

THE GEORGIA

Police Chief

SPRING EDITION | 2022

ACCENTING PROFESSIONAL LAW ENFORCEMENT THROUGH TRAINING

SERIES: PART 1 OF 4

IS YOUR EVIDENCE ROOM IN ORDER?

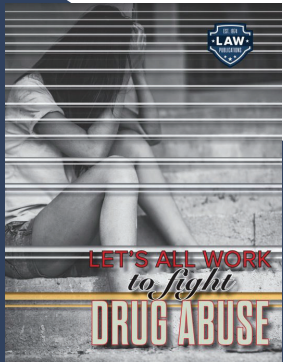
Tips on examining your agency's evidence
& property room operations. pg. 18



LAW PUBLICATIONS

DOES YOUR AGENCY NEED EDUCATIONAL MATERIALS?

*With over 10,000 law enforcement agencies served
and over 26 million books distributed, our literature
is tailor made to jumpstart your community
engagement programs.*



- + MORE PUBLICATIONS & EDUCATIONAL TOPICS
AVAILABLE IN SPANISH & ENGLISH
- + COLORING BOOKS
- + FLYERS, POWERPOINTS, STICKERS, AND MORE!

To view our full product catalog, visit
www.lawpublications.net

Call us anytime at (972)-387-4733 x306

Georgia Electronic Accident Reporting System (GEARS)

GEARS—Your approved Georgia statewide traffic solution

Save time and resources while generating additional revenue.

The Georgia Electronic Accident Reporting System (GEARS) is an electronic crash reporting solution provided by LexisNexis® Coplogic™ Solutions on behalf of the Georgia Department of Transportation. This no-cost solution allows law enforcement agencies in the state of Georgia to submit crash reports quickly and efficiently through a web-based portal.

GEARS eliminates the outdated process of manual crash reporting and delivers the convenience of automation among other benefits, including:

- Provided at no cost to agencies
- Generates agency revenue

- Assists in making Georgia roads and highways safer

LexisNexis® Coplogic™ Solutions delivers innovative solutions to help law enforcement agencies like yours more effectively serve their communities. Ask us today how we can help serve you.

For more information, call 866.495.4206 or email gears.support@lexisnexisrisk.com

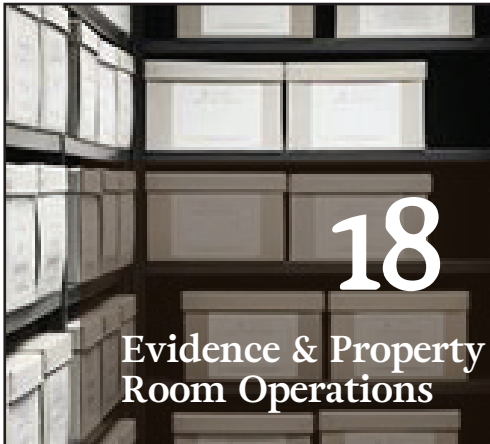


The GEARS service is not provided by "consumer reporting agencies," as that term is defined in the Fair Credit Reporting Act (15 U.S.C. § 1681, et seq.) ("FCRA") and does not constitute "consumer reports," as that term is defined in the FCRA. Accordingly, the GEARS service may not be used in whole or in part as a factor in determining eligibility for credit, insurance, employment or for any other eligibility purpose that would qualify it as a consumer report under the FCRA. LexisNexis and the Knowledge Burst logo are registered trademarks of RELX Inc.. Coplogic is a registered trademark of LexisNexis Claims Solutions Inc.. Other products and services may be trademarks or registered trademarks of their respective companies. Copyright © 2017 LexisNexis. NXR11546-00-0117-EN-US



THE GEORGIA
Police Chief
SPRING EDITION | 2022 ACCENTING PROFESSIONAL LAW ENFORCEMENT THROUGH TRAINING

TABLE OF CONTENTS



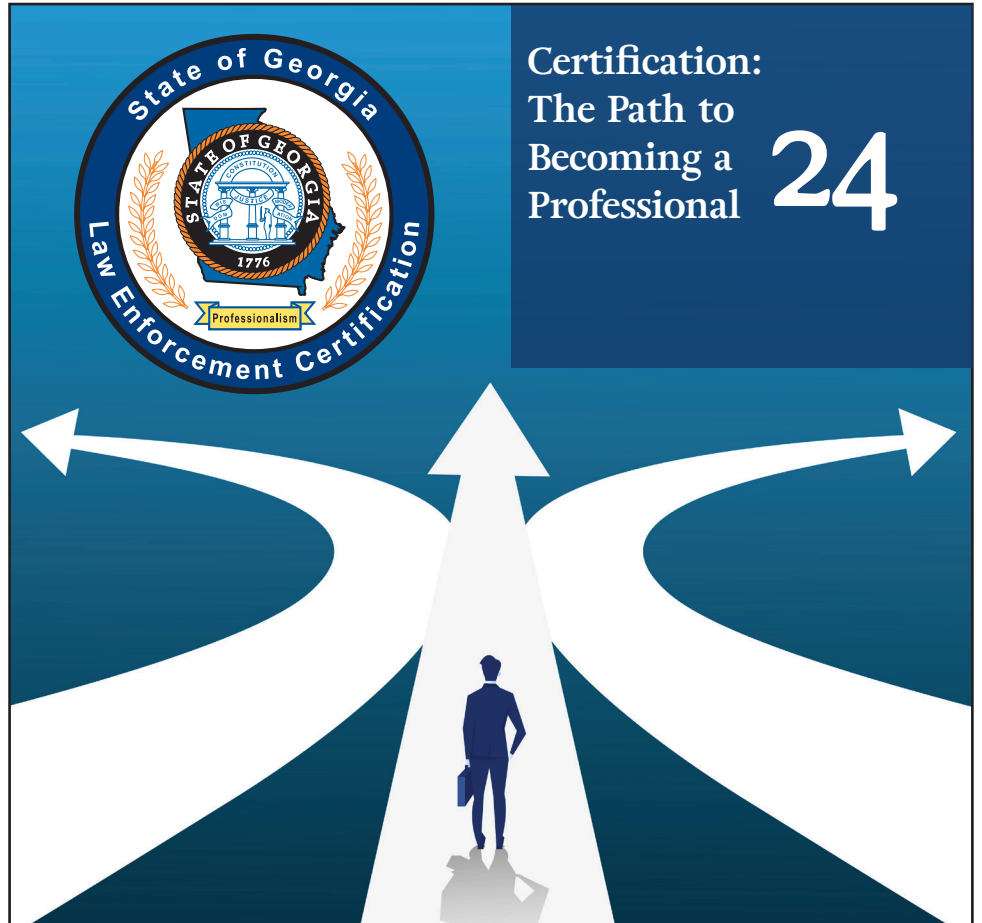
18

Evidence & Property Room Operations



Books & Badges
Black in Blue: Lessons on Leadership, Breaking Barriers, and Racial Reconciliation

26



Certification:
The Path to
Becoming a
Professional 24



34

Georgia's Office of Public Safety Support Serving Those Who Serve Others



38

Record Year for Fatal & Serious Injury Crashes in Georgia

Leadership

- 6 President's Message
- 8 From The Desk Of The Executive Director
- 10 Chief Counsel's Corner

Special Topics

- 18 Evidence & Property Room Operations
- 24 Certification: *The Path to Becoming a Professional Organization*
- 34 Georgia's Office of Public Safety Support: *Serving Those Who Serve Others*
- 38 Record Year for Fatal & Serious Injury Crashes in Georgia

Columns

- 22 Books & Badges
- 28 Insights
- 44 Around The State
- 54 Staff Development
- 58 Research
 - 58 *Skill Transfer from Training to the Field*
 - 59 *Reducing Police Turnover: Recommendations for the Law Enforcement Agency*
 - 61 *Police Force Size and Civilian Race*

GACP Corporate Member Buyers Guide & Advertisers

- 64 Buyers Guide



PRESIDENT'S MESSAGE

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



Greetings to the membership! We have approached that time of year in Georgia where the weather doesn't know what it wants to do. One Saturday we are in the 80's then the next Saturday we have lows in the 20's with a dusting of snow in parts of the state. We experienced the spring forward time change and I know I personally appreciate having more day light hours to get things accomplished around the farm. The weather will work itself out in the next couple of weeks and we will enjoy the new blooms of rebirth for the plants, flowers, and other vegetation.

As I write this message for the upcoming magazine, our legislature is one day away from the critical Cross Over

day at the Capital. It has been another very busy year under the Gold Dome. Our Executive Director, Butch Ayers, and the legislative committee have worked diligently on tracking various pieces of legislation and staying on top of issues related to our profession.

So far, the bills that would be detrimental to law enforcement have not seen much movement for consideration. The legislative alert section under the Resource Tab on the GACP website provides you with the most up to date information on the bills we are tracking.

Speaker Ralston's bill HB 1013 relating to Mental Health Parity has moved and we have been very involved

in making recommendations and changes. Senate Bill 403 Co-Responders bill has made it through committee as well. At this time, we don't know what the final versions will be but staff will update on the website as the session continues. I personally want to thank Butch, the legislative committee, and all the chiefs that have testified on various bills. I also want to thank all the chiefs who have reached out to your local legislators to speak with them regarding bills. Politics affect us down to the local level, and it has an impact when you speak out and let your voice be heard.

Time continues to move quickly as just last month we were in Athens for the winter conference. We had a tre-

mendous turn out by the number of attendees and vendors as we set a new winter conference record. GACP staff works very hard behind the scenes for every conference. The training committee saw an increase in the number of chiefs that attended the committee meeting as well. While we cannot make everyone happy or meet every need, best efforts are given to make sure there is quality and relevant training provided. We are always open to input and suggestions from the membership so keep them coming. I also recommend you volunteer to assist at the conferences to gain a better understanding of all the work that is required to pull off a successful conference. This is your association, so get involved and participate in the process. I assure you that you will learn something that you did not know before.

The process to institute statewide Officer Resiliency Course is continuing. At the end of March, there will be training session for all the officers trained as Master Trainers to come together as one to discuss the final curriculum development and methods for various delivery method options. This has been a monumental undertaking but moving from proof of concept to the cusp of realization is here. Everyone that I have spoken with that attended the Master Trainers class voiced they were overwhelmingly impacted by the class and felt it was long overdue. Our officers need to get to the point where they feel comfortable to discuss if they are having issues that have resulted from working in law enforcement and all the trauma we see and experience daily.

Just as we have recently sprung forward with the time change, as chiefs we must also ensure we are taking care of ourselves. Spring is a time for renewal, growth, and expansion. Springtime makes

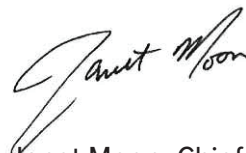
us feel as though we have extra energy and focus to get physically active, take action, and create change. I challenge you to examine your priorities and initiatives and determine if you are doing what

must be done to reach successful outcomes. Examine your staff and analyze what should you do to help prepare the future leaders in your organization, so they are ready to take over. Are you still using outdated recruitment and retention methods and if so, what are you willing to change to keep up with the modern trends?

Be sure to mark your calendar for 1st VP Chief Alan Rowe's Goals Conference on April 12, 2022. It will be held at the Infantry Museum on Fort Benning in Columbus, GA. Chief Rowe wants the membership to participate in assisting him in formulating his goals for his role as president from July 2022 to July 2023. It is important to have the membership participate in this process. I stand ready to assist Chief Rowe in his role as president and will work to make sure he is successful.

In closing I leave you with a quote from the late General Colin Powell, "Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand."

Respectfully,



Janet Moon, Chief of Peachtree City Police Department
GACP President



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 have made little headway. 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 the 2022 Legislative Session is nearing its last day, the biggest issues that may affect law enforcement are mental health and permitless, or “Constitutional”, weapons carry.

SB 403 establishes 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 are bills that allow permitless “Constitutional” carry of firearms if the person is lawfully able to possess / carry the firearm.

**LOGIN TO THE GACP
MEMBERSHIP PORTAL
TO VIEW UPDATES
REGARDING THE 2022
LEGISLATIVE SESSION!**

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.

Stay Safe!

Respectfully,



A.A. "Butch" Ayers, GACP Executive Director

GACP Executive Board & Staff

Janet Moon, President

Alan Rowe, 1st Vice President

Mark Scott, 2nd Vice President

Wesley Walker, 3rd Vice President

Scott Gray, 4th Vice President

Bruce Hedley, Immediate Past President

Bruce Carlisle, Chair of the District Representatives

Richard A. Carothers, General Counsel

A. A. Butch Ayers, Executive Director

W. Dwayne Orrick, Assistant Executive Director

Monica Duran, Training Coordinator

John Whitaker, Special Projects Coordinator

Cathy Oehler, Admin Manager

Keira Bailey, Administrative Assistant

Chuck Groover, State Certification Coordinator

Ally Roller, Member Relations

Contact Info

Georgia Association of Chiefs of Police

3500 Duluth Park Lane, Suite 700

Duluth, GA 30096

Email: gacp@gachiefs.com

Phone: 770.495.9650

Toll Free: 877.530.4682 outside /770, 404 & 678

Fax: 770.495.7872

CHIEF COUNSEL’S CORNER

CANINE SNIFFS – KEEPING THEM “UP TO SNUFF”

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



Across the State of Georgia, law enforcement officers rely upon dogs to detect contraband such as illegal drugs. The wide use of detection canines is due not only to their effectiveness, but also to the courts’ broad approval of their use. Even so, a recent opinion from the Georgia Court of Appeals is a reminder that not all canine sniffs pass the Fourth Amendment’s “smell test.” See *State v. Arroyo*, 867 S.E.2d 607 (Ga. Ct. App. January 4, 2022) (affirming grant of motion to suppress based on canine’s alert to presence of narcotics in open-air sniff outside defendant’s apartment). As is the case with many issues under the Fourth Amendment, the lawfulness of a canine sniff depends heavily on the setting and factual circumstances of each case.

Suspicionless Sniffs

In a variety of contexts, federal courts have held that a dog’s sniff does not even amount to a search that is subject to scrutiny under the Fourth Amendment. These settings include canine sniffs of luggage in airports, of vehicles on traffic stops (so long as such stops are not unlawfully prolonged), and of pack-

ages shipped on common carriers. Because the Fourth Amendment does not apply in these contexts, officers are not required to obtain either a warrant or the suspect’s consent. In these settings, officers do not even have to have an articulable suspicion that such a sniff will reveal contraband.

Special Deference for Dogs

The Fourth Amendment provides: The right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures, shall not be violated, and no Warrants shall issue, but upon probable cause, supported by Oath or affirmation, and particularly describing the place to be searched, and the persons or things to be seized.

Vehicles, luggage, and shipped packages all constitute “effects” which are within the scope of the Fourth Amendment’s protections. Although a search is generally unreasonable in the absence of individualized suspicion of wrongdoing, courts have been increasingly willing to remove dog sniffs from the confines of the Fourth Amendment in certain contexts because of

the expectation that police dogs are trained only to alert on contraband, and not on lawful items. In the 1983 case of *United States v. Place*, the Supreme Court lauded trained detection dogs as uniquely reliable, efficient, and minimally intrusive tools of crime detection:

On these respects, the canine sniff is sui generis. We are aware of no other investigative procedure that is so limited both in the manner in which the information is obtained and in the content of the information revealed by the procedure.

It is this precision of a canine sniff that places it outside of Fourth Amendment scrutiny, because, as the Court has reasoned, “any interest in possessing contraband cannot be deemed ‘legitimate,’ and thus, governmental conduct that only reveals the possession of contraband ‘compromises no legitimate privacy interest.’”

While it is true that a mere sniff by a trained canine should not disclose legitimately private information, (and the Supreme Court has observed that an erroneous alert, in and of itself, reveals nothing

private, either), there is no denying the fact that when a dog alerts, the revelation of private information becomes imminent. After all, an erroneous alert will inevitably be used by officers to justify a search of an automobile where there is no contraband. Although litigants have questioned the reliability of canines and their handlers, the Court has not yet been presented with a factual record that has led it to conclude that an alert was insufficient to provide probable cause for a more intrusive inspection.

Traffic Stops

What begins as a suspicionless sniff can easily blossom into a full-blown search. Once a properly trained dog “alerts” by signaling its handler that contraband is detected, there is sufficient probable cause to search areas which otherwise would have been off-limits.

There is an old Arabian proverb that expresses the concerns of those who might question the courts’ deference to dog sniffs: “If the camel once gets his nose in the tent, his body will soon follow.” This was illustrated in *Florida v. Harris*, a 2013 case in which the Supreme Court considered whether the “alert” of a drug-detection dog during a traffic stop provides probable cause to search a vehicle’s interior for evidence of illegal drugs. In a unanimous decision, the Court concluded that it does.

In *Harris*, K-9 officer William Wheetley made a routine stop of a truck because it had an expired license plate. When Wheetley approached the driver’s side of the truck, he observed that Clayton Harris was nervously shaking and breathing rapidly. Wheetley asked Harris for his consent to search the truck, but Harris refused. Wheetley then retrieved his canine, Aldo, from his patrol car and conducted a “free air sniff” around the truck. When Aldo alerted on the driver’s-side door, Wheetley concluded that he had probable cause to search the interior of the truck, which he proceeded to do. While the search did not reveal any of the drugs Aldo was trained to detect, it did turn up all of the ingredients for making methamphetamine, which Harris later admitted making regularly. Harris moved to suppress the evidence on the ground that Aldo’s alert did not give rise to probable cause for an interior search of the truck. At the hearing on the motion, Wheetley testified that Aldo completed regular training exercises to maintain his detection skills and that Aldo always performed well. While Harris’s attorney did not challenge the quality of Aldo’s training, she questioned Aldo’s performance in the field. After all, Aldo had alerted upon a vehicle that apparently contained none of the narcotics he had been trained to find. Nevertheless, the trial court concluded that Aldo’s alert

gave Wheetley probable cause to search the truck.

After an intermediate appellate court summarily affirmed the ruling, the Florida Supreme Court reversed, holding that the state had not produced sufficient evidence that Aldo’s alerts could be relied upon. The Florida court was particularly concerned with the possibility of false alerts, which, it reasoned, could result from a handler’s tendency to cue a dog to alert and a dog’s inability to distinguish between residual odors and actual drugs. Based on these concerns, the court concluded that evidence of a canine’s reliability must include records showing how often the dog has alerted in the field without illegal contraband having been found.

Emphasizing that probable cause is a practical, commonsense standard, the Supreme Court rejected the Florida court’s rigid requirement that the government produce specified elements of proof in order to show that a canine’s sniff and alert is sufficiently reliable to constitute probable cause. The opinion in *Harris* allows a court to presume that a dog’s alert is reliable, so long as there is some evidence that the dog is certified after being tested in a controlled setting or that the dog has recently and successfully completed a training program which included such an

(continued next page)

evaluation. The Court noted that as with any presumption, it can be rebutted by evidence showing that the training or evaluation was faulty or insufficient. In sum, the Court instructed that the “question is whether all the facts surrounding a dog’s alert, viewed through the lens of common sense, would make a reasonably prudent person think that a search would reveal contraband or evidence of a crime. A sniff is up to snuff when it meets that test.”

Notably, the Court in *Florida v. Harris* did not discuss whether the traffic stop in that case had been unlawfully prolonged to allow for the suspicionless canine sniff. But the Court reached this question two years later in *Rodriguez v. United States*, holding that in the absence of reasonable suspicion, police cannot extend an otherwise-completed traffic stop in order to conduct a dog sniff. The critical question under *Rodriguez* is not whether the dog sniff occurs before or after the officer issues a ticket. Rather, the issue is whether the conducting of the sniff adds time to the overall duration of the traffic stop.

The Heightened Expectation of Privacy in the Home

If there is any setting in which dog sniffs are clearly subject to Fourth Amendment scrutiny, it is the home. In *Florida v. Jardines*, decided just a few weeks after *Harris*, the Court concluded that a dog sniff at the front door of a suspected marijuana

grow house by a trained drug dog is a search requiring probable cause and a warrant. Because of the enhanced privacy expectations which attach to a private home (as opposed to a vehicle being operated on public roads), the Court applied greater scrutiny to this conduct than it did in *Harris*.

Justice Antonin Scalia, writing for the majority, applied traditional principles of trespass law by noting that the front porch where the officers deployed the canine was within the home’s “curtilage,” which encompasses the immediate surroundings of the home. As such, the front porch was part of the home for purposes of the Fourth Amendment analysis. With that, Scalia reasoned, this was an “easy” case. When the government uses a physical intrusion to explore the details of the home (including its curtilage), a “search” has taken place.

The Georgia Court of Appeals extended the reasoning of *Jardines* to an apartment complex hallway when it decided *State v. Arroyo* earlier this year. There, a police investigator received a tip from a confidential informant that the informant had seen several kilograms of cocaine inside Arroyo’s apartment. Although the exterior gate of the apartment complex was left open during the day, it was locked at night. The investigator and a K-9 unit arrived at the apartment complex shortly after noon, apparently avoiding the obstacle of a locked gate.

The K-9 officer conducted a leashed dog sniff along the corridor where Arroyo’s apartment was located, and the dog alerted at Arroyo’s apartment door. When the officers knocked on the door, Arroyo answered. The officers detained Arroyo while they obtained a search warrant. The team executing the warrant found the cocaine in a suitcase in one of the apartment’s two bedrooms.

The trial court suppressed evidence of the cocaine, reasoning that the area directly outside Arroyo’s apartment was within the curtilage of the apartment, and that Arroyo had a reasonable expectation of privacy there. Because the officers did not obtain a search warrant before conducting the sniff outside Arroyo’s apartment, the resulting discovery of the cocaine was excluded. Although the Court of Appeals affirmed the suppression of the evidence, the court stopped short of “establishing any broad rule that K-9 open-air searches of the hallways of multi-unit apartment buildings are constitutionally impermissible.” The court emphasized that lawfulness of canine sniffs in common areas of apartment complexes will be heavily fact-dependent.

Here, the fact that the exterior gate was used at night to keep unwanted visitors away gave the appellate court some basis to uphold the trial court’s exclusion of the evidence. Because of the deferential standard of review and the fact-intensive nature of the inquiry, the appellate

(continued next page)

court might well have affirmed just as readily if the trial court had refused to exclude the evidence.

Conclusion

Since President Nixon declared a “War on Drugs” in the 1970’s, detection canines have faithfully served as an officer’s best friend. But despite their superior olfactory senses, the dogs cannot sniff out violations of the Fourth Amendment. And so, it is left to the officer to sort out a matrix of fact-sensitive considerations in a broad variety of contexts. When it comes to the nuanced application of the Fourth Amendment, an officer’s best friend might well be the magistrate.



Richard “Dick” Carothers is the General Counsel for the Georgia Association of Chiefs of Police.

A graduate of Emory University School of Law, he has practiced local government law in Georgia for 40 years. He served as an Assistant City Attorney for the City of Atlanta, as County Attorney for Gwinnett County, and has been City Attorney for a number of cities over the years. He is a member of the Georgia and Ohio Bar Associations.

Dick also serves as insurance defense counsel for cities and counties including their officers and employees throughout Georgia in state and federal courts. His firm is currently defending cases representing numerous law enforcement officers and first responders. He is admitted to practice in all Georgia appellate courts, the Northern and Middle District federal courts, the 11th Circuit Court of Appeals, and in the United States Supreme Court. Dick has represented a Georgia city in a case and argued before the Supreme Court.

Dick is the Past President of the Local Government Section of the State Bar of Georgia and serves as a Special Assistant Attorney General for the Georgia Department of Transportation. His firm, Carothers & Mitchell, is located in Buford, Georgia.

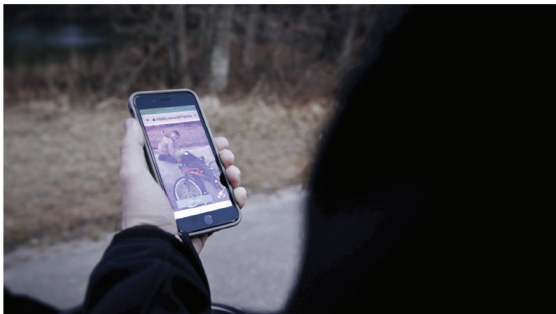
GACP Partners with 911eye



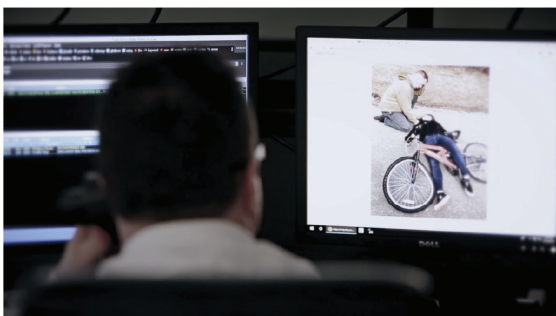
Works with any smartphone



Single-use text message



Stream video, photos, location and texts with PSAP



Real-time sharing with supervisors and first responders

The GACP has expanded its strategic partnership with CRG, Inc. to offer "911eye" technology for at no cost to GA public safety agencies for 30-days.

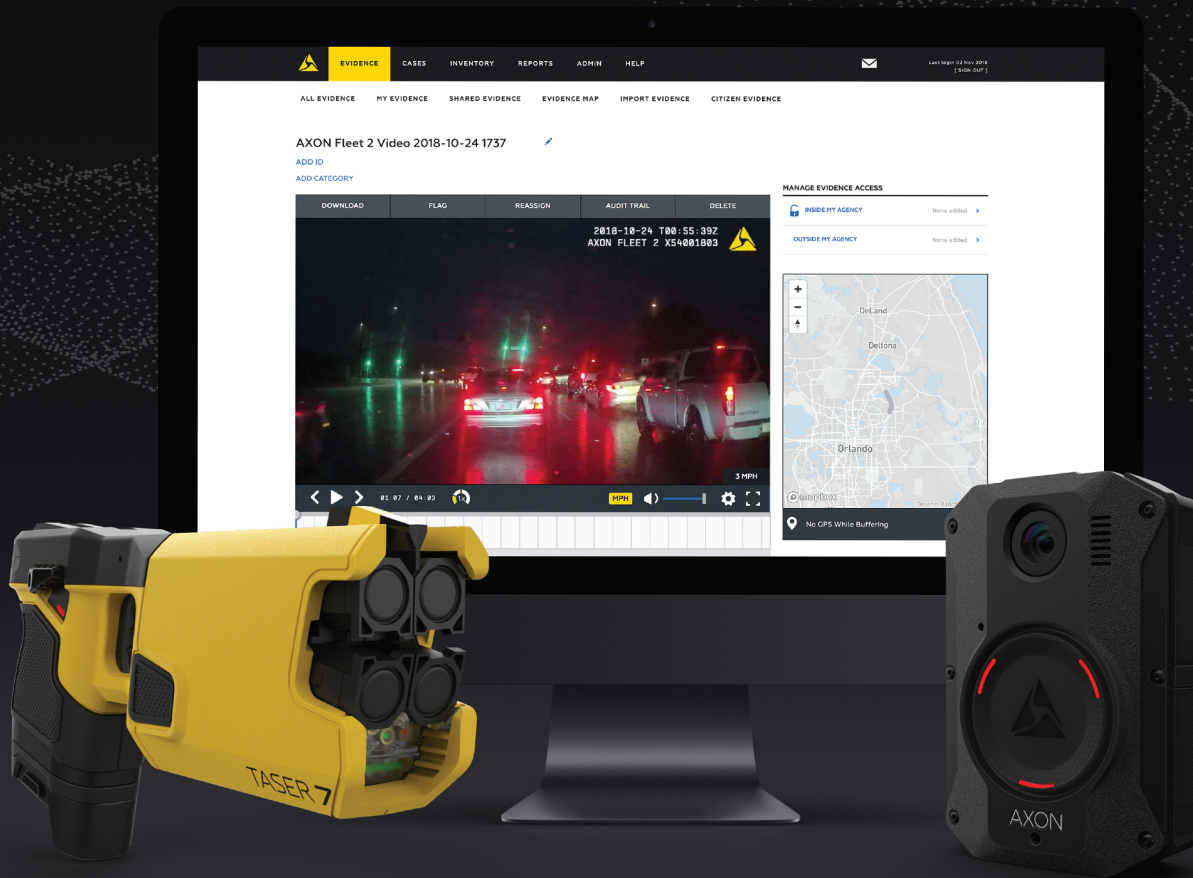
911eye enables public safety entities to send a link to any smartphone, allowing them to share live video, photos, location data, and text chat with the agency.

The technology is easy-to-use, inexpensive and scalable, CJIS-compliant, and compatible with existing systems. Onboarding, training, and implementation can be accomplished in under one hour through remote set-up and instruction.

Email info@crgplans.com,
Call (732) 779-4393,
or visit <https://911eye.com/>



CRITICAL RESPONSE GROUP
America's Common Operating Picture™



THE NETWORK EFFECT

On the Axon network, your software and devices work together effortlessly to reduce your administrative load. Evidence.com enables you to easily store and securely share evidence and our new TASER 7 and Axon Body 3 help keep police and communities safer.

[AXON.COM/EVIDENCE](https://www.axon.com/evidence)

AXON, Axon, Axon Body 3, TASER 7, and Evidence.com are trademarks of Axon Enterprise Inc., some of which are registered in the US and other countries. For more information, visit www.axon.com/legal. All rights reserved. © 2020 Axon Enterprise, Inc.



“We now have capabilities well beyond what we had in the past... FirstNet is a game changer for us.”

Sheriff Chris Kirk
Brazos County Sheriff's Office

Priority. Security. Reliability. Innovation. FirstNet is the only communication tools and applications ecosystem dedicated for public safety to help first responders connect to the critical information they need every day and in every emergency. And it's available right now for eligible public safety entities and individual first responders. Visit FirstNet.com to learn more or stop by an AT&T store near you.





HOW WELL DO WE PROTECT
ORGANIZATIONS LIKE YOURS?

OUR NUMBERS SPEAK FOR THEMSELVES.

15,430

Pieces of legislation and regulatory
changes reviewed last year

300 Million

In grant funding secured





3,300

High-quality accredited training
courses

99%

Of customers surveyed say Lexipol
helps them comply with state
and federal laws

Learn More at [Lexipol.com](https://www.lexipol.com)

844-312-9500 | info@lexipol.com |    

EVIDENCE & PROPERTY ROOM OPERATIONS

SERIES: PART 1 OF 4

Chief Jeffrey Scott (RET)

What do you think about when you hear the words: Evidence & Property Room Management? Let's be honest, it comes with a mixed bag of reactions and emotions from every corner of the country. Unfortunately, many agencies do not consider property room and evidence management as one of their top priorities. In fact, they identify it as one of those 'must have, must do, can't stand' areas or functions of the department. Rarely, do evidence and property rooms get the attention they deserve, and the priority it requires to function with efficiency, operational readiness, accountability. Many evidence and property rooms across America are in crisis and in desperate need of guidance and accountability.

Among many agency leaders, property and evidence management has never received the importance they deserve. Victims of crime unsuspectingly think law enforcement agencies respond to the call, investigate the case, collect evidence, and based on a thorough and competent investigation, will seek justice, and hopefully hold someone accountable for their wrongdoing and criminal actions. Law enforcement leaders must help officers understand and appreciate that for every piece of evidence collected, there is a real person attached to this evidence. The victim is counting on agency personnel to do the right thing every time and handle their case in a highly competent and skilled manner. This includes the processing, preservation, and storage of the evidence. Such that, our work in law enforcement can either help or hurt our victims.

Most officers signed up for the job in law enforcement to help others and pursue the virtues of justice. But what most



In fact, it is amazing police chiefs, do not get motivated to do something about their property and evidence rooms after seeing scathing news articles or broadcast stories with headlines like: "Local police chief charged with felony for stealing from the evidence room," "Local police commander arrested on accusation of theft of money from the evidence vault," or "Local agency's property and evidence room in question after juveniles break in and steal evidence."

These and many more headlines exist, but many agencies continue to turn a blind eye and go about their daily operations with a complacent or attitude towards one of the most high-risk areas the agency has under its responsibility and care.

Not all hope is lost. There are agencies that are operating on the cutting edge. They accomplish this by following nationally recognized best practices for property and evidence room management, equipping their agencies with



officers don't realize something is lurking in the shadows behind the iron curtain we call property and evidence room. Again, officers don't know what they don't know, unless the agency ensures officers are regularly trained on proper evidence handling, submission, and the operation of storage and accountability. Very few agencies ensure officers have an intimate and working knowledge of its property and evidence operations, let alone having current, up-to-date policies, procedures, and packaging standards that are strictly followed. Do officers fully understand proper evidence storage and preservation processes and what it takes to operate the evidence and property room? When was the last time officers were trained in evidence packaging and submission procedures?

The other dark side that most people do not want to hear and talk about when it comes to property and evidence management are the countless headline stories we see every month, even every year across every state.

the proper staffing and resources, as well as ensuring officers of every rank and level are highly trained and skilled in properly packaging, submitting, and handling property and evidence.

Throughout this series, we are going to explore some of the fundamental and critical areas of importance, that every chief should know, follow, and ensure are part of the agency's overall operational culture. Evidence and property management should not be viewed as a burden, but rather, when best practices are followed, it should be a fluid, smooth, accountability driven operation. By following these practices, department leaders will ensure the property and evidence room is no longer a nightmare swept in the corner, in hopes something bad never happens, or headline news do not strike the department.

In fact, following best practices will ensure the property and evidence room in good operation will make life much easier and provide staff time and energy to spend on other operational needs. However, it takes the focus and attention of a progressive and courageous leader who desires accountability and unquestionable integrity to just plain do the right thing, the right way, for the right reason. Maintaining an attitude of "it's just been that way", "it's how we have always done it," or "it's just too much for us to fix," are no longer acceptable responses to past practices and questionable operational status. Society calls for leadership with grit and accountability.

Here are the topics that will be covered over this and the next three future issues:

- Audits, Inspections, and Inventory
- Access Controls
- Training
- Policy, Procedures and Packaging Manuals
- Package and Handling; Evidence Integrity and Submission
- Guns, Drugs and Money
- Physical Security
- Personal Safety
- Computerization and Automation
- Organization and Storage Solutions
- At-Risk Areas, Including Destruction
- Personnel and Staffing
- Purging

(continued next page)

EVIDENCE AND PROPERTY ROOM OPERATIONS

Audits, Inspection, and Inventories

When many chiefs are asked, “When was the last time a complete inventory or random audit was conducted of the property and evidence room,” the typical answer is, “I don’t know,” or “Never.” When asked if they understand the difference between an audit and an inventory, most say the same thing: “I don’t know.” Understanding the difference is key to moving forward and following best practices. Here are the nationally recognized definitions of each:

Audit: A review of the policies, procedures, and processes of the property and evidence function to determine if recognized standards, best practices, local statutes, and municipal codes comply. This includes a random, monthly verification of a select number of items in the property and evidence room to verify their existence, quantity, packaging integrity and location are correct and consistent with agency records. Note: Often a random selection between 5 or 10% of the overall inventory is a good rule of thumb to complete and document each month.

Inventory: A comprehensive accounting of ‘all’ items in the property or evidence room, and reconciliation of those items to the agency records documenting the items life cycle and existence. This should be completed once per year, or upon change of hands (personnel) or upon the incoming/outgoing of the Chief.

Realistically, as a best practice, when a new chief assumes command, a complete inventory should be conducted within the first 30-days. This provides the chief the confidence of knowing they are starting with a clean slate, and there is full accountability for what is in that room or building where evidence and property area is store, and what they are ultimately responsible for. If an inventory is not completed, which in most cases is not, how does the chief know what is in there is supposed to be there, or are items that are supposed to be in there, are they still there? And, if not, where did they go? If items are missing, who is responsible and ‘who is watching the hen house?’

When evidence is missing, mishandled, or not properly stored or tracked, who is hurt in the end? It is the victim! So again, not only was the victim victimized by the criminal, but the department’s inaction or lack of accountability jeopardizes justice from prevailing. The victim is who loses at the end of the day, notwithstanding the chief’s job or reputation is put under a microscope.

When it comes to audit and inventory, the agency must be consistent and regular about these two activities and make it part of the normal operational function, including documentation that the tasks were completed and verified each time.

Access

One area that usually generates the most controversy and conversation among chiefs is the debate over access to the property and evidence room. National best practices support that the chief should ‘not’ have a key or access to the property and evidence room. Some will argue, “this is my department, I will have access to everything.” But in the end, when an investigation is generated because something comes up missing, those who have access or keys to the room(s), immediately become a ‘suspect’ during any investigation. One of the best things for a chief to do are to give up the keys and allow staff to do their work.

Chiefs should entrust access to only those personnel who have been properly vetted (this will be another topic in this series). When leadership wants access to ‘manage by walking around’ (MBWA), they shall sign in on the access log sheet, be escorted, and sign out when leaving. This is truly a protection for the chief executive and the agency. When emergency access needs to be part of the mix, then keep an emergency key in a signed envelope (signed by the chief along with two other witnesses) and keep it in a monitored location, such as a locked safe that is on camera (some keep it in the dispatch center), and when accessed for any reason, it is logged and can be verified by video and witnessed. This protects the integrity

of the property and evidence room and keeps the chief out of hot water. Also, keeping an access log near the entry point to the property room is critical, and must be followed anytime someone comes in (who is not the property and evidence custodian) and those who enter must be escorted anytime they are in that room by the property and evidence custodian, and until they log out and leave the room.

Training

One landmark United States Supreme Court case that every law enforcement administrator should be very familiar with is *Canton v. Harris*, U.S. Supreme Court, No. 86-1088, 57 LW 4270. In most agencies throughout the US, when budget time comes around, training is often the victim of the almighty red pen and reduction when budgets must be cut or trimmed. While the demands upon law enforcement are ever increasing, training should be the absolute 'last' item ever cut in any budget. In fact, training should be the absolute number one priority of any agency, ahead of even personnel. When we talk about risk management, it is better to have a highly educated, highly skilled agency with fewer officers, than just having more officers who are marginally trained and not provided on-going, consistent, high-end training, thus creating an exponential risk for the chief. Just having bodies in a position or filling a role is an unnecessary risk with huge potential consequences in the end. However, the point being is this, agency heads have an obligation to ensure officers

receive regular, on-going, high quality, and high frequency training in all areas of which they have responsibility. When a chief does not hold staff to this best practice standard, the courts have found a 'deliberate indifference' exists, and this can be very problematic not only in criminal prosecution, but also potential civil litigation an agency may face.

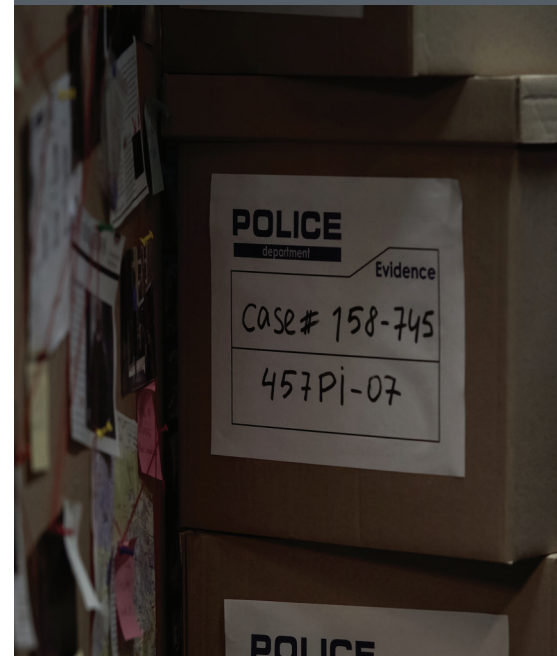
Training must become a priority in every agency, ensuring their personnel (sworn and un-sworn alike) are afforded training for their areas of responsibility, and continuing professional training be ongoing, regular and with appropriate frequency to ensure personnel are functioning at high levels of confidence and competency. Verification and determination of competency is an absolute must, along with training.

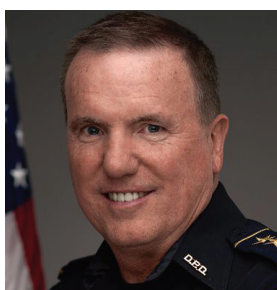
Conclusion

Not everything is doom and gloom. While this first article in this series is an eye-opener and certainly will hit some hot buttons, there is hope, and issues that may exist can be repaired. This is not to say it will be easy, but incorporating best practice standards, focusing attention on the property and evidence and a desire to fix it, will pay major dividends toward ensuring agencies are minimizing risk, but ultimately demonstrating confidence and competence to the victims who are counting on agency leaders and their personnel to do the right thing, always!



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).

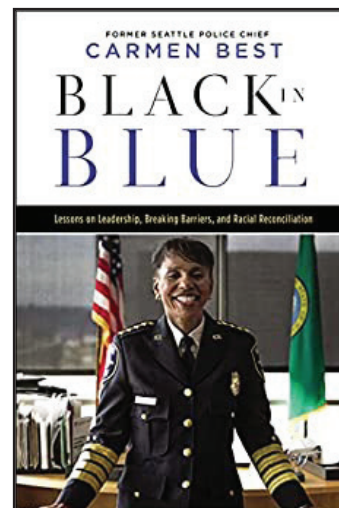




CHIEF BILLY GROGAN
DUNWOODY PD

Black in Blue: Lessons on Leadership, Breaking Barriers, and Racial Reconciliation

By: Carmen Best



When I first saw that the Seattle Police Chief, Carmen Best, was releasing a book titled *Black in Blue*, I knew I had to read it for several reasons. First, I have known Chief Best for at least ten years. We serve together on the IACP Human and Civil Rights Committee.

Second, like many of you, I closely followed the events unfolding in Seattle after the death of George Floyd. At times, I struggled to understand the challenges faced by the officers and leadership of the Seattle Police Department in such a politically challenging environment.

Lastly, I knew that Chief Best eventually retired from the Seattle Police Department despite her commitment and dedication to the community she served.

If you are a police chief or an aspiring one, you will want to read this book.

Chief Best shares the challenges she has seen for both minorities and females in law enforcement and the scourge of racism. Yet, she is quick to point out the progress made in recent years and the overwhelmingly positive impact made by law enforcement.

When you compete for the job of a police chief, you never honestly know how open the search process will be. You are also likely unaware of the behind-the-scenes politics in the selection process. Chief Best gives us a bird's eye view of the process of applying for police chief in Seattle and how close she came to not getting the job.

It is a fascinating story.

The book is filled with observations about the protests, COVID, the Capitol Hill Autonomous Zone, the defund the police movement, re-envisioning public safety in Seattle, and much more. Although most police chiefs did not have to manage the challenges to the extent that Chief Best did in 2020, most had similar ones and can learn from the author's experience.

The end of each chapter has a section titled Tactical Debrief. Chief Best uses this section to describe how the chapter can apply in real life, and each of those sections ends with several questions to open up the reader's thinking.

The author describes what leads to success. Hard work, genuine relationships, having mentors, being a situational leader, and never sacrificing your values. Chief Best also points out that it is lonely at the top, and leadership does not end at retirement.

I thoroughly enjoyed chapter three. Chief Best describes how important it is to have Mentors, Allies, and Sponsors. She defines each and shares how they influenced and helped her advance her career.

One of the most poignant sections of the book was Chief Best's narrative about what led to her decision to retire from the Seattle Police Department. You may be surprised by what you read.

Of course, we could face a similar choice at some point in each of our careers. Being a police chief is one of the most challenging jobs known to man.

Chief Best clearly articulated those challenges in a way that is instructive for police chiefs everywhere.

Law enforcement leaders can learn valuable lessons from the courage exhibited by Chief Best as she navigated the problematic politics in Seattle.

Chief Best does not pull any punches when it comes to her opinion of current law enforcement issues. You may disagree with some of her conclusions, as I did, but never doubt her character or sincerity.

If you have ever wished you could be a fly on the wall to witness what was really happening inside a major law enforcement organization and what was driving the decisions making process, you have to read *Black in Blue*.

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.

CERTIFICATION: THE PATH TO BECOMING A PROFESSIONAL ORGANIZATION



Over the last few years, high-profile incidents of police misconduct and malfeasance attracted national attention. These actions resulted in arrests and convictions of officers, settlements of lawsuits, and civil unrest in communities. The subsequent public outcry over police abuse and misconduct led to calls for police reform, greater accountability, and defunding of police. While some may discount these criticisms as unreasonable, radical dissent over isolated events, it is important to recognize individuals' perceptions are their reality. As a result, these high-profile incidents have led many to automatically attribute negative outcomes from a police-involved incident to the officer. Essentially, officers are not being given the benefit of the doubt.

Law enforcement agencies obtain their authority from the public. When the community does not believe agencies are performing to the standards they expect, police legitimacy and trust of those in uniform is diminished. Subsequently, greater control of police discretion is applied through increased oversight, legislation, as well as reduced budgets and staffing. In more severe cases, leadership is removed from office and agencies may be consolidated or eliminated. All of these incidents and the subsequent fallout were predictable and could have been prevented.

One recognized approach to avoiding these issues is to be viewed as a professional organization. In his book, *Going Pro: The Deliberate Practice of Professionalism*, author Tony Kern identifies three levels of professionalism:

Membership – At the first level, individuals meet established selection criteria that involves “some academic and vocational training”. For police agencies, these standards are articulated through statutory law and the Peace Officer Standards and Training (POST) Council. Kern notes that many who reach this level will become comfortable with this accomplishment and do not feel the need to participate in continued growth and development opportunities. Inevitably, their ability to effectively perform declines, resulting in an erosion

of integrity and quality of services provided. In the end, these individuals and their agencies will likely repeat the same avoidable actions that triggered the issues agencies are addressing today.

Full Compliance – At this level individuals and organizations hold themselves accountable to an established standard. The Georgia Law Enforcement Certification Standards provide these standards for law enforcement agencies across the state. Agencies that comply with these standards will ensure they are meeting or exceeding established management and legal standards.

Empowered Accountability – This is the highest level of professionalism and is seldom achieved. Individuals at this level, regardless of their tenure and experience, are continuously and meticulously seeking to perform more than established standards. These individuals and agencies are seeking to not only improve themselves, but their profession.

The Georgia Initiative

The Georgia Law Enforcement State Certification Program is a well-established initiative that has continuously developed over twenty-five years. Participating agencies are provided with a systematic approach to ensure leaders provide their staff with proper directives, training, and supervision as well as ensure all their actions are thoroughly documented and reviewed. Each standard is based upon recognized, contemporary legal and leadership practices and ensure leaders continually evaluate and improve their agency's management and operations.

Benefits of State Certification

Participation in this voluntary program provides police leaders and their communities several benefits. First, police agencies are multi-faceted organizations with many activities occurring simultaneously. Compliance with the certification standards helps ensure departments have comprehensive operational procedures to provide the guidance and direction officers need to

CERTIFICATION: THE PATH TO BECOMING A PROFESSIONAL ORGANIZATION

respond to issues in a confident, consistent manner. Second, agencies with a proven record of exceeding established standards of performance are perceived more favorably by their communities. Agencies with a good image have good support while agencies with a poor image have poor support. This support is displayed in a variety of ways. When officers are called to investigate events, they are more likely to have citizens' confidence and receive the public's help with information.

Working in the criminal justice system, by its very nature, is adversarial. It is inevitable a police department will be involved in a potentially negative or controversial event. Mitigating the impact of these events requires agencies to be transparent. State certification standards help organizations develop the processes to achieve this transparency. Over time, organizations that are heavily invested in the state certification program develop the trust of their community's leaders and citizens by identifying and addressing issues before they become a problem. When the inevitable controversial event occurs, the common reaction from the community is more likely to be, "The alleged actions are not representative of our police department. If it happened how it is being portrayed, their leaders will take the appropriate actions to correct it."

Increasing inflationary rates will lead to higher operational costs forcing agency heads to compete for limited resources. During budget negotiations, agencies must rate their activities by three criteria:

- urgent and necessary for legal reasons,
- necessary, and
- desirable but not necessary.

State certified departments are better able to defend against severe budget cuts because they have a good image and are seen as being essential to maintaining a high quality of life in the community. Over the last few years, agencies nationwide have experienced increased rates of staff turnover. State certified agencies are more likely to be perceived as professional organizations. As a result, the more qualified candidates are more likely to be attracted to and retained by those agencies.

While every law enforcement agency performs similar activities, each performs these tasks in a manner that best meets the needs of their community. Similarly, state certification outlines specific tasks that must be completed by an agency. Each department determines the best approach of 'how' to complete those tasks. At the same time, some agencies, particularly smaller departments, do not perform certain functions. For example, some departments do not manage a jail, operate dispatch centers, serve civil papers, or conduct advanced criminal investigations. Accommodations are available to be exempt from those standards' requirements or ensure the agency providing the services comply with the required standards.

Finally, the potential for legal claims against an agency is an on-going concern for elected and appointed leaders. In the event a state certified department is named as a party in a lawsuit, the agency is much better positioned to successfully defend against legal claims. Because of this, state certified agencies that receive their liability insurance through the Georgia Interlocal Risk Management Agency (GIRMA) are provided a 20% reduction in their law

enforcement liability premium. Similarly, agencies receiving coverage from 'private' carriers are also more likely to receive lower rates.

In summary, state certification is a systematic approach for law enforcement leaders to provide their staff with proper directives, training, and supervision. This process ensures officers respond to issues in a confident, consistent manner. It also enables leaders to identify and address issues before they become problems.

As participating agencies demonstrate they consistently exceed established standards of performance, they are perceived as being more professional, transparent, and enjoy greater community support.



**FOR MORE INFORMATION ABOUT THE GEORGIA LAW
ENFORCEMENT STATE CERTIFICATION PROGRAM:
CHUCK GROOVER | 770.495.9650
[HTTPS://GACHIEFS.COM/STATE-CERTIFICATION](https://gachiefs.com/state-certification)**

Q Community relations programs are often confused with community engagement. How are you actively engaging with individuals and groups in your communities to solve problems?

Chief John Letteney
Thomasville Police
Department

Policing, at its core, is about solving problems. We learned many years ago in our profession that the police are the most visible arm of government that is available around the clock. As a result, the police are often called to situations which have no criminal nexus, but handle requests for assistance in a variety of topics. Why? Because people often do not know who to turn to. Yet, in a community where the police are known to be helpful and are actively engaged in building positive relationships with their community members, most will trust the police to help.

Over my 16 years serving as a Chief of Police in three different agencies, on average approximately 6% of our calls for service annually were directly related to crime. Six percent! “So what were the rest?” you may be asking. They were related to non-criminal traffic issues, general requests for service, addressing quality of life issues, and proactive community engagement by officers and civilian staff. That is the core of what most community-minded

agencies focus upon, which of course enhances relationships, and helps the community become a real partner in solving crime. I suspect if you do a deep dive into your calls for service statistics, you may have similar results.

What does “community engagement” look like as opposed to “community relations”? I remember back to the mid-1980s, while working in a large, decentralized agency, when the training notice came out that we had to attend “community policing training”. For three days, we learned all about this “new” concept in policing. As my partner and I left the last day of the session, we both had the same revelation. The training was good, the concepts were solid, but we had been following most of them for years and thought it was just good police work. Knowing your business and community leaders, being in the neighborhoods, talking with people outside of calls for service, listening to their needs and concerns for public safety, hanging out at the schools, parks and playgrounds to meet the youth, etc. was what we were taught to do to be effective as cops. Because it was community engagement.

In the late 1980s through the early 2000s, many departments added “Community Policing Units”. While there is nothing wrong with that approach, without clear guidance and direction about the community policing philosophy, many officers actually became disengaged with their community because their agency now had officers specifically trained for “community relations”. I even heard one say that they were the “presentation cops” and street officers were the “real cops”. Sadly, in some agencies the concept was not implemented in a way that enhanced relationships. Truly all agency employees, sworn and civilian, have a responsibility to be community focused.

What does “community engagement” look like then? It can take a variety of forms, and each community will be different. Probably the best strategy for development is to ask the community how they want to engage with the department. This can be done in a variety of ways, and I have found that Community Police Academies are a great first step for people who want to learn more about the department and meet the officers and staff. In one agency where I was chief, the graduates of

that program were invited to join our volunteer group, who, as a 501c3 organization, then worked alongside the department at community events, delivered programs like child/senior identification cards and security surveys, and helped with department initiatives like supporting the Law Enforcement Torch Run events for Special Olympics.

In Thomasville, the department hosts a Use of Force Summit annually to engage the faith-based community and other community leaders on agency operations, policy and training in use of force and other topic areas. We continually meet with our business leaders in formal and informal ways, such as attending their meetings and regularly meeting with shop owners and staff during foot patrols, downtown events and at civic club meetings. Our School Resource Officers are champions at engaging youth not only during the school day, but at sporting events, school plays, in neighborhoods and at the local YMCA and Boys & Girls Club. And it's not just the kids! SROs know the school community members (faculty, staff, volunteers, etc.) and many times the siblings and parents/caregivers of students at their school. They are engaged! Our detectives are engaged with the local service providers who assist victims beyond case management and, working with the Sheriff's Office and other agencies, annually host a chicken plate

fundraiser that provides for the needs of many families during the holidays. Speaking of which, Shop with a Cop and similar events offer a great opportunity for engagement with youth and their families who are less fortunate. Thomasville has gone beyond the shopping event to include a dinner and some entertainment, and made it into a great event for the kids, and the officers who participate! As calls for service allow, officers engage the faith-based community by attending services in neighborhoods they patrol. And don't discount using social media as a component of your engagement strategy!

As a Chief of Police or a senior command officer, you have a great opportunity to model the engagement your community needs. Be "out front" at community events, join your officers on foot patrol, be at the Neighborhood Watch meetings, be open to the hallway discussions after a Council meeting, join a local civic club and make a point of listening, acting and communicating effectively.



John Letteney was sworn in as Chief of Police for the Thomasville (GA) Police Department in January 2021, after retiring from North Carolina law enforcement. He served as Chief of Police for the Southern Pines (NC) Police Department (2005 - 2012) and the Apex (NC) Police Department (2012 - 2021). Chief Letteney currently serves as the 1st Vice President of the International Association of Chiefs of Police (IACP). He is a Past President of the North Carolina Association of Chiefs of Police (NCACP) and received their Outstanding Service Award for 2015 as well as the 2013 Outstanding Law Enforcement Executive of the Year and the 2017 Chief of the Year by the National Command and Staff College in 2018. In 2020 he was appointed to the Respect for Law Enforcement and the Rule of Law Working Group of the Presidents Commission on the Administration of Justice and was appointed by the Governor of North Carolina to both the Governor's Crime Commission and the Governor's Task Force on Racial Equity in Criminal Justice. Chief Letteney holds a master's degree in Public Administration and is a graduate of the FBI Command College and the 248th Session of the FBI National Academy.

Community relations programs are often confused with community engagement. How are you actively engaging with individuals and groups in your communities to solve problems?

Community relations programs are often confused with community engagement. How are you actively engaging with individuals and groups in your communities to solve problems?

Chief Rodney Bryant
Atlanta Police Department

Our industry has successfully worked through a pandemic, civil unrest, and campaigns to defund the police. Now, as the spring and summer seasons approach and people emerge from the extended hibernation courtesy of the COVID-19 pandemic, we are aware that the dynamics of crime will be impacted.

We understand that as temperatures rise, tempers can also flare, which results in an uptick in violent acts. While the Atlanta Police Department (APD) may be faced with street racing, we all share in the fact that we tackle reoccurring seasonal crimes. During spring and summer breaks, many young people have nothing positive to do; therefore, it is important that police officers utilize their community policing skills to connect with the citizens we serve.

We are guardians who possess the power to change the trajectory of a person's life -- with a smile, a helping hand, or a pat on the back. While it's important that officers are visible and accessible, officers also need to understand the importance of collaboration and be aware that they can help to address issues that

impact the well-being of communities. This creates a force multiplier for both the officers and the community as the officers provide a sense of security, comfort, and concern it also builds a sense of trust and respect among citizens.

The APD understands that community relations and community engagement are a two-prong approach to community policing, as there is a difference between building relationships and engaging the citizens we serve. Community engagement is based on achieving a desired goal through inclusion of citizens and creation of long-term and sustainable outcomes. Community relations efforts create relationships-based outreach programs and provide resources which equates to increase interactions and touchpoints. It is imperative that departments work directly with stakeholders to benefit the overall well-being of the community. The APD requires commanders to actively participate in community/neighborhood meetings to collaborate and address citizens' concerns while producing effective engagement opportunities. Moreover, quality of life officers and crime prevention inspectors deliver solution-based recommendations and services. APD utilizes community boards. The Chief's CEOs Advisory

Board is comprised of business leaders/executives. The Citizens Advisory Board is comprised of a group of community/neighborhood leaders. The Clergy Advisory Board is comprised of religious leaders from a variety of faiths. Exchanging information and understanding the needs and concerns of the board members allows APD to hear the voice of the people.

By providing engaging and interactive programs, it can yield positive results including crime reduction and changed lives. The Atlanta Police Department utilizes a myriad of methods to both building relationships and engage in robust dialogue and interactions with citizens. The APD is committed to engaging with communities and going beyond programming to impact lives.

As law enforcement officers, we are rightly expected to fight crime, as it is traditionally understood; however, we must embrace opportunities that will serve the public interest of reducing crime and enhancing relationships. Public safety agencies must be skilled in meeting the complex demands of diverse communities. Therefore, it's imperative that officers undergo consistent training to include robust and continual exposure to both the practical study of

modern policing techniques and the underlying social and psychological issues that citizens confront.

Effective operation of an agency's Community Oriented Policing Section is integral to the success of both the agency and the community. We are aware that crime has multiple causes; therefore, officers need to be able to recognize situations that could lead to violence; therefore, the APD Community Services Division utilizes principles and programs aimed at prevention, early identification, and improving quality of life. Programs are offered by the APD Community Oriented Policing Section:

Lesbian, Gay, Bisexual and Transgender Liaison Unit: The LGBTQ (Lesbian, Gay, Bisexual, Transgender, and Queer) Liaison Unit is a unit of the Atlanta Police Department whose goal is to improve the relationship between the LGBTQ community and the APD.

Crime Prevention Unit: The Crime Prevention Unit shares information and tips on how to prevent crime. Several programs are managed by the unit including Crime Prevention Training, Neighborhood Watch Training & Development, Senior Citizen's Activities and Safety & Awareness Workshops.

Police Athletic League : The Atlanta Police Athletic League (PAL) is a non-profit program that uses sports, education, and recreation to con-

nect police and local youth. PAL offers citywide seasonal activities including summer camp, mentoring, homework assistance and sporting activities.

The Path Force Unit: The Atlanta Police Department has a dedicated unit – the Path Force Unit – that is responsible for providing public safety to the Atlanta Belt Line and adjacent parks and neighborhoods.

The H.O.P.E (Homeless Outreach Prevention and Engagement) Team

The H.O.P.E. Team works with the homeless and mentally ill. The primary duties of the unit are to identify and eliminate all homeless encampments in the City of Atlanta by trying to place homeless individuals in short or long-term housing. A second key function of the unit is to work with the mentally ill. The unit is available upon a call to de-escalate situations involving a mentally ill person in Crisis with the use of CIT (Crisis Intervention Training) techniques.

The Hispanic Liaison Unit

The Atlanta Police Hispanic Liaison Unit is a team of dedicated officers that focuses on the public safety needs of the Hispanic Community. They conduct outreach campaigns to the Hispanic community to solidify police relations. Their primary focus is to gain the trust of the community and seek out information that leads to the

closure of violent crime in the community.



Chief Rodney Bryant joined the department as an officer in 1988 and retired in April 2019. He was appointed as the Chief of the Atlanta Department of Corrections in March of 2020 and as 25th Chief of the Department in May 2021.

Chief Bryant holds a bachelor of arts degree in Criminal Justice from Georgia State University and a master's degree in Administration from Central Michigan University. Additionally, he is a graduate of the Federal Bureau of Investigation (FBI) National Executive Institute. He serves as the 2nd Vice President of National Organization of Black Law Enforcement Executives (NOBLE) and is an active member of International Association of Chiefs of Police (IACP), Major Cities Chief Association (MCCA), Georgia Association of Chiefs of Police (GACP), Atlanta Metropol, Inc., Atlanta Urban Area Security Initiative.



JADA CAMPBELL, AGE 7

Favorite color: purple
Best friends with Gabrielle
Just lost a tooth and found a kitten

Saved by **TRUEBLUE** in October 2022

STOP TRAGEDY **BEFORE** IT HAPPENS

For you, it's a superior way to reduce speed in school zones – leveraging unmatched laser technology and community engagement – **at zero cost.** But to Jada, it's a promise that she gets home from school alive. Every day.

Built by cops for cops, we're here to:

- ▶ Prevent school-zone accidents, freeing up your officers to capture wanted felons and recover stolen vehicles
- ▶ Deploy a compelling public education phase that dramatically boosts success
- ▶ Provide an all-in-one program, from equipment to citations to collection

Best of all, TrueBlue gets you ALPR, for free.

TRUEBLUE[™]
SPEED ENFORCEMENT | SCHOOL ZONE

82.8%
reduced
speeding

\$0 cost
to your
agency

100%
effective
LIDAR

106 yrs
law enforcement
experience

FREE
ALPR

Find out more today. (423) 541-9316 | bluelinesolutions.org/TrueBlue

Built by Blue Line Solutions

(Sources: BLS South Fulton School System Reports) ©2021 BLS

Do you think our
**Training Management
System** is JUST online
training? **Think again.**



VIRTUAL ACADEMY®

Because...You Deserve More

You don't have time to toggle between multiple browsers and handbooks. We put training, policy, and communications at your fingertips to help your department save time... *and we do it all at a price your department can afford.*



With our TMS you can house all your **policy** and procedure guidelines and updates.



Have **access** to online training, announcements, and more wherever you are.



Learn alongside your peers from leading industry **experts**.



24/7 technical **support**—access for all users.



GACP
STRATEGIC
PARTNER



GA POST
APPROVED
PROVIDER



Heather Wall

731-446-7193

heather.wall@virtualacademy.com

GEORGIA'S OFFICE OF PUBLIC SAFETY SUPPORT

Serving Those Who Serve Others

Wes Horne

Georgia law enforcement officers are exposed to critical and or traumatic incidents regularly. These incidents are some that an average citizen will most likely never experience in their lifetime. These incidents involve sights, smells, and sounds that will linger in the memory of an officer for the rest of their careers and will almost certainly follow them into retirement. If not addressed, the continuous exposure to these types of incidents can have a devastating effect on an officer's mental wellbeing. Officers today can add additional external stressors such as Covid 19, negative portrayal by the media, as well as negative public perception, to an already very stressful profession. Historically, officers have been expected to cope with these situations in their own way and talking openly about their mental health with their supervisors or another officer was viewed as a sign of weakness. Officers had, and may still have, the misconception of losing their badge and gun if they seek help. "Suck it up" was the solution for an officer who was struggling mentally with a critical incident or traumatic event that they experienced. Unfortunately, this mentality is still around in some departments today, but thankfully we are starting to see a gradual shift away from this way of thinking by agency leaders. Focus is now rightfully being placed on the importance of an officer's mental wellbeing. Law enforcement leaders are realizing the importance of prioritizing good mental health for their officers. They see how this will not only benefit the officer, but will benefit the agency and the communities they serve.



In 2018, Georgia legislators took a major step in providing these important mental health services to all of those serving in Georgia's law enforcement and first responder community. Georgia House Bill 703 created the Office of Public Safety Support (OPSS) and in July of 2019 OPSS officially launched. The Office of Public Safety Support was established to mitigate the potential psychological impact that critical incidents or traumatic events can have on the members of the State of Georgia Public Safety community. The Office of Public Safety Support, which is housed within the Georgia Department of Public Safety, currently employs five Peer Support Counselors, two Licensed Clinical Social Workers (LCSW), along with a Director and Deputy Director. OPSS has divided the state into five separate regions, with each region having an assigned peer counselor. OPSS peer counselors are trained to conduct peer to peer support with first responders who have experienced critical incidents or traumatic events, whether while on duty or in their personal lives.

This support is provided to an individual officer who has experienced a critical incident or to a group of officers who have a common exposure or involvement in a critical incident. All OPSS peer counselors have first responder backgrounds, so they have shared experiences with those they are helping. OPSS peer counselors are available 24 hours a day, 7 days a week to speak with an officer in a time of need.

(continued next page)

Recognizing the need to assure law enforcement officers that their conversation with a peer counselor would be confidential, O.C.G.A. 24-5-510 was established. This law establishes that the communications between an officer and a peer counselor is considered privileged communication and is protected by law. Officers often are reluctant to reach out for help in fear of what might be repeated to their co-workers or even worse, reported to their agency. O.C.G.A. 24-5-510 was established to help diminish these fears and give officers the confidence that their conversations with a peer counselor will remain confidential.

The Office of Public Safety Support also recognizes that peer to peer support is not always the only solution. There are times when an officer may need additional help that supplements peer support. If the OPSS peer counselor feels the officer needs professional care, then they will refer the officer to one of OPSS's mental health clinicians for an assessment. The OPSS clinician will assess the needs and will provide short term treatment or refer the officer to a vetted mental health clinician in the area the officer lives for further treatment if needed. If the officer's agency has an Employee Assistance Program, the officer will be encouraged to seek professional care from those providing professional services for

their agency. The OPSS peer counselor will continue to provide peer support, if needed, throughout the entire treatment process.

Georgia HB 703 also established that the Office of Public Safety Support would develop a course of training to certify peer counselors from local and state agencies. OPSS has developed a 40-hour, advanced level Peer Counselor Certification Course that is offered to all first responders who wish to become peer counselors for their departments. Once trained, these peers will conduct peer support within their own departments and are often called upon to assist peer counselors from the Office of Public Safety Support. OPSS staff is also available to consult with departments to provide guidance on establishing peer support teams as well as advice on how to select officers who will become peer support team members. There is no cost for this training, and it is offered at different locations around the state. In 2021, the Office of Public Safety Support began utilizing certified service canines as a resource, when providing support to officers. The introduction of service canines into the program has been very successful. "Kylo" and "Garth" are part of the OPSS service canine team, and both are trained in recognizing Post Traumatic Stress Disorder (PTSD) and anxiety. Kylo and Garth have both proven to be

very resourceful when working with officers across the state. Since starting the canine program, OPSS has found that officers are more receptive to talking in the presence of a canine. OPSS canines are specifically used to assist officers during their recovery from exposures to critical incidents or traumatic events.

Another great opportunity available for officers who have experienced a critical incident, traumatic event, or are struggling with the cumulative effects of a career in public safety, are the Post Critical Incident Seminars (PCIS) offered by the Office of Public Safety Support. Currently, OPSS hosts three of these seminars a year. The PCIS is a three-day training seminar for officers who have been through highly traumatic events or are seeing the negative effects of an accumulation of stressful events throughout their career. The seminar is peer driven, providing officers the chance to talk through a particularly horrific or troublesome event(s) in the presence of their first responder peers.

The PCIS participants receive training in public safety survival of traumatic stress and coping as well as one-on-one support from members of the PCIS Peer Team. Mental Health Clinicians are also present and provide professional one on one counseling to those officers who choose to speak with them.

(continued next page)



To date, Georgia has hosted twelve Post Critical Incident Seminars, with hundreds of officers attending and receiving the benefits of this seminar.

The Office of Public Safety Support's goal is to provide every officer in Georgia, who is experiencing psychological distress, the support and resources needed to overcome their struggles. The OPSS staff is dedicated to the achievement of this goal and are always willing to help. For contact information for the peer counselors or more information about any of the services provided, please call the Office of Public Safety Support at (404) 624-7638 or visit our link on the Georgia Department of Public Safety website at <https://dps.georgia.gov/divisions/office-public-safety-support>.



Wes Horne is a Special Agent in Charge with the Georgia Bureau of Investigation and is currently detached to the Department of Public Safety where he serves as the Director of the Office of Public Safety Support (OPSS). Horne began his law enforcement career in 1997 as a Deputy with the Colquitt County Sheriff's Office before joining the GBI in 2001.

Office of Public
Safety at
(404) 624-7638
or visit our link:

[HTTPS://DPS.GEORGIA.GOV/DIVISIONS/OFFICE-PUBLIC-SAFETY-SUPPORT](https://dps.georgia.gov/divisions/office-public-safety-support)

The Blind Spot of Administering Off-Duty Employment

Brian Manley



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

Double-Dipping/Unreported Earnings

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

Liability Exposure

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

Uncovered Injuries

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

Working Too Many Hours

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

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

Finding Resources Before a Blind Spot Makes the Headlines

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

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

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

About the Author

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

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

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

References

1 - Kenney, Kara. "City of Columbus paid officers thousands while they worked at hospital, audit shows." WRTV Indianapolis, <https://www.wrtv.com/news/call-6-investigators/city-of-columbus-paid-police-officers-thousands-while-they-worked-at-hospital-audit-shows>

2 - Iannelli, Jerry. "Miami Cops Make Nearly \$20 Million a Year in Shady Overtime Security Jobs." Miami New Times, <https://www.miaminewtimes.com/news/miami-police-abuse-off-duty-security-assignments-audit-finds-11423341>

3 - Chhith, Alex. "Minnesota Supreme Court Says Off-Duty St. Paul Cop Not Entitled to City Defense." Star Tribune, <https://www.startribune.com/minnesota-supreme-court-says-off-duty-st-paul-cop-not-entitled-to-city-defense/600035968/>

4 - Tsiaperas, Tasha; Wilonsky, Robert. "Dallas cops are working too much at off-duty jobs, and city lacks controls to prevent it, audit says," The Dallas Morning News, <https://www.dallasnews.com/news/2018/11/10/dallas-cops-are-working-too-much-at-off-duty-jobs-and-city-lacks-controls-to-prevent-it-audit-says/>



RECORD YEAR FOR FATAL & SERIOUS INJURY CRASHES IN GEORGIA

William “Bill” Williams

In 2021, we experienced a record year for fatalities (1,849) and serious injuries (8,960) resulting from motor vehicle crashes. Why are these crashes happening? We could take the easy way out and pin it on the pandemic. Yes, this is a contributing factor, but a virus didn't stop a driver from wearing a seatbelt or speed up a car. These behaviors require conscious human interactions that have resulted in a rise in fatality and serious injury crashes. Understand the cause is dependent upon officers coding the contributing factors.

Contributing factors reported on the crash reports identify the actions taken by drivers that resulted in a crash and the related injuries. The reported contributing factors support more than cita-

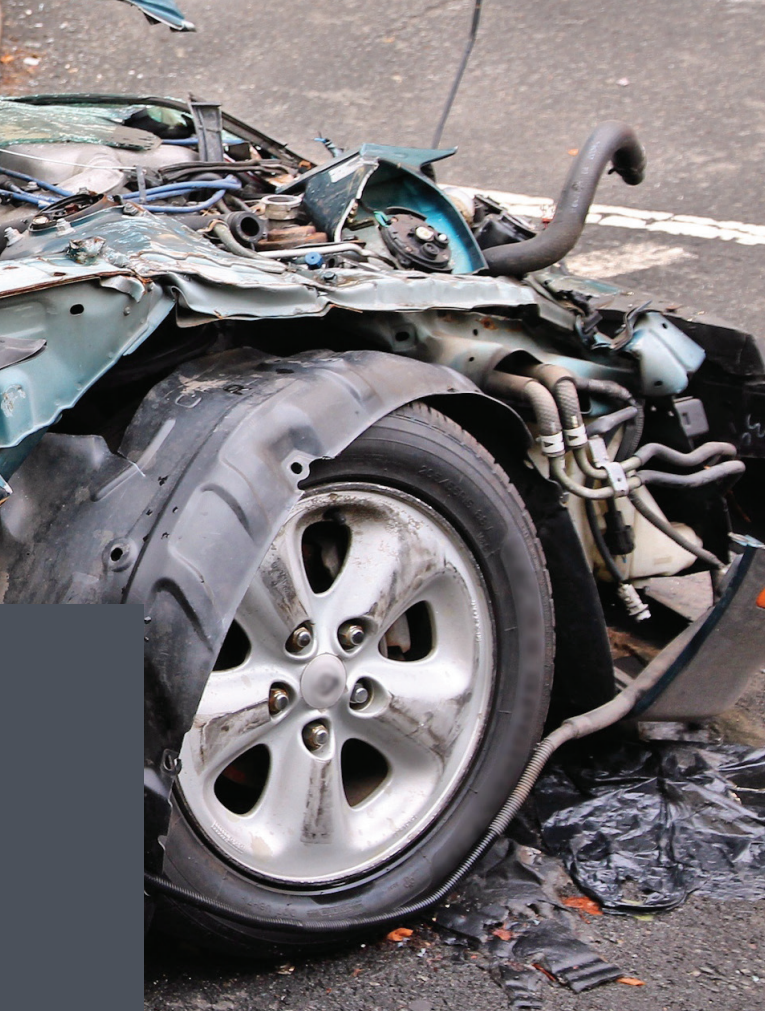
tion validation. The information gleaned for the reported contributing factors are used to fund enforcement campaigns, safety messaging and other safety focused activities.

When properly informed, the safety countermeasure can be appropriately designed. If we are going to achieve a reduction in injury crashes, it is imperative that crashes are thoroughly investigated, and the contributing factors are fully recorded.

Occupant protection or seatbelt use is another aspect of crash reporting being scrutinized. According to the 2019 Occupant Protection Fact Sheet from the Governor's Office of Highway Safety, the 2019 seat belt use for adult front-seat

passengers is an estimated 96%; however, seatbelt use documented for all crashes, has stayed consistent over many years around 83%. However, the number of crashes with at least one ejected occupant continues to climb: increasing 59% over a five-year span (2016-2020).

Has seatbelt use declined or are drivers making more dangerous decisions while driving? A NHTSA report notes that in 45% of fatal crashes, drivers of passenger vehicles were engaged in at least one of the following risky driving behaviors: speeding, alcohol impairment, or lack of seat belt compliance. Unfortunately, our Georgia crash data lacks the necessary Contributing Factor and Occupant Safety data to support similar research. We typically report nearly 20%



of our crashes with Unknown seatbelt data and only 15% of our crashes are reported with a driver contributing factor. Stating the inverse, 85% of the reported crashes statewide do not provide a driver contributing factor.

Completing a crash report is more than settling liability. Well written crash reports rely on a thorough investigation to support completely coded occupant restraint and correctly identified contributing factors. But most important, crash reports can inevitably save lives.

Good Data Provides Good Results for Georgia

William "Bill" Williams is the Fatality Accident Reporting Supervisor and the Law Enforcement Liaison for the Georgia Department of Transportation Crash Reporting Office.



Leading provider of wireless voice and data communication systems including software applications for the

Public Safety Market



MOTOROLA SOLUTIONS

Glenn Hendry
706-561-2218

Not your average LPR

Capture more than license plates

Frequency

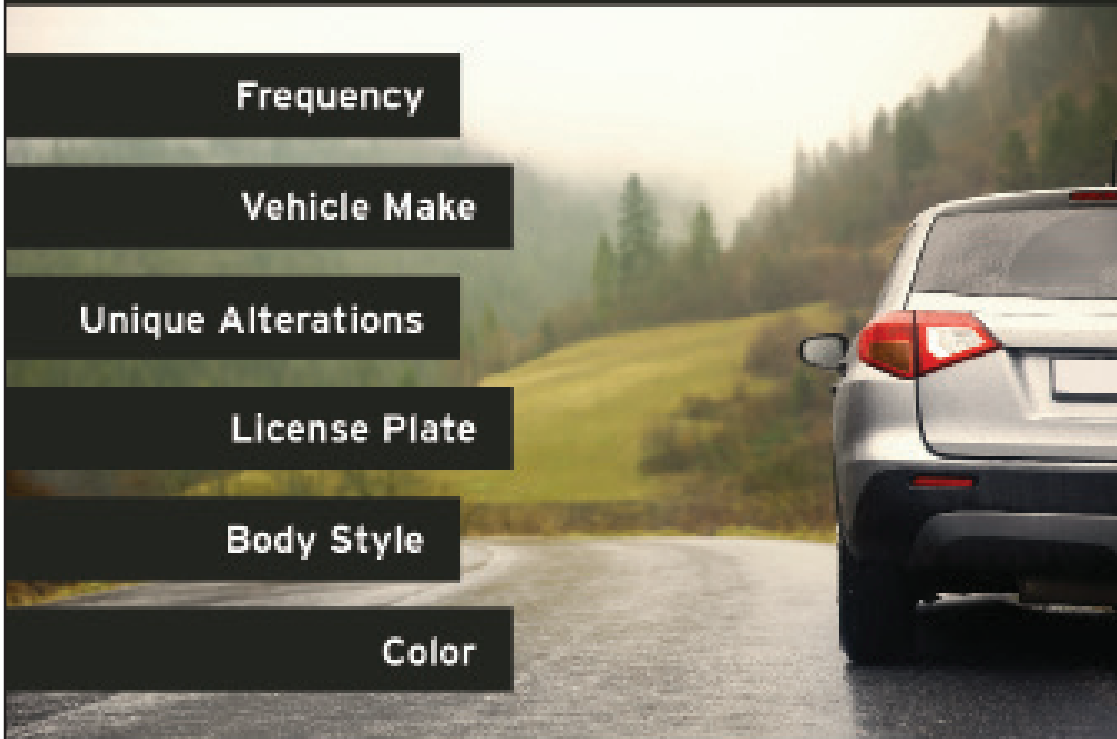
Vehicle Make

Unique Alterations

License Plate

Body Style

Color



"The best tool I've used in 25 years."

D. Chief Stuart VanHoozer
Cobb County Police

Learn how you can multiply your force and increase case clearance with Flock Safety's Vehicle Fingerprint™ technology.

866-901-1781
Info@flocksafety.com
flocksafety.com/police

flock safety





PROTECTING THOSE WHO PROTECT & SERVE

As your dedicated security and technology partner, **A3 Communications** will help you choose mission critical solution to streamline operations and increase public safety. **Let our public safety team help with:**

- Remote Connectivity
- IP Surveillance & Access Control
- Body Cameras
- Enterprise Networking
- Structured Cabling
- Audio/Visual Solutions
- Tough Books
- Unified Communications
- Network Security

www.a3communications.com

U.S. SPECIAL OPERATIONS FORCE VETERANS ADAPT A VALUABLE TOOL THAT INCREASES SITUATIONAL AWARENESS AND ENHANCES COMMAND AND CONTROL DURING AN EMERGENCY



Using building floorplans to increase situational awareness during an emergency response has been called out in many after-action reports following tragic shooting events over the past twenty years. Issues operationalizing this valuable piece of site data has been solved using lessons learned by United States Special Operation Force (USSOF) military leaders, who faced the challenge of operating and communicating about unfamiliar locations with diverse groups and nationalities while under stress during counter-terrorism missions. Similar to dynamic emergency situations first responders confront domestically, USSOF deal with chaotic operations and collaborate with partners who do not share a common background. To solve that problem, USSOF developed a visual communication tool, called a Gridded Reference Graphic (GRG), that combined a grid overlay with high-resolution overhead imagery so all mission participants could communicate from a site-specific common operating picture. In 2015, the leadership team of Critical Response Group, Inc., a New Jersey-based company, first assembled to study how the concept of the GRG could be adapted to increase the situational awareness of first responders and enhance their coordination capabilities during a crisis response. They avoided viewing the problem through the lens of theory and instead focused on the true nature of an emergency response. The study was framed by decades of collective experience dealing with real-time military operations, domestic emergencies and large-

scale disasters. The team studied how lessons learned from military operations overseas could improve domestic public safety and examined After-Action Reports, radio communications, and best practices that emerged from critical incidents over the last two decades. The focus was on challenges that responders face while involved in a multi-disciplinary response while communicating under stress in unfamiliar locations. Four specific findings emerged:

- Accuracy of Floor Plans on File - Floor plans on file in most facilities are often inaccurate, and when changes are made those updates rarely reach emergency responders. First responders need quick access to accurate building floor plans to increase situational awareness when responding to an unfamiliar location.
- Standardization of Content - Building floor plans on file with public safety organizations are typically oriented toward an abstract "project" north and are not tied to key terrain surrounding a building. There is no standardization to the presentation of floor plans across organizations within the same area of responsibility, which renders floor plans difficult to use tactically in an emergency.
- Inadequately and/or Improperly Labeled Building Floor Plans - Critical features first responders would use to coordinate resources and communicate quickly during a multi-disciplinary response are often not identified on the schematics.

- Disconnected and Non-interoperable Platforms - Systems in place throughout the public safety environment prevent mutual aid partners and public entities from sharing information and collaborating when responding to an incident. There is an endless list of disconnected systems being adopted by public and private organizations, so there is no common threat – or language – that can connect how responders will communicate.

Critical Response Group, Inc. was established in 2016 with the specific goal of addressing these issues and adapted the concept of a GRG by expanded its features to create a Collaborative Response Graphic® (CRG®) for the domestic public safety community. CRGs are standardized, site-specific and geo-rectified common operating pictures that combine facility floor plans, high resolution imagery and a gridded overlay together into one map. They include the accurate labeling of important features like room numbers or descriptions, hallways, external doors, stairwells, key utility locations, parking areas, and locations of security cameras. Regular interaction with facility managers allows CRGs to be updated, which keeps them accurate and relevant to emergency responders.

Over the past four years, refinements to the design of CRGs occurred following multiple full-scale emergency response drills and pre-planned events to ensure first responders could utilize them quickly under stress to

increase situational awareness, enable hasty planning, and enhance the overall command and control of an event. These experiences have ensured that traditional floor plans are a thing of the past and first responders can now quickly and easily use a technique that has proven reliable thousands of times in real life-threatening events.

The National Fire Protection Association (NFPA 3000™) standard for an Active Shooter / Hostile Event Response (ASHER) Program provides guidance for public safety organizations to promulgate policies and procedures, as well as administrative and operational processes to establish baseline capabilities in threat mitigation and emergency planning and response protocols. These protocols are crucial to creating the foundation for a successful multi-disciplinary response to an emergency. The Federal Bureau of Investigation (FBI) reported that between the years 2000-2018 there were 277 active shooter events in the United States involving 282 shooters. The result of those terrible events was 2,430 total casualties including 884 killed and 1,546 wounded; 104 of those casualties were either law enforcement or site security personnel. The scope of these active shooter events ranged dramatically from a single casualty to the Route 91 Harvest Festival in Las Vegas which had 547 casualties with 58 of those people killed. CRGs are specifically designed to reduce the inherent complexity of initially responding police and fire units and facilitate collaboration across responder disciplines that have to quickly establish a unified command. CRGs provide the communication bridge that allows public safety and on-site security professionals to easily coordinate their efforts, and facilitate a communication interoperability mechanism that can be used in a wide range of ways while under enormous stress.

The public safety community use a myriad of disconnected and non-interoperable platforms. In order to make CRGs accessible, focus was made on making CRGs portable to whatever technology platform is already in place for first responders. This enables a standard common operating picture to be used, regardless of how a first responder accessed the CRGs. The strength of CRGs is their ability to be simultaneously ingested into multiple technology platforms that utilize a mapping layer. For redundancy, CRGs can be printed in a variety of sizes for use in incident command posts and first responder vehicles.

CRGs are influencing how emergency planning occurs at all levels, as evidenced by the New Jersey Statewide Mapping Initiative (SMI) and the Bergen County Safe Schools Task Force (SSTF). On April 22, 2019, the New Jersey State Fusion Center - Regional Operations Intelligence Center (ROIC) - released, in coordination with the Office

of Homeland Security preparedness (OHSP) and New Jersey Department of Education, a bulletin entitled, "At a Glance - New Jersey Schools K-College," wherein they announced a Statewide Mapping Initiative (SMI) and stated, "The NJSP and NJOHSP believe the utilization of CRGs are a protective measure best practice that enables the first responder community and our school safety partners to operate with a shared common operating picture thereby increasing coordination, communication, and response procedures during a critical incident at a school campus."

Micro and Macro CRGs

There are two specific types of CRGs, "Micro" and "Macro" CRGs. Micro CRGs are built for each floor of a structure, combining floor plans, a gridded overlay, and high-resolution imagery together into one map. Micro CRGs include site-specific details that a first responder needs to coordinate an emergency response inside a structure. This includes room labels, hallway names, external door/stairwell numbers, locations of hazards, key utility locations, security cameras, and any other pertinent information unique to a facility.

Macro CRGs are built for a structure's overall campus or grounds. Macro CRGs combine a gridded overlay and current overhead imagery with accurate labeling for parking areas, athletic fields, surrounding roads, and neighboring properties. First responders and building administrators use a Macro CRG to coordinate crisis response outside a structure, including inner and outer security perimeters, ambulance staging areas, command posts, reunification areas, etc. Buildings that are contiguous to each other or are in very close proximity may share a Macro CRG.

Critical Response Group is committed to integrating CRGs into public safety response protocols to increase capabilities and enhance command and control efforts during an emergency. The company's origins are grounded in thousands of real-life direct-action raids conducted by USSOF over the past two decades and dozens of county-wide deployments domestically over the past three years. The management team's mix of decorated and combat-tested USSOF officers and senior law enforcement executives provides a unique perspective on building and implementing CRGs for domestic first responders, with a focus on CRGs being used when a crisis occurs. Our expectation is that CRGs will be easily accessible to those who need them and increase the readiness level for public safety professionals during emergency situations.

For more information visit:
<https://www.crgplans.com> or
<https://youtu.be/1OaghbY3AKI>
###

District 1

Lameisha Andrea Collins was named as the Interim Chief for the Cecil Police Department on December 10, 2021.

Chief Lonnie Webb retired as the Homerville Police Chief December 31, 2021. Chief Webb had served in various positions within the department going back to 2001.

Mack D. Drury was named as the Homerville Police Chief on January 1, 2022. Chief Drury started his law enforcement career in 2005 and has been serving with Homerville for the past two years.

Billy R. Fields Jr. was named as the Nichols Police Chief on January 10, 2022.

Chief Mike Hathaway resigned as the Cordele Police Chief on February 17, 2022.

District 2

Tracie Y. Shedrick began work as the new Edison Police Chief on January 3, 2022.

Albany Technical College Police **Chief Roychord Hill** resigned after serving in the position for six years. **Santos Ruizgonzalez** was named as the Acting Chief on February 18, 2022.

District 3

Roosevelt Warm Springs Institute Police Chief **Jeffrey Boatwright** retired on December 31, 2021. He was awarded GACP Life Membership on February 6, 2022.

Morreese Horton was named as the Roosevelt Warm Springs Institute Police Chief on January 1, 2022. Chief Horton had been working with the department for seven years prior to his appointment.

Lonza Edmondson retired as the Chief Marshal with the Troup County Marshal's Office on February 28, 2022. Chief Edmondson had served 16 years with Marshal's Office and a total of 31 years in law enforcement.

Jorge L. Olmo-Novoa was name Chief Marshal of the Troup County Marshal's Office on February 9, 2022.

On March 4, 2022, **Charles Besse** was named as the Interim Chief for the Warm Springs Police Department.

District 4

Aaron K. Moon was named Acting Chief for Dublin Police Department on December 22, 2021.

Fort Valley Public Safety Director **Lawrence Spurgeon** retired on December 31, 2021 after serving with the department for 26 years and the past nine years as Director.

District 4 (continued)

Fort Valley Assistant Chief **Jerrell Smith**, who was serving as the interim chief, passed away on January 12, 2022. He had served with the department for 28 years.

Ron Thompson was name as the Interim Fort Valley Police Chief on January 13, 2022.

On January 14, 2022, **Tabershia N. Green** was named the Acting Chief for Wesleyan College in Macon. Chief Green has served with the department for four years.

Ketorie Sales was appointed as the Vienna Police Chief on January 18, 2022. Prior to taking over at Vienna, Chief Sales served as an investigator with the Cordele Judicial Circuit, District Attorney's Office.

District 5

Wallace Darrell Dixon was appointed as the Patterson Police Chief on January 14, 2022.

Chief **Shadrick Strickland** resigned from the Patterson Police Department on February 22, 2022.

Jordan Batten was named as the Odum Police Chief on March 3, 2022.

District 6

Wesley Kicklighter was officially named the Glennville Police Chief on January 5, 2022. He had served as the interim chief since October 1, 2021 and has been with the department for 21 years.

District 6 (continued)

Robert English was named the Chief of the Register Police Department on February 1, 2022.

The **Richmond Hill Police Department** was awarded Recertification under the State of Georgia Law Enforcement Certification Program on February 3, 2022.

District 7

On January 18, 2022, **Mantrell Djwan Wilson** was named as the Richmond County Board of Education Police Chief. Chief Wilson has 21 years of law enforcement experience and has served with the department for 12 years.

The **Waynesboro Police Department** was awarded their initial Certification under the State of Georgia Law Enforcement Certification Program on February 3, 2022.

District 9

Michael L. Adams assumed the role as Police Chief of the City of Arcade on January 1, 2022. Chief Adams has served with the department for 15 years.

Marshal **Tony Addison** retired as the Stephens County Marshal on January 31, 2022. He had 35 years of law enforcement experience and had served the last five years with Stephens County.

District 9 (continued)

Gwinnett Technical College Police Chief **Michael Blouin** retired on December 31, 2021. Chief Blouin had served in law enforcement for 42 years and had been the Gwinnett Tech chief for six years. Prior to joining Gwinnett he was the chief at Georgia Piedmont Technical College for eight years.

Chief **Michael McHugh** retired as the Loganville Police Chief on February 1, 2022. Chief McHugh served the people of Loganville and Walton County for 34 years and served as the Loganville Police Chief 23 years.

The **Gwinnett County School Police Department** was awarded Recertification under the State of Georgia Law Enforcement Certification Program on February 3, 2022.

The **Lawrenceville Police Department** were awarded with their initial certification under the State of Georgia Law Enforcement Certification Program on February 3, 2022.

Morris Dickson Lowry assumed command as the Loganville Police Chief on February 10, 2022. With almost 28 years of law enforcement experience, Chief Lowry has served with Loganville for the past 15 years.

District 9 (continued)

On February 1, 2022, **Riki Wise** began service as the Stephens County Marshal. Prior to joining the marshal's office 2021, Wise served with Stephens County Sheriff's Office for the previous 15 years.

Lawrenceville Police Chief **Timothy Wallis** retired on February 15, 2022, after 26 years of service with the department. Major Myron Walker was named the Acting Police Chief.

Sandra D. Pryor was named as the Gwinnett Technical College Police Chief on February 1, 2022. Chief Pryor has 34 years of law enforcement experience and has served with Gwinnett Tech for the past five years.

District 10

Mark A. Anglin was named as the Oxford Police Chief on January 10, 2022.

James A. "Chip" McCarthy was named as the Fairburn Police Chief on January 11, 2022. Chief McCarthy previously served as the Fairburn Chief from 2007 until 2016.

Chief Investigator **Randy Cobb** with the Prosecuting Attorney's Council retired on February 1, 2022.

The **Morrow Police Department** was awarded Recertification under the State of Georgia Law Enforcement Certification Program on February 3, 2022.

District 10 (continued)

On February 10, 2022, Governor Brian P. Kemp appointed Georgia Emergency Management and Homeland Security Agency (GEMA) Deputy Director, **Harlan Anthony Proveaux**, as a member of the Board of Commissioners of the Magistrates Retirement Fund of Georgia.

District 11

Cobb County Police Chief **Charles Cox** retired on December 31, 2021. Chief Cox had served with Cobb County Police for 36 years and the last 17 months as Chief.

Deputy Director of the GBI Office of Public and Governmental Affairs, **Natalie Ammons** was sworn in as the first female President of the Georgia Chapter of the National Organization of Black Law Enforcement Executives (NOBLE). Deputy Director Ammons has been with the GBI since 1993.

District 11 (continued)

Marietta Police Chief **Dan Flynn** retired on February 1, 2022, after 16 years. Prior to joining Marietta, he previously served as the Chief of the Savannah and Savannah-Chatham Metropolitan Police Departments. He also moved up in the ranks of Miami-Dade Police Department serve as a Major. He was named Georgia Outstanding Chief of the Year in 2017. Chief Flynn was awarded Life Membership at the February 6, 2022, Board Meeting Deputy Chief **Marty Ferrell** was named Interim Chief of the Marietta Police Dept. on February 1, 2022.

The **Marietta Police Department** was awarded Recertification under the State of Georgia Law Enforcement Certification Program on February 3, 2022.

The **Woodstock Police Department** was awarded Recertification under the State of Georgia Law Enforcement Certification Program on February 3, 2022.

District 11 (continued)

Woodstock Police Chief **Calvin Moss** retired on March 14, 2022, after serving as chief for 10 years. Prior to assuming command of the Woodstock Police Department, he served with the Atlanta Police Department for more than 30 years before retiring as Deputy Chief.

Robert Jones began work as the Woodstock Police Chief on March 14, 2022. Chief Jones previously served as the Adairsville Police Chief and most recently as the Kingsland Chief.

On February 17, 2022, Governor Brian P. Kemp reappointed Clarkston Police Chief **Christine Hudson** to the State Commission on Family Violence.

Scott Hamilton and **Stuart Van-Hoozer** were named as Interim Chiefs of the Cobb County Police Department effective January 1, 2022.

Congratulations to Chief Mansour who was recently presented with a resolution for his outstanding dedication and professionalism by Governor Kemp.



In the photo (left to right): State Representative J. Collins (R-District 68), Chairman of House Public Safety & Homeland Security Committee; Chief Scott Gray, Fayetteville PD, GACP 4th Vice President; Captain Hunter Etheridge, Villa Rica PD; Executive Director Butch Ayers, GACP; Mayor Gil McDougal, City of Villa Rica; Chief Michael Mansour, Villa Rica PD; Governor Brian Kemp; Councilman Danny Carter, City of Villa Rica; Deputy City Manager Sarah Andrews, City of Villa Rica; Councilwoman Leslie McPherson, City of Villa Rica; State Senator Mike Dugan (R-District 30), Senate Majority Leader



Industry inspired

Contact your local product expert for more information on Stryker's complete system of care at strykeremergencycare.com.

Together, we save lives.
stryker[®]
stryker.com

Stryker or its affiliated entities own, use, or have applied for the following trademarks or service marks: LIFEPAK, LUCAS, Power-LOAD, Power-PRO, Stryker, XPS. All other trademarks of their respective owners or holders.

The absence of a product, feature, or service name, or logo from this list does not constitute a waiver of Stryker's trademark or other intellectual property rights concerning that name or logo.

Copyright © 2021 Stryker. M000003041 REV AA

CONGRATULATIONS TO GACP PRESIDENT

CALEA COMMISSIONER



The Georgia Association of Chiefs of Police (GACP) is proud to recognize President Janet Moon who, was recently named as one of 21 Commissioners with the Commission on Accreditation for Law Enforcement Agencies (CALEA). Created in 1979 as a credentialing authority, CALEA establishes professional standards for law enforcement agencies. As a commissioner, Chief Moon will serve on the Standards Review and Interpretation Committee and Awards Committee.

Chief Moon has served as the Chief of Police for the Peachtree City (GA) Police Department since 2015, and previously as deputy chief with the Suwanee Police Department. During her career, she has worked as a CALEA Accreditation Manager, as well as in a full range of leadership positions. She holds a Master of Public Administration from Columbus State University and a Bachelor of Organizational Management from Covenant College. Chief Moon is an alumna of the FBI National Academy and Georgia Law Enforcement Command College. Her department has been accredited with CALEA since November 1992.



*Chief Executive Training School Graduates
Class of Spring 2022*

Front Row: L to R
Billy Fields
Taras Holloman
Craig Bogden
Jody Ponsell
Lameisha Collins
Diane King
Bobby “Shane” Bennett
Jeff Bray
Jacques Battiste
James Minutello

Middle Row: L to R
Anthony Taylor
Scott Mechler
Curtis Clemons
Twanna Brock
Vivian Dixon-Bradford
Kim Patton
Ketorie Sales
Patravious Long
Walter Jones
Justin Phillips

Last Row: L to R
Marcus Walker
Benjamin Scott
Tyrone Burns
Jerry Saulters
Harold Tucker
Charles Bunn
Jamie Johnson
Steven Shaw
Jason Kyle Barfield

HIGHLIGHTS FROM THE WTC 22





Are You Learning From The Rookie?

By Captain Rex M. Scism (Ret.)



A saying sometimes attributed to Benjamin Franklin says it best: “Tell me and I forget, teach me and I may remember, involve me and I learn.” For the past 24 years I’ve served as an instructor in the military, public safety and academia. Early on, it didn’t take long to realize that even though I was responsible for imparting knowledge to others, I was really enhancing my own knowledge, skill and ability by learning from others. It doesn’t matter how long you’ve been in the business, how old you are or how well you perform on the job. The simple fact is that we are always learning, and we can always learn something new from those around us, regardless of their rank, age or years of experience.

Global research analyst Josh Bersin points out how “the single biggest driver of business impact is the strength of an organization’s learning culture.”[1] If you conduct an honest assessment of your organization’s learning culture, does it promote learning at all levels? If you’re a senior leader, do you frequently learn something new from your subordinates or those new to the organization?

There’s Always Time to Learn Something New

A study conducted by Leadership IQ of over 16,000 employees found that 52% of respondents reported never, occasionally or rarely learning something new at work. [2] Additional research found that only 20% of employees demonstrated effective learning behaviors within the workplace.

[1] These are disturbing statistics and point to the dysfunction we find within many organizations.

It’s also safe to say there are significant breakdowns in leadership. In public safety, a lack of innovation, growth and learning will stifle professional development and hamper an organization’s ability to provide necessary services. Sometimes the formalized structures found within public safety are our own worst enemy. During our formative years as recruits, we look up to our instructors and ultimately our field training officers and first-line supervisors. The underlying tone often suggests that doing anything but learning from those with more experience will have grave consequences.

Sometimes our own egos get in our way. Those entrusted with training or leading new personnel have clearly established themselves above their peers in terms of professional development and personal performance. And while the organization entrusts these same individuals with molding new members, that doesn’t mean those personnel can’t learn from younger, less-experienced employees. Quite the contrary. Younger employees bring a fresh perspective and often an enhanced level of motivation to the workplace. And just because they are new or young doesn’t mean they didn’t have a life before coming to your agency. Whether through formal education or life experience, there’s something every young person or new hire brings to the table.

Generational Considerations

With three to four generations represented within most public safety agencies, it’s important to understand how your younger personnel relate to the world around them. In a 2016 survey of middle- and high-school students (by now, these are your new hires) from 49 states, Barnes

and Noble College found that 64% of respondents identified class discussion as the most helpful learning tool.[3]

It should come as no surprise that the physical interaction among peers is a key element to learning. But when I think back to my years as a rookie police officer, I recall more of a “sit and listen” posture whereby my instructors and my field training officer contributed more to my learning process than I did. Today, your new personnel want to be engaged and take more of an active role in the process by satisfying the “why” inherent within most of them. That naturally inquisitive nature contributes to increased dialog, which can be a learning process for even the most senior members of your agency.

Many of your new hires likely come from Generation Z, a group of cohorts born after 1997. Exposed to technology and a virtual world for most if not all their lives, they are used to finding and working things out for themselves. Creativity naturally evolves from this process and it’s important to understand many Gen Z employees aren’t satisfied with the status quo or “we’ve always done it that way” mentality. Flexibility and collaboration are two key factors that contribute to how this generation learns while on the job.

And that in turn creates an opportunity to learn from them. Gen Z is probably the most educated generation. In 2020, the Pew Research Center noted how nearly 60% of 18–21-year-olds were enrolled in either a two- or four-year college.[4] A naturally inquisitive mind and additional academic exposure creates enhanced opportunities for learning. They already

know or understand more than we often give them credit for.

It's also important to remember the experienced members of the organization who transferred from other vocations or public safety agencies. These personnel bring a wealth of knowledge to the table and their experiences outside public safety provide additional context and added value to your organization.

What We Can Learn from Our Subordinates

We can always learn something from those under our charge. Here are four key elements leaders should embrace while encouraging a two-way learning process:

1. Out of the box thinking: Your subordinates are creative, energetic and motivated to offer feedback. Take time to hear them out. They might just be able to offer innovative solutions to current problems or generate new ideas with a fresh perspective.

2. Masters of technology: If you struggle with new or emerging technologies while on the job, your younger members are your go-to sources of information. They've grown up around it their entire lives and are adept at troubleshooting everything from a smartphone to a computer system.

3. Relating to the world around them: When I was in grad school, I conducted a study on police cynicism. My research suggested that most police officers develop a cynical attitude toward the public and the world around them somewhere during the three- to five-year mark after the academy. This happens innocently enough because of our operational environments and these attitudes change throughout our careers based on

personal experiences and longevity. Your new hires likely haven't developed a jaded outlook toward the job. Their ability to see the world through a different lens can rub off on the more experienced members, giving us different perspectives and, in some situations, enhanced tolerance and acceptance, which undoubtedly improves performance.

4. Leadership: I've seen leaders who thought they had all the answers and were appointed to their positions to exact their will upon others. The truth is good leaders never stop learning and appreciate the opinions and guidance they receive from subordinates. Every human is different and with those differences come opportunities to learn and hone our own leadership skills. When we embrace different personalities, we must use different leadership styles and step outside of our comfort zone. With each new subordinate comes a new chance for personal and professional development.

The Practical Application of Knowledge Those attracted to employment within public safety organizations represent a special segment of society who are motivated by serving others. As leaders, you have the enviable responsibility of guiding the efforts of these selfless people who don't do the job for money, notoriety or personal gain. They do it to help others in times of need. We're all in this together and there are endless opportunities to learn from one another during every call for service, within every meeting and through every relationship.

The old cliché "You can never teach an old dog new tricks" is only true if we close our minds and fail to recognize the value in opening ourselves to new perspectives. Throughout our careers, we receive information and continue learning through a multitude of seminars,

in-service training events and specialized training specific to our jobs. I believe our most valuable lessons come from the street and from those we work with. As Albert Einstein put it, "Any fool can know. The point is to understand."

References

1. Chamorro-Premuzic T and Bersin J. (2018). 4 Ways to Create a Learning Culture on Your Team. Harvard Business Review. Accessed 2/12/22 from: <https://hbr.org/2018/07/4-ways-to-create-a-learning-culture-on-your-team>.
2. Leadership IQ. (2022). Are SMART Goals Dumb? Accessed 2/12/22 from: <https://www.leadershipiq.com/blogs/leadershipiq/35353793-are-smart-goals-dumb>.
3. Nicholas AJ. (2020). Preferred Learning Methods of Generation Z. Salve Regina University Faculty and Staff Article. Accessed 2/12/22 from: https://digitalcommons.salve.edu/cgi/viewcontent.cgi?article=1075&context=fac_staff_pub.
4. Parker K. and Igielnick R. (2020). On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Gen Z So Far. The Pew Research Center. Accessed 2/12/22 from: <https://www.pewresearch.org/social-trends/2020/05/14/on-the-cusp-of-adulthood-and-facing-an-uncertain-future-what-we-know-about-gen-z-so-far-2/>.



CAPTAIN REX M. SCISM (Ret.) is a 32-year law enforcement veteran and former director of research and development for the Missouri State Highway Patrol. Mr. Scism also served as a public safety and private sector consultant and instructor for over 20 years. He formerly served as an adjunct faculty member in the Department of Criminal Justice for both Columbia College and the University of Central Missouri, and is a frequent contributor to multiple sources about various public safety topics. Mr. Scism is a graduate of the FBI National Academy's 249th Session and serves as a content developer for Lexipol.

 **LEXIPOL**

SUCCESSION MANAGEMENT



Every employee within a police department will leave their position in one of six ways: they will be transferred, promoted, terminated, resign, retire, or God forbid, die. The loss of personnel in key positions can significantly impact the continuity of operations. To minimize this impact, it is important for leaders to be prepared when these inevitable vacancies occur.

The purpose of this article is to describe the benefits of succession management programs and provide an overview of the various factors to consider when developing them.

Replacement vs. Succession Management

When a vacancy occurs in an agency, most police departments utilize a replacement management approach to select candidates.

Essentially, a vacancy occurs, the selection process is conducted, and a replacement is selected.

After their transfer or promotion, the individual is trained how to perform in their new assignment. In many instances, it may be more than a year before the individual is able to attend any 'formal' training. Unfortunately, without training and development prior to appointment, individuals are forced to rely on intuition and behaviors modeled by others. This approach often leads to mediocre performance, development of bad habits, alienation of followers, and increased turnover.

Succession management, on the other hand, is a deliberate approach of developing individuals for an assignment prior to their appointment. It is important to note, succession management programs will never provide a seamless transition. It will, however, provide a smooth process and minimize negative events.

A recent study by the Carl Vinson Institute of Government found that 355 of cities responding to the

survey, 35% reported they conducted 'some succession planning' while 59% said they did little to no succession planning. Only 7% of responding cities reported they had a comprehensive succession management program.

Properly preparing persons for new positions takes time. As part of this process, candidates should be required to complete established basic training and tasks. By identifying their strengths and weaknesses, the agency can ensure they receive specific training, coaching, and developmental opportunities to prepare them for a new position.

Keys for Success

For a succession management program to be successful, it must be:

- Simple – The program needs to be a fair, simple to understand, and easy to apply process that effectively develops individuals.

- **Focused on Development** – The entire process must be laser focused on developing individuals. There is no room for anything else.
- **Have Leadership Commitment** – The department is essentially building its future leaders. What the agency leaders focus on is what gets done. Without leadership's support, the program is dead in the water. As part of this, department leaders should receive regular progress reports to ensure the program and individuals are advancing as expected.
- **Agency Directed** – To ensure it is a priority, the department must retain ownership of the program. This is not to suggest the program should be operated in a vacuum. But if responsibility of managing the program is given to another department (i.e., human resources), it will inevitably become a secondary assignment that will only be performed as time permits.
- **Linked to a Strategic Plan** – Staff cannot be properly developed until the future needs of the department and the community it serves are identified. What are the department's strengths they should continue to capitalize on? What are the threats and weaknesses future leaders will have to address? What opportunities can the department capitalize on to build the program and its participants? Using this information, the departments can better prepare individuals by developing the knowledge and skills to address evolving issues.
- **Objective** – Participation in the program does not guarantee an individual will be selected. The entire process must be based on objective factors and developing individuals. Agencies cannot allow the status quo, personal relationships, or political correctness interfere with providing candid performance feedback and ensuring individuals are developed to the evolving standard.

Why Programs Fail

Simply deciding to develop a succession management plan does not guarantee success. Several factors routinely interfere with implementing or operating an effective succession management program.

- **Focused on Wrong Competencies** – Essentially, individuals are not taught the correct skills or how to perform them properly. For example, first line supervisors are not trained how to engage with an employee regarding performance deficiencies. Even worse, individuals are taught to always engage their staff in an authoritative manner. In the best of circumstances, this training should include the conceptual and legal foundations as well as practical skill building exercises.
- **Persons are Promoted Before They are Ready** – While individuals will never know everything prior to an assignment, they must understand and be able to address the essential job functions prior to assuming a new position.
- **Program is not Transparent** – Operating the process in secret will destroy trust in the system and morale in the organization. Each participant must know the essential tasks they must be able to perform, their current level of performance, established standards of performance, and upcoming development opportunities.
- **Participation is Limited or Arbitrary** – Similar to not being transparent, this approach will only discourage staff and overlook some potentially highly qualified individuals who are not considered 'outstanding' or have the 'right contacts'. Remember, Tom Brady, arguably the greatest quarterback in NFL history, was selected in the 6th Round as the 199th pick overall.

(continued next page)

Identify Critical Positions

One of the first steps for developing a succession management program is to identify ‘critical’ positions within the agency. Generally, a critical position is any position that, if it were to become vacant, would significantly disrupt operations. This varies for every department. For most, it will include various supervisory ranks and some specialty positions such as detective. To ensure a comprehensive assessment is completed, a review of all the positions in the department should be conducted. Factors to consider when determining if succession initiatives should be conducted for a position may include:

- a single person performs all the duties of the position,
- requires special knowledge or experience that is acquired over time or through specialized training/ education,
- is difficult to recruit qualified individuals, or
- has a person within three to five years of retirement.

One strategy to visibly demonstrate how vulnerable the agency may be, access the department’s organizational chart. Positions occupied by persons who can retire immediately or within the next six months should be colored in red. Second, color all persons who are within three years, color the block green (getting ready to go). Finally, persons within five years of retirement should be colored amber (will be getting ready soon).

Acceleration Pools

Agencies cannot leave the participation in, and development of, a succession management programs to chance. Individuals should be identified to participate in “acceleration pools” to develop highly potential candidates. While it may be acceptable, in some cases, to limit participation to one or two persons, the agency should be as inclusive as possible.

Ideally, assignment to a succession development initiative will be made within 18 to 24 months prior to an appointment. Progressively longer periods have the potential of highly qualified candidates to become frustrated and disengaged, resulting in some taking their newly developed skills to another organization.

As the succession management program is being developed, leadership must determine if the department has enough persons for the projected vacancies. In most instances there will be enough experienced, qualified individuals who can be prepared for the next level. However, if the department does not have enough internal candidates to be developed, it may be necessary to seek external candidates.

Advantages and Pitfalls of Using Outside Candidates

There are several situations an agency should consider seeking external candidates.

- The department has a dysfunctional culture that must be changed. Changing the culture takes time and the persons who move up within the organization will have to “unlearn” unacceptable behaviors. Outside candidates can role model desired performance traits.
- It is easier and less expensive to bring in outside talent.
- No internal candidates will be ready to fill a vacancy within a reasonable time. For example, the department lost most of its shift supervisors over the past year. The division commander is leaving the agency and no one within the agency will be ready for at least one to two years.

- Bringing in an external candidate will establish the new benchmark for internal candidates to reach. This essentially occurs when leadership determines the department has been mired in mediocrity and the department needs to reach higher performance levels.

Conversely, bringing individuals from the outside is not without potential downsides. First, there are always unknowns when bringing in a person from the outside. Having worked in another department does not guarantee the individual has the same values as their new employer.

External candidates may not possess the institutional knowledge as it relates to why certain actions are taken, individual's idiosyncrasies or personal agendas. Finally, it may send a message that leadership does not have faith in the current staff to assume leadership positions in the future.

Development Plans

Any succession program should identify the knowledge, skills, and abilities expected of individuals serving in various positions. An assessment can be conducted to identify participants' level of competency in each area. There are a variety of tools available to accomplish this including, but not limited to, interviews, personality assessments, 360-degree evaluations, and assessment centers. Using the findings from the assessment, a development program can be tailored for each person in the accelerator pool.

While some universal development activities, such as formal training classes, should be required for each position, no two individuals are the same. Departments must identify specific areas individuals may need to address and employ strategies to address their needs.

Future articles will provide more details on approaches agencies can use to develop their staff.

1 - Karen DeViro, Jobs with Purpose, Municipal Workforce Survey Data Report, Georgia Municipal Association and Carl Vinson Institute of Government, January 2022, p. 25.

Skill Transfer from Training to the Field

Police candidates in Germany attend a three-year training academy that includes blocks of police training along with practical field training with experienced officers. This study evaluates students' perception of how well academy training prepared them for work in the field. Research has found skills taught in recruit training are not always easily transferred to application in the field. To develop and apply the required skills, training scenarios must be relevant, realistic, and varied to simulate the different situations officers are likely to encounter. To identify areas classroom training were not easily applied during field training, researchers conducted an analysis of interviews with recruits from one class of the German state police force. Researchers found the differences between training and the field were classified into three areas:

Citizen Behavior – Officers reported they experienced different behaviors from citizens in the field than those during simulated training. In the academy, role players are constrained by the safety protocols and the recruit is less likely to be hurt. In the field, however, citizens were more aggressive, and it was much harder to subdue individuals than it was during training. While some recruits reported citizens were generally more peaceful than what was experienced during training, when physical confrontations occurred recruits reported them to be more dynamic and aggressive than in training.

Operational Behavior of Officers – Recruits reported the tactical approaches utilized by officers in the field differed those taught in class. Some reported there was less communication during tactical situations and more reliance on 'intuitive decision making'.

Characteristics of the Overall Situation – Conflict situations in the field were much more complex and chaotic than experienced during training. While in the training environment, actions were practiced in a "clean, prescribed way", but well-trained procedures do not always apply as designed in a dynamic environment. Because of this, recruits learned to be adaptive and flexible. They also noted experienced officers utilized a relaxed, positive approach when resolving incidents with provocative individuals. The recruits recommended training focus on developing skills to better recognize and apply a variety of approaches depending on the situation.



Overall, recruits felt they were well-prepared for routine events and appreciated training activities that provided immediate feedback (e.g., simulators), as well as scenario-based events. At the same time, students noted problem-solving, flexibility, and application of skills were developed to the level officers needed for many of the 'normal' situations they encountered. However, situations encountered in the field were described as more complex, chaotic, and in some cases not covered during training. The recruits also reported they were repeatedly trained to handle extreme threats and incidents but, were not provided with sufficient guidance of how to handle common, less violent conflicts. They recommended more time be spent practicing de-escalation and conflict resolution without the use of force.

While this study is based in Germany, its findings are similar to experiences found in American police academy training programs. It also provides a much needed, and often overlooked, feedback loop to provide constant improvement of programs.

Staller, Mario S., Swen Koerner, Valentina Heil, Andrew Abraham, Jamie Poolton, "German Police Recruits' Perception of Skill Transfer from Training to the Field", *International Journal of Police Science and Management*, Dec. 2021, pp 1-13.

Reducing Police Turnover: Recommendations for the Law Enforcement Agency



The selection and training of new police officers is a time-consuming and costly process for agencies. To identify the reasons individuals prematurely leave police agencies, voluntarily or involuntarily, researchers conducted an exploratory study using semi-structured interviews with 36 former police officers. The interviews were designed to identify common experiences prior to becoming an officer, while an officer, and at the turning point they made the decision to leave their agency. Voluntarily separations occur when the individual makes the decision to leave. Involuntary separations may occur for disciplinary reasons, or they are no longer able to perform the job (i.e. injury or medical condition).

Nationally, the rate of police “turnover is about 11%, with higher turnover occurring in agencies that are smaller, and located in rural areas and municipalities.” In their literature review, the authors noted individuals stay or leave for a variety of reasons. Generally, job satisfaction tends to be shaped more by the work environment than personal characteristics. For example, persons are motivated by achievement, job responsibilities, individual growth, and the possibility for advancement. At the same time, dissatisfaction is more likely to be caused by supervision, working conditions, pay, job satisfaction, job security, and organizational policies.

Interviews were conducted with 36 former officers. Of these, 25 (69.4%) were males, and 11 (31 %) were female. The average age when they started was approximately 27 and 44 when they left their employer. Average tenure for all the officers was 17 years. The officers interviewed worked in a variety of agencies ranging from small, rural departments to very large city/county police departments to specialized agencies.

Prior to joining the department, individuals’ decisions to join an agency was generally related to wanting to help people. Essentially, initial responses fell into one of four categories, desire to help, encouraged by someone, always had the desire (calling), and related experiences. Most agreed they were prepared to participate in the selection process. After completing basic and field training, most felt prepared to perform their job assignment when they were released to patrol, but quickly realized they were not. A vast majority said it took them at least a ‘couple of years’ to have a full understanding of how to perform their job.

Interestingly, almost 38,700 police academy cadets graduate in the United States every year. The average training period in these academies is 21 week (810 hours). At 408 hours, Georgia has the second lowest training requirement in the nation that is 49.6% less than the national average.

Experience as an Officer

Almost all the officers interviewed said that working with the agency was a ‘good fit’ at some time in their career and being a police officer was a great job. While most reported they had good supervisors, almost one-third said there was one supervisor who they had conflicts with that caused them to examine alternatives. When asked about morale in the department, half reported it remained about the same throughout their career and the other half said it became progressively worse.

Most felt they had sufficient salary and equipment, but some voiced dissatisfaction with opportunities for assignment without being a specific group or clique. When discussing work-life balance particular issues arose around shift work, work-family conflict, mandatory overtime and inflexible schedules. It is important to note the right balance is different for everyone and is relative to each individual's situation.

Decision to Leave

Twenty-two of the 36 (61%) persons interviewed left their agency voluntarily and the other 14, (38.8%) were involuntarily separated for disciplinary or injuries. Half of the individuals who left voluntarily quit for personal reasons (i.e. spend time with family, feeling effects of the job physically). The other half cited professional reasons including lack of opportunity, climate/morale, and supervisor relations. While some said the reasons were related to a specific event (i.e. injury) most said the decision to leave was made over a gradual period of time. Most said they left within six months of making their decision to leave. This suggests there is a need for supervisors to continuously interact with staff and be conscious of subtle changes in behavior. Surprisingly, however, many of the officers reported that when they advised the administrators they were leaving, the agency did nothing to retain them. All of those who left voluntarily said friends and family were supportive of their decision.

In their discussion, the authors noted one of the most prominent factors related to turnover was poor supervisors. Since there is an enormous

amount of leadership training available from a variety of sources, the lack of good leaders in police departments suggests the training is not being attended or if attended is ineffective or not being utilized. Greater emphasis needs to be placed on selecting the right persons for these key positions, tailoring the training to the position, and ensuring staff utilize the knowledge/skills they learn in these courses.

Second, agencies should have clear and transparent processes to request and attend training as well as for opportunities for career advancement and special assignments. As part of this process, department leaders should provide each employee with an understanding of what is required to move into those positions and that the process is fair.

In summary, the authors noted:

Police work is inherently stressful and disruptive to one's personal life . . . Shift work, difficult supervisors and administrators, unrealistic expectations, not feeling appreciated, morale issues and not many friends outside law enforcement were among those mentioned.

Referring to a recommendation from The President's Task Force on 21st Century Policing, researchers supported the implementation of a scientifically supported shift length to provide greater flexibility and provide a healthy work-life balance.

Perhaps this may be a future endeavor for the profession to engage.

Susan Hilal and Bryan Litsey, Reducing Police Turnover: Recommendations for the Law Enforcement Agency, International Journal of Police Science and Management, (2020) Vol. 22, No. 1, pp. 73-83.

Police Force Size and Civilian Race



For years, police professionals, elected officials, and social scientists debated the impact of police presence on the reduction of crime. This was particularly true in lower income neighborhoods where crime is often more prevalent.

After several high-profile officer involved shootings, nationwide attention focused on the overrepresentation of Black Americans as homicide victims as well as civilians shot by police officers. Activists and some elected officials called for police reform and defunding of department operations.

These proposals were of particular concern because they called into question many initiatives that have been viewed as being highly successful in reducing crime. As the authors noted, there was strong consensus in the academic literature that the combination of increased number and visibility of officers successfully reduced crime.

Despite this, there was still a question of the benefit of increased number of officers accruing equally

between Black and White Americans.

To address this question, this study provided the first empirical estimate of the race-specific effects of increasing the size of police forces in the United States. National data was examined from 242 U. S. cities with populations greater than 50,000 citizens between 1981 to 2018. The sample cities employed between 363 and 424 officers per 100,000 residents, which was higher than the national average of 250 per 100,000 residents. Using this data, the study found that in an average year, there were 242 homicide victims in the sample cities, of which 137 (57%) are non-Hispanic Black and 63 (26%) were non-Hispanic white. In per capita terms, Black residents are approximately three times more like to be the victim of a homicide as white residents.

As increases in police staffing occurred, however, the homicide rates in both groups decreased. Such that, one life was saved for every 10 – 17 police officers hired. This suggested a one percent in-

crease in police staffing led to a 1.1 to 2.5% decrease in Black homicides and a 1.4 to 4.4% decrease in white homicides. On a per capita basis, however, increased staffing resulted in a greater impact on the number homicides of Black civilians than whites. This reduction was much larger for black civilians than whites (.006 - .012 homicides per 100,000 than .003 - .007 homicides per 100,000).

The researchers also found as the number of police personnel increased there was a decrease in the number of index crimes, but there was no decrease in the clearance rates of homicide or index crimes. They attributed the fall of index crimes to deterrence efforts as opposed to arresting and incarcerating individuals. At the same time, increasing the number of officers in communities with relatively large Black populations was less significant on reducing homicides and index crimes.

The implementation of community policing became a popular crime reduction strategy during the years data for this study was conducted.

Police Force Size and Civilian Race (continued)

One commonly utilized community policing concept was the ‘Broken Windows’ theory. The concept used the analogy of a broken windowpane that goes unrepaired leads to other panes and eventually all the windows in a house being broken. This concept was analogous to community deterioration and increases in crime. Such that, as agencies addressed ‘quality of life’ issues, deterioration of neighborhoods would slow along with criminal activity. However, when researchers evaluated the impact of increase staffing to the number of arrests for less serious ‘quality of life’ offenses, arrests of Blacks were 70% greater than whites.

In summary, the researchers found when cities increased the number of police officers homicide rates for both black and white residents decreased. However, on a per capital basis, blacks experienced much greater reductions of victimization. In addition, there was a statistically significant decrease in arrests of blacks for index crimes that was four to six times larger than for white suspects. Finally, the increased numbers of officers utilizing community policing efforts to address of minor ‘quality of life’ issues resulted in blacks being 70% more likely to be arrested.

Aaron Chalfin, Benjamin Hansen, Emily K. Weisburst, and Morgan C. Williams Jr., “Police Size and Civilian Race”, National Bureau of Economic Research, December 2020. <http://www.nber.org/papers/w28202>.

Police & Sheriffs Press, Inc.



**Your Source for Certified
OKEY Secure Credentials**

912-537-0780

pasp365.com

First responders first.



Enroll in Public Safety priority service with Verizon.

We recognize the critical role you play as a first responder in emergencies and crises. Whether you are a part-time, full-time or a volunteer first responder, the ability to use your personal device to communicate is paramount to the success and outcome of any mission. Typically you're the first one in and the last one out, so getting and staying connected is your top concern.

We fully support you as a first responder, and we're offering our voice and data priority service for your personal wireless devices, at no additional monthly cost.

Mobile Broadband Priority:

This service provides priority network access to Verizon's leading 4G LTE data network.¹

- Ideal for select devices primarily used for data (e.g., smartphones, tablets, MiFi, routers, etc.).
- Works over a Verizon Wireless network connection on select mobile devices.
- Gives you higher-priority network access over other users.

Or

Wireless Priority Service:

This Department of Homeland Security program allows us to offer priority network access to eligible users during times of national security, emergency preparedness and wireless network congestion.^{1,2}

- Ideal for select devices primarily used for voice (e.g., smartphones, basic phones).
- Always on for priority access to Verizon's 4G LTE network
- Add end-to-end voice priority for high definition calls, simply by dialing *272+the 10 digit number

To enroll in the program, go to www.verizonenterprise.com/firstresponderbenefits



¹Validation required – must be active status.

^{1,2}Must be approved by Department of Homeland Security. For details on eligibility and agency sponsorship, please contact the Department of Homeland Security Priority Telecommunications Service Center at (866) 627-2255, or visit <https://www.dhs.gov/wireless-priority-service-wps> © 2018 Verizon Wireless.

GACP CORPORATE MEMBER BUYER'S GUIDE

144th Marketing Group
Ph: 770-631-2937
www.144thMarketingGroup.com

A3 Communications
Ph: 803-744-5000
www.a3communications.com



AED | Patrol PC
Ph: 508-699-0458
<https://patrolpc.com/>

Aftermath Services
Ph: 800-366-9923
www.aftermath.com

Akins Ford Dodge Chrysler Jeep
Ph: 770-868-5271
www.akersford.com

All Traffic Solutions
Ph: 866-366-6602
www.alltrafficsolutions.com

Allan Vigil Ford Lincoln
Ph: 678-364-3983
www.allanvigilford.com

Altumint, Inc.
Ph: 888-332-8528
<https://altumint.ai/>

AmChar Wholesale, Inc.
Ph: 800-333-0695
<https://amchar.com>

American Specialty
Ph: 404-281-5322
<http://www.americanspecialty.biz/>

ARC Acquisition US Inc.
Ph: 210-348-9876
www.arc-pts.com

Atlanta-Carolinas HIDTA
Ph: 470-261-0410
<https://www.achidta.org/default.aspx>

Axis Communications
Ph: 978-227-0285
<https://www.axis.com/en-us>

Axon
Ph: 800-978-2737
www.taser.com



Blaze Defense Systems
Ph: 205-664-3473
www.shop.blazedefensesystems.com

Blue Line Solutions, LLC
Ph: 423-710-4495
www.bluelinesolutions.org

Blue Line Solutions, LLC
Ph: 423-710-4495
www.bluelinesolutions.org



BOS Security
Ph: 404-793-6965
<https://www.bossecurity.com/>

Brannen Motor Company
Ph: 800-999-9606
<http://www.brannenmotorcompany.com>



Business Watch International (U.S.) Inc.
Ph: 877-404-3368
www.bwirapid.com

Carfax for Police
Ph: 303-551-3743
<https://www.carfaxforpolice.com/>

CityGuards by ITsimple
Ph: 678-404-6677
www.itsimple.io

Class-Act Security Protection and Training Academy
Ph: (678) 508-9029
classactsecurityprotection.com

CMI, Inc.
Ph: 270-685-6264
www.alcoholtest.com

Columbia Southern University
Ph: 800-977-8449
www.columbiasouthern.edu

Comcast
Ph: 215-203-4580
<https://corporate.comcast.com/>

Command College
Columbus State University
Ph: 706-566-6643

Command Presence
Ph: 833-538-7246
<https://commandpresence.net/>

Community Partners Group
Ph: 901-244-7317
www.community-partnersgroup.com

Computer Information Systems
Ph: 847-673-7800
www.cis.com

Courtware Solutions / JusticeONE
Ph: 770-316-1369
<http://www.justice-one.com/index.asp>



Cradlepoint
Ph: 404-457-2153
<https://cradlepoint.com/>

Criminal Justice Coordinating Council (CJCC)
Ph: 404-657-1956
<https://cjcc.georgia.gov/>

Critical Response Group, Inc.
Ph: 732-779-4393
www.crgplans.com



AMERICA'S COMMON OPERATING PICTURE™

Critical Tech Solutions - The RATT
Ph: 865-202-6603
<https://criticalts.com>

GACP CORPORATE MEMBER BUYER'S GUIDE

Dana Safety Supply
Ph: 770-362-8068
www.danasafetysupply.com

Datamaxx Applied Technologies, Inc.
Ph: 800-999-2746
<http://www.datamaxx.com/>

DataPilot
Ph: 949-880-0320
<https://datapilot.com/>

DataWorks Plus, LLC
Ph: 864-672-2780
<http://www.dataworksplus.com/>

Digital Ally
Ph: 913-814-7774
<http://www.digitalallyinc.com/>

Diverse Computing, Inc. (DCI)
Ph: 850-656-3333
<https://www.diversecomputing.com>

Dix Enterprises
Ph: 336-558-9512
<https://dixdefense.com/>

Eagle Advantage Solutions
Ph: 770-834-5283
www.eagleadvantage.com

Ed's Public Safety, Inc.
Ph: 770-474-6084
www.edspublicsafety.com

Elbeco, Inc.
Ph: 800-468-4654
www.elbeco.com

EPIC IO/Intellisite
www.intellisite.io

Everbridge
Ph: 781-376-1911
<https://www.everbridge.com/>

Extra Duty Solutions
Ph: 203-813-5601
www.extradutysolutions.com

Faulkner University
Ph: 334-386-7343
www.faulkner.edu

Federal Signal Corporation
Ph: 708-534-3400
www.fedsig.com

FHE Shatterproof Treatment for First Responders
Ph: 919-717-0915
<https://fh rehab.com/services/first-responders/>

Financial Vest
Ph: 770-587-1103
www.financialvest.com

FirstNet Powered by AT&T
Ph: 703-342-9671
FirstNet.com



Flock Safety
Ph: 404-996-0074
www.flocksafety.com



Flying Cross
Ph: 513-793-5400
<http://www.flyingcross.com/>

Force 5 Products, LLC
Ph: 770-617-1161
www.force5products.com

Foundation for a Drug-Free World
Ph: 404-435-5760
<http://www.drugfreeworld.org>

Fusus
Ph: 844-226-9226
<https://www.fusus.com/>

GA Assoc. of Women in Public Safety
Ph: 706-338-3184
<https://gawps.org/>

GA Department of Driver Services
Ph: 678-413-8779

Galls
Ph: 800-876-4242
www.galls.com

GBI - Forensic Artist Dept. - Corp Profile
Ph: 404-270-8805
<https://investigative-gbi.georgia.gov/investigative-offices-and-services/other-services/forensic-art>

Genetec
Ph: 404-360-7971
genetec.com

Georgia Association of Law Enforcement Chaplains (GALEC)
Ph: 423-421-3402

Georgia Concerns of Police Survivors, Inc.
Ph: 770-354-8771

Georgia Law Enforcement Certification Program
Ph: 770-495-9650

Georgia Office of Insurance and Safety Fire
Ph: (404) 656-2070
<http://www.oci.ga.gov/FireMarshal/Home.aspx>

Georgia Police Accreditation Coalition (GPAC)
Ph: (912) 408-8246
www.gpacinc.com

Georgia Police and Fire Games 2022
Ph: 770-297-5499
<http://gapoliceandfiregames.com/>

Georgia Public Safety Training Center
Ph: 478-993-4435
<https://www.gpstc.org/>

Ginn Chrysler, Jeep, Dodge, Ram LLC
Ph: 678-625-4000
www.ginncommercial.com

Global Public Safety/Jail Tracker - a Division of Harris Computer
Ph: 888-810-8018x64002
www.globalsoftwarecorp.com

Governor's Office of Highway Safety - Corp.
www.gahighwaysafety.org

Gresco Technology Solutions
Ph: 478-315-0812
www.grescouas.com



GACP CORPORATE MEMBER BUYER'S GUIDE

GT Distributors, Inc.
Ph: 706-866-2764
www.gtdist.com

Gulf States Distributors
Ph: 334-271-2010
<https://gulfstatesdist.com/>

Gunbusters of Florida and Georgia
Ph: 904-800-1625
<http://www.thegunbusters.com/home.html>

Hardy Fleet Group
Ph: 770-445-9411
www.hardychevybuickgmc.com

Institute of Police Technology and Management
Ph: 904-620-4786
<http://iptm.unf.edu/default.aspx>

Intel Strategy Assessment Group - ISAG
Ph: 800-813-5391

Intoximeters
Ph: 314-429-4000
www.intox.com

ISO Network
Ph: 678-885-9211
www.isosmartcity.com

Judy Jay Signature Promotions
Ph: 770-241-5955
<http://www.judyjay.com>

Justice Federal Credit Union
Ph: 404-624-7790
www.jfcu.org



Kontek Industries
Ph: 573-380-6950
www.kontekindustries.com

L.A.W. Publications
Ph: 800-527-0156
<http://www.lawpublications.net>



Law Enforcement Partners
Ph: 270-746-5444
<https://lawenforcementpartners.com/LeadsOnline>
Ph: 800-311-2656
www.leadsonline.com

LensLock, Inc.
Ph: 615-537-1700
<https://lenslock.com/>

Leonardo/ELSAG ALPR Systems
Ph: 336-379-7135
<https://www.leonardocompany-us.com/>

Lexipol
Ph: 949-484-4444
www.lexipol.com



LexisNexis Coplogic Solutions | GEARS
Ph: 765-813-4740
www.buycrash.com



Local Government Risk Management Services
Ph: 800-650-3120

Loudoun Communications, Inc.
Ph: 678-237-7923
loudouncomm.net/

Madden & Associates
Ph: 678-963-2060
www.tjmadden.com

Mark43
Ph: (212) 651-9154
www.mark43.com

McLaggan Communications
Ph: 229-896-8205
www.mclaggancomm.com

Miller Electric Company
Ph: 904-510-0378
www.mecojax.com

Mirror Company Testing
Ph: 888-888-8810
www.mirrorrest.com

Mobile Installation Technologies, LLC
Ph: 770-859-9555
<https://mobileinstallusa.com/>

Motorola Solutions, Inc.
Ph: 706-561-2218
www.mot.com



MPH Industries
Ph: 270-685-6509
www.mphindustries.com

MSM Public Safety
Ph: 800-488-1049
<https://msmpublicsafety.com/>

NAFECO
Ph: 256-353-7100
<https://www.nafeco.com>

National Police Credit Union
Ph: 844-267-7283 ext8252

NDI Recognition Systems
Ph: 321-441-1800 x 105
www.ndi-rs.com

NetPlanner Systems, Inc.
Ph: 770-662-5482
<https://www.netplanner.com/>

New In Blue
Ph: 972-436-3900
<https://www.newinblue.com/>

NMS Labs
Ph: 267-836-6688
www.nmslabs.com

NovoaGlobal
Ph: 888-666-4218
www.novoaglobal.com

Nuance Communications
Ph: 781-565-4048
<https://www.nuance.com/index.html>

O.C. Welch Ford-Lincoln
Ph: 843-288-0100
<https://www.goseeocford.com/>

OCV, LLC
Ph: 478-444-3329
<https://www.myocv.com/>

Off Duty Management
Ph: 281-574-4620
www.offdutymanagement.com



OmniQ
Ph: 541-933-5844
<https://www.omniq.com/>

Onyx Armor
Ph: 904-631-7051
www.onyxarmor.com

Panasonic
Ph: 888-245-6344
www.panasonic.com

Panasonic i-PRO Sensing Solutions Corporation of America
Ph: 832-359-4058
<https://i-pro.com/us/en/>

Patterson Pope, Inc.
Ph: 770-416-6515
www.pattersonpope.com

Peach State Truck Centers - Emergency Vehicles
Ph: (770) 449-5300
www.peachstatetrucks.com

Phil Brannen Ford of Perry Georgia
Ph: 478-987-2411
<https://www.philbrannenfordofperry.com/>

Police and Sheriff's Press
Ph: 912-537-0780
www.pasp365.com



PoliceApp.com
Ph: 203-350-0026
www.policeapp.com

PowerDetails
Ph: (855) 476-9191
<https://www.powerdetails.com/>

PowerDMS
Ph: 800-749-5104
www.powerdms.com

Precision Planning, Inc.
Ph: 770-962-8000

Premier Body Armor
Ph: 704-214-9951
www.premierbodyarmor.com

ProLogic ITS
Ph: 866-923-0513
www.prologicits.com

Propertyroom.com
Propertyroom.com

Qognify
Ph: 1-845-732-7900
<https://www.qognify.com/>

RedSpeed USA
Ph: 630-317-5700
<http://www.redspeed-usa.com/>

RedSpeed®USA

Reinhardt University
Ph: 770-720-5622
online.reinhardt.edu

Safariland Group
Ph: 904-434-9620
www.safariland.com

Safe Fleet
Ph: 866-812-6226
<https://www.safefleet.net/lawenforcement>

Safety Vision
Ph: 800-880-8855
<http://www.safetyvision.com/>

Saltus Technologies
Ph: 877-249-3249
www.saltustechnologies.com

Simpson Sales Company, Inc.
Ph: 770-237-0991
www.simpsonsalescompany.com

SmartCOP
Ph: 850-429-0082
www.smartcop.com

Smyzna Police Distributors
Ph: 770-434-1986
www.spdist.com

Southeast Responder Solutions, LLC
Ph: 205-224-3166

SouthernzSoftware, Inc
Ph: 1-800-842-8190
www.southernsoftware.com

SouthernLINC Wireless
Ph: 678-443-1500
www.southernlinc.com

Special Olympics of Georgia - Law Enforcement Torch Run
Ph: 770-414-9390
<https://www.specialolympicsga.org/torch-run/>

SRT Supply/Federal Eastern International
Ph: 727-328-3378
www.srtsupply.com

Stalker Radar
Ph: 972-398-3780x160
www.stalkerradar.com

Stanard & Associates, Inc.
Ph: 800-367-6919 ext. 270
www.stanard.com

Stone, McElroy and Associates
Ph: 770-431-6858
www.stonemcelroy.com

Stop Stick, Ltd
<https://www.stopstick.com/>

Stryker
Ph: 269-385-2600
<https://www.stryker.com/us/en/index.html>



SymbolArts
Ph: 801-475-6000
www.symbolarts.com

Synergistic Software
ph: (888) 7-GETSSI
www.ssi.com



T&T Uniforms
Ph: 404-324-9395
www.ttuniforms.com

T-Mobile
Ph: 404-617-1188
t-mobile.com



Tango Tango
Ph: 888-826-4607
www.tangotango.co

The Calendar Guys
Ph: 865-405-8930
www.thecalendarguys.com



The Security Executive Council
<https://www.securityexecutivecouncil.com/index.html>

Thorogood Footwear
Ph: (404) 386-2229
<https://www.thorogoodusa.com>

TMDE Calibration Labs, Inc.
Ph: 207-737-4493
www.tmde.com

TRU-SPEC
Ph: 770-427-1334
www.truspec.com

Tyler Technologies
Ph: 248-928-4112
www.tylertech.com

University Systems of Georgia - eCampus
Ph: 678-839-5398
<http://www.usg.edu/>

USA Software, Inc.
Ph: 954-436-3911
www.usa-software.com

Valdosta State University--Master of Science in Criminal Justice Administration
Ph: 229-333-5943

Vapen Systems Inc.
Ph: 561-346-7038
<https://www.qvrsafe.com/>

Verizon
Ph: 770-823-3332
www.verizonwireless.com



Verra Mobility
Ph: 480-596-4787
www.verramobility.com

VIQ Solutions, Inc.
Ph: (800) 942-4255
<https://viqsolutions.com/>

Virtual Academy
Ph: 844-381-2134
www.virtualacademy.com



VIRTUAL ACADEMY

Virtual Technologies, Inc.
Ph: 678-999-7129
www.vtiusa.com

Visual Labs
Ph: 818-919-9802
www.visualabsinc.com

Walden University
waldenuniversity.com

Wanco
Ph: 303.427.5700
<https://www.wanco.com/>

West Chatham Warning Devices
Ph: 912-234-2600
www.westchatham.com

West Warning Equipment
Ph: 706-855-6916
www.westwarningequipment.com

Williams Communications, Inc.
Ph: 800-649-5783
www.wmscom.com

Word Systems, LLC
Ph: 800-425-7637

ZOLL Medical Corporation
Ph: 800-348-9011
www.zoll.com



Thrive.

Open Your Eyes To A Credit Union

MEMBERSHIP

\$25 FOR YOU | \$25 FOR THEM

When you refer an eligible family member,
friend or colleague for Membership.

Join Today
jfcu.org ★ 800.550.5328



Existing Member: Must be 18 years of age, in good standing, and not have caused a loss to the Credit Union to participate in the referral promotion. New Member: Must establish a Share Savings or Young Savers Account with a \$5 minimum deposit, plus open one additional deposit or loan product. All new accounts are subject to approval. Not all applicants may qualify for a loan. Some restrictions may apply. Please visit www.jfcu.org for eligibility requirements. "WELCOME BONUS" is considered interest and will be reported on IRS 1099-INT. Offer effective June 1, 2021. Justice Federal reserves the right to withdraw this offer at any time. See Representative for details.

Federally Insured by NCUA





First responders are our first priority.

Unconventional thinking helps us unlock new ways of keeping first responders connected when it matters most—by providing FREE Unlimited talk, text, and smartphone data on America’s largest and fastest 5G network.

Learn more about the Connecting Heroes® program at [T-Mobile.com/ConnectingHeroes](https://www.t-mobile.com/connectingheroes).

T | T-MOBILE
FOR GOVERNMENT

For state & local fire, police, and EMS agencies’ first responder lines; eligibility verified. Coverage not available in some areas and may be impacted by emergencies; check your response area. Video at 480p. Priority access & preemption for WPS-enrolled users. Capable device required for 5G. Some uses may require certain plan or feature; see T-Mobile.com. Fastest: Based on median, overall combined 5G speeds according to analysis by Ookla® of Speedtest Intelligence® data 5G download speeds for Q2 2021. Ookla trademarks used under license and reprinted with permission. T-Mobile, the T logo, and the magenta color are registered trademarks of Deutsche Telekom AG. © 2021 T-Mobile USA, Inc.



CARFAXFORPOLICE.COM

SAFE SCHOOL ZONES
SMARTER SOLUTIONS, SAFER KIDS



Slow Traffic in School Zones
with **speed safety cameras**



(833) SLOW-DWN



Reduce Crime & Enhance
Safety with **AI-driven
ALPR cameras**



info@verramobility.com

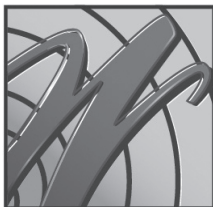


verramobility.com/SafeSchoolZoneSolution

**Over 60,000 law
enforcement professionals**
use LeadsOnline to advance
their cases faster with a
nationwide data net.

LeadsOnline

Visit leadsonline.com
for a **FREE Demo.**



**WILLIAMS
COMMUNICATIONS, INC**

WIRELESS TECHNOLOGIES

*Established in 1959 offering two-way radio communications
in Georgia and the Southeast US.*

1.800.649.5783 (Toll Free) | wmscom.com

BRANNEN

Ford UNADILLA, GA CHEVROLET

Middle Georgia's Oldest Ford Family

800-999-9606

I-75 Exit 122 • Unadilla

FLEET - COMMERCIAL - GOVERNMENT SALES

- IN STOCK -

**FORD POLICE INTERCEPTORS & CHEVROLET POLICE TAHOES
WE ALSO HAVE GOOD USED POLICE VEHICLES**



**WE PROVIDE CUSTOM INSTALLATION OF ALL EQUIPMENT –
LIGHT BARS, RADARS, CAGES, PUSH BUMPERS, CAMERAS, ETC.**

800-999-9606 • FAX 478-627-9550 • WWW.BRANNENEMERGENCYVEHICLES.COM

**CHIEF BOBBY REED
(Retired)**

**JAMEY REED
(Retired Deputy)**