

VCPI UPDATE

PROVIDING TRAINING AND TECHNICAL ASSISTANCE TO VIRGINIA'S LAW ENFORCEMENT COMMUNITIES

WINTER 2006

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Ringling In Another Great Year At VCPI

BY LYNDA S. O'CONNELL, VCPI EXECUTIVE DIRECTOR

AS WE MOVE INTO 2006, VCPI is beginning several new ventures that you might not expect. I've been with the institute for about seven years and I can tell you that this place goes through a metamorphosis every six months or so. It's hard to keep up!

During the first few years, VCPI was almost strictly a training organization. All of VCPI's resources were completely devoted to developing and conducting training sessions all over the state. As we conducted more courses, our reputation grew and we received more requests for training. So we conducted more courses . . . you can see where this is going.

What we didn't really anticipate was that as we served more agencies and as our reputation grew, our services became more diversified. Training remains a strong focus for VCPI, but it has not been our sole focus for a long time. We find ourselves providing more technical assistance, assisting with agency strategic planning, community planning sessions, assessments, special projects, and more. This shift has never been as apparent as it is now.

This month, VCPI will begin an exciting new project in partnership with the private security services division of the Virginia Department of Criminal Justice Services. We're putting together a training video that can be used by law enforcement agencies across the country that demonstrates the potential partnerships between law enforcement and private security. Did you know it's estimated that private security officers outnumber law enforcement officers in this country by four to one? Did you know that in Virginia there are 13 different kinds of private security officers, each with their own level of qualifications and responsibilities? Did you know that the security officers in your communities are likely to have equipment and technology that your department doesn't have? This organized resource is already in your businesses, your shopping districts, your residences, and your community. Can you imagine what information and resources could be gained by tapping into this partnership?

**2006
Power Series
features
Meth Training
and Kevin
Gilmartin!**

**See details
pages 5 & 8.**

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www.vcpionline.org

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New Crater Training Facility Opens Its Doors

After six months of accelerated construction, many are celebrating the opening of the brand new Crater Criminal Justice Training Academy in Disputanta, Virginia. This state-of-the-art facility, built by Harlan Construction, sits just off Route 460 (County Drive) on 124 acres near the Petersburg Jail Annex and Farm. The 13,500 sq. ft. building holds five newly furnished training rooms, numerous administrative offices, and a library/resource room equipped with 12 new computer stations.

VCPI looks forward to partnering with the Crater Academy in 2006 to bring the following training courses, all of which are open to jurisdictions throughout the Commonwealth:

January 19	Introduction to Street Gangs
May 25	Advanced Search and Seizure
June 7	Interview and Interrogation
July 13	Media Relations and Community Policing
September 6-7	Patrol Drug Interdiction
September 8	The Search Warrant Process
October 12	Code Enforcement
October 26	Ethical Decision Making

To register for any of these courses, visit www.vcpionline.org. For information on the new Crater Criminal Justice Training Academy, please contact Rod Davis, In-Service Training Coordinator for the academy at rdavis@ccja.org.



A New Way To Pay, a Way To Give Back

Registering and paying for VCPI tuitioned courses will be easier than ever! Course registrants and those placing Mousetrap CD-ROM orders are able to pay using a Visa or Mastercard, either online or over the phone.

This new convenience for course participants has an additional side benefit for VCPI; accepting credit cards opens up the door to accepting donations to the institute online. As a non-profit organization VCPI offers many courses tuition-free, and accepting donations will enable us to continue offering the variety of quality law enforcement training you've come to expect from VCPI, while developing curricula on the latest issues facing law enforcement agencies in Virginia and beyond. Consider making a tax deductible donation to VCPI yourself, and encourage your colleagues and other law enforcement patrons to do the same!

PTO Update

New Police Training Officer course is now underway

BY ADAM BRACEY, VCPI LEAD INSTRUCTOR

AFTER MORE THAN A YEAR OF LEGWORK and curriculum development VCPI has brought the next generation of post-academy training to Virginia. VCPI conducted two 40-hour Police Training Officer (PTO) courses this past fall. The PTO course is a train-the-trainer for agencies wishing to replace the 30-year-old San Jose Field Training Officer Model. The PTO model uses more up-to-date training methodologies that put newly graduated recruits in a position to learn more and learn it faster, enabling them to become far more productive law-enforcement officers in less time than under the old FTO program.

The first course was held on the campus of Mary Washington University and was attended by personnel from Stafford County Sheriff's Office, Harrisonburg Police Department, Colonial Heights Police

Department, and Galax Police Department. The most recent class was held in November at the Central Virginia Criminal Justice Academy in Lynchburg, Virginia. Agencies represented there included the Lynchburg Police Department, Bedford Sheriff's Office, and Albemarle Police Department.

"I'm really looking forward to showing my Chief these new ways of training our officers," a participant in the Fredericksburg class said. "As police officers we must keep changing with the times."



Participants in the Lynchburg class also had positive things to say about the PTO concept. "I feel this new approach to law enforcement will yield better cops," one participant said. "I wish that I had this opportunity when I started." Another said, "This class not only helped prepare me how to teach others, it helped me realize the skills I didn't know I had in order to do so."

Bear in mind that this is not an "exploratory class" for someone seeking more information about the PTO program. This training is designed for multiple personnel from an agency that wants to take the significant step from FTO to PTO. If you'd like more information about the PTO program or information on how VCPI can provide the training for your agency, please call or e-mail me at 804-644-0898 or abracey@vcpionline.org. ❖

CONTINUED FROM FRONT PAGE

We're also beginning work on a project with the Virginia Sheriffs' Association to coordinate and conduct courthouse security assessments in Virginia. The Supreme Court of Virginia initiated this service request and it began with the Virginia State Police. The state police worked with the Virginia Sheriffs' Association and conducted a train-the-trainer program for dozens of deputies on how to conduct the courthouse assessments. If you've been following the media in the past year, you can understand how courthouse security could be a concern. Fifteen courts have already requested assessments and we hope to begin this service in just a few weeks. VCPI will work with the Sheriffs' Association to coordinate the requests and the assessment teams.

Have you ever wanted to attend a VCPI course, but just couldn't get away from your job long enough to do it? Maybe the travel expenses were an issue. Maybe there wasn't anyone to cover your absence. VCPI is exploring an option

that might make it easier for you to get to our training. Actually, the option would eliminate the need for you to get to our training. This month, we're beginning the creation of VCPI's first on-line course. Advanced Search & Seizure is one of VCPI's most heavily requested courses and we're creating an on-line version. We hope that this is simply our first on-line course in a series.

VCPI is enjoying the diversification you are offering us. The value and trust you place in us is reflected in these unique projects we're working on and we appreciate the opportunities! We're always looking for ways to better serve you. This is just a sampling of the interesting and unique projects that we'll be working on in 2006. If you'd like to learn about others, have ideas for us to pursue, or want to work with us on some of these ventures, just contact us or visit our website at www.vcpionline.org.

Happy New Year! ❖

Sector 411 Problem Solving Initiative

VCPI, Richmond Police Department, and community members join forces to bring problem solving theories to the real world.

BY DAVID MADDOX, VCPI CURRICULUM SPECIALIST

TRULY EFFECTIVE PROBLEM SOLVING OCCURS when police, citizens, and other stakeholders gather together to put their collective weight behind the effort at the grass-roots level. Coordinating this type of effort is not an easy matter, so in early December at the request of the Richmond Police Department, VCPI facilitated a two-day, sector-based, problem-solving initiative. The initiative was part of Richmond Police Chief Rodney Monroe's vision of a unified, coordinated problem-solving partnership between all stakeholders at the neighborhood level.

RPD embraced sector policing in August 2005, dividing the city into 12 sectors, three in each of the department's four precincts. The initiative targeted Richmond's Sector 411 which includes such neighborhoods as North Highland Park, Southern Barton

Heights, and Gilpin Court. The event was held December 9-10, 2005 at the Richmond Police Academy with approximately 125 residents, block captains, neighborhood leaders and representatives from schools and churches joining law enforcement officers and representatives from city agencies. Facilitators from VCPI and RPD coordinated the activities.

Friday evening gave people an opportunity to meet and get to know each other and to develop an understanding of the problem solving process and their roles in it. The evening ended with the participants identifying community problems, ranking the top five, and dividing into working groups to begin work on them.

On Saturday morning participants returned to their groups, rolled up their

sleeves, and worked together to apply problem solving techniques to those issues. The groups worked through the morning on issues such as truancy, prostitution, drug sales, gun violence, and abandoned buildings within their sector. The groups then presented their plans and "next-step" strategies for continuing the process after the event concluded. Participants left with feelings of both optimism and ownership as they reflected on what they had accomplished together.

The early success of this event has prompted the Richmond Police Department to set a goal of providing initiatives of this nature to each the remaining 11 sectors over the next year. For more information on this initiative, contact Dave Maddox at dmaddox@vcpionline.org.



A Look Beneath the Surface

VCPI holds its first Human Trafficking Awareness Class

BY ADAM BRACEY, VCPI LEAD INSTRUCTOR & CHRISTYY.JENKINS, SPECIAL PROJECTS COORDINATOR

THE ESTIMATED TOTAL NUMBER OF VICTIMS of human trafficking in the United States is hard to pin down; different sources report numbers anywhere between the tens and hundreds of thousands of human beings being exploited for commercial sex or forced labor within our borders. The U.S. State Department estimates between 14,500 and 17,500 foreign nationals (mostly women and children) were trafficked into the United States last year, yet only 611 victims have been found in the last four years.

Clearly a massive problem exists, and the lack of training in recognizing the signs of human trafficking is almost as staggering as the discrepancy between the number of people being trafficked and the number of victims rescued. The Virginia Community Policing Institute took the first step in filling the need for human trafficking training in December 2005 when we rolled out the pilot of *Human Trafficking*

Awareness in Harrisonburg, Virginia. The course doesn't attempt to solve the problem of what is essentially modern day slavery, because much of the law enforcement burden lies heavily with national and international agencies. Rather, the course is an eye-opener for local law enforcement officers who may be the first responders in a human trafficking scenario without even being aware of it.

Participants at the December class shared stark examples of situations they had encountered that, once trained on human trafficking awareness, now made them stop and wonder if something else was taking place. VCPI looks forward to training more officers in the future to "look beneath the surface" and possibly save someone from a life of sexual slavery or forced labor. To schedule *Human Trafficking Awareness* in your area, contact VCPI Training Coordinator Sheila Gunderman at (804) 644-0617 or sgunderman@vcpionline.org.



VCPI
**POWER
 SERIES**
 Specialized Training Events

The Virginia Community Policing Institute first introduced the Power Series in 2004 to bring top-notch speakers and hard-hitting topics to Virginia's law enforcement community in all corners of the state. We are proud to continue this tradition in the coming new year.

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Combating the Methamphetamine Crisis

Presented by Meth Experts
Sgt. Jim Gerhardt &
Ret. Sgt. Nicola Erb

(Thornton, Colorado)

February 7, 2006, 8am-5pm
New River Valley FOP Lodge #21
Radford, Virginia

Emotional Survival for Law Enforcement

Presented by
Dr. Kevin Gilmartin

(Phoenix, Arizona)

April 6, 2006, 8am-5pm
The Jefferson Center, Fitzpatrick Hall
Roanoke, Virginia

ABOUT THE SPEAKERS

Sergeant Jim Gerhardt has 17 years of diverse law enforcement experience with the Thornton Police Department, including undercover drug investigation and establishing and supervising his task force's clandestine laboratory team. He was the primary curriculum developer and presenter for this program that was utilized to train over 4000 professionals and community members in the state of Colorado.

Dr. Kevin Gilmartin is a behavioral sciences and management consultant specializing in law enforcement and public safety. He formerly spent twenty years in law enforcement in Tucson, Arizona. He has also authored *Emotional Survival for Law Enforcement: A Guide For Law Enforcement Officers and Their Families*. In his course of the same title, Gilmartin reviews 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.

It Seemed Like a Good Idea at the Time

Evaluating New Ideas (or Whatever Happened to New Coke?)

BY DAVID MADDOX, VCPI CURRICULUM SPECIALIST

IN THE EARLY 1980S, Pepsi was closing fast on Coca-Cola as America's number one soft drink. Coke's numbers had been falling for years from a 65% market share in the 1940s to under 24% in 1983. People seemed to prefer the taste of Pepsi. The Coca-Cola Company now had to take its own "Pepsi Challenge". Their solution? To replace Coke with New Coke, a sweeter, smoother cola that tasted more like, well, Pepsi.

Those who tried the new formula before it was marketed liked it better than traditional Coke and Pepsi. New Coke was introduced on April 23, 1985 and you know the rest. Americans hated it; even Americans who hadn't tried it yet hated it. Pepsi zoomed to the top of the cola market. Something had gone terribly wrong. On July 11 of that same year, the Coca-Cola Company brought back the original formula, New Coke faded into oblivion, and by early 1986 "Classic Coke" regained the cola crown from Pepsi.

So, what happened? How did an idea that looked good on paper crash and burn in such spectacular fashion? The folks at Coke had not fully anticipated how the public would feel about the new flavor *replacing* the old one. The issue turned out not to be about taste at all, but about tradition. The company had spent years convincing the public that Coke was part of the American way of life, part of our identity. When they tried to take that away, America said no.

So what can this little bit of folklore (or cokelore, if you will) teach us? We spend considerable time and money on coming up with new ideas. How well do we evaluate those ideas once they've been formulated? Are there techniques to help with this? Where do we start?

Well, you can always make the old plus and minus list, but when you do, assign each positive and numerical value from 1 to 100 and for every negative assign a numerical value for -1 to -100. Then add up the sum of the values. Here are some other ways to gauge how well those ideas will work out:

Label them. Put your ideas in the following categories:

1. Excellent- will almost certainly succeed
2. Likely- needs future refinement

3. Possible chance- needs improvement
4. 50/50- could go either way
5. Long shot- remote chance of success

By putting labels on your ideas, it becomes easier to decide which ones you want to scrap and which ones you want to spend time improving.

Shoot holes in them. Walt Disney would come up with ideas and then turn around and find as many criticisms as he could about each. He would then try to find solutions to as many of the weaknesses as possible. He would then select the ideas that had the fewest irreparable shortcomings and move forward with them.

Some of the 60,000 responses to New Coke:

"Next week, they'll be chiseling Teddy Roosevelt off the side of Mount Rushmore."

"Changing Coke is like God making the grass purple or putting toes on our ears or teeth on our knees."

"When they took Old Coke off the market, they violated my freedom of choice. It's as basic as the Magna Charta, the Declaration of Independence. We went to war in Japan over that freedom."

Score them. Ask these eight questions and score each question based on the indicated range. Ideas scoring 50 points or higher have a greater chance of success:

1. Can I communicate this idea completely and clearly? (0-20 points)
2. How much interest do I have in this idea? (0-20 Points)
3. How good is my opportunity for implementing it? (0-20 points)
4. How good is the idea's timing? (0-5 points)
5. Do I have the skill to implement this idea? (0-10 points)
6. Would follow through on this idea be a good application of my personal strengths? (0-10 points)
7. Does this idea have good competitive advantages? (0-5 points)
8. How unique is this idea? (0-10 points)

These techniques came from the Thinkpack, a brainstorming card deck by Michael Michalko, and are just a few of the ways to evaluate ideas. As for Coke, some believe that Coke's disaster and miraculous comeback were a brilliant marketing ploy. More likely, the public realized how much they loved the product once it had been taken away and reaffirmed their loyalty when it was returned to them.

In any case, having a solid strategy for evaluating any idea is vital, or at the very least, a good idea. As always, for more information, you can find me at dmaddox@vcpionline.org. ❖

NEXT TIME: Not a clue ... you think this is easy?!

A Leader, a Patriot, a Power Series Knockout!

Col. Danny McKnight of Black Hawk Down fame brings his experiences to Virginia law enforcement officers

BY CHRISTY JENKINS, SPECIAL PROJECTS COORDINATOR

MOST PEOPLE KNOW OF COLONEL DANNY MCKNIGHT as the Army commander portrayed in the book and hit action film *Black Hawk Down*, detailing the story of the mission and events in Mogadishu, Somalia on October 3-4, 1993 to capture several top lieutenants of Somali warlord Mohammed Farah Aidid.

But McKnight is more than a character in a Hollywood blockbuster; the real McKnight is a proven leader who now shares his story of commitment in times of crisis with audiences around the country. VCPI was honored to bring him to Virginia's law enforcement community as the title speaker of the latest Power Series event November 17 at Virginia Union University.

McKnight said leadership is the single most important attribute of our country. Throughout the Power Series, McKnight shared how his own leadership style has been honed by the examples of both good and bad leaders he's known during his military career.

During the presentation, McKnight formulated a definition of leadership using seven core values he says are the cornerstone of the U.S. military: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. McKnight said that for him personally, respect was the most important core value.

McKnight believes there are three levels of respect associated with leadership: the respect a subordinate has for a leader; the mutual respect between peers, which is essential for problem solving and support; and respect for the subordinates whom a leader leads. "It's amazing how often we forget that," McKnight said. "Respecting subordinates is the most important thing you can do as a leader."

Respect for subordinates and a humble awareness of the privilege of leading others was woven throughout McKnight's message about leadership at the Power Series. "Leadership is easy on the good days, hard on the bad days," McKnight said. "As a leader, you can never have a bad day . . . at least not in front of your subordinates. Doing it on the bad days is how you earn their respect."

This message in particular seemed to hit home with the nearly 70 law enforcement officers in attendance, many of whom are leaders within their agencies and organizations. "I hope in my career as a leader I continue to have the same passion for personnel I am responsible for as he does," one participant said on the course evaluation.

McKnight noted that law enforcement, like the military, is more than a job, it's a profession, and soldiers and law enforcement officers alike are professionals. He said, "A professional has one thing that people in a 'job' don't have – commitment." As an example, McKnight said that despite the bad press about the current war in Iraq, the military's re-enlistment rate is higher than ever because of commitment. He added that soldiers are willing to return to the battlefield because they trust law enforcement to protect the homeland.

McKnight's moving presentation received a standing ovation and many positive reviews from participants. "Col. McKnight delivers a powerful message of leadership, decision making, patriotism and America," a participant said. "It is refreshing to hear and be reminded of the greatness of our profession and our country." ❖

Highlights from Colonel McKnight's "Command Philosophy"

The old axiom, 'lead by example,' will always serve you well. We cannot enforce selective standards.

Integrity is a non-negotiable attribute. Accept an honest mistake, and take the heat rather than violate your high principles.

In the absence of guidance, do what you know is right.

No leader can be effective unless he understands what his responsibilities are and has the opportunity to execute them.

We are all accountable continually for not only our own actions, but those of the people we supervise. If corrective actions are necessary, have the moral courage to take charge and fix what needs to be fixed.

Be flexible and resourceful: two attributes to be an effective leader.

Maintain a sense of humor and have fun in what you do.

Power Series 2006

VCPI gears up for its third year of hard-hitting speakers and topics in western Virginia

BY CHRISTYY JENKINS, SPECIAL PROJECTS COORDINATOR

VCPI IS READY TO KICK OFF ITS 2006 POWER SERIES SEASON, bringing the nation's foremost experts and motivators to Virginia's law enforcement community.

First on the docket this year is **Sergeant Jim Gerhardt** of Thornton, Colorado, presenting **Combating the Methamphetamine Crisis** with Retired Sergeant Nicola Erb **February 7** at the New River Valley FOP Lodge #21 in **Radford, Virginia**. Gerhardt has 17 years of diverse law enforcement experience with the Thornton Police Department, including undercover drug investigation and establishing and supervising his task force's clandestine laboratory team.

Gerhardt arose as a community change agent, bringing together various disciplines for a common purpose. He recognized the fact that first responding police officers, firefighters, and EMS personnel were at significant risk for finding a clandestine laboratory operation while performing their routine services. Gerhardt began networking with a variety of law enforcement, and other emergency service agencies, in California and Washington to establish a training program for first responders in

Colorado. Gerhardt was the primary curriculum developer and presenter for this program that was utilized to train over 4000 professionals and community members in the state of Colorado.

This year's second Power Series event is an encore presentation of **Dr. Kevin Gilmartin's Emotional Survival for Law Enforcement**. Gilmartin shared this popular presentation with the Virginia law enforcement community last year in Richmond, and VCPI is excited to bring him to the western part of the state on **April 6** at the Jefferson Center in **Roanoke, Virginia**. 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.

As always, the Power Series starts at 8:00 a.m. and runs to 5:00 p.m., offering 8 hours partial in-service credit. For more information on these upcoming speakers and to register online, visit www.vcpionline.org. We look forward to seeing you at these events this spring! ❖



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