

...providing training and technical assistance to Virginia's law-enforcement officials and communities...

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Just In Time

by Lynda O'Connell, VCPI Executive Director

Talk about timely. In mid-October, which was also the middle of the sniper crisis, VCPI conducted training for 31 sheriffs in Virginia Beach. The opening segment, *Succeeding in a 24/7 News Environment*, was a topic of great and immediate concern to every sheriff present. The snipers' activities and updates on the investigation were being reported by every television station, radio station, newspaper, and news website every minute of every day.

When Cynthia Price, director of media relations at the Richmond Police Department, was asked by VCPI to instruct this segment, it was months before anyone had even heard of the sniper. By the time she began her presentation on October 16, the sheriffs were eager to discuss how they could perfect their media relations skills. Her presentation often returned to the sniper case and the sheriffs used the recent media interviews of law-enforcement officials as examples to work with. Referring to these interviews, Ms. Price instructed, "not only does this allow us to see what they are doing correctly, but it allows us to see where our own weaknesses are."

The sheriffs studied how much information should be released to the media during this type of crisis, what kind of information should be released, when it should be released, and how to work with the media. Ms. Price said, "It's important to critique any critical incident whenever it unfolds, because you never know when it's going to happen in your own backyard."

Unfortunately, within one week of the training, the sniper attacked again; this time in Ashland, Virginia. I contacted Ms. Price after the event to obtain her perspective on the local response to this latest attack. She said, "Hanover County's Sheriff Cook did a fantastic job. He stepped up to the plate, took control, decided what would be released and when, determined appropriate times for the press conferences, and coordinated closely with the other members of the task force. He represented the entire area professionally."

Engaging the media and thereby the public during a critical incident is only a small part of crisis management. However, as we all witnessed during the past

*"It's important to critique
any critical incident
whenever it unfolds,
because you never know
when it's going to happen
in your own backyard."*

- Cynthia Price,
Director of Media Relations,
Richmond Police Department

VCPI Partners



- 'Director's Article' continued on page 11

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VCPI Board of Directors

by Julie Gigante, Special Projects Manager & Paul D. Goode, Media Specialist

VCPI Executive Director Lynda O'Connell met with the institute's board of directors October 23 during their quarterly meeting to discuss institute activities, budget items, and VCPI's strategic plan. The meeting was also an opportunity to learn of some of the initiatives and accomplishments achieved by some of our board members recently. VCPI is appreciative of the support and guidance of its board, recognizing that these individuals have made significant contributions not only to VCPI, but to their own agencies, and to law enforcement around the state. The institute is fortunate to have these dedicated professionals involved in the success and future of VCPI. Here are just a few of their accomplishments.

Chief Andre Parker

Richmond Police Department

VCPI welcomes Richmond Police Chief Andre Parker as one of the institute's newest board members. Colonel Parker was sworn in as chief on August 1, 2002, and attended his first VCPI meeting this October. After serving full time in the U.S. Marine



Corps, in 1977 Colonel Parker began the year-long testing process for the Illinois State Police. He joined their ranks in 1978 as a patrol officer. During his career with the Illinois State Police, Parker and Master Sgt. Don Murphy were credited with turning around East St. Louis, one of the most violent cities in the country. By the time Parker's tenure was up, he had helped the city receive a \$1 million federal grant, got Smith & Wesson to donate guns to officers, and secured seven state police vehicles so officers would be able to patrol the streets. He also settled a long-standing labor dispute. For his service, Parker was awarded the Legion of Merit award, the first time the city had given such an award. After completing the East St. Louis assignment, Parker worked his way through the ranks to lieutenant colonel in 1998. He was promoted to assistant deputy director for the Division of Operations in 1999. Thirty years later, Parker remains in public service, only now he has the top helm of the Richmond Police Department. VCPI looks forward to a rewarding association with Colonel Parker. For more information on the Richmond Police Department, see their website at www.ci.richmond.va.us/police or contact them at (804) 646-6842. *Editor's*

Note: Much of the preceding text was contributed by Cynthia Price, Richmond Police Department's Director of Media Relations.

Sheriff F.W. Howard, Jr.

New Kent County Sheriff's Office

So many times officers from police departments and sheriff's offices perform their duties without reward or recognition. Routine duties such as traffic issues and speed enforcement are taken for granted by the public, and considered to be "all a part of the job" by an officer. Recently, however, the New Kent County Sheriff's Office received first place in the 2002 Chiefs Challenge Award from the International Association of Chiefs of Police. The Chiefs Challenge Award focuses on law-enforcement-traffic issues concerning occupant protection, impaired driving, and speed enforcement. "This award recognizes the efforts of our entire office in enhancing the safety of our citizens," said Sheriff F.W. Howard, Jr. In previous years, New Kent has received first place awards seven times at the state level and four times at the national level.

Competing against other departments similar in size, New Kent won on both the state and national levels in the *25 officers or less category*. Their winning program combined public information and enforcement to reduce crashes and injuries. In addition to the Chief's Challenge, the department is also getting national attention for a mandatory seat belt program implemented to students attending the local high school. Student drivers and their passengers are required to buckle up, and students caught not wearing seat belts could lose parking privileges at school. The rate of high school students wearing seat belts is 98%, while the statewide average is just below 70%.

Howard, who has been sheriff of New Kent County since 1980, has served on VCPI's Board of Directors since March 2001 and before that on VCPI's advisory board since its inception. For more

information on the New Kent County Sheriffs Office, contact them at (804) 966-9500 or look up their website at www.newkentsheriff.com.

Dana Schrad

Virginia Association of Chiefs of Police

The Virginia Association of Chiefs of Police (VACP) has participated in many initiatives recently, according to Executive Director Dana Schrad. "The association is involved in the state's comprehensive traffic safety program, called 'Smart, Safe, and Sober.' This program is a joint effort with DMV, the Virginia State Police, the Virginia Sheriffs' Association, and Drive Smart Virginia," Schrad said. In addition, VACP is participating in the state's effort to move toward a stronger safety-belt enforcement program in 2003. The program carries the public-safety message, "Click It or Ticket." The association is also offering statewide training to police agencies and academies in Occupant Protection Training. The training helps officers learn the proper installation of child safety seats. In cooperation with other state agencies, VACP is involved in two studies. The first, with the State Supreme Court, is a study of the magistrate system, looking at the relationship between law enforcement and magistrates. The second, with the Office of the Secretary of Public Safety, is to study gang activity in Virginia. In a cooperative effort with VACP, the Virginia Police Chiefs Foundation (VPCF) has just completed its New Chiefs School, a three-day orientation for new Virginia police chiefs and new deputy police chiefs. The school provides an orientation, and discusses important topics for new agency administrators such as political environment, budget, records management, mentoring, communications issues, employment and training requirements, and personnel issues. According to Foundation President Lex Eckenrode, the school has drawn a lot of small-town chiefs. "This is a positive program to help build and support police executive training in Virginia. No matter what size department, this is a program that will help these administrators succeed." For more information on the VACP, look at their website at www.vachiefs.org, or call them at (804) 285-8227.



Pat Harris

Virginia Crime Prevention Association

President Bush has called upon communities throughout America to double participation in Neighborhood Watch to support homeland security. According to Pat Harris, executive director of the Virginia Crime Prevention Association (VCPA), VCPA, in encouraging law-enforcement agencies in Virginia to establish homeland security as a new mission for their Neighborhood Watch programs, has recently sponsored a new Virginia license plate: "Crime Pre-



vention – Neighborhood Watch." It is estimated that nearly 70 percent of the law-enforcement agencies in Virginia support Neighborhood Watch. The new plate is sponsored by VCPA, authorized by the General Assembly, and issued by the Department of Motor Vehicles. The plate recognizes citizens and law-enforcement agencies that support Neighborhood Watch and other crime-prevention programs. It is the first license plate to feature McGruff, the Crime Dog. For more information on VCPA, see their website at www.vcpa.org, or call (804) 231-3800. *Editor's Note: Text was contributed by Pat Harris.*

Leonard Cooke

Virginia Department of Criminal Justice Services

One of the newest members of VCPI's board of directors is Leonard Cooke, who was appointed by Governor Mark Warner to be the director of the Department of Criminal Justice Services (DCJS). He assumed his new position on June 4, 2002. Prior to that, he served as the chief of police in Portsmouth, Virginia, from March 1998 to May 2002, where he commanded and directed all police-related services for the city and its 380-member police department. Cooke also served as the chief of police in Eugene, Oregon, from July 1992 to March 1998. He spent the previous 22 years with the Metropolitan Police Department in Washington, D.C.



One of Cooke's and DCJS' major projects in recent weeks has been the implementation of biased-based policing legislation enacted by the General Assembly earlier this year. Governor Warner created the Advisory Committee on Biased-Based Policing to assist DCJS in implementing the legislation which was one of his key initiatives during the last General Assembly Session. The 38-member advisory committee, of which Cooke is a member, includes representatives of community groups from throughout the state, as well as legislators and law-enforcement professionals. The committee will advise the administration as it develops revisions to law-enforcement-training requirements and drafts model policies for law-enforcement agencies in response to House Bill 1053, which was introduced by Delegate Kenneth Melvin. The new law requires DCJS to include training on the potential for biased policing as part of the entry-level and in-service training all law-enforcement officers must have. It also tasks DCJS with providing law-enforcement agencies model policies which they can use on a voluntary basis to help assure that their officers are sensitive to cultural diversity and aware of the potential for biased policing. VCPI welcomes Director Cooke to the institute's board of directors, and looks to utilize his insight and experience in VCPI activities. For more information on DCJS, pull up their website at www.dcjs.state.va.us, or call them at (804) 786-4000. *Editor's Note: Text was contributed by Joe Marshall of DCJS.*

John Jones

Virginia Sheriffs' Association

It hardly seems possible, but VCPI Board of Directors President John W. Jones recently celebrated his 25th anniversary as executive director of the Virginia Sheriffs' Association and the Virginia Sheriffs' Institute. He came to VSA in August 1977, and for 25 years has managed the association and the sheriffs' institute. He heads VSA's state legislative program as a registered lobbyist, produces the association's signature publication, *Virginia Sheriff*, directs VSA membership program, and manages educational training programs for sheriffs and deputies throughout the state.



When Jones first took the helm 25 years ago, there was no organized lobbying effort on behalf of the state's sheriffs. Over the years, that aspect has grown. Jones is a registered lobbyist and spends many months preparing for legislative activities. In the upcoming session, the association is proposing five bills and will be impacting many more. That means that although other organizations or patrons have proposed legislation, VSA will oppose that legislation, oppose and amend them, support them, or support and amend proposed legislation. Each year, the association impacts approximately 30-35 bills during the General Assembly session.

It's easy to see the influence VSA and Jones have on legislative activities. During his 25 years at VSA, Jones feels his greatest contribution to the association was his lobbying assistance in changing state legislation and budget in 1998 to provide one deputy sheriff per 1,500 population throughout the commonwealth. This legislation enabled sheriffs to provide better law-enforcement service to the people of Virginia.

Another accomplishment Jones has achieved during his tenure as executive director was in the year 2000 when the House of Delegates and the Senate passed a resolution to create a study committee to recommend ways to improve the efficiency of the General Assembly and the flow of legislation. The Senate appointed Jones to serve on this study committee, and he is proud of the fact that the committee made suggestions that improved the flow of legislation. Jones feels honored to have been selected to serve in this capacity.

To sum up his role with the association, Jones said, "The respect of the sheriffs' association has grown immeasurably over the years. Our members and their contributions to the commonwealth are respected by the public, the General Assembly, and statewide elected officials. In fact, the level of power our members carry was demonstrated at the conference before the last statewide election, when all six of the candidates for governor, lieutenant governor, and attorney general came to speak to our association members."

All of Virginia's 123 sheriffs and thousands of deputy sheriffs are eligible to join VSA. Jones said the association has had

100 percent Sheriff membership for a number of years and anticipates it again in the future. Currently the association has over 6,000 members, and the Virginia Sheriffs' Institute has about 20,000 members. For more information on VSA or VSI, please contact the association at (804) 225-7152, or log on to their website at www.virginiasheriffs.org.

Jay Malcan, PhD

Virginia Union University

Since the inception of VCPI in 1997, Dr. Jay Malcan, head of the Division of Social Sciences at Virginia Union University and director of Community Policing Training at the Richmond Police Academy, has served on VCPI's advisory board and later on its board of directors. Recently, Malcan has been asked to serve on another important board.

On July 1, 2002, Governor Warner appointed Malcan to the Criminal Justice Services Board (CJSB). This board is one of the most important to law enforcement and criminal justice issues. The CJSB is a policy-making body that oversees the Department of Criminal Justice Services and is responsible for enacting regulations within the purview of applicable code mandates. Their responsibilities pertain to law-enforcement training, private security services, juvenile-justice issues, corrections, prosecutions, and victims services, and approving state grants and grant programs.

During his four-year term, Malcan will be in good company. The 27-member board consists of the Chief Justice of the Supreme Court of Virginia, or his designee; the Attorney General or his designee; the Superintendent of the Department of State Police; the Director of the Department of Corrections; the Director of the Department of Juvenile Justice; the Superintendent of the Department of Correctional Education; the Chairman of the Parole Board; and the Executive Secretary of the Supreme Court of Virginia. The remaining members are representatives of state and local governments, criminal-justice systems, and law-enforcement agencies, including but not limited to, police officials, sheriffs, commonwealth attorneys, defense counsel, the judiciary, correctional and rehabilitative activities, and other locally elected and appointed administrative and legislative officials.

"I look forward to being a part of the long-range planning and coordination of criminal-justice-related services in the commonwealth," said Malcan of his tenure with the CJSB. "Our mission is to enhance public safety and improve the effectiveness of the criminal justice system in Virginia."

VCPI congratulates Jay Malcan on this important professional and personal achievement.

Editor's Note: VCPI is fortunate to have a board of directors with such extensive expertise and knowledge in the criminal-justice field, and with such foresight in community-policing issues. Although not all of our board members were highlighted in this issue, we will continue to update readers on other board members' projects and achievements in months to come. ■



Fifth Annual **Community Policing Conference**

ROANOKE, VIRGINIA

MARCH 31 - APRIL 2, 2003

VCPI is planning its 5th Annual Community Policing Conference March 31 through April 2, 2003, in Roanoke, Virginia. Join us at the Hotel Roanoke and Conference Center in the city's revitalized downtown area 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.

Conference Agenda

The conference begins on Monday, March 31 at 8:00 a.m. and concludes at Noon on Wednesday, April 2. 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.

General session and workshop topics include: Internet crimes against children; Reno, Nevada's acclaimed FTO model; critical incident management; domestic-violence issues in community policing; and ethics, among others.

Here's a preview of some of our confirmed speakers.

A workshop will be presented by **Chief Jerry Hoover** of the Reno, Nevada Police Department, who was instrumental in developing that city's Police Training Officer Program based on problem-based learning. The program was developed in Reno and piloted in May 2001 in Reno and then in five different cities in the U.S. Unlike a traditional Field Training Officer



Program, the PTO program incorporates community policing and problem solving into the training. During the PTO training, the trainers assign "street" problems to trainees and have them learn about policing in the context of solving those problems. The trainees work through responses with the help of their police training officer. The model uses a number of new tools to do this, including the learning matrix and problem-based learning exercises.



Robert J. Kipper will present a workshop on "When Generation X Takes the Oath: Recruiting, Managing, and Retention of Generation X and Beyond." One of the greatest challenges facing law-enforcement officials in America today is the issue of recruiting, managing, and retaining the Generation X employee. Law-enforcement agencies by nature are highly traditional para-military work environments which tend to

contrast with the current trend of the new generation work force. Just who is this generation? And what impact are they having on America's law-enforcement community. This program will provide an overview into the critical areas of recruiting, managing, and retaining the Generation X employee. The program will also provide insight into the future by examining the new millennials work force.

Dr. Neal Trautman, executive director of the National Institute of Ethics, will offer a four-hour session on misconduct solutions. The session will focus on corruption, recruitment and hiring standards, resolving anger and frustration, officer retention, "career survival" training, at-



tacking the Code of Silence, and identifying solutions to case studies, among other topics.

Captain Rich Wiita of the Bedford County, Virginia, Sheriff's Office, will offer a two-hour workshop on Internet Crimes Against Children. His department's Internet Crimes Against Children Task Force, called Operation Blue Ridge Thunder, is comprised of a cooperative group of law-enforcement agencies on the international, federal, regional, state, and local levels. The mission of Operation Blue Ridge Thunder is to safeguard our children from Internet crime by "weaving a seamless web of protection" around them, across the nation and around the globe. Operation Blue Ridge Thunder was recently featured on NBC's 48 Hours. Captain Wiita's workshop will focus on the problem of Internet offenders, examining cases, reviewing evidence collection, and discussing Internet safety issues.

Captain Michael Zagury will offer a workshop on "Making Dollars and Sense, The Local View," a presentation that gives the audience a concise, practical, yet humorous view of how to effectively cope with the inevitable issues that arise when financial management meets program management of grant and resources. His presentation is designed for both financial and program managers, as well as those who have the unenviable task of writing grant applications and those who are summoned to a higher calling of



making it all work in the real world. Captain Zagury suggests that the audience check their traditional views at the door and open up their imagination to a new way of thinking about how we should be running our public sector "business." Captain Michael Zagury has been in the public safety business for the past 30 years working in the fire service, emergency medical service and, for the past 25 years, as a police officer with the Neptune, New Jersey, Police Department. After serving a "sentence" of seven years as the department's special projects coordinator, Lieutenant Zagury was pardoned and promoted to captain and currently heads the department's Operations Division.

Sergeant Mark Bowman will offer a four-hour seminar that will acquaint participants with the new policing environment that has existed since September 11, 2001, and the role of community policing in meeting the challenges posed by that new environment. The community-policing philosophy provides an ideal operational doctrine from which Virginia's law-enforcement agencies can orient themselves toward their role in homeland security. This seminar will show how the current philosophies and operational techniques of community policing can be easily adapted to homeland-security operations through the use of the SARA problem-solving model. Scanning and Analysis will help identify and then assess threats. The response portion will focus heavily on the Incident Command System. Lastly, the Assessment stage will cover conducting thorough after-action reviews. Most importantly, attendees will take home an under-

standing of how to further develop the capabilities of their departments. Bowman has been a member of the Virginia Beach Police Department since 1988. He has been assigned as a patrol officer, drug recognition expert, SWAT officer, patrol sergeant, detective sergeant, and is currently assigned to Professional Development and Training, where he develops and implements leadership programs. Bowman retired as a major from the US Army Reserve in 1998 with over 26 years of active and reserve duty. He served over 18 years as a Special Forces officer on active duty and reserve. He holds a BA in criminal justice from the University of Arkansas at Little Rock, and a master of public safety leadership from Christopher Newport University.

VCPI staff members are still pursuing speakers for the upcoming conference. If you have ideas for speakers, topics, or other conference ideas, please contact VCPI's special projects manager, Julie Gigante at (804) 644-0380 or via e-mail at jgigante@vcpionline.org.

We're also in the process of planning participant **After-Hours Events**, similar to the FOP Wing Night that VCPI sponsored at last year's conference in Virginia Beach. More information on these events will follow in subsequent newsletters, mailings, and will be posted on our website. In conjunction with the Roanoke Police Department, VCPI is co-hosting a **golf tournament** on Sunday, March 30 from 11:00 am to 5:30 p.m. for any interested participants. Please see article on page 12 for more information. *Editor's Note: Details concerning the conference agenda have been updated as of December 2, 2002.* ■



Conference Details

Who Should Attend

This conference is designed for chiefs and sheriffs, their primary leadership staff, or their designated representatives, law-enforcement officers, community-policing and criminal-justice professionals, local government officials, community leaders, and other community partners. Officers and deputies are also strongly encouraged to attend, and in-service credit will be awarded.

Participant Registration

Registration for the conference is \$90 per person, if you register by **February 28, 2003**. After that date, the registration fee is \$110 per person. The registration fee includes admittance to all sessions and workshops, three breakfasts, two lunches, morning and afternoon breaks, and all conference materials. Registration may be cancelled for a full refund if VCPI is notified in writing by February 28, 2003. After that date, VCPI regrets it cannot refund participant's registration fee.

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.

On-site Registration and Check-In

On-site registration and check-in for pre-registered participants will begin on Sunday, March 30 from 4:00 p.m. – 6:00 p.m. The registration table will also be open all day Monday, March 31 beginning at 7:00 a.m.

Vendor Registration

If your organization or company is interested in exhibiting your products or services to this unique audience of more than 150 law-enforcement leaders, community-policing professionals, local government officials, and other criminal-justice professionals, please contact VCPI's conference coordinator, Julie Gigante, at (804) 644-0380 to obtain a vendor information packet.

In-Service Credit

All law-enforcement attendees are eligible to earn a total of 18 hours of in-service training credit for their attendance at this year's conference.

Hotel Rates

The Hotel Roanoke and Conference Center is offering special conference rates to VCPI conference participants if hotel reservations are made by **February 28, 2003**. Mention "VCPI Conference" when making reservations to assure receiving the special conference rate. The rates for the Hotel Roanoke are: \$59 per night, plus taxes, for single occupancy; \$79 per night, plus taxes, for double occupancy; \$10 each additional person, plus taxes.

Hotel Reservations

Please do not contact VCPI for hotel reservations. Reservations may be made by calling the Hotel Roanoke directly at (540) 985-5900 or toll free at (866) 594-4722. **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 check-out 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.

Parking

VCPI will provide complimentary parking vouchers when you check in at VCPI's registration desk. Vouchers will be used to pay parking attendants in the hotel pay lot. This will allow attendees to come and go throughout the conference without paying for parking.

Hotel Amenities

The 100-year-old Hotel Roanoke has been completely restored and now includes a high-tech conference center with all the amenities. The hotel adds the convenience of dining and shopping downtown by adding a pedestrian walkway to the historic downtown district.

Getting There

The address for the Hotel Roanoke and Conference Center is: 100 Shenandoah Avenue, Roanoke, Virginia 24016. Their

phone number is (540) 853-8216, and their fax number is (540) 853-8265

By car:

From North or South I-81 — Exit 143 (I-581 South) to Exit 5; bear right onto Wells Avenue, parking straight ahead. **From 220 North** — 220 North becomes I-581 North. Exit 4E to Route 460 (Orange Avenue), right on Williamson Road, right on Wells Avenue, parking straight ahead. **From Lynchburg 460 West** 460 West becomes Orange Avenue, Left on Williamson Road, right on Wells Avenue, parking straight ahead.

By plane:

Roanoke Regional Airport is a full-service airport, with over 90 scheduled airline flights arriving and departing daily. Fly US Airways, United Express, Northwest Airlink, or the Delta Connection carriers, ASA and Comair. Complimentary transportation to and from the airport is provided to all registered guests of the Hotel Roanoke. The airport address is: Roanoke Regional Airport (ROA), 5202 Aviation Drive, N.W., Roanoke, VA 24012; 540/362-1999.

ADA Accommodations

In compliance with Title II of the Americans with Disabilities Act (ADA) of 1990, those persons requiring special accommodations to participate in this conference should indicate the need for such accommodations. In addition, if you have special dietary requirements, please contact VCPI's conference coordinator, Julie Gigante, at (804) 644-0380.

Conference Attire and Other Notables

Dress for the conference is business casual. You may want to bring a sweater or dress in layers, as temperatures fluctuate greatly in meeting rooms. After-hours events are casual and jeans are appropriate. Nighttime temperatures in the mountainous climate of Roanoke may be cool, so bring a jacket. To be prepared, you may want to check the Internet for the local weather forecast.

Be There!

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 Roanoke. ■■

Conference Registration

Registration for the conference is \$90 per person, if you register by **February 28, 2003**. After that date, the registration fee is \$110 per person. The registration fee includes admittance to all sessions and workshops, three breakfasts, two lunches, morning and afternoon breaks, and all conference materials.

Mind Reading 101

by David Maddox, VCPI Curriculum Specialist

Have you ever stood in front of a group of people for a meeting or training session and wondered what they were thinking? As a leader, facilitator or trainer, aren't there things you'd like to know about the people you're working with? For instance:

- How much do they know about a topic? Are they proficient or do they need more training?
- How do they really feel about an issue? Are they supportive, unsure, or openly hostile?
- What is most important to them? What are their priorities? What do they feel should be done next?
- How would they react in a particular situation? According to departmental policy or in a way that exposes themselves or the agency to harm?

For many reasons, people often find it uncomfortable to share what they know or what they think in front of others, even if it is critical to the direction of the organization. While mind reading is a skill that few people practice successfully, VCPI has a tool that could be labeled the next best thing.

It's called a Group Response System (GRS) and it works like this: a set of questions are developed and presented to the group on a projection screen. Questions can be yes/no, true/false, or multiple choice with up to ten choices. Each member of the group reads each question and responds anonymously using a wireless keypad. The results are automatically compiled and displayed on the screen in the form of a bar graph. Results can be displayed after each question or after all questions have been answered. A report of all results can also be printed for future use.

The possibilities for this system are endless. Here are some of the ways that VCPI has used it in the past:

Domestic Violence Training

In *Community Policing to Reduce Domestic Violence*, students are given a pre-test on domestic-violence issues to get an idea of the base knowledge of the students. Later in the course, students are shown video scenarios depicting incidents where it is crucial to correctly determine issues such as self-defense, predominant aggressor, and single or dual arrests. Students are



asked to respond to questions for each scenario and the results are used for discussion and to determine if there is a need for additional training. Using the GRS in this manner has yielded some surprising results; issues that may have been considered "no-brainers" suddenly become areas requiring more attention.

In *Problem Solving for Multi-Agency Domestic Violence Partnerships*, students are asked a series of questions designed to assess their community's response to domestic violence. This information is used to help tailor the remainder of the training to the specific issues of the group.

Ethics Training

Students are asked how they would respond to a series of ethical scenarios. Administrators have also been polled on what they feel are the most critical issues in maintaining an ethical, corruption-free environment.

Goal Setting

The GRS was recently used with both the Sterling, VA Community Coalition and the Greater Prince William County Domestic Violence Council. Both of these groups wanted to know how their membership felt about issues that affected their community and the group itself. After the groups responded to the questions posed to them, it became clear which issues were most important and made it easier for them to address concerns and to set goals that were supported by the majority of the group.

As you can see, the Group Response System can be incorporated into a variety of training or meeting situations, anywhere that confidentially polling participants is important to you. Our system will accommodate up to 50 participants and, like our other services, is available at no cost. If you are interested in using the GRS for a meeting, please contact the institute. A member of our staff will meet with you, help you develop questions, bring the equipment to the site, and help facilitate the session.





Registration Form

Complete the form and return it to the address or fax number below:

Virginia Community Policing Institute
 701 East Franklin Street, Suite 1407
 Richmond, VA, 23219
 Fax: (804) 644-0309
 PLEASE PRINT CLEARLY OR TYPE

Make your registration fee, \$90.00 by 2/28/03 and \$110 after 2/28/03 (see page 6 for details), payable to VCPI noting "VCPI Conference" in the memo space on the check or money order. Regrettably, we are not set up to accept credit card payments.

Advance registration and fee are requested by March 7, 2003. VCPI will mail registration confirmation letters if we receive your registration form and payment by March 7. On-site registration will be available on Sunday, March 30 from 4:00 p.m. to 6:00 p.m. and all day Monday, March 31.

Name: _____ **SSN:** _____

Title/Rank: _____

Agency/Affiliation: _____

Mailing Address: _____

City: _____ **State:** _____ **Zip Code:** _____

Daytime Telephone: () _____ **Fax:** () _____ **E-mail:** _____

Signature: _____

- Check here if you are enclosing your payment with this registration form.
- Check here if a purchase order has been submitted and will be forwarded at a later date.
- Check here if you plan to pay upon arrival at the conference. (Registration Fee of \$110).
- Check here if you plan to participate in the golf tournament Sunday, March 30. Your golf payment of \$45 per person must be enclosed (see page 12 for details).

Do you have a team of 4? yes no
 If yes; list the other members' names.

ADA Accommodations: In compliance with Title II of the Americans with Disabilities Act (ADA) of 1990, those persons requiring special accommodations to participate in this conference should indicate any needs.

ADA Accommodations requested (specify type): _____

If you have any dietary requirements, please contact Julie Gigante at (804) 644-0380 or Laurel Heydenberk at (804) 644-0616.

To provide you with the best service possible and plan for your needs, we rely on you returning the form at your earliest convenience.

Conference Site and Local Attractions

When visiting Roanoke, you'll notice that if you look in any direction, the mountains are there to greet you. First impressions of the Roanoke Valley invariably focus on the breathtaking surroundings of the scenic Blue Ridge and Allegheny mountains.

In 1882, Roanoke became a crossroads for the railroad, which eventually became the Norfolk and Western Railway. This marked the start of the town's rapid growth, leading to its charter as the City of Roanoke in 1884. Its historic market, which also began in these early years, remains vibrant as one of the oldest in the country and still is an anchor of downtown commerce.

Roanoke is now a center for transportation, distribution, trade, manufacturing, health care, entertainment, recreation, attractions, and conventions. The city was thrice awarded the "All-America City" designation.

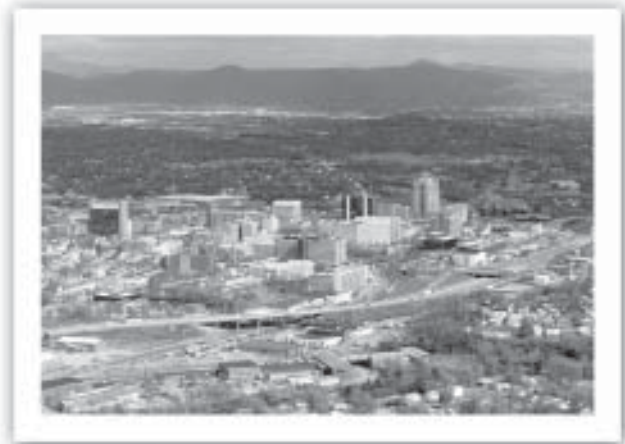
Roanoke also has been named the "Festival City." Festivals include Roanoke Festival In the Park, Downtown Roanoke's Railway Festival, Henry Street Festival, Vinton's Dogwood Festival, The Virginia Championship Chili Cook-off, and Strawberry Festival, to name a few.

Roanoke is a center with attractions for Center-In-The-Square, a multi-cultural complex housing a professional theatre, planetarium, and museums showcasing history, science and art. Other attractions are Mill Mountain Zoo, the Virginia Museum of Transportation, and the Harrison Museum of African-American Culture.

The city's most visible attraction is its star, a 100-foot-high illuminated steel and concrete structure, which has been a beacon at the top of Mill Mountain for more than 40 years. It stands as a "symbol of the friendliness, industrial and civic progress of Roanoke." Press releases identified Roanoke as the "Star City of the South." Some nights, the star's glow can be seen for a 60-mile radius and is a landmark for night-time aviators.

Numerous attractions are within an hour's drive of the city including Dixie Caverns, the Salem Museum, Natural Bridge, the historic towns of Fincastle and Lexington and Peaks of Otter and Mabry Mill on the Blue Ridge Parkway.

Economic growth in Roanoke is steadily increasing. Downtown Roanoke is quickly being recognized as the hub of Western Virginia's high tech businesses. Included in *Sales & Marketing Management* magazine, Roanoke was ranked 10 out of the "20 Hottest Cities for Selling," along side other cities such as Boulder, Colorado and Boston, Massachusetts. This ranking means that out of 320 Metropolitan Statistical Areas (MSAs) surveyed in America, Roanoke is one of the highest ranked markets in which to sell products this year. Roanoke has seen 49 corporate expansions and relocations in the past five years, which represents a \$406 million investment in the economy, and provides approximately 6,300 jobs. Its convenient location and ever-growing population make Roanoke an ideal home for major businesses and corporations. ■



– Photographs provided by the Roanoke Police Department include an aerial view of the city (above), a police precinct building (second from top), and an officer on bike patrol in the Roanoke Farmer's Market (bottom).

Roanoke Police Department Hosts VCPI Conference

(Editor's Note: some information on the department was provided from the Roanoke Police Department's website)

VCPI is grateful for the support and assistance of the Roanoke Police Department in hosting the institute's 5th Annual Community Policing Conference March 31 through April 2, 2003, in Roanoke. Members of the police department, under the direction of Chief Joe Gaskins, have been so responsive to our requests for assistance in the planning stages of our conference. They are coordinating a golf tournament for participants which will take place on Sunday, March 30, and are handling the arrangements for our Monday night after-hours event on Mill Mountain. The police department will be offering ride-alongs during the conference, setting up a static display of their vehicles, equipment, canine, and mounted patrol, providing a color guard and bagpiper during opening ceremonies, and Chief Gaskins will make the opening remarks at the first general session. Since conference participants will be visiting the city of Roanoke in

March, we wanted to provide some information about this nationally-accredited police department, and especially focus on their community-policing effort.

Chief Joe Gaskins joined the Roanoke Police Department in March of 1998. He has 28 years of law-enforcement experience with the Newport News Virginia Police Department. He has enhanced existing programs and the community-oriented policing concept.



The Roanoke Police Department is composed of 247 sworn employees and 54 civilian employees for a total of 301 full-time employees and is headed by the chief of police. The Operations Division includes the Patrol Bureau and the Investigations Bureau. The Services Division includes the Records Unit, the Identification Unit, the Training Academy, and Planning and Analysis.

On March 19, 2001, the City of Roanoke was one of only two jurisdictions in the Commonwealth of Virginia to be recognized as a Certified Crime Prevention Community. To accomplish this goal, the city had to complete a long list of requirements. The Certified Crime Prevention Community Program allows Roanoke to be a national leader in community safety, establishing a benchmark other local communities can, and should, meet in terms of providing for the safety of their citizens. It also sends a clear signal to would-be criminals that illegal behavior will not be tolerated in Roanoke.

The Community Oriented Policing Effort (C.O.P.E.) Squad is divided into teams that patrol the four quadrants of the city. Each team is assigned a specific quadrant and they remain in that designated quadrant for an extended period of time. The officers attempt to identify major problem neighborhoods and

educate neighborhood organizations on how to use all available resources in the department to solve crime problems. C.O.P.E. squad officers are required to attend community meetings in their quadrants so they can develop working relationships with the citizens. The squad also performs home security surveys on all residential burglaries.

Since the Roanoke Bicycle Patrol was introduced in the early 90s, the communities around the city have grown accustomed to seeing officers breeze by on state-of-the-art mountain bikes on their way to answer calls. The Roanoke Police Department has one of the largest bicycle patrols in the Mid-Atlantic Region and has 50 bikes, one of the largest fleets of bicycles in the Mid-Atlantic Region.

The Roanoke Police Department believes public opinion and knowledge is essential to establish the community-policing concept. The department offers a Citizen Police Academy, which provides an excellent opportunity for citizens who work and live in the city of Roanoke to become familiar with the day-to-day operations of the police department. Citizens become informed as to the actual role of the police and in return, the police benefit from the wealth of knowledge the citizens can give about their community.

The Patrol Bureau has three officers dedicated full time to the mounted patrol function whose responsibility is to cover the downtown market area six days a week and other areas as needed. All of the mounted patrol officers are trained in community policing and can offer their assistance to the officers who are working on a problem solving project and need increased visibility in a particular neighborhood.

The Crime Abatement Residential Effort (C.A.R.E.) program is a partnership between the Roanoke Police Department, United States Cellular, and the citizens of Roanoke. Using cellular phones and airtime donated by United States Cellular, citizen volunteers patrol Roanoke's neighborhoods and call in reports of suspicious or criminal activity, fire and medical emergencies, and public works problems. The program graduated its first group of 14 team members in September 1997.

We hope you'll take advantage of the displays, tours, and ride-alongs offered by the Roanoke Police Department during the conference. Take a moment now and fill out the registration form on page 9. We hope to see you in Roanoke this spring! ■

—'Director's Article' continued from page 1

few months, it is a very important and highly visible part. Media relations training can prepare you for this aspect of critical incident response.

Watching a national horror such as this unfold in your own backyard is traumatic. Watching your local law-enforcement agencies work at such an extreme level of professionalism and efficiency, in cooperation with law enforcement from around the country, is truly awe inspiring. VCPI extends its admiration, commendation, and thanks to Virginia's law-enforcement officers and those from around the country for putting an end to this terror. ■



Want to Play Golf During VCPI's Conference?

During our annual conference in Roanoke this spring, VCPI will be co-hosting a golf tournament with the Roanoke Police Department for any interested conference participants. The tournament will take place on Sunday, March 30, from Noon to 5:30 pm. A "Hot Off the Grill" lunch will be served at 11:00 am before tee off.

The event will take place at the Ole Monterey Golf Club, 1112 Tinker Creek Lane, NE, Roanoke, Virginia; (540) 563-0400.

Cost is \$45 per person which covers greens fees, golf cart, lunch, beverages, and trophies. The format is "Shotgun Start," and there will be prizes for certain holes, longest drive, etc. The maximum number of teams that can play is 30, and if you don't have a team of four, we can hook you up with a team.

If you're interested in playing, please indicate so on the conference registration form and enclose your \$45 golf payment, made payable to VCPI, noting "Golf Tournament" on the memo line (\$45 is in addition to conference registration fee). For more information, please contact Julie Gigante at VCPI at (804) 644-0380, or Sgt. Todd Clingenpeel of the Roanoke Police Department at (540) 853-1988. ■

VCPI Conference Deadline for Hotel and Early Registration
February 28, 2003
(See Details Inside)

The Virginia Community Policing Institute
 Training To Build Safer Communities
 701 East Franklin Street, Suite 1407
 Richmond, Virginia 23219
 Phone: (804) 44-0899 Fax: (804) 644-0309

**Fifth Annual
 Community Policing
 Conference**
 ROANOKE, VIRGINIA
 MARCH 31 - APRIL 2, 2003
 presented by
VCPI
 Training to Build Safer Communities