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Colorado Police Quarterly:
The Official Journal of the Colorado Association of Chiefs of Police

The editorial mission statement of the *Colorado Police Quarterly* is to provide a resource of information among law enforcement professionals. The journal serves as a professional forum for the dissemination of original research, legal updates, training strategies as well as best practices and literature reviews. The journal incorporates the expertise of both practitioners and academics to achieve these goals. Promoting the publication of peer-reviewed research and providing sound advice from practitioners for law enforcement within the state of Colorado are the journal's main goals.

The editorial board of the *Colorado Police Quarterly* considers for publication the following types of articles:

Commentaries: Short papers of a philosophical nature addressing important issues, innovative training strategies, and best practices are invited. The journal welcomes the thoughts and comments of the association's members and its other readers.

Legal Updates: Pertinent reviews of legal cases and articles addressing legal issues are published as well.

Original Research: Research articles of interest to the members of the Colorado Association of Chiefs of Police are welcome.

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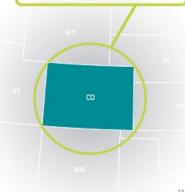
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Do Not Recruit: Build It, and They Will Come!

Dennis McLaughlin, PhD

You might recall the words from the 1989 movie *Field of Dreams*: "If you build it they will come!" The concept, although originally referring to baseball, is somewhat intriguing when considering police recruiting. Whenever police leaders gather, one of the topics of discussion will inevitably be the difficulty of recruiting qualified applicants. Of course, the discussion will include a nostalgic remembrance of the "good old days" when recruiting efforts drew hundreds of applicants.

Police recruiting today is a complex issue. For the past decade, recruiting has been a concern for agencies of all sizes. Some leaders have suggested the profession is experiencing a decline in qualified applicants due to the recent prevalence of anti-policing propaganda. While this notion may be arguable, the truth is even before the recent string of police actions attracted a national media spotlight, recruiting numbers were declining significantly. The phrase "build it and they will come" may seem like a simple concept when taking into account the complexity of recruiting, but the idea has standing. Build something that people want and they will come; or in other words, build a department that people want to work for, and they will.

The plain truth is a department's reputation precedes it and not just the quality of its external police services, but the integrity of its internal culture as well. Police officers throughout a considerable area, along with perceptive applicants, are aware of a police agency's reputation. They know which agencies are transparent, which are ethical, which have positive capital in the community, and which have a reputation for supporting and valuing employees. They know which ones have troubled community relationships, which experience bias in the workplace, which boast of teamwork and don't practice it, and which have that egotistical supervisor who likes to make subordinates' lives miserable. Unfortunately, many potential police applicants, particularly officers from other agencies, are more aware of a department's reputation than some of its own leaders. And, like it or not, all these things have considerable impact on the quality and quantity of applicants interested in working for an agency.

Some police leaders assert low employee pay and modest benefits are the primary cause of an agency's difficulty in recruiting and retaining employees. While compensation is important to a point, most police applicants don't seek the job for high pay. Most police officers pick up the badge because they are intrinsically motivated by a greater purpose. And it is through this purpose they seek job satisfaction. In fact, some studies (Whisenand, 2010) suggest "employees rate having a nice, caring boss more highly than they value money or benefits. How long employees remain with an organization and how productive they are is directly determined by their relationship with their immediate supervisor" (p. 148).

A few years ago, I worked for a small policing agency that had the lowest starting pay in the area. Surprisingly, however, the turnover rate was nearly non-existent. Even though these skilled officers had opportunities to seek employment with more lucrative agencies, they remained faithful to their own. The glue that bound them to the department was the top leader's respect for their staff. They made it a priority to develop trusting relationships with employees, and regularly demonstrated each employee was a trusted and valued member of the organization.

Police leaders who cultivate employee trust and respect will experience a workforce that makes positive contributions to the agency and community simply because they want to. Internal motivators such as positive supervisor engagement, opportunities for employee development, effective and open communications, strong coworker relationships, teamwork, collaborative leadership, equitable treatment, recognition and trust, will create a powerful sense of job satisfaction and loyalty. Even though most police employees are intrinsically motivated, they need reassurance they are making a positive difference in the community. They need to know they are trusted, valued, and respected as individuals. When police employees experience these values inside the department, they will take them into the community and develop strong and meaningful relationships. Not only does this capture the essence of community policing, but it is the type of positive police culture that draws qualified applicants.

Without first identifying and addressing internal barriers that keep employees from feeling valued, an agency will expend substantial efforts in recruiting, but will fail to see results equal to the labor. Unfortunately, for some agencies that

are habitually faced with internal problems, even the most energetic leadership efforts will be a test of endurance. If an internal police culture has become cancerous or disreputable, it will likely take years to effect genuine change. The work needs to be done, not only to maximize the agency's success in recruiting qualified applicants, but most importantly, for the sake of the community.

Policing today calls for visionary, energetic, and transformational leaders who are not afraid to make a difference internally and externally, even when the costs are high. Police agencies need leaders who will make right decisions, not easy ones. Without competent and ethical police leaders at all levels who are committed to a common vision, transformation will either fail or be superficial at best. A single leader cannot change the entire police culture. Transformation can begin with one leader, but the difference between success and failure is a well-developed leadership team working in collaboration with singularity of purpose. Effective police recruiting or marketing begins with a product that is both desirable and meaningful!

The notion of recruiting is not as comprehensive or as powerful as that of marketing. Traditional recruiting methods are narrowly focused, predictable, and typically characterized by limited creativity. On the other hand, a well-designed marketing strategy can reach a broadly diverse audience and gain the interest of a significant number of qualified applicants. Creative marketing is an energizing undertaking that can be infused throughout an agency.

Marketing strategies vary widely, but are notably enhanced by "branding" the agency in a manner that positively and realistically depicts its reputation. A brand is little more than a representation of an agency's character. By building on positive associations, it creates a relationship between the police department and wider community. A brand can consist of a photo, phrase, design, symbol or other creative concept that positively distinguishes the agency. The brand must, however, accurately portray the agency's genuine character and be true to the community's view of the agency as well. If a brand presents a false portrayal, it will be recognized as insincere by the community and the agency's intentions will be unsuccessful. Applicants and community members are perceptive people.

So what does a brand look like? The Breckenridge, Colorado Police Department has a brand depicted in a recruiting poster that portrays several officers standing beside a police vehicle parked below a snowy mountain backdrop. The officers are each dressed in garb that represents a separate function or assignment within the department. The poster contains a signature message: "Join us for an active outdoor lifestyle on and off duty!" The image, as a whole, brands the department as more than just a place to work. This marketing tool seeks to illustrate working for the department is a lifestyle that is both meaningful and fun.

Marketing and recruiting should not be the sole responsibility of a few staff members. Some of the most creative ideas come from line- staff members who work directly with the community and who are positively engaged in marketing efforts. Ideas for marketing are limited only by the creativity of those involved. While marketing can take a variety of avenues, one of the most powerful is by portraying authentic relationships with community members through social media outlets and news articles. This requires police leaders first make efforts to build strong relationships with local media representatives. Positive media relationships require genuine collaboration and begin with leaders who value transparency and sincerity. Of course, the best marketing or recruiting efforts have always been by word of mouth from satisfied employees.

I would be remiss without mentioning marketing efforts must intentionally seek to reach a diversity of people representing the full demographic spectrum of the community. These efforts need to include women, African Americans, Latino Americans, Asian Americans, Native Americans, LGBTQ+ citizens, and other groups. Individuals representing a few diverse groups are difficult to attract as applicants because they are inherently suspicious of the police. A portion of the suspicion can be attributed to citizen-police relationships or experiences in countries of origin. However, much of it is attributable to lack of community trust and historically negative treatment by the police. To be successful in attracting quality candidates and building a diverse and representative police staff, the agency must identify and address internal barriers that keep any member from feeling less than respected and valued. It does not take long for inequitable treatment of any individual or group to negatively impact the reputation of a police agency.

If an agency, for example, is experiencing difficulty in attracting female applicants, the department's leadership must assess the internal culture to see if female employees are valued, treated equitable and experience strong co-worker relationships. If not, the agency has identified, at least in part, the reason why it is failing to attract female applicants. An agency can spend a considerable amount of recruiting energy trying to attract members of the LGBTQ+ group; but if members of this group don't feel as though they would be valued or respected in the workplace, the most exceptional recruiting efforts will not produce anticipated results. Effective police recruiting or marketing begins with a product that is both desirable and worthwhile. Build a department that individuals representing diverse groups want to work for, and they will come.

Agencies that are experiencing difficulties recruiting qualified applicants and want to change course, need to begin by evaluating the product being offered. A department's recruiting or marketing efforts must be secondary to addressing problems of community trust and internal issues. The most creative and energetic marketing plan will not overcome a problematic reputation.

Troubled police agencies that lack either a willingness to change or organized strategies to do so, place themselves at a considerable disadvantage to compete for qualified applicants. Departments that have created an ethical culture in which employees are trusted and valued will tend to attract a strong applicant pool. So build it and they will come! And then the nostalgic remembrance of the "good old days" (or not so "good old days") will be when the agency's recruiting efforts failed to attract quality applicants.

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The Total Quality Management (TQM) Movement: A Strategic Approach to Policing

John G. Reece, PhD

Although the Total Quality Management (TQM) movement originally focused on industry and the private sector, its presence has swept through government as well, with applications in many administrative agencies and at all levels of government (Council of State Governments, 1994). In the last few decades, public organizations have undertaken TQM programs. Policing organizations are no exception. In addition, organizational transformations have become the order of the day. With such transformations the potential for organizational crises and chaos rises, however, opportunities for new freedoms and better ways of doing business can manifest as well. Regrettably, the implementation of community policing, neighborhood policing, and various offshoots of the New York City ComStat model as quality management programs have been met will resistance by some in the policing profession.

The basic principles of TQM emphasize that successful total quality efforts depend heavily on commitment and strategic implementation (Cohen & Brand, 1993). The principles of quality management are often general, stressing leadership, culture, motivation and trust, groups and teams, and many other aspects within an organization. Failed TQM efforts often display the opposite of these qualities (i.e., insufficient leadership, weak culture, poor provisions for motivation and trust, lack of focus on teamwork, etc.). For these reasons, some quality management programs in the policing field have been set up to fail from the outset.

Most leaders in policing organizations bring a wealth of experience and visionary ideologies to an agency. Most are respected throughout a state and at the national level as well. Police chiefs and sheriffs envision certain "styles" of policing within their respective agencies. Many of the philosophical underpinnings embrace the fundamental tenets of a strategic approach (e.g., community policing and problem solving). Elaborate practices and operations emerge from the conceptual savvy of the organizational leadership. Unfortunately, these guiding philosophies can have significant implementation flaws, which result in poor morale, frustrated management, and general confusion throughout an organization.

The ComStat Model

New York City was in decline for several decades. As the crime rate soared in the city, many fled to the suburbs to optimize their quality of life. Many referred to this migration as the "white flight," because the majority of those with the means to leave were not the minorities. New York City was in dire need of a comprehensive attack on crime. The program that was created to implement this attack has become known as "ComStat" or Computer Statistics. This management tool has been one of the most talked about innovations in policing since its creation under the guiding hands and leadership of former Mayor Rudolph Giuliani and former Police Commissioner William Bratton. In 1993, New York City saw 1,946 murders committed. By 1998, after several years of ComStat, there were 629. While the rest of the country saw a 23 percent decline in this most serious of crimes, New York City posted statistics three times as good (Dussault, 2000).

The pattern continues to repeat itself in most jurisdictions in which the model is *correctly* implemented (e.g., Baltimore, Philadelphia, Los Angeles, etc). For many departments, this does not mean slavishly duplicating New York's approach, but in the end, most agree, the four core principles of accurate and timely intelligence, rapid deployment of resources, effective tactics, and relentless follow-up, the NYPD developed, and continues to follow, are the mandatory keys to success.

ComStat is a collection of modern management principles, military-like deployment efforts, and strong enforcement strategies all informed by accurate statistical crime data. The model forces top police managers to be involved with crime again. ComStat allows for geographic responsibility to be applied with regular meetings using mapping information to address crime trends in particular areas. Commanders are forced to have direct involvement in their areas and to use all tools and resources to combat crime. Community policing, specialty units, patrol, and outside agencies are brought together with one goal in mind: making the community safer.

The ComStat accountability process has been implemented in various ways under a myriad of operational titles in the United States. The primary focus is normally within the Operations Division (patrol, investigations, etc.) and on a mandate of crime reduction. Personnel are held responsible for measurable crime reduction results within their assigned areas. The Services or Support Divisions are to support the mission by making certain that all key organizational systems operate efficiently and professionally. Under most strategic models, crime statistics for geographical beats are reviewed at regular meetings where colorful crime maps are displayed and personnel are questioned about crimes in their areas. Personnel can be *aggressively* questioned on such issues as:

- Crimes against persons and property in their areas of responsibility;
- Deployment and response strategies;
- Pending investigations;
- Clearance rates for detectives.

Operational staff, while not expected to eliminate crime entirely, are expected to articulate a sensible strategy for reversing a trend or eliminating a "hot spot."

These meetings can generate overly tense experiences for those speaking and making attempts to explain why a certain crime or trend is happening in their neighborhood(s). The meetings can be more confrontational and adversarial than what some employees (especially those from younger generations) are comfortable with. An effective quality management program calls for people to be challenged, but not to be belittled in a personal manner as they are in some initiatives.

The Leadership Factor

Executive staff members can create a viable vision, but organizationally fail to implement the vision properly and effectively. Covey (2003) postulated that leadership itself can be broken into two parts: 1) vision and direction, and 2) inspiring and motivating people to work together. Leadership can grasp the importance of the former during the implementation of a quality management initiative, but fall short with following through with the latter. When top leadership promulgates the governing value of total quality, it should demonstrate that it not only cares about the quality of service delivered to external customers, but also about the quality of lives and relationships within the organization (internal customers). Evans (2005) asserted, "One way that organizations can promote quality and teamwork is to recognize the existence of internal customers" (p. 199). Some agencies do not recognize this importance.

McCall and Lombardo (1983) examined differences between senior leaders who accomplished organizational goals and those who were expected to reach exemplary goals, but "derailed" just before reaching them. Those who fell short seemed to have one or more of what McCall and Lombardo described as "fatal flaws." They included:

- Insensitive to others, intimidating, bullying style
- Cold, aloof, arrogant
- Untrustworthy
- Overly ambitious
- Playing politics
- Unable to build a team effort – over managing

The most frequent cause for derailment was insensitivity to others, but the most serious was untrustworthiness. After all, trust is a reciprocal attitude. Employees will tend to reflect the amount of trust that is directed toward them.

Quality as an Organizational Value

Simply stated, top management must establish a "quality mindset" that is pervasive throughout an organization. Without this paradigm soundly in place, any organizational change model will be fighting an uphill battle from the outset. The literature is clear that for quality to become operationally effective, it must permeate the entire

organization. W. Edwards Deming (1986), one of the founders of the quality movement, emphasized that quality starts at the top. Moreover, the leadership of an organization must be intimately involved in the process to ensure that the quality paradigm is translated into the minds and hearts of everyone in the organization. Quality must become the passion of the entire organization.

Organizational leaders need to be considerate of employee needs. This consideration minimizes frustration and builds needed trust. Such consideration should not be done in a paternalistic manner where emphasis is placed on the power of leaders over subordinates. Senior leaders need to commit to the development of the entire workforce and should encourage participation, learning, innovation, and creativity throughout the organization (Evans, 2005). If quality does not become, as Peters (1994) asserted, "the religion, organizing logic, and culture of the [organization], but instead gets stalled as internal programs run by technocrats," it will fail. Quality will fail because efforts are, in Kanter's (1994) words, "mounted as programs, unconnected to strategy, rigidly and narrowly applied, and expected to bring about miraculous transformations in the short term" (p. 5). Looking specifically at implementation issues, Barrier (1992) argued, "If there is one vital ingredient for a successful TQM effort…it is the CEO's visible and unreserved commitment to TQM. Without it [a clear vision], other managers will hang back" (p. 25).

Strategic policing efforts can certainly fall victim to most of these shortcomings during the implementation stage and beyond. In addition, immediate success and short-term milestones must be properly identified and celebrated as a means of reinforcing the implementation of the strategic plan. Top management is correct in their quest for an organization to be results and outcome driven, however, some may not have transparent and visible indicators of immediate success. Holland (1993) has suggested:

> If quality improvement is to even take root, let alone flourish, it must achieve bottom-line results immediately. If you do not hit home runs upfront in the quality improvement effort, it will fail. Dramatic successes early on are the most important factors for long-term improvement. (p. 43)

Conclusion

The United States has dynamic policing organizations with exemplary personnel and leadership. Most have the potential to be great learning organizations from the bottom up. As such, an organization needs to be led and managed in a fashion that liberates, rather than restrains, people's knowledge and abilities. New organizational leaders may inherit many problems and a skeptical workforce with a certain inertia that may defy new philosophies or approaches to policing. At the same time, they may have an excellent opportunity to instill prolific and intrinsic change. Lessons ought to be learned from past mistakes, however, those mistakes need to be placed in the "rear-view mirror" so an organization can move forward. Building a successful quality environment and strategic policing initiative will unquestionably start with effective leadership.

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Humans Before Hardware

Carmine R. Grieco, PhD, CSCS, and Kyle Kelleran, PhD, CSCS

The Greek poet Archilochus is attributed with saying, "We do not rise to the level of our expectations, we fall to the level of our training." The tactical environment for future generations of law enforcement are likely to be more, not less, challenging, despite technological advances.

While the concept of physical and/or cognitive training for the rigors of the tactical "workplace" is not a new one, there has been a surge of interest in recent years. In the wake of the 9/11 terrorist attack on U.S. soil we have seen a keen uptick of activity in optimizing human performance potential in law enforcement and other tactical populations. Moreover, training programs tailored to the tactical athlete have shown promise in both cognitive and physical performance domains (Asken et al., 2016).

An oft-cited axiom, "Humans before hardware," emphasizes the importance of training over equipment. Embraced by the United States Special Operations Command as a core "truth," this applies nowhere more aptly than in the tactical realm. Police, military, and other emergency response personnel are routinely called upon to perform demanding occupational tasks, frequently in inhospitable environments. The success or failure of each of those individual interactions is largely dependent on the preparedness, or training, of the tactical athlete. It is noteworthy to understand that while virtually all exercise training has health benefits, not all exercise programs will enhance performance on the job.

Due to the essential nature of operational readiness, physical fitness is often prioritized in law enforcement. With so many competing voices in the fitness field, however, it is sometimes hard to differentiate what is beneficial from what is ineffective or worse, harmful. In an effort to clear the clutter, many entities in the fitness industry are developing "train-the-trainer" types of programs to deliver solid fundamentals to those on the front line. These programs often are designed to teach a facilitator at the departmental level to develop effective performance-based fitness programming, as well as be able to evaluate and address new fitness trends as they are established.

One prominent organization, founded in 1978 and headquartered in Colorado Springs, CO, has been on the forefront of developing and disseminating evidence-based fitness programming for nearly four decades. The National Strength and Conditioning Association (NSCA) was initially focused on athletic performance enhancement until 2005 when its membership recognized the needs of training programs tailored to tactical populations and developed the Tactical Strength and Conditioning (TSAC) program. This program sought to merge the knowledge of athletic performance with the physical and cognitive demands placed upon tactical populations.

Another organization founded in the late 1990s, EXOS, took a similar route through athletic performance to develop fitness programming for tactical athletes. One of its programs, Tactical Performance System, focuses on improving tactical performance while reducing the risk of injury. Another program, developed to support the special needs of the US Naval sailor, is the Navy Operational Fitness and Fueling System (NOFFS). NOFFS increases functional performance through a focus on lift, push, pull, carry movements, centering on injury-risk reduction.

While all training is a form of exercise, not all exercise is effective training. It is only through targeted training programs, administered by trained facilitators, that we can equip tactical athletes with the requisite cognitive and physical skills necessary to face the challenges of the 21st century.

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People v. Delacruz

Colorado Supreme Court 16SA163. Decided December 5, 2016.

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A warrantless protective search of a vehicle must serve the purpose of ensuring officer safety, which requires that the officer possess an articulable and objectively reasonable belief that a vehicle occupant may be armed.

Facts:

Denver PD Officer Scott Armstrong was running license plates checks for stolen cars in a northeast Denver hotel parking lot known for frequent drug activity. While exiting, he saw a black SUV turn left into the lot without using a turn signal. He saw a male driver (Delacruz) and a female passenger (Yerebeck). After the SUV turned into the parking lot Officer Armstrong lost sight of the vehicle, although he had acquired the plate number. After running the plate, he learned that the SUV belonged to Yerebeck.

About ten minutes later Armstrong observed the SUV in the lot and made a traffic stop for the turn signal violation. Armstrong identified the driver as Yerebeck and the passenger as Delacruz. Yerebeck handed over her driver's license to Armstrong. When asked for his identification, Delacruz replied that he didn't have any identification but that his name was "Rae Lacruz". Both were cleared through NCIC. Yerebeck showed no warrants. No record was found for "Rae Lacruz".

Armstrong became suspicious and called for cover. Once cover officers arrived, Armstrong asked Delacruz to step out of the SUV. As he did so, Armstrong heard a metallic "thump". Armstrong looked on the front passenger-side floorboard and saw a large fixed-blade knife. Yerebeck was also asked to exit the SUV, and did so. Armstrong entered the SUV at this point to look for additional weapons. He kneeled on the front passenger side seat and looked onto the back floorboard, which was very cluttered.

Behind the driver's seat he saw a pillow case in which he saw what appeared to be a butt of a gun. Armstrong moved to the rear driver's side door to verify his observation. At this point, one of the cover officers informed Armstrong that they had identified Delacruz and that he had two outstanding warrants, one of which was for a charge of felony menacing involving a TEC 9 handgun.

Armstrong moved the car to more secure location, obtained a search warrant, and pursuant to the warrant seized a TEC 9 gun from the rear floorboard.

Issue:

Did Officer Armstrong discover the firearm during a valid protective search of the vehicle considering the circumstances confronting the officer at the time of the search? Yes.

Court Decision:

The trial court suppressed the evidence. The Colorado Supreme Court reversed the trial court and remanded the case back to the trial court for further proceedings.

Restatement of the Law:

During an investigative roadside stop, if a police officer has an articulable and objectively reasonable belief that a vehicle occupant may be armed and dangerous, the officer may conduct a protective Terry-type search of the vehicle's passenger compartment and occupants for weapons. *People v. Brant*, 252 P.3d 459, 462 (Colo. 2011); *Michigan v. Long*, 463 U.S. at 1049-50 (1983).

The scope and character of the search must be reasonably related to the purpose of ensuring officer safety. *People v. Weston*, 869 P.2d 1293, 1299 (Colo. 1994). Accordingly, the *scope of the warrantless protective search of a vehicle's passenger compartment is limited to those areas in which a weapon may be placed or concealed*. *Brant,* 252 P.3d at 463. For the protective search to be effective**,** *officers conducting the search are permitted to make a cursory examination of objects discovered to determine if they are weapons or if weapons have been secreted inside the objects. People v. Melgosa*, 753 P.2d 221,228 (Colo. 1988).

During the protective search, *police may physically restrain the vehicle's occupants, including through use of handcuffs*. *Brant*, 252, P.3d at 462. The fact that an *officer has physical control of the suspect does not necessarily negate the threat to officer safety; a suspect can still break away from police control and retrieve the weapon, or, if the suspect ultimately arrested, he may access weapons if permitted to return to his car*. *West*, 892 P.2d at 1296, *Melgosa*, 753 P.2d at 226; *Long*, 463 U.S. at 1051-52.

Court Reasoning:

The officer had an articulable and objectively reasonable basis to conduct a protective search of the passenger compartment of the vehicle, where *the investigatory stop occurred in an area the officer testified was known for frequent criminal activity*; the defendant *appeared to have given the officer a false name;* and the *officer observed a large knife on the front floorboard near the defendant's feet* when the officer asked the defendant to step out of the vehicle to question him. Furthermore, the *officer did not exceed the lawful scope of a protective search by looking behind the driver's seat* because the *rear floorboard is an area of sufficient size to conceal a weapon and would have been within the reaching distance* of a vehicle occupant.

Bottom Line:

*The protective search issue identified in this case is also known as the "frisk of the automobile". Michigan v. Long, 463 U.S. 1032 (1983). In many cases, the courts have identified "furtive movements" (**reasonable belief that a person is dangerous and might gain immediate control of a weapon)** as a sufficient basis for removing drivers and passengers from a vehicle to do a frisk of the automobile for weapons.*

Dr. Dennis McLaughlin has 30 years of police experience in agencies in Colorado, Oklahoma, and Texas. He is currently serving as Chief of Police for Breckenridge Police Department. Prior to Breckenridge PD, he was a lieutenant/watch commander and Canine Unit Commander at Plano Police Department in Texas where he was employed for 14 years. While at Plano, he held various positions including administrative lieutenant, professional standards sergeant, patrol sergeant and full time police academy trainer. He began his law enforcement career at Weld County Sheriff's Office followed by several years at Lakewood Police Department, and served as Investigative Commander and PIO at Bryan County Sheriff's Department in Oklahoma. Chief McLaughlin is a graduate from the School for Executive Leadership at the Institute for Law Enforcement Administration (ILEA) as well as the SWAT Command and Leadership School from NTOA. He also holds a Ph.D. in theology/ethics from Trinity Theological Seminary, a master's degree in theology from Thomas Theological Seminary, a bachelor's degree in psychology from Columbia College, and a graduate certificate in police management from the University of North Texas.

Dr. John Reece is an Associate Professor of Criminal Justice and the former director of the Western Colorado Peace Officers Academy (WCPOA) at Colorado Mesa University. Dr. Reece was employed with the Grand Junction Police Department (GJPD) in Colorado for nearly twenty years. During his tenure at the GJPD, Dr. Reece was a Patrol Officer, K-9 Handler, Field Training Officer, Rifle Team Member, and Detective. He was promoted to Police Sergeant and in this capacity was assigned to Patrol, Training and Recruitment, and Internal Affairs. Dr. Reece holds a bachelor's degree in Criminal Justice from Colorado Mesa University, a master's degree in Public Administration from the University of Colorado, and a PhD in Public Administration from Northcentral University. He serves as the Editor-in-Chief of the *Colorado Police Quarterly*.

Dr. Carmine Grieco received his PhD from Old Dominion University and is now an Assistant Professor of Kinesiology at Colorado Mesa University. A personal trainer with over 15 years training experience, he successfully made the transition from personal trainer to University professor in 2012. Carmine is a past West Virginia state director of the National Strength and Conditioning Association (NSCA) and the current state director for the American Society of Exercise Physiologists (ASEP). Carmine's research focuses heavily on heart rate variability (HRV) as a measure of autonomic response. Carmine is particularly interested in the unique challenges faced by tactical athletes. He is currently collaborating with Andrew Thompson, from Tufts University and the U.S Army Natick Soldier Research, Development and Engineering Center (NSRDEC), on a project involving HRV.

Dr. Kyle Kelleran, now an Assistant Professor at Bridgewater College in Virginia, was previously employed by the United States Navy as a Fitness Specialist and has been working in the fitness field for over 10 years. He is certified by the National Strength and Conditioning Association (NSCA) as a Certified Strength and Conditioning Specialist (CSCS) and Tactical Strength and Conditioning Facilitator (TSAC-F). His area of research focuses on occupational exercise physiology including parameters associated with handgun shooting accuracy.

Philip J. Baca is the Director of the Jefferson County Sheriff's Office and Lakewood Combined Regional Law Enforcement Academy. He served for fifteen years with the Denver Police Department in various positions, ultimately attaining the rank of lieutenant before he left law enforcement to practice law for seven years. During this time, he continued to develop law enforcement training programs and materials. Mr. Baca was selected as the initial Director of the Highlands Ranch Law Enforcement Academy. Two years later, Mr. Baca went to the Jefferson County Sheriff's Office to manage its training academy and Support Services Division. While at Jefferson County, he served as the Captain of the Support Services Division, Captain of the Patrol Division, and as the Division Chief of the Criminal Investigations Division. Mr. Baca served as the Chief of Police in Commerce City from 2008 to 2012, and then he returned to the Jefferson County Sheriff's Office. Mr. Baca earned his bachelor's degree in Pre-Law/Political Science from Colorado State University, and his Juris Doctor from the University of Denver. Shortly thereafter he was admitted to the Colorado State Bar as a practicing attorney. Mr. Baca can practice law in all Colorado courts, the United States District Court, and the 10th Circuit Court of Appeals. Additionally, he is a graduate of the 216th Session of the FBI National Academy.

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Respectfully,

Dr. John G. Reece
Editor-in-Chief
Colorado Police Quarterly

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