International Association of Chiefs of Police

Juvenile Justice Training Needs Assessment: A Survey of Law Enforcement

July 2011

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Executive Summary

In early 2011, the International Association of Chiefs of Police (IACP) conducted the Juvenile Justice Training Needs Assessment Survey of law enforcement around the nation to identify challenges and training needs facing law enforcement in addressing juvenile crime, delinquency and victimization. The survey identifies law enforcement needs and priorities, and will enable IACP, as well as the Office of Juvenile Justice and Delinquency Prevention (OJJDP), to assist the law enforcement community in their efforts to address juvenile justice issues. The results will inform IACP when making decisions on future initiatives, new workshop selection, promising practice brief topics, and enriching existing training curricula. The results of this survey will also be used to further develop the IACP's new, proactive, evidence-based, youth-focused policing strategy that raises juvenile justice issues to new priority levels in law enforcement agencies, reduces juvenile disorder and criminal behavior, decreases youth victimization, and increases community wellness.

There were 672 responses to this national survey from participants representing 404 law enforcement agencies from 49 states and the District of Columbia. Participants represented agencies of varying sizes from rural, suburban, and urban geographic areas.

The Juvenile Justice Needs Assessment Survey revealed various challenges that law enforcement face within their departments and the broader criminal justice system that are barriers to effectively addressing juvenile crime, delinquency and victimization. For instance, the survey revealed that the primary reasons prohibiting law enforcement agencies from receiving juvenile justice training are lack of funding and agency resources (manpower).   In fact, over half of all agencies that responded had a decrease in, or abolishment of, training budgets in the last five years.

The survey identified the most pressing issues and concerns facing law enforcement agencies relating to juvenile crime, delinquency and victimization as:

1. Substance Abuse
2. Abuse (physical, sexual and/or emotional)
3. Juvenile Repeat Offenders
4. Bullying/Cyberbullying
5. Gangs
6. Internet Crimes involving juveniles/youth (as perpetrator/victim)
7. Runaways
8. School Safety

It is clear from the survey data results, as well as the anecdotal evidence provided by survey participants, that law enforcement has a strong desire to improve how they address juvenile justice and youth issues, from the structure of their juvenile operations to the delivery of training specifically addressing the top youth issues affecting law enforcement agencies.

Introduction

The International Association of Chiefs of Police (IACP) conducted a juvenile justice training needs assessment survey of law enforcement around the nation to identify juvenile justice challenges and training needs. IACP's Juvenile Justice Training and Technical Assistance (JJTTA) Project will use the data collected to guide decisions on curriculum and resource development, training and technical assistance enhancement and delivery. The results of this survey will also be used to develop the IACP's new, proactive, youth-focused policing strategy which aims to raise juvenile justice issues to new priority levels within law enforcement agencies to ultimately reduce juvenile crime, delinquency, and victimization.

Methodology

Survey Instrument

The survey instrument (Appendix I) is comprised of 26 multiple choice and open-ended questions. It gathers information regarding agency and jurisdiction descriptors, departmental juvenile operations, departmental training, training needs, and contact information.

The survey instrument was reviewed and approved by the Office of Juvenile Justice and Delinquency Prevention before dissemination. The survey was converted electronically via Survey Monkey, which is online survey and assessment software. Through this software, survey participants could access the survey directly via a web link. Survey participants also had the option of requesting a hard copy of the survey via telephone, facsimile, e-mail, or mail.   If a hard copy was requested, IACP staff e-mailed a hard copy to the participant. Hard copy responses could be submitted via facsimile, e-mail, or mail.

Data Collection

This cross-sectional needs assessment survey opened January 5, 2011 and closed May 1, 2011.   Emails and newsletters containing information about the survey and the web link to access it were sent to thousands of individuals. Data from the probability sample was obtained from 672 responses, including command and administration staff from the following types of agencies:

- federal law enforcement agencies
- state police
- local police
- tribal police
- sheriff's offices
- law enforcement training agencies
- university/school campus police
- juvenile probation, parole, detention, and corrections centers
- military police
- state departments of justice offices
- district attorney's offices
- state attorney general's offices
- transit police
- peace officers standards and training (POST) boards.

Over 60% of responses (n=409) submitted a survey 100% complete, while 40% submitted a partially complete survey (n=263).

Sixty percent of responses included department name and contact information. Several departments had multiple responses from different divisions or units. In total, survey responses include 672 law enforcement personnel, with 404 agencies self-identifying and 252 agencies not submitting an agency name. Survey participants represented 49 states and the District of Columbia. The number of survey participants per state can be seen in the map below. In addition, Appendix II lists the agency names and locations for those survey participants who identified their departments.
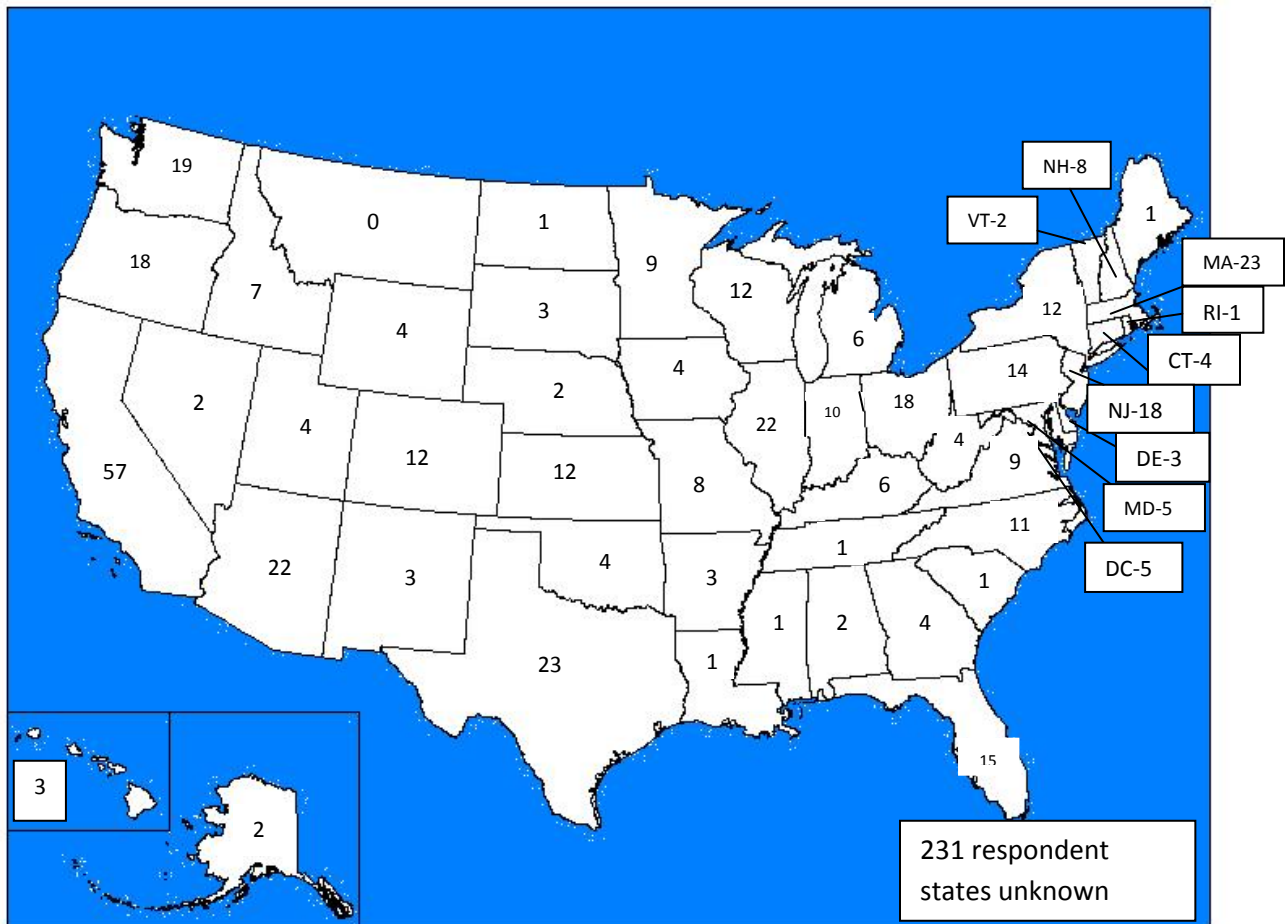
This survey provides results from law enforcement personnel including members of:

- International Association of Chiefs of Police (IACP)
- National Association of School Resource Officers (NASRO)
- Regional Information Sharing Systems (RISS) Centers

- National Sheriff's Association (NSA)

- Regional Community Policing Institute (RCPI) Network

- International Association of Directors of Law Enforcement Standards and Training (IADLEST)

- National Association of Women Law Enforcement Executives (NAWLEE)

The survey was also sent to IACP Juvenile Justice training recipient alumni, the IACP International Managers of Police Academy and College Training (IMPACT) Section, and IACP Education and Training Committee members.

The survey was targeted to command staff with responsibility for and/or knowledge of department training needs. Individuals identified their positions as the following:

- police chief
- assistant police chief
- police captain
- police lieutenant
- police detective
- sergeant
- chief deputy
- training officer
- corporal
- general counsel
- major
- director
- senior parole officer
- juvenile detention officer
- administrative manager
- officer
- supervisor of security
- gang prevention coordinator

- district attorney investigator
- special agent
- assistant commissioner
- director of training
- commander
- deputy sheriff
- task force commander
- police officer
- detention supervisor
- instructor
- division administrator
- compliance officer
- school resource officer
- planning and research analyst
- counseling administrator
- deputy assistant director

- deputy regional director
- group supervisor
- investigation assistant
- investigator
- training supervisor
- juvenile justice specialist
- youth officer
- resident agent in charge
- records supervisor
- K9 handler
- program specialist
- probation officer
- director of public safety.

Data Limitations

The probability sample used for this survey may present potential selection bias. Out of 672 responses, 40% submitted a partial survey. This could result in non-response bias if the results from the completed surveys vary from the results of survey participants who did not fully complete the survey. To combat this, results have been tallied per response and statistics quoted and discussed are solely those responding for each question and not including agencies not responding to a particular question.

Coverage bias may be possible since the survey invitation and notice were disseminated electronically. Individuals without a computer or those individuals not included in the law enforcement networks targeted may not have had the opportunity to participate. Additionally, there may be some selection bias for individuals who are members of multiple networks receiving notice of the survey. It is possible individuals may have received more than one notice of the survey, and therefore may have been more likely to participate.

Data Analysis

Survey data was analyzed using Survey Monkey and Microsoft Excel software. Duplicate responses and responses outside of the law enforcement field were removed. Results for each question consist of only those survey participants who answered the question..

Responses were filtered and cross-tabbed for some variables, to examine responses for particular sectors of survey participants (e.g. top issues for rural agencies).

Results

Survey Population and Agency Type

The majority of survey participants, over 77%, were from police departments (n=518), as seen in Chart 1 below, with 10.7% choosing other (n=71), 6.6% sheriff's departments (n=44), 3.2% university/campus police or security (n=21) and 1.8 % state police (n=12). The other category captured:

- federal law enforcement
- parole
- probation
- corrections
- training agencies

- district attorney's offices
- task forces
- combined police/sheriff's agencies

- tribal agencies
- public school district police
- military
- transit police
- state agencies.

Chart 1

Agency Type

6.5 %

1.8 %

3.3 %

77.8 %

10.6 %

- Police
- Sheriff
- State Police
- University/Campus Police or Security
- Other (please specify):
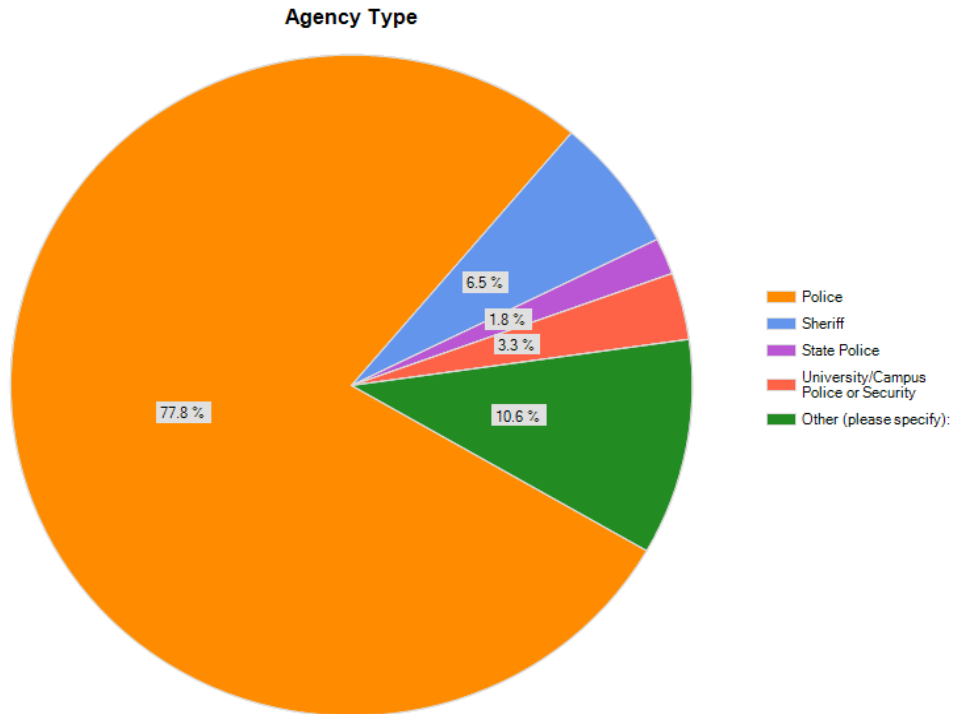
Chart 2 below shows the number of sworn officers within the survey participants' agencies. Over 19% have less than 20 officers (n=129) and over 11% have over 1000 officers (n=78). The majority (25.7%) of departments (n=365) have between 21 and 249 officers.

Chart 2

Number of Sworn Officers
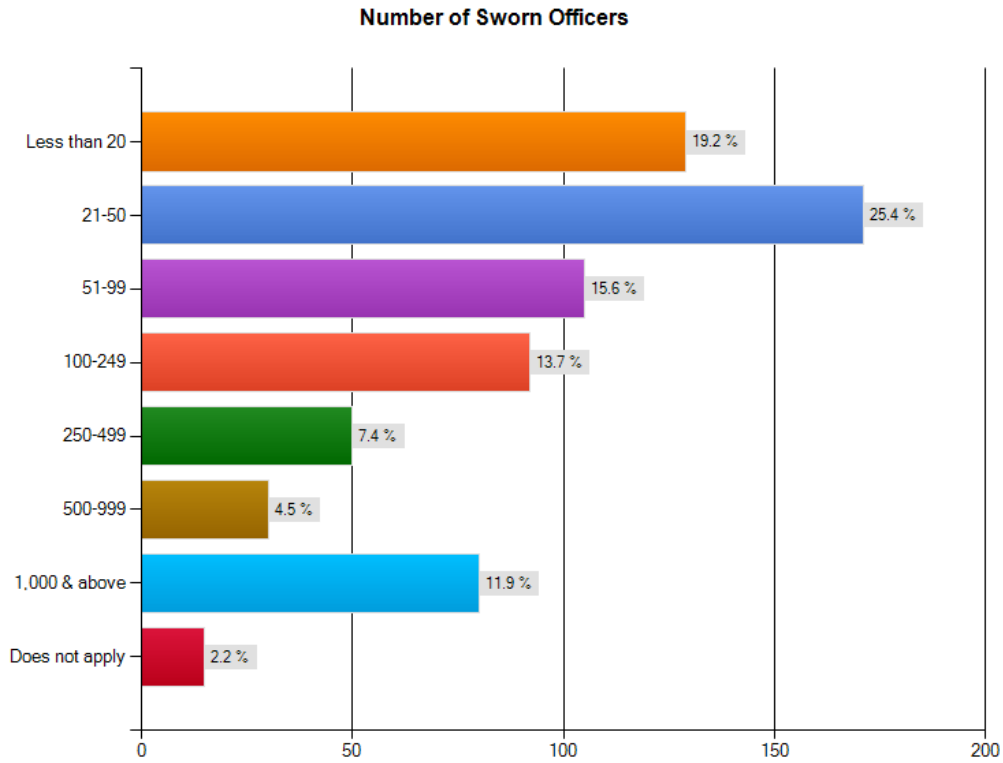
Chart 3 below shows the distribution of geographical types for the respondent's agency. Over 30% of survey participants indicated their jurisdictions are urban, versus 34% suburban and just over 20% rural. The other category captured responses such as: federal, port authority, multi-jurisdiction agencies and task forces, tribal, village/townships, the District of Columbia, school districts, and juvenile detention.

Chart 3

Agency's Geographic Area

Urban	
Rural	
Suburban	
Other (please specify):	

33.6 %
20.2 %
8.5 %
37.6 %
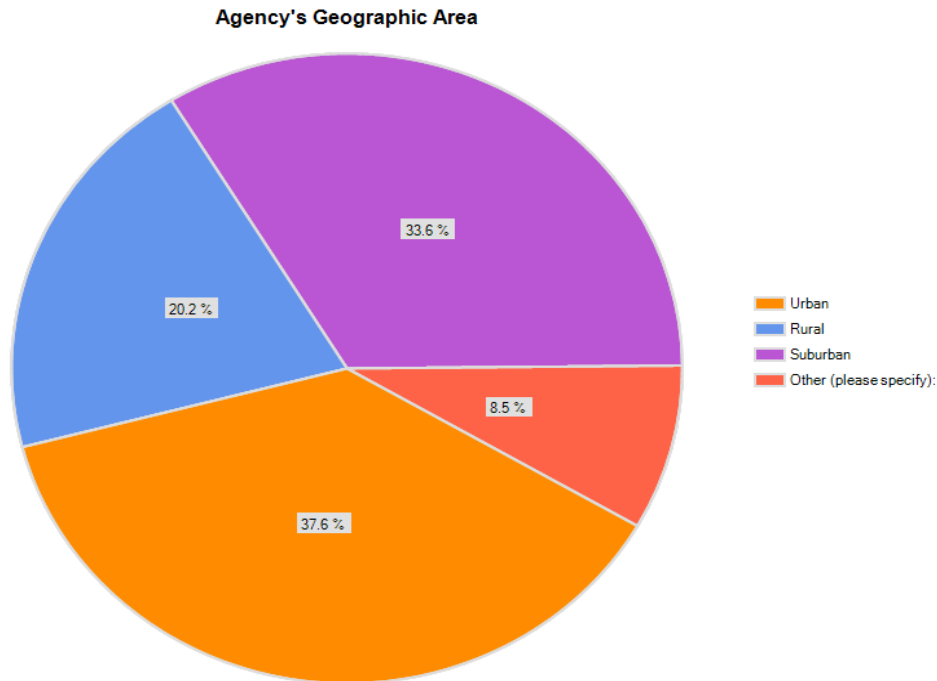
Juvenile Justice Operations

Staffing and Funding

Juvenile operations within the respondent's agencies widely vary in terms of structure for juvenile justice and youth services. Almost a third of departments do not have individual personnel assigned to juvenile operations, whereas 25% of departments have a centralized juvenile unit or division. Another 22% have at least one officer assigned to youth services and 16% have youth services provided by multiple units that are not centralized. Other responses include:

- a mixture of centralized youth services and education and decentralized juvenile casework
- no juvenile justice or youth services (n=2)
- use of county youth services

- school resource officers in place but no one dedicated to youth services or investigations
- mixture of centralized and decentralized depending on type of case

- varies
- collaboration with state department of juvenile justice
- work with other departments
- part-time officer only.

See Chart 4 below for further response data.

Chart 4

Structure of Agency's Juvenile/Youth Services

No individual personnel assigned	29.6 %
A centralized department/unit (e.g., juvenile division, youth service...	25.3 %
A juvenile/youth officer or individual assigned	22.4 %
Juvenile/youth-related services provided by various units, but no cen...	16.3 %
Other (please specify):	7.8 %
On-site juvenile/youth program (e.g., prevention, intervention) staff	6.1 %
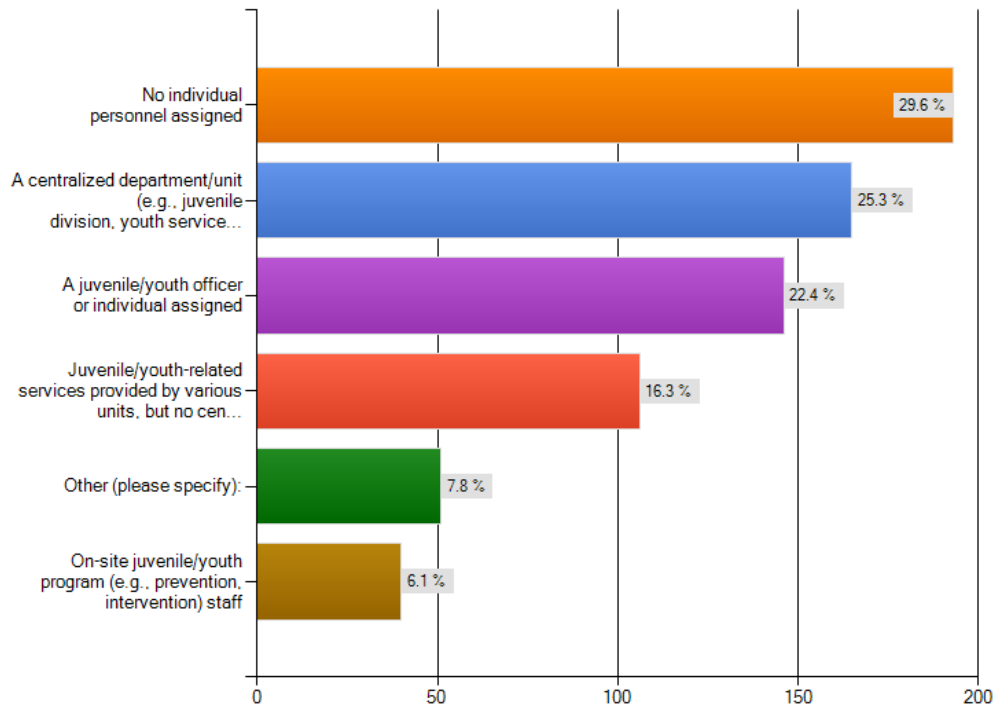
Sixty three percent of agencies with a centralized juvenile or youth unit staff the division with sworn officers, while 52% of agencies staff the unit with civilians and 27% staff it with volunteers. Some departments use a combination of all three staffing methods.

Several departments without centralized juvenile services noted their lack in effective youth policing without a specialized unit. One small, suburban police department Corporal noted *"We need a specialized officer or unit to deal with juvenile crime and issues specifically. We have a 26 man department and do not have the manpower or the resources to be able to specifically target juvenile crime and offenders."*

A mid-sized, suburban sheriff's office Captain noted that in their department, *"Most officers are 'adult' officers and really don't have a clue as to the juvenile system."*

A suburban, small-agency Police Chief mentioned the need for, *"funding to provide for a support unit (not necessarily sworn personnel) to manage preventive programs. We wait way too long to get involved with at-risk kids. We need to reach them at an earlier age before they get themselves into trouble."*

Contrastingly, one small-agency, suburban police department Chief wrote about the desire for, *"a program that does not create a specialization for handling juveniles. I would like to see training for patrol officers that educates them on the best methods of addressing juvenile issues and not a program that encourages handing off the assignment to a specialist. I want everyone involved in juvenile issues."*

Funding for department juvenile operations comes from a variety of sources. While the majority of departments (71%) report that the agency operating budget is their main financial source for youth services, departments also report non-agency funding allocations, grant funding, and other funding sources. Other funding sources include: co-funding through a partnership, state funding, fundraising efforts, school districts, and county budget and contracts. Chart 5 below highlights how survey participants' agencies fund juvenile operations.

Chart 5

Funding for Juvenile Operations
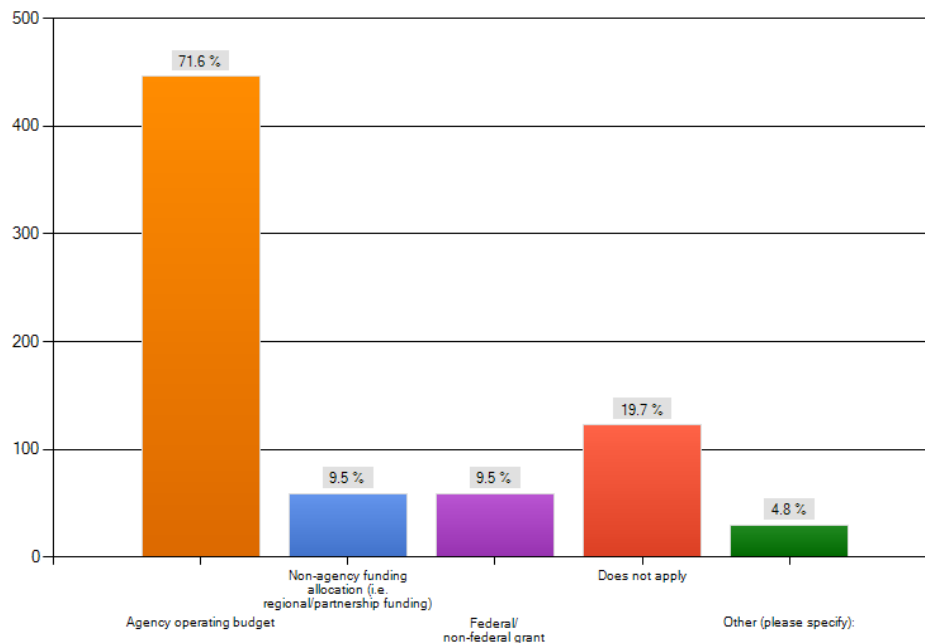
Though some departments report funding for juvenile operations, others have experienced cuts in funding and manpower affecting their work with youth.   A Captain from a mid-sized, urban police department marked a decrease in efficiency due to a cut in manpower, *"Due to manpower shortages, our juvenile services division has been cut by two sworn officers. While we are able to continue with our juvenile and School Resource Officer Program, we would be more efficient if we were able to replenish our staffing levels."*

A small-agency, police department Chief wrote, *"We previously had a school resource officer through a COPS* [Department of Justice Community Oriented Policing Services] *grant. Upon completion of the grant, the city and school district shared the cost of this position for several years. With recent funding cuts from the State of Minnesota, this position was eliminated. Since that time, we have had an increase of drug crimes in and out of schools. Our agency has applied for the most recent rounds of COPS funding in an effort to re-implement this program but we have not been successful to this point."*

A Lieutenant from a suburban police department noted that juvenile justice is an area that is often considered when looking for places to cut funding. *"The juvenile detective or SRO* [school

resource officer] *position has always been the first detective position to be cut and without funding assistance from the school district would likely be eliminated."*

Similarly, another Lieutenant from a suburban sheriff's office noted, *"Manpower is our greatest need. With the economy being so stressed and with the budget cuts, juvenile issues always seem to take the back seat. They get the most talk but the least amount of action and resolve."*

A mid-sized, suburban police department Chief noted, *"For my agency the issue is resources. With past budget cuts, the ability to have a dedicated juvenile function is very limited. Continuing mandates in other areas, such as emergency management, intelligence, counter-terrorism and the need to provide officers on the street impact my agency. On the other hand, efforts to partner and regionalize juvenile investigations have been positive."*

One Chief from a small, rural police department noted that juvenile operations would improve if the department could, *"put funding back in place for School Resource Officers since budgets are reducing. We lost 40% of our cops and school officers were among first to go. While D.A.R.E. may not have produced verifiable results, interaction between kids and cops does produce benefits."*

Other departments have current youth services funding, but have concerns for the maintenance of programming in the future. A Captain from a suburban police department noted *"We are lucky to have a what we believe is a solid program, teaching D.A.R.E., G.R.E.A.T., G.R.E.A.T. Families, after school programs, and summer camps. Currently we struggle with sustainability issues and to maintain the youth programs that are desperately needed in our community. Without them, we would not have any other programs available. But when we apply for other grants we are compared with those who are a lot worse and not rewarded based on our successes. Eventually, we will be one of the worst."*

Policy and Procedure

The vast majority (88%) of agencies surveyed has written guidelines for responding to incidents involving juveniles/youth; however 12% of departments do not have guidelines. Of those that have written guidelines, 64% have general orders, 60% have standard operation procedures, and 17% have a departmental memo in place. Seven percent of departments cited other guidelines such as:

- division-based policies (n=2)
- Lexipol policies
- student code of conduct

- state law
- memorandum of understanding between agencies
- training bulletins

- county policies
- field guides
- written directives.

See Chart 6 below.

Chart 6

Types of Written Guidelines for Responding to Youth-related Incidents

Legend:
- General orders
- Departmental memo
- Standard operating procedures (SOPs)
- Other (please specify):

60.0 %
17.8 %
7.0 %
64.1 %
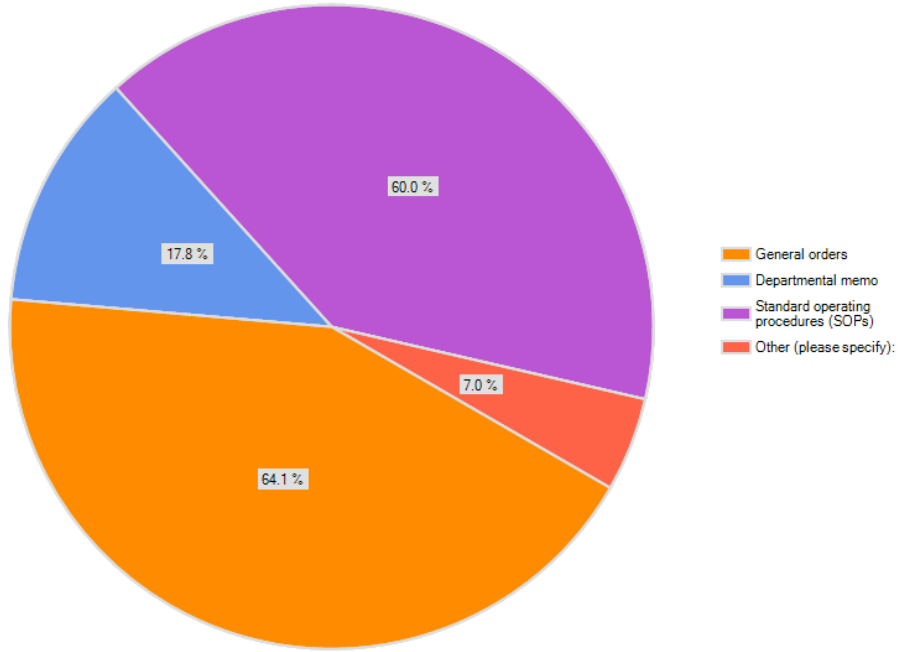
Survey participants were asked what their agency would need to more effectively manage juvenile or youth-involved cases. Responses included:

- More manpower or dedicated staffing (n=136)
- Increased and better quality training opportunities (n=73)
- Funding (n=71)
- Additional school resource officers (n=19)
- Intra and inter-agency networking and collaboration and/or coordination with the juvenile justice system (n=14)
- Software, equipment and/or computers (n=13)
- Time (n=8)
- More resources to refer parents and juveniles (n=5)
- Access to updated information that will enhance understanding of evolving trends in other localities across the United States (n=3)
- Interest (n=2)
- Better understanding of juvenile laws and the way the juvenile system works (n=2)
- Infrastructure, change in philosophy, and making it a priority within agency
- Streamlined process
- Case studies
- Increased focus on prevention and intervention
- Support of State's Attorney Office
- More community-based options for diversion
- Stronger laws governing recidivism
- Alternatives to secure detention for low level offenders
- Reliable juvenile justice resources
- An in-house training unit designed to specifically meet the needs of community
- Follow up from a youth services organization that has authority and time to work with youth and follow up support to reduce recidivism
- Broader general familiarity with juvenile crime, prevention, and intervention issues
- Case review and screening process for the juvenile prosecutors at the County Attorney's Office
- A juvenile detention center

Some departments noted resource or program ideas that would help them improve juvenile operations. A police Lieutenant from a small, urban department wrote, *"We would find it beneficial to access all minors' information from other cities and counties to track minors who move from place to place, so that we could compare behavior trends, and criminal behavior of specific individuals--a central data base for law enforcement use only."*

Another urban police department detective noted the need for *"shared training information on juvenile issue, open discussions with other agencies on trends that are occurring among juveniles, and e-mail notifications from other agencies on important issues or incidents that might affect both the law enforcement community and the community we serve. Instant communication is the best way for all of us to keep up with the changes as they happen."*

One rural Police Chief from a small agency stated, *"Most of our crimes center around alcohol or drug issues. We have a fairly high percent of juveniles being treated in outpatient settings for substance abuse. A dynamic program for law enforcement officers that can also be tailored towards parents and educators would be very helpful."*

Training

Training Budget

Of responses, 5% did not have an annual training budget last year. Another 19% had a budget of $5,000 or less. Thirty-four percent had a budget between $5,000 and $20,000 and 42% had a budget of more than $20,000.

More poignantly, over half of departments have seen a decrease in their training budget over the last five years with several departments (n=5) seeing an abolishment of their training budget. Chart 7 shows gradations in responses below.

Chart 7

Training Budget Over the Last Five Years
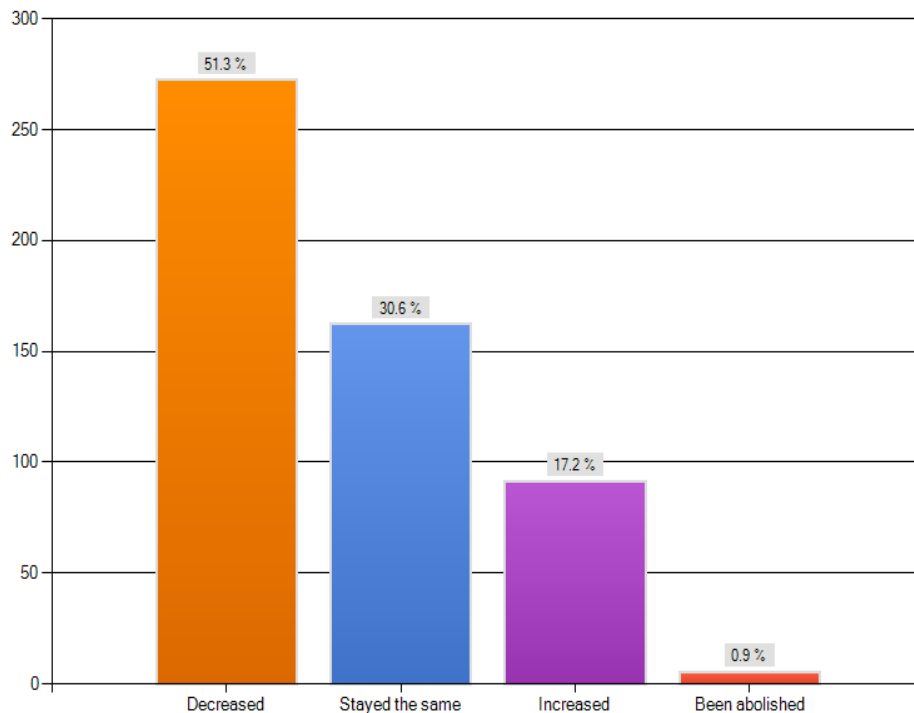
Training Recipients

Considering limited resources, 80% of survey participants indicated that their departments target juvenile justice training to uniform police officers, investigators, and first responders.

Training Methods

Departments take advantage of multiple methods to train their staff. Approximately 82% of departments provide training with in-house trainers and almost 75% provide training using state-level training agencies. Off-site contracted trainers and national associations are also widely used by the survey participants. Other responses include:

- partnering with other law enforcement agencies

- state-wide online training
- county-level training
- joint training

- regional training
- university, community, and technical colleges.

Chart 8 below shows the summary of responses.

Chart 8
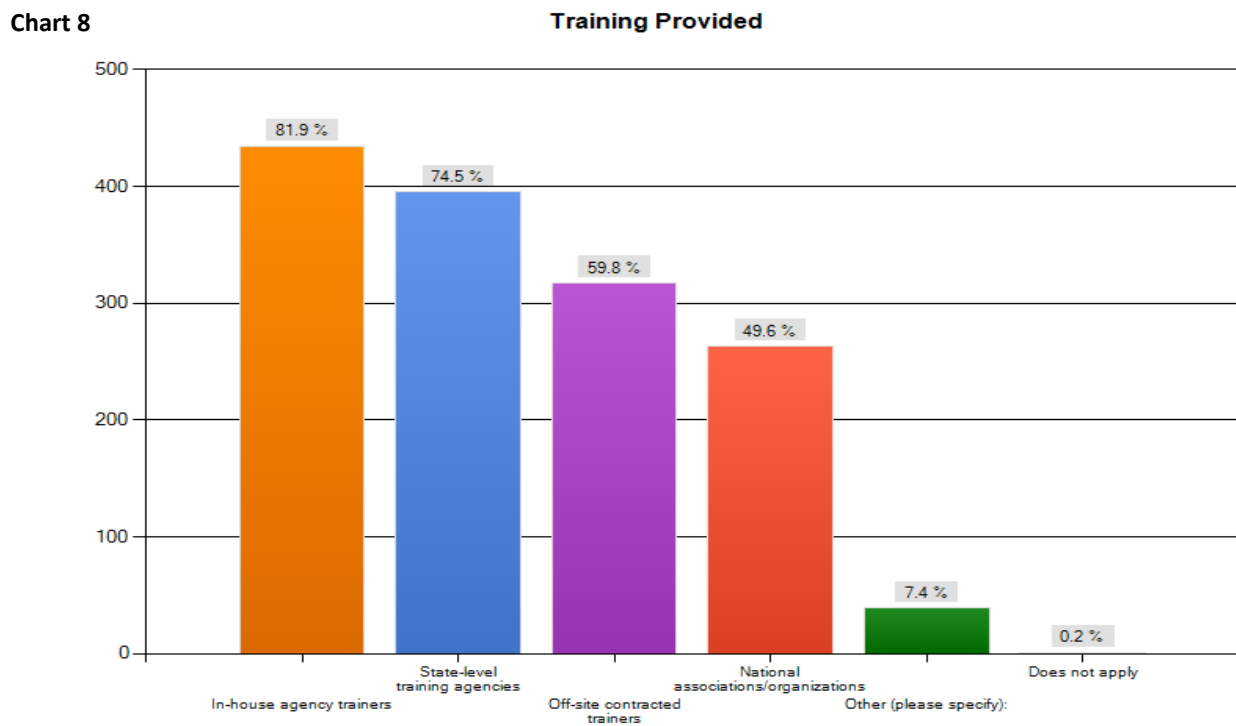
Training Provided

Departments consider several factors when deciding which training opportunities they will provide or access. As seen in Table 1, over 89% of survey participants take overall department training needs into account and 65% consider staff requests. Sixty-eight percent of departments consider training costs as an important factor in providing or accessing training. Other responses include:

- surveys
- command personnel feedback
- mandatory departmental training

- requests through a training committee
- annual certification requirements
- location

- trends and incidents uncovering needed training
- collective bargaining agreements.

Table 1

How does your agency decide which training opportunities to provide or receive? (Check all that apply)		
Answer Options	Response Percent	Response Count
Overall department training needs	89.4%	474
State mandates	71.21%	377
Training costs	68.1%	361
Staff requests	64.7%	343
Performance evaluations	19.4%	103
Other	5.5%	29
	answered question	530
	response left blank	142

When asked the primary reason prohibiting them from receiving juvenile justice training, agencies cited funding (53%) as the number one issue. Lack of manpower (17%) and lack of subject-specific training opportunities (14%) also had a significant impact on some departments, as seen below in Table 2.

Table 2

What is the PRIMARY reason that has or may prohibit your agency from receiving training on juvenile justice issues?		
Answer Options	Response Percent	Response Count
Funding (training costs including travel, lodging, registration)	53%	281
Agency resources (lack of manpower)	17.4%	92
Lack of subject-specific training opportunities	14.2%	75
Does not apply	10.4%	55
Other	3.4%	18
Lack of interest	1.7%	9
	answered question	530
	response left blank	142

Other reasons cited for not receiving juvenile justice training include:

- "Not much training offered in our area" (n=4)
- "Very small juvenile population" (n=2)
- "Lack of understanding on the importance of juvenile issues within the law enforcement community"
- "Juveniles are mostly handled by issuing citations. Otherwise by established court procedures."
- "Training may not be listed as "mandated" in our training plan, which is the only classification of training we are currently funding."
- "Lack of prosecution of juvenile crime under state law"
- "Most juvenile cases are handled directly by the county juvenile authorities"
- "My leadership is not interested in pursuing this matter."
- "Lack of need"

Multiple agencies noted the lack of funding and manpower preventing their ability to provide juvenile justice training. A Senior Parole Officer in a state parole agency noted, *"We simply have too many cases and too few officers to be able to provide any quality training."*

One Sergeant from a small, rural police department noted the lack of priority for juvenile justice training within their department. *"We just need to work more closely with our probation officer on juvenile cases and trends. We also do not have a huge interest from the officers for youth related training. They are more interested in the high speed stuff. So we just do not see the requests to go to this type of training. Money and time is usually not an issue for our agency. We just need to be made aware of the training that is available."*

Additionally, as seen in Chart 9 below, 76% of respondent states do not mandate juvenile justice training for law enforcement beyond basic training academies. This statistic backs up the previous data showing that departments often do not receive juvenile justice training due to various reasons, if not mandated.

Chart 9

Post-Academy Training on Juvenile/Youth Issues Mandated by State
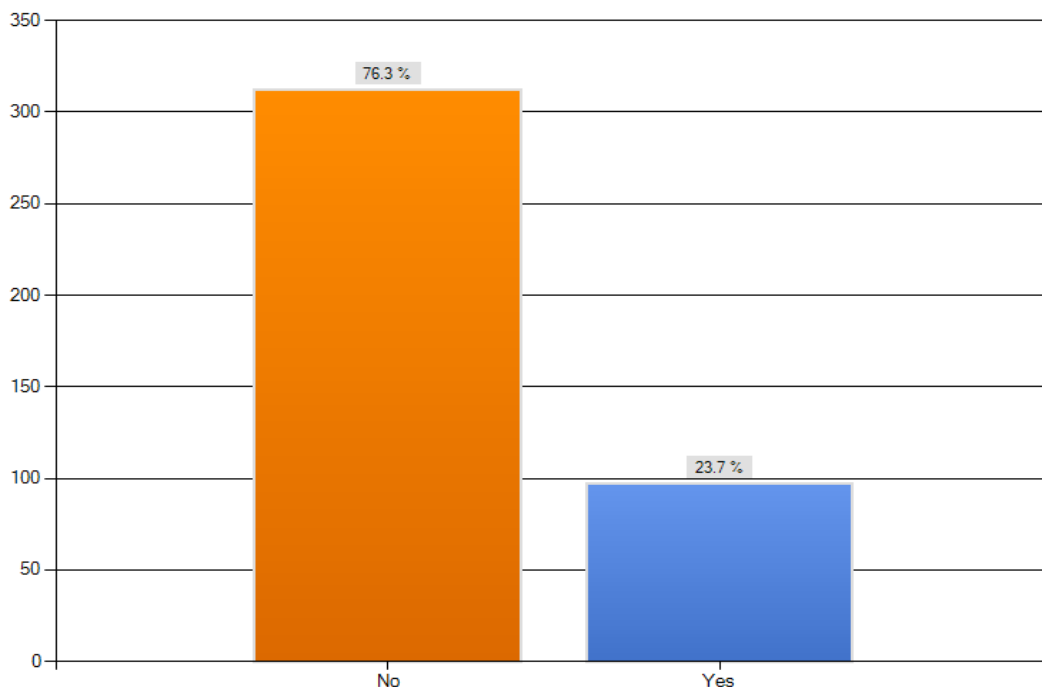
Table 3 shows training methods survey participants use to deliver juvenile justice training within their agencies. Outside agency trainings received the most responses, with 73% of the survey population, followed by in-service training (70%) and roll call training (55%). Seventeen survey participants included other methods such as online training, (e-mail or web-based), and multimedia, such as video.

Table 3

Beyond academy-level training, what other method(s) does your department employ for delivering training on the topic of juvenile/youth involved incidents? (Check all that apply)		
Answer Options	Response Percent	Response Count
Outside agency (e.g., conferences, meetings, regional trainings)	72.4%	296
In-service	70.2%	287
Roll call	55.3%	226
In-house certified	27.6%	113
In-house non-certified	20.5%	84
Field	18.8%	77
Does not apply	3.2%	13
Other (please specify):	4.2%	17
answered question		409
response left blank		263

Some responding departments provide in-house training on juvenile justice topics. Table 4 below displays topics departments train on and the average number of hours on each topic as identified by survey participants. In additions to the below topics, departments noted other juvenile justice classes offered including suicide prevention, mental health, bullying, school resource officer training, child abuse reconstruction/death investigation, juvenile laws, sexual assault interviewing, use of force, and arrest procedures/processing.

Table 4

Please select topics on which your agency provides training and the number of hours dedicated to each topic.			
Answer Options	Response Percent	Response Count	Average # of Hours
General trainings on issues related to juveniles/youth	57.6%	171	10
School safety and crisis management	54.2%	161	13
Gangs	49.2%	146	10
Interviewing and interrogating juveniles/youth	45.1%	134	9
Computer crime and Internet safety involving juveniles/youth	40.7%	121	23
Substance abuse among juveniles/youth	34%	101	10
Juvenile offender prevention and intervention programs	26.3%	78	15
Juvenile/youth-involved domestic violence	24.6%	73	8
Gun violence	18.5%	55	5
Truancy	17.9%	53	4
Adolescent psychology	7.7%	23	11
Other	6.7%	20	8
answered question		297	
response left blank		374	

When asked what training methods are most effective, 73% of agencies chose scenario-based or case studies. Interactive activities (48%), lecturettes (41%), and discussion/brainstorming (40%) were also cited as effective. Other methods such as role play and worksheets received a lower response rate. Survey participants also mentioned training methods such as DVD, rapid response, and a hybrid of multiple methods.

Table 5

Based on participant feedback, what methods are most effective in law enforcement training for your agency? (Check all that apply)		
Answer Options	Response Percent	Response Count
Scenario-based or case studies	72.8%	296
Interactive activities	48.2%	197
Videos	41.7%	170
Lecturettes (no longer than 15 minutes)	41.1%	168
Discussion/Brainstorming	40.3%	165
Role plays	20.5%	84
Worksheets/Self-use forms	11.5%	46
Other	0.7%	3
answered question		409
response left blank		263

Juvenile Justice Training Needs

Chart 10 shows various formats in which departments receive training and the formats they cite as best meeting their needs. Seventy-three percent cited classroom-based training as a viable resource for them, while over 51% mentioned online or web-based learning as a format they find valuable. CD/DVD-based learning and workshops at conferences also received a note-worthy response rate, as well as blended learning options. Videoconferences and podcasts were shown to have a lower response rate. Other responses included regional trainings and working directly with youth.

Chart 10

Formats Best Meeting Agency Training Needs
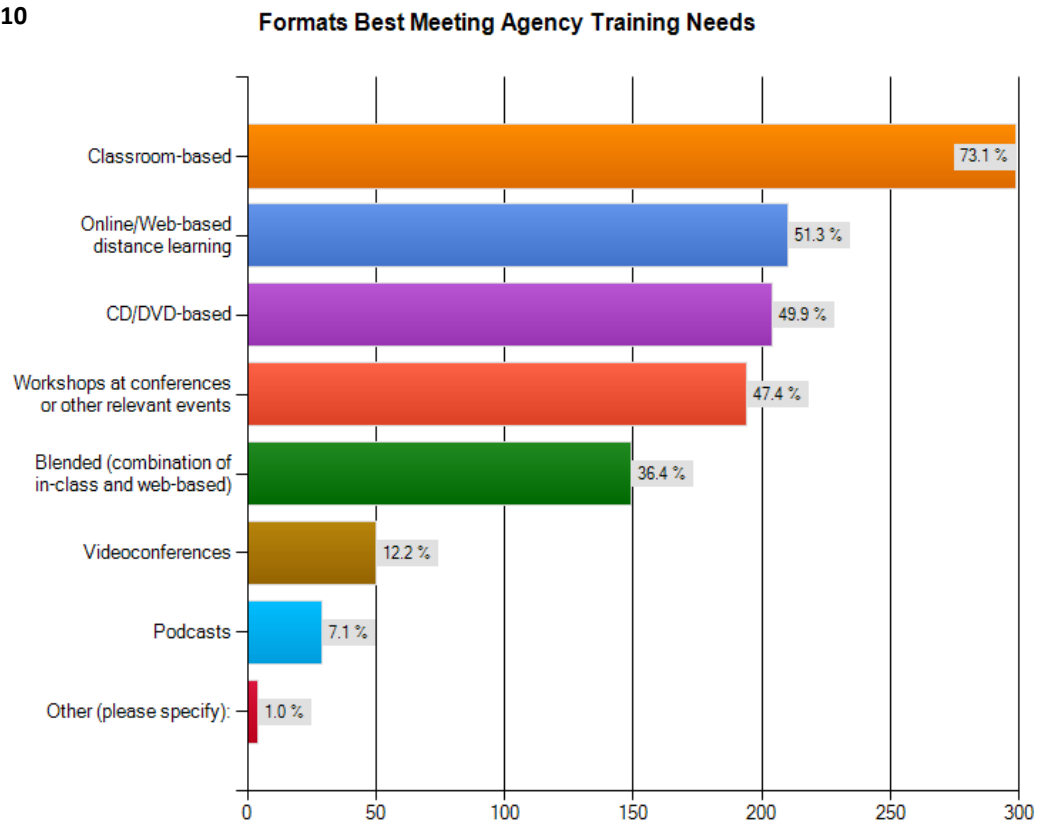
Survey participants were asked to cite the preferred duration of training for their agency. Over half (n=207) chose four hours or less and just under half (n=201) chose eight hours or less. Twenty percent (n=83) of departments cited trainings of one to three days as preferred. Trainings over three days long received the lowest number of responses, at only three percent (n=11). Four percent suggested other preferences, such as 10-hour training days, train-the-trainer courses, and roll call training.

Chart 11

Preferred Duration of Training
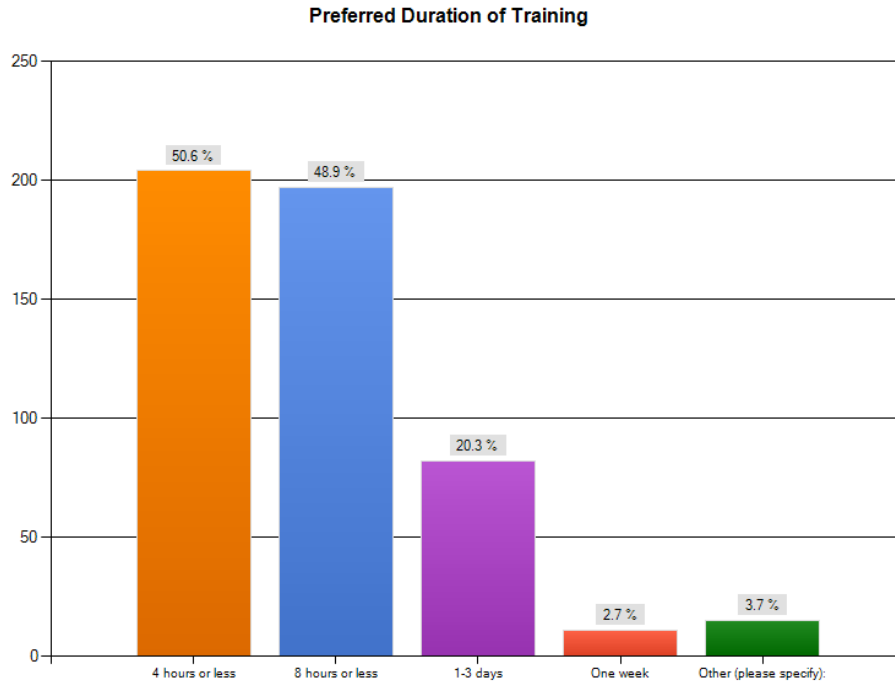
Some departments noted that their agency needs equipment to enable officers to access available training. While almost a third of agencies cited they did not need equipment, 39% mentioned the need for videoconferencing equipment and 37% need computers. Almost a third need software, 27% need DVD/CD equipment, and 23% need increased or enhanced internet capability. Other responses include audiovisual equipment, such as a projector or smart board, and simulation training aids. Table 6 shows response counts.

Table 6

What equipment, if any, does your agency need to enable officers more access to available training? (Check all that apply)		
Answer Options	Response Percent	Response Count
Videoconferencing equipment	39.1%	160
Computer equipment	37.1%	152
None	29.8%	122
Software	28.4%	116
DVD/CD equipment	27.1%	111
Increased/enhanced Internet capability	23.2%	95
Other	3.4%	14
	answered question	409
	response left blank	263

Most Pressing Juvenile Justice/Youth Issues

Departments were asked to choose the top five most pressing juvenile justice/youth issues affecting their agencies. The top eight responses were:

- **Substance Abuse** (n=260)
- **Abuse (physical, sexual, and emotional)** (n=240)
- **Juvenile Repeat Offenders** (n=202)
- **Bullying/Cyberbullying** (n=201)
- **Gangs** (n=184)
- **Internet Crimes involving juveniles/youth (as perpetrator/victim)** (n=150)
- **Runaways** (n=149)
- **School Safety** (n=143)

Chart 12

Top Juvenile/Youth Issues or Concerns affecting Agencies
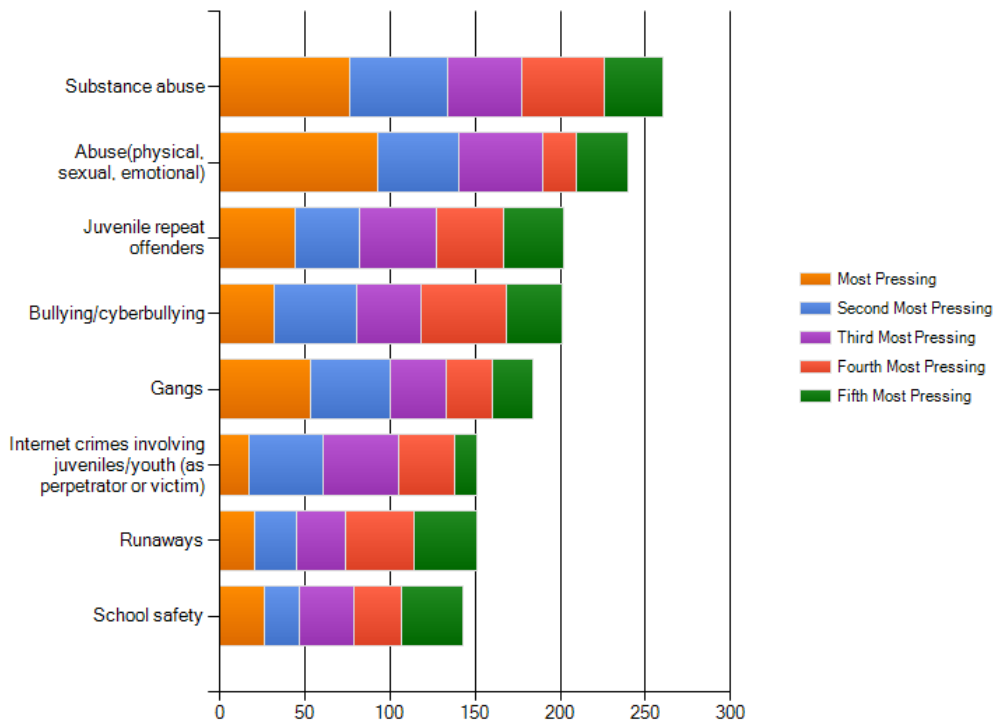
Other areas identified as pressing include:

- sexting and abuse of social media and technology (n=4)
- alcohol abuse (n=3)
- property crime (n=3)

- disorderly juveniles (n=2)
- lack of after-school activities (n=2)
- narcotics smuggling
- teen suicides

- breakdown of the family
- criminal damage
- violent acts committed by persons under 16 but over 11

- juvenile violent crime
- education of youth on importance of environmental laws
- graffiti.

Most Pressing Issues for Rural Agencies

When broken down into jurisdiction type, responses reflect only slight differentiation between issues affecting rural, urban, and suburban areas. Out of 93 rural responses to this question, the top five issues were abuse (physical, sexual, and emotional) (71% or n=66), substance abuse (70% or n=65), juvenile repeat offenders (52% or n=48), bullying/cyber-bullying (50% or n=46) and Internet crimes involving juveniles/youth (as perpetrator or victim) (42% or n=39). Table 7 shows response counts for each juvenile justice survey topic.

Table 7

Top Youth Issues for Rural Jurisdictions	Response Count
Abuse(physical, sexual, emotional)	66
Substance abuse	65
Juvenile repeat offenders	48
Bullying/cyberbullying	46
Internet crimes involving juveniles/youth (as perpetrator or victim)	39
School safety	37
Runaways	31
Juveniles with mental illness or other disabilities	28
Truancy and drop outs	26
Gangs	25
Lack of positive police/youth interaction	18
Crimes committed by or incidents involving adolescent girls	10
Gun violence	7
Increase in violence by children 11 and under	6
Disproportionate minority contact	4
Child trafficking	3
Other (property crime):	2
answered question	*93*
response left blank	*44*

Most Pressing Issues for Urban Agencies

There were 141 responses from urban jurisdictions that yielded the following top five youth issues: gangs (62% or n=88), abuse (physical, sexual, and emotional) (57% or n=81), juvenile repeat offenders (53% or n=75), substance abuse (51% or n=72), and bullying/cyber-bullying (43% or n=60). Table 8 below details urban jurisdiction responses for juvenile justice survey topics.

Table 8

Top Youth Issues Affecting Urban Jurisdictions	Response Count
Gangs	88
Abuse(physical, sexual, emotional)	81
Juvenile repeat offenders	75
Substance abuse	72
Bullying/cyberbullying	60
Runaways	53
Truancy and drop outs	43
Internet crimes involving juveniles/youth (as perpetrator or victim)	41
School safety	37
Gun violence	33
Juveniles with mental illness or other disabilities	23
Lack of positive police/youth interaction	22
Crimes committed by or incidents involving adolescent girls	19
Disproportionate minority contact	11
Child trafficking	10
Other (auto theft, sexting, alcohol use, juvenile violent crime, disorderly conduct, criminal damage, graffiti)	8
Increase in violence by children 11 and under	7
answered question	*141*
response left blank	*113*

Most Pressing Issues for Suburban Agencies

One-hundred and forty-four suburban jurisdictions designated their top five youth issues as substance abuse (75% or n=108), bullying/cyber-bullying (56% or n=81), abuse (physical, sexual, and emotional) (56% or n=81), juvenile repeat offenders (46% or n=66), and school safety (42% or n=60).   Table 9 below details responses for suburban jurisdictions and their top juvenile justice/youth concerns.

Table 9

Top Youth Issues Affecting Suburban Jurisdictions	Response Count
Substance abuse	108
Abuse(physical, sexual, emotional)	81
Bullying/cyberbullying	81
Juvenile repeat offenders	66
School safety	60
Internet crimes involving juveniles/youth (as perpetrator or victim)	57
Runaways	57
Gangs	56
Truancy and drop outs	32
Juveniles with mental illness or other disabilities	28
Lack of positive police/youth interaction	27
Crimes committed by or incidents involving adolescent girls	14
Gun violence	11
Disproportionate minority contact	10
Child trafficking	9
Other (teen suicides, narcotics smuggling, sexting, lack of after-school activities, property crime, abuse of social media, unruly behavior)	9
Increase in violence by children 11 and under	7
answered question	*144*
response left blank	*82*

Most Pressing Issues by Agency Size

Seven youth issues were chosen as the top five juvenile justice concerns of jurisdictions, when the data is broken down and compared by agency size:

- abuse (physical, sexual, emotional)
- substance abuse
- juvenile repeat offenders
- bullying/cyberbullying
- internet crimes involving youth
- gangs
- runaways

As shown in Chart 13 below, gangs are in the top five youth concerns for agencies having more than 50 sworn officers, but not for agencies with less than 50 sworn officers. Runaways are not in the top five issues for agencies with over 1000 sworn officers or agencies with less than 50 sworn officers, but it is in the top five for agencies with 51 to 999 sworn officers. Internet crimes involving youth and juvenile repeat offenders are in the top five pressing concerns for all size categories, except for agencies with 51 to 249 sworn officers. Bullying

/cyberbullying is in the top five most pressing concerns for agencies with 250 or more sworn officers, but not for agencies with less than 250 sworn officers. Both abuse (physical, sexual, emotional) and substance abuse are in the top five most pressing youth concerns for all responding jurisdiction sizes.

Chart 13   **Top Seven Most Pressing Youth Issues Affecting Agencies**
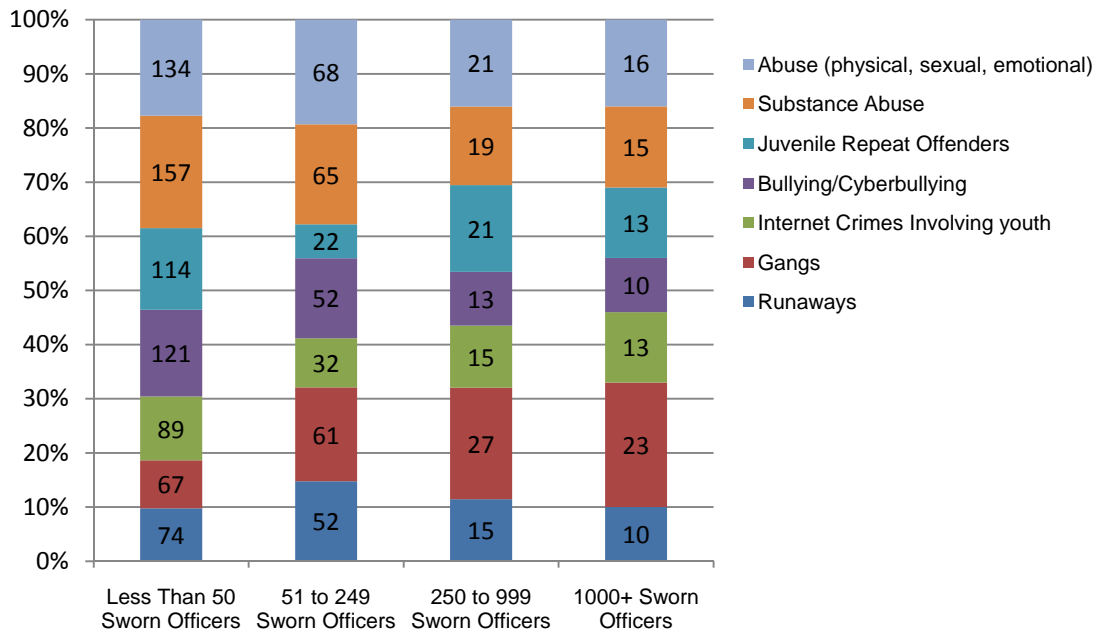
Additionally, several departments mentioned specific training or technical assistance needed to more effectively manage youth involved cases. A Corporal from a large, urban police department noted the need for *"guidance on areas where we are deficient and direction regarding how to correct the deficiencies"* and a Chief from a small, rural police department noted their need for *"a series of short roll call videos that can be shown to groups or watched individually. This could also be accomplished through web access to a series of presentations on various topics."*

Conclusion

In summary, law enforcement surveyed noted various challenges within their departments and/or within the juvenile justice system in which they work that affect their day to day juvenile operations. Whether it is lack of funding, manpower, resources, training, or departmental buy-in, law enforcement agencies across the country identified a plethora of needs to improve their work involving youth.

Responses to this national survey show the need for no-cost/low-cost juvenile justice training and technical assistance, specifically due to agency funding cuts and restrictions.   The responses also highlight the weaknesses within some departments regarding juvenile justice policies and procedures, juvenile justice training provided and guidelines to responding to youth incidents. Agencies indicated that they need more money, equipment, manpower, time, and training to effectively manage youth-involved cases. Open-ended responses show the frustration in barriers to managing these cases, as well as the desire for preventative youth programming, increased collaboration between agencies, and a better understanding of the juvenile justice system. Some agencies portray the need for more centralization within departmental juvenile justice operations, while others discuss the need to inform and train everyone within the department on youth issues.

Overall, the anecdotal evidence provided by chiefs, command staff, and first-line law enforcement officers, both civilian and sworn, shows there are needs within departments to improve juvenile operations. There is also a demand for more coordination within departments and collaboration among departments.

The need for training and technical assistance was a common thread throughout survey responses, as having more knowledgeable officers working with youth will provide more positive outcomes. Also, making juvenile justice a priority and getting the proper agency buy-in is a large hurdle in ensuring the effort has the resources and support that it needs.

There is a need for increased positive interaction between youth and police, to increase potential for diversion, to refer at-risk youth to available preventative resources within the community, and to help define effective and positive juvenile justice policies and procedures that can be implemented by law enforcement.

The survey results show law enforcement departments around the nation have the desire to improve their work with youth, and seek to effectively manage youth-involved cases, and ultimately strive to minimize juvenile crime, delinquency, and victimization. What law enforcement agencies need now are continued support, pertinent training and useful tools and resources to ensure that the manpower dedicated to these issues is properly trained and prepared to bring more positive interventions with youth.

Appendix I: Survey Instrument

Assessing Law Enforcement Juvenile Justice Training Needs Survey

*The International Association of Chiefs of Police (IACP) has undertaken a comprehensive review of its law enforcement-focused juvenile justice training courses. As principal consumers of these courses, we would like your input as we prepare our strategic plan for future training courses that focus on interactions between law enforcement professionals and youth. Your answers to this short (20-minute) survey will inform our work and ensure that future training services provided by the IACP's Juvenile Justice Training and Technical Assistance Project meet your needs and expectations. **It is important that the survey be completed by command staff with responsibility for and/or knowledge of juvenile justice issues and training needs in your agency.** Thank you!*

Part I: Agency and Jurisdiction Information

In this section, we will ask you questions about your agency and jurisdiction.

1. Please indicate the number of sworn officers in your agency.

❑ Less than 20   ❑ 21-50   ❑ 51-99   ❑ 100-249
❑ 250-499   ❑ 500-999   ❑ 1,000 & above   ❑ Does not apply

2. Number of civilian staff: _____

3. Please select descriptors that best describe your jurisdiction:

a. Agency:
❑ Police   ❑ Sheriff   ❑ State Police   ❑ University/Campus Police
❑ Other (specify): _____

b. Jurisdiction Type:
❑ City   ❑ County   ❑ State   ❑ Federal   ❑ Tribal
❑ Other (specify): _____

c. Geographic Area:
❑ Urban   ❑ Rural   ❑ Suburban   ❑ Other (specify): _____

Part II: Juvenile Operations

In this section, we will ask about the resources devoted to juvenile operations in your agency.

4. Which of the following best describes the structure of your agency's juvenile justice/youth services?

❑ A centralized department/unit (e.g., juvenile division, youth services) that processes juvenile cases and services

❑ On-site juvenile/youth program (e.g., prevention, intervention) staff

❑ Juvenile/youth-related services provided by various units, but no central unit with oversight

❑ A juvenile/youth officer or individual assigned

❑ No individual personnel assigned

❑ Other (specify): _____

5. If your agency has a department/unit designated for juvenile services, how is the department/unit staffed? (Check all that apply and indicate number in space provided)

❑ Number of sworn officers assigned _____

❑ Number of non-sworn personnel _____

❑ Number of volunteers _____

❑ Does not apply

6. How are juvenile operations funded in your agency? (Check all that apply)

❑ Agency operating budget

❑ Non-agency funding allocation (i.e., regional/partnership funding)

❑ Federal/non-federal grant

❑ Does not apply

❑ Other (specify): _____

7. Does your agency have written guidelines for responding to incidents involving juveniles/youth? Yes ❑   No ❑   If yes, what type? **(Check all that apply)**

❑ General orders

❑ Departmental memo

❑ Standard operating procedures (SOPs)

❑ Other (specify): _____

Part III: Training

Now we would like to obtain information on training in general, as well as the resources devoted to enhance juvenile/youth case processing in your agency.

8. What was your agency's annual training budget last year? $ _____

9. Over the last five years, your training budget has: (Choose one)

❑ Increased

❏ Decreased
❏ Stayed the same
❏ Been abolished

10. How does your agency decide which training opportunities to provide or receive? (Check all that apply)
❏ Overall department training needs
❏ Staff requests
❏ Performance evaluations
❏ Training costs
❏ State mandates
❏ Other (specify): _____

11. How is training generally provided? (Check all that apply)
❏ In-house agency trainers ❏ State-level training agencies

❏ Off-site contracted trainers ❏ National associations/organizations

❏ Other (specify): _____

❏ Does not apply

12. When searching for training opportunities, what resources do you use? (Check all that apply)
❏ Contact Peace Officer Standards and Training (POST) Commission
  or state training agency
❏ Respond to e-mail marketing from reputable training sources
❏ Partner with other law enforcement agencies
❏ Use training catalogs
❏ Confer with state law enforcement associations
❏ Other (specify):_____

13. What are the top three organizations you turn to for external training? (Please name at least one)

_____   _____   _____

14. What is the <u>primary reason</u> that has or may prohibit your agency from receiving training on juvenile justice issues?
❏ Funding (training costs including travel, lodging, registration)
❏ Agency resources (lack of manpower)
❏ Lack of interest

❑ Lack of subject-specific training opportunities
❑ Other (specify): _____
❑ Does not apply

15. With limited training resources, which rank do you prioritize for training topics related to juveniles/youth?
❑ First line tactical officers
❑ Civilian non-sworn
❑ Uniform police officers, investigators, first responders
❑ Executives, command
❑ Does not apply

Part IV: Training Needs

Next, we would like to learn more about your priorities for training.

16. What are the <u>top five</u> most pressing juvenile/youth issues and concerns currently affecting your agency?
❑ Abuse (physical, sexual, emotional) ❑ Bullying/Cyberbullying

❑ Child trafficking ❑ Crimes committed by or incidents involving adolescent girls

❑ Disproportionate minority contact ❑ Gangs ❑ Gun violence

❑ Increase in violence by children 11 and under

❑ Internet crimes involving juveniles/youth (as perpetrator or victim)

❑ Juvenile repeat offenders ❑ Juveniles with mental illness or other disabilities

❑ Lack of positive police/youth interaction ❑ Runaways ❑ School safety

❑ Substance abuse ❑ Truancy and drop outs ❑ Other (specify): _____

17. Beyond academy-level training, what other method(s) does your department employ for delivering training on the topic of juvenile/youth-involved incidents? (Check all that apply)
❑ Roll call ❑ In-service ❑ In-house certified ❑ In-house non-certified

❑ Field ❑ Outside agency (e.g., conferences, meetings, regional trainings)

❑ Other (specify):_____

❑ Does not apply

18. Is beyond academy-level training on juvenile/youth issues mandated by your state?

Yes ❑   No ❑

19. Please check or list topics on which your agency provides training and the number of hours dedicated to that topic:
❑ Adolescent psychology_____
❑ Computer crime and Internet safety involving juveniles/youth____
❑ Juvenile/youth-involved domestic violence_____
❑ Gangs_____
❑ Gun violence_____
❑ Interviewing and interrogating juveniles/youth_____
❑ Juvenile offender prevention and intervention programs_____
❑ School safety and crisis management_____
❑ Substance abuse among juveniles/youth_____
❑ Truancy_____
❑ General training on issues related to juveniles/youth_____
❑ Other (specify): _____
❑ Does not apply

20. What format(s) would best meet your agency's training needs? (Check all that apply)
❑ Classroom-based
❑ Workshops at conferences or other relevant events
❑ Online/Web-based distance learning
❑ Videoconferences
❑ CD/DVD-based
❑ Blended (combination of in-class and web-based)
❑ Podcasts
❑ Other (specify): _____

21. Based on participant feedback, what methods are most effective in law enforcement training for your agency? (Check all that apply)
❑ Lecturettes (no longer than 15 minutes)
❑ Scenario-based or case studies
❑ Interactive activities
❑ Role plays
❑ Discussion/Brainstorming
❑ Worksheets/Self-use Forms
❑ Videos
❑ Other (specify): _____

22. What duration of training is preferred regardless of method? (Check all that apply)
❑ 4 hours or less
❑ 8 hours or less
❑ 1-3 days
❑ One week
❑ Other (specify):_____

23. What equipment, if any, does your agency need to enable officers more access to available training? (Check all that apply)
❑ Computer equipment
❑ Increased/enhanced Internet capability
❑ Software
❑ DVD/CD equipment
❑ Videoconferencing equipment
❑ None
❑ Other (specify):_____

24. What would your agency need to more effectively manage juvenile or youth-involved cases?

_____

_____

25. What best describes your function/assignment?
❑ Administration
❑ Field Operations
❑ Information Technology
❑ Patrol/Investigations/Tactical
❑ Communications
❑ Training
❑ Other (specify): _____

Respondent Information

Name: _____

Title/Rank: _____

Department/Agency: _____

City:_____   State: _____ Zip: _____

E-mail: _____

Phone:_____

Thank you very much for completing this survey. Please direct questions or comments about this survey to Sabrina Rhodes at rhodes@theiacp.org or 1-800-843-4227 ext. 831.

Appendix II: Responding Agencies

	Department/Agency Name	City	State
1	Ada County Juvenile Court	Boise	ID
2	Albany Police Department	Albany	OR
3	Albuquerque Police Department	Albuquerque	NM
4	Alexandria Police Department	Alexandria	KY
5	Allenstown Police Department	Allenstown	NH
6	Altoona Police Department	Altoona	WI
7	Ames Police Department	Ames	IA
8	Amesbury Police Department	Amesbury	MA
9	Anaheim Police Department	Anaheim	CA
10	Anderson Police Department	Anderson	SC
11	Andover Police Department	Andover	KS
12	Anne Arundel County Police Department	Millersville	MD
13	Apex Police Department	Apex	NC
14	Aquinnah Police Department	Aquinnah	MA
15	Arkansas City Police Department	Arkansas City	KS
16	Arlington Police Department	Arlington	WA
17	Arlington Police Department	Arlington	TX
18	Arlington Independent School District Police Department	Arlington	TX
19	Athens City Police Department	Athens	OH
20	Auburn Police Department	Auburn	CA
21	Auburn Police Department	Auburn	IN
22	Aventura Police Department	Aventura	FL
23	Avon by the Sea Police Department	Avon by the Sea	NJ
24	Bal Harbour Village Police Department	Bal Harbour	FL
25	Baltimore County Police Department	Towson	MD
26	Bedford Park Police Department	Bedford Park	IL
27	Bel Aire Police Department	Bel Aire	KS
28	Bellingham Police Department	Bellingham	MA
29	Berkeley Police Department	Berkeley	CA
30	Berlin Police Department	Kensington	CT
31	Bethalto Police Department	Bethalto	IL
32	Bethel Police Department	Bethel	AK
33	Billerica Police Department	Billerica	MA
34	Bixby Police Department	Bixby	OK
35	Bloomington Police Department	Bloomington	MN
36	Bloomington Police Department	Bloomington	IL
37	Bluffton Police Department	Bluffton	IN
38	Boaz Police Department	Boaz	AL
39	Borough of Green Tree Police Department	Pittsburgh	PA
40	Bourne Police Department	Bourne	MA
41	Brick Township Police Department	Brick	NJ
42	Brockport Police Department	Brockport	NY
43	Brooklyn Heights Police	Brooklyn Heights	OH
44	Brown Deer Police Department	Brown Deer	WI
45	Brugaw Police Department	Burgaw	NC

46	Buffalo Grove Police Department	Buffalo Grove	IL
47	Buffalo Police Department	Buffalo	MN
48	Burleson Police Department	Burleson	TX
49	Burlington Police Department	Burlington	NC
50	California Department of Corrections	-	-
51	California Highway Patrol	Oakland	CA
52	Campton Hills Police Department	Campton Hills	IL
53	Caribou Police Department	Caribou	ME
54	Carver Police Department	Carver	MA
55	Cathedral City Police Department	Cathedral City	CA
56	Cedarburg Police Department	Cedarburg	WI
57	Coast Guard Investigative Services	Clearwater	FL
58	Chandler Police Department	Chandler	AZ
59	Charlotte Mecklenburg Schools Police Department	Charlotte	NC
60	Charlotte-Mecklenburg Police Department	Charlotte	NC
61	Cheyenne Police Department	Cheyenne	WY
62	Citrus County Sheriff's Office	Inverness	FL
63	City of Groton Police Department	Groton	CT
64	City of Poughkeepsie Police Department	Poughkeepsie	NY
65	Clarinda Police Department	Clarinda	IA
66	Clark Police Department	Clark	NJ
67	Clary Police Department	Laconia	NH
68	Clayton Police Department	Clayton	NC
69	Cleveland Division of Police	Cleveland	OH
70	Clive Police Department	Clive	IA
71	Clyde Police Department	Clyde	OH
72	Colleyville Police Department	Colleyville	TX
73	Colorado Springs Police Department	Colorado Springs	CO
74	Columbus Police Department	Columbus	OH
75	Commerce City Police Department	Commerce City	CO
76	Concordia Police Department	Concordia	KS
77	Conover Police Department	Conover	NC
78	Conroe Independent School District Police Department	Conroe	TX
79	Coventry Police Department	Coventry	CT
80	Crafton Borough Police Department	Pittsburgh	PA
81	Cripple Creek Police Department	Cripple Creek	CO
82	Dallas Area Rapid Transit	Dallas	TX
83	Dallas Police Department	Dallas	OR
84	Dallas Police Department	Dallas	TX
85	Dallas Sheriff's Department	Dallas	TX
86	Dedham Police Department	Dedham	MA
87	DeKalb Police Department	DeKalb	IL
88	Delaware State Police Department	Dover	DE
89	Department of Homeland Security	Oakland	CA
90	Department of Homeland Security / Federal Protective Service	Washington	DC
91	Department of Homeland Security / Federal Protective Service	Federal Way	WA
92	Department of Homeland Security/Fugitive Operations	-	-
93	Department of Homeland Security / Immigrations and Custom Enforcement	San Diego	CA

94	Department of Motor Vehicles Investigation Division	-	-
95	Douglas County Sheriff's Office	Castle Rock	CO
96	Duluth Police Department	Duluth	MN
97	Dunwoofy Police Department	Dunwoody	GA
98	Durham Police Department	Durham	NH
99	Duxbury Police Department	Duxbury	MA
100	East Grand Forks Police Department	East Grand Forks	MN
101	Edmond Oklahoma Police Department	Edmond	OK
102	Elizabethtown Police Department	Elizabethtown	NC
103	Ephrata Police Department	Ephrata	WA
104	Essex Police Department	Essex	VT
105	Eustis Police Department	Eustis	FL
106	Everest Metro Police Department	Weston	WI
107	Everett Police Department	Everett	MA
108	Fair Lawn Police Department	Fair Lawn	NJ
109	Fairfax County Police Department	Fairfax	VA
110	Fairfield Police Department	Fairfield	CA
111	Farmersville Police Department	Farmersville	CA
112	Federal Bureau of Investigation	San Francisco	CA
113	Federal Reserve Police Department	Washington	DC
114	Fitchburg Police Department	Fitchburg	MA
115	Flagstaff Police Department	Flagstaff	AZ
116	Federal Law Enforcement Training Agency	Glynco	GA
117	Florence Police Department	Florence	KY
118	Frankfort Police Department	Frankfort	IL
119	Franklin Police Department	Franklin	WI
120	Fremont Police Department	Fremont	CA
121	Fresno Police Department	Fresno	CA
122	Fulton City Police Department	Fulton	NY
123	Fulton Schools Police Department	Fairburn	GA
124	Galt Police Department	Galt	CA
125	Garden Grove Police Department	Garden Grove	CA
126	Gibsonburg Police Department	Gibsonburg	OH
127	Gilbert Police Department	Gilbert	AZ
128	Gladstone Police Department	Gladstone	OR
129	Glendale Police Department	Glendale	CO
130	Glendale Police Department	Glendale	AZ
131	Glenn Heights Police Department	Glenn Heights	TX
132	Glenrock Police Department	Glenrock	WY
133	Gloucester City Police Department	Gloucester City	NJ
134	Goffstown Police Department	Goffstown	NH
135	Goshen County Sheriff's Office	Torrington	WY
136	Grady County Sheriff's Office	Chickasha	OK
137	Grand Island Police Department	Grand Island	NE
138	Grapevine Police Department	Grapevine	TX
139	Greeley Police Department	Greeley	CO
140	Green Bay Police department	Green bay	WI
141	Greenbelt Police Department	Greenbelt	MD

142	Greenfield Police Department	Greenfield	IN
143	Greenwich Police Department	Greenwich	CT
144	Greenwood Police Department	Greenwood	AR
145	Griffith Police Department	Griffith	IN
146	Grove City Police Department	Grove City	PA
147	Hartford Police Department	Hartford	WI
148	Harwood Heights Police Department	Harwood Heights	IL
149	Hastings Police Department	Hastings	MN
150	Henderson Police Department	Henderson	NV
151	Henniker Police Department	Henniker	NH
152	Hermitage Police Department	Hermitage	PA
153	Hobart/Lawrence Police Department	Hobart	WI
154	Honolulu Police Department	Honolulu	HI
155	Hualapai Police Department	Peach Springs	AZ
156	Hudson Police Department	Hudson	OH
157	Hughson Police Services	Hughson	CA
158	Huntington Park Police Department	Huntington Park	CA
159	Department of Homeland Security / Immigrations and Custom Enforcement /Homeland Security Investigations	El Centro	CA
160	Idaho Department of Juvenile Corrections	Boise	ID
161	Idaho Peace Officer Standards and Training Board	Meridian	ID
162	Indiana State Excise Police Department	Indianapolis	IN
163	Ipswich Police Department	Ipswich	MA
164	Isle of Wight Sheriff's Office	Isle of Wight	VA
165	Kansas City Police Department	Kansas City	MO
166	Kaufman Police Department	Kaufman	TX
167	Kentucky Department of Criminal Justice Training	Richmond	KY
168	Kernersville Police Department	Kernersville	NC
169	Killeen Independent School District Police Department	Killeen	TX
170	King County Sheriff's Department	Maple Valley	WA
171	Kingman Police Department	Kingman	AZ
172	Kingston Police Department	Kingston	PA
173	Kinston Department of Public Safety	Kinston	NC
174	Kiowa Police Department	Kiowa	CO
175	Kirtland Department of Public Safety	Roscommon	MI
176	Kitsap County Juvenile Detention	Port Orchard	WA
177	Kokomo Police Department	Kokomo	IN
178	Lancaster Police Department	Lancaster	TX
179	Lansing Police Department	Lansing	MI
180	Layton Police Department	Layton	UT
181	Lewisville Police Department	Lewisville	TX
182	Lincoln Police Department	Lincoln	RI
183	Linden Police Dept.	Linden	NJ
184	London Police Department	London	OH
185	Londonderry Police Department	Londonderry	NH
186	Longview Police Department	Longview	WA
187	Los Angeles School Police Department	Los Angeles	CA
188	Loudoun County Sheriff's Office	Leesburg	VA

189	Louisiana State Police Department	Baton Rouge	LA
190	Louisville Metropolitan Police Department	Louisville	KY
191	Loves Park Police Department	Loves Park	IL
192	Lowell Police Department	Lowell	MA
193	Lower Salford Township Police Department	Harleysville	PA
194	Lumberton Township Police Department	Lumberton	NJ
195	Madera County Gang Enforcement Team	Madera	CA
196	Mahoning Township Police Department	Lehighton	PA
197	Mahwah Police Department	Mahwah	NJ
198	Maiden Police Department	Maiden	NC
199	Malcolm X College Campus Police Department	Chicago	IL
200	Mamaroneck Village Police Department	Mamaroneck	NY
201	Mansfield Police Department	Mansfield	OH
202	Marblehead Police Department	Marblehead	MA
203	Maricopa Police Department	Maricopa	AZ
204	Martinsville Police Department	Martinsville	IN
205	Maryland Police and Correctional Training Commissions	-	MD
206	Meeker County Sheriff's Office	Litchfield	MN
207	Mesa Police Department	Mesa	AZ
208	Miami Dade College Police Department	Miami	FL
209	Miami Police Department	Miami	FL
210	Mill Creek Police Department	Mill Creek	WA
211	Mill Valley Police Department	Mill Valley	CA
212	Millis Police Department	Millis	MA
213	Milpitas Police Department	Milpitas	CA
214	Milwaukee Police Department	Milwaukee	WI
215	Monmouth Police Department	Monmouth	OR
216	Monterey County District Attorney's Office	Monterey	CA
217	Montgomery Police Department	Montgomery	IL
218	Moraine Police Department	Moraine	OH
219	Morton Police Department	Morton	IL
220	Moscow Mills Police Department	Moscow Mills	MO
221	Mount Pleasant Police Department	Mount Pleasant	TX
222	Mountlake Terrace Police Department	Mountlake Terrace	WA
223	Metropolitan Police Department	Washington	DC
224	Mt. Vernon Police Department	Mt. Vernon	MO
225	Mundelein Police Department	Mundelein	IL
226	Municipal Police Training Committee	Randolph	MA
227	Nahant Police Department	Nahant	MA
228	Napa Police Department	Napa	CA
229	National City Police Department	National City	CA
230	West Virginia Division of Natural Resources Law Enforcement Division	South Charleston	WV
231	Needham Police Department	Needham	MA
232	New Brunswick Police Department	New Brunswick	NJ
233	New Holstein Police Department	New Holstein	WI
234	Newark Police Department	Newark	NJ
235	Newport News Police Department	Newport News	VA
236	Newport Police Department	Newport	OR

237	New Hampshire Department of Safety	Concord	NH
238	Niagara County Sheriff's Office	Lockport	NY
239	Noblesville Police Department	Noblesville	IN
240	Norfolk Police Department	Norfolk	VA
241	North Fayette Township Police Department	Oakdale	PA
242	North Little Rock Police Department	North Little Rock	AR
243	Northampton Township Police Department	Richboro	PA
244	Northport Police Department	Northport	AL
245	Oakdale Police Department	Oakdale	CA
246	Ocean Shores Police Department	Ocean Shores	WA
247	Orange County Sheriff's Office	Goshen	NY
248	Orange Village Police Department	Orange	OH
249	Oregon Department of Justice/Criminal Justice Division	Salem	OR
250	Orono Police Department	Orono	MN
251	Othello Police Department	Othello	WA
252	Ottawa Police Department	Ottawa	KS
253	Oxford Police Department	Oxford	MS
254	Palmyra Police Department	Palmyra	MO
255	Palo Alto Police Department	Palo Alto	CA
256	Paola Police Department	Paola	KS
257	Paris Police Department	Paris	TX
258	Park City Police Department	Park City	KS
259	Park Ridge Police Department	Park Ridge	NJ
260	Pasco Sheriff's Office	New Port Richey	FL
261	Pascua Yaqui Police Department	Tucson	AZ
262	Paulsboro Police Department	Paulsboro	NJ
263	Peabody Police Department	Peabody	MA
264	Perry Village Police Department	Perry	OH
265	Petersburg Police Department	Petersburg	WV
266	Phoenix Police Department	Phoenix	AZ
267	Piedmont Police Department	Piedmont	OK
268	Pinehurst Police Department	Pinehurst	NC
269	Pittsfield Police Department	Pittsfield	MA
270	Plainsboro Township Police Department	Plainsboro	NJ
271	Pocatello Police Department	Pocatello	ID
272	Pokagon Tribal Police Department	Dowagiac	MI
273	Pomona Police Department	Pomona	CA
274	Port of Seattle Police Department	Seattle	WA
275	Portland Police Bureau	Portland	OR
276	Powell Police Department	Powell	WY
277	Prescott Police Department	Prescott	AZ
278	San Benito County Probation Department	Hollister	CA
279	Pueblo Police Department	Pueblo	CO
280	Pulaski Police Department	Pulaski	VA
281	Quincy Police Department	Quincy	MA
282	Quinwood Police Department	Quinwood	WV
283	Radnor Township School District Campus Security	Wayne	PA
284	Rapid City Police Department	Rapid City	SD

285	Revere Police Department	Revere	MA
286	Richfield Police Department	Richfield	OH
287	Richfield Township Police Department	Davison	MI
288	Richland Police Department	Richland	WA
289	Richmond Police Department	Richmond	KY
290	Richmond Police Department	Richmond	CA
291	Rio Rancho Public School District Campus Police	Rio Rancho	NM
292	Ripon Police Department	Ripon	CA
293	River Forest Police Department	River Forest	IL
294	Rogers Police Department	Rogers	AR
295	Round Lake Heights Police Department	Round Lake Heights	IL
296	Round Rock Police Department	Round Rock	TX
297	Rushville Police Department	Rushville	IN
298	Rye Brook Police Department	Rye Brook	NY
299	Safford Police Department	Safford	AZ
300	San Benito County Sheriff's Office	Hollister	CA
301	San Bernardino County Bureau of Investigation	San Bernardino	CA
302	San Diego Sheriff's Department	Poway	CA
303	San Francisco Police Department	San Francisco	CA
304	San Jose Police Department	San Jose	CA
305	San Rafael Police Department	San Rafael	CA
306	Sandpoint Police Department	Sandpoint	ID
307	Sandy Police Department	Sandy	OR
308	Santa Ana Police Department	Santa Ana	CA
309	Santa Clara Police Department	Santa Clara	CA
310	Santa Cruz County Sheriff's Department	Santa Cruz	CA
311	Santa Rosa Police Department	Santa Rosa	CA
312	San Antonio Police Department	San Antonio	TX
313	Saratoga Springs/ Bluffdale Police Department	Saratoga Springs	UT
314	Schaumburg Police Department	Schaumburg	IL
315	Lemon Grove Sheriff Substation	Lemon Grove	CA
316	Selbyville Police Department	Selbyville	DE
317	Seward Police Department	Seward	AK
318	Shirley Police Department	Shirley	MA
319	Show Low Police Department	Show Low	AZ
320	Skokie Police Department	Skokie	IL
321	South Barrington Police Department	South Barrington	IL
322	South Burlington Police Department	South Burlington	VT
323	South Centre Township Police Department	Bloomsburg	PA
324	South Orange Police Department	South Orange	NJ
325	South Tucson Police Department	Tucson	AZ
326	Southlake Department of Public Safety	Southlake	TX
327	Southwest Idaho Juvenile Detention Center	Caldwell	ID
328	Sparta Police Department	Sparta	WI
329	Springfield Police Department	Springfield	MO
330	Springville Police Department	Springville	UT
331	Squaxin Island Police Department	Shelton	WA
332	St Joseph Police Department	St Joseph	MO

333	St. Albans Police Department	St. Albans	WV
334	St. John Police Department	St. John	MO
335	St. Johns Police Department	St. Johns	AZ
336	St. Louis Metropolitan Police Department	St. Louis	MO
337	St. Paul Police Department	St. Paul	MN
338	State of Nevada Youth Parole Bureau	Las Vegas	NV
339	Kentucky Park Rangers	Frankfort	KY
340	Surfside Police Department	Surfside	FL
341	Swanton Police Department	Swanton	OH
342	Tehachapi Police Department	Tehachapi	CA
343	Tempe Police Department	Tempe	AZ
344	The National Justice Group	Lloyd	FL
345	Tigard Police Department	Tigard	OR
346	Tennessee Office of Criminal Justice Programs	Nashville	TN
347	Toccoa Police Department	Toccoa	GA
348	Tonganoxie Police Department	Tonganoxie	KS
349	Topeka Police Department	Topeka	KS
350	Totowa Police Department	Totowa	NJ
351	Town of Fishkill Police Department	Fishkill	NY
352	Trenton Police Department	Trenton	IL
353	Triton College Police Department	River Grove	IL
354	Troy Police Department	Troy	MI
355	Trumbull County Sheriff's Office	Warren	OH
356	Tucson Police Department	Tucson	AZ
357	Tuftonboro Police Department	Center Tuftonboro	NH
358	Tukwila Police Department	Tukwila	WA
359	Turner Police Department	Turner	OR
360	Umatilla Police Department	Umatilla	OR
361	United States Air Force	-	-
362	United States Customs and Border Protection	-	-
363	United States Park Police	Washington	DC
364	University of Maryland-Baltimore Police Department	Baltimore	MD
365	University at Albany Police Department	Albany	NY
366	Upper Moreland Township Police Department	Willow Grove	PA
367	Upper Saucon Township Police Department	Center Valley	PA
368	Urbandale Police Department	Urbandale	IA
369	Utica Police Department	Utica	NY
370	Virginia Beach Police Department	Virginia Beach	VA
371	Vienna Police Department	Vienna	VA
372	Warminster Township Police Department	Warminster	PA
373	Washington County Sheriff's Office	Hillsboro	OR
374	Watertown Police Department	Watertown	SD
375	Wauconda Police Department	Wauconda	IL
376	Wayne Police Department	Wayne	NE
377	West Carrollton Police Department	West Carrollton	OH
378	West Fargo Police Department	West Fargo	ND
379	West Miami Police Department	West Miami	FL
380	West Palm Beach Police Department	West Palm Beach	FL

381	West Valley City Police Department	West Valley City	UT
382	Wheat Ridge Police Department	Wheat Ridge	CO
383	White Bear Lake Police Department	White Bear Lake	MN
384	White Settlement Police Department	White Settlement	TX
385	Whitehall Division of Police	Whitehall	OH
386	Wickliffe Police Department	Wickliffe	OH
387	Wilmington Police Department	Wilmington	DE
388	Wise County Sheriff's Office	Decatur	TX
389	Woodbridge Police Department	Woodbridge	NJ
390	Woodburn Police Department	Woodburn	OR
391	Wrightstown Police Department	Wrightstown	WI
392	Yuma Police Department	Yuma	AZ