



2020 Force, Pursuits, & Collisions Planning, Training, & Accreditation Section



The Mission of the Lynnwood Police Department is to provide proactive, competent, and effective public safety services to all persons, with the highest regard for human dignity through efficient and professional law enforcement and crime prevention practices.

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INTRODUCTION

To support our mission, the Lynnwood Police Department carefully tracks and reviews significant events that can often occur when providing law enforcement services. For example, if force has been used by a police officer to restore safety, it should be scrutinized to ensure compliance with policy, training, and the law. Other significant events that demand this same level of critical analysis include police pursuits and officer-involved collisions. For ease of reading, this report will be organized into the following four sections



USE OF FORCE

One objective of this report is to provide an overview of the use of force employed by Lynnwood officers in 2020. Ideally, the report will provide some context on what kind and how often force was used by officers. The report will also look at demographics associated with those instances involving force. Police K9 and Taser applications will be examined separately.



PURSUITS

This section examines the circumstances when Lynnwood police officers pursue criminals during their duties; that is, what level of criminal activity precipitated a vehicle pursuit, a continuous evaluation of the seriousness of the crime committed versus the danger to the public and the officer if continued, and how the pursuit was ultimately resolved. This examination is completed through a Training Section review or Formal Pursuit Board of Review.



COLLISIONS

This section will look at those instances when an officer was involved in a vehicle collision. Both preventable and non-preventable collisions will be examined to include any notable trends, a ten-year comparison from the current year, and any training recommendations that may serve to reduce officer-involved collisions.



TRAINING

Lastly, this section will provide an overview of the number of training hours provided to Lynnwood Police personnel and our volunteers as well as a list of some of the formal training staff attended as part of our commitment to our core value of *Professionalism*.

OUR MISSION

The Mission of the Lynnwood Police Department is to provide proactive, competent, and effective public safety services to all persons, with the highest regard for human dignity through efficient and professional law enforcement and crime prevention practices.

OUR VISION

Our Vision is to be recognized by our community as a major factor in determining and ensuring the quality of life in Lynnwood. We desire to be viewed as a leader in the law enforcement community; an organization that is committed to innovation and positive change in our endeavor to continually improve the quality of our service.

OUR VALUES

Professionalism

Committed to professional development while providing ethical, proficient, and respectful service.

Vigilance

Keeping the community safe through proactive and tenacious pursuit of violators of the law.

Community

Cultivating positive interactions by fostering trust; and partnering with our community members to create a high quality of life.

USE OF FORCE – POLICE OFFICERS

The Lynnwood Police Department follows the Washington Association of Sheriffs & Police Chiefs (WASPC) guidelines with respect to documenting the use of force. One important component of these guidelines is that officers are required to document <u>any force capable of causing injury</u>. When reviewing the data relating to use of force, it is important for the reader to understand a force report could be triggered even if there was no complaint of pain, or visible injury.

The Lynnwood Police Department sets specific guidelines for reporting a use of force incident. This language is captured in policy and defined as:

SOP 300.1.1 - DEFINITIONS

Deadly force - Force reasonably anticipated and intended to create a substantial likelihood of causing death or very serious injury.

Force - The application of physical techniques that are reasonably believed to be capable of causing injury.

Also, policy is clear on those events that require the reporting of a use of force event. That policy reads as follows:

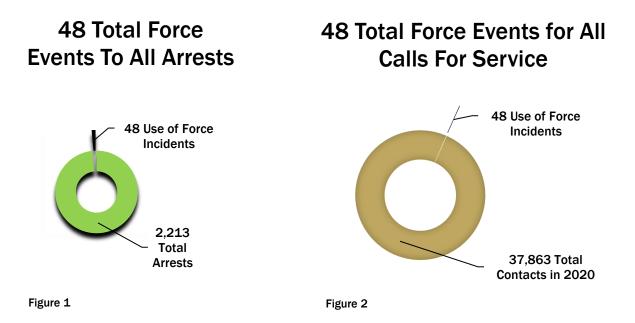
SOP 300.5 – REPORTING THE USE OF FORCE

Any use of force by a member of this department shall be documented promptly, completely and accurately in an appropriate report, depending on the nature of the incident. The officer should articulate the factors perceived and why he/she believed the use of force was reasonable under the circumstances.

• Force Events By Police Officers

In 2020, Lynnwood Police officers handled a total of 37,863 incidents, which included both dispatched calls for service as well as self-initiated officer activity. The vast majority of these calls did not result in an arrest. In 2020, officers made 2,213 arrests.

Of these 2,213 arrests, there were forty-eight (48) incidents of reportable force documented per WASPC guidelines.



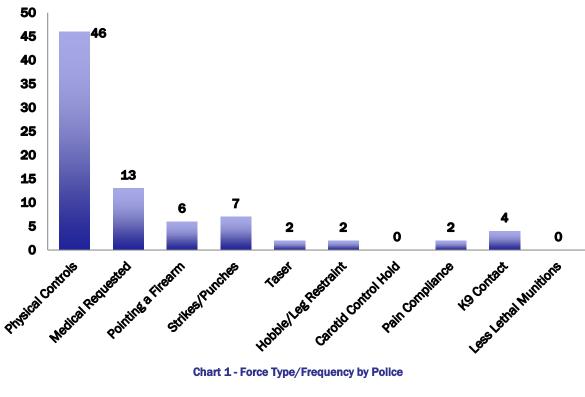
In figure 1 above, the total percentage of reported applications of force during an arrest for the 2020 year was approximately 2.16 percent.

In figure 2 above, the total percentage, when analyzed with all documented law enforcement contacts in 2020, is about .12 percent. In other words, for every contact a Lynnwood Police Officer had with a community member in 2020, it resulted in a need to use documented force about .12 percent of the time, or from a different perspective, 99.88 percent of the time Lynnwood Police Officers did not use force when interacting with the public during a call for service.

The specific types of force and frequency will be examined in the following chart.

It is important for the reader to note that more than one type of force may have been recorded in a single event. Although this just involved one individual out of the forty-eight (48) listed above, it may show up as two (2) types of force in the charts that follow.

For example, in Chart 1 below, a "Physical Control" was a documented use of force tactic 46 times in 2020.





What is important to understand about this number is that those 46 documented incidents of a "Physical Control" applied to a community member may have included more than one officer during the same incident. For illustrative purposes, a call for service may require two or more Lynnwood Police Officers to arrest a community member for a domestic violence assault. If both officers each grab onto one of the subject's arms, the subject resists, and is taken to the ground, then the documentation of that force application may include the "Physical Control" from each officer.

In another example, using the category "Pointing a Firearm", if multiple officers pointed their firearm at a suspect during a lawful arrest, that documentation may capture more than one "Pointing a Firearm" use of force during the same Use of Force event.

• Physical Controls

As mentioned in Chart 1, a "*physical control*" is the application of force by an officer, where, when feasible, a subject is given a notice to comply with a lawful order and/or intent to arrest and, when this notice is ignored, the officer(s) grabs onto the subject to place them under arrest. Some common types of *physical controls* include certain escort techniques such as a "wrist-locks" or the "arm-bar". In such an event, an officer uses a "hands-on" approach, in some manner, on a subject to overcome physical resistance.

In 2020, "*physical control*" was documented a total of forty-six (46) times and was the most common type of force utilized by police officers.

One other category in Chart 1 that merits further definition is the "pain compliance" category. "Pain compliance" refers to physical tactics, such as stimulating pressure points, that are used in order to gain compliance from a combative or resistive individual.

Medical Services Requested

The second most frequently recorded category of force is classified as "*medical requested*" – with thirteen (13) recorded instances. "Medical requested" events are reported whenever a suspect sustained an injury and/or required medical attention, after a lower-level physical confrontation with an officer. The majority of these are minor abrasions or cuts sustained by the individual. This number is exclusive of Taser, K9 Contacts, and Carotid Control Holds, which automatically generate a medical evaluation and are counted separately from the "medical requested" events.

• Pointing of a Firearm

The "pointing a firearm" is also recorded because it is inherently dangerous and a precursor to a firearm discharge that is capable of causing significant injury and/or death. There were six (6) recorded events where an officer pointed their firearm at a suspect in 2020.

Carotid Control Hold

A "Carotid Control Hold" is defined as a trained and certified tactic that employs bilateral compression of the carotid arteries and jugular veins at the sides of the neck, which results in diminished cerebral cortex circulation and potentially leaves the subject in a temporary "unconscious state". The use of the Carotid Control Hold is authorized by the Chief of Police only after an officer has received approved training in the tactic and has demonstrated a firm understanding of its application and post-application procedures. This type of force was generally used in instances where the subject being arrested was violent or physically resisting and, where the subject, by words or actions, demonstrated an intention to be violent and reasonably appeared to have the potential to harm officers, others, or themselves.

On June 25th, 2020, the Chief of Police issued a directive prohibiting the use of the Carotid Control Hold except in the instance where the application of deadly force was authorized. The Lynnwood Police Department had <u>zero</u> (0) reported use of force incidents involving the Carotid Control Hold in 2020.



Taser Applications ۰

The use of the TASER Electronic Control Device by Lynnwood Officers continues to be an effective option in attempting to overcome active resistance and gain lawful compliance during law enforcement encounters. In 2020, Lynnwood officers were involved in a total of two (2) Taser applications.

The graph below indicates the frequency of use of the Taser over the last five years. With the exception of 2019, the average rate of annual Taser use over the past five (5) years shows no significant change. Also, in the last half of 2020, officers were trained and equipped with the updated Taser 7 platform.

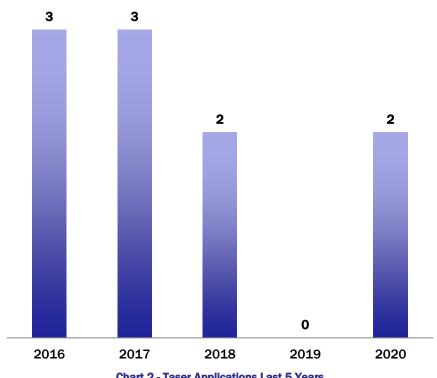


Chart 2 - Taser Applications Last 5 Years



• K9 Applications

A K9 application could be a search for a fleeing suspect or a search for evidence (such as narcotics). For the purposes of this report, it is those instances where a police K9 has physically contacted a suspect or causes injury to an intended suspect, that qualifies as a use of force application. Per policy, the definition of a "K9 Contact" is:

A canine deployment that results in a bite or causes injury to an intended suspect.

A K9 deployment, for purposes of this report, is defined as the following:

A removal of the dog from the patrol car for any legitimate law enforcement purpose.

A K9 bite, for purposes of this report, is defined as the following:

Any gripping of a person's body or clothing by the dog's mouth, irrespective of injury or damage. Additionally, any injury or damage to a person's body or clothing caused by contact with the dog's teeth, i.e., rakes, abrasions, or tearing of clothing, will also be reported.

All Lynnwood Police Department K9 applications that result in a defined contact are reviewed internally. The review process entails a K9 Board of Review, which convenes to analyze the circumstances surrounding the K9 contact and its application to policy. The composition of the K9 Board of Review is selected by the Chief of Police as specified in the board of review policy section 302. The Board then submits a recommendation to the Chief of Police who ultimately determines if the K9 application was *Justifiable*, *Non-Justifiable*, or *Accidental*.

A **justified** K9 contact is where circumstances, at the time of the K9 contact, are consistent with provisions of policy section 318. A **non-justified** K9 contact is when the circumstances, at the time of the K9 contact, are not consistent with policy section 318 either through negligence on the part of the handler, or any indication of laxity, neglect, recklessness, or failure to exercise the care that a prudent handler usually exercises. An **accidental** K9 contact is where circumstances at the time of the K9 contact are not consistent with provisions of policy section 318 and the K9 contact was not judged to be justifiable or non-justifiable and the K9 contact was an unforeseen event.

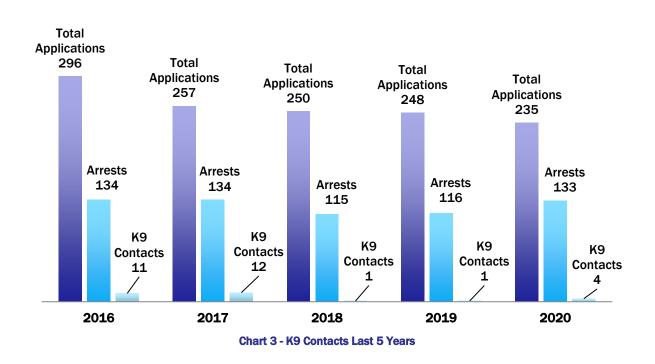


Chart 3 contains data for the last five years of K9 contacts compared to the total number of K9 applications and K9 arrests for each year.

The total number of K9 contacts trend upwards slightly with an increase from one (1) contact in 2019 to four (4) contacts in 2020. Some contributing factors for this increase might include:

- K9 unit staffing was steady throughout 2020.
- K9 officers had completed all basic training and were available for and/or responded to more K9 calls.

In 2020, all four (4) documented use of force incidents involving a K9 contact were found to be *Justified* by the Chief of Police.

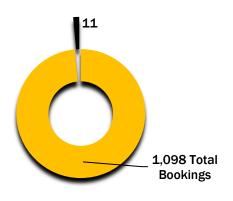
• Other Force Types

In 2020, there was no documented use of Oleoresin Capsicum (OC) spray or baton/impact tools by Lynnwood officers (nor have they been utilized in the previous four years). There were no deadly force incidents reported in 2020 (i.e. an officer-involved shooting).

USE OF FORCE – CUSTODY OFFICERS

In 2020, Custody Officers performed over 1,098 bookings with an average daily population of thirteen (13) inmates. There were eleven (11) incidents of reportable force documented per WASPC guidelines by custody officers.

11 Total Force Events



Data shows force is used less than 1% of the time on individuals booked into the jail.

The specific types of force and frequency will be depicted in the following chart.

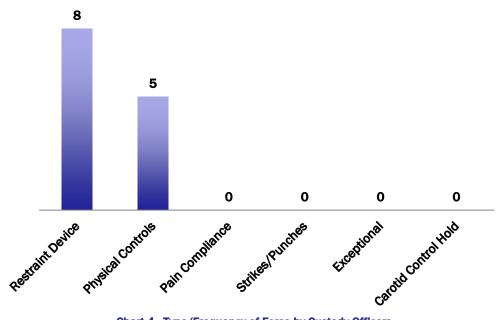


Chart 4 - Type/Frequency of Force by Custody Officers

More than one type of force and/or more than one officer may have been recorded in a single event. In other words, custody officers may have had to utilize more than one type of force on the same individual to restore compliance.

Restraint Device

The jail recorded eight (8) uses of a "*restraint device*". These devices are most commonly utilized on individuals who are either being physically combative, or actively trying to harm themselves. Whenever an individual is placed into a restraint device they are regularly monitored and removed from the device as soon as practicable. This use of force event is followed by documentation of the incident to include a review for appropriateness and compliance with prescribed policy, tactics, and best practices.

Some of the common "restraint devices" approved for use in the Lynnwood jail include a restraint chair and a WRAP device. Both restraint devices may only be used by specific officers after training is provided.

A restraint chair is a larger metal-framed chair with extra padding on the seat and back support that restrains the subject's arms, legs, and torso in order to keep them from moving around freely. An example of a restraint chair application would be a subject, while in a holding cell in the jail, who was actively punching the walls and/or door causing self-inflicted injury and demonstrating a danger to themselves. A custody officer, after attempting to deescalate said subject, may, with the assistance of additional custody and/or police officers, place the self-harming subject in a restraint chair and document this use of force.

The WRAP device is similar to the restraint chair in that it is used to limit the movement of a combative and/or self-harming subject. The value the WRAP device affords is its portability. It can be deployed in the field unlike the restraint chair which is a large metal framed device that sits on wheels. The WRAP may also be a safer option to the restraint chair if the subject is already on the ground and officers are using body weight and physical controls to keep the subject from harming officers or themselves.

• Physical Controls

"Physical controls", with five (5) recorded instances, was the second most common force tactic utilized by custody officers.

A "*physical control*" is defined as the application of force by an officer, where, when feasible, a subject is given notice to comply with a lawful order and/or intent to arrest and, where this notice is ignored, the officer(s) grabs onto the subject to place under arrest. Some common types of *physical controls* include escort techniques such as a "wrist-locks" or the "arm-bar". In such an event, an officer uses a "hands-on" approach, in some manner, on a subject to overcome physical resistance.

Carotid Control Hold

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On June 25th, 2020, the Chief of Police issued a directive prohibiting the use of the Carotid Control Hold except in the instance where the application of deadly force was authorized. In 2020, the jail recorded <u>zero (0)</u> incidents involving the application of the carotid control hold.



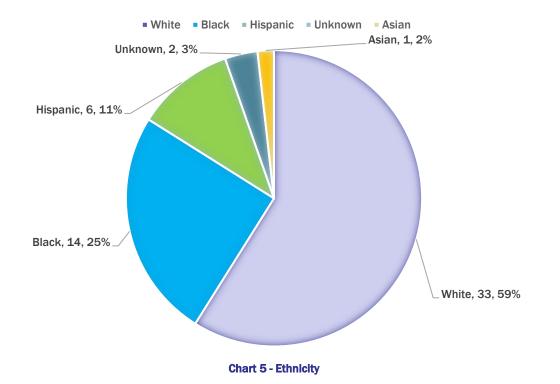


DEMOGRAPHICS

The demographic analysis of those upon whom force was used will include a breakdown of gender, ethnicity, and residential data.

Of all fifty-six (56) subjects to whom force was applied in 2020 (this includes police and jail incidents), about 80% (or 45 individuals) were male while about 20% (or 11 individuals) were female.

For reporting purposes, ethnicity is composed of seven subgroups. They include White, Black, Hispanic, Asian, Native American, Pacific Islander, and Unknown. The following graph shows the collective racial breakdown for the fifty-six (56) subjects who had reportable force used on them.



Residential data is also examined when looking at force incidents. Of the fifty-six (56) subjects to whom force was applied, 45% were residents with a general Lynnwood address while 55% were non-residents. Those listed as residents of Lynnwood also include subjects who reported as "transient residing in Lynnwood."

OFFICER INJURIES

During 2020, there was a total of ten (10) use of force incidents that also resulted in an injury to an officer. This equates to 17% of the fifty-six (56) total force events recorded in 2020.

In those ten (10) events that resulted in an injury to officers, most were minor injuries consisting of, but not limited to scrapes, aches, and abrasions. None of the injuries resulted in time away from work.

In four of ten instances (40%), the officer using necessary force was alone at the time. In one case, an officer attempted to reach into a vehicle to stop the suspect from leaving and was momentarily dragged by the vehicle when the suspect attempted to flee.

In those cases where lessons-learned can be beneficial to the individual officer and/or department, after-action reviews (AAR) are conducted by the Training Section to discuss what went well and what could be improved upon during unfolding incidents. While not all documented use of force events garners an AAR from the Training Section, individual supervisors are encouraged to discuss lessons-learned with their officers.

FORCE SUMMARY

The Lynnwood Police Department follows the Washington Association of Sheriffs & Police Chiefs (WASPC) guidelines with respect to documenting the use of force. One important component of these guidelines is that officers are required to document <u>any force</u> capable of causing injury.

In 2020, force was reported in fifty-six (56) incidents. Forty-five (45) reported incidents involved police personnel, eight (8) involved custody personnel, and three (3) involved a combination of police and custody personnel. Use of force numbers for 2020 reveal the vast majority of force utilized by Lynnwood personnel involve physical controls. Physical controls could range from holding an arm of a resisting suspect during an arrest to a "wrist-lock" on a resistive subject to direct the subject to move to another area.

The Lynnwood Police Department utilizes a careful documentation and review process when personnel use force and this report is just one component of a regular and ongoing evaluation of our agency's use of force. Our documentation and review process adheres to best practices in addition to meeting WASPC accreditation standards. In addition, police personnel are regularly trained in force options and defensive tactic techniques to include extensive training in de-escalation, creating time and distance, communication, Crisis Intervention Team training, and other techniques designed to reduce or mitigate the need for force from the outset.

PURSUITS

Per Lynnwood Police Department policy, a pursuit is defined as the following:

SOP 314.1.1 - VEHICLE PURSUIT DEFINED

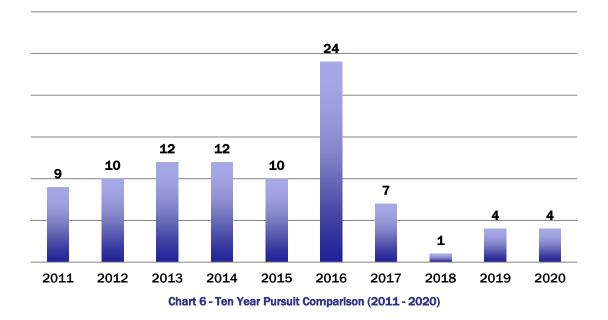
A vehicle pursuit is an event involving one or more law enforcement officers attempting to apprehend a suspect who is attempting to avoid apprehension while operating a motor vehicle by using high speed driving or other evasive tactics such as driving off a highway, turning suddenly, or driving in a legal manner but willfully failing to yield to an officer's signal to stop¹.

In 2020, Lynnwood police officers were involved in four (4) pursuits.

- On January 20, 2020, officers were responding to a report of a domestic violence order violation in progress at a local apartment complex. The suspect was spotted in a vehicle leaving the location. Officers attempted to stop the suspect vehicle, but the driver ignored the officers and fled onto I-5. Officers gave chase and this pursuit was terminated a short time later by the supervisor.
- On April 16th, 2020, officers responded to a report of a priority suspicious person at the Lynnwood Police Department. A reporting party was indicating a suspicious person as trying to set police vehicles on fire. An officer arrived in the area and noted the suspect vehicle attempting to flee the area. The officer attempted to stop the vehicle and a pursuit unfolded. The suspect vehicle later crashed, and the suspect was apprehended.
- On April 26th, 2020, officers were dispatched to a report of an attempted vehicular assault in progress at a local gas station. Officers arrived and observed the suspect vehicle attempt to flee on Hwy 99. Due to the severity of the crime committed, officers gave chase. The suspect entered a private driveway and was apprehended by pursuing officers.
- On June 1st, 2020, a Lynnwood Police Officer was on duty and observed a suspect vehicle traveling at a high rate of speed toward the Alderwood Mall. A safety zone had been established around this area in responses to potential violence sparked from protests occurring at the time. The officer attempted to stop the suspect vehicle as it fled. The officer, believing the driving behavior presented evidence of a possible DUI driver, gave chase. The suspect driver ignored a clearly marked road barricade and crashed through a barricade, coming very close to a marked patrol vehicle that was also blocking the road. The vehicle fled the collision scene and the driver was later apprehended in a commercial parking lot less than one-quarter mile away.

¹ See Vehicle Pursuit policy attached as Addendum B.

These four pursuits represent no change in the amount of pursuits from 2019, well below the ten-year average, as illustrated in the following chart.



Of all four pursuits that occurred in 2020, one was addressed by a Board of Review. In that case, a Board of Review was convened due to the length, nature, injuries, and property damage sustained during the event. The purpose of any Pursuit Board of Review is to examine the actions of the officers focusing on adherence to policy and pursuit driving tactics to determine if either can be improved upon. The Board of Review hears information and/or testimony available to them and provides a written report to the Chief of Police with a recommendation of either *within* or *not-within* the vehicle pursuit policy section 314. This review may also consider training, equipment, pursuit tactics, communication, and other relevant issues.

In all four pursuits occurring in 2020, the Chief of Police declared all were justified and within the guidelines of the Lynnwood Police Department pursuit policy.

A ten-year trend notes an observable decrease in pursuits over the past four years. This downturn from the 2017 data stems from a change in our pursuit policy effective January 2018 as well as continued pursuit intervention training provided during annual Police Skills Refresher training. The policy change required additional objective factors be present in order for an officer to engage in a pursuit. Another change was a requirement of having direct supervisor approval in order to continue a pursuit. These changes were implemented to enhance safety to the public, the involved officer(s), and the involved suspect(s), as police pursuits are inherently dangerous events.

OFFICER INVOLVED COLLISIONS

Lynnwood officers were involved in four (4) collisions in 2020.

By comparison, there were thirteen (13) officer-involved collisions in the preceding year.

All officer-involved collisions are reviewed to determine if the collision was preventable or non-preventable. Of the four (4) collisions in 2020, three (3) were determined to be preventable while one (1) was determined to be non-preventable. Most of the preventable collisions involved backing or slow-speed maneuvers.

One incident involved an officer who's fully marked police vehicle was struck in a parking lot by a DUI driver. Neither the civilian driver nor the officer was injured in the collision. The officer involved was determined to have been in a non-preventable collision.

The review process for all officer-involved collisions includes documentation in a use of force tracking program. This includes a collision report and supporting documentation. It may include any available audio and/or video recordings. This information is referred to the Traffic Sergeant who completes a review of the documentation and makes a recommendation to the Chief of Police as to whether the collision was Preventable, Non-Preventable, or Preventable with Justification. If the officer involved in the collision disagrees with the findings presented by the Traffic Sergeant or if the Chief of Police directs it for additional information, a Collision Review Board may be convened.

In those rare events where a fatality occurs, policy directs the Washington State Patrol Major Accident Investigation Team (MAIT) be requested to conduct an independent investigation.

A low-speed forward and backing obstacle course continues to be a training component that is emphasized annually during our Emergency Vehicle Operations Course (EVOC) training.



TRAINING

A significant part of the Lynnwood Police Department's Planning, Training, and Accreditation Section's mission is to provide quality training on all aspects of police work to departmental members and employees, as well as specialized training required of certain positions or certification mandates.

The following table shows the distribution of training hours attended by staff and volunteers at the department for 2020:

POLICE TRAINING ACTIVITY	2020 Hours
Roll Call	333
Firearms	226
SWAT	1,336
Traffic	248
К9	2,249
Police Skills Refresher Training	0*
Other Formal Training	5,358
SUB-TOTAL (Hours)	9,750
Citizens Patrol	180
Explorers	128
VIPS	9
Car Seat Technicians	50
TOTAL TRAINING HOURS	10,117

Police Skills Refresher Training

Department personnel, to include officers, detectives, and sergeants, were scheduled to attend our Police Skills Refresher (PSR) training program. Topics in 2020 included scenariobased tactics in use of force, defensive tactics, and police tactics. However, due to the COVID-19 pandemic, a restriction on "in-person" training was ordered by the Chief of Police in March 2020. This order continued through the end of 2020. Our 24-hour mandated training requirement for commissioned officers was achieved through "on-line" training as well as some small-group training in compliance with COVID guidelines.

Some training that is required by the department and/or state law include but are not limited to training on de-escalation tactics, use of force and deadly use of force review, case law

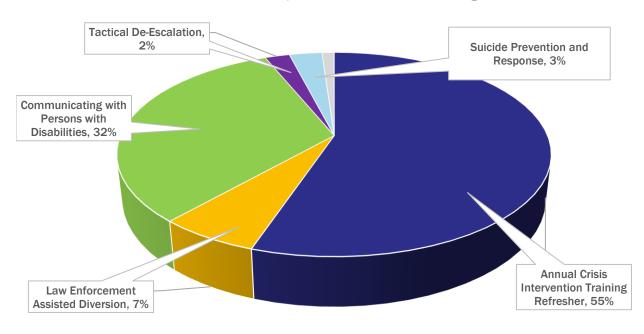
updates, Defensive Tactics (every other year), training on less lethal platforms (i.e. Taser or impact munitions), and any State legislated training (i.e. HB 1064).

In addition to a robust yearly PSR curriculum, the Lynnwood Police Department Custody Division also holds yearly Jail Skills Refresher (JSR) training. This training affords each custody staff officer on-going training in skills specific to jail operations as well as continuing training in use of force, crisis de-escalation, defensive tactics, Taser, applicable case law, and jail best practices.

Crisis Intervention/ De-Escalation Training

Department personnel, including Police and Custody Officers, receive annual and advanced training specifically focused on De-escalation and Crisis Intervention. In 2020, Department personnel received over 642 hours of training in these areas. Officers attended or received additional training in topics to include:

- Annual Crisis Intervention Training Refresher
- Suicide Prevention and Response Training
- Tactical De-Escalation Refresher Training
- Law Enforcement Assisted Diversion (LEAD) Training
- Communicating with Persons with Disabilities



Crisis Intervention / De-Escalation Training 2020

Chart 7 - Breakdown of Crisis Intervention / De-Escalation Training

• Firearms Training

As in previous years, our training plan included six opportunities for members of the department to train and qualify with their service weapons. Half of these ranges involved shooting in low light conditions. These ranges included a rifle component. Officers are also afforded the opportunity to gain refresher training on the 40mm less lethal impact munition platform with a platform qualification practical exam every other year (this will occur in 2021).

For all those staff who are issued a Taser, they must complete a basic course and qualify on their assigned platform every other year. This generally occurs during yearly Police Skills Refresher (PSR) and Jail Skills Refresher (JSR) training.

Due to the COVID-19 pandemic and training restrictions implemented by the Chief of Police, Officers were required to attend only one (1) firearms range in 2020.



• Other Formal Training

Formal training attended by personnel instructed by outside entities is considered "other formal training." Courses we sent personnel to during 2020 included:

FBI National Academy **Child Abuse Response Team Training Defensive Tactics Level One Instructor Regional Police Canine Seminar Drug Recognition Expert Annual Training Association of Washington Cities Conference Pre-Supervisor Training Field Training Officer Academy Annual Advanced Narcotics Officer Training Digital Forensics Training AELE Jail and Prisoner Issues Police Canine Supervisor Course Defensive Tactics Master Instructor Recertification** Intermediate Cyber Investigations – Virtual Currency **Financial Crimes Against Seniors Cell Phone Investigation Techniques**

WASPC Spring Conference De-Escalation Training FBI National Academy Spring Conference FBI National Academy Fall Conference Advanced SWAT Training Crime Scene Photography **Patrol Tactics Instructor Course Basic Cyber Investigations** Intermediate ICS for Expanding Incidents **Critical Decision Making** FBINAA School Shooting Prevention Leadership **Trimble Reveal Training** Cellebrite – Certified Logical Operator Practical Guide for Supervisors Foundations of Implicit Bias Managing Risks Associated with Homelessness

