NATIONAL ACADEMY

ASSOCIATE

A LOOK IN THE MIRROR:

A Case Study About Police Race Versus Cultural Awareness for Effective Staffing

PLUS | *Meet the New Association Executive Director*
Howard Cook, NA Session #224

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"Continuing Growth Through Training and Education"

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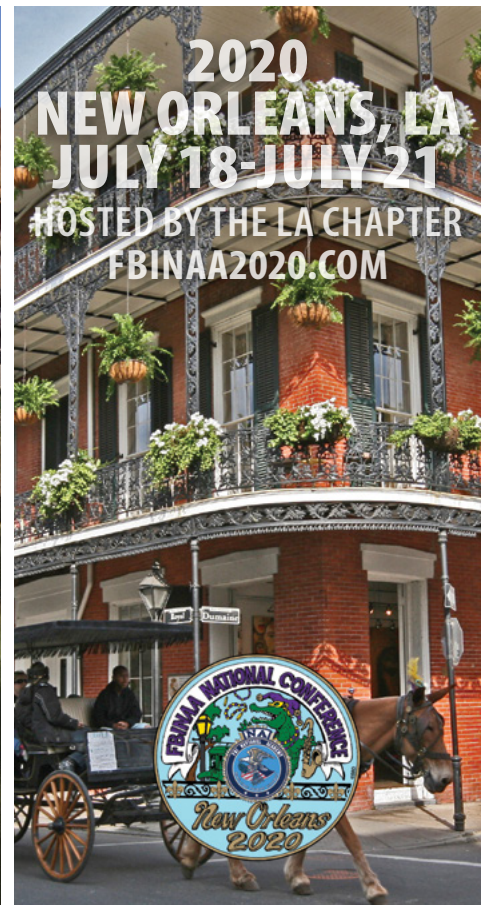
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A few of Pearland's finest.
(Pearland, Texas)

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STAY CONNECTED

ASSOCIATION PERSPECTIVE

by Scott Dumas

With tongue firmly planted in cheek I'd like to title this month's article as: What Happened

As I begin I am reminded that there are two things that cops hate most, the first is change, and the second is lack of change. It is certainly not from the stand point of lack of change that I begin this address.

Last February, the Executive Board went through an exhaustive process to find the next Executive Director of the FBI National Academy Associates. Our three finalists, **Howard Cook**, **John Kennedy**, and **Mark Morgan**, were three outstanding individuals, more than capable to bring our Association forward. Each had their own strengths; one a long time member heavily involved in his chapter with a knack for fundraising, good business sense, engaging southern personality, and a passion for the National Academy like no other. Another was non-law enforcement, but with a strong non-profit background. He had a strong business sense as well as working with law enforcement entities in the non-profit world. The third had recently resigned as the head of the United States Border Patrol. Prior to that, he enjoyed a 20 year career with the FBI; his last assignment being Assistant Director over the training division, which oversees the National Academy. Given his background, he had an unexpected strong business sense, held a law degree, and had previous service with the LAPD. After the final interviews had ended the board realized it had a tough task ahead of it. The discussion was lively, passionate, and professional, but there was only one hole to fill. It came up on more than one occasion we needed to hire all three of them; or it's too bad we couldn't roll them all up into one. In a sense, that's what happened.

Mark Morgan officially took over as the Executive Director at the conclusion of our conference in Washington, D.C. in August. Prior to that Mark volunteered his time to get into the weeds of our Association. He participated in phone calls, went through our strategic plan, dug into our policies, by-laws, and Constitution, and with the guidance and oversight of the Executive Board, the diligence and hard work of the staff, Mark began to set in place a re-directed focus of our priorities as they related to our Mission of *Impacting Communities by Providing and Promoting Law Enforcement Leadership through Training and Networking.*

Recognizing an area for his own development was his non-profit acumen, one of the first things Mark did as an Executive Director was to look within the budget to see if there was a way to bring **John Kennedy** on board as a commissioned consultant due to his lengthy non-profit experience. John is a member of **ASAE (American Society of Association Executives)**, which is considered the "go to" association in the non-profit world. John brought with him an ASAE certification and began to assist Mark with a path forward to the

challenges of re-committing to our Vision of the *Continuous Development of the World's Strongest Law Enforcement Network.* Together, with input from our Chapter Officers a re-defined strategic plan was developed and rolled out to the board in late November.

Mark Morgan brought the Association a long way in a short period of time. It was a direction the Executive Board not only wanted to go but also needed to go for our Association to continue to be a voice in law enforcement. It was disappointing to me and the rest of the board that Mark tendered his resignation due to personal reasons. We wish him the best of luck with whatever the future holds for him. But that disappointment was quickly replaced with excitement with the hiring of Howard Cook. Howard is a graduate of the 224th Session and is the first FBI National Academy graduate to serve as our Executive Director. This is a new direction for our Association. To anyone that knows Howard, knows that his ability, experience, drive, and passion will continue to move us forward as we recommit to our mission of training and networking. We have a strong, collaborative relationship with **Assistant Director Resch** and his team and have received nothing but support from the training division under his leadership. The staff of the FBI National Academy Associates, most of whom know Howard due to his time on the South Carolina board, are eager to get started under his leadership. If you know Howard, reach out and congratulate him, if you don't, reach out and introduce yourself. After that, let him be, he has some work to do and he is eager to get started!

As 2017 comes to an end I want to recognize an article I recently read that stated officers killed in the line of duty were the lowest they have been in 50 years; 128, down from 144 in 2016, 44 of which were shot and killed. That means that 84 died from other means. I would like for us as an Association to strongly get behind the Below 100 initiative. This year we set our sights on 17,000 active members and we accomplished that, with the New England chapter getting credit for signing up the **17,000th member**. Imagine if we as an Association were to get behind the Below 100 initiative. Is this something that is important to law enforcement? I was at the New Jersey re-trainer in early October, and although I knew about Below 100 and what it represented, I had never attended training on it. Corporal **Geoff Bush** a trooper with the Pennsylvania State Police was the instructor. He was outstanding. The end of the presentation

Pictured (L-R): FBI Director Christopher Wray, FBINA Session #270 Class Speaker Craig Wiles, FBINAA President Scott Dumas and US Attorney General Jeff Sessions. The group poses with the FBINA 270 Yellow Brick signed by President Trump.

consisted of videos of the spouses and kids of those fallen officers. They were speaking to them as if they were there, describing all that they had missed, birthdays, bah mitzvahs, graduations, weddings. These officers died because they didn't do some of the simpler things we all can do and often fail to do, such as buckling a seat belt, or properly clearing an intersection. Particularly moving to me was the wife of an officer that was distraught over how he "lied" to her. He would always tell her he does everything he can every day to assure that he comes home to her and their three kids. But he didn't buckle his seatbelt. I was speaking with **Tommy DePaul** (203rd) who runs an academy in Cape May, NJ. Tommy said he was going to run the Below 100 presentation at each of his academies. I stated, when you do, invite the families, then we'll make a difference.

We can do anything we set ourselves out to do. The FBINAA is strong. We are in a great place and moving forward. We are poised to positively impact our profession and our communities and that is due to the over 17,000 members world-wide committed to both our profession and our communities. We also have the support. At the 270th session, for the first time in 46 years, a sitting President came to a National Academy graduation to address the attendees. The message was loud and concise, *"the President of the United States has your back, 100%".* That's a message that is good to hear.

Be safe, be strong, be vigilant, and be proud!

Scott A. Dumas
President FBINAA

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Greetings!

by Howard Cook, Executive Director

Dear Friends,

I am humbled and honored to have been selected to lead the FBI National Academy Associates as the new executive director. As a Graduate of the 224th session, I will bring servant leadership to our Association. I want to thank everyone for your warm welcome. Also, I want thank the national office staff and the board members for their support and assistance in helping me transition into this position. I am fired up about the opportunity to serve our members to a strong sustainable future. I have worked with many of you throughout my twenty-nine years of law enforcement service in state, municipal, and campus law enforcement agencies. In addition to working in law enforcement, I have also served on non-profit boards in many capacities from state level associations to international associations from positions of President to Executive Director over the past seventeen years. I have a proven track record in fundraising, sponsorships, administrative leadership and conference planning. I look forward to this opportunity to bring new ideas, support, and transparency to our already top-notch Association.

My first orders of business are to get to team build with and support our national office staff, continue the implementation of the three year strategic plan, and to jump into our national annual training conference.
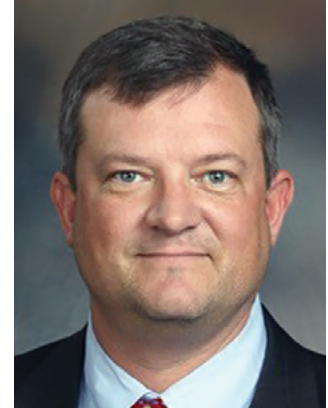
I will be approachable and reachable to all of our members and I look forward to the opportunity to meet you if we have not met and to reconnect with all of my old friends.

My office is open to any of you, at any time.

Sincerely,

Howard M. Cook
Executive Director

JAN **2018** FEB

James Lamkin

A LOOK IN THE MIRROR: A CASE STUDY ABOUT POLICE RACE VERSUS CULTURAL AWARENESS FOR EFFECTIVE STAFFING

This research investigated strategies related to sworn police department staffing in diverse communities. The significance of the research was to assess whether police officer racial and ethnic makeup needs to mirror the population in the community served or if cultural awareness training can serve as an alternative in lieu thereof, for effective delivery of services. The research addressed three principle questions that related to staffing and service delivery. This was a qualitative, single case study. In addition to a literature review of what other organizations have learned, the research included an interview process with three groups of three participants using fifteen semi-structured questions.

Each participant was also asked to rate their perspective of significance for each interview question to determine their perspective on how important the question related to the research project. The interview participants included police administrators, officers, a human resource manager, an elected official and residents of three municipalities. The interview results were compared to a literature review to reach a conclusion. The research concluded that mirroring police officer staffing to community population was a desirable goal that was not possible, but cultural awareness training was the realistic alternative. The conclusion provided a recommendation for those in police leadership positions to recruit for diverse staffing, and mandate cultural awareness training on a regular basis. The benefit of conducting this research provided guidance in staffing law enforcement workforces to effectively meet the challenges of the present with a foundation for the demands of the future.

INTRODUCTION

The most visible component of government in many communities is the presence of the police department. That presence may be in the form of a marked patrol car, an officer in uniform, and a police station. In many communities, police headquarters are the only part of government that is staffed and open for business around the clock, seven days a week. People come to the police for many reasons that include making arrests. When situations occur, the police are always available and are called upon for assistance. In most cases, the police have resources available themselves or by referral to other law enforcement and government agencies. Regardless of race or eth-

A Look In the Mirror: A Case Study About Police Race Versus Cultural Awareness for Effective Staffing *continued from page 9*

nicity, people are accustomed to a response when help is needed. Police work inherently does not allow for decisions on who the customer base is or where it originates. The mission statement used by many law enforcement agencies *"we serve and protect"* is a reality to the foundation for services provided.

The most recent data collected by the United States, Office of Justice Programs; Bureau of Justice Statistics indicates there are 18,000 state and local law enforcement agencies. Of the 18,000 more than two thirds are considered local law enforcement agencies. They define local law enforcement, as *"an agency other than a sheriff's office that is operated by a unit of local government"* (United States Bureau of Justice Statistics, 2008, p. 1). The data indicates that 12,501 local police departments have at least one full time police officer. There are 461,000 police officers which account for 60% of officers coming from local law enforcement agencies. In addition, one in every eight officers was female, and one in every four officers was a member of a racial or ethnic minority. At the time the information was collected, 16% were Hispanic or Latino.

There are many different races and ethnic backgrounds represented within the United States. While each community may have a different make-up of their population, the police may not have the same makeup. Regardless, the police serve all of the residents and the question arises whether the local police have the ability to respond appropriately and legally with everyone they encounter, even if they come from different race or ethnicity.

There are approximately 900,000 law enforcement officers in the United States. Twelve percent of them are female. On an average there

are one hundred fifty officers who die in the line of duty each year ("Key Data about the Profession," 2014, p. 1). In an effort to safeguard officers from getting hurt or killed in the line of duty, ongoing training must remain a priority in communities.

In August of 2014, an incident occurred in Ferguson, Missouri that has raised the issue that led to this research. The incident involved a white police officer investigating a crime that had just occurred. The African-American suspect was found walking down a street and was stopped by the officer who was conducting a preliminary investigation. There was an exchange between the officer and suspect, which led to the suspect walking away. As the officer re- approached the suspect, during this exchange the officer ended up fatally shooting the suspect. The incident was clearly observed by a number or people. There were other observers who had less specific details. The officer was immediately placed on an administrative assignment, while appropriate non-Ferguson law enforcement personnel investigated the incident. The community was enraged, with riots and looting occurring for days. The investigation continued for months. During this time the community became enraged due to allegations the officer over reacted because of racial tension. It was further alleged that the make-up of the Ferguson Police Department was not a proper representation of the community.

According to information from the City of Ferguson, the population as of 2010 is as follows:

• **Total Population**	**21,203**
• **White Percentage of Population**	**29.3%**
• **Black or African American**	**67.4%**
• **American Indian**	**1%**
• **Asian**	**1%**
• **Other**	**1.3%**

The implication that followed indicated that the police department was less than understanding of different demographics. Furthermore, the police department staffing should mirror the community population which has 53 officers and only three are African-American. The United States Department of Justice engaged a separate civil rights investigation into the officer's actions as well as the operations of the Ferguson Police Department. In November of 2014, after hearing weeks of testimony, a St. Louis County grand jury found no grounds that Officer **Darren Wilson** committed a criminal act for the shooting of **Michael Brown**. The Ferguson community was again enraged over this decision. This has opened the door for discussion in cities across the United States about the actions of police officers in relation to diverse communities. On December 18, 2014, **President Barack Obama** signed an executive order establishing the **President's Task Force on 21st Century Policing**. With law enforcement representatives from local, state and federal levels, the task force was established. The intent was to identify best practices, making recommendations to the President on how policing methods can effectively reduce crime while building trust with the public. In addition, the task force was to explore relationships between law enforcement and the communities they serve.

Several months after the grand jury decision, the Department of Justice report also found no civil rights violation by Officer **Darren Wilson**, who had since resigned from the Ferguson Police Department. Attorney General **Eric Holder** had continued to address this issue and a need for law enforcement reforms in policing diverse populations. In March of 2015, the Ferguson City Manager and Police Chief both resigned from their positions.

ZERO
LAW ENFORCEMENT
SUICIDES

A BOLD, ACTION-ORIENTED INITIATIVE TO REDUCE SUICIDE DEATH WITHIN LAW ENFORCEMENT.

Since 1974, there has been a downward trend in line-of-duty deaths within law enforcement. Initiatives that highlight officer safety and wellness have contributed to that decline. The number of deaths is still too high and much more needs to be done to reduce line-of-duty death. Yet in the history of law enforcement, there has not been a dedicated, organized initiative to protect our officers from suicide. Sadly, the most dangerous person they will face during their career could be the person they face in the mirror every day.

Unlike line-of-duty deaths, there is no nationally recognized recordkeeping system that tracks the number of suicides within the profession. This can be a deterrent in prevention programs as there is no way to measure what didn't happen. Even without a national registry, there are still many reports of suicide within law enforcement. Regardless of consistent data, prevention of suicide should be a high priority: one death is too many. Zero is the goal.

ZERO is a bold initiative because - One too many. This requires all of us coming together.
This will not be easy, but what could be more important? Suicide is complex and multi-faceted; therefore, a complex, multi-faceted approach is needed to prevent it. It will require:

Collaboration among law enforcement, health care, support systems, and private businesses for this to succeed.

Elimination of the stigma associated with mental health, asking for help, and accessing help when dealing with stress or trauma.

Recognition of the symptoms of unhealthy stress or trauma by supervisors and co-workers.

Access to appropriate resources 24/7/365 with training on how to access them in time of need.

Training on how to build resiliency within all employees, regardless of assignment or rank.

Development of plans, procedures, programs and a playbook outlining how to interact with someone before, during, and after a crisis.

ZERO requires courage. Courage will come from individuals and organizations willing to take a stand and make a difference. It's time to stop talking and time to take action.

ARE YOU READY TO BE **BOLD?** ARE YOU READY TO BE **COURAGEOUS?**
COME STAND WITH US AND REACH FOR ZERO.

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RAPID DNA IDENTIFICATION:

CHANGING THE PARADIGM

Richard Selden, MD, PhD
James Davis

Although DNA evidence has assisted many cases over the past two decades, the impact of DNA on law enforcement is still in its infancy. With the passage of the **Rapid DNA Act of 2017**, thousands of police booking stations will use Rapid DNA to test arrestees. In parallel, influential Chiefs and Sheriffs are already beginning to utilize **Rapid DNA** at the crime scene. **ANDE Corporation** has been dedicated to developing Rapid DNA—defined as the generation of DNA IDs of cheek swabs or forensic samples outside the lab by non-technical operators in less than two hours—because we believe that DNA can play an even greater role in making the world a safer place. Rapid DNA has the potential to impact 100-fold more cases than possible with today's lab-based system, a true paradigm shift leading to significant reductions in crime. Rapid DNA promises to be the most important new tool to be added to law enforcement's armamentarium in decades, and this paper provides an overview of the major applications of Rapid DNA.

T*he Rationale for Rapid DNA.* The **DNA Identification Act of 1994** established the FBI's authority to build the **National DNA Index System (NDIS)**, and, by October 1998, the system became operational. For the next 20 years, DNA testing has been limited to approximately 200 accredited forensic labs. The unintended consequences of the lab-centric approach to DNA testing have been delays in evidence processing and the development of substantial backlogs. Laboratory processing of DNA samples can take weeks to months—sometimes even years. Furthermore, the White House has estimated that over 400,000 Sexual Assault Kits are backlogged[1] and researchers have estimated that over 100,000 cases are backlogged.[2] The long lag between submission of forensic samples and the availability of DNA results (as well as the possibility that results will never be generated) has led agents and officers to submit fewer samples per crime scene or not to submit samples at all. Consequently, DNA plays only a limited role in the investigation of crime today, almost entirely due to the time-consuming, labor-intensive, and costly requirement to process all samples in laboratories. The problem can best be summarized as follows: the **CODIS (Combined DNA Index System**, the FBI's program of support for criminal justice DNA databases as well as the software used to run these databases) has assisted more than 387,385 investigations since 1998, but well over 200 million crimes have occurred during this time period—an impact of less than 0.2%. CODIS has been spectacularly successful in introducing complex technology into law enforcement—Rapid DNA offers a means to dramatically enhance its impact.

How Rapid DNA Works. **Rapid DNA identification** is the real-time generation of a DNA ID in less than two hours, performed by nontechnical users outside the laboratory. DNA IDs, also referred to as **"DNA Fingerprints"** or **"Short Tandem Repeat (STR) profiles"**, are generated using the same basic steps whether in a lab or a Rapid DNA instrument. The first step is to break open the cells in a forensic sample, the second is to make copies of 20 specific regions of the chromosomes, and the third is to determine the size of those 20 specific regions. It is the variation in size of these 20 regions that is characteristic of a given individual—a DNA ID is many orders of magnitude more accurate than any other biometric. A typical DNA ID would have a random match probability—the chance of another person by chance having the identical DNA ID--of less than 1 in a trillion trillion.

Although the biochemical steps to generate a DNA ID are the same in a Rapid DNA instrument and the lab, the Rapid DNA approach is much more straightforward. A forensic sample is swabbed, up to five swabs are place into a chip, and the chip is placed into the **ANDE® instrument** *(Figure 1)*. All required chemical reagents are pre-loaded into the chip, and, following processing, the DNA ID is analyzed automatically, yielding immediately useful results. Less than two hours after loading the chip, the DNA IDs are completed. Using software provided by ANDE or by the FBI, the DNA ID is used to generate an actionable result (see below). The ANDE instrument is ruggedized to a military standard *(Figure 2)* for transport and use in the field—it is being used by **USSOCOM** around the world for counterterrorism missions and has been demonstrated in the field for disaster victim identification. The two major applications in law enforcement are arrestee testing and criminal investigations.

The Supreme Court, **The Rapid DNA Act of 2017** *and* **Arrestee DNA Testing.** In 2009, **Alonzo Jay King** was arrested for assault in Wicomico County, Maryland. Under Maryland law, King was required to provide a cheek swab for DNA analysis. The cheek swab was processed (using conventional DNA techniques) and was found to match a cold case—a rape of a 53-year-old woman that had occurred in 2003. Ultimately King was convicted of the rape and sentenced to life in prison without parole. He moved to suppress the DNA match, arguing that the collection of his cheek swab on arrest violated his Fourth Amendment right to be protected against an unreasonable search and seizure. Maryland v King[4] was eventually heard by the Supreme Court, and in a landmark 2013 decision, the Court determined that "taking and analyzing a cheek swab of the arrestee's DNA is, like fingerprinting and photographing, a legitimate police booking procedure that is reasonable under the Fourth Amendment.[3]" Today, 30 states have arrestee DNA collection laws, with certain states requiring testing of all arrestees and others limiting collection based on the charging of certain crimes.

The FBI had been preparing for Rapid DNA Identification, including funding the development of the ANDE system since 2009. The Supreme Court decision accelerated their activities. These were highlighted by the development of **RDIS (Rapid DNA Index System)**, a part of CODIS designed to allow Rapid DNA results generated from arrestees in police stations to search the federal DNA database. The FBI's vision for Rapid DNA is to enable the database search to occur while the arrestee is still in custody. If the search results in a match to an unsolved crime, the agency that submitted the sample that matched will receive an Unsolicited DNA Notification (UDN[5]). Today, the months required for labs to perform DNA IDs means that arrestees are frequently released long before matches are made—free to commit further crimes. With RDIS, Rapid DNA Identification will advance investigations and efficiently identify recidivist arrestees.

In parallel with the development of RDIS, the **Rapid DNA Act of 2017** made its way through Congress. Passed by unanimous consent in both the House and Senate, the bill was signed into law this past August. The new law permits FBI- (specifically National DNA Index System- [NDIS]) approved Rapid DNA systems to be placed in police stations, used to generate DNA IDs from arrestees, and integrated with RDIS to allow real-time matching

Analytics Are Changing the Fight Against Child Exploitation

Louis F. Quijas

Technology is evolving faster than ever before. Today, if you want to communicate with family and friends, share pictures with loved ones, browse on the internet, or upload a post on social media, it is second nature to just whip out a mobile device and do it all from the palm of your hand.

Unfortunately, for all their benefits, always-on, connected devices and networks have created channels for predators to exploit children and proliferate explicit material. Nearly every week, the media reports on yet another tragic victim of **child sexual exploitation (CSE)** and abuse. The number of photos and videos seized and reviewed annually is staggering. In a 2016 report by the US Department of Justice, **The National Center for Mission & Exploited Children (NCMEC)** estimated that more than 26 million sexual abuse images and videos were reviewed by their analysts in 2015 alone. That number continues to climb exponentially each year, challenging law enforcement agencies around the globe.

"When I started in forensics, the majority of devices we seized were desktops and laptops," said Det. **Randy Kyburz**, Certified Digital Forensic Examiner with the Seattle Police Internet Crimes Against Children Unit. *"Years ago, we'd walk out of a crime scene with maybe one of each. Today, we often collect 30+ devices at a crime scene, with smart phones making up about 40 percent of total devices recovered."*

Traditional digital forensic workflows combined with sentencing guidelines and the sheer volume of offenders has created an epidemic where child victims are often undetected and undiscovered, and the crimes committed against them are never investigated. The failure of this detection enables the continued access to, and abuse of, these children.

An Urgent Call to Action

Thanks to ubiquitous connectivity, offenders have virtually unlimited access to unsuspecting children and lurid content. An FBI investigation of a single child pornography website hosted on **Tor**, the anonymous internet network, had approximately 200,000 registered users with 100,000 individuals accessing the site during a 12-day period[1]. Individual offenders often possess massive collections of terabytes or even petabytes of data on multiple devices.

Until recently, when tens of thousands of images of child abuse material were seized by law enforcement, many of those photos or videos were destined to be left on devices, in the cloud and in evidence lockers. However, the tide

has begun to turn, as innovative digital forensic tools now provide reliable ways to extract, parse and identify images and video of known and unknown victims. Companies focused on identification, extraction and analysis of digital intelligence continue to invest significantly to unlock, access and analyze this data quickly and in a forensically sound manner. New analytics algorithms provide powerful options for correlating and analyzing files from various computer, social media, cloud, mobile, cell tower and other digital sources. Full integration with **Project VIC**, the **Child Abuse Image Database (CAID)** and other defined hash value databases significantly reduces manual analysis efforts, not to mention the psychological stress of reviewing sensitive material.

Optimizing Shared Resources and Workflows

The goal is steadfast: identify and save more exploited children – quickly - by putting the power back in the hands of those dedicated to protecting children around the world. Video analytics empowers forensics practitioners, investigators and analysts to efficiently manage the growing volume of evidential data and reduce case cycle times.

Today, all case stakeholders can access forensic artifacts and collaborate in real time using the latest tools on the market. Unique machine learning algorithms accelerate time to evidence. The power of video analytics lies not only in the ability to correlate and review actionable insights across all data sources, but also to help quickly find evidence when investigators don't know what they are looking for – what people are talking about, languages they are using, locations they've frequented, etc. Advances in video and image analytics in solutions available today deliver both critical triage capabilities at the scene and more in-depth investigational analysis in the lab.

Specifically, these solutions provide the following benefits:

Accelerate Time to Evidence with Advanced Machine Learning

Once suspected CSE-related material is obtained through a forensic process, video analytics

and CSE image categorization can automatically identify images and videos using machine learning neural network-based algorithms. Once categorized, images can be filtered based on categories such as face, nudity, and suspected child exploitation, so relevant images and videos can be identified quickly.

Quickly Identify and Cross-Match Victims with Facial Detection

Powerful algorithms can now automatically detect faces within any picture or video available to the system, enabling investigators to immediately and accurately cross-match individual faces. This allows investigators to quickly identify additional images or videos of the same victim.

Analyze Conversations for Potential Luring or Abuse

Natural language processing goes beyond regex and simple watch lists to uncover names, addresses, locations and more from artifacts like emails, websites, text messages or even images that contain text, using OCR, in multiple languages.

Leverage Public Domain Cloud Data to Correlate Evidence

Visualize and analyze publicly available data from supported social media and cloud-based sources in a unified format to track behavior, uncover common connections and correlate critical evidence that can help build a stronger case.

Seamless Integration with Project VIC, CAID and Other Hash Databases

Existence of known incriminating images can be automatically identified by matching image hash values, and can then be classified using pre-defined CSE severity categories. Previously unknown images that are discovered can also be categorized, tagged and exported back to Project VIC and CAID databases in a seamless and integrated process.

A Collective, Collaborative Fight to Serve and Protect

Preventing child exploitation takes collaboration, real-time information and an ongoing commitment to identify every victim quickly and get criminals – and the content they produce and share – off the streets. With more and more children using mobile devices at an earlier age, the risks are only getting bigger.

Digital Intelligence Helps Law Enforcement Protect the Innocent

Digital data – especially images and video - plays an increasingly important role in investigations and operations of all kinds. Enabling access, sharing and analysis of this digital data from mobile devices, social media, cloud, computer and other sources helps investigators build the strongest cases quickly, even in the most complex situations.

The goal for law enforcement is to find relevant, actionable digital evidence quickly. Partnering with companies such as **Cellebrite** for solutions that automate analysis of huge volumes of digital data will help achieve a shared goal: to find and protect exploited children, and make a safer world more possible every day.

Cellebrite

1   https://www.fbi.gov/news/stories/the-scourge-of-child-pornography3

About the Author: **Louis F. Quijas** is a former law enforcement professional who has served at both the federal and local levels. His storied career includes appointments by the FBI Director to oversee the Office of Law Enforcement, and by the President of the United States, as the Assistant Secretary for the Office for State and Local Law Enforcement at the Department of Homeland Security. Lou has also served on several national boards - most notably, as President of the National Latino Peace Officers Association, and a member of the Executive Committee of the International Association of Chiefs of Police. He currently serves on the National Sheriffs Association's Global Policing Committee.

LEADING with EMOTIONAL INTELLIGENCE

Craig Wiggins

An immense amount of material has been produced as it relates to the topic of emotional intelligence, or "EI". A quick Google search of the term alone renders over 37 million results. Additional research shows that the subject matter is discussed across a range of both public and private professions, including some we might not think of such as music studies. Likewise, there are countless TEDx talks on various applications of the subject as it relates to various professional disciplines.

Most people in supervisory or management positions have received at least some training or exposure to this topic. So then, what exactly is "EI" and why is it so important to the success or failure of your agency? Simply put, substantial research and much anecdotal evidence suggests that EI is more important than IQ. In other words, the level of intelligence of you or those who work with you is less important than your ability to understand and respond appropriately to others as it relates to success in the workplace. We've all seen the tragic results of a police officer who says or does something recorded by body camera or cell phone that ends his or her career and results in major damage to the public perception of their department. Likewise, we have witnessed incidents of off-duty misconduct or inappropriate behavior involving social media that create an embarrassing dilemma for the officer and his/her agency. If you've been a supervisor for more than a few weeks, no doubt you can probably identify at least one subordinate who seems to have all the requisite skills, intelligence, and ability to do his or her job well, but the way in which they interact with co-workers and/or the public is horrendous. In many cases, this can be directly attributed to a lack of emotional intelligence. To chalk up the behavior to sheer stupidity, a brief lapse in judgment, or poor temperament doesn't always fully explain behavior. This is not to minimize the importance of academic ability, but merely to compare the relative impact of the two. Training and education can improve officers in so-called "hard skills" such as use of force, driving, or report writing, but can we train them for a "soft skill" like EI?

Leading With Emotional Intelligence *continued from page 17*

To summarize the vast work available on EI, we should first look to the recognized leading expert on the subject, **Dr. Daniel Goleman**, who has written numerous books on EI and continually addresses finer points of the topic. Goleman describes EI as a set of soft skills that includes: *"Abilities such as being able to motivate oneself and persist in the face of frustrations; to control impulse and delay gratification; to regulate one's moods and keep distress from swamping the ability to think; to empathize and to hope."* (Goleman D. , 1997) Others have also included such skills as knowing, recognizing, and controlling not only your emotions, but the ability to recognize what's happening (or could happen) with others. **Dr. John D. Mayer**, Professor of Psychology at the University of New Hampshire defined IE as *"the ability to identify and manage your own emotions and the emotions of others. It is generally said to include three skills: emotional awareness; the ability to harness emotions and apply them to tasks like thinking and problem solving; and the ability to manage emotions, which includes regulating your own emotions and cheering up or calming down other people."* (John Mayer, 1990) Mayer and his colleague **Peter Salovey** were among the first to coin the term and identify its components.

Dale Carnegie, in his famous book and subsequent training program introduced in 1936 *How to Win Friends and Influence People*, began with Part One entitled: *"Fundamental Techniques in Handling People".* While he didn't use the term emotional intelligence, it is clear that Carnegie was acutely aware of the importance of EI in interpersonal relationships. One of his many real-world examples included a simple one involving the safety coordinator for an engineering company. He was experiencing non-compliance by workers refusing to wear their hard hats. Initially, he would confront the violators with authority and a stern warning that they must comply. This didn't work, so he tried another tactic whereby he asked the workers why they wouldn't wear the equipment. For many, they were simply too hot and uncomfortable. In a more understanding and gentler tone, he reminded them that the hard hats were for their safety and designed to protect them from injury on the job. As a result, compliance noticeably increased. (Carnegie, 1981)

Cherniss and **Goleman** emphasize how EI can impact any organization in many areas, including: employee recruitment and retention; development of talent; teamwork; employee commitment, morale, and health; innovation; productivity; efficiency; and several others that apply to private organizations, such as sales goals and revenues. (Cary Cherniss, 2001)

The principles of resonance vs. dissonance dictate that subordinates will take their cue on emotional responses from their leaders, both positive and negative. Positive cues create resonance, negative cues create dissonance. In their book *Primal Leadership – Leading With Emotional Intelligence*, **Goleman**, **Boyatsis**, and **McKee** note that *"In any human group, the leader has the power to sway emotions"*. *"Leaders who spread bad moods are simply bad for business – and those who pass along good moods help drive a business's success."* (Goleman B. M., 2004)

Cherniss illustrates the above principles as he recounts the harrowing story of former Army Brigadier **General James Dozier**, who was kidnapped by the Italian Terrorist group Red Brigade in 1981. During his captivity, Dozier recalled the lessons he learned in leadership training about the importance of managing his emotions. Dozier successfully influenced the emotions of his captors by remaining calm and reserved, which in turn was mirrored by his captors, one of whom later saved his life. (Cary Cherniss, 2001)

How does the concept of emotional intelligence transfer to our law enforcement agencies? It begins with hiring the best people, which we all acknowledge has become incredibly challenging. Fortunately, law enforcement agencies conduct extensive background investigations, which generally provide a plethora of telling information about the EI level of a potential candidate. In 2016, *Harvard Business Review* listed some "Do's and Don'ts" for consideration in the hiring process.

DON'T:
1. Use a personality test as a proxy for determining EI
2. Use self-reporting tests
3. Use a 360-degree feedback instrument

DO:
1. Get multiple references and TALK in depth to them
2. Interview FOR emotional intelligence (we've often tried to do this by asking stressful/emotion-based questions during oral interviews to evaluate the candidate's response) (Cary Cherniss, 2001)

How can law enforcement leaders best utilize EI to improve their agencies? In addition to hiring people with high levels of EI, they must create and sustain a culture of EI. It starts with senior officers, field training officers, and front line supervisors. As stated previously, your sub-

ordinates will model your behavior and that of those they recognize as role models. When considering hiring and promotions, think about those candidates who have demonstrated EI in their day to day interactions, not necessarily the person who scored highest on an exam (recognizing that some collective bargaining agreements may dictate otherwise). Ask yourself: Is this person able to communicate in difficult situations? Is this person capable of dealing with difficult individuals? Is this person mature? Does he or she conduct themselves in an ethical manner?

Not only is it difficult to recruit and hire good people, it is increasingly difficult to retain those good people when you find them. Sadly, in many cases good people leave their position not because they viewed their job as being bad, but because they perceived their boss or supervisor as bad. As noted by **Goleman** and **Cherniss**, *"The most effective bosses are those who have the ability to sense how their employees feel about their work situation and to intervene effectively when those employees begin to feel discouraged or dissatisfied. Effective bosses are also able to manage their own emotions, with the result that employees trust them and feel good about working with them. In short, bosses whose employees stay are bosses who manage with emotional intelligence."* (Cary Cherniss, 2001)

Some who study EI have argued that it really is nothing more than maturity and character. It can also be argued that one cannot exist without the other. EI leads to maturity, character, and ethical decision-making. A lack of EI results in the opposite. You've no doubt heard this before: your employees will naturally gravitate to the lowest level of conduct that you as a leader exhibit yourself, or that which you tolerate from them.

General Norman Schwarzkopf, commander of coalition forces during the first Gulf War is quoted as stating *"Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy."* If you'd like to hear more on leadership from General Schwarzkopf, who sadly died in 2012 at the age of 78, he gave a tremendous presentation in 1998 in Phoenix. It's available by conducting a quick YouTube search.

If you've ever visited Mount Vernon in Virginia, the homestead and final resting place of **George Washington**, you will find one of his quotes on leadership displayed within the museum there: *"Good moral character is the first essential in a man."* As law enforcement leaders, in order to ensure that character resides in your people, start with recognizing and developing

Leading With Emotional Intelligence *continued from page 18*

a culture of EI in your organization. Given the challenging times facing law enforcement, character is even more important than ever.

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About the Author: **Craig Wiggins** is a native of New Hampshire who began a full-time career as a police officer in Laconia in 1981. He became a New Hampshire State Trooper in 1984 and served 21 years. He worked in a number of capacities with the State Police, including: Field Training Officer, K-9 handler, Detective, Major Crime Unit Assistant Commander, Polygraph Unit Commander, Commander of Professional Standards, Troop Commander, Support Services Bureau Commander, and Field Operations Commander. He retired in 2004 as a Major. After a 2-year stint working in the private sector, Craig returned to law enforcement when he was appointed Sheriff of Belknap County in 2007. He was subsequently elected to 4 terms in office.

Craig has a Bachelor's Degree in Criminal Justice from Saint Anselm College and a Master's Degree in Adult Education from Plymouth State University. He is a graduate of the 239th Session of the FBI National Academy. Since 2012, he has been on the faculty at Southern New Hampshire University, teaching undergraduate classes in the Justice Studies program. He retired from full-time law enforcement in 2016 and now works as an Assistant Professor in the School of Arts & Sciences at SNHU. He remains a certified part-time police officer in his home town of Meredith, NH.

Craig has presented a number of programs on the topic of emotional intelligence in the workplace to professionals, managers and supervisors, and students.

CC

CHAPTER CHAT

The intent of this column is to announce Promotions, Retirements and End of Watch for the Chapters. Please find expanded Chapter Chat on our website **www.fbinaa.org** under the current *Associate* Magazine issue to stay up-to-date on what's happening in our 48 Chapters.

Submit chapter news on the Chapter Chat Submission Form by the 1st of every even month. Please attach to the email high-resolution digital .jpg or .tif photos to:
Susan Naragon | **snaragon@fbinaa.org**

CALIFORNIA
PROMOTIONS
■ Captain **Roger Moore**, Session 240, was appointed as the Chief of Police of the Redding Police Department on September 22, 2017. Congratulations Chief Moore.

■ Chief **Carlos Rojas**, Session 233, was sworn in as the new Chief of Police for the Bay Area Rapid Transit (BART) Police Department on May 25, 2017. Congratulations Chief Rojas.

■ Captain **Kenneth Semko**, Session 267, was appointed as Interim Chief of Police for the Santa Monica Police Department on September 29, 2017. Congratulations Chief Semko.

RETIREMENTS
Congratulations to the following National Academy Graduates on their recent retirements. The California Chapter would like to thank each of you for your service to law enforcement. We wish that you have a long and enjoyable retirement. Again, Congratulations!

■ Chief Michael Abel, Session 219, Corona Police Department – 30 years of service

■ Lieutenant Gary Aulis, Session 246, Fontana Police Department – 28 years of service

■ Chief James Hunt, Session 242, Monrovia Police Department – 27 years of service

■ Chief Jeff Kepley, Session 233, Palos Verdes Estates Police Department – 28 years of service

■ Captain Derek Webster, Session 257, Covina Police Department – 29 years of service

FLORIDA
PROMOTIONS
■ Deputy Chief Jim Rogers, Session 220, was appointed as Chief of Police

■ Commander **Nelson Moya**, Session 263, was appointed as Deputy Chief

■ Commander **Diana Black-ledge**, Session 244, was assigned as the Operation Commander

■ Lieutenant **Steve Bland**, Session 251, was assigned to the Special Operations and Public Information Officer

IOWA
PROMOTIONS
■ Des Moines Police Lieutenant **Chris Scott**, Session 261, will start work on December 4. 2017, as the Police Chief in West Des Moines. Congratulations to Chris on his new position

RETIREMENTS
■ Chief Deputy John Godar, Session 255, retired from the Linn County Sheriff's Office. He immediately went to work for the Iowa Department of Public Safety as a program manager in the statewide gun permit program. We are happy to still have John in our blue family and wish him well in his new role.

NEBRASKA
PROMOTIONS
■ Colonel **John A. Bolduc**,

Session 199, named the new Superintendent of the Nebraska State Patrol effective October 16, 2017. Colonel Bolduc was a member of the Northwest Chapter from 1999-2010, then a member of the Southern California Chapter 2010-2017, and now is a new member of the Nebraska Chapter. Congratulations Colonel Bolduc, and welcome to Nebraska!

RETIREMENTS
■ Lieutenant **Scott Wagner**, Session 257, recently retired from the Douglas County Sheriff's Department, Omaha Nebraska, following a 26-year law enforcement career. Prior to his retirement, Scott served as the Commander of the Vice/Narcotics/Organized Crime. Following retirement, he has been named the Director of Training for the newly formed Sarpy Douglas Law Enforcement Academy (SDLEA). Congratulations and good luck!

WISCONSIN
PROMOTIONS
■ **David Dohnal**, Session 241, was promoted to Captain with the Dane County Sheriff's Office on October 2, 2017. Dave began his career with the Dane County Sheriff's Office in 1993.
Terry Martorano, Session 185, was promoted to the rank of Captain with the Wisconsin State Fair Police Department, effective October 19, 2017.
Thomas J. Czaja (retired), Session 168, following three years of service as Wisconsin's Southeast/Southwest Regional Interoperability Coordinator, Tom has been appointed as the Director of the

Bureau of Emergency Communications within Wisconsin Emergency Management.

RETIREMENTS
■ Lt. **Pat Hogan**, Session 216, retired from the La Crosse, WI Police Department on July 6, 2017. Congratulations and best wishes in retirement!

■ **Allen S. Lobermeier**, Session 231. Following a law enforcement career that has spanned 31½ years, Allen is retiring as the Police Chief of the Ladysmith Police Department, effective December 22, 2017.

END OF WATCH
■ **John "Jack" DuPlayee**, Session 93, Tomahawk Police Department, EOW – May 19, 2017

■ **Raymond E. Zastrow**, Session 100, Oneida County Sheriff Department, EOW – September 5, 2017

■ **Joseph P. Jasmer**, Session 131, Two Rivers Police Department, EOW – October 15, 2017

STAY CONNECTED

A Look In the Mirror: A Case Study About Police Race Versus Cultural Awareness for Effective Staffing *continued from page 10*

The author of this explanatory research is an experienced law enforcement administrator. The subject of police staffing is something every police administrator reviews frequently. Many times, the focus relates to budget and numbers of sworn staff in relation to the population served, as well as the type and volume of calls handled annually. This research was intended to look beyond the staffing levels. It explored the questions related to the demographics of how police departments are staffed. Many cities have multiple cultures, with people of different race or ethnicity. The ethnic backgrounds can create circumstances where the police need greater cultural understanding to provide effective services. That understanding may be successful by having a police department mirror the population served, based on demographics. Cultural awareness training has become a resource to assist in the delivery of police services in diverse communities. Officer gender, attitude and manner of handling situations can vary. This research explored the ability to staff sworn positions comparable to the community population, as well as the benefits of training as the alternative.

Law enforcement requires a unique blend of traits and characteristics. This includes empathy, effective communication, compassion, intelligence, and the ability to relate to people at their level. These characteristics are used by effective officers in addressing criminal matters, service related calls, crime prevention strategies and community policing initiatives. These are traits anyone can bring to their organization regardless of gender, ethnicity, race, or other background. The profession of law enforcement respects and encourages independence and proactive decision making. Being a member of a minority group should not limit one's ability to become a law enforcement officer. Law enforcement is a field where diversity matters, is encouraged and sought after.

The **Commission on Accreditation for Law Enforcement Agencies (CALEA)**, is an agency that strives for excellence in law enforcement agencies (Commission of Accreditation for Law Enforcement Agencies, n.d.). In the CALEA standards, there is a chapter on recruitment. The chapter mandates that the law enforcement agency will be an equal opportunity employer. CALEA defines equal opportunity as the removal of any barriers that prevent people from being treated fairly. The next part of this standard requires that the agency sworn force is representative of the available workforce for the area served. In the event that any part of the population is not represented, the agency must demonstrate an effort being made to recruit from various diverse populations. This helps to establish norms within each agency and assist in recruitment efforts. The City of Ferguson is not on record with CALEA

as being nationally accredited. The standard acknowledges that many states use civil service efforts in filling sworn staff. Those efforts may not always be a direct reflection on the agency's efforts. Accredited agencies are required to validate they follow the standards with proofs annually.

In modern day policing, it is important to note why law enforcement cares about diversity and cultural awareness. People are individuals and each person have their own perspective. The police can investigate an incident with several witnesses and each may see what happened differently. In the Ferguson grand jury testimony, that became evident. The same thought applies to how people see the police. People form their individual opinions about the police based on personal interactions. Police that have embraced community policing methods find that people who have regular positive interactions with the police are more supportive of police activities. It is also important for the police to gain understanding of the populations they serve. Different cultures celebrate family and holiday events differently as an example. There are also some cultures that fear the police, depending on their country of origin. The head of a law enforcement organization, usually the Chief of Police, is where leadership needs to be exhibited. As the leader, the Chief sets the standard for the agency on how the public is treated and must clarify the role of the police in the community being served. They must possess character. **Cloud** (2006) explains that aspects of character include the ability to connect with others, must be oriented toward the truth, get results and finish what is started, embrace the negative problems, be oriented toward growth, and have the ability to be transcendent by looking at the big picture. The effective Chief of Police respects the community served and expects respect and compassion for those serving in the organization.

Police chiefs across the United States have worked to provide stronger detailed explanations about police actions. Many times, perception and reality are not the same. Arrests are made because laws are broken and the police are expected to respond, assess the situation and uphold the laws. Police officers are also referred to in some states as peace officers. At times, they are the keepers of peace in situations that do not always end in arrests. Diversity in the ranks or cultural awareness training will not erase the need for good training and common sense in police work. Diversity does have the ability to enhance interactions with the police by reducing the perception of racial, ethnic or cultural barriers.

The intent of this research is to compare and contrast police department staffing with the

potential to mirror the racial diversity of a community versus training officers to be culturally aware of their community for effective police service delivery. Effective service delivery is the basis for asking the question.

The Ferguson, Missouri incident has provided cause to research further into these questions. This incident has served to identify whether reforms in policing are necessary across the United States, going to the highest elected office in the country. This was the basis for conducting this research project. The research project is intended to gain insight into the issues related to staffing and recruitment. In the process of conducting this project, insight from a cross section of police and non-police people may give insight into community concerns as well as recruitment strengths and weaknesses. The outcome is intended to reach a recommendation based in part on the knowledge gained from the work of others through literature review and interviews. While this is a small study, it may lead to findings or a recommendation for a larger study of a similar nature.

SUMMARY OF LITERATURE REVIEW

There is significant research done by others that supports either diversity or cultural sensitivity training. It is apparent that people enter the law enforcement profession for many reasons. Those reasons may have a direct benefit to an officer's success in working with different cultures or races. Successful recruiting needs to reach people in their communities, especially for the African-American population. Even once recruited and trained, communities need to take measures to keep minority recruits in their organizations by monitoring their acceptance into the organization's culture. Proactive programming in law enforcement, such as community policing, demonstrated value in diversity and training. This philosophy helped demonstrate that the police share neighborhood issues, with officer race or ethnicity not being an issue. In some cases, African-American officers were viewed as being more credible in diverse neighborhoods. This created greater credibility for the entire organization. The collection and review of data related to profiling assists law enforcement administrators ensure that officers are properly engaging citizens. It is important to recognize that this issue involves Latino, Arab and Muslim populations in addition to African-Americans. There have been various efforts to understand the value of training to eliminate bias. This has been accomplished successfully in many cases. Embracing diversity is more than a public appearance; it is a mission to be shared by everyone in the organization. Attitudes and perceptions from the public toward the police and the police toward the public are both important. The specific research related to

ARE YOU MENTALLY FIT FOR DUTY?

J.C. (Buddy) Johnson

OFFICER SAFETY AND WELLNESS

The Executive Board of the FBI National Academy Associates is dedicated to furthering the conversation on officer safety and wellness issues that impact the law enforcement profession. The Associates Magazine highlights challenges that are inherent to the profession and present solutions to those looking to enhance their own personal resiliency or that of their agencies.

When we discuss the term fit for duty, most officers immediately think of the physical and tactical aspects of the job and the requirements necessary to meet those challenges. Pushups, sit ups, runs, sprints, weapons training, patrol/pursuit driving, and investigative techniques may be what comes to your mind. While the physical and tactical fitness aspect of our job is certainly important, it is only a portion of the true fitness we need to effectively complete a safe, rewarding, and successful career in law enforcement.

To focus solely on the physical and tactical aspects of police work that prepare us for a stressful encounter is like preparing a perfectly seasoned roast and putting it in the oven at 350 degrees and letting it cook. At the perfect time you remove it and serve one great meal. Then you put the leftover roast back in the oven for later but forget the oven is still on. Later you return and find a piece of dried out jerky instead of that awesome roast you had earlier. No matter how prepared we are for a high stress event, if we don't focus on the aftermath, the heat will remain on and the stress levels will overtake our emotions and mindset.

Are we mentally prepared for the aftermath of a high stress encounter? While working out makes muscles stronger and tendons limber, we must also exercise our brain, more specifically we must get an understanding of our true inner psyche. What makes us tick? How do we positively motivate ourselves under stress? What can we do to consciously control our mental state in the days, weeks, months and years following inherent stressful incidents that we encounter as police officers?

Recently the term **"spiritual mental healing"** has surfaced in police training discussions and other stress related professions. Often because of the term "spiritual", it is wrongfully associated ONLY with religious genres. While religion can certainly be a positive "spiritual trigger", the definition of spiritual in the term "spiritual mental healing" is defined more often as; "Relating to or affecting the human spirit or soul as opposed to material or physical things". In other words, our personal motivators that direct our thoughts and actions and dictate our moral compass and emotions not necessarily during the stressful event but more often in the aftermath of it.

Post Traumatic Syndrome (PTS) is a term frequently used by the military and in the law enforcement community. PTS-D (Diagnosed) is the most commonly known acronym, but most law enforcement officers never actually get officially diagnosed. We are often creatures of ego and denial. We try to convince the people around us that we are Superman and nothing can harm us. The truth is we are often all struck with some level of *"kryptonite"*

during our career and depending on how well we handle our spiritual mental fitness will often determine how well we cope with the PTS that comes from those stressful events.

Ok, so what in the world am I talking about? Police train constantly for the impending stresses that may occur on any given day in our career. For example- firearms, driving, SWAT entry, Interrogation, active shooter, pursuits, investigations, you name it. Through that training we find that when the proverbial "fecal matter hits the oscillator" we subconsciously revert to our training tactics and perform accordingly. That's great provided you have been trained properly of course. That said, what about the aftermath of the stressful event? The let down and the reality check that will come once everything has settled? How much training have we done to cope with that? In most cases, very little. Law enforcement agencies often fail to recognize that traumatic stressful events don't end immediately for the individuals involved.

Take this example. Think of a loved one in your life. Now take a moment to imagine the unimaginable… You lose that person to a tragic event. Right now, an emotion should have flooded your body, a depression or fear or anger of some sort. For those who have experienced this terrible tragedy, you know what I am talking about. That emotional feeling will NEVER subside and if not addressed it will consume the mind and body. The aftermath will be as stressful as or even more so than the actual event itself. So ask yourself this… What training has prepared me for this? Likely… none. That means your psyche will have to revert to a default "fight or flight" setting and it will immediately begin looking for a way to offset the emotional drop. This is the danger zone for some officers as many of the default solutions are "negative triggers" that will result in added stress and lead to even larger problems such as chemical dependency, withdrawal from society, uncontrolled anger, eating disorders, etc. which can often take work stress and make it personal stress such as divorce, family dysfunction, medical complications, workplace violence, job loss, suicidal thoughts, legal issues, jail, and more. All of which compound the original stress factors and ultimately create a spiraling cyclone that will grow either until a strong positive intervention is introduced, or a tragic death occurs.

What can we do to train ourselves spiritually? Well, first and foremost we have to identify some positive motivators that are specific to our personalities and lifestyle. It is important to understand that what works for one person does not work for all. Just because I have a regimen that is fool proof doesn't mean that my regimen is going to work for you. Ideas to consider will depend on you knowing what affects you emotionally. Just like training physically or tactically, we must utilize these triggers regularly so that they become engrained in our thoughts and ultimately become our new psyche default. Take music for example. When you hear certain songs, do they change your emotions or thoughts? I know I hear some songs that remind me of good times or tough times. Certain music may make us happy, excited, or sad and angry. That is what I am referring to when I say "triggers". It is very important to understand that while identifying positive triggers that we can use to boost our emotions, it is equally important to identify the negative triggers that may create sad or angry emotions in us. By getting a grasp of what moves you positively and negatively, you can focus on removing as many negative triggers possible and begin replacing them with positive ones.

THE HISTORIAN'S SPOTLIGHT

by Pat Davis

Dan Kinsella

As the National Academy Associates gear up for the **2018 FBINAA Annual Training Conference** in Quebec City, Canada, let's get to know the conference chair, **Dan Kinsella**. Dan was born and raised in Hamilton, Ontario Canada; a Canadian port city on the western end of Lake Ontario. Steel manufacturing was the major employer in the City well into the 1990's. Over the past decade or so, steel manufacturing has been declining and the area focus has moved to medicine. Hamilton has a number of large hospitals which are committed to both patient care, and research. The city is also establishing itself as a growing and vibrant arts community.

Helen Kinsella, Dan's mother worked in banking her entire work career, and is now retired after forty years of service. Dan's father, Bill Kinsella was a city firefighter completing 35 years of service in 1991. Dan describes himself as a "life-long learner" who holds a Community College Diploma in Computer Studies, a Bachelor's Degree in Labor Studies and in 2014 he completed his Masters Degree in Criminal Justice. Interest in becoming a police officer started at a very young age, he states, "*that was all I thought about while growing up*" and credits his father for this desire for public service. Dan was aware of his dad's role in helping people on a regular bases and he wanted to do the same. *"I saw policing as a career where I could make a positive difference and pursued it."*

Dan Kinsella

His career as a police officer began on June 2, 1986, when he joined the Hamilton Police Department, and continued to progress at a marked rate. Knowing the geography and people provided an added sense of comfort when he entered the force. It was a very exciting time in his life and he knew very early on that he would never leave what he refers to as "my city." Dan spent the first thirteen years of his career as a constable, completing various assignments including patrol, plain clothes, investigations as well as seven years on the tactical and explosive disposal teams. After his promotion to Sergeant in 1999, he held supervisory positions in the Training and Patrol Branches. Only three years later, in 2002, another promotion came his way; this time it was to Staff Sergeant, where he worked in patrol as well as the Communications Branch. In 2005, the rising star was once again promoted. As Inspector, he was assigned a number of Divisional Command positions. In 2011 he was promoted to Superintendent and assigned as the commander in charge of the Investigative Services Division. Another promotion in 2016 brought him the title of Deputy Chief of Operations.
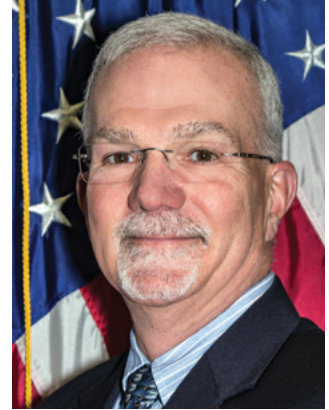
Dan attended the FBI National Academy Session 241 in the spring of 2010. He describes his time at the NA as "a life changing experience" and states that he is "very fortunate to have been given the opportunity to attend." While at the Academy, he added a number of leadership courses to his lengthy academic resume believing that they would be beneficial to his department and enhance his career. He returned home with ideas and lessons that were readily shared with fellow members of the Hamilton Police Service. Dan also credits The Academy fitness classes to his development of better eating habits which he has shared with family members.

He states that his family is very supportive of his policing career and they have always picked-up the slack during his travels to attend various training courses, including his time at Quantico. Dan's wife, two daughters, and parents were in attendance at graduation, after which they were able to extend the visit into a bit of a holiday and toured Washington. Making new friends in the law enforcement community and developing some very close friendships while attending, are what he values most from his days at the academy. He states *"it is comforting to know that I can reach out to law enforcement professionals across the world and get assistance when required."* International Night and the sharing the experience with classmates showcasing their various countries and states was very enjoyable, and he still maintains contact with a number of session-mates and enjoys their reunions at the National Re-Trainers.

Being Canadian and having the opportunity to attend the NA makes him feel honored. Knowing how difficult it is to be one the few who get selected to attend, he recommends that if you are interested in attending, you should let your agency head know of your interest, review the application requirements, and do what you can to make it happen. He says "*you won't regret it, it is the experience of a life time.*"

Prior to attending the Academy, Dan became involved in the New York State/ Eastern Canada Chapter. His Chief was Chapter President in 2009 when hosting the Chapter re-trainer in Hamilton. That experience, meeting so many associates, was the point at which he knew he wanted to get involved. Soon after his graduation, he joined the Chapter Executive Board and served as Second Vice President in 2017. He will be the NYS/EC Chapter President in 2018 when they host the 2018 National Conference in Quebec City. The networking that has come out of his time at the NA has been an extremely valuable resource, enabling him to reach out to classmates for advice on policy and solicit assistance from Quantico regarding homicides and other investigations. Dan says it is nice to know that you have friends to call upon in time of need and credits his attendance at the NA for giving him access to a large number of law enforcement professionals that can assist his agency and community on a regular basis.

A Look In the Mirror: A Case Study About Police Race Versus Cultural Awareness for Effective Staffing *continued from page 21*

this project adds insight into which has a stronger value. In review of information reported by others, there are circumstances that support mirroring the population, but it does not eliminate the value of training. In some cases, training, properly done and documented has assisted where a diverse sworn workforce was not in place. It is apparent that recruitment, relationships, responses and strategies are all components for successful service delivery. Each has benefits from a diverse sworn workforce as well as one that is trained with an understanding of a multi-cultural society.

METHODOLOGY

This is a qualitative, single case study designed with the purpose to solicit responses from those working in a community with police leadership and staffing responsibilities, police service delivery and from elected officials and residents. This research is explanatory. This is a local knowledge case study due to a requirement as part of a Master of Arts Program, and because the subject matter is of inherent interest to the researcher (Thomas, 2011). The researcher is a career police officer, now serving in a suburb of Chicago, Illinois as a chief of police. The events in Ferguson, Missouri in August of 2014 have raised questions about diversity in police staffing, cultural awareness and the ability to provide effective services. The research questions being explored are intended to provide insight into the issue and a basis for any conclusions. These are the principal research questions being addressed:

- Does the research support mirroring the racially diversified population or is cultural awareness training viewed as the stronger solution by the police leadership, police officers, community leadership and members for successful police service delivery in a community?
- What is more likely of mirroring in a community: to successfully recruit, hire and train police officer personnel meeting a goal of racial diversity or recruit, hire and train police officer personnel who are culturally aware and sensitive?
- What are the implications for a safe community life and perceptions of a supportive police department under each of these proposed models of staffing a police department?

CASE SELECTION: Three different communities were involved in the study, none of which was the suburb where the researcher is serving as chief of police. The responses to the interview questions were to obtain insight from the participants from experiences and knowledge. This input was related to police services and citizen interaction with police activities. Due to the nature of the information sought, soliciting in-

formation from different roles, responsibilities and positions in the community was intended to broaden the perspectives. Two of the communities were racially diverse, and the third with less diversity. This was intended to determine if views were significantly similar or opposing.

CASE PARTICIPANTS: There were three different groups of three people that are being interviewed as part of the research. The groups were identified in group A, B, or C and numbered 1, 2, or 3. One group consisted of two municipal police chiefs and a municipal human resources manager. In this group one police chief was a male Caucasian, one police chief was a male African-American and the human resource person was a Caucasian female. The second group was three community members, of which one was an elected Mayor and the other two were citizens. The Mayor was a Caucasian male, one citizen was a Caucasian male and the third was a Latino female. The third group was three sworn police officers, one of which was a supervisor. The supervisor was an African-American male, the second was a Caucasian male and the third was a Caucasian female. The communities were all local government, municipal organizations.

INSTRUMENTS AND PROCEDURES: The triangulation for the research was obtained by interviewing three groups of three individuals in each category. Each person was interviewed using fifteen semi-structured questions as outlined in *Appendix A*. The interviews were conducted face-to-face with the researcher in an office type setting where there was minimal potential of risk related to identification, injury or accident. The interviews were in complete confidence with the researcher. None of the participants were under the employment of the researcher. The participants were under no obligation and were assisting of their own choice. Those being interviewed were identified through control numbers and only known by the researcher. The control numbers were assigned by the researcher in categories A, B or C, followed by a 1, 2 or 3. The data collected was retained by the researcher until the research had been finalized.

Included as part of the interviews was an added component to identify how important the participant may feel each question was related to the research topic. This part of the research was quantitative. There was a rating of 1-5 after each question, with one being the least important and five being the most important. The participant was asked the perspective of importance for that question. This was included due to the varied background of each person interviewed to elicit the relevance of their view on the questions related to the research topic. This part of the process

was included to demonstrate emphasis or lack thereof to each question from each participant.

The information from interviews was fully documented for content analysis. Since there were nine people being interviewed, with fifteen questions asked of each participant, provided a total of 135 responses to compile. Each of the responses to each question was documented in detail. The similarities in answers and differences were noted and coded. Common categories were identified and noted as major or minor. The categories were reviewed again after all information was compiled to determine if any can be combined or the category renamed. Once this was compiled, a review of literature was made, comparing the interview information with the literature review looking for direct comparisons. Information from literature that was significantly similar even with different outcomes was summarized. The information learned between literature review and research participant interviews was compared.

Both common and uncommon points were identified. Any comparative statistical data was compared for patterns in the responses. The quantitative data was entered into a database in three different ways. The first way was for the entire pool of participants. The second was for the sworn participants and non-sworn in separate pools. The third was by communities of each participant. The entire pool provided a baseline of overall responses. The second pool compared the responses between sworn and non-sworn to note whether there was any significance to how each group rated the importance of the questions. The third made a comparison by community, with more relevance on whether participants in diverse communities were different from the non-diverse community in how they viewed the questions.

FINDINGS

The purpose of this qualitative study was to determine whether a police department could mirror the population served by race or whether cultural awareness training could be used as an alternative. The data collected from the participants that were interviewed provided perspectives from those serving in police departments as well as the citizens. They agreed that the media of today is directing the attention to the police activities in the communities served. It was evident to them that the media at times places a greater focus on police actions than the crimes being reported. The benefits of diversity and cultural awareness training are encouraged and seen as important to provide effective services. The legislature has passed laws that are intended to keep police actions from targeting any specific members of a community. The reporting helps

A MESSAGE FROM OUR CHAPLAIN

by Jeff Kruithoff

I extend you greetings from Middle America and the great State of Ohio. I was extremely honored and thankful to have been selected by the FBINAA Executive Board to act as the National Chaplain for the FBINAA. I am a proud graduate of the 165th session of the National Academy, and would like to extend a special greeting to all my classmates, many of who have already started the road to retirement. I spent 29 years in Law Enforcement in the great state of Michigan spending the last 22 years with the City of Battle Creek. For the past 15 years, I have been an active Chief in the City of Springboro Ohio located in the SW portion of the state between Cincinnati and Dayton. I would never recommend moving from Michigan to Ohio during football season, but that is a story for another time.

My thanks also go out to Past Chaplain **Dan Bateman** whom I have been able to shadow for the past 6 months. His devotion to his faith and this organization has left big shoes to fill. With God's help and your indulgence, I hope to find a way to assist with the emotional and spiritual needs of this great organization.

Consistent with that, I would like to invite you along on a journey over the next four years called a *"Quest for Excellence".* This term was first suggested by an NA graduate, Commander **Michael Deboer** (RET) when our agency was initiating a comprehensive organizational strategy in the late 90's. I have used it several times when "raising the bar" by initiating an organizational move to a higher level of organizational excellence. I firmly believe that excellence in policing cannot be achieved through tactics and policy alone. It also requires practitioners to be emotionally and spiritually grounded to really achieve excellence.

In this *Quest for Excellence,* we will be exploring five concepts together. They are called the Five "S's":

SOLITUDE: Spending time each day away from the distractions of our professional and personal life to evaluate, listen, and determine our direction for the days ahead.

SCRIPTURE: Spending time each day reading the time honored wisdom found in one of the numerous studies based on the Bible.

SERVICE: Making a deliberate effort to find time in our lives outside of law enforcement to work in the service of others.

SUPPORT: First, we are taking the effort necessary to reach out to those around us that we see are troubled and in need of emotional or prayerful support. Second, ensuring that we are surrounding ourselves with people who are supportive of our emotional and spiritual needs.

SIGNIFICANT EVENTS: Ensuring that as we experience significant events in our lives, that we use them to permanently alter the arc of our emotional and spiritual development.

These five steps to emotional and spiritual stability and growth can also be coined in the secular terms of the Five P's:
Pause – Principles – Purpose – People - Pivots.

In the articles during this tenure of Chaplaincy, we will be delving into each of these five topics with more detail, and perspective. I sincerely hope and pray that as we experience this walk toward emotional and spiritual strength together, it will become as important to you as the efforts you make each day toward physical fitness and health which were building blocks of the National Academy experience.

I look forward to meeting many NA graduates during my tenure, and will also be attempting to build relationships with the many local, county, and state police Chaplains around the country. As I begin this new role in my life, please rest assured, that I am open to any suggestions on how best to address to the emotional and spiritual needs of our membership.

In conclusion, one of the routine duties of the NA Chaplain is the extending of condolences, on behalf of the NA membership, to police agencies that have lost an officer in the line of duty. I believe strongly in the power of prayer, (Matt. 21:22 *"And all things you ask in prayer, believing, you will receive."* NASB), and its ability to provide peace to families struggling with grief, loss, or death. Please help your State and Sections representatives get this information to the National NA Office, or myself by email, so that these families and departments can be lifted up in prayer.

(The concept of the Five S's and Five P's is used with the permission of its originator, Charlie McMahan, Senior Pastor, Southbrook Christian Church, Miamisburg Ohio.)

Peace and blessings,

Jeff Kruithoff, *Chaplain*
jkruithoff@fbinaa.org

NATIONAL DOMESTIC COMMUNICATIONS ASSISTANCE CENTER

ABOUT US

The **National Domestic Communications Assistance Center (NDCAC)** helps mitigate a wide array of technical issues currently affecting the law enforcement community regarding communications services and technologies through law enforcement community collaboration and in-house expertise. The NDCAC facilitates discussion, provides forums, and increases situational awareness through strategic partnerships, and the sharing of technical information and know-how. Through the NDCAC, the Law Enforcement community has access to advanced training, technical information, investigative tools, and service provider information that can aid their investigations.

BACKGROUND

The communications technology market is one of the most dynamic and rapidly advancing environments in the world. The market advances so rapidly in fact, that technology present in industry products and services, backed by billions of dollars of Research and Development (R&D), is often obsolete by the time it becomes available for average consumers. This fact causes unfathomable challenges for law enforcement agencies to try to keep pace. Electronic surveillance and digital forensics are vital tools for the government to investigate criminals, gather intelligence and protect national security. The increasingly mobile, complex, and varied nature of communications, devices, and Over-The-Top (OTT) applications has created a serious and growing challenge for law enforcement to conduct court-authorized electronic surveillance and searches of mobile devices. The law enforcement community refers to this scenario as the "Going Dark" problem.

In response to Going Dark, the DOJ established the NDCAC to serve as the centralized point of contact to provide coordinated technical assistance; leverage research and development efforts between agencies; and provide a mechanism to make solutions available to the law enforcement community.

RESOURCES FOR LAW ENFORCEMENT

The NDCAC Technology Sharing Program facilitates the sharing of technical solutions among law enforcement agencies. Most agencies do not have the resources to develop solutions on their own, and those that have the capacity to develop solutions are often unaware of existing solutions that have already been developed by other agencies. Specifically, the NDCAC facilitates the sharing of solutions among law enforcement entities by:

- Maintaining a resource center that identifies technical capabilities, tools, expertise in use by Federal, State, local and tribal law enforcement agencies that are engaging in lawful intercepts, providing technical advice and assistance, and making referrals to agencies with technical tools and expertise;
- Supporting the sharing of equipment and facilities among agencies; and
- Identifying and sharing best practices relating to electronic surveillance and evidence collection process improvements.

SELF-HELP PORTAL

The **NDCAC Self-Help Portal** centralizes vital technical information, and provides 24/7/365 access via a secure web-portal for law enforcement partners to access an array of resources that includes but is not limited to technical products and services, technical white papers, and point of contact information for industry law enforcement contacts. Additionally, the portal allows users to view and register for NDCAC training classes that are all geared towards giving the investigator decision-advantage in investigations. The portal unites the law enforcement community allowing officers, detectives, analysts, and others the ability to leverage pre-existing capabilities and to arrive at efficient and effective solutions for advanced technical challenges.

REAL TIME SUPPORT

The **Technical Resource Group (TRG)** is available from 6am to 12am EST, Monday-Friday, and allows law enforcement personnel to call and talk to current, and former investigators and subject matter experts. The TRG is a centralized point to provide coordinated technical assistance to the law enforcement community for challenges relating to advanced communications services and technologies. The TRG has assisted thousands of law enforcement officers with providing valuable and actionable guidance regarding the service of legal demands, interpreting returns law enforcement received from communications service providers, and the capabilities of these communications service providers.
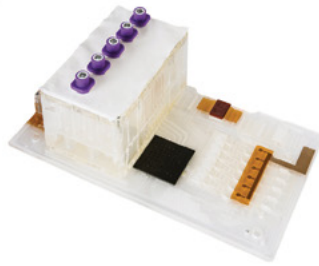
TRAINING

One of the core operations of the NDCAC is to provide training to federal, state, local and tribal law enforcement agencies. Training is sponsored and funded by the NDCAC and is provided at zero cost to eligible agencies and participants.

MORE INFORMATION

More information about the services and tools made available through the NDCAC is available at **AskNDCAC@ic.fbi.gov** or by calling **855.306.3222**.

Rapid DNA Identification: Changing the Paradigm *continued from page 13*

ANDE° SWAB   **A-CHIP**   **ANDE° INSTRUMENT**

Figure 1

of arrestee DNA IDs to unsolved crimes. Implementation is slated to begin later this year—the FBI is expected to announce quality guidelines for operational training and routine system testing and several states will initiate pilots to ensure their new software and IT infrastructure functions seamlessly with agency work-flow and the Rapid DNA system.

Rapid DNA at the Crime Scene. The Rapid DNA Act is limited to testing the cheek swabs of arrestees, but the ANDE Rapid DNA system can process a wide range of forensic samples, including blood, oral samples (e.g. cans, bottles, chewing gum, cigarette butts), and tissue (e.g. bone, muscle, teeth). Accordingly, a number of agencies have initiated programs to utilize Rapid DNA in day-to-day investigative work,[6, 7] *(Figure 2).* Implementing Rapid DNA testing in the field provides tremendous advantages to law enforcement agencies in the preservation of evidence. In serious crimes, understanding the evidence in hand and having the ability to identify the most likely criminal scenarios will lead to more efficient investigations. Confirming solid DNA information prior to releasing crime scenes back to property owners will prevent needless loss of evidence. There are two basic approaches to using the ANDE system at the crime scene:

- **Evidence to Suspect Matching.** DNA IDs are generated from evidence at the crime scene and matched against DNA IDs generated from suspects. No DNA database is required, and the matching is done automatically by ANDE's FAIRS application. The advantage to this approach is that suspects can be ruled-in or ruled-out quickly, focusing the investigation. With results available in two hours or less, DNA evidence becomes an integral part of an investigation, greatly enhancing the efficiency of investigative efforts.

- **Evidence to Database Matching.** DNA IDs are generated from evidence at the crime scene and searched against local and state

databases. Instead of waiting for months or years for lab DNA data, Rapid DNA IDs have the potential to dramatically reduce the time to solving the case and the cost of the investigation. Consortiums of local agencies can join forces to share crime scene DNA data. Even distant agencies can work together to optimize the use of Rapid DNA data. If a given suspect operates across multiple jurisdiction (as if often the case in human, arms, or drug trafficking), FAIRS allows connections to be made.

Finally, there are two additional considerations in using Rapid DNA in criminal investigations. First, ANDE recommends that evidentiary swabs are also collected and sent to the lab for conventional processing. Until Rapid DNA is broadly used in law enforcement and has gone through Daubert/Frye hearings, it is prudent to have the lab verify DNA hits. Second, the Federal DNA database cannot be searched using results obtained outside the lab. However, in practice, many offenders continue their activities within the same or neighboring jurisdictions, allowing for the use of state and local databases to successfully accomplish matching and identification.

The Inevitability and Potential Impact of Rapid DNA. Available today, Rapid DNA is a scientifically sound and operationally effective new tool that empowers public safety professionals to substantially reduce crime. DNA IDs can now be generated outside the lab, in police stations, crime scenes, vans, trucks, and cars, booking centers, jails/prisons, coroners'/medical examiners' offices, mass casualty sites, borders and ports, and embassies. The FBI's major efforts to bring DNA testing to arrestees and the military's efforts to do the same in counter-terrorism operations means that DNA identification will transform from a somewhat obscure process to one that is conducted routinely and conducted almost everywhere. After a 20-year history of law enforcement applications, it would be unwise to expect that this transition will be immediate. But beginning today and over the next several years,

Rapid DNA will change the paradigm in law enforcement—more crimes will be solved more quickly, and recidivism and overall crime rates and victimization will be dramatically reduced. Ultimately, we will look back on the last 20 years as the early days of DNA in law enforcement—the major impact on crime reduction will be driven by Rapid DNA.

Figure 1. The ANDE Rapid DNA Identification System. Cheek swabs or forensic samples are collected using the **ANDE swab** (left). The swab holder contains desiccant to dry out the sample for storage, and the cap contains an embedded RFID tag for sample tracking. **The A-Chip** (center) is a single use, disposable consumable which includes all reagents, materials, and waste containment required to perform fully-automated generation of DNA IDS. All required reagents are factory pre-loaded on the chip, which can be stored for up to 6-months at room temperature. Forensic samples are loaded into the chip, and the chip is inserted into the ruggedized **ANDE instrument** (right). There is no direct contact between the instrument and the sample or the reagents; all liquids within the chip are driven by pneumatic pressure. This closed system design, coupled with swabs that lock and seal into the chips and RFID tracking, minimizes the potential for contamination. All data processing and interpretation is performed by the on-board Expert System, and a non-technical user can be trained to operate the system in less than an hour.

Figure 2. The ANDE instrument in its transport case. The instrument has been certified to MIL STD 810-G for shock and vibration, critical for field-forward Rapid DNA Identification. 🔵

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3   Grover et al (2017). FlexPlex27—highly multiplexed rapid DNA identification for law enforcement, kinship, and military applications. Int J Legal Med (2017) 131:1489–1501. DOI 10.1007/s00414-017-1567-9

Rapid DNA Identification: Changing the Paradigm *continued from page 28*

Figure 2

4   US Supreme Court. MARYLAND v. KING. 12-207. June 3, 2013.
5   file:///Users/rseldenpro/Desktop/CODIS%20Arrestee%20Enroll-
ment%20Format%20Interface%20Specification%20R24%2020170929.pdf
6   http://miami.cbslocal.com/2017/08/16/miami-beach-police-rapid-
dna-testing/
7   https://www.click2houston.com/video/chief-discusses-2017-houston-
crime-stats

About the Authors: **Dr. Richard Selden** is responsible for the conception and development of the ANDE Rapid DNA system, the first and only such system to receive FBI National DNA Index Approval. He founded ANDE in 2004 with a vision to move DNA analysis from sophisticated laboratories to the field, where it could have daily impact on forensic identification in military, law enforcement, and homeland security applications. Since then, he has worked closely with thought leaders in the FBI, DoD, and DHS to define system requirements and Rapid DNA ConOps. He received his BA degree from Harvard College, MA and PhD degrees in Genetics from the Harvard Graduate School of Arts and Sciences, and MD from Harvard Medical School. He trained as a pediatrician at the Massachusetts General Hospital and served as an Instructor of Pediatrics at Harvard Medical School. He is the author of 38 peer-reviewed publications and the inventor of 43 US patents.

James H. Davis is the vice president of Government Affairs for ANDE. He has a long a storied career in Colorado working with public safety and risk solutions. Prior to that, after 26 years, Jim retired as a Special Agent with the FBI with career highlights that include FBI team responsible for the initial processing of Saddam Hussein after his capture in December 2003. Jim has served on boards and commissions on both a state and national level and currently serves on the Board of Directors of the Mizel Institute in Denver and the Board of Directors of the Denver Police Foundation.

A Look In the Mirror: Police Race Versus Cultural Awareness for Effective Staffing *continued from page 25*

to monitor police response. There have been varied recruitment options, with each of them providing similar suggestions about reaching potential candidates in their communities. The police are seen as needing to promote more positive activities to generate interest in this career. The data supports positive, transparent interactions with community groups to enhance relationships. The recruitment process needed to be professional and focus on hiring qualified candidates and move away from traditional commissions who generate eligibility rosters. It was also recognized that cultural barriers exist. Some cultures may be approached differently to break barriers, where others are simply not interested. Efforts to recruit for diversity should be a goal regardless of any barriers. The police and citizens interviewed agree that positive progress in hiring and building relationships has occurred in recent years. Technology will continue to play a role, and communities will embrace the use of it as they become more educated on the benefits. Similarly, they indicated the police officers will see the benefits too.

The interviews found the citizens gave greater emphasis to the issue of racial diversity than the sworn officers. This would indicate that this focus needed be maintained to keep recruitment and training as a core goal for effective service delivery. The most significant agreement by all was that this issue was important, and the police and communities served need to continue to focus on the benefit of diverse staffing and cultural awareness training. These findings were significant to review and compare to the discussion that follows.

CONCLUSION

The subject of this research project was chosen because of events that occurred involving the police and citizens in racially diverse community that lead to the death of an African-American youth. The interaction between this young man and a male Caucasian police officer led to the officer shooting the unarmed youth. The exchange of information about what happened affected the community and law enforcement in general across the United States. This brought awareness to police and community relationships. It also served to investigate the staffing in police officer ranks and whether the police department members should mirror the population that is being served. The research explored the option where police and population could not be mirrored to meet better understanding through cultural awareness training. The research questions were helpful in obtaining information about the research subject matter.

The triangulation for this research involved three sets of three individuals being interviewed. These groups included police and human resource administrators, community members with one being elected, and sworn police personnel. They were from three different communities, two of which had a diverse population. The semi-structured interviews included fifteen ques-

tions, which were also rated by each interviewee for their perspective of the importance of the question.

This is a small study compared to the overall subject matter. There are police departments across the United States that serve local, county and state government. Each community has their own population make-up which may be very diverse or not at all. The foundation for police work is similar regardless of the community; however, the effectiveness has the potential to vary due to cultural or ethnic differences. This study looked into the ability to recruit and hire a diverse sworn workforce versus providing cultural awareness as the alternative. The communities represented in the study represent a cross section of the types of communities that can be faced with similar situations. The perspectives learned were helpful to provide limited insight for other studies to consider.

The interview questions and participants worked well for this research. There was a good balance of input looking at the questions from different perspectives. The combination of literature and interviews offered some conclusions to the extent of this research. It is clear that the research done by others as well as this study demonstrated the need for diversity in the ranks of police departments. The ability to accomplish this is a challenge. It is also evident that in the absence of hiring for diversity there was value in training. The efforts to recruit and hire diverse candidates for police officers was a goal that should be maintained, but not at the expense of reducing qualifications. The commitment to provide cultural awareness training aided in the delivery of services where the diverse staffing was lacking. This study was limited since it is relatively small compared the police responsibility in the United States; however, it could serve as a catalyst to have this subject studied more extensively. The purpose of the study was to see if a police department could mirror the populations served. The research indicates it is desired but not possible. Cultural awareness training was the alternative to ensure that police services meet the needs of the entire community.

About the Author: Chief **James Lamkin** is the Chief of Police for the Village of Schaumburg, Illinois. Prior to taking the leadership role at the Schaumburg Police Department, Chief Lamkin was the Chief of Police for the St. Charles (IL) Police Department and the Deputy Chief of the Elgin (IL) Police Department. Chief Lamkin has more than 40 years in law enforcement. He is a graduate of Columbia College of Missouri, where he earned a Bachelor of Arts in Criminal Justice Administration, and a graduate of Judson University, where he earned a Master of Arts in Organization Leadership. Chief Lamkin is also a graduate of the 207th Session of the FBI National Academy in Quantico, Virginia.

Are you mentally fit for duty? *continued from page 23*

While songs may be one avenue for some people, other ideas may include personal memories or connections through pictures, books, television programs, movies, hobbies, sports, religion, land marks, aromas, exercise, you name it. All of these things may trigger positive emotions in a person and create a solid default buffer to stressful situations we have encountered. The goal is to find the things that help you remove the depression at the moment it begins to take over. While some PTS issues will never be fully removed they can become manageable. When we can manage our stress, we can cope with our lives and everyone around us wins.

The key to all of this is acceptance that stress is real in our lives and memories do trigger emotional reactions in our mind. By combatting the negative triggers with positive ones, we can continue to function in society, positively impact our loved ones, move forward in our career and above all lessen the chance of a catastrophic breakdown in our life or health.
The subject matter of spiritual mental healing is much deeper than this ar-

ticle, but it is important to grasp a few basic points.
- Accept the fact that spiritual mental healing is real and can be obtained.
- Know that there is **NO ONE FOOL PROOF TRIGGER** for every person and everyone is different.
- While spiritual healing is a great tool and it is a great immediate buffer for PTS, **it does not necessarily negate other PTS (D) programs.** Peer support groups, Employee Assistance Program, and General Psychological help channels should always be considered in PTS (D) situations.

Through continued study and research, I hope to see more and more agencies begin to adopt this type of training into their regimen. While we must keep our physical and tactical training sharp, ignoring the spiritual and mental aspect of stress management can be detrimental to many good law enforcement officers. Let's get on top of this now, and evolve to the next level of positive police work.

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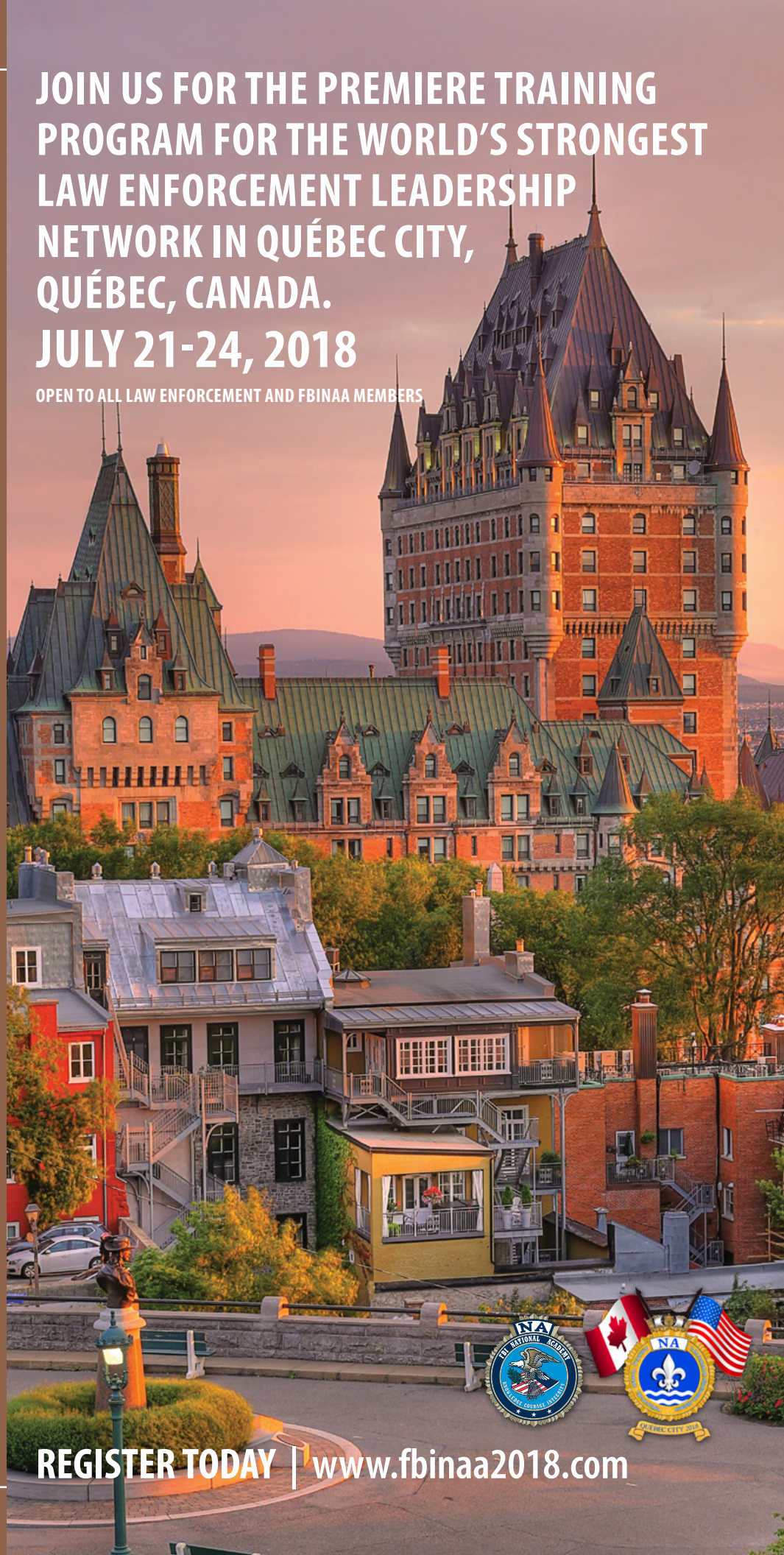**30** + breakout sessions & professional development seminars

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