

Big Ideas

for Smaller Police Departments



A quarterly publication of The International Association of Chiefs of Police focusing on concerns of smaller agencies

Predicting & Surviving a No-Confidence Vote

By Chief Richard Ahlstrom, Retired, Cedar Falls, Iowa Police Department

I. Introduction

The IACP supports proactive leadership, a law enforcement executive model that engages both the police department and the community in a way that provides a means by which the chief executive can be in touch with and get out in front of any potential issues long before they end in a no-confidence vote. A police leader who is engaged with his or her agency and community should be aware of and be able to prevent communication problems and employee concerns long before these issues are raised to the level of a no-confidence vote. Clearly, the best way to survive such a vote is to avoid one all together. It is the goal of this document to provide police leaders with preventative measures to avert such employee actions and helpful steps to take should one be faced with such a vote.

Historically, votes of no confidence have occurred for any number of reasons. Chief Richard Ahlstrom, who recently survived two no-confidence votes, addresses the issue of how one can predict a vote, can best respond to a vote, and most importantly, continue being a leader even through this difficult situation. Chief Ahlstrom, who recently retired from the Cedar Falls, Iowa Police Department, is sharing his experience and recommendations as a way to help others predict and survive a no-confidence vote and build professional leadership skills.

What is a No-Confidence Vote?

By definition, a vote or motion of no-confidence is a parliamentary motion traditionally put before a parliament by the opposition in the hope of defeating or embarrassing a government. When a police chief in a U.S. law enforcement agency receives a vote of no-confidence, oftentimes it is an indicator that the police union or department are dissatisfied with the chief's performance and therefore seek to remove him or her from office by expressing no confidence in the chief's leadership. Receiving a no-confidence vote can be personally and professionally damaging. It is something that few anticipate or expect to survive. A 1991 study by the FBI National Executive Institute Associates revealed that over a five-year period there were 35 such votes; of these, half of the chiefs involved were removed from office.¹



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Inside this Issue...

Feature Article

Predicting & Surviving a No-Confidence Vote

Spotlight

Aspen, CO PD Choose Hybrid Cars

Mentoring

Leadership in Police Organizations

Innovations from the Field

Law Enforcement Specifications for CAD and RMS

Resources

Celebrate Safe Communities

Smaller Agency Training Track

Human Trafficking Guide in Spanish

NDIC Training Opportunity

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Feature – Predicting and Surviving a No-Confidence Vote

American policing in all its diversity shares many common beliefs and practices. Perhaps the most fundamental of those beliefs is a values-based, principle-driven model of organizational design and practice that emphasizes the importance of holding all members of a police agency accountable for their judgment and decision-making, not only a simple adherence to agency policy. The International Association of Chiefs of Police (IACP) Leadership in Police Organizations curriculum describes this process and emphasizes the need to hold one another accountable to shared values and principles as well as adherence to policy, practice, and rules. Votes of no-confidence occur for a variety of reasons, but if all agency personnel are holding the same values and following the same principals of behavior, it is the hope that these measures could be avoided.

Proactive Leadership vs. No-Confidence Votes: How No-Confidence Votes Can Be Avoided and Predicted

In 2001, the IACP partnered with the Community Oriented Policing Services office of the U.S. Department of Justice to design and publish Leadership in Police Organizations, a comprehensive curriculum for law enforcement executives. This curriculum has successfully trained hundreds of police leaders in a successful strategy to “understand and apply modern behavioral science and leadership theories that enhance human motivation, satisfaction, and performance in the achievement of organizational goals.” In this curriculum, leadership in a police organization is defined as the process of influencing human behavior to achieve organizational goals that serve the public, “while developing individuals, teams, and the organization for future service.” With this concept as the foundation of this guide, it should be understood that, “a leader’s job is to achieve the goals of the organization and satisfy the needs of individual employees,” for it is through teamwork and shared goals, principles and values, that law enforcement is able to succeed.

There are five distinct areas in which a police executive is challenged and in which he or she must succeed. None is more important than the other, but all are equally necessary to maintain on an ongoing basis if the police executive is to be continually successful. These five areas are:

1. The internal agency
2. The external or partner agencies
3. The public
4. The media
5. The elected officials.

Each of these five areas presents unique and ongoing challenges to the police executive. Although one of the five areas of influence may be of immediate concern to the police leader at any one time, all five areas require continuous monitoring and attention. Without a

continuous scan of these five areas, the police executive will find himself or herself in a challenging place that could jeopardize his or her professional life. Keeping these five areas and their need for monitoring and maintenance in mind, our author presents the precipitating events that led to his receiving two no-confidence votes. Notice how improved attention to leadership principles described in this guide led to the author’s introspection and professional growth that resulted in his organization’s improved well being.

Can You Predict a No-Confidence Vote?

Regardless of when one begins, learning and employing police leadership techniques can improve organizational achievement and balance. At the same time, the police executive can build personal confidence and the respect of his or her subordinates by employing these techniques. A vote of no-confidence can likely be avoided if the police executive pays particular attention to the well being of employees by listening to and responding to their concerns. Communication is key to avoiding employee discord resulting in a no-confidence vote. The police leader who incorporates the leadership principles mentioned above into frequent agency reviews will recognize potential problems long before they result in a vote of no-confidence.

If the chief is effectively communicating with the organization, then a no-confidence vote should not come as a surprise. The chief, hopefully, will have personnel in the organization who will communicate with him or her when there is unrest or when an executive action triggers a protective association or bargaining unit meeting. If the chief is caught completely by surprise, then there are likely serious communication issues within the organization and, in fact, the chief probably does not enjoy the respect and overt cooperation of the senior management team. The ability of a chief to survive under these circumstances may be seriously impaired. The chief needs to determine if there is any hope for professional survival and it may be necessary to move on before the scenario worsens, if that is possible.

If the chief is aware of the issues and communicates with members of the command team or other police employees, then he or she has a better chance of overcoming the vote. If a chief knows the vote is coming, it is best to get out in front of it by briefing supervisors, asking for support and assistance, and preparing family members for the coming ordeal as soon as possible.

Predicting a no-confidence vote allows the chief to prepare the hiring authority (mayor, city council, city

Feature – Predicting and Surviving a No-Confidence Vote

manager) for the vote and the accompanying negative publicity. It is paramount that the hiring authority knows about the situation and begins discussing the next steps for the chief and the department. Preparing the hiring authority and other public officials gives a chief the opportunity to define the vote in its proper context without the glare of news media or outside influences. Further, a chief should reach out to the media and clearly advise them about the vote and what it represents. Reporters will likely ask questions like: will you be terminated over this or should you speak to the union/protective association?

Case Study: An Example of Surviving a No-Confidence Vote

The author, Chief Ahlstrom, served as chief of the Cedar Falls, Iowa Police Department for ten years and during that time received and survived two no-confidence votes. The author was promoted to chief of police when the organization was part of the Cedar Falls Department of Public Safety following the appointment of a new outside director of public safety. The director was given the mission of developing and immediately instituting massive cultural changes and efficient business practices into a police organization that was described as professionally stagnant. The previous director of public safety and the former chief of police had both retired after ten years of service.

During the course of instituting these requested agency changes, the author regrets not anticipating the events and environment within the department that resulted in open rebellion and which ultimately led to the director of public safety leaving and the department of public safety being dissolved. A legal standoff between the political leaders and the author was ultimately settled with the author being retained as the chief of police. Numerous newspaper articles and public statements to the elected officials by disgruntled employees were common during the nearly year-long legal stand off resulting in the first no-confidence vote.

The second no-confidence vote came six and one half years later in December 2006 when the author terminated four patrol officers for misappropriation of public funds. Three of the terminations were ultimately upheld. In the midst of that action, the author promoted two female officers to lieutenant (first line supervisor) over other more senior male officers whom they had outperformed. The terminations and promotions were sufficient to trigger the second no-confidence vote. The union took the vote in secret and did not publicize it for six weeks. The actual document was not signed, as there were a sufficient number of officers who would not

agree to all the points mentioned in the document. Because the document was not signed, the media and politicians downplayed the seriousness of it. In fact, the newspaper labeled it retaliation for the terminations.

The collective bargaining unit demanded a meeting with the mayor of Cedar Falls to list their issues. During the meeting the mayor expressed to them that he and the council did not find their concerns warranted. The issue then died.

What Does a No-Confidence Vote Mean to You?

National police associations recognize similarities in no-confidence votes: most no-confidence votes stem from officers who feel isolated from management. Further, these officers typically feel that their voices are not heard and their efforts are not recognized.¹

Receiving a no-confidence vote is not an automatic termination offense. In fact, the author cannot find any definitive law or standing that requires the removal of the chief of police for receiving a no-confidence vote. Many chiefs have a contract or have just cause job protections which provide specific legal assurance or remedies for dismissal. Even an at-will chief can survive if he or she is willing to help himself or herself by making constructive decisions about how to proceed. However, a chief who fails to act after receiving a vote or who hides in the office risks being removed or being terminated, leaving behind bitter memories, a distraught family, and a tattered career that will take time to overcome.²

Receiving a no-confidence vote does not necessarily mean that a chief is a poor manager or an inept leader. It does mean that there are issues within the organization that have simmered for months or perhaps years. For example, in the author's experience, a promotion, disciplinary action, cuts in service, or demands for increased efficiencies could trigger the bargaining unit or the protective association to act.

Kevin Gilmartin is a behavioral scientist who specializes in law enforcement issues and has taught workshops about no-confidence votes, including several appearances at IACP's Annual Conferences. In a series of newspaper articles, Gilmartin stated, "Across the

¹ Waterloo Cedar Falls Courier January 14, 2007

² Beretta newsletter February 2000, Surviving a No Confidence Vote

Feature – Predicting and Surviving a No-Confidence Vote

nation, no-confidence votes have become a way for police unions to try to enact change...They can go a full range from legitimate to irrelevant. On one end you may have a chief that really is not serving the department well and needs to go. The other end of the line is malcontents who have hijacked the organization and have taken over the podium.”³

II. Steps to Consider if You Have Received a No-Confidence Vote

First and foremost, remember that no chief is alone. Receiving a no-confidence vote can be a terrifying experience and a bad memory that stays throughout a law enforcement career. If there has been a vote of no-confidence, what next?

1. Very carefully read the no-confidence document. Make sure that you fully understand the relevant issues in the document and start preparing yourself mentally to answer them. Was it signed and by how many officers? Did your command staff stand with you or side with the opposition? A lack of signatures may indicate a deep split in the rank and file. Remember, you are starting to fight for your professional life.
2. Contact your hiring authority and share the document. You should know by now what the reaction will be. Adequately preparing the hiring authority should relieve some of the unease about any employment stability.

Continue to monitor leadership’s response for signs that political support is weakening. Explain to your hiring authority *in your terms* what the no-confidence document says. Explain the document in a way that places you in the best light possible. For example, if there is criticism over lack of staffing, you should state to your hiring authority that this complaint is a result of city requirements to cut staffing and overtime. Avoid automatically falling on your sword and accepting blame.

3. Speak to your family as soon as possible. Media representatives may seek them out for a response. Explain the contents of the document

to them and the city’s response. Encourage family members to avoid speaking with the media and refer questions to you or the city leadership. Hopefully, family members can avoid a posture of public defensiveness as that may be interpreted in many ways.

4. Determine if the opportunity exists for you to describe the vote in a more positive light to the public. Is the vote a result of an officer disciplinary action, triggered by an ethical or integrity issue? Usually, the public is very supportive of those kinds of actions and will not want the chief to fail because the next chief may not enforce professional behavior and standards as vigorously.

Is the vote public? Sometimes, a no-confidence vote is kept private if the chief agrees to certain demands from the opposition. During collective bargaining a no-confidence vote may be held to weaken your position. If members of the rank and file truly want to work through issues, they may keep the vote quiet if they see progress is being made towards mutually satisfactory resolutions. A private vote is less common; more aggressive members usually want to publicize the no-confidence vote. Often if a no-confidence vote is publicized, the majority of officers will have difficulty withstanding the peer pressure of those who support the no-confidence vote.

Understand Why You Received the Vote

1. Relatively new chiefs or those coming from outside the organization are vulnerable to a no-confidence vote especially as they decide to institute changes in the organization. There can be political expectations to fix the department after years of inept leadership. While making necessary, organizational changes, try to resist making them too suddenly.
2. The union or protective association may be trying to discredit you and disrupt your authority, especially if it is early in your tenure as chief.
3. Promoting protected class officers (minorities and females) or disciplining popular officers in the organization may lead to no-confidence votes. A chief may be more vulnerable to a vote if these promotions happen together in a short period of time.
4. Some chiefs are not adequately prepared or sufficiently trained to lead an agency.

³ Waterloo Cedar Falls Courier January 14, 2007

Feature – Predicting and Surviving a No-Confidence Vote

5. You have committed misconduct. Sometimes, chiefs do not survive the fallout from even accusations of misconduct.

Managing the Fight for Professional Survival

Upon receiving a no-confidence vote, one must determine how to proceed. There are essentially three options to consider.

1. Stay and fight
2. Resign
3. Accept a demotion.

Once the choice is made, there are several steps to consider next. The author made the decision to fight both votes for several reasons. The author had carried out the council's directives to the best of his abilities and in a manner consistent with their demands; however the first vote came after taking this action. Further, even though the organization was still experiencing turmoil, the author was beginning to see some success and believed that the organization was turning the corner. The (author's) second no-confidence vote was about honesty and integrity. The author had the high ground and enjoyed a tremendous amount of support internally, politically, and publicly.

Once the vote of no-confidence became public, the author took several steps to determine his next course of action. These steps can be helpful to any chief faced with a no-confidence vote.

1. Assess your professional options. Determine the best course of action for you and your family and then initiate that action. Be aware of any change in the political landscape. Political leaders can change their minds and may begin to withdraw their support. Members of the community may pressure elected officials to make a decision and end the negative publicity.
2. Make a decision. There are three options: stay and fight, resign and leave the department, or voluntarily take a lower position in the organization. This is a very personal decision and there is no right or wrong answer. Be prepared to revisit this step regularly if the working environment or political landscape changes.

Determine Who Stands with You

Without political support, it is impossible to survive a vote of no-confidence. Prior to making the decision about staying or leaving, the chief must determine whether there is sufficient political support for staying. If strong support exists, the chief should then consider the following steps to sustain political viability until the process is concluded.

1. Review the no-confidence document to determine who did and did not sign it. Problems will arise if your command staff signed the no-confidence document.
2. Attempt to determine what prompted the vote. Speak to each person in your command staff, and/or in the agency privately and directly. This way, you can determine your agency support and why those who supported the vote of no-confidence did so.
3. Other chiefs of police may act as a sounding board. Ideally, you will have strong relationships with them already. Be prepared for a mixed bag: some may support you and some may agree with the vote of no-confidence. Those who support you will be an asset through this situation.
4. Other city department heads can be invaluable allies during this time. They may have the ear of many citizens and the hiring authority. They may be in a position to influence community members during this situation.
5. There is no better support system than your family. While you may be the target of the no-confidence vote, they are along for the ride. Further, your family's co-workers and friends may question them about the situation, and they must not respond. This experience will, in many ways, be more difficult for them simply because they have no control over the circumstances.
6. Ideally, you built a foundation of support among community leaders and neighborhood associations. They have the ear of the hiring authority and elected officials. Do not be shy about asking for their help. Pride is a luxury that you cannot afford at this time.

III. If you Choose to Stay and Fight

Determine if you want to stay. Is this position really worth the fight? What are your options if you leave? Is it feasible to fight again another day at another place? Once you start to defend yourself it becomes increasingly harder to walk away. Consider these questions carefully. After you have determined that it is

Feature – Predicting and Surviving a No-Confidence Vote

in your best interest professionally and personally to stay and contest the no-confidence vote, there are specific steps you must consider to align support in the public, the media, your agency, and with the political leadership.

1. Talk to the media and keep them informed. Send the message that you are addressing the concerns professionally while balancing the needs of the organization with the needs of the citizens you are sworn to serve. Displaying genuine concern for the department in the media *may* dissuade any undecided officers from joining with the group. Present as calm a demeanor as possible and do not discuss your professional options in reference to consequences of the vote. If you cannot remain calm, have someone else speak to the media on your behalf. Never allow any public display of anger because it may cause members of your community to question your credibility.
2. Seek professional support. Hopefully, there has been time to develop relationships with nearby chiefs who can offer support and give you the opportunity to vent your emotions behind the scenes. In addition, check with your state or regional chief's association for possible support. Maintain contact with your peers and professional support system. No one can easily survive this experience alone.
3. Be seen in public. Now more than ever, you need to get out into the community. You also *must* get out of your office and speak with employees frequently. Hopefully this is already a normal course of business.

If your leadership team feels you are in control, chances are very good that they will stay with you. Hiding in the office leads to more isolation and diminishes any chance for survival.

4. Meet with your staff. With the approval of your hiring authority, begin to set up one-on-one meetings with each and every one of your employees. Listen to them. Do not argue or try to defend yourself.

The point of these meetings is to demonstrate to your employees that you are concerned and willing to listen. While hearing what they have to

say may be painful, remain open to the employees' points of view.

5. Communicate with your hiring authority. Pay attention to your hiring authority and work for the continued support of your elected leaders. Closely monitor any changes in their contact with you and encourage them to speak with you if they hear rumors or want more information.
6. Prepare yourself for pressure and negativity. Be ready for the bargaining unit to contact your hiring authority or elected officials to pressure them into terminating you. You may hear gossip, lies, and exaggerations. Sometimes the opposition will attempt to influence the media to keep the pressure on you and your family.

Next Steps After the Initial Onslaught of Publicity

Once the announcement, either private or public becomes known, it is wise to consider whether it is appropriate to take the next steps listed below.

1. Be prepared to hire a skilled labor attorney if necessary.
2. Be prepared for personal attacks in the media, either by interviews or letters to the editor.
3. No matter how heated the conflict becomes, remain calm and professional. You cannot afford to lose support over an unguarded or emotional comment.
4. Finally, keep a smile on your face. Never let anyone in the organization or in public know how personally upset you are and never display a lack of confidence.

Sometimes a bargaining unit or the association does not have a follow through plan. If this is the case, there is an opportunity to request an outside mediator or a labor management committee (LMC) be formed. This is a chance to seek mutual resolution of all concerns in a professional environment. It allows time to pass and tempers to cool for both sides.

How Can You Tell if You Are Losing the Battle?

If you have decided to stay, your entire focus is on keeping your job. It is very easy to dig in and refuse to leave but you may be missing the signs indicating that you are losing the battle. How do you know if you are losing the battle?

Feature – Predicting and Surviving a No-Confidence Vote

1. Your support is evaporating and you now need to rethink your position and reasons for staying. Your political connections or hiring authority become distant. Your phone calls are not returned and people are not available to meet with you anymore.
2. You become isolated from other department heads in the city.
3. You are being ignored or minimized in the organization. Your employees change their behaviors. Some of your employees may no longer be engaging in professional conduct and could be bordering on insubordination. Use caution before you fight the discipline battle. The ultimate goal is to survive the no-confidence vote, not get sidetracked on short-term personnel issues.
4. Your professional friends are telling you to step down. They like you but believe you will be leaving soon.

Combined, these signals are cues that you should start developing an exit strategy. Consult your attorney to determine your rights and rely on him or her to negotiate with the hiring authority. It might be in your best interest to negotiate some type of severance. Keep it simple and out of the media.

IV. Conclusion: When is it Over?

There is no obvious answer to this question. You will know it is over when you retain your position or, sadly, leave. If you lose your position, unfortunately, this cloud will follow you for a while. Be prepared to explain what happened in your next job interview. If at all possible, get a letter of recommendation from your current employer or an agreement that no negative information will be disseminated to future employers. Knowledge of a vote of no-confidence is

a determining factor in rehires, even when the chief was right in leaving.

If your hiring authority and elected officials have expressed support for you and your actions and if you make concrete efforts to communicate with the department, then it is most likely over. Occasionally, elected officials agree to meet with those who organized the no-confidence vote and afterwards, the problems drop out of the news. You win when you keep your position.

Once the situation is resolved, you need to move on with your life and career. Do not dwell on what happened. If you leave, do not harbor grievances. If you survive, you are far stronger politically and in the organization, and it is unlikely that you will face another no-confidence vote anytime soon.

Receiving a no-confidence vote does not signal the end of a career. You need to determine your level of support, work to solidify it, and work within the organization to de-escalate the situation and regain support for a common mission. Help shift your employees' focuses back on their jobs. You and your family will very likely receive a lot of criticism and unfavorable publicity: keep your head up and keep moving your organization forward. This is a severe test of your leadership, but one that you can survive.

Chief Richard Ahlstrom retired from the Cedar Falls, Iowa Police Department in April 2008 after serving ten years as chief of police and 34 years in law enforcement. Chief Ahlstrom is a graduate of the FBI National Academy and the FBI Midwest LEEDS. Chief Ahlstrom served as president of the Iowa Police Executive Forum, past president of the Iowa Crime Prevention Officers Association, and the Iowa State Police Association. Chief Ahlstrom also developed an internal training course titled "Chief University" which he used to mentor officers in his agency who expressed interest in preparing for a chief's position. Chief Ahlstrom has a B.S. in Marketing from the University of Northern Iowa and serves as trainer for the IACP Smaller Police Department Technical Assistance Program.

Spotlight

Aspen Police Choose Hybrids

By Charles Agar, *The Aspen Times*

In an effort to set a green example in Colorado, Aspen cops are going hybrid. Following a two-month test of a Toyota Highlander hybrid as a police cruiser in Aspen, Police Chief Richard Pryor on Thursday, May 29th announced plans to replace the department's Volvo cruisers with 10 of the new hybrid vehicles. The new fleet, costing \$35,000 each with an additional \$4,000 to \$6,000 for police outfitting, will arrive in Aspen over the next five months, Pryor said at a press conference on the lawn behind the Pitkin County Courthouse.

Converting to hybrids, Pryor said, is the next "radical yet logical step" in the face of concerns over global warming and skyrocketing gas prices. The move will not only spare the environment an estimated 20 tons of carbon emissions, Pryor said, but the new vehicles save 2,000 gallons of gas (or about \$7,000 in fuel) annually.

The Highlander gets 26 miles to the gallon according to Toyota statistics, but loaded with police equipment posted between 16 and 19 miles to the gallon in Aspen (compared with the current Volvo cruiser's 11 miles to the gallon). Aspen borrowed the idea for the new hybrids from police in Lindsay, California, and the City Council approved the pilot program in March.

"We're at the leading edge in trying to do this," said Mayor Mick Ireland during Thursday's press conference. Ireland said Aspen has lost skier days in recent years because of rising temperatures, and that local rivers, though gushing this year thanks to big winter snows, are dangerously low. The mayor added that new police hybrids are only one piece in a larger effort to reduce the city's carbon footprint. City initiatives include new hydroelectric plants and a possible conversion to geothermal energy to make Aspen a regional leader in green initiatives.

Kim Peterson, director of the city's Canary Initiative, congratulated the police department on the move and said it goes a long way to the city's goal of a 30 percent reduction in greenhouse gases by 2020 and an 80 percent reduction by 2050. The new police hybrids add to the city employee fleet of 13 other hybrid vehicles, Peterson said, a push that is more than just a PR campaign or "greenwashing," but produces results on the ground. "People look to Aspen as a leader," Peterson said. "We like to start trends."

During a two-month test of a Highlander hybrid, officers ran into trouble with the test vehicle's electrical system, and the battery went dead six times, Pryor said. Police enlisted the help of staff at the Rocky Mountain Institute, an environmental nonprofit, who were able to beef up the hybrid vehicle's electrical system, installing an extra battery to run the cruiser's laptop, radar gun and video camera. After the change, the hybrid performed well in Aspen's "challenging environment," Pryor said.

"I love the car," said Assistant Chief Bill Linn, one of a handful of Aspen officers who tested the new hybrid cruiser. Linn said the Highlander is agile, has good acceleration and can pull tighter turns than the department's older Volvos.

The Highlander, which alternates between a V6 engine and an electric motor, runs quietly — which is also a boon to cops on patrol sneaking through Aspen's alleys, according to other officers who tested it. Police vehicles in Aspen burn up an average of 25,000 miles of road every two years, Pryor said, and the new hybrids should last about five years. The old Volvos will be phased out through a buy-back program with Volvo, Pryor said.



Aspen Police Chief Richard Pryor held press conference touting the department's new hybrid police vehicles. *Paul Conrad/The Aspen Times*

Mentoring

Ongoing Leadership Training for Mentors and Newer Chiefs

When the New Police Chief Mentoring Project was established, one of the first directives from the advisory group was to address the need for ongoing leadership development for newer chiefs and mentors alike. As a result of that early mandate, the Mentoring Project provides many avenues for police chiefs to expand their leadership and professional development skills and makes every effort to provide no-cost training opportunities to smaller police department executives who participate in the project.

This spring, the Smaller Police Department Technical Assistance Program was able to sponsor a rare opportunity for nine Mentoring Project participants to attend the IACP Center for Police Leadership course, Leadership in Police Organizations (LPO). This valuable leadership training opportunity was made possible by partnerships between the Target Foundation, the IACP Foundation, the New Police Chief Mentoring Project and Smaller Police Department Technical Assistance Program, and the Center for Police Leadership.



The '08 Duluth LPO Class

What is Leadership in Police Organizations?

The LPO curriculum was built around the IACP's comprehensive leadership model which is based on the tenets of dispersed leadership. It reflects documented best practices in the public and private sectors, the military, and the justice system. In recognition of the diversity of police agencies and the communities they serve, the model is designed to be adaptable to an individual agency's mission and philosophy. Even though the model is flexible, it has at its foundation a set of core values that reflect the nature of the law enforcement profession: duty, honor, service, dignity, respect for others, integrity, courage, and loyalty.

Continued...

Meet the Mentors

Meet the Mentors provides insight into the mentors of the New Police Chief Mentoring Project. The Mentoring Project matches newer chiefs with mentor chiefs for a period of 3-6 months. This formal mentoring process enables newer chiefs to learn how mentor chiefs addressed similar challenges and achieved success.

This edition's featured mentor is the first newer chief participant in the Mentoring Project to reach his five year tenure mark and become a mentor himself.

Name: Richard Schardan
Department: Maryville, IL
Number Sworn: 13
Population: 6,900
Years as Chief: 5



Highlights:

- Chief Jack McKeever, of the Lindenhurst Illinois Police Department served as his volunteer mentor. Mentor recommended displaying more artifacts, history, and elements that represent pride in the police department and community. Change implemented and resulted in an increase in pride and morale in entire police department.
- Attained grants to improve technology and equipment in his department and established an innovative community outreach program, "Catch a Kid"; permits officers to distribute whiffle balls and bats to children in the community, officers encouraged to play catch or toss a few pitches, helps to build a healthy rapport between children, their families, and the police department.
- Utilized tips from mentor but also adapted those ideas to reflect the personality and culture of his police department and community. Armed with his experience and knowledge, and the support of his mentor, he is prepared to provide mentor guidance to newer chiefs.

Personal Quote: *"I found the mentoring experience to be very useful and now I am excited to share both my successes and challenges as a mentor to others."*

The Mentoring Project team is proud of Chief Schardan and congratulates him on his success and welcomes him in his new role as a mentor with the New Police Chief Mentoring Project. To learn more about how you can become involved in the Mentoring Project, visit www.iacpmentoring.org or call 1-800-THE-IACP x 844.

Mentoring – cont'd

The LPO is a three-week intensive and highly interactive training which allows for sworn and non sworn participants to learn behaviorally based leadership techniques in stages. One week of training is followed by returning to their departments to implement tools from that week, then the participants return three weeks later to reflect and learn new tools. This process is repeated over a span of three months. This intensive process may seem like a major time commitment, but it proved to have a lasting effect on the participants from the Mentoring Project. In 2009, the CPL will work with smaller departments to deliver the program in ways they can afford to ensure access to the program. For more information on the model and course content see, <http://www.theiacp.org/cpl2/>.

Impact

For many of the participants, the LPO had an immediate real world impact. After completing the course, Chief Donald Barnum was inspired by the methods taught at the LPO training to implement an incentive program for his officers. This program encourages all command staff to give \$25.00 debit cards occasionally to officers who do an exceptional job. Through this effort, Chief Barnum found that valuing his department on all levels allowed for a more positive and collaborative working environment.

The feedback from our participants shows that they believe the leadership style taught at the LPO training provided necessary insight into and reflection on their own leadership style.

The LPO class has provided me with a new sense of leadership focused on the realities of the department and more in tune to my employees and their needs.

It is about people and behavior.

Chief Donald Barnum

The thing that really brought it all together for me was the concepts of 'taking care of your people' and 'establishing relationships.' I realize now that all my folks are individuals who have their unique sets of goals and talents that have to be nurtured and mentored as individuals. The differences between leadership and management are vast and this training gave me the tools to bridge the gap.

Chief Mike King

I am passing on my leadership strategies to my supervisors as well as asking and observing what motivates individuals to be more goal oriented. It is a more intense way of thinking and processing the information you have at hand.

Chief Jeff Faries

I have realized that leadership is more than just getting others to follow you.

Chief Edna Johnson

The skills taught in the LPO training demonstrate how listening, incorporating new techniques, and focusing on the welfare of your command staff and employees enhances the working environment. This allows every one to focus his or her energy on one common goal: to protect the community and uphold the law.

Learn More

To learn more about the Leadership in Police Organizations training, a fee-based training offered through the Center for Police Leadership, visit www.theiacp.org/cpl2/. For more information about the New Police Chief Mentoring Project, email mentoring@theiacp.org or visit www.iacpmentoring.org.

MASTER THE ART OF MENTORING

Are you a current mentor or interested in becoming a mentor in the New Police Chief Mentoring Project?



Join us for the Mentor Skill Building Workshop on Sunday November 9th at 3:00 PM at the IACP Annual Conference in San Diego.



- Network with fellow mentor chiefs
- Build your existing skill set as a mentor
- Learn about new project resources

For more information contact

mentoring@theiacp.org or 1-800-THE-IACP, ext. 844

MENTORS LEAD TO SUCCESS

Innovations from the Field

LEITSC *Standard Functional Specifications for Law Enforcement Computer Aided Dispatch (CAD) and Records Management Systems (RMS)*

When purchasing a new vehicle, law enforcement agencies know what they need and what to look for beyond four tires and an engine. However, when it comes to purchasing a new CAD or RMS the same is not always true. Chances are, if your agency is considering purchasing a new CAD or RMS, nearly every product out there may seem more appealing than your current system and trying to sort through the quagmire of local politics, federal mandates, state requirements, and sales pitches can be frustrating.

To assist law enforcement in the decision-making and selection process, the Law Enforcement Information Technology Standards Council (LEITSC)¹ has developed two documents, the *Standard Functional Specifications for Law Enforcement Computer Aided Dispatch (CAD) Systems* and the *Standard Functional Specifications for Law Enforcement Records Management Systems (RMS Version II)*. Developed by a team of law enforcement practitioners with input from industry representatives, these documents were developed with the smaller agency in mind and outline the basic, functional requirements these systems should have to achieve interoperability and enhance the efficiency of everyday operations. Both are available at no cost and can be downloaded from the LEITSC web site, www.leitsc.org.

These documents are designed not only to educate law enforcement about the capabilities of RMS and CAD systems, but also to assist in the request for proposal (RFP) and procurement process by categorizing these systems according to business functions; 25 in the RMS document and five in the CAD document. While it may seem that the more robust the RFP is the better, little details often get overlooked resulting in higher costs down the road or purchasing a system that does not meet your needs. It is also important to note that while these documents are intended to assist agencies with developing an RFP, they are *not intended* to replace the RFP.

The documents also address several of the common data exchanges of these systems. When developing an RFP, it is important to think not only about your agency's current needs, but also what your agency's future needs might be. The capabilities of these systems have greatly expanded – for example, records management systems are being tied in with geographic information systems (GIS) and are used to track sex offenders and map crime statistics. As a result, agencies have been able to allocate limited resources better based on this information.

Another goal of the documents is to promote information sharing and best practices. You will find many articles about the need for information sharing and interoperability beginning with references to September 11th, Hurricane Katrina, or other recent events. Without a doubt, during an emergency situation the ability to share information is critical, but these are not everyday occurrences and these references tend to overlook the role that interoperability plays in making everyday processes more efficient, especially the communication between an agency's CAD and RMS.

LEITSC, along with a team of subject matter experts, is currently developing a User/Acquisition Guide to assist law enforcement agencies further during the RFP and procurement processes. The guide, in addition to containing questions that can be put into an RFP from each module, will review best practices and lessons learned.

Standard Functional Specifications for Law Enforcement Records Management Systems Version II. These documents were designed to be living documents. As such, it is the responsibility of LEITSC to review these documents periodically. On April 29, 2008 the *Standard Functional Specifications for Law Enforcement Records Management System Version II* was released. Version II retains all 25 of the original business functions but it updated the RMS document to reflect the migration of GJXDM to NIEM. It also includes discussions about important federal initiatives as well as language about Services Oriented Architecture (SOA) and the Justice Reference Architecture (JRA), Software as a Service (SaaS), National Data Exchange (N-DEX), privacy, and data quality.

¹ With support from the U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), Bureau of Justice Assistance (BJA), LEITSC is a consortium consisting of representatives from four of the nation's leading police associations: the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, the National Sheriffs' Association, and the Police Executive Research Forum.

LEITSC Technical Assistance. LEITSC offers technical assistance to agencies looking to procure a new CAD or RMS and is available at no cost to agencies. The technical assistance is driven by an agency's use of the *Standard Functional Specifications for Law Enforcement Computer Aided Dispatch (CAD)* and/or *Records Management System Version II* and can be leveraged when developing a CAD or RMS RFP.

For more information or to request technical assistance please visit the LEITSC web site, www.leitsc.org.

Resources

Celebrate Safe Communities

The U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance; the National Crime Prevention Council, and the National Sheriffs' Association have joined together to Celebrate Safe Communities on October 2-4, 2008. This new initiative is designed to help local law enforcement agencies and their community partners kick off celebrations of Crime Prevention Month every October. For more information, visit <http://www.ncpc.org/programs/celebrate-safe-communities/csc-home>.



Smaller Agency Conference Certificate Training Track

The world of crime took a turn for the worse and for the better 115 years ago in 1893. Herman Webster Mudgett, aka Dr. H. H. Holmes, used The Chicago World's Fair to lure victims to their deaths. Often referred to as the first serial killer in the United States, Dr. Holmes may have trapped and killed hundreds of victims (he confessed to 27 but only nine were ever confirmed). Also that year, the International Association of Chiefs of Police (IACP) was created and began its annual Law Enforcement Education and Technology Exposition – also in Chicago.

Early IACP conferences addressed uniform practices for arresting felons, systems of identification, and a new police telegraphic code. 115 years later, the IACP is presenting solutions for the new world of policing, including strategies for leading change in police culture, public law enforcement and private security collaboration, violent crime, use of force issues, training, and case studies. With compelling speakers, influential networking, and cutting edge technology, this year's conference in San Diego, California, November 8-12, promises to be the most exciting and informative yet.

Each year more than 150 educational sessions are offered to attendees of the IACP's Annual Conference and Exposition. Law enforcement executives give presentations about current issues and trends while sharing lessons learned. Since 2001, the Smaller Police Department Technical Assistance Program has presented a training track during the IACP's Annual Conference. These workshops focus on learning practical and real solutions to the unique challenges facing the smaller agency executive. They highlight innovation best practices and suggested resources in a relaxed, collegial environment. Sessions are offered twice during the week so chiefs can attend other workshops while earning their Smaller Agency Certificate. See Page 15 for a list of topics.

Visit the IACP's conference Web site (www.theiacpconference.org) to learn more about the educational opportunities available as well as special events planned for conference attendees.

Free Training Opportunity

The National Drug Intelligence Center (NDIC) is offering free training to federal, state, local, and tribal law enforcement personnel. The topic of the multiagency course is an **Introduction to Basic Drug Intelligence Analysis**. The course will be delivered via interactive videoteletraining (IVT) and training materials are provided at no cost by NDIC. Participants will have the opportunity to learn from and interact with subject matter experts from federal agencies and be exposed to a broad spectrum of drug and intelligence topics and skills. Participants are responsible for all travel, lodging, and per diem costs. For additional information or to register, call the Registrar at (814) 532-4028 or email ndic.training@usdoj.gov. To view the training schedule, please visit www.usdoj.gov/ndic/magency.htm.



Now Available in Spanish!
“El Crimen De la Trata Humana”

**The Crime of Human Trafficking:
A Law Enforcement Guide to Identification and Investigation**

Recognizing the international nature of human trafficking and the limited language resources and interpretation capabilities facing many police departments, the IACP *Police Response to Violence Against Women Project* has translated the training guidebook “*The Crime of Human Trafficking*” into Spanish. The Spanish language version of the guidebook is an additional tool for local and state law enforcement to use when working with victims and educating the community.

Included in the guidebooks is information on:

- The definition of the crime of human trafficking
- Methods by which traffickers operate and reasons why victims may be reluctant to report
- Means for detecting and investigating these crimes
- Ways to address the safety and other needs of victims
- Information on federal laws and resources

This product, together with the accompanying roll-call training video (English only), is available at no cost for law enforcement and victim advocates. To obtain electronic copies, please visit: <http://theiacp.org/research/VAWPoliceResponse.html> , or to order printed copies, email project manager Aviva Kurash at kurasha@theiacp.org.

8th Annual Smaller Agency Certificate Training Track

held during the IACP Annual Conference in San Diego, CA
November 8-12, 2008

Presented by

IACP Smaller Police Department Technical Assistance Program and IACP New Police Chief Mentoring Project

Funding Partner: Bureau of Justice Assistance



Saturday, November 8

- CompStat for the Smaller Agency - 10 am – 11:30 am
- Internal Affairs for Smaller Agencies - 1 pm – 2:30 pm

Sunday, November 9

- Police Response to Youth in Crisis - 8 am - 9:30 am
- The Forgotten Client: Organizational Approach to Enhanced Victim Response - 10 am - 11:30 am
- CompStat for the Smaller Agency – 1 pm – 2:30 pm

Monday, November 10

- Avoiding Turnover by Recruiting the Right Officer - 8 am - 9:30 am
- Police Response to Youth in Crisis - 1 pm - 2:30 pm
- Managing Personnel through Corrective Discipline - 3 pm - 4:30 pm

Tuesday, November 11

- Managing Personnel through Corrective Discipline - 8 am - 9:30 am
- Internal Affairs for Smaller Agencies - 1 pm - 2:30 pm
- Shaping Organizational Culture - 3 pm – 4:30 pm

Wednesday, November 12

- Avoiding Turnover by Recruiting the Right Officer - 8 am - 9:30 am
- Shaping Organizational Culture - 10 am - 11:30 am



One-Day Pass for Law Enforcement – \$50

Can't attend the entire Conference – but don't want to miss out on these great workshops? Register for a \$50 Day Pass. Good for one day of your choice, the One-Day Pass for Law Enforcement Personnel will give you entry to the exhibits, General Assemblies, and educational sessions on that day.

First Timers – \$220

The IACP is extending a special invitation to all members who have not attended previous conferences. Come this year and find out what you've been missing! See what thousands of your colleagues enjoy every year – including the chance to network with each other. IACP members attending for the first time pay \$220 before September 9th and \$275 after September 9th and on-site.

Training Certificates will be presented at the end of all workshops.

For more information, contact Tamika Scott at ScottT@theiacp.org or Elaine Deck at Decke@theiacp.org or visit www.theiacpconference.org