

National Commission on Law Enforcement Integrity Established

Nothing is more powerful than the heart of a volunteer.

By Neal Trautman, Ph.D.

The majority of law enforcement administrators would agree that ethics has become the most discussed and sought after training topic in recent years. In addition, more nationwide research was conducted on police corruption and integrity during the last five years, than was completed throughout the preceding century. In spite of these advancements, scandals flourish and corruption continues to undermine America's trust in policing.

At first glance it may appear ironic that our factual understanding of the causes and solutions to officer misconduct is vastly improved, yet neither the perception nor reality of enhancing integrity has materialized. The dominant failing and obstacle is that there is no national, standardized, movement to effectively implement the state-of-the-art in preventing corruption. In other words, it hasn't made any difference that law enforcement has been successful at identifying the origins and solutions to officer wrongdoing, because we haven't had a viable way to implement the new, successful integrity-enhancing strategies and techniques. This significant flaw is about to be corrected.

During the last eighteen months, dozens of the most capable and qualified law enforcement leaders in the nation have come together to form and begin to administer the National Commission on Law Enforcement Integrity. The commission's vision is that law enforcement will become the role model for how all professions in America can instill and maintain a high level of integrity, by implementing and sustaining sound strategies and techniques that prevent employee misconduct. Accordingly, it's mission is to orchestrate a nationwide, coordinated movement that will enhance the integrity of law enforcement agencies throughout America.

The commission is being developed as a nonprofit, 501(c)3 tax-exempt, incorporated organization, comprised of highly qualified academicians, executives and administrators, all of whom volunteer their time, expertise and energy. By December of 2001, when the subcommittees are filled, there will be approximately two hundred members.

The thirty-nine subcommittees chairs comprise the Executive Board. They include: fifteen individuals with doctorate degrees, ten administrators of law enforcement agencies, six national leadership consultants, five attorneys, four professors, four presidents of law enforcement associations, four executive directors of law enforcement organizations, four executive directors of state (POST Commissions) Police Officer Standards & Training Commissions/Councils, three Department of Justice administrators, two administrators of national minority-oriented organizations and two national media executives.

Because commission activities will be funded through private and corporate donations, the commission's work will remain independent of government, political or private restraints, regulations and influence. Members will never be paid for their commission work.

Organizational Structure

The commission's organizational structure is comprised of a Board of Directors, four major committees, twenty-eight subcommittees and twelve administrative positions. The four main committees include: the curriculum development committee, administration-oriented curriculum development committee, implementation committee and the administrative committee. With the

exception of the administrative committee, each of the other three committees consist of nine subcommittees. The curriculum development subcommittees are responsible for developing state-of-the-art training materials and curriculum that is not managerial in nature. Administration-oriented curriculum development subcommittees do the same for administrative topics. Implementation subcommittees are tasked with doing everything within their ability to ensure that agencies receive, implement and use the concerned practices. Lastly, administrative committee members are responsible for the management and leadership of the commission, along with maintaining nationwide public trust.

Commission Organizational Chart

Board of Directors

Commission Chair, Implementation Committee Chair, Administrator-Oriented Curriculum Committee Chair, Curriculum Committee Chair, Historian, Treasurer

Administration Committee

Commission Chair, Historian, Meetings Manager, Newsletter Editor/Publisher, Statistician, Treasurer, Television Media Manager, Webmaster, Written Media Manager, Research Subcommittee, Awards Manager

Administrator Oriented Curriculum Development

Committee Subcommittees

Committee Chair

Accountability (Internal Affairs) Subcommittee
Accountability (External) Subcommittee
Political Interference Subcommittee
Hiring Standards Subcommittee
Officer Recruitment & Retention Subcommittee
Leadership Role Modeling Subcommittee
Officer Emotional Issues Subcommittee
Evidence/Property Storage Integrity Subcommittee
Community Oriented Policing Subcommittee

Curriculum Development

Committee Subcommittees

Committee Chair

Basic Academy Training Subcommittee
Use of Force (non lethal) Subcommittee
Use of Force (lethal) Subcommittee
FTO Programs Subcommittee
Drug Unit Integrity Subcommittee
Jails Subcommittee
Civilian Employees Subcommittee
Career Survival (Ethics Training) Subcmt.
Best Practices & The Future Subcommittee

Implementation Committee Subcommittees

Committee Chair

Academic Community Subcommittee
Federal Law Enforcement Subcommittee
Elected and Appointed Local Officials Subcommittee
National Town Meetings Subcommittee
Race Relations Subcommittee
State POST Commissions Subcommittee
Union Relationship Subcommittee
Large Agencies Subcommittee (More than 500 fulltime officers)
Small Agencies Subcommittee (Less than 500 fulltime officers)

The majority of commission leaders will chair subcommittees within one of four distinct committees. Selecting leaders who are both exceedingly capable and dedicated to the extent they are willing to volunteer their time was crucial. After eighteen months, an extraordinary group has been assembled.

Administrative Committee

Commission Chair	Neal Trautman , Ph.D., Director, National Institute of Ethics
Curriculum Standardization Manager	Murlene McKinnon , Ph.D., CEO, MACNLOW, Associates
Historian	Darrel Hart , MS, Executive Director, New Mexico (POST) Peace Officer Standards and Training Council
Meetings Manager	Tom Stone , MS, Executive Director (FBI, LEEDA) FBI, Law Enforcement Executive Development Association
Newsletter Editor/Publisher	Lou Arcangeli , MS, Captain, Atlanta, GA, Police Department
Statistician	John Linn , Ph.D., Researcher, PENN State University
Television media liaison	Lonnie Wilder , Vice President and GM (LETN) Law Enforcement Television Network
Treasurer	Dan Weston , MS, Chief, Kalamazoo, MI, Dept. Public Safety
Webmaster	Tim Dees , MS, Technology Writer, Law & Order Magazine
Written media liaison	Ed Sanow , Editorial Director, Law & Order Magazine
Awards Manager	Gordon Graham , MS, J.D., Captain, CA Highway Patrol

Administrator-Oriented Curriculum Development Committee

Subcommittee Chairs

Chair	Carl Milazzo , J.D., Attorney, Assistant Executive Director (AELE) Americans for Effective Law Enforcement
Accountability (External)	To be announced Attorney, Civil Rights Division, Criminal Division, U.S. Dept. Justice
Accountability (Internal Affairs)	Cliff Tackett , President, (NIAIA) National Internal Affairs Investigators Association
Community Oriented Policing	Ellen Scrivner , Ph.D., Deputy Executive Director, Community Policing Development, U.S. Department of Justice
Hiring Standards	Mike Barton , Executive Director, GA (POST) Peace Officer Standards and Training Commission
Leadership Role Modeling	Jack Enter , Ph.D., President, Jack Enter & Associates
Officer Recruitment & Retention	To be announced
Officer Emotions-Related Issues	Kevin Gilmartin , Ph.D., Gilmartin/Harris & Associates
Political Interference	Kevin Thom , Executive Director, SD (POST) Peace Officer Standards and Training Council

Curriculum Development Committee

Subcommittee Chairs

Chair	Elliott Spector , J.D., Attorney, Executive Director Center for Police/Security
Basic Academy Training	Donald Keith , MS, Assistant Director, Mississippi Police Corps Academy
Best Practices/The Future	Penny Harrington , Executive Director, National Center For Women & Policing
Career Survival Training (Ethics Training)	Dale Mann , MS, Bureau Chief, Georgia Public Safety Training Center
Civilian Employees	Scott Cunningham , Ph.D., Major Tampa Police Department
Drug Unit Integrity	Steve Mallory , Ph.D., University of Southern Mississippi
Evidence and Property Storage Integrity	Joe Latta , MS, Executive Director, (IAPE) International Association for Property & Evidence
FTO Programs	Lisa Konrath , MS, past President, (NAFTO) National Association of Field Training Officers
Jails	Tim Ryan , President Elect, (AJA) American Jail Association
Use of Force (lethal)	William Lewinski , Ph.D., Minnesota State University

Use of Force (non lethal)

Ed Nowicki, Assistant Executive Director, (ASLET)
American Society for Law Enforcement Trainers

Implementation Committee

Chair

Pam Hutton, J.D., Police Attorney

Academic Community liaison

Geoffrey Alpert, Ph.D., University of South Carolina

Federal Law Enforcement Chair

Michael DeFeo, J.D., LL.M., Assistant Director, Federal
Bureau of Investigation (FBI)

Large City/County Agencies Chair (1,000+)

Terry Hillard, Superintendent, Chicago Police Department

Elected/Appointed Local Officials Chair

Elizabeth Kellar, Deputy Executive Director, International
City/County Management Association

Municipal Law Enforcement Chair (<1,000)

Bill Berger, Chief, North Miami Beach, FL

National Town Meetings Director

To be announced

Race Relations Chair

Sue Carter Collins, Ph.D., J.D., University of Georgia

State Law Enforcement Liaison

Brad Hibberd, Major, MA State Police

County Law Enforcement Liaison

James Plousis, Sheriff, Board of Directors, (NSA)

**State POST Commissions/Training -
Councils liaison**

Chair, Ethics & Trn. Cmt., National Sheriff's Association

Earl Sweeney, Dir. NH POST & Past Pres (IADLEST)

Union Relationship Committee Chair

Intl. Association of Directors of Law Enf. Stnds & Trn.

Dick Ayers, J.D., Attorney, Executive Director,
Center Labor-Management Studies

Year 2001 Goals

The first three initial goals have already been achieved. Commission members have been selected. The organizational structure, standard operating procedures and member responsibilities are in place. The fourth goal is to acquire sufficient resources for commission's first two years of operation. Goal five is to ensure all commission members are educated as to the state-of-the-art and likely future developments related to preventing law enforcement misconduct. The sixth goal is to establish an effective national plan for enhancing law enforcement integrity. Lastly, goal seven is to acquire initial "buy in" and support of law enforcement profession.

Communicating

Maintaining effective communication is the commission's greatest challenge. There are three primary focal points. The initial objective is to implement ways that allow commission members to easily communicate. The administration committee is responsible for making sure this is quickly accomplished. Next, the seven hundred thousand members of law enforcement must be made aware of how they can benefit from the commission's work. Lastly, it has to be simple for anyone to obtain the training materials and other information that is developed. The Internet and commission website will be the most valuable medium for communicating. There are fifteen major sections on the website.

Training Material Copyright

All materials developed or presented by the commission must be made available to be downloaded from the Internet. It is the responsibility of every subcommittee and committee chair to see that proper credit is given to the rightful author and that written permission to use the materials has been obtained. The historian will maintain the written permission documentation.

Initial Timelines

To sustain the highest possible degree of effectiveness, efficiency and standardization, the following standard operating procedures and timelines have been implemented.

By October 1, 2001 Subcommittee members are selected and formally registered.

This directive has been established so the commission may begin its work in a coordinated fashion. It is suggested that the total number of members for each subcommittee range from 5-10. Every subcommittee chair has the full authority and responsibility for selecting members, along with ensuring that they are formally registered. Anyone who would like to be considered for appointment to a particular subcommittee may register on the commissions website: www.policeintegrity.org Merely enter the section titled "Applying to become a commission member" and complete the requested form.

To be registered, members must provide a one-paragraph career summary, home/work addresses and phone/e-mail numbers, workplace and title, and color digital photograph must be e-mailed to your committee chair. After obtaining the concerned information for all subcommittee members, each chair then e-mails the data to the commission Webmaster for placement on our website. The Webmaster ultimately forwards the same data to the commission historian.

By November 1, 2001 Subcommittee organization and structure is complete.

The chain of command for every subcommittee shall be chair, vice chair, secretary and members. Specific responsibilities for the chair of all subcommittees have been developed and will be provided.

By December 1, 2001 Develop and reach subcommittee agreement on 2002 goals and objectives.

All subcommittees will be administered through formal goals and objectives. Whenever possible, available research material should be used as a needs assessment, with the greatest needs generally becoming your goals. Commission requirements for goals are that they be quantifiable, specific and have a date specified to be achieved by. Every goal must have a set of objectives the subcommittee believes to be the most feasible steps to take in accomplishing the goal.

By December 31, 2001 A method to quantify subcommittee's effectiveness is established.

It is crucial that subcommittees be able to literally quantify the degree of effectiveness they are achieving. Effectiveness being defined as the degree to which goals are accomplished. The commission's standardized manner of doing this is to establish a statistical baseline of data most pertinent to each goal, and then continually track/quantify the data to determine if the subcommittees efforts are being effective.

Administrative Responsibilities

Commission Chair

The commission chair assumes overall responsibilities for all operations and activities of the commission. In addition to oversight obligations, the chair has seven direct responsibilities: establish and maintain effective communication among members, acquire resources needed for the commission to be effective, facilitate short-term and strategic planning, ensure effective leadership, confirm effective management, establish and strive to achieve the commission mission, goals and objectives, and lastly, remove or overcome obstacles.

Committee Chairs

Chairs of the four committees are responsible for facilitating the effectiveness and efficiency of all the committee's subcommittees. These individuals have five direct responsibilities:

- Contact each of their subcommittee chairs at least bi-monthly to determine his or her needs and accomplishments,
- Keep the commission chair informed of the needs and achievements of the committee,
- Work to acquire needed resources and overcome obstacles of communication committees,
- Ensure that subcommittees quantify their level of effectiveness,
- Receive the communications committees bi-monthly status reports during the first week of February, April, June, August, October and December and immediately forward them to the commission chair and newsletter chair within one week.

Statistician

The statistician is responsible for determining if the efforts of the commission are being effective. This individual has five fundamental responsibilities: establish a national baseline of valid statistical indicators of law enforcement integrity, continue to track the concerned indicators in order to ascertain the commission's effectiveness, develop an annual report that clearly depicts the past and present national level of law enforcement integrity, supervise any research requested by the commission, and submit a committee status report to the commission chair and Webmaster during the first week of February, April, June, August, October and December.

Treasurer

The treasurer assumes direct responsibility for all matters associated with the input and output of commission funding, with the exception of raising funds. There are eight direct responsibilities: open and maintain a checking account in the name of the National Commission on Law Enforcement Integrity, make certain the account has two signature cards on file at the bank, deposit all funds received in the name of the commission into the account within three business days, maintain copies of all checks deposited in accounting records, all checks issued for dispersing funds over \$100 must have prior approval of the commission chair, send the commission chair a bi-monthly detailed financial report by the 15th of the following month, send all financial records requested by an external CPA to allow for an annual audited financial statement and tax return, and submit a committee status report to the commission chair and Webmaster during the first week of February, April, June, August, October and December.

Historian

The fundamental responsibility of the commission historian is to permanently document all major commission activities. This administrator will have three specific responsibilities: obtain the committee status reports from the newsletter chair and maintain a chronological written record of activities for each commission committee, secure safekeeping for copies of any written publication, such as newsletters or reports, and prepare an annual report of the commission's major activities.

Curriculum Standardization Manager

The primary role of the curriculum standardization manager is to make certain the consistency and quality of all commission training curriculum is maintained. There are five direct responsibilities: develop an effective model lesson plan to be used by all curriculum development committees, ensure the curriculum development committee members know how to use the concerned lesson plan format, be available to assist members when needed, audit the work of development committee members to

make sure compliance with the desired model, and submit a committee status report to the commission chair during the first week of February, April, June, August, October and December.

Newsletter Editor/Publisher

The newsletter editor/publisher edits and publishes a electronic newsletter to all commission members and other selected individuals throughout the nation during the months of January, March, May, July, September and November. This position has four responsibilities: receive, review, edit and revise the bi-monthly committee status reports received during the first week of February, April, June, August, October and December, compile a professional quality electronic newsletter, develop and maintain an accurate electronic mailing list of commission members and other individuals throughout the nation who should be keep abreast of commission activities, and electronically publish the newsletter during the months of January, March, May, July, September and November.

Webmaster

The primary responsibility for the Webmaster is to see that the commission website serves as an effective vehicle for commission members to communicate and deliver training materials. This individual has three direct responsibilities: ensure the website remains operational, make certain that it includes sections for an executive summary, organizational chart, commission member summaries, commission leadership responsibilities, applying to become a commission member, index & instructions for downloading training materials, administrator-oriented curriculum development subcommittee materials, curriculum development subcommittee training materials, implementation committee subcommittees information, tracking statistical effectiveness data, electronic newsletters, research, comments section, funding section, administration committee activities, and confirming that the website is developed in a way that allows those who seek information to easily find and obtain the desired material.

Meetings Manager

The main responsibility for the meetings manager is to oversee the operations needed to carryout effective and efficient electronic or in-person commission meetings. This administrator has four direct responsibilities: identify what supplies and support is required for both electronic and in-person meetings, assume the lead role in securing the supplies and support required for electronic and in-person meetings, develop standard operating procedures for electronic meetings, and serve as logistics manager during electronic and in-person meetings.

Curriculum Development Subcommittee Chair Responsibilities

All subcommittee chairs are responsible for maintaining the effectiveness and efficiency of their subcommittee. They have six direct responsibilities: be an effective leader, appoint vice chair and secretary positions, establish and achieve annual subcommittee goals and objectives, communicate regularly with subcommittee members through either monthly conference calls or e-mail, work to overcome obstacles, ensure that the sub-committee quantifies its level of effectiveness, write and send bi-monthly status reports to the committee chair during the first week of February, April, June, August, October and December.

The vice-chair is responsible for establishing a statistical baseline of factors pertinent to the subcommittee activities. He or she continually tracks the concerned statistics in order to determine the effectiveness of the subcommittee. The secretary is responsible for taking minutes of every meeting, then in partnership with the subcommittee chair, writing and e-mailing a 1-2 paragraph summary of the status and activities of the subcommittee to both the committee chair and the newsletter editor. Other subcommittee members carry out assignments delegated to them by the chair or vice-chair.

National Commission on Law Enforcement Integrity
Subcommittee Member Application Form

All people applying to become a member of any subcommittee of the National Commission on Law Enforcement Integrity must apply by completing this on-line form.

What specific subcommittee you wish to be a member of? _____

Administrator Oriented Curriculum Development
Committee Subcommittees

Accountability (Internal Affairs) Subcommittee
Accountability (External) Subcommittee
Political Interference Subcommittee
Hiring Standards Subcommittee
Officer Recruitment & Retention Subcommittee
Leadership Role Modeling Subcommittee
Officer Emotional Issues Subcommittee
Evidence/Property Storage Integrity Subcommittee
Community Oriented Policing Subcommittee

Curriculum Development
Committee Subcommittees

Basic Academy Training Subcommittee
Use of Force (non lethal) Subcommittee
Use of Force (lethal) Subcommittee
FTO Programs Subcommittee
Drug Unit Integrity Subcommittee
Jails Subcommittee
Civilian Employees Subcommittee
Career Survival (Ethics Training) Subcmt.
Best Practices & The Future Subcommittee

Implementation Committee Subcommittees

Academic Community Subcommittee, Federal Law Enforcement Subcommittee
Elected Officials Subcommittee, National Town Meetings Subcommittee
Race Relations Subcommittee, State POST Commissions Subcommittee
Union Relationship Subcommittee, Large Agencies Subcommittee (More than 500 fulltime officers)
Small Agencies Subcommittee (Less than 500 fulltime officers)

Workplace _____ Street Address _____
City _____ St _____ Zip _____ Phone () _____ Fax () _____
Home E-mail _____ Work E-mail _____

Career summary _____

Other skills & abilities related to subcommittee applying for _____

Why should you be selected over others? _____

Reference: Name _____ Position/Org. _____
Work phone () _____ E-mail _____

In Conclusion

It was Eleanor Roosevelt who said that virtually all great American achievements have been accomplished by groups of citizens who came together and dedicated themselves to a worthy cause. Seldom in life do any of us have the opportunity to truly make the nation a better place. Few achievements would be more meaningful for America than for one vocation to demonstrate how all professions can instill and maintain high levels of integrity. No matter how beneficial the materials developed and offered by the commission are, if they are not used by administrators and training officers.

Faith-Based and Community Initiatives

A Cross-Cutting Program Priority of the Substance Abuse and Mental Health Services Administration

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Training and Technical Assistance

▶ **2005 Grassroots Training:** [Grants-Writing Training and Technical Assistance for Grassroots Faith and Community Based Groups](#)

▶ **Regional Grantsmanship Technical Assistance Workshop** for community and faith-based treatment, mental health and prevention, and recovery service providers:

- [Latest info for Chicago Workshop](#)
- [Archive of previous workshops](#)

▶ [SAMHSA's Grant-writing Manual](#)

▶ [Grant Review Opportunities at the Substance Abuse and Mental Health Administration \(SAMHSA\)](#)

Publications

▶ [SAMHSA Publications of Interest to Community Groups and Faith-based Organizations](#)

Web Resources

▶ [SAMHSA's FBCI Program: Background](#)

➔ [Disaster Readiness & Response Information](#)

➔ [Newsroom](#)

➔ [SAMHSA Calendars](#)

➔ [Exhibits & Conferences](#)

➔ [Publications](#)

➔ [SAMHSA Newsletter](#)

➔ [Freedom of Information Act](#)

➔ [Mailing List: Sign Up!](#)

➔ [Faith-based and Community Initiatives](#)

➔ [Medicare Prescription Drug, Improvement & Modernization Act \(MMA\)](#)

➔ [Workplace Resources](#)

➔ [National Outcome Measures \(NOMS\)](#)

➔ [National Registry of Evidence-Based Programs and Practices FRN](#)

■ [SAMHSA's parent agency, the U.S. Department of Health and Human Services, has developed a website that integrates information from SAMHSA with Faith-Based and Community initiatives from the Administration on Aging, Administration for Children and Families, Centers for Medicare and Medicaid Services, Agency for Healthcare Research and Quality, Health Resources and Services Administration, Indian Health Service, Office of Minority Health, and Office of Population Affairs.](#)

- ➔ [Summaries of SAMHSA's Assistance to States](#)
- ➔ [Grant Reviewer Opportunities](#)
- ➔ [HIPAA](#)
- ➔ [About SAMHSA](#)



■ [The Department is working closely with the White House Office of Faith-Based and Community Initiatives to implement key elements of the President's Initiative, including conferences, technical assistance, and implementation of EO 13279, "Equal Protection of the Laws for Faith-Based and Community Organizations." Information on these and other activities, as well as a copy of the White House document, *Guidance to Faith-Based and Community Organizations on Partnering with the Federal Government*, is available at the White House website, <http://www.whitehouse.gov/government/fbci/>.](#)



■ [The U.S. Department of Health and Human Services \(HHS\) has published a final version of the **Charitable Choice provisions of the Public Health Act** \(Sections 581-584 and Section 1955 of 24 U.S.C. 290 kk, et seq., and 42 U.S.C. 300x-65\). This version incorporates responses received during the public comment period earlier this year.](#)

Go to **HHS website on Charitable Choice Regulations**, which includes a fact sheet on the final rule.

View more information on **SAMHSA's Charitable Choice regulations**
