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POLICE CHIEF

SUMMER EDITION | 2022

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>> In this edition

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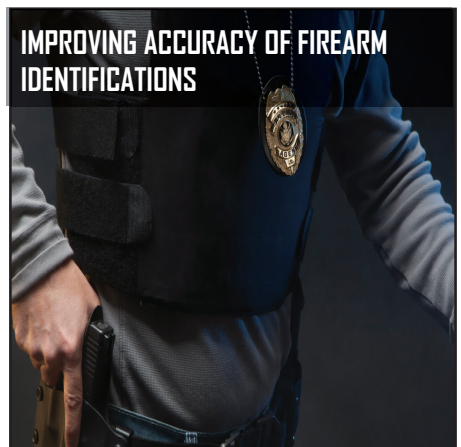
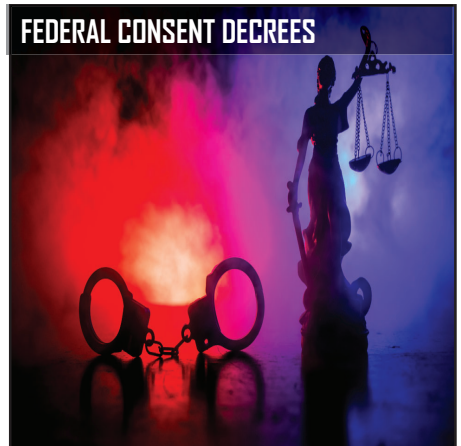
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SUMMER EDITION 2022

TABLE OF CONTENTS

USE OF DRONES IN LAW ENFORCEMENT



TACTICAL ATHLETE PROGRAM



EVIDENCE AND PROPERTY ROOM OPERATIONS PART 2 OF 4



CONSIDERATIONS WHEN PURCHASING PATROL VEHICLES



GACP

- 5 President's Message
- 7 Goals 2022 -2023
- 10 Executive Director's Column
- 12 Chief Counsel's

Insights

- 17 Community Collaboration Alternatives
- 20 The Crisis Response Team Approach
- 24 Crisis Intervention Team Training

Around the State

- 27 District News
- 32 GA Peace Officer Memorial Recognition

Research

- 36 Federal Consent Decrees
- 40 Making Sense of Body Worn Cameras
- 44 Improving Accuracy of Firearm Identifications

Staff Development

- 48 Job Shadowing

Books & Badges

- 51 The Five Dysfunctions of a Team: A Leadership Fable

Articles

- 54 Use of Drones in Law Enforcement
- 61 Tactical Athlete Program
- 66 Evidence and Property Room Operations Part 2 of 4
- 73 Considerations when Purchasing Patrol Vehicles

PRESIDENT'S MESSAGE

Chief Janet Moon
GACP President &
Chief of Police,
Peachtree City Police Chief

Greetings to all the membership.

I must say this past year has flown by for me. As I am writing this message, the GACP staff is finalizing all the training and activities for the upcoming summer conference in Savannah. I will be winding down my year as the president of the Association and turning the reins over to Chief Alan Rowe. It has truly been my honor and privilege to serve in the role of president and it will be remembered as a highlight in my career.

We have persevered through the last two years through both the social unrest and the pandemic. We have seen our recruitment numbers plummet and our current staffing levels decrease. We have all had to be creative, innovative, and provide leadership to our departments to endure the struggles. We must hold the line on our standards and work together to ensure we have quality employees providing service to our communities. Your Association officers, district representatives, and committee members have worked diligently to stay abreast of pending issues. Once again, my appreciation to the Legislative Committee and GACP staff for their hours of work to address all the various bill that were dropped this session



that would have had detrimental to the policing profession if passed.

I am pleased to announce that we made progress on the goals established for my tenure. With the assistance of the Attorney General Chris Carr and the GBI Director Vic Reynolds, an informational video was produced to explain the concept of qualified immunity. By the time of the summer conference, we also should have a video dealing with Georgia POST. The GBI PIO Team of Nelly Miles and Natalie Ammons continues to provide quality information to citizens throughout Georgia. These two ladies also do a tremendous job under the Gold Dome each year during the legislative session.

As of May, the number of agencies enrolled to begin the State Certification Program grew by 41 new agencies in the process (31%). The goal was to increase by 10% and we were able to greatly exceed the goal. I want to extend my

appreciation to the State Certification Program Manager, Chuck Groover, for all of his hard work and efforts since he assumed this position to reinvigorate the program. I also like to praise the agency heads for taking the step to achieve state certification for your agency. If you are not enrolled in program, you may want to start looking as we are beginning to see a push at the federal level for police agencies to adhere to best practice standards, and we know discussions under the Gold Dome have also included the possibility of making this a mandate.

The third goal from last year was to develop an advanced training or certification program for experienced police chiefs. Pursuant to this, Chief Lou Dekmar and GACP staff have worked with Georgia Municipal Association staff to create the Police Leadership Institute. The program is expected to launch in January 2023. The proposed program will provide for 80 hours of mandatory and elective training over a two-year period. In addition, each participant must complete a capstone service project. Required courses will include: *History of Civil Rights and Policing, Community Engagement/Outreach, Advanced, Risk and Insurance, Conflict Resolution, Ethics, Making Citizen Engagement Work in Our Communities, Excellence in Customer Service, Information Privacy and Security Breaches, Law Enforcement Services: Trends and Best Practices, Navigating the Future, Revitalizing Neighborhoods, Officer Well-Being and Resiliency.*

Persons interested in attending must have completed the Chief Executive Training Course (CETC), possess a requisite amount of college and/or experience as well as a personal recommendation from the Mayor or City Manager. Selection of attendees will be conducted by established representatives from GACP and GMA. More information about the Police Leadership Institute will be presented at the summer conference.

We look forward to seeing everyone at the summer conference and enjoying quality fellowship. At the summer conference, we will also be celebrating the 60th GACP Anniversary! The Association has grown over the last 60 years, and we have seen so many changes in our profession along the way. Your Association has been able to improvise, adapt, and overcome challenges and strives to remain at the tip of the spear for accenting professional law enforcement through training. I wish for all of you to have a joyful summer.

Respectfully,

Janet Moon

GACP President

Peachtree City Chief

GOALS 2022 -2023

Chief Alan Rowe
GACP Incoming President &
Valdosta State University Chief

>> The incoming GACP President shares his views and visions for the future for greater impact for modern law enforcement agencies.



Goal # 1

Increase Legislative Effectiveness

Local police leaders are engaged in every major social issue facing their communities. The police chief is the recognized expert elected officials often depend upon for solutions. To effectively influence the resolution of issues at the local level, police executives must be engaged in legislative and policy development at the state level. To accomplish this, police leaders must improve their visibility and relationships with state legislators, specifically in the State Capitol. As part of this goal, GACP will explore ways to implement a coordinated presence in the Capitol in addition to other alternative ways to engage our legislators during the session. In addition, each chief is encouraged to develop a professional relationship with their state representative and senator as well as invite them to district meetings to discuss their challenges and potential solutions.

Goal #2

Provide Financial Assistance to Attend Training

Some people just focus on obtaining the minimum mandated training requirements. Unfortunately, attending this amount is insufficient to remain up-to-date on evolving standards of performance. Professional development occurs in a variety of ways. Networking with peers provides access to other police leaders who are faced with resolving similar issues within their communities. The best way to accomplish this is to attend in-person events such as the Summer and Winter Training Conferences. While most departments support their police chiefs to attend one or both conferences, some communities do not have the resources to fund chiefs' attendance. To address this, the GACP Executive Board has approved to provide ten (10) no cost registration waivers to GACP training conferences. Five waivers

will be provided for the 2023 Summer Training Conference and five waivers will be provided for the 2023 Winter Training Conference. Chiefs will be required to submit an application with a demonstration of need to be considered.

In addition, the Association will research how use of GACP Foundation funds or grant funds can provide funding to advanced training for chief executives who have a demonstrated need.

Goal #3

Increase Participation at the District Level

GACP district meetings provide a critical opportunity for chiefs to network, build working relationships, and obtain timely updates and training. Additionally, in 2021, the GACP Executive Board created an award program for chiefs to nominate their officers, supervisors, and administrative assistants for district and statewide recognition. However, only a few agencies have taken advantage of this opportunity. This goal is to engage chief executives to become actively involved in their district meetings to network, address problems across jurisdictional boundaries, and engage in on-going training.

Goal #4

Support Georgia Law Enforcement Certification Program

In the past year, 41 additional agencies have become involved in the Georgia Law Enforcement Certification Program. This is a 30.5% increase. State certification is a proven process to mitigate agencies from being targeted for intense public scrutiny and criticism. This goal is to continue to increase the number of agencies involved in the state certification process by continuing to inform chiefs about the program and its benefits. Efforts will also be made to share the benefits of the program with local and state officials to gain their support for the program.

Honorably,

Alan Rowe

GACP Incoming President

Valdosta State University Police Chief

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FROM THE DESK OF THE EXECUTIVE DIRECTOR

A.A. Butch Ayers
GACP Executive Director

The “police reform” bills introduced under the Gold Dome in 2021-2022 made little headway during the session. Now that the national rhetoric is moving from “defund” the police towards “refund” the police, there is less support for this type of legislation. Nevertheless, we should always pay attention to these concerns, many of which are addressed through national accreditation and state certification programs.

As a result of the 2022 Legislative Session, the biggest issues that may affect law enforcement are mental health and permitless, or “Constitutional”, weapons carry.

SB 403 established a framework for mental health – law enforcement co-responder programs. HB 1013, the Georgia Mental Health Parity Act, has provision whereby law enforcement can involuntarily take a person for a mental health examination and evaluation without there being any underlying penal offense. However, we have expressed our concerns about having the initial law enforcement agency responsible for any subsequent transport.

SB 319 and HB 1358 allow permitless “Constitutional” carry of firearms if the person is lawfully able to possess / carry the firearm.

Please take the time to review the GACP website’s Legislative Updates. This year, we added a detailed weekly legislative update which provides additional information about each bill and where it is in the legislative process.

Respectfully,

Butch Ayers
Executive Director



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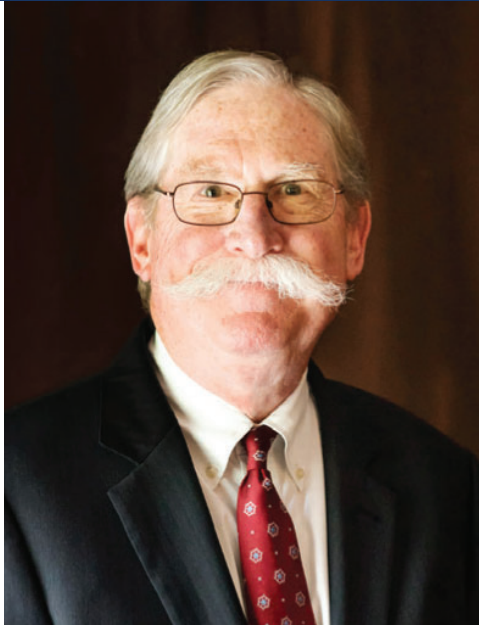
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CHIEF COUNSEL'S CORNER

>> Police Encounters and the Americans With Disabilities Act

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

An officer conducts a traffic stop on a deaf driver suspected of driving under the influence. An investigator interviews a sexual assault victim with severe autism. Family members of a woman with paranoid schizophrenia call the police after the woman threatens them with a knife. An officer transports a wheelchair-bound individual. In each of these real-life scenarios, the involvement of a person with a disability introduces an additional

variable that an officer must consider.

Title II of the Americans With Disabilities Act ("ADA") prohibits a "public entity" from discriminating against a "qualified individual with a disability" based upon that individual's disability. Although agencies encounter ADA claims more commonly in the context of employment decisions and jail conditions, the ADA applies with equal force to law enforcement activities such as investigations and arrests.

While individual officers cannot be held liable under the ADA, counties and municipalities may be held liable if a plaintiff can show that: (1) that he is a qualified individual with a disability ;(2) that he was either excluded from participation in or denied the benefits of a public entity's services, programs, or activities, or was otherwise discriminated against by the entity; and (3) that the exclusion, denial of benefit, or discrimination was by reason of the plaintiff's disability. For a plaintiff to be entitled to an award of compensatory damages (as opposed to just declaratory or injunctive relief), a plaintiff must also show that he suffered intentional discrimination. *McCullum v. Orlando Reg'l Healthcare Sys., Inc.*, 768 F.3d 1135, 1146-47 (11th Cir. 2014).

Although application of the ADA to law enforcement activities varies somewhat from circuit to circuit, claims mainly revolve under three legal theories: (1) wrongful arrest, (2) failure to reasonably accommodate, and (3) failure to train.

The following is a brief discussion of each of these commonly employed legal theories and certain aspects that warrant particular attention.

Wrongful Arrest

Courts that recognize a wrongful-arrest claim under the ADA do so in situations where law enforcement officers have wrongfully arrested a qualified individual with a disability because they misperceived the effects of that disability as criminal activity. In other words, liability may arise where law enforcement officers misconstrue certain actions taken by a qualified individual with a disability as suspicious, illegal, or uncooperative behavior. For example, a person may appear to be intoxicated when she in fact has a disability that causes her to have slurred speech, lose balance, become lethargic, or become unconscious. Other examples are instances where a person suffering from a seizure may be perceived as being belligerent or disturbing the peace, or where a person who is deaf appear to an officer as being uncooperative.

Even so, a wrongful-arrest claim under the ADA is not without limits. An individual whose actions were unlawful receives no immunity from arrest due to his disability. As a result, probable cause to arrest an individual with a disability generally forecloses liability under a wrongful arrest theory.

Failure to Make Reasonable Accommodations

To state a failure-to-accommodate claim, a plaintiff must show that the accommodation

is both "reasonable" and "necessary to avoid discrimination on the basis of disability." 28 C.F.R. § 35.130(b)(7).

An accommodation "is 'necessary' only when it allows the disabled to obtain benefits that they ordinarily could not have by reason of their disabilities, and not because of some quality that they share with the public generally." *Wisconsin Cmty. Servs., Inc. v. City of Milwaukee*, 465 F.3d 737, 754 (7th Cir. 2006). Ultimately, the law requires that reasonable accommodations be made to accommodate persons with disabilities; it does not set an absolute requirement that all conceivable steps be taken to improve communications with disabled persons, particularly when such functions would hamper the timeliness or efficacy of criminal justice operations. *Bircoll v. Miami-Dade County*, 480 F.3d 1072, 1082-83 (11th Cir. 2007). Moreover, "[d]ifficulty in accessing a benefit ... does not by itself establish a lack of meaningful access." *Todd v. Carstarphen*, 236 F. Supp. 3d 1311, 1329 (N.D. Ga. 2017) (citing *Bircoll*).

In this circuit, *Bircoll* is the leading case applying the ADA to facts involving law enforcement personnel. *Bircoll* involved a man who was "profoundly deaf" and was arrested for driving under the influence. *Bircoll*, 480 F.3d at 1075, 1078. The plaintiff alleged that officers failed to reasonably modify their procedures in order to ensure effective communication with him during their investigation. *Id.* at 1075. The court, however,

concluded that “waiting for an oral interpreter before taking field sobriety tests is not a reasonable modification of police procedures given the exigent circumstances of a DUI stop on the side of a high-way, the on-the-spot judgment required of police, and the serious public safety concerns in DUI criminal activity.” *Id.* at 1086.

Once a responding officer has addressed any immediate threat to human safety, the officer is under a duty to reasonably accommodate a qualified individual’s disability. Although officers are necessarily accustomed to unilaterally ordering the course of their investigation and arrests, the reasonable accommodation

process usually requires interaction with the person with a disability. Cf. *Frazier-White v. Gee*, 818 F.3d 1249, 1257 (11th Cir. 2016) (“interactive process” needed to identify a reasonable accommodation). In the law enforcement context, determining a reasonable accommodation involves consideration of the unique needs of the person with a disability along with the legitimate law enforcement objectives and exigencies of the case at hand.

Claims mainly revolve under three legal theories:

- 1. wrongful arrest**
- 2. failure to reasonably accommodate, and**
- 3. failure to train**

Failure to Train

An emerging theory of liability under the ADA is based upon agencies’ alleged failure to train their officers. Support for such a claim can be found in the legislative history of the ADA. The House Judiciary Committee stated: “In order to comply with the non-discrimination mandate, it is often necessary to provide training to public employees about disability” and such “discriminatory treatment based on disability can be avoided

by proper training.” When enacting the ADA, Congress found that individuals with disabilities continually encounter various forms of discrimination, including failure to make modifications to existing practices.

Regulations promulgated by the Department of Justice are also instructive. According to the preamble of the regulations that interpret Title II of the ADA, “[t]he general regulatory obligation to modify policies, practices, or procedures requires law enforcement to make changes in policies that result in discriminatory arrests or abuse of individuals with disabilities.” Moreover, under 28 C.F.R. § 35.105(a), a public entity shall evaluate its current services, policies, and practices that do not or may not meet the

requirements of the ADA, and if necessary, the public entity shall proceed to make necessary modifications. And according to 28 C.F.R. § 35.130(b)(7), a public entity shall make reasonable modifications in policies, practices, or procedures when the modifications are necessary to avoid discrimination on the basis of disability, unless the public entity can demonstrate that making the modifications would fundamentally alter the nature of the service, program, or activity.

To be sure, an agency's deficient policies or training practices could support a plaintiff's claim for declaratory or injunctive relief. But because an agency's liability for compensatory damages requires a showing of intentional discrimination, it is exceedingly difficult for a plaintiff to recover damages under a failure-to-train theory. To show intentional discrimination due to an alleged failure to train, a plaintiff must meet the same standards of culpability and causation that apply to municipal liability claims under Section 1983. That is, plaintiffs must plead and prove that a policymaking supervisor was deliberately indifferent to the needs of individuals with disabilities. To meet this standard, a plaintiff must show that the need for more or different training was obvious, and this usually requires a showing of a history of abuse by subordinates that has put the supervisor on notice of the need for corrective measures.

Regardless of whether a plaintiff specifically asserts a "failure to train" theory of liability, an

agency's policies and training practices are certainly relevant to any determination that the agency has or has not discriminated against persons with disabilities. As such, there remains an overall need for agencies to specifically instruct their officers to be on the lookout for the unique needs of persons with a range of disabilities, and to make every reasonable effort to accommodate such needs.

Conclusion

Granted, law enforcement officers cannot be expected in tense and uncertain circumstances to recognize every disability and provide accommodations in the heat of the moment. But by the same token, agencies should prepare officers to provide reasonable accommodations to individuals with disabilities by incorporating the requirements and objectives of the ADA in training materials and policies.

Reference citations

1 See https://www.ada.gov/q&a_law.htm (last visited 6/18/22).

2 *An individual is deemed to have a disability in the context of the ADA if the individual: (1) has a physical or mental impairment that substantially limits one or more major life activities, (2) has a record of such impairment, or (3) is regarded as having such an impairment.*

3 See also *Rylee v. Chapman*, 316 F. App'x 901, 906 (11th Cir. 2009) (denial of hearing impaired arrestee's request to use cellular telephone during booking and 24-hour detention did not violate ADA and RA); 28 C.F.R. § 35.160(a) ("A public entity shall take appropriate steps to ensure that communications with applicants, participants, members of the public, and companions with disabilities are as effective as communications with others.") (emphasis added).

4 See *Est. of Schultz v. Bd. of Regents of Univ. Sys. of Georgia*, 554 F. Supp. 3d 1274, 1281 (N.D. Ga. 2021) (dismissing claim for failure to allege that a responsible official knew of past discrimination and failed to correct it).

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INSIGHTS

>> How is your agency working with Mental Health providers to better provide services to consumers?

COMMUNITY COLLABORATION ALTERNATIVES

Chief Jay Parish
Gainesville Police Department



In a use-of-force review in 2018, we saw the common theme that several of our noncompliant arrests involved subjects that suffer from mental and/or behavioral disorders. This problem was also obvious from watching any mainstream news outlet. Law enforcement officers across this nation were being called on more and more to address and deal with those who suffer from mental illness, and these individuals were left to their own coping devices. Many times, this was in the form of co-occurring substance abuse. Often these law enforcement encounters were the result of a low-level, misdemeanor crime. However, when compared to other populations, these encounters could quickly become violent. In 2019, our agency was involved in three (3) officer-involved shootings. All three of these encounters were with persons we later determined had untreated mental illness.

These encounters were the “call-to-action” for the Gainesville/Hall County community. As Chief,

I began to search for funding, programs, and strategize ideas on how to better address mental illness in our community. I became involved in local focus groups that gathered the resources of key community partners - government, non-profits, school systems, and healthcare providers, to name a few. These discussions led to formalized partnerships for local grant funding that focused on incorporating a licensed mental health clinician within the ranks of the Gainesville Police Department.

The initial seed grant was funded by the North Georgia Community Foundation as part of their opportunity grants initiative. This funding provided for the first year’s base salary for a licensed clinician. The City of Gainesville provided the fringe benefits as part of the salary package. This grant allowed the police department to hire the first clinician in April of 2020 (at the on-set of the COVID pandemic).

The United Way of Hall County, in partnership with the Northeast Georgia Health Systems Foundation, provided the second major piece of funding for the growth and continued development of the Police Co-Responder program. The two entities were able to grant over \$500,000 over a multi-year period in order to add more clinicians and needed equipment for the program.

We are now beginning our third year of having “in-house” clinicians. The learning curve has been sharp, but successful. We have two full-time clinicians that provide an array of social services. These individuals respond to calls for service where mental and behavioral health are the underlying cause for interaction with law enforcement. A large amount of the clinician’s daily activity is in case managing the individuals with whom we have these interactions. Often, these patients need a way to obtain medications, housing and/or shelter, work documents, or other necessities in order to manage their mental health conditions. Our clinicians work daily with other healthcare providers and non-profits to get the individuals the services they need.

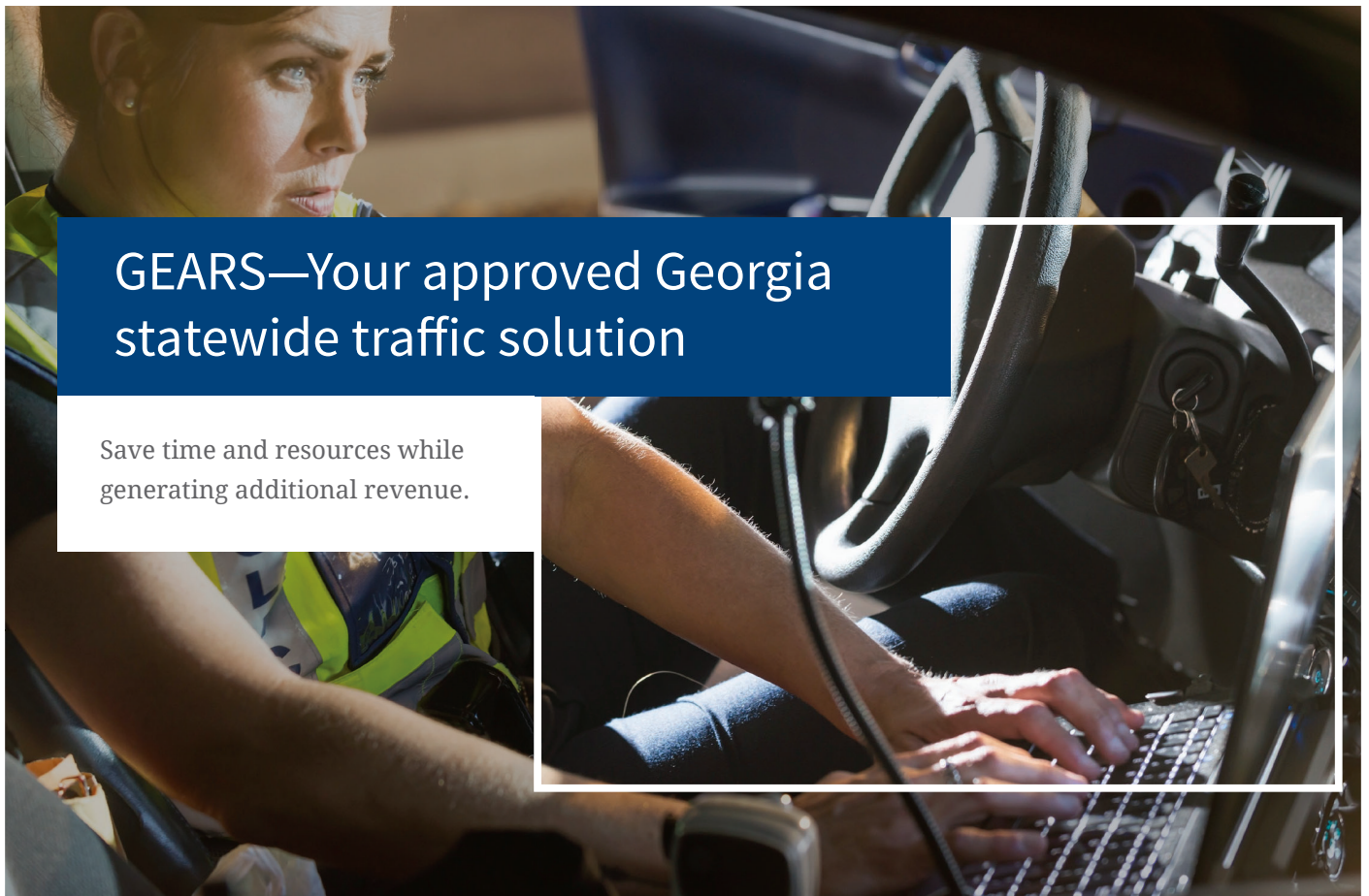
Our success stories are measured in many ways. Sometimes decreased interaction with law enforcement is a show of success. We have found funding to get patients in long-term treatment, reunited patients with family members that can provide care, obtained medication for mental health management, just to name a few.

In February 2022, the Gainesville Police Department partnered with J’s Place Recovery Center (the local Recovery Community Organization), in a grant provided by the United Way of Hall County, to allow our clinicians to involve peer recovery coaches to respond to the scene where a subject’s underlying issue stems from a Substance Abuse Disorder. Peer coaches are able to respond to overdoses and other law enforcement encounters where our clinicians identify that treatment is a better option than incarceration for the person.

Our overall goal is to reduce the violent encounters between those suffering from mental illness and law enforcement. Though training in dealing with the mentally ill is paramount for all law enforcement officers (CIT and Mental Health First Aid) we cannot rely on law enforcement to be experts in the treatment of those that suffer mental illness. Having mental health clinicians embedded in department, and working directly for the department, has shifted the burden of the encounters with these subjects from the police to the experts. This has been a win-win-win. A win for the patient, the officer involved, and the community.

Chief Jay Parrish has served with the Gainesville Police Department for 21 years, two of those as its Chief of Police. He holds a bachelor’s degree in Business Administration from North Georgia College and University and a Masters of Public Safety Administration from Columbus State University. He also graduated from the 260th Session of the FBI National Academy and Class 70 of the Georgia Law Enforcement Command College.

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>> How is your agency working with Mental Health providers to better provide services to consumers?

THE CRISIS RESPONSE TEAM APPROACH

Chief Joel Richards
Carrolton Police Department

In 2019, community leaders in Carroll County began discussing the need for a localized, mobile crisis response team. Through strong community partnerships and collaborations, the Carroll County Crisis Response Team (CCCRT) was formed and has been in operation since April 2021. An advisory committee was established to provide oversight and governance to CCCRT.

The mission of CCCRT is to address mental health crises without arrest, jail time, or further trauma for the citizens we serve, as well as reduce the use of emergency department and law enforcement resources for mental health crises. The CCCRT team consists of a sworn law enforcement officer that also holds paramedic licensure to enable the team to medically clear clients for direct admission, and a licensed clinician on a mobile unit that respond to 911 dispatch calls and other referrals from the community. The CCCRT team also includes a case manager that provides follow-up care, case management services, community outreach, and education to promote prevention. CCCRT operates under the Respond, Resolve and Refer model: Respond to 911 psychiatric crisis calls in a specialized unit, provide onsite intervention to de-escalate and Resolve mental health crises, and Refer consumers to community health provider partners and other resources as needed.

During the 209 days the CCCRT has been active, it responded to 304 emergency psychiatric crisis calls dispatched by 911. CCCRT de-escalated 66% of those calls on scene without further involvement with law enforcement officer or other first responders. Twenty-seven percent of the calls that CCCRT responded to were directly transported and admitted to a crisis stabilization facility and received immediate treatment. Only one call has resulted in an arrest due to criminal activity. The CCCRT team has also facilitated 462 follow-up contacts since inception in April 2021.

CCCRT was created in partnership with the Carrollton Police Department, two treatment providers, Pathways Center and Willowbrooke at Tanner, serving as the local mental health service providers, and the Carroll County Mental Health Advocates (CMHA).

CMHA is committed to providing support programs, resources, and prevention in response

to the growing mental health

crisis in our community

by providing the following

areas of services and

programs: Diversion

Programs, Mental Health

Advocates, Carroll County

Crisis Response Team, Peer

Support Programs and

Activities, and Community

Education and Outreach

Initiatives. Notably, Carroll

County applied for and was

awarded funding from the

U. S. Department of Health

and Human Services, Substance Abuse and

Mental Health Services Administration (SAMHSA)

to implement an early diversion program in

conjunction with the CMHA and the City of

Carrollton in January 2020. Since the receipt of

funds, a diversion program was implemented. This

model that works closely with CCCRT to provide

continuity of care from crisis through community-

based treatment and case management services.

In 2022, the City of Carrollton was awarded

funding from the Bureau of Justice Assistance, Connect and Protect: Law Enforcement Behavioral Health Responses for the expansion of the CCCRT model for additional units and teams.

In 2021, the Carrollton Police Department, CMHA, and other stakeholders were selected,

along with eight cities across the nation, to

participate in SAMHSA's GAINS (Gather,

Access, Integrate, Network

and Stimulate) Center

Building a Competent

Crisis Care System at

Intercepts Community of

Practice (CofP) to create

local strategic plans and

implementation strategies

with subject matter experts

from across the country.

CCCRT program encounters

individuals at the Sequential

Intercept Model of

Intercepts Crisis Care

Continuum and Intercept

Law Enforcement Calls and Responses. The

provision of early, informed clinical decision-

making by mobile crisis response teams diverts

consumers in mental health crises to the most

appropriate care setting, reduces the number of

police transports, improve outcomes, and aligns

community services. The uniqueness of Carroll

County's model addresses the missing link in

services for consumers within our community

The mission of CCCRT is to address mental health crises without arrest, jail time, or further trauma for the citizens we serve, as well as reduce the use of emergency department and law enforcement resources for mental health crises.

and helps to support law enforcement-behavioral health cross-system collaboration to improve public health responses. We have found that while our citizens need immediate responses to crisis and diversion, they also require follow-up case management services and linkages to peer support services and support systems that encourage environments for continued outpatient treatment, pathways to recovery, and help to reduce recidivism.

The Carroll County Crisis Response Team partners include the City of Carrollton, Carroll County Mental Health Advocates, local non-profit organizations, Carroll County, Tanner Medical Center, Pathways Center- Community Service Board, Community Foundation of West Georgia, and a local business owner.

Carrollton Police Chief Joel Richards has served with the department for 30 years and the last 18 as Chief. He holds a Bachelor of Science in Criminology and is actively engaged in a number of community program boards.



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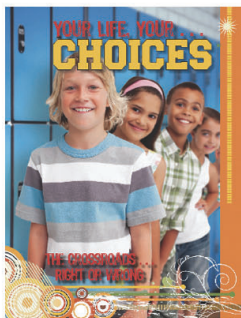
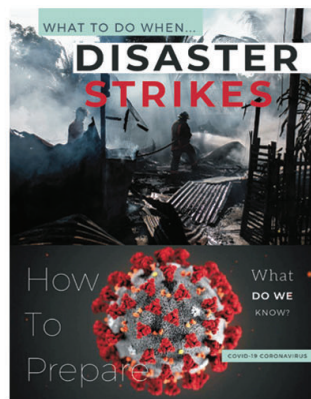
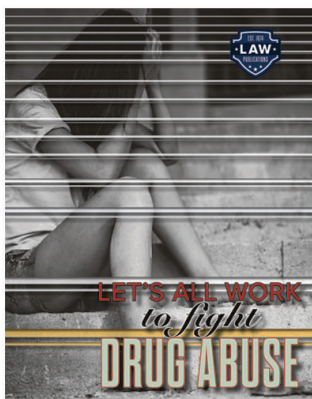
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>> How is your agency working with Mental Health providers to better provide services to consumers?

CRISIS INTERVENTION TEAM TRAINING

Chief Gary Yandura
Brookhaven Police Department



The Brookhaven Police Department partnered with Behavioral Health Link (BHL) through a provided grant placing a psychologist with the agency forty hours a week in October 2021. This clinician's responsibilities included responding to mental health related calls within the community, maintaining records addressing these mental health type calls, and assisting with any Brookhaven Police Department member's needs.

This program went well until Behavioral Health Link lost clinicians through attrition, limiting their ability to work with Brookhaven P.D. to only 8 hours per week. This loss of assistance placed a strain on Brookhaven's responsiveness in dealing with mental health related calls and resulted in a request from the city to create one budgeted position for a licensed mental health professional. This clinician would be part of the core C.I.T. Team, which also consists of a supervising Lieutenant and one officer. In addition to these two

members and clinician, the police department has approximately 70% of the officers trained in C.I.T. to respond to mental health related calls. The department's goal is to have 100% of all officers trained in C.I.T. within the next few years, as mental health type calls have increased greatly since the COVID Pandemic began over two years ago.

Using the following data, in addition to utilizing a clinician for the welfare of first responders and Critical Incident Debriefings, the City Council appropriated funds for the immediate hiring of a Clinician. The data provided for part of the first year with the BHL Clinician showed they responded to 109 documented requests by officers in the field for a mental health professional. These requests resulted in:

29% resulted in the client being taken for an involuntary mental health evaluation or what is commonly known as a 1013.

18% resulted in the client being transferred to an emergency receiving facility voluntarily

39% resulted in no action being taken and the client was released

12% resulted in the arrest of the client

The remaining incidents resulted in the client being transported to the hospital for other medical reasons.

Many other changes had to occur to meet the needs of a service delivery strategy regarding mental health clients. These included changing the departments policy on "Response to Persons in Crisis." This included changing reporting categories / codes and training personnel on all changes regarding this new policy. The department was also fortunate in receiving a grant to provide C.I.T. Instructor training, along with funds to provide Mental Health Resource Brochures. These brochures provided resource information for all types of mental health clients and family members and are now distributed by officers.

Finally, the partnership with a mental health service provider will be an on-going changing experience for the Brookhaven Police Department, as well as many other agencies within Georgia, because of the recent passing of State SB403 (Mental Health Co-Responder) and HB1013 (Mental Health Parity). These two recently needed and passed Bills, along with the new 988 Crisis Calling Line, will require

appropriations and additional planning prior to utilization, but will once again change everyone's policies and procedures in dealing with mental health calls.

Chief Gary Yandura has 47 years of law enforcement experience starting his career in Lake Forest, Illinois. Prior to launching the Brookhaven Police Department as its first chief in 2013, he served as the police chief in College Park and Hiram. He holds a bachelor's degree in criminal justice and masters degree in public administration. He has also attended Northwestern University, School of Police Staff and Command as well as the FBI LEED's program in Quantico, VA.



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AROUND THE STATE

District 1

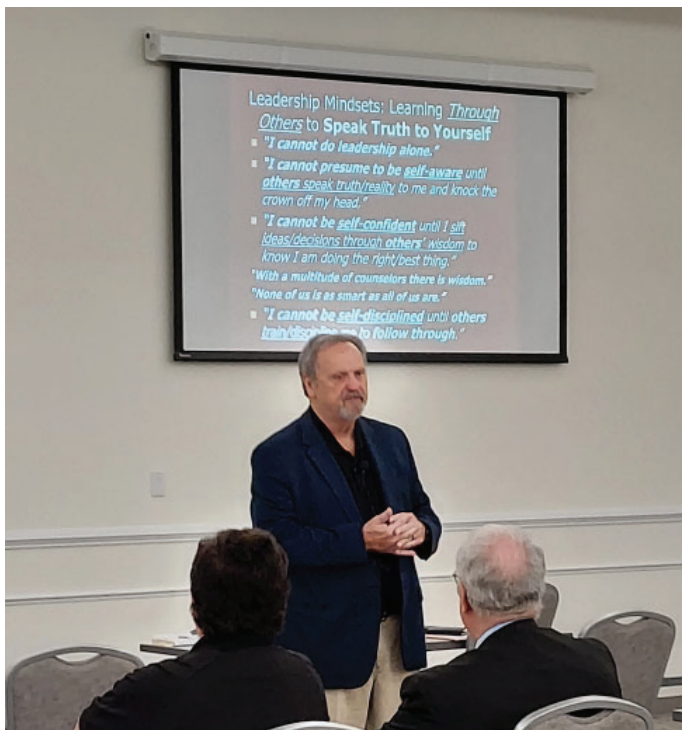
Jalon J. Heard was sworn in as the **Cordele Police Chief** on May 3, 2022.

District 2

Cary M. Ethridge was appointed as the **Southwest Georgia Regional Airport Police Chief** on February 7, 2022.

Chief John Hendricks and the **Camilla Police Department** were awarded State Certification on May 5, 2022.

On June 2, 2022, **Chief Michael Persley** and the Albany Police Department partnered with GACP to host **Jack Enter** to provide leadership training for first line supervisors in Districts 1 and 2.



District 3

Emilio Q. Quintana was sworn in as the **Warm Springs Police Chief** on April 4, 2022.

Chief Daniel Ferrone and the **Pine Mountain Police Department** were awarded recertification under the State Certification Program on May 5, 2022.

District 4

Anthony L. Taylor was named as the **Oglethorpe Police Chief** on February 3, 2022. He had served as the Acting Chief since October of 2021.

Roy C. Thompson was named as the **Fort Valley Police Chief** on March 8, 2022. Chief Thompson has over 21 years of experience and has been with the department for 15 years.

On April 30, 2022, the City of Oglethorpe honored **Chief Wesley Harold Cannon (Ret.)** by dedicating



(L-R) **Chief Harold Wesley Cannon's children, Julie Cannon Truman, Byron Police Chief Wesley H. Cannon and Ali Cannon Purdy.**

AROUND THE STATE

Sheriff Brad Freeman and the **Monroe County Sheriff's Office** was awarded State Certification on June 15, 2022.

District 5

James Kevin Chaney was named as the Acting Chief for the **Kingsland Police Department** on April 20, 2022. Prior to joining the Kingsland Police Department, Chief Chaney served with the Camden County Sheriff's Office where he attained the rank of Major.

District 6

Sheriff William Bowman and the **Liberty County Sheriff's Office** was awarded State Certification on May 5, 2022.

District 7

On May 9, 2022, **Chief Rick Worman** resigned from the Blythe Police Department after eight years as service and five as the Police Chief. **Dwayne Flowers** began service as the Interim Chief upon Worman's resignation. Chief Flowers served as the Hephzibah Police Chief from 2012 to 2020.

On May 3, 2022, **Clayton Wilson Green Jr.** was named as the Midville Police Chief.

District 8

On March 1, 2022, **David Payne** was sworn in as the **Fairmount Police Chief**.

Chief Mark Wallace and the **Floyd County Police Department** were awarded recertification under

the State Certification Program on May 5, 2022.

District 9

On March 15, 2022, **Christopher S. Hulse** was named as the **Flowery Branch Police Chief**. Chief Hulse has over 17 years of law enforcement experience and has served as the Assistant Chief for the past seven years.

On May 20, 2022 the Gwinnett Chamber of Commerce hosted their Annual Valor Awards Program. Lilburn Police Chief Bruce Hedley was presented with the Leadership Award



Curtis Clemons, Deputy Chief Investigator for the Gwinnett County District Attorney's Office with Lilburn Police Chief Bruce Hedley

Sheriff Joey Terrell and the **Habersham County Sheriff's Office** were awarded recertification under the State Certification Program on June 15, 2022.

AROUND THE STATE

District 10

Atlanta Metropolitan College **Police Chief Wiley Gammon** retired on April 4, 2022. He had been chief at Atlanta Metropolitan since 2019. He previously served as the East Georgia State College Police Department from 2015 to 2018

On March 31, 2022, **Marcus Quinelle Hill** was appointed Interim Chief of the Atlanta Metropolitan College Police Department on April 1, 2022.

Charles Prescott was named as the **Morehouse College Police Chief** on April 18, 2022. Prior to assuming command of the Morehouse Police Department, Chief Prescott was the Chief Investigator with the Cobb Judicial Circuit District Attorney's Office since November 2019.

On April 4, 2022, **David Snively** was named as Interim Chief of the Morrow Police Department. He succeeds **Renan Lopez de Azua** who retired.

Atlanta Police **Chief Rodney Bryant** retired on May 2, 2022, after 34 years of service. Assistant Chief **Darin Schierbaum** was named as the Interim Chief. Chief Schierbaum has served with the department for 20 years.

Chief Derrick Austin and the **Locust Grove Police Department** were awarded State Certification on June 15, 2022.

District 11

Donald E. DeJarnette was named as the **Lithonia Police Chief** on February 23, 2022.

On April 4, 2022, **Mathew Dean Dawkins** was officially named as Chief of the **Jasper Police Department** after serving as the interim chief since October 2, 2021.

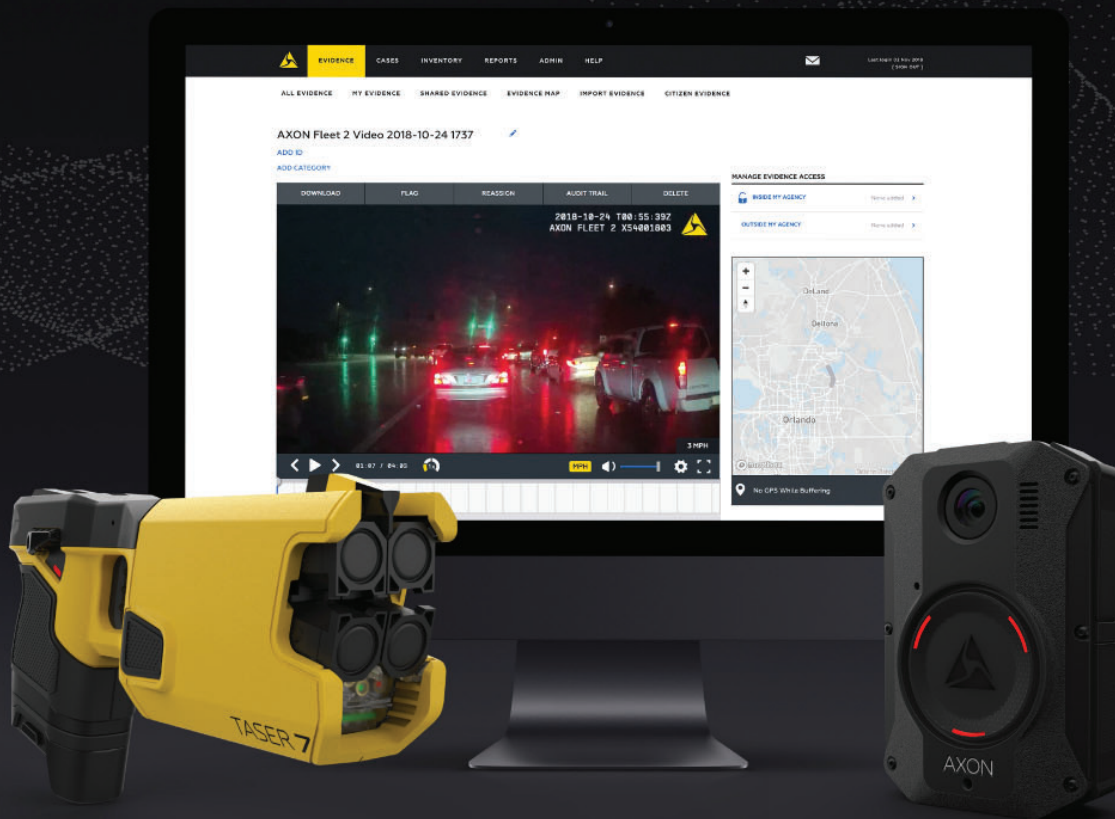
Scott Richards was officially named as the **Decatur Police Chief** on April 18, 2022. Chief Richards has been with the department since 1994. He was promoted to Deputy Chief in 2016 and has served as the interim chief since April 2021.

Chief Michael Mansour and the **Villa Rica Police Department** were awarded recertification with the State Certification Program on May 5, 2022.

Jason Rogers retired as the Chief Investigator with the **Cobb County Solicitors Office** after 15 years as the Chief Investigator and 28 years in law enforcement.

Chief Chancey H. Troutman retired from the **City of Stone Mountain** Police Department after 33 years of service. **James R. Westerfield** was named as the Interim Chief by the City of Stone Mountain. Chief Westerfield has served with the department for 16 years. At the May 19, 2022 GACP Executive Board Meeting, Chief Troutman was awarded Life Membership.

On May 10, 2022, **Stuart VanHoozer** was named as the **Cobb County Police Chief**. Chief VanHoozer has served with the department for the past 32 years, the last four as Deputy Chief.



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AROUND THE STATE

Chief Executive Training Class 22-66



Front: Shannon Cantrell (Captain, Carrollton PD), Ty Walls (Chief, Clayton County Solicitor General's Office), Mack Drury (Chief, Homerville PD), Brad Newcomer (Chief Investigator, Georgia Department of Transportation), Lisa Copeland (Deputy Director, Georgia State Board of Pardon & Pardons), Jordan Batten (Chief, Odum PD), Sandra Pryor (Chief, Gwinnett Technical College PD), Jorge Olmo Novoa (Chief Marshal, Troup County Marshal's Office), Jarvis Flowers (Chief, Gordon State College PD), Christopher Kim (Lieutenant, DeKalb County Marshal's Office)

Middle: Joyce Dent-Fitzpatrick (Assistant Chief, Columbus PD), Mark Anglin (Chief, Oxford PD), Morrese Horton (Chief, Roosevelt Warm Springs Institute), Christopher Reed (Assistant Chief, Walthourville PD), Jesse O'Neal Jr. (Chief, Woodbury PD), Marcus Hill (Acting Chief, Atlanta Metropolitan State College PD), Trevan Baker (Chief Investigator, Columbia County Judicial Circuit DA's Office), Shannon Layne (Lieutenant, Johns Creek PD), David Payne (Chief, Fairmont PD), Rik Wise (Chief, Stephens County Marshal's Office), Michael Adams (Chief, Arcade PD)

Back: Tarris Bivins (Chief, Cuthbert PD), Mike Keener (Chief, Clayton State University PD), Jerald Watson (Captain, Banks County Sheriff's Office), Mac Edwards (Sheriff, Evans County Sheriff's Office), Wallace Dixon (Chief, Patterson PD), Lee Webster (Chief Deputy, Burke County Sheriff's Office), Keith Moon (Interim Chief, Dublin PD), Jeffery Mack (Chief Investigator, Athens-Clarke County Solicitor General), Joe McKinney (Assistant Chief, Georgia World Congress Center Authority DPS), Roy C. Thompson III (Interim Chief, Fort Valley PD)

AROUND THE STATE

GA PEACE OFFICER MEMORIAL RECOGNITION



AROUND THE STATE

2021 GA Peace Officer Memorial Honorees

Daniel Marcus Mobley	DeKalb County Police Department	January 2, 2021
Nicholas Alexander Howell	Henry County Sheriff's Office	January 3, 2021
Havonia Denise Holley	US Marshal's Service	January 5, 2021
David G. Crumpler	Henry Co. Police Department	January 7, 2021
Arturo Villegas, Sr.	Alamo Police Department	January 10, 2021
Jerry Steve Hemphill	Lanier Technical College Police Dept.	January 16, 2021
Wayne D. Snyder	Georgia Department of Corrections	January 23, 2021
Michael D. Garigan	Gordon County Sheriff's Office	January 24, 2021
Jeffery Robert Smith	Berry College Police Department	January 29, 2021
Grace A. Bellamy	Georgia Department of Corrections	February 1, 2021
Richard Larry Odum	GA Public Safety Training Center PD	February 10, 2021
Justin Williams Bedwell	Decatur County Sheriff's Office	March 1, 2021
Barry Edwin Henderson	Polk County Sheriff's Office	March 9, 2021
Christopher Wilson Knight	Bibb County Sheriff's Office	April 6, 2021
Joseph William Burson	City of Holly Springs Police Dept.	June 17, 2021
Bryan Christopher Hawkins	Lake City Police Department	August 5, 2021
Dale Sylvester, Jr.	Port Wentworth Police Department	August 11, 2021
Ramsey O'Dell Mannon	Effingham County Sheriff's Office	August 12, 2021
Addison M. Ford, Sr.	GA Dept. of Community Supervision	August 15, 2021
Nicholas A. Boutwell	Georgia Department of Corrections	August 20, 2021
Rodney L. Davis, Sr.	Waycross Police Department	August 20, 2021
Christopher J. Bachelor	Hall County Sheriff's Office	August 25, 2021
Kenneth R. Kirkland	Colquitt Police Department	August 25, 2021
Shaneca Napier	GA Dept. of Community Supervision	August 25, 2021
Michael J. Stokes	Houston County Sheriff's Office	August 30, 2021
Frankie Anibal Gutierrez	Newnan Police Department	September 2, 2021
William Jeffrey Yancey	Lake City Police Department	September 2, 2021
Jody Jerome Smith	Carroll County Sheriff's Office	September 3, 2021
Tara Leanne Cook	Whitfield County Sheriff's Office	September 4, 2021
Michael Scott Howard	GA Dept. of Community Supervision	September 10, 2021
Bobby Williams	Muscogee County Sheriff's Office	September 13, 2021
Steven L. Marshall	Chatsworth Police Department	September 16, 2021
Gregory Bernard Campbell	Richmond County Sheriff's Office	September 18, 2021
Brandi Cross-Stock	Brooklet Police Department	September 19, 2021
Sherman Peebles	Muscogee County Sheriff's Office	September 21, 2021
Charles Ashley Smith	Cobb Co. School District Police Dept.	September 27, 2021
Dylan McCauley Harrison	Oconee Drug Task Force	October 9, 2021
Richard A. McMahan	Columbus Police Department	October 13, 2021
William W. Gay	Bibb County Sheriff's Office	October 14, 2021
Lena Nicole Marshall	Jackson County Sheriff's Office	November 8, 2021
Paramhans D. Desai	Henry County Police Department	November 8, 2021

GA Peace Officer Memorial Honorees of Previous Years

Tubal Cain Hardy	Senoia Police Department	November 4, 1893
Michael Aspinwall	Baxley Police Department	August 3, 1905
Pratt G. Mizell	Charlton County Sheriff's Office	January 1, 1938
James Michael Adcock	Walton County Sheriff's Office	October 16, 2009
Roger J. Hodge	Georgia Department of Corrections	April 14, 2020
Jerome McBurrough	Georgia Department of Corrections	June 23, 2020
Richard M. Grant	DeKalb Co. Medical Examiner's Office	July 16, 2020
Onochie S. Ikedionwu	Georgia Department of Corrections	August 26, 2020
Christopher J. Dye	Walker County Sheriff's Office	November 4, 2020





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RESEARCH

FEDERAL CONSENT DECREES

>> A Review of Polices, Processes, and Outcomes



Allan Y. Jiao

The 1994 Violent Crime Control and Law Enforcement Act gave the Civil Rights Division of the U. S. Department of Justice (DOJ) the authority to conduct investigations of law enforcement agencies to determine if they are utilizing any operational ‘patterns and practices’ that violate individuals’ civil rights. Upon a finding of a pattern and practice, the DOJ may file a lawsuit to require the agency to enter into a consent decree to implement best practices that will create a “culture of accountability”.

While DOJ consent decrees with local law enforcement agencies under 42 U.S.C 14141 are perceived to be a promising approach to implement institutional change and accountability, there has been little systematic evaluation to measure their impact. The purpose of this research was to evaluate the effectiveness of this process and identify specific areas that may need to be addressed.

Once a governing authority enters a consent decree, they are legally bound to enact processes to achieve the agreed upon reforms. These processes are typically achieved through operational policies and training. This process is evaluated by an independent monitor who provides routine progress reports to the court.

The author noted a variety of challenges agencies experience when operating under a consent order:

Unexpected Costs

Entering into a consent agreement is often perceived as being less expensive than continued litigation. While this may be true, consent decrees are very coercive. Agency leaders must recognize all the operational and financial costs the agency will be required to assume. At a minimum, these include payment of the court monitor, increased staffing, auditing processes,

enhanced supervisory/management assignments, and increased training. While the period to serve under a consent order is open ended, these agreements typically last for a minimum of three years, but could potentially continue for many years.

Lack of Cooperation

In some cases, agency leaders have been openly resistant to complying with federal mandates. A variety of factors contribute to this, including a lack of trust between the parties, resistance to change, and requirements being perceived as unrealistic. Some have directly accused the monitor as going through the motions just so they could increase their bills. When negotiating the consent order, it is critical for agencies to come to an agreement of what is expected, how this is to be accomplished, and each party's responsibilities.

Dysfunctional Organizational Culture

Probably the most problematic issue to implementing change in any organization is a

subculture that holds on to past practices and traditions. In some cases, agencies that were released from the consent order returned to their previous practices, suggesting the initiatives were never institutionalized into the organization's

culture. If this occurs, it is possible the agency will likely be forced into another agreement. To address these issues, agency leaders who focused on institutional behavior were more successful than those that focused on 'rotten apples.' Police executives who respond with a sense of urgency in a proactive manner will more likely achieve the desired reforms at less costs.

Six areas for a consent decree to achieve its goals:

- **Terms of the Consent Agreement**
- **Independent Monitor's Functions**
- **Leadership and Management Responsibilities**
- **Institutionalization of Policies and Practices**
- **Change and Development of the Organization's Culture**

Evaluation/Measurement Processes

Issues with poor reporting by agencies, as well as poor, incomplete quarterly reports by monitors, have been an issue. In some instances, the evaluation criteria have never been empirically validated. This is particularly problematic because the desired behaviors cannot be properly implemented if they are not evaluated using valid criteria. In other cases, in-house auditors

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had little to no training in commonly accepted auditing processes. In time, those agencies that viewed audits as an effective way to address performance issues and improve operations successfully implemented processes that became institutionalized.

The author noted that despite issues that have occurred with the use of consent orders, they have proven to be effective in changing police operations. It has been suggested “the use of federal intervention in and oversight of local policing should not only continue but be refined and expanded”. They note six areas for a consent decree to achieve its goals:

Terms of the Consent Agreement

Independent Monitor’s Functions

Leadership and Management Responsibilities

Institutionalization of Policies and Practices

Change and Development of the Organization’s Culture

Integrated Audit Function

While this article speaks of the issues relating to the use of federally mandated consent orders to implement constitutional policing, it also offers insight into those areas most likely to lead to an investigation of police operations. Identifying these practices and implementing operational procedures, training, compliance inspections, and documentation can go a long way for an organization to avoid potential litigation as well

as accusations of a pattern and practice of unconstitutional activities.

Allan Y. Jiao, “Federal Consent Decrees: A Review of Policies, Processes, and Outcomes”, Police Practice and Research, Vol. 22, No. 1 pp. 793-804 (2021)



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RESEARCH

MAKING SENSE OF BODY WORN CAMERAS

>> A Technology Frames Analysis

Marthinus C. Koen and James J. Willis

After several controversial, officer-involved incidents, police agencies across the United States began to implement the use of body-worn cameras (BWCs) to increase transparency and provide video recordings of the encounters. There is a growing amount of research on the implementation, use, and benefits of body-worn cameras. This study evaluates how BWCs may be perceived differently by department staff depending on individuals' position and job responsibility. How something is 'framed' or presented can influence these perceptions. Individuals with a negative perception may be apprehensive or resistant to the new technology. When efforts are not taken to recognize and address these disparate perspectives, agencies can experience a number of unintended consequences.

To evaluate how the implementation of BWCs was

perceived by persons in different assignments, the researchers conducted semi-structured interviews of individuals, observed the cameras usage in the field, and completed a survey to quantify opinions. The research site was an agency of 60-70 officers serving a suburban community of approximately 25,000 citizens that had implemented body-worn cameras within the previous year. The population was 50% African American, 30% Latino and Asian, and 20% White.

Department personnel were broken into two groups – Managers and Users. Managers were comprised of all supervisors, sergeants and above, whose primary involvement with the BWCs were implementation, reviewing footage, and ensuring proper use. Users included all other sworn staff to include retention officers (FTOs), patrol officers, and detectives who were mandated by policy to utilize the equipment.

To evaluate how the implementation was framed, three areas were examined including the nature of the technology, implementation strategy, and its usage.

Nature of the Technology

This area evaluates both groups' perceptions of the device's features and functionality to include ease and benefits of use. The managers were very concerned with the cost of the cameras. As the cost of the devices fell, the storage of data remained very high. Storing the data on the manufacturer's cloud-based system provided a better option than maintaining the information on site and increasing the number of department personnel.

Managers were also concerned how the cameras would be mounted on officers' bodies. Each of the different positions had advantages and disadvantages.

Users were concerned with the functional capabilities of the BWC's including 'comfort, battery life, fixability, and ease of recording and retrieval.' Of these, battery life was a particular concern. Officers expressed concerns that if the

cameras stopped when interacting with a citizen, they would be accused of turning them off. When the officers found the batteries lasted longer than expected and would provide a warning when they were almost depleted their concerns were resolved. While troubleshooting malfunctions could be an issue, FTOs were trained to repair common problems. Finally, concerns that positioning the camera on the officers' head would be awkward were addressed by providing

different mounting and carry options.

Implementation Strategy:

This assesses how the people view the implementation and reasons for implementing the technology. The managers reported they wanted to use BWCs to protect officers from complaints

and false allegations of misconduct. They also worried officers would resist using the system. To mitigate this, agency leaders included union representatives as part of the policy formation and implementation. To reinforce their intent was to use the systems to protect officers, cameras were issued in stages with officers who had the most contact being first, not the officers who had

The research site was an agency of 60-70 officers serving a suburban community of approximately 25,000 citizens that had implemented body-worn cameras within the previous year. The population was 50% African American, 30% Latino and Asian, and 20% White.

received the most complaints.

While the users were concerned camera footage would be used to identify and punish them for minor infractions, supervisors' reviews of footage focused on identifying training opportunities or officer safety issues. The study found it took about six to 18 months for officers to recognize the system was being for the purposes that were proposed.

Technology In Use:

This perspective addresses how individuals use equipment in the work environment. The managers envisioned the BWCs would be used as a training aide and provide conclusive evidence for claims of misconduct or use of force by officers. While this proved to be the case, the unanticipated benefit was the impact the footage provided in avoiding litigation or entering into out of court settlements.

After implementation of the BWC technology, users unexpectedly began to use the recordings to improve the quality of their written reports, capture crime scene evidence, and review their own performance to improve their responses to incidents. Officers also reported the time to resolve citizen complaints fell from three weeks to around 24 - 48 hours.

An unintended consequence the use of BWC created was an expectation in court cases for footage to support their case. Twenty-seven percent of the officers reported they felt their

credibility was reduced when there was no camera footage.

In the end, the researchers found the different perspectives began to 'congeal' early after the new technology was adopted and continued to remain constant afterwards. They also noted that when the two groups viewed the technology differently, it did not necessarily result in conflict. For example, while the managers were concerned with the cost of the equipment, they were able to provide a tool that was durable, easy-to-use, and met their needs. Both groups also found unanticipated benefits of the new technology.

While this research is limited to the implementation of body-worn cameras in one police department. The process should be considered when implementing any new process or equipment. Using this approach would likely lead to better acceptance from individuals and provide a more cohesive understanding and implementation.

Marthinus C. Koen and James J. Willis, "Making Sense of Body-Worn Cameras in a Police Organization: A Technology Frames Analysis", Police Practice and Research, Vol. 21, No. 4, (2020), pp. 31 - 367.

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RESEARCH

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>> in a Dynamic Use of Force Scenario

M. Hunter Martaindale

Between 2002 to 2011, it is estimated an average of 44 million individuals, 16 and older had contact with police officers across the United States. Only 1.6% of these contacts resulted in the threat or use of non-lethal force. During this same period, there were an estimated 48 unarmed persons shot by police. Five of these occurred after the police misidentified an item as a gun. While these types of incidents are extremely rare, they are tragic. This study focuses on a training strategy that would enable officers to more effectively distinguish a firearm from another object (i.e. hair brush, wallet).

When a person focuses on an item, a specific gaze known as foveal vision, provides the most accurate perception of what is being viewed. However, when the individual begins to use their peripheral vision, the individual immediately loses

50% of the visual data being received to identify the item. When this occurs, the brain will fill in the missing details by taking a mental short-cut called a heuristic response. Such that, without the focus of their foveal vision, an officer can misinterpret an innocuous item as a firearm.

Vision-based training has been used to improve athletes' ability to perceive the speed and accuracy an object is recognized and make a decision. Using this training has proven effective in training individuals and improving their performance. Previous law enforcement studies have determined that when seasoned, trained officers engage with individuals, their vision is fixated on specific areas as compared with novice officers who utilize their 'foveal vision' to watch other areas such as the individual's face or surrounding areas. Because of this, the seasoned

officers' actions result in significantly better identification of non-weapons and not firing their weapons.

The concept of deliberate practice, which is based on four key components, is considered the gold standard in training. The first component of deliberate practice is to train at the appropriate level for the individual. To accomplish this, deliberate practice begins at the individual's performance level and balances the training between being too easy or difficult. As the individual improves the intensity of the training increases. Second, the trainee is immediately provided with informative feedback on their performance and how to improve. Next, the individual must perform the action repetitively to develop the neural network for what is often referred to as muscle memory. Finally, the trainee must be motivated to continuously improve. Over the years it was portrayed individuals must perform this coordinated process for an extended period before they could master the action. Today, however, there is evidence to suggest individuals can dramatically improve their performance with small, highly focused amounts of training.

The primary research question this study was seeking to answer was "Can a vision training program based on the concepts of deliberate practice improve an individual's ability to correctly identify a gun in a dynamic use-of-force scenario?"

Using the principles of deliberate practice, a test

and control group were provided increasingly complex scenarios with immediate feedback and repeated performance of the task. In the first stage of the project, participants in each group were shown 30 still photos. To measure visual performance, researchers used a vision tracker that synced video from two cameras to specifically identify where participants were looking. Next, the complexity of the photo and the speed it was being shown was increased. Finally, video-based images were employed, requiring participants to identify the item as it was moving.

To evaluate participants performance three criteria were utilized:

Error Rate - The individual did not identify a weapon when present or they incorrectly identified an item as a weapon.

Decision Speed - When a gun was positively identified, the time to make the decision was recorded.

Fixation Speed - The length of time for the individual to fixate on an item.

Interestingly, the test group was not provided any training on where to look for a weapon, but the participants intuitively learned where to look and what a handgun looked like from different angles. The study found that after a 20-minute training program, the test group made about 33% fewer mistakes in decision errors. In addition, the time to fixate on an item and determine it was a handgun was about 16% faster than the control group.

In closing, the authors noted this study 'showed promise in vision training and deliberate practice' and recommended other potential areas of research. In time, this training approach can be implemented in police agencies and training facilities across the nation to improve the speed and accuracy of officers' decision-making in rapidly evolving situations. More importantly, the process of deliberate practice can be standardized to improve officers' overall performance to higher standards.

M. Hunter Martaindale, "Improving the Accuracy of Firearm Identification in a Dynamic Use of Force Scenario"; Police Quarterly, Vol 24, Issue 1, (2021), pp. 104 - 130.

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STAFF DEVELOPMENT

JOB SHADOWING



In an effort to streamline operations and improve 'efficiency,' many organizations, public and private, have implemented the use of technology to serve as a 'force multiplier.' While these initiatives are important to improving the capacity of their service delivery, the quality of service an agency provides can only be as good as the people they employ. The complexity of this issue is compounded by the accelerated rate of change that is occurring. Because of this, individuals must take greater responsibility for their personal and professional development. At the same time, it is incumbent on employers to provide individuals access to these opportunities. Fortunately, police leaders have a multitude of staff development tools to improve the depth of knowledge and capabilities of their staff. This article will describe how the use of job shadowing can be used to ensure applicants fit with the

organization and current employees are able to continuously develop their base of knowledge and ability to exceed established performance standards.

Job shadowing is different than cross training. With cross training, the employee learns to perform the job responsibilities of another position. This approach is important for continuity of operations, particularly in smaller departments.

Job shadowing can take several forms. Modeling behavior is often considered one of the most effective ways influence others. In its simplest form, an employee follows a seasoned employee to observe them perform their job responsibilities. Many public and private organizations use this approach to allow potential employees to determine if they would like to seek a career performing a specific job or seek employment

with a particular employer.

While most police agencies perform many of the same tasks, they all do them differently. When hiring new employees, it is imperative for leaders to hire those individuals who “fit” with their department. While there are different types of fit, one critical form is the person – job fit. Person-job fit evaluates how well an individual fits with performing a specific job (i.e. police officer). How many times have agencies hired and trained a new employee only to have them submit a resignation and explain the job was not what they thought it was? To address this, one form of job

shadowing agencies should consider is to require all applicants complete at least two ride-alongs with field training officers during the hiring process. It is recommended one of the ride-alongs be conducted on the night shift. The opportunity to shadow a veteran officer throughout

the shift will provide a realistic job preview of what it is really like to work as an officer in that department. Field training officers should be used because they are skilled with providing instruction as well as responding to questions. They are also proficient at evaluating individuals. When the candidate completes the ride-along the FTO

should submit a standardized evaluation form describing the individual’s actions and behaviors. The information collected during these events can prove critical to identifying the best candidates.

Similarly, an employee or officer can shadow persons serving in other positions within a department (i.e. detectives, traffic) to see if they would be interested in transferring to another division.

To provide a different perspective or help individuals see the ‘big picture,’ line officers can be invited to attend department staff meetings.

This will enable them to see how their performance impacts the overall performance of the shift, division, or the entire department. (View issues in a more collaborative/strategic manner.)

A more engaging approach to using job shadowing is to have individuals work with other officers

who may be performing a specialized task. For example, officers respond to a homicide scene. Instead of placing the new officer on a security post, assign them to work with the crime scene technicians. As the technician is processing the scene, they should explain what they are doing

Job shadowing is different than cross training. With cross training, the employee learns to perform the job responsibilities of another position. This approach is important for continuity of operations, particularly in smaller departments.

and why. They can also utilize the new officer to assist with taking measurements, collecting and storing evidence, as well as many other tasks. Having an officer participate in a 'real' event will enable them to see how skills are applied that were only discussed or practiced in training. This opportunity offers several benefits. First, the officer will better understand the importance of the process. Second, when adults engage more senses (i.e. sight, sound, touch, smell) they are more likely to retain information than when sitting in a class lecture. Because of this, the experience will also enable the officer to better understand why and how to protect a crime scene when they respond to incident locations in the future. Third, this 'real world' experience provides individuals with a better understanding of the intricacies that were not addressed during training or by reading a magazine, book, or report. It also provides a more comprehensive perspective of how their role and response to incidents is intertwined with other parts of the department, community, and criminal justice system.

This hands-on approach can be utilized with a variety of other operational activities not covered in field training programs, including evidence room operations, interrogations, and accident reconstruction.

Job shadowing can be utilized with newly appointed supervisors by observing a discussion with an employee about a performance issue, preparing and conducting a performance

evaluation, and completing a video review.

Upper-level staff can accompany command staff to city council work session, visit with legislators, and attending community meetings. Even chief executives can utilize this process by networking with other chiefs as they participate in different initiatives.

There is no one or 'best way' to shadow an employee. Some of the basic issues to take into consideration when developing a shadowing experience is identify purpose of the experience. What level of involvement will the shadow have in the event? Conduct a short review afterwards to reflect on the actions taken and why. As part of this, consider what went well, areas that could have been done differently or better. In addition, this discussion may consider how they would have responded to the same event under different conditions.

In summary, job shadowing is a simple, effective approach to support the personal and professional growth of individuals. Leaders throughout the organization can use this approach to continuously develop others in their pursuit of excellence.

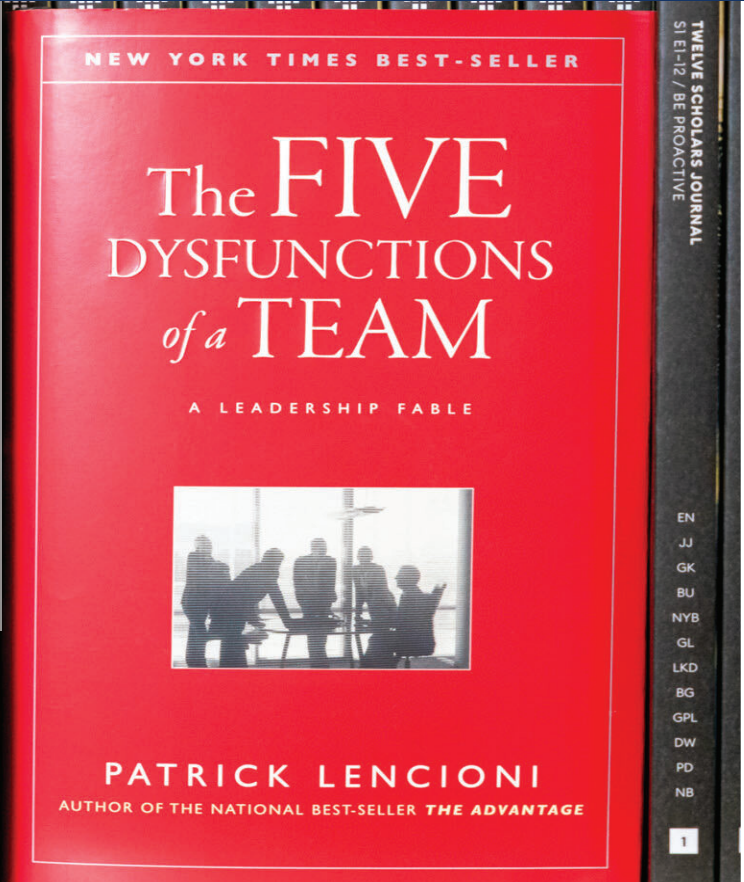
BOOKS & BADGES

GACP BOOK REVIEW

>> The Five Dysfunctions of a Team:
A Leadership Fable

by Patrick Lencioni

Chief Billy Grogan
Dunwoody Police Department



I have seen the book, *The Five Dysfunctions of a Team* on many leaders' books-to-read lists. A good friend of mine and member of the GACP, Director John Robison, also recommended Lencioni's book. I was not disappointed.

Every law enforcement leader should read this book because leading teams is what most do. A police chief leads the department, and other leaders within our organizations lead different units, divisions, and teams.

Unfortunately, most of the leadership training received by law enforcement leaders is focused on developing individual leadership traits rather than training focused on leading teams.

Lencioni uses a fable for two-thirds of the book

to present his five dysfunctions of a team. The fictional CEO, Kathryn, is brought in to lead DecisionTech after their CEO is removed because the company is not thriving.

A realistic presentation of the five dysfunctions of a team using the fictional CEO and company follows. Over the course of several months, the CEO uses what is happening inside the organization to present the five dysfunctions to her leadership team. Lencioni gives the reader an inside look at how the CEO views these dysfunctions in relation to her team.

Although the fictional company is not a law enforcement organization, I am sure the reader can translate many of the issues to their agency.

Here are the five dysfunctions of a team.

Absence of Trust

Trust is the foundation of any organization. If you have no trust, you will likely have problems within your agency. Kathryn describes trust as, "Great teams do not hold back with one another. They are unafraid to air their dirty laundry. They admit their mistakes, weaknesses, and concerns without fear of reprisal." You can't do any of that without trust.

Bad Outcome = Invulnerability

Fear of Conflict

Where would our agencies be if there was no conflict? I'm not talking about people arguing about unimportant topics. Instead, the conflict Leonici is talking about is related to essential decisions that move the agency forward. Kathryn told her team, "If we cannot learn to engage in productive, ideological conflict during meetings, we are through." If everyone agrees, without debate, are you advancing the best ideas?

Bad Outcome = Artificial Harmony

Lack of Commitment

If there is no buy-in, there is no commitment. No commitment means everyone is just going through the motions. Does that sound familiar?

Kathryn said, "When people don't unload their opinions and feel like they've been listened to, they won't get on board."

Bad Outcome = Ambiguity

Avoidance of Accountability

No accountability means anything goes, which is not good for a police agency. Kathryn said, "Once we achieve clarity and buy-in, it is then that we have to hold each other accountable for what we sign up to do, for high standards of performance and behavior. And as simple as that sounds, most executives hate to do it, especially when it comes to peer's behavior because they want to avoid interpersonal discomfort."

Bad Outcome = Low Standards

Inattention to Results

To succeed, every organization should have goals or results they want to achieve. All efforts by the team should be to achieve those goals, not to advance any particular individual. Kathryn said, "Our job is to make the results that we need to achieve so clear to everyone that no one would even consider doing something purely to enhance their status or ego. Because that would diminish



The Five Behaviors of a Cohesive Team™ Model

our ability to achieve our collective goals, and we would all lose."

Bad Outcome = Status and Ego

The author uses the last third of the book to provide an overview of the five dysfunctions of a team. He also includes information to help you better understand and overcome these five dysfunctions.

I highly recommend *The Five Dysfunctions of a Team* for law enforcement leaders. The information in the book is presented in an easy-to-understand format in easily digestible chapters. This book is now on my highly recommended list of reads.



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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ARTICLES

USE OF DRONES BY LAW ENFORCEMENT

>> Creating a Successful Drone Program



Captain Richard King

Introduction

As technology continues to advance, many law enforcement agencies look to add small-unmanned aircraft systems (sUAS) to complement and enhance their operations. Acquiring and deploying these aerial assets can appear to be quite simple, but there are many rules and regulations that must be adhered to in order to remain current and legal with the Federal Aviation Administration (FAA). In this article, we will discuss how you and your agency can provide good airborne law enforcement support while staying legal and current.

Acquiring a sUAS is quite simple. Anyone with around \$500-\$1000 can purchase a drone and have it operational within a matter of minutes. Most commercially available drones do not require extensive training and anyone that can

operate a smart phone can usually operate them with a high degree of accuracy. Thus, the reason they have become so popular over the past several years.

Because this process is so simple, the first assumption most civilian law enforcement agencies make is that they do not need to have any type of licensing or certification to fly the drone for official or training purposes. This could not be further from the truth.

In order to *legally* fly for either commercial or public use purposes, a Remote Pilot in Command (RPIC) must possess either a Part 107 Certificate, and/or the agency must possess and comply with a Certificate of Waiver or Authorization (COA); both of which are issued to an individual or the agency by the FAA.

If your agency has a drone program and this

is the first time you are hearing of this, you are not alone. Because drones are relatively new to civilian law enforcement, some agencies do not have policy or practice in place that provides guidance for those deploying them.

Flying Legally

The *Part 107 Certificate*, issued by the FAA, certifies that an *individual* has passed a required knowledge test and the individual understands the regulations, operating requirements, and

procedures for safely flying drones. More information for obtaining the Part 107 Certificate can be found at https://www.faa.gov/uas/commercial_operators/become_a_drone_pilot.

The Part 107 Certificate can be obtained in as little as a few days or few

weeks, depending on how quickly an individual can study and retain information and get to a testing center to take the knowledge exam.

The Part 107 Certificate can be compared to a driver's license, which gives the individual permission to operate certain drones in specified areas of the National Airspace.

The *Certificate of Waiver or Authorization (COA)*, issued by the local Air Traffic Organization, is issued to a public operator (such as your agency)

for specific sUAS activity. Upon completion of an application, the FAA will conduct a comprehensive operational and technical review of the applicant (agency). along with the policy and procedures in order to determine what provisions and/or limitations may be imposed as a part of the approval. Upon approval, the COA will specify how and where a sUAS can operate. More information on the COA can be found at <https://caps.faa.gov/> or by emailing 9-AGR-36-UAS@faa.gov. Agencies can expect a formal

response about the COA process within 60 days from the time a completed application is submitted.

The COA can be compared to an umbrella approval for a department. Whereby, if authorized individuals of the agency follow their documented

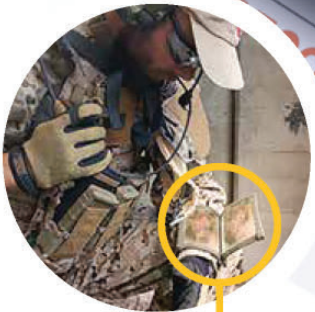


internal training and certification processes detailed in the COA, then they can operate an sUAS inside the permitted areas defined within the COA. Normally, that area is within the city, county, or state boundary in which the COA is granted. Should an individual travel outside their county in which their COA is approved, they would not be able to fly a drone in the National Airspace since their approval lies within their jurisdiction. Contrasted to the Part 107 Certificate which includes all approved National Airspace.



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Implementing New Technology

Think of how body cameras were ten to fifteen years ago. In car video was prominent, but body cameras were rare. If not almost non-existent. As the smart phone became widely adopted and replaced our beloved flip-phones, cameras on cell phones were now extremely common. As a result, various videos began to surface online showing unfavorable law enforcement interactions. This was a result of only one party having video evidence of the interaction and they were at liberty to edit that interaction to best fit their story.

Because of this, officers began to deploy their own body cameras, purchased with their own money, so that they would have video evidence of their entire interaction should a complaint surface or provide themselves with video recollection for a report, etc. Officers were now generating digital evidence with their personally owned equipment and agencies had to adapt to evolving technology and develop policy and procedure accordingly.

Over the years, body cameras began to be utilized in various forms from micro cameras clipped on a shirt pocket, cell phone cameras concealed in an external vest carrier, or even Go-Pro style cameras placed on an officer's ballistic helmet. Officers utilized their creativity to adapt technology to fit their mission while agencies scrambled to come up with a way to manage the digital evidence and to specifying how and when an officer will use the recording device when

engaged in an official capacity.

Now, in 2022, the majority of civilian law enforcement agencies have body cameras and well established and vetted policy to determine the usage of the equipment, and how the digital evidence is stored.

Agencies are finding themselves at the same point with drones in 2022 where they found themselves with body cameras ten to fifteen years ago.

In the next five to ten years, there will be *well-known* nationwide standards for drones and how law enforcement agencies not only deploy them, but how they train, how they certify, and how they maintain their certification and proficiency just like we do with any other piece of specialized equipment we deploy.

You Don't Know What You Don't Know

Having a good source of reliable information is a huge key to success in any operation. Fortunately, there are several good sources for agencies wanting to utilize drones in a law enforcement capacity.

Airborne Public Safety Association www.publicsafetyaviation.org - APSA has been in service for over 50 years supporting airborne law enforcement through ongoing training, educational seminars and annual expositions. As a leading voice in the airborne law enforcement industry, APSA is a great resource for sUAS policy, procedure and networking with other

professionals conducting similar operations.

Drone Responders www.droneresponders.org – Drone Responders is a collective of first-responders, emergency managers and search and rescue specialists that learn, test and train with one another, with the ultimate objective of maximizing drone operations for public safety. The Drone Responder website is a valuable resource for information and they host regular webinars online, free of charge, and discuss current events involving drones as well as any updates that come from the FAA. They regularly have a representative from the FAA on their webinars that are available to answer questions from active professionals that are currently working in the field.

FAA Law Enforcement Assistance Program (LEAP) – The FAA has Special Agents specifically assigned as a point of contact for federal, state and local law enforcement agencies that can provide information on not only matters regarding drones, but also regarding other matters involving the NAS. Typically, LEAP Special Agents are prior law enforcement, and they are a wealth of information and they understand what it is like to be in the position. Our local LEAP Special Agent has gone above and beyond to assist us when needed. You can contact your local LEAP agent at UAShelp@faa.gov or 844-FLY-MY-UA.

Record Keeping and Sharing Information

As with anything in aviation and law enforcement,

record keeping is of utmost importance. Tracking an individual's flight time for currency and/or proficiency as well as tracking how much an aircraft and its components are being used is extremely important. If your drone program consists of one or two remote pilots and one piece of equipment, then an Excel spreadsheet or a hand written flight log might suffice. If your program has several RPIC's and multiple pieces of equipment spread across varying shifts or precincts, then tracking usage and inventory can be simplified with a program like DroneSense (www.dronesense.com).

DroneSense is a web-based platform developed specifically for first responders that connects to most major drones and allows administrators to easily organize people, flights, missions and hardware. Once activated, the program begins an automatic logging of assets, flights, missions, pilots and equipment in order to maintain a complete system of record for the entire drone program. This provides full transparency and accountability across the organization. Reports can be generated for COA fulfillment as well as maintaining RPIC accountability.

By automatically tracking each individual piece of hardware, program administrators can be alerted to pieces of equipment that may be in need of replacement or repair. Most manufacturers require that certain pieces of equipment be replaced after a certain amount of usage. Batteries for the Matrice 300 have a service life of 200 cycles and



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after that, they are no longer recommended for use in flight. DroneSense automatically tracks how many times each battery has been charged and provides that to the administrator in an easy-to-read report.

DroneSense also provides a very simple way for sharing the live video feed from each drone. Once the RPIC begins a flight, anyone with the web address to the live video feed can view what the drone is seeing via a "magic link". This "magic link" is a simple one click link that can take anyone with access to the internet to a fully encrypted live video feed with sub-second latency streaming from drones flying live missions. Having the ability to share a drones video feed across multiple channels is extremely beneficial for situational awareness at all levels.

Public Education and Transparency

Having a positive interaction with the public is extremely important. The word "drone" can foster a negative connotation with some people, whereby one assumes that local law enforcement is utilizing a piece of equipment to constantly monitor their activities and violate their Fourth Amendment. Taking opportunities at public displays, citizen police academies and school events are great ways to interact with the public to show them first-hand what the equipment is and how it is used. Removing the mystery of what the equipment is and interacting with the public builds trust in showing them that these tools are just another way we can help keep them safe.

Closing Remarks

Year after year, drones become more capable and prominent in civilian law enforcement. The laws, rules and guidance that govern how they are used also change and update. Having a successful drone program is not difficult, but knowing where to start if you are new to operating in the National Airspace (NAS) can be overwhelming. Whether your agency has a successful sUAS program or you are in the beginning stages of starting one, following the guidelines discussed will ensure your program continues to comply with federal standards and enhance the agency's service to its community.



Captain Richard King has served with the Gwinnett County Police Department for 18 years. He is a graduate of the Professional Management Program at Columbus State University. Captain King manages the GCPD Aviation unit and is a Certified Flight Instructor in helicopters.

ARTICLES

TACTICAL ATHLETE PROGRAM

>> Developing an officer fitness program for road ready effectiveness.



In pursuit of its mission to offer state of the art training and to distinguish itself as the premier center for learning and growth in the public safety community, the Georgia Public Safety Training Center (GPSTC) constantly seeks innovative strategies for enhancing the training provided to Georgia's public safety officers.

Recently, GPSTC sought ways to improve the level of fitness within the basic law enforcement cadet cadre, to reduce common injuries and better prepare cadets for the physical demands of a job in law enforcement. After POST Council implemented the Physical Ability Test required of all basic cadets in 2021, partnering with Georgia Southern University's (GSU) Waters College of Health Science proved to be an ideal solution to meet the physical and mental health fitness of basic law enforcement students.

Dr. Bridget Melton, Professor of Exercise Science,

worked with the Statesboro Police Department to provide a job-specific workout to mitigate common job-related injuries. Working with local police, Dr. Melton and her team developed a course known as "Couch to Academy" to help aspiring law enforcement cadets condition themselves for the physical demands of the basic law enforcement training course. Deputy Chief of Police Rob Bryan, of the Statesboro Police Department, touted the results of the program and reached out to Hal Braswell, then manager of GPSTC's Savannah Regional Academy, to explore a collaboration between the two institutions.

Starting in July 2021, Dr. Melton and her colleagues from Georgia Southern met several times with GPSTC staff to share and compare data regarding physical training and resiliency. With both sides in full agreement that the opportunity existed to reduce the number

of injuries and increase readiness of cadets, Dr. Melton and her team created a program specifically tailored to GPSTC's Basic Law Enforcement Training Course, which they piloted at the Savannah location during the 2021 Fall session of the Basic Law Enforcement Training Course. All other regional academies continued using the existing calisthenics-focused physical training program for the Fall session. Using the Columbus Academy's cohort as the control group, the team saw a significant difference in the fitness level of Savannah cadets at the end of the academy compared to those in the Columbus academy. Additionally, the Savannah cadets experienced fewer injuries during the academy than the Columbus cadets.



Recognizing the need to provide not only cadets, but experienced first responders, with physical fitness and resilience tools for long-term career success, Dr. Melton and her team created the Tactical Athlete initiative. The Tactical Athlete Program aims to improve the health and fitness of aspiring and veteran officers. In November 2021, the first Tactical Athlete Peer-Fitness Workshop was held at Georgia Southern to guide public safety instructors in research-backed training approaches to improve their department's training. Several GPSTC academy instructors attended the seminar, which used a

hands-on approach to cover topics ranging from utilizing performance assessments to making the most out of group sessions and much more. The program provides GPSTC academies with exercises that increase cadet fitness with a focus on injury prevention, and functional fitness.

In the spring of 2022, GSU and GPSTC collaborated to conduct a specialized 2-day "Tactical Athlete Instructor Course" for Georgia Public Safety Training Center instructors. Regional

academy and fire academy staff learned about the Tactical Athlete training approach in-depth, including the research used to create the program. In the hands-on session, the Exercise Science team from Georgia Southern taught GPSTC instructors

how to deliver the new physical training program efficiently and effectively. GPSTC staff completed all of the exercises that students will complete to understand how cadets will experience the new approach within the basic academy. GPSTC staff completing the course obtained the knowledge, skills, equipment, and technology required to successfully convert the existing calisthenics-focused physical training program to the Tactical Athlete approach. The new program was implemented in GPSTC regional academies across the state in April 2022.

In addition to focusing on physical health, GPSTC strongly emphasizes mindfulness skills to improve resiliency across the public safety profession. Rather than practicing physical or mental health as separate topics, GPSTC instructors have learned to easily intertwine the two elements of wellness and health throughout the academy. Dr. Richard Cleveland, Associate Professor of Georgia Southern's College of Education, has been instrumental in implementing the concepts of mindfulness into the Tactical Athlete Program.

Since all public safety personnel need training and support for long-term physical and mental resilience, instructors in the Fire Academy Division at GPSTC have also been trained in the Tactical Athlete Program and have adapted the concepts for use in the Basic Firefighter Training Course.

GPSTC is encouraged that the Tactical Athlete Program gives first responders the tools and support necessary to continue utilizing the material from the initiative well after the academy. Director Chris Wigginton speaks for his entire staff when he says, "We hope this information will stick with cadets even after the basic course is complete. That way, Georgia's public safety professionals will remain in the best shape, both

mentally and physically, to answer the call for service and help build a safer Georgia."

GPSTC's new approach to cadet health and wellness training has gained national attention. During a recent visit to the Center, officials from the Arizona Peace Officer Standards and Training Board were impressed with how innovative and forward-thinking the basic law enforcement training course is when given the length of the academy. After returning to Arizona, POST

officials contacted GPSTC and Georgia Southern University about implementing the Tactical Athlete Program into the Arizona basic law enforcement curriculum.

In further recognition of this state-of-the-art approach to the delivery of physical

and mental resiliency training for cadets, GPSTC staff were invited to participate on the United States Department of Justice's Expert Panel on Injury Prevention and Rehabilitation held at the Southern California University of Health Sciences in Whittier, California in May 2022. The vision of the DOJ project is to develop a national injury prevention and rehabilitation toolkit to enable tailored injury prevention and rehabilitation solutions unique to each agencies' individual



operating environment. Prior to the national rollout, a diverse cohort of agencies, including GPSTC, will pilot the toolkit. In return, the Training Center will supply data and feedback, to the DOJ, that will be used to improve and assist in the final toolkit before it is launched.

As the public safety profession has evolved, the Georgia Public Safety Training Center

continues to evolve as well by actively seeking research-based methods for delivering state of the art training, focused on contemporary issues in public safety. GPSTC continues to distinguish itself as the Nation's premiere Center for learning and growth.

With the support of Director Chris Wigginton and Deputy Director Cheryl Greathouse, the Tactical Athlete Program has found success in its earliest stages of implementation.

With the continued support of the GSU's Waters College of Health Science, the Tactical Athlete Program is off to a great start and projected to be highly successful. Law enforcement agencies whose cadets attend the Basic Law Enforcement Training Course at one of the GPSTC academies

are the fortunate beneficiaries of the diligent work of GPSTC staff and leadership in their partnership with Dr. Melton, Dr. Cleveland, and the entire GSU team. By implementing this new physical training and resiliency regimen for basic cadets, GPSTC is striving to increase strength, endurance, and mindfulness while reducing injuries and stress of Georgia public safety professionals. The Center

is very grateful for the partnership with Georgia Southern University and very proud of what has been accomplished in such a short time.

As the Georgia Association of Chiefs of Police Summer Training Conference rapidly approaches, please check your itinerary and be certain to attend

Dr. Melton's session to learn more about this incredibly valuable initiative.

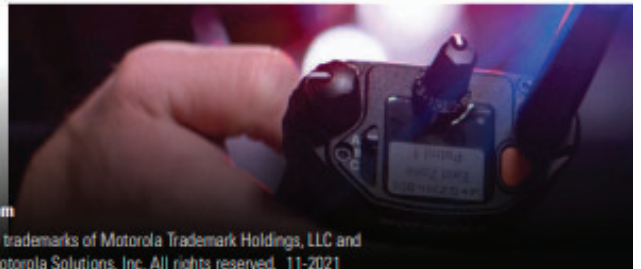
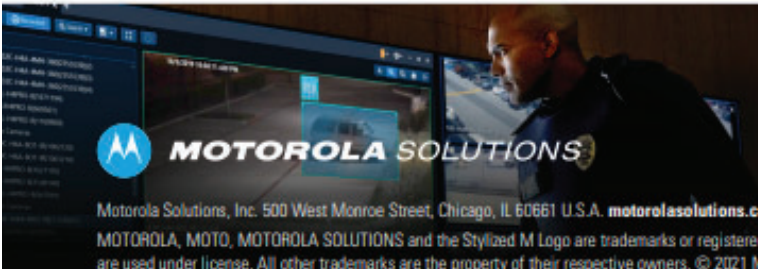
Recognizing the need to provide not only cadets, but experienced first responders, with physical fitness and resilience tools for long-term career success, Dr. Melton and her team created the Tactical Athlete initiative.

Zada Neal is a Training Development Specialist for the Georgia Public Safety Training Center, Forsyth, GA. Since joining GPSTC earlier this year, she has authored multiple projects and assisted with A/V and multimedia development while simultaneously completing a Bachelor of Arts in English with Middle Georgia State University.



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EVIDENCE AND PROPERTY ROOM OPERATIONS

>> Part 2 of 4

Chief Jeffrey Scott (Ret.)

This is the second installment of a four-part series on Property Room and Evidence Management. In the first article, the following questions were posed:

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

- *Has the agency been conducting inspections, audits, and inventories? When was the last full inventory completed? Policies reviewed and updated?*

While this is only a very short list of some of the most obvious questions a chief and command staff should be asking, it was stated in the first article, "evidence and property room management should not become or be viewed as a burden. Rather, when best practices are followed, the evidence room should be a fluid, smooth, accountability driven, operation..." Unfortunately, when issues do arise in a property and evidence room (mainly due in part to missing, lost or stolen evidence, or issues with chain-of-custody), this is typically when it gains the attention of command staff or police chiefs. When increased attention occurs, what is typically identified is the issue started, 'long' before the original focus, and likely, could have been prevented.

So, let's evaluate this not so unrealistic scenario. A detective (let's call him Harvey) comes to the property/evidence room to retrieve a piece of evidence from a recent drug case. The evidence was \$52,000 in cash, 500 oxycodone tablets, and a large baggie of confirmed powdered fentanyl, all seized from a car stop about six months prior. This case is finally going to a suppression hearing. The request is submitted by this newer detective and the property/evidence room manager, (let's call him Chuck) accepts the request and tells the young detective to come back in an hour to pick it up. Chuck is a long-time, very 'trusted' member of the agency, with over 30-years of faithful service. Chuck just came back from having major shoulder surgery approximately two months ago and is still in a sling. No one has ever questioned Chuck's integrity and few, if any inspections, inventories, or audits have ever been conducted, because Chuck 'knows what he is doing.' This is supported by his personnel file and statements made by command staff in his annual reviews. Could this be a problem? Let's keep going.

Chuck calls Detective Harvey about an hour later and informs him that he found the evidence and it is ready. When Detective Harvey arrives at the property/evidence area, he enters the storage room from the wide-open door and walks to where Chuck is sitting at his desk, eating his lunch. As Detective Harvey, enters the storage room, he observed many drugs, guns, and money laying out in the open on shelves. As the Detective Harvey approaches the desk, Chuck

tells Harvey he must eat before he takes his pain medicine, or he gets an upset stomach.

Chuck tells Harvey his evidence is sitting on the counter and to go ahead and take it but, bring it back when he is done. The Detective asks Chuck if there is any chain-of-custody form to sign, and Chuck says, "don't worry about it, I'll sign it out for you when I'm done with lunch." Detective Harvey walks over and begins to look at the evidence bags, several containing what appears to be the \$100 bills, pills, and the fentanyl. The Detective started to note that both bags appeared to be tampered with, noting tears in the middle of the bag, sealed with masking tape.

When Detective Harvey asked Chuck about the issues he observed, Chuck stated the bags all fell off the shelves when the shelving collapsed before he left for surgery, but he put everything back and 'taped it all up.' During the suppression hearing, the defense attorney asked the detective about the exhibits he brought to court. The Detective was asked if the seals had ever been tampered with and asked if the weight of the drugs was ever checked, or if an inventory or audit was ever conducted and the contents verified. The Detective stated on the stand, "I have no idea, ask Chuck." As the trial proceeded, it was discovered there were over 100 pills missing, the money was replaced with fake \$100 dollar bills (with Chinese writing on them) and the weight of the fentanyl was less than half its original weight when submitted to the property room.



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Based on this scenario, one can clearly recognize 'multiple' issues. While this scenario is glaring with 'red flags,' most agencies are failing to recognize these issues exist, and often do not discover problems until it surfaces from a public inquiry (i.e. whistleblower, chain-of-custody issue, etc.), a criminal investigation is initiated, or a chief attend a property/evidence management class or seminar or read an article, and become educated about common issues in property/evidence rooms, or a change of command takes place and a full inventory is conducted (which should absolutely be done each and every time).

Policy & Procedure

Every agency needs to implement robust, comprehensive, operational policy and procedures that are based upon nationally recognized best practices. Operational procedures based on professional standards ensure consistency in operations, minimize independent decision making, and ensure accountability. Unfortunately, many agencies either have no policy and procedures, or it is minimal at best.

Agency leaders must ensure the property and evidence procedures are reviewed to ensure they are up to date. Officers must be routinely trained on these policies. As part of this, agency leaders must establish a clear direction for how evidence is going to be handled, submitted, stored, or preserved, tracked (in or out for court, lab, etc.) and eventually purged, destroyed, or returned to

its owner. The operations manual must include a clear plan for random monthly audits as well as an annual inventory.

While implementing operational directives can sometimes be a daunting task, especially annual reviews and updates. This is one area of agencies cannot be complacent.

Packaging / Handling / Packaging Manual

Chain-of-custody is one very critical area of property and evidence. It starts with the officer, their evidence, and the scene from where it is removed. When an officer arrives at the law enforcement agency, where is evidence usually taken and processed? For most agencies, the evidence is packaged and processed in the patrol office, where officer's set it on the counter while they do all their paperwork and reporting.

Consider this. An officer brings in cash, guns, and a large baggie of Fentanyl to the patrol office work area. Progressive agencies, both large or small, have a proper staging/work area or evidence packaging room that includes a stainless-steel counter, a large cabinet that is organized with proper packaging supplies, a computer (that has your automated evidence software) to enter evidence and print evidence label(s), and a vent hood where officers can safely package airborne capable powders or liquids, etc. Additionally, an 'emergency' button and Narcan kit should be located next to or close to the area of the hood. The packaging area should also



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be under monitored video surveillance. These are all foundational best practices every agency should be following, at a minimum. Also, if the agency does not have a policy, ensure there is a 2-person rule when packaging drugs and work to get an updraft ventilated hood system for officer safety. If funding is tight, work with the local community to find a used steel counter from a restaurant being remodeled and talk with local high school(s) or college/university science lab to procure a used ventilation hood when they upgrade. Oftentimes, agencies can procure these items at little to no cost, and it goes a long way to ensure officers' safety.

Proper packaging of evidence is critical. To accomplish this, leaders should ensure staff have the proper size bags (3 variable sizes are good), envelopes (3 variable sizes), evidence tape, scale (to weigh drugs...even small amounts), specific bags for money counting (have a 2-person counting rule for all cash) as well as other supplies.

Officers need to ensure that chain-of-custody is followed, along with properly secured, temporary storage lockers for evidence that have tamper proof locks. Until the agency can afford stand-alone or pass-thru lockers systems, ensure the lockers are secured, and bolted to the wall or floor. Consider budgeting for evidence grade, temporary storage lockers and a proper supply of appropriate packaging materials for the officers to

use, consistent with your evidence packing policy manual.

Every agency, no matter its size, must also develop and maintain a step-by-step guide (i.e. Packaging Manual) for officers to follow when submitting evidence. This tool is critical, and officers should be routinely trained on how to submit evidence properly and consistently. This alone will help the property and evidence custodian to keep the room organized, and minimize issues like tampering, theft, damage, or missing evidence.

Personnel / Staffing

Staffing is a nationwide crisis with law enforcement agencies. Agencies on the east coast typically staff their property and evidence rooms with sworn police officers. While agencies in the mid-west and on the west coast, typically utilize civilian staffing to manage property/evidence rooms. Is having either a police officer or civilian managing the room right or wrong? No, however, as a chief, is placing a sworn officer in the property/evidence room the best choice? Or is it operationally and financially more appropriate to keep officers on the street and staff the property/evidence room with a properly vetted and trained civilian?

Over the years, there have been robust debates regarding this approach. Agencies using properly vetted and trained civilians have found this approach to make the most cost-effective use

of limited staff without adversely impacting the quality of service.

When assigning personnel to the property/evidence room (whether civilian or sworn), agencies should conduct a full background or complete a renewal background investigation and drug screening prior to being placed in the role?

Some common mistakes agencies often make include:

- *The person is placed in the property/evidence room as a form of punishment*
- *The person is a less than stellar or known problem employee*
- *The person is on medical restrictions or a light/modified duty status*
- *The person has known financial issues or recent bankruptcy or divorce*

It is a best practice rule, that staff assigned to the property/evidence room should have a comprehensive background completed before assuming the position, and a repeat or updated background done every five years to ensure integrity and reduce the risk factors.

Conclusion

It is paramount for every agency to have a current, up-to-date, annually reviewed operational procedures, as well as proper supervisory oversight. Agencies also need to have a packaging manual and ensure officers are routinely trained in proper handling and

packaging of property and evidence. Further, officers need a dedicated, properly stocked, and managed property/evidence processing area that includes proper safety equipment, sufficient and consistent packaging supplies, cameras, as well as proper temporary storage lockers to ensure their safety and preserve chain-of-custody. When it comes to staffing, chiefs need to consider moving their property/evidence operations to a civilian-based operation. This the most logical and practical approach for agencies make cost effective use of their personnel.

In the next article, we will explore the top three areas that get most agencies in hot water and



staff criminally charged: Guns, Drugs, and Money.

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

ARTICLES

CONSIDERATIONS WHEN PURCHASING PATROL VEHICLES

>> Modern Fleet Patrol Cars
Carry More Data Than Ammo

Chief Jeffrey Scott (Ret.)

Since the creation of the first automobile, Americans have possessed a strong affinity for cars and trucks. American law enforcement agencies are no different. The use of motor vehicles plays a vital role in the delivery of police services. Typically, officers will occupy a patrol vehicle a minimum of 3,000 to 6,000 hours between the time it is purchased until the odometer reaches 100,000 miles. But patrol cars have evolved into more than a conveyance for an officer to move from one location to another. It is a high tech, mobile office that serves a reliable transportation, as well as a secure temporary holding facility. It also provides a secure storage container for a variety of equipment that enable officers to rapidly respond to a variety of calls for service and emergencies ranging from automobile collisions to burglary scenes, armed encounters and natural disasters.

Today's motor vehicles are constructed to perform

much safer and more efficiently than a few years ago. To ensure they are able to continuously improve their products, vehicle manufacturers use feedback from law enforcement agencies to understand their needs and modifying civilian models to satisfy those needs. Many of these improvements are being accomplished with technological advancements. For example, motor vehicles have "30 to 50 computers with 60 to 100 electronic sensors". While civilian model vehicles may look the same on the outside, underneath they are different from the ground up. The suspension, braking, cooling, and electrical systems are all enhanced to compensate for the increased performance requirements. The speedometers are calibrated, and the tires, which are mounted on steel wheels, are rated for high speed and specially designed for police use.

Each year, manufacturers submit their vehicles for extensive testing by the Michigan State

Police (MSP)². Using established performance measurement criteria since the 1950's, the MSP provides reliable performance feedback on different vehicle models.

While they do not endorse any product or model, the MSP provides a standardized assessment of vehicle performance and encourages agency leaders to use their information to address the specific needs of their officers and the environment they work.

For example, data is collected on acceleration speed from 0 to 60 mph, 0 to 80 mph, and 0 to 100 mph. More importantly, they also measure how fast a vehicle can stop. When determining stopping distance when travelling 60 mph, the MSP determined the average distances measured between 125 and 136 feet, except for the Ford F150 Police Responder 3.5L Eco-Boost. The F150 required 160.9 feet. This is 28.7 to 18.3 percent farther than the other vehicles tested. Is this information an agency may need to consider when purchasing or assigning a particular vehicle to an officer? Also, the use of anti-locking, anti-skid braking systems enable drivers to maintain operating control of the vehicle.

Unibody vs. Body-on-Frame Chassis Designs

The foundation of any motor vehicle is the chassis. Vehicle chassis' are based on one of two construction designs, unibody or body-on-frame. With a unibody design, the frame and the body are manufactured as one piece. This design offers

several advantages. First, this design is more common and is easier to build. It provides better fuel economy and a smoother, quieter ride. In addition, drivers are less likely to be involved in a rollover due to the vehicle's low center of gravity. It also tends to receive higher safety ratings due to crumple zones, which absorb the impact from a collision better.

At the same time, unibody designed vehicles are more expensive to purchase and repair. When the frame is damaged, the structural integrity of the vehicle is compromised. Also, driving in off-road conditions is more challenging.

Police pursuit rated vehicles with a unibody design include the Ford Explorer as well as the Dodge Charger and Durango.

With a body-on-frame design the body of the vehicle is mounted on a chassis, which holds the powertrain. Vehicles with a body-on-frame construction have better off-road capabilities, are better protected from moisture on the road due to a higher ground clearance, and provide greater visibility. They are also less expensive to build, repair, and maintain.

On the downside, body-on-frame vehicles are heavier than unibody vehicles, have lower fuel economy, and do not provide as smooth a ride on regular roads. Because they lack crumple zones to absorb the energy from a crash, they are likely to experience more severe accidents.

Examples of police pursuit rated body-on-frame

vehicles are the Ford F-150 and Chevrolet Tahoe.

To determine the best model vehicle for an agency, a variety of factors should be considered.

How will the vehicle be used? What kind of environment will they be operated, an urban area with busy interstate traffic or a rural area with greater likelihood of off-road driving? When sitting in the driver's seat, does the vehicle have any blind spots? Is there sufficient storage space for the equipment officers will carry?

Does the back seat compartment provide sufficient space for arrestees to be securely seated after the security screen is installed? Does the car need vinyl flooring or carpet?

Will the rear seats need to be vinyl or does car need to be ordered with no seat so an aftermarket transport seat can be installed to secure prisoners? Will the vehicle need towing capacity?

With extreme volatility in fuel prices, some agencies may seek to identify options to reduce fuel consumption without impacting service delivery. One viable approach may be to consider hybrid vehicles. Ford Motor Company estimates the potential fuel savings for using the 2022 Police

Interceptor Utility Standard HEV AWD hybrid vehicle is approximately \$3,400 per year at \$2.75 a gallon³. With the increase in fuel prices to an average in Georgia at \$4.29 a gallon⁴, that savings in fuel cost will increase to \$5,474.04 for each model utilized. As battery technology improves in the coming years, the use of electric vehicles may prove to be a more viable option. This will result in lower fuel costs, fewer mechanical issues, and longer service periods.

The use of motor vehicles is an integral component for most police operations. To capitalize on this investment, it is important for elected and administrative leaders to consider how patrol vehicles are likely to be used.

To select the best vehicle for their police agency, elected and appointed leaders must consider how the patrol vehicle will improve the officers' safety as well as supplement and enhance officers' service to the community.

Because of this, the comfort of the vehicle should be taken into consideration. When entering and exiting sedans, officers fall into and crawl out of the automobile. This places greater stress on the officer's back and on the knees when going past a 90-degree angle than when stepping in and out of SUVs and trucks. The MSP 'Ease of Entry and Exit' rating for the two sedans was markedly lower than those for the sport utility vehicles (SUVs) and trucks.



SAFE DRIVERS

SAVE LIVES



Equipment Options

It is important to consider special options that will improve officers' safety and their performance. Agencies serving areas that may require officers to drive in off-road conditions or on gravel roads should consider using vehicles with higher center of gravity and installing a skid plate to protect the bottom of the engine compartment to avoid severely damaging the vehicle.

Ford offers a variety of interesting options to improve officers' safety. One unique option is a Heated Sanitation Solution. This system raises the internal vehicle temperature to over 133 degrees Fahrenheit for at least 15 minutes. This will help disinfect touchpoints to reduce viral concentration (including COVID-19) by greater than 99% on interior surfaces.

Another unique feature for Ford Interceptors is they are the only vehicles designed and engineered for the 75-mph rear-impact crash test.

For officers who may be parked in public areas, the Perimeter Alert option monitors 270 degrees around the car and secures the car if threatening motion is detected. This is accomplished by automatically raising the windows, securing the locks, and sending an audible alert to the officer if someone is walking directly toward the car's sides or rear.

Ford vehicles' Automatic Emergency Braking feature activates the brakes if the system detects it is in danger of being involved in a crash. The

system allows officers to disable the system in the event they need to execute a PIT maneuver.

Departments can also choose to install Level III and IV ballistic panels in the doors.

Optional safety features for Dodge Charger include Blind Spot and Cross Path Detection. Blind Spot monitoring notifies the driver when another vehicle has entered the blind spot to enable safer lane changes and collision avoidance. Similarly, Cross Path Detection provides a visual or auditory alert if another vehicle has entered the car's path when backing.

Dodge also offers driver's and passenger side ballistic door panels as well as steel seat back panel inserts. 'Secure Park' prevents idling cars from being driven away when the key fob is not in the vehicle. For example, an officer leaves his car operating as they are directing traffic control or on a traffic stop. If a person got into the car this system would prevent the individual from driving away.

Rain Brake Support is activated whenever the car's wipers are operating on the low or high setting. It periodically applies a small amount of pressure to remove any water that may have collected on the front brakes. This occurs automatically and requires no action by the driver.

Finally, the Charger's stability control system provides All-Speed Traction Control to help the vehicle to maintain traction and stability by automatically applying brake pressure to tires that

may be slipping as well as reducing the engine's power to regain traction.

Aftermarket design features enable agencies to tailor their cars' appearance. Interestingly, these design features serve as artifacts to represent the agency's culture. Dark colors with subdued signage and low-profile emergency lights enable officers to blend with other vehicles. Other agencies utilize brighter colors (i.e. white or light colors) with reflective marking to increase the potential deterrent effect as well as provide greater visibility at night and during inclement weather to enhance officers safety.

Some departments are investing in emergency lighting systems that include 'cruise lights' that are continuously illuminated on the edge of the light bars. The cruise lights are not as bright as flashing strobes and increase the visibility of patrol cars in traffic. Their usage is thought to improve the deterrent effect of vehicles and reduce the need for personal encounters.

Some agencies are starting to place reflective yellow and orange markings on rear of the vehicles to enhance visibility when operating in

heavy traffic. The increased visibility can reduce speeding and other violations to lower accidents and reasons for encounters.

In summary, the use of motor vehicles is an integral component for most police operations. To capitalize on this investment, it is important for elected and administrative leaders to consider how patrol vehicles are likely to be used. Using

this information, they can better determine the vehicle construction and additional options that will improve officer safety and performance as well as minimize potential accidents.

We would like to thank input from the following companies and sales representatives who shared information for this article, Akin Ford - Roz Icenhour; Brannen Motor Company - Jamey Reed; Ginn Motor Company - Marion Sherrill; Wade Ford - Roger Moore.



1 Joseph Daniel Remy, "Modern Fleet: Patrol Cars Carry More Data Than Ammo; *The Police Chief*, March, 2022, <https://www.policemagazine.org/modern-fleet/> Accessed May 17, 2022.

2 For more information on the Michigan State Police 2022 Model Year Police Vehicle Evaluation go to <https://www.michigan.gov/msp/divisions/training/precision-driving-unit/police-vehicle-test-results>

3 Fuel Cost Calculation: <https://www.ford.com/police-vehicles/police-interceptor/hybrid-utility/calculator/> Accessed 5/12/2022.

4 <https://www.google.com/>



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Advertorial

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

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

My first experience with a traffic fatality was haunting and unforgettable. He was a little boy named Matthew, only 10 years old, unbelted in the back seat – with his father legally drunk up front. When I arrived at the scene, I worked to keep Matthew alive as long as I could – but he

died in my arms before the paramedics reached us. I had vivid dreams about Matthew for months. Every detail, over and over. I knew that his death could have been prevented...so I decided to make traffic safety my life's work. Traffic enforcement is the only thing a cop can do that's proactive, the only thing that can stop a death before it happens. That's why I started Blue Line Solutions.

Automated enforcement multiplies manpower, allowing officers to be elsewhere. And it's always there, making a difference, slowing traffic down, making an area safer. But studies confirm that enforcement without education impacts only those stopped by police. There's more we can do. At BLS, we're unique because we combine engaging public information and education (PI&E) with enforcement to increase effectiveness by impacting more people.

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

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

So how does it work?

Does an agency still have to write and process citations?

TrueBlue's LIDAR equipment communicates with a camera to capture multiple images of a speeding vehicle and other data, which is then sent to a processing center for review. NLETS immediately returns owner registration, and if it matches the make and model in the photo, the police agency is then

notified that a violation is ready for approval. A POST-certified officer reviews the photo and speed, verifies that a speeding violation did in fact did occur and approves the violation. (He/she can choose not to approve or "spoil" the infraction.) Once approved, we mail it out as a citation on behalf of the police agency, and we also oversee payment and collection. It's very simple – freeing up officers for more important work.

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



We recently conducted a TrueBlue speed study in South Fulton, GA, showing an **82% reduction** in speeders in the first 90 days of the program among 10 school zones. Our research also illustrated that 64% of the reduction occurred during the program's PI&E and warning phase without writing the first citation – reinforcing that this isn't about money; it's about saving lives. Only 18% of violations captured in the program's first 90 days were cited. Furthermore,

overall traffic count dropped by 25,098, inferring that people were taking alternative routes

to avoid speed detection. All these factors come together to prove that our program creates a safer environment for children.

```
60 //fires the appear event when appropriate
61 var check = function() {
62   //Is the element hidden?
63   if (!t.is(':visible')) {
64     //it became hidden
65     t.appeared = false;
66     return;
67   }
68   //Is the element inside the visible window?
69   var a = w.scrollLeft();
70   var b = w.scrollTop();
71   var o = t.offset();
72   var x = o.left;
73   var y = o.top;
74   var ax = settings.accX;
75   var ay = settings.accY;
76   var th = t.height();
77   var wh = w.height();
78   var tw = t.width();
79   var ww = w.width();
80   if (y + th + ay >= b &&
81       y <= b + wh + ay &&
82       x + tw + ax >= a &&
83       x <= a + ww + ax) {
84     //trigger the custom event
85     if (!t.appeared) t.trigger('appear', settings.data);
86   } else {
87     //it scrolled out of view
88     t.appeared = false;
89   }
90 };
91 //create a modified fn with some additional logic
92 var modifiedFn = function() {
93   //mark the element as visible
94   t.appeared = true;
95   //is this supposed to happen only once?
96   if (settings.one) {
97     //remove the check
98     w.unbind('scroll', check);
99     w.unbind('check', $.fn.appear.checks);
100    var i = $.inArray(check, $.fn.appear.checks);
101    if (i >= 0) $.fn.appear.checks.splice(i, 1);
102  }
103  //trigger the original fn
104  fn.apply(this, arguments);
105  //bind the modified fn to the element
106  t.one('appear', settings.data, modifiedFn);
107  t.one('appear', settings.data, modifiedFn);
108 }
```

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

What's the next big thing in speed enforcement?

For us, it's combining invaluable automated license plate recognition (ALPR) and surveillance with automated speed enforcement. That means that a single camera can serve three purposes:

speed enforcement, area surveillance and **ALPR**. Now we can enforce speeds, capture crimes or events through video management and identify stolen vehicles that pass the camera. This allows police to apprehend wanted individuals, locate amber alerts and much more. So we're not just reducing speeds but also providing criminal investigation resources which are normally too expensive for law enforcement – all at zero cost.



“FOR US, IT’S NOT A BUSINESS...IT’S A PASSION,” SAYS BLS FOUNDER MARK HUTCHINSON.

“TOGETHER, WE WILL SAVE LIVES!”

