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POLICE CHIEF

SPRING EDITION | 2024

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THE DOMESTIC VIOLENCE LETHALITY SCREEN

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SPRING EDITION 2024

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CONSEQUENCE MANGEMENT OR CRISIS MANAGEMENT



PRESIDENT'S MESSAGE

Chief Mark Scott
GACP President &
Americus Police Department



The legislative session is in full swing with crossover day looming on February 29th. By the time this article is published, the legislative session will be over and our work at the capital will be done (for now). Director Ayers and the staff at GACP work diligently to stay on top of the legislation that is introduced and to track those bills that affect law enforcement as they progress through the system. I know it's a lot to read, but I hope that each of our members takes the time to read the legislative updates that Butch sends out, and more importantly, that you contact your local senators and representatives about issues that impact our profession both for good and for ill. Your opinion matters and your elected representatives want to hear from you. Please reach out to them when the legislature is not in session and meet with them at home. Build a relationship so when you call, they will know who you are.

If you attended the winter conference in Columbus, you may remember a short presentation by Dr. Saul Glick a researcher at Harvard University and Chief Lou Dekmar about child lethality rates in Georgia. The State of Georgia has one of the highest child maltreatment fatality rates in the country. According to recently published data from the National Child Abuse and Neglect Data System (NCANDS), as of 2022, Georgia's rate of infant mortality due to abuse was 66.3% higher than the national average.

These rates are disproportionately higher in impoverished and underserved communities. According to 2021 Georgia Department of Health statistics, the Feto-infant

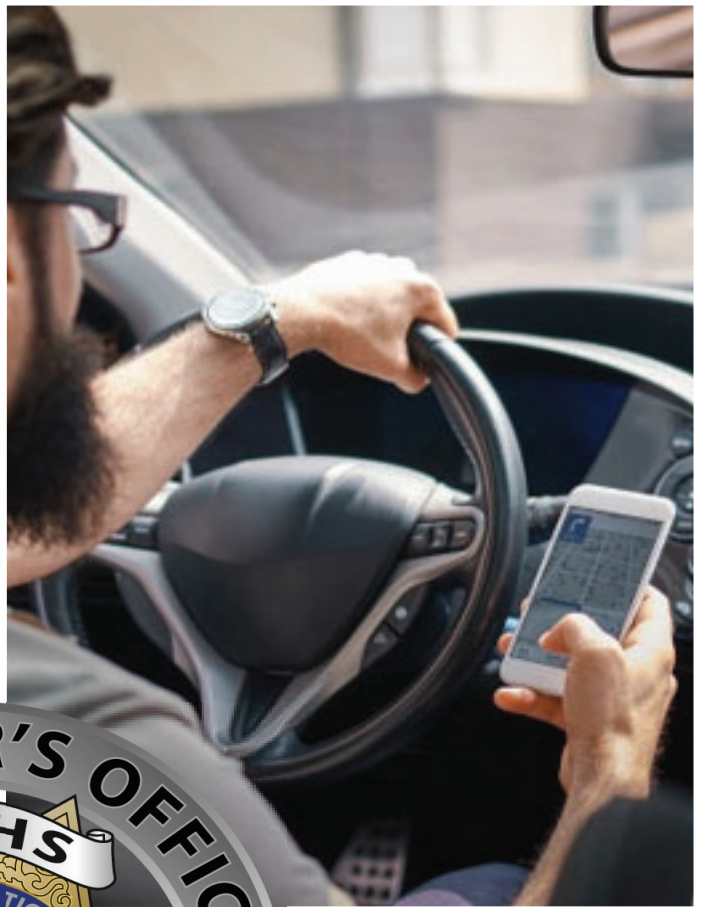
mortality rate in Georgia was 12.7% for all Georgians, but 18.9% in the African American community. To add insult to injury, the Georgia Bureau of Investigation found in a 2019 study that 98.4% of child deaths related to maltreatment were preventable.

Avoidable fatalities are not the only pressing issue facing our children. In 2020, Georgia made up about 3% of the infant population of the United States but was responsible for 9% of all infants exposed to prenatal substance abuse in the nation. In fact, a child born in this state has about a 1 in 30 chance of being exposed to drugs during infancy. The situation is reaching a breaking point, and a great deal can and must be done to stop this needless suffering.

GACP has accepted this challenge. During the winter conference we created an ad hoc committee to address the child fatality and maltreatment crisis blighting our state. This committee, made up of current and former police chiefs, world class academics, and representatives from various state agencies, will oversee the training and implementation of tools which will allow law enforcement and its partners to save children from abuse and death.

As part of this ambitious plan, we intend to train all the approximately 40,000 law enforcement officials in the state on how to interpret the warning signs of child maltreatment and lethality and provide them with a simple reporting tool to allow them to get the information to the appropriate social services agency. To test the efficacy of the program, we will pilot the recommendations of the committee in several jurisdictions in Georgia. We plan to begin this process as soon as possible, as any delay will result in preventable suffering.

Atlanta Police Chief Darin Schierbaum believes that reducing child fatalities is a priority for both his city and his department and has joined as a member of the committee. He has offered to pilot the training and program implementation at Atlanta PD. As we progress through the pilot program, we will be looking for other agencies who are willing to step up and volunteer to join the program. Expect to hear more during the summer conference in Savannah.



SAFE DRIVERS

SAVE LIVES





FROM THE DESK OF THE EXECUTIVE DIRECTOR

A.A. Butch Ayers
GACP Executive Director

I can't believe that it's already April.

We had a very successful Winter Conference in Columbus in January. Other than the unusually cold temperatures (and cold showers for some), the training and venue were great. The Summer Training Conference will be held in Savannah on July 21-24, 2024. GACP will be offering up to five (5) scholarships / grants (a \$495 value) to chiefs to attend the conference. Information about the application process was distributed via GACP email broadcast, and the deadline for submissions is May 1, 2024.

We had a successful Chief's Day at the Capitol on January 31st. Legislators and GACP chiefs and members were able to meet and chat about various issues. Resolutions recognizing Chiefs Day at the Capitol and GACP Chief of the Year - Billy Grogan were presented / read in both the House and Senate chambers. Governor Brian Kemp, Lt. Governor Burt Jones, Speaker Jon Burns, Senate Public Safety Committee Chair John Albers, House Public Safety & Homeland Security Committee Chair J. Collins, and many other legislators stood for photos with the chiefs.

As you know, we have been tracking hundreds of legislative bills for the past two years. 62 bills crossed over by February 29th and each had a chance of becoming law. The last day of the Legislative Session, Sine Die, was on March 28th. Bills that passed will be sent to Governor Kemp, who will then have up to 40 days to sign the bill, veto the bill, or not sign the bill (in which case the bill becomes law). Afterwards, GACP will prepare a legislative update for the membership.

This year, we will be conducting five sessions of the Chief's Executive Training Program session, aka "Chief's School". We completed Session #24-73 on February 29th. Session #24-74 will start on April 29th, Session #24-75 will start on August 12th, Session #24-76 will start on October 7th, and Session #24-77 will start on December 2nd. The demand to attend Chiefs School is very high, especially among command staff members. While attendance for chiefs is mandated by state law and therefore is given priority, command staff attendees may be on a waiting list for more than one year. Therefore, it is extremely important that registered students attend as scheduled or provide the required timely notice of cancellation. That way, we can offer the slot to someone else on the waiting list.

Thank you for supporting GACP.





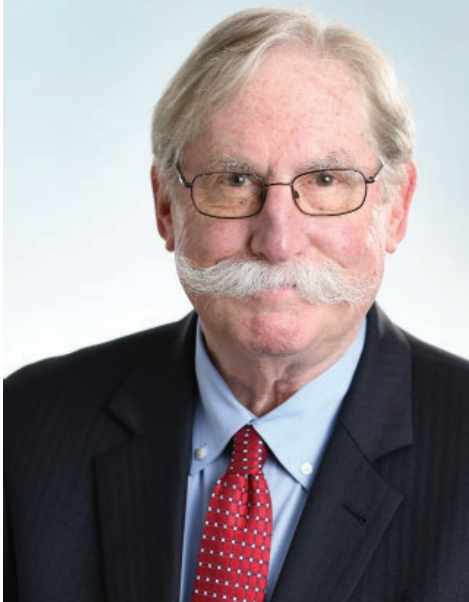
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CHIEF COUNSEL'S CORNER

>> Along For The Ride: Examining the Rights of Passengers During Traffic Stops

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

It is difficult to imagine a law enforcement scenario that occurs more frequently than a traffic stop. For decades, countless court opinions have dissected searches, seizures, and interrogations within this context. With all of the ink that has been spilled on the topic, one might expect that the rules of engagement would be firmly established by now.

That assumption would be wrong. Take the rights of passengers for example.

While most officers would not hesitate to ask a passenger for his identification during a traffic stop, the question arises: may an officer demand that a passenger produce identification? And can a passenger be arrested for refusing to comply? These questions were recently brought before the Eleventh Circuit in *Johnson v. Nocco*, 91 F.4th 1114 (11th Cir. 2024). The fractured set of opinions in that 50-page case remind us that while traffic stops are daily occurrences, so too are the nuanced debates over their legal contours.

General Principles Applied to Passengers in Traffic Stops

Before we look at the more difficult issues, let's examine the black-letter rules. A person is seized for Fourth Amendment purposes when an officer "by means of physical force or show of authority, terminates or restrains his freedom of movement." *Brendlin v. California*, 551 U.S. 249, 254 (2007) (punctuation omitted). When an officer conducts a traffic stop, both the driver and any passengers in the vehicle are considered seized "from the moment [a car stopped by the police comes] to a halt on the side of the road." *Id.* at 263. It is enough that a police officer reasonably suspects that the driver has

committed a vehicular violation; the officer “need not have, in addition, cause to believe any occupant of the vehicle is involved in criminal activity.” *Arizona v. Johnson*, 555 U.S. 323, 327 (2009). Just as a police officer may order a driver to exit his vehicle, the officer may also order passengers to get out of the car pending completion of a traffic stop. *Maryland v. Wilson*, 519 U.S. 408 (1997). Even so, to justify the additional intrusion of a pat-down of the driver or a passenger, the officer “must harbor reasonable suspicion that the person subjected to the frisk is armed and dangerous.” *Arizona v. Johnson*, 555 U.S. at 327.

The Supreme Court likens a typical traffic stop to the rules of a “Terry stop,” where an officer may briefly detain a person based on reasonable suspicion. *Berkemer v. McCarty*, 468 U.S. 420, 439–40 (1984) (citing *Terry v. Ohio*, 392 U.S. 1 (1968)). An officer is authorized to investigate the circumstances that provoked his suspicion, i.e., the traffic violation, but both the duration and scope of the inquiry must be reasonably related to the initial justification for the stop. *Id.*

An officer’s mission in a traffic stop is “to address the traffic violation that warranted the stop” and to “attend to related safety concerns.” *Rodriguez v. United States*, 575 U.S. 348, 354 (2015). An officer must attend to these matters diligently without unreasonably prolonging the stop: “Authority for the seizure thus ends when tasks tied to the traffic infraction are—or reasonably should have been—completed.” *Rodriguez*, 575 U.S. at 354. The occupants of a vehicle are reasonably seized along with the driver for the reasonable duration of the stop, and they are free to leave only when an officer has “no further need to control the scene.” *Arizona v. Johnson*, 555 U.S. at 333.

Typically permissible inquiries include “checking the driver’s license, determining whether there are outstanding warrants against the driver, and inspecting the automobile’s registration and proof of insurance.” *Rodriguez*, 575 U.S. at 355. So, too are questions regarding a driver’s travel plans. *United States v. Campbell*, 26 F.4th 860, 885 (11th Cir. 2022) (en banc) (“Generally speaking, questions about travel plans are ordinary inquiries incident to a traffic stop.”). Unrelated inquiries and investigations are tolerable only if they do not lengthen the time needed to complete the core tasks of the traffic stop. *Rodriguez*, 575 U.S. at 355 (“An officer ... may conduct certain unrelated checks during an otherwise lawful traffic stop. But ... he may not do so in a way that prolongs the stop, absent ... reasonable suspicion[.]”).

Returning to the issue presented in *Johnson v. Nocco* – whether a passenger may be compelled to produce identification during a traffic stop – the justification for such a demand must be based on its relationship to the mission of the traffic stop, including related safety concerns. As the United States Supreme Court has acknowledged, investigative traffic stops “are especially fraught with danger to police officers.” *Michigan v. Long*, 463 U.S. 1032, 1047 (1983). See also *Maryland v. Wilson*, 519 U.S. at 413 (“Regrettably, traffic stops may be dangerous encounters.”).



Without the particularized suspicion that is required for a Terry stop, the Fourth Amendment does not permit the police to compel a person to identify himself or to arrest a person for failing to do so. *Brown v. Texas*, 443 U.S. 47, 52 (1979) (holding that officers could not require an individual who merely “looked suspicious” to identify himself absent “a reasonable suspicion that he was involved in criminal conduct”). Law enforcement can pose questions and ask to see an individual’s identification “as long as the police do not convey a message that compliance with their requests is required.” *Florida v. Bostick*, 501 U.S. 429, 435 (1991). But the person “need not answer any question put to him; indeed, he may decline to listen to the questions at all and may go on his way.” *Florida v. Royer*, 460 U.S. 491, 498 (1983).

Even in the context of a valid Terry stop, where an officer can require a suspect to disclose his name, “an officer may not arrest a suspect for failure to identify himself if the request for identification is not reasonably related to the circumstances justifying the stop.” *Hiibel v. Sixth Jud. Dist. Ct. of Nevada, Humboldt Cnty.*, 542 U.S. 177, 188 (2004). While it is easy to see that requiring a driver to produce identification is reasonably related to the purpose of a typical vehicle stop, imposing this requirement on passengers presents a much closer question.

Johnson v. Nocco - One Case, Three Opinions

Johnson v. Nocco involved a Section 1983 action brought by a passenger in a vehicle which had been stopped by a Florida deputy for a traffic violation. The passenger alleged that the deputy violated his Fourth and Fourteenth Amendment rights by demanding his identification and subsequently arresting him for obstruction after he refused to provide it. The district court concluded that the passenger “had a legal right to refuse to provide his identification to Deputy Dunn” and denied qualified immunity.



The three-judge panel which decided this case for the Eleventh Circuit reversed the district court in a three-way split of opinions. Judge Tjoflat, writing for the court, opined that the deputy’s demand for identification was lawful and that the deputy was therefore entitled to qualified immunity. Judge Branch concurred only in the judgment that the deputy was entitled to qualified immunity because he did not violate clearly established law; she did not reach the question of whether it was indeed lawful for the deputy to demand the passenger’s identification. Judge Wilson dissented, reasoning under *Brown* and *Hiibel* that the deputy’s demand violated the passenger’s clearly established Fourth Amendment rights because the deputy lacked any particularized suspicion that the passenger had committed a crime.

The judges were presented with a straightforward set of facts. The plaintiff, Marques Johnson, was riding in a vehicle which was towing a motorcycle on a trailer. Deputy James Dunn, who was accompanied by two other deputies, stopped the vehicle because the trailer’s license tag was obscured. Deputy Dunn first approached the front passenger side of the vehicle and obtained the vehicle’s registration and the driver’s license of the operator, who was Johnson’s father. During that same interaction, Deputy Dunn asked



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Johnson if he had his identification with him. After Johnson replied that, as a passenger, he was not required to identify himself, Deputy Dunn responded that Florida law required him to do so. When Johnson persisted in his refusal, Deputy Dunn arrested him for resisting without violence.

Judge Tjoflat concluded that Deputy Dunn's demand was justified by officer safety concerns and requirements set forth in Florida law. "In Florida, a passenger, like the vehicle's driver, expects to be asked for identification. It is a precautionary measure to protect officer safety." *Johnson v. Nocco*, 91 F.4th at 1124–25. This statement was apparently based on Florida's stop-and-identify statute, which authorizes an officer to identify a suspect during a Terry stop:

Whenever any law enforcement officer of this state encounters any person under circumstances which reasonably indicate that such person has committed, is committing, or is about to commit a violation of the criminal laws of this state or the criminal ordinances of any municipality or county, the officer may temporarily detain such person for the purpose of ascertaining the identity of the person temporarily detained and the circumstances surrounding the person's presence abroad which led the officer to believe that the person had committed, was committing, or was about to commit a criminal offense.

Fla. Stat. Ann. § 901.151(2). Applying *Brendlin's* holding that a passenger is seized just as a driver is during a traffic stop, Judge Tjoflat concluded that a Florida passenger could not lawfully refuse an officer's demand for identification. Judge Tjoflat also placed great weight upon officer safety concerns; after all, a passenger can present just as much danger to an officer as a driver.

Judge Wilson disagreed because Deputy Dunn admittedly lacked any reasonable suspicion that Johnson was involved in any criminal conduct as a mere passenger. Even though a passenger is necessarily seized when a vehicle is stopped based upon the suspicion that the driver has committed a traffic violation, Judge Wilson concluded that the general rule set forth in *Brown and Hiibel* still applies in this context: "a police officer may not arrest individuals for declining to provide their names absent any reasonable

suspicion of wrongdoing.” *Johnson v. Nocco*, 91 F.4th at 1130 (Wilson, J., dissenting). Cf. *United States v. Landeros*, 913 F.3d 862 (9th Cir. 2019) (holding that officer could not extend traffic stop to demand that passenger provide identification absent reasonable suspicion that passenger committed a crime).

Although Judge Branch did not take a side on the underlying constitutional issue, she agreed that Deputy Dunn was entitled to qualified immunity. But she also revised her concurrence to emphasize that none of the judge’s opinions establish precedent because none had garnered a majority vote of the panel. Shortly thereafter, Johnson indicated his intent to seek en banc review by all of the judges of the 11th Circuit. All of this points to the likelihood that this very issue will again appear before the court. For now, since three federal appellate judges could not agree on the legality of compelling a passenger to produce identification, it is likely that a Florida officer facing similar circumstances would be entitled to qualified immunity in a civil suit just as Deputy Dunn was.



Passenger Identification in Georgia

Officers in Georgia are on somewhat different footing than Deputy Dunn simply because of differences in state law. Georgia does not have a stop-and-identify statute that is analogous to the Florida statute discussed in *Johnson v. Nocco*. The Eleventh Circuit has recently observed that in Georgia, “there is no state law that requires individuals not presently driving to produce their license at the request of an officer.” *Duncan v. City of Sandy Springs*, No. 20-13867, 2023 WL 3862579, at *2 (11th Cir. June 7, 2023). Cf. O.C.G.A. § 40-5-29 (a)-(b)(1) (requiring a licensee to carry his license while operating a motor vehicle and to display his or her license upon the demand of a law enforcement officer).

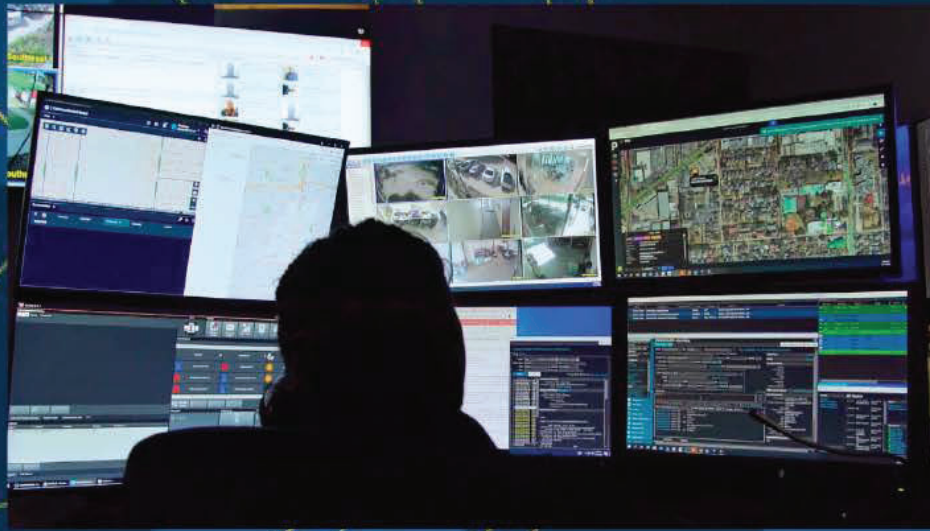
While it is true that no Georgia statute requires passengers to produce identification, the Georgia Supreme Court has held squarely that “identification checks of both drivers and passengers are generally permitted as an officer safety measure during a traffic stop.” *State v. Allen*, 298 Ga. 1, 11, 779 S.E.2d 248, 257 (2015). This concern for officer safety allows an officer to determine whether any passengers have criminal histories or active warrants. *Rodriguez v. State*, 295 Ga. 362, 372, 761 S.E.2d 19, 28 (2014). “Background checks on vehicle occupants for outstanding warrants or criminal histories allow officers to better determine whether a detained motorist poses an increased risk for violent behavior during the stop, and whether backup or other safety measures may be prudent.” *State v. Williams*, 264 Ga. App. 199, 203, 590 S.E.2d 151, 155 (2003).

Georgia courts have been less supportive, however, when it comes to compelling a passenger to produce identification. Although Georgia courts permit an officer to ask passengers for identification, an officer “may not convey any message that a response is required.” *Id.* at 203 n.2, 590 S.E.2d at 155 n.2. Nor may an officer take the passenger’s mere refusal to answer as providing reasonable suspicion of other criminal activity. *Id.* A passenger who is not reasonably suspected of committing a crime cannot even be charged for providing a false name. *Holt v. State*, 227 Ga. App. 46, 487 S.E.2d 629 (1997) (unsuspected passenger’s refusal to give accurate identification to officer was not a basis for an obstruction charge).

Conclusion

Judges on all sides of this issue acknowledge that serious officer safety concerns are at stake in a traffic stop and that officers are safer when passengers are correctly identified. While the Georgia Supreme Court has affirmed that passenger identification checks are part of the necessary mission of ensuring officer safety during a traffic stop, Georgia’s appellate courts have declined to hold that officers can require passengers to produce identification. And so for now at least, the often tense and uncertain setting of a traffic stop remains governed by a nuanced and seemingly inconsistent body of law.

¹ See also *Fla. Stat. Ann. § 901.36* (“It is unlawful for a person who has been arrested or lawfully detained by a law enforcement officer to give a false name, or otherwise falsely identify himself or herself in any way, to the law enforcement officer or any county jail personnel.”).



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AROUND THE STATE

DISTRICT NEWS

District 1

John Horton was sworn in as the **Barwick Police Chief** on December 4, 2023. Chief Horton has 14 years of law enforcement experience.

Bobby E. Yarbrough was named as the **Lake Park Police Chief** on January 1, 2024. Chief Yarbrough has more than 37 years of experience. He replaced **Matthew Bannister** who resigned on December 1, 2023.

Ashley Wilson was sworn-in as the **Nicholls Police Chief** on January 6, 2024.

Shakia Shantae Jordan was named as the **Quitman County School Police Chief** on January 1, 2024. This is a newly formed department. Chief Jordan has served in law enforcement for six years.

The **Valdosta Police Department** and **Chief Leslie Manahan** were awarded Re-certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

District 2

Nartonya Tekoa Houston was named as the **Chief** of the newly formed **Calhoun County School Police Department** on December 11, 2023. Chief Houston has 17 years of law enforcement experience.

Chad Castleberry was named as the **Moultrie Police Chief** on February 1, 2024. Chief Castleberry has 33 year of law enforcement experience and served as the Adel Police Chief for 18 years.

Roger Wade Glover was named as the **Thomasville Police Chief** on February 20, 2024. Chief Glover has 34 years of law enforcement experience. He has served with the Thomasville Police Department for the past 31 years. He replaces Chief John Letteney who retired in January.

AROUND THE STATE

District 4

Michael B. Pennington as the **Gordon State University Police Chief** on December 1, 2023. Chief Pennington worked with University of Georgia Police Department for the previous 15 years.

Howard Wayne Hubbard was named as the **Vienna Police Chief** on January 6, 2024, after serving as the **Acting Chief** for seven months. Chief Hubbard has 22 years of law enforcement experience.

The **Milledgeville Police Department** and **Chief Dray Swicord** were awarded Re-certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

The **Warner Robins Police Department** and **Chief Wayne Fischer** were awarded Re-certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

District 6

Bernie Quarterman was named as the **Midway Police Chief** on January 7, 2024. He replaced **Kelli Lynn Morningstar** who served as the Chief for 16 years.

Joseph Michael Coppola was named as the **Acting Police Chief** for the **Guyton Police Department** on January 20, 2024. Chief Coppola has seven years of law enforcement experience.

The **Chatham County Police Department** and **Chief Jeffrey Hadley** were awarded certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

The **Hinesville Police Department** and **Chief Lloyd Slater** were awarded Re-certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

AROUND THE STATE

District 7

Larry Frank Young was named as the **Davisboro Police Chief** on December 4, 2023.

On January 29, 2024, **Daniel C. Carrier Jr.** was appointed as the **Thomson Police Department**. Chief Carrier has 25 years of law enforcement experience. Prior to taking command of the Thomson police department, he served as a lieutenant investigator with the Richmond County Sheriff's Office.

The **Richmond County Marshal's Office** and **Chief Marshal Ramone Lamkin** were awarded Re-certification under the Georgia Law Enforcement State Certification program on February 12, 2024.

District 8

Walter D. Steele was named as the **Lookout Mountain Police Chief** on January 11, 2024. Chief Steele has 42 years of law enforcement experience

The **Cartersville Police Department** and **Chief Frank McCann** were awarded Re-certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

The **Rome Police Department** and **Chief Denise Downer McKinney** were awarded Re-certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

AROUND THE STATE

District 9

Courtney Gale assumed command of the **Watkinsville Police Department** on January 8, 2024. Chief Gale has 25 years of law enforcement experience and has served as the Thomson Police chief for the past two years.

The **Commerce Police Department** and **Chief Kenneth Harmon** were awarded Re-certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

The **Duluth Police Department** and **Chief Jacquelyn Carruth** were awarded Re-certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

The **Suwanee Police Department** and **Chief Ronnie Cass Mooney** were awarded Re-certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

Casey Chastain was named as the **Demorest Police Chief** on March 1, 2024. He has 14 years of law enforcement experience and has served as the assistant chief for the past four years. Chief Chastain replaced **James Robin Krockum**, who had served as chief for eight years.

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- 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.

AROUND THE STATE

District 10

David Akins was appointed as the **Jackson Police Chief** on December 13, 2023. He has 29 years of law enforcement experience and has been with the department for the past 25 years.

On December 15, 2023, Governor Brian P. Kemp appointed **Nigel Raymond Lange** as the **State Inspector General**. His term expires on June 30, 2028.

Amy D. White was named as the **Chief** of the **Dacula Marshal's Office** on December 30, 2023. Chief White has 12 years of law enforcement experience and has served with the City of Dacula for the past six years. She replaces **Greg Chapel**, who retired after 34 years of law enforcement service. For the last six years, he had served as the Chief Marshal.

Michael K. Cobb was named as the **Chief Investigator** for the **Rockdale County District Attorney's Office**. He replaces **Chief Kristy Richards**, who retired after 19 years with the district attorney's office and the last five as the Chief Investigator.

Chris Cato was named as the **Interim Jonesboro Police Chief** on January 8, 2024. He replaced **Chief Tommy Henderson III**, who had served as the chief for three years.

The **Conyers Police Department** and **Chief Scott Freeman** were awarded Re-certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

The **Sandy Springs Police Department** and **Chief Kenneth D. Simone** were awarded Re-certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

District 11

Marietta Police Chief Marty Ferrell retired on January 1, 2024, after 30 years of service with the department and as the chief since September 2022.

AROUND THE STATE

Emory University Police Chief Cheryl Elliot was promoted **to Vice President for Public Safety** on January 1, 2024. **Deputy Chief Burt Buchtinec** was named as **Police Chief**. Vice President Elliot has worked with Emory for 34 years and the last two years as the police chief. Chief Buchtinec has 28 years of law enforcement experience and has served with Emory for the last 16 years.

Georgia State Patrol Trooper Jimmy Cenescar was killed in the line of duty on Sunday, January 28, 2024. **Governor Brian Kemp** ordered the flag of the United States and the flag of the State of Georgia be flown at half-staff on the State Capitol building, in Fulton and Gwinnett Counties, and all Department of Public Safety locations throughout the State of Georgia on Friday, February 9, 2024.

On February 15, 2024, **Deputy Police Chief Mike Carlson** was named as the **Dunwoody Police Chief** effective June 1, 2024. He will replace **Chief Billy Grogan**, who will retire after 42 years of law enforcement experience and the last 15 years as the Dunwoody Police chief. Chief Carlson has 26 years of law enforcement experience and has served with the City of Dunwoody for the past 15 years.

The **Douglasville Police Department** and **Chief Frank Gary Sparks** were awarded Re-certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

The **Johns Creek Police Department** and **Chief Mark Mitchell** were awarded Re-certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

The **Powder Springs Police Department** and **Chief Lane Cadwell** were awarded Re-certification under the Georgia Law Enforcement State Certification Program on February 12, 2024.

Georgia State Patrol Trooper 1st Class Chase Winston Redner was killed in the line of duty on Tuesday, February 20, 2024. **Governor Brian P. Kemp** ordered the flag of the United States and the flag of the State of Georgia be flown at half-staff on the State Capitol building, in Fulton and Cherokee Counties, and all Department of Public Safety locations throughout the State of Georgia on Tuesday, February 27, 2024.



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AROUND THE STATE

CHIEF EXECUTIVE TRAINING PROGRAM WINTER 2024 24-73



Bottom Row (Left to Right): Assistant Chief Yoquan Bennett - Wadley Police Department, Marshal Matthew Silvers - City of Calhoun, Captain Timya Robinson - Atlanta Public Schools Police Department, Special Agent in Charge Michael Browning - Office of Commissioner of Insurance, Lieutenant Colonel Shavonne Edwards - Fulton County Sheriff's Office, Chief Jeffrey Clark - University of Georgia Police Department, Major Steve Wright - Lovejoy Police Department, Chief Michael Dieppa - Chamblee Police Department, Deputy Chief Mark Binicewicz - Smyrna Police Department, Captain Scott Bennett - Lilburn Police Department

Middle Row (Left to Right): Assistant Chief Jason Rozier - Gwinnett County Police Department, Chief Deputy Michael Hamm - Barrow County Sheriff Office, Chief Christopher Hamilton - Jesup Police Department, Manager Charles Harris - Georgia Department of Juvenile Justice, Lieutenant Stephen Davenport - Carrollton Police Department, Director Chris Hosey - Georgia Bureau of Investigation, Deputy Chief Michael Matics - Decatur Police Department, Acting Chief Larry Wright - DeKalb County Schools Dept. of Public Safety, Chief Criminal Investigator Ralph D. Harper Jr. - GA Attorney General's Office, Captain Bradford Rounds - Dawson County Sheriffs Office

Top Row (Left to Right): Assistant Chief Eric Roland Dublin Police Dept., Chief David Akins - Jackson Police Department, Director Dale Cash - Banks County Code Enforcement, Police Chief Tracy Jones - Jacksonville Police Department, Assistant Chief Gregory Warnack - Loganville Police Department, Chief Deputy Greg Rowan - Dawson County Sheriffs Office, Assistant Chief Mike Davis - Jasper Police Department, Assistant Chief Tracey Howard - Hinesville Police Department



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WHAT THE POLICE DON'T KNOW MAY HURT US

>>AN ARGUMENT FOR ENHANCED LEGAL TRAINING OF POLICE OFFICERS

Yuri R. Linetsky

The 765,000 law enforcement officers serving in more than 12,000 agencies across the United States have contact with approximately 26% of the Nation's citizens each year. One-half of these contacts result from calls for service and the other half from traffic stops. Each one of these encounters provides an experience that influences the individuals' perspectives of officers' competency. When these encounters are perceived as being negative those persons are more likely to transfer their perspective to every officer serving in the profession.

As a POST certified officer, instructor, attorney, and law professor, the author provides an aspirational argument for the improvement of the quantity and quality of legal training of police officers across the United States. This is tempered by his recognition of the realities and limitations that restrict their accomplishment. Despite this, his argument provides a unique perspective for elected and appointed officials to consider.

Nationally, legal training accounts for about 12% of the basic police academy training. Typically, this training is divided into two categories: substantive law and constitutional law. Substantive law includes criminal and traffic law. This training focuses on identifying the elements of the law. Conversely, constitutional law addresses the "laws of arrest and search and seizure". Little time is provided to addressing "legal theory, application and limits of the law". The author suggests this is insufficient and officers need more training on how to correctly apply legal concepts.

To illustrate this, he gives several examples. First, communities across the nation have disorderly conduct ordinances “that prohibit behavior that is protected by the First Amendment.” For example, persons “in a public place uses abusive or obscene language or makes an obscene gesture” . In other instances, 41 states have statute that prohibit the burning of American flags. Despite these ordinances and laws existence, both have been ruled unconstitutional.

To demonstrate how officers may know but not understand the law, the author described how a New Jersey State trooper physically arrested an attorney who was stopped for speeding and refused to answer why he was speeding. In other cases, it is difficult, even for seasoned officers, to distinguish “between a hunch and reasonable suspicion.” He went on to opine that if the public cannot rely on the maxim “ignorance of the law is no excuse”, then perhaps officers “should not be allowed to avail themselves of an ‘ignorance defense’”. Noting “it is the duty of police training academies to ensure that officers [sic] know not only the statutory laws they enforce, but also the underlying principles of criminal and constitutional law governing their behavior.” At the same time, he recognizes academy training cannot “resolve the problem of poorly written or ambiguous statutes”. Such that, if officers are not provided sufficient legal training, even objectively reasonable officers cannot be expected to properly enforce the law.

Brief History of Police Training

Historically, prominent commissions’ have provided findings and recommendations for improving police training. The Wickersham Commission in 1931 provided recommendations for police training within officers’ first year of their employment. These recommendations were largely ignored. In 1973, the National Advisory Commission on Criminal Justice Standards recommended 10% of police training be dedicated to legal issues. Over the last 45 years the average amount of training has not increased significantly.

Current State of Law Enforcement Training in Police Academies

Today, police officers nationally, receive an average of 623 hours of training. While “it is not reasonable to expect police officers to receive the same level of training in criminal and constitutional law as lawyers”, Linetsky utilized these requirements to demonstrate the gap between the officers who must enforce those laws and the attorneys who defend the actions of the State or defendant’s rights. This training typically addresses

constitutional law, criminal law and criminal procedure. Under the American Bar Association Standard 310, law school “students are expected to receive 14 hours of classroom instruction and 28 hours of out-of-classroom work” for each hour of credit. When compared to the curriculum of several law schools, attorneys receive “six times more hours of instruction than the average police cadet”.

Nationally, the average number hours legal training and percentages of each are:

<i>Training</i>	<i>% of Legal Training</i>	<i>% of All Academy</i>
Non- Statutory Law	57.9%	7.67%
Statutory Law	32.85%	4.15%
Traffic Law	20%	2.52%
Overall Average Hours	79 hours	12.5%

The author goes on to differentiate between law school professors and those teaching in state academies. Most professors have advanced doctoral degrees, completed prestigious clerkships, and practiced law. While some academies use prosecutors and attorneys to teach cadets, there is no requirement to do this. Rather, many academies rely upon experienced police officers to teach these blocks of instruction. The author suggests these instructors be adequately prepared or equipped with how to apply legal principles in real life situations.



When describing how legal training is provided, most academies rely almost exclusively on lecture with no discussion on the “underpinnings of constitutional rules.” To provide quality training, however, depends on the instructor’s delivery style, willingness to field questions, and knowledge of the material. At the same time, mandating an established number of hours could be problematic because instruction on some topics may need more time to master the topic, and in other instances the required time for some topics may be more than necessary. As a result, this approach does not allow for engaging, Socratic discussions because instructors simply follow established scripts.



When comparing the prominent approach to training with established Bloom’s Taxonomy of Learning, the current approach only addresses the two lowest levels. The first level is remembering or knowledge that is better described as “recalling or retrieve previous[ly] learned information.” The second level, comprehension or understanding, is better described as “comprehending the meaning, translation, interpolation, and interpretation of instructions and problems.”

IMPROVING POLICE LEGAL TRAINING

The author notes most states only require candidates to possess a high school diploma or G.E.D. and successfully graduate from the basic academy which nationally offer less than an average of 10 days of legal training. He recommends police candidates possess a two-year diploma but recognizes this would be difficult to implement. First, the cost of a college education is rising faster than the rate of inflation and the salaries most agencies provide are much lower than other professions that require a college education. This problem is exacerbated by the difficulty most agencies are experiencing with attracting and retaining officers.

To improve constitutional law training, it was noted areas officers most often make mistakes are through criminal procedure to include violations of the 4th, 5th, and 6th amendments of the U. S. Constitution. The second area relates to criminal statutes and constitutionally protected conduct. But officers often do not enjoy the luxury of time to consider the legal ramifications of their actions. This is compounded by an inadequate understanding of legal principles. Yet, officers are expected to not only understand the statute but how the courts have interpreted those statutes. This could be addressed if academies addressed the applicable constitutional protections.

To improve academy training the delivery techniques should be expanded to include the third and fourth levels of Bloom's Taxonomy. This requires training to enable students to be able to apply the facts, concepts and ideas as well as analyze legal concepts and better apply them in the field. To accomplish this would require recruits "master both substantive and constitutional concepts," and use scenario-based training to simulate situations they will encounter in the field. It is also important to include well-designed debriefings as a critical component of these simulations.

Once officers graduate from basic training, they are required to successfully complete field training as well as on-going in-service training. As part of the in-service training, the curriculum should include discussions of modified and new statutes as well as court interpretations of those statutes. To assist agencies with this process, the author recommends state training academies compile and communicate these updates to agencies.

In closing, the author articulates the legal issues officers encounter and the mistakes they often make. As was noted, state and local appointed and elected officials have not provided officers with sufficient legal training for almost to 100 years. In this rapidly evolving interconnected world, it is critical steps be implemented to ensure officers are provided the training to properly exercise their power of arrest, search, and seizure of individuals. Otherwise, we may continue to see increasing levels of alienation of the communities they are sworn to protect and serve.

REFERENCES

1 Also see Marshall Project, <https://www.themarshallproject.org/about>

2 See *Texas v. Johnson*, 491 U.S. 397 (1989); *United States v. Eichman*, 496 U.S. 310 (1990); O.C.G.A §50-3-9



Yuri R. Linetsky, "What the Police Don't Know May Hurt Us: An Argument for Enhanced Legal Training of Police Officers," *New Mexico Law Review*, (Winter 2018), Vol. 48; No. 1, pp. 1 - 94.

Professor Linetsky joined the University of Alabama School of Law faculty in 2014 as Director of the Civil Law Clinic and was appointed Director of Clinical Programs in 2018. He received his B.A. and J.D. from Case Western Reserve University in Cleveland, Ohio. Prior to joining the Alabama faculty, Professor Linetsky was a faculty member at Case Western Reserve University School of Law since 2007. During his time at Case Western Reserve, Professor Linetsky taught in the Civil Litigation Clinic, Legal Analysis and Writing, Criminal Procedure, and directed the mock trial and litigation skills programs. Before entering legal teaching, Professor Linetsky practiced law at the Cleveland-based firm of Hahn Loeser & Parks LLP. At the firm his practice focused on commercial litigation, where he was involved in representing clients ranging from individuals to Fortune 250 companies. Professor Linetsky has been a law enforcement officer for almost 25 years, currently serving as a part-time Detective Sergeant for a police department in Northwest Ohio. Professor Linetsky is also an adjunct instructor in the Alabama Peace Officer Standards and Training Academy-Tuscaloosa, where he teaches laws of arrest, search & seizure, criminal procedure, civil & criminal liability, and effective writing. Professor Linetsky's recent scholarship has focused on police legal training and prosecutorial misconduct.

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IS POLICE BEHAVIOR GETTING WORSE?

>>DATA SELECTION AND THE MEASUREMENT OF POLICING HARMS



Aurélie Ouss and John Rappaport

Over the last ten years, there have been growing public concerns of police officers across the United States being engaged in what was perceived as inappropriate behavior against citizens. This perception has been fueled by social activists as well as news media coverage and internet postings of officers being involved in excessive use of force as well as other forms of misconduct. This study evaluates the number of insurance claims against police departments over a 20-year period and the associated legal costs.

Historically, police misconduct research has used a variety of data sources including lawsuits filed, payouts, citizen complaints, and civilian deaths. The authors describe the shortcomings in each of these data sources and how they do not provide a complete perspective of incidents. These included legal actions that remove events from being included, incomplete data sources, and record restriction laws.

This is the third study to ever use insurance claim data to evaluate police misconduct. Previous researchers' studies focused on police claims in the nation's largest communities where it was easier to conduct research. This approach "mirrors a similar skew in national media coverage." "Three cities – New York, Chicago, and Los Angeles – generated between half and two-thirds of all stories about police misconduct in the Associated Press." Yet, these agencies only accounted "for less than 12% of officers employed and four percent of the police-related civilian deaths in the United States."

RESEARCH

IS POLICE BEHAVIOR GETTING WORSE?

To evaluate the perceived increases in police misconduct, the authors reviewed 23 years of claims against 350 small and mid-sized law enforcement agencies that contracted with the same insurer. Utilizing claim data enabled the researchers to “track disputes beginning when they are initially filed and before claim processing begins”. This allowed them to better track claims that resulted in a settlement. The initial dataset included 3,343 claims between 1992 and 2018. After reviewing the claims, the final dataset was narrowed down to “2,858 claims across 23 years” that provided the outcomes of a significant portion of the total set.



These claims were assigned to nine categories including: use of force, sexual misconduct, property harm, seizure of persons, seizure of property, search, discrimination, negligence, and other. Property damage/loss and use of force accounted for the most common claims. However, claims that resulted in the highest payouts were discriminatory police activities, use of force and sexual misconduct.

Interestingly, the two decades of data enabled the researchers to effectively explore trends in claims to determine if police behavior worsened during that time or there was simply more public attention to allegations. The average number of claims fell from 135 per year in the 1990's to 127 in the 2000's and 106 in 2010's. This is a 16.5% reduction in the number of claims over the sample period.

Conversely, payouts were consistent with media reports with most increases occurring in the last five years of the study. Between 2013 and 2015, “total annual payouts rose almost 10-fold, from \$400,00 to \$3.97 million.” This increase resulted from a greater number of claims that resulted in payouts as well as increased payment amounts. The number of successful claims increased from 33 per year in the 1990’s to 37 in the 2000’s and 39 in the 2010’s. This was an 18.2% increase in the average claim amounts.

While the researchers did not have sufficient evidence to explain the increase in claim payments, it was suggested the public “grew increasingly intolerant of harmful policing” and as a result, “social responses to policing harm may have grown more punitive.” At the same time, few cases go before a jury, the “influence of anticipated jury verdicts influence settlement decisions.”

References

Aurélie Ouss and John Rappaport, “Is Police Behavior Getting Worse? Data Selection and the Measurement of Policing Harms”, Journal of Legal Studies, (January 2020), Vol. 49, pp. 153 – 198.



Aurélie Ouss received her Ph.D. in Economics from Harvard University. Before that, she had a Master in Economics from the Paris School of Economics and a B.A. in Econometrics and Sociology. She comes to Penn from her post-doctoral fellowship at the University of Chicago Crime Lab.



John Rappaport teaches and writes about criminal law, criminal procedure, and the criminal justice system. Most of his current research concerns American law enforcement, with topics including collective bargaining, unionization, and the labor market for law enforcement officers.

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The number of individuals diagnosed with autism spectrum disorder (ASD) has greatly increased in the past 20 years from 1 in 150 children in 2001 to 1 in 44 children in 2021. Almost “20% of autistic individuals reported having encounters” with the police by the time they are in their mid-twenties. Prior research has noted autistic persons are more likely to be reported as missing and as being suspicious. While there is no evidence to suggest individuals with ASD are more likely to be involved in criminal behavior, there are findings they are twice as likely to be a victim. One survey of parents, caregivers, and professionals revealed 60% were concerned police encountering persons with ASD would misinterpret their behaviors and escalate the situation.

This study is a scoping review. While systematic reviews ask specific questions on a topic, scoping reviews utilize broad questions. The purpose of this study “was to identify and synthesize all research available on studies that have conducted training with law enforcement officers on autism to highlight the available literature and knowledge on the topic and provide guidance” to individuals implementing training. To accomplish this, researchers restricted their literature review to peer-reviewed journals published in English. This search identified 15 articles which was ultimately reduced to five articles that included training of law enforcement officers. Collectively, these five studies involved 501 participants. The key findings of these five studies included:

- Participants who received training outperformed officers who did not receive the training. This included “increased knowledge of ASD, confidence in identifying autistic people, and confidence in interacting with autistic people significantly after training for both groups but did not reach mastery”.
- Increases in the average scores for pre and post tests were significantly different.
- Pre and post-test scores indicated individuals significantly improved knowledge of ASD and confidence when responding to calls. In addition, female officers were less likely to have attended crisis intervention training but were less likely to use force or handcuff persons with ASD and reported greater confidence handling calls.
- Attendees reported knowledge of ASD increased significantly and developed greater confidence when responding to calls with autistic persons and rated the training as helpful.
- Knowledge increase was statistically significant, for those who only attended lecture training and those attended lectures that were supplemented with role playing. Still, the group that participated in training with role play and feedback was statistically significantly better than those who only attended lecture training.



While the training in these five studies varied, the content typically covered general information on ASD, engaging autistic persons, and recognizing behaviors. Currently, no minimum training requirements have been established for law enforcement officers responding to and interacting with autistic persons. Simply attending training does not ensure mastery. For example, while viewing a video recorded training will provide some background knowledge and techniques to interact with autistic persons, it is not sufficient to master the process.

Collectively, these findings suggest officers can expect to encounter individuals with ASD. As such, agencies should consider implementing training to provide officers an understanding of ASD, behaviors likely to be exhibited, and how to interact with persons with ASD. This research demonstrated some training is better than no training. Such that, simply providing video-based training is helpful. Lecture based training can lead to statistically significant improvements in officers' knowledge of and interaction with autistic persons. Finally, lecture combined with role-playing exercise with immediate feedback is the superior training approach. In the end, the researchers recommended approaches to improve training as well as additional studies to improve officers' responses.

References

"Autism Training for Law Enforcement Officers: A Scoping Review"; Melissa A. Sreckovic, Christine K. Kenney, and Matthew Wallace, Journal of Autism and Developmental Disorders (2023) Volume 53, pp. 3835 - 3846.



Dr. Sreckovic's research focuses on improving outcomes for autistic individuals by identifying promising practices that promote authentic inclusion of individuals on the spectrum in schools and communities, examining the efficacy of interventions for individuals on the spectrum, and translating research to practice to support autistic individuals, educators, service providers, and community members. She, along with Dr. Kenney, provides law enforcement officer training on autism to increase the safety of autistic individuals and studies the efficacy of the training. Dr. Sreckovic teaches foundational and methods courses on inclusive education, classroom management, and special education. Dr. Sreckovic is also the Director of the Honors Program.



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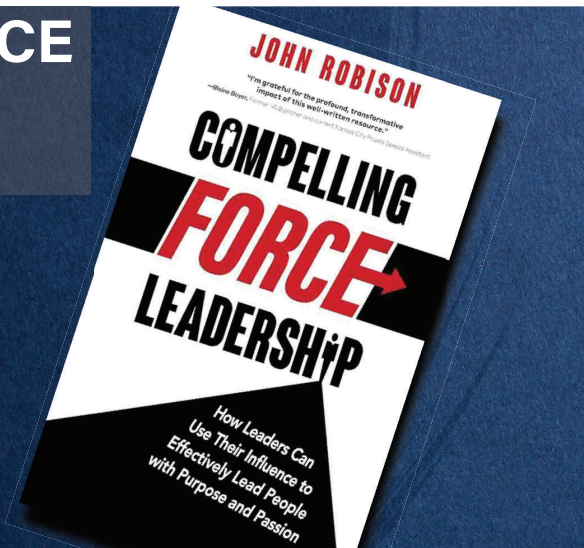
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BOOKS AND BADGES

COMPELLING FORCE LEADERSHIP

>> A Book by Director John Robison

A Book Review by
Chief Billy Grogan



Upon learning that my esteemed friend, John Robison, had authored a groundbreaking leadership manual entitled “Compelling Force Leadership,” I anticipated a work that would significantly elevate the capacities of law enforcement leaders not only within our state but across the entire nation.

My longstanding friendship with John has exposed me to numerous discussions encompassing the pivotal themes he expertly dissects in his book. The central tenets of adding value to others, leading with purpose, and fostering passion constitute the bedrock of this timely and invaluable resource.

John opens the narrative with a poignant exploration of the dichotomy between being a boss and a genuine leader. His adept storytelling seamlessly intertwines personal anecdotes, such as his foray into acting and a less-than-stellar film experience. This introspective examination prompts readers to question whether merely achieving a particular rank qualifies one as a true leader—a notion John passionately refutes.

As previously indicated, the remainder of the book revolves around what John terms “3P Leadership”: adding value to people, purpose, and passion. A striking banner at the Alpharetta Department of Public Safety boldly proclaims, “Add Value to Our People,” setting the tone for the transformative insights that follow.

The segment dedicated to Adding Value to People is a profound exploration of engagement, communication, and continuous staff development. John fortifies his arguments with tangible examples and real-world experiences, providing a practical roadmap applicable to any law enforcement agency committed to emulating his leadership principles.

The subsequent focus on Purpose-Driven Leadership underscores John's assertion that leadership's fundamental role is to establish an agency's "North Star." He delves into crafting mission and vision statements that authentically mirror an agency's purpose, and subsequently expounds on purposeful decision-making, promotions, planning, and hiring. Each chapter brims with practical advice, solidifying the book's utility for leaders seeking meaningful and purpose-driven organizational growth.

The final section delves into Leading With Passion, wherein John addresses factors that can erode a leader's fervor, such as negativity, lack of acknowledgment, the inherent challenges of the profession, and a sense of stagnation. Offering actionable strategies, he emphasizes the importance of rejuvenating one's passion through deliberate self-care.

In summary, "Compelling Force Leadership" emerges as indispensable reading for every law enforcement leader aspiring to cultivate growth within their organization. The narrative is enriched with relatable real-life examples, and John provides a plethora of practical applications that empower leaders to navigate their professional journey with purpose and passion. This book transcends a mere read; it serves as a transformative guide for those dedicated to growing as a law enforcement leader.



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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Domestic violence is an issue affecting countless individuals and families across the United States. To address this pressing concern and ensure the safety of those affected, law enforcement agencies have implemented various tools and protocols. One such tool is the Domestic Violence Lethality Screen (DVLS), which plays a crucial role in assessing the level of risk victims face and guiding appropriate interventions. The implementation and impact of the Domestic Violence Lethality Screen in the LaGrange Police Department seven years ago highlights its significance in reducing domestic violence-related homicides.

The LaGrange Police Department has actively addressed domestic violence issues for decades. Since 1996, the department has maintained an aggressive Domestic Violence Unit dedicated to handling cases of intimate partner violence. This approach has seen the LaGrange Police Department experience consistently lower domestic violence-related homicide rates in LaGrange compared to national averages, which is over fifty percent. (1)

In 2017, the LaGrange Police Department incorporated the DVLS into its policy and patrol response to domestic violence cases. (2) This systematic screening tool helps law enforcement officers assess the level of risk victims face during service calls. By posing a series of specific questions to victims and documenting their responses, officers can quickly identify cases where victims are at an elevated risk of suffering lethal harm from their abusers. The protocol referral is automatically triggered if there is a “Yes” response to any of the critical questions or a combination of positive responses to other questions.

Once a victim has been screened in, the LaGrange Police Department takes further steps to ensure their safety. After advising the victim of a high-danger assessment, officers facilitate a conversation with a hotline counselor. Immediate support and guidance on safety planning are essential in helping victims take steps to protect themselves from potential harm.

The impact of the Domestic Violence Lethality Screen on LaGrange's domestic violence-related homicide rates is remarkable. From 2017 to 2023, the LaGrange Police Department recorded a total of forty-two homicides, with seven being related to domestic violence. In the seven years preceding the policy change, the agency recorded twenty-one homicides, six of which involved domestic violence. The distinction in the proportion of homicides related to domestic violence between the two periods underscores the critical importance of employing a Domestic Violence Lethality Screen in assessing the risk and preventing potential fatalities. After LaGrange implemented the DVLS, 16.67% of homicides were attributed to domestic violence. In the seven years preceding the DVLS, 28.57% of homicides were domestic violence-related, which emphasizes the urgent need for targeted interventions.

The application of a DVLS in such incidents can be critical in identifying high-risk situations before they escalate to homicide. By systematically evaluating the risk factors associated with domestic violence lethality, law enforcement and support services can implement more effective protective measures and interventions, potentially reducing the overall incidence of domestic violence homicides. This approach not only aids in the



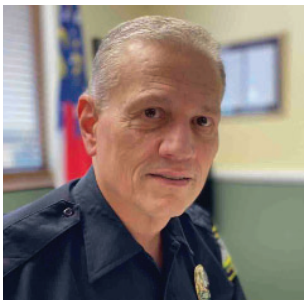
immediate protection of individuals at risk but also contributes to a broader strategy for violence prevention and safety enhancement within communities.

LaGrange's success in reducing domestic violence-related homicides stands in stark contrast to the national average, underscoring the importance of proactive engagement and the implementation of screening tools like the Domestic Violence Lethality Screen. The incorporation of the DVLS in 2017 has further strengthened the department's ability to assess and respond to high-risk cases, saving lives and ensuring the well-being of those in need. While the national domestic violence homicide rate remains a cause for concern, LaGrange's experience serves as a testament to the effectiveness of proactive engagement and the utilization of tools like the Domestic Violence Lethality Screen. As law enforcement agencies across the nation seek to combat domestic violence, they can draw inspiration from tools and models of intervention and prevention to make their communities safer for all.

Resources

1 *In the U.S., over 50% of all homicides are Intimate Partner Violence-related.* <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9838333/>

2 *The Domestic Violence Lethality Screen (DVLS) was developed by Dr. Jacquelyn C. Campbell. "The Lethality Assessment Program-Maryland Model (LAP), created by the MNADV, is an innovative, award-winning, nationally recognized practice to prevent intimate partner homicides and serious injuries. The LAP has also been identified as a "supported intervention" according to the Center for Disease Control's (CDC) Continuum of Evidence Effectiveness, and as a "leading promising practice" by the Office on Violence Against Women (OVW). Based on the research of Dr. Jacquelyn Campbell of Johns Hopkins University, MNADV led this work through extensive and comprehensive multi-disciplinary research and development. After several years of this work, the lethality screen and protocol were created and implemented in 2005." <https://www.mnadv.org/lethality-assessment-program/lap-program-overview-2/>*



Chief Louis M. Dekmar (ret.), LaGrange, GA



DOMESTIC VIOLENCE LETHALITY SCREEN FOR FIRST RESPONDERS



Officer:	Date:	Case #:
Victim:	Offender:	
<input type="checkbox"/> Check here if victim did not answer any questions.		
<i>A "Yes" response to any of questions 1-3 automatically triggers the protocol referral.</i>		
1. Has he/she ever used a weapon against you or threatened you with a weapon? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Ans.		
2. Has he/she threatened to kill you or your children? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Ans.		
3. Do you think he/she might try to kill you? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Ans.		
<i>Negative responses to questions 1-3, but positive responses to at least four of questions 4-11, trigger the protocol referral.</i>		
4. Does he/she have a gun or can he/she get one easily? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Ans.		
5. Has he/she ever tried to choke you? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Ans.		
6. Is he/she violently or constantly jealous or does he/she control most of your daily activities? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Ans.		
7. Have you left him/her or separated after living together or being married? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Ans.		
8. Is he/she unemployed? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Ans.		
9. Has he/she ever tried to kill himself/herself? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Ans.		
10. Do you have a child that he/she knows is not his/hers? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Ans.		
11. Does he/she follow or spy on you or leave threatening messages? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Ans.		
<i>An officer may trigger the protocol referral, if not already triggered above, as a result of the victim's response to the below questions, or whenever the officer believes the victim is in a potentially lethal situation.</i>		
Is there anything else that worries you about your safety? (If "Yes") What worries you?		
<input type="checkbox"/> Check one: <input type="checkbox"/> Victim screened in according to the protocol. <input type="checkbox"/> Victim screened in based on the belief of officer. <input type="checkbox"/> Victim did not screen in.		
<i>If Victim screened in: After advising him/her of a high danger assessment, did the victim speak with the hotline counselor?</i> <input type="checkbox"/> Yes <input type="checkbox"/> No		

NOTE: The questions above and the criteria for determining the level of risk a person faces is based on the best available research on factors associated with lethal violence by a current or former intimate partner. However, each situation may present unique factors that influence risk for lethal violence that are not captured by this screen. Although most victims who score "positive" or "high danger" would not be expected to be killed. These victims face much higher risk than other victims of intimate personal violence.

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ELECTRONIC STORAGE DETECTION K9s

>> CASE CLOSED - NO MISSING EVIDENCE



Toni Clark and Diane Murphy

Look no further for missing evidence to put and keep criminals behind bars for crimes against children. Non-profit organization, Defenders for Children, is donating Electronic Storage Detection K9s (ESDs) to a minimum of four law enforcement agencies in the state of Georgia. Our ESD K9s' snout can smell the well-hidden electronic evidence that helps prove sex offenders, traffickers, or child pornographers guilty.

Tiny storage devices are easily missed by the human eye. The K9s locate electronic devices missed by law enforcement in 90 percent of searches. Eleven active K9s provided by Defenders for Children have located more than 2,200 hidden devices missed by law enforcement agents. There's a high probability the evidence located will help lead to identifying victims and successful prosecution.

One tiny hidden device can hold millions of horrible videos and images of children being abused. The K9s are trained to signal officers by pointing their noses at Micro SD cards, hard drives, burner phones, thumb drives, hidden cameras, phones, and computers. They have found devices in the walls, in the ceiling, attic, water and hidden within other items. Finding this evidence can help eliminate the need for a child's testimony and save them from being re-traumatized. There have been numerous successful case studies.

***K9 Search Success:***

- *In the first year of placement, an ESD K9 named Chip completed an estimated 150 searches and found over 400 devices in existing sex offenders' homes. He does searches for South Carolina's Department of Probation, Parole, and Pardons.*
- *K9, Queue, and his ICAC handler served 78 warrants from 104 devices that would have otherwise been missed. Evidence found leads to many arrests and identification of active abuse victims.*
- *One of our newest K9 placement found a little girl's cell phone, which led to the exposure of a large nationwide online trafficking ring.*
- *An ESD K9 also located an electronic rifle scope in a murder case.*
- *K9s are trained to locate devices in shallow water, buildings, vehicles, and outdoors.*

Defenders for Children places these K9s with law enforcement agencies that operate Children's Crime Units, Internet Crimes Against Children Taskforce Units, Special Victims Units, Forensics, Sex Offender Supervision, Probation, Parole, and Pardon Services. Donated K9s have been placed with agencies in several states including South Carolina, Georgia, Alabama, and Illinois. Other states are waiting for law enforcement approval. The K9s are a gift from Defenders for Children and are funded by the generous and kind support of individuals and companies who want to stop predators from hurting children. Defenders for Children is dedicated to arming law enforcement with the powerful tools they need to help protect children.

Sex Offenders, Traffickers, Sextortionists, and Pornographers Store **MILLIONS of Images and Videos of Children Being Hurt on Tiny Electronic Devices. The Electronic Detection K9s Can Find The Hidden Devices.**

Let Us Help Your Agency Save And Protect Children by Granting An Electronic Detection K9 To Your Agency

DefendersForChildren



Why Every Agency Needs An ESD K9:

- *The ESD K9s have a dual purpose. Not only are they powerful investigators, but they also act as a therapy dog for children and law enforcement officers.*
- *The K9s can assist in other cases including murder, gang, white collar, drugs, and more as an added bonus.*
- *An estimated 90 percent of all cases involve electronics.*
- *Too many child sex crime cases don't make it to court. Of 2,086 child sex crime cases, the conviction rate was 27.8 percent mainly due to a lack of evidence.*
- *According to the Child Rescue Coalition, 70 percent of child abusers have 50 to 150 victims each.*
- *Child sex abuse, trafficking, pornography, and sextortion are growing at alarming rates because of technology including electronic devices, which make it easier to circulate videos and images of children being abused as well as communicate with them.*
- *Viewing these images or videos by the offender increases their likelihood to act out abuse on children by a large margin.*
- *There are 20 - 40 incidences of sex trafficking occurring each day.*
- *More than 600,000 reported cases of sex abuse happen per year according to the National Children's Alliance.*



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Countless child sex abuse incidents go unreported each year. We can put offenders behind bars where they belong and stop repeat offenders. It's up to us to make a difference. Defenders for Children is giving this opportunity to Georgia agencies at little to no start-up costs.

What Defenders for Children Provides:

- *The purchase and training of a K9 for Electronic Storage Detection work.*
- *Two or more weeks of handler training by the Top trainer in the United States.*
- *An allowance applied towards travel and hotel expenses or other K9 expenses.*
- *We work with the agency to introduce the K9 to the community including a press conference. We share the good news with the public, letting them see law enforcement's commitment to ending child abuse.*
- *Defenders for Children will use the opportunity to bring awareness of child abuse education and awareness to the community.*
- *Each Electronic Detection K9 placement will come with one year of complimentary ADF Solutions Software to help with forensics live on-site during the K9s' searches. Valued at \$6,000!*

DID YOU KNOW?

On over 90% of Searches, The K9s Locate Devices Missed By Law Enforcement.

Electronic Detection K9's sense of smell is **10,000** to **100,000** times more acute than a human's.

K9s Smell A Chemical On Electronic Storage Devices, Their Ability to Locate Hidden Devices Assists Law Enforcement on Searches

The Devices Located Help Save and Protect Children and Stop Those Who Hurt Them

The K9s Are Dual Purpose As Therapy Dogs For Children Who Are Victimized and Officers Dealing With The Horrible Crimes.



DefendersForChildren.org

Some requirements need to be met by agencies: they need to be placed with an existing investigator or officer involved in cases, K9s need to stay active and do 40 searches per year at minimum, have a safe vehicle to travel in, and more. Many agencies collaborate with other agencies if the K9 is needed across agency boundary lines.

Together, we can do our part to stop offenders from stealing a child's innocence. Visit <https://www.defendersforchildren.org/> for more information. Contact Toni Clark at Defenders for Children by emailing defendersforchildren@gmail.com or call 864-787-5681.

The price of child sex abuse is costly, but any action we can take to save a child is priceless. Apply for a grant to receive an ESD K9 to avoid missing evidence. Let's turn every crime against children into a case closed.



Toni Clark is the Founder and Executive Director of Defenders for Children.



Diane Murphy is a freelance writer in Greenville, SC.

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THE GEORGIA POLICE CHIEF - SPRING 2024

RISK MANAGEMENT

CONSEQUENCE MANAGEMENT OR CRISIS MANAGEMENT



Natalie Sellars

By the very nature of their work environment and responsibilities, police agencies work in a violative, uncertain, complex, and ambiguous (VOCA) environment. Officers are required to respond to a variety of crises on a regular basis. Their response to these crises typically falls into one of two categories, consequence management or crisis management.

Consequence management refers to the specific actions an organization takes after a crisis to address its consequences and facilitate recovery. Consequence management aims to restore order. For the last decade, law enforcement training has been carefully examined due to events that gained regional and national attention.

Conversely, crisis management involves agencies implementing strategies and processes to prevent, respond to, and recover from crises. It focuses on identifying potential risks, developing plans and protocols to mitigate those risks, coordinating resources and personnel, and implementing strategies to minimize the impact of a crisis on organizations. Crisis management often includes activities such as risk assessment, training, communication strategies, resource allocation, and decision-making under pressure.

In summary, crisis management is a proactive approach that focuses on mitigating or preventing a crisis by preparing for and responding to emergencies, while consequence management reacts to a crisis to address the aftermath and facilitate recovery.

Training is the superhero of risk management. It ensures that officers are prepared to handle various situations, including high-risk scenarios, because mulligans are rarely granted when law enforcement makes an error. It also provides a layer of protection for the agency to avoid potential litigation. A good training program is critical to implement an effective crisis management program.

There is no better time for leaders to check under the hood to ensure their agency's training program is running properly. Robust training programs and simulations equip officers with the knowledge and skills they need to navigate their responsibilities and develop essential skills for current roles as well as future roles in their careers. The secondary benefit of a comprehensive training program is a reduction in the potential errors or mishaps. Training will elevate weaknesses into strengths when moments matter.

Whether it is due to the agency's limited resources, the complexity of skills needed to provide quality training, or keeping pace with evolving trends in law enforcement, the lack of mandatory continuous improvement is a breeding ground for a culture of resistance to change.



There are costs involved in having a robust training program. It is important for elected and appointed leaders to view training as an investment and not an expense. Comprehensive and engaging training programs promote professionalism and a strong culture of compliance. Training enhances skills and consequently reduces and prevents accidents. Employees today perceive training as a benefit and career development. When we invest in officer training, it provides career progression, not promotion, which can reduce attrition rates. Studies show that officers who receive higher levels of training feel valued and are more likely to stay with an agency. When all these factors are considered, good training programs can save money over time.

Over the years, the courts have changed their analyses to compare compliance with the established legal standards. In the past, the courts would simply look to see if training was provided to determine if the agency was liable for failure to train. Evolving trends suggest the courts have transitioned from simply reviewing the title and hours of training



to closely analyzing the content of training to ensure officers are properly trained. The courts are not only looking at departmental training, but they are also considering training provided by private groups.

In considering this trend, here are a few things to contemplate. What are the contents of current departmental training? Where and from whom officers are receiving training, as well as the type of training provided?

Is agency training compliant with the United States Constitution and decisions of the United States Supreme Court? For example, *Graham v. Connor* set forth the principle of objective reasonableness. Agency use of force training should thoroughly review this doctrine. Are officers being taught how to articulate their actions, emotions, and observations in a way that paints a picture of the actions taken and why? This is critical for not only justifying probable cause but is also integral to obtaining a conviction.

Are training lesson plans and presentations consistent with the Georgia State Constitution and the Official Code of Georgia Annotated (OCGA)? For example, OCGA 40-6-6 is the preceding requirement that shall not relieve the driver of an authorized emergency vehicle from the duty to drive with due regard for the safety of all persons. Are this and other legal mandates discussed, explained and tested? Are officers' operation of emergency vehicles being reviewed by their supervisors? Are these reviews discussed with officers and documented? When was the last time it was mentioned in your agency's driver training class?

What are the professional teaching points of the videos, photographs, and statements within your presentation? Is it simply humor and entertainment or does it have a connection to the proper training?

Would a particular slide, video, photograph, or statement be seen as promoting a lack of professionalism, or does it promote insubordination and improper or unlawful conduct, including excessive force?

Would any portion of the training presentation be offensive based on gender, religion, race, ethnicity, or other protected class recognized by state and federal law, the Constitution, or current societal expectations?

When was the last time an audit was conducted regarding training provided within the agency? At the same time, is training from outside the agency being properly vetted for content and legal standards?

Employing the crisis management model enables agencies to ensure officers are performing to or exceeding established standards. Consequence management could be the result of a lack of proper training and content thereof resulting in poor performance, negative perception of the agency and its leaders, as well as facing litigation.

The recent New Jersey Comptrollers report on the training provided by a private vendor training, "Street Cop", revealed:

- Instructors promoted the use of unconstitutional policing tactics for motor vehicle stops.
- Some instructors glorified violence and a "warrior" approach to policing.
- The conference included over 100 discriminatory and harassing remarks by speakers and instructors.

Some of the recommendations in the report include the attorney general considering Brady listing any officer who has attended Street Cops training, as well as many criminal cases being considered for dismissal based on the involved officer attending Street Cops.

There is a multitude of case law involving training where agencies were held liable because of training or lack thereof.

Wright v. City of Euclid – Wright argued that his injury was a direct result of the City's policy or custom of indifference regarding their use of force. The City's use of force training was then called into question and revealed links in training material to the YouTube video of Chris Rock's comedy sketch entitled "How not to get your ass kicked by the police," as well as the inappropriate use of several memes and vignettes that promoted inappropriate use of force.

Wright produced enough evidence of the City's custom surrounding the use of force that it was determined to be the moving force behind the violation of Wright's constitutional rights and resulted in the district court's grant of summary judgment being reversed.

There is an ongoing lawsuit in Louisville, Kentucky that also lends examples of how PowerPoint slides and lesson plans may be used to allege training was the moving force behind the unconstitutional actions of the officers. The Kentucky State Police came under fire when a report, released by Manual Redeye, revealed that one of their training slideshows had three quotes from Adolf Hitler:

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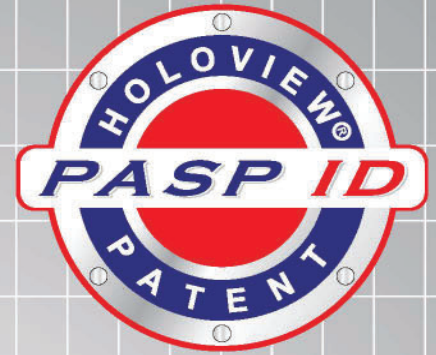
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“Violence of Action,” tells officers to “meet violence with greater violence” and be a “ruthless killer.” - “The very first essential for success is a perpetually constant and regular employment of violence” and the final slide states “Über Alles” in large text, a phrase that is associated with nationalism and Nazis in Germany. (USA Today 10-30-20)

United States v. City of Portland was the result of a pattern and practice investigation into excessive use of force by the Portland Police Bureau against people who were perceived or had a mental illness. The DOJ claimed:

1. Encounters with Portland police and individuals with mental illness resulted in a higher use of force than necessary,
2. Tasers were deployed more frequently against individuals in mental health crises,
3. Officers used a higher degree of force against lower-level offenses.

As a result:

On September 13, 2012, the DOJ issued a Findings Letter with the results of the investigation, stating investigators found reasonable cause to believe Portland police had engaged in unconstitutional conduct. The letter identified serious deficiencies in policy, training, and officer accountability measures that substantially contributed to the unconstitutional conduct of police. (United States v. City of Portland)

This resulted in the the Portland Police Bureau going into crisis management to recover from the lack of policy, training, and accountability measures.

French v. City of Los Angeles, although unsuccessful, alleged the department was mandating “warrior training” that fostered hypervigilance in the officers which then resulted in their use of excessive force. The buzz phrase “warrior style” training was used by the plaintiff to be the moving force behind their use of excessive force.

The courts found that Salvador Sanchez was acting under the color of law when he was off duty in a Costco store shopping with his family. After he was pushed to the ground by Kenneth French, Sanchez shot and killed him as he ran away from him. The jury ruled the city had vicarious liability because Sanchez had acted within the scope of his employment as an employee of the City of Los Angeles police department.

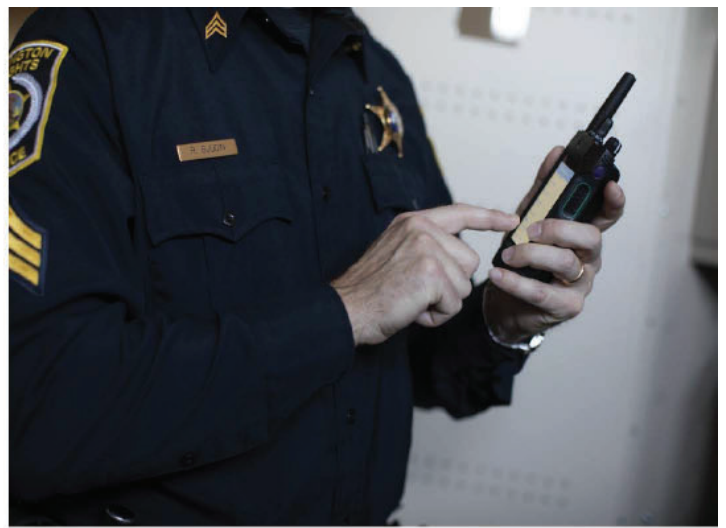
There is so much that can be learned from the above cases and others like them. Proper training can prevent or reduce exposure to liability and injury. To accomplish, this each agency must focus on the details of who, what, where, when, and how training is being provided. This requires leaders to audit the content of current training initiatives, as well as content, which can protect the agency as well as officers from lawsuits and injuries. If done properly, training is a form of crisis management. Without focus and dedication, it could become consequence management.

“Human beings learn best through first-hand experience...but ‘learning by doing’ only works so long as the feedback from our actions is rapid and unambiguous.” Peter Senge (noted MIT systems scientist and author of *The Fifth Discipline: The Art & Practice of The Learning Organization*)

In closing, training should be a ritual. Gentle but relentless pressure should be applied to perishable skills, such as driving, shooting, and report writing, as well as, the Constitution, and high-risk critical tasks, where most lawsuits originate. In the end, developing essential skills for current and future roles will elevate the abilities of the employees and the organization.



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.



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STRENGTHENING POLICE COMMUNITY RELATIONS WITH LENSLOCK'S BODY WORN CAMERAS



Vadim Atabekyan

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

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

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

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

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STRENGTHENING POLICE COMMUNITY RELATIONS WITH LENSLOCK'S BODY WORN CAMERAS

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



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



Vadim Atabekyan

Marketing Director, LensLock

www.lenslock.com



LENSLOCK

SECURING TRUST. ONE SCENE AT A TIME.

LensLock solutions make it simple and affordable for law enforcement agencies to video record encounters of their officers, safeguarding and storing potentially critical evidence as well as protecting both officers and the community.



BODY-WORN CAMERAS

LensLock's body-worn cameras offer up to 13 hours battery life, feature a LCD status screen, automatic activation, WIFI, pre-record, stealth mode, and IR.



DASH-CAM SYSTEMS

LensLock's dash-cam systems feature up to 8 auto-activation triggers, such as speed, lights, G-force, gun lock, collision, door, code 2 and code 3.



SURVEILLANCE CAMERAS

LensLock's surveillance camera solutions are ideal for interrogation rooms, jails, intersections, pole mounts, facility perimeter areas and more.



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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.

We Understand What It Means to Serve

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.

For us, the only way to provide service is to totally commit our heart and soul into looking after our Members as though they are our own family. We promise to do the same for you and everyone who places their trust in us. That's what we believe true service really means.

We realize that achieving financial wellness is essential to enhance your physical, mental, and emotional resilience. Our team of certified Credit Union Financial Counselors stand ready to assist you with creating a spending plan, restructuring your debt, and more. For assistance, please call 800.550.5328 and request to speak with a Financial Counselor.

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.

Justice 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.

We Understand What it Means to *Serve*



Service is a calling—a life-long dedication and commitment.

At Justice Federal, we are committed to serving the justice and law enforcement community, and improving the financial health of our Members, so that they and their families thrive for generations to come.

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

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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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OFFICERS DEMAND SUPPORT. THE PUBLIC DEMANDS ACCOUNTABILITY.

>>How Do Police Chiefs Respond?

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

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

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

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

How Policy Plays a Role

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

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

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

Training Is Critical Too

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

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

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

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

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

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

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

Build a Culture of Wellness

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



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

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

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

The Right Investment

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

Lexipol

info@lexipol.com

844-312-9500

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