THE GEORGIA
PoliceChief
SPRING EDITION | 2021
ACCENTING PROFESSIONAL LAW ENFORCEMENT THROUGH TRAINING

>> INSIDE THIS ISSUE

CIVIL LIABILITY ISSUES SURROUNDING NON-FIREARM ARREST-RELATED DEATHS

As the official safety vendor for the state of Georgia, **LexisNexis® Coplogic™ Solutions** is proud to partner with the **Georgia Association of Chiefs of Police** to help improve traffic safety and provide a convenient option for motorists who are involved in a crash.

Georgia Electronic Accident Reporting System (GEARS)

The statewide Georgia Electronic Accident Reporting System (GEARS) program is a NO-COST system that can help your agency improve the efficiency and accuracy of collection, filing, retrieving and analyzing crash reports. Authorized agency users can create and submit crash reports electronically 24/7 with a connection to the Internet through the web-based GEARS application. Among the many benefits, crash report data and analytics can be used by safety officials to pinpoint problem traffic areas and develop safer solutions.

Reimbursement and convenience

In addition, authorized parties involved in a collision have the convenient option of going to BuyCrash.com to download a copy of their crash report instead of driving to the local law enforcement agency and standing in line to get a copy. Your agency can receive a portion of the fee for any of your crash reports that are purchased. And you'll realize savings by freeing up demands on staff and reducing processing, postage, storage and retrieval costs.

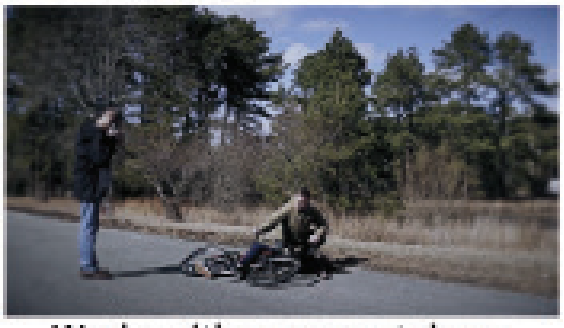
Contact us today to get started at 866.495.4206 or gears.support@lexisnexisrisk.com

LexisNexis® | Coplogic™ Solutions

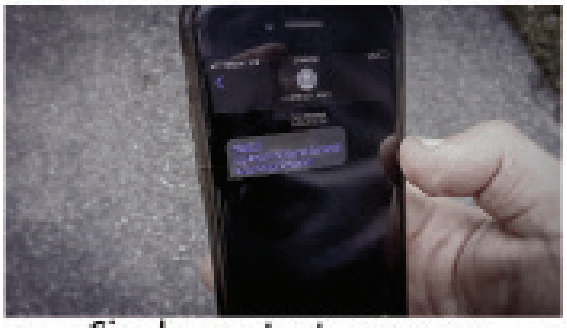
GEARS
Georgia Electronic Accident Reporting System

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.

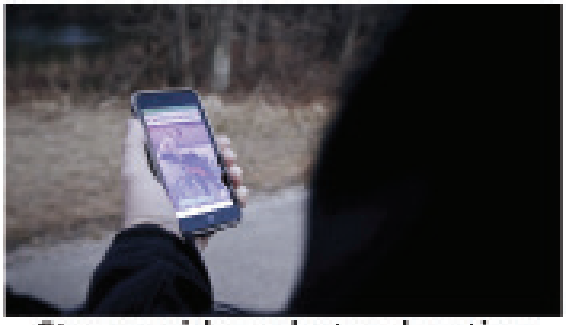
GACP Partners with 911eye



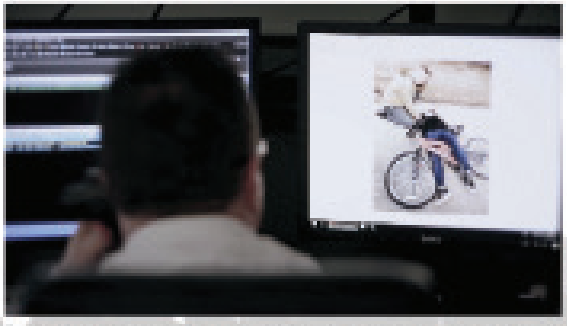
Works with any smartphone



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.

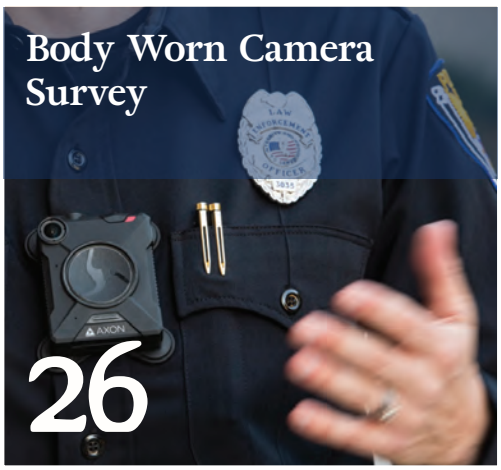
The technology is easy-to-use, inexpensive and scalable, CJIS-compliant, and compatible with existing systems. Onboarding, training, and implementation can be accomplished in under one hour through remote set-up and instruction.

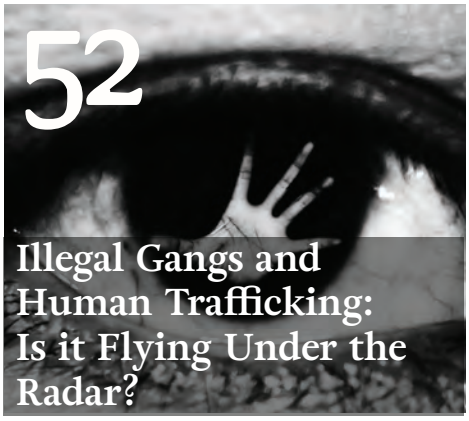
Email info@crgplans.com,
Call (732) 779-4393,
or visit https://911eye.com/

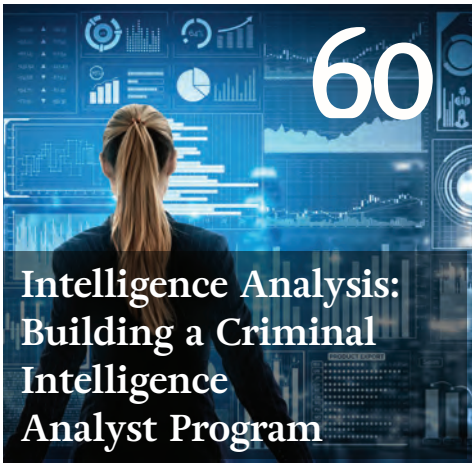
CRG
CRITICAL RESPONSE GROUP
America's Common Operating Picture™

THE GEORGIA
PoliceChief
SPRING EDITION | 2021
Accenting Professional Law Enforcement Through Training

TABLE OF CONTENTS







Leadership

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

Special Topics & Research

18 Foundational Aspects of 21st Century Crime Scene Investigations
24 Police Should Take Lead In Post-Conviction Investigations
26 Body Worn Camera Survey
38 Civil Liability Issues Surrounding Non-Firearm Arrest-Related Deaths
42 Avoiding Common Pitfalls in the Internal Affairs Function
48 The Power of State Certification
50 Brookhaven Police's Mental Health Co-Responder Program
52 Illegal Gangs and Human Trafficking: Is it Flying Under the Radar?
60 Intelligence Analysis:Building a Criminal Intelligence Analyst Program
68 Governor's Office of Highway Safety Update

Columns

32 Insights
56 Around The State
70 Research

Impact of Officer-Involved Shootings on Citizen Contact with the Government 70

Police Chief Turnover in Texas: An Exploratory Analysis 71

Predicting Police Officer Seat Belt Use: Evidence-Based Solutions to Improve Officer Driving Safety 72

GACP Corporate Member Buyers Guide & Advertisers

74 Buyers Guide

PRESIDENT'S MESSAGE

Chief Bruce Hedley
GACP President & Chief *of*
Lilburn Police Department

SUPPORT OUR RESILIENCY PROGRAM

Some researchers have suggested that being a law enforcement officer today is one of the most stressful occupations in the world. The chronic and sustained stress law enforcement officers continuously endure has a harmful effect on their body and mind. Gone unchecked, these conditions sadly lead to some officers committing suicide. Research of law enforcement suicides has revealed this to be an alarming trend. For years, suicide has been a leading cause of law enforcement officer deaths. In fact, in 2019, 228 officers died by suicide. That's more than twice the number of deaths from gunfire, vehicle accidents, and other deaths combined. Experts suggest the actual number of police suicides are much higher, with estimates of 500-600 deaths per year. Suicide prevention should be a top priority for every law enforcement administrator. As an agency leader, are you doing everything you can to provide officers with every resource available to prevent suicide?

I strongly encourage every chief to furnish officers annual training regarding police suicide that will provide them with valuable education, resources, techniques and strategies to prevent police suicide. I also suggest chiefs consider utilizing another valuable resource, COPLINE. COPLINE has earned the trust of the law enforcement community by providing officers with a peer-to-peer resource to help them through difficult times. Their vision is: "to remove the stigma associated with an officer's decision to keep his/her emotions inside for fear of retribution and/or retaliatory action if his/her personal information, feelings and state of mind is revealed to his/her agency." COPLINE's webpage is www.copline.org.

Now let's talk about a new GACP-supported training initiative called 'The Police Resiliency Program'. This program utilizes a proven twelve-step process to provide attendees with the strategies and skills to manage stress, overcome challenges,

"I STRONGLY ENCOURAGE EVERY CHIEF TO CONSIDER BECOMING A MASTER RESILIENCY INSTRUCTOR OR HAVE ONE OF YOUR POST CERTIFIED INSTRUCTORS COMPLETE THE TRAINING. THE LILBURN POLICE DEPARTMENT WILL SOON HOST A RESILIENCY MASTER INSTRUCTOR CERTIFICATION COURSE AND I URGE EVERY CHIEF TO DO THE SAME. YOUR PARTICIPATION AND SUPPORT OF THIS PROGRAM WILL PLAY A CRITICAL ROLE TOWARD HELPING GACP TO GROW THE PROGRAM AND TRAIN EVERY POLICE OFFICER IN THE STATE. "

and adapt to adversity. The training provides individuals with a set of tools that can be used in any situation, at any time. In turn, officers develop a stronger foundation to handle the residual effects of stressful events. One might suggest our overall strategy is to maintain a healthy workforce and prevent police suicide all together.

In closing, I strongly encourage every chief to consider becoming a Master Resiliency Instructor or have one of your POST certified instructors complete the training. The Lilburn Police Department will soon host a Resiliency Master Instructor Certification course and I urge every chief to do the same. Your participation and support of this program will play a critical role toward helping GACP to grow the program and train every police officer in the state. By giving them valuable survival tools, this program will serve as another avenue to care for those who serve and protect our communities. The brave men and women of all ranks from across our state deserve our commitment to better support their mental health and emotional stability. So please support our POST-approved and GACP -sponsored Resiliency Program!

GACP Executive Board & Staff

Bruce Hedley, President

Janet Moon, 1st Vice President

Alan Rowe, 2nd Vice President

Mark Scott, 3rd Vice President

Stoney Mathis, 4th Vice President

Wesley Walker, 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/ Member Relations

Keira Bailey, Receptionist

Jennifer Sharrow, Public Relations Specialist

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

FROM THE DESK *of the* EXECUTIVE DIRECTOR

A.A Butch Ayers
GACP Executive Director

Hopefully, everyone has logged in to the GACP legislative link to get a good idea of what has been occurring under the Gold Dome in Atlanta. The Legislative Alert document is updated almost daily, giving members an idea of what bills have been introduced, a quick synopsis of the bill, and what our position and / or concerns are.

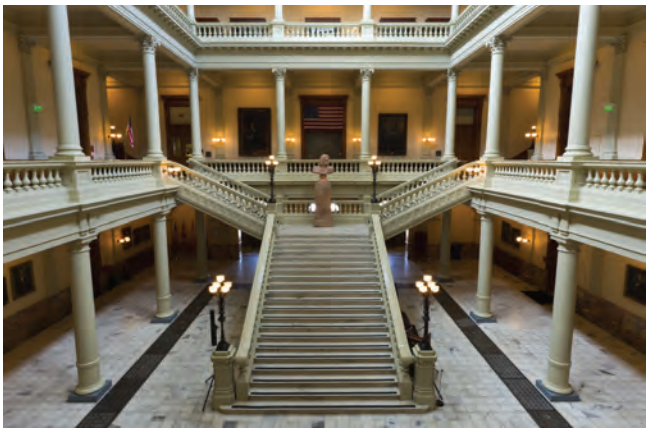
Our biggest concern about this Legislative Session this year was the number of bills that were introduced regarding police "reform".

- Asset Forfeiture: Out of two (2) bills introduced to eliminate or change the burden of proof necessary in asset forfeiture cases, none made it past crossover day.

- Police Use of Force: Twelve (12) bills were introduced. Zero (0) made it past crossover day.

- Qualified Immunity: Out of five (5) bills that eliminated or restricted qualified immunity, none made it past crossover day.

- Police Operations, etc: There were 39 bills that were introduced this session. Seven (7) made it past crossover day. GACP either supported or took a neutral position on the bills.



>> CLICK HERE TO CHECK OUT THE LEGISLATIVE AGENDA ON OUR WEBSITE AT GACHIEFS.COM

While we have been very fortunate that the proponents of police "reform" legislation have been largely unsuccessful thus far, we need to pay attention to the public concerns that resulted in the legislation in the first place. The bills that stalled out this year may gain traction in 2022.

Other bills that made it past crossover and may still become laws this year:

- HB 94 Theft of Mail; Porch Piracy
- HB 126 Collection of DNA Samples; Missing Persons Cases
- HB 236 Additional Monitoring / Area Checks for TPO Petitioners
- HB 247 Distracted Driving; Removing First Time Waiver
- HB 248 Automated School Zone Speed Detection; Removes School Board from Process
- HB 255 Sexual Assault Reform Act of 2021
- HB 272 Raise the Age Act; Persons under age 18 considered to be juvenile.
- HB 286 Restrict Local Governments; Reduce Funding for Police
- HB 327 Organized Retail Crime Prevention Act
- HB 384 Equipment / Registration Violations; May Cite Owner, if Present, Rather Than Driver
- HB 465 Local Governments; Prohibit Civil Penalties Against Alarm Companies
- HB 479 Repealing Citizen's Arrest
- HB 534 Street Racing / Laying Drags
- SB 10 Street Racing, Laying Drags; Also Addresses Promoters / Organizers
- SB 60 State Indemnification; Public Safety Officers; Heart Attacks / Strokes within 24 Hours
- SB 78 Invasion of Privacy; Distribution / Publishing Nude Photos
- SB 85 Max Gruver Act; Hazing of Students or Minors
- SB 115 Driver Education; How to Interact with Law Enforcement

Stay informed, communicate with your local legislators, and stay safe!

CHIEF COUNSEL'S CORNER

STATUS OF THE "DEFUND THE POLICE" MOVEMENT

Richard A. Carothers
General Counsel
Carothers & Mitchell, LLC

As the nation continues to process the tumultuous events of 2020, it is worth considering one of the abiding mantras of the social justice movement that found currency last year, "Defund the Police." The phrase has become so widespread that it has become a movement of its own. This article will seek to examine the real effect of that movement as it exists today.

"Defund the Police": What does that even mean?

It depends on who you ask. After all, the slogan has been adopted by multiple organizations with disparate aims. For most activists, defunding the police doesn't mean disbanding entire police departments. But the phrase isn't empty words, either. Most often, it means cutting police budgets and moving revenues to fund social services such as mental health, domestic abuse, and homelessness. Patrisse Cullors, co-founder of the Black Lives Matter movement, has emphasized the reallocation of revenue to "marginalized communities." Defunding law enforcement "means that we are reducing the ability for law enforcement to have resources that harm our communities," Cullors said in an interview with WBUR, Boston's public radio station. "It's about reinvesting those dollars into black communities, communities that have been deeply divested from."

Though reallocation of resources is the predominant goal of most activists in the movement, a significant number push for the complete disbanding of police departments. Abolitionists see social programs for housing, employment, community health, and education, as being public safety initiatives that can replace police departments entirely. Several organizations of this opinion have developed an activism clearinghouse at DefundPolice.org, where they describe their common mission as follows: "#DefundPolice means divesting from institutions that kill, harm, cage and control our communities, and investing in housing, health care, employment, and community-based safety strategies."

To many in the movement, and certainly the abolitionists, reforms demanded by activists of the past – body cameras, community policing, more and better training, and civilian oversight boards – are a non-starter. That is because all of those programs involve more funding for law enforcement – not less. Still, an article from the Brookings Institute, a left-leaning think-tank, described both the reallocation approach and the abolition movement in sanguine terms: "Defund the police" means reallocating or redirecting funding away from the police department to other government agencies funded by the local municipality. That's it. It's that simple. Defund does not mean abolish policing. And, even some who say abolish, do not necessarily mean to do away with law enforcement altogether. Rather, they want to see the rotten trees of policing chopped down and fresh roots replanted anew. Camden, New

Jersey, is a good example. Nearly a decade ago, Camden disbanded (abolished) its police force and dissolved the local police union.

It is not accurate to say that the police abolition movement merely seeks to recreate policing. Rather, the abolition movement does indeed envision a society without police – or prisons, for that matter.

Notably, the Brookings article did not elaborate on the disbanding of Camden's police department or its effects on the community. Camden is frequently advanced as an exemplar for communities looking to defund or abolish their police forces. But upon closer examination, it does not fit neatly into either approach.

The Camden Example: Disbanding, Rebuilding, and Rebranding

In 2012, while Camden was plagued with drugs and violence, its police department was corrupt and ineffective. Budget woes had compelled the city to lay off 160 of the department's 370 officers the year before. And that led to a spike in violent crime. Still, in 2012, the city laid off its remaining 220 officers. The city of roughly 75,000 residents recorded 67 murders that year, its most ever. According to FBI data, Camden was the most dangerous city in the nation. The disbanded city police department immediately gave way to a new "county" police department that serves only the city of Camden. Officers of the disbanded city department were required to undergo a rigorous process to reapply, and 155 of them did so. By the middle of 2013, the new county department employed 401 sworn officers. In short, Camden did not defund or abolish its police force, and the city cannot fairly be held up as a success story for that movement.

But Camden did implement reforms. In the new department, leadership discouraged aggressive ticket-writing, emphasized de-escalation tactics, and adopted a community policing model. Officers were equipped with body cameras, and the department deployed surveillance cameras and thermal imaging cameras to monitor crime. All of these efforts, combined with an increase in officer headcount, led to a decrease in violent crime and complaints of excessive force. And yet, in spite of these improvements, Camden is currently ranked as the ninth most dangerous city in America. If Camden teaches us anything, it is that while reforms can be helpful, substantial progress can be painfully slow and difficult.

Public Support for Defunding the Police

It depends on how you ask the question. Any change in public funding for law enforcement begins and ends with elected officials who are themselves accountable to the voters. In view of that connection, the success of the defund movement will largely depend on public sentiment.

To many in the public, calls to "defund" or "abolish" the police bring to mind frightening images of anarchy and unmitigated crime. As such, the "defund the police" slogan is overwhelmingly unpopular. A recent Ipsos/USA TODAY poll found that only 18% of respondents support the movement identified with that phrase. Respondents were much more receptive to the idea of redirecting police funds to social services, with 43% of Americans in support. While phrases like "defund the police" and "abolition" may well be liabilities for the movement, the policy ideal of redirecting funding finds substantial support amount the public, depending on the details of the proposal.

In contrast to defunding proposals, reform initiatives find

high bipartisan public support.

A 2020 poll found that:

- 82% favor the banning of chokeholds;
- 83% want to ban racial profiling;
- 89% favor a requirement that police give the people they stop their name, badge number, and the reason for the stop;
- 91% support independent investigations of departments that show patterns of misconduct; and
- 75% support "allowing victims of police misconduct to sue police departments for damages."

To no surprise, national politicians generally echo the public sentiment. In the midst of the protests of the summer of 2020, former President Donald Trump flatly stated, "There won't be defunding. There won't be dismantling of our police, and there's not going to be any disbanding of our police." While more measured, former President Barack Obama reflected the public interest in reform while expressing hesitancy to embrace the defund movement. "If you believe, as I do, that we should be able to reform the criminal justice system so that it's not biased and treats everybody fairly, I guess you can use a snappy slogan, like 'defund the police,' but, you know, you lost a big audience the

minute you say it, which makes it a lot less likely that you're actually going to get the changes you want done," Obama said on Snapchat's "Good Luck America." Obama recommended that activists instead say, "Let's reform the police department so that everybody's being treated fairly, you know, divert you people from getting into crime, and if there was a homeless guy, can maybe we send a mental health worker there instead of an armed unit that could end up resulting in a tragedy?" Obama's criticism was not so much directed to the substantive goals of the movement, as to the public perception of it. By characterizing the change as "reform," Obama reasoned, "Suddenly, a whole bunch of folks who might not otherwise listen to you are listening to you."

In similar fashion, President Joe Biden has weighed in on the side of reform, saying at a CNN town hall that he remains opposed to defunding the police. Biden's criminal justice plan calls for a $300 million investment in community policing efforts -- including the hiring of more officers. When asked how to avoid overly constraining police while addressing racial disparities, Biden replied, "By number one, not defunding the police."

Even the politicians who support the defunding of law enforcement nationwide find it difficult to apply that principle evenly when doing so would affect their safety.

Following the deadly unrest at the Capitol on January 6, 2021, Democrats on the House Committee on Appropriations voiced their support for a 20% increase in funding for the United States Capitol Police, which is specifically dedicated to protect Congress. That same day, House Democrats passed the George Floyd Justice in Policing Act, which would, among other things; (1) limit the ability of local law enforcement agencies to receive surplus military equipment; (2) eliminate the defense of qualified immunity for officers who act in good-faith reliance upon existing legal authority; and (3) establish a national standard for the operation of local police departments.

At this point, there is no widespread support for the reduction or dismantling of police departments. But because funding for law enforcement is largely a local issue, the future reality will vary widely by jurisdiction. With that in mind, we examine a few of the communities that have attempted to defund their police.

Defunded Police Departments and the Recent Increase in Violent Crime

Austin, Texas

In August of 2020, the Austin City Council voted unanimously to cut its police budget by a third, moving the funding to social services including food access, violence prevention and abortion access. After that, violent crime dramatically increased. Murders are up 54% over last year, and aggravated assaults are up 13%. The United States Attorney in Austin, Gregg Sofer, reasoned that the defunding of police fueled the surge in violent crime. On the other hand, City Council Member Gregorio Casar countered, "Violence is up across the country because of the public health crisis and economic crisis."

Minneapolis, Minnesota

Minneapolis was the epicenter of protests in the wake of the killing of George Floyd by an officer of its police department. In June of 2020, nine members of the Minneapolis city council responded by announcing their intention to completely dissolve the city's police force. "We committed to dismantling policing as we know it in the city of Minneapolis and to rebuild with our community a new model of public safety that actually keeps our community safe," Council President Lisa Bender told CNN. Then, in December, the city council unanimously approved a budget that shifted $8 million from the police department toward violence prevention and other services. The council did so in the face of surging violent crime rates and massive officer attrition.

By mid-February of 2021, residents begged the city to hire more officers, complaining of longer response times and the unbearable increase in violent crime. The city council restored $6.4 million to the police budget, paving the way for additional hires.

Seattle, Washington

According to its former chief, Carmen Best, the Seattle Police Department was already struggling with low staffing numbers and budgetary strain in 2020 when the city council slashed the department's budget and cut as many as 100 officers from the force. The council took this action in response to protests against police violence which had escalated into riots. The unrest famously reached its zenith when protesters overtook a six-block zone in the heart of downtown Seattle and rendered it lawless for weeks after police abandoned a nearby precinct building. Meanwhile, the city experienced a year of record-high homicides. Nevertheless, in December of 2020, the city council of Seattle reduced its police budget by almost 20%.

Even as the city council now considers cutting another $5.4 million, the police department has seen 911 response times soar as a result of staffing deficiencies. "Due to the cascading impacts of COVID-19, threats of layoffs, and recent budget reductions, SPD is experiencing extreme staffing shortages, the future effects of which are not fully known," the department reported. Though the challenges of the past year have no doubt been uniquely challenging for the SPD, there is little to suggest that this beleaguered department will see relief anytime soon.

The foregoing are but a few of the jurisdictions that have defunded their police to a significant degree. Similar outcomes can be found in New York, Chicago, Los Angeles, and many other cities. As demonstrated by the above examples, the defunding of police has been accompanied by a spike in violent crime. And

while it stands to reason that decreased funding and support for law enforcement is the most likely reason for this, some point to other causes. The Police Executive Research Forum has offered some support for the idea that the current pandemic has contributed to increased violent crime over the past year. PERF studied crime rates in Indianapolis, Milwaukee, New York, and Las Vegas and found that violent crimes there have spiked since the start of the COVID-19 pandemic. "Jurisdictions released many offenders in order to reduce the spread of COVID-19 in jails. And courts in many places have been closed. That has led to a feeling among offenders that they can commit crimes with impunity. In addition, police in some cities are less proactive in their enforcement, in order to avoid interactions with the public that could spread the virus," the report said. Boston's District Attorney Rachael Rollins dismissed the notion that the unmistakable rise in crime is linked to tensions between police and communities amid the racial justice protests of 2020: "The data will show that it's more of the exacerbating factors of COVID-19 and all of the stressors that we've seen and the economic and wealth and race-based disparities that we've seen that have just really been a pressure cooker." Only time will tell if violent crime indeed subsides as the pandemic declines, and in the face of continued reductions in police forces. Here in Georgia, the Defund the Police movement has met with quite limited success.

After the deaths of Ahmaud Arbery, George Floyd and others, there were violent protests in Atlanta calling for the defunding of the City of Atlanta Police Department and other law enforcement agencies. Shortly after that, there were significant efforts to approve legislation in Athens and Atlanta to defund the police, but these cities declined to approve them. In fact, with the clear intent of precluding such defunding options by cities and counties, House Bill 286 was introduced in the Georgia House and approached the issue from a different perspective. Essentially, it prevents local jurisdictions from cutting police budgets by more than five percent in a year, or five percent over a period of ten years. It is a hotly debated issue, with proponents stating that it was necessary to prevent local legislation which would threaten public safety, with opponents stating that it would be unconstitutional and give the State control over local budgets. The Bill passed in the House on February 24, 2021 and is now under consideration in the State Senate.

Interestingly enough, it has put local government voices in a difficult position. While there is no significant support to defund law enforcement, the websites for the Association of County Commissioners of Georgia and the Georgia Municipal Association show that those organizations are "opposed" to the Bill. That opposition is based upon the general position that the State Legislature is attempting to usurp local governments' budget authority and in derogation of their Home Rule powers.

Conclusion

While there is much disagreement to be found, it seems that law enforcement leaders and the "defund" activists might concur on one point. Police have been expected to fulfill far too many roles in our society. Patrick Lynch, the president of the New York City Police Benevolent Association, put it this way, "We're talking about switching responsibilities from the police officer on the corner to other agencies. Why were those responsibilities placed on the shoulder of the police officers in the first place? Because

those other agencies failed at their job, and a police officer will never walk away from a crime victim."

Other institutions must step up to cure underlying social ailments such as homelessness, drug use, domestic violence, and mental illness. But until they do, the public will continue looking to the police when these problems lead to societal problems and criminal activity. And so long as that is the case, the response to those problems will require funding.

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.

TO MANY IN THE PUBLIC, CALLS TO "DEFUND" OR "ABOLISH" THE POLICE BRING TO MIND FRIGHTENING IMAGES OF ANARCHY AND UNMITIGATED CRIME. AS SUCH, THE "DEFUND THE POLICE" SLOGAN IS OVERWHELMINGLY UNPOPULAR. A RECENT IPSOS/USA TODAY POLL FOUND THAT ONLY 18% OF RESPONDENTS SUPPORT THE MOVEMENT IDENTIFIED WITH THAT PHRASE. RESPONDENTS WERE MUCH MORE RECEPTIVE TO THE IDEA OF REDIRECTING POLICE FUNDS TO SOCIAL SERVICES, WITH 43% OF AMERICANS IN SUPPORT. WHILE PHRASES LIKE "DEFUND THE POLICE" AND "ABOLITION" MAY WELL BE LIABILITIES FOR THE MOVEMENT, THE POLICY IDEAL OF REDIRECTING FUNDING FINDS SUBSTANTIAL SUPPORT AMOUNT THE PUBLIC, DEPENDING ON THE DETAILS OF THE PROPOSAL.

WHEN LAWS CHANGE, **SO DO YOUR POLICIES**

Your policies need to keep up with the latest legal changes. With Lexipol's Georgia-specific updates, they will.

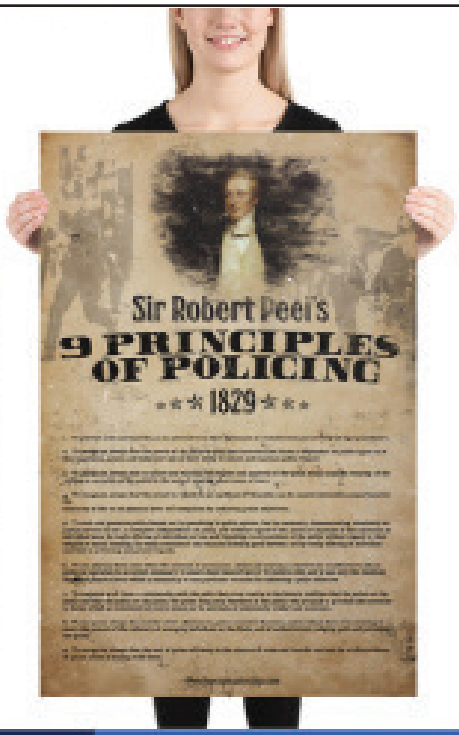
Schedule your free demo today
844-312-9500
lexipol.com/request-a-demo

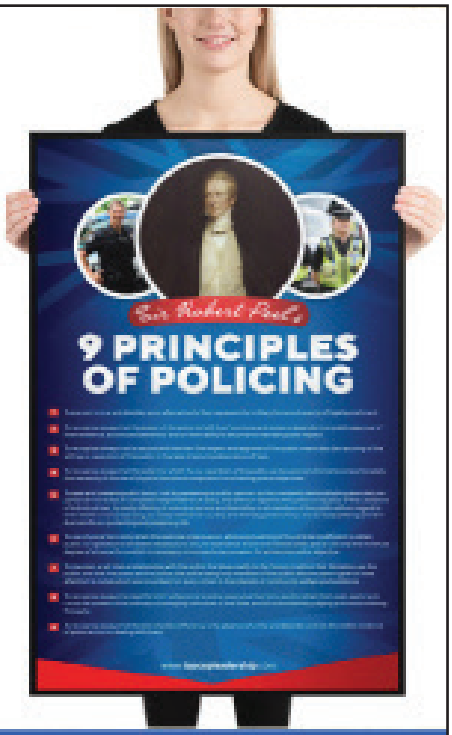
LEXIPOL

lexipol.com

TOP COP
LEADERSHIP

Sir Robert Peel's 9 Principles of Policing are as relevant for law enforcement today as the day they were first penned in 1829. These principles represent best practices for how law enforcement should treat, interact with and engage the people they serve. A visual representation of these principles is a great addition for any department to show the public what the department believes in and also to internally represent the values of the agency.





GET A HIGH-QUALITY RETRO OR MODERN SIR ROBERT PEEL'S 9 PRINCIPLES OF POLICING POSTER IN FOUR DIFFERENT SIZES. DISPLAY A ONE-OF-A-KIND POSTER PROUDLY IN YOUR LOBBY, ROLL-CALL ROOM OR ANY OTHER APPROPRIATE SPACE.

BUY YOURS TODAY AT
https://billyjgrogan.com/store
Prices vary depending on size from $35.50 to $48.50
Email billyjgrogan@gmail.com if you have any questions.

Police & Sheriffs Press, Inc.

HOLOVIEW PASP ID PATENT

Your Source for Certified
OKEY Secure Credentials
912-537-0780
pasp365.com

FOUNDATIONAL ASPECTS OF 21ST CENTURY CRIME SCENE INVESTIGATIONS

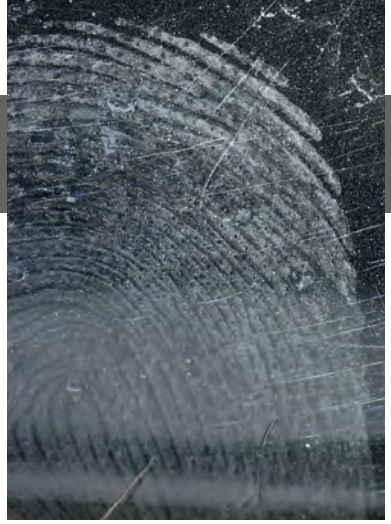
Detective Zack Kowalske

Introduction

Evolving crime scene technology and methods, such as genetic genealogy and 3D crime scene scanning applications, are rapidly improving the capability and importance of forensic science. To effectively use these technologies, officers must properly define the crime scene, scan the area, and collect the evidence. These actions "play a pivotal role in the resolution of a case. Careful, thorough investigation is key to ensure that potential physical evidence is not tainted or destroyed, or potential witnesses overlooked" . From a simple entering auto to a multiple casualty homicide, the steps for documentation, identification, collection, and reconstruction of a crime scene are the same. This methodology is simply scaled to the complexity of the scene.

Responding to and Securing the Scene

The initial steps taken by first responders upon arrival at an incident scene can often set the tone of an investigation. First responders' priority is to render a scene safe and provide medical aid to victims. Maintaining the integrity of physical evidence is a secondary concern. Still, simple steps can be taken to protect the scene and evidence. For example, crime scenes are commonly secured using crime scene tape, traffic cones, barricades, police vehicles, posted officers, or simply locking a door (no one wants customers entering a business that has just been robbed). Crime scene protection that may not warrant barricades, such as an entered automobile, can include having victims to not touch their vehicle or items removed from the car that are found on the ground.



Getting Back to the Basics

Edmond Locard's "Principal of Exchange" holds that during the commission of a criminal act, certain physical items and other evidence may be deposited in the scene. "Wherever he steps, whatever he touches, whatever he leaves, even unconsciously, will serve as a silent witness against him… Physical evidence cannot be wrong, it cannot perjure itself. It cannot be wholly absent. Only human failure to find it, study and understand it can diminish its value" (Kirk, 1953). It is easy for an officer to become complacent with some types of crime scenes (e.g. entering autos, burglaries) and simply go through the motions of collecting and reporting information. As the type of evidence to be collected becomes less common, such as DNA, officers tend to pay less attention to locating and collecting it.

To avoid this, officers must first display the diligence and initiative to search and look for evidence. Once the evidence is identified, they must have the skills to properly collect and store the evidence. Just like an officer's marksmanship skills, the ability to potentially locate evidence, dust for fingerprints, photograph a scene, and other investigative actions are perishable skills. Because of this, it is important for the officer processing a scene to acknowledge the need to continuously hone their skills to not only identify and understand each evidentiary item but capture the scene with jury presentation in mind.

Scene Documentation

Proper documentation enables a jury to be transported from the courtroom back to the crime scene, provides recall for investigators after the fact, and provides critical information to conduct a post scene analysis of evidence. "Crime scene reconstruction begins with a systematic, meticulous, and competent endeavor by the crime scene processing team" . While advanced concepts of crime scene reconstruction, such as bloodstain pattern analysis or flight path determination in shooting incidents, may not be warranted in property crime cases, the analytical approach that reconstruction takes is still pertinent.

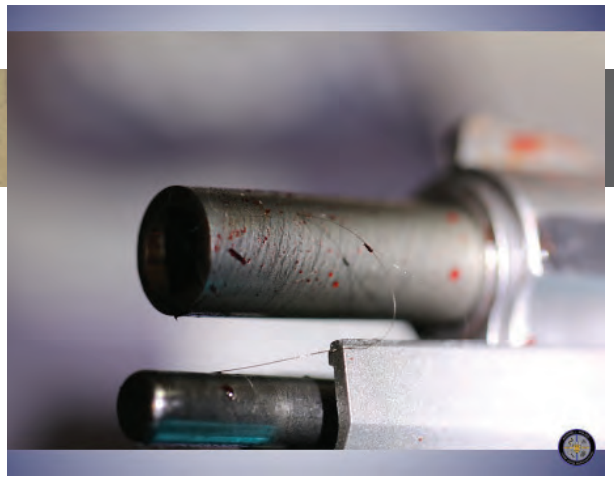
Documentation can be divided between three categories: written notes, photographs, and diagraming.

Written Notes: Written notes of the observations in an incident report convey information that cannot be easily depicted. To accomplish this, reports must go beyond simply establishing the elements of the crime. Victim statements, the ambient temperature, and odors within a scene are all examples of the details an investigation can hinge upon. The scene should be

described in a manner so it is easily understood how it was found prior to the alteration inherently caused by public safety. To accomplish this, evidence should be clearly described, and its location noted.

Photographs: Since most people are visual learners, crime scene photography is critical for creating a historical record of the crime scene. Two types of photographs should be taken during every crime scene investigation: crime scene photographs and 'examination quality' photographs. Crime scene photographs depict the scene and items within the scene. Each item of evidence should be portrayed through three perspectives, including an overall shot, medium range shot, and close-up photograph.

The overall or wide-angle photograph establishes where the viewer is located and all the items within the context of that area. For example, in an entering auto case, this would depict the entire vehicle and where it is parked. The second, the medium range photograph, is closer to specific items of interest. Within this angle, the photographer is representing the spatial relationship of certain items of evidence to one another. In the case of the vehicle, the images may depict the front passenger door, with a broken window, glass on the ground, and a developed fingerprint on the door handle. The last photographs are images in which the photographer is as close as possible to clearly depict the details of a specific item of evidence. This is done without and then with a scale in the photograph.



'Examination quality' photographs should be taken of any evidence with patterns or other details that can be analyzed from the photograph (e.g. fingerprints, bloodstain patterns, shoe and tire impressions, tool marks, and bullet defects). An 'examination quality' photograph enables an examiner to retrieve critical evidence measurements and data directly from the photograph without having to be present at the crime scene. The 'examination quality' photograph requires two key components; a scale must be included within the photograph and the photograph must be taken 'straight down' / 90-degree angle of the surface. These photography principals should be followed on every scene where evidence is collected.

Diagraming: Another necessary method of representing the scene and the evidence is the task of mapping or diagraming the location. Since most traffic collision reports require a diagram, officers are very familiar with this concept. The same principal applies in non-traffic cases. A crime scene diagram is an effective tool to visually represent the spatial relationships of evidence within the confines of the scene. This includes measurements needed

to triangulate the location of evidence so the scene can be easily and correctly recreated. Photographs often include non-evidence items that "clutter" the images and detract from the focus on the critical pieces of evidence. Diagramming enables the officer to draw the jury's eyes to only the important aspects (i.e. evidence) within the crime scene. The details of a diagram can be scaled according to the needs of the case. For example, to represent the location of a fingerprint is much different than the complex representation of multiple bloodstain patterns' orientation. For more serious investigations, the utilization of 3D laser scanners are an almost necessity in 21st century criminal investigations. The data collected and time on scene saved by this type of equipment is unparalleled by any other investigative tool.

Processing the Scene

Crime scene investigations are a running checklist, requiring on-going prioritization of evidence and investigative acts. After the scene has been properly documented and an evidentiary search conducted to identify items of evidence, areas to process for latent print and/or DNA evidence can be completed. Evidence of a sensitive nature, that can be affected by time or environmental factors, should be collected as soon as possible. After the processing of all further evidence has been completed (fingerprint processing, DNA sampling, trace evidence lifts, impression casts), the items can be collected and packaged. In general, the utilization of personal protective equipment (PPE) should be required of staff while on scenes or handling evidentiary items. However, when collecting DNA evidence, the investigator should change their gloves between each sample as well as wear the proper personal protective equipment to minimize possible contamination of the samples.

Whenever possible, it is preferable to process evidence at a lab, as opposed to processing it at the scene. Biological evidence or items that may require DNA or blood examinations should be packaged in breathable containers (e.g. paper bags or cardboard boxes). Once all procedures for correct packaging have been utilized and secured within the agency's property and evidence section (not a Detective's desk drawer), the evidence can move forward for further examination.

Quality Controls

To ensure every victim is receiving the absolute best investigative services possible, leaders throughout the organization must review officers work to ensure it complies with established policy. Periodically, other reviews should be made of the agency's policies for the processing basic crime scenes as well as their quality control process to ensure they are up-to-date and are being followed. For example, an agency provides every officer with a patrol fingerprint kit and training to identify, develop, and collect fingerprints. Five months after the program's implementation and audit revealed officers collected and submitted evidence for examination in only 7 out of the 143 (4.89%) reported entering autos and burglaries. Once this problem is identified, it is important to determine if it is an issue with policy, training, supervision, or reporting and take the appropriate corrective action.

Conclusion

Police agencies' fundamental purpose is to protect and defend the community and its citizens. As a profession, we are past the days of simple investigative approaches. Advances in forensic science have enabled agencies to better achieve conclusive evidence of what occurred at a scene as well as more effectively identify the suspect. Essentially, officers need only collect one nanogram of genetic material to positively identify an offender.

At the same time, television portrayals of police officers have led many of our citizens to expect officers to take the time to collect this evidence. The first step to meeting these expectations is to follow the fundamental steps to identifying the crime scene, scan the area to identify evidence, photograph/diagram the scene, and properly collect and store the evidence for processing.

References:

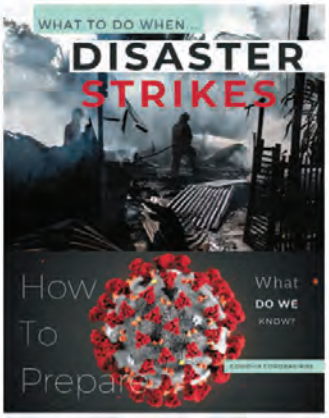
Kirk, P. L. (1953). Crime Investigation. New York: Interscience Publ.

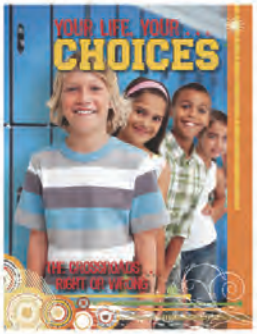
Ogle, R. R. (2012). Crime Scene Investigation & Reconstruction (3rd ed.). Upper Saddle River, NJ: Pearson - Prentice Hall.

Detective Zack Kowalske has served with the Roswell Police Department since 2009. The majority of his career has been within the Crime Scene Investigations Unit. He is a board-certified Crime Scene Reconstructionist, specialist in bloodstain pattern analysis and shooting incidents, and PhD Researcher and Student at Staffordshire University. He may be contacted at zkowalske@roswellgov.com.

COMMUNITY EDUCATION

For over 40 years we've been partnering with law enforcement agencies to help them educate their communities. Our original literature covers a wide range of today's most pressing issues and speaks to all ages, from 4-year-olds to parents and even grandparents.





HOW IT WORKS:

1. You determine LAW Publications is the right partner for your department

2. You sign a partnership letter

3. You select the publications that fit your current operational goals

★ lawpublications.net ★

POLICE SHOULD TAKE LEAD IN POST-CONVICTION INVESTIGATIONS

Reprinted from The LaGrange Daily News, Friday, March 5, 2021; Atlanta Journal Constitution March 11, 2021

College courses in criminal justice teach it, police policies proclaim it, detectives and investigators are instructed in it… "the fundamental purpose of a criminal investigation is to find the truth." This cornerstone of all law enforcement investigations reflects a principal that ensures investigators remain faithful to their oath of office and accompanying ethical standards by only arresting and pursuing the prosecution of those that are guilty. However, in the area of post-conviction investigations the "truth seeking" role of law enforcement is at best confused and at worse undermines the obligation of truth seeking.

As forensic science evolves, where subsequent findings are exculpatory, vindicating as innocent someone convicted of a crime then the police have an obligation to act. All law enforcement agencies owe a duty to review, investigate, and assess post-conviction exculpatory facts that may exonerate someone that may have been wrongfully convicted. Sadly, those that are wrongfully convicted served an average of 14 years in prison before exoneration and release.

Jim Fisher, Forensics Under Fire, notes that for a significant period of time we have known advances in DNA have uncovered problems in other forensic disciplines. For years experts have over reached regarding the evidentiary value of hair and bite mark evidence. Hundreds if not thousands of criminal defendants have been sent to prison on what many experts now consider unreliable forensic science. Latent prints, considered the Gold Standard of forensic science, has come under attack as a result of a handful of misidentifications.

The citizens we serve rightfully expect that police will review and investigate post-conviction cases where facts become known that

indicate previous evidence examination processes were unreliable or exculpatory information is presented that warrants further inquiry. And to that point, all law enforcement agencies should have a policy defining and establishing criteria and guidelines for conducting post-conviction investigations to ensure the ends of justice are met. This should include an internal protocol for identifying flaws in the initial investigation or scientific evidence that has been determined to yield undependable results.

The primary responsibility of a post-conviction investigation is twofold. First, review and investigate all current available evidence and report such evidence that supports the innocence of the individual originally charged and convicted of the crime. Second, diligently work to identify the person responsible for the crime and arrest, if probable cause is developed.

Finally, police leaders must have the courage and independence to challenge anyone that would seek to compromise those standards. The police should lead the charge in freeing anyone wrongfully convicted...we should always be on the side that seeks the truth.

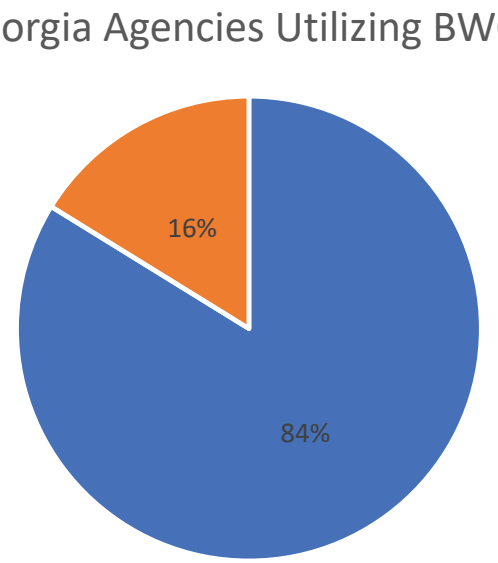
Reprinted from The LaGrange Daily News, Friday, March 5, 2021; Atlanta Journal Constitution March 11, 2021

Chief Louis M. Dekmar's 43-year law enforcement career includes serving as the police chief for the cities of Morrow and LaGrange since 1995. Chief Dekmar is the Past-President of IACP, Past President and Chair of CALEA, and Past-President of GACP. He is also a member of NOBLE. Chief Dekmar holds a Bachelor of Science degree in Administration of Justice from the University of Wyoming, Master's in Public Administration from Georgia College and State University and Honorary Doctorate Degrees from Central Police University, Taipei, Taiwan and LaGrange College.

BODY WORN CAMERA SURVEY | STUDY RESULTS

In early 2021, the Georgia Association of Chiefs of Police (GACP) conducted a survey of its membership to evaluate the use of body worn cameras by agencies across the State. This included the chief executives as well as some command staff in all municipal, county, K-12, college/university, technical college police departments, chief investigators of district attorney/solicitor offices, state law enforcement agencies, and other departments (rail, airport, probation, fire).

Some sheriff's offices were also included in the survey. A total of 334 agencies submitted surveys. Of these, 280 (83.8%) reported they deploy body worn cameras (BWCs) to officers.



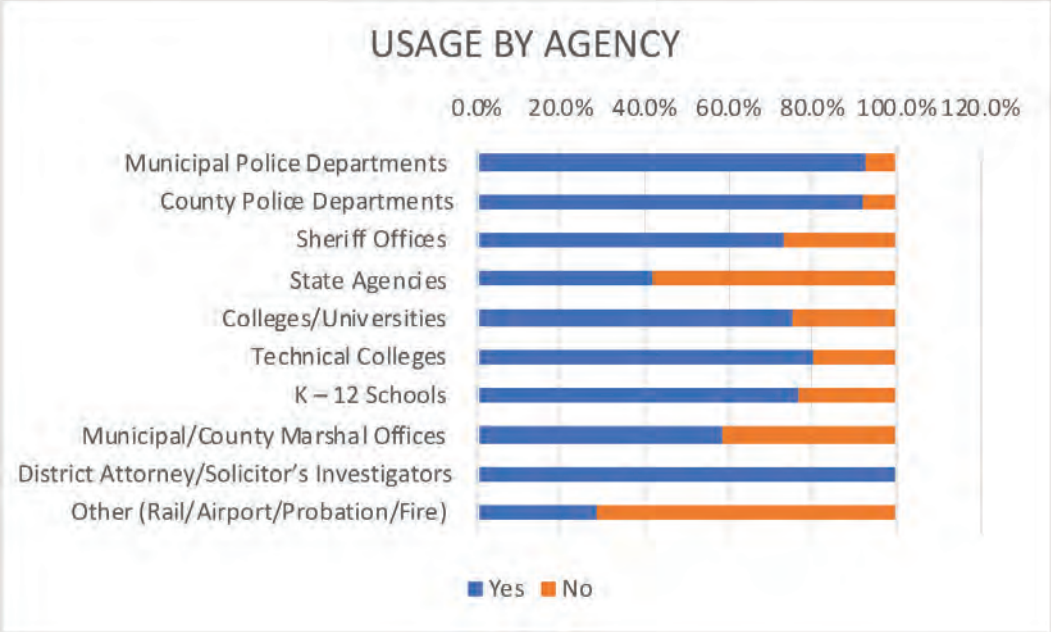
Percentage Utilizing BWC's
Yes = 280 (83.8%)
No = 54 (16.2%)

As illustrated, the overwhelming number of departments (76.3%) were smaller, employing fewer than 50 officers. This is slightly smaller representation than state and national statistics suggest. Still, the smallest agencies, with 1 to 10 officers, (25.6%) did not issue BWC's to their officers.

Agency Size Ratio to Body Worn Camera Usage			
Size of Agencies	Total	Yes	No
1 – 10 Officers	117	87 (74.4%)	30 (25.6%)
11 – 25 Officers	88	75 (85.2%)	13 (14.8%)
26 – 50 Officers	50	45 (90%)	5 (10%)
51 – 100 Officers	43	41 (95.3%)	2 (4.7%)
100 +	29	26 (89.7%)	3 (10.3%)

State agencies, marshal offices, and transportation agencies (rail/airport/probation/fire) reported lower rates of BWC deployments. It should be noted with some exceptions, these agencies experience the lowest potential for interaction with persons displaying violent or unruly behavior. Similarly, officers assigned to K-12 schools and colleges/universities have moderate implementation of BWC. Some of this may be explained by privacy concerns for children as well as administrators do not support their usage.

Usage by Agency Type			
Size of Agencies	Total	Yes	No
Municipal Police	216	201 (93.1%)	15(6.9%)
County Police	13	12 (92.3%)	1 (7.6%)
Sheriff Offices	15	11 (73.3%)	4 (26.7%)
State Agencies	12	5 (41.7%)	7 (58.3%)
Colleges/Universities	28	21 (75%)	7 (25%)
Technical Colleges	10	8 (80%)	2 (20%)
K – 12 Schools	13	10 (76.9%)	3 (23.1%)
Municipal/Co. Marshal Offcs	17	10 (58.8%)	7 (41.2%)
District Atty/Solicitor's Invs.	3	0	3 (100%)
Other (Rail/Airport/Probation/Fire)	7	2 (28.6%)	5 (71.4%)



Of the agencies responding they deploy the use BWC, 91% report that front line officers as well as supervisors are required to use the devices. One third of agencies issuing body work required their use by patrol officers and their supervisors. Another one third of the agencies required all officers regardless of their rank to utilize the cameras.

Staff Required to Utilize BWC		
Groups Required to Utilize BWC's	#	Percentage
All Officers Regardless of Assignment/Rank	**90**	**(32.1%)**
Patrol and their Supervisors Use BWC	**91**	**(32.5%)**
Patrol and Detectives and Their Supervisors	**74**	**(26.4%)**
Only Patrol Officers Required to Use BWC	**19**	**(6.8%)**
Patrol and Detectives Use BWC	**3**	**(1.1%)**
No Response	3	(1.1%)

VERRA MOBILITY™

(833) SLOW-DWN

GEORGIA SCHOOL ZONE

SPEED SAFETY & ALPR CAMERAS

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

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

- **VIOLATOR-PAID PROGRAMS PAY FOR THEMSELVES.**
- **TURN YOUR SCHOOL ZONE INTO A SAFE ZONE.**

CONTACT VERRA MOBILITY

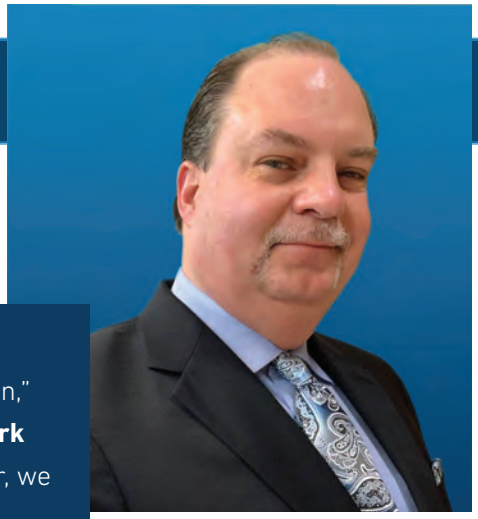
TO SCHEDULE A SPEED STUDY TODAY!

(833) SLOW-DWN

info@verramobility.com

verramobility.com/**SafeSchoolZoneSolution**

A better way to prevent tragedy:
Get to know Blue Line Solutions



"For us, it's not a business...it's a passion," **says BLS founder Mark Hutchinson.** "Together, we will save lives."

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

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

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

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

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

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

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

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

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

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

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

What's the next big thing in speed enforcement?

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

To learn more, visit bluelinesolutions.org/TrueBlue or call (931) 510-3384.

TRUEBLUE™
SPEED ENFORCEMENT | SCHOOL ZONE

From Blue Line Solutions • 3903 Volunteer Dr., Suite 400 Chattanooga, TN 37416

PAID ADVERTORIAL

GRESCO
TECHNOLOGY SOLUTIONS
A GRESCO BRAND

"Supporting a Safer Response for Georgia's Frontline Heroes"

Complete Mission Critical Public Safety Solutions

Advanced UAS
Training
Software
Accessories
Certified Service Center

2021 Defender Series

Accident Reconstruction

Hazmat Response

Structure Fire

Tactical Response

Landscape Wildfire

Crime Scene Mapping

UAS@gresco.com **GrescoUAS.com** **478-315-0812**

Q With the current fiscal and political pressures on local officials, how do you best defend your budget requests?

With the calls for defunding and reimagining policing, it is more challenging than ever to justify budget requests. Compounding the problem is the economic downturn caused by the Coronavirus, which brings the question, how do you justify a budget in these times? It must be understood that every community is different with its own unique personalities and political situations. The old saying, "everyone can tell you what to do with the bull, except the one who has him by the horns", still holds true today. Here's my take on it.

In justifying a budget in this difficult climate, a careful analysis of funds that are needed, and how to allocate them will ensure that the final request is realistic. The agencies' operational funding needs and funding for progressive improvements must be realistic in proportion to the resources available from the governing body. Now, more than ever, we must be prepared to provide analytical data to support the needs of the agency. Ensuring the ability to provide adequate services to the citizens is not compromised or eroded. In addition to justifying the basic need to maintain current operational ability, you must also consider ways of building strong partnerships with various groups and leaders in the community. By having these relationships, you are in a better position to educate the public and leaders on ways to improve services, as well as making them aware of the need to fund more progressive law enforcement programs.

With so much negative press and calls for de-funding of law-enforcement nationally over the past year, it has at times seemed like we were in a losing battle to maintain the resources needed to provide security and safety for our citizens. We have been made aware of communities in our country moving to allow lawlessness and have also defunded their law-enforcement agencies. We have also seen that such policies have resulted in terrible tragedy and compromised the security of the citizens in those locations. Several locations have been openly lamenting their decisions to underfund or de-fund law enforcement and are now struggling to re-build agencies that have been decimated by such policies.

In making contact with community leaders, you should emphasize that an underfunded and undertrained police department will hurt economic development and lower the quality of life for the residents within your community. You should point to recent national instances where underfunding or de-funding has been proven to result in an increase in crime and violence. That is where having prepared analytical analysis will be the most beneficial in getting your message across. You need to show that where crime and violence increase, the city will not be attractive for bringing in new businesses or residents. You may also show the statistics of situations when under-funding or de-funding led to conditions likely to increase the risk of

having an incident that could spark public outrage. One such example would be failure to adequately train personnel due to underfunding. That kind of dialog with community leaders will highlight the need for adequate funding and help illustrate budget justifications.

To sum up: a degree of trust must exist between the governing body, the general public and the agency. That can be achieved through community policing, and building partnerships within the community, and is absolutely essential. It will give you opportunities to explain your needs and solicit local support. Having the support of community leaders and the public will go a long way in delivering your budget over the finish line.

Nealie McCormick has been with the City of Pelham since 1978 and was promoted the Chief of Police in 1985. Chief McCormick sits on several state level committees including the Council of American Indian Concerns where Chief McCormick was appointed by the Governor, appointed by the Georgia Supreme Court to Justice for Children Committee, The International Chiefs of Police Community Policing Committee and also serves as President of the Governor's Interstate Indian Council. Chief McCormick is also 2018 graduate of Georgia International Law Enforcement Exchange Program (GILEE).

It seems that almost every year there is a need to "tighten our belts" or get "more lean" when it comes to budgets. Money is always in short supply, and our current challenging climate has once again put us in the position of defending our budget requests.

Budgets are not constructed in a vacuum. There is a lot of competition for resources, but it's not the "Hunger Games." As a Chief Executive, it is your responsibility to locate the resources you need to effectively do your job. As I see it, there are two key components to effectively defending your budget needs. First, you must develop an effective, professional relationship with your Manager, Mayor, and Council. Secondly, you must use every opportunity to educate the decision-makers on why your requests are so important to effectively running your operation. First let's talk a little bit about building a relationship. Like any relationship, it requires a commitment from you, and a willingness to reasonably give and take. This applies not just to the budgeting process, but to all of those requests throughout the year that come your way. If you obstinately refuse to fulfill any Council requests, are they likely to go out of their way to accommodate your budget requests? It isn't a question of "giving in" all the time, you certainly must refuse to do anything that challenges your integrity, but pick your battles. You are not always going to get your way, but by being willing to work alongside the Manager, etc, they are less likely to see everything as a fight. If you only talk to the Mayor when you need something, you are not developing a relationship. It takes nurturing, just like any other relationship. When it comes time to start developing the budget, human nature dictates that we work much more effectively with those with whom we get along than with those whom we dislike or distrust. Relationships are built over time, with consistency and attention.

Secondly, you must work to educate your community's leadership about police protocols, technological upgrades, etc. and

> With the current fiscal and political pressures on local officials, how do you best defend your budget requests?

With the current fiscal and political pressures on local officials, how do you best defend your budget requests?

how to implement effective policing strategies. Remember, many of the people who ultimately approve of a budget do not have a background in public safety. They don't understand the "why" behind some strategies that you are employing in your agency. Take the time to explain it. Think of it as educating a future ally every time they ask you a question that seems obvious to you. Apart from you, they are getting an education from watching the evening news, and they are forming opinions about policing from social media. You must take the time to ensure that the Council members, Mayor, and Managers understand how you are deploying your officers. You must help them understand your policies and why they are important. You are their expert. If you find that you cannot justify your budget requests, how can they go to their constituents and explain it? Obviously, it is much easier to educate someone with whom you have a relationship. These two components go hand-in-glove. You should view defense of your budget requests as an "all the time" job and not just a painful detail to be addressed during the budget process. Use those long months each year between forming the budget as an opportunity during which you can be effectively preparing for the budget. If you spend those months each year working on effective professional relationships and using your time to provide an education on policing, you will find that the budget "process" goes much more smoothly. There's no magic. There's just hard work. If you are willing to put in the work, you are much more likely to see effective resources dedicated to your agency.

Chief Charles "Mike" Broadhead has more than 32 years of law enforcement experience. He began his career in 1988 with the Littleton, Colorado Police Department where he served for 21 years. In 2009, he accepted the Chief of Police position in Riverton, Wyoming. In April 2017, he was selected as the Statesboro Police Chief.

Interested in Photo Speed Enforcement in School Zones?
Contact Phillip Bennett our local Commercial Development Representative

optotraffic™
innovative traffic safety solutions
Georgia

470-663-1123
phillip.bennett@optotraffic.com
www.optotraffic.com

JUSTICEONE

E-Ticketing Mobile App

Call or visit us online for a demo

Traffic, Parking & Code Enforcement

Traffic & Parking

Simplified Workflow

The JusticeONEs E-Ticketing Mobile App powered by Courtware, is designed specifically for speed and ease of use by agencies needing a simple, flexible, and affordable solution for E-Ticketing for traffic, parking, and code enforcement.

Users will enjoy a streamlined and guided path for issuing citations. On-screen finger signature is captured for offender and officer E-signature is auto-filled. Multiple violations can easily be added to a single traffic stop. Ticket templates make it super-easy to pre-populate citations issued in common or repeat locations and conditions.

We make your team more productive.

Advanced features like NCIC queries (select states), driver's license scanning, vehicle registration scanning, citation templates and more, make this a high-productivity app for your team.

Admin Portal

Hosted on CJIS secure, Microsoft Azure Cloud. Admin Portal for setup, configuration, and management of your data

- Setup & Configuration
- Manage Violation Codes
- Manage Court Calendars
- User Management
- Upload Officer Signatures
- Reporting & Statistics
- Data Export API

Features

- Traffic Citations
- Code Enforcement
- Parking Enforcement
- Draft & Metering
- Expired Meter Alerts
- Ticket Templates
- Data Auto-Fills
- Finger Signatures
- Officer E-Signatures
- Search Citations
- NCIC (vehicle, license, registr.)
- Driver's License Scanning

Microsoft Azure
Cloud-Hosted

Equipment & Financing

The JusticeONEs mobile app is accessible on Android and iOS devices including mobile phones, tablets and other specialty devices.

We offer equipment and financing, or use your own equipment.

Contact us today for a FREE quote

1.866.530.1452

Laptops, Tablets & Mobile Devices

If your team needs equipment in times of tight budgets and financing is an option, then we would like to help you get the gear you need.

We are able to offer supply and provide financing on a variety of equipment including laptops, tablets, mobile devices, vehicle mounting solutions, and more.

Powered by COURTWARE
Government Software Solutions

JusticeONE.app

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%	$0 cost	100%	106 yrs	FREE ALPR
reduced speeding	to your agency	effective LIDAR	law enforcement experience	

Find out more today. (931) 510-3384 | bluelinesolutions.org/TrueBlue

(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

GACP STRATEGIC PARTNER

GA POST APPROVED PROVIDER

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.

virtualacademy.com

CIVIL LIABILITY ISSUES SURROUNDING NON-FIREARM ARREST-RELATED DEATHS

Darrell L. Ross, Ph.D.

The occurrence of a non-firearm arrest-related death (ARD) of a violent subject is rare and estimated to occur once in every 2,600 use of force encounters.[1] Even when law enforcement officers (LEOs) apply reasonable force measures to control and restrain the subject, he or she may unexpectedly die. Regardless of the cause of death, the political fallout can be immense for the involved LEOs and the involved agency, and the incident can create polarization between the community and the involved agency. The incident may lead to criminal prosecution of the involved LEOs, but most assuredly it will generate a civil lawsuit filed against the involved LEOs and agency administrators.

This is the second in a series of four articles which examines issues associated with an ARD. This article reviews the common liability claims filed in accordance with 42 U.S.C. §1983 which are associated with these incidents. §1983 is the primary vehicle used to file a civil action claiming that the involved LEOs and agency administrators violated the Constitutional rights of the decedent. [1] [2] The assessment is based on a review of 850 published §1983 ARD cases filed against LEOs.

Because an ARD is temporally associated with the force measures used by the involved LEOs, claims filed under §1983 are evaluated in accordance with the Fourth Amendment, the United States Supreme Court's (SCOTUS) decision in Graham v. Connor (1989), [3] and the "objective reasonableness" standard. Medical care claims and claims filed against agency administrators are filed in accordance with the standard of "deliberate indifference." [2]

Claims Against Involved LEOs

The collective analysis of the published §1983 cases, reveals that, generally, twelve broad

claims are filed against the involved LEOs and against agency administrators. Of these claims, seven are filed against the LEOs and five are filed against agency administrators. The plaintiff's counsel seeks compensatory damages and frequently seeks punitive damages against the involved LEOs.

First, a claim will assert that the LEOs used excessive force which contributed and/or caused the death, as a result of using: physical control techniques; intermediate weapons (i.e., TASER, an aerosol, impact weapon, projectiles, and a canine); and the use of restraints associated with the LEOs applying their weight on the subject during the prone restraint process (i.e., handcuffs and leg restraints). Second, a false arrest/imprisonment claim may be filed. Third, a claim will assert that the LEOs failed to consider the "diminished capacity" of the decedent and failed to wait for back-up, failed to use de-escalation techniques, and failed to call the Crisis Intervention Team. Fourth and Fifth, associated claims supported by medical experts allege that the LEOs failed to appreciate the mental or medical condition of the decedent, acted with "deliberate indifference," and failed to accommodate the subject, violating the Americans with Disabilities Act. Sixth, a claim may be filed asserting that the LEOs failed to provide timely medical care to the decedent, underscoring the claim of deliberate indifference. Seventh, a claim may be filed that LEOs on scene failed to intervene with other LEOs allegedly using excessive force during the incident.

Application of the Graham Criteria

In their decision in Graham, SCOTUS established criteria with which to review a claim of excessive force within the standard of objective reasonableness. Determining whether an LEO's use of force is objectively reasonable is assessed within the totality of circumstances based on the perception of the LEO at the moment the seizure occurred, including, but not limited to: (1) the severity of the crime at issue; (2) whether the subject posed an immediate threat; (3) whether the suspect is actively resisting seizure; (4) whether the circumstances are tense, uncertain or rapidly evolving; and (5) whether the subject is attempting to evade seizure by flight (see also Scott v. Harris, 2007).[4]

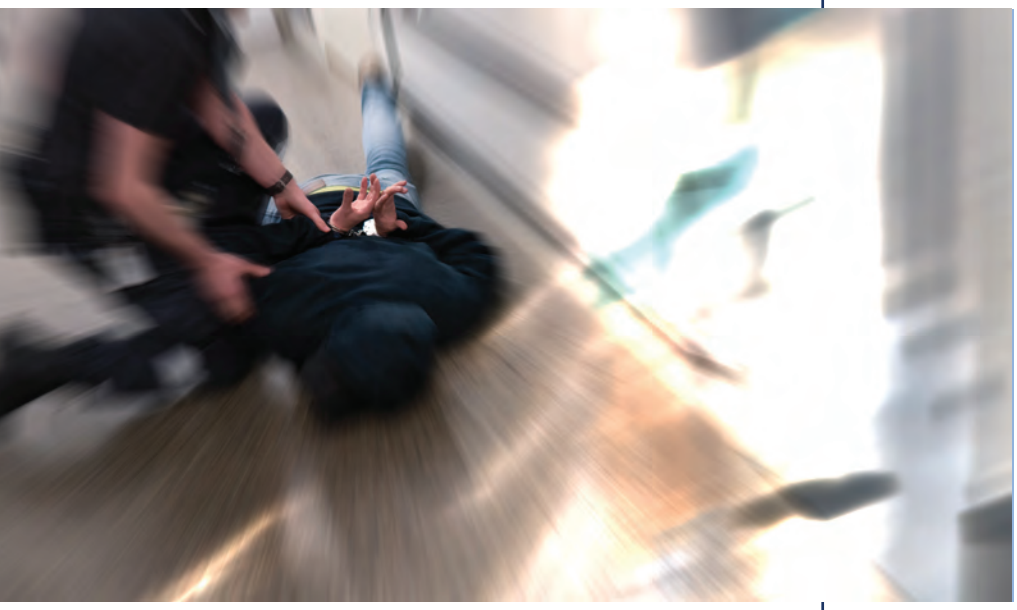
While all of the criteria are considered, many of the lower courts decisions focus on whether the subject posed an immediate threat to the safety of the LEO or others, and whether the subject was actively resisting the seizure. A mere statement that an LEO feared for his or others safety is insufficient, and there must be objective factors to justify the concern based on the nature of the threat.[5]

Many courts have adopted a "threat risk factor" analysis to assess the degree of threat and apparent threat posed by the subject, including: verbal threats to harm the LEO or others; quickly advancing/charging the LEO; exhibiting self-injurious behaviors; the size of the subject; assaulting and attacking the LEO; scene evidence of property damage or evidence of assault against others; responding to an assault in progress; posing a grave danger to others; reaching for the LEO's duty belt; grappling with the LEO; possessing or access to a weapon; creating a safety risk and escalation of violence; and the subject's behaviors posed an immediate and dangerous risk of serious physical harm to LEOs or others. The courts balance the risk and gravity of the threat factors posed by the subject against the degree of force reasonably necessary to eliminate the threat.[6-8]

The courts' review of active resistance displayed by a subject

is frequently open to interpretation. Generally, courts define active resistance to mean a subject's physical movements to defeat an LEO's attempt to control the subject including: bracing, tensing, or pushing the LEO; actively physically struggling or wrestling with an LEO; punching and kicking at them; strength and stamina of the subject; lunging and charging the LEO; disobeying an LEO's commands; thrashing and kicking the LEOs; and standing up during and after being restrained on the ground.[9-10]

Additionally, the Fourth, Sixth, Ninth, Tenth,



and Eleventh Federal Circuit Appellate Courts also consider whether the subject's behaviors manifested a "diminished capacity" in order to examine the reasonableness of an LEO's use of force.[11-15] A subject exhibiting violent behaviors associated with a mental illness or excited delirium (ExDS) are frequently considered by many courts to align with a "diminished capacity." Factors the courts examine may include: disorientation or confusion exhibited by the subject; incoherent speech and bizarre behaviors appear consistent with a mental illness or being under the influence of a chemical substance, or a medical condition; the inability to comply with the LEO's instructions; and whether the subject exhibited a severe psychological break with reality. While many courts consider the subject's diminished capacity, it does not preclude an LEO from using a reasonable amount of force to bring the subject under control. Further, SCOTUS has twice held that even though an officer may know that a subject is mentally disabled, an LEO may use force, including deadly force, in self-defense or the defense of another for protection and restraint.[16-17]

Claims Against Administrators

Claims filed against agency administrators are based on five general areas. First, the plaintiff's counsel will assert that the administrator failed to direct the involved LEOs actions in using force and restraint equipment in accordance with the agency's policies which were Constitutionally defective.[18] A second claim asserts that the administrator failed to supervise and discipline the LEOs and had prior knowledge that they chronically acted outside the scope of their authority and agency policy without remediation or termination. A third claim frequently alleges that administrators were "deliberately indifferent" to the Constitutional rights of the decedent by failing to train the involved LEOs in the use of reasonable force and the response to subjects exhibiting diminished capacity.[19-20] Fourth, counsel may file a claim asserting that the administrator knowingly hired LEOs that had a propensity for violence. Finally, plaintiff's counsel may claim that the administrator ratified the LEO's conduct by failing to perform

an investigation or performed a flawed death investigation into the incident.

For example, in Roell v. Hamilton County et. al.,[21] the Sixth Circuit Federal Appellate Court affirmed summary judgment for three LEOs who controlled a subject exhibiting diminished capacity behaviors consistent with a mental illness and ExDS. Roell fought with the LEOs by using a hose, a basket, and punched and kicked at them. The LEOs used a Conducted Energy Weapon (CEW) in the probe and drive stun modes but it was ineffective. After muscling and grounding Roell, the LEOs controlled and restrained him with handcuffs and leg restraints, Roell became unresponsive, and LEOs initiated resuscitation efforts until relieved by paramedics. Roell was transported to the hospital where he was pronounced dead. The autopsy showed that the cause of death was from ExDS due to schizoaffective disorder and the death was classified as natural.

There was no evidence that the CEW contributed to Roell's death and there was no evidence of asphyxia. The court ruled that the LEOs force measures applied were reasonable and necessary based on the totality of circumstances. The court also held that the county's policies were adequate, that the LEOs were provided with adequate training, and that the sheriff conducted an adequate investigation. The court also rejected an ADA violation claim.

As the lawsuit proceeds through the civil litigation stages, many claims may be dismissed by the court, but the agency administrator and their defense counsel must be prepared to defend against each claim. Occasionally, courts have denied qualified immunity in these cases.[22-23] However, courts are more likely to award qualified immunity, as the Roell decision shows, when LEOs respond with reasonable force options based on the subject's behaviors, and based on the totality of circumstances. Further, when administrators implement Constitutional policies and provide ongoing training to keep LEOs competent in all authorized use of force measures, and training on responding to subjects demonstrating diminished capacity, and provide proactive supervision of LEOs, liability can be averted.

Based on the review of the common claims filed in an ARD, administrators are encouraged to keep appraised of the court decisions on the use of force, as it continues to be a high liability area. Integrating these strategies, administrators can place their agency in the best position to defend against claims of excessive force and against administrative claims for failure to direct, train, and supervise LEOs.

REFERENCES

1. Brave, M (2020, June). Law enforcement use of force standards, degrees of certainty, and scientific probabilities. Government Liability, 24-30.
2. Ross, DL (2018). Civil liability in criminal justice (7th Ed.). Routledge Publisher, NY.
3. Graham v. Connor, 490 U.S. 386 (1989).
4. Scott v. Harris, 550 U.S. 372 (2007).
5. Kady v. City of Sandy, WL 5111101 (D. Oregon, 2008).
6. Ross, DL & Brave, M (2020). Assessing use of force liability and law enforcement response to the naked subject. Law Enforcement Executive Forum, 20: 1-21.
7. Pratt v. Harris County, TX, 822 F.3d 174 (5th Cir. 2016).
8. Zubrod v. Hoch, No. 15-CV-02065-CJW (D.C. N.D. Iowa, 2017).
9. DeBoise v. Taser Int'l. Inc., 760 F.3d 892 (CA8, Missouri, 2014), cert. denied.
10. Callwood v. Phenix City, WL 1122681156115 (M.D. Alabama, 2016).
11. Estate of Corey Hill v. Miracle, 853 F.3d 306 (6th Cir. 2017).
12. Thompson v. City of Indianapolis, WL 4365967 (S.D. Indiana, 2018).
13. Nelson v. Lott, 330 F. Supp.3d 1314 (D. Alabama, 2018).
14. Cardall et al. v. Thompson et. al., 845 F. Supp. 2d 1182 (D. Utah, 2012).
15. Estate of Mathis v. v. Kingston et al., WL 1033771 (D. Colorado, 2009).
16. City and County of San Francisco v. Sheehan, 575 U.S. 600 (2015).
17. Kisela v. Hughes, 584 U.S. ___ (2018).
18. Monell v. NY City Dept. of Social Services, 436 U.S. 658 (1978).
19. City of Canton v. Harris, 489 U.S.378 (1989).
20. Lewis v. City of West Palm Beach, FL, No. 08-12348 (11th Cir. 2009).
21. Roell v. Hamilton County, Ohio/Hamilton County Brd. of City Commissioners, 870 F.3d 471 (6th Cir. 2017).
22. Martin v. City of Broadview Heights, 712 F. 3d 951, 963 (6th Cir. 2013).
23. Wroth v. City of Rohnert Park, WL 1766163 (N.D. California, 2019).

AVOIDING COMMON PITFALLS IN THE INTERNAL AFFAIRS FUNCTION

Dr. Rich Austin

The internal affairs (IA) function within a police agency is vitally important in maintaining community trust. A robust IA framework can not only help the department root out inappropriate behaviors that fracture legitimacy, but it also provides a fair and equitable investigatory process for employees. It can also serve to reduce the department's liability and works to maintain a high level of professional standards. Conversely, having a weak internal affairs function can create an unhealthy policing culture, fracture citizens' trust, and substantially increase the department's likelihood of being successfully sued. But even when departments strive to have a strong professional standards unit, there are numerous pitfalls that may be encountered. However, with adequate preparation, policy development, and resource allocation, most of these pitfalls may be avoided or, at least, significantly mitigated.

Selecting IA Investigators

The internal affairs function within a police agency, according to best practices, should have dedicated personnel who are specifically trained for this highly specialized task. The rank of the individuals who fulfill this role certainly may vary by agency, however, utilizing personnel in this position with supervisory rank or command rank is highly advisable. Also, while it may seem pragmatic to assign this responsibility to someone within the criminal investigations function, assigning personnel with current roles in criminal investigations is ill-advised. The reason for this is that, unfortunately, sometimes, an officer may be accused of a policy violation that also constitutes a crime. When being interviewed in an administrative setting, employees may legally be compelled to speak with internal affairs investigators or face disciplinary action, including termination. However, as with any citizen, he or she may refuse to speak with criminal investigators. If the internal affairs investigator serves in a dual role in criminal and internal investigations, this may cause obvious prosecutorial problems with any criminal allegations involved in the investigation. If the department does not have enough personnel to assign internal affairs to an investigator outside of criminal investigations with the skill set needed to conduct interviews and document thorough investigations, consider an agreement with a neighboring agency to share resources for conducting internal investigations. Above all, remember that according to best practices, the internal affairs function is a direct representative of the office of the chief. Choose investigators who are professional, have no significant disciplinary problems, and have the interpersonal skills to gain both employees' and citizens' trust. The trust and legitimacy of the department often hinge on the effectiveness of this vital role. Selecting personnel who are not a good fit for IA is a common and avoidable pitfall.

IA Training

There are numerous highly regarded national-level internal affairs investigator training programs available. Chief executives are encouraged to review the options carefully and allocate substan-

tial resources in this area to ensure that internal affairs investigators are well-trained to meet the needs of this challenging, high liability role, even if it is an ancillary duty. As alluded to above, there are several unique legal nuances in internal affairs investigations that investigators must thoroughly understand. If these legal requirements are not met, this could become very problematic for the department.

Also, once IA investigators are trained, chief executives should strongly consider providing opportunities for them to become involved in state and national internal affairs investigators associations so that they may develop a network of professionals with whom to collaborate. Often, departments have only one IA investigator, and they cannot discuss cases internally, of course. Having other IA professionals to reach out to in order to assist with decision-making in challenging cases can be an invaluable resource. Having investigators "on an island" who are not well-trained for internal investigations is another common pitfall that may be easily avoided with appropriate planning and resource allocation.

Acceptance of Complaints

Another common snare in the internal affairs function lies in the means by which the department receives complaints. While it is understandable that departments would have a vested interest in discouraging false complaints against employees, such tight restrictions as having citizens print and write out an affidavit detailing the allegation and having a notarization requirement are all too common. Some departmental IA webpages or complaint forms even threaten prosecution if a complaint is proven false. This type of approach certainly does not promote trust and transparency, especially among individuals who already may be distrustful of the police. A complex citizen complaint reporting process may also serve to keep negative officer behaviors from coming to light, thus increasing the department's liability.

Departments are encouraged to accept complaints from any source (yes, even anonymously) so that they may be thoroughly investigated. Many chiefs have discovered the hard way that when citizens do not have a clear avenue for redress of their complaints through a well-defined internal aaffairs process, they will often find other avenues such as network media, social media, or attorneys. Of course, sometimes this will occur anyway. However, relaying to citizens in a public forum that a complaint is being thoroughly investigated and any policy violations will be addressed accordingly can go a long way in maintaining trust within the community. No chief executive wants to be blindsided with a complaint, especially one with widespread implications. Ensuring that the department has a clearly defined and well-publicized internal affairs process that accepts complaint information from a variety of sources will help chiefs avoid this common pitfall.

THERE ARE NUMEROUS HIGHLY REGARDED NATIONAL-LEVEL INTERNAL AFFAIRS INVESTIGATOR TRAINING PROGRAMS AVAILABLE. CHIEF EXECUTIVES ARE ENCOURAGED TO REVIEW THE OPTIONS CAREFULLY AND ALLOCATE SUBSTANTIAL RESOURCES IN THIS AREA TO ENSURE THAT INTERNAL AFFAIRS INVESTIGATORS ARE WELL-TRAINED TO MEET THE NEEDS OF THIS CHALLENGING, HIGH LIABILITY ROLE, EVEN IF IT IS AN ANCILLARY DUTY.

Internal IA Training and Responsibilities
While the internal affairs process is typically set in policy with all employees signing off on it, the process often remains a mystery to officers, ironically, especially to those who rarely receive complaints. Internally, IA is too often viewed as a strictly punitive function to be avoided whenever possible. However, a well-functioning IA process leans heavily on training outcomes for more procedurally-based mistakes. Certainly, egregious complaints that are sustained need to be dealt with swiftly and proportionally. However, when officers understand that relatively minor errors that cause little harm will be dealt with fairly and with a focus on appropriate training, they can feel more at ease with the process and see it for what it is; an essential and necessary function within the agency. This approach can also be reinforced with regular roll call or other departmental training.

Making the IA policy a part of officers' annual training can also reinforce this. Discussing the internal affairs process with officers when they are in a non-threatening environment will help them understand the process thoroughly. It may also reduce officer stress should they be called into an investigation. Such an approach can help avoid this internally-driven pitfall.

Lack of Transparency
The final pitfall discussed herein deals with transparency when the department discovers that an egregious policy violation has occurred, especially one that violates the public trust.

Conventional wisdom was to refrain from sharing such a finding with the public until the entire investigation was complete and then perhaps only reveal the informaiton under formal request.

While perhaps counterintuitive, agencies that are proactive in communicating serious failures can actually maintain, if not increase, trust within the community.

Most reasonable citizens realize that police departments must hire from fallible humans and that no hiring process is absolutely failsafe at screening out potential problem employees. However, citizens are typically interested in how the department handles such a breach of trust. Owning the situation and communicating that the behavior is clearly not in line with the department's mission and values can go a long way in maintaining legitimacy in the eyes of the public.

Offering concrete steps forward to ensure the act does not occur again is also vital in restoring trust in the department. Avoidance in these cases often does not bode well for chief executives. While uncomfortable, being transparent in these difficult situations is of paramount importance in moving the agency forward. Be sure to avoid this common pitfall.

Conclusion
It is incumbent upon chief executives to be the gatekeepers of ethical and professional policing. Police chiefs must ensure that they allocate adequate resources toward the internal affairs function and select well-trained and well-qualified investigators who have both the investigatory and interpersonal skills to promote and maintain internal and external trust.

Departments must also ensure citizens have a clear and straightforward means by which to voice complaints and quickly acknowledge when shortcomings or egregious acts occur. By avoiding these common pitfalls within the internal affairs function, the department may maintain the trust and legitimacy that they work so hard to achieve each day within the communities they serve.

References

Garrity v. New Jersey, 385 U.S. 493 (1967).

Miranda v. Arizona, 384 U.S. 115 (1966).

Stephens, D.W. (2011). Police discipline: A case for change. U.S. Department of Justice, National Institute of Justice.
https://nij.ojp.gov/library/publications/police-discipline-case-change

Graham v. Conner, 490 U. S. 386 (1989)

Stephens, D. W. Police Discipline: A Case for Change. U. S. Department of Justice, National Institute of Justice https://nij.ojp.gov/library/publications/police-discipline-case-change (2011).

Charlotte-Mecklenburg Police Department, "Directive 100 – 104: Discipline Philosophy", Interactive Directives Guide, Charlotte, N.C.: Charlotte-Mecklenburg Police Department, 2001.

Dr. Rich Austin has been the Chief of the Milton Police Department in north Fulton County since January 2017. Prior to that, he retired as a captain from the Charlotte-Mecklenburg Police Department where he held various assignments during his 25+ year career, including assignments as an internal affairs investigative sergeant and internal affairs commander. He is also the former Training Director for the North Carolina Internal Affairs Investigators Association. He may be reached at rich.austin@cityofmiltonga.us.

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

AMERICA'S COMMON OPERATING PICTURE™

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.

PAID ADVERTORIAL

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 admnistrative and operational processes to establish baseline cababilities in threat mitigation and emergency planning and reponse protocols. These protocols are crucial to creating the foundation for a successful multi-discplinary 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 Unites 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 casualtes 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 interoperablity 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 CRG's 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/10aghbY3AKI

THE POWER OF STATE CERTIFICATION

Captain Rob Rodriguez, Ph.D.

During the past two decades, the law enforcement profession has faced defending itself from a national narrative suggestive of an industry that is systemically eroding the trust of the communities they serve by incidents of alleged brutality, targeting specific demographics, and leadership cover-ups. Law enforcement executives, who are on the frontlines of this heated national debate, have been working diligently to mitigate this growing perception and restore the honor of our proud profession.

As this is still a growing phenomenon, I wanted to determine if there was an external factor or mechanism to mitigate this perception; I conducted a study to determine if there was a nexus between incidents of police misconduct and law enforcement agencies that possess state certification. Specifically, do the policies and procedures of a law enforcement agency impact whether officers engage in incidents of misconduct. For my study, misconduct was defined as violations of the policy, complaints, use of force incidents, and criminal acts. Eight Georgia law enforcement agencies, four currently possess state certification and four that do not, participated in this study. Each agency's archival data or standard historical data were analyzed to identify if any indicators would suggest if the possession of state certification presented a significant impact on misconduct incidents.

The specific data examined from these agencies consisted of the number of neglects of duty, insubordination, dishonesty or integrity violations, vehicle pursuits, use of force incidents, off-duty incidents, criminal violations, and miscellaneous violations. The number of internal/external complaints, the number sustained, and the number of complaints unfounded provided the core empirical data for my study. Interestingly, an analysis of the data uncovered that state-certified agencies had a larger number of reported misconduct incidents. Although state-certified agencies reported a higher number of misconduct incidents, this is due to the agency's self-accountability culture through their adherence to the enumerated standards within the state certification program. Conversely, state-certified agencies were later determined to have a higher rate of unfounded incidents than their non-certified counterparts.

For example, state-certified agencies averaged 38.75 unfounded complaints/incidents, whereas non-certified agencies only averaged six complaints/incidents as unfounded.

In sum, two questions that present themselves are: (1) what does this data tell us and (2) how does this apply to me as the Chief? Law enforcement executives are responsible for developing and providing a professional law enforcement agency within the communities they serve. Possessing this foundational understanding that agencies who participate in the state certification program adhere to the profession's best practices is not a luxury; instead, it is our responsibility as leaders.

Finally, participation in GACP's state-certification program not only reduces the chances for incidents of misconduct from occurring but creates authentic engagement within their communities as they build mutual trust and respect together, which is the physical manifestation of your leadership as the Chief.

Rob Rodriguez has been in law enforcement for 27 years where he has served in every capacity from patrol officer to chief of police. He holds a doctorate degree and a graduate of the 273rd Session of the FBI National Academy. He currently serves as a Captain over Operations with the Savannah-Chatham Board of Education Police Department.

BROOKHAVEN POLICE MENTAL HEALTH CO-RESPONDER PROGRAM

Since their inception in 2013, the Brookhaven Police Department (BPD) has worked to advance police training and practice using the highest and best quality training, instruction, and strategic partnerships. To that end, as it relates to mental health services, BPD has partnered with Georgia's National Alliance on Mental Illness (NAMI), and the Georgia CIT Advisory Board in conjunction with the Georgia Public Safety Training Center. With the goal of training 100% of its officers, and despite interruptions to training caused by the COVID-19 pandemic, BPD proudly reports that 63% of our officers are CIT trained with several others scheduled to attend CIT training in 2021.

In the wake of calls for police reform and paradigm shifts in mid-2020, BPD forged an innovative partnership to embed mental health professionals within the Brookhaven Police Department and more efficiently connect persons with mental health crises, developmental disabilities, and substance abuse crises with community resources. This article details the project concept, implementation, and early successes.

The BPD Mental Health Co-Responder program was launched in October 2020 in cooperation with Behavioral Health Link (BHL). Providing services in 104 of Georgia's 159 counties, BHL has been intimately involved in providing mental health resources to Georgians since 2006, through services including: the Georgia Crisis Access Line (GCAL) and mobile; blended mobile crisis response services; and software services. BPD sought to capitalize on this experience by partnering directly with BHL to deploy resources more rapidly in the Brookhaven community. The vision of the Mental Health Co-Responder Program is to "make Brookhaven the safest community in Georgia through successful partnerships and a focus on reducing the stigma associated with mental illness."

The program's goals are to: (1) improve community, officer, and consumer safety; (2) help persons with mental disorders and substance addictions access medical care, rather than entering them into the criminal justice system due to illness-related behaviors; (3) provide training to first responders to identify signs and symptoms of mental illness; and (4) to provide education and support to members of the Brookhaven Police Department to promote officer wellness and resiliency in the face of stressors and traumas associated with the law enforcement profession.

According to the National Institute of Mental Health, nearly one-in-five U.S. adults live with a mental illness (51.5 million in 2019). This number represents approximately 20% of all U.S. adults and, not surprisingly, several studies – likely underestimating the true number – have concluded that as many as 10% of total police contacts involve a person with mental illness.

Notably, a large number of those contacts result in arrest and, perhaps most importantly, mental health consumers account for as many as 25% of fatal police shootings. BPD hypothesized this was the result of ineffective access to other-than-arrest alternatives. The BPD/BHL co-responder program represents one element of the Department's Crisis Intervention Team (CIT), designed to create such alternative outcomes.

CIT is a community-based approach to improve the outcome of police-consumer encounters. In communities nationwide, CIT programs create connections between law enforcement, mental health providers, hospital emergency services, and individuals with mental illness and their families. Through collaborative partnerships and intensive training, CIT improves communication, identifies mental health resources for those in crisis and ensures officer and community safety. CIT programs enjoy broad support as they can also help keep people with mental illness out of jail and in treatment, on the road to recovery. That is because diversion programs like CIT reduce arrests of people with mental illness while simultaneously increasing the likelihood that individuals will receive mental health services.

Prior to the partnership with BHL, Brookhaven police relied on Georgia's regional response framework which -while beneficial- is often taxed due to large coverage areas. Through their direct partnership, BPD now has a BHL clinician in-house 40-hours each week to respond to calls for service and conduct community follow-ups stemming from officer referrals and allows BHL to concentrate resources where the demand for intervention is high. BHL staff do not respond to calls alone. Instead, BPD officers respond to calls for service as they always have but can summon a clinician to the scene while enroute or once they arrive. Clinicians can provide on-site counseling, sign emergency committal orders, and connect consumers with community-based resources to address crisis, addiction, and other mental health emergencies. Ultimately this serves to reduce unnecessary trips to hospital emergency rooms and unnecessary arrests related to illness-caused behaviors, instead providing meaningful, outcome-focused interventions. Since October, the Mental Health Co-Responders have responded to 40 calls for service alongside BPD officers, appreciably influencing community mental health services.

In addition to their community services, the BPD/BHL partnership serves as one element of the Department's comprehensive wellness program, which also includes a Peer Support Team and trained peer counselors. BHL clinicians are trained in critical incident response and may assist with serious incident debriefs and provide education to BPD officers on stress management and post-traumatic stress response. Together these components can provide emotional support through critical incidents and in response to ongoing exposure to stressors.

In short, the Mental Health Co-Responder framework represents a collaborative partnership designed to commit appropriate resources to specific types of emergencies. This reduces the strain on police personnel while improving police-community relationships and leveraging community resources to serve mental health consumers.

ILLEGAL GANGS AND HUMAN TRAFFICKING: IS IT FLYING UNDER THE RADAR?

Amy Hutsell

Georgia has been a leader in the fight against human trafficking and combatting illegal gang activity. Much attention has been given to creating resources for both initiatives. As a result, most criminal justice professionals in the state are aware that we are combatting significant problems related to criminal gangs and human trafficking. What many are not focused on, however, is the possible intersection of these two illegal enterprises in Georgia.

According to data obtained from the Georgia Crime Information Center, five human trafficking related arrests have occurred in Georgia in the past five years that were connected to gang investigations. In other words, law enforcement agencies have charged gang members with violations of the Georgia Street Gang Terrorism and Prevention Act 9,178 times in the last five years, but human trafficking associated charges occurred only five times in those arrests. This data tells us that either (1) gangs in Georgia are not involved in human trafficking OR (2) as our focus and success in investigating drugs, guns, and other gang related illegal activity has increased, gangs have looked to human trafficking as an organized criminal enterprise in the state.

Which is it?

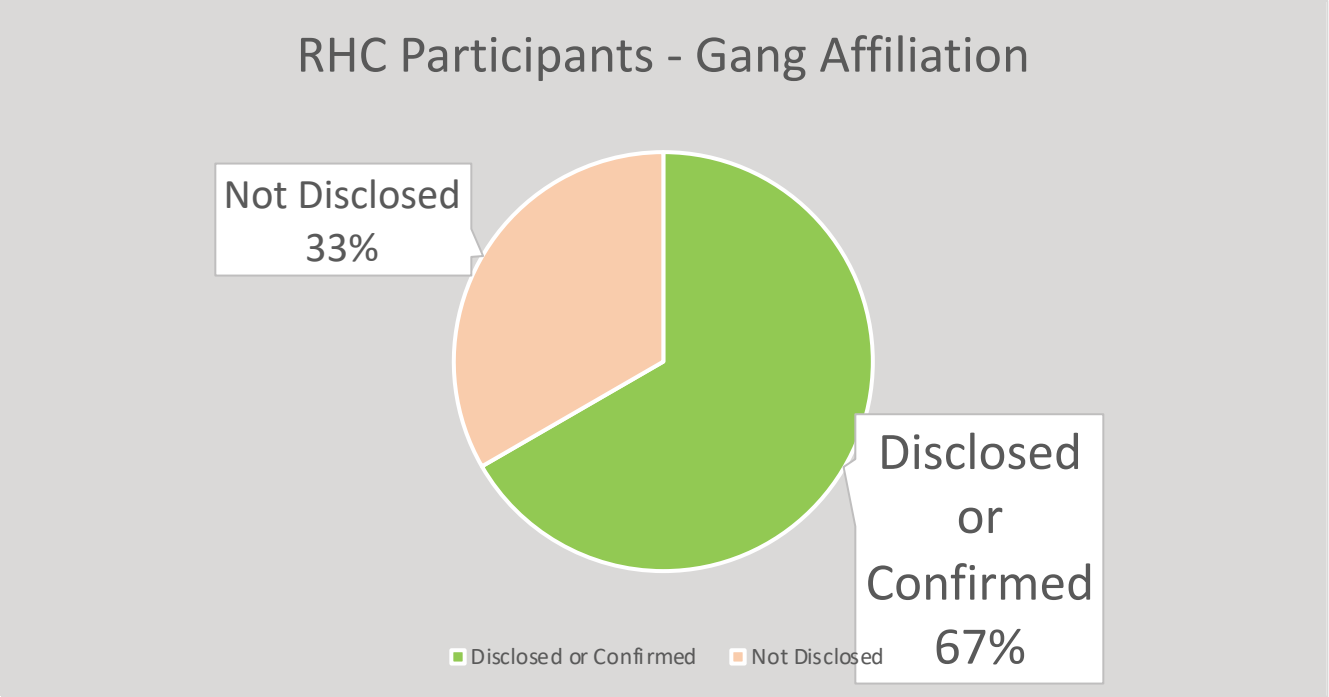
Given the prevalence of nationally associated gangs and their subsets in Georgia and known human trafficking activities of those gangs in other parts of the country, one can surmise that it's happening in Georgia, too. But how common is it? While there is no scientifically verified data to answer this question, we can look to San Diego for clues. In 2016, the University of San Diego published a report of their findings in a National Institute of Justice funded research project focused on the intersection of illegal gang activity and human trafficking. The study found that at least 110 gangs are involved in the exploitation of individuals for commercial sex in San Diego. Gang members made up an estimated 85% of pimps/sex trafficking facilitators in the area. The San Diego Police Department has documented 4,100 street gang members. By comparison, metro Atlanta has over 15,000 street gang members, according to the FBI. The study also estimated that San Diego County has between 8,830 and 11,773 victims/survivors of sex trafficking every year, of whom only 1,766 had contact with law enforcement. These findings are indicators of a hidden, underground criminal enterprise -- a profitable illegal industry whose foundation is the exploitation of vulnerable young girls. Often, these girls have been abused and/or neglected before they are targeted by a pimp, that may be a member of a nationally affiliated gang.

Here in Georgia, leaders in the fight against criminal gang activity and human trafficking have taken note of the San Diego study and are using it their investigative strategies. Vic Reynolds, Director of the GBI states,"Criminal street gangs commit crimes for a variety of reasons, one of which is to make money. We know that these gangs are using minors in sex trafficking operations because of the profitability of the industry and to finance their illegal gang activities. The law enforcement community, along with our public and private partners, must meet this challenge head -on. We must make sure no human being is treated as a commodity and sold as property in our state. If you traffic another person in Georgia, you will be investigated, arrested, and prosecuted."

It's Complicated

The often-teenage girls recovered in human trafficking operations or otherwise identified by law enforcement or social services personnel are another indicator of the intersection of illegal gang activity and human trafficking. And, direct victim service providers offer a wealth of knowledge when it comes to this intersection and the complexities of working with sexually exploited children. The Receiving Hope Center, or "RHC", is Georgia's first residential intake center for

trafficked youth. While at this residential facility, minor victims receive medical care, academic support, therapeutic and stabilization services for up to 90 days before moving to a long-term placement. The RHC opened in February, 2020 and began providing forensic medical care to recovered or identified victims. Dr. Heather Quaile oversees the forensic medical program, and she and her colleagues immediately noticed an interesting trend upon interviewing new residents as part of their intake – gang affiliation. Dr. Quaile began documenting her findings and determined that most of the girls (and sometimes boys) were associated with Georgia gangs.



Dr. Quaile's research is in the beginning stages and she and her team continue to collect data that will assist the state in further making the connection between criminal gang activity and human trafficking.

Identifying and working with minor sex trafficking victims is not without its challenges. It is seldom that these teenagers see themselves as victims. Due to the recruiting techniques employed by traffickers, often victims are trauma bonded to their exploiters. This dynamic is further complicated by the loyalty requisites associated with criminal street gangs. The Children's Advocacy Centers of Georgia is managing the state's response to the commercial sexual exploitation of children (CSEC). Amy Boney is the CSEC Response Team Director leading this response. She has noticed an increase in gang related cases and states, "the intersection of gangs and CSEC in

Georgia appears to be rooted in the vulnerabilities of victimized youth. Exploiters recognize children who need basic material staples for survival and emotional security when they run from their homes. They then buy and sell children's bodies through empty promises, grooming, coercion, and violence. Gangs simply prey upon the same vulnerabilities and buy and sell children just as they buy and sell drugs and guns. They recognize that selling children for sexual contact can be more lucrative as they can sell the same child repeatedly. In fact, due to the violence and coercion, the sale of children brings less risk to the exploiter than the sale of guns and drugs. Sexual abuse and exploitation are born out of silence and shame."

What can we do about it?

To ensure the safety of our communities and increase the arrest and prosecution rates of gang related human trafficking, we must first increase awareness and improve training opportunities. The Georgia Coalition to Combat Human Trafficking is a CJCC and GBI lead statewide law enforcement-based task force. The Coalition has partnered with the Georgia Gang Investigators Association (GGIA) to enhance the educational opportunities available to law enforcement across the state. One such opportunity is GGIA's new certification in Human Trafficking Investigations that will be available to GGIA members and launched at its 2021 summer conference in Savannah. Ray Ham is the Education Director at the GGIA and has said, "it is important that we as gang investigators begin to understand the prevalence and complexities associated with human trafficking within Georgia gangs. We are excited to expand our focus and offer this innovative training opportunity to our members".

If you have questions about the new Human Trafficking Certification offered by the Georgia Gang Association, please contact Ray Ham at ray.ham@djj.state.ga.gov. If you would like more information on the Georgia Coalition to Combat Human Trafficking, please contact Victor Williams at victor.williams@cjcc.ga.gov. Amy Hutsell can be reached at amy.hutsell@cjcc.ga.gov.

Amy Hutsell has over 15 years' experience in sexual assault and child sexual abuse services. She currently is the Program Director for the Sexual Assault, Child Abuse and Human Trafficking Unit with Georgia's Criminal Justice Coordinating Council. She and her team have written grants that have resulted in over $10,000,000 in federal assistance to Georgia. She also oversees Georgia's Sexual Assault Response Team (SART) as well as chairs the State's Sexual Assault Kit (SAK) workgroup and the

District 2
On January 6, 2021, **Frank Green** was promoted to Director of the **Bainbridge Public Safety Department.** Director Green replaced Director Jerry Carter who resigned effective December 31, 2020.

Drew Campbell was named as Chief of the **Coolidge Police Department** on March 9, 2021.

On March 11, 2021, **Vernon Jessie** was appointed as the **Leary Police** Chief on March 11, 2021.

District 3
Jeffrey A. Sheppard was named as Acting Chief with the **Hogansville Police Department** on November 2, 2020.

On December 22, 2020, **Sandy Neal** was named as the Acting Chief with the **Talbotton Police Department.**

District 4
Alphonza Hagan was named the **Walthourville Police** Chief on January 4, 2021.

District 5
On February 21, 2021, **Deross E. Polhill** was named as Police Chief with the **Southeast Georgia Regional Medical Center**.

District 6
Hinesville Police Chief Bill Kirkendall retired on December 31, 2020 after serving 30 years with the department and the last two years as chief. Assistant Chief **Lloyd Slater** was named as Chief effective January 7, 2021. Chief Slater has been with the department for 34 years and served in various supervisory positions over the last 29 years.

District 7
On December 11, 2020, **Matthew Mercer** was name Director of Public Safety for the City of **Hephzibah.**

District 8
Steven Beaudoin was named the Interim Chief with the **Trenton Police Department** on December 15, 2020.

Rome Police Chief **Denise Downer McKinney** was appointed to the **Governor's Criminal Justice Coordinating Council** on February 3, 2021.

District 9
On January 1, 2021, **Adam Gardner** was named as the Chief Investigator for the **Gwinnett County District Attorney's Office**.

Chief **Charlton "Robbie" Rich** began service as the Chief of Police for **Young Harris College Police Department** on January 1, 2021.

On January 4, 2021, **Scott Marunich** was named as the **Elberton Police** Chief. He replaced Chief **Mark Welsh** who retired after 47 years of law enforcement service and 22 years as the Elberton Police Chief.

On Tuesday, January 5, 2021, Major **Aaron Weiland** was appointed as Interim Chief for the City of **Cleveland** to fill the vacancy of Chief John Foster who retired at the end of 2020.

On January 31, 2021 Chief **Mike Jones** retired as the **Suwanee Police** Chief after serving in the position for 22 years and more than 43 years in law enforcement. Chief Jones is a former GACP President and was the GACP Outstanding Chief of the Year in 2018.

Jeffrey Shoemaker was appointed as the **Cleveland Police** Chief on Monday, January 25, 2021.

On January 26, 2021, Deputy Chief **Ronnie Cass Mooney** was sworn in as the **Suwanee** Chief of Police.

ce others to make a positive difference. Here are a few accomplishments we can celebrate from the past few months.

District 10

Anthony Coleman was named Police Chief for **Georgia State University** on December 31, 2021.

On Friday, January 29, 2021, Chief **Jesse W. Patton** retired as the **Locust Grove** Police Chief after 32 years of service to the city and 21 years as the chief.

Antonio Fletcher was selected as Chief of the **Southern Crescent Technical College** in Griffin on February 1, 2021.

District 11

On December 11, 2020, **Richard Randolph** was named as the Chief Investigator for the **DeKalb County District Attorney's Office**.

On Friday, February 5, 2021, **Powder Springs Police** Chief **Tony Bailey** Retired after 25 years of service and 6 years of service as Chief in Powder Springs and West Point, Georgia.

Raymond Elliot was appointed as Chief of the **Stone Mountain Park Police** on January 25, 2021.

Capers Green was named the Chief Investigator for the **Atlanta Judicial Circuit** on January 1, 2021.

District 11 (continued)

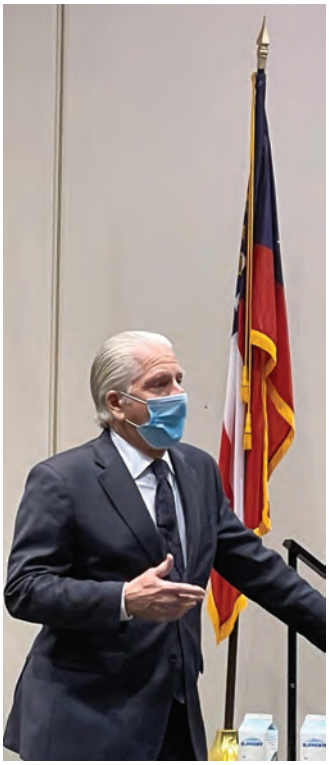
On January 1, 2021, **Kim Tesalona** was named as the Chief Investigator for the **Douglas County District Attorney's Office**.

Michael Williams was appointed as the **Chief Investigator** for the **Fulton County Solicitor's Office** on January 20, 2021.

Smyrna Police Chief J**oseph Bennett** was named the City Manager on February 16, 2021. He was appointed as the interim city manager in September 2020 when the previous city manager resigned after 10 years of service. Chief Bennett served 25 years with the police department and was appointed Chief in February 2020. **Robert Harvey** is serving as the Interim Chief until the permanent is selected.

DISTRICT 8 MEETING IN CARROLLTON

GACP WINTER TRAINING CONFERENCE IN
JEKYLL ISLAND, GA



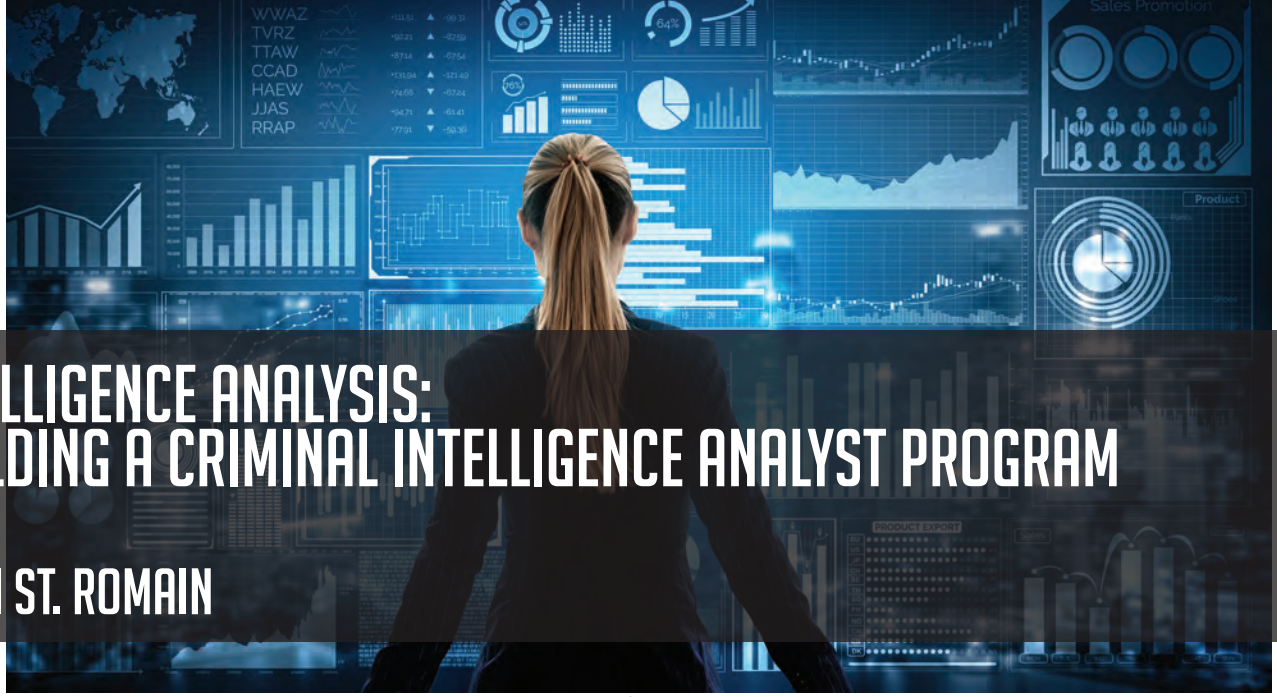
Chief Executive Training School Graduates Class of Spring 2021

Front Row – L to R

Frank Green
Michael Williams
Kim Tesalona
Steven Beaudoin
Lloyd Slater
Alfonza Hagan
Jamaal Hicks
Robbie Rich
Natalie Sellers

Back Row – L to R

Matthew Mercer
Anthony Coleman
Jesse Crowder
Capers Green
Scott Marunich
Terry Parker
John Briscoe
John Letteney
Chris Courson
Michael Cox
Jeff Sheppard
DeRoss Polhill
Valentino Brockington
Michael Fox
Richard Randolph



INTELLIGENCE ANALYSIS: BUILDING A CRIMINAL INTELLIGENCE ANALYST PROGRAM

TERRI ST. ROMAIN

The Georgia Bureau of Investigation had a long-standing Intelligence Unit with intelligence analysts assigned to assist GBI special agents and local law enforcement officers with their cases. These analysts provided information and intelligence on persons, places, and situations; relationship charts and timelines; phone call analysis; and other analytical products. September 11, 2001, changed nearly every aspect of society, including public safety. Many in law enforcement (at all levels) acknowledged the collection and sharing of intelligence was a major factor that could have changed the outcome of that day. Shortly thereafter, Georgia's fusion center, the Georgia Information Sharing and Analysis Center (GISAC) was created to address intelligence sharing challenges related to homeland security and terrorism matters. At that time, two intelligence analysts from the GBI Intelligence Unit were assigned to support GISAC investigations but that quickly expanded to seven by 2005. Most of these analysts had little to no previous intelligence or law enforcement experience.

Georgia Terrorism Intelligence Project

The Georgia Terrorism Intelligence Project (GTIP or The Project) was created and developed by GBI and GISAC in late 2004 to develop effective strategies to meet the various needs of intelligence sharing between agencies at all levels. This strategic development recognized that effective intelligence sharing required higher-level intelligence analysis and specialized analysts to do it. The Project was conceived with the object of providing basic and advanced analytical training to analysts across the state of Georgia and to create a collaborative and secure anti-terrorism information sharing network between GISAC, the GBI Intelligence Unit, and select local law enforcement agencies located in all regions of the State of Georgia. In 2005, it started with agencies in the metro-Atlanta area and each year expanded to include law enforcement agencies across the state.

One major benefit of GTIP has been the increasing law enforcement agency connectivity with GISAC and with one another regarding terrorism, precursor activity reporting, suspicious activity reporting, and criminal intelligence collaboration. It continues to be an excellent conduit for collaborative efforts and ensures that analysts from each agency have that state and local level contact stream for sharing information and intelligence for all criminal matters. It is this networking component of the GTIP trainings that can bring one of the best agency benefits. GBI-GISAC analysts and those from the GTIP agencies are already familiar with and used to working together, improving communication and information sharing among agencies, especially when matters may be ongoing and time-sensitive.

Another benefit of GTIP was how it brought an amount and level of training (at little to no cost to them) for intelligence analysts to agencies that may not have had access to it in the past. The Project

brought in basic training such as Fundamentals of Intelligence Analysis, Crime Analysis, and Writing and Presentation; advanced courses such as Financial Crimes Analysis and Advanced Excel; as well as specialty training in software such as Penlink and Analyst's Notebook. Analysts from different Georgia law enforcement agencies, taking these courses together over the years, meant a more robust training experience for them and an expectation that completing these courses created a standard baseline of intelligence analyst training. Both GBI Intelligence Unit and GISAC Intelligence Analysts attended the GTIP training courses over the years with their local law enforcement analyst cohorts. In 2010, the GBI Intelligence Unit was blended into GISAC, which became an all-crimes fusion center. This evolution and emphasis on the all-crimes approach, although accepted for some time, recognized the role that criminal activity has in acts of terrorism, and the need to have an all-encompassing view of threats to the homeland and to the safety and security of Georgia citizens, not just from terrorism but narcotics trafficking, gang violence, homicides, and other criminal actions. This blending of the two units however, showed the baseline GTIP training was working - terrorism analysts that had not done criminal analysis were able to, almost seamlessly, switch to working criminal cases and vice versa with the criminal analysts. The shift also brings an awareness to the analyst of the precursor indicator activities (criminal or non-criminal), whether related to terrorism or criminal incidents. These analysts had the skills to work investigations across programs and there was no reason not to think that analysts with the same training, skillset, and abilities would be able to bring that all-crimes view to their home agency.

A "Good" Analyst

What defines a good intelligence analyst? Operationally, an intelligence analyst often is defined by the work that they do – collect, organize, analyze, disseminate information and intelligence. To this can be added the core functions of an intelligence analyst*:

- To gather information, to understand it and the relevance or relationship of each piece to all the others.
- To develop this information objectively to arrive at an understanding of the whole.
- To communicate this understanding to others and so to put the intelligence process to practical use.

These core functions more specifically define what the analyst is doing at both the tactical and strategic aspects of intelligence work, but there is more to consider as to what intrinsically makes a person a good intelligence analyst. Each agency must define their own needs and determine what kinds of information and intelligence products they want to produce or provide. The agency's needs will affect their choice of who should have the position of analyst. However, there are aspects of personality of an analyst that should be prized in addition of those that a law enforcement agency would require of all their employees, such as honesty, integrity, and being unprejudiced. It can be all too easy to slide an employee into the analyst role without careful thought of first, their interest, and second, an objective consideration of their personality traits. Some are listed below but are not all the attributes that can lead to a successful intelligence analyst.

- Critical thinker- thinking critically is a major asset to an intelligence analyst and although it has multiple inflections of definition, essentially, a critical thinker thinks not just about developing a conclusion from data, but also considers the process they are using to evaluate and reach said conclusion. In other words, they are both thinking and thinking about the thought process. It sounds circular but really is not.

For example, an analyst is trying to determine where a subject is in the hierarchy of a local gang/drug cartel (coming to a conclusion). They have phone records, social media, and surveillance information. As they review the data, they are deciding things, such as which source of information holds more weight in light of other information known about the investigation, is there something else that might change this assessment (thinking about the process). Most people may be critical thinkers in their day to day, but it may be unconscious; intelligence analysts are critical thinkers deliberately.

- Curious – intelligence analysts must be curious and investigative. They should want to know how people, places, incidents, and events connect to each other and unfold. They should also want to learn new training and new techniques.
- Innovative – intelligence analysts need to personify the old adage "think outside the box." They should be willing to try new methods and be creative in their approach to their work and analysis.
- Persistent – although sometimes given a negative connotation, persistence is a trait to be admired in an analyst. They do not give up when the first three resources they tried did not pan out; an agency with persistent analysts has a tactical advantage over those who do not.

At the GBI (similar to many other state and local law enforcement agencies across the state), an intelligence analyst is a non-sworn, full-time position. It is recommended this be the case, however, it is understood that it is not always a possibility for some agencies. Another recommendation is that the intelligence analyst position have a four-year college degree requirement, although a major or minor in typical criminal justice/forensic psychology/criminology etc. degrees is not at all a requirement. Rather good grades and graduation from an accredited four-year college program demonstrates that applicants for the intelligence analyst position have a clear history of successfully completing a major goal.

Once an agency has selected the qualified person for an intelligence analyst, likely they will then have to attend analyst training courses. Unfortunately, GTIP (now known as the Georgia Threat Intelligence Program) no longer sponsors the ongoing intelligence analyst training program part of the Project, due to budgetary restraints, however, the GTIP training program was an ideal standard to build the GBIs Georgia Law Enforcement Intelligence Analyst Certification Program.

Georgia Law Enforcement Criminal Intelligence Analyst Certification Program

The GBI developed the Criminal Intelligence Analyst (CIA) Certification Program to include all intelligence analysts at the state and local level that apply for the program. It evolved out of GTIPs analyst training standardization and the emphasis on the clear and critical role that intelligence analysts have working both criminal and terrorism cases, tips, and leads. Effective analysts are established, skilled, professional professionals who are able to research, organize, and analyze information into clear and actionable products for both command-level leadership as well as to agents and investigators working their cases. This level of analyst can be an invaluable asset to an agency and the public safety community. Agencies that rely on personnel who may not have the interest, aptitude, or time, could end up being a source of concern, if not a critical or potentially dangerous issue.

The CIA Certification Program aims:

- To instill and promote professionalism and leadership within the intelligence analyst community in Georgia,
- To promote the statewide use of current best practices related to proper collection, handling and use of intelligence information, and with regard to protection of privacy, civil rights and civil liberties,
- To enhance a recognition of the professional role of the law enforcement intelligence analyst, and to promote the growth of this critical profession throughout Georgia law enforcement,

- To help develop career track opportunities for intelligence analysts and aid in professional growth in general,
- To promote and, if possible, provide or sponsor, effective analytical training to analysts in state and local law enforcement agencies,
- To establish a standard of analytical training that will impart the knowledge, skills and competencies required by analysts.

The Benefit of a Good Intelligence Analyst

All of GBIs intelligence analysts are enrolled in the CIA Certification Program. Over time, as they progress in their careers, they will all receive equivalent training in basic and advanced analytical courses as well as training in specialty programs. As other state and local agencies start, grow, and / or develop their own intelligence units; their intelligence analysts can directly benefit from the training and connectivity offered within The Program. The CIA Certification Program establishes that baseline standardization for training so agencies can ensure their Intelligence Units and respective personnel establish the proper foundation in a manner consistent with other agencies. As intelligence analysts work through the certification program, they are also involved with the cases in their agencies, gaining experience, learning from their co-workers, and (hopefully) interacting with fellow analysts from other agencies. This type of professional growth benefits their agency as a whole. Based on the identified needs of the agency, trained intelligence analysts can provide:

- Objective, meaningful, and actionable tactical information and intelligence on cases,
- Research and evaluation of leads, tips, and suspicious activity reporting,
- Statistics and information on crime trends based on in-house data,
- Intelligence reporting based on incidental case information,
- Research for employee background investigations,
- Strategic analyses for Command Staff or other upper-level managers,
- Information bulletins and one-pagers for identified trends or public safety / officer safety concerns for front line officers and shift change,
- Graphical products for cases, court presentation, or other situations,
- Phone and social media analysis for criminal investigations.

By no means is this to be considered a comprehensive list. There are many more specific items that might be needed by an agency and defined by their unique requirements and needs.

Directors, Chiefs, Commanders, Unit Chiefs, Sheriffs, and Deputy Directors all help to shape the needs, requirements, and overall direction of the agency; agents, investigators, detectives, and front-line officers provide the movement, actions, and responses; intelligence analysts can provide the backbone and connections that help to bring it all together. Now, more than ever, intelligence analysts are uniquely positioned to be force multipliers for agencies during times of increased public scrutiny, budget shortfalls, and a heightened threat environment.

Terri St. Romain is a Supervisory Criminal Intelligence Analyst with the Georgia Bureau of Investigation (GBI) assigned to the Georgia Information Sharing and Analysis Center (GISAC), Georgia's Fusion Center. She has been with the GBI as an analyst for more than 21 years. Terri is the Analyst Training Supervisor at GBI-GISAC where he conducts and coordinates the training program for new analysts both in-house as well as offsite training as well as the training for the GBI's Analyst Certification Program

LEXIPOL: MISSION-CRITICAL SOLUTIONS FROM PEOPLE WHO KNOW WHAT IT MEANS TO SERVE

Created in 2003 by two attorneys (and former law enforcement officers), Lexipol was born from a vision of a better, safer way to run a public safety agency.

It was a perfect combination: Bruce Praet's courtroom experience representing public safety agencies and Gordon Graham's foundation in risk management principles, including a unique approach to training he created while at the California Highway Patrol.

From that foundation, Lexipol grew to form an entire risk management solution for public safety and local government. We started by developing comprehensive, continuously updated policies for public safety agencies. Then we added services such as such as online training, mental health resources, grant assistance and an electronic policy management platform, as well as the digital communities Police1, FireRescue1, Corrections1, EMS1 and Efficient1.

Today, we serve more than 2 million public safety and government professionals with a range of informational and technological solutions to meet the challenges facing these dynamic industries.

What We Do

Our solutions combine content and technology to keep communities and first responders safe. They include: policies and updates, online learning, wellness resources, grant services, and news and analysis.

Thousands of years of experience on your side.

We've grown a lot from those first days when Bruce, Gordon and few other early believers wrote and researched policies on their days off. Today, Lexipol is backed by the expertise of more than 320 people, including public safety professionals and legal experts with more than 2,075 years of combined service.

Our policy and training content developers have experience in constitutional law, civil rights, ADA and discrimination, labor negotiations, Internal Affairs, use of force, mental and behavioral health, and a whole lot more. That means no more trying to figure out policy and develop wellness and training content on your own. You can draw on the experience of our dedicated team of individuals who have researched, taught and lived these issues.

On top of industry changes—so you don't have to be.

When laws and trends change, your policies and training need to change, too. Our content development teams monitor for new legislation, statutes and case law on the state and federal levels, looking for anything that impacts policy and training content. They also keep up with research and reports influencing public safety and local government best practices. When a policy update is needed, we create it for you. When new challenges arise–such as COVID-19, the opioid epidemic or an increase in active shooter events–we jump into action, creating online resources and training to prepare your personnel to meet

PAID ADVERTORIAL

these risks. So you can spend more time focusing on operational priorities and less time worrying whether your policies and training are up to date.

Trusted by big & small.

Community protection comes in all sizes. That's why we designed Lexipol's policy, training and wellness solutions to work with agencies big and small and those in between. We partner with more than 8,100 public safety agencies and municipalities across the United States–law enforcement agencies just like yours.

Providing you peace of mind.

Our customers choose Lexipol to make an investment in the safety and security of their personnel, their agencies and their communities. We help agencies address issues related to policies and training that create substantial risk, including:

- Inconsistent and outdated policies
- Lack of technology to easily update and issue policies and training electronically
- Difficulty keeping up with new and changing legislation and practices
- Inability to produce policy acknowledgment and training documentation
- Unfamiliarity of city legal resources with intricacies of public safety law

If you can relate to these issues, you are not alone–and we have a solution designed just for you. Plus, through our partnership with the Georgia Association of Chiefs of Police, you're eligible for special member savings. Contact Lorenzo De La Garza, your Lexipol Georgia Representative, today at 469-598-0228 or ldelagarza@lexipol.com to learn more!

RedSpeed®USA

Turnkey, automated photo-enforcement

Industry-leading technology and violation processing customized to your unique needs.

www.redspeed-usa.com

SPEED PHOTO-ENFORCEMENT CAMERA

HB978 GEORGIA STATE LAW

1. School zones are defined as area within 1,000 feet of the boundary of any public or private elementary or secondary schools.
2. Violations are issued for speeds exceeding posted speed limit by 10 MPH, and signs must be posted 500 ft. prior to camera location.
3. Speed may be enforced only when school is in session and one hour before classes and one hour after.
4. There is a $75 fine for the first violation and $125 fine for the second and subsequent violation(s).
5. Non-payment of the fine results in denial of annual motor vehicle registration.
6. All proceeds of fines must be used to support local policing initiatives such as body cameras and school resource officers.

- Safeguards students' safety
- No cost to taxpayers
- Free ALPR and high definition video
- HD, multiple lane detection
- No annoying or distracting flash
- Cabinet, pole and deployment options

ASK** FOR YOUR **FREE TRAFFIC STUDY

GREG PARKS
REDSPEED GEORGIA LLC
913 575 2912
***GREG.PARKS**@REDSPEED-USA.COM*

GEORGIA ASSOCIATION CHIEFS OF POLICE

Click the **GACP STORE** button on **www.gachiefs.com**

APPAREL

LICENSE PLATES & FRAMES $19.99

RESCUE TOOL $25.00 (available in black, blue, red & pink)

WATCHES | Mens & Ladies

COMP - $110.00 FANTOM - $80.00 COMPL - $85.50

PLAQUES Prices vary depending on size and style.

Custom Clock
Starting at $100.95

Mission Statement
Starting at $119.95

Name Plate
Starting at
$69.95

Custom Ordered Products (not included in company store - sold in bulk quantities)

CONTACT US FOR PRICING 352-513-3441

COASTERS

COINS

FACE MASKS

CHIEFMART | 338 Parque Drive, Suite F | Ormond Beach, FL 32174 | www.ChiefMart.com | Chief@ChiefMart.com | 315.247.6129

The Governor's Office of Highway Safety Says

THANK YOU FOR YOUR EFFORTS TO MAKE OUR ROADS SAFER FOR EVERYONE TO USE

The Governor's Office of Highway Safety is proud to honor the men and women of law enforcement for the work they do every day to save lives on our roads through the enforcement, promotion and education of highway safety.

We were fortunate to continue the Georgia Governor's Challenge Highway Safety Traffic Awards last year and are looking forward to seeing everyone again later this year.

The honor Sheriff's Offices and Police departments in nine categories based on number of agency employees, college and university public safety departments, military police departments, and the Georgia Department of Public Safety.
The Governor's Challenge also recognizes agencies for their work in Occupant Protection, Speed Awareness, Impaired Driving, Motorcycle Safety, Bicycle & Pedestrian Safety, Child Passenger Safety, Teen & Young Driver Safety, and First Time Entry.

The top overall agency will receive the coveted Governor's Cup, which First Lady Marty Kemp presented last year to the Snellville Police Department.

The Dalton Police Department has been driving around their city in the 2020 Governor's Challenge Vehicle. One participating agency will be driving home from this year's awards in a 2020 Ford F-150 Responder with Whelen light package, Stalker Radar, Panasonic laptop, and NDI-RS tag. We would love to see your department bring back this truck to your community, but the only chance to win is to submit an application that highlights the great work your officers are doing every day.

If you have not started your application, please go to the GOHS website and you will find a guide to help complete your application.

Agencies can download the application at the link on the GOHS website and remember your username is the same as you use for the GA Reporting website and there is information for those of you (like me) who have trouble remembering passwords.

The entry application deadline is 11:59 p.m. on Friday, May 28, 2021.

With all signs pointing to life returning to as close it was before the pandemic last year, GOHS is expecting to see a busy spring and summer on our roads.

We invite your agencies to join us for our 2021 mobilizations as we work to put the brakes on the increase in traffic deaths we saw in Georgia and across the nation in 2020.

April 5-9: Distracted Driving Enforcement Week
May 17:"Click It or Ticket Border to Border"
May 17-June 6: "Click It or Ticket Mobilization"
May 17- September 6: "100 Days of Summer H.E.A.T."
June 20-July 5: "Operation Zero Tolerance"

You can find a complete list of the 2021 mobilizations on the GOHS website.

GOHS Director Allen Poole also extends his thanks to all law enforcement officers for their efforts to save lives on our roads and asks you to reach out to him anytime you or your department needs help with a highway safety issue.

Roger Hayes is the Division Director for the GOHS Law Enforcement Services Division. He has 36 years of law enforcement experience.

Impact of Officer-Involved Shootings on Citizen Contact with the Government

When compared with the number of police-citizen contacts, the use of force by police is extremely rare. Despite this, increased public attention of police use of force has led to more academic research on the frequency and patterns of these incidents.

These initiatives have examined a variety of topics including officer discretion and accountability. Extensive attention has been placed on the use of force relative to the persons' race. The focus of most use of force research has been on its correlates and causes, not the consequences.

Unfortunately, political scientists have given little attention to police use of force on American political life. The purpose of this study was to evaluate the impact of police use of force on citizen engagement in their community. It was suggested that after these events, individuals may be emboldened to seek reforms and greater public accountability. Others, however, may feel distrustful of local communities and become disengaged.

To evaluate the effect of use of force on citizens' relationship with their government, researchers collected data on every officer-involved shooting (OIS) in the Los Angeles, California between 2010 and 2017. This data was compared with citizen-initiated contact with emergency 911 and non-emergency 311 calls for assistance. Los Angeles has 1,135 reporting districts ranging in size from 1/1,000 square miles to eight square miles. The calls in these districts were evaluated for the 30 days following an OIS in the district.

The researchers found no evidence that OIS impacted citizen calls for emergency or non-emergency services during these periods. Interestingly, this study also found that 44% of the OIS were fatal. This is an increase from 22% in the 1970's. Second, black citizens were more likely to be shot by an officer than other races, but they were less likely to die than persons in any other group. Finally, "outside the lower fatality rate of black civilians shot by an officer, there was no racial variation on fatality or any interactive effect with the race of the officer who shot the civilian" (p.1117).

Elisha Cohen, Anna Gunderson, Kaylyn Jackson, Paul Zachary, Tom S. Clark, Adam N. Glynn, Michael Leo Owens, "Do Officer-Involved Shootings Reduce Citizen Contact with Government", Journal of Politics, Vol. 81, No. 3, (July 2019), pp. 1111- 1123.

Police Chief Turnover in Texas: An Exploratory Analysis

Police chiefs serve in one of the most visible, demanding, and complex roles in government. Not only are they responsible for the department's operations, they are also expected to effectively interact with other law enforcement and governmental agencies, business leaders, citizens, elected officials, and special interest groups. The American Bar Association has noted police chiefs are among the most important and demanding positions in local government.
While numerous studies have been conducted to identify factors contributing to officer turnover, little is known about police chief turnover. The average tenure for a police chief ranges from four to six years. This turnover often impacts the department's operations, creates chaos, and contributes to operational instability. More importantly, shorter tenure in the top leadership prevents the implementation of lasting change in departments. This study was designed to compare and evaluate the impact of leaders' performance and department's performance on the turnover of police chiefs. To accomplish this, peer evaluation survey data was obtained from newly appointed chiefs. The final sample size of 164 incumbents revealed approximately 52% of their predecessors voluntarily resigned. More than half (57.5%) were hired from outside the agency and approximately 70% of the respondents viewed the governing authority to be politically stable. Analysis of the data revealed the chief's experience and being hired from outside the agency was significantly linked to increased tenure. They also found candidates who were hired by the mayor experienced less turnover as compared to those hired by a city manager or city council.

Researchers noted chief turnover was more frequently linked to the individual's leadership approach and performance as compared with the department's performance. They suggested seasoned police executives are an untapped resource for helping communities address issues. In closing, the authors wisely noted terminating a police chief is often considered politically expedient when faced with a controversial issue. However, this approach is short-sighted and typically results in more harm than good.

Ydu Li and Ben Brown, "Police Chief Turnover in Texas: An Exploratory Analysis of Peer-Evaluation Survey Data Pertinent to Police Performance and Turnover", Police Quarterly, Vol. 22, Issue 4, pp.391-415, (2019)

Predicting Police Officer Seat Belt Use: Evidence-Based Solutions to Improve Officer Driving Safety

While considerable attention is focused on officer injuries resulting from physical attacks, few recognize a leading cause of officer injuries and death is automobile accidents. Previous studies have found that in the three-year period of 2017 – 2019, 138 officers were killed in traffic-related incidents. For every officer killed in an automobile collision, 234 officers were injured. That suggests an average of 10,764 officers were injured during the same period. While proper use of seat belts can increase the potential of surviving a potentially fatal collision from 44 to 73 percent, very little research has been conducted to determine why officers choose to not wear their seat belts. The purpose of this study was to identify factors associated with increased seat belt usage by officers so police leaders can implement evidence-based strategies to reducing officer injuries and fatalities. Researchers focused on six characteristics to determine which may be related to increased use of seat belts by officers. These include individual characteristics (gender, experience, education, in committed relationship or have children), impulsive attitudes (belief of being at risk of collision, fear of being assaulted while in car), risky behaviors (use cell phone or text while driving, off-duty collisions, being stopped while off-duty), training experiences (level of driver training including EVOC, pursuit, and simulator as well as their perception of the quality of their training), agency policies (department policies regarding driving behaviors and perceived likelihood supervisors would hold them accountable), and organizational characteristics (agency had officer injured/killed in accident, perceive to be treated fairly by supervisors, and engage the community better).

Working with the California Commission on Peace Officer Standards and Training Council, officers, sergeants, and lieutenants from eight small and mid-size California agencies were surveyed. Researchers found the greatest predictor of an officer wearing their seat belt was the belief their supervisor would hold them accountable for wearing them. They wisely noted, 'policy without accountability is a waste of time and will not increase officer safety.'

The second greatest indicator of seat belt usage as was officers' perception of the organizational justice. Officers who perceived they were treated fairly by their supervisors, had input in agency decision making, and their benefits were distributed fairly were more likely to wear seat belts. Researchers summarized the officers' belief as, 'the agency had their best interests in mind'.

Third, having a colleague to be seriously hurt or killed after being 'struck' by a car was linked to increased usage of seatbelts.

Surprisingly, however, having a colleague hurt or killed in a 'collision' was not linked to officers use of seat belts.

Increased officer experience was also identified as a very strong indicator officers' use of seat belts. Focus group discussions clarified this by reporting the individual's experience, not their age, was a better predictor of less risky behavior.

Supervisor enforcement of policy regarding the use of cell phones when operating the patrol vehicle was unrelated to seat belt usage.

In closing, researchers offered several recommendations for leaders to improve seat belt usage by officers.

- Create an environment where officers feel they are treated fairly, have an opportunity to be engaged in organizational decision making, and will be held accountable for wearing seatbelts.
- Conduct a formal debriefing for every collision officers are involved, regardless of the seriousness of the incident.
- Implement the use of training programs that focus on traffic-related dangers officers face as well as the consequences of the collisions.
- Include on-duty collisions as part of agency early warning system.
- Supported the use of psychological and background screenings of candidates for employment. In particular, the propensity for risk and instances of civilian-involved collisions should be evaluated.

Scott Wolfe, Spencer G. Lawson, Jeff Rojeck, and Geoffrey Alpert, "Predicting Police Officer Seat Belt Use: Evidence-Based Solutions to Improve Officer Driving Safety", Police Quarterly, Vol. 23 (4) 2020, pp. 472-499.

144th Marketing Group
Peachtree City, Georgia
Phone: 770-631-2937
www.144thMarketingGroup.com

A3 Communications
Irmo, South Carolina
Phone: 803-744-5000
www.a3communications.com

Abbott Solutions Group
LaGrange, Georgia
Phone: 706-298-7974
www.abbottsolutionsgroup.com

Acadia Healthcare
Franklin, Tennessee
Phone: 609-515-4111
https://www.acadiahealthcare.com

Aftermath Services
Aurora, Illinois
Phone: 800-366-9923
www.aftermath.com

Alan Jay Fleet Sales
Sebring, Florida
Phone: 877-939-3874
https://www.alanjay.com/

All Traffic Solutions
State College, Pennsylvania
Phone: 866-366-6602
www.alltrafficsolutions.com

Allan Vigil Ford Lincoln
Morrow, Georgia
Phone: 678-364-3983
www.allanvigilford.com

AmChar Wholesale, Inc.
Rochester, New York
Phone: 800-333-0695
https://amchar.com

American Aluminum Accessories
Perry, Florida
Phone: 850-223-5600
www.ezrideronline.com

American Specialty
Marietta, Georgia
Phone: 404-281-5322
http://www.americanspecialty.biz/

ARC Acquisition US Inc.
San Antonio, Texas
Phone: 210-348-9876
www.arc-pts.com

Armor Express
Starke, Florida
Phone: 231-544-4363
www.armorexpress.com

Axis Communications
Fort Lauderdale, Florida
Phone: 978-227-0285

Axon
Scottsdale, Arizona
Phone: 800-978-2737
www.taser.com

Ballistic Armor Defense and Equipment, LLC
Roswell, Georgia
Phone: 770-456-5612
www.ballisticarmordefense.com

Beard Technology Solutions
Mobile, Alabama
Phone: 904-426-3549
www.beardtechnologysolutions.com

Biotrauma
Gainesville, Georgia
Phone: 866-435-7704
www.biotrauma.com

BIS Digital, Inc.
Ft. Lauderdale, Florida
Phone: 800-834-7674
http://www.bisdigital.com/

Blauer Manufacturing Co.
Boston, Massachusetts
Phone: (800) 225-6715
https://www.blauer.com/

Blue Line Solutions
Chattanooga, Tennessee
Phone: 423-710-4495
www.bluelinesolutions.org

Blue360 Media
Park City, Utah
Phone: 435-602-6066
www.blue360media.com

BOS Security
Athens, Georgia
Phone: 706-353-3030 ext. 20
https://www.bossecurity.com/

Bounce Imaging
Waltham, Massachusetts
Phone: 202-630-3725
https://www.bounceimaging.com/

Brannen Motor Company
Unadilla, Georgia
Phone: 800-999-9606
http://www.brannenmotorcompany.com

Business Watch International (U.S.) Inc.
Coral Springs, Florida
Phone: 877-404-3368 x 6
www.bwirapid.com

Byrna Technologies
Las Vegas, Nevada
Phone: 409-599-7410
www.le.byrna.com

Carfax for Police
Centerville, Virginia
Phone: 303-551-3743
https://www.carfaxforpolice.com/

Cen-Signal
Columbus, Georgia
Phone: 800-554-1101
www.cen-signal.com

ChiefMart
Ormond Beach, FL
Phone: 315-247-6129
www.chiefmart.com

Clear Touch Interactive
Greenville, South Carolina
Phone: 864-973-7973
www.getcleartouch.com

CMI, Incorporated
Owensboro, Kentucky
Phone:
www.alcoholtest.com

Columbia Southern University
Orange Beach, Alabama
Phone: 800-977-8449
www.columbiasouthern.edu

Comcast
Philadelphia, Pennsylvania
Phone: 215-203-4580

Command College, Columbus State University
Columbus, Georgia
Phone: 706-566-6643

Computer Information Systems
Skokie, Illinois
Phone: 847-673-7800

Courtware Solutions, Inc.
Acworth, Georgia
Phone: 678-643-7027
http://www.courtware.com

Cpak Technology Solutions - refer to Abbotts Solutions Group
LaGrange, Georgia

Criminal Justice Coordinating Council (CJCC)
Atlanta, Georgia
Phone: 404-657-1956

Critical Response Group, Inc.
Ewing, New Jersey
Phone: 732-779-4393
www.crgplans.com

Dana Safety Supply
Sugar Hill, Georgia
Phone: 770-362-8069
www.danasafetysupply.com

DD Consulting & Management
Huntersville, North Carolina
Phone: 704-909-2970
www.ddconsultingservice.com

Decatur Electronics
San Diego, California
Phone: 801-820-6896
https://www.decaturelectronics.com/

Diverse Computing, Inc. (DCI)
Tallahassee, Florida
Phone: 850-656-3333
https://www.diversecomputing.com

Dix Enterprises
Jamestown, North Carolina
Phone: 336-906-7322
https://dixdefense.com/

Eagle Advantage Solutions
Carrollton, Georgia
Phone: 770-834-5283
www.eagleadvantage.com

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

Elbeco, Inc.
Reading, Pennsylvania
Phone: 800-468-4654
www.elbeco.com

EVIDENT
Union Hall, Virginia
Phone: 800-576-7606
www.shopEVIDENT.com

Extra Duty Solutions
Shelton, Connecticut
Phone: 732-259-0058
www.extradutysolutions.com

Faulkner University
Montgomery, Alabama
Phone: 334-386-7343
www.faulkner.edu

Federal Signal Corporation
University Park, Illinois
Phone: 708-534-3400
www.fedsig.com

Financial Vest
Roswell, Georgia
Phone: 770-587-1103
www.financialvest.com

First Tactical
Modesto, California
Phone: 209-602-6584
https://www.firsttactical.com/

FirstGuard, LLC.
Prattville, Alabama
Phone: 334-717-3106
www.firstguardofficers.com

FirstNet Powered by AT&T
Dallas, Texas
Phone: 703-342-9671
FirstNet.com

Flock Safety
Atlanta, Georgia
Phone: 404-996-0074
www.flocksafety.com

Flying Cross
Cincinnati, Ohio
Phone: 513-793-5400
http://www.flyingcross.com/

Foundation for a Drug-Free World
Atlanta, Georgia
Phone: 404-219-8107
http://www.drugfreeworld.org

GA Assoc. of Women in Public Safety
Bishop, Georgia
Phone: 706-338-3184

Galls
Marietta, Georgia
Phone: 800-876-4242
www.galls.com

Georgia Law Enforcement Certification Program
Duluth, Georgia
Phone: 770-495-9650

Georgia Lottery
Atlanta, Georgia
Phone: 404-215-5084
www.gacoam.com

Georgia Operation Lifesaver, Inc.
Atlanta, Georgia
Phone: 770-393-2711
www.georgiaol.org

Georgia Police Accreditation Coalition (GPAC)
LaGrange, Georgia
Phone:
www.gpacinc.com

Georgia Public Safety Training Center
Forsyth, Georgia
Phone: 478-993-4435
https://www.gpstc.org/

Ginn Chrysler, Jeep, Dodge, LLC
Covington, Georgia
Phone: 678-625-4000
www.ginncommercial.com

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

Glock, Inc.
Smyrna, Georgia
Phone: 770-432-1202
www.glock.com

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

Graphic Designs International LLC
Stuart, Florida
Phone: 800-344-6853
www.gdigraphics.com

Gresco Technology Solutions
Forsyth, Georgia
Phone: 478-315-0812
www.grescouas.com

GRESCO
TECHNOLOGY SOLUTIONS
A GRESCO BRAND

GT Distributors, Inc.
Rossville, Georgia
Phone: 706-866-2764
www.gtdist.com

Guardian Leadership
Phone: 470-317-8200
https://www.guardianleaders.com/

Gulf States Distributors
Montgomery, Alabama
Phone: 334-271-2010
https://gulfstatesdist.com/

Gunbusters of Florida and Georgia
Jacksonville, Florida
Phone: 904-800-1625
http://www.thegunbusters.com/home.html

Hardy Fleet Group
Dallas, Georgia
Phone: 770-445-9411
www.hardyfleet.com

Hidow International
Cranston, Rhode Island
Phone: 401-499-3494
https://www.hidow.com/

Interceptor Public Safety Products, Inc.
Forsyth, Georgia
Phone: 478-974-0105
http://www.interceptor-pse.com

Intoximeters
St. Louis, Missouri
Phone: 314-429-4000
www.intox.com

InVeris Training Solutions
Suwanee, Georgia
Phone: 678-288-1362
https://inveristraining.com/

IQS Software, LLC
Morrow, Georgia
Phone: 800-813-5391
https://www.noteone.tech/

ISO Network
Kennesaw, Georgia
Phone: 678-885-9211
www.isosmartcity.com

Judy Jay Signature Promotions
Atlanta, Georgia
Phone: 770-241-5955
http://www.judyjay.com

Kontek Industries
Kannapolis, North Carolina
Phone: 573-380-6950
www.kontekindustries.com

KONTEK
BE BOLD. START SOMETHING.

Kustom Signals, Inc.
Lenexa, Kansas
Phone: 800-458-7866
www.kustomsignals.com

L.A.W. Publications
Addison, Texas
Phone: 800-527-0156
http://www.lawpublications.net

EST. 1974
LAW
PUBLICATIONS

LeadsOnline
Plano, Texas
Phone: 800-311-2656
www.leadsonline.com

LegalShield
Bloomingdale, Georgia
Phone: 678-386-9132
https://www.legalshield.com/

LensLock, Inc
San Diego, California
Phone: 615-537-1700
https://lenslock.com/

Leonardo/ELSAG ALPR Systems
Greensboro, North Carolina
Phone: 518-495-2288
https://www.leonardocompany-us.com/

Lexipol
Aliso Viejo, California
Phone: 949-484-4444
www.lexipol.com

LexisNexis Coplogic Solutions | GEARS
Martinsville, Indiana
Phone: 765-813-4740
www.buycrash.com

Local Government Risk Management Services
Norcross, Georgia
Phone: 800-650-3120

Loudoun Communications, Inc
Douglasville, Georgia
Phone: 678-237-7923
loudouncomm.net/

Lunars Pet Shop
atlanta, Georgia
Phone: 678-457-4110
gachiefs.com

Madden & Associates
Braselton, Georgia
Phone: 678-963-2060
www.tjmadden.com

McLaggan Communications
Hahira, Georgia
Phone: 229-896-8205
www.mclaggancomm.com

Mental Health Alert Wristbands
Savannah, Georgia
Phone: 912-222-8108
https://www.mentalhealthalertwristbands.com/

Miller Electric
Jacksonville, Florida
Phone: 904-510-0378
www.mecojax.com

Mobile Installation Technologies, LLC
Marietta, Georgia
Phone: 770-859-9555
https://mobileinstallusa.com/

Motorola Solutions, Inc.
Columbus, Georgia
Phone: 706-561-2218
www.mot.com

MPH Industries
Owensboro, Kentucky
Phone: 270-685-6509
www.mphindustries.com

National Police Credit Union
Louisville, Kentucky
Phone: 844-267-7283 ext8252

NDI Recognition Systems
Winter Springs, Florida
Phone: 321-441-1800 x 105
www.ndi-rs.com

O.C. Welch Ford-Lincoln
Hardeeville, South Carolina
Phone: 843-288-0100
https://www.goseeocford.com/

Off Duty Management
Katy, Texas
Phone: 281-574-6187
www.offdutymanagement.com

OmniQ
Salt Lake City, Utah
Phone: 541-933-5844
https://www.questsolution.com/

Optotraffic, LLC
Lanham, Maryland
Phone: 888-332-8528
www.optotraffic.com

Patterson Pope, Inc.
Norcross, Georgia
Phone: 770-416-6515
www.pattersonpope.com

Phil Brannen Ford of Perry Georgia
Perry, Georgia
Phone: 478-987-2411
https://www.philbrannenfordofperry.com/

Police and Sheriff's Press
Vidalia, Georgia
Phone: 912-537-0780
www.pasp365.com

PowerDMS
Orlando, Florida
Phone: 800-749-5104
www.powerdms.com

POWERMOON Enterprises LLC.
Lawrenceville, Georgia
Phone: 770-516-2266
www.powermoon.com

Precision Planning, Inc.
Lawrenceville, Georgia

Premier Body Armor
Kings Mountain, North Carolina
Phone: 704-750-3118
www.premierbodyarmor.com

PRO-VISION Video Systems
Byron Center, Michigan
Phone: 616-583-1520
www.provisionusa.com

ProLogic ITS
Acworth, Georgia
Phone: 866-923-0513
www.prologicits.com

Propertyroom.com
Frederick, Maryland

Radio One
Norcross, Georgia
Phone: 678-218-9900
www.kelrad.com

Redflex Traffic Systems
Glendale, Arizona
Phone: (866) 703-8097
redflex.com

RedSpeed USA
Lombard, Illinois
Phone: 630-317-5700
http://www.redspeed-usa.com/

Safe Fleet
Houston, Texas
Phone: 866-812-6226
https://www.safefleet.net/lawenforcement

Saltus Technologies
Tulsa, Oklahoma
Phone: 877-249-3249
www.saltustechnologies.com

Schedule Express by Informer Systems
San Mateo, California
Phone: 805-657-9023
http://informersystems.com/

Secure Watch 24, LLC
New York, New York
Phone: 212-729-5400
http://www.sw24.com/

Simpson Sales Company, Inc.
Lawrenceville, Georgia
Phone: 770-237-0991
www.simpsonsalescompany.com

SmartCOP
Pensacola, Florida
Phone: 850-429-0082
www.smartcop.com

Smyrna Police Distributors
Smyrna, Georgia
Phone: 770-434-1986
www.spdist.com

SoundOff Signal
Hudsonville, Michigan
Phone: 616-896-7100x
www.soundoffsignal.com

Southeast Responder Solutions, LLC
Ashville, Alabama
Phone: 205-224-3166

Southern Software, Inc.
Southern Pines, North Carolina
Phone: 1-800-842-8190
www.southernsoftware.com

SouthernLINC Wireless
Atlanta, Georgia
Phone: 678-443-1500
www.southernlinc.com

SRT Supply/Federal Eastern International
Jacksonville, Florida
Phone: 727-526-5451
www.srtsupply.com

Stalker Radar
Plano, Texas
Phone: 972-398-3780x160
www.stalkerradar.com

Stanard and Associates, Inc.
Chicago, Illinois
Phone: 800-367-6919 ext. 270
www.stanard.com

Stone, McElroy and Associates
Smyrna, Georgia
Phone: 770-431-6858
www.stonemcelroy.com

Stryker
Kalamazoo, Michigan
Phone: 269-385-2600
https://www.stryker.com/us/en/index.html

SymbolArts
South Ogden, Utah
Phone: 801-475-6000
www.symbolarts.com

Synergistic Software, Inc.
Villa Rica, Georgia
Phone: 770-537-1500
www.getssi.com

T & T Uniforms, Inc.
Smyrna, Georgia
Phone: 404-324-9395
www.ttuniforms.com

T-Mobile
Atlanta, Georgia
Phone: 404-617-1188
t-mobile.com

Tango Tango
Huntsville, Alabama
Phone: 888-826-4607
www.tangotango.co

The Calendar Guys
Knoxville, Tennessee
Phone: 865-405-8930
www.thecalendarguys.com

The Security Executive Council
Marietta, Georgia
https://www.securityexecutivecouncil.com/index.html

TMDE Calibration Labs, Inc.
Richmond, Maine
Phone: 207-737-4493
www.tmde.com

TRU-SPEC
Marietta, Georgia
Phone: 770-427-1334
www.truspec.com

Tyler Technologies
Plano, Texas
Phone: 800-646-2633
www.tylertech.com

University System of Georgia eCampus
Carrollton, Georgia
Phone: 678-839-5398
http://www.usg.edu/

USA Software, Inc.
Cooper City, Florida
Phone: 954-436-3911
www.usa-software.com

Vapen Systems Inc.
Lawrenceville, Georgia
Phone: 561-346-7038
https://www.qvrsafe.com/

Verizon Wireless
Alpharetta, Georgia
Phone: 770-823-3332
www.verizonwireless.com

Verra Mobility
Mesa, Arizona
Phone: 480-596-4787
www.verramobility.com

Vetted Security Solutions
St. Petersburg, Florida
www.vettedsolution.com

Virtual Academy
Martin, Tennessee
Phone: 844-381-2134
www.virtualacademy.com

Visual Labs
Menlo Park, California
Phone: 818-919-9802
www.visuallabsinc.com

Wade Ford, Inc.
Smyrna, Georgia
Phone: 770-436-1200
www.wadeford.com

Wanco
Arvada, Colorado
Phone: 303.427.5700
https://www.wanco.com/

West Chatham Warning Devices
Savannah, Georgia
Phone: 912-234-2600
www.westchatham.com

West Warning Equipment
Augusta, Georgia
Phone: 706-855-6916
www.westwarningequipment.com

William Barnet and Son LLC
Spartanburg, South Carolina
Phone: 864-327-4615
https://www.barnet.com/

Williams Communications, Inc.
Tallahassee, Florida
Phone: 800-649-5783
www.wmscom.com

ZOLL Medical Corporation
Chelmsford, Massachusetts
Phone: 800-348-9011
www.zoll.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)