



u p d a t e

VCPI



The Virginia Community Policing Institute
...providing training and technical assistance for Virginia's
law enforcement officials and communities...

Lynda S. O'Connell, Executive Director

From the VCPI Executive Director

The tragedies of September 11, 2001, shook Americans to the core. It was horrifying to watch the terrorists' complete lack of humanity and respect for life. The impact of such an event was tremendous. For many of us, the day of the attack was filled completely with feelings of anger, horror, resentment, and disbelief. However, in the days following, emotions mixed, and positive feelings of pride, patriotism, compassion, and community emerged.

Even that same evening, as I drove home, I noticed more American flags flying on homes than usual. The next morning, many homes and vehicles were decorated with more red, white, and blue than any Fourth of July I can remember. Bridges and overpasses, road signs and billboards were almost immediately covered with messages of support and patriotism. This immediate coming together of communities to support each other, the victims, and the emergency services personnel working at each attack site generated as powerful of an emotional reaction in a positive manner as the attacks themselves did in a negative one.

The immense outpouring of donations and support for the victims and emergency personnel that responded to the attacks was overwhelming. We've all watched as school children have donated their collective allowances to the families of missing fire fighters and police. We viewed news reports that showed search and rescue dogs and handlers collapse from exhaustion at the end of a shift, both suffering from cuts and injuries from the debris. Americans responded by sending vet wrap, gauze, and dog "booties" along with food and blankets. On the weekend after the attack, my sisters-in-law and brother-in-law drove from their home on Long Island into New York City to understand the devastation. The highway leading to the area of the World Trade Center was still closed to emergency personnel. They spoke of the wall of people lined up at the fence along the highway, cheering and waving signs of thanks and encouragement each time an emergency vehicle passed. These people were there for days on end offering support to our police, fire, and rescue workers.

It was truly moving to witness the power generated by the communities' support and the commitment of our emergency services. VCPI teaches numerous courses focusing on this powerful partnership. We discuss the identification of potential partners, the benefits of such partnerships, and how to utilize them effectively. No lessons were required in this instance. It was truly energizing to watch the immediate, immense, and natural outpouring of support from both the community members and the emergency services. The results of this powerful partnership were evident for all to see.

As the nation unites to eradicate terrorism around the world, we can begin the healing process. Though, I think it's already clear that the longest lasting effects of this horror will be the positive effects: pride, patriotism, compassion, and community. ■

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FOURTH ANNUAL
**COMMUNITY POLICING
LEADERSHIP CONFERENCE**
May 20-22, 2002
Virginia Beach, VA

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for Details*

VCPI Partners:



Community-Oriented Government Course

Harrisonburg, Virginia

by Julie Gigante, VCPI Special Projects Manager

Early in 2001, the Harrisonburg-Rockingham County Weed and Seed Steering Committee requested that VCPI assist them in preparing for a joint city/county weed and seed initiative. VCPI met with city and county law enforcement administrators and their criminal justice planner to determine how VCPI could meet this community's needs. The group decided to have the institute provide a comprehensive city-county wide training effort. Initial training in community policing was directed toward members of the police department and sheriff's office. In addition, back in June, VCPI made a presentation to the Weed and Seed Steering Committee, providing an overview of community policing, and detailing the training VCPI had offered to the area's law enforcement members.

Community-Oriented Government introduces participants to its key components of partnerships and problem solving.

Once VCPI trained the vast majority of staff from the police department and sheriff's office in an introduction to community policing, the next logical step was to educate the community and other city and county government agencies on what community policing is, and their role in promoting public safety and improving quality of life. In the months that followed, Captain Malcolm Wilfong of the Harrisonburg Police Department and Jo Ann Anderson, the weed and seed program coordinator, worked with VCPI to offer a one-day course, titled, "Community-Oriented Government (COG)," that brings together government and community leaders in an effort to give them a greater understand-

ing of the evolution of community policing. In addition, the course introduces participants to its key components of partnerships and problem solving. The eight-hour instruction utilizes a number of innovative activities to promote community partnerships and stimulate ideas for future community problem-solving efforts.



COG participants put problem-solving theory into practice while playing the Problem Solver's Challenge© training tool.

The COG course, conducted November 7 in Harrisonburg, was offered to a variety of city and county organizations (see sidebar on page 3). Rockingham County Sheriff John Farley opened the session. Quoting Colonel Harper who is the chief of the Harrisonburg Police Department, Sheriff Farley said, "No law enforcement agency can be any better than the community it serves." Farley added that law enforcement can't promote public safety without the support of other agencies and the community, and he was pleased at the level of attendance from so many different city and county agencies at the COG course.



During the break, COG participants network with other agencies.

Jo Ann Anderson, who coordinates the Harrisonburg-Rockingham Weed and Seed program, explained how Weed and Seed affects all the agencies represented at the course. She said the program weeds out the bad—violent crime, drug activity, gang presence—and seeds in the good—social and economic revitalization in a targeted neighborhood. "Weeding out the bad involves law enforcement and a collaboration of other agencies," Anderson said. "All of us have unique roles in crime prevention and enforcing the law."

The course agenda included a segment on crime, social disorder, and the evolution of community policing; an overview of community-oriented government; the power of community partnerships; and collaborative problem solving. After the session concluded, Captain Wilfong said, "I was excited to see some of the city-county department heads [at this course], because they don't always have an opportunity to see the big picture of problem solving. They often only see community problems from their [agency's] individual perspective." He added that many times when a law enforcement agency calls other departments with a problem, everyone ends up moving the problem around, but it never gets solved. "The difficulty is that not everyone understands what all these different groups can bring to the table. Other agencies can be a part of the solution," Wilfong added.

"All of us have unique roles in crime prevention and enforcing the law."

As this locality continues to build partners among its various agencies, VCPI hopes to be involved in this continuing team-building effort. One of the courses the institute offers, sometimes used as a follow-up to the COG course, is titled "Partners in Problem Solving." This curriculum is provided to representatives from agencies, not necessarily department heads, who will act as a working team, and who are involved in the problem-solving process at the grass-roots level. This 16-hour, fast-paced, highly interactive course is

Continued from page 2

designed to give participants tools to effectively tackle common crime problems and quality-of-life issues. The course introduces participants to community-policing concepts and then gives them a healthy dose of team building, resource development, and a common language: problem solving.

If your organization is interested in working with VCPI to develop effective working relationships with other agencies in your locality, please contact the institute's operations manager, Laurel Heydenberk, at (804) 644-0616, or e-mail her at theydenberk@vcpionline.org.

Participating Organizations at COG Course

- Assistant City Manager, Harrisonburg
- Harrisonburg Parks and Recreation
- Harrisonburg Community Development
- Harrisonburg Police Department
- Harrisonburg Public Works
- Harrisonburg Fire Department
- Commonwealth's Attorney
- Rockingham County Sheriff's Office
- Harrisonburg-Rockingham Weed and Seed Program
- Rockingham Public Works
- Rockingham/Harrisonburg Court Services Unit
- Rockingham County Administrator's Office
- Social Services
- Harrisonburg Public Transportation
- Rockingham County Board of Supervisors

VCPI Partner Earns National Crime Prevention Award



The National Crime Prevention Council has honored Virginia's Department of Criminal Justice Services (DCJS) with its Award of Excellence for

2001. The award was presented to Joe Benedetti, DCJS director, and Dan Gilmore, who heads the department's Crime Prevention Center, at the Council's annual conference in Washington, D.C. on October 6.

The Council's Awards of Excellence, conducted in partnership with ADT Security Systems, Inc., were created in 1997 to recognize individuals and organizations that have made extraordinary efforts to prevent crime and build safer, more caring communities. DCJS and its Crime Prevention Center are among eight recipients honored this year. The winners were selected from among nominees submitted from all across the country.

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The Council, in honoring DCJS, noted that the department's Crime Prevention Center is the only statewide crime prevention program in the country that is formally established by state law. DCJS and the center were cited for their

work in building partnerships with other crime prevention organizations, leveraging additional resources for crime prevention programs, distributing literature and other materials throughout the state and providing training to crime prevention practitioners statewide. They have also inaugurated a unique Certified Crime Prevention Communities program designed to stimulate localities to create a broad range of crime prevention services.



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DCJS has been involved in providing crime prevention services since 1978. In 1994, the General Assembly enacted legislation formally creating the Crime Prevention Center within the department and giving it responsibility for providing resource materials, training and technical assistance. Since then, the center has created the state's School Resource Officer Grant Program, and operated the Certified Crime Prevention Specialist, McGruff House, and TRIAD Programs, in addition to its training, technical assistance, and literature distribution efforts. ■

Excerpted with permission from the Department of Criminal Justice Services website

Pictured above: Joe Benedetti and Dan Gilmore accept the Council's Award of Excellence. Pictured Left: Dan Gilmore speaking at the Awards of Excellence reception.



proudly presents the

**FOURTH ANNUAL
COMMUNITY POLICING
LEADERSHIP CONFERENCE**
May 20-22, 2002
Virginia Beach, VA

VCPI will host its Fourth Annual Community Policing Leadership Conference May 20-22, 2002, in Virginia Beach, Virginia. Join us in sunny Virginia Beach for three days of general sessions and workshops focusing on issues that impact most on community policing professionals, law enforcement leaders, community leaders, and other community partners.

The conference will be held at the Sheraton Oceanfront Hotel in Virginia Beach. Poised on one of the state's scenic beaches, and nearby to historic attractions, cultural activities, and shopping, this facility also offers fine accommodations and excellent service. The hotel is located directly on the oceanfront with immediate access to the three-mile boardwalk and within walking distance of shopping, restaurants, and many local events. Nearby attractions include: the Virginia Marine Science Museum, Nauticus, MacArthur Memorial Museum, Hampton Roads Naval Museum, and the Virginia Zoo. Within one hour's drive are: Colonial Williamsburg, the Jamestown Settlement, and Yorktown.

Virginia Beach is located off I-264 East, and is easily accessible by car. If registrants are traveling by air, the area is served by the Norfolk International Airport.

Planning is underway for 12 workshops and general sessions on a wide range of community-policing topics. A complete agenda will be provided in the next issue of *Update*, and will be available online at VCPI's website, www.vcpionline.org. The conference begins Monday, May 20 at 8:00 a.m. and concludes at Noon on Wednesday, May 22.

Registration

Registration for the conference is \$75.00 per person. The registration fee includes admittance to all sessions and workshops, three full-serve breakfasts, two lunches, morning and afternoon breaks, an evening reception, and all conference materials.

To receive a conference registration form, or for more information, please contact the institute at (804) 644-0899 or download a registration form from our website at www.vcpionline.org.

In-Service Credit

All law-enforcement attendees are eligible to earn in-service training credit for their attendance at this year's conference.

Hotel Rates

Rates: Special conference rates are being offered to VCPI conference participants if reservations are made by April 19, 2002. The rates, based on single/double occupancy are:

Landview: \$77.00

Partial Oceanview: \$82.00

Oceanfront: \$109.00

Rates are subject to a 12.5% state sales tax plus \$1.00 per night/per room lodging tax.

Hotel Reservations

Please do not contact VCPI for hotel reservations. Reservations may be made by calling the Sheraton directly at (800) 521-5635 or (757) 425-9000. Participants must mention the Virginia Community Policing Institute when making their reservations in order to receive the group-discounted rate. The hotel regrets that it cannot change rates at check-in or checkout for guests who fail to identify VCPI at the time the reservation is made. Reservations by phone, fax, or email will only be accepted with a credit card. To cancel reservations, the hotel must be notified 72 hours prior to the arrival date to avoid a cancellation fee.

We hope you'll join us for an informative conference, an opportunity to network with other community policing colleagues, and a chance to enjoy the sites of beautiful Virginia Beach.

VCPI Presence at Conferences

VCPI staff members have been making a presence in state and national conferences, as conference presenters, attendees, or as exhibitors.



VIRGINIA ASSOCIATION OF CHIEFS OF POLICE:

Lynda O'Connell and Laurel Heydenberk attended and exhibited at the Virginia Association of Chiefs of Police 2001 Annual Conference on August 13-14, 2001, held at the Homestead Resort in Hot Springs, Virginia. The focus of the 2001 conference, *Addressing the Problem of School Violence*, drew chiefs from across the state. This forum offered VCPI an opportunity to exchange information and ideas with chiefs and their command staff while distributing information detailing the services provided by VCPI.



VIRGINIA SHERIFFS' ASSOCIATION:

Laurel Heydenberk attended and exhibited at the Virginia Sheriffs' Association Conference held September 16-18, 2001, in Virginia Beach. Numerous sheriffs were recognized for their contributions in Virginia, receiving awards such as the HEATWave Awards, Virginia Law Enforcement Challenge Awards, Special Olympics Torch Run Awards, Outstanding Legislative Service Awards, 2001 Deputy Sheriff of the Year Award, and the 2001 Valor Awards. VCPI offered information on the tuition-free training and services provided by the institute to law enforcement throughout Virginia, meeting some sheriffs for the first time and greeting those we have worked with in the past.



NATIONAL CRIME PREVENTION COUNCIL CONFERENCE:

Julie Gigante and John Messina attended and exhibited at the National Crime Prevention Council's annual conference in Washington, DC, October 6-9, 2001. This annual event offered special meetings, a McGruff convention, a small

cities' roundtable, and more than 70 workshops focusing on community-based and prevention strategies; tools for community and neighborhood successes, issues involving youth, children, and families; and faith-based initiatives for crime prevention. VCPI used this forum as an opportunity to exhibit the institute's services, educational courses, and products such as the Problem Solver's Challenge© Training Tool. The institute's participation in this event highlights how prevention is such an integral part of the community-policing philosophy (see related article on page 3 on VCPI's partner, DCJS, receiving an award at this conference).

VIRGINIA MUNICIPAL LEAGUE:

On October 15, Lynda O'Connell and Dave Maddox, along with Suffolk County Police Lt. Stephanie Burch, presented a workshop on community-oriented government (COG) at the Virginia Municipal League's annual conference in Virginia Beach. After Lynda provided an overview of the institute, Lt. Burch spoke about her initial contact with VCPI and her department's coordination of community-oriented government in Suffolk. Dave detailed the COG course VCPI offers, and focused on partnerships and problem solving. VML's annual conference is attended by mayors, city and county managers, boards of supervisors, and others from localities across Virginia.

CRIME STOPPERS: On October 19, John Messina made a presentation to the Crime Solvers group of the Virginia Crime Stoppers Association. The group, comprised of law enforcement, community, and business leaders, enjoyed a presentation focused on the 'Who, What, Where and Why' of VCPI; the history and principles of modern policing; problem solving; and the importance of forming successful partnerships based on a willing cooperation between the community, media, and police.



POLICE EXECUTIVE RESEARCH FORUM:

Adam Bracey attended the Police Executive Research Forum's Problem Oriented Policing Conference in San Diego, California, December 4-8, 2001. This year's event, "Progress Through Innovation," included topics such as Racially Biased Policing; the New Generation of FTO: Incorporating CP & POP in Field Training; The Latest Applications of Technology for Police; and Crime in Schools. Look for Adam's follow-up article in the next issue of *Update*.

NATIONAL TRAINING CENTER ON DOMESTIC AND SEXUAL VIOLENCE:

Dave Maddox plans to attend the Fourth Annual Conference on the Changing Role of Law Enforcement in Ending Violence Against Women. The program, held in Austin, Texas on December 12-14, includes topics such as: investigating domestic violence and investigating sexual abuse of children; proving a sexual assault case; identifying the predominant aggressor; and building a proactive response to violence against women, to name a few issues covered. VCPI's interest in this conference stems from the institute's development of a domestic violence curriculum for law enforcement officers. For more information about this conference, look for Dave's follow-up article in the next issue of *Update*. ■

The following courses are still open for student enrollment:

Problem Solving
Fairfax County Criminal Justice Academy
January 8 - 9, 2002

Introduction to Community Policing
Charlottesville
January 21 - 24, 2002

Ethics and Cultural Diversity (2 classes)
Charlottesville
January 25, 2002

Tactical Community Policing
Richmond Police Academy
January 29 - 30, 2002

For weekly updates, check our website at www.vcpionline.org or call 804.644.0899

*Strive for Results,
Not Annihilation, With a
“Solution-Based”
Negotiation Style*

By Rob Sherman, Esq.

As a law enforcement officer, you negotiate on a daily basis. Whether you are interacting with suspects, talking with colleagues, or communicating your position to police chiefs and commissioners, you are constantly “selling” your ideas to others.

Despite the overwhelming number of negotiations law enforcement officers are involved with daily, few spend time learning result-driven negotiation strategies. Even if they took negotiation courses in college or continuing education classes, they are frequently too busy with police duties to continue their training. Between writing reports, responding to phone calls and faxes, appearing in court, and tracking down suspects, most law enforcement officers have little time to develop the resources to make negotiation a priority. Unfortunately, this limits their negotiation training to hands-on experience and watching their peers. This is the most basic form of negotiation training.

Despite the overwhelming number of negotiations law enforcement officers are involved with daily, few spend time learning result-driven negotiation strategies.

From this limited understanding of negotiation, most people end up applying simplistic “rules” of negotiation. For instance, if we are taken advantage of, we will not let it happen again. We often decide to split the difference because it’s one of the few “tools” we know that brings us to resolution quickly. We often state, “Take it or leave it” as our bottom line demand. Unfortunately, these simplistic tactics

promote a win/lose mentality. Competition among peers becomes personal. Both parties respond at a gut level, using little negotiation strategy.

There is a better way to negotiate and create more effective outcomes. It’s called “solution-based negotiation.” Here’s how it works.

Focus on results

The most effective negotiators are aware that “solution-based” negotiation obtains the best results. These negotiators are often called “integrity-based” or “principle-based” negotiators. They are solution oriented—even consensus oriented—and view their particular style as a strength and not a weakness.

For example, when trying to come to a compromise with a colleague, a solution-based negotiator will focus on the other person’s needs and not resort to tactics such as lying or manipulation like so many other individuals who work in an adversarial or deceptive manner. When questioning a suspect, the principle-based or solution-based negotiator will attempt to build a relationship with the other party rather than put the other person on the defensive. These integrity-based law enforcement officers understand that the other party won’t be cooperative if there’s no underlying relationship.

Integrity-based leaders often refuse to associate with those who do not share similar values. They may refuse to work with a deceptive partner who only focuses on “working the system” and not on building relationships with the community. They are often heard to say, “You need to rethink why you’re a police officer. We don’t do things that way.”

These principle-based leaders are confident and tough negotiators when it’s necessary. However, they know that “toughness” and “problem-solver” are not mutually exclusive terms because the most effective negotiators are aware of the tools and strategies available to meet any circumstance. They respond to tactics and feel confident that they have the tools to deal effectively with any negotiation situation. They do not resort to unprofessional tactics and consider

those tactics beneath them, even when an adversary displays unprofessional behavior.

The most effective negotiators are aware of and in control of their emotions. They know their hot buttons and are aware when others are trying to push them.

Control Emotions

The most effective negotiators are aware of and in control of their emotions. They know their hot buttons and are aware when others are trying to push them. They know when they’re losing control; they step back and ask themselves what they need to do to regain their composure.

Successful negotiators are able to detach from the emotion of the moment and make decisions based upon reason, not senseless anger. While controlled anger has its place and can be used as a tool to move the process forward, losing your cool because of emotional anger is usually counter-productive.

When someone expresses anger to you, a useful technique is to show that you understand by “reframing” the words and repeating the statement in a non-threatening way. The idea behind reframing is that you can frequently defuse the other person’s emotions and get to the real interests by restating positions in a less threatening manner. You also show empathy toward the individual by acknowledging their position, even though you are not showing agreement. When you acknowledge someone’s anger or emotion with understanding, you often clear the air and allow for real problem solving.

For example, a suspect may react to you in anger because he believes you are wrongfully accusing him of a crime. You could easily become defensive, especially if you believe the suspect’s allegations are unsubstantiated and that he is indeed wanted for the offense. Instead, you show empathy and reframe his angry remarks by stating, “I can certainly understand why you’re

angry at me if you think that I would arrest you without any legal basis. That would upset me too." From there you can explain why he is being arrested. This technique defuses the anger and allows you to explain the circumstances calmly in an environment of problem solving.

You can use the reframing technique in almost any situation. Try it at a staff briefing where dialog is cordial. Show empathy by reframing a colleague's remark with a statement that begins with the phrase, "What I hear you saying is..." Then, summarize his/her statement, as you understood it. This technique brings clarity and understanding to any topic. It is a very powerful tool.

Learn the Other Party's "Why"

If your negotiations are at a standstill and you want to discover the real interests behind your opponent's seemingly intractable position, look your adversary in the eye and ask, "Why is that important to you?" This magic phrase can open up a world of information. Asking this question does not mean you agree with the other side's position. It simply means that you want to know why the person is advocating the position in the first place. Again, you are showing empathy. You may even discover a hidden agenda or a rational reason behind what you believe is an outrageous position.

A facilitator successfully used this technique in an extremely intense negotiation. She actually wrote the

"why" question on an easel at the beginning of negotiations. Even with this phrase in front of the room as a reminder, the negotiating teams continued to espouse their positions, ignoring the facilitator's instructions.

Effective negotiators look for long-term solutions that are based upon the real needs, desires, and fears of both parties.

Like a fourth-grade teacher admonishing her students, the facilitator would point to the easel and say, "Let's get to the real interests behind your positions. Ask this question repeatedly." You could almost hear her say, "Now class. Let's stop fighting like children. What's the real problem here?"

Adults do act like children when negotiating. Winning becomes the ultimate goal. We forget the real prize—finding a solution to a problem that may meet some of the needs of the parties. Solution-oriented negotiators are the most effective negotiators because they discover solutions to problems and frequently achieve "buy-in" from the parties. As a result, the parties are committed to the agreement. A bad agreement frequently results in bad feelings that lead to distrust, non-compliance, and sometimes revenge.

When you find out the other

person's "why," you eliminate negotiating standstills and arguments. Ask "why" and you will notice a change in your adversary. Your opponent may even relax or change his tone of voice. Try it in the heat of your next negotiation. The results will amaze you.

The Solution-Based Approach

Effective negotiators look for long-term solutions that are based upon the real needs, desires, and fears of both parties. They understand that solutions are found by delving deep behind purported positions because that is where the truth lies. So if you want to be an effective negotiator in any circumstance, remember to focus on solutions, control your emotions, and learn the other party's "why." Only then will you control the situation and arrive at a successful outcome. The bottom line is that negotiation awareness produces more confidence, less stress, and better results for you and your department. ■

Rob Sherman is an attorney, speaker, and author of *Sherman's 21 Laws of Speaking: How to Inspire Others to Action*. Rob founded the *Sherman Leadership Group* based in Columbus, Ohio, and works with attorneys and business executives who want to take their speaking and leadership skills to a higher level. You can receive free presentation and negotiation tips twice a month by subscribing to Sherman's Executive Communicator at www.ShermanLeadership.com. Contact Rob at RobSherman@ShermanLeadership.com.

New Staff at VCPI

Paul D. Goode

Media Specialist
804.644.0619
pgoode@vcpionline.org

Paul Goode graduated from Virginia Commonwealth University with a BFA in Painting and Printmaking in 2000. As a graphic designer, he began working for an e-learning software developer, Experient Technologies, and afterwards for NFTA Corporation, an e-commerce company. He joined the institute in November as media specialist and will use his web and print design skills to support VCPI. He looks forward to learning more about community policing efforts in Virginia and is already excited about the upcoming Fourth Annual Community Policing Leadership Conference in May 2002.



Angela A. McDaniel

Administrative Assistant
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Angela McDaniel received her bachelor of science in criminal justice/pre-law from Virginia Commonwealth University in December of 1999. She was previously employed by the Virginia Department of Alcohol Beverage Control, was the contract security manager for the Science Museum of Virginia, and she performed her internship in 1994 with the Virginia State Police. She is both proud and excited to be a part of VCPI and looks forward to completing her graduate degree and contributing to the continued success of the institute.



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We welcome contributions to the newsletter. To submit articles, photographs, or other items for publication, please contact Paul Goode.

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FOURTH ANNUAL
**COMMUNITY POLICING
LEADERSHIP CONFERENCE**
May 20-22, 2002
VIRGINIA BEACH, VIRGINIA

DETAILS IN THIS ISSUE OF UPDATE!

www.vcpionline.org

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