

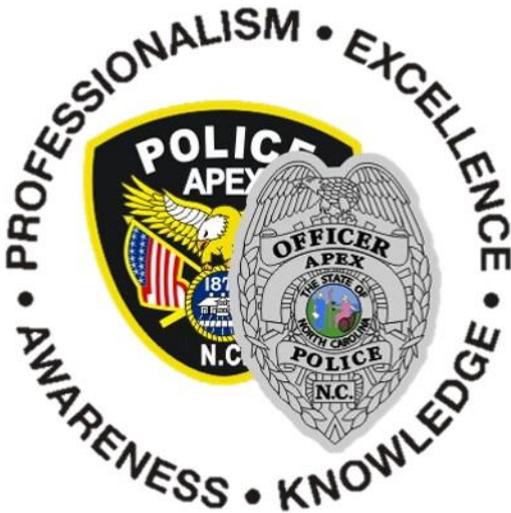
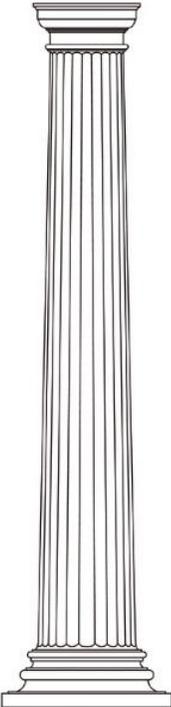
# POLICING

IN THE 21ST CENTURY

## PRESIDENT'S

## TASK FORCE REPORT:

# An Assessment of the Apex Police Department



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## Introduction

In December 2014, President Barack Obama signed an Executive Order to create the Task Force on 21<sup>st</sup> Century Policing. At the time the White House stated, *“The Task Force is part of the Administration’s efforts to strengthen community policing and strengthen trust among law enforcement officers and the communities they serve. Recent events... around the country have highlighted the importance of strong, collaborative relationships between local police and the communities they protect. As the nation has observed, trust between law enforcement agencies and the people they protect and serve is essential to the stability of our communities, the integrity of our criminal justice system, and the safe and effective delivery of policing services.”*

These topics, community policing, trust, the safe and effective delivery of policing services, and others, resonated with the Apex Police Department. At the core of our Mission are these very concepts, which are carried out in our daily operations. As a result, we closely followed the Task Force and its work, as well as the testimony and efforts by police professional organizations, such as the International Association of Chiefs of Police (IACP) and others, to remain aware of the conversation.

As the Task Force efforts continued, the Apex Police Department began a comprehensive review of our Mission and Values Statements, as well as our Multi-Year Strategic Plan. The Plan, enacted in 2013 to cover the period of 2013 to 2015, was about to expire and a new Strategic Plan was being discussed. The Executive Staff saw the opportunity to not only update our plan, but also revisit our Mission and Values, and add a Vision Statement and Slogan.

*The Final Report of The President’s Task Force on 21<sup>st</sup> Century Policing* was issued in May 2015, just as our Strategic Planning Committee was getting organized. It was a perfect time to review the issues brought up by the Task Force and determine if there were any correlations to our efforts to update our guiding documents. The committee, comprised of both sworn and civilian staff from all divisions, began a review of the six “Pillars” of 21<sup>st</sup> Century Policing identified by the Task Force, as well as the 59 recommendations and the many action items contained in the Final Report.



By the summer of 2015, our Strategic Planning Committee completed its work on the Mission, Vision, Values and Slogan, and made a presentation to the Executive Staff. With additional input and a goal that the Values would reflect the community we serve, the values of Professionalism, Excellence, Awareness and Knowledge (PEAK), were approved. The acronym reflects the Town of Apex motto, "The Peak of Good Living," and honors the history and tradition of our community. Additionally, it ties the mission of policing directly to the community we serve. Likewise, our slogan, "Protectors of the PEAK," has the same effect of tying our mission to our community in a simple, yet direct, manner. The message of the Slogan is that we first protect the Town of Apex, but that every employee, sworn and civilian, has the responsibility to "protect" our values in everything we do.



As part of the implementation, we saw a need to "brand" the agency not only to our staff, but also to our community. A new logo was designed that includes the badge of the Apex Police Officer and the agency patch; this was a deliberate "marrying" of our two main symbols meant to bring together sworn staff, who identify with the badge, with our civilian staff, who identify with the patch. As a full-service, law enforcement agency, we have many dedicated people carrying out a variety of functions, but are one police "family" with one holistic mission. Circling the badge and patch design are our Values, and at the bottom, its "base" or "foundation," is our Slogan.



We developed a new letterhead and agency flag, and put the logo on a variety of staff and public items including coffee mugs, water bottles and a variety of community giveaways (fans, cups, bags, etc.). Decals with our Mission, Vision, Values and Slogan, as well as large plaques of our logo and the CALEA symbol, were installed on walls throughout our police facilities. We incorporated the International Association of Chiefs of Police Oath of Honor on our Roll Call wall as a visible reminder to every officer at the beginning of every shift. We began using the "hashtag" #ProtectorsOfThePEAK on Twitter and incorporated the branding in our social media efforts. Our message to staff and our community was clear, simple and direct, and was being reinforced through this branding effort.

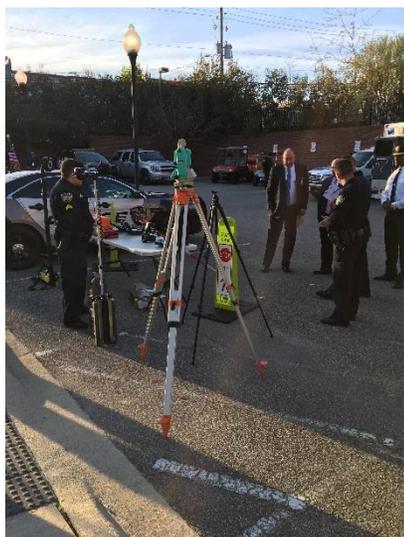




The Committee then drafted a Multi-Year Strategic Plan for the period of 2016 to 2018, which was also presented to the Executive Staff for approval. This plan was designed to build upon our 2013 to 2015 plan, as well as incorporate the concepts and philosophy of the Task Force Report's Pillars, Recommendations and Action Items. The new Strategic Plan was approved and issued in December 2015. The introduction to that plan can be found in Appendix A.



The next step was to determine a system to conduct a comprehensive review of the Task Force Report's findings. The goal was to involve all levels of the agency, as well as community members and other stakeholders, where appropriate. The idea of "Pillar Work Groups" was suggested and approved as the method by which our internal review and assessment would be conducted. The process was announced to agency personnel and was scheduled to begin in February 2016. See Appendix C for the process announcement. The goal was to complete Pillar Work Group assessments by the end of the third quarter of 2016, with the consolidation of the individual reports into one comprehensive document occurring during the final quarter. This time frame proved to be too aggressive, as the assessment of each Pillar was involved and work groups needed additional time to fully review agency operations as they related to the Recommendations and Action Items. As a result, the time frame was revised, and work group efforts continued through the end of 2016.



At the same time as the Pillar Work Groups were beginning their assessments, the agency was preparing for its second Community Satisfaction Survey. As an agency nationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA), we conduct such a survey every three years. Rather than simply recreate a new version of our 2013 survey, the agency put together a committee to build upon that survey and enhance the questionnaire to seek feedback on concepts brought forth in the Task Force Report. Some of the same questions from the 2013 survey were again used in 2016, which allowed for a comparison of the results, but several additional questions were included. Additional efforts were devised to increase community participation and analyze the results and individual comments offered. Division Commanders were provided with results specific to their division and were directed to review those results and comments and determine what next steps were appropriate. In keeping with our goal of transparency, the summary of the survey and results were posted on our website and the community was notified through traditional and social media methods. The summary can be found on our website at the following link: <http://www.apexnc.org/261/Police-Department>.

In early 2016, the Community Oriented Policing Services Office (COPS) of the United States Department of Justice sent out a solicitation for law enforcement agencies across the country to report their strategy and progress to address the findings in the Task Force Report. Even though we were just beginning our work, the Apex Police Department accepted the offer as an opportunity to be included in the variety of work being done by professional agencies across the United States to assess, analyze and implement the provisions of the report. Our response to the COPS Office is attached as Appendix D.

Also early in 2016, I received a request from the International Association of Chiefs of Police (IACP) to participate with the authors on an article to be printed in the March 2016 edition of The Police Chief magazine. The focus of the article, titled *“How State and Local Law Enforcement Leaders Are Responding to the President’s Task Force on 21<sup>st</sup> Century Policing Report,”* was to highlight leading practices related to the Task Force Report from small, medium and large agencies across the country. The goal was to stimulate additional thought, interest and involvement from law enforcement agencies of all sizes and show examples of productive work that was being conducted. The article, reprinted with permission from IACP, is included as Appendix E.

The analysis that follows is a result of the efforts of many people in our agency and community. The Pillar Work Group progress was methodical, thorough and reflective, with an eye toward self-assessment and continuous improvement. Where we are as an agency in delivering professional public safety services is a result of these same hard working staff. I am proud of their work to conduct this assessment of our operations as they relate to the Task Force Report, but more so of their daily effort to serve. They are truly Protectors of the PEAK.

*John W. Lettency*  
Chief of Police





Protectors of the PEAK

# President's Task Force on 21<sup>st</sup> Century Policing

## An Analysis by the Apex Police Department



### LEGEND

<p>Green (GN) Fully Meets Recommendation/Action Item</p> <p>The agency's focus/performance was/is good to excellent in this area.</p>	<p>Yellow (YW) Partially Meets Recommendation/Action Item</p> <p>The agency's focus/performance was/is acceptable in this area with some improvement possible.</p>	<p>Red (RD) Significantly Below Recommendation/Action Item</p> <p>The agency's focus/performance was/is unacceptable in this area with much improvement needed.</p>	<p>Not Applicable (N/A)</p> <p>This Recommendation/Action Item is not applicable to the Apex Police Department and/or local law enforcement.</p>
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### SUMMARY

PILLAR	RECOMMENDATIONS	ACTION ITEMS	TOTAL	APEX POLICE STATUS			
1	9	19	28	15	6	0	7
2	15	17	32	17	4	0	11
3	7	10	17	5	1	0	11
4	7	22	29	25	1	0	3
5	13	13	26	21	0	0	5
6	8	9	17	4	0	0	13
<b>TOTAL</b>	<b>59</b>	<b>90</b>	<b>149</b>	<b>87</b>	<b>12</b>	<b>0</b>	<b>50</b>

## PILLAR ONE: *Building Trust and Legitimacy*

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>1.1:</b> Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriff’s departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.</p>		<p>We support an organizational culture that promotes the guardian mentality. We meet all current CALEA standards and leading practices. We have an established policy manual comprised of multiple policies that are consistent with our daily practices. The agency recently adopted new Mission, Vision, and Values statements that bring our culture in line with public service and public collaboration rather than being an “occupying force” in our community. Our Slogan of “Protectors of the PEAK” embodies this guardian mindset and has a dual meaning; first, that we protect the community of Apex (the “Peak”) and second, that it is incumbent on every employee to protect our core values of <i>Professionalism, Excellence, Awareness and Knowledge</i> (PEAK). This message is delivered by the Chief of Police to all new employees and is reinforced through training, ceremonies and community presentations.</p>		N/A
<p><b>1.2:</b> Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.</p>		<p>During our community outreach sessions (i.e. Barbershop Rap, etc.), we have acknowledged the role of policing in the past. While the Apex Police Department was not part of historical injustices, we understand that some in our community have experience with police in other communities and have formed their impressions of police from a broad perspective of experience, as well as, comments and feelings from friends and family members.</p> <p>To help ensure the past is not a hurdle to enhancing community trust, we ensure all citizen complaints are investigated in a structured, open, and transparent manner. We make applicable statistics available on an annual and/or as requested basis through our website and via other means.</p>		N/A
	<p><b>1.2.1:</b> The U.S. Department of Justice should develop and disseminate case studies that provide examples where past injustices were publicly acknowledged by law enforcement agencies in a manner to help build community trust.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department.</p>		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>1.3:</b> Law enforcement agencies should establish a culture of transparency and accountability in order to build trust and legitimacy. This will help ensure decision-making is understood and in accord with stated policy.</p>		<p>The agency is committed to being open and transparent with our community. We make statistics available on our website and in writing upon request to any individual and/or the media. We have positive relationships with local media. We also have a robust social media program where information is shared regularly with the public. We provide public records in a timely manner and are responsive to questions from our community. We publish complaint and use of force statistics on our website and/or through our annual report. Additionally, we publish and give presentations on our Mission, Vision, Values and Strategic Plan so that the community is aware of our focus. We regularly survey our community to solicit feedback on our practices to ensure we are meeting, and hopefully exceeding, expectations. We have a comprehensive process to investigate community complaints and hold supervisors responsible for the actions of their subordinates. Through a process of monthly inspections, reviews of in-car video, report review, case management and other means, we regularly review our work to ensure accountability of staff toward meeting established guidelines. Internally, we maintain transparency of decision-making and operations through regular staff meetings, division meetings, attending roll call, and through other meetings of staff. We provide comprehensive and dynamic training and encourage discussion regarding agency operations, application of laws, etc. The Chief's Monthly Video series keeps staff informed of major events in the agency, in town government and others that may affect the agency. Significant policy decisions and related matters are discussed to ensure a clear message is delivered to all staff.</p>		N/A
	<p><b>1.3.1:</b> To embrace a culture of transparency law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.</p>	<p>We actively solicit feedback on some specific policies (Juvenile Operations, Media); however, we do not share our policies with the public on our website. While some policies could be shared, there are several operational/tactical policies that are not for public review/oversight in order to protect officer safety and ensure a tactical advantage during high-risk incidents. This position is supported by the North Carolina Public Records laws, which specifically exempts certain plans and policies from being considered a public record. This position helps protect the personal information of all parties involved and helps ensure that we comply with privacy laws for our employees and well as those with whom we interact. We comply with the North Carolina Traffic Stop Reporting law and make that data available when requested through in-house resources or through a third-party website. Additionally, we utilize a software program that interfaces with our Records Management System (RMS), culls public record data on reported crime, etc. and populates it on a separate website. A link to this service is provided on the department website and we report to the community on how to access this site.</p>		<p>Upon review, the Executive Staff of the Apex Police Department believes our position on this <i>Action Item</i> is appropriate and no further steps are necessary.</p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<p><b>1.3.2:</b> When serious incidents occur, including those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality.</p>	<p>Agency policy regarding communicating with the public, the media and employees during these situations gives clear guidance and complies with this <i>Action Item</i>. Agency operations show compliance and recent feedback from the media indicate their appreciation of our media policies.</p>		N/A
<p><b>1.4:</b> Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.</p>		<p>The Apex Police Department has a set of clearly articulated values. These values are promoted throughout the organization at every level. We have a robust campaign to help reinforce these values as the guiding principles of the organization to help in every day decision making. Agency policies are clear and are reinforced through training and discussion. A comprehensive policy on internal investigation procedures is in place to guide investigators while ensuring the rights of employees are protected. Procedures are in place for employees to have a disciplinary hearing, have representation during the hearing and grieve adverse actions.</p>		N/A
	<p><b>1.4.1:</b> In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures.</p>	<p>Employees are somewhat involved in the policy-making process. The primary policy developer is a first line supervisor, with input from others. Policies specific to a specialized unit or function are generally fielded to employees assigned to that unit/function. The Executive Staff is involved in review and input for policies specific to their division, as well as policies that govern the overall administration of the agency. Line staff involvement is limited; however, all employees have the opportunity to discuss, offer suggestions and recommend changes to agency policy.</p>		<p>Develop a system to more fully involve affected employees in policy development, revision and implementation. <b>(Administrative Division)</b></p>
	<p><b>1.4.2:</b> Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.</p>	<p>Procedural justice is incorporated into the internal affairs investigation process (See 1.4). Agency Values are incorporated into policies, training and agency operations, while most policies are expected to give guidance. The agency has a set of Rules and Regulations, which are important to set clear expectations of employee behavior. Clarity also brings uniformity of application, and results in equitable treatment of employees, a desired component of procedural justice. It would be uncommon for a particular behavior to comply with our Values, yet be prohibited by a “rule.”</p> <p>*The Apex Police Department does not have a “union,” so this statement is not applicable.</p>		<p>Upon review, the Executive Staff of the Apex Police Department believes our position on this <i>Action Item</i> is appropriate and no further steps are necessary.</p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>1.5:</b> Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.</p>		<p>The agency is involved in creating and fostering good relationships with the public. We have outreach efforts with all aspects of our community, and most recently with the growing Hispanic/non-English speaking community in our town. We work with the Apex United Methodist Church as a conduit to communicate with and hear the concerns of this population and have either hosted or participated in several Hispanic outreach events where we engage in dialogue specifically regarding immigration issues and the role of local law enforcement. We have hosted neighborhood events, soccer games and other events where police and community can interact in a non-enforcement environment. We work with the Apex Mosque to open dialog with the Muslim community and host “Barbershop Rap” sessions to reach out to the African American community. Additionally, we have events like “Coffee With a Cop” to foster interaction and communication. We use our K-9 teams to conduct presentations in the elementary schools and have School Resource Officers assigned to every middle and high school to engage, serve, mentor, etc. in an effort to promote good relationships with our youth. During the warmer months, we give ice cream coupons to younger children or pizza coupons to older kids when they are seen wearing protective gear while riding their bicycles and/or other wheeled conveyances. We conduct a summer camp for elementary students that include an opportunity for them to fish alongside a police officer and host several sessions of a Youth Enrichment Camp for middle school aged children to help them understand law enforcement operations and careers. Our Crime Prevention/Community Policing Officers (CPOs) coordinate numerous community events, which are attended by staff from each agency division, including a robust Citizens Police Academy.</p>		N/A
	<p><b>1.5.1:</b> In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.</p>	<p>We actively solicit feedback on some, specific policies (Juvenile Operations, Media); however, we do not directly involve the community in the process of developing and evaluating other policies and procedures.</p> <p>There may be opportunities where such involvement might be beneficial. However, there are times when no public input is warranted when developing and/or updating policies due to their confidential nature.</p>		<p>Consider a system to involve the community at an appropriate level in the process of developing and evaluating policies and procedures. Consider CAPA as a method to involve community members. <b>(Administrative Division)</b></p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<p><b>1.5.2:</b> Law enforcement agencies should initiate residency incentive programs such as Resident Officer Programs.</p>	<p>While town residency by department staff is encouraged, there is currently no program in place, which actively promotes residency. The Chief of Police is the only staff position where residency is required. The agency works with apartment communities who seek to have a “community officer” as a resident and has approved several requests. The cost of housing inside town limits makes owning a home difficult for most staff. At the request of the Apex Town Council, the Human Resources and Planning Departments have begun research on affordable housing options, specifically for town employees.</p>		<p>Upon review, the Executive Staff of the Apex Police Department believes our position on this <i>Action Item</i> is appropriate and no further steps are necessary.</p>
	<p><b>1.5.3:</b> Law enforcement agencies should create opportunities in schools and communities for positive non-enforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.</p>	<p>The agency works closely with the Wake County Public School System (WCPSS) to provide School Resource Officers (SRO) to each middle and high school in Apex. SROs are preventative by their very nature and build trust with those they serve. They have more frequent interaction with students, parents, and school staff. Their goal is to provide a safe environment while nurturing the youth through positive interactions utilizing alternative forms of intervention to enhance the youth’s growth and development. SROs instruct students on current topics related to law enforcement; other agency staff members, to include the Chief of Police, attend classes and give presentations upon request. SROs spend time in the Behavioral Education Classes to build rapport with students and staff. They help bridge communication gaps, attend numerous activities involving students and are truly part of the “school community.” One example of this is the joint venture with the Cary Police Department to provide an Apex SRO to the temporary Apex High School located in the city limits of Cary for two upcoming school years. We are active in social media and community outreach and regularly publicize beneficial outcomes and images of positive, trust-building partnerships and initiatives through those outlets (See Pillar 3 – Technology &amp; Social Media).</p>		<p>N/A</p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<p><b>1.5.4:</b> Use of physical control equipment and techniques against vulnerable populations – including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others – can undermine public trust and should be used as a last resort. Law enforcement agencies should carefully consider and review their policies towards these populations and adopt policies if none are in place.</p>	<p>The agency has detailed specific policies in place that govern the use of force against all populations, especially vulnerable ones. Additionally, the North Carolina General Statutes give and control officer use of force against all persons. These policies and procedures also specifically address these incidents with special populations. We analyze our data involving uses of force on a regular basis and we publish an annual report on the statistics surrounding such incidents. This report is made available to the public upon request.</p>		N/A
<p><b>1.6:</b> Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.</p>		<p>The agency has a robust review and approval process for all special operations and/or crime-fighting initiatives. This process takes into account the second and third order effects of these strategies, specifically the impact on the general public and agency image. Finally, all operations are reviewed and approved by the Chief of Police before being implemented.</p>		N/A
	<p><b>1.6.1:</b> Research conducted to evaluate the effectiveness of crime fighting strategies should specifically look at the potential for collateral damage of any given strategy on community trust and legitimacy.</p>	<p>We conduct After Action Reviews (AAR) for all planned events, special operations, and critical incidents. These reviews are completed in order to identify the actions/decisions that should be sustained/continued, as well as those areas for improvement. All recommended improvements are implemented prior to the next operation, event, or critical incident.</p>		N/A
<p><b>1.7:</b> Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.</p>		<p>The agency conducts a tri-annual community survey designed to measure how policing impacts the community.</p>		<p>Consider an annual survey, aimed at all aspects of the community including those who have directly been served by the agency. <b>(Administrative Division)</b></p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<b>1.7.1:</b> The Federal Government should develop survey tools and instructions for use of such a model to prevent local departments from incurring the expense and to allow for consistency across jurisdictions.	While this Action Item relates to the Federal Government, we do look at the leading practices of other agencies that use community surveys to study the impacts of their policing as it relates to public trust. We utilize those elements/questions that best relate to our community and which illicit the information we seek to collect. We welcome the assistance of the Federal Government in developing a user-friendly survey tool.		N/A
<b>1.8:</b> Law enforcement agencies should strive to create a workforce that includes race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.		The 2016-2018 Strategic Plan and the Recruiting Plan address the effort being put into creating/improving the culture that supports diversity as a core principle. We strive to create a workforce representative of the Town of Apex community. We review our progress toward our Strategic Plan Goals and Objectives quarterly, and annually, we conduct an analysis of our Recruitment Plan. Those reviews/analyses show important progress.		N/A
	<b>1.8.1:</b> The Federal Government should create a Law Enforcement Diversity Initiative designed to help communities diversify law enforcement departments to reflect the demographics of the community.	While this Action Item relates to the Federal Government, we are working to become more and more representative of our community in the employees we hire and promote. We welcome the assistance of the Federal Government in developing a Law Enforcement Diversity Initiative.		N/A
	<b>1.8.2:</b> The department overseeing this initiative should help localities learn best practices for recruitment, training, and outreach to improve the diversity as well as the cultural and linguistic responsiveness of law enforcement agencies.	While this Action Item pertains to the Federal Government, we actively look for effective practices from other successful agencies as it relates to diversity and cultural responsiveness. We welcome the assistance of the Federal Government in developing best practices.		N/A
	<b>1.8.3:</b> Successful law enforcement agencies should be highlighted and celebrated and those with less diversity should be offered technical assistance to facilitate change.	While this Action Item pertains to the Federal Government, we celebrate our efforts toward becoming a more diverse agency within our community. We are recognized by others when appropriate for our efforts. We welcome the assistance of the Federal Government in publicizing our efforts.		N/A
	<b>1.8.4:</b> Discretionary federal funding for law enforcement programs could be influenced by that department's efforts to improve their diversity, cultural, and linguistic responsiveness.	While this Action Item pertains to the Federal Government, we welcome the assistance of the Federal Government in providing funding to support our recruiting efforts.		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<b>1.8.5:</b> Law enforcement agencies should be encouraged to explore more flexible staffing models.	The 2016-2018 Strategic Plan calls for the agency to look at alternative staffing models that help us deploy personnel when needed the most. The Patrol Division Commander, along with staff, conducted research on flexible staffing models and made a recommendation to modify our current patrol schedule. That recommendation will be implemented as a pilot in April 2017 with the hope that it will benefit the staff while maintaining an acceptable level of police presence in the community. The Town of Apex Human Resources Department has implemented a flexible work schedule and “tele-commuting” policy for some employees; however, most of the provisions do not apply to the agency. The “Flex Squad” has been redesigned into the Directed Patrol Unit and offers some flexible scheduling.		N/A
<b>1.9:</b> Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety		The Apex Police Department works with the Hispanic community, the Muslim community, and other populations in an effort to build and foster relationships with people from those groups. We have specific efforts in place, or being developed, which will help us in that endeavor in the future. See Recommendation 1.5.		N/A
	<b>1.9.1:</b> Decouple federal immigration enforcement from routine local policing for civil enforcement and non-serious crime.	We have specific policies prohibiting biased-based policing as a strategy. We do not enforce immigration laws absent other standing serious criminal charges. The Apex Police Department does not partake in any effort/operation that focuses on the arrest/detention of individuals suspected of being in the country illegally or other aspects of civil enforcement.		N/A
	<b>1.9.2:</b> Law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with police or who enter the criminal justice system.	We have Spanish-speaking officers and employees working for the department in various capacities, including one assigned as a Crime Prevention/Community Policing Officer and another as a receptionist/Records Clerk. We also use a translation tool to help us communicate with those who do not speak English. We search for other methods and/or tools that mitigate a person’s inability to communicate and/or report crimes to the police.		N/A
	<b>1.9.3:</b> The U.S. Department of Justice should not include civil immigrations information in the FBI’s National Crime Information Center database.	This Action Item is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department.		N/A

## PILLAR TWO: Policy and Oversight

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>2.1:</b> Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement and cooperation.</p>		<p>The agency collaborates with community members and organizations regarding crime prevention and the role of the police and public in public safety. We also regularly analyze crime data to determine patterns throughout our jurisdiction and to determine if any particular neighborhood or area is disproportionately affected. Based on information and data collected, there is no indication that any one neighborhood is disproportionately affected by crime than another. We will continue to build relationships within the community and continue with our crime prevention outreach in an effort to reduce crime.</p>		N/A
	<p><b>2.1.1:</b> The Federal Government should incentivize this collaboration through a variety of programs that focus on public health, education, mental health, and other programs not traditionally part of the criminal justice system.</p>	<p>While this Action Item pertains to the Federal Government, we welcome the assistance of the Federal Government in incentivizing a collaboration of multi-disciplinary programs. This collaboration is in line with our current activities in that we work collaboratively with public health and social service agencies, education through the WCPSS and private schools, mental health through Alliance and NAMI and other programs not traditionally part of the criminal justice system. Most recently, Capt. Myhand envisioned and created the “Veterans In Crisis” Training program (modeled after the successful Crisis Intervention Training (CIT) program) as an alternative to arrest when dealing with veterans in crisis who may also be offenders.</p>		N/A
<p><b>2.2 -</b> Law Enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.</p>		<p>We have comprehensive Use of Force policies, which include training guidelines, use of force options, reporting, legal requirements and a process for investigating Use of Force incidents. We capture data on all Use of Force incidents in our OSSI Records Management System software and incorporate it into our Early Intervention System reviews. From this data, we conduct an annual analysis of all such incidents to identify patterns, training needs, policy revisions, etc. We do not proactively distribute our Use of Force Policy, but have responded to public requests to view and discuss specific provisions.</p>		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<p><b>2.2.1:</b> Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate.</p>	<p>Our current policy includes the Use of Force continuum and using force that is both reasonable and necessary. All officers are expected to attend Crisis Intervention Team training, which focuses on de-escalation and related policies emphasize the need to enhance officer safety by waiting for back up when appropriate. We equip officers with several forms of less-lethal instruments and require annual training and certification on each device.</p>		<p>Consider implementing a judgmental shooting (“Shoot/Don’t Shoot”) training session annually. <b>(Administrative Division)</b></p>
	<p><b>2.2.2:</b> These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in death or injury or in-custody deaths.</p>	<p>For all officer-involved shootings/Use of Force incidents that result in the death of the offender, officer involved shootings that result in injury, and all in custody deaths are investigated by the State Bureau of Investigation. This is an independent criminal investigation, which is separate from an internal, administrative investigation conducted by the Apex Police Department.</p>		<p>N/A</p>
	<p><b>2.2.3:</b> The task force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer involved shootings resulting in death or injury, or in custody deaths.</p>	<p>Our policy requires that the State Bureau of Investigation conduct a review for all officer-involved shootings/Use of Force incidents that result in the death of the offender, officer involved shootings that result in injury, and all in custody deaths. These investigations are reviewed by the Wake County District Attorney’s Office, which is comprised of external and independent prosecutors.</p>		<p>N/A</p>
	<p><b>2.2.4:</b> Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer involved shootings, whether fatal or nonfatal, as well as any in custody deaths.</p>	<p>Our policy requires collecting, maintaining and reporting Use of Force statistical data, and we do so internally and, in some cases, externally. The portion of the Action Item relating to reporting to the Federal Government is Not Applicable because no such database or reporting mechanism currently exists. If the Federal Government develops such a system, the Apex Police Department would be interested in working with the appropriate Federal agency to report such data. The only system currently in place is the reporting the death of an offender by a law enforcement officer; while we have not had such an occurrence, we are reporting that data each year.</p>		<p>N/A</p>
	<p><b>2.2.5:</b> Policies on use of force should clearly state what type of information will be released, when, and in what situation, to maintain transparency.</p>	<p>Our policy addresses what type of information can be released in accordance with North Carolina law, and who can release the information. Although we have nothing in policy that directly states what can be released on a Use of Force incident, it covers what information can be released in a criminal investigation based on state law.</p>		<p>Consider revising the Use of Force policy to more clearly reflect this information. <b>(Administrative Division)</b></p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<p><b>2.2.6:</b> Law enforcement agencies should establish a serious incident review board comprising of sworn staff and community members to review cases involving officer involved shootings and other serious incidents that have the potential to danger community trust or confidence in the agency. The purpose of this board should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.</p>	<p>Reviews of these incidents are conducted by the State Bureau of Investigation and the Wake County District Attorney (See Action Items 2.2.2; 2.2.3). Additional internal, administrative reviews are conducted by supervisory, command and executive staff of the agency to address the specifics of this Action Item. Incorporating community members with no police experience in such a technical review is not common in our area, nor is it advised due to the limits on releasing confidential information as outlined in the North Carolina Personnel Law.</p>		<p>Upon review, the Executive Staff of the Apex Police Department believes our position on this <i>Action Item</i> is appropriate and no further steps are necessary.</p>
<p><b>2.3:</b> Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.</p>		<p>We conduct After Action Reviews (AAR) of critical incidents, involving staff of all levels within the agency, as well as other agencies, when appropriate. The focus of the AAR is to look holistically at the overall response to the critical incident and look for ways to improve. It is non-punitive in nature and is documented for further review and action, and is separate from a criminal and/or administrative investigation.</p>		<p>N/A</p>
<p><b>2.4</b> - Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.</p>		<p>Our policy complies with the North Carolina Eyewitness Identification Reform Act, as well as, the standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA). These regulations are scientifically supported and are designed to eliminate or minimize presenter bias or influence.</p>		<p>N/A</p>
<p><b>2.5:</b> All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race gender, age and other relevant demographic data.</p>		<p>The Town of Apex currently reports required data to the EEOC, and we report general demographic information to CALEA. We report all data and respond to all requests for information as allowed by the North Carolina Public Records Law.</p>		<p>N/A</p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<p><b>2.5.1:</b> The Bureau of Justice Statistics should add additional demographic questions to the law enforcement management and administrative statistics survey in order to meet the intent of this recommendation.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Bureau of Justice Statistics. As a result, it is not applicable to the Apex Police Department.</p>		<p>N/A</p>
<p><b>2.6:</b> Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be desegregated by school and non-school contacts.</p>		<p>In compliance with North Carolina General Statutes, we collect data related to traffic stops and electronically submit that data to the state. Additionally, we report the data, as well as, information on third-party websites that aggregate and publically report that data. Separately, we collect data on all school-based interventions by our School Resource Officers (SRO) and report that quarterly to the Wake County Public School System (WCPSS). We do not collect the other data suggested.</p>		<p>Upon review, the Executive Staff of the Apex Police Department believes our position on this <i>Action Item</i> is appropriate and no further steps are necessary.</p>
	<p><b>2.6.1:</b> The Federal Government could further incentivize universities and other organizations to partner with police departments to collect data and develop knowledge about analysis and benchmarks as well as to develop tools and templates that help departments manage data collection and analysis.</p>	<p>This Action Item is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. We welcome the assistance of the Federal Government and our local universities and other organizations to partner with the Apex Police Department.</p>		<p>N/A</p>
<p><b>2.7:</b> Law enforcement agencies should create policies and procedure for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.</p>		<p>We have developed policies for policing mass demonstrations and obtained equipment to help officers do so, in a manner that is safe for officers, demonstrators and the community. This equipment, and the associated tactics, minimizes the appearance of a military operation. We have requested budget funds to obtain additional equipment, which is specifically designed to be non-military in its appearance.</p>		<p>N/A</p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<b>2.7.1:</b> Law enforcement agencies policies should address procedures for implementing a layered response to mass demonstrations that prioritizes de-escalation and a guardian mindset	Our training, tactics and response is designed to be “layered” and focuses on de-escalation when appropriate. Our overall “mindset” is guardian for most operations; however, we also recognize there are situations when a strong police response is necessary to protect people and property.		N/A
	<b>2.7.2:</b> The Federal Government should create a mechanism for investigating complaints and issuing sanctions regarding the inappropriate use of equipment and tactics during mass demonstrations.	This Action Item is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. We believe this is not a role for the Federal Government. Rather, investigating complaints of this type are usually conducted by the State Bureau of Investigation and is in accordance with current policy and practice.		N/A
<b>2.8:</b> Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight that meets the needs of that community.		Civilian oversight is accomplished through the involvement of our elected leaders, the Apex Town Council. Concerns about police operations, if any, are brought to the Town Manager, who has direct oversight and responsibility for the police department. This form and structure of civilian oversight meets the needs of the Apex community.		N/A
	<b>2.8.1:</b> The U.S. Department of Justice, through its research arm, the National Institute of Justice (NIJ), should expand its research agenda to include civilian oversight.	This Action Item is specific to actions to be taken by the U.S. Department of Justice, National Institute of Justice (NIJ). As a result, it is not applicable to the Apex Police Department.		N/A
	<b>2.8.2:</b> The U.S. Department of Justice Office of Community Policing Services (COPS Office) should provide technical assistance and collect best practices from existing civilian oversight efforts and be prepared to help cities create the structure, potentially with some matching grants and funding.	This Action Item is specific to actions to be taken by the U.S. Department of Justice Office of Community Policing Services (COPS Office). As a result, it is not applicable to the Apex Police Department.		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>2.9:</b> Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with the citizens for reasons not directly related to improving public safety, such as generating revenue.</p>		<p>The Apex Police Department does not have any policy or practice that requires officers to issue a predetermined number of tickets, citations, arrests or summonses, or to initiate investigative contact with citizens. Per North Carolina State Law, all proceeds from fines are the property of the local school system. As a result, we do not profit financially from any ticket, citation, arrest or summons.</p>		N/A
<p><b>2.10:</b> Law enforcement officers should be required to seek consent before search and explain that a person has the right to refuse consent where there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgment that they have sought consent to search in the circumstances.</p>		<p>Agency policy requires an officer to seek consent before a search and explain that the person has a right to refuse consent where there is no warrant, probable cause or other constitutionally valid reason for a search without consent (i.e. exigent circumstances, etc.). Consent may be withdrawn at any time and, if the person withdraws consent, the search must stop immediately (unless another reason for continuing the search is present). Policy recommends obtaining written consent where possible and a form is available for that purpose; however, it is recognized that there may be circumstances where it is not possible or it is inappropriate to obtain consent in a written form. Oral consent is legally permissible and an officer may proceed with a search based upon oral consent.</p>		<p>Upon review, the Executive Staff of the Apex Police Department believes our position on this <i>Action Item</i> is appropriate and no further steps are necessary.</p>
<p><b>2.11:</b> Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policy should require officers to state the reason for the stop and the reason for the search if one is to be conducted.</p>		<p>Agency policy requires that, during traffic stops, officers must introduce themselves by name and rank and provide the reason for the stop. As a smaller agency, identifying the “command” of the officer is not necessary. The department does not require officers to provide identifying information in writing; however, we do provide business cards for every officer so they can provide that information when asked.</p>		<p>Upon review, the Executive Staff of the Apex Police Department believes our position on this <i>Action Item</i> is appropriate and no further steps are necessary.</p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<p><b>2.11.1:</b> One example of how to do this is for the law enforcement officer to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, office, or board. These cards would be easily distributed and all encounters.</p>	<p>The agency provides business cards for every officer, which includes name, rank, case number (if applicable) and contact information.</p>		N/A
<p><b>2.12–</b> Law enforcement agencies should establish search and seizure procedures relating to LGBTQ and transgender populations and adopt as policy the recommendation from the President’s Advisory Council on HIV/AIDS (PACHA) to cease using possession of condoms as sole evidence of vice.</p>		<p>Agency policy states that officers may pat down any arrestee as allowed by applicable law. If there is probable cause to conduct a strip search, policy requires more than one officer to be present and to have an officer or civilian employee of the same gender as the detainee conduct the search, if possible. We do not consider possession of condoms as sole evidence of vice.</p>		N/A
<p><b>2.13:</b> Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.</p>		<p>Agency policy prohibits all forms of bias-based policing. We track bias-related complaints, if any, and conduct an annual analysis of our bias-based policing complaints, actions, policies and activities.</p>		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<p><b>2.13.1:</b> The Bureau of Justice Statistics should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and non-gender conforming people, by law enforcement officers to the police public contact survey.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Bureau of Justice Statistics. As a result, it is not applicable to the Apex Police Department.</p>		N/A
	<p><b>2.13.2:</b> The Centers for Disease Control should add questions concerning sexual harassment of and misconduct toward the community members and in particular LGBTQ and gender nonconforming people, by law enforcement officers to the national inmate partner and sexual violence survey.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Centers for Disease Control. As a result, it is not applicable to the Apex Police Department.</p>		N/A
	<p><b>2.13.3:</b> The U. S. Department of Justice should promote and disseminate guidance to federal, state, and local law enforcement agencies on documenting, preventing, and addressing sexual harassment and misconduct by local law enforcement agents, consistent with the recommendations of the International Association of Chiefs of Police.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Chief of Police is a member of the Board of Directors of the International Association of Chiefs of Police (IACP), has used their Model Policies to help develop agency policy, and is a certified Prison Rape Elimination Act (PREA) auditor for the U.S. Department of Justice. The Act contains several standards related to law enforcement detention.</p>		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>2.14:</b> The U.S. Department of Justice, through the Office of Community Oriented Policing Services and the Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps toward shared service regional training and consolidation.</p>		<p>This Recommendation is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department regularly participates in regional training, has some consolidated services and is working with the Towns of Cary and Morrisville to develop a joint training facility.</p>		<p>N/A</p>
<p><b>2.15:</b> The US Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its national decertification index to serve as the national register of decertification officers with the goal of covering all agencies within United States and all its territories.</p>		<p>This Recommendation is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports this type of registry as a means to help us identify the most appropriate and qualified individuals to serve our community.</p>		<p>N/A</p>

## PILLAR THREE: *Technology and Social Media*

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>3.1:</b> The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.</p>		<p>This Recommendation is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports establishing standards for research and development of new technology leading toward compatibility and interoperability and providing equipment that will maintain civil and human rights.</p>		N/A
	<p><b>3.1.1:</b> The Federal Government should support the development and delivery of training to help law enforcement agencies learn, acquire, and implement technology tools and tactics that are consistent with the best practices of 21st century policing.</p>	<p>This Action Item is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development of training to help learn and implement new technology.</p>		N/A
	<p><b>3.1.2:</b> As part of national standards, the issue of technology’s impact on privacy concerns should be addressed in accordance with protections provided by constitutional law.</p>	<p>This Action Item is specific to actions to be taken by the Federal Government as part of “national standards.” As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the research of the impact of technology on privacy concerns for both community members and police officers.</p>		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<b>3.1.3:</b> Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy.	The agency uses technology to prevent manipulation of evidence. For physical evidence, we have tamper-evident seals and packaging. Additionally, we have cameras recording evidence processing areas and storage room access. As part of the Mobile Video Recording (MVR) software, tampering of the videos within the system is not possible. All actions relating to MVR recordings, including downloads, are logged.		N/A
<b>3.2:</b> The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.		This Recommendation relates to actions to be taken by the Federal Government as part of “national standards.” As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports including local needs as part of the research and standards development.		N/A
	<b>3.2.1:</b> Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.	The only “new” technology implemented in the recent past is the Downtown Camera System. As part of the development of this system, agency command staff met with the leadership of the Apex Downtown Business Association (ADBA), made a presentation to Town Council and discussed the system with various media outlets. If future technology is considered, a decision will then be made as to what level of public engagement and collaboration is most appropriate.		Consider an appropriate level of public engagement and collaboration in policy development of future uses of a new technology. <b>(Administrative Division)</b>
	<b>3.2.2:</b> Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.	An internal evaluation and assessment of the effectiveness of a new technology is conducted as part of the implementation strategy. To date, we have not included a formal assessment from members of the community; however, the ADBA leadership was supportive of the Downtown Camera System and it has proven its ability as an investigative tool in several incidents.		Consider an appropriate level of community involvement in evaluating future uses of a new technology. <b>(Administrative Division)</b>
	<b>3.2.3:</b> Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.	The agency has adopted enhanced equipment and technology, as well as enhanced abilities to communicate with those persons not fluent in the English language, in our Communications Center. As new technologies are developed, the Apex Police Department is supportive of considering any technology that will help serve our community.		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>3.3:</b> The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.</p>		<p>This Recommendation is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports clear legislation that enhances the ability of local law enforcement to carry out its mission. We have worked with the General Assembly and professional law enforcement associations to further appropriate legislation and will continue to do so as the opportunity arises.</p>		N/A
	<p><b>3.3.1:</b> As part of the process for developing best practices, the U.S. Department of Justice should consult with civil rights and civil liberties organizations, as well as law enforcement research groups and other experts, concerning the constitutional issues that can arise as a result of the use of new technologies.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports including law enforcement in any discussion related to Constitutional policing.</p>		N/A
	<p><b>3.3.2:</b> The U.S. Department of Justice should create toolkits for the most effective and constitutional use of multiple forms of innovative technology that will provide state, local, and tribal law enforcement agencies with a one-stop clearinghouse of information and resources.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports research, information and application assistance with deploying innovative technology.</p>		N/A
	<p><b>3.3.3:</b> Law enforcement agencies should review and consider the Bureau of Justice Assistance’s (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.</p>	<p>The Apex Police Department began researching Body Worn Camera (BWC) systems several years ago. Due to a lack of guidance from the North Carolina General Assembly in the form of clear legislation, as well as the significant cost, emerging technology and other factors, a decision was made not to implement a BWC program at that time. Our research continues so that, if it becomes appropriate to implement a BWC program, we will be ready to do so. The Bureau of Justice Assistance’s (BJA) Body Worn Camera Toolkit has been reviewed and will be considered at the appropriate time.</p>		<p>Remain “current” on BWC issues and legislation and prepare a recommendation to implement BWC if all issues are properly addressed; review updated BJA Toolkit(s). <b>(Administrative Division)</b></p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>3.4:</b> Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.</p>		<p>This Recommendation requires action by the North Carolina General Assembly. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports updating these regulations to ensure appropriate public access to records, and ensuring confidentiality of investigative, personnel and other records that should not be in the public domain. We have worked with state professional associations on this topic.</p>		<p>N/A</p>
<p><b>3.5:</b> Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.</p>		<p>The Apex Police Department has a social media policy that governs the use of social media platforms. We are very active in multiple social media platforms to include Facebook, Twitter, Instagram, Tip411, Nextdoor and YouTube, and have had department specific “apps” to engage our community. We research best practices in technology-based community engagement and our Social Media Coordinator was recently featured in the International Association of Chiefs of Police (IACP) Social Media Blog for her efforts in reaching out to the community to build trust and access.</p>		<p>N/A</p>
<p><b>3.6:</b> The Federal Government should support the development of new “less than lethal” technology to help control combative suspects.</p>		<p>This Recommendation is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development of practical, safe and realistic less-lethal technology.</p>		<p>N/A</p>
	<p><b>3.6.1:</b> Relevant federal agencies, including the U.S. Departments of Defense and Justice, should expand their efforts to study the development and use of new less than lethal technologies and evaluate their impact on public safety, reducing lethal violence against citizens, constitutionality and officer safety.</p>	<p>This Action Item is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development of practical, safe and realistic less-lethal technology that addresses these issues, particularly officer safety.</p>		<p>N/A</p>
<p><b>3.7:</b> The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority.</p>		<p>This Recommendation is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development of a public safety voice and video data network (FirstNet) and has worked with FirstNet on matters related to this system in North Carolina.</p>		<p>N/A</p>

## PILLAR FOUR: *Community Policing & Crime Reduction*

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>4.1:</b> Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.</p>		<p>Our Mission, Vision, Values and Slogan, as well as our policies and training, focus on community policing and the shared responsibility all employees have to be community focused problem solvers. Our Community Policing function, CAPA volunteers, SROs and personnel from all Divisions, Sections, Units and Functions regularly engage the community with a shared vision of incorporating this engagement in crime prevention and enhancing public safety. We work with Apex Parks, Recreation &amp; Cultural Resources, local community groups and associations and other stakeholders to listen, understand community concerns, and determine the role of police in addressing the root causes of crime.</p>		N/A
	<p><b>4.1.1:</b> Law enforcement agencies should consider adopting preferences for seeking “least harm” resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.</p>	<p>Agency policies incorporate “least harm” resolutions and specifically include youth diversion programs, warnings and citations in lieu of arrest for minor infractions. Officers have discretion to resolve a situation in a number of ways, and routinely look for the most appropriate resolution for all involved. From a practical perspective, employing these strategies enhances availability of patrol officers in that they are not out of service at the Detention Center unnecessarily.</p>		N/A
<p><b>4.2:</b> Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.</p>		<p>The philosophy of Community Policing is imbedded in our Mission, Vision, Values and Slogan and is part of our Multi-Year Strategic Plan. Staff at all levels focus on community as a priority in our operations and behavior.</p>		N/A
	<p><b>4.2.1:</b> Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships.</p>	<p>The Performance Management Evaluation Program (PMEP) contains categories of “Core Skills” and “Position Specific Skills.” In these areas, staff is evaluated on their community policing focus. Additionally, in the 2017 revision of the PMEP, a category of “Problem Solving” has been added for most employees. The value of community partnerships is embedded in the culture of the Apex Police Department.</p>		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<p><b>4.2.2:</b> Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.</p>	<p>Police Patrol Districts were re-defined recently based upon calls for service, directed patrol time and desired non-directed (available) time. In accordance with our Strategic Plan, Patrol Operations Watch Commanders (Lieutenants) have geographic responsibility for a portion of Apex and deploy resources based upon many factors, including geo-policing. We need to have officers attend more HOA meetings. Lieutenants will have to demonstrate problem-solving behavior through ownership and accountability of assigned areas.</p>		<p>Additional collaboration with Community Policing Officers so Patrol Officers and supervisors attend HOA and community meetings, etc. <b>(Patrol Division)</b></p>
	<p><b>4.2.3:</b> The U.S. Department of Justice and other public and private entities should support research into the factors that have led to dramatic successes in crime reduction in some communities through the infusion of non-discriminatory policing and to determine replicable factors that could be used to guide law enforcement agencies in other communities.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Department of Justice as well as other entities. As a result, it is not specifically applicable to the Apex Police Department. However, the Apex Police Department supports research into crime reduction strategies. We practice, train, supervisor and hold officers accountable to employ non-discriminatory, unbiased, Constitutional policing.</p>		<p>N/A</p>
<p><b>4.3:</b> Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.</p>		<p>The Apex Police Department has a collaborative approach to problem solving and emergency planning. We work closely with our public safety partners at the local, county, state and national levels and work with other Town of Apex departments, as well as community leaders and organizations, to address community concerns and prepare response protocols.</p>		<p>N/A</p>
	<p><b>4.3.2:</b> Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insight to the first responders and immediate support to individuals in crisis.</p>	<p>Our Victim/Witness Assistance Program incorporates the services of the Apex Police Victim Advocate and Police Chaplain, as well as local social service and community organizations to assist where appropriate. Through the Employee Assistance Program (EAP), the North Carolina Law Enforcement Assistance Program (NC LEAP) and others, we provide critical incident debriefing and services to our first responders. We also are in the process of training all officers and Telecommunicators in the Crisis Intervention Team (CIT) training program and originated the Veterans In Crisis CIT program to serve our veterans who are experiencing a crisis incident. The agency has a positive relationship with the National Alliance on Mental Illness (NAMI), the American Red Cross, Safe Child, Child Protective Services, and other organizations and the Chief is a member of the Western Wake Community Advisory Committee.</p>		<p>N/A</p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<b>4.3.3:</b> Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.	The mental health community is an active partner with the Apex Police Department regarding training, evaluation and review of services provided. We have a designated CIT Coordinator who is the point of contact for feedback, training, etc. and regularly interact with service providers regarding the efficacy of officer training and intervention. CIT officers document each intervention on a specific form, which is then reviewed by appropriate partners in the CIT program.		N/A
<b>4.4:</b> Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.		Our mission reads: "Through our every action, we enhance the quality of life by providing exceptional public service while respecting the rights and dignity of all people." Our community supports this and regularly provides positive feedback regarding respectful interactions with officers. During community presentations, our Mission Statement is discussed as the expectation of the agency for all interactions with the public. During recent outreach meetings with the Hispanic community, this was particularly highlighted due to the tenor in the country regarding immigration.		N/A
	<b>4.4.1:</b> Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.	Officers are trained annually in Juvenile Minority Sensitivity Training (JMST) and agency regulations require respect for all. During New Employee Orientation Training, the Chief addresses this specifically and sets the expectation that offensive or harsh language is inappropriate to the community as well as fellow employees, and that all must be treated with respect. Disrespectful language is clearly prohibited by Our Code of Conduct policy, which is regularly reviewed by department leaders, and other personnel, for interpretation and guidance. Annually, we conduct an analysis of bias-based policing complaints, policies and concerns, so that we are transparent and closely monitor the behavior of our employees. We accept and investigate all complaints, review all uses of force and conduct an annual analysis of both. We publish a summary of our complaint statistics on our website and discuss general issues when requested.		N/A
	<b>4.4.2:</b> Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.	The agency proactively creates many opportunities to interact with our community in positive ways. Our citizen volunteer group, Citizens Assisting Police in Apex (CAPA) is comprised of Apex citizens who assist us with delivery of services to the community. We engage in community outreach through Coffee with A Cop, Barbershop Rap, HOA and neighborhood meetings, and other events to meet with citizens and learn their concerns about our services; and set up educational displays during community festivals (Peak Fest, Pig Fest, Latino Arts Festival and others). We have developed outreach initiatives specifically with the Apex Mosque, several Hispanic organizations, churches and other faith-based organizations, and local business leaders and are members of both the ADBA and Chamber of Commerce.		Consider additional interactions with more aspects of the faith-based community. <b>(Administrative Division)</b>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>4.5:</b> Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.</p>		<p>Through our community policing efforts, the agency works closely with most every aspect of our community. Imbedded in our Mission, Vision and operations are the concepts of problem-solving and continuous improvement through community policing. As part of our new hire training program, officers are required to identify problems, develop strategies and present their findings to a panel of training officers and command staff. We work closely with the community and other Town of Apex departments to collaborate on improving the quality of life in Apex and solving problems. We distribute a citizen satisfaction survey (2013 and 2016) to poll our community about public safety concerns and feedback about the agency and offer a variety of ways community members can report concerns, even anonymously (Tip411).</p>		N/A
	<p><b>4.5.1:</b> Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.</p>	<p>The agency regularly conducts forums to interact with the public. See 4.4.2.</p>		N/A
	<p><b>4.5.2:</b> Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizen academies, ride-alongs, problem solving teams, community action teams, and quality of life teams.</p>	<p>The agency hosts the Apex Law Enforcement Explorer Post (ALEEP) that allows officers to work closely with youth between the ages of 14 to 20. The agency also worked closely with youth and community leaders in a problem-solving project that resulted in the construction of a skate plaza. The leads for both the department and youth were both honored at the White House by Vice President Biden as a “Champion of Change.” We host Youth Enrichment Camps in the summer and engage youth through the SRO program. Our Citizen Police Academy (CPA) is popular and our volunteer group, CAPA, is a strong part of the agency. Ride-Alongs are a component of the Explorer Post, CPA and CAPA.</p>		<p>Consider adding a second CPA each year and developing opportunities for problem-solving teams. <b>(Administrative Division)</b></p>
	<p><b>4.5.3:</b> Law enforcement agencies should establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues.</p>	<p>Our volunteer group, CAPA, functions as a formal citizen advisory group. They assist with crime prevention projects such as Child ID, Apex Night Out events, and other projects and provide input on the quality of services delivered by the agency. CAPA has assisted with developing community engagement policies and their input on other policies, if any, would be welcome. Other stakeholders have been solicited for input on specific policies (Media, Juvenile Operations); however, we do not have a specific citizen advisory committee that develops agency policy.</p>		<p>Upon review, the Executive Staff of the Apex Police Department believes our position on this <i>Action Item</i> is appropriate and no further steps are necessary.</p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<p><b>4.5.4:</b> Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.</p>	<p>Agency staff, usually Crime Prevention/Community Policing Officers (CPOs) and Support Services supervisors, interact with the Town of Apex Economic Development and Planning Departments and attend Planning’s Technical Review Committee (TRC) meetings to provide law enforcement input. CPOs meet with building contractors annually to share crime prevention information that has a direct impact on the industry.</p>		N/A
<p><b>4.6:</b> Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.</p>		<p>We work with schools and other juvenile justice organizations to address the needs of youth and reduce negative interaction with police officers. We have a comprehensive Memorandum of Understanding (MOU) with the Wake County Public School System (WCPSS) on the School Resource Officer (SRO) program and minimize SRO interaction in enforcement to violations of law, not school policies. Through Teen Court and diversion activities, we attempt to minimize the negative outcomes, instead focusing on behavior modification to address youth issues related to crime, and engage youth through Youth Enrichment Camps and other activities and programs.</p>		N/A
	<p><b>4.6.1:</b> Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.</p>	<p>The Apex Police Department does not have a policy or procedure that “pushes children into the juvenile justice system.” Our Juvenile Operations policy recommends the most effective and appropriate resolution to a juvenile case, and includes diversion, release to parents, use of Teen Court, etc. Through our MOU with WCPSS, school officials address the majority of school discipline issues unless a crime is committed. We review and report our school-based enforcement activities to the WCPSS and attempt to identify trends that show our policies and operations are effective or need revision.</p>		N/A
	<p><b>4.6.2:</b> In order to keep youth in school and to keep them from criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.</p>	<p>The agency works with the WCPSS to accomplish this Action Item. Our MOU for SRO services is thorough and appropriate in addressing issues with students through the most appropriate and least intrusive means.</p>		<p>Consider discussing additional measures related to this Action Item with WCPSS. <b>(Patrol Division)</b></p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<p><b>4.6.3:</b> Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.</p>	<p>The agency uses the Wake County Teen Court system and works with the WCPSS on alternative strategies to address issues as part of the existing MOU.</p>		<p>Consider discussing additional measures related to this Action Item with WCPSS. <b>(Patrol Division)</b></p>
	<p><b>4.6.4:</b> Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequences to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.</p>	<p>In addition to being police officers, SROs are coaches, counselors, mentors and teachers, and use a variety of approaches to address issues in schools. The agency works with the WCPSS on alternative approaches as part of the existing MOU.</p>		<p>Consider discussing additional measures related to this Action Item with WCPSS. <b>(Patrol Division)</b></p>
	<p><b>4.6.5:</b> Law enforcement agencies should work with schools to develop and monitor school discipline policies with input and collaboration from school personnel, students, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.</p>	<p>The agency has collaborated with other law enforcement agencies in Wake County and the WCPSS to enact, revise and update the MOU for SRO services. The WCPSS held several public meetings and collaborated with school administrators, community groups, parents, etc. Police officers do not administer “corporal punishment.” The use of electronic control devices by police officers is a use of force and is governed by existing agency policy as well as state and federal laws. As such, it is not appropriate to prohibit use of any technique or device that, when used reasonably, appropriately and in compliance with applicable policies, laws and regulations, may de-escalate a situation and keep officers and the school community safe.</p>		<p>Upon review, the Executive Staff of the Apex Police Department believes our position on this <i>Action Item</i> is appropriate and no further steps are necessary.</p>
	<p><b>4.6.6:</b> Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.</p>	<p>The agency has developed the MOU with a goal of appropriately addressing student misbehavior.</p>		<p>N/A</p>

	<b>4.6.7:</b> Law enforcement agencies should work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.	Reintegration of offenders is not a function of law enforcement and there are no known programs with this focus in Wake County. However, the Apex Police Department supports programs that engage youth, creates relationships with law enforcement and reduces criminal behavior, and will play an appropriate role if included in any such program.		N/A
	<b>4.6.8:</b> Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline.	The MOU with WCPSS was enacted in 2014 for a three-year period and is in the process of being updated. The MOU limits the role of SROS to appropriate intervention and requires school administrators to address non-criminal behavior.		N/A
	<b>4.6.9:</b> The Federal Government should assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing with adolescents in consideration of their stages of maturation or development.	This Action Item is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. However, neither the Apex Police Department nor the WCPSS has a “zero tolerance strategy,” and both entities support reasonable discretion when dealing with adolescents.		N/A
<b>4.7:</b> Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.		The Apex Police Department Law Enforcement Explorer Program (ALEEP) and Youth Enrichment Camp accomplishes some of this goal. Other Town of Apex departments work with the police to engage youth and Town Council recently invited a class of students to present their research on the challenges of community growth.		Consider additional methods to include youth in these topic areas. <b>(Administrative &amp; Patrol Divisions)</b>
	<b>4.7.2:</b> Communities should develop community and school-based evidence-based programs that mitigate punitive and authoritarian solutions to teen problems.	This Action Item is specific to actions to be taken by non-law enforcement, community groups and schools. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports and will participate in programs that mitigate negative solutions, and has worked with the Wake County Teen Court and WCPSS in doing so.		N/A

## PILLAR FIVE: *Training and Education*

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>5.1:</b> The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.</p>		<p>This Recommendation is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development of partnerships with training facilities and consistent standards for high quality training. Currently, we do so through our partnerships with the North Carolina Justice Academy, Wake Technical Community College and other providers of training that have courses approved by the North Carolina Criminal Justice Education and Training Standards Commission. We are also in the process of researching the possibility for a joint training facility with other local municipalities.</p>		N/A
	<p><b>5.1.1:</b> The training innovation hubs should develop replicable model programs that use adult-based learning and scenario-based training in a training environment modeled less like boot camp. Through these programs the hubs would influence nationwide curricula, as well as instructional methodology.</p>	<p>This Action Item is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development of quality training in line with these provisions. The Basic Law Enforcement Training program (BLET) and our in-service training program already use adult-based learning and scenario-based training and we find those to be effective methods for training police officers.</p>		N/A
	<p><b>5.1.2:</b> The training innovation hubs should establish partnerships with academic institutions to develop rigorous training practices, evaluation, and development of curricula based on evidence-based practices.</p>	<p>This Action Item is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the establishing of partnerships with academic institutions to develop best practices for training.</p>		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<p><b>5.1.3:</b> The Department of Justice should build a stronger relationship with the International Association of Directors of Law Enforcement (IADLEST) in order to leverage their network with state boards and commissions of Peace Officer Standards and Training (POST).</p>	<p>This Action Item is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports a stronger relationship with IADLEST to enhance police training.</p>		N/A
<p><b>5.2:</b> Law enforcement agencies should engage community members in the training process.</p>		<p>The agency engages community members in training by seeking their participation as role players, as well as, other capacities. A component of the Citizen’s Police Academy, and other presentations, includes typical police training (i.e. vehicle stops) and engages the participants in the same training that officers receive.</p>		N/A
	<p><b>5.2.1:</b> The U.S. Department of Justice should conduct research to develop and disseminate a toolkit on how law enforcement agencies and training programs can integrate community members into this training process.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development of a toolkit and leading practices to integrate community members into a training process, where appropriate.</p>		N/A
<p><b>5.3:</b> Law Enforcement agencies should provide leadership training to all personnel throughout their careers.</p>		<p>The Apex Police Department provides leadership training to supervisors and line staff in a variety of ways. We require all new supervisors to attend a First Line Supervision course, we have hosted the West Point Leadership course instructed by Methodist University, and we have two multi-segment online leadership courses for all staff. Phase 1 of the International Academy of Public Safety (IAPS) program began in 2012. Phase 2 was recently filmed and will be made available for all staff in 2017 and required for all supervisors to complete. Among other programs, we send staff at various ranks to a variety of leadership programs to include the North Carolina State University Administrative Officers Management Program (AOMP), the University of North Carolina School of Government’s Municipal and County Administration Course, the Association of Public Safety Communications Officials (APCO) Registered Public Safety Leader (RPL) program, the National Emergency Number Association (NENA) Emergency Number Professional (ENP) program, the Southern Police Institute (SPI), the FBI National Academy and the FBI Law Enforcement Executive Development (LEEDA) program. Additionally, we require additional job-specific leadership training for all newly promoted personnel.</p>		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<p><b>5.3.1:</b> Recognizing that strong, capable leadership is required to create cultural transformation, the U.S. Department of Justice should invest in developing learning goals and model curricula/training for each level of leadership.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development of model leadership training.</p>		N/A
	<p><b>5.3.2:</b> The Federal Government should encourage and support partnerships between law enforcement and academic institutions to support a culture that values ongoing education and the integration of current research into the development of training, policies and practices</p>	<p>This Action Item is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development of these partnerships and has done so with academic institutions in the area. We value ongoing education and the Town of Apex offers tuition reimbursement as an incentive for employees to seek advanced degrees.</p>		N/A
	<p><b>5.3.3:</b> The U.S. Department of Justice should support and encourage cross-discipline leadership training.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development of cross-discipline leadership training.</p>		N/A
<p><b>5.4:</b> The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21<sup>st</sup> century.</p>		<p>This Recommendation is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development of a national postgraduate institute of policing for senior executives.</p>		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>5.5:</b> The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.</p>		<p>This Recommendation is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development of curricula that addresses the areas addressed in the Task Force Report.</p>		N/A
<p><b>5.6:</b> POSTS should make Crisis Intervention Training (CIT) a part of both recruit and in-service officer training.</p>		<p>This Recommendation is specific to actions to be taken by each states' Police Officer Standards and Training (POST) function. In North Carolina, this would be the Criminal Justice Education and Training Standards Commission. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports including Crisis Intervention Team (CIT) training in both recruit and in-service training. We require this training for all officers and have made its completion a part of our career development program. We have an assigned CIT Coordinator to enhance our ability to deliver CIT services and train our police officers and Telecommunicators.</p>		N/A
	<p><b>5.6.1:</b> Because of the importance of this issue, Congress should appropriate funds to help support law enforcement crisis intervention training.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Congress. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the appropriation of funds to support CIT training.</p>		N/A
<p><b>5.7:</b> POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.</p>		<p>This Recommendation is specific to actions to be taken by each states' Police Officer Standards and Training (POST) function. In North Carolina, this would be the Criminal Justice Education and Training Standards Commission. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports including social interaction training into basic and advanced officer training.</p>		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>5.8:</b> POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.</p>		<p>This Recommendation is specific to actions to be taken by each states' Police Officer Standards and Training (POST) function. In North Carolina, this would be the Criminal Justice Education and Training Standards Commission. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports including training on the disease of addiction into basic officer training.</p>		<p>N/A</p>
<p><b>5.9:</b> POSTs should ensure both basic recruit and in-service training incorporates implicit bias and cultural responsiveness.</p>		<p>This Recommendation is specific to actions to be taken by each states' Police Officer Standards and Training (POST) function. In North Carolina, this would be the Criminal Justice Education and Training Standards Commission. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports including training on implicit bias and cultural responsiveness. We have begun researching this topic to be included in our department-based annual training program.</p>		<p>N/A</p>
	<p><b>5.9.1:</b> Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.</p>	<p>Annually, the Apex Police Department participates in North Carolina Justice Academy developed Juvenile and Minority Sensitivity Training. Additionally, we have reached out to our community in a variety of ways and have approached the topic with the Apex Mosque representatives to deliver a training program to our staff. As appropriate training materials are made available, we provide additional training in a variety of formats. For example, in 2016 we delivered cultural diversity and LGBTQ video based training that was developed by the U.S. Department of Justice.</p>		<p>N/A</p>
	<p><b>5.9.2:</b> Law enforcement agencies should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.</p>	<p>See Action Item 5.9.1.</p>		<p>Consider additional training as it becomes available relating to these topics and populations. <b>(Administrative Division)</b></p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>5.10:</b> POSTs should require both basic recruit and in-service training on policing in a democratic society.</p>		<p>This Recommendation is specific to actions to be taken by each states’ Police Officer Standards and Training (POST) function. In North Carolina, this would be the Criminal Justice Education and Training Standards Commission. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports including additional training on policing in a democratic society. As part of our Oath of Office ceremony, we give new officers a copy of the United States Constitution and have them read it anew, from the perspective of their Oath.</p>		N/A
<p><b>5.11:</b> The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.</p>		<p>This Recommendation is related to actions to be taken both by the Federal Government and by the agency. The Apex Police Department supports incentivizing higher education for law enforcement officers and had instituted an advanced degree requirement (beyond high school) for some supervisory, and all command and executive staff positions. The Town of Apex offers tuition reimbursement for classes leading to an advanced degree.</p>		N/A
	<p><b>5.11.1:</b> The Federal Government should create a loan repayment and forgiveness incentive program specifically for policing.</p>	<p>This Action Item is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the creation of a loan repayment and forgiveness incentive program specifically for policing.</p>		N/A
<p><b>5.12:</b> The Federal Government should support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.</p>		<p>This Recommendation is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement. We have worked with the North Carolina Justice Academy, as well as, the Public Safety Training Center staff at Wake Technical Community College to develop and deliver scenario-based programs and programs that address social interaction skills to our staff. We have also utilized their distance learning options for on-line in-service and police training.</p>		N/A
<p><b>5.13:</b> The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.</p>		<p>This Recommendation is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development and implementation of improved Field Training Officer programs. In 2014, we revised our Field Training and Evaluation Program (FTEP), which is based upon the San Jose model, to include a “problem-solving” mindset that teaches officers through adult learning methods to evaluate circumstances and come to the best resolution for all involved. The “PTO” program has shown good success in preparing officers for service in our community.</p>		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	<p><b>5.13.1:</b> The U.S. Department of Justice should support the development of broad Field Training Program standards and training strategies that address changing police culture and organizational procedural justice issues that agencies can adopt and customize to local needs.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the development and implementation of broad Field Training program standards and training strategies.</p>		<p>N/A</p>
	<p><b>5.13.2:</b> The U.S. Department of Justice should provide funding to incentivize agencies to update their Field Training Programs in accordance with the new standards.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports federal funding to help update our program to new standards, once they are developed, tested and recognized.</p>		<p>N/A</p>

## PILLAR SIX: *Officer Safety & Wellness*

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>6.1:</b> The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.</p>		<p>This Recommendation is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports their effort to further promote a multi-faceted officer safety and wellness initiative. In a similar manner, the Town of Apex has an established Wellness Incentive Program for all employees. The program is point-based and provides a lower health insurance premium for employees who practice a variety of healthy lifestyle behaviors (exercise, nutrition, medical exams, etc.). The Apex Police Department has also implemented a Fitness and Wellness program to encourage physical fitness activities by personnel. We recognize and support that proper physical fitness and wellness allows employees to perform more effectively, may reduce the need for sick leave due to injury or illness, and may positively affect mental health by reducing stress and anxiety associated with the law enforcement profession.</p>		N/A
	<p><b>6.1.1:</b> Congress should establish and fund a national “Blue Alert” warning system.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Congress. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports a national “Blue Alert” warning system. The Blue Alert notification system will provide the means to speed the apprehension of violent criminals who kill or seriously injure local, state, or federal law enforcement officers. The system was implemented in North Carolina on July 11, 2016.</p>		<p>Consider establishing a policy that outlines the procedure on how information will be shared with the public. <b>(Administrative Division)</b></p>
	<p><b>6.1.2:</b> The U.S. Department of Justice, in partnership with the U.S. Department of Health and Human Services, should establish a task force to study mental health issues unique to officers and recommend tailored treatments.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Departments of Justice and Health and Human Services. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports their effort to further study mental health issues unique to officers. The Town of Apex has an established Employee Assistance Program (EAP) available at no cost to all employees and their family members. The service is confidential and the opportunity for an employee to speak with a counselor about their concern(s) may assist in understanding problems, identifying options, and determining appropriate courses of action. Although this is an excellent resource for officers to use to address mental health issues, a counseling service that focuses exclusively on assisting law enforcement officers, who are subject to more unique stressors than the general public (depression, suicide, substance abuse, domestic violence, etc.), should be made available. The Apex Police Department has also established a Police Chaplain program to provide a ministry of guidance,</p>		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
		counseling and support – in spiritual, personal, family, health, employment, and financial matters – to all members of the department. Additionally, we have partnered with the North Carolina Law Enforcement Assistance Program (NCLEAP) to provide police-specific Critical Incident Stress Debriefing seminars.		
	<b>6.1.3:</b> The Federal Government should support the continuing research into the efficacy of an annual mental health check for officers, as well as fitness, resilience, and nutrition.	This Action Item is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports research into the efficacy of mental health, fitness, resilience and nutrition training and reviews. Through the Town of Apex’s health insurance provider, an annual preventive care (physical) exam is available at no cost to the employee; however, mental/behavioral health inpatient and outpatient services require a 20-30% coinsurance payment, and prior authorization for treatment may be required. Because of the expense of some mental health services, which can often be needed long-term, this can be very cost-prohibitive for many employees. Because law enforcement officers are subject to more, and unique, stress than the general population, an annual mental health assessment provided at no cost to officers sends the message mental health wellness is as significant as physical wellness.		Consider recommending enhanced mental health benefits to the Apex Human Resources Department. <b>(Administrative Division)</b>
	<b>6.1.4:</b> Pension Plans should recognize fitness for duty examinations as definitive evidence of valid duty or non-duty related disability.	This Action Item is specific to actions to be taken by the North Carolina Pension Plan. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports research into the validity of fitness for duty examinations for retirement purposes.		N/A
	<b>6.1.5:</b> Public Safety Officer Benefits (PSOB) should be provided to survivors of officers killed while working, regardless of whether the officer used safety equipment (seatbelt or ballistic vest) or if officer death was the result of suicide attributed to a current diagnosis of duty-related Mental illness, including but not limited to post-traumatic stress disorder (PTSD).	This Action Item is specific to actions to be taken by the Federal Government. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports the provision of benefits to survivors of officers killed while on-duty for a wider variety of service-related situations. There are times when an officer killed in the line of duty was not using appropriate safety equipment; however, with the widespread implementation of the Below 100 initiative, officers are recognizing now more than ever the importance of the five tenets and that many behaviors that lead to officers being killed are preventable. The family of a fallen officer should not have benefits withheld simply because the officer drove too fast, forgot to wear his/her seatbelt, or had a mental illness so severe that he/she believed suicide was the only solution. The law enforcement profession can be extremely unpredictable, and despite good intentions, sometimes mistakes are made and officers pay the ultimate price.		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>6.2:</b> Law Enforcement agencies should promote safety and wellness at every level of the organization.</p>		<p>The Apex Police Department and the Town of Apex are proactive in supporting safety and wellness for all Town employees. Employees are encouraged to participate in the Wellness Program to improve wellness through insurance premium incentives. Preventative care is encouraged by regular/annual check-ups. Safety is promoted through agency and town policies to include mandatory seatbelt use when operating town vehicles, annual driver training for Police, “hands-free” cell phone use when operating town vehicles, etc. Policy requires the wearing of ballistic vests by police officers under specified circumstances and traffic safety vests whenever in a highway or where the added visibility would enhance safety. We have partnered with the Apex Risk Manager to schedule consultative visits by the North Carolina Department of Labor (DOL) to enhance workplace safety. We discuss safety topics at every Executive Staff and Supervisory Staff meeting and participate in a variety of safety related training.</p>		N/A
	<p><b>6.2.1:</b> Though the Federal Government can support many of the programs and best practices identified by the U.S. Department of Justice initiative described in recommendation 6.1, the ultimate responsibility lies with each agency.</p>	<p>The Apex Police Department supports and accepts its responsibility to continually improve safety wherever possible and identify leading and emerging practices to enhance officer and employee safety. We have achieved Advanced Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and routinely train and expect our staff to “supervise for safety.”</p>		N/A
<p><b>6.3:</b> The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.</p>		<p>This Recommendation is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports research and assistance into scientifically supported shift lengths. In 2016 we conducted a comprehensive shift study and looked at shift length, shift rotation (days/nights) and other factors. A survey was conducted among department personnel to gauge what type of schedule and lengths of shifts would be most desirable. As a result, a one-year trial period for an enhanced shift rotation was approved, which started in April 2017.</p>		N/A
	<p><b>6.3.1:</b> The U.S. Department of Justice should fund additional research into the efficacy of limiting the total number of hours an officer should work within a 24-48 hour period, including special findings on the maximum number of hours an officer should work in a high risk or high</p>	<p>This Action Item is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports research into maximum shift lengths in regular and high-risk environments. Agency policy limits routine shift length as well as off-duty work, and requires a specific rest period before returning to duty. Currently, the agency does not have a limit on shifts in a high-risk environment (i.e. Special Response team activation) due to the nature of those critical incidents.</p>		N/A

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
	stress environment (e.g., public demonstrations or emergency situations).			
<p><b>6.4:</b> Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.</p>		<p>The agency required tactical first aid, (use of tourniquets and hemorrhage control) training in 2014. After completing this training, Apex Police officers were issued CAT-T tourniquets for on-duty carry and use. Any officer hired after the 2014 In-Service Training receives the training and equipment during the new hire orientation or field training program. Several patrol vehicles and supervisor vehicles are equipped with “aid-bags” or medical bags, which include additional hemorrhage control items such as more tourniquets, Olaes/Israeli bandages, Combat Gauze, etc.). Every patrol vehicle is equipped with a basic first-aid kit for officers to use during minor incidents. Members of the Apex Special Response Team (SRT) have additional training in emergency first aid (trauma and hemorrhage control) and are assigned their own individual first-aid kits (IFAKs). All officers are issued individually fitted ballistic vests, which are replaced every five years. Officers assigned to the SRT are also issued heavier tactical vests.</p>		N/A
	<p><b>6.4.1:</b> Congress should authorize funding for the distribution of law enforcement, individual law enforcement individual tactical first aid kits.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Congress. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports federal funding for tactical first aid kits.</p>		N/A
	<p><b>6.4.2:</b> Congress should reauthorize and expand the Bulletproof Vest Partnership (BVP) program.</p>	<p>This Action Item is specific to actions to be taken by the U.S. Congress. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports reauthorizing and expanding the Bulletproof Vest Partnership (BVP) program. We currently receive funding under this program, but it does not provide 100% reimbursement. As a result, we use budget funds to ensure all officers have the proper protective equipment.</p>		N/A
<p><b>6.5:</b> The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses”.</p>		<p>This Recommendation is specific to actions to be taken by the U.S. Department of Justice. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.” We have worked with the Police Foundation on their “near miss” database and are encouraged that lessons learned may be available for enhanced training and policy development.</p>		<p>Consider participating in the Police Foundation “Near Miss” Reporting Database. <b>(Administrative Division)</b></p>

Recommendation	Action Item	Comments	Status	Action Step(s) (If Applicable)
<p><b>6.6:</b> Law enforcement agencies should adopt policies that require officers to wear seat belts and bulletproof vests and provide training to raise awareness of the consequences of failure to do so.</p>		<p>The Apex Police Department has policies in place that require all employees to wear seat belts and all officers are required to wear a bulletproof vest when in field operations or high-risk situations. The Apex Police Department currently has two sworn officers trained in the Below 100 initiative and training is regularly provided to bring awareness to the consequences of failing to wear either. The agency complaint investigation process is used to investigate violations of these policies and to provide for corrective action and/or discipline as appropriate.</p>		N/A
<p><b>6.7:</b> Congress should develop and enact peer review error management legislation.</p>		<p>This Recommendation is specific to actions to be taken by the U.S. Congress. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department is interested in the development of peer review error management processes and would review any leading practices that come about. The Apex Police Department has a supervisory review process, but no review at the peer level. While there is no formal peer review process, there is an “informal” process where incidents are sometimes discussed between officers on their own and suggestions made for improvement.</p>		N/A
<p><b>6.8:</b> The U.S. Department of transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.</p>		<p>This Recommendation is specific to actions to be taken by the U.S. Department of Transportation. As a result, it is not applicable to the Apex Police Department. However, the Apex Police Department supports research into “smart car” technology that is secure and does not impede the ability for an officer to fully carry out the mission.</p>		N/A

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## APPENDIX A

### The President's Task Force on 21<sup>st</sup> Century Policing

#### ***Pillar One: Building Trust & Legitimacy***

Law enforcement agencies must build trust and nurture legitimacy when fostering and developing a quality police-to-community relationship. Doing so is the cornerstone of the relationships between law enforcement agencies and the communities they serve. Moreover, the public confers legitimacy only to those whom they believe act ethically and procedurally sound. Pillar One seeks to provide a framework to help agencies build and/or enhance those vital relationships.

#### ***Pillar Two: Policy & Oversight***

Pillar Two emphasizes that law enforcement agencies must function in accordance with the values of the communities they serve. Law enforcement agencies should have defined policies easily understood by every employee, and that those policies are subject to periodic reviews and recommendations. Therefore, the level of public trust in any agency is contingent upon its ability to collaborate with its stakeholders and seek their support with proper application of procedurally just efforts.

#### ***Pillar Three: Technology & Social Media***

Pillar Three guides the research, implementation, use and evaluation of new technology by law enforcement agencies. Law enforcement leaders are expected to be able to identify, adopt and evaluate these new technologies in such a manner designed to improve the effectiveness and efficiency of police operations. The public must be free from the fear of infringement on the community and individual rights from the use of selected technologies.

#### ***Pillar Four: Community Policing & Crime Reduction***

Pillar Four focuses on the understanding that community policing should be a fundamental and guiding philosophy for all community stakeholders. Law enforcement agencies must work in conjunction with their communities to identify problems, define solutions and implement strategies to bring about positive results. In turn, communities should support a practice of community policing that protects the rights and dignity of all people in the community regardless of background and/or status.

#### ***Pillar Five: Training & Education***

As the world changes and law enforcement evolves, the need that police staff are highly trained and educated is becoming increasingly important. Pillar Five focuses on the training, education and development of law enforcement personnel as a means to fulfill the expanding role of law enforcement. Police staff must be trained and capable of responding to and addressing a wide range of varying challenges in today's complex society. The best-known way to ensure the effectiveness of law enforcement is through structured and comprehensive training and education programs.

#### ***Pillar Six: Officer Wellness & Safety***

Wellness and safety of all law enforcement personnel is a critically important area of agency focus. Pillar Six emphasizes the need to create and implement wellness and safety programs as part of the normal routine and culture of the agency. Furthermore, law enforcement agencies are encouraged to promote wellness and safety for all employees at every level of the organization.

## **APPENDIX B**

### **Apex Police Department Multi-Year Strategic Plan 2016 to 2018 - Introduction - December 2015**

The Apex Police Department began a process of multi-year strategic planning in 2012. Our initial plan, which covered the years 2013 to 2015, is now complete. We made significant progress toward our goals and enhanced public safety while doing so. As Apex grows and changes, so too, must the department so that we can anticipate, prepare for and address the myriad of those changes and the challenges that will come.

During the last few years we have solidified our perspective on problem solving from a public safety viewpoint while ensuring we focus on continuous improvement, both individually and organizationally. As a result, many of our improvements in efficiency and effectiveness came through the collaborative work of the men and women who serve in a variety of capacities within the department. We continue to operate with the overall philosophy of community policing, based on the concept that the police department and the community, working together in creative ways, can help solve community problems related to crime and quality of life while enhancing public safety.

The process for developing the 2016 to 2018 Multi-Year Strategic Plan began many months ago with a review of our Mission and Values. A diverse group of employees, under the guidance and leadership of Patrol Division Commander Captain C. Blair Myhand, met to review our Mission Statement and list of Core Values to determine if they continued to reflect all that comprises the Apex Police Department. That group recommended changes to both the Mission and Values, and added a Slogan and Vision statement; "Visioning" is a process by which an agency looks into the future to determine what the agency should be and serves as a destination of sorts to guide the agency. The Mission was shortened and made more encompassing and the Values were revised to reflect a broader sense of the important traits police officers and civilian employees of a police agency should possess and demonstrate.

The newly adopted Values of the Apex Police Department are Professionalism, Excellence, Awareness and Knowledge. The acronym is "PEAK," which was specifically designed to align the Values to the Town of Apex motto, "The Peak of Good Living." The newly adopted Slogan is "Protectors of the PEAK"; which reminds us of two significant responsibilities. First and foremost, we serve and protect the community of Apex. Second, we accept the responsibility to protect, honor and display our Values.

The law enforcement profession has faced several challenges across the country over the last few years. Trust and legitimacy have been eroded, communities became disengaged with their police and public safety has suffered. We are pleased that we have not experienced that same sense of disenfranchisement in Apex as other communities have seen, but we recognize that oftentimes we are all painted with the same broad brush. We have a responsibility to ensure we continue to operate in a manner that enhances trust, bridges gaps and serves the community in a professional, ethical and responsive manner.

In December 2014, President Barack Obama convened a group of law enforcement professionals, federal officials, community activists, and others to review police procedures nationwide and to strengthen community policing and trust among law enforcement and community. The President's Task Force on 21<sup>st</sup> Century Policing addressed a myriad of issues that impacted public safety and published its report in May 2015. Overarching recommendations included the creation of a National Crime and Justice Task Force to examine all areas of criminal justice, and to take a comprehensive look at community-based

initiatives to address several core issues including poverty, education, and health and safety. The report contained many recommendations specific to policing which were grouped into six “pillars.” The task force was comprehensive and appropriately recognized that there are many issues effecting public safety that fall at the feet of the police to address; yet law enforcement has little authority or ability to have a positive effect on the root causes. Still, there are many actions law enforcement can take, and these are the basis for the recommendations.

As part of our development of the 2016 to 2018 Multi-Year Strategic Plan, we took a comprehensive look at the task force report to gauge our operations against the recommendations and determine what steps we could take to further our Mission and enhance our ability to serve the community. While we believe we already operate under many of the recommendations such as infusing community policing throughout the culture and structure of the department, this is an opportunity for the Apex Police Department to embrace the report as a means to help us improve. That is the essence of problem solving and continuous improvement. To that end, each of the strategic priorities for 2016 to 2018 have been aligned with one or more of the task force report’s pillars. As we work toward the goals and objectives specific to each priority over the next three years, we will also look more deeply at each applicable recommendation to determine how to implement these best practices in law enforcement.

The Apex Police Department Multi-Year Strategic Plan continues to be an evolving management tool that will guide our efforts as we position the department to face the challenges that will come in the future. Development, technology, increases in population, traffic and tourism, changes in laws, regulations and expectations of the community all provide an opportunity for the Apex Police Department to face the changes head-on, adapt our methods for delivery of services and position ourselves to enhance public safety as we seek to exceed community expectations. The plan is not a mandate, but rather should be seen as a “road map” to direct and guide the department. It is expected that needs, directions, circumstances and opportunities will change over the life of this plan. It is a “living document,” subject to review and revision and provides a method for evaluating our success in achieving goals. Most importantly, it is designed to be an overview for the department as a whole, allowing us all to work together in implementing strategies and objectives that support the plan.

Incorporated as part of the strategic plan is the Five-Year Staffing/Equipment/Facilities Plan and the Staffing Plan by Fiscal Year. Those documents, and this strategic plan, will be reviewed and revised annually as part of the budgeting process. The review will also include the most recent Apex Development Report which includes population trends, annexations and other factors that may affect workload and the most recent department Annual Report, which includes crime, calls for service and other statistics. In addition, Division Commanders/Managers and Goal Coordinators will report progress toward each goal/objective at least quarterly. In this way our efforts will be continually focused on progressing forward.

It is my hope that this process of multi-year strategic planning will serve as a method to position the Apex Police Department to continue to provide the most efficient, effective and professional police services possible.

*John W. Letteney*

Chief of Police

## **APPENDIX C**

### *Chief's email to "All Staff" - January 2016*

As you are aware, we have been discussing an implementation plan regarding the Task Force Report and its recommendations as they relate to the Apex Police Department.

The report is broken down into 6 "Pillars" and includes almost 60 recommendations. The first part of implementation was to tie the Pillars to our newly adopted Strategic Plan. You'll find a summary of each Pillar is also included in the Strategic Plan. Next, we will be focusing on each Pillar and recommendation from a more in-depth perspective to initially determine a few things:

- Applicability to the APD in whole or part
- Comparison of our operation, procedure, policy, practice, etc. to the recommendation to find if we meet, exceed or need to improve
- Seek opportunities for improvement of our practices to the extent the recommendations can provide some guidance

Each Lieutenant and Captain is charged with facilitating the review and analysis pertaining to one Pillar as follows (remember that the Pillars were in no particular order in the Task Force Report and all have equal importance):

- Pillar 1 – Building Trust and Legitimacy – Captain Myhand
- Pillar 2 – Policy and Oversight – Captain Stephens
- Pillar 3 – Technology and Social Media – Captain Stephens/Mr. Boggs
- Pillar 4 – Community Policing and Crime Reduction – Captain Gilbert
- Pillar 5 – Training and Education – Lieutenant English
- Pillar 6 – Officer Wellness and Safety – Lieutenant Rhodes

Every supervisor, sworn and civilian, will be assigned to one or more Pillar Work Groups. In addition, all employees are invited and encouraged to join a work group. We will conduct this process Pillar by Pillar, starting with Pillar 1 in February. Each work group will review the intent of the Pillar and then each recommendation and action step to ultimately provide a narrative regarding our comparison to each. As part of that process, we expect an appropriate amount of diverse community outreach and involvement so we can gather input about the services we provide and educate others about the recommendations and our process.

We estimate each work group will be able to conduct their review and analysis in about two months and the process will overlap with a new work group beginning roughly every month. We hope to have the work groups complete their review and analysis by September, 2016; we will use the remainder of 2016 to develop a concise report that accurately reflects the status of the APD as it relates to the Pillars and recommendations and includes an action plan to address areas for improvement. This report will be suitable for publication and will be an opportunity for us to provide more transparency to our community.

I look forward to your participation and please let me know if you have any questions.

###

## **APPENDIX D**

### **Report to COPS Office, US Department of Justice - March, 2016**

The Apex (NC) Police Department has undertaken a comprehensive review of the Task Force Report, its Pillars, Recommendations and Action Items. In mid-2015, command staff personnel were provided the report for review and further discussion. All agency personnel were advised of the report, which was made available electronically, and that a comprehensive review was being planned. Command staff began the process by taking a critical look at our Mission statement and Core Values and determined that they should be updated. A committee of agency personnel, sworn and civilian, met for several months and made recommendations for revising the Mission and Core Values, and suggested a Vision statement be adopted. Their recommendations were accepted and the process of updating our Multi-Year Strategic Plan, in line with the new Mission, Vision and Values, began. The new Strategic Plan was officially adopted December 31, 2015.

With the foundation in place, the command staff then met on several occasions to further delve into the Task Force Report, define a review process and create a step-by-step guide to ensure that we looked at all aspects of agency operations. Our goal was to gauge the Apex Police Department against the recommendations, action items and overall intent of each Pillar. A command officer was assigned as the facilitator for each specific Pillar discussion and work groups were developed. All agency supervisors were given the opportunity to choose which Pillar Work Group they wanted to work on and a minimum of three supervisors were assigned to each. In addition, every agency employee, sworn, civilian, full time, part time, etc. was given the opportunity to join one or more Pillar Work Groups. Pillar Work Groups are expected to convene each month and may take up to two months to complete their review. The Pillar 1 Work Group began in February and will report out in April; the Pillar 2 Work Group begins in March and will report out in May. The remainder of the Pillar Work Groups will follow a similar schedule and all work groups are expected to finish their review in September. Subsequently, the Pillar Work Group facilitators will compile the report for their work group and will then, together, compile one overall, final report to be submitted to the Chief of Police.

Each Pillar Work Group is empowered to reach out and have community members join and has been given the time and resources necessary for them to accomplish the goal of the review process. Our volunteer group, Citizens Assisting Police in Apex (CAPA), has been invited to participate as have the leaders of community groups, associations and organizations. Our hope is that each work group will determine how our agency administration, operations, training, etc. meet or exceed each of the Task Force recommendations as well as the overall intent of the Pillar. Where they fall short, the work group will recommend a comprehensive action plan that will enhance our ability to meet the specific recommendation(s).

Our review, report and next steps are expected to be completed by December, 2016. While we believe the Apex Police Department functions effectively as a community focused law enforcement agency, we look upon this as an opportunity to further engage our employees and community while enhancing relationships and, ultimately, public safety. It is part of the continuous improvement, problem solving and community orientated policing philosophies we practice to best serve and protect our community.

## **APPENDIX E**

### **Police Chief Magazine Article March, 2016**

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**Taking Up the Challenge:**

# How State and Local Law Enforcement Leaders Are Responding to the President's Task Force on 21st Century Policing Report

By Ben Gorban, Project Coordinator, IACP, and John Firman,  
Director of Strategic Partnerships, IACP



*As it relates to this moment, I believe that great leadership demands recognition of the moment we find ourselves in, the social context of this moment, and the gaps between where we are and where we must be. We must create new and different pathways and successfully execute on the implementation of those new and better ideas.<sup>1</sup>*

## Background

In May 2015, the *Final Report of the President's Task Force on 21st Century Policing* (task force report) was released to the public. The task force report was the culmination of Executive Order 13684, issued by U.S. President Obama on December 18, 2014, calling for the establishment of a national task force to “identify the best means to provide an effective partnership between law enforcement and local communities that reduces crime and increases trust.”<sup>2</sup> The task force—comprising 11 noted leaders from law enforcement and related stakeholder professions, including then-Philadelphia Police Department Commissioner Charles Ramsey and former U.S. Department of Justice Assistant Attorney General Laurie Robinson (now a professor at George Mason University) who served as co-chairs—relied on information compiled from public listening sessions, public testimony from a diverse set of stakeholders, and submitted written testimony as it compiled its report.<sup>3</sup>

The task force report is organized around six main topic areas or “pillars”:

- Building Trust & Legitimacy
- Policy & Oversight
- Technology & Social Media
- Community Policing & Crime Reduction
- Training & Education
- Officer Wellness & Safety

The task force report puts forth a total of 59 recommendations and 92 action items that address a wide range of law enforcement-related practices, policies, and strategies.<sup>4</sup>

## State and Local Law Enforcement Response

While the two overarching recommendations at the beginning of the task force report and the “Implementation” section at the end call on the U.S. federal government—in particular, the U.S. Department of Justice’s Office of Community Oriented Policing Services (COPS Office) and Office of Justice Programs—to take the next steps to promote and support the implementation of the task force’s recommendations, the message and content of the task force report speaks to every federal, state, local, and tribal law enforcement agency in the United States. In fact, there is one overarching hope in the introductory section “From the Co-Chairs” that “the type of constructive dialogue we have engaged in should serve as an example of the type of dialogue that must occur in communities throughout the nation,” that has resonated strongly with the field.<sup>5</sup> State and local law enforcement agencies of all sizes have examined the task force report, evaluated themselves and their communities, and begun having the very discussions mentioned with elected officials and community stakeholders. The following examples, while by no means comprehensive, provide a snapshot of what some law enforcement leaders representing agencies and associations of various sizes have done both internally and externally in response to the task force report.

### Small Law Enforcement Agency

The Apex, North Carolina, Police Department (APD) was able to capitalize on fortuitous timing in its response to the task force report. With the APD’s three-year strategic plan set to expire at the end of 2015, the chief provided the executive staff with the task force report in July 2015 and challenged them to incorporate the overarching themes into the department’s new strategic plan, which would also guide the day-to-day actions of APD employees. When the new three-year strategic plan went into effect on January 1, 2016, it was easy to see the nexuses between each of the priorities, goals, and objectives and at least one of the pillars of the task force report. The chief and executive staff continue to meet regularly to develop an implementation plan for the strategic plan. The chief and executive staff also revised the mission and core values and created a vision statement for the APD, grounding each of these elements in the task force report. Additionally, the chief established work groups for each of the six pillars discussed in the report. Command staff is tasked with facilitating analysis of a particular pillar, every supervisor will be assigned to a work group for one or more pillars, and every employee within the APD is invited to participate in work groups. Each work group will also involve community members from diverse backgrounds. The chief has also given presentations about the department’s response to the task force report at local and state meetings, including the county district attorney’s symposium on police use of force.<sup>6</sup>

### Midsized Law Enforcement Agency

In addition to encouraging all department employees to read the task force report and discussing the implications of each of the pillars with his command staff, the chief of the Springfield, Missouri, Police Department (SPD) engaged elected city officials and certain community representatives. Chief Paul Williams provided the task force report to the city manager and the city council in order to review it, discuss it with him, and ask questions about how the SPD was addressing certain recommendations and action items. Chief Williams also provided the report to members of the Chief’s Advisory Group—a group of community members and stakeholders that Chief Williams convened prior to the release of the task force report—and has involved them in providing input and suggestions based on the pillars.<sup>7</sup>

### Large Law Enforcement Agency

Motivated by the recognition that every department can enhance its service to the community, the San Francisco, California, Police Department (SFPD) conducted an in-depth analysis of the task force report. The analysis consisted of combing through each of the recommendations and action items contained in the report “to determine where improvements could be made to our procedures, policies, and ‘best practices’ that would strengthen our partnerships within the community as a means to reestablish trust.”<sup>8</sup> Taking the analysis one step further, in September 2015, the SFPD released its own *Review and Response of the Final Report of The President’s Task Force on 21st Century Policing*, which provides the SFPD response to each recommendation and action item, including the department’s position and, where applicable, highlighting policies and practices that were in place prior to the task force report or addressing how the agency will implement the recommendation or action item going forward. For example, in response to Recommendation 1.5, which includes an action item suggesting positive non-enforcement interactions in schools and communities to help build trust, the SFPD highlights an “officer assigned to the Boys and Girls Club’s Willie Mays Clubhouse on Hunter’s Point Hill, whose sole duty is to interact with the children who live in the neighborhood and frequent this facility. This officer has built such trust that parents have allowed him to take a delegation of students to Ghana.”<sup>9</sup>

## TAKING ACTION ON THE TASK FORCE REPORT:

### Exemplary Leadership Initiatives from across the United States

As of the date of this article, each of the following organizations has taken—and continues to take—specific action to (1) review the task force report; (2) identify key policy areas they want to address at the state and local levels; and (3) implement new policies, practices, and training based on the report's recommendations. IACP has provided on-site technical assistance to promote and guide the work of those organizations marked with an asterisk.

Delaware Police Chiefs' Council\*

Florida League of Cities\*

Florida Police Chiefs Association\*

Hispanic American Police Command Officers Association\*

IACP Division of State and Provincial Police\*

IACP Division of State Associations of Chiefs of Police\*

IACP Indian Country Law Enforcement Section\*

IACP Midsize Agencies Section\*

IACP Private Sector Liaison Committee\*

IACP/ICMA Target Cities (Boston, Chicago, Phoenix, San Francisco, Santa Monica, Seattle)\*

Illinois Association of Chiefs of Police\*

International City/County Management Association (ICMA)\*

Kansas Association of Chiefs of Police\*

Martha's Vineyard Chiefs of Police Association\*

Massachusetts Association of Chiefs of Police

Miami-Dade Chiefs of Police Association\*

Michigan State Police\*

National Black Prosecutors Association\*

South Dakota Highway Patrol

Texas Major City Chiefs\*

Utah Chiefs of Police Association\*

Vermont Association of Chiefs of Police\*

Vermont League of Cities and Towns\*

Virginia State Police\*

Wisconsin Police Executive Group\*

#### State Law Enforcement Agency

More than 300 sworn and civilian command-level staff attended a day-long Michigan State Police (MSP) Leadership Symposium in October 2015. Led by Colonel Kristie Kibbey Etue, the director of MSP, the attendees were divided into six breakout groups, each charged with dissecting the recommendations and action items of a specific pillar from the task force report and focusing on how the MSP could either tie them to the existing MSP strategic plan or

implement them in the future. At the conclusion of the symposium, the attendees were encouraged to bring the same model to their individual troops and engage the community in a similar exercise.<sup>10</sup>

#### State Association of Chiefs of Police

In addition to law enforcement agencies, state associations of chiefs of police have responded to the task force report on behalf of their members. The Minnesota Chiefs of Police Association (MCPA)

devised two training courses based on the task force report. The first course, Officer Leadership Development, is intended to train frontline officers to be leaders in the field and prepare them to ascend through the ranks of a law enforcement agency by providing officers with an overview of the task force report and how it applies to law enforcement agencies in Minnesota, understanding and nurturing diversity in a law enforcement organization, expounding the psychology of leadership and motivation, promoting promising practices in communicating with staff, and mapping a career path in law enforcement. The course also exposes line officers to the same training and leadership philosophy that their supervisors receive in the Chief Law Enforcement Officer (CLEO) and Command Academy. The second course, the Advanced CLEO and Command Academy, slated to launch later this year, is aimed at providing current chief executives and command-level staff with the tools and resources to resolve issues included in the task force report.<sup>11</sup>

For more examples of promising responses to the task force report, visit the COPS Office website, which includes a Task Force Recommendations Implementation Map.<sup>12</sup>

#### IACP Commitment to Supporting Agencies and Associations through the Institute for Community-Police Relations

In addition to the overwhelming response from state and local law enforcement agencies and associations, IACP leadership—including the board of officers, the Division of State and Provincial Police (S&P), the Division of State Associations of Chiefs of Police (SACOP), the Midsize Agencies Section, the Executive Committee, and the executive staff—analyzed the task force report in order to determine how to most effectively provide outreach, education, advocacy, and programs for its members. Given the significance of this work, IACP leadership determined it was both appropriate and essential to lend support to as many initiatives as possible. Leveraging both in-house senior staff and external partners, IACP staff have made presentations to a significant number of state and local law enforcement agencies and associations, symposia of law enforcement and elected officials, and other executive leadership groups over the past several months and remain committed to facilitating discussions that respond to the task force report and advance the notion of enhancing community-police relations.

However, in line with the vision of "Serving the Leaders of Today, Developing the Leaders of Tomorrow," the IACP is committed to providing support to law enforcement agencies and associations that

goes beyond facilitating discussions and presenting on the content and importance of the task force report. The IACP is establishing the Institute for Community-Police Relations (ICPR) to provide research, programs, advocacy, and resources to support law enforcement agencies and associations in addressing the recommendations and action items.

The ICPR will support the enhancement of law enforcement culture and policies that match scientific research to task force recommendations and offer step-by-step implementation suggestions based on that science through a combination of the task force report; evidence-based practices, policies, and programs; and a series of relevant documents, including

- IACP National Policy Summit on Community Police Relations: *Advancing a Culture of Cohesion and Community Trust*;
- *The President's Task Force on 21st Century Policing Implementation Guide: Moving from Recommendations to Action*;
- *Reinventing American Policing: A Seven-Point Blueprint for the 21st Century* (to be released later this year in volume 45 of *Crime and Justice: A Review of Research*); and
- the IACP Protect and Serve webpage.

The overall goal of the ICPR mirrors the goal of the task force report to "meaningfully contribute to our nation's efforts to increase trust between law enforcement and the communities they protect and serve" and to provide a blueprint and support for the 18,000 state and local law enforcement agencies in the United States to do so.<sup>13</sup> The only way to ensure this requisite partnership of law enforcement and the communities they serve is through hard and sustained work by all.

The following excerpt from the *IACP National Policy Summit on Community-Police Relations: Advancing a Culture of Cohesion and Community Trust* provides a very clear vision of what this hard work must address:

*Law enforcement leaders across the U.S. strive daily to build strong, trusting community-police relationships. Although many departments have made great strides in community policing, it is clear that there is still more to be done. True change in the area of perceived or real social injustice will take time and commitment from the police profession and their communities. Recent events are a strong reminder that we must never be complacent in our efforts to sustain trust across police and the communities they serve. We must continue to reevaluate, recommit, and renew our focus on sustaining trusting relationships with all segments of the community. This movement is not 'revolutionary,' but rather 'evolutionary.' It is change that takes time, patience, and, when successful, results in the betterment of all. This is an opportunity to lead for both police and community leaders that cannot go unattended.*<sup>14</sup> ♦

**Notes:**

<sup>1</sup>Terrence M. Cunningham (speech, IACP 122nd Annual Conference and Exposition, Chicago, Illinois, October 27, 2015).

<sup>2</sup>Exec. Order No. 13684, 79 Fed. Reg. 76865 (December 18, 2014).

<sup>3</sup>The Task Force convened seven public listening sessions in the United States. Two IACP staff members (Executive Director/CEO Vincent Talucci and Director Hassan Aden) and two members of the IACP Board of Officers (then-President Richard Beary and then-Immediate Past President Yost Zakhary) testified at the listening sessions, and IACP submitted one testimony for the record.

<sup>4</sup>The President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing* (Washington, D.C.: Office of Community Oriented Policing Services (COPS), 2015), [http://www.cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](http://www.cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf) (accessed January 20, 2016).

<sup>5</sup>Ibid.

<sup>6</sup>John Letteney (police chief, Apex Police Department), telephone conversation with author, January 12, 2016.

<sup>7</sup>Paul Williams (police chief, Springfield Police Department), email to author, January 12, 2015.

<sup>8</sup>San Francisco Police Department, *Review and Response of the "Final Report of The President's Task Force on 21st Century Policing,"* September 2015, <http://sanfranciscopolice.org/Modules/ShowDocument.aspx?documentid=27534> (accessed January 20, 2016).

<sup>9</sup>Ibid.

<sup>10</sup>Michigan State Police Leadership Symposium, October 12, 2015.

<sup>11</sup>Joe Sheeran (communications director, Minnesota Association of Chiefs of Police), email to author, January 8, 2016.

<sup>12</sup>COPS, "Task Force Recommendations Implementation Map," <http://www.cops.usdoj.gov/Default.asp?Item=2827> (accessed January 20, 2016).

<sup>13</sup>The President's Task Force on 21st Century Policing, *Final Report*.

<sup>14</sup>IACP, *IACP National Policy Summit on Community-Police Relations: Advancing a Culture of Cohesion and Community Trust* (Alexandria, VA: January 2015), [http://www.theiacp.org/Portals/0/documents/pdfs/CommunityPoliceRelationsSummitReport\\_Jan15.pdf](http://www.theiacp.org/Portals/0/documents/pdfs/CommunityPoliceRelationsSummitReport_Jan15.pdf) (accessed January 20, 2016).



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