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Know Your Policing Strategies

Your strategies might not be keeping up with the changing nature of policing. Here's a practical guide to identifying them.

Policing strategies are nothing new to law enforcement agencies. Older policing strategies are most often reactive in nature. Using a reactive method, an agency needs to scale the size of their department to crime levels. As budgets continue to be cut, a reactive strategy becomes less feasible and departments must think of more proactive alternatives.

Whether it is a named strategy or not, every department is practicing their own policing strategy. Some agencies might not realize they've adopted elements of popular strategies or may not be aware of new strategies that could be incorporated into their own operations. Below are five popular strategies.

1 Evidence-Based Policing
Evidence-Based Policing is often described as using science to make effective policy decisions based on previous successful efforts. This strategy requires a proactive agency that is willing to analyze the data available to them regarding crime, and utilize that data to dictate the department's efforts in combatting crime.

Characteristics: An example of Evidence-Based Policing could be an agency deciding to *not* increase deployment of patrols to a high-crime neighborhood. National statistics may suggest increased deployments is a suitable option. However, further

analysis may prove there is no impact on crime in the agency's jurisdiction, whereas neighborhood watch programs are successful.

2 Community Policing
Law enforcement agencies that deploy Community Policing strategies work cooperatively with individual citizens, groups of citizens, and both public and private organizations to identify and resolve issues that potentially impact the livability of specific neighborhoods, areas, or the city/county as a whole.

Characteristics: Community-based police departments recognize the fact that the police cannot effectively deal with such issues alone, and must develop community partnerships with others who share a mutual responsibility for resolving problems. Community Policing stresses public engagement, crime prevention, early identification, and timely intervention to deal with issues before they become problems of a larger scale.

3 Intelligence-Led Policing
Intelligence-Led Policing is derived from the need to assess and manage risk. Intelligence-Led agencies gather and analyze as much intelligence as they can. These organizations utilize various surveillance techniques and leverage informants to gather intelligence.

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Staying Connected in Changing Times

At the Washington Police Department, we use IACP Net to generate and share ideas.

By Chief Ken Hahn,
Washington,
Missouri,
Police Department



At the Washington, Missouri, Police Department, we're innovating all the time. We take great pride in our proactive approach to crime prevention by communicating with the public, making sure every policy is up-to-date, and working with schools to ensure safety. We have 35 commissioned and civilian staff in a town of about 15,000—all actively committed to community engagement and safety. IACP Net helps us more fully serve the needs of our tightknit community, and to be a visible, welcoming department.

In addition to staying active in K-12 schools through school resource officer (SRO) and DARE programs, we work with every school in the district—public and private—to enhance communication and identify security vulnerabilities. We assist them to shore up those vulnerabilities without breaking the bank, and keep in close contact by meeting with

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Characteristics: This strategy is widely viewed as a top-down strategy and is more holistic than community policing. The perceived needs of the community may not be top priority if agency intelligence suggests other areas dictate immediate attention. Intelligence-Led Policing has been implemented by an increasing number of agencies following the terrorist attacks on September 11, 2001.

4 Place-Based Policing

Place-Based Policing is also often referred to as Hotspot or Proactive Policing. This strategy involves identifying areas of high crime rates and proactively deploying resources to improve social order in those areas. By focusing limited resources on areas where crime is concentrated, police can be more efficient and effective.

Characteristics: Crimes within concentrated areas are thought to be a byproduct of the area itself.

5 Problem-Oriented Policing

Problem-Oriented Policing, or POP, is the process of identifying specific problems that lead to crime and disorder and using analysis to plan responses. This strategy often targets the underlying causes of crime and disorder and attempts to proactively combat crime before it manifests.

Characteristics: Problem-oriented policing relies on officers to identify the problems that require attention and aims to find a permanent solution to the issue influencing crime.

While consideration and commentary on these topics is gaining in popularity, there are several other strategies not referenced above. More strategies will undoubtedly be developed to meet the ever-growing demands of law enforcement agencies. A common theme in the most-talked-about strategies is using data to drive decisions regarding how to combat crime and disorder.

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them once a month in case they have questions or updates.

In the age of social media, everybody knows something is happening within five minutes of an incident. For example, if we have an active shooter situation at a school, everyone in town would try to call the school district to figure out what's going on. It's inefficient. So in addition to aggressively pursuing active shooter drills, we have implemented a communication system that notifies all schools when an emergency happens. They can then decide what action, if any, to take.

Serving the needs of our community is challenging—especially when law enforcement trends change so rapidly. We are always looking for strategies to write and implement effective policy. IACP Net assists us with that, and we have been very pleased with the results.

"ICAP Net has enhanced our understanding of best practices and our own community."

Within the last year, we achieved state certification from the Missouri Police Chiefs Association. I did my homework by searching IACP Net's Policies e-Library—I found policies on use of force, mandatory body armor, SROs, and more, and modified them to fit the needs of our department.

I also stay connected to the excellent work of departments around the country by posting questions on IACP Net's Quest-ResponseSM service. For example, I asked agencies to provide guidance on how to efficiently implement fitness standards for officers and draw up effective strategic plans. With IACP Net's help, I learned what to look for and what to avoid.

In addition, we try to maximize resources to match the financial realities of the current economic climate—IACP Net is really an excellent investment. On rare occasions, city administrators have asked me to justify IACP Net as part of the budget, and when I respond with how important it is to me and the department, I receive no resistance at all.

We're always trying to stay on the cutting edge, to lead the way rather than reinvent the wheel. I'm very proud of our conscientious officers and pleased with the community and city support. It's the best of all worlds. I have been a member of IACP Net for more than ten years, and I've been very happy with what it offers. IACP Net is a valuable resource that supports us 24/7—it is always there when we need it.

PURSITS

Join Pursuits[®]!

Pursuits, the national police pursuit repository, helps you make better pursuit-related decisions based on hard data. A \$500 value, Pursuits is available at no charge to IACP Net subscribers who participate by adding their pursuit data. For details, visit www.login4pursuits.net

Join the Net!

IACP Net puts the experience of more than 4,000 law enforcement leaders at your fingertips. Hire IACP Net to help you find and share innovations, policies, and solutions to make informed decisions. For more information and pricing, call

800.227.9640
www.iacpnet.com

Congrats Victim Services Award Winners!



LogIn, producer of IACP Net, congratulates the 2013 Excellence in Victim Services Award winners. The award honors agencies making exemplary efforts in providing innovative service to victims of crime.

Small Agency

Winner: Los Gatos/Monte Sereno, California, Police Department

Honorable Mention: Orange County, Vermont, Sheriff's Department

Medium Agency

Winner: Upper Darby, Pennsylvania, Police Department

Honorable Mention: Riverside, California, Police Department

Large Agency

Winner: Hamilton, Ontario, Police Service

Honorable Mention: Oklahoma City, Oklahoma, Police Department

Apply Today for 2014!

One representative from each winning agency will be provided complimentary conference registration, transportation costs, and three nights of hotel lodging for the 121st Annual IACP Conference in Orlando, Florida, October 25–28, 2014.

For more information on the award, visit the IACP website at www.theiacp.org, or apply today at www.login2apply.com.

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Maximum Work Hours—How Much is Too Much?

Law enforcement leaders on IACP Net have recently been asking for resources and feedback from other members regarding maximum work hours. Here's what's on IACP Net.

Police departments have been looking to maximize their sworn officers as much as possible for years. As law enforcement agencies are increasingly asked to do more with less, the topic of maximum work hours will be more important than ever. Mandating longer shifts can help departments do more with less, though patrols full of exhausted officers can have a negative impact on public safety and the department's reputation. It is important for every department to determine their own balance.

Department policy on this matter varies, but there are notable consistencies throughout. There seems to be consensus around the 16-hour mark (with some choosing 15 or 16.5) for maximum hours worked over a 24-hour period. Many departments also require 8-hour rest periods to ensure officers are not on-duty with severe fatigue. Where departments differ a bit more is in the maximum number of hours worked over a longer time period, such as 48 hours, a 7-day week or over the course of a month.



Questions to Consider

- How does court time, training, and other required duties factor in to your policies?

- Should your department have a mandatory rest policy in place requiring time be used for resting and not off-duty employment, education, etc.?
- What are you doing about the need for officers to get on a regular sleeping schedule?
- Is officer fatigue a sign of something more serious?
- Does fatigue impair the judgment and safety of officers, and how liable will your department be when mistakes are made?

To further explore this topic, go to IACP Net.

Get it right.

IACP Net at Work

➔ Search "fatigue OR maximum hour"

Locate information on officer fatigue on IACP Net. Use the keywords "fatigue OR maximum hour" in the Main e-Library to find dozens of documents, including the following:

628501 — Officer Fatigue: A podcast discussing causes of officer fatigue.

628915 — Shift Scheduling with IACP Net: A how-to video on locating scheduling information.

627679 — Alternate Shift Research: An in-depth unbiased study on different shifts.

625909 — The Impact of Shift Length: An Experimental Study: A video on the impact on officer safety, wellness, performance, and fatigue.

623711 — Shift-Work and Suicide Ideation Among Police Officers: A cross-sectional study.



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Hot Topics in the IACP Net e-Libraries

For copies of these documents, contact the IACP Net hotline at **800.227.9640** or log on today at **www.iacpnet.com**.



Main e-Library

Sexual Orientation & Transgender Status Discrimination Training Bulletin

This bulletin defines terms associated with anti-discrimination, how anti-discrimination laws can affect businesses, and what it all means to police agents.

Main e-Library Document 626929

Patrol Staffing Scientific Method

In determining the number of patrol personnel needed, the scientific method utilizes an equation that takes into consideration the amount of police activity, time needed to handle calls for service, and number of patrol elements

required during a 24-hour period.
Main e-Library Document 628815

Pointing and Threatening to Use Electronic Control Weapons

This article discusses the small but growing number of cases in which courts have directly dealt with this topic. It examines whether the mere pointing of an ECW may be considered a use of force, as well as state law assault and battery issues arising from pointing and/or threatening to use an ECW.

Main e-Library Document 628916

Trends in Social Media and What They Mean for Law Enforcement

It's a new world and in order to effectively combat crime within it, law enforcement officers must diligently and consistently educate themselves about trends in social media.

Main e-Library Document 629893

When Work Ethic and Entitlement Collide

Leadership within law enforcement faces the challenge of how to motivate and manage employees throughout organizations. Unfortunately, the leader may be faced with those who perform their tasks with a sense of entitlement while the leadership is seeking performance-driven employees.

Main e-Library Document 630181



Policies e-Library

Medication Drug Turn In and Destruction

This policy from the Lewiston, Idaho, Police Department reviews their procedures on collecting, retrieving, and disposing of medications turned in by members of the community in the prescription drug drop box.

Policies e-Library Document 629724