

## IACP 2020 Education Session Listing

*\*Workshop details are listed as of August 17, 2020 and subject to change. \**  
*\*Visit the IACP 2020 website and the IACP Events App frequently for updates. \**

### Format Definitions

IACP 2020 will offer education sessions in multiple formats including simulative and on-demand. Descriptions of each format are offered below. The enclosed details indicate the format of each education session.

- ➔ **Simulative:** Education sessions offered in simulative format will broadcast on a specific time and date during IACP 2020, October 21 – 23. The content of the workshop will be pre-recorded with the speakers available via chat to answer questions in real time. Workshops offered in this format will become available following the broadcast time and date for on-demand viewing.
- ➔ **On-Demand:** Education sessions offered in on-demand format will be available to view at your leisure 24/7 during and after IACP 2020. The content of these workshops will be pre-recorded.

Visit [WWW.THEIACPCONFERENCE.ORG](http://WWW.THEIACPCONFERENCE.ORG) to view the schedule at a glance and register.

Education from this event will be available to registered attendees for a full year – don't miss this unique opportunity to experience IACP conference-level training without the cost of the in-person event.

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## IACP 2020 Education Session Listing by Title

- A peer support model for providing support services to retired police officers
- Active Threat and SAFER Presentation
- After action report for a KKK rally in Dayton. The challenges of planning for a hate group rally.
- Assessment of Counterproductive Work Behaviors in Police and other Public Safety Employees.
- Autonomous Vehicles Are Coming - What Law Enforcement Needs to Know
- Averting Targeted School Shootings: Law Enforcement and Community Planning and Preparedness
- Avoiding 'Why'd you have your gun out?': Identifying Culturally Competent Mental Health Providers
- Bad News Has a Shelf Life - Proven Strategies to Get Through an Adverse News Cycle
- Being Proactive about Active Threats
- Beyond the Opioid Epidemic - The Proliferation of Meth in the United States
- Bringing it all together- Digital Evidence Integration, Big Data and Digital Ethics
- Building and Re-Building Police Organizations During Challenging Times: Lessons Learned
- Building Technology Capacity
- Cannabis and Police Officers: Toward a legally, ethically, and scientifically sound workplace policy
- City of Dayton, Ohio - August 4, 2019 Mass Shooting Incident
- Combating Hate Crimes and Hate Speech : confronting viewpoints
- Combating the Nutritional Link to Officer Safety and Wellness
- Commanding a Mass Casualty Incident: Preparation, On-the-Scene, and in the Aftermath
- Community Policing Meets Disability Awareness: Relationships, Civil Rights, and Risks
- Comprehensive Officer Safety and Wellness Programing for Law Enforcement Peer Vs. Clinical Focused
- Constitutional Policing and Mutual Aid: Highlighting Best Practices in Policing
- Counterintelligence, Foreign Influence and State/Local Law Enforcement
- Critical Mindset and Coordinated Response (CMCR) Training: A Vital Step to Reduce Police Shootings
- Crossing the Bridge: When Cyber Investigations Turns into Criminal Intelligence
- Cyber Nerds Are From Pluto: Discussing Cybersecurity Needs and Resources with IT Staff
- Cybercrime: How do Small and Rural Agencies Address it
- De-Escalating Use of Force through utilization of Crisis Negotiations Tactics
- Defense Support to Civilian Law Enforcement Agencies during disaster response

- Developing Effective Training for Social Media Admins
- Digital Evidence Policy - Providing operational framework to limit concerns.
- DSS's Worldwide Reach
- Effectively Responding to Violent Crime to Increase Community Trust and Respect
- Enhancing Community Outreach Through the Development of a Sympathy Card Program
- Essential Strategies for Building Employee Trust
- Evidence-Based Preemployment Predictions of Police Officer Performance Using the MMPI-3
- Fighting Opioid Use from Overdose to Reentry: How Public Health Practices Can Inform Public Safety
- First Responder, First Referral: A multidisciplinary approach to the opioid epidemic
- Fitness-for-duty evaluations: What Chiefs need to know -- Case studies
- Frontier Justice: UAS Programs for Small and Rural Agencies
- Georgia Department of Public Safety Ransomware Attack: Before, During, and After.
- Hate Without Borders: The Internationalization of Extremism
- Held for Ransom! What happens when your agency's computers are hacked and held for ransom.
- Hiring and Retention: Perspectives from a polygrapher, psychologist, background, commander and chief
- How a community based intervention model drove down juvenile crime and resulted in fewer arrests
- How A Community Saves Lives and Heals Families utilizing Compassion, Training and Naloxone
- How Fake News and Information Laundering Threaten Public Safety
- How to Stay Ahead of the Curve: Preventing Swatting as a Method of Harassment
- Implementing Mental Health Reform in the Israeli police -Objectives, Internal challenges, ROI.
- Implementing Procedural Justice: Improving Police-Community Interactions Through BWC Reviews
- Increase Your Response Options: Have a Full Toolbox When Responding to Suicidal Subjects
- Innovation and police science center. A learned lesson for empowering a police organization.
- International Accreditation of Police Education - Honduras National Police Success
- Interrogation in the modern age: Lessons and challenges for the future
- Interrupting a Suicide Contagion: NYPD's Strategy to Reach Members and Reduce Deaths by Suicide
- Investigative Interviewing: An Evidence-Based Model to Eliciting Information & Detecting Deception
- Keeping Officers Healthy, On the Job, Rapid Return to Work, & Reducing Costs- Lessons Learned

- Keeping The Super Heroes Super
- Law enforcement accountability: a case study on Bangladesh Police
- Law Enforcement Auditing: Establishing & Maintaining an Effective Internal Audit Function
- Law Enforcement in Crisis: Partnering with the trauma centers to screen and council
- Law Enforcement Mental Health and Wellness Act projects: Expanding services beyond your department
- Law Enforcement Rapid DNA: Use, Arrestee Pilots, Policies and Implementation
- Leadership-Pivotal in creating the type of environment that promotes mental & emotional well-being
- Local Norms in a Police Applicant Sample: Expanding Multicultural Considerations in an Urban Sample
- Maintaining Trust when You Charge Your Own
- Making Police Training More Effective: Less Teaching, More Learning
- Mass casualty violence prevention: The Behavioral Threat Assessment (BeTA) unit of the NCSBI
- Mobile Driver's Licenses and Law Enforcement Interaction
- Navigating high profile incidents in a smaller community
- Non-Coercive, Investigative Interviewing: Developing a Global Standard That Works Everywhere!
- Not Just Droning On: The Latest Updates on the Use and Counter-Use of Drones by Police & the Press
- Nuts and Bolts: How to Launch Your Drones Program
- OD Homicides: Investigating and Prosecuting Drug Overdoses
- Opportunities for Smaller Agencies in the National NIBRS Transition
- Organizational & Individual Strengths and Protective Factors: Primary Prevention Resilience Pathways
- Outside-the-Box Strategies to Enhance Employee Appreciation
- People and Places: Combining Data Analytics with Human Intel to Curb Gun Violence in Stockton, CA.
- Police & Missing and Murdered Vulnerable Populations
- Police Response to the Armed and Suicidal
- Power in Peers: A National Peer Mentoring Training Program
- Preparing for Politics in the Police Environment
- Preparing Officers for Critical Incident Publicity
- Prevention of Teen Depression and Suicide in Law Enforcement Families
- Pro-actively Developing and Integrating Communications Strategies Ahead of Public Demonstrations
- Professionalizing International Police Training: SGF Instructor Development and Certification
- Project Management for Small and Rural Departments; getting a project from idea to reality!

- Protecting Your 911 System from Cyber Attacks
- Public Communication for Large Events: A 'Super' Important Job
- Public Safety De-Escalation Tactics for Military Veterans in Crisis
- Reinventing Your Organization: Practical Steps That Foster Positive Change
- Resources! Resources! Resources! What's in it for me as a small or rural agency?
- Restoration Now: A Session of Power Yoga + Mindfulness-Based Stress Reduction Techniques
- Riot Medic: Tactical Emergency Medical Support of Civil Disturbance Units
- Rural Policing in America
- Saving Lives & Saving the Image of Police: Embedding Police Medics into Patrol
- Shaping the Narrative: National Cases of Critical Incidents and How Agencies Came Out On Top
- Smart Policies for Building Trust and Reducing Gang Violence in Los Angeles
- Social Media: Where We Are, Where We Need to Be, and Where We Are Headed in 2021
- Strategic Communications for Countering Violent Extremism (CVE) - International
- Surveying the Psychological Wellness of First Responders Across the Nation
- Tactical Toolbox: How to Strategically Address Responsible Drinking
- Targeted Violence Prevention: Where Do We Fit In As Law Enforcement Professionals?
- Technology to Support People In Need
- Telling Your Story for Successful Recruitment
- The ADA and Policing: What Every Officer Should Know When Interacting with the Disabled.
- The benefits of creating and utilizing a Spouse/Family Support Organization.
- The Comprehensive CISM, Critical Incident Stress Management Response to the Capital Gazette Shooting
- The Development and use of HUB tables, also known as multi-disciplinary mobilization tables in BC.
- The Evolving Trend Toward Civilian Oversight of Law Enforcement - Building Trust and Legitimacy
- The Health and Fitness of Female Officers: Commonalities and Differences
- The human touch: Addressing diversity through personal support
- The Importance of Investigator and Prosecutor Early Planning in Cases with Digital Evidence
- The Institution, Leadership & Culture-The Major Impediment to Better Health & Wellbeing in Policing
- The Power of Two: Empowering Police Couples to Combat Conditioning and Increase Resilience
- The science behind room entries: Empirical findings from the ALERRT Center
- The Science of Rapport: how to increase yield in suspect interviews
- The Science of Violence: Considerations in Use of Force Investigations

- The Silver Tsunami: Addressing Older Driver Issues
- The Value of Community Oriented Policing for Countering Violent Extremism: a Whole-of-Organization A
- Toronto Police Service's Centre of Excellence - model to champion equity and excellency in policing
- Train with the Diplomatic Security Service to protect diplomats and missions
- Transforming Rural Agencies with Prevention Focused Community Policing
- Transparency in the Spotlight: Creating Context For a Complex Job
- Uneasy Bedfellows: Building Healthy Relationships with Psychiatric Emergency Services
- Use Accountability to Build Trust and Weed Out Unacceptable Behavior
- Use of Force Tracking and Assessment - You Can't Manage What You Don't Measure
- Use of Smart Phones, Tablets and the Web To Track Sexual Assault Kits and Provide a Victim Portal
- Using IACP's Technology Policy Framework when Reviewing and Testing Facial Recognition Technology
- Washington, D.C. Metropolitan Police Department's District Intelligence Officer (DIO) Program
- What Chiefs can do in Response to Declining Officer Candidates: A National Police Wellness Program
- When is Objectively Reasonable, Unreasonable?
- When you can't run - Dealing with active shooters in hospital critical care areas
- Where are you coming from? Where are you going? The use of interdiction techniques to save lives
- Why It's Important to Build Good Relationships with the LGBTQ Community
- Women Leadership in Bangladesh Police Administration: A Review
- Working as a PIO in Prosecution

**Workshop Title:** A peer support model for providing support services to retired police officers

**Workshop Description:** It is well known that retirees can and will experience psychological issues and trauma reactions after leaving their career. With a few exceptions, peer support and psychological services are lacking for this population in law enforcement agencies. This gap then can lead to untreated mental health problems or even suicide. Today's session will provide specific information on the Retiree Peer Support Program developed with the collaboration of the Denver Police Training Department, Psychological Services and retirees. Emphasis will be placed on the logistics involved in setting up a retiree peer support program, getting departmental approval and commitment, recruitment and selection issues, training components and program activation.

**Track:** Leadership

**Format:** Simulive

**Workshop Title:** Averting Targeted School Shootings: Law Enforcement and Community Planning and Preparedness

**Workshop Description:** As targeted school shootings continue to pose a challenge for law enforcement and the communities they serve, it is important to consider holistic community-involved planning and preparedness policies and practices. In this panel discussion, the speakers will discuss current and emerging opportunities to develop and implement community-involved policies and practices to protect our children, teachers, administrators and staff on K-12 and college/university campuses. Speakers will draw on their personal experiences at Sandy Hook Elementary School, Virginia Tech, Sycamore Middle School (Pleasant View, Tennessee) and the Century 16 Theater (Aurora, CO), and the important work they have been doing following these completed and averted attacks.

**Track:** Leadership

**Format:** On-Demand

**Workshop Title:** Avoiding 'Why'd you have your gun out?': Identifying Culturally Competent Mental Health Providers

**Workshop Description:** Nationally, police agencies are working diligently to promote help-seeking by their officers to reduce suicides, stress leave, and turnover. Yet, research shows that officers are hesitant to seek assistance because they do not believe mental health providers will understand their work or be helpful. Sadly, this is sometimes the case, leaving agencies to resort to guesswork or homework to identify a trusted mental health provider. The presenters will outline the Fraternal Order of Police project to identify and screen culturally competent mental health providers for inclusion in a national database that agencies may use to connect to local resources. Attendees will be given instructions for suggesting known, trusted providers for consideration.

**Track:** Leadership

**Format:** Simulive

**Workshop Title:** Being Proactive about Active Threats

**Workshop Description:** Almost everyday we see headlines about violent attacks from around the world. As we embark on a new decade, it's important that we prepare our public servants and our citizenry to deal with these issues. While targeted violence in the US is often associated with active shooter events, around the globe the trends involve knives, vehicles and other means. What can we do better to prepare? The panel will describe the steps being taken to build robust plans to deal with active threats through planning, training, drilling and leveraging technology to meet this threat environment. We will also look at how the public and private sectors can work collaboratively to be better prepared for active threats.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Beyond the Opioid Epidemic - The Proliferation of Meth in the United States**

**Workshop Description:** The vast majority of the IACP audience will be state/local law enforcement personnel whose communities are being impacted by the proliferation of methamphetamine manufactured in unprecedented amounts in Mexico. While law enforcement is still focused on the opioid epidemic, meth is quickly becoming the primary drug threat in many jurisdictions. Over the last two years, meth drug overdose threats have risen as meth is increasingly being mixed with fentanyl. This panel will examine data and trends showing the explosion of meth across the U.S. over the last two years. Specifically, the panel will consist of senior executives that will examine the full spectrum of the meth threat from production to its impact on local communities.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: City of Dayton, Ohio - August 4, 2019 Mass Shooting Incident**

**Workshop Description:** On August 4, 2019, the City of Dayton, Ohio experienced a tragic mass-shooting incident in the historic entertainment district known locally as the Oregon District which resulted in the death of nine innocent civilians as well as eighteen other victims suffering gunshot wounds. The perpetrator of this horrendous attack was engaged by officers and killed within thirty seconds of the shooter opening fire likely preventing an unimaginably higher number of deaths. This tragedy presented the Dayton Police Department with enormous challenges in the hours, days and weeks that followed. This presentation documents the event, response and investigation to this incident with emphasis on the lessons learned.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Combating Hate Crimes and Hate Speech : confronting viewpoints**

**Workshop Description:** The IACP could hold a panel around the questions of how best to limit or control hate speech, how to identify possibly violent actors and to prevent them from committing violent acts by inviting participants from the USA and countries confronted with these issues (Germany, New Zealand, etc). France could take part in these discussions through the participation of the Office Central de Lutte contre les Crimes contre l'Humanité, les génocides et les crimes de guerre (in short OCLCH, Central Office for combating crimes against humanity, genocides and war crimes) which is also in charge of combating hate crimes.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Combating the Nutritional Link to Officer Safety and Wellness**

**Workshop Description:** With an emphasis within law enforcement on command presence, de-escalation techniques and overall Officer Safety and Wellness due to the 21st Century Strategic Recommendations for Policing, nutrition plays a vital role. Nutritional choices impact the performance of officers due to the effect nutrition has on mental capacity, performance, recovery, hormones, sleep and prevalent health concerns common in law enforcement. Finding the right strategies to implement a sound nutritional plan can be difficult within law enforcement due to the dynamic and unpredictable components of the job. However, there are simple strategies that can be implemented, such as those being used within the Texas Department of Public Safety.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Commanding a Mass Casualty Incident: Preparation, On-the-Scene, and in the Aftermath**

**Workshop Description:** Mass casualty events are on the rise worldwide. This presentation seeks to share the experience of the Israel Police in dealing with mass casualty attacks and to suggest possible best practices for commanders to help them prepare for such attacks, deal with them in real-time, and debrief after the events. Major-General Avshalom Peled will explain the innovative approach of the Israel Police to training commanders to deal with mass casualty incidents such as active shooter attacks. The presentation covers professional, operational and mental competency skillsets, and includes a demonstration of practical tools to provide fast and effective mental first aid for colleagues during a mass casualty incident. It is based on real-life examples.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Community Policing Meets Disability Awareness: Relationships, Civil Rights, and Risks**

**Workshop Description:** Community Policing Meets Disability Awareness: Relationships, Civil Rights, and Risks According to the Centers for Disease Control, one in four adults have some type of disability and people with a cognition disability make up a large portion of that percentage (10.8%), second in line after physical disabilities (13.7%). States are passing legislation requiring training on disabilities such as autism and other intellectual/developmental disabilities. More than ever before, it's critical for police departments to be well-trained and equipped to communicate and work effectively with this population and know how to partner with the disability community to improve safety for all.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Comprehensive Officer Safety and Wellness Programing for Law Enforcement Peer Vs. Clinical Focused**

**Workshop Description:** The Indianapolis Metropolitan Police Department's Office of Professional Development and Wellness and the Metropolitan Nashville Police Department's Behavior Health Services unit will co-present on their two different approaches to Officer Safety and Wellness. These nationally recognized programs compliment each other. Starting in 2010 Indianapolis took a peer focused approach working with officers in distress. Nashville has a long history of a clinical focus with an established unit of clinicians to work with officers and their families. Both agencies are successful in helping their officers build resiliency in their personal and professional lives. There will be a brief prevention on both units, followed by a panel discussion.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Constitutional Policing and Mutual Aid: Highlighting Best Practices in Policing**

**Workshop Description:** In the United States, 88% of all agencies have less than 50 full time officers. These departments in response to critical incidents and calls for service often turn to a regional mutual aid model to coordinate responses required of such calls. The calls run the gamut, from active shooters, hostage situations, protests, missing persons, or high-risk warrants. These increasingly complex calls require both the staffing, and specialized skills to coordinate, communicate, and contain exceedingly volatile situations. With the volatility of these scenes come perils both in the form of safety for the staff and citizens as well as potential legal liability. Our panel will share best/promising practices from research that can help mitigate risk.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Counterintelligence, Foreign Influence and State/Local Law Enforcement**

**Workshop Description:** This is a panel discussion regarding the challenges associated with counterintelligence and foreign influence aimed at the state and local levels. With participants from FBI's Criminal, Cyber, and Counterintelligence Division (together with a state/local LE representative), the panel will highlight various CI and foreign influence threat vectors, including foreign outreach to state and local government officials and foreign companies providing goods and services to state and local law enforcement, data protection and cyber hygiene practices, mitigating risk when engaging with foreign law enforcement entities.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Critical Mindset and Coordinated Response (CMCR) Training: A Vital Step to Reduce Police Shootings**

**Workshop Description:** As a result of use of force data analysis, the SFPD identified a training gap for high-risk incidents involving multiple officers. The Critical Mindset Coordinated Response (CMCR) course was developed and designed to reinforce sound field tactics using reasonable force options. The course enhances incident leadership, critical decision making, effective communications and coordinated responses. The training is consistent with California's new Use of Force standards. Since the inception of this training, SFPD reduced pointing of firearms incidents from 2599 (70% of all force in 2016) to 868 (44%) in 2019. An overall reduction of 67%. Police shootings also decreased from 14 (April 2016 through June 2018) to 1 (2018 through February 2020).

**Track:** Leadership

**Format:** Simulive

**Workshop Title: De-Escalating Use of Force through utilization of Crisis Negotiations Tactics**

**Workshop Description:** As society continues to increase its expectation of police officers to perform at extraordinary levels of patience, tolerance and communication, officers need a training program that provides at least a basic level of Crisis Negotiation skills and tactics that will promote de-escalation and reduce the application of force, including officer involved shootings. LAPD SWAT's Crisis Negotiation Tactics (CNT) was one of the first models of its kind, created in 1976. Due to implementing our Crisis Negotiation Tactics our team has successfully de-escalated thousands of high risk calls. In this 90 min proposal we will reveal our 'Secrets,' and provide an outline of our CNT Basic Course and how it is shaping the future of patrol.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Defense Support to Civilian Law Enforcement Agencies during disaster response**

**Workshop Description:** Expert Panel with guided discussion on how Defense Support to Civilian Law Enforcement has evolved since Hurricane Katrina, including discussions on military policy, authorities, and capabilities.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: DSS's Worldwide Reach**

**Workshop Description:** How DS Regional Security Officers assigned overseas can support fugitive operations, complete non-evidentiary investigative leads, locate non-compliant sex offenders, and facilitate coordination with the Bureau of Consular Affairs for passport revocations and other actions that directly support U.S. investigations with an international nexus. Case studies will be presented to emphasize DS' role in international fugitive apprehension coordination through our partnership with the USMS and the search, apprehension, and return of US fugitives overseas. CIL representatives will provide an overview on DS activities overseas and how coordination through DS and the Law Enforcement Working Group at each post can assist in criminal investigations.

**Track:** Leadership

**Format:** On-Demand

**Workshop Title: Effectively Responding to Violent Crime to Increase Community Trust and Respect**

**Workshop Description:** In many jurisdictions public perception and scrutiny has led to diminishing morale among law enforcement, undermining their ability to uphold the rule of law. Effectively and collaboratively addressing violent crime enhances community respect. Strategically improving an agency's response to violent crimes does not always come with the burden of expensive management systems or equipment. Simple changes to agency process, policy, and communication can increase community confidence in law enforcement, victim participation in criminal cases, and offender accountability. This presentation will provide six practical ways law enforcement leaders can enhance their response to violence crimes through a trauma informed culture and investigations.

**Track:** Leadership

**Format:** On-Demand

**Workshop Title: Essential Strategies for Building Employee Trust**

**Workshop Description:** Misunderstandings, communication failures and worsening morale and performance are common problems. The simple answer is to find a way to build more employee trust. It's simple, but simple isn't necessarily easy. This presentation shows attendees how to earn and build individual employee trust. The presentation includes numerous practical trust building strategies that are specifically designed to improve communication, accountability, morale and performance. Attendees will be given the practical tools they need to help create a work environment where employees feel their supervisors care about them, where they feel they are treated with respect and dignity, and where they look forward to coming to work.

**Track:** Leadership

**Format:** On-Demand

**Workshop Title: First Responder, First Referral: A multidisciplinary approach to the opioid epidemic**

**Workshop Description:** An overview of the NADCP four-day training for law enforcement designed to provide law enforcement officers with key tools to build an agency-wide understanding of diversion programs, develop standard engagement protocols, and improve public safety outcomes for jurisdictions. For law enforcement working in communities impacted by the opioid epidemic, it is critical that they are able to identify standard operating procedures, recognize the importance of both the multidisciplinary approach and the implementation of community policing in addition to the impact of vicarious trauma within the law enforcement community.

**Track:** Leadership

**Format:** On-Demand

**Workshop Title: Hate Without Borders: The Internationalization of Extremism**

**Workshop Description:** We are witnessing the internationalization of extremism, in which international entities directly influence domestic extremism here in the United States. Global access to extremist ideologies, and their easy dissemination across borders via various social media platforms, means adherents are learning from each other, supporting each other and reaching new audiences. This session will explore the connections among extremists and the paths by which they spread their hate. Understanding extremists' connections and activities are the first steps towards countering them and the threats they pose.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: How a community based intervention model drove down juvenile crime and resulted in fewer arrests**

**Workshop Description:** The Gainesville Police Department developed a collaborative community project to reduce property crimes, normally attributable to juveniles: car burglary and car theft. We created the JABATS (Juvenile Auto Burglary & Auto Theft Suppression) program in response to a 42% increase and 18% increase respectively. A dedicated crime analyst was assigned to maintain a list of delinquent youths. Community partners were brought in: school resource officers, juvenile probation, school officials, prosecutor's office, along with the Reichert House, a local at-risk youth program. Weekly meetings were set to work on intervention strategies for each youth. The results were remarkable: 16% & 15% decrease in car burglary/theft AND 30% fewer youths arrests.

**Track:** Leadership

**Format:** On-Demand

**Workshop Title: How A Community Saves Lives and Heals Families utilizing Compassion, Training and Naloxone**

**Workshop Description:** The presentation shall address the proven value of Law Enforcement Officers carrying and administering Naloxone. Attendees will travel from 2010 to present day and experience proven best practices which have saved lives and reunited families. The presentation shall provide an overview of the ongoing epidemic and steps to reduce deaths. Attendees will be provided a clear explanation of the terms; Opiates, Naloxone, MOU, Policy, Good Samaritan Law and Post Overdose Home Visits. The intent is to increase awareness and enable an agency to initiate a Naloxone program. In addition, safe prescribing, safe dispensing and safe disposal shall be addressed. The presentation shall conclude with vital information on the Prescription Monitoring Program.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: After action report for a KKK rally in Dayton. The challenges of planning for a hate group rally.**

**Workshop Description:** The KKK rally held in Dayton, Ohio had potential to erupt into chaos when a controversial hate group held a public rally in the middle of the city. With multiple groups using social media to antagonize each other and the presence of Antifa, the New Black Panther Party, Proud Boys, and numerous protesters, the rally could have been disastrous. Open carry of firearms was allowed at the rally, which added an additional challenge to planning. With four months to plan, an operations plan was devised that included over 700 officers. The rally was held without any major incidents and no arrests were made. Learn how the Dayton Police Department planned for this rally and several other protest events all within walking distance of each other.

**Track:** Leadership

**Format:** On-Demand

**Workshop Title:** How Fake News and Information Laundering Threaten Public Safety

**Workshop Description:** A recent study found that false news spreads farther, faster, deeper, and more broadly than truth and can drive the misallocation of resources during terror attacks or natural disasters. The rapid spread of counterfeit narratives through media platforms can incite violence, create division, erode trust, facilitate foreign influence, and contribute to a rise in deadly but preventable diseases. This presentation will provide an overview of how intentional, harmful falsehoods spread in the virtual world can influence public discourse and physically manifest as threats. It will then outline the challenges these threats pose to public safety and homeland security professionals. It will conclude with smart practices and mitigation measures.

**Track:** Leadership

**Format:** Simulive

**Workshop Title:** How to Stay Ahead of the Curve: Preventing Swatting as a Method of Harassment

**Workshop Description:** Hear from individuals on the frontlines of the fight against swatting, which is a growing harassment tactic and a safety risk to law enforcement and the general public. Learn strategies for addressing this issue, in which perpetrators deceive emergency services in order to draw a response from law enforcement. These threats usually pinpoint specific victims and targets as a tool for intimidation and harassment. Find out about the latest innovations to address swatting and other digitally-enabled crimes, and how you can stay ahead of the curve. This panel discussion will include a variety of perspectives, including law enforcement executives, lawmakers, and direct targets, and will be moderated by ADL.

**Track:** Leadership

**Format:** On-Demand

**Workshop Title: Implementing Mental Health Reform in the Israeli police - Objectives, Internal challenges, ROI.**

**Workshop Description:** 2016-2018, Idit Michael ( Chief Supt, Mental Health Division, Israel Police) led a major police reform to remove social barriers and taboos related to seeking help for mental health. The result was Operational Stress Management Training, a program that transformed the mindset of police stations nationwide, and won a Commissioner's prize of excellence in Israel. The presentation will feature efforts to bring operational, professional and personal resilience skills to Israel's police force, including expansion of the program to over 18,000 officers (98% of the operational officers). Included will be methodology for combating personal and professional burnout, tips for coping with internal objectives, and evidence-based proven outcomes

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Implementing Procedural Justice: Improving Police-Community Interactions Through BWC Reviews**

**Workshop Description:** Procedural justice is an increasingly prevalent concept in law enforcement, but how can an agency truly implement it in practice to improve police-community relations? This quick-hit session will provide actionable guidance to leaders on how to 1) create a policy clearly directing procedurally just interactions with the community, and 2) implement sustainable BWC reviews to monitor procedural justice in police-community interactions. In New Orleans, these reviews led to increases in procedurally just interactions, coinciding with improvements in police-community relations and public trust. This session will provide tools and clear guidance on how to build public trust by implementing procedural justice practices.

**Track:** Leadership

**Format:** Simulive

**Workshop Title:** Innovation and police science center. A learned lesson for empowering a police organization.

**Workshop Description:** National level agencies, as well as local ones, are facing new ways of interacting with the community. The institution concept is changing and authority value is being replaced for new models of society response (Bauman, 2009). Within this scenario, police agencies require to innovate process and procedures without losing their main mission. Hence, Colombian National Police establishes an innovation and police science center which has promoted important changes not only in the organization but also in the citizen appreciation of police force. This presentation would introduce the main aspects of the center as well as good practices during its implementation and the challenges for organizations interested in implementing similar initiatives.

**Track:** Leadership

**Format:** Simulive

**Workshop Title:** Interrupting a Suicide Contagion: NYPD's Strategy to Reach Members and Reduce Deaths by Suicide

**Workshop Description:** In June 2019, the NYPD faced a mental health crisis, with four members taking their own lives that month. By the end of 2019, the Department had mourned 10 suicides. The immediate focus shifted to the perceived 'suicide contagion' and how to reach members with the resources required to battle not only suicidal thoughts but also the stigma of seeking help in a culture of 'I am the helper.' In a short time, the Department trained 800+ executives and set the stage for a 24/7 command-level training effort that would reach more than 30,000 members of service in just over three months. While these efforts will remain a priority, the success to date in interrupting the contagion provides encouragement that our message is being received.

**Track:** Leadership

**Format:** Simulive

**Workshop Title:** Law enforcement accountability: a case study on Bangladesh Police

**Workshop Description:** The presentation considers features of an integrity model of law enforcement mechanism and asks in what ways and to what extent this model functions in the national integrity system. The presentation compares other mechanisms and discusses the importance of oversight mechanism in law enforcement agencies. The presentation identifies the key challenges that model might face for an effective integrity system by presenting a case study on Bangladesh Police.

**Track:** Leadership

**Format:** On-Demand

**Workshop Title:** Law Enforcement Mental Health and Wellness Act projects: Expanding services beyond your department

**Workshop Description:** Come hear about the Cleveland (Ohio) Division of Police Employee Assistance unit's experience in expanding and implementing a countywide police peer-mentoring program to serve officers from the 58 law enforcement agencies throughout Cuyahoga County. The Metro Nashville (Tennessee) Police Department has developed one of the most comprehensive Behavioral Health Services (BHS) divisions in the country; learn how BHS updated and standardized best practices in peer support and expanded services to 21 additional agencies.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Law Enforcement Rapid DNA: Use, Arrestee Pilots, Policies and Implementation**

**Workshop Description:** The panel will be moderated by Thomas Callaghan, FBI Laboratory Division Chief Biometric Scientist and IACP Forensic Science Committee member. Three presenters will provide information about State and Federal Rapid DNA (R-DNA) Booking Station Pilots (CODIS application), an overview of the FBI's Booking Station Standards and National Booking Station Procedures outlined in the Rapid DNA Act, and crime scene Rapid DNA use (non-CODIS application). There will also be a presentation on the FBI's Crime Scene Rapid DNA Task Force that was established in 2018. The presentations will be followed by panel to discussion and a question and answer session on policy, best practices and steps forward in Rapid DNA technology by law enforcement.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Leadership-Pivotal in creating the type of environment that promotes mental & emotional well-being**

**Workshop Description:** Law Enforcement organizations have a responsibility to prevent and support individuals with their mental health. Its leaders play a pivotal role in creating the type of environment that promotes mental and emotional well-being and in making it safe to discuss the topic and come forward when suffering in the workplace. To date leadership development and training has focused on every aspect of the profession apart from mental health. A specifically focused and tailored leadership program to successfully lead a mentally healthy organisation / institution in today's problematic, dangerous and complex environment is much overdue.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: OD Homicides: Investigating and Prosecuting Drug Overdoses**

**Workshop Description:** Drug overdoses have killed over 400,000 Americans since 2000. Fentanyl deaths have fueled the recent rise in overdose deaths. This presentation will highlight the San Diego model, where a specially formed team through the DEA Narcotics Task Force was created to address overdose deaths. Participants will hear first hand from investigators and prosecutors tasked with handling overdose cases in San Diego. This course will examine the successful methods, pitfalls, and best practices of overdose investigation and prosecution, and address other topics including: safety concerns handling fentanyl, social media investigations and management, responding to mass casualty events, interviewing suspects and examining criminal charges and defenses.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Organizational & Individual Strengths and Protective Factors: Primary Prevention Resilience Pathways**

**Workshop Description:** One of the many pathways to build and optimize prevention involve interventions at both individual and organizational levels - creating a healthy positive organizational culture as well as building workplace mental health promotion by modifying or reducing workplace risk factors and identifying and building individual as well organizational strengths and protective factors. This presentation will focus on building effective organizational and individual strengths & protective factors as part of primary prevention resilience pathways to help mitigate risk factors to psychological injuries and suicide, reduce mental health disability as well as to further optimize occupational health and safety. Canada & UK International presentation

**Track:** Leadership

**Format:** Simulive

**Workshop Title: People and Places: Combining Data Analytics with Human Intel to Curb Gun Violence in Stockton, CA.**

**Workshop Description:** Modern policing demands data-driven and intelligence-led strategies that simultaneously improve public safety and build police-community trust. What does that really look like in a highly practical sense? Learn how the Stockton Police Department put concepts and theory into practice to effectively reduce street gun violence and repair community relationships - all within confines of the limited resources of a city still emerging from municipal bankruptcy. With a comprehensive problem analysis at the foundation, two strategic initiatives drive the Department's focus to reduce both individual- and area-based risk, each infused with evidence based trust building efforts.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Police & Missing and Murdered Vulnerable Populations**

**Workshop Description:** The National Inquiry into Missing and Murdered Indigenous Women and Girls ('National Inquiry') was launched to identify and examine the systemic causes of violence against Indigenous Women and Girls and make recommendations for effective action. The National Inquiry heard from 670 witnesses in over 349 hearings. Police were a major focus, including their interactions with the Indigenous population, policy and procedures, the handling of missing persons cases, recruitment, community programming and training. The National Inquiry's Final Report was released in the Spring of 2019, with many recommendations regarding police and improvements that can be made. These lessons are applicable to any service with vulnerable populations.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Power in Peers: A National Peer Mentoring Training Program**

**Workshop Description:** This panel will discuss a national training program for peer mentors that is customizable to different sizes of jurisdictions and also utilizes community partnerships to help foster a support network. The techniques of the peer mentoring training that this panel will discuss are built around fluidity in intervention technique to ensure customized and effective treatment as dictated by the individual needs of the client in each unique and specific environment to ensure the needs of the law enforcement field are met through peer support training.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Prevention of Teen Depression and Suicide in Law Enforcement Families**

**Workshop Description:** Teenage depression and suicide has become a national epidemic. Rates of depression among 14-17 year olds have increased over 60%. Adolescent and young adult suicides have skyrocketed to their highest levels in nearly 2 decades. Social media, peer pressures, cyber bullying, drugs and alcohol are just a few of the issues plaguing teens. Officers and parents need to know the signs and symptoms of depression, how to proactively build teen resiliency, and to prevent potential suicide. In this workshop, you will learn the key ingredients to building individual resiliency and how to also build a more supportive and resilient foundation for your law enforcement family. Practical exercises and case examples from LAPD will be utilized.

**Track:** Leadership

**Format:** On-Demand

**Workshop Title:** Public Safety De-Escalation Tactics for Military Veterans in Crisis

**Workshop Description:** This panel will discuss the use of verbal and nonverbal de-escalation tactics during crisis encounters with veterans to defuse potentially violent situations. Tactics covered include building rapport, active listening, and expressing empathy while ensuring the safety of the public and first responders. Additionally, the panel will discuss indicators of PTSD and how that plays into de-escalation tactics for military veterans.

**Track:** Leadership

**Format:** On-Demand

**Workshop Title:** Reinventing Your Organization: Practical Steps That Foster Positive Change

**Workshop Description:** Organizational culture is complex and often very hard to change and obtaining buy in from both the seasoned and new employees can seem an impossible barrier to overcome. In this workshop you will hear from a panel of Chiefs who have led transformational change efforts in their agencies, overcome barriers, taken risks and created positive, engaging work environments where accountability and teamwork are the norm.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Restoration Now: A Session of Power Yoga + Mindfulness-Based Stress Reduction Techniques**

**Workshop Description:** Conferences involve much sitting, listening, talking, and eating. Change it up and join us for mindfulness-based stress reduction (MBSR) activities! MBSR has been the subject of hundreds of studies, showing that it helps to reduce emotional exhaustion (a dimension of burnout), stress, depression, anxiety, and occupational stress. In this session, we start with power yoga (beginners welcome) and move into active, multi-sensory meditation activities. We end with a body scan and concluding 'group quiz' to review the benefits of MBSR. Prioritize your health in the midst of this conference and learn (or remember) why MBSR is recommended to support the wellness of officers, their families, and many others.

**Track:** Leadership

**Format:** On-Demand

**Workshop Title: Smart Policies for Building Trust and Reducing Gang Violence in Los Angeles**

**Workshop Description:** Gang violence represents a long-term public safety challenge in Los Angeles. There are an estimated 450 gangs in Los Angeles and over half of all homicides each year are gang-related. The City takes a unique, comprehensive approach to preventing retaliatory gang violence through the Gang Reduction & Youth Development (GRYD) Incident Response Program - a coordinated, formalized response to incidents of gang-related violence through a partnership comprised of the Los Angeles Police Department, community-based gang intervention workers, and staff from the Mayor's GRYD Office. Collectively, this triad supports violence reduction while also building community trust, enhancing legitimacy, and ensuring the voices of the community are heard.

**Track:** Leadership

**Format:** Simulive

**Workshop Title:** Tactical Toolbox: How to Strategically Address Responsible Drinking

**Workshop Description:** What strategies does your agency have for identification, education, and support around responsible drinking? This session will provide specific tactics around responsible drinking and healthy coping skills for alcohol misuse at your agency. Tactics will include: how to identify and engage key stakeholders and subject matter experts, mutual aid and partnering up within and outside of your agency, starting and implementing skills groups and peer support cadres, information output (including podcasts and social media) as well as specific strategies for command staff.

**Track:** Leadership

**Format:** Simulive

**Workshop Title:** The benefits of creating and utilizing a Spouse/Family Support Organization.

**Workshop Description:** The founders of Behind the Line Baton Rouge will discuss how to create, maintain, and support a spouse and family organization within your agency. Behind the Line BR was created as a non-profit 501c3 that works with not only the Baton Rouge Police Department, but also maintains a working relationship with other surrounding agencies to include to all first responders & their families. Behind the Line BR strides to provide resources, peer support, & hosting family events to collaborate with an agencies officer wellness program. We will discuss the importance and benefits of a strong relationship between a family/support organization and an agency to assist in crisis coordination and overall wellness for officers as well as their families.

**Track:** Leadership

**Format:** On-Demand

**Workshop Title:** The Development and use of HUB tables, also known as multi-disciplinary mobilization tables in BC.

**Workshop Description:** Launched in fall 2015, the Surrey Mobilization and Resiliency Table (SMART) is an innovative way to address developing community problems before they become police problems or require other emergency services. SMART is made up of human service professionals from a variety of disciplines including: law enforcement, corrections, housing, health, social services, income assistance, and education. These agencies are working together to mitigate risk before crisis can occur in the lives of individuals and families in Surrey's City Centre. This session will showcase how the SMART group addresses harm, victimization or criminality for an individual or family in situations of elevated risks.

**Track:** Leadership

**Format:** Simulive

**Workshop Title:** The Evolving Trend Toward Civilian Oversight of Law Enforcement - Building Trust and Legitimacy

**Workshop Description:** The President's Task Force on 21st Century Policing concluded that '[s]ome form of civilian oversight of law enforcement is important in order to strengthen trust with the community.' In 2016, the Fairfax County, Virginia, Board of Supervisors approved both an Independent Police Auditor and a Police Civilian Review Panel to provide civilian oversight of the Fairfax County Police Department ('FCPD'). The creation of these two separate oversight entities was the result of an intense analysis of the FCPD following a tragic officer-involved shooting incident in 2013. Now over three years into this oversight structure being in place, much has been learned (both good and bad) about implementing civilian oversight of a police department.

**Track:** Leadership

**Format:** Simulive

**Workshop Title:** The human touch: Addressing diversity through personal support

**Workshop Description:** Police forces in the UK face a long-standing challenge which it comes to workforce diversity. Latest Government statistics show that just 6.9% of the police workforce identify as being from a black or minority ethnic background compared to 14% of the public in England and Wales. With the largest police recruitment drive in history underway, aiming to increase officer numbers by 20,000 by 2023, the diversity issue has never been as stark. A National Programme has been developed since 2017 to train leaders to help those from under-represented groups. By April 2020, over 1100 leaders will be trained. The independent analysis is showing high level of satisfaction for coaches and their beneficiaries. The British Army are now collaborating.

**Track:** Leadership

**Format:** Simulive

**Workshop Title:** The Institution, Leadership & Culture-The Major Impediment to Better Health & Wellbeing in Policing

**Workshop Description:** Despite the best efforts of many to raise awareness, provide support and promote wellbeing things aren't changing in any great way. Perhaps the biggest impact on gaining traction of any mental health program is the policing culture; a culture based on stoicism, that is the endurance of pain or hardship without a display of feelings and without complaint, separating yourself from feelings and emotions to get the job done. This culture breeds distrust, cynicism and skepticism - all honed as a survival mechanism, physically, emotionally and psychologically. In order for this to change, a far-reaching institutional and leadership change program is required in policing.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: The Power of Two: Empowering Police Couples to Combat Conditioning and Increase Resilience**

**Workshop Description:** A 2019 research study showed that 40% of law enforcement officers surveyed reported a low level of compassion satisfaction, including satisfaction in helping others, appreciation, or value in their role. This along with conditioning from the job can spillover, negatively impacting relationships with spouses and children; an officer's key source of resilience. Left unaddressed, the cycle can increase the likelihood of mental health issues for officers and their family. In this session, learn key elements of conditioning that EVERY officer and spouse need to understand, the impact on compassion satisfaction, relationships and mental health, and research based tools to empower officers and spouses to break the cycle and increase resilience.

**Track:** Leadership

**Format:** On-Demand

**Workshop Title: Toronto Police Service's Centre of Excellence - model to champion equity and excellency in policing**

**Workshop Description:** Innovative policing of diverse communities requires service guided by principles of equity and non-discrimination. Part of its modernization process, the Toronto Police Service has created a Centre of Excellence and the first of its kind in North American policing - the Equity, Inclusion and Human Rights (EI&HR) unit. This session will focus on the vision and work of the EI&HR as a model to advance unbiased policing responsive to diverse population. Championing equity and human rights, the unit is leading several initiatives: Race-based data collection, Gender diversity and Trans inclusion, and Addressing workplace well-being, harassment and discrimination. The impact of this model can provide a template for other agencies across the world.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Transparency in the Spotlight: Creating Context For a Complex Job**

**Workshop Description:** Body worn video and cell phone cameras have transformed the way the world views policing. Technological advances in video and audio provide a window into the complex and complicated job of a police officer, however, that view is often narrow and lacks context. The instantaneous culture of our news and social media, which tends to rely on video evidence, often misses vital pieces of information and impacts the public's view of law enforcement. Hear how one of the nation's largest agencies is managing to mitigate misinformation while also supporting employees who may be the target of media firestorms. Learn specific strategies for dealing with the public release of digital in-car video and body cam footage, as well as helping personnel cope.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Washington, D.C. Metropolitan Police Department's District Intelligence Officer (DIO) Program**

**Workshop Description:** The primary goal of the District Intelligence Officer Program was to reduce violent crime in the District of Columbia by implementing a comprehensive program to increase the effectiveness of the information-gathering and intelligence-sharing process within the Metropolitan Police Department, as well as enhance coordination between District Detective Units (DDUs), District Crime Suppression Teams (CST), district patrol units, and the Intelligence Branch to identify and address neighborhood conflicts before they escalate, close criminal cases, and recover illegal firearms.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: Women Leadership in Bangladesh Police Administration: A Review**

**Workshop Description:** Bangladesh women police started her journey in 1974 after the independence in 1971. Recruitment was postponed for women in the supervisory level from 1989 to 1998 in Bangladesh Police Department. Still, those ten years lost their mark by severely stunting women's leadership growth within the police. Though women joined in 1974 but still now women participation in Bangladesh police is 13333 out of 187300 which represent 7.12%. To identify the barriers of women leadership in Bangladesh police administration, factors that help women police develop leadership qualities and recommend like Posting policy by Rotation, Change patriarchy mindset, Create women friendly working environment, training, mentoring, self-confident etc.

**Track:** Leadership

**Format:** Simulive

**Workshop Title: International Accreditation of Police Education - Honduras National Police Success**

**Workshop Description:** Speakers will present how the U.S. Department of State Bureau of International Narcotics and Law Enforcement (INL) and the Honduras National Police (HNP) worked together to make police education the foundation of a reformed national police force. The INL speaker will focus on the importance of police education as a policy objective following the purging of the Honduras National Police force. The HNP will describe the commitment made by the Government of Honduras to strengthen the quality of police education in order to create a well-trained and professional police force. The HNP presenter will also discuss the importance of the International Police Education Network (RINEP) to maintaining quality police education over time.

**Track:** International Managers of Police Academies and College Trainers (IMPACT)

**Format:** On-Demand

**Workshop Title: Interrogation in the modern age: Lessons and challenges for the future**

**Workshop Description:** Interrogation plays a vital role in criminal investigations. Criminal interrogation has been studied scientifically by researchers from a variety of disciplines. This research has generated not only a historical picture of how criminal interrogation practice, policy and law has changed over time, but also the current state of affairs. This presentation will provide an overview of current research, with the main purpose of discussing its impact on practice. Our chief message is that academics and practitioners need to partner in the enterprise of improving current interrogation practice, and that such collaboration will likely benefit practitioners, in addition to improving the quality of research.

**Track:** International Managers of Police Academies and College Trainers (IMPACT)

**Format:** Simulive

**Workshop Title: Investigative Interviewing: An Evidence-Based Model to Eliciting Information & Detecting Deception**

**Workshop Description:** This presentation provides a practical method to ethical, science-based interviewing using an information gathering (versus accusatory) approach. This model, adapted from international research and collaboration applies to interviews of suspects, victims, and witnesses. Topics of discussion will include active listening, motivational interviewing, methods of detecting deception, dealing with resistant interviewees, and evidence disclosure. Emphasis will be placed on non-coercive methods to gain cooperation, elicit significant detail and detect deception. Presenters will discuss best practices, innovative training, the efficacy of this approach, and its impact on the international law enforcement community.

**Track:** International Managers of Police Academies and College Trainers (IMPACT)

**Format:** On-Demand

**Workshop Title: Making Police Training More Effective: Less Teaching, More Learning**

**Workshop Description:** This session examines traditional block-training at Police Academies and contrasts it with evidence-based training methods that are founded on the science of how people learn. We will begin with a case study of the Baltimore Police Department, which has begun transitioning instructors and curricula to adult learning techniques with an emphasis on integrated scenarios. That will be followed by a case study of the Oregon Public Safety Academy, which has thoroughly revamped its curriculum and methods to align their training much more closely to the work that police officers actually do. Then we will discuss specific learning methodologies being adopted in other academies, including 'interleaved training' and making every day a training day.

**Track:** International Managers of Police Academies and College Trainers (IMPACT)

**Format:** Simulive

**Workshop Title: Non-Coercive, Investigative Interviewing: Developing a Global Standard That Works Everywhere!**

**Workshop Description:** The questioning of persons for investigative purposes is a core function of policing, but heightens risks associated with torture and cruel treatment. The UNPOL Manual on Non-Coercive, Investigative Interviewing is intended to serve as a practical tool that provides guidance to authorities on how to conduct investigative interviews and implement safeguards during the course of criminal investigations more effectively, while preventing mistreatment and protecting human rights. This manual will assist States in complying with their international obligations and will help improve police and law enforcement practices and operations, promote the rule of law, and foster greater public trust in and cooperation with public institutions

**Track:** International Managers of Police Academies and College Trainers (IMPACT)

**Format:** Simulive

**Workshop Title: Professionalizing International Police Training: SGF Instructor Development and Certification**

**Workshop Description:** The Strategic Guidance Framework for International Policing (SGF) is a human rights-compliant, gender-responsive and evidence-based overarching policy architecture for international policing that enhances the effectiveness of international policing through more consistent and standardized approaches to the provision of public safety, police reform and support to national police and other law enforcement agencies. The UN is translating SGF guidance and standards into training curricula and nurturing a cadre of high-quality trainers, both male and female, to cascade this training in English and French. The UN seeks to ensure 'the right persons are trained on the right things in the required quantities at the right time.' Join us.

**Track:** International Managers of Police Academies and College Trainers (IMPACT)

**Format:** On-Demand

**Workshop Title: Strategic Communications for Countering Violent Extremism (CVE) - International**

**Workshop Description:** International training and support through USDOJ ICITAP has been helping police of more than 60 host countries since 1985, to Counter Violent Extremism (CVE), address corruption, and combat transnational crime. Community Engagement training, the Instructor Development Course and more have successfully increased police effectiveness. Newer strategies include police use of social media, news media interaction, and internal communications. These strategies and how current and retired U.S. law enforcement officials work through the International Criminal Investigative Training Assistance Program will be discussed. ICITAP advances U.S. national security and foreign policy objectives and protects the homeland, on behalf of the U.S. Dept. of State

**Track:** International Managers of Police Academies and College Trainers (IMPACT)

**Format:** On-Demand

**Workshop Title: Targeted Violence Prevention: Where Do We Fit In As Law Enforcement Professionals?**

**Workshop Description:** 2019 saw more mass shootings in the United States than days, CBS reported on New Years' day 2020. US domestic targeted violence and terrorism is on the rise. Tim Connors writes 'the conventional wisdom that local agencies are critical to defeating our terrorist enemies and that this would require a shift in (police) priorities from the more familiar 'respond' activities to 'prevent' activities' (Connors, 2005, pp.2-3). The 'war on terror' fight has moved from the streets of Kabul to the streets of any town USA. Local law enforcement who are daily at the front lines remain as first responders to crime and disaster in their communities. More importantly, local law enforcement is in a unique position to provide an early-warning system.

**Track:** International Managers of Police Academies and College Trainers (IMPACT)

**Format:** On-Demand

**Workshop Title: The Health and Fitness of Female Officers: Commonalities and Differences**

**Workshop Description:** For many agencies the recruitment, training and retention of female officers is a challenge. There is no denying that there are biological, physiological and anatomical differences between the sexes. How these differences translate to the health and wellbeing of officers in real world policing is often filled with superficial and at times, misleading, information and understanding. The aim of this session is to look at the female officer and follow considerations from recruitment through to incumbent officer. In addition, occupationally specific considerations will be discussed as well as some sex specific challenges.

**Track:** International Managers of Police Academies and College Trainers (IMPACT)

**Format:** On-Demand

**Workshop Title:** The Science of Rapport: how to increase yield in suspect interviews

**Workshop Description:** Prof Laurence and Emily Alison (University of Liverpool) have 25 years experience providing consultancy, research and training to UK/International police and military on decision-making and specialist interviewing skills. As part of the US government's High-Value Detainee Interrogation Group (HIG) and in cooperation with the UK Counter-Terrorism Network, the Liverpool research team have conducted the largest evaluation of police interviews conducted with terrorist suspects in the world. The research provides solid empirical evidence for the role rapport-building strategies can play in improving rates of securing information and intelligence from even the most resistant, challenging suspects as well as a training model for practitioners.

**Track:** International Managers of Police Academies and College Trainers (IMPACT)

**Format:** On-Demand

**Workshop Title:** The Value of Community Oriented Policing for Countering Violent Extremism: a Whole-of-Organization A

**Workshop Description:** The threat of violent extremism has increasingly gained international attention, with governments allocating vast resources to counter the narratives and respond to the activities of violent extremist and terrorist organizations. However this work cannot be undertaken by governments alone & local officials must understand the salience of this threat and be proactive in response. This presentation will include an overview of the benefit of community-oriented policing to countering and preventing violent extremism (from a former police officer who has lived and experienced its value), an introduction to the program on this subject at the Global Center on Cooperative Security, as well as the impact of this work in one of the countries of focus.

**Track:** International Managers of Police Academies and College Trainers (IMPACT)

**Format:** On-Demand

**Workshop Title:** Train with the Diplomatic Security Service to protect diplomats and missions

**Workshop Description:** Diplomatic Security is the federal law enforcement and security bureau of the U.S. Department of State. Tasked with securing diplomacy and protecting the integrity of U.S. travel documents, the Diplomatic Security Service (DSS) has the largest global reach of any U.S. federal law enforcement agency, with offices in 29 U.S. cities and in more than 270 locations around the world. DSS develops and implements specialized security training programs for State Department personnel and personnel from other federal agencies. DSS also offers security and law enforcement training programs to select law enforcement and security professionals in the U.S. and overseas. Workshop attendees will learn how DSS trains and builds stronger ties with la

**Track:** International Managers of Police Academies and College Trainers (IMPACT)

**Format:** On-Demand

**Workshop Title:** Law Enforcement Auditing: Establishing & Maintaining an Effective Internal Audit Function

**Workshop Description:** A number of large police departments have established auditing functions due to requirements of their respective consent decrees in recent decades. Despite their increasing presence across the country, there is a great deal of variation among such units; the types of audit work they initiate, the products they produce, and their proportions of sworn and civilian members. In addition, the length of time that each of these auditing-focused groups have been in place informs their current approaches. The Los Angeles Police Department's Audit Division was established in 2001, Departments in New Orleans and Baltimore have introduced new auditing functions in the past decade, and the Chicago Police Department introduced its auditing unit in 2018.

**Track:** Legal Officers Section

**Format:** Simulive

**Workshop Title: The ADA and Policing: What Every Officer Should Know When Interacting with the Disabled.**

**Workshop Description:** We all know that an officer's use of force is governed by the Fourth Amendment's 'reasonableness' requirement. But what does Title II of the Americans with Disabilities Act (ADA) require? What individuals are considered to be 'disabled' under the Act and what special accommodations must an officer make when investigating, arresting and/or using force against an individual with a known or suspected mental or physical disability? This 90 minute presentation will discuss the impact of the ADA on policing and briefly explore potential areas of liability when the ADA is violated.

**Track:** Legal Officers Section

**Format:** Simulive

**Workshop Title: The Science of Violence: Considerations in Use of Force Investigations**

**Workshop Description:** This course is sponsored by the Washington Homicide Investigators Association and is approved for Continuing Education Credits in the States of Washington and California as well as the province of British Columbia. Specific manner of injury is often generalized in use of force investigations. Further, courts continue to limit officers and engineers from opining about injuries or human factors and medical professionals from opining about biomechanics in the police environment. So, who then can address issues of biomechanics in the policing context? Enter the injury biomechanist. This course is intended to increase basic knowledge of how physics relates to complex human injury litigation involving police use of force investigations.

**Track:** Legal Officers Section

**Format:** Simulive

**Workshop Title: Use of Force Tracking and Assessment - You Can't Manage What You Don't Measure**

**Workshop Description:** The purpose of this seminar is to prepare supervisors, investigators, and management for the proper collecting methods for use of force reporting. This training session is designed for executives and command who, assigns, reviews, reports, or investigates police use of force incidents. When it comes to use of force analysis, agencies should learn what to track and how to track / report use of force at a granular level. Most agencies use broad categories making it difficult to truly determine the amount, deployments, effectiveness and patterns of officer behavior and incidents. By learning to identify patterns and practices is the availability to prevent reasonable foreseeable incidents thus mitigating liability.

**Track:** Legal Officers Section

**Format:** Simulive

**Workshop Title: When is Objectively Reasonable, Unreasonable?**

**Workshop Description:** Graham v. Connor established the 'Objectively Reasonable' standard for the use of force by law enforcement officers. This case defined how the courts should review an officers use of force, but should we be looking at more? During this presentation, we will review critical incidents and analyze them from three different perspectives; a 27 year law enforcement veteran, a civilian oversight professional, and a former prosecutor. Each expert will breakdown how they analyze a use of force incident and what officers need to know. The panel will also give their perspectives on the new California Use of Force law (AB 392) that was established January 1, 2020.

**Track:** Legal Officers Section

**Format:** Simulive

**Workshop Title: Cannabis and Police Officers: Toward a legally, ethically, and scientifically sound workplace policy**

**Workshop Description:** In the US, 33 states have legalized cannabis for medical use and 11 states (+ DC) for recreational use. State laws notwithstanding consumption, sale and possession of cannabis remain illegal under federal law. Since legalization in Canada (2018), a range of discordant policies emerged, impacting law enforcement officers (LEO) and fitness-for-duty (FFD), ranging from 'no time interval' restriction since last cannabis use to 'total, enduring proscription'. Cannabis use is potentially impairing, and given the profession's highly safety-sensitive nature, any material degree of cognitive or performance impairment is relevant to FFD. This presentation focuses the impact of cannabis on FFD, and it introduces a model workplace policy.

**Track:** Police Physicians Section

**Format:** On-Demand

**Workshop Title: Fighting Opioid Use from Overdose to Reentry: How Public Health Practices Can Inform Public Safety**

**Workshop Description:** In 2015, the Middlesex Sheriff's Office began working with service providers and community health agencies to provide medication assisted treatment (MAT) to its justice-involved population. Today, their MATADOR program is a nationally recognized model for treating opioid use disorder, highlighted by the National Institute for Corrections, the National Commission on Correctional Health Care & the National Sheriff's Association among others. This session discusses the dangerous intersection of the opioid epidemic & law enforcement, how public safety & public health agencies can partner together to bend the curve of opioid overdoses, and the data collection efforts underway that shows how MATADOR is improving both public health and safety.

**Track:** Police Physicians Section

**Format:** On-Demand

**Workshop Title: Fitness-for-duty evaluations: What Chiefs need to know -- Case studies**

**Workshop Description:** This session will show participants when and how to order medical fitness-for duty evaluations (including for mental health issues) as well as what to expect from the outcome of the evaluations by reviewing case studies of practical and realistic situations. Common pitfalls and compliance issues will be addressed, including when a fitness-for duty evaluation it is not appropriate. We will also discuss why the need for fitness-for duty evaluations is much more limited than expected. We will review the roles and duties of police supervisors, legal advisors, human resources and police physicians throughout the fitness of duty process and present the foundations of a policy.

**Track:** Police Physicians Section

**Format:** Simulive

**Workshop Title: Keeping Officers Healthy, On the Job, Rapid Return to Work, & Reducing Costs-Lessons Learned**

**Workshop Description:** A panel of local, national, and international experts will present established and emerging: • Injury research regarding trends, • Mechanisms of injury, • Lessons learned regarding load carriage and external vest carriers • This will be followed by a presentation of current consensus on state-of-the-art effective Officer Safety and Wellness efforts to mitigate these types of injuries, increase officer health and wellness, and cost reduction strategies that are scalable to the unique operating environment of agencies

**Track:** Police Physicians Section

**Format:** Simulive

**Workshop Title: Law Enforcement in Crisis: Partnering with the trauma centers to screen and council**

**Workshop Description:** Officer wellness is a key issue facing law enforcement. LEOs are more likely to die by suicide than in the line of duty. Mitigating post-traumatic stress (PTS) is at the forefront of many efforts, however, we have found that promoting resiliency may be equally essential. We will discuss the results from a pilot program in Chicago, that screened first responders at our trauma center for PTS and resilience. Additionally, we will discuss our success with offering police officers and first responders access to counseling offered at the trauma unit. We will explore options as to how similar programs can be developed in different environments to identify those most in need of assistance.

**Track:** Police Physicians Section

**Format:** On-Demand

**Workshop Title: Riot Medic: Tactical Emergency Medical Support of Civil Disturbance Units**

**Workshop Description:** Damon and Morgan are founding members of Portland Fire's Rapid Response Team medical program. Franz is the Team Leader. In just over three years, they have accumulated significant experience in tactical medical care in civil disorders. This session will cover the unique challenges of providing emergency medical care to officers and civilians during protests and riots, along with the a healthy dose of lessons learned by the team as it matured during a period of extremely active protests in Portland.

**Track:** Police Physicians Section

**Format:** On-Demand

**Workshop Title:** Saving Lives & Saving the Image of Police: Embedding Police Medics into Patrol

**Workshop Description:** Police officers are the 1st of the 1st Responders to arrive at the scene of an emergency. They are often the 1st Victim of a violent attack. Patrol officers occasionally need to employ force and rarely deadly force. By having embedded medical support they can save lives, reduce suffering and demonstrate a commitment to the sanctity of life with timely interventions. This presentation discusses the tiered medical support of the Ranger Regiments and it's application to contemporary law enforcement.

**Track:** Police Physicians Section

**Format:** Simulive

**Workshop Title:** The science behind room entries: Empirical findings from the ALERT Center

**Workshop Description:** This presentation covers a series of room entry experiments. These experiments covered topics such as threshold evaluation, movement options after crossing the threshold, and basic distraction techniques using everyday items. Each of these experiments was conducted to improve law enforcement officer safety and decision-making if an officer is confronted by a hostile individual when clearing a building. The discussion includes several videos from the actual experiments, a practical discussion of the data, and key takeaways for law enforcement administrators to consider regarding their agencies policies.

**Track:** Police Physicians Section

**Format:** On-Demand

**Workshop Title: The Silver Tsunami: Addressing Older Driver Issues**

**Workshop Description:** This presentation can be 60 or 90 minutes, and could even be divided into 20 minute segments if necessary. As the population ages, we are encountering more concerns with older drivers who are experiencing medical conditions that impact their driving performance. This is a challenging problem for law enforcement, families and the medical community to address. This presentation will discuss different types of medical conditions and how they affect driving, a roadside assessment tool that can help guide law enforcement for how to handle citizens who have cognitive impairments and will discuss how the DOT in Kansas has tackled this problem with an Older Driver Emphasis Team. A highway patrol officer will weigh in on practical use of tools

**Track:** Police Physicians Section

**Format:** Simulive

**Workshop Title: Uneasy Bedfellows: Building Healthy Relationships with Psychiatric Emergency Services**

**Workshop Description:** Building effective, collaborative partnerships with regional psychiatric emergency services is a critical element to providing effective and safe response to people with behavioral emergencies in communities. Responding to psychiatric emergencies can be a time consuming, expensive and sometimes dangerous use of law enforcement resources. Creating effective and collaborative relationships with psychiatric emergency professionals is an essential step to effectively and safely addressing this growing challenge for community law enforcement. This workshop explores psychiatric emergency services, provides guidance on building partnerships, and identifies cutting edge models of care. It is be taught by two experienced emergency psychiatrists,

**Track:** Police Physicians Section

**Format:** On-Demand

**Workshop Title:** When you can't run - Dealing with active shooters in hospital critical care areas

**Workshop Description:** This session will illustrate how the objectives of active shooter / hostile intruder response standards can be applied to critical care health settings such as the OR or ICU in a hospital. Emphasis will be made on coordinated planning and response with the integration of law enforcement agencies and healthcare providers or facility planners. Session will use illustrations from actual incidents occurring in healthcare facilities and will provide the attendee with strategies to achieve effective coordinated planning.

**Track:** Police Physicians Section

**Format:** On-Demand

**Workshop Title:** Assessment of Counterproductive Work Behaviors in Police and other Public Safety Employees.

**Workshop Description:** This seminar will present the method and results of an outcome study looking at the psychometric predictors of 'counter-productive work behaviors' in police and other public safety officers (as defined by the California POST Guidelines). Over 130 officers in New York and New Jersey who were terminated, suspended or otherwise disciplined for misconduct were identified and their pre-employment psychological evaluations compared with a demographically matched control group.

**Track:** Police Psychological Services Section

**Format:** Simulive

**Workshop Title: Evidence-Based Preemployment Predictions of Police Officer Performance Using the MMPI-3**

**Workshop Description:** We present findings from a study examining associations between substantive scale scores on the Minnesota Multiphasic Personality Inventory-3 (MMPI-3; Ben-Porath & Tellegen, 2020) and field performance measures in a sample of police candidates who were rated qualified and then hired. In light of a new normative sample and police candidate comparison group for the MMPI-3, and the findings of this study, we discuss new recommended cut-off scores for making predictive inferences from MMPI-3 scale scores, and identify behavioral correlates associated with scores on the MMPI-3's new substantive scales. Finally, we discuss how these findings and data are incorporated in the MMPI-3 Police Candidate Interpretive Report (Corey & Ben-Porath, 2020).

**Track:** Police Psychological Services Section

**Format:** Simulive

**Workshop Title: Hiring and Retention: Perspectives from a polygrapher, psychologist, background, commander and chief**

**Workshop Description:** Successful recruitment relies on collaboration between police departments, background investigators, polygraphers, and psychologists. Insufficient screening creates absences, worker's compensation claims, unstable officers, and unsafe and/or illegal behaviors on the job. A comprehensive pre-employment process limits problematic employees and exposes inconsistencies in applicants' self-report, revealing information that may present risk to the public's safety and teamwork and reliability concerns. Information obtained will identify strengths that allow supervisors to better understand new officer's weaknesses. This presentation will offer best-practice perspectives from professionals involved in each stage of the process.

**Track:** Police Psychological Services Section

**Format:** Simulive

**Workshop Title: Local Norms in a Police Applicant Sample: Expanding Multicultural Considerations in an Urban Sample**

**Workshop Description:** Recruitment/selection of diverse police officer candidates is a reality of modern-day policing. Pre-employment screenings of diverse candidate pools is an important element of this process and must be sensitive to a variety of diversity/multicultural considerations. This presentation will provide psychologists and police administrators with background information about diversity/multicultural issues in police recruitment/selection in general, and in pre-employment psychological screenings, specifically. The presenters will provide insights about partnership formation, analyzing police pre-employment psychological screening data to examine diversity/multicultural issues, and engage in a planning exercise for the development of local norms.

**Track:** Police Psychological Services Section

**Format:** Simulive

**Workshop Title: Mass casualty violence prevention: The Behavioral Threat Assessment (BeTA) unit of the NCSBI**

**Workshop Description:** Threat assessment and management is increasingly being recognized as an effective approach in helping prevent targeted mass violence. The North Carolina State Bureau of Investigation (NCSBI) developed a state-wide Behavioral Threat Assessment (BeTA) unit to systematically conduct threat assessment investigations, provide threat analysis, and identify management strategies for persons identified as posing a risk to engage in targeted violence. The goal of this presentation is to provide key dissemination strategies on how the NCSBI designed, developed, and implemented a threat assessment unit within the current legal parameters and agency structure.

**Track:** Police Psychological Services Section

**Format:** Simulive

**Workshop Title: Police Response to the Armed and Suicidal**

**Workshop Description:** This program will review the results of a scenario-based training about patrol response to an armed suicidal subject, and provide policy and training recommendations. The scenario-based training presented officers with an armed suicidal subject and the instructors analyzed the responses of officers to this scenario, and to the subsequent debriefing of participating officers. The responses of officers to this training indicated areas of concern (e.g. not drawing their weapon when the subject presented a pistol or closing the distance on the subject) and the need for future training. The presenters will outline these recommendations, discuss the role of Crisis Intervention Training, and the implications for departmental policy.

**Track:** Police Psychological Services Section

**Format:** Simulive

**Workshop Title: Surveying the Psychological Wellness of First Responders Across the Nation**

**Workshop Description:** The Fairfax County Police Department and the U.S. Marshals Service are partnering to survey the psychological health of first responders across the nation. This presentation will cover the results of a pilot survey of nearly 5,000 first responders in Virginia, the improved methodology of the current survey, and the preliminary results from across the nation. You will learn what first responders are saying about trauma, depression, and how they are affected at work and at home. You will also learn how agencies are using the survey results to help their personnel get well and stay well.

**Track:** Police Psychological Services Section

**Format:** Simulive

**Workshop Title: The Comprehensive CISM, Critical Incident Stress Management Response to the Capital Gazette Shooting**

**Workshop Description:** The co-responding Anne Arundel County CIT Unit, which is an integration of Anne Arundel County Police officers partnered with Crisis Response clinicians, assisted the responding officers, survivors, evacuees, victim's family, and the community after the Annapolis Capital Gazette Shooting in July 2018. A detailed Strategic Crisis Action Plan was developed and numerous CISM interventions were interwoven following the practices and procedures of ICISF (International Critical Incident Stress Foundation). Interventions started at the evacuation area, through notifications, including death notifications and reunification to the extensive follow-up of all affected. Lessons learned including what went well and wrong will be discussed.

**Track:** Police Psychological Services Section

**Format:** Simulive

**Workshop Title: What Chiefs can do in Response to Declining Officer Candidates: A National Police Wellness Program**

**Workshop Description:** A comprehensive/evidence-based officer wellness program will be described, with research on candidate rejection rates and case studies presented that were conducted and/or developed at the training level, after critical incidents/fitness-for-duty evaluations, and during pre and post-retirement preparation. This program was initiated in order to provide progress checks and coaching opportunities for officers at various points in their careers, with the option of receiving all voluntary coaching/evaluation results from experienced police/public safety psychologists outside of their departments. Psychological profiles of a group of soon-to-be-retired officers will be compared with those of applicants, trauma survivors and mid-career officers.

**Track:** Police Psychological Services Section

**Format:** Simulive

**Workshop Title: Bad News Has a Shelf Life - Proven Strategies to Get Through an Adverse News Cycle**

**Workshop Description:** Agencies experience bad news from time to time. Whether it deals with a controversial use of force incident, a critical incident, or employee misconduct, there are times that law enforcement organizations experience adverse news cycles related to the coverage. This session will build upon years of experience in navigating negative news cycles dealing with law enforcement. Bad news typically has a limited shelf life. By employing proven strategies, your agency will navigate the news cycle in a formidable position which will lessen the impact on the profession. Participants will be exposed to several real-life examples coupled with tools to set your agency apart and command the news cycle with confidence.

**Track:** Public Information Officers Section

**Format:** On-Demand

**Workshop Title: Developing Effective Training for Social Media Admins**

**Workshop Description:** We'll dive into industry best practices when it comes to training your teams and what resources you can share with them to ensure their success. Learn how to create a successful Social Media Style Guide that aligns with your agencies brand and how to train admins from those that are just beginning social media to seasoned admins who need to stay up-to-date to with social media trends.

**Track:** Public Information Officers Section

**Format:** On-Demand

**Workshop Title: Enhancing Community Outreach Through the Development of a Sympathy Card Program**

**Workshop Description:** The value of a handwritten note to a friend or acquaintance is well understood and appreciated when a loved one passes away, and the expression of sincere compassion and empathy is one of the simplest yet profound efforts that can be made to ease the pain and burden of such a loss. In 2017, the Mesa Police Department developed a sympathy card program with the sole purpose of expressing compassion and empathy towards families of a decedent with whom department members had been in contact with. The humanizing impact for the department and community has a lasting positive impact. The program, consisting of a short handwritten note, is inexpensive, simple to implement, and has enhanced community outreach and connectivity.

**Track:** Public Information Officers Section

**Format:** On-Demand

**Workshop Title: Maintaining Trust when You Charge Your Own**

**Workshop Description:** Over the course of the past six years, the Harford County Sheriff's Office has charged six employees (sworn and civilian) with crimes. Those crimes have included everything from theft and bribery, to sexual assaults and domestic violence. While each situation has been unique, the importance in maintaining trust with the community and agency members has remained the same - be open and honest. We make plans on how to communicate critical events and major incidents, why not have one on how to respond when law enforcement arrests one of their own? These incidents are critical for building and maintaining trust and transparency to both our workforce and those we are sworn to protect.

**Track:** Public Information Officers Section

**Format:** Simulive

**Workshop Title: Not Just Droning On: The Latest Updates on the Use and Counter-Use of Drones by Police & the Press**

**Workshop Description:** The law enforcement community and journalists need to form effective working relationships to help develop a better understanding of how, where and when drones can be safely employed in a variety of situations for policing and newsgathering. This presentation will explore ways in which guidelines and cooperative procedures may be established in advance of such uses. A brief overview of the latest FAA and state regulations will be provided along with a discussion of the benefits and risks posed by drones during emergencies and daily news reporting, as well as best practices and next step in keeping the public and first-responders safe during drone operations. Other topics to be discussed: privacy, ethics, remote ID and counter-measures.

**Track:** Public Information Officers Section

**Format:** On-Demand

**Workshop Title: Outside-the-Box Strategies to Enhance Employee Appreciation**

**Workshop Description:** Employee appreciation can boost performance and engagement, but also an employee's well-being and health. However, demonstrating such appreciation can be a much easier task said than done. This presentation will look at creative strategies that two different departments have implemented to improve performance and morale. Extending far beyond awards ceremonies and/or letters of commendations, these departments have partnered with local organizations and celebrities on video projects and connected with residents in ways that has resulted in the community praising Officers without prompting. This presentation will dive deeper into how these strategies and opportunities came together, what challenges arose and how challenges were overcome.

**Track:** Public Information Officers Section

**Format:** Simulive

**Workshop Title: Preparing Officers for Critical Incident Publicity**

**Workshop Description:** Cops involved in a critical incident may find themselves in the public spotlight without warning. In order to reduce secondary trauma, protect the private lives of police officers, and prepare your front line for the possibility of media exposure, it's important to communicate within your agency before incidents happen. Presenters will discuss protecting personal information, action plans to minimize the impact of media coverage on officers and families following an incident, and long-term considerations for officers to understand if they're involved in a high-profile case. Fort Collins Officer Erin Feit will share insights from her OIS experience. PR Manager Kate Kimble will provide strategies to support your involved officer and agency.

**Track:** Public Information Officers Section

**Format:** Simulive

**Workshop Title: Pro-actively Developing and Integrating Communications Strategies Ahead of Public Demonstrations**

**Workshop Description:** The Portland Police Bureau has learned a number of valuable lessons, through failures as well as successes, about how to effectively manage communications and to control the narrative surrounding their response to public demonstrations. This presentation will compare/contrast two different high profile public demonstrations that occurred in 2019, discuss the difference in communications strategies for those two events, and highlight the differences in outcomes. Implementing communications plans in a deliberate and strategic manner enhances safety for the public and the police, is a resource multiplier, enhances the ability to defend the agency and members against civil litigation, improves accountability, and enhances public trust.

**Track:** Public Information Officers Section

**Format:** Simulive

**Workshop Title: Public Communication for Large Events: A 'Super' Important Job**

**Workshop Description:** Police are charged with planning for major events and ensuring they're carried out safely. Kansas City Missouri Police hosted the biggest event the city had seen in years with the Chiefs' Super Bowl victory parade on Feb. 5, 2020. This required extensive communication with the public before the event. Then, with hundreds of thousands of people gathered at the parade, a crisis broke out endangering everyone. Learn how KCPD's public relations team prepared the city for the parade, reassured the public during the crisis, and followed up afterward.

**Track:** Public Information Officers Section

**Format:** Simulive

**Workshop Title: Shaping the Narrative: National Cases of Critical Incidents and How Agencies Came Out On Top**

**Workshop Description:** The potential to capture critical incidents on body-worn camera (BWC) videos is one of the primary reasons the public, and many in law enforcement, have been clamoring for the wide-spread deployment of BWCs. Videos of critical incidents can offer an un-biased look into the incident, revealing much about the appropriateness of behavior of those involved, be it good or bad, for officers and civilians. Often though, regardless of whether videos show appropriate or inappropriate behavior, how an agency manages the story of a critical incident, including release of video, can dictate public perception. Presenters will discuss managing the story of a critical incident, covering public expectations, national cases, and successful approaches.

**Track:** Public Information Officers Section

**Format:** Simulive

**Workshop Title: Social Media: Where We Are, Where We Need to Be, and Where We Are Headed in 2021**

**Workshop Description:** Social media is an ever changing landscape and the inability to stay current on trends, effective strategies, and communication tactics can make you and your department appear out of touch or unprepared. Taught by two nationally recognized experts at the forefront of law enforcement social media, this session will break down the current state of law enforcement's efforts online, identify pitfalls and liabilities chiefs need to be aware of, and provide key takeaways to making your department stand out and rise above the noise in an ethical and professional manner. The session will also enlighten attendees on emerging trends to look for in 2021 that will position you and your department as social media leaders in your community.

**Track:** Public Information Officers Section

**Format:** Simulive

**Workshop Title: Telling Your Story for Successful Recruitment**

**Workshop Description:** Every organization must understand their image - who they are, what they're about, and what makes them unique. Public Safety agencies are no exception, and given the recruiting challenges of today, marketing strategies are an essential part of hiring the best and brightest at all levels within our organizations. This session will tell the story of 'why' an applicant should consider you to be the best possible fit for them, and will incorporate techniques and tactics to do that at all levels, to include a focus on the value of the agency public affairs officer and their role as an innovator.

**Track:** Public Information Officers Section

**Format:** Simulive

**Workshop Title: Why It's Important to Build Good Relationships with the LGBTQ Community**

**Workshop Description:** The role of the law enforcement is ever-changing and requires constant education and learning about communities and people served. It is an integral part of job to understand the make-up and diversity of these communities to serve needs better. Understanding the LGBTQ+ community can help develop positive relationships, reduce victimization and trauma, and increase participation with the criminal justice system. Strengthening relationships with members of the LGBTQ+ community can have a significant positive impact and can help build and sustain trust and respect. This session will provide participants with an opportunity to explore information about the LGBTQ+ communities, highlight techniques to improve and enhance response to these diver

**Track:** Public Information Officers Section

**Format:** Simulive

**Workshop Title: Working as a PIO in Prosecution**

**Workshop Description:** Prosecution is law enforcement. Building a strong relationship with first responders and the press is a crucial part of this job. This session will help PIO's and law enforcement understand the line between arrested and charged; who speaks and when. The conversation will give you ideas on how to work with your police agencies so that the communication is a team effort. PA offices also have a lot of opportunity to work with the community. We can share ideas about what has been successful for our County.

**Track:** Public Information Officers Section

**Format:** On-Demand

**Workshop Title: Building and Re-Building Police Organizations During Challenging Times: Lessons Learned**

**Workshop Description:** Building or re-building a police organization is not an easy task. Many law enforcement agencies across the United States have been forced to accomplish great tasks, with limited resources and personnel. Couple this issue with the retirement of so many police leaders across the country, and it has become commonplace for an organization to be found in need of an entire overhaul of equipment and staff. This class will focus on the issue facing small and mid-size police organizations, and offer suggestions on what steps to take to 'fix' an organization. This includes, staffing, budgetary suggestions, and most importantly, staff morale. This class will be proctored by a police chief who has built and/or re-built police organizations.

**Track:** Smaller Agency

**Format:** Simulive

**Workshop Title: Cybercrime: How do Small and Rural Agencies Address it**

**Workshop Description:** Cybercrimes add new complexities that law enforcement officials and policymakers struggle to address. The cyber-world brings global connections to local settings challenging the resources and capacity of small and rural law enforcement agencies. This session will examine how to overcome the challenges of cyber investigations by introducing participants to resources such as the Law Enforcement Cyber Center (LECC), as well as cybercrime training that can be completed online or brought in-person to their agencies. Attendees will also learn about the benefits of multi-jurisdictional collaboration and the importance of establishing Regional Cybercrime Task Forces in their area.

**Track:** Smaller Agency

**Format:** On-Demand

**Workshop Title: Frontier Justice: UAS Programs for Small and Rural Agencies**

**Workshop Description:** Unmanned Aerial Systems (UASs) are a tremendous resource for small and rural agencies. Drones can support departments with limited financial and human resources and increase the public safety as well as officer and deputy safety. This workshop will identify the special use cases for small and rural departments as well as the unique obstacles those departments face in starting or expanding their UAS programs. Subject matter experts and peer experts will share vital first-hand experiences with UASs and directly answer questions from participants.

**Track:** Smaller Agency

**Format:** Simulive

**Workshop Title: Increase Your Response Options: Have a Full Toolbox When Responding to Suicidal Subjects**

**Workshop Description:** Recently, there has been increased scrutiny on law enforcement when dealing with suicidal subjects, with agencies considering if they should respond, can they use force, and if and when they should walk away. This class will detail a full range of options, from mental health programs, foundational concepts, the use of less lethal, and an understanding of the law and use of force to build a full toolbox for addressing these calls. Participants will leave with knowledge to help create policy and training programs to respond in an ethical, legally defensible, and repeatable manner. They will also know when it is appropriate to use force, use a tactical team, or have officers walk away, as well as, the consequences of those actions.

**Track:** Smaller Agency

**Format:** Simulive

**Workshop Title: Keeping The Super Heroes Super**

**Workshop Description:** Public safety professionals are passionate about serving others; however, this calling can take its toll. High stress, low sleep, dealing with the worst of society and witnessing human tragedy reduces employees' mental/physical health. This workshop will explore the components and consequences of compassion fatigue, the dangers in letting it go unchecked in your agency, and discuss why compassion fatigue is especially damaging to small agencies. We will also lay out specific individual and organizational strategies to combat compassion fatigue, enhance wellness and offer agency wide interventions that build resilience and healthy coping in employees.

**Track:** Smaller Agency

**Format:** Simulive

**Workshop Title: Navigating high profile incidents in a smaller community**

**Workshop Description:** From AMBER Alerts to Homicide Investigations, Police executives in Smaller Communities face unique challenges when dealing with the media, politicians, and residents. Some insights offered by a 17 year police chief from a community of under 12,000 people.

**Track:** Smaller Agency

**Format:** Simulive

**Workshop Title: Opportunities for Smaller Agencies in the National NIBRS Transition**

**Workshop Description:** As of Jan 2021, the FBI will only accept UCR data via its National Incident-Based Reporting System (NIBRS). Most of information related to transitioning to NIBRS and uses of data is based on large law enforcement agencies and are often not applicable to smaller agencies. Executives with smaller agencies should understand how NIBRS data can benefit operations & opportunities to improve how crime data is collected, analyzed, and used. Representatives from smaller agencies that recently transitioned to NIBRS will discuss how they can benefit from transitioning to NIBRS, including strategies for analyzing & interpreting crime data (even absent a Crime Analyst). Advice, examples, and resources for small agencies will be addressed.

**Track:** Smaller Agency

**Format:** On-Demand

**Workshop Title: Preparing for Politics in the Police Environment**

**Workshop Description:** Unfortunately, most law enforcement executives receive no preparation on how to deal with politics in the police and work environment. We all deal with politics in one form or another and there is no procedural manual on how to successfully maneuver in this area. Too many of us learn how to maneuver in the political environment through trial and error. This session will focus on preparing a strategy for dealing with political influences (both internal and external) in the police environment. Some internal factors include patrol, command staff, policies, and budget. External factors include the community, elected officials, media, legal systems, and others. We will share our own best practices and review those presented.

**Track:** Smaller Agency

**Format:** Simulive

**Workshop Title: Project Management for Small and Rural Departments; getting a project from idea to reality!**

**Workshop Description:** There are an abundance of great ideas by smaller and rural police departments to improve the way they do business and be extremely innovative. These ideas can include progressive ways to address violent and local crimes, technology, or equipment for the agency and the community. Bringing these ideas to fruition takes a project plan, ideas on where to find funding, posting achievable Requests For Proposals (RFP), and the ability to manage the project from the planning stages to implementation, but once implemented the evaluation is just as important and viable statistics. This workshop will address these items on a scale that police executives and managers from smaller or rural agencies can use to bring their projects home.

**Track:** Smaller Agency

**Format:** On-Demand

**Workshop Title: Resources! Resources! Resources! What's in it for me as a small or rural agency?**

**Workshop Description:** Small and rural communities are not immune to violence, drugs, human trafficking, and other crimes. Often, criminals committing crimes in larger areas 'hide-out' in smaller, rural communities. Officers in these areas reveal vital information that can help law enforcement prevent, detect, diffuse, and resolve crimes, often before they escalate. However, smaller or rural police agencies often do not have access to or are unaware of the resources available that support their efforts. This session will explore information and intelligence sharing solutions, investigative services, officer safety tools, and funding opportunities available to small and rural agencies. Attendees will leave with a suite of resources that they can use immediately.

**Track:** Smaller Agency

**Format:** Simulive

**Workshop Title: Rural Policing in America**

**Workshop Description:** Rural law enforcement agencies often engage with and/or rely on state law enforcement agencies for special or auxiliary services. By default, law enforcement officers in rural areas are more often generalists than specialists. When rural communities apply evidence-based policing strategies to their communities, they must often adapt existing models developed based on more urban or suburban settings, and/or innovate to account for unique characteristics. Adaptations are often made due to limited funding, fewer sworn staff, and jurisdictions that encompass large areas of land. However, technical assistance focused specifically on the challenges rural agencies face is critical to addressing crime and the fear of crime in these communities.

**Track:** Smaller Agency

**Format:** Simulive

**Workshop Title: Transforming Rural Agencies with Prevention Focused Community Policing**

**Workshop Description:** In 2018, the Oglethorpe Police Department became the first police department in Southwest Georgia to reorganize their entire department to use an integrated, prevention focused community policing approach. The city of Oglethorpe is 2.1 square miles with a population of 1,372 and 6 known national street gangs operating within the city limits. There were streets that as soon as patrol cars turned down the street, the citizens would throw objects at the patrol cars. Officers often work with only one officer per shift and officer safety was a growing concern. In 2016, the crime rate for the City of Oglethorpe was 69.4%. After one year of using the prevention focused community policing approach, the crime rate dropped to 16.4%.

**Track:** Smaller Agency

**Format:** On-Demand

**Workshop Title: Use Accountability to Build Trust and Weed Out Unacceptable Behavior**

**Workshop Description:** Leaders sometimes struggle in their efforts to require minimum employee compliance. Their efforts are often viewed by employees as discipline or punishment both negatively impacting morale and performance. This presentation provides attendees with a series of practical strategies that focus on accountability with the goal of earning employee commitment and improving future performance. The importance of continuous feedback, clear expectations, and supervisor documentation is discussed. Conducting an effective 'Performance Discussion' is also covered to give attendees a practical tool they can begin using immediately. These strategies will help attendees weed out unacceptable employee behavior while improving overall employee performance.

**Track:** Smaller Agency

**Format:** Simulive

**Workshop Title: Where are you coming from? Where are you going? The use of interdiction techniques to save lives**

**Workshop Description:** Interdiction provides another tool to law enforcement where every field contact and vehicle stop can turn into a short-term investigation. The COPS Office in conjunction with various partners have been training agencies on basic criminal interdiction techniques, roadside interviews, passenger vehicle interdiction, and commercial motor vehicle interdiction. Coupled with a national discussion on interdiction hosted earlier this year, this workshop will explore the promising practices and share lessons learned. Participants will have the opportunity to hear how agencies of all sizes can take these techniques and apply them, learn tips about forming their own regional interdiction unit, and how can apply for free training and assistance.

**Track:** Smaller Agency

**Format:** On-Demand

**Workshop Title: Active Threat and SAFER Presentation**

**Workshop Description:** Situational Awareness For Emergency Response (or S.A.F.E.R.) is a unique program that gives Frisco firefighters, EMTs and police officers immediate access to school building information -- including 'real time' video while heading to campus emergencies at any of the district's schools. Since time is essential, our active threat presentation to FISD faculty empowers them to make those decisions that are crucial in an emergency situation until first responders can arrive.

**Track:** Technology and Information Sharing

**Format:** On-Demand

**Workshop Title: Autonomous Vehicles Are Coming - What Law Enforcement Needs to Know**

**Workshop Description:** During this session, participants will receive an overview of a 2020 document published by the American Association of Motor Vehicle Administrators (AAMVA) titled Jurisdictional Guidelines for the Safe Testing and Deployment of Automated Driving System Equipped Vehicles “ Edition 2. After a general overview, emphasis will be given to Chapter 6, Law Enforcement Considerations. Specific topics of discussion will include but not be limited to: Establishing Operational Responsibility, Law Enforcement Protocols and Interaction Plans, Data Collection Mechanisms, Law Enforcement Safety and Training, System Misuse, and Cybersecurity.

**Track:** Technology and Information Sharing

**Format:** On-Demand

**Workshop Title:** Bringing it all together- Digital Evidence Integration, Big Data and Digital Ethics

**Workshop Description:** Three of the biggest topics in Law Enforcement IT are Digital Evidence Integration, Big Data and Digital Ethics. This panel will cover how they fit together, and how police agencies integrate these key topics in their overall IT strategies. This session will feature a prosecutor and three police officials, each of whom will discuss their successes and challenges in these three areas.

**Track:** Technology and Information Sharing

**Format:** Simulive

**Workshop Title:** Building Technology Capacity

**Workshop Description:** Technology is woven into every fiber of a police department and takes the form of hardware, software, communications systems, intelligence centers, and equipment. Technology systems can create the infrastructure for actionable intelligence, enhance officer safety, support efficient operations, and manage risk, but systems are only effective when complemented by appropriate processes and implementation. This presentation builds on the Violence Reduction Guide, produced by Major Cities Chiefs and the Bureau of Justice Assistance (BJA), and provides a road map for successful implementation in small, medium, and large agencies. Chief Lewin has experience in both Chicago and D.C., and Ed Flynn is retired as Chief of Milwaukee PD.

**Track:** Technology and Information Sharing

**Format:** On-Demand

**Workshop Title: Crossing the Bridge: When Cyber Investigations Turns into Criminal Intelligence**

**Workshop Description:** This session will examine the collection and analysis of digital information in cybercrime cases and the broad multi-jurisdictional data sets which are routinely examined in search of specific evidence sought in an individual investigation. The panel will address case studies where the line between investigative approach and criminal intelligence becomes vague, identify the provisions of Federal Regulation 28 CFR part 23 which apply, and discuss how to ensure investigators are prepared to comply with these guidelines without negative impact upon investigative efficacy or outcome. Attendees will learn the fundamental guidelines of 28 CFR part 23, and the importance of multi-jurisdictional collaboration and intelligence sharing.

**Track:** Technology and Information Sharing

**Format:** Simulive

**Workshop Title: Cyber Nerds Are From Pluto: Discussing Cybersecurity Needs and Resources with IT Staff**

**Workshop Description:** Law enforcement IT and security needs are unique and conveying that to IT administrators, especially when the IT staff are in a separate agency, demands that leaders be equipped to have an informed discussion on cybersecurity. This session is a practical guide to help you prepare to have those conversations, get what you need, and keep your agency from making headlines because of a hack. Based on law enforcement agency survey findings, the current threat landscape, and the presenter's extensive personal experience, attendees will learn how to ask the right questions of their IT administrators and how to access more than 50 free or heavily discounted resources recommended by their peers to continue enhancing their agency's cybersecurity.

**Track:** Technology and Information Sharing

**Format:** On-Demand

**Workshop Title:** Digital Evidence Policy - Providing operational framework to limit concerns.

**Workshop Description:** With the increasing prevalence of technology in our daily lives and as a byproduct, Tech's involvement in criminal investigations, Agencies around the world must provide guidance to its members on best practices on the collection, processing and storage of digital evidence. Many types of digital evidence need special considerations during this process. Agencies will decrease their credibility and increase liability if they do not have a detailed framework in place for this sometimes critical evidence.

**Track:** Technology and Information Sharing

**Format:** Simulive

**Workshop Title:** Georgia Department of Public Safety Ransomware Attack: Before, During, and After.

**Workshop Description:** This session will provide an overview of the 2019 ransomware attack that occurred at the Georgia Department of Public Safety. It will describe the environment before the event and will discuss the day of the attack as well as the subsequent investigation and recovery process. The lessons that were learned will be presented in the hope that it prepares the audience to withstand similar attacks both in the workplace and personally.

**Track:** Technology and Information Sharing

**Format:** On-Demand

**Workshop Title:** Held for Ransom! What happens when your agency's computers are hacked and held for ransom.

**Workshop Description:** In December of 2019, the computer system at the St. Lucie County Sheriff's Office in Fort Pierce, Florida was struck by a computer virus that hacked the entire computer system and agency users were locked out with a ransom demand from the assailants. The agency refused to pay the ransom demand then effectively dealt with the challenge of the Information Technology department overcoming the problems computer system while the Deputies in the field were challenged with performing their daily duties without the assistance of technology. Many lessons were learned by every component in the agency.

**Track:** Technology and Information Sharing

**Format:** On-Demand

**Workshop Title:** Mobile Driver's Licenses and Law Enforcement Interaction

**Workshop Description:** Interacting with driver's licenses is important and knowing the identity of who an officer is in contact with provides for enhanced officer safety and defines a course of action. Driver's license and identification cards are limited on the information and validation they provide and are susceptible to counterfeiting and tampering. Many state licensing authorities (DMVs) are piloting or considering implementation of mobile identity credentials. Identification in a mobile digital identity format provides multiple opportunities for validation and authentication never before available in a stagnant card. Attendees will learn how this transition to a mobile identity will impact them and prepare them for the identification of the future.

**Track:** Technology and Information Sharing

**Format:** Simulive

**Workshop Title: Nuts and Bolts: How to Launch Your Drones Program**

**Workshop Description:** Unmanned Aerial Systems (UASs) are a revolutionary resource for law enforcement. UASs enhance the public safety, save money, keep officers safe, improve search and rescue, and ultimately save lives. However, launching a drones program requires the engagement of a multitude of stakeholders, including the federal government. In order to meet the challenges of 21st-century technology in law enforcement, the COPS Office stood up a UAS Working Group specifically for State, Local, Tribal and Territorial departments. This workshop will include information straight from the FAA and the NIJ and peer departments. Participants will walk away with the most up-to-date information available from the foremost experts in their field.

**Track:** Technology and Information Sharing

**Format:** Simulive

**Workshop Title: Protecting Your 911 System from Cyber Attacks**

**Workshop Description:** The most direct route to emergency assistance, the 911 system, is at risk. Cybercriminals have launched ransomware and other types of attacks on 911 calls centers, shutting down operations. Many law enforcement agencies are owners and operators of 911 call centers. As call centers begin to transition into Internet Protocol (IP) environments and deploy Next Generation 9-1-1 (NG911) networks, new opportunities for attack are introduced that can disrupt or disable  
<https://ww2.aievolution.com/icp2001/index.cfm?do=att.submitAbstract&style=0&attendeeID=6773&abstractID=4297&abstractField=materialsrelations>.

**Track:** Technology and Information Sharing

**Format:** On-Demand

**Workshop Title: Technology to Support People In Need**

**Workshop Description:** Law enforcement is embracing technology to serve at-risk populations - those with mental illness, in crisis, and those who have the potential for violence. Apps now put more detailed information in the hands of officers to provide individualized services and get needed help. Departments use apps to access individual care plans for people who have regular interaction with the department. These care plans help officers to do what is best for that person, which could include strategies for diffusing a person in crisis or contacts who are providing treatment. Officers can also now receive alerts when an individual has an interaction with police or other services. Officer and community safety also increases with these efforts.

**Track:** Technology and Information Sharing

**Format:** Simulive

**Workshop Title: The Importance of Investigator and Prosecutor Early Planning in Cases with Digital Evidence**

**Workshop Description:** This session will examine the increasing importance of planning and collaboration between criminal investigators and prosecutors early in the case life cycle where digital evidence is key or substantive. The contemporary reality of law enforcement dealings with digital evidence in any case are increasingly fraught with challenges; both technical and legal obstacles exist to accessing digital evidence. As this is both a technical and a legal set of related issues, it is important to understand the relationship of not only the challenges but just as importantly the alternatives. The session will illustrate key quandaries and examples of investigator and prosecutor successes in confronting the 'Going Dark' or 'Lawful Access' phenomenon.

**Track:** Technology and Information Sharing

**Format:** Simulive

**Workshop Title: Use of Smart Phones, Tablets and the Web To Track Sexual Assault Kits and Provide a Victim Portal**

**Workshop Description:** Jurisdictions are being tasked with tracking their sexual assault (SA) kits from collection at medical facilities, inventory and storage, analysis at crime laboratories and storage or destruction after completion or analysis. In addition, in many cases they are required to provide anonymous access to victims so they can track the status of their kits. SAM-TRACK is unique in that it was developed by a public entity using federal grant funds. It provides a secure platform and leverages current technologies and best practices using the web or mobile devices. The victim portal is designed to provide kit status anonymously. SANEs have been doing their forensic exams on paper then scanning them so we created an iPad app to make it more efficient

**Track:** Technology and Information Sharing

**Format:** On-Demand

**Workshop Title: Using IACP's Technology Policy Framework when Reviewing and Testing Facial Recognition Technology**

**Workshop Description:** This session will review the National Capital Region's process of utilizing IACP's Technology Policy Framework and the facial recognition policy work by IACP and the IJIS Institute while determining if facial recognition technology is beneficial to the departments in this Region. Facial recognition policy work completed by the IACP and IJIS Institute including the Law Enforcement Use Case Catalog, Guiding Principles, and a Model Policy for Law Enforcement's Use of Facial Recognition will be highlighted. The speakers will also discuss the importance of policy, training, metrics, and include lessons learned, success stories, and challenges going through the pilot project phases.

**Track:** Technology and Information Sharing

**Format:** On-Demand