

# DomPrep Journal

## Protection at Home & on the Streets

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- **COVID-19 Testing**
- **Medical Equipment for Children**
- **Hospital Incident Command System**
- **Hospital Resilience**
- **New Age of Police Reform**
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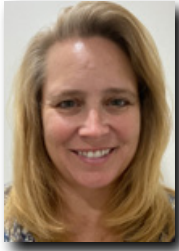


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# Protection at Home & on the Streets

By Catherine L. Feinman



In 2020, health and safety crises in local communities have often proven to have national or international consequences. The world has seen how a virus in one community can quickly spread globally, or a shooting in another community can inspire civil rights movements in numerous countries. Worst-case scenario training did not fully prepare local, state, or federal stakeholders for COVID-19. Social justice reforms of the past did not close the racial, gender, and other societal gaps. However, even this pandemic is not the worst-case scenario the world could possibly face, and current calls for social justice are not the last to be heard.

The confluence of natural disasters, civil unrest, public health threats, and political discord creates a [perfect storm](#) for domestic and international preparedness efforts. Wildfires, hurricanes, floods, and other natural disasters drain critical resources at faster rates as these threats increase in frequency and severity. As physical attacks and cyberattacks from domestic and foreign actors threaten communities, law enforcement is being pushed toward [reform](#) on a much larger scale than in previous decades. A pandemic with no end yet in sight spurs division among leaders in how to handle the crises while those on the frontline face [equipment](#), personnel, and other resource shortages. On top of all that, the United States and other countries are holding highly contested elections with long-term impacts on preparedness and resilience efforts.

One realization these challenges highlight is that there will always be a need for well-informed preparedness, response, and resilience professionals. This year offers a wealth of lessons learned and development of best practices that should not be overlooked or drowned out by the myriad crises that are affecting daily life and operations. By [asking the right questions](#), leaders can make informed decisions on next steps and establish processes to help close gaps in preparedness plans and build [resilience](#) across agencies, disciplines, and borders.

As response agencies attempt to [bring calm](#) to the chaos of daily operations and [rebuild trust](#) by informing, protecting, and safeguarding their employees and surrounding communities, gaps and challenges will continue to arise. Opportunities also will continue to surface but are only beneficial if leaders effectively leverage them to enhance preparedness, response, and resilience efforts for current and future disasters. The articles in this issue of the *DomPrep Journal* promote using the current spotlight on preparedness to make systemic change that will help protect generations to come.

## COVID-19 Testing – What It Is & Why It is Important

In the age of COVID-19, community leaders and the public they serve are bombarded with news related to testing. However, many do not understand the value the results can provide, to whom they should be given, and the actions that are allowed and should be taken. These questions need to be asked and small steps need to be taken to better comprehend what can and should be done to protect communities from a not fully understood biological threat.

The current pandemic has led many companies to transform their operations in order to fill production and manufacturing gaps that this public health crisis has exposed. Testing is a key avenue for identifying the cause of symptoms, discovering the existence of public health threats that have yet to emerge, and tracking previous and possible future exposures. For these reasons, testing practices for infectious diseases go beyond treating someone to changing their behavior – for example, quarantining them and others around them, or opening/closing schools and businesses.

Testing can be cheap, fast, or accurate. The caveat is today one can only get two of those three attributes. Decision makers currently must decide what two criteria meets the requirement. If the choice is fast and accurate, a test will most assuredly be more costly. To address the need for meaningful information and actionable results, there are three types of tests:

- Molecular tests (commonly referred to as PCR tests) are the standard nasal or throat swab tests that most people are getting. This type of test is less costly and very accurate. However, they are not fast because they must be sent to a laboratory, which can take days to more than a week. The PCR tests that can provide results in 15-90 minutes are much faster and accurate, but they cost a lot more because they use an automated system. An exception to this would be portable PCR systems used by the Department of Defense. Those platforms provide quick turnaround (under 60 minutes), are PCR accurate, yet each test is more costly.
- Antigen tests are fast and less expensive than molecular tests, but they are not as accurate. Although easy to use, antigen tests are not as sensitive and tend to have higher rates of false negatives. As such, when a negative result is recorded, a PCR follow up test may be warranted.
- Antibody tests determine past exposures. Knowing who has been infected is an epidemiological tool that helps decision makers determine the path of the disease and anticipate and prevent possible future outbreaks.

With the FDA granting emergency use authorization during COVID-19 to 275 different tests, community leaders are faced with many questions. Determining which test or combination of tests is best suited for a particular company or community is a first step. Deciding how to administer the tests and what equipment to use is the next step. When considering type of testing and testing equipment, start by talking to internal or local laboratory *scientists to help evaluate objectives and the organization or community's current ability to acquire tests and equipment. With burdens on supply chains, some of these options may be even more limited.*

Listen to [this](#) podcast with Matt Scullion, vice president of sales and marketing for BioFire Defense LLC, to take the first step toward understanding testing – what it is and how it works.



# Hope to Action: Medical Equipment for Children Post-Disaster

By Team MobileKids

*Effective disaster response and recovery involves the whole community. In the United States, there is a wide variation as to how families acquire durable medical equipment (DME) for their children with disabilities post disaster. DME is essential for those children to maintain their usual level of independence as well as their health and well-being. The absence of established process that enables children with disabilities to access DME is a significant gap in preparedness plans.*



In 2020, the Americans with Disabilities Act (ADA) reached the 30-year milestone since its passage. However, despite its introduction, recent hurricanes have overwhelmed community residents affected by storm surge, high winds, and debris. [People with disabilities are 2-4 times more likely to die or be injured](#) in a disaster than a non-disabled person. For children, this inequity gap is even larger. Emergency managers as well as hospital and public health officials are often called upon to assist the public in acquiring services and resources needed post disaster. Children with disabilities are at greater adverse risk for post-disaster side effects, and they often require services and support beyond the needs of the general public. Families

with children with disabilities routinely require DME on short notice to maintain their usual level of independence and to preserve their health and well-being. The provision of DME for children with disabilities is not mandated for the strategic national stockpile, which exacerbates the hardship of disasters.

In 2019, [children \(age 0-17 years\) accounted for 22%](#) of the U.S. total population. Approximately one-fifth of children have a special healthcare need and children require additional attention in order to lessen negative consequences during and following a disaster. Emergency managers are often called upon to assist survivors in acquiring resources needed post disaster and, therefore, both families and emergency managers can benefit from knowing the process of acquiring DME for children.

Recognizing and restoring the functional needs of children with disabilities early maintains their independence and success in mass shelters. Thus, effectively meeting these children's needs prevents secondary complications after a disaster. Disaster planning by families with children with disabilities is important as these children are at greater adverse risk for post-disaster side effects and often require services and support beyond the needs

of the general public. Parental maintenance of a [list of assistive devices and equipment make and model](#) information will assist replacement should a child become separated from their essential aids as well as support emergency managers in securing replacement supplies for their facility-level stockpile.

### ***Common Durable Medical Equipment Used by Children***

Children with disabilities depend on assistive equipment, mobility aids (wheelchairs, walkers, canes, crutches), or DME (commode chair, hospital bed, oxygen equipment). Wheelchairs are the most commonly needed equipment.

As public health emergencies can happen anywhere and at any time, it is important to have medical equipment and supplies easily accessible and available to be rapidly obtained for children with limited mobility. Children have unique medical needs and are not simply

***Children are not simply small adults. Overlooking their unique medical needs in emergency planning efforts can amplify their vulnerability when disaster strikes.***

small adults. Post disaster, it is important that children with disabilities acquire “right-sized” functional equipment to allow healing, prevent injury, and maintain independence.

Up-to-date information on disability-related resources will assist emergency managers in developing plans and procedures that integrate resources for at-

risk populations. Each state and major city has a repository of emergency medicines and supplies to address threats (e.g., injuries to natural disasters). However, DME resources are not cataloged or listed in repositories drafted by state and local emergency managers.

### ***Identifying Resources***

Aiding families with children with disabilities to acquire DME and consumable medical supplies after a disaster requires awareness of the resources at the county, municipality, city, state, and national levels. DME and assistive technology can be acquired by Medicaid depending on one’s state Medicaid sub-program. In addition, certain medical products and supplies can be acquired through the Strategic National Stockpile (SNS), under Health and Human Services, Assistant Secretary of Preparedness and Response (ASPR). However, the SNS is mainly pharmaceuticals. The Federal Emergency Management Agency (FEMA) has a commonly used sheltering items and services listing ([CUSH-SL](#)) catalogue to acquire durable medical equipment and consumable medical supplies. In addition, the American Red Cross and other nonprofit agencies may have resources available.

### ***The Challenges of Finding DME After a Disaster***

Surviving a disaster is difficult for all. Children who are not ambulatory and experience a flood, hurricane, or other natural disaster often experience trauma as they need to rely



on others to remove them from hazardous conditions. They may be moved to short-term dwellings or shelters, often with their DME left behind. It can take time to acquire critical equipment and replacement supplies before they are able to get back to a normal routine.

Historically, state, and local emergency plans have rarely included children and disability status into disaster planning. However, emergency managers may be asked to disseminate disaster-related information to these families in a cost- and time-efficient manner. Federal, state, and local government may have a memorandum of understanding in place with the private or nonprofit sector or a multi-agency partnership. Acquiring DMEs can be a very intensive process that includes multiple steps to acquire resources from FEMA, Medicaid, ASPR, and other nonprofit and private organizations.

Although there are multiple companies and foundations that manufacture or purchase DMEs for children, there is no coordinated national resource list, which impedes rapid identification of available DME to address the needs of children with mobility limitations during an emergency response. In addition, because some of the required DME might be lost and require replacement, resources are needed to help families navigate public and private insurance requirements to secure approval for prompt replacement equipment.

Donated adult-sized wheelchairs for children during the first week of recovery may be all that is available. However, in order to reduce secondary hardships, children need properly



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sized equipment. An expedited process to address response gaps for this population during the response and recovery phases of the disaster cycle are needed. These can include planning assistance to help these families remain in their homes rather than evacuating to a conventional shelter or temporary housing.

Better facilitation and greater coordination are needed to address ever-evolving challenges. Greater coordination between emergency managers and other nonprofit advocacy groups may help integrate the needs of children into every stage of emergency planning and increase awareness of how to more rapidly acquire needed supplies and equipment. One resource is the partnership for Inclusive Disaster Strategies, a leading U.S. disability-led organization with a focused mission on equal access, disability rights, and full inclusion of people with disabilities, older adults, and people with access and functional needs before, during, and after disasters and emergencies.

### ***Promising Practices***

It is difficult to predict DME needs as demand for such equipment may be limited, and privacy regulations make a registry problematic. ASPR and Centers for Medicare and Medicaid Services (CMS) partnered to create the HHS [emPOWER](#) Program to leverage CMS billing data to inform emergency planning. However, the project does not yet represent children since it only includes Medicare data and not Medicaid. Although ASPR does not have access to state's Medicaid data, ASPR is able to train each state on how to download this data via the *emPOWERing State Medicaid and CHIP Data Pilot Project* to support local entities emergency planning for children on DME. Having access to Medicaid data will better protect the health of children on DME that may require assistance after a disaster. Further, there are challenges between widely distributed repositories and access and maintenance of a central store to allow swift deployment of DME when and where needed. Similarly, most state Medicaid agencies do not have their own stockpile in place but rather work closely with local vendors and have back-up suppliers if necessary.

In New York, during Superstorm Sandy, New York City Emergency Management (NYC EM) acquired donated DME to support people in shelters and liaised with community organizations to address the needs of people with functional disabilities during disasters. In some cases, the people affected by a disaster would typically evacuate with their DME. However, if it was necessary to obtain additional supplies, NYC EM would work with local organizations.

Recently, the New Mexico Department of Health (DOH), New Mexico Governor's Commission on Disability created a statewide disability, access, and functional needs community engagement and collaboration network to achieve greater inclusive emergency and disaster planning. The group contains many disability specific agencies like the New Mexico Commission for Deaf and Hard-of-Hearing, Commission for the Blind, rehabilitation services, and others like the state's Human Services Department and Children, Youth

and Families Department, tribal partners, as well as nongovernmental organizations like nonprofits and private entities. The multidisciplinary collaborative group hosts meetings twice a week to discuss and address barriers impacting equal access during COVID-19 and all-hazard disaster information particularly relevant to the disability community. The group also coordinates information related to procuring and maintaining DME in disasters, through its DOH Medicaid Home and Community-Based Services waiver program that provides DME and other services to qualifying individuals both before and after disasters.

Children are all too often overlooked in disaster planning efforts, which can amplify their vulnerability when disaster strikes. DME that are necessary for restoring status quo in daily life may require continued cross-sector partnership between service providers and vendors post disaster to help children acquire services and support needed.

*The [National Preparedness Leadership Initiative \(NPLI\)](#) at Harvard University is a crisis leadership training and research program that prepares leaders in the public, private and non-profit sectors to address complex challenges and enhance the nation's preparedness efforts. Team MobileKids, a NPLI meta leadership project from Cohort 18 addressed the difficulty with [attaining and maintaining durable medical equipment](#) for children with special needs post disaster. The authors work with state, local, and academic institutions that support public health emergencies and preparedness and are alumni of Harvard NPLI, which is a joint crisis leadership training and research program with the Harvard T.H. Chan School of Public Health and Harvard Kennedy School, Center for Public Leadership. The following four authors contributed to this article:*

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## Bringing Calm to Chaos: HICS & the Coronavirus Pandemic

As the coronavirus pandemic continues to impact society, hospitals and healthcare systems are facing a myriad of challenges. Effective leadership is needed to ensure continued health care operations, access to critical medications and personal protective equipment, and overall viability of the health care system. The hospital incident command system (HICS) was designed decades ago to provide a decision-making framework to manage incidents and disasters. Now, more than ever, health care systems are relying on HICS to help meet the challenges of the coronavirus pandemic.

In this episode, Domestic Preparedness Advisor Andrew Roszak explores how Texas Children's Hospital in Houston, Texas is using HICS to help keep their more than 16,000 employees informed, protected and safe during this public health crisis. Roszak is joined by: Dr. Brent Kaziny, who is director of all hazards preparedness and response for the Section of Emergency Medicine and serves as the medical director of emergency management and co-chair of the Emergency Management Committee; and by James Mitchell, who is the director of organizational resilience.

Video of this podcast can be found at <https://youtu.be/DmartiNQvZo>

### ***Texas Children's Hospital***

Texas Children's Hospital, a not-for-profit health care organization, is committed to creating a healthier future for children and women throughout the global community by leading in patient care, education and research. Consistently ranked as the best children's hospital in Texas, and among the top in the nation, Texas Children's has garnered widespread recognition for its expertise and breakthroughs in pediatric and women's health. The hospital includes the Jan and Dan Duncan Neurological Research Institute; the Feigin Tower for pediatric research; Texas Children's Pavilion for Women, a comprehensive obstetrics/gynecology facility focusing on high-risk births; Texas Children's Hospital West Campus, a community hospital in suburban West Houston; and Texas Children's Hospital The Woodlands, the first hospital devoted to children's care for communities north of Houston. The organization also created Texas Children's Health Plan, the nation's first Health Maintenance Organization (HMO) for children; has the largest pediatric primary care network in the country, Texas Children's Pediatrics; Texas Children's Urgent Care clinics that specialize in after-hours care tailored specifically for children; and a global health program that is channeling care to children and women all over the world. Texas Children's Hospital is affiliated with Baylor College of Medicine.

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## Hospital Resilience – Operational Perspectives From COVID-19

The concept of hospital resilience has changed in light of COVID-19. Despite planning and training for unexpected worst case scenarios, one key assumption was not consistent with this pandemic response – that not everyone would be affected worldwide. The traditional “essential employees” changed, which left some gaps in filling the new essential roles. Preplanned mutual aid and supply chains were not able to function as planned and exercised. Some agencies focused on the roles within the Incident Command System and lost sight of the principles behind it.

Hospitals had a few advantages over other responders, but new challenges as well. For example, being well trained on personal protective equipment (PPE) reduced the amount of just in time training needed for this response. Developing new critical roles, enforcing stricter visitor policies, addressing growing mental health concerns, and ensuring enough (but not too much) information sharing are just a few of the challenges hospitals planned for but did not fully grasp before experiencing this scenario firsthand.

However, the widespread response effort has provided opportunities to learn and grow the industry. Previously siloed sectors have discovered shared priorities with hospitals and other new partners. Complicated supply chains are becoming better understood by those who depend on them. Overlooked and nontraditional stakeholders are organically becoming an integral part of future planning efforts. Telehealth and other online services are expanding exponentially.

To overcome the challenges and embrace the opportunities that COVID has introduced, hospitals and other response agencies need to be flexible and address critical needs internally as well as externally with more community engagement. Effective collaboration and communication would help provide a common operating picture, build situational awareness, and maximize resources in order to recover at a faster pace. This pandemic has and will continue to provide lessons learned. With solid leadership, creative thinking, and a strategic goal, hospitals will be able to face future unexpected disasters with greater confidence in their preparedness, response, and recovery plans.

These topics and more are discussed in [this](#) DomPrep webcast.

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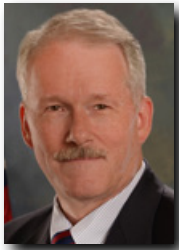
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# The New Age of Police Reform – Part 1

By Joseph W. Trindal

*As if the first two decades of the 21st century were not dynamic enough, the first year of the third decade has impacted every person on multiple levels. While the viral pandemic continues to affect every profession, health care professionals around the world are dramatically reassessing their service delivery models. The pandemic indiscriminately sweeps across geopolitical borders, similarly the strong call for social justice reforms is traversing the globe demanding action and change. For example, within hours of the tragic death of George Floyd in Minneapolis, Minnesota, demonstrations insisting on social justice reform emerged in cities worldwide. The energy behind these demonstrations and even violent protests continue to fuel police reform measures beyond the U.S. In a series of four articles, the DomPrep Journal will examine the foremost initiatives of modern police reform in America.*



**M**uch of the world looks to the U.S. as an innovative leader in democratic policing. Therefore, the modern U.S. police reform movement will shape global democratic policing for decades to come. Calls for reform range from sound initiatives – building upon collaboration and inclusion – to extreme calls for eliminating public police services all together. This article, together with other articles in this series, will cover a select number of the most prominent or most promising police reform initiatives.

It is important to recognize that police reform is a continuing journey of improving and right-sizing the police-citizen coexistence. There are lessons to be drawn from the origins of modern democratic policing that hold relevance to 21st century reforms.

## ***The Original Democratic Police Reform Movement***

The foundation of values in policing democratic societies trace its origins to a [reform movement](#) in London in the 1820s. At that time, Home Secretary Sir Robert Peel led a landmark transition from privatization to public policing in order to establish professional standards and effectiveness, which had to be balanced against public consent of policing. Peel is credited as the father of modern policing with the passage of the [Metropolitan Police Act of 1829](#). The importance of professionalizing police service was reflected in an enormous record of instructions, orders, and memoranda issued to govern police service.

In just over 30 years, [instructions to police](#) occupied 22 volumes that are historically preserved by the London Metropolitan police. The lessons drawn from creation of the London Metropolitan Police (Met) emphasize community and police cohesion. Early police service performance metrics at the Met emphasized crime prevention over arrests and enforcement action. The [Nine Peelian Principles of Police Service](#), drawn from those early instructions, still remain relevant in the 21st century, as Americans continue the journey of improving their police service approach. Essentially, there are four pillars of the modern British policing model, which share relevance with U.S. police reform today: (1) consent of the public, (2)

accountability to the rule of law, (3) restrained use of force, and (4) independence from political influence. Considering these core pillars, police services in the U.S. – as in other democracies – are presented with [inherent friction](#) between “consent and balance” and “independence and accountability.”

### ***Reorganization & Fiscal Reprioritization***

In January 2020, the Chicago Police Department (CPD) announced sweeping [reorganizational initiatives](#) under Interim Police Chief Charlie Beck (former Los Angeles Chief of Police). CPD’s steps include reallocation of personnel such that sworn officers previously working in administrative and support positions are returned to [field assignments](#) to perform patrol duties. This provides greater police connection with communities in preventing and deterring crime. Homicide Division detective assignments have also been decentralized with the added overall emphasis on precinct-based command accountability. Beck’s

expectations are that [decentralizing homicide detectives](#) to assigned areas will increase investigative effectiveness resulting in higher and faster case clearance rates through closer community connections.

*Four pillars of U.S. police reform – past and present – include public consent, rule of law, restrained use of force, and independence from political influence.*

One of CPD’s most progressive restructuring initiatives is the creation of the Office of Constitutional Policing and Reform, placed under

the command of Deputy Superintendent Barbara West. In advancing CPD’s implementation of the [2019 Chicago Police Consent Decree](#), the Office of Constitutional Policing and Reform is organizationally on par with the Office of Operations as the two main sections in CPD. The Los Angeles Police Department (CA) also has an [Office of Constitutional Policing and Policy](#) as one of a number of organizational reforms under the [2001 Los Angeles Police Consent Decree](#) and other initiatives. Other agencies have taken similar measures, for example, Long Beach Police Department (CA) announced in August 2020 the creation of the [Office of Constitutional Policing](#) to “rethink traditional policing in a manner that will help implement equity, justice, and constitutional public safety.”

Additionally, [CPD’s Use of Force Policy](#), updated 29 February 2020, states that “the Department’s highest priority is the sanctity of human life.” In keeping with the Peelian principles, the revised policy adds that “a strong partnership with the public is essential for effective law enforcement.” CPD’s revised policy also requires CPD officers to “ensure compliance by themselves and other members” of CPD, adding further instructions to “act to intervene” and “immediately” report observed excessive force of fellow officers.

Coinciding with New York’s Office of Attorney General’s July 2020 release of the [Preliminary Report on the New York City Police Department’s Response to Demonstrations Following the Death of George Floyd](#), New York [Attorney General Letitia James](#) called for moving oversight



of the New York Police Department (NYPD), the largest U.S. municipal police department, from the purview of the mayor to an independent commission. In June 2020, the New York City Council voted to reallocate \$1 billion from NYPD's nearly \$6 billion budget. To put this example in context, while enacted amid calls for defunding NYPD, [NYC reported](#) a \$9 billion loss in revenue due to COVID, and the council's passage of an \$88.1 billion 2021 budget was a 7.6% reduction from Mayor DeBlasio's original \$95.3 billion budget request. As a result, NYPD canceled its July academy class and is under a hiring freeze, as are many other city departments, except those performing health and safety responsibilities. Some like former Deputy Major Richard Buery Jr. [criticized the NYPD cuts](#), tweeting that "these aren't really cuts to NYPD and don't reflect a fundamental shift in the nature of policing in NYC."

According to *Forbes* in August 2020, over a dozen other police departments have received budget cuts to their police services. Seattle's City Council voted in September to override the mayor's veto of immediate police department budget cuts. Council's budget authorization for Seattle Police Department (SPD) projects workforce reduction through layoffs and attrition of nearly 100 by the end of 2020. Subsequent to the council's vote, then Chief Carmen Best announced her retirement. Best pointed out that the council's salary cuts and layoffs would inflict the most harm on younger, more diverse officers due to the seniority rules. Seattle's cuts to SPD also impact school resource officer programs and other specialized units, like harbor patrol and mounted (equestrian) patrols. As part of Seattle's Navigation Teams, an interdepartmental program operated in cooperation with Seattle's Human Services Department, specially trained police help the [homeless population relocate](#) from the streets to shelters and into a variety of social services.



Many studies have shown higher incidence of mental illness among homeless populations. [Homeless adults with mental illness](#) are more likely to engage in criminal behavior and become crime victims than adults with mental illness in shelters. Seattle's plan for [eliminating the Navigation Teams program](#), of which police participation has been critically viewed by some as street sweeping and retraumatizing homeless, also affects Seattle's Human Services participation, thereby providing no alternative redirection assistance to this vulnerable population. U.S. Attorney General William Barr issued a statement regarding Chief Best's abrupt resignation commending her on her dedication while acknowledging her frustration. The [attorney general's press release](#) also admonished state and local governments, "This experience should be a lesson to state and local leaders about the real costs of irresponsible proposals to defund the police."

Los Angeles Police Department (LAPD) is facing funding reductions that will diminish the nation's second largest police department to 2007 staffing levels. Reducing police officers on patrol assignments increases response time and adversely impacts crime prevention through patrol presence. These reductions disproportionately affect socioeconomically disadvantaged communities. Resource constraints, like those imposed on LAPD and other police departments, require organizational realignment to operate within available resources. During periods of budgetary austerity, police services can no longer be the solution to all problems. Public safety communications specialists (dispatchers) have limited resources available to direct an ever-growing number of calls for services.

In 2019, [LAPD responded](#) to 20,757 mental health crisis related calls for service, most of which did not require enforcement action. To address the rise in mental health crisis calls, LAPD had created the Mental Evaluation Unit (MEU) comprised of officers specially trained as System-wide Mental Assessment Response Teams (SMART) paired with a clinician from the LA Department of Mental Health. Reduced LAPD workforce and availability to send officers to specialized training, like the SMART program, will impact Los Angeles City's ability to effectively address the nearly 21,000 mental health crisis calls help, which according to LAPD resulted in 456 weapons confiscations in 2019.

In a September 2020 [interview with Attorney General Barr](#), Chief Steven R. Casstevens, who is president of the International Association of Chiefs of Police, asked about the fiscal and resource austerity approach some communities are taking toward achieving police reform. The attorney general pointed out that defunding "is counterproductive and will lead to more victims." The attorney general added that law enforcement agencies need to improve community-based and national messaging about law enforcement. In response to Casstevens' question about the future of policing, the attorney general pointed out the realities of fiscal constraints facing all government levels of law enforcement. He added that recruiting and retention will be challenging. Community trust and respect are important aspects of attracting the best people to the police profession.

Barr pointed out that the federal agencies' support to state and local law enforcement in combatting violent crime is as important today as it was when he was attorney general in the early 1990s. He cited examples in which the U.S. Department of Justice's (DOJ) [Operation Legend](#), launched in July, has significantly reduced violent crime by applying federal interagency law enforcement personnel to work with state and local police in highly successful task force models.

### ***Other Aspects of Current Police Reform***

Leading up to and catapulted by the George Floyd tragedy in Minnesota, the current drive for improving police service and reinspiring community trust is far more complex than just budgets or organizational structures. There was great debate 200 years ago in London about the risks of publicly funded police to citizen freedom. A year after the Metropolitan Police Act of 1829 with the creation of the London Metropolitan Police, there was a cry to

abolish the police over militarization of policing and the lack of transparency eroding public trust in procedural justice, “let us institute a police system in the [hands of the people.](#)”

*This article is Part 1 of a four-part series on New Age of Police Reform. The next part will review the call for reforms in police hiring and promotion diversity and inclusion:*

- Podcast – [Law Enforcement’s Perfect Storm 2020](#)
- Part 1 – [Introduction to the New Age of Police Reform](#)
- Part 2 – [Building Community Trust Through an Inclusive Police Workforce](#)
- Part 3 – [Police Accountability & Oversight: Redundancies & Opportunities](#)
- Part 4 – [National Police Reform: Intergovernmental Friction & Cohesion](#)

*As founder and president of Direct Action Resilience LLC, Joseph Trindal leads a team of retired federal, state, and local criminal justice officials providing consulting and training services to public and private sector organizations enhancing leadership, risk management, preparedness, and police services. He serves as a senior advisor to the U.S. Department of Justice, International Criminal Justice Training and Assistance Program (ICITAP) developing and leading delivery of programs that build post-conflict nations’ capabilities for democratic policing and applied modern investigative techniques. After a 20-year career with the U.S. Marshals Service, where he served as chief deputy U.S. marshal and ERT incident commander, he accepted the invitation in 2002 to become part of the leadership standing up the U.S. Department of Homeland Security as director at Federal Protective Service for the National Capital Region. He serves on the Partnership Advisory Council at the International Association of Directors of Law Enforcement Standards and Training (IADLEST). He also serves on the International Association of Chiefs of Police, International Managers of Police Academy and College Training. He was on faculty as an instructor at George Washington University. He is past president of the InfraGard National Capital Region Members Alliance. He has published numerous articles, academic papers, and technical counter-terrorism training programs. He has two sons on active duty in the U.S. Navy. Himself a Marine Corps veteran, he holds degrees in police science and criminal justice. He has contributed to the Domestic Preparedness Journal since 2006 and is a member of the Preparedness Leadership Council.*

## Law Enforcement’s Perfect Storm 2020

Law enforcement is having a perfect storm with challenges in hiring, challenges in retention, and challenges with early retirement. This podcast is a follow up to a discussion that began in January 2017 with Joseph Trindal. Joe leads a team of retired federal, state, and local criminal justice officials providing consulting and training services to public and private sector organizations enhancing leadership, risk management, preparedness, and police services.

This podcast is the prelude to a four-part article series on “The New Age of Police Reform.” Learn how law enforcement is seeking to find new ways to overcome modern challenges in an ever-evolving socioeconomic environment.

Click [here](#) for the podcast.

**Joseph Trindal**, Founder and president of Direct Action Resilience LLC

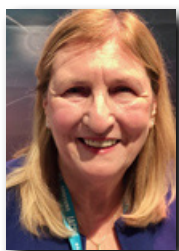
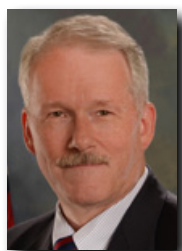


## The New Age of Police Reform – Part 2

### Building Community Trust Through an Inclusive Police Workforce

By Joseph W. Trindal & Lynn Holland

*During the years leading up to 2020, the policing profession has faced many challenges attracting talent and retaining experience, particularly among sworn officers. A robust national economy, as evidenced by exceptionally low unemployment, had been one contributing factor to diminished applicant interest in the police profession. In 2017 and 2019, both the International Association of Chiefs of Police (IACP) and the Police Executive Research Forum (PERF) characterized police recruiting and staffing as in “crisis.”*



The current situation with COVID-19 further complicates existing challenges for police recruiting. With today’s police reform initiatives and social justice demands, recruiting and retention face an unprecedented “perfect storm” of staffing challenges together with historic opportunities for diversification and inclusion.

U.S. [public confidence](#) in police is at a near 30 year low, according to an August 2020 Gallup poll. Public opinion varies by locale, ethnicity, and gender. Two of the most prominent of the [Peelian Principles](#) of policing states that “the police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain public respect” and “the degree of cooperation of the public that can be secured diminishes, proportionately, to the necessity for the use of physical force.” Today, the term “legitimacy” is often used to describe community confidence in their police. Legitimacy is also linked to public trust in the police services a community receives. The 2015 [President’s Task Force on 21st Century Policing](#) prominently positioned “building trust and legitimacy” as the first focused topic area or “pillar” for recommended action. The President’s Task Force, together with several studies and reports in the U.S. and other democratic societies, point to police workforce diversity as an important element in building community trust and legitimacy.

In the U.S., women began entering criminal justice professions in the 19th century out of the growing recognition of society’s special needs to best serve women and juveniles. Women were hired, first as matrons then, in the 1890s, Chicago appointed Marie Owens as one of America’s first women sworn police officers to meet the needs for investigating and enforcing new child labor laws, truancy, and addressing increased presence of domestic violence as a result of industrial age urbanization. Police departments in San Francisco (CA), Portland (OR), and elsewhere followed in response to the effectiveness demonstrated by the progressive [gender diversity in police service](#). Over 130 years later police workforce diversity remains an elusive, essential element of police reform. Today, American society has a much richer understanding of diverse communities coupled with an expectation that police service must justly serve their communities.

## ***Barriers to Police Diversity Impede Community Trust***

Addressing barriers to careers in the police profession enables police departments to develop and retain workforces reflective of the communities they serve. There are many barriers – internal and external – to careers in police professions. Similarly, there are internal and external stresses on retaining police officer diversity in the workforce. Police and community leaders must better recognize, address, and overcome, to the fullest extent possible, internal and external challenges to inclusive recruiting, hiring, and retention, without compromising high job-related standards and qualifications. Overcoming the recruiting, hiring, and retention challenges is ever more important as retirement-eligible officers of all ranks are leaving the profession. Also, agencies should expect [greater job migration](#) across the police profession and jurisdictions.

Attracting diverse young people requires different outreach approaches that connect with a diverse pool of prospective applicants with the wide range of police specialization. Police careers in the 21st century offer many technical tracks that, if effectively publicized, can resonate with every aspect of the diverse communities served. Successfully diverse police departments and agencies use an array of marketing materials depicting various aspects of policing, designed for target audiences as well as reaching out through various social media sources and in-person recruiting sessions with targeted groups. Effective recruiting today requires well developed strategic planning, inclusive leadership, and nontraditional execution. However, one of the greatest barriers police leaders and recruiters must overcome is the growingly negative public perception of policing. Inclusion and leadership are powerful countermeasures to negative perception through building legitimacy and trust.

*Challenges in police staffing present opportunities for reform strategies that bring police services more closely connected with their communities of service.*

## ***Guardian Versus Warrior Policing***

The public and many people within the police profession view law enforcement through an enforcement or warrior lens. For decades, police have been characterized as *the* front line on the “[war on crime](#)” and “[war on drugs](#),” as well as the domestic front of the “[global war on terrorism](#).” The entertainment industry has helped feed this warrior narrative with substantial help from “[Dirty Harry](#)” movies. The term “first responder” even downplays crime prevention and community partnership. The dichotomy between warrior versus guardian models of policing is still debated, principally in context of use of force issues. However, these distinctions are also relevant to attracting and retaining workforce diversity. Although both models have a place if prudently applied in relevant police situations. The predominance of one over the other, as a reflection of departmental culture and doctrine, impacts officer performance, workplace conditions, and the types of people serving within the department. This then directly impacts community trust and police legitimacy.

Assistant professor Kyle McLean of Florida State University describes the [warrior mindset](#) as traditional police methods of searching for, chasing down, and apprehending criminals. The guardian police mindset, however, ascribes to the public service community engagement, crime prevention, and public assistance as priorities. Recruiting materials that reflect high-risk enforcement action is one example of attracting warrior-model officers, which inherently emphasizes male-dominated aspects of policing. It also implicitly creates barriers across wide-ranging, underrepresented groups who may otherwise consider careers in a public safety policing profession. The reality of police service is that very little patrol and investigative time is spent on high-risk, dynamic action.

Police training, often designed on military training models, further reenforces a crime fighter model. Officer survival skills taught in training are critical. As [John Steinbeck](#) is often quoted in police training, “the final weapon is the brain, all else is supplemental,” police agencies need to recruit, train, develop, and promote officers who demonstrate sound judgement, excellent situational awareness, critical decision-making abilities, and effective public interaction. Studies cited in an April 2020 article in [Police Chief Magazine](#) found that women and officers of color reported opportunities to be role models as their motivation to pursue a police career. Effective recruiting, training, and development, coupled with a supportive culture, prepares a diverse officer workforce to apply the most effective policing model (and mindset) to any situation and master the self-control needed to defuse and resolve tense situations while optimizing public trust.

### ***Negative Public Perception – An Obstacle to Police Diversity***

Negative public perception of police poses internal and external barriers within applicant pools – perceptions may vary depending on applicants’ demographics, education, socioeconomic situation, and experience. Police agencies must work to clearly understand public perceptions among different groups and neighborhoods within their jurisdiction. An October 2020 [survey in Maryland](#) reveals a predictably wide gap between Black and White residents with nearly twice as many Blacks reporting an “unfavorable” view of police. As an example, Maryland police agencies must focus on overcoming this unfavorable view by changing external messaging, changing internal policies and procedures, and addressing diverse community’s perceptions with demonstrated performance on a community-by-community basis. Progress and achievements in police services must be widely publicized – internally and externally – within the ranks as well as throughout the communities. For the prospective applicants from communities holding “unfavorable” views of police, it is much harder to pursue career aspirations in police service when faced with ridicule from friends and family.

Negative perceptions are not limited to racial or cultural characteristics. The police profession continues to be viewed as a [male-dominated career field](#). Gender inclusion, like other groups, is vital to aligning police values and vision with those of communities. According to the Pew Research Center, women continue to be vastly underrepresented in sworn police positions. In 2013, [women comprised](#) only 12% of sworn police workforce, while making up 51% of the U.S. adult population. Women face many barriers to police professions, although these barriers are fewer and more subtle than in the past.

In 2016, New Jersey Police Training Commission (NJPTC) changed the Basic Law Enforcement Course Physical Conditioning Testing Procedures that resulted in a significantly higher failure rate among women than men. The previous physical conditioning testing standard produced a 2-4% failure rate for women and a less than 1% failure rate for men. The 2016 new standard increased the gender gap 13 times of women trainees failing the test compared with male trainees. Under the 2016 standards, the NJPTC instituted a series of nine tries for a trainee to pass the physical conditioning test during their *first few weeks* of a five-month basic police training curriculum. Trainees that failed to meet the test parameters on their ninth try were dropped from the academy class. As reported by *USA Today*, in an article by Asbury Park Press, [women trainees failed](#) NJPTC's physical conditioning testing standards at a rate of 31% in 2017 and 27% in 2018, while their male counterparts remained in the low single percentile. Barriers, like those imposed in New Jersey, deny police agencies access to diverse candidates. Physical fitness standards for police vary considerably by jurisdiction. Enhancing physical conditioning programs and trainee evaluation by ensuring direct nexus to job task analysis, while allowing for gender and age variances, coupled with ample structured conditioning time in training has proven effective in removing barriers. Federal agencies, many states, and the military apply data supported variations in standards to account for gender and age while testing at the end of basic training – after trainees are provided structured physical conditioning during training.



Madison (WI) Police Sgt. Sarah Shimko with other Officers of MPD's Mental Health Unit 2020.  
Source: City of Madison Police Department ([2020](#)).

Calls for increasing female representation alone in sworn ranks of police agencies can lead to counterproductive tokenism. As part of Los Angeles reform strategies after the Rodney King incident, City Council called for Los Angeles Police Department (LAPD) to achieve over 40% women in sworn rank. Today, LAPD is slightly above the national average, with about 18% women serving in police officer ranks. Targeted hiring and career advancement for the expressed purpose of making change, singles out the targeted group, even gender, creating a special class within the academy sessions and in the department. It produces an unfair culture with unrealistic and disparate expectations. Singling out a certain group or groups is counterproductive if not coupled with whole-of-department transformation strategy to a sustained culture of inclusion.

In terms of promotions and advancement, the special interest “escalator” can create different, but real, problems than the “glass ceiling.” Promotions that lack trust of process fairness and qualification relevance deny the person promoted a [fair opportunity](#) at legitimacy of rank or specialty that is also counterproductive. This form of “targeted balancing” generates higher turnover within the very groups that are essential to creating diversity and contributes to fostering further distrust within broader communities. [Gender mainstreaming](#), a process of assessing implications for women and men, integrates understanding of each group’s experiences and concerns holistically throughout the organization’s structure, hierarchy, operations, and societal dimensions. Mainstreaming is globally proven as an effective approach to achieving sustainable gender equality.

### ***Police Work-Life Balance***

Balancing police work with family and daily life poses special challenges for workforce diversity. Police service is a stressful occupation. Dr. Ellen Scrivner, former deputy superintendent for administration at Chicago Police Department observed that the police officer may [witness more human tragedy](#) in a few years of their career than the average citizen experiences in a lifetime. Those experiences, coupled with the dynamic demands of the job, pose a strain on police families as well. Policing is particularly challenging for women to navigate work-life balance. Additionally, in the modern family structure, police careers pose challenges for single parents and families in which both parents work. Balancing family with work is a higher priority with upcoming officers today than in was the past.

Shift work, unpredictable hours and job-related stresses pose universal barriers to the profession with varying impact by group. In a [July 2019 report](#) by the U.S. Department of Justice, National Institute of Justice (NIJ), one police department reported a number of innovative accommodations to address officers’ child care needs. Although family balance accommodations greatly assist women officers, the department noted that an increasing number of male officers are taking advantage of family services, including the departments child care assistance. Officers caring for elderly and special needs family members face similar challenges with their career balance.

### ***Police Recruiting & Officer Development – Meeting Community Needs***

All police departments and law enforcement agencies draw men and women from American communities and – once selected, trained, and hired – the workforce continues to be a part of the communities. While the workforce may reside outside of the actual agency



jurisdiction, these men and women spend their work hours *as a part of* the jurisdictional community. Effective policing also requires the trust and vigorous support of the community to prevent and report suspected criminality. Very few criminal investigations are closed solely on forensic scientific evidence. Citizen support is essential.

Out of the escalating policing challenges in the 21st century, police departments are afforded unprecedented motivation to change the organizational culture and workforce to rebuild community trust. Providing career opportunities that attract an inclusive applicant pool include mainstreaming police workforce diversity, effectively attracting community representation, building a guardian spirit of service, while retaining important officer survival skills.

*This article is Part 2 of a four-part series on New Age of Police Reform. The next part will review prominent trends in police accountability, procedural justice, and use of force:*

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*Joseph W. Trindal, PPS, is founder and president of Direct Action Resilience LLC, where he leads a team of retired federal, state, and local criminal justice officials providing consulting and training services to public and private sector organizations enhancing leadership, risk management, preparedness, and police services. He serves as a senior advisor to DOJ, [ICITAP](#) developing and leading delivery of programs that build post-conflict nations' capabilities for democratic policing and applied modern investigative techniques. After a 20-year career with the U.S. Marshals Service, where he served as chief deputy U.S. marshal and ERT incident commander, he accepted the invitation in 2002 to become part of the leadership standing up the U.S. Department of Homeland Security as director at [FPS](#) for the National Capital Region. He serves on the Partnership Advisory Council at the [IADLEST](#). He also serves on the [IACP](#), International Managers of Police Academy and College Training. He was on faculty as an instructor at George Washington University and has published numerous articles, academic papers, and technical counterterrorism training programs. He has two sons on active duty in the U.S. Navy. A Marine Corps veteran, he holds degrees in police science and criminal justice. He has contributed to the Domestic Preparedness Journal since 2006 and is a member of the Preparedness Leadership Council.*

*Lynn Holland, international programs director at Direct Action Resilience, LLC, was chosen as the first female officer from the U.S. to attend specialized training at the Metropolitan Police (Met), New Scotland Yard after building a distinguished law enforcement leadership career as a city, county, and state officer in Oklahoma and Texas. She became the first woman to serve on the executive management team for the DOJ, [ICITAP](#) for the Haitian National Police Initiative. She led the transformation of the Haitian National Police in training design, organizational development, as well as workforce diversification by designing sustained mainstreaming of the first women Haitian National Police officers. Her international experience includes leading the Bosnian program development to assist women and men victimized by rape as an "act of war." She was also selected to serve as a human rights investigator on an elite law enforcement entry team into Kosovo where she pursued high profile cases of massacres, kidnappings, assassinations, and torture of adults and children in the Balkans. Her investigative accomplishments led to the indictment of Slobodan Milosevic. She created the post-conflict Kosovo Police Academy. She is recognized as a security sector reform subject matter expert by the [UN](#) and the [USIP](#). She serves on leadership positions with sections and committees at the [IACP](#), [NOBLE](#), and the [IADLEST](#). She earned her master's degree as a Bush Fellow at the George H. W. Bush School of Government and Public Service, Texas A&M University.*

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