

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

VCPI Partners



Right vs. Right

BY LYNDA S. O'CONNELL, VCPI EXECUTIVE DIRECTOR

I'd planned on writing this Executive Director's column on an entirely different topic, but on Wednesday evening all of that changed. During the past year, two of VCPI's staff members have been working with the Virginia Holocaust Museum to develop "Law Enforcement and Community: Lessons of the Holocaust", a course that uses the holocaust as a comparison to modern day ethical decision making. You might think that this sounds pretty interesting, but not necessarily something that would keep you up at night. I thought so, too. We're both wrong.

You see, on Wednesday evening I attended the roll out of this program. It was presented to about a dozen chiefs, sheriffs, and other executive level law-enforcement officers from the area. I thought I was going to another, excellent VCPI course and that I'd be proud as always to be a part of this group, I'd have a nice dinner, and I'd go home. It was so much more.

Ethical decision making based on what is right and what is wrong is something often discussed. It becomes a more difficult discussion when the issue is choosing between what is right and what is right.

During the Holocaust, law enforcement officers were continuously faced with

choices of right versus right. Law enforcement played several roles during this event, some passive, some not so passive. In many cases, the passive roles were just as damaging. Picture yourself as a German police officer in 1939. You are given an order to "stand guard and keep the peace" as the military escorts all of the Jews from a particular neighborhood to the train station.

Your job is to stand along the side of the street as "crowd control." How important was this role? What message did it send to those being wronged? What if you had walked away? What would the impact have been? It could be argued that the officers were simply following orders, but as we all

know, history has a way of throwing that excuse out of the window.

Let's skip ahead to the 1960s in Mississippi. In a quiet demonstration (I think most of us have seen this photograph), a few African Americans are sitting at a Woolworth's lunch counter. A crowd of outraged people have pushed up against them and are pouring milkshakes over their heads. Officers respond and arrest the protesters at the counter. Who was being harmed? Who was breaking the law?

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Your ability to have a positive impact on others through ethical decision making is greatly enhanced, as is your ability to do harm through making the wrong decision, or even by making no decision.

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www.vcpionline.org

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TRAINING SPOTLIGHT

Dr. Gilmartin Brings Emotional Survival to Virginia

Richmond Police Academy hosts VCPI's 4th Power Series event

BY CHRISTY JENKINS, SPECIAL PROJECTS COORDINATOR

How is it that within a matter of a few years, idealistic and committed officers and employees can transform into cynical, angry individuals with difficulties in their personal and professional lives? Experience tells us that most law enforcement agencies have to deal with inappropriate behavior from some officers or employees who previously had exemplary records, yet many agencies do not offer training in an effort to preserve idealism, motivation and overall emotional survival for its employees.

So the Virginia Community Policing Institute is bringing an expert on the topic to its next Power Series event April 4 at the Richmond Police Academy. You could say he wrote the book on emotional survival; in fact, he did. Dr. Kevin Gilmartin is the author of *Emotional Survival for Law Enforcement: A Guide for Law Enforcement Officers and Their Families*, as well as numerous articles published by the Department of Justice, the IACP, and the FBI.

Though he is currently a behavioral sciences and management consultant for law enforcement agencies across the U.S. and Canada, Gilmartin understands from experience the challenges law enforcement officers face, having spent twenty years in law enforcement in Tucson, Arizona. During his tenure, he supervised the Behavioral Sciences Unit and the Hostage Negotiations Team. He is a former recipient of the IACP-Parade Magazine National Police Officer Service Award for contributions during hostage negotiations. In fact, he is a charter member of the IACP: Psychological Services Section and former vice-president of the Society of Police and Criminal

Psychology. He holds a doctoral degree in clinical psychology from the University of Arizona and is a veteran of the U.S. Marine Corps.

This presentation is designed to assist law enforcement professionals in developing behavioral strategies to inoculate against an all-too-common loss of idealism and prevent inappropriate behavior patterns. By reviewing the short and long-term effects of a career in law enforce-

The goal of this course is to review the potential impact of a law enforcement career on the personal life, and to develop strategies for law enforcement professionals to continue functioning effectively and ethically without "burning out" and without resorting to emotional isolation from friends and colleagues.

ment on the personal and professional life, the course will discuss how the initial enthusiasm and desire to professionally contribute can be transformed into negative cynicism, social distrust and hostility toward the world at large that can significantly impact the officer's work performance, decision-making and ultimately, quality of life. The goal of the course is to have

the law enforcement professional develop strategies for overall emotional survival that are designed to permit the professional to continue functioning effectively and ethically without "burning-out" and without resorting to emotional isolation from friends and colleagues.

Douglas L. Bartosh, Chief of Police and Director of Public Safety, Scottsdale, Arizona, said of Gilmartin's course, "I have been through Dr. Gilmartin's Emotional Survival training at least twice in my career and I found his lessons on surviving a law enforcement career the most valuable tool to my success and emotional survival both professionally and personally."

You can register for this Power Series event and other VCPI courses on our website, www.vcpionline.org, or call 804-644-0899 for more information. ❖

Continued from front page

Law dictated that it was illegal for the African Americans to sit at the lunch counter. The officer arresting those at the counter still had a choice. They enforced the law, but in doing that did they overlook the “wrong” that was occurring? Isn’t pouring a milkshake over someone’s head an assault? Another “right choice” could have been made.

It’s interesting that “in the moment,” or even the decade, it’s difficult for people to identify that a wrong decision was made. It’s much easier to analyze the situation 65 or 35 years later and realize the error and the gravity. However, if we study these instances, can we eliminate that delay? By learning from history, can we prevent these mistakes in the future? I hope so.

As human beings, we have an automatic responsibility to be ethical and to “do the right thing.” This responsibility applies to everyone. When you take an oath as an officer, you magnify that responsibility. Your ability to have a positive impact on

others through ethical decision making is greatly enhanced, as is your ability to do harm through making the wrong decision, or even by making no decision.

I’ve been unable to stop thinking about these issues since Wednesday evening. Two board members of the Holocaust Museum set the stage for the course, the museum’s executive director (a Holocaust survivor himself) conducted a very personal tour of the museum, and then VCPI’s lead instructor, Adam Bracey, posed these and other ethical issues for discussion. It was a very powerful experience.

I encourage each of you to take part. I can promise that this course will have a lasting effect and will go beyond your typical ethics training experience. ❖

May 12, 2005

Virginia Holocaust Museum

**2000 E. Cary Street
Richmond, VA 23223**

Register at www.va-holocaust.com.

2005 Police Unity Tour

5th Annual Memorial Bike Ride raises money and remembers sacrifice

BY SERGEANT SCOTT HUMPHREY, VIRGINIA BEACH POLICE DEPARTMENT

On May 10, 2005 the Police Unity Tour will embark upon the 5th Memorial Ride from Chesapeake, Virginia to the site of the National Law Enforcement Officers Memorial (NLEOM) in Washington, D.C. This year the bicycle trek will include over 250 law enforcement bicyclists and a support staff of more than 75 individuals consisting of officers, friends, family, survivors, and citizen supporters. Officers from across both the Pacific (Honolulu Police Department) and Atlantic Oceans (West Midlands Police Authority in England) will be participating in the Virginia Route on this year’s Tour, the largest to date. At the same time, a group of about equal size will depart from New Jersey and meet the officers from the Virginia Route at

the Lincoln Memorial in Washington D.C. where together, over 500 law enforcement cyclists will ride the final stretch to the Memorial.

The Police Unity Tour is a national group of law enforcement officers who work throughout the year to raise monetary support for, and awareness of, the NLEOM Fund. Since 1997, members of the Police Unity Tour have delivered over 1.5 million dollars to the NLEOM Fund. Growing substantially with every passing year, just in 2004, the Tour delivered a check for \$600,000 to the NLEOM Fund.

Dedicated in 1991 by President George H.W. Bush, the National Law Enforcement Officers Memorial contains the names of nearly 17,000 law enforcement officers killed in the line of duty. It is solely supported by private and corporate donations and needs the funding to ensure that its future is never in doubt. Across the United States an average of 159 officers from all divisions of law enforcement are killed in the line of duty each year. Virginia has experienced 347 law enforcement line of duty deaths since the Commonwealth’s first known line of duty death on June 12, 1830.

One Virginia officer being added to the National Memorial this year is Constable Malachi J. Beasley. Constable Beasley was shot and killed on September 24, 1898 while attempting to arrest a man wanted for stealing a firearm. Constable Beasley served Princess Anne County, which in 1963 merged with and is now known as the City of Virginia Beach.

This May, the names of 415 law enforcement officers, 154 of which were killed in 2004, will have their names read and officially dedicated to the Memorial during the 17th Annual Candlelight Vigil Service on May 13, 2005 at 8:00 p.m. This emotional ceremony on the Memorial grounds attracts over 10,000 guests each year and is open to the public.

More information about the mission of the Police Unity Tour and how the community can show its support can be found at www.policeunitytour.org. ❖



A SCENE FROM LAST YEAR’S UNITY TOUR. PHOTO COURTESY OF VIRGINIA BEACH POLICE DEPARTMENT.

PROBLEM SOLVING SPOTLIGHT

Bridging the Communication Gap

Southwest Virginia problem solving effort helps law enforcement and the hearing impaired

BY CHRISTY Y. JENKINS, SPECIAL PROJECTS COORDINATOR

Communicating is something we often take for granted. That is, until someone points out a communication problem that should be a no-brainer.

That's what happened during a monthly meeting of the Bristol/Washington County Triad SALT (Seniors And Law-Enforcement Together) Council. A retired school teacher asked if there were cards or signs that people with hearing impairments could display on their cars to alert law enforcement of their disability. Unlike many other physical impairments or disabilities, being deaf or hearing impaired isn't necessarily obvious to the casual observer, or even an observant law enforcement officer. "Try and understand what the officer is asking you alongside the interstate or a busy street with traffic going by," she commented at the meeting. "With a hearing impairment you keep asking him to repeat himself or just look at him confused."

Deputy Allen Slagle with the City of Bristol Sheriff's Office took the lead in applying the SARA (Scanning, Analysis, Response, and Assessment) problem solving model to this increasingly frequent challenge. Slagle discovered during the Scanning process, as America ages, many more people are becoming hearing impaired. The population in the City of Bristol, Virginia is 17,400 with 38% of the citizens age 50 or older.

Slagle also discovered a lack of law enforcement training in working with the hearing impaired. He found that in the Bristol area only the agencies working specifically with this population had training in how to best communicate with them. Local police, fire, and sheriff's office had never received training. There were no tools to help the deaf or hearing impaired interact with law enforcement other than a bright orange sun visor card provided by the states Department of Rehabilitative Services. In addition, Slagle found that in other states this problem actually led to lawsuits against law enforcement agencies involving the mishandling of cases, and in Alabama a sub-

stantial award had been given to a deaf man who had been handcuffed behind his back, taking away his only means of communication.

"The problem was quite simple," Slagle said. "How do we get the two groups together, have a program so that each group understands the other, and come up with the tools for both to use that were simple and not embarrassing to either."

Opportunity was ripe. Slagle relied on existing partnerships with the City of

"I guess the best evaluation from this program came from 25 law enforcement officers who in one hour of training learned enough sign language to ask for the proper identification at a traffic stop and say thank you, from a lady that has never spoken or heard a word."

Bristol Sheriff's Office, Bristol Police Department, and the Triad SALT Council, and he built new partnerships with the Bristol Fire Department, Virginia Department of Rehabilitative Services, Tennessee Department of Rehabilitative Services Regional Office, The Communication Connection, Virginia Department of Health, Tazewell County Sheriff's Office, as well as neighborhood watch groups, local senior centers and church groups. The result was the Law Enforcement Response to the Deaf and Hearing Impaired program.

The program is two-fold, addressing the needs of both law enforcement and the hearing impaired. Slagle and his partners created a laminated, wallet-sized card for the deaf to hand to officers with their license to alert them to their hearing impairment. According to Slagle, at present more than 3,000 cards have been distributed in Bristol and Washington County, and the Tazewell County Sheriff's Office has handed out another 1,000 cards. With the assistance of Gene H. Williams, M.A., the regional counselor for the deaf and hard of hearing, Slagle developed and presented a four hour in-service training session through the Southwest Virginia Law Enforcement Academy. Williams' wife, who has been deaf and mute since birth, taught part of the class with her husband, who has 80% hearing loss and wears two hearing aids, serving as her interpreter. Slagle and Williams were given excellent evaluations for the class, which has been taught three times since the program's inception and has been included in all of the academy's in-service programs.

"We have no way of putting a price tag on this program and no way to measure the money and time saved," Slagle said. "What we can account for is the fact that most law enforcement agencies in Southwest Virginia are aware of people with hearing impairment and the correct procedure in handling these traffic stops. We know that by using the correct procedure the law suits and time spent in courts should not happen in our area and that our aging population will be more aware of law enforcement efforts in helping in these matters."

The program and the partnerships involved have also yielded other unexpected results. For example, the Bristol Fire Department was awarded a grant from the Virginia Department of Health to purchase 100 fire and smoke detectors designed specifically for the deaf and hearing impaired. "By using our model program the Fire Department asked for and received funding for a pilot program to supply these detectors to clients provided by Mr. Williams," Slagle said. Seventy-five of these

special smoke detectors are in use in Bristol at a cost of \$125 per detector, a cost subsidized by the grant.

Slagle and Williams have shared the card they designed with the Virginia Department of Rehabilitative Services, the Virginia Department of Health, and have mailed it to regional counselors in Arizona, California, and Florida. The smoke detector and card were also presented at the National Triad Conference in Indianapolis, resulting in more than 20 inquiries about the program from Georgia, Oklahoma and Massachusetts. Slagle's modest regional

program is having a national impact.

"Law Enforcement Response to the Deaf and Hearing Impaired has continued to be a huge success and one of the most rewarding programs I have worked on in the eight years as a community policing/crime prevention specialist," Slagle said. "I guess the best evaluation from this program came from 25 law enforcement officers who in one hour of training learned enough sign language to ask for the proper identification at a traffic stop and say thank you, from a lady that has never spoken or heard a word." ❖

2004 Instructor of the Year: Lieutenant Mark Gilbert, Martinsville Police Department

BY SHEILA GUNDERMAN, VCPI TRAINING COORDINATOR

For the second consecutive year, Lieutenant Mark Gilbert of the Martinsville Police Department will receive VCPI's Instructor of the Year Award. Lt. Gilbert has been in law enforcement for 15 years and is currently working for the Martinsville PD. VCPI bases the Instructor of the Year Award on several criteria, including: presentation of *many* hours of instruction; development or assistance in the development of VCPI curriculum; and receipt of high evaluations from students.

In 2004, Lt. Gilbert taught 23 VCPI courses throughout the Commonwealth, providing 184 hours of instruction to 499 law enforcement professionals, meanwhile earning one of the institute's highest evaluation averages: 4.85 out of a possible 5.

Handwritten comments submitted by course participants are equally outstanding and consistently positive. One former student says "Lt. Mark Gilbert is a great instructor. He was able to keep the attention of the class and present the information in a way that everyone was able to enjoy. He has a wealth of knowledge on the subject. I would take another class of Lt. Gilbert's." Others offer "Outstanding instructor in every way. One of the best I have ever seen," and, "This instructor was the most knowledgeable instructor I have experienced in my 16 years."

Since becoming an instructor with VCPI in 2002, Lt. Gilbert has assisted the institute tremendously in advancing community policing in Virginia. He teaches many of VCPI's most popular courses, including *Advanced Search and Seizure, Bias-Based Policing, History and Principles of Community Policing, Partnerships in Community Policing, Prevention and Enforcement Strategies and Tactics* and *Problem Solving*.

In 2004, VCPI conducted 100 courses, training 2,958 law enforcement and community members. While we have talented instructors on staff, we simply could not have accomplished this on our own. Thanks to the cadre of almost 90 law enforcement professionals on whom we rely heavily to instruct, VCPI is able to fulfill its mission of providing informative and relevant training throughout the Commonwealth. ❖



LT. GILBERT

NOTES FROM THE CLASSROOM

Toot Your Horn Don't let your success go unrecognized

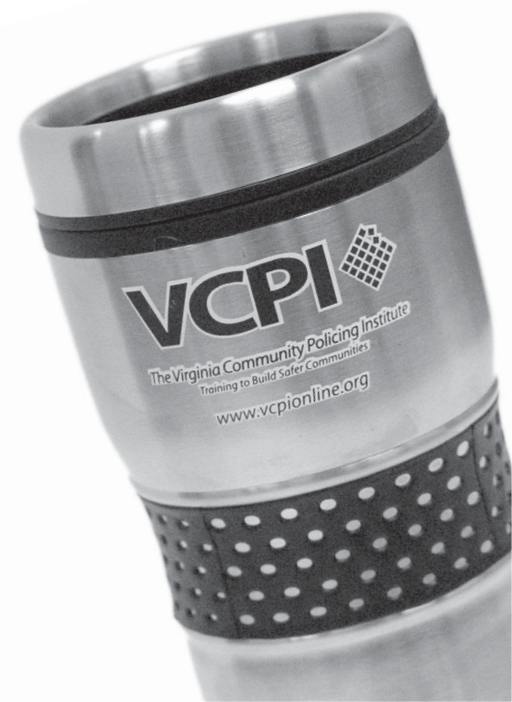
BY ADAM BRACEY,
VCPI LEAD INSTRUCTOR

If you are reading this then you are already aware that VCPI publishes a quarterly newsletter highlighting news and information from both our office and from law-enforcement agencies around the state. What you may not know is that VCPI would love to see articles written by you in the pages of our newsletter.

As I travel throughout Virginia, crossing paths with law-enforcement professionals from a wide variety of agencies, the outstanding, yet largely unrecognized work being done by Virginia's finest, never ceases to amaze me.

Well, no more! Here is a chance for you to expose your hard work to a readership spread across the entire country. The next time your department does something you'd like to share with like-minded readers, put pen to paper (or fingers to keyboard), tell us all about it and forward your article to any one of the VCPI staff members. Of course, we may doctor it up a bit as necessary but you'll still get all the credit. And if we use your article we'll send you one of the very coveted VCPI coffee mugs.

So what are you waiting for? Get that article in the mail and earn some of the recognition we all know you deserve. ❖



UNLOCKING CREATIVITY

POWER SERIES

Event #4

Dr. Kevin Gilmartin

Behavioral scientist
specializing in
law enforcement issues

Emotional Survival for Law Enforcement

Monday
April 4, 2005
8:00 am – 5:00 pm
(8 hours in-service credit)

Richmond Police
Academy
Richmond, Virginia

\$100 Registration fee

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

VCPI accepts
checks or cash only.
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VCPI
**POWER
SERIES**
Specialized Training Events

It's Not How Smart You Are!

"The only thing that interferes with my learning is my education." – *Albert Einstein*

BY DAVID MADDOX, VCPI CURRICULUM SPECIALIST

What makes people smart? Is it their reading ability? How well they write? How about their ability to do math? In our society, these are often used as the standards for determining who's smart and who isn't.

Don't believe it! You know better! People are smart in different ways and they learn in different ways. People have often been mislabeled or left behind in school because they couldn't learn the way they were taught. But these days educators are starting to realize: It's not how smart you are, it's how you are smart! They even have a name for it- multiple intelligence.

In the 1993 book, *Frames of Mind: The Theory of Multiple Intelligences*, Harvard professor Howard Gardner introduced readers to seven different types of learners.

- 1. Visual-Linguistic Learners-** These learners express themselves well both verbally and in writing. They enjoy word games, puns, and are comfortable speaking in front of people.
- 2. Logical-Mathematical Learners-** These learners enjoy math puzzles, solve problems in a logical manner, and are good at finding patterns.
- 3. Body-Kinesthetic Learners-** These learners are often athletic and enjoy the hands-on approach to learning. They are the ones who can't sit still in meetings and would rather show you than tell you how to do something.
- 4. Visual-Spatial Learners-** These folks are often artistic and learn best through graphs, charts, maps, tables, drawings, or photographs.
- 5. Musical Learners-** Musical learners enjoy singing, playing instruments or listening to music. They find it easy to remember lyrics and find rhythmic or tonal patterns.
- 6. Interpersonal Learners-** These are those social folks who communicate

well and quickly recognize the moods of others. They are good listeners and work well in groups.

- 7. Intrapersonal Learners-** These self-aware learners are often very independent and work well on their own. They usually have strong, well-thought-out opinions on a variety of topics.

How do you find out what type of learner you are? An Internet search for "multiple intelligence tests" will lead you to a variety of printable or online tests to help you find out.

Understanding how people learn can impact the way they are taught new information. Understanding how they learn can help place people in positions where they can be most effective, while helping them develop in other learning styles may better prepare them for new challenges.

So can understanding this help develop more effective law-enforcement officers? The answer is a resounding, "yes". It is so important that it is a major part of the Police Training Officer (PTO) program, the new post-academy training program sometimes known as the "Reno Model" (See my column in the Fall 2004 newsletter, "Old Dogs, New Tricks").

After spending two weeks in Sacramento, CA learning about problem-based learning and how to facilitate the PTO program, I understand why this is such a major consideration. Trainees need to have every opportunity to succeed and understanding their learning styles, and those of the trainer, can help the trainee learn in ways that are most comfortable and most effective for them.

VCPI is now able to provide 40-hour training on implementing the PTO program in your agency. This course is more than just training, it represents a fundamental change in your agency's training culture; a change for the better in many agencies throughout the country.

If you would like additional information on the PTO Program or on Multiple Intelligence, please contact me at dmaddox@vcpionline.org. ❖

Topics of the Day Are Perception and Professional Growth

3rd Power Series a success

BY CHRISTY Y. JENKINS, SPECIAL PROJECTS COORDINATOR

Your microphone is always on. So says Stephen Gower, one of the country's foremost motivational speakers, and the presenter for the Virginia Community Policing Institute's third Power Series event. And he knows from experience. He told the audience February 8 in Manassas, Virginia about a time when his microphone was quite literally "on" while he was using a public restroom during a break at one of his speaking engagements.

You never know who may be listening to the message you're sending, Gower told a chuckling crowd of about 60 of Virginia's law enforcement community. "Particularly when you're tired, especially when you're angry," he added with emphasis. Being aware that the microphone is always on was just one lesson Gower shared as he challenged his audience to think about how they are perceived by their employees, supervisors, families, and communities they serve.

Sharing heartfelt and sometimes humor-

ous stories of his personal struggles and involving the audience through interactive exercises and discussion, Gower led the group on a journey through the various levels of perception and examined how to create a motivational environment within their agencies and their communities.

"I have a different outlook and now have new ideas for my personal growth and the growth of my agency," said one participant.

"I found the experience important for me professionally and personally," another participant said.

VCPI now looks forward to its fourth Power Series event April 4 in Richmond featuring Dr. Kevin Gilmartin and a presentation based on his book, *Emotional Survival for Law Enforcement: A Guide For Officers and Their Families*.

If you have suggestions for future Power Series topics and speakers, please share your ideas! Call or e-mail Sheila Gunderman at 804-644-0617 or sgunderman@vcpionline.org.



MOTIVATIONAL SPEAKER STEPHEN GOWER CAPTIVATED PARTICIPANTS AT VCPI'S 3RD POWER SERIES EVENT FEBRUARY 8.

Food for Thought From This Power Series Event:

- There is a distinct difference between management and leadership; management is centered around *controlling events*, while leadership is focused on *communicating with people*. There is also a distinct difference between "working for" and "working with." The latter is a team-centered approach that values each member of the team.
- There is tremendous power in praising your team members. Catch them doing a good job, not just their mistakes, and *be specific* when you recognize their accomplishments.
- Everyone has a different personal history and frame of reference, and this can have a big impact on how we are perceived and how we interact with others. *We don't all have the same starting point, nor do we run at the same pace.*
- If someone's only contact with you is through a formal presentation or meeting, your presentation skills will have a tremendous impact on how you are perceived. Being nervous is normal, but it is possible to channel your nervous energy to work for you, not against you. Establish eye contact with your audience or group, not just for their benefit, but for *yours* as well; it will energize you as the speaker.
- Professional growth is a process, and there *will* be detours along the way. Learn to celebrate incremental finishedness and focus on *project improvement*, rather than project completion.

Richmond PD's New Chief Takes Office

Colonel Rodney D. Monroe was sworn in as the City of Richmond's 15th police chief February 7 at Coburn Hall at Virginia Union University. Chief Monroe has instituted several changes since taking office, including:

- Returning to community policing and problem-solving partnerships.
- Creating a separate homicide unit within the Detective Division.



CHIEF MONROE WAS SWORN IN FEB. 7 BY CITY CLERK EDNA KEYS-CHAVIS.

- Moving the Firearms and Drug Enforcement unit into the four precincts.
- Holstering plans to purchase Taser weapons.
- Purchasing 20 to 25 motorbikes for officers to use to pursue suspects in hard-to-chase places.
- Eliminating the requirement that officers must wear their hats while on patrol. The tie bar also is no longer required.
- Moving the investigation of property crimes to precinct detectives.
- Investigating police-involved shootings by Internal Affairs and Homicide instead of through the Virginia State Police.

Chief Monroe served for three years as head of the Macon, Georgia Police Department. Prior to that appointment, he served 22 years in the Washington, D.C. Metropolitan Police Department. His public safety management duties during that time include criminal investigations involving local and federal law enforcement agencies, including the FBI, DEA, U.S. Secret Service and ATF. He is a graduate of the FBI National Academy and George Washington University Center for Municipal Management.

VCPI welcomes Chief Monroe to the Virginia law-enforcement community and looks forward to working with him in the future. ❖

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

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