Happy New Year! I hope each of you enjoyed the holidays and I pray that you will have a blessed and prosperous 2024. Each of our members should have received an email from Executive Director Ayers telling you about the video project we are undertaking to try to change the narrative on the law enforcement profession in the State of Georgia. We are asking you to meet with your officers and ask them to identify body cam or other video that we can use that shows law enforcement officers doing amazing things. It may be an officer doing CPR or administering First Aid. It may be an officer interacting with kids or having a positive encounter with a member of the public. We need your videos! Please take a few minutes and download and email them in. We want to recognize as many agencies from across the state as we can in this project. We've all got to work together if we want to show the public who we really are and promote the truth that policing is a noble and honorable profession and that we are proud of who we are.

As I write this article, we have just finished with the last detail related to the funeral for former First Lady Rosalyn Carter. If you watched the Sumter County proceedings live on virtually every major news outlet, you saw a smooth and orderly progression of events over three days that culminated in her final memorial service and burial in Plains. If you were here working behind the scenes you saw endless meetings, long nights, carefully controlled chaos, and a whole lot of overtime for our already overworked officers. To all the agencies from across the State of Georgia who traveled to Sumter County to help, I would like to say a heartfelt thank you. We couldn't have done it without you.

To the men and women of the Americus Police Department, thank you doesn't even begin to express how much I appreciate each one of you. Police Officers are a very special group of people. They work long hours for inadequate pay and the more we ask of them, the more they are willing to give until they just can't give any more. Like most of the departments across the country we are struggling with staffing shortages. Police officers have always been adept at doing more with less, but we've now reached a point where we are being asked to do more with almost nothing.

A recent article written for Police 1 by Dr. Michelle Beshears cites excessive overtime as one of the major leading causes of stress for law enforcement officers. Add stress from personal issues and stress from the daily emotional roller coaster of police work to the physical burnout and it's no wonder that our personnel are choosing to leave the profession and that young people are not interested in law enforcement as a career. As we enter into a brand-new year, I encourage you as a law enforcement leader to focus on both the physical and mental health of your employees. Take full advantage of the peer support team and other mental health resources available to us across the state. Let's take care of each other and make 2024 a banner year for law enforcement in Georgia.

FROM THE DESK OF THE EXECUTIVE DIRECTOR

A.A. Butch Ayers
GACP Executive Director

Happy New Year! We are looking forward to the opportunities to continue improving GACP and our contributions to our members, our communities, and the profession.

I wanted to review what we accomplished in 2023:

We had several changes to the office staff in 2023. Monica Duran was promoted to training and events director. Sewa Fields was hired in May to be the new training coordinator. We now have three (3) full-time employees dedicated to the training function for GACP. Angelina Servin was hired in July to serve as our member relations associate. Mike Wilkie was hired in November to be the new special projects coordinator and is responsible for all promotional processes, grant administration, and research projects. Finally, Ed Densmore was hired in December to serve as the new state certification coordinator.

We also welcomed two new members to the Executive Board in July 2023. Gwinnett County Schools Police Chief Tony Lockard was elected by the membership to be the Fourth Vice President, and Albany Police Chief Mike Persley was elected by the district representatives to be the Chairman of the District Representatives.

Ten (10) retired chiefs were awarded Life Membership in 2023. They are Robert Bryson, Stacey Cotton, Lou Dekmar, Wayne Dennard, Preston Dorsey, Rod Ellis, Thomas Garrison, Bruce Hedley, Dwight Kelley, and Jesse Patton.

In June 2023, GACP hired a governmental affairs / lobbyist firm, Freeman, Mathis and Gary LLC to assist with our legislative efforts. Lobbyists Earl Ehrhart, Trey Paris and Chuck Clay have already held meetings with various legislators concerning GACP's legislative priorities.

Under the guidance of Angelina Servin, GACP has significantly increased our presence and activity on various social media platforms. We are also working to develop short videos / public service announcements about our noble profession.

GACP conducted four (4) sessions of the Chief Executive Training Course, known as "Chiefs' School", in 2023. Sixty-six chiefs and 55 command staff members completed CETC, each receiving 60 hours of training. Attendance at both the 2023 Winter and Summer Training Conferences established new records for registered attendees. A total of 1,151 members and 280 exhibitors attended the Winter and Summer Training Conferences.

The 2024 Winter Training Conference will be held in Columbus on January 17th – 19th, and the 2024 Summer Training Conference will be held in Savannah on July 21st – 24th. This will be the last year with the winter / summer conference schedule. Beginning in 2025, we will move to a spring / fall schedule. The 2025 Spring Conference will be held in Gwinnett County and the 2025 Fall Conference will be in Savannah.

In 2023, GACP conducted six (6) selection processes for the position of police chief / assistant chief, as well as assisted seven (7) agencies with their promotion processes for lower positions.

For several years, GACP has been administering a GOHS technology grant, which provided assistance to agencies to obtain technology (in-car laptops, etc). During the year, 25 agencies were awarded $568,875 to purchase the technology. In October 2023, the new GOHS grant amount is $672,000. This is a 75% increase over the previous year. Agencies interested in obtaining funding through this grant should contact Mike Wilkie.

The 2022 Annual Agency Data Collection Report was submitted by 249 agencies during the first quarter 2023, leading to a comprehensive report sorted by agency district, size, and type. Information about completing the 2023 AADCR will be going out to agencies in January. While completion of the report is mandatory for state-certified agencies, I encourage all agencies to participate this year.

The Certification Program is going strong, with 139 agencies having obtained or maintained their certification status. In 2023, there have been more than 52 different separate agency on-sites for certification or recertification, and at least seven (7) new agencies have signed contracts and entered the program. In addition, 167 students attended a total of eight (8) certification assessor / manager / refresher courses.

GACP was just awarded a $300,000 COPS grant to assist with the delivery of state certification education and technical assistance throughout the state. Beginning in 2024, GACP will begin providing certification training throughout the state. Our goal is to assist agencies in understanding the value and importance of state certification as well as providing hands-on training for assessors and team leaders.

At the end of 2023, our membership included 1,368 individuals and 161 corporations. When compared to 2019, this is an increase of 23 percent and eight (8) percent, respectively.

We were able to accomplish all of this in 2023 through the dedication and professionalism of our staff and the Executive Board. I want to personally thank each one of them for their dedication and commitment to GACP.

And finally, thank you to all our members. At the recent IACP Conference in San Diego, GACP was seen as a leading association among state associations of chiefs of police. Your support and interest are what makes GACP successful.

Products

GXP OpsView™

Providing full operational visibility to both incident command and first responders, the GXP Public Safety Solution bundle featuring GXP OpsView enables mission command to effectively coordinate and direct personnel in real-time through an event or crisis situation.

Combining innovative mobile applications with our cloud-based discovery, sharing, incident management, and imagery exploitation software, this solution bundle enables a common operating picture for all first responder personnel. Collaborative Response Graphics (CRGs), overlaid on top of up-to-date site maps featuring critical mission intelligence, ensure an expedited and effective tactical response to the threat at hand.

BAE SYSTEMS INSPIRED WORK

GXP

K-12 and Preschool CRGs

From small preschools to large high schools, CRGs ensure educators communicate with first responders from the same common graphic.

College and University CRGs

CRGs for colleges and universities are tailored for campus security teams to ensure administrators, campus police, and adjacent first responders communicate from a common graphic during a crisis response. With the addition of a GXP OpsView subscription from BAE Systems, campus security can track themselves, and other first responders, on a CRG to enhance command and control during an emergency.

Consulting and Support Services

- Create custom training programs related to workplace violence, active shooter mitigation, emergency preparedness, safety, and security.
- Conduct an analysis of a school's security processes, and make specific recommendations for improvement.
- Provide specific policy and planning recommendations.
- Training ranging from table-top exercises for schools to full-scale exercises for a multi-agency response.

Collaborative Response Graphic® (CRG®)

Use the MACRO to understand the outer perimeter of the location.

- Use for planning evacuation routes and assembly areas.
- Plan traffic control points and traffic management.
- Plan designated areas for arriving family members and media.
- Expand the operational area in emergent circumstances.
- Identify and communicate triage areas and helicopter landing zones.
- Plan staging areas for contingencies.

Use the Micro to understand the internal details of your building.

- Communicate to first responders where you are as well as the current location of the incident.
- View high resolution imagery and floorplans from directly overhead.
- Use the overlaid alphanumeric grid to rapidly communicate positions within the building.
- Allows those with no previous knowledge of the facility to quickly understand the layout.
- Direct assets when the situation dictates a change in the plan.
- Find the best evacuation route in an emergency.

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AROUND THE STATE

DISTRICT NEWS

District 1

On November 27, 2023, Governor Brian P. Kemp reappointed ***Tifton Police Chief***, ***Oscar "Steve" Hyman,*** to the ***Georgia Peace Officer Standards and Training Council (POST)***.

District 2

On September 11, 2023, ***Freddie Williams Jr.*** was named as the ***Berlin Police Chief***.

On November 1, 2023, ***Marc Bourbonnais*** was named as the ***Sale City Police Chief***.

On November 17, 2023, ***Chief Charles Pettus*** and ***the Boston Police Department*** were awarded 3RD Place for the 2023 Governor's Challenge Awards for agencies with 1 – 10 officers.

Chief Leslie Manahan and the ***Valdosta Police Department*** were presented with the 3RD Place for the 2023 Governor's Challenge Award for agencies with 101 – 200 Officers.

District 3

Jesus Lopez was named as the ***Acting Chief*** of the ***Woodbury Police Department*** on October 11, 2023.

District 4

Stephanie Caria Prater was named as the ***Acting Chief*** for the ***Bibb County Board of Education Campus Police*** on October 1, 2023. She has served with the department for 27 years. Chief Prater replaced ***Chief Russell Bentley*** who retired on September 20, 2023, after serving with the department for 26 years and the last 11 as chief.

Rochelle Biggins was appointed as the ***Chief of Police*** for the ***Washington County Board of Education Police Department*** on October 3, 2023. Chief Biggins began her law enforcement career in 1994 and has served with the Washington County Schools for 23 years.

AROUND THE STATE

On November 17, 2023, ***Chief Victor K. Cuyler*** and ***the Sandersville Police Department*** were awarded 2ND Place for the 2023 Governor's Challenge Awards for agencies with 11 – 25 officers.

Chief Dray Swicord and the ***Milledgeville Police Department*** were awarded 2ND Place for the Governor's Challenge Award for agencies with 26 – 45 officers.

Interim Chief Roy Whitehead and the ***Warner Robins Police Department*** were presented with the 2ND Place Award for agencies with 101 – 200 Officers at the Governor's Challenge Awards program on November 17, 2023. The department was also presented with the Special Award for Motorcycle Safety.

Wayne Fisher was named as the ***Warner Robins Police Chief*** on September 6, 2023. Chief Fisher has 29 years of law enforcement experience and has served with the Warner Robins Police Department for 21 years.

Wesley Hardin was sworn-in as ***the Police Chief for the Georgia College and State University Department of Public Safety***. Chief Hardin has 28 years of law enforcement experience and served with the Gwinnett County Public School Police Department for the last 16 years.

On December 4, 2023, ***Curtis Adams*** began service as the ***Bibb County Board of Education Police Chief***. Chief Curtis has 17 years of law enforcement experience and including seven years with the Atlanta Public Schools Police Department where he most recently held the position of major.

District 5

Johnny Davis was appointed as the **Glynn County Schools Police Chief** on October 25, 2023. He replaces ***Chief Rod Ellis***, who retired on September 29, 2023, and was awarded ***Life Membership*** by the GACP Executive Board on October 6, 2023.

AROUND THE STATE

District 6

Doyle Neesmith was named as the ***Chief*** for the ***Reidsville Police Department*** on October 11, 2023. Chief Neesmith replaces ***Chief Stacy Wildes,*** who retired on October 4, 2023, after serving with the department for 24 years and as the chief for the past five years.

On Friday, November 17, 2023, ***Chief Tiffany Hayes*** and the ***Tybee Island Police Department*** were presented with 3RD Place for the 2023 Governor's Challenge Award for agencies with 26- 45 officers.

Chief Ashley Brown and the ***Pooler Police Department*** were presented with the 3RD Place for the 2023 Governor's Challenge Award for agencies with 46 to 75 Officers.

District 8

On November 17, 2023, ***Chief James A. Pyle*** and ***the Calhoun Police Department*** were presented with numerous awards at the 2023 Governor's Challenge Awards including 1ST Place for agencies with 26 – 45 officers, Special Category Awards for Child Passenger Safety and Teen/Young Driver Safety and the Governor's Cup.

The Governor's Office of Highway Safety presented ***Chief William Cliff Cason*** and the ***Dalton Police Department*** with the 1ST Place 2023 Governor's Challenge Award for agencies with 76 – 100 officers.

Chief Denise Downer-McKinney and the Rome Police Department were presented with the 3RD Place Governor's Challenge Award for agencies with 76 – 100 officers.

District 9

On November 1, 2023, ***Edward Restrepo*** was named as the ***Chief Marshal*** for the ***Peachtree Corners Marshal's Office***. Chief Restrepo served with the Gwinnett County Police Department for 26 years where he resigned at the rank of Major.

On Friday, November 17, 2023, ***Police Chief Josh Ivey*** and the ***Alto Police Department*** were awarded 1ST Place for the 2023 Governor's Challenge Awards for agencies with 1 – 10 officers.

Chief James Krockum and the ***Demorest Police Department*** were awarded 2ND Place for the 2023 Governor's Challenge Awards for agencies with 1 – 10 officers.

AROUND THE STATE

On November 17, 2023, ***Chief Jeffery Shoemaker*** and ***the Cleveland Police Department*** were awarded 1ST Place for the 2023 Governor's Challenge Awards for agencies with 11 – 25 officers. The department was also recognized with the Rookie of the Year Award.

Chief Greg Perry and the ***Snellville Police Department*** were presented the Speed Awareness Award by the Governor's Office of Highway Safety at the 2023 Governor's Challenge Awards.

On November 17, 2023, ***Chief Jay Parrish*** and the ***Gainesville Police Department*** were presented the 1ST Place for the 2023 Governor's Challenge Award for agencies with 101 – 200 officers and the Occupant Protection Award.

Sheriff Ron Freeman and the ***Forsyth County Sheriff's Office*** were presented the 2ND Place 2023 Governor's Challenge Award for agencies with 201 to 500 Officers.

District 10

On September 27, 2023, ***Colonel William Hitchens III*** was sworn in as the ***Georgia Department of Public Safety Commissioner*** by Governor Brian P. Kemp.

The GACP Executive Board awarded ***Life Membership*** to ***Locust Grove Police Chief Jesse W. Patton*** on October 6, 2023. Chief Patton retired in 2021 after 32 years of service and more than 20 years as Chief.

On October 13, 2023, Governor Brian P. Kemp appointed ***GBI Director Chris Hosey*** as ***Co-Chair of the Georgians for Refuge, Action, Compassion, and Education (GRACE) Commission***. The GRACE Commission was created in 2019 to combat the threat of human trafficking in the State of Georgia.

AROUND THE STATE

Lake City Police Chief Anthony Whitmire retired on November 25, 2023, after 44 years of law enforcement service and five years as the Lake City Chief***. Assistant Chief "Brett" Stanelle*** was named as the Acting Chief.

Chief Mark Amerman and the ***Henry County Police Department*** were presented with the 3RD Place Governor's Challenge Award for Agencies with 201 – 500 Officers.

Chief Mirtha Ramos and the ***Dekalb County Police Department*** were presented with the 1ST Place 2023 Governor's Challenge Award for agencies with 501 or more officers.

Chief Darin Schierbaum and the ***Atlanta Police Department*** were presented with the 2ND Place 2023 Governor's Challenge Award for Agencies with 501 or more officers.

On December 15, 2023, the ***City of Hapeville*** named ***Bruce Hedley*** as their new police chief. Chief Hedley has 34 years of law enforcement experience and served 12 years as the Lilburn Police Chief.

District 11

Chief Investigator Dwight Kelley with the ***Blue Ridge Judicial Circuit*** was awarded ***Life Membership*** by the GACP Executive Board on October 6, 2023. Chief Kelley retired after more than 36 years of law enforcement service which included more than 25 years as chief.

On September 28, 2023, the ***City of Chamblee*** named ***Michael Dieppa*** as thenew police chief. Chief Dieppa began his career with the Miami-Dade Police Department in 1996 and rose to the rank of major. He assumed command of the department on October 23, 2023.

James "Jimmy' Callaway, was presented the ***"Outstanding Contribution to Profession Award – Posthumously"*** at the 2023 Governor's Public Safety Awards Program on Friday, December 1, 2023. Chief Calloway had a distinguished 26-year career that included serving as the Morrow Police Chief as well as Head of Investigations with the Georgia POST Council.

On Monday, December 4, 2023, ***Milton Police Chief Rich Austin***, retired after six years of service with the department. ***Captain Jason Griffin*** was named as ***Milton Police Chief*** on Wednesday, December 6, 2023. Chief Griffin began his law enforcement career in 2003 and has served with the department for 12 years.

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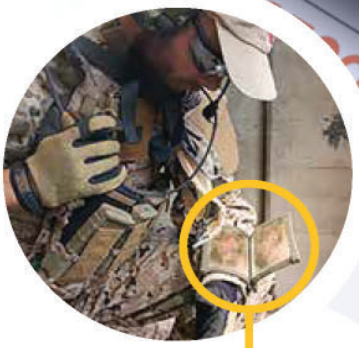

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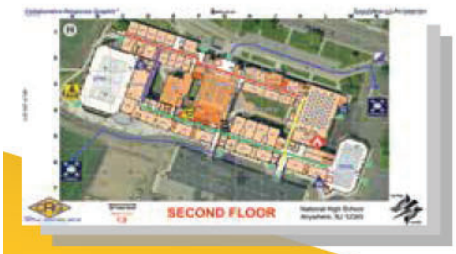

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CHIEF EXECUTIVE TRAINING CLASS
FALL 2023 CETC - CLASS 23-72

Bottom Row (Left to Right): Director Alex Taylor Mears- GA POST Council, Assistant Chief Kevin M. Marstellar- Cornelia Police Department, Chief Investigator Tiffany Lashun Griffin- Dekalb County Solicitor's General Office, Director Ulric Bellaire- Newton County Schools Dept. of School Safety, Acting Chief Johnnie Lee Bing- Peachtree Corners Marshal's Office, Acting Chief Todd C. Tetterton- Watkinsville Police Department, Major David V. Hickey- Georgia State University Police Department, Campus Chief of Police Lemuel Mercado- Southern Crescent Technical College PD, Major John Mark Tison- Rome Police Department, Assistant Chief Angela Smith- Brunswick Police Department

Middle Row (Left to Right): Deputy Inspector General Richard Schneider- Office of the State Inspector General, Chief Bradley Cook- Canon Police Department, Assistant Chief Justin Ferguson Baldwin Police Department, Chief Patrick James Girvan- Cumming Police Department, Chief Investigator Abby N. Hall- South Georgia Judicial Circuit (DA's Office), Chief of Police Chris M. Dusik- Lilburn Police Department, Chief Charles Elden Crews- Brantley County Schools Police Department, Chief Daphne Tarver- Gwinnett County Solicitor General's Office, Captain Tracy D. Gaskins- Quitman Police Department

Top Row (Left to Right): Chief Darin Fowler- Haralson County Marshal's Office, Chief of Police Murray Jay Kogod- Habersham County School System, Deputy Chief Willie Frank Davenport- MARTA Police Department, Chief James William Galloway- St. Mary's Police Department, Major Russell Harrelson- GA Department of Public Safety, Director Danny Bates- GA Dept. of Revenue, Director Danny Bates- GA Dept. of Revenue, Interim Chief of Police Frederick Denson- Savannah State University, Chief Howard Wayne Hubbard- Vienna Police Department, Chief Garrett Fiveash- Lagrange Police Department

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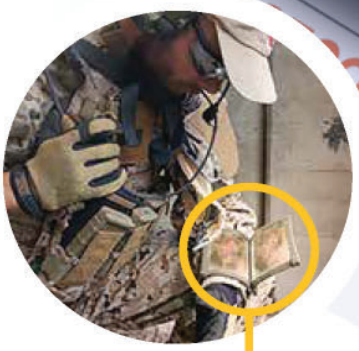

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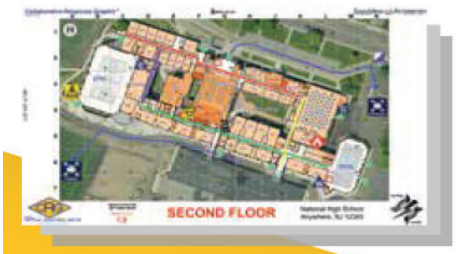

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USE OF VASCULAR NECK RESTRAINTS IN LAW ENFORCEMENT

>> A Case Study of Spokane, Washington

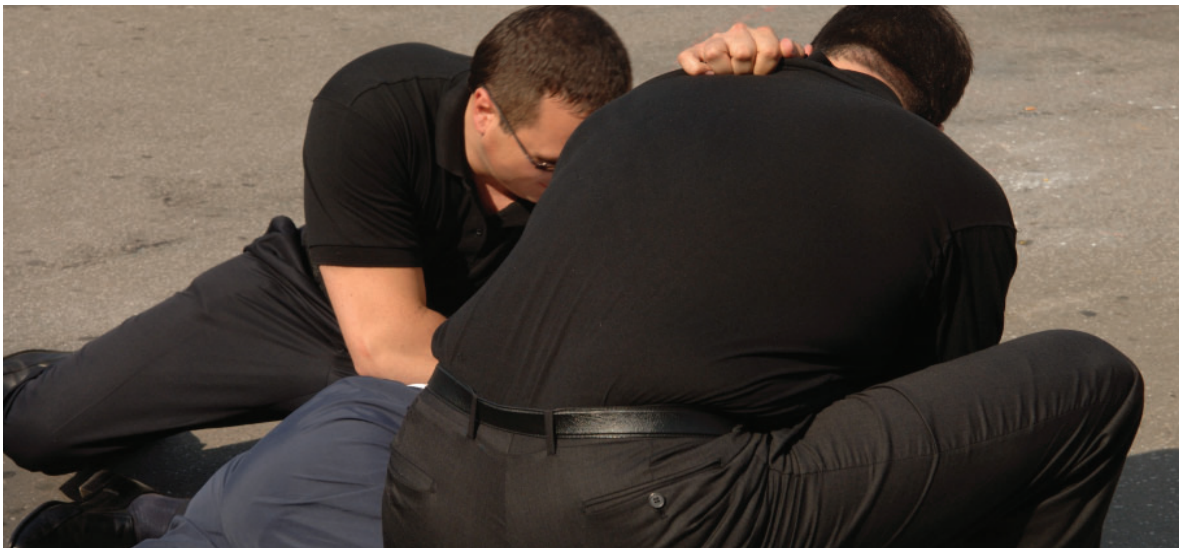
Matthew J. Hickman, Robert M. Scales,
Jared N. Strote, and John L. Worrall

After several high-profile events involving what was perceived as neck restraints of suspects by police, several local and state legislative bodies passed legislation restricting the use of the technique. Federal agencies were prohibited from using the technique and agencies seeking grant funding was made contingent on banning the use by the agency. This was done despite law enforcement and medical communities stating proper application of the vascular neck restraint (VNR) enables officers to gain control of combative suspects withing 5 to 10 seconds without any negative health consequences.

The Bureau of Justice Statistics reported in 2016 that 34% of police departments authorized the use of neck restraints/holds and 54% of agencies serving communities with more than one million citizens authorized the use of VNR. While substantial study has been conducted of the use of vascular restraints, little has been conducted of its use by law enforcement officers. In 2013, 45% of state and local law enforcement academies trained officers in the use of the control technique.

Because of the lack of data on the use of VNR by law enforcement officers, some neurologists held that a VNR is not a 'safe' technique. The problem is compounded by the image of an officer using the technique can 'appear' to be violent.

The purpose of this study was to provide information needed to make 'data-driven decisions' regarding the use of VNDs. To accomplish this, researchers utilized data from the Spokane, Washington police department, composed of 332 officers and 80 civilian employees. The department classified the VNR into two categories. Level I included those events in which the officer had no intent to 'render the suspect unconscious' but enabled the officer to employ the technique when the suspect was actively resisting the officer. Level II events authorized the officer to 'render the suspect unconscious' and may be applied when the suspect was assaultive. When reviewing the results, it is important to note officers do not report "low levels of physical force (soft hand techniques such as grappling, pulling, using body weight, pushing) unless there is an injury or complaint of injury."



The study reviewed all 792 use of force reports generated between 2013 and 2020, which averaged about 99 incidents a year. A Police Force Analysis System (PFAS) was utilized to measure the proportionality of the officer's use of force with the suspect's resistance. Officers employed the VNR 230 (29%) times ranging from 17.9% in 2015 to 44% in 2019. The study found the individuals who used VNR were more likely to be male (169% greater than females), slightly younger (reduced by 2% for each additional year) than others who subjected to different types of force. There was no statistical difference according to race, height, weight, body mass, or perceived as having a mental illness. VNR was also less

likely to be utilized when the subject was a suicidal or armed (reduced by 45%). When subjects employed the 'highest levels of resistance, physical non-compliance or active physical resistance, the odds of VNR increased 391%' as compared with the other levels of resistance.

Prior to employing the VNR, officers utilized a greater number of force sequences (median of 4 compared with 3 in non-VRN responses), variety of tactics (median of 4 compared with 2), and number tactics (median of 5 compared to 2). This indicates officers utilized a variety of defensive maneuvers to restrain combative suspects prior to employing a VNR. Such that it was not utilized as the default response. Finally, there were no fatalities resulting from the use of VNR by officers during the eight-year period.

Collectively, the study revealed officers utilizing VNR were less likely to use other weapons (i.e. firearms, Tasers, canine, OC spray). In addition, there were fewer complaints of injuries from suspects when officers utilized the VNR (64.8%) when compared with other types of force (79.2%). Conversely, of the 15.7% of officers who were injured when using force, those employing the VNR made up a greater percentage, 26.5% as compared with 11.2% for other types of force.




Matthew J. Hickman, Robert M. Scales, Jared N. Strote, and John L. Worrall, "Use of Vascular Neck Restrains in Law Enforcement: A Case-Study of Spokane, WA", Police Practice and Research, 2021,Vol. 22, No. 6, pp. 1668- 1678.

INFLUENCE OF THE ENVIRONMENT ON OFFICER-INVOLVED SHOOTINGS

Tyler Keller, Joel Caplan, and Leslie Kennedy

Past research of officer involved shootings (OIS) has focused on evaluating incidents occurring in large geographic areas such as cities or counties. Very little research has been conducted of the relationship between OIS and crime within specific areas of a community. Studies that have been conducted of OIS in specific areas, such as neighborhoods, have focused on two contributing factors, the structural disadvantage of citizens and levels of violence. The structural disadvantage perspective "includes measures for segregation as well as forms of economic disadvantage". This study collected data on a block level for percentage of unemployment, African Americans, residents receiving public assistance or food stamps/SNAP, residents with a bachelor's degree or higher, female-headed households, and median household income.

Conversely, community levels of violence suggest "certain locations create more potential dangers for police". To accomplish this, incidents of "criminal homicides, robbery with a firearm, aggravated assault with a firearm, and aggravated assault without a firearm" that occurred in each block were identified.

Using this data, researchers sought to determine if OIS are associated with:

1. Violent crime involving a gun within block groups

2. Violent crime is connected to the built environment such as businesses, parks, and other areas that attract people, or

3. Where there is an increased potential for gun violence.

To evaluate these hypotheses, researchers examined officer-involved shootings during a five-year period (2015 – 2019) in 1,324 block areas within the City of Philadelphia. Of these, 1,252 block areas had no officer involved shootings, 68 had one event, and 4 had two events, for a total of 72 events.

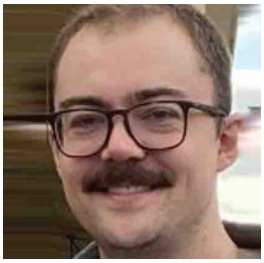
To evaluate the built environment within in the city, researchers utilized a Risk Terrain Modeling (RTM) to evaluate gun crime data with 31 various features within a neighborhood (i.e. ATMs, check cashing business, night clubs, convenient stores). Using this information, areas that were identified as having more than two standard deviations higher than the average were designated as 'high risk.'

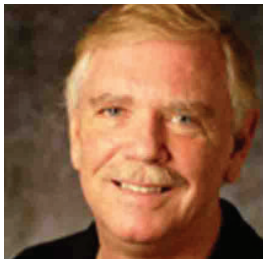
Of the 31 place features, 15 were significant for aggravated assault with a firearm, 13 were significant for shootings, and 20 were significant for robberies with a firearm. There was a large overlap across the three violent gun crimes, however, there were differences in their relative risk values (RRV). (p.109)

For example, 'proximity to a grocery/convenient stores provided a risk that was seven times greater for experiencing a shooting' and passenger rail stations were more than four times greater for a robbery with a firearm. Researchers used this information to create a proportional opportunity score (POS) that compared gun crime with 'the proportion of high-risk cells within a block group.'

However, an examination of the position opportunity scores for the three different gun crimes and the five-year average, found that areas that provided a higher proportional opportunity for shootings, have higher levels of violence that may increase the likelihood of an officer-involved shooting.

In closing, these findings support previous research that suggests "levels of violence as measured by the violent crime rate are the strongest predictor of OIS events." Furthermore, structural disadvantage (i.e. racial makeup, education, income) had "no connection to locations where officers discharged their weapons". The authors noted that while the study findings did not find a relationship between OIS and structural disadvantages, they could not rule out a relationship between lower levels of force and structural disadvantages.





Tyler Keller, Joel Caplan, and Leslie Kennedy, "The Influence of the Environment on Officer-Involved Shootings", Homicide Studies, Vol. 27 (1), 97-119, (2023).

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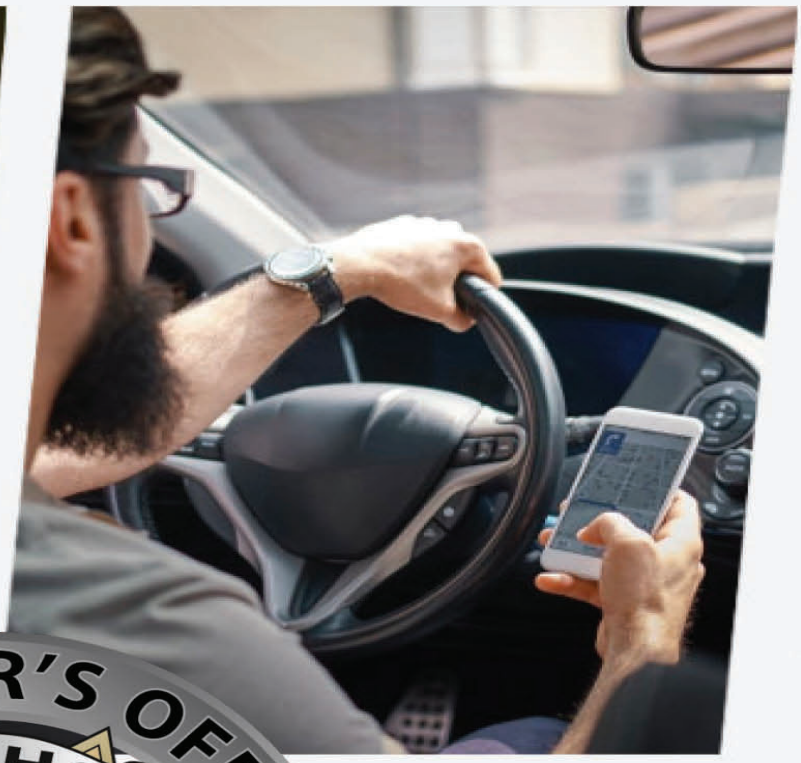

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IMPROVING TRAINING METHODS TO IMPROVE KNOWLEDGE GAIN, RETENTION, AND APPLICATION

Timothy Bonadies, Jessica Herbert, Jon Blum, Peggy Schaefer, Dianne Beer-Maxwell, Gary Cordner, and Chris Carter

Police agencies must provide their officers with training to ensure they meet established professional, operational, and legal performance standards as well as the constantly evolving expectations of the community. One of the most common approaches to satisfy these ever-increasing expectations is to increase the hours of training required for officers. In recent years, more law enforcement agencies and training academies are implementing the use of online training to augment in-person training as well as provide a more convenient and economical approach for staff to receive training. However, there has been little examination of the quality of knowledge/skill development and retention from these traditional processes.

Retention interval is defined as the time between when an individual participates in a training program and is tested on the material. Generally, longer intervals of time between an officer completing a training course and testing typically results in lower retention of knowledge/skills.

One approach to address this is to utilize an integrated curriculum to provide a deeper understanding of how to apply the knowledge and skills presented during training. To accomplish this, instructors include problem solving skills and critical thinking activities during the training to help students evaluate situations as well as identify alternative responses. In turn this enables students to develop more comprehensive perspectives of issues and solutions and retain the course material.

IMPROVING TRAINING METHODS TO IMPROVE KNOWLEDGE GAIN, RETENTION, AND APPLICATION

This study evaluates the impact of instruction format on the knowledge gained and retained by 152 police recruits in five academies. To accomplish this, four groups of recruits were exposed to training in one of four instructional techniques. These included traditional classroom instruction, on-line instruction, traditional classroom instruction with an integrated curriculum and on-line instruction with an integrated curriculum. Each group completed a pretest prior to attending the training and four post-tests over established periods of time.

Researchers found all four groups performed best immediately after the initial training, but performance and retention continued to decline for each in the subsequent tests. Recruits who attended in-person and online training utilizing integrated curriculum approaches scored "higher and demonstrated continual knowledge retention when compared to traditional in-person and online groups". More specifically, recruits who attended in-person training with an integrated curriculum outperformed those who attended on-line training with an integrated curriculum. Similarly, students who attended in-person training performed better than those who utilized online training.

Agency leaders should take these findings into consideration when providing training. Traditional classroom and on-line training have limitations. The more engaged the students are in developing skills and abilities to process information and apply it to realistic situations will improve knowledge retention and skill development. Implementing integrated training processes is likely to improve the quality of knowledge and skill acquired and retained. The added benefit of integrated curriculum is the reduced need for as much increase in the quantity of training.

Finally, it is important to note, the researchers reported an integrated approach requires instructors to possess enhanced knowledge and skills to effectively provide this level of training. To accomplish this, instructors must be provided an 'extensive amount of professional development' to master the material and deliver an integrated course.







Timothy Bonadies, Jessica Herbert, Jon Blum, Peggy Schaefer, Dianne Beer-Maxwell, Gary Cordner, and Chris Carter

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SINGLE POINTS OF FAILURE WITHIN POLICE ORGANIZATIONS

Single points of failure are perceived weaknesses in an organization that are caused by an overreliance on an individual person or piece of equipment. The individual's unexpected absence or the equipment failure adversely affects the department's operations. While single points of failure are more likely to occur in smaller organizations, no agency is immune to the possibility of these events impacting their operations. While these events typically surround personnel, they may also be linked to failures of operational processes, equipment, or uncontrollable events (i.e. fires, floods, inclement weather).

During a recent GACP Administrative Assistants Conference, attendees were divided into groups to identify single points of failure that existed within their departments. Table 1 lists the potential points of failure that were identified.

TABLE 1
Potential Single Points of Failure

NIBRS REPORTING	CRIME/DATA ANALYSIS
STATE CERTIFICATION/CALEA	ASSET FORFEITURE FILINGS AND REPORTING
EVIDENCE ROOM	PUBLIC INFORMATION OFFICER (PIO)
GCIC TERMINAL AGENCY COORDINATOR (TAC)	FLEET MANAGEMENT
TRAINING	QUARTERMASTER
UPDATING IT	ANSWERING PHONES
COMPUTER BACKUPS	COMPUTER AIDED DISPATCH BACKUPS
BUDGET	BACKGROUND INVESTIGATIONS
PAYROLL/TIME KEEPING	CRIME SCENE TECHNICIANS
ORDERING SUPPLIES/PURCHASE ORDERS	COMMUNITY OUTREACH
INVOICES	PERSONNEL RECORDS
TRAVEL/EXPENSE REPORTS	BODY CAMERA AUDITS
MEDICAL BILLING	COURT SERVICES
EXTRA DUTY JOBS	FATALITY ACCIDENT INVESTIGATORS

Conditions Creating Single Points of Failure

A variety of factors contribute to the creation and continued existence of single points of failure. Currently, agencies across the state are experiencing on-going staffing shortages. The problem is compounded for smaller and rural communities as well as those with limited financial resources. This situation forces leaders to rely upon dedicated, reliable employees who always 'get things done.' In some cases, these key individuals continue to be given more responsibilities to the point they cannot fulfill all of these assignments.

In the simplest of cases, single points of failure occur when individuals perform essential tasks for years. Over time, leaders assume tasks will be handled and no one else in the organization is aware of the critical task(s) the individual performs. When the person resigns or retires, their departure creates a loss of knowledge, often referred to as "brain drain". An excellent example of this occurred in an agency where a supervisor scheduled the annual calibration of the department's speed detection devices. A few months after the supervisor retired, an open records request was filed by a defendant who was cited for speeding. Only then was it determined the calibrations for all of department's speed detection devices were out of date, because no one knew to schedule the calibrations. In the end, the court had to reimburse fines for citations that had been issued over several months.

In other instances, employees are hesitant to share 'information' of how to perform their job because of fear they will lose control of their perceived 'power' or influence in the organization. Without this sense of control, they fear not being viewed as essential and thus being replaceable. The issue is magnified when the individual has responsibility or control of multiple single points of failure.

Passive and alienated followers are disengaged from operations. Their behaviors can fall on a continuum of engagement that ranges from only doing what they are told to actively sabotaging operations. In some cases, employees 'quietly quit' by slowing the pace of their work or entirely stopping. As a result of this disengagement, essential tasks are not performed. Under the best circumstances, the immediate supervisor is engaged and

addresses the poor performance. Unfortunately, in many instances the issue is identified only when the agency fails a formal inspection such as Georgia Crime Information Center (GCIC) or state certification audits. Several departments have experienced situations where staff, who were responsible for maintaining these records, abruptly resigned prior to the inspection. When auditors arrived, it quickly became obvious mandated inspections, verifications, and record keeping had not been maintained.

In other cases, dedicated key personnel experience a serious illness (i.e. cancer), injury (i.e. car accident), or family emergency (i.e. child hospitalized) and are not able to work for months. No one in the department is aware of the individual's responsibilities. This often results in requisite tasks not being performed to standard, or in worst instances, no other staff were assigned to perform their job.

Potential Solutions

The first step to addressing this issue is to conduct an assessment to identify the threat of single points of failure within the organization. One approach is to identify any task or function in which only one person is responsible for or knows how to perform. Another technique is to identify negative events that occurred in other departments. Using that information, leaders should ask 'Can (describe the issue) happen in our agency or community.' The response will almost certainly be, 'Yes.'

Many of these issues can be addressed through strategic planning, teamwork, and operational procedures. It is important for leaders to recognize every employee is a valued contributor to the organization. The employees closest to the problem typically know the contributing causes and the best solutions to address the issue. Once these have been identified, there are a variety of strategies agencies should consider:

Job Shadowing – This training technique is used to show staff how to perform simple tasks related to office activities and support functions. Individuals may engage a variety of techniques ranging from observing individuals performing tasks to conducting interviews. Shadows may also participate in regular briefings, projects, and hands-on activities.

Cross Training – This practice enables agencies to train an individual to perform another employee's responsibilities. In other instances, agencies may consider having employees trained to perform each other's job. This approach provides an opportunity to build individuals' skills and abilities and become more 'well-rounded' as well as ensure the department can better maintain continuity of operations during the absence or loss of an employee.

Job Sharing – In recent years, employers have found employees value a better life-work balance. Job sharing allows two or more part-time employees to perform the functions of a full-time employee. This approach ensures multiple individuals can perform the necessary tasks and reduces the costs associated with overtime and benefits. Another benefit of job sharing is that it serves as a realistic job preview for individuals who may seek a full-time job and enables the department to assess individuals' skills and abilities.

Technology – The use of technology is improving police operations at an exponential rate. Not only are employees becoming more effective, but they can also function faster than any time in history. The growth of technology is occurring so fast, agency leaders must first identify their needs and then search for evolving trends in those areas.

Outsourcing – Agencies across the State are already employing outsourcing techniques. For example, agencies have merged 911 dispatch functions, contracted for jail services, and participated in task forces. Others are utilizing

private firms to schedule off-duty jobs, perform traffic enforcement with camera systems, manage parking control functions, manage technology systems, and create websites. When considering this option, it is important to recognize some efforts to outsource activities have faced push back from the community.

Notes/Directions/SOPs – With simple tasks, the steps required to complete a task can be recorded; however, with more complex, as well as potentially litigious or dangerous functions, standard operating procedures must be developed. For example, it is common for agencies to have copies of operational procedures as well as illustrated guides to remind staff how to properly secure and store evidence.

Regular Inspections/Audits – Leaders demonstrate the importance of activities by where they focus their attention. What gets inspected is what gets done! Agencies must periodically review their operations to ensure adequate staff are assigned and performing to established standards. As part of these reviews, assessors should look to determine redundancies in staff who can assume responsibility for performing additional tasks.

Often Overlooked Risks

While the focus of this article is on personnel, there are other areas that could become single points of failure. Large scale accidents or natural disasters can have a serious and sometimes a long-term impact on an organization. Inclement weather such as tornadoes, hurricanes, and ice storms can overwhelm public safety operations.

The "Flood of 1994" literally devasted southwest Georgia within 24 hours. This event impacted law enforcement agencies' abilities and facilities for months. In 2022, one Georgia police station, along with most of its records and operational equipment, was destroyed by fire. Also, train derailments or tractor trailer crashes involving hazardous materials can cause evacuations of entire communities.

A failure of the 911 communications center can interrupt or cease all public safety operations. Agencies must have processes in place to quickly restore operations, or if needed, maintain continuity of operations through redundant facilities.

In recent years, law enforcement agencies across the nation have experienced viruses being imported into their computer systems that encrypts information and disrupts access to the network. The agency is held hostage until they pay a ransom for the 'key' to deactivate the virus. In addition to blocking access to the systems, attackers have been able to interrupt operations by shutting down detention security cameras, as well as accessing police officer personnel files, arrest records, court system information, dash-camera recording, and intelligence files.

Planning to mitigate and address these situations requires community leaders to coordinate with emergency management experts. As part of the process, all threats that could "possibly" occur are identified. Once this is complete, the "probability" of each possible threat occurring is estimated. Using these findings as a baseline, community leaders can work together to establish priorities and create the appropriate level of response for each.

The impact of a single point of failure can vary from slowing law enforcement operations to impacting critical infrastructure for an extended period. While every agency is exposed to some degree, it is critical for police leaders to recognize the potential ways it may occur and develop a strategy to prevent or mitigate the impact. Local leaders and citizens expect and assume public safety officials are taking action to maintain continuity of operations. Failure to engage in these processes could adversely affect the community leaders' and citizens' respect and confidence in the department and its management.

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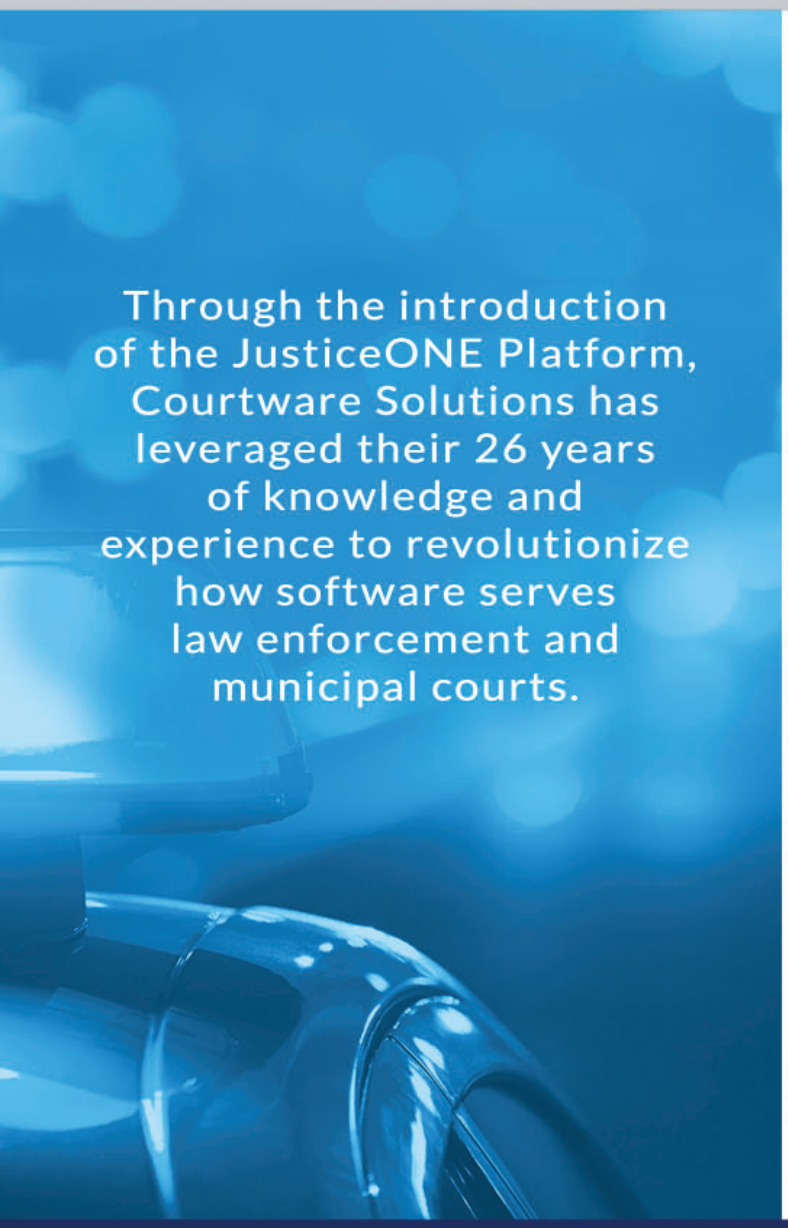

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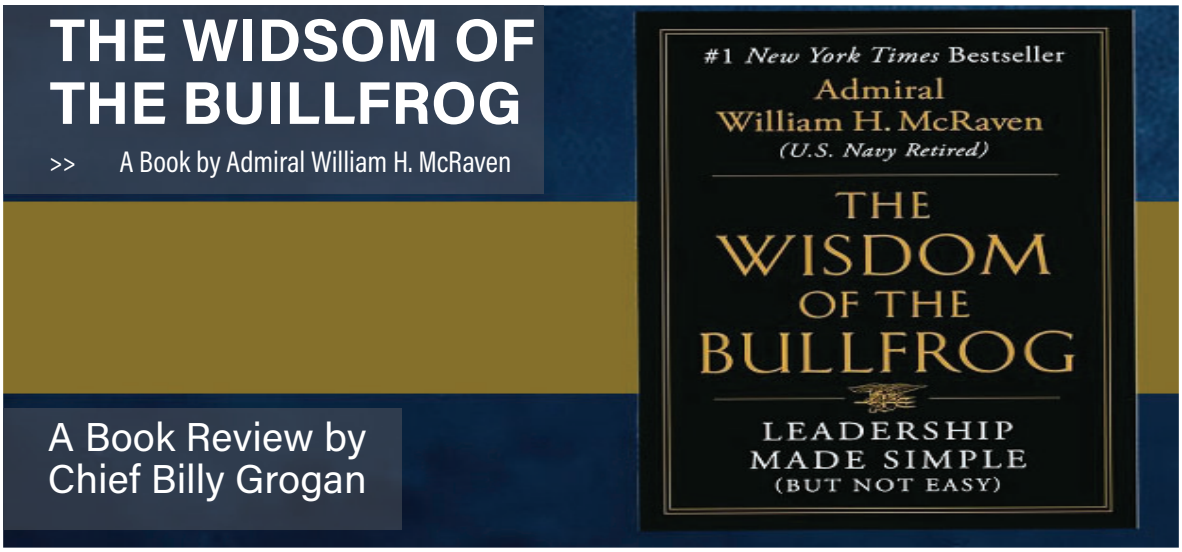

I previously reviewed *The Power of Positive Leadership* by Jon Gordon. He mentioned The Energy Bus multiple times in that book, so I thought it would be a good one to read.

I was right!

The Energy Bus, written by Jon Gordon, is a captivating and inspiring book that aims to transform individuals and organizations by harnessing the power of positive energy. While it may not be specifically targeted at law enforcement, its principles and lessons are highly applicable to the challenges faced by those in law enforcement. In this book review, I will explore how The Energy Bus can help law enforcement professionals navigate the demands of their profession, build stronger teams, and maintain a positive mindset in the face of adversity.

The Energy Bus tells the story of George, a fictional character facing numerous challenges in his personal and professional life. After several setbacks, George embarks on a transformational journey when he meets Joy, a unique bus driver. Joy introduces George to ten essential rules for creating and sustaining positive energy, which she calls "*The Energy Bus.*"

Gordon weaves an engaging narrative with practical advice, offering readers valuable insights into overcoming negativity and developing a positive outlook. The book emphasizes the importance of taking personal responsibility for one's attitude and actions and the power of gratitude, optimism, and purposeful living.

Law enforcement professionals face immense stress and challenging situations daily. The Energy Bus encourages individuals to cultivate resilience by maintaining a positive mindset and focusing on solutions rather than dwelling on problems. It teaches law enforcement officers to acknowledge their emotions while actively responding positively, ultimately enhancing their ability to handle adversity and bounce back from setbacks.

Law enforcement leaders play a crucial role in shaping the culture and morale within their departments. The book emphasizes the importance of leading by example and radiating positive energy. By demonstrating optimism, empathy, and gratitude, law enforcement leaders can inspire their teams and foster an environment where officers feel supported and motivated to give their best.

The Energy Bus emphasizes the significance of having a clear sense of purpose and direction. Law enforcement professionals can benefit greatly from defining their personal and professional purpose, providing a compass guiding their actions and decisions. Additionally, by aligning their work with their values and goals, officers can find renewed passion and fulfillment, even during challenging times.

Effective teamwork is essential in law enforcement, where collaboration and trust are crucial for success. *The Energy Bus* highlights the importance of building strong relationships and creating a positive team culture. Law enforcement professionals can foster a supportive and cohesive team environment that enhances overall effectiveness and morale by promoting open communication, mutual respect, and a shared sense of purpose.

Law enforcement is an ever-evolving field, constantly facing new challenges and demands. *The Energy Bus* equips individuals with strategies to navigate change and adversity successfully. It encourages law enforcement professionals to embrace change as an opportunity for growth and to approach difficult situations with a solutions-oriented mindset. The book emphasizes the power of resilience, adaptability, and a positive attitude in overcoming obstacles and achieving long-term success.

Law enforcement agencies thrive when they establish positive relationships with their communities. *The Energy Bus* encourages officers to adopt a proactive approach to community engagement by fostering empathy, active listening, and genuine connections. Law enforcement professionals can bridge the gap between themselves and the

community by radiating positive energy and embodying a servant-leadership mindset, ultimately promoting trust, understanding, and cooperation.

It is worth noting that while *The Energy Bus* offers valuable insights and practical advice, it is not a one-size-fits-all solution. Law enforcement professionals must also be mindful of their profession's unique complexities and demands. Therefore, the book's principles should be integrated into existing training and development programs, supported by ongoing coaching and mentorship, to ensure their practical application in real-world law enforcement scenarios.

Law enforcement leaders can be seen as the bus drivers responsible for guiding their teams on the journey toward success. *The Energy Bus* emphasizes the role of leaders in setting the tone, creating a positive culture, and inspiring their teams. Like skilled bus drivers, law enforcement leaders must steer their teams in the right direction, ensuring everyone is onboard and motivated. By embodying the principles of positivity, purpose, and resilience, leaders can effectively drive their teams to success.

In conclusion, *The Energy Bus* by Jon Gordon is a thought-provoking and empowering book that offers valuable lessons and practical strategies for law enforcement professionals. By embracing the principles of positivity, resilience, purpose, and effective teamwork, law enforcement officers can navigate the challenges of their profession with renewed energy and a sense of purpose. This book serves as a valuable resource for individuals looking to enhance their personal and professional growth while positively impacting their communities through their work in law enforcement.

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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POSITIONING OF PATROL CARS FOR OFFICER SAFETY

"A state police car was rear ended during a traffic stop, causing two more accidents. . .

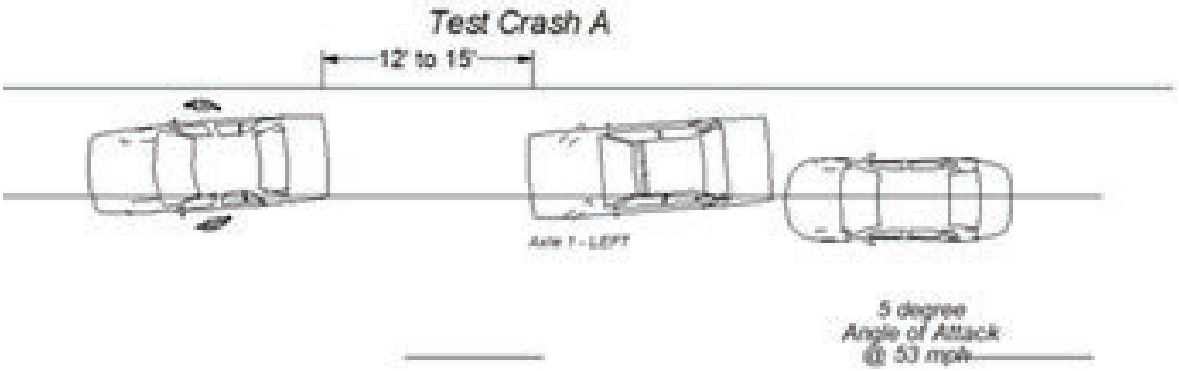
Patrol car rear ended; officer rushed to hospital. Officer injured when his cruiser was rear ended by suspected drunk driver." These headlines are becoming too commonplace in our morning newscasts. Furthermore, they are becoming increasingly commonplace in our morning briefings as police managers, executives, and chiefs. Aside from the property damage, we also have one of our most valuable resources being potentially removed from service—sometimes permanently. Distracted drivers striking the rear of stopped police cars is a growing problem. We may not be able to control what every driver on the roadways does, but we may be able to make a rear-end collision of a parked patrol during a traffic stop more survivable.

Obviously, one of the most dangerous tasks a peace officers conducts is the traffic stop. They are riddled with unknowns such as potential threats from within the vehicle, traffic travelling by at highway speeds, and other environmental possibilities. There is a litany of opinions about how to position the patrol vehicle, to approach the vehicle on the driver or passenger side, where to stand while conducting a roadside interview, and more. This study will not address each of these, nor is it the author's position to be an authority on these tactical considerations. Our position is to point out some pros and cons and educate officers on the physics of collisions as they may unfold during traffic stops. The hope from this study is further conversation about how, where, and when to conduct traffic stops and to help officers make informed decisions.

In late 2019, members of the Georgia Public Safety Training Center were contacted by Greg Sullenberger who requested assistance in conducting live crash tests for a study on patrol car placement during traffic stops. Engineers from Ford Motor Company had completed a theoretical study using computer simulations and one live crash in the early 2000s. These live crash tests would be used to compare training and data regarding positions of patrol vehicles during traffic stops for comparative analysis with the data from the Ford Tests as reflected in Society of Automotive Engineers (SAE) Paper, "Police Vehicle Orientation During Traffic Stops".

A review of the Georgia Department of Public Safety Basic Trooper Academy Lesson plan on conducting traffic stops was completed. Accordingly, the patrol car should be positioned behind the violator's vehicle 8 to 10 feet and offset from 2 to 3 feet to the left of the violator's vehicle. The wheels may be left straight or turned to the left. The DPS Lesson plan continues that if the environmental conditions do not permit "angle/offset" of the patrol car, the distance should be increased to 10 to 12 feet and if the patrol car is equipped with and the officer uses a Mobile Data Terminal (MDT) the distance between the vehicle should be increased to between 15 and 20 feet while the officer is using the MDT and then may be returned to the original position. This is to increase the "reactionary gap" (GA DPS Vehicle Pullovers, 2014). The policy of the DPS mimics the lesson plan for basic trooper school.

In the SAE Paper, the authors chose three basic methods of placement for comparative analysis. Position A was essentially with the patrol vehicle parallel to the violator's vehicle with some degree of off-set and the steer wheels turned to the left (see Figure 1).



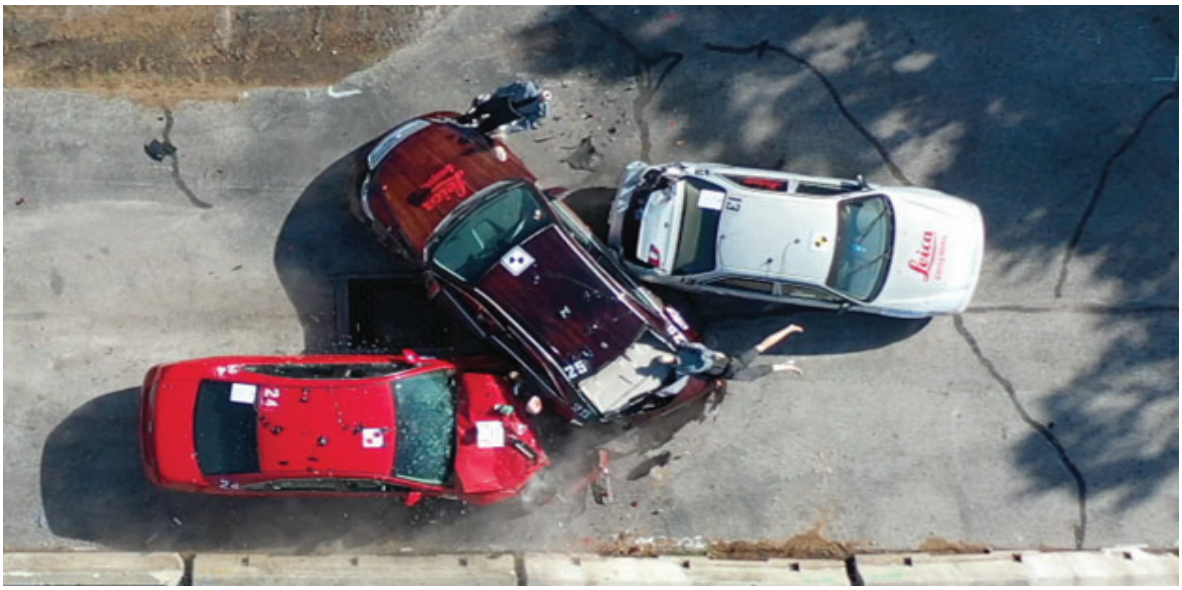


Figure 1

Position B was the same except for the steering wheels turned to the right (see figure 2).

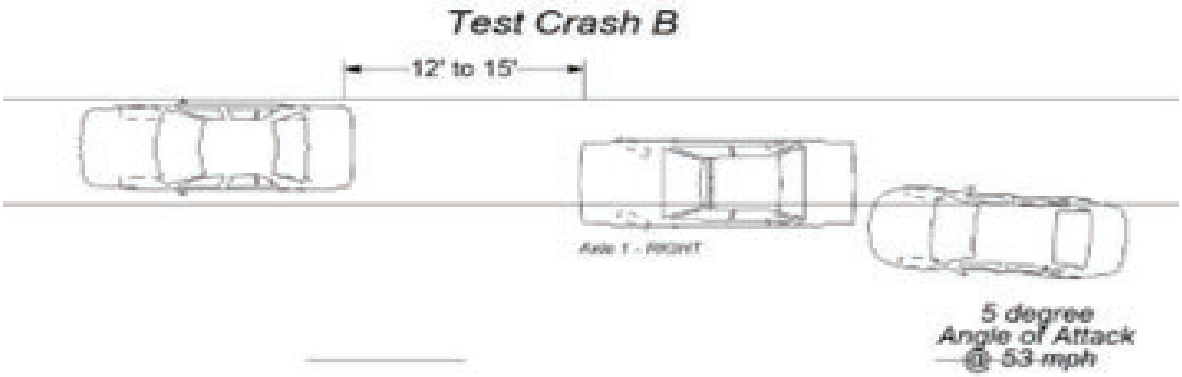


Figure 2

And position C was with the patrol car rotated approximately 30° counterclockwise to the violator's vehicle (see Figure 3).

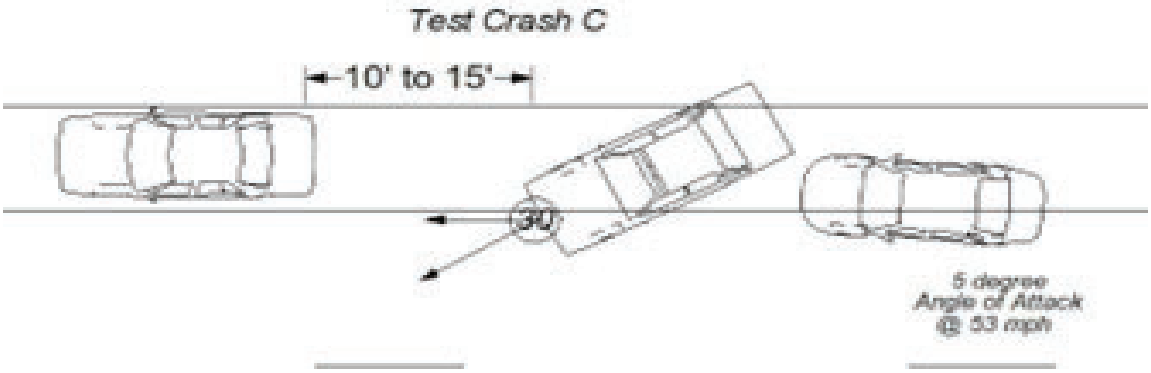


Figure 3

In all these tests, the patrol car was placed between 12 and 15 feet behind the violator vehicle and each "attack" was set up for the bullet vehicle to strike the patrol vehicle at approximately 3 to 5 degrees with the center of the bullet vehicle striking the left rear corner of the patrol car with no more than 50% overlap.

For purposes of the study, a series of live crash tests were performed positioning the "patrol" car in the positions as described in the SAE paper. Generally, the "bullet" vehicle's speed was set to between 50 and 55 mph as a standard. Albeit, in some of our experiments, the speeds ranged outside the desired scope. Seemingly, the data we have gathered thus far seems to be consistent and not impacted by variations of speed. There was one anomaly with a test where the push bumper on the patrol car interacted with the violator car differently than other tests by creating an underride situation.

During most of the crash tests, a mannequin or pair of mannequins were placed near the violator's car. In these instances, the mannequin was placed between 12-15 inches from the door generally centered or slightly rear of center in the doorway to represent positioning during officer interaction with the occupant(s) of the violator vehicle. In nearly all the test crashes performed using type A and type B set-up (where the patrol vehicle was positioned off-set but parallel with the violator vehicle) the mannequin(s) were not struck by the vehicles involved in the test crashes. Conversely, in all the test crashes performed using type C (where the patrol vehicle was positioned in a counterclockwise rotated manner nearly or at 30° different than the violator's vehicle) the mannequin(s) were struck by the vehicle(s) involved in the test.

While this study is on-going, it may be premature to make any wholesale predictions about best practices for vehicle placement. However, there does seem to be a pattern that could be cause for concern. Specifically, in the crash tests where the patrol vehicle is rotated in comparison to the violator vehicle. So far, it seems a significant danger zone is created in the area where an officer may stand when dealing with the violator on either side—driver's side approach or passenger's side approach—of the violator vehicle when the patrol car is rotated and parked behind the violator vehicle.

The idea of turning the steer wheels/tires to the left or right may afford some level of safety for the officer from gunfire, the maneuver has no significant effect of directing the vehicle if it is struck at any significant speed. Understanding force vectors can help bring better understanding of this principle. This has been demonstrated during the test crashes. Obviously, different amounts of overlap from the bullet car, different angles of attack, and varying closing velocities may alter some of the outcomes.

It is the opinion of the author that more tests need to be conducted, either live crash tests or simulations on a computer to draw general conclusions. It should be noted, Sullenberger is currently working on computer simulations and is expected to author an SAE paper on the findings.

Roger Chin, Brian Geraghty, Gary Nichols, and Jack Ridenour, "Police Vehicle Orientation During Traffic Stops: Protecting Pedestrian Officers from Adjacent Traffic", Society of Automotive Engineers, SAE 2003 World Congress and Exhibition, March 3, 2003, DOI: https://doi.org/10.4271/2003-01-0886.

Charles Odom currently serves as the Manager of the Law Enforcement Operations Section at the Georgia Public Safety Training Center (GPSTC). With more than 30 years of law enforcement service, including 15 years as a police chief, he holds multiple advanced certifications including Traffic Accident Reconstruction Specialist and Crime Scene Investigator. He earned a Bachelor's of Science in Criminal Justice from Mercer University (2018) as well as a Master of Science in Criminal Justice (2019) from Mercer University.

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BODY-WORN CAMERA MICRO-GRANTS FOR SMALL, RURAL, AND TRIBAL LAW ENFORCEMENT AGENCIES

Mike Beller

One of the biggest challenges for a police chief, sheriff, or member of command staff is to obtain the best tools and equipment for officers or deputies while operating with a limited budget. By taking advantage of available grant funding, agencies can overcome this challenge and provide officers or deputies with equipment agencies otherwise might not have been able to afford.

The Small, Rural, and Tribal Body-Worn Camera Micro-grant program (SRT BWC) is funded by the Bureau of Justice Assistance (BJA) and administered by Justice & Security Strategies, Inc. (JSS).

Eligible law enforcement agencies include:

1. All small departments with less than 50 full-time sworn personnel;
2. Rural agencies (those agencies within non-urban or non-metro counties); or
3. All Federally-recognized tribal agencies.

This program is designed with smaller agencies in mind, with minimal red tape, and very reasonable requirements. The on-line application for this program is user-friendly. It consists of 30 questions requiring yes/no answers, multiple choice answers with drop-down menus, three questions requiring brief narratives, and a budget. Funds must be used to purchase body-worn cameras and may include expenses reasonably related to BWC program implementation, such as docking stations, servers, and mounts. Funding can be used to establish new BWC implementation, expand existing programs or upgrade equipment that is out of date. **Funding is capped at $2,000 per BWC purchased.**

BENEFITS OF BODY WORN CAMERAS FOR POLICE

1. Transparency, Accountability, and Trust: Enhances transparency and public trust in law enforcement agencies by providing a visual record of interactions. This record helps provide accountability for officers, as well as citizens.

2. Improved Behavior: Both officers and civilians tend to exhibit better behavior when they are aware of being recorded, thus reducing the likelihood of confrontations, and helping deescalate tense situations. This improves safety for both officers and citizens.

3. Evidence: The ability of officers to review footage results in more accurate and comprehensive incident reports. Interviews, statements, and crime scenes are documented more accurately. These recordings can serve as valuable evidence in criminal investigations, resulting in just outcomes in criminal proceedings.

4. Training Tool: BWC footage can be used for training purposes to assess and improve officers' responses in various situations.

5. Complaint Reduction: Reduces the number of complaints against police officers, saving time and resources in internal investigations.

6. Community Policing: Fosters positive community relations as residents see police actively working to address concerns and issues.

This grant is competitive, but chances of approval are higher than most grants of this type. In the latest round of awards in August 2023, $7.1 million in funding was approved for 265 agencies out of 641 agencies that applied, which is an approval rate of over 40%. Nineteen of these were Georgia agencies, ranking 3rd behind Illinois and Pennsylvania. A cash or 'in-kind' match is required.

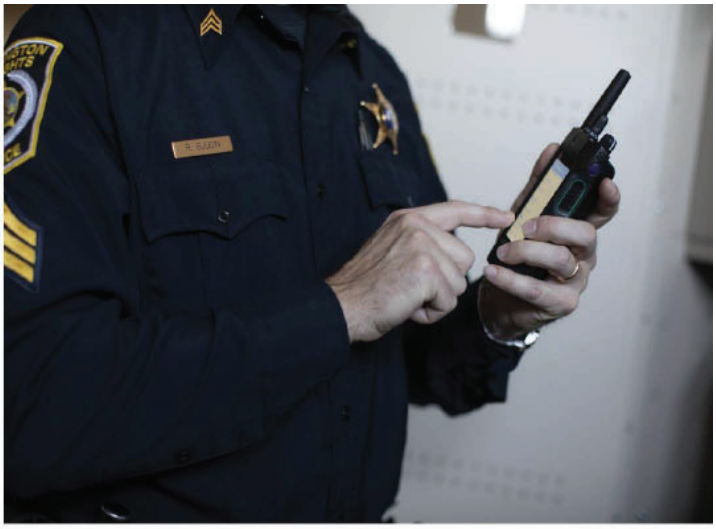
The grant timeline is a minimum of 12 months and a maximum of 36 months. Two requirements for funding: a comprehensive BWC Policy, with assistance and help in crafting the policy, and monthly data reporting for 12 months of the grant. The data reporting is done through a secure portal and includes questions such as:

- How many cameras were purchased?
- How many officers trained?
- How many uses of force and complaints per month?

The next opportunity to apply for this grant will be the end of November 2023 with a deadline of February 2024. You can go to www.SRTBWC.com and use the blue button at the bottom of the homepage to register to be informed of upcoming funding opportunities.

Stay informed of upcoming SRT funding opportunities as well as helpful BWC resources by providing us with your contact information

Assistant Chief Mike Beller (Ret.) – Retired after 25 years of service with the Chamblee, Ga Police Department. He now serves as a Senior Police Advisor for Justice &Security Strategies, Inc.



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SCAN ME

PREVENTING SCAMS AGAINST GEORGIA'S ELDERLY

Chief Dan Flynn (Ret.)

The number of financial scams against senior citizens continues to grow according to the FBI Elder Fraud Report of 2022 which shows that the total losses reported by elderly victims increased **84% from 2021**. Meanwhile, elderly Georgians were particularly hard-hit with scams, at a rate faster than the national average. The worst part behind all the statistics is the human carnage created by ruthless professional scam artists. Elders are simply no match for scammers who are prolific in their evil craft of manipulation and theft and feel no remorse over leaving devastated elderly victims without their life savings while suffering with embarrassment, indignity, and despair.

To compound a bad situation, even if fraud is detected shortly after it occurs, chances of recovering stolen money or apprehending suspects are slim. Through no fault of their own, many police departments remain understaffed due to a lack of new applicants because of relentless political attacks on the police. Therefore, short-handed police departments must prioritize investigations of violent crimes over non-violent crimes, the latter of which, unfortunately, includes elder fraud cases. As the number of all financial crimes continues to grow, it far exceeds the capacity of local police to investigate fraud against elderly victims. Piles of police reports of terribly sad cases, requiring investigators with specialized financial crimes training, stack up never to be solved, or investigated at all.

Given the dismal scenario of elder scams today, the best community recourse is to teach seniors how to prevent themselves from becoming victims of fraud. That is easier said than done since training the elderly can be complicated, especially if it is conducted only online, by video training, or by distribution of publications. Elderly people, particularly those with memory impairment, are more likely to retain information from in-person sympathetic verbal and non-verbal human interaction. They respond best to being taught light-hearted, but common-sense prevention tips that are entertaining yet memorable.

In today's supercharged environment of internet and telecommunications fraud, there are volumes of different kinds of complex elder fraud schemes, but it is best to begin prevention instruction by using the KISS (keep it simple …) principle. Start at a very basic level using the simplest examples before moving on to the more complex. For example, a very common scam is the **lottery scam** in which a caller falsely informs the victim they have won a very large cash prize. All they must do to collect their winnings is pay taxes or fees in advance. Of course, once they advance the money, they never hear from the caller again. So, it is best to explain the scam then give elders a simple prevention rule like: **"You can't win the lottery if you didn't play."**

Another old, but still successful, scam is known as the **romance scam**. The scammer cultivates an online relationship with an unsuspecting victim, sending false attractive photos then eventually suggesting a wonderful life together. The twist comes just before the two are to meet in person and sail off into the sunset. A false emergency comes up in which the suiter urgently needs money to resolve a problem before the two can meet. The suiter suggests that if the victim sends the suiter the ostensibly needed money, they will be able to get together. Of course, once the victim sends the money, they rarely hear from the caller again, as the stolen money rapidly bounces from one distant bank account to another until it is no longer tracible. The simple prevention rule: **"In a new relationship, never give money to a someone you haven't met in person."**

The examples are almost laughable, except scams against lonely elderly victims are very effective when they are perpetrated by trained professional criminals. In yet another example, the **jury duty scam**, a caller identifying themselves as a law enforcement officer tells the elderly victim they have failed to report for jury duty and the police are on their way to arrest them. The terrified embarrassed victim asks if there is any way to prevent being arrested and the caller tells them if they quickly send in fines or fees, they can prevent being arrested. Of course, if they send the money, they rarely hear from the caller or anyone else again. The simple prevention tip: **"The police never call ahead to tell you they are coming to arrest you for anything."**

The best thing to do to protect potential elderly victims from online fraud is to teach them to use common sense, even in emotionally tense situations. Numerous senior services organizations provide good training and viable tips, and all vulnerable seniors should receive it to stay safe in our increasingly predatory world.

Finally, never give up on restoring police departments to appropriate staffing levels with community support. They are society's best hope for future protection against mean heartless predators.

Chief Dan Flynn (Ret.) served as the Marietta Police Chief for 15 years. Prior to joining Marietta, he previously 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 serve as a Major. He holds Bachelor's and Master's 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.

CITIES WARNED "DON'T VIEW MUNICIPAL COURTS AS REVENUE GENERATORS"

Alison Cline Earles

The article "Traffic Enforcement or Revenue Enhancement?" in the Fall 2022 edition of The Georgia Police Chief magazine addressed the widespread damage to public safety and confidence in policing that arises when the public perceives law enforcement as "policing for profit." Georgia Municipal Association (GMA) publications and trainings address the same issue - the impact of a revenue focus - from a different perspective: when citizens come to municipal court to resolve citations. In fact, GMA has consistently communicated to city leaders through its publications and trainings that looking at municipal courts as revenue centers damages the public's belief in the city and in the entire judicial system, and litigation and negative press cause severe harm to the city's assets and brand – including the brand of the city's police department.

When an officer issues a traffic citation, it starts a process that can be far more expensive and disruptive than anticipated. Every fine for a violation has state-mandated add-on fees, people can lose out on salary if they miss work to appear in court, and failure to appear in court can result in devastating consequences that are out of proportion to the nature of the violation. Ensuring the municipal court meets constitutional requirements and properly waives, reduces, or converts fines and fees is essential to avoid litigation and bad press. However, ensuring that police officers only issue citations when necessary for public safety is the most efficient way to limit these risks of cost, litigation, bad press, and loss of confidence.

GMA's warning against using municipal courts and municipal policing as money-makers is so important that the first paragraph of the GMA publication "Introduction to Municipal Courts: A Guide for Elected Officials" states: "Operating a municipal court improperly can create distrust of the city's police force, which threatens public safety. Municipal courts should never be utilized for purposes of revenue generation. While a municipal court may generate revenue, such revenue generation should always be treated and viewed as a side-result of the promotion of justice and should not be the purpose of operating a municipal court."

Later, the Guide states: "When a city becomes dependent on municipal court revenues, the goal of serving justice may be impaired, the court may not be viewed as legitimate by members of the community, and public confidence in the municipal governing authority itself could be severely undermined."

When conducting GMA's "Municipal Courts Post-Ferguson – Promoting Justice, Protecting City Assets" training class (versions I and II), GMA General Counsel Rusi Patel and Senior Associate General Counsel Alison Earles urge attendees to review the municipal court chapter of the Department of Justice's "Investigation of the Ferguson Police Department." The twenty-page chapter starts: "The Ferguson municipal court

handles most charges brought by the FPD and does so not with the primary goal of administering justice or protecting the rights of the accused, but of maximizing revenue."

They share a story that directly links the pressure on Ferguson police to issue tickets for revenue purposes to damaged public safety. For example, while responding to a woman's call for help with domestic abuse, a Ferguson police officer gave her a summons for an occupancy permit violation. When telling her story to the DOJ, she stated "I hate the Ferguson Police Department and will never call again, even if I am being killed." The story's takeaway is that using the municipal court and law enforcement for revenue generation can have severe public safety and public trust implications for Georgia cities and their law enforcement professionals.

GMA's training classes warn city leaders not to set law enforcement goals with fines in mind, noting that in Ferguson, $1.38 million of the city's $11.07 million budget came from Ferguson municipal courts and the revenue targets "poisoned" the police department. The DOJ report is the most comprehensive federal evaluation of a municipal court, and its observations provide guidance to all municipal courts. It cites emails and texts showing how Ferguson budgeted for sizeable increases in municipal fines and fees each year and routinely urged the police chief to generate more revenue through enforcement:

Finance Director wrote to the City Manager: "Court fees are anticipated to rise about 7.5%. I did ask the Chief if he thought the PD could deliver 10% increase. He indicated they could try."

When explaining why the GMA training courses are titled "Post-Ferguson," Mr. Patel and Ms. Earles clarify that the damage to public safety, trust in policing, and the city brand in Ferguson was the driving force in GMA's new training and materials. Moreover, the DOJ's careful analysis painted a chilling picture of the dangers of a revenue focus, or even the appearance of a revenue focus. However, the lessons of Ferguson and the issues in Ferguson apply to courts across the country, including in Georgia.

Providing a more recent example, the courses review how a lawsuit against the city of Doraville recently alleged that the city "violated due process by 'using its law enforcement and municipal court system for revenue generation.'" A driving factor in the lawsuit against Doraville was the high percentage of the city budget (19%) funded by fines and fees. Importantly, the 11th Circuit Court of Appeals' opinion in favor of Doraville noted that the city budgeted for the police department based on the department's projected expenses and court revenue was spread over eighteen different departments. The example of Doraville is used to advise cities to demonstrate in budget documents and communications with city officials that they are not relying on fines and fees to fund municipal courts or police departments.

In addition, GMA's materials urge cities to conduct self-assessments of their municipal courts and enter into contracts with municipal court judges to clarify and document the court's independence from the city and the police department and the court's adherence to criminal justice reform laws that require waiver or reduction of fines and fees in some circumstances as well as community service alternatives.

In the Appendix to the Guide, a "City Self-Assessment of Municipal Court Best Practices" includes the following best practices that relate to fines and fees:

> *The municipal court's funding for the upcoming year is independent of the fines/fees projected to be imposed by the municipal court for the upcoming year. Budget should include a footnote affirming this. (Reason: If the court's operating costs are paid from fines and fees, this leads to a perception that the court's procedures and the judge's determinations are designed not to promote justice, but instead to bring in revenue.)*
>
> *The city has an established method for defendants to complete community service as an alternative to paying fines and fees. (Reason: National law firms and civil rights groups have been joining forces to bring class actions against cities across the country for failure to properly determine financial hardship and waive fines and fees accordingly. These cases result in damage to the city's brand, attorneys' fees, forced adoption of new policies and procedures, forced training, and ongoing monitoring. The costs of being "forced" into compliance far outweigh the cost of proactively developing appropriate procedures and implementing necessary training.)*
>
> *If a judge has determined that a fine, fee or bail amount is due, the judge routinely and consistently inquires whether payment of any fine, fee or bail amount presents a significant financial hardship to the defendant. If the defendant answers yes, the judge either offers community service or follows the guidelines of the Bench Card entitled "Georgia and U.S. Constitutional Law Regarding Misdemeanor Probation," as posted on the website of the Administrative Office of the Courts, to determine whether it is necessary to waive or reduce the fines/fees or impose community service as an alternative. (Reason: same as above)*

Training attendees sometimes ask if there is a certain percentage of city revenue from fines and fees that triggers an assumption that the city is focused on revenue generation rather than public safety when issuing citations. The answer is no. The only Georgia law that triggers a presumption that law enforcement officers are acting for a reason other than the "public health, welfare, and safety" when issuing traffic citations is O.C.G.A. Section 40-14-11, which relates to use of speed detection devices. That law establishes a process for investigating the use of speed detection devices and revoking the authority to use them. In that investigation, "There shall be a rebuttable presumption that a law

FAIRBURN POLICE DEPARTMENT
First Annual Report

UNIFORMED PATROL DIVISION

The Uniformed Patrol Division's philosophy is to remain proactive in order to deter criminal activity within the City of Fairburn. The change to philosophy has helped ensure a reduction in crime over the last couple years. The goals for the division are to provide the utmost professional customer service to citizens through quick response to every call-for-service and proactive policing initiatives.

The community policing philosophy entails that although legally an officer can take an individual to jail, it does not always mean that it is the best solution to the situation. The same ideology applies to the proactive traffic stops conducted, whereas the issuance of a warning has the same effect in changing a driver's behavior as does an issued citation. This reinforced community policing philosophy has permeated within the division and helped the Agency attain the reduction in crime. Fairburn's goal is to implement best practices in order to meet the stated goals.

	2017	2018	2019	2020
Calls for Service	16,599	21,759	45,218	38,164
Motor Vehicle Accidents	1,106	1,296	1,317	1,121
Traffic Stops	5,125	7,800	25,290	20,637
Traffic Warnings	1,458	5,412	19,539	16,724
Citations (Traffic/Criminal)	6,106	6,266	10,889	7,240
Illegal Parking Violations	< 100	440	1,438	2,161
Outside Agency Assists	< 150	167	304	364
Avg Response Time (MM:SS)	> 8:00	7:49	7:07	5:50
Physical Arrests	555	652	676	332

"Situated to Succeed"

enforcement agency is employing speed detection devices for purposes other than the promotion of the public health, welfare, and safety if the fines levied based on the use of speed detection devices for speeding offenses are equal to or greater than 35 percent of a municipal or county law enforcement agency's budget." However, fines collected for certain speeding violations are not included in the revenue count.

Mr. Patel and Ms. Earles advise that there is no "magic" percentage, but civil rights organizations and law firms may target cities with higher percentages. Indeed, the lower court opinion in the Doraville lawsuit referenced the U.S. Commission on Civil Rights Statutory Enforcement Report Targeted Fines and Fees Against Communities of Color as finding that Ferguson was not unique in the percentage of its budget funded by fines and fees – "in fact, there were seventeen others whose budgets comprised an even higher percentage of fees. Id. at 21–22. Of those, five were in Georgia. And among them, ranked sixth nationwide, was Doraville." To prevent a damaging appearance of improper purposes and to ward off expensive litigation and brand-damaging press, cities that have fines and fees as a high percentage of the general fund must make special efforts to demonstrate how their citation efforts support public safety. It is reasonable to assume that civil rights organizations and law firms helping them will rely on such reports to target their efforts.

Giving police chiefs the flexibility to design their enforcement efforts without consideration of revenue can result in increased confidence in policing and improved public safety. Stoney Mathis, Chief of Police for Columbus, Georgia, advocates for increased use of warnings as a core part of community policing. Long experienced as a white police chief serving communities in Henry County and Fairburn, Chief Mathis is keenly aware of concerns that police might be harassing communities of color. He is clear to communicate that his approach to community policing is based on the requests of the community for crime reduction. Chief Mathis treasures the Henry County NAACP's Bass Reeves award for law enforcement that he received in 2007 and credits his commitment to building relationships and maintaining transparency with the success of his proactive policing methods in predominantly African American communities. The report from Fairburn below is an example of transparency that shows Chief Mathis's emphasis on warnings.

Chief Mathis encourages police officers to issue warnings and provide coupons for necessary repairs as a way of building relationships in the community. "No matter how professional the police officer is, the citizen leaving with a ticket will think poorly of the officer and the citizen with a warning will think highly of the officer." "Every time a police officer makes contact with a citizen, we either make a withdrawal or a deposit of respect that that person has in law enforcement" so with warnings, we make deposits, deposits, deposits."

He does not establish any set quotas or requirements, but he says to his officers "remember your chief likes warnings!" He credits his approach with crime reduction, ticket reduction, and improvement of public perception of police. He notes that warnings are tracked in a system so the next police officer can tell if a warning has already been issued for the same offense.

Kay Love is a former city administrator and the Director of Georgia City Solutions, a member of the Committee that established GMA's Excellence in Policing Program. Ms. Love has observed police increasing their use of warnings, noting: "Police agencies are seeing tangible results from building partnerships with the community and empowering officers to solve issues in the field. An increase in warnings is not just a statistic, it's a testament to the transformative power of fostering trust and collaboration through community policing."

GMA coordinates closely with the Council of Municipal Court Judges when developing and updating its Municipal Courts training materials and publications. In recent years, municipal court judges have encouraged Georgia Municipal Association to invite police chiefs to register for GMA's trainings on municipal courts to gain insight into the potential costs to the city and to citizens associated with citations. All Georgia police chiefs are invited to review the Harold F. Holtz Municipal Training Institute brochure on the GMA website www.gacities.com for dates and registration information and register for the municipal courts classes.

While a few members of the Executive Committee of the Council of Municipal Court Judges believe that Georgia police are experiencing less pressure to issue citations for revenue-production purposes than before, the majority of respondents to a brief survey believe that in many cities, police continue to experience such pressure. GMA encourages any police chief experiencing pressure from city leaders to issue citations for revenue purposes to review and share GMA's municipal court resources as appropriate. In some cases, it may be appropriate to address the matter with the city attorney. GMA's municipal court resources are published on GMA's website under Resources/GMA Handbooks and Publications/GMA Publications.

All respondents "strongly agreed" that 1) it is important for city leaders to understand the hazards of a revenue-focused approach to policing, and 2) it is important for city leaders not to view municipal court fines and fees as a source of revenue. GMA will continue to share this message with city leaders and welcomes collaboration with Georgia police chiefs.

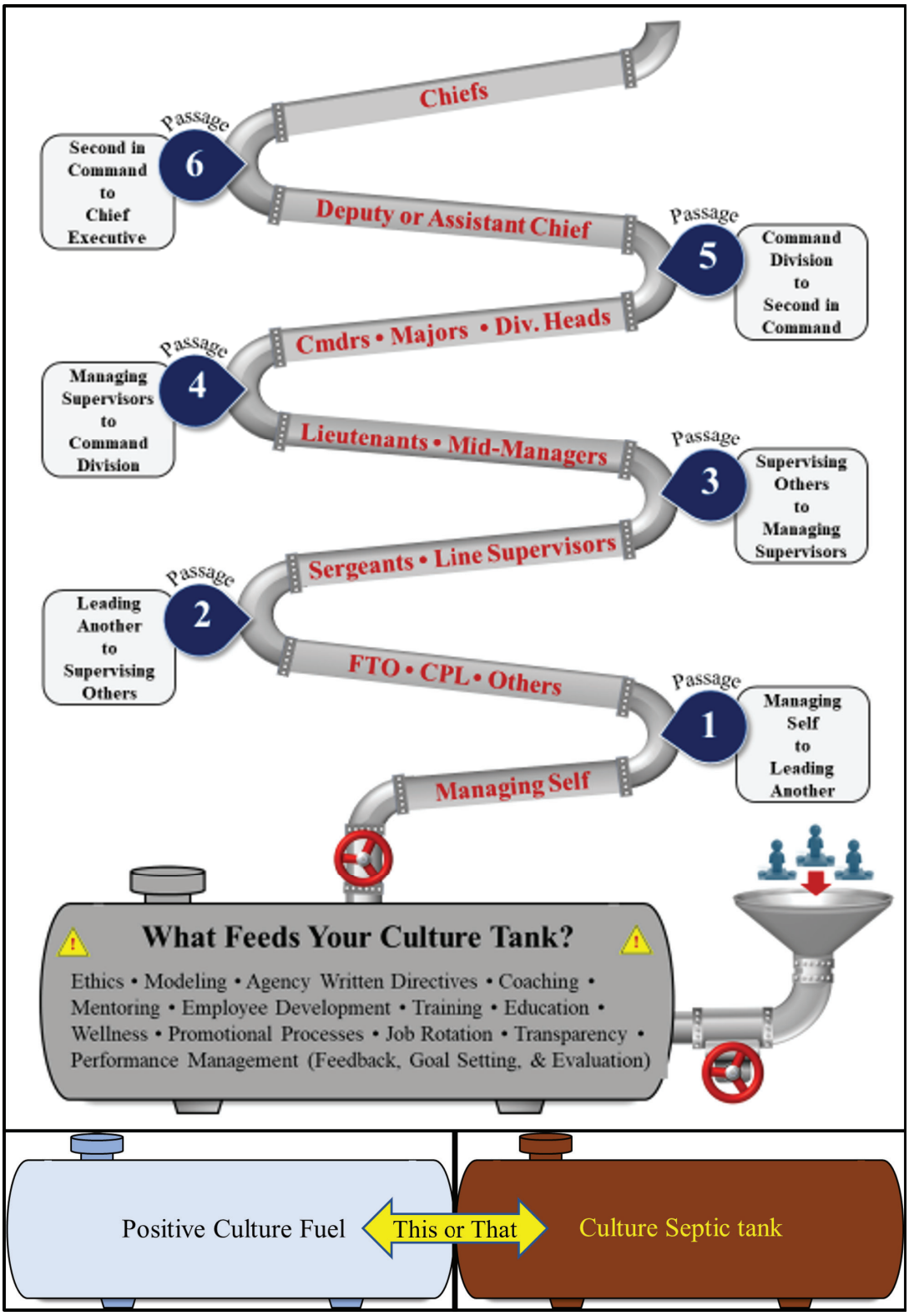
Alison Cline Earles, Senior Associate General Counsel, Georgia Municipal Association. A graduate of Princeton University and Duke Law School, Ms. Earles joined Georgia Municipal Association ("GMA") in March 2014 after an extensive career in employee benefits and information privacy and security law – both in private practice with Alston & Bird and Benefits Law Group and for the Georgia Department of Community Health.

THE LAW ENFORCEMENT LEADERSHIP PIPELINE:

>> DEVELOPMENTAL PASSAGES Part 3 of 3

Dr. Marshall Jones

This is the third part of the series exploring the Law Enforcement Leadership Pipeline (LELP). This installment concludes by exploring the various passages of the leadership pipeline and provides actionable interventions that can increase leadership development. Part 1 of this series explored the overall model, research, and importance of deliberate actions to build and maintain a culture and organization efficient at leadership, followership, and development. Part 2 explored the various components of the agency "culture tanks" that impact agency culture and agency processes, with a specific focus on field training. These can either be positive "fuel tanks" that work toward developing our people or "septic tanks" filled with toxic and contagious behaviors that hinder followership and lead to poor supervision and management (Figure 1).


Chiefs
Passage
6
Second in Command to Chief Executive
Deputy or Assistant Chief
Passage
5
Command Division to Second in Command
Cmdrs • Majors • Div. Heads
Passage
4
Managing Supervisors to Command Division
Lieutenants • Mid-Managers
Passage
3
Supervising Others to Managing Supervisors
Sergeants • Line Supervisors
Passage
2
Leading Another to Supervising Others
FTO • CPL • Others
Passage
1
Managing Self to Leading Another
Managing Self
What Feeds Your Culture Tank?
Ethics • Modeling • Agency Written Directives • Coaching •
Mentoring • Employee Development • Training • Education •
Wellness • Promotional Processes • Job Rotation • Transparency •
Performance Management (Feedback, Goal Setting, & Evaluation)
Positive Culture Fuel
This or That
Culture Septic tank

With the wave of expected, unexpected, and early retirements as well as historical turnover, agencies must be constantly monitoring their succession management process and develop critical talent. As part of this process, it is important for agencies to maintain a focus on both sworn and professional staff. Agencies often compare developmental opportunities and processes between sworn and professional staff. There are aspects related to leadership and followership in the LELP that possess universal application. At the same time, it is important to recognize pitfalls that lead to efforts that are akin to forcing the proverbial square peg into a smaller round hole.

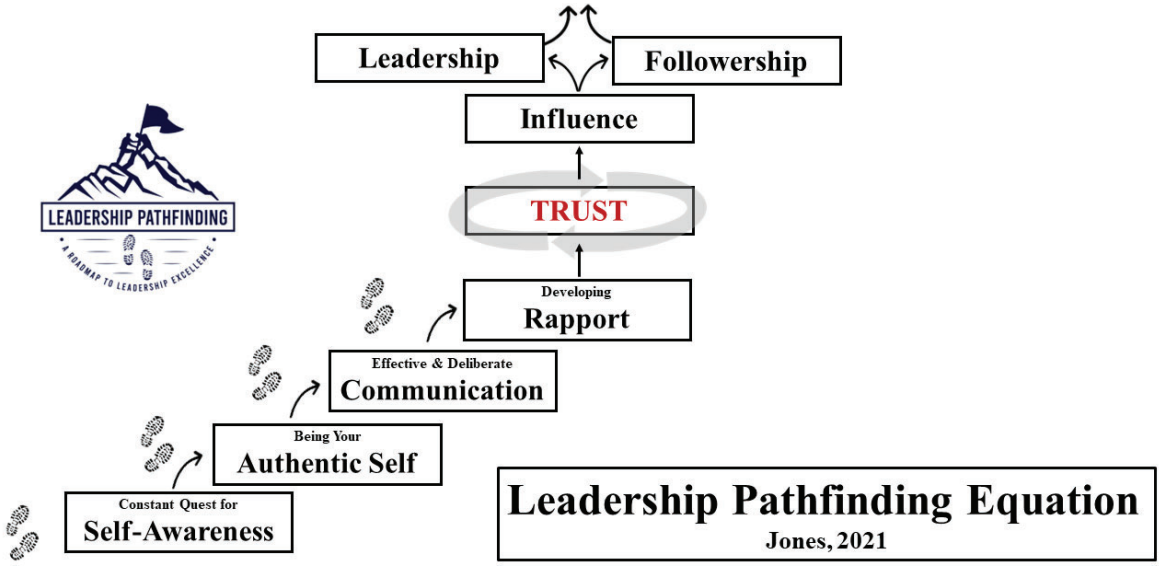
New officers and employees start their careers with excitement and optimism. What causes employees' perspective to shift from optimistic excitement to cynicism? This equation is part of the reality of the job and part of the agency culture and aspects that feed it. When fed by "fuel," culture is a positive force, and agency developmental components support healthy followership and leadership exchanges. When culture is left unattended, poor supervision and management lead to toxic relationships, it becomes "septic" with a tank that feeds poor supervision, micromanagement, and poor job satisfaction. Left unattended this environment results in people leaving the agency. It is becoming increasingly more important for leaders to ensure the agency's brand is rooted in the simple reality of how happy staff are with how they are treated at work, based on good supervision, and how they perceive the agency supports them.

The Initial Step in Development: Managing Ourselves

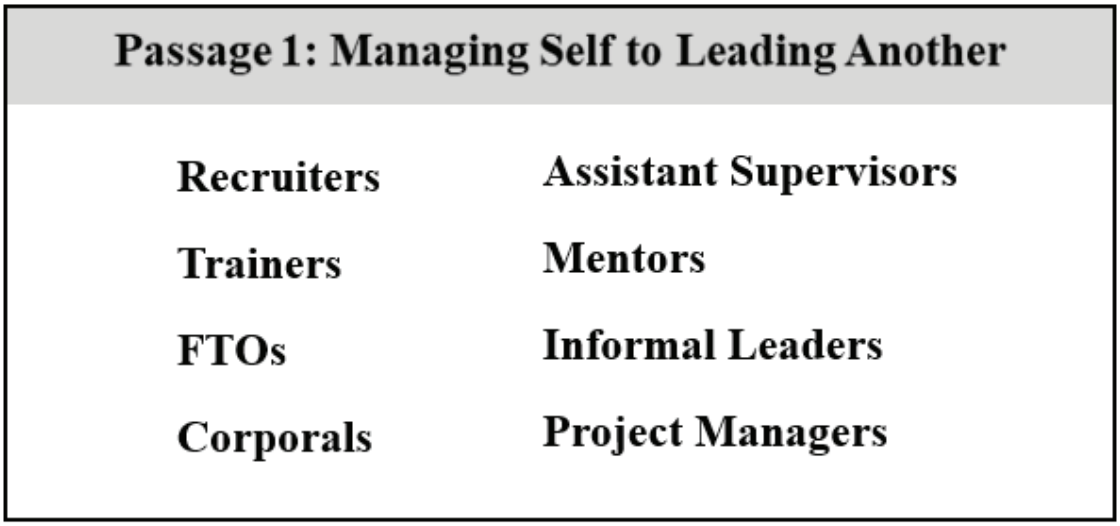
While this is the first step in the LELP, it is critical leaders always maintain vigilance and continually development staff. Individuals are the only person who truly knows their intent. Everyone else is left to judge others' intent, behavior, and performance based simply on what they can observe or otherwise communicate. Because of this, leaders must continuously test their assumptions about how they present themselves.

Individuals have varying levels of ability to manage perceptions, behaviors, and emotions. Behaviors in others are reinforced by what individuals see and hear. Modeled behavior by the leader is often the strongest influence to shape expectations for standards of behavior and conduct. Performance and perceptions of self-efficacy are shaped, by not only feedback from trainers and others, but also the manner in which feedback is delivered. GenZ members, in particular, value feedback as well as trainers and supervisors who use the "tell-show-do" modeling technique (Enter, 2022).

The Leadership Pathfinding Model for Leader and Follower Development (Figure 2) offers a path that is straightforward but also allows structure for training, development, coaching, and mentoring. This model begins with the constant quest for self-awareness, which is a lifelong learning endeavor (Jones, 2019). Self-awareness is a critical step for individuals to become authentic and genuine. Those with a strong and grounded identity are perceived by others as being genuine, even with the flaws each person carries. Authenticity leads to effective communication, which, when done deliberately by leaders and supervisors, leads to the critical aspect of rapport. Rapport is the necessary ingredient for the keystone of a leader-follower relationship: trust. Trust leads to the influence necessary for positive leader and follower exchanges, which in turn lead to positive and effective teams through leader-member-exchange (LMX) and team-member-exchange (TMX).



Passage 1: Managing Self to Leading Another



This first passage is often the land of missed opportunity in follower and leader development. Developing supervisory skills, even in a one-on-one supervisor-subordinate relationship, is the best way for people to learn how to use power. We must all learn, sometimes painfully, that leadership requires rapport and trust to garner followership. Agencies can reap the highest return on investment (ROI) in the strategic implementation of training and development, supporting engagement, and rewarding success in passage one. Passage one developmental opportunities for agencies to increase recognition and attention include:

1. ***Recruiters:*** The first people to interact with potential employees are the department's recruiters. First impressions from these interactions create the potential candidates' perception of the department and the work environment. Because of this, it is critical to appoint the best officers in the department to these positions. Once selected, provide each with the training to effectively interact with potential recruits personally and through social media. One approach would be to seek recruiter training not specifically designed for law enforcement.

2. ***Trainers:*** The best way to learn a skill is to become a trainer and teach it. Skilled trainers gain valuable communication experience and improve competence and confidence. Interaction with trainers begins with orientation and continues throughout basic, field, in-service, and advanced training. While they are not perceived as supervisors, they model influence behaviors through rapport and trust that are critical for good leader-follower relationships.

3. ***Field Training Officers:*** FTO's are the true first-line supervisors and are the most critical position in the department. The FTO models expected behavior. Serving as a field training officer enables individuals to develop their abilities to provide directions, evaluate performance, and deliver feedback. The undeniable goal for any agency should be to provide a natural progression from developing FTO's to becoming formal first-line supervisors.

4. ***Corporals and Assistant Supervisors:*** Corporals and assistant supervisor roles vary among agencies, from "hard" ranks to rotating assignments intended as developmental opportunities. Providing opportunities for emerging supervisors to hone their leadership and followership capabilities is critical to their intentional development. Supporting assistant supervisors with training opportunities, structured coaching, mentorship opportunities, and regular feedback regarding their supervisory performance helps agencies maximize the developmental return on investment.

5. ***Peer Mentors:*** Mentoring, on the other hand, is future-focused with their driving motivation to improve knowledge, skills, and abilities towards a future goal. Where coaching is an expected part of a supervisor-subordinate or leader-follower exchange, mentoring must be an accepted and invited interpersonal effort from both the mentee and the mentor. These relationships are not new, but recognizing the value of structured mentoring processes is becoming more commonplace in both private and public organizations. Law enforcement, as a profession, has recognized

the value of formal mentoring programs in recent years (Jones, 2017; Modise et al., 2023). A 2017 study from the UK exploring mentoring in policing (Jones, 2017) identified several positive outcomes, such as improved communication and listening skills, heightened self-awareness, improved confidence, and a sense of empowerment in their job. There is improved job satisfaction when people understand how their work matters. Interacting with peers and supervisors where the focus rests on sharing and building from positive outcomes increases work satisfaction and joy (Lambert et al., 2012). Mentoring, formal or not, is a keystone of those critical relationships.

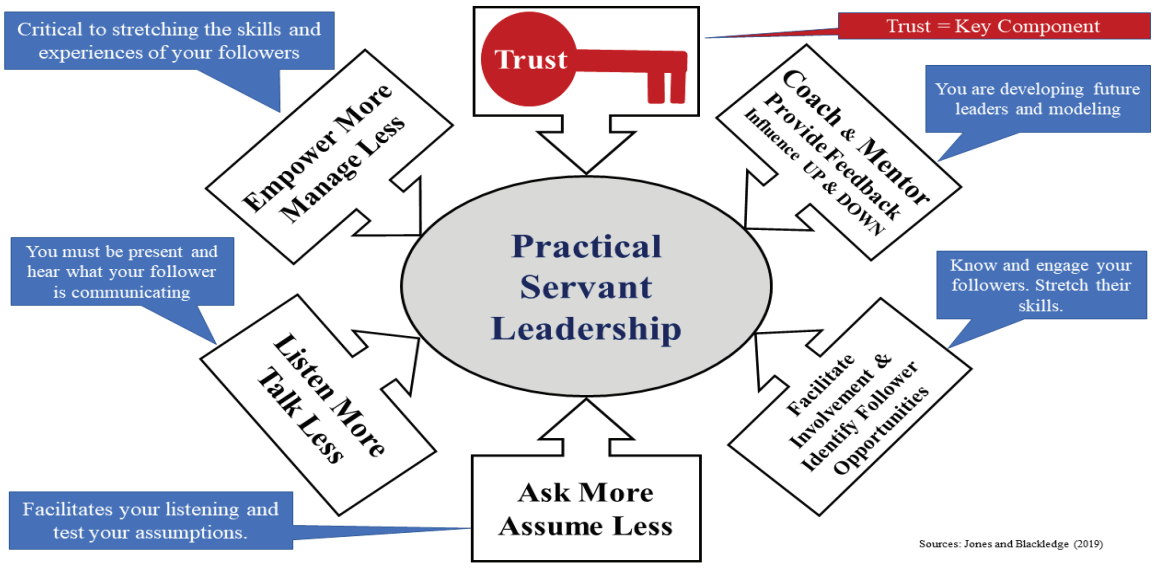
6. ***Informal Leaders:*** Every agency has line-level members who exemplify proactive followership and exert powerful influence on their peers. Informal leaders range from the steady "big brother or sister" to valuable constructive deviants (Galperin & Burke, 2006). Jack Enter (2022) discusses the critical nature of respectful insubordination in challenging assumptions and decisions made by supervisors and managers. Agencies can proactively support and develop informal leadership by modeling behavior and reinforcing expectations that speaking up is welcomed and wanted. Members must trust the agency and their supervisors to protect them from backlash from toxic bosses.

Passage 2: Leading Another to Supervising Others

People don't leave bad jobs; they leave bad bosses, micromanagers, and toxic cultures.

Followership requires leadership; otherwise, it is a supervisor-subordinate relationship. People do not leave bad agencies; they leave bad supervisors and exasperate the recruiting epidemic. The few agencies that report positive retention attribute it to an agency culture that fosters leader and follower development. Followers report servant leaders tend to promote rapport and trust as well as a developmental attitude. The

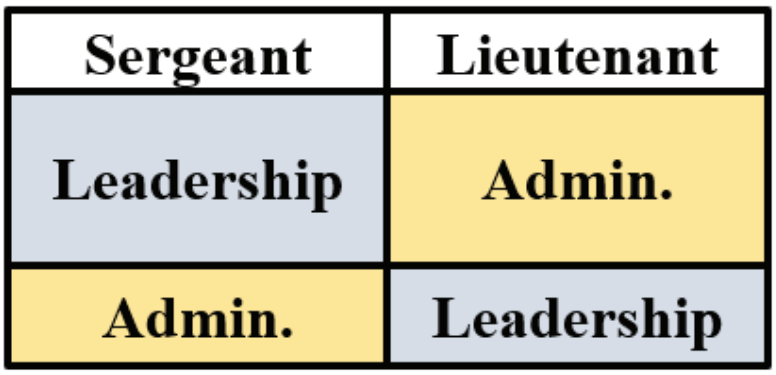
Practical Servant Leadership Model (Figure 3) reflects the strategies and behaviors found to be supportive of positive leader-follower trust and development.



Supervisors possessing poor leadership skills commonly resort to their formal authority to direct subordinates. Jones and Blackledge (2021) contend 70–80 percent of a sergeant's time is related to leadership-oriented activities, leaving 20–30 percent to administratively aligned skills. This passage of the LELP requires agencies to and focus on training and developmental strategies to help develop critical skills, including communication, the ability to deal with conflict and address difficult subordinates, and the feedback required to develop both competence and confidence prior to being assigned to supervisory positions and entering this passage

Agency leaders must adopt a long-term mindset. Recognize that supervisory development starts when a new hire walks in the door on their first day. Leverage all development avenues discussed in passage 1. Recognize that the new sergeant or professional staff supervisor today may be among your top candidates for lieutenant or manager in three to five years. Avoid the common pitfalls of inattention to promotional processes, promoting sworn members and leaving them in specialty units, and assuming that going from line-level to supervisor from one day to the next will continue to "work" as it may have in the past (Jones, 2022).

Passage 3: Supervising Others to Managing Supervisors



Advancing from supervisor to manager is the stage where new lieutenants and professional staff managers may struggle to rebalance leadership-related functions versus administrative duties. Roles and responsibility commonly reverse those of supervisors, where 70–80 percent of duties rest on leadership ability. In this new role, most of the responsibility requires a much heavier reliance on administrative and management acumen. This change can be dramatic, even frustrating, for new lieutenants who were considered excellent sergeants based on their ability to lead, motivate, and take care of their officers. These new managers can face a common pitfall in their desire and behavior: to be constantly out with officers and get entangled in calls. While there is value in being about-and-about, managers need to accept that they are the shepherds of the entire ranch and not just one of the flock. Another common agency-induced barrier to development at this stage is promoting a sergeant to lieutenant and leaving them in a special unit, as discussed in the previous passage, ranks high on the barriers list.

Agencies must also find ways to involve mid-level managers in the business aspects of the organization. Developing awareness and understanding in budgeting processes, hiring processes, employment law, legal and civil liability, fleet management, facilities management, processes of function and staff analysis, SWOT analysis, and other aspects that prove challenging when members reach command pays significant dividends. Locate command colleges, degree programs, and national or regional programs such as FBI National Academy (FBINA), Senior Management Institute for Police (SMIP), or Southern Police Institute (SPI). Invest in sending mid-managers as they prepare for command opportunities, as opposed to waiting until after promotion.

Passage 4: Managing Supervisors to Command Division

Common Barriers to Command Staff Success
• Premature Promotion
• Kingdom Building
• Unresolved Conflicts (Team Dysfunction)
• Lack of Business Management Acumen
• Micromanagement Tendencies

Just as lieutenants and managers can struggle to find a good balance between leadership and management skills, new commanders can also struggle to become comfortable in their new administrative role. The shift from the attitude of "getting things done" to ensuring they get done can be hard. It is important that command-level administrators recognize they must develop their managers toward promotion, where unchecked micromanagement kills both developmental opportunities and agency morale. In the absence of trust, micromanagement is commonplace and leads to "bad bosses" or even toxic relationships. Leadership and management competence developed throughout the various passages of the LELP help alleviate persistent attitudes of, "If I want it done right, I might as well do it myself."

External networking, beyond the agency and policing, and community involvement are also critical for development at this stage. Developing an appreciation for the broader picture and interplay between the police department, other city departments, and the greater community is critical to career advancement. Some agencies take the proactive step of having command staff, and even lieutenants, join community groups, such as Chamber of Commerce, Jaycees, Rotary, or other community-based groups, to both leverage networking and community engagement.

Passage 5: Command Division to Second in Command

A deputy chief or assistant chief is perhaps the greatest test and example of the necessary balancing act of effective followership and leadership. Strong agency culture and developmental processes help establish internal succession planning. Agencies and chiefs cannot simply leave development to chance.

Some command staff will proactively seek education, training, and developmental opportunities in a self-directed strategy to advance. It is important to coach and mentor to achieve levels of organizational maturity and differentiate these efforts as "me" or "we" driven. Proactive self-development is a strong indicator of interest but may also be a "check the boxes" approach. Perhaps the most critical indicator is observing those who constantly rise to the occasion and deal with problems that others avoid making eye contact with when discussed.

New deputy or assistant chiefs also need to recognize that they will have a new "identity" in the agency. While remaining genuine is important, they must also recognize their new organizational "identity" and recognize their role and positional power will be viewed and perceived much differently than they were in the past. Joking around with people in the agency, regardless of past relationships, can leave agency members wondering what the message was intended to communicate. The deputy chief will know the intention, but followers and subordinates can be left very confused. This can be a point in one's career where the saying "it can be lonely at the top" becomes more appreciated.

Passage 6: Second in Command to Chief

Agencies with a strong LELP are more likely to have internal succession of police chiefs. Agencies perceived as possessing a strong and positive culture are much more likely to promote from within than agencies perceived to have organizational and cultural challenges. Internally, developing and feeding the LELP is a long-term strategy in support of proactive succession planning. Chiefs, with valued support from city managers, should capitalize on opportunities for their second in command to have opportunities to walk in the shoes of the chief. It can be just as important to the second in command to have this experience and assist when they desire to become a chief as it may be to the city to assess the potential fit of the second in command as a potential chief.

Applying the Law Enforcement Leadership Pipeline

Succession management often fails because agencies focus on the wrong competencies, promote people before they are ready, lack transparency, or have limited or arbitrary participation (GACP, 2022). The LELP model can be used to help align culture, processes, and strategic planning into bite-size elements that can be management, implements, and developed.

Trying to shape culture and develop your agency is daunting. The tasks can be akin to eating an elephant. Where do you start? It likely does not matter, if you take it on one bite at a time. The intent of the LELP model is to make assessing, understanding, and acting with meaningful impact a one-bite-at-a-time process. Every agency is unique, but the components that feed the LELP are generalizable. The challenge for police executives is sometimes as simple as identifying from what part of the elephant to take a bit.

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Dr. Marshall Jones leverages experiences 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.

Law enforcement risk management guru Gordon Graham, once said, "*We don't know jack about risk management, and worse than that, we think we do.*" The theory of risk homeostasis states that everyone has an acceptable level of risk they are willing to tolerate. Since law enforcement is inherently dangerous and involves facing unpredictable situations as well as injuries, one could argue that law enforcement knows risks, but is not good at managing them.

With the day-to-day surplus of priorities involved in effectively managing a police department, it is easy to downplay the need for risk management. Downplaying the need can be risky itself. While it might seem like an unnecessary hassle, shifting from a reactive to a proactive mindset, and utilizing a risk management approach is like upgrading from playing catch-up to staying ahead of the game.

Anticipating potential risks, putting preventive measures in place, and having a strategic plan for handling uncertainties will move the focus from the obstacles being faced to the actions that can be taken to get past those obstacles and achieve results. It's all about being one step ahead rather than constantly reacting to issues as they arise. While it might seem like additional effort upfront, risk management can save resources in the long run by preventing costly legal battles, injuries, damage to equipment and automobiles, and protecting the department's reputation.

By prioritizing risk management, law enforcement agencies can work towards enhancing public safety while maintaining accountability and transparency. This includes proper training, clear protocols, and ongoing evaluation of procedures to ensure they align with legal and state standards, as well as with community needs and expectations. Focusing on the need for risk management is not about creating unnecessary bureaucracy, but rather about ensuring the well-being of the agency, its personnel, and the community it serves.

It takes strong leadership to build a culture of risk management. The concept must be taught, reinforced, and consistently branded throughout systems in an agency through policy, training, supervision, and corrective action.

Law enforcement risk management involves identifying, assessing, and mitigating potential risks that agencies may face in their day-to-day activities. This proactive approach requires utilizing data and analytics to identify patterns and trends that may pose safety and liability risks to personnel, the agency, and the office of the chief. Having a holistic approach considers various factors, such as organizational culture, human factors, and external influences.

It has been said, "that you can manage your culture, or it will manage you". Every department has a culture that either came about by a methodical process to build it or it developed arbitrarily. Organizational culture that doesn't embrace evidence-based practices might rely more on tradition, intuition, or personal beliefs rather than on empirical evidence. In such a culture, decision-making might be influenced by subjective opinions or established norms rather than by data-driven insights.

A lack of emphasis on research, experimentation, or learning from past experiences leads to decisions being made based on what has "always been done" rather than on what has been proven effective through careful analysis. There can also be a struggle to adapt to changing circumstances or take advantage of innovative approaches in a weak culture.

The human element is a dynamic and influential factor in risk management. Human decision-making is influenced by cognitive biases, emotions, and individual perspectives. These factors can also impact the identification and evaluation of risks. In some cases, individuals may underestimate or ignore certain risks, leading to inadequate or no risk management strategies.

Complacency can arise from a sense of routine or a belief that certain risks are unlikely to occur. High levels of stress or fatigue can impair cognitive function and decision-making, making it more challenging for individuals to effectively identify and respond to risks.

Finally, external influences can also play a significant role in risk management strategies. External factors are the most difficult because they are outside the span of our control. For example, economic downturns or fluctuations can increase various risks. When the price of gas soars, it will impact departmental budgets. When there is a pandemic, everyone's economic conditions change as well as the safety of personnel. Sometimes we forget that history is full of surprises. The COVID-19 pandemic took the world by storm, serving as a stark reminder that unexpected events can still shape our lives in significant ways. It's a testament to the unpredictable nature of the world we live in.

Changes in regulations and compliance requirements can introduce new risks or alter the existing risk landscape. Rapid technological changes can introduce risks such as cybersecurity threats or disruptions due to technological failures.

The public's perception of an organization, which is also an external force, can affect its reputation. Negative publicity, social media backlash, or public controversies can result in reputational damage, which, in turn, poses a risk to the organization.

When there are risks coming from every direction, a threat assessment is a systematic process of identifying and prioritizing potential threats or risks that may impact an organization. The goal is to understand the nature and severity of these threats to develop effective strategies for prevention, mitigation, and response.

A well-executed threat assessment helps the organization proactively manage risks, enhance security, and respond effectively to potential threats rather than react to them.

Evidence-based processes provide a clear picture when identifying threats/risks. Taking a deep dive into the agency's prior activities and past claims history affords using the best available evidence to guide actions.

The identification of risk is single-handedly the hardest step. Willful blindness or an unwillingness to admit departmental problems will result in not properly identifying and mitigating risks. It's easy to become complacent when things are going smoothly, but life has a way of throwing curveballs when we least expect it. It's a good reminder to stay prepared and appreciate the moments of calm while being aware that challenges may arise.

Pursuits have long been a part of any law enforcement duties. "Let's chase them until

the wheels fall off" is a form of backward-looking accountability. Police culture dictated the need for chases, but rarely the manner or reason for it. If someone ran away, a chase ensued whether in the car or on foot. As a result, people were hurt or killed, lawsuits and injuries followed, and the demand for change was forced on the profession. Forward-thinking accountability would dictate identifying the reasons for the pursuit, the training needed to pursue, the manner and who is involved in the pursuit, the need to continue/end the pursuit, and how to end it to avoid the risk of injury or harm to the public.

Operational risk management refers to the risk of a specific event or incident causing harm such as pursuits, use of force, misconduct, technology breach and misuse of information, cybersecurity, and failure to effectively respond to a crisis like a school shooting which are all stories that make headlines on televisions and in newspapers.

On the other hand, organizational risks involve the overall risk to an organization that does not have systems in place for dealing with the day-to-day operations. Risks related to the recruitment, training, and management of personnel. Issues such as inadequate training, insufficient staffing levels, or front-line supervisor challenges will impact overall organizational effectiveness.

Budget limitations may affect the ability of an agency to maintain staffing levels, acquire necessary equipment, and invest in training and technology.

Effectively managing operational and organizational risks requires proper development and full implementation of systems. Organized and established procedures that are both comprehensive and proactive. Systems of ongoing training and what type of training that needs to be done, adherence to best practices through accreditation, and continuous improvement in policies, procedures, and corrective action can make an agency more defensible.

Regular review of data analytics to identify trends, assess metrics of officer performance, and community feedback can help develop strategies for improvement. By regularly evaluating these metrics to identify areas for improvement, agencies can track progress over time.

Conduct regular internal audits and reviews of policies, procedures, and practices. Identify areas of non-compliance, inefficiencies, or opportunities for enhancement, and implement corrective actions.

Invest in ongoing training and professional development for law enforcement officers. Ensure that training programs are up-to-date, relevant, and address emerging challenges. Encourage a culture of continuous learning.

Conduct thorough after-action reviews following critical incidents, emergencies, or large-scale events. Evaluate the response, identify areas for improvement, and incorporate lessons learned into future planning and training.

Leadership plays a crucial role in driving continuous improvement. Foster a leadership culture that encourages innovation, values feedback, and prioritizes continuous learning and development. If risk management concepts drive police performance, two things will happen: liability will decrease, and organizational professionalism will increase.

By integrating risk management mechanisms, law enforcement agencies can create a dynamic and adaptive environment that is committed to continuous improvement, transparency, and responsiveness to the needs of both officers and the communities they serve. Without such systems in place, missed opportunities for learning from incidents and enhancing procedures may occur, hindering the overall effectiveness of the agency.

Modeling behavior is like setting the tone for a new culture. People tend to follow examples more than they follow instructions. When leaders and individuals demonstrate positive behavior, it creates a ripple effect, influencing others to adopt similar attitudes and actions. It is the secret sauce to transforming a culture and risk management is one of the main ingredients of that secret sauce.

Taking a risk management approach in law enforcement can be a game-changer. It allows for anticipating potential issues, developing strategies to mitigate risks, and overall promotes a more proactive and preventative mindset. It is about staying ahead of the curve and ensuring the safety and well-being of both law enforcement personnel and the communities they serve.

Natalie Sellars has served as a Senior Law Enforcement Risk Consultant with Local Government Risk Management Services (LGRMS) for the past 10 years. She holds a Bachelor of Arts in Criminal Justice from Augusta State University and a Master of Arts in Criminal Justice from Troy University. Previously she served as a parole officer, academy instructor, and Assistant Chief with the Georgia State Board of Pardons and Paroles.

BUILDING FINANCIAL RESILIENCE

Kenyetta Stroud

Financial resilience is an important but often an overlooked aspect of our health. As a member of the justice and law enforcement community, financial stress can directly impact your ability to serve and protect. Ensuring that you achieve financial stability and security is not only a matter of personal comfort but also a means to reduce stress and distractions that can affect your line of duty performance. Building financial resilience is essential towards enhancing your physical, mental, and emotional health.

Financial Emergencies

Nearly one in four Americans report having no emergency savings. The definition of a "financial emergency" isn't limited to a job loss. It can include a sudden medical expense, a trip to the vet, essential car repairs, the need to replace major household appliances, and so much more. These events can occur anytime and cause significant stress. Typically, having three to six months of expenses in savings provides a buffer to help you offset an emergency, whenever it arises.

Create a Spending Plan

Take a moment to measure your debt to income, (DTI). When you understand where your money goes and how savings and debt affect you financially, you can then begin to take control of your financial outlook.

- Know your monthly net Income, which is the money you take home after taxes.
- List your expenses. Categorize your expenses into fixed (rent, essential groceries, daily commuting, utilities), and variable (entertainment, clothing, travel, etc.). Track your actual spending - it may look different than the expenses you list from memory. It's important to understand just how much of your money is spent on fixed and varied expenses so you can accurately assess your spending habits.
- Create spending categories and allocate your income. By organizing your expenses into categories, you can then assign a portion of your income to each expense category, prioritizing your essentials first. This is where you can make decisions on what you deem necessary and what spending you can reduce.

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.

Build an Emergency Fund

After you've created a spending plan, you'll have a better picture of your financial position and how you can begin to save. Even if you start small with an automatic deposit every pay to a savings account, you will be on your way to building an emergency fund.

Saving is not just for emergencies. You work hard for your money and deserve to enjoy life. Perhaps you have been dreaming of a getaway vacation, a new car, or a major purchase. You can accomplish these goals.

Simply, calculate how much you will need to save, and when you'll need the money. Then, set up an automatic transfer to directly deposit an amount each month to your savings account to help you reach your goal.

Choose the Right Savings Account

A key component of building healthy savings is choosing the right savings account. There are many diverse types of accounts that earn dividends—traditional savings accounts, certificates with short and long terms, and money market accounts that allow a limited number of withdrawals per month without penalty. No matter the type of savings you select, you'll earn money on your money based on the account's annual percentage rate.

Justice Federal recently introduced Freedom Direct Savings. The savings account offers an annual percentage yield of 4.20%* when you establish a Freedom Direct Checking account with direct deposit.

The national average yield for savings accounts was 0.59% as of November 2023, according to Bankrate's survey of institutions. In addition to a high-yield rate, Freedom Direct Savings provides you with freedom from fees, and no minimum balance requirement. You have flexibility to access your savings whenever you need, without penalty.

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Justice Federal has proudly served the justice and law enforcement community since 1935. To us, the real meaning of service is more than the use of a simple word, it is a life-long dedication and commitment to helping our Members and their families to a better life, to higher standards.

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We look forward to welcoming you and your family to our Justice family.

**APY= Annual Percentage Yield. APY is subject to change without notice. Rate effective November 1, 2023. Freedom Direct Savings will earn 4.20% APY on balances up to $10,000 if the accountholder has direct deposit(s) of at least $500.00 to their Freedom Direct Checking Account during a month. Balances over $10,000 will earn 0.150% APY and all balances in a month when qualifications are not met will earn the standard Share Savings APY starting at 0.100%. One Freedom Direct Savings per Justice Federal membership. Justice Federal reserves the right to withdraw this offer at any time. See a representative for details.*

Kenyetta Stroud is a certified Credit Union Financial Counselor, and Branch Manager IV with Justice Federal Credit Union with branches located in the Georgia Department of Public Safety Headquarters, and the Georgia Public Safety Training Center. Kenyetta has over 15 years of experience in the financial industry and embodies the Credit Union philosophy of "People Helping People." She is passionate about helping Members align financial products and services to achieve financial wellness and lead a more enjoyable life.

ustice Federal Credit Union serves over 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. To establish membership, learn more about a product or service; seek confidential financial counseling, or explore a partnership with Justice Federal, please contact Kenyetta Stroud at 800.550.5328 extension 42301, or visit jfcu.org, or your nearest branch location.

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STRENGTHENING POLICE COMMUNITY RELATIONS WITH LENSLOCK'S BODY WORN CAMERAS

Vadim Atabekyan

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

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

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

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

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

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

Vadim Atabekyan

Marketing Director, LensLock

www.lenslock.com

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Georgia Association of Chiefs of Police

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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TRAINING MANAGEMENT SYSTEM

Virtual Academy is the place where quality training is accessible and affordable. The Virtual Academy Training Management System (TMS) is a fully integrated, cloud-based training management software solution. The easy to use system allows public safety agencies to deliver the high quality training that officers need, 100% online. With hundreds of hours of top quality courses, taught by top national trainers ... your team can train anytime, anywhere ... and maximize your budget by using a fraction of it to complete the majority of your annual training needs. All this comes complete with comprehensive support, from guided system implementation and setup to instructional design consultation to assist trainers and 24/7 technical support.

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

Get more by spending less:

- GACP partnership reduces price to $45/user/year
- Assign specific training courses to officers
- House all training records in the system (including external training)
- Create their own department roll calls and courses
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- Create, track, and manage policy updates
- Track certifications
- Have access to 24/7 U.S. based tech support for all users.

VIRTUAL ACADEMY

Find a Training Solution for your agency with Virtual Academy

See what our customers are saying:

> We have been using Virtual Academy since its inception, and I am pleased to say this is a **one stop shop for police training**. Their tech support is awesome. Call or message them at any hour, 24/365, and they will get you or your officers going again.
>
> *Sgt. Brandon Adams*

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Reliable Support

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- Consistent maintenance and updates to ensure high performance
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ACCENTING PROFESSIONAL LAW ENFORCEMENT THROUGH TRAINING — Georgia Association Chiefs of Police

PEACE OFFICER STANDARDS AND TRAINING COUNCIL — STATE OF GEORGIA

ask us about our **newly released** FTO module!

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