

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

VCPI Partners



DNA and Community Policing? You Bet!

BY LYNDA S. O'CONNELL, VCPI EXECUTIVE DIRECTOR

On March 11, 2003, the White House announced President George W. Bush's "Initiative to Advance Justice through DNA Technology." This large-scale initiative addressed six different DNA issues, one of which was to develop training for law enforcement and other professionals in the criminal justice system. The president recognized that training America's law enforcement officers in the collection and usage of DNA will mean more critical pieces of evidence will be collected, fewer cases will be jeopardized by the mishandling of evidence, and more cases could be solved by the proper use of this technology. Watching CSI once a week is not enough.

In the summer of 2003, VCPI got a call from the Department of Justice, Office of Community Oriented Services, asking for VCPI's help. Work on this project began right away. VCPI partnered with the Virginia Institute of Forensic Science and Medicine (VIFSM), a national leader in forensic science training, including the use of DNA technology.

In July of 2004, a variety of professionals including attorneys, forensic scientists, law enforcement officers, EMTs, and others gath-

ered in Washington, D.C. to participate in a focus group for this project. Now remember, VCPI doesn't do anything the way most organizations do. This was not your normal focus group, not the run-of-the mill "we are going to pick your brain for 8 hours and bore you to death in the process" event.

Yep. We shook things up a bit. We started by calling our good friends at PLAY, Inc. PLAY is a creative development-facilitation-marketing-think tank organization. They don't do anything "normal" either. After some direction from Carl Peed, the COPS Office Director, and Linda Carne, the Director of VIFSM, PLAY put the group to work. First, PLAY taught them the creative skills they would need for the day, how to dig deep and take some risks, how to exercise your mind and really reach for the possibilities and potential of this project. Then we got to work.

All of the valuable information collected at the focus group has been sorted and the curriculum development process is well under way. We've scheduled a pilot program for December 7 and 8 in the Washington area. By the first of the year, the nation's law enforcement agencies will have a valuable new tool: a 16-hour class focusing on the collection, preservation, storage, and

usage of DNA evidence in the criminal justice system. We aren't proposing a lecture circuit. For two very interactive days, students will have to exercise their newly acquired knowledge by working in crime scene simulations. Together, VCPI and VIFSM guarantee an outstanding DNA curriculum that can be used by law enforcement officers nationwide.

This DNA project is just one more exciting initiative in which VCPI has been fortunate enough to participate. Whenever we have the opportunity to stretch a little, we do. It's good for us. It's good for you, too. ♦

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VCPI NOTEBOOK

**VCPI WELCOMES NEW
STAFFERS**

The Virginia Community Policing Institute has welcomed two new members to its staff in recent months. Sheila Gunderman joined VCPI in February as the institute's training coordinator, serving as a liaison to the institute's instructor cadre of law enforcement professionals from the across the Commonwealth, coordinating all requests for courses, and scheduling instructors. Prior to joining VCPI, Sheila worked as a high school Spanish teacher and dance instructor in Tampa, Florida. Her background also includes experience working in advertising and public relations firms, both in Tampa and Charleston, South Carolina. She earned a bachelor of arts in Journalism & Mass Communications with specializations in Advertising/Public Relations and Spanish from the University of South Carolina.



SHEILA GUNDERMAN

Joining the VCPI's staff in July as special projects coordinator is Christy Jenkins. Currently a freelance graphic artist and writer, Christy will be producing institute publications such as the newsletter and annual report, as well as working on other VCPI marketing projects. She was most recently employed as the assistant director of communications at the Medical Society of Virginia and has previously worked at Style Weekly magazine and Northside Magazine. She graduated from James Madison University with a bachelor of arts in Mass Communication.



CHRISTY JENKINS

In September Teresa Carey joined VCPI as bookkeeper. In this capacity Teresa will receive and process all billing and invoicing, work with vendors and suppliers, prepare documents for VCPI's accountant, and work to bring



TERESA CAREY

more of the institute's financial operations in house. She has been employed previously by a non-profit Christian school in Batavia, IL and co-owned a construction franchise business known as Archadeck in Dayton, OH for the ten years prior to that. She holds a bachelor of science from Miami University with a major in marketing and a minor in statistics.

NOMINATE YOUR PROBLEM-SOLVING PROGRAM FOR STEPS AWARD TODAY!

This past year the Virginia Community Policing Institute inaugurated the STEPS Community Policing Award. STEPS, or Safety Through Effective Problem Solving, is an awards program highlighting innovative and effective problem-solving initiatives implemented in Virginia communities to successfully reduce repeat crimes, disorder or general public safety problems. Last year VCPI recognized five departments for their creative community policing initiatives, and this year we hope to continue the tradition.

"Virginia is a national leader in community policing," says Lynda S. O'Connell, VCPI's executive director. "It's an honor to be able to recognize some of the amazing programs in this state that have had such an impact on our communities."

The STEPS Awards are open to both law enforcement and non-law enforcement organizations. There are six categories in which to enter, with five based on residential population size and one for special jurisdictions. Judges evaluate each submission based on the following criteria:

- The application of a problem solving model;
- The establishment and use of partnerships;
- The development of realistic goals; and
- Measurable objectives to determine success.

If your department or organization has made a positive difference in the community with its safety initiatives, tell us all about it! Application packets can be downloaded from the VCPI website at www.vcpionline.org, and the deadline for nominations is October 31, 2004. Winners will be announced in spring 2005.

EXPLORERS GET "LOST IN ALLIGATOR SWAMP"

Randolph-Macon Academy in the hills of Front Royal, Virginia, served as the backdrop for an intense, educational and fun week for nearly 40 kids, ages 14-19, who participated in the Law Enforcement Explorers summer camp, conducted by the Virginia Law Enforcement Explorers Advisors (VALEEA). Many students return year after year to explore the facets of a law enforcement career.

The camp is a perennial favorite for VCPI as well, as we get to expose the young people to some of the foundations of community policing in some less-than-traditional educational exercises. VCPI has been involved in the Explorers Camp for five years now, and we've put the students through their creative problem-solving paces with exercises like building water towers out balloons, uncooked spaghetti and masking tape; making shape outlines (think the state of Virginia) with a rope while blindfolded; and transporting water in some unusual "containers" such as dolls' heads, turkey basters, leaky rubber gloves, and nerf balls. The students have solved a murder mystery, escaped from a forest fire, and were in a hijacked airplane. And this year VCPI had them lost in "Alligator Swamp," or rather, getting un-lost.

The students were looking for stranded campers amidst mangrove trees, alligators and snakes in the Florida everglades in the wake of a storm with only a map, a recorded 9-1-1 call, and the unique strengths and weaknesses of their teammates to guide them. After a briefing on the environment where the campers



STUDENTS AT THIS YEAR'S EXPLORERS SUMMER CAMP LISTEN TO A 9-1-1 CALL AND EXAMINE A MAP IN THEIR ATTEMPTS TO FIND STRANDED CAMPERS IN "ALLIGATOR SWAMP."

were stranded and listening to a 9-1-1 call from the campers' cell phone, the law enforcement explorers had to determine exactly where the campers were now located and formulate a message with advice about what the campers should do. Not all the teams actually found their lost campers, but they did learn some valuable lessons about listening, problem solving and teamwork.

1st VCPI POWER SERIES Event was **POWERful!**

Gang Expert Al Valdez Draws 200

BY LYNDA S. O'CONNELL, VCPI EXECUTIVE DIRECTOR

Nearly 200 law enforcement officers, school system personnel, and others attended VCPI's first ever POWER SERIES event on July 28, 2004 in Fairfax. It was, without a doubt, a phenomenal success. Dr. Al Valdez, a nationally recognized expert in gangs, provided a full day of invaluable insights into the world of gangs. He covered the history and development of gangs, their movement across the country, their activities, behavior, and culture, and gave participants a thorough understanding of how to recognize gang members in their own communities.

Be sure to sign up early for the next VCPI POWER SERIES event. VCPI presents nationally recognized law enforcement speaker Dr. Jack Enter. Crime in America is changing for many reasons: demographics, technology, economics, you name it. Dr. Enter will discuss all of these factors and more and demonstrate how they are pre-



VALDEZ SHARES VALUABLE INSIGHTS ON THE HISTORY, CULTURE AND BEHAVIOR OF GANGS.

dicting the future crime trends in America. Then, he will give you the tools you need to deal with these developments. Dr. Enter brings a whole new meaning to the term "Officer Survival." Don't miss this rare opportunity to see Dr. Jack Enter in Richmond, Virginia on November 4, 2004. Read more on page 6 of this *VCPI Update*, or visit www.vcpionline.com for more details! ♦

Students attending the course couldn't say enough:

"Some of the best training I have ever attended."

"Class was very beneficial to me as a school resource officer. I feel more confident in my ability to deal with the students who exhibit gang tendencies."

"One of the best gang classes I have attended."

"Twice as good as most."

"As an assistant principal in charge of security at a large high school, I found this training to be extremely relevant. There is so much info re: gangs out there. It was so nice to get some specific and practical knowledge to share with our staff."

GUEST COLUMNIST

Not Just For Big Cities

The Charlottesville PD Incorporates High End Forensics Investigation With Big Results

BY SGT. RALPH BARFIELD, CHARLOTTESVILLE POLICE DEPARTMENT

Many law enforcement executives operate under the misguided impression that because their agencies are smaller they lack the operational capacity to fully appreciate the benefits of DNA evidence recovery and forensic examination. These executives think forensic investigation is big-city detective work. Regardless of the limitations of an agency's personnel, or the lack of funds to train and equip them with state-of-the-art equipment, any department can benefit from the power of forensic technology and the value it brings to law enforcement service delivery. Notwithstanding their size, law enforcement organizations must explore the full potential of all the scientific technology available to them. The advancement of such technology, coupled with the power of DNA in the retrospective investigation of crime, has produced highly effective results for policing.

The full article, "Forensic Investigation, It's not Just for Big Cities," printed in the April 2004 issue of *Police Chief Magazine* explains how the medium-sized, central Virginia, Charlottesville Police Department leveraged its time, energy and resources to develop a forensic program that has served to identify criminals and make a community safer. If it can happen in Charlottesville, it can happen in your town.

The Charlottesville Police Department has an authorized strength of 119 sworn police officers and 29 civilian support personnel, and it is accredited through the Virginia Association of State Law Enforcement Accreditation. The department's annual budget is approximately 8.4 million dollars. Charlottesville is a community of approximately 40,000.

The police department's forensic unit has gained a national and international reputation for outstanding contributions in the field of forensic science, particularly through DNA crime scene processing. Despite the seemingly uneventful appearance of this central Virginia community, CBS Television, National Public Radio, and German Television have seen fit to feature the department's investigative strategies

in the area of forensic science. Additionally, the Virginia Division of Forensic Science and the Virginia Institute of Forensic Science and Medicine have recognized the department's forensic unit for its effective-

The Simple Rules to Success

Process crime scenes diligently.

Pay particular attention to burglary.

Search for DNA.

Review your cold cases for forensic evidence.

Submit your evidence to the lab for analysis.

ness and success through the use of DNA identifications, DNA eliminations, and the DNA databank. Since 1999 the unit has led departments per capita in the area of DNA identifications, elimination, and cold-case DNA databank confirmations. In 2003 the

National Institute of Justice of the US Justice Department "showcased" the unit in Washington, D.C. due to its effectiveness with DNA. As of August 1, 2004, the department has obtained 65 DNA Data Bank Hits.

The recipe for success is one of people, systems, process, and vision. In fact, small and medium sized law enforcement agencies actually have a distinct advantage over big jurisdictions, where the sheer volume of calls and cases prohibits the detailed processing of routine burglaries.

Four major groups working together proved departmental size did not relate to how forensic success was accomplished: 1) The Virginia Division of Forensic Science Laboratories under Dr. Paul Ferrara pushed for the first DNA Data Bank System in the United States. The lab continued to advance DNA detection techniques pursuing analysis of items not checked for DNA in the past, changed to buccal swabs from blood samples and began providing investigative analysis assistance; 2) The state legislature also took a leadership role and created the DNA Data Bank, first for violent felonies, then all felonies after arrest and finally selected felonies at

The Basic Steps to Establishing an Effective Unit

1. Develop Support from the prosecutor's office and local government. Their support is crucial.

2. Conduct an Assessment to determine where the agency is and what needs to be done. This requires thinking long term and accepting that it won't happen overnight. Establishing a three to five year plan is realistic; the agency must persevere through the reorganization phase.

3. Writing the Plan Down provides a blueprint of what needs to be done and in what order.

4. Identifying Funding Sources is necessary before the process begins, and may require thinking outside the box. Once the basics are done, put the plan into operation, pick start date and launch. It is very important that everyone not expect immediate results; they will happen if you are diligent and stick to the plan.

arrest; 3) The Charlottesville Police Department began enhanced crime processing, particularly burglaries and the submission of cold cases for re-analysis; and 4) The Sexual Assault Nurse Examiners (SANE Nurses), specially trained sexual assault nurses, provided critical evidence collection from sexual assault victims. This established system proved very effective.

A concerted effort was begun in 1995 to record and track all forms of forensic identifications and eliminations on the unit's computer system. Although time consuming, this has provided a unique tool to help determine the effectiveness of the unit through instant computerized reports. The unit went from 54 identifications and eliminations in 1995 to more than 250 in 2002. Between January 1995 and July 2003 the unit had 240 DNA identifications in 91 cases. During the same period DNA eliminations were utilized 207 times in 43 cases, reiterating the investigative value of DNA eliminations. The department had diligently worked for years establishing an effective forensic unit and now it was beginning to pay off, big time.

In 1998 the unit had its first lip-print identification. In the summer of 1999 the forensic unit was confronted with two simulta-

neous major investigations. The agency's first DNA Data Bank hit, a B&E/rape and the second case, a homicide, relied exclusively on DNA to identify the skeletal remains of the victim. In this case the unit attempted a rare botanical DNA identification.

In 2000 the department led the state in weapon, shell casing, and bullet identification through the use of NIBIN. As of mid-July 2003, the department had obtained 41 DNA Data Bank hits on individuals, 20 of which resulted in arrest and conviction. Of these hits, 10 were from sexual assault and 10 were from burglary, reiterating the need to pursue burglaries. Through the use of the DNA Data Bank, cold rape cases from 1993, 1996, 1998, and 2000 have been cleared. Of those arrested, two were serial rapists.

Creating an effective forensic unit for small and medium-sized law enforcement agencies takes time, effort, organization, support, and a dedicated staff. The department must be willing to persevere through the early stages of development. The Charlottesville Police Department is proud of its motto "Solving Crime Through Science" and firmly believes, done properly, forensics can have a major impact on a community. ❖

Nine Fundamental Elements of Creating an Effective Forensic Unit

1 Policies and Procedures: Develop written policies and procedures for both the department and the unit. These are necessary to provide all agency personnel with a foundation and guide for how forensic issues will be handled.

2 Personnel: The person selected as the supervisor should be experienced, trained, dedicated and tough. Selection of technicians should be based on desire and self-initiative, and they should be detail oriented.

3 Training: Without basic, advanced and continual forensic training, crime scene personnel will become ineffective.

4 Facilities: It is important to have facilities appropriate for storing evidence, records and supplies.

5 Equipment: The technicians must be equipped with the best forensic processing equipment and technology an agency can afford.

6 Crime Scene Processing: How an agency responds to all aspects of crime scene processing is where many agencies fall short and deny their communities the rewards of good forensics.

7 State Laboratory Analysis: It is an absolute necessity that investigators communicate openly and freely with laboratory examiners on all cases. Following examiner and laboratory instructions is critical.

8 Prosecuting Attorneys: Communicate with, assist and educate prosecuting attorneys. They will present the cases in court and must be knowledgeable in the many areas of forensics.

9 Management Support: Agency management support must be involved at the beginning and as the development process continues; their actions will set the tone for how a successful agency will be in the area of forensics.

POWER SERIES Event #2

Dr. Jack Enter

*Internationally-renowned
Criminal Justice Lecturer*

Future Trends in Crime:

*Proactive Strategies &
Survival Skills
for the 21st Century*

**Thursday
November 4, 2004
8:00 am – 5:00 pm**
(8 hours in-service credit)

Richmond, Virginia

**\$100
Registration Fee**

**Payments must be
received in advance
or on the day of the
event.**

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NOTES FROM THE CLASSROOM

Ethical Decision Making

BY ADAM BRACEY, VCPI LEAD INSTRUCTOR

I recently overheard a group of officers in class trade stories about some dubious but otherwise well-intentioned decisions officers had made on and off duty. Some of those stories led more than one person to ask, "What was that guy thinking?"

My best guess, based on some of the rash decisions described, is that those people weren't thinking at all, and therein lies the problem. Very often in our unique field of employment we find ourselves struggling to make an ethical decision based not on right versus wrong, but right versus right. Regular ethics training provides the skills we need to come out on top of those situations time and time again.

VCPI's Ethical Decision Making course is not designed to take an unethical officer and lead him or her to the path of righteousness. The training we provide assumes those personnel in attendance are representative of the overwhelming majority of Virginia's law-enforcement personnel: ethical. We like to begin each class by laying the groundwork for an imaginary scenario: imagine not being afforded an opportunity to practice and qualify with your duty weapon for two or three years in a row. Wouldn't law-enforcement professionals everywhere rise up and demand the training they deserve and, arguably more importantly, need, in order to stay proficient in a potentially life-saving skill? I find it ironic that no such outcry is made for ethics training despite

the number of quickly made, poorly thought out decisions that end otherwise honorable careers in shame.

Law-enforcement personnel face decisions, large and small, day in and day out, that, if not decided properly, have devastating effects. Typically, we make these decisions as a matter of course. They have become routine and, as a result, require little thought. On the other hand, could that be part of the problem?

Taking a moment to think through a decision is wise, but is taking a moment to consider one's options or course of action enough? I think not.

Taking a moment to think through a decision is wise, but is taking a moment to consider one's options or course of action enough? I think not. That is where occasional retraining in ethical decision-making can help save careers and increase quality of service.

The design of our training gives officers several decision making models that assist in making ethical choices. These models are easily applied in situations where the time allotted for decision making amounts to little more than a split second. Another demonstrated benefit of occasional retraining in these skills is the pride officers feel at the end of the day,

pride that grows from knowing, "I am not only right in what I do but also in why I do it!" I sometimes hear officers say that aloud, as if proof they did not need to attend the class in the first place. And that sentiment is fine with me. I feel confident they will hit the streets ready to do what is right and do it well. I hope to see you in an ethical decision making class soon. Stay safe! ❖

TRAINING SPOTLIGHT

Stressed out?

We've got a class for that!

BY CHRISTY JENKINS, SPECIAL PROJECTS COORDINATOR

Requests for new training are fielded by VCPI personnel on a regular basis, and we always do our best to fulfill the need. One example of this is our recently developed Stress Management course which was originally requested by the Hampton Roads Criminal Justice Academy and has been in the works since 2003. We contracted with Robert Kipper and Associates, which specializes in law enforcement training, to create this

eight-hour stress management curricula for the institute that specifically addresses law-enforcement issues. The first class was piloted in May 2004 in Hampton Roads and has been offered twice since then.

Our stress management training discusses the issues of the physiology and psychology of stress, defense mechanisms, critical incident trauma, mal-adaptation, suicide, attitude, stress management techniques, simplification, spirituality, communication, family, goal setting, leadership is-

sues, employee assistance programs, retirement issues, and humor. Personal and organizational responses to stressors as they affect law-enforcement officers and their families were explored, in addition to previously taboo issues such as domestic violence, divorce, and suicide.

If your agency is interested in hosting this course in your area, please contact Laurel Heydenberk at (804) 644-0616 or lheydenberk@vc pionline.org. ❖

UNLOCKING CREATIVITY

New Dogs, New Tricks

BY DAVE MADDOX, VCPI CURRICULUM SPECIALIST

Several months back, in my first installment of this column, I listed the three elements it takes to be creative in the workplace: attitude, tools and techniques, and administrative support. Today, let's talk about number three. How can agencies develop new ranks of creative, empowered, problem-solvers? How can they create an environment where creativity flourishes? One of the ways is to use contemporary techniques to train contemporary officers. Today, let's look specifically at FTO programs.

As most of you know, the standard model for FTO training is what's known as the San Jose model. Developed in the early 70's, it is used in some 4,000 agencies throughout the county. It was based on a set of 29 categories of standard evaluation guidelines on police officer actions and behaviors. Daily checklists and rating scales were the standard method for measuring the development of new officers. In 1981, two additional categories were added, other than that, the program still looks very similar to the way it has always looked.

How many times in the last 30 years has your agency replaced its' weapons? Its' cars? Its' radios? How big of a trailer would you need to pull your 1970's computer? You get the idea, times change, technology changes, and the type of men and women becoming police officers has changed as well.

Community policing requires communicators, problem solvers and perhaps most important, thinkers. Of course, they must continue to possess the technical skills of the job, but they need more, and they expect more.

"More" arrived in 1999 when the COPS Office funded a project to design and test a new FTO model. With the help of the Police Executive Research Forum (PERF) this model was developed by the Reno, Ne-

vada Police Department. Called the Police Training Officer (PTO) program, it was piloted in Reno and in other agencies including the Savannah (GA), Lowell (MA), Colorado Springs (CO), Richmond (CA), and Charlotte-Mecklenburg (NC) Police Departments.

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So, what makes the PTO model (sometimes known as the "Reno Model") different? It's based on something called problem-based learning (PBL). PBL focuses on the learner rather than the teacher by giving the learner real-life problems, not easily solved, that he or she must seek to understand and develop strategies to address. The trainee must research the problem, using various methods and sources including data analysis and community contact.

The program also focuses on personality and emotional intelligence. Application of skills carries a higher value than the retention of information. Because of this, attitude, interpersonal skills, patience, and emotional maturity are considered and evaluated.

The PTO program is a 15-week program that features four, three-week phases: non-emergency incident response, emergency incident response, patrol operations, and criminal investigations. The problems en-

countered in each phase are designed to build on the 15 core competencies that officers must master. In addition, trainees keep daily journals and must complete a neighborhood portfolio exercise. This exercise encourages the trainee to get out and gain a geographical, social and cultural understanding of the community he or she will be working in. This exercise is ongoing throughout the program so the trainee will obtain in-depth information on the history, problems, personalities, relationships, strengths and weakness within the particular neighborhood.

Early reviews on this program are promising. In Savannah, a recruit who had completed the program only three weeks earlier was able to work with residents, other officers, and building and zoning officials to shut down a drug house that had been a problem spot in the neighborhood for eight years. In all of the pilot sites, officers are engaging in successful problem-solving efforts very early in their careers. The washout rate seems to be about the same as other models, but the type of officer that does not make it through the PTO program is generally the one who has poor interpersonal skills and difficulty managing his or her emotions.

This is just one example of how agencies can support and encourage creativity within the organization, others with follow in upcoming issues. If you would like additional information on the PTO program, please contact me at dmaddox@vcpionline.org or visit the COPS website at www.cops.usdoj.gov. ♦

Next Time:

Fashion Emergency:
Rethink the hat!

NEW!**www.vcpionline.org**

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and REGISTER for classes!**

TRAINING SPOTLIGHT

VCPI POWER SERIES Presents "Power Speaker" Dr. Jack Enter

What is the future of crime in America? How will law enforcement-officers adjust and survive the changes? Dr. Jack Enter may offer more than a few answers to these questions with eight hours of his much sought-after training on the changing face of crime in America at VCPI's second POWER SERIES event Thursday, November 4, 2004, 8 a.m to 5 p.m. in Richmond, Virginia. From significant social changes to demographic changes to constant technological changes, this seminar will focus on how these current and future trends will influence crime and the criminal justice system over the next several decades. Among the issues to be discussed are crime in an aging America, the changing nature of American violence, crime in a multicultural society, high-tech crime/criminals, and ideological crime such as terrorism.

Dr. Enter will then tie in his Future Trends in Crime presentation with his Survival Skills for Law Enforcement Personnel presentation, exploring how the work and family environments for law-enforcement officers can be complex and bewildering. At work, issues such as encountering human tragedy, dealing with violent offenders, long work hours, and organizational politics represent only a few of the factors that can make our lives difficult. Combine those factors with trying to be effectively involved with our own families and it's no wonder that we often feel overwhelmed and frustrated. This program discusses those issues and the "survival skills" that we can utilize to be more effective at work and at home. Included in this presentation will be discussions concerning the factors behind much of the violence and drug/addiction

problems we see today; how those factors and skills (or lack thereof) affect not only our society but the workplace environment as well; how to develop better "intrapersonal" skills and manage ourselves better; how to utilize better communication skills (verbal and nonverbal) when dealing with others; how to learn to encourage our coworkers with effective verbal, written, and tangible engagement strategies; how to cope with ineffective and unskilled managers in the workplace; and how to be more effective in managing our off-duty life and relationships.

This promises to be an outstanding seminar providing the skills law-enforcement personnel at all levels need to succeed, survive, and forge ahead into the 21st Century. The seminar offers eight General In-service Credits, and registration is \$100. Early registration is highly recommended. Please register online at www.vcpionline.org, or contact Pat Conwell at 804-644-0899. ❖

*Visit the VCPI Website for Continual
Updates on Current Courses
www.vcpionline.org*

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