



# COMMAND POST

## MAINE CHIEFS OF POLICE ASSOCIATION NEWS BRIEFS

P.O. Box 2431 • South Portland, Maine 04116-2431 • [www.mainechiefs.com](http://www.mainechiefs.com) 207-838-6583  
email: [mcopa@maine.rr.com](mailto:mcopa@maine.rr.com) Edward Tolan, Executive Director • Chief Jack Peck, President

Welcome To The On-line Edition Of The Command Post

Fall 2020 Edition

### MAINE CHIEFS OF POLICE AND DIRIGO SAFETY, LLC ENTER INTO AN AGREEMENT FOR MLEAP

The Maine Chiefs of Police Association (MCOPA) is pleased to announce that Dirigo Safety, LLC has been selected to manage the Maine Law Enforcement Accreditation Program (MLEAP). Dirigo brings a wealth of knowledge and extensive experience in the law enforcement field. Their understanding of relevant and current law, policy development, and training methodologies is beneficial to having a successful accreditation program. Their commitment to responsive customer service is one of their business pillars.

We hope that by working with Dirigo Safety the accreditation program will be achievable for all law enforcement agencies in the State of Maine, no matter what size agency or geographic location.

Dirigo's Law Enforcement Consultant, Retired Chief of Police and Past President of MCOPA, Robert Schwartz, will be Dirigo's official representative to the Maine Law Enforcement Accreditation Committee. Dirigo Safety's Executive Vice President, Retired Chief of Police Shawn O'Leary, will be managing the accreditation program on behalf of Dirigo Safety and MCOPA.

If you are interested in any aspects of MLEAP or if you have questions regarding the process, please contact Dirigo Safety, LLC.

Chief Shawn O'Leary (Ret.)  
Executive Vice President,  
[shawn.oleary@dirigosafety.com](mailto:shawn.oleary@dirigosafety.com)  
(207)-751-2639  
[dirigosafety.com](http://dirigosafety.com)

Chief Robert Schwartz (Ret.)  
Dirigo Safety Law Enforcement Consultant  
[robert.schwartz@dirigosafety.com](mailto:robert.schwartz@dirigosafety.com)  
(207) 310-1811  
[dirigosafety.com](http://dirigosafety.com)

### THOUGHTS FROM THE PRESIDENT/CHIEF JACK PECK

It has been an honor and a privilege to serve as president of this great association for the last year and one that we will always remember.

  
Less than two weeks into my term an explosion rocked the Farmington community. On September 16th, 2019, the LEAP building exploded due to an underground propane leak, killing Fire Captain Michael Bell and severely injuring his brother Fire Chief Terry Bell and five other firefighters and a LEAP employee.

Police Chiefs from all over the State of Maine contacted me to offer support and assistance. I thank all the surround-

ing communities who responded, Maine State Police Colonel John Cote for his assistance, Commissioner Michael Sauenschuck for travelling to Farmington that day with his wife Mary, on her birthday no less, to offer not only hope and support but condolences as well. I also thank the Maine Fire Marshal's Office for their support during that most difficult time.

As things changed to a new normal, we had an extremely successful winter meeting in South Portland. It is my understanding that we had the largest attendance for both the training and the banquet. And although we were hit with another snowstorm the day of the banquet, it went off without any problems due to the efforts of our Executive Direc-

**PRESIDENT continued, page 2**

### UPCOMING MEETINGS

#### MAINE CHIEFS OF POLICE ASSOCIATION



#### INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE

##### 127TH ANNUAL CONFERENCE

September 11-14, 2021

New Orleans, LA

Contact Ed Tolan for Details

#### MCOPA MEMORIAL SERVICE

May 13, 2021 at 11am  
Law Enforcement Memorial  
Augusta, ME

### WINTER MEETING

**FEBRUARY 3-5, 2021**

#### DOUBLETREE BY HILTON HOTEL

363 Maine Mall Road  
South Portland, Maine

To be determined



## PRESIDENT continued from page 1

tor Ed Tolan, and retired Representative and Awards Committee Chair Brad Paul.

In March, COVID-19 hit, and affected how we all do business. I had never attended a Zoom meeting before, and who would have thought that Brian MacMaster would be our coordinator and IT "go to" guy? Thanks, Brian.

Even with shutdowns, social distancing, and masks, we did get work done. The MCOPA website was completely revamped and looks great thanks to Ed Tolan. Thanks for all your hard work and guidance during my term.

Many thanks to Chiefs Chip Rumsey, Richard Caton, and John Kilbride for a job well done on the thorough evaluation of

the Topsham Police Department.

We also moved forward with MLEAP with five Maine Police Departments now receiving their accreditation. A special thanks to Liz Allen for her service over the years and hats off to Chief Jim Willis for his work on the new contract with Dirigo Safety.

COVID-19 also impacted the Law Enforcement Memorial service in May. Maine State Police Officer, Ben Campbell's name was added to the memorial, which was followed by a small, solemn service.

We lost a revered member of our association to retirement this past year. Maine Criminal Justice Academy Director, John Rogers, retired after a forty-three-year ca-

reer in law enforcement. I was honored to be the featured commencement speaker at the 37th Basic Law Enforcement Training Program graduation in November of last year, the last with John Rogers as Director. The Academy is now in the capable hands of Director Rick Desjardins, taking the helm in June. Congratulations again, Director Desjardins.

As I reflect on this most tumultuous last year, I wish to honor our Immediate Past President Richard LaHaye's passing last November.

Thank you to all my brothers and sisters in blue and brown. I will always cherish my memories of you, and this association and I will never forget 2020.

## FROM THE EXECUTIVE DIRECTOR / Chief Edward J. Tolan, Ret.

It goes without saying that 2020 has been a year like no other. Since our last edition of the Command Post we have been faced with a worldwide pandemic, racial protests directed at law enforcement like no other in my time as a police officer, and an economy in turmoil with millions of people out of work. With all of this it would seem trivial for me to report on the activities or lack of activities of our association.

Before I begin my report, I must recognize our current President Chief Jack Peck of Farmington PD. It is without a doubt that no other president has faced a year such as his. A horrific tragedy in Farmington that made national news, the internal day to day activities that all chiefs face compounded by the COVID-19 virus, and all the association issues and challenges. With all of this I can report to the association that Jack was always there when I

called and a true professional to work with.

President Peck had some very nice comments for the work of several chiefs and Liz Allen for the accreditation program so I will just say thank you as well. However, I do need to recognize now retired Academy Director John Rogers for all his work at the academy and his contribution to Maine law enforcement. I would also like to offer a special remembrance for our Immediate Past President Chief Richard LaHaye who passed away in November of 2019.

I am proud to report that as an Association, along with the Department of Public Safety and the Maine Sheriff's Association we responded immediately to the challenges presented to law enforcement in the wake of the tragic death of George Floyd in Minneapolis on May 25, 2020. A complete review of those policies that

guide law enforcement in Maine related to critical areas of policing that are governed by statutes and require all Maine law enforcement agencies to have written policies was immediately initiated. As of this date two of the policies have been revised by the Policy Committee and will be voted on by the Board of Directors at the September 10th meeting. The policies will then go to the Board of Trustees of the Maine Criminal Justice Academy for their approval. Once approved they will be placed under the *MCOPA Policies* tab of the MCOPA website.

At the March meeting we cancelled our May 15th training day that was scheduled for the University of Maine



**EXECUTIVE continued, page 3**

# COMMAND POST

## THE MAINE CHIEFS OF POLICE ASSOCIATION OFFICIAL NEWSLETTER

Published in January, May and August yearly. EDITOR: Chief Edward J. Tolan, Ret. Executive Director

OFFICERS 2019 - 2020: PRESIDENT - Chief Jack Peck

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SERGEANT-AT-ARMS - Chief Charles Rumsey / SECRETARY - Chief Michael Tracy / TREASURER - Chief John Kilbride

EDITORIAL OFFICE: P.O. Box 2431, South Portland, ME 04116-2431

EMAIL: mcopa@maine.rr.com OFFICE NUMBER: 207-838-6583



## ★★★ NEW MEMBERS 2020 ★★★

2020 was a busy year for new members in our association. In addition to the new members listed in the fall Command Post the following members were voted on at Board of Directors meetings in the fall of the year.

### NEW CHIEFS

#### Chief Timothy Sheehan

South Portland PD

#### Randall Liberty

Commissioner Maine Department of Corrections

#### Chief James Carr

Greenville PD

### NEW MEMBERS

#### Lt. Vincente Morris

Augusta PD

#### Lt. Ryan McGee

Lisbon PD

#### Lt. Todd Bernard

South Portland PD

Sponsor – Chief Googins – Associate

#### Maj. Chris Grotton

MSP

#### Maj. Brian Scott

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#### Lt. Erik Baker

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#### Lt. Kyle Tilsley

MSP

#### Lt. Anna Love

MSP

#### Lt. David Tripp

MSP

#### Sgt. Brian Andreasen

Yarmouth PD

#### Sgt. Michael Pierce

Yarmouth PD

### EXECUTIVE continued from page 2

in Augusta and the fall meeting tentatively scheduled for the Bangor area. The Board of Directors have continued to meet monthly through virtual meetings. As of the date of this publication the February 2021 Conference is still scheduled for February 3rd through the 5th at the DoubleTree Hotel in South Portland. As we move through the coming months a decision will be made on this conference.

I received only one application for our new Sergeant-At-Arms, Chief Glenn Moshier of Ellsworth PD and one for Treasurer, Chief John Kilbride of Falmouth PD. Therefore, in accordance with the By-Laws our Secretary, Chief Mike Tracy will cast one ballot for the two candidates at the virtual September 10th Board of Directors' meeting. On September 11th at noon the new officers and I will meet at the academy for the swearing-in.

The association did conduct and complete an evaluation of the Topsham Police Department that was interrupted by the COVID-19 restrictions in March. Much thanks to Chiefs Rumsey, Kilbride and Caton for their outstanding work during a very difficult time.

We are currently working with the Town of Fryeburg for the selection of their new Chief of Police. Information is posted on the association website along with numerous other locations with a closing date of September 23rd.

In July we sent out an RFP for a Service Provider for the Accreditation Program. Two bids were received and Dirigo Safety, LLC was selected. As of this date a contract has been signed with Dirigo Safety after reviews by the Accreditation Committee and the Board of Directors.

In closing I would like to thank all the members of the association who have worked with me this year and wish the new Executive Board best of luck in 2020-2021. Let us hope and pray for a better year.



# LAW ENFORCEMENT IN MAINE IN 2020

*We will thoroughly review our policies and procedures, and we will continue to attract, hire, and retain only the best police candidates to serve our communities. We commit to remaining transparent and eliminating police cultures that condone any social injustices. We will continue to enhance our training to include important topics, such as implicit bias, to ensure that we support a system that guarantees equal justice under the law to every Maine resident. We must continue to build trust and follow best practices. We recognize that change starts with us. We embrace and honor this responsibility.*

We published and spoke these words with commitment and sincerity on June 3, 2020. While we remain loyal to our promises, we also believe it is essential to take an inventory of where we are in Maine with critical law enforcement practices so that we have the appropriate foundation upon which to build and improve. In that regard, this initiative addresses the current state of Maine law enforcement practices in relation to the several topical issues that have surfaced.

## Overview of Hiring

State laws mandate certain requirements for the hiring and certification of law enforcement officers in Maine. No person may work as a law enforcement officer until successful completion of a pre-service training program consisting of 300 hours. Full-time officers must thereafter, within the first year of their employment, complete the 18-week basic training program at the Maine Criminal Justice Academy. Qualifications for admission to this training include successfully completing a psychological examination to determine job suitability, a polygraph examination, the successful completion of physical fitness testing, and an intensive background investigation. Precluded from attending academy training and, thus, from becoming a practicing law enforcement officer, are candidates who have engaged in certain disqualifying conduct in their past, which includes certain criminal convictions. As described below, officers who become certified but later engage in disqualifying conduct are subject to revocation of their certificates.

## Overview of Law Enforcement Policies & Procedures

Maine law governs many policies and procedures that guide law enforcement in Maine, especially those regarding critical areas of policing. These laws, initially enacted in 1994, require all Maine law enforcement agencies to have written policies and procedures that comply with standards promulgated by the Board of Trustees of the Maine Criminal Justice Academy. The standards provide uniformity statewide as to how police deal with a variety of situations. Presently, these mandated standards and policies govern law enforcement practices related to (1) the use of force (including deadly force and non-deadly

force and the use of electronic weapons and less-than-lethal munitions), (2) barricaded persons and hostage situations, (3) domestic violence, (4) hate or bias crimes, (5) pursuits, (6) citizen complaints, (7) criminal conduct by law enforcement officers, (8) death investigations, (9) public notification of sex offenders residing in a community, (10) recording of interviews of suspects, (11) mental illness, and (12) public access to law enforcement records. Each agency in Maine must annually certify that the agency has adopted written policies consistent with the standards established by the Board of Trustees, and that all officers have received orientation and training with respect to the policies and any subsequent policy changes. Moreover, the Board must annually review the standards for each policy to determine whether changes are necessary to incorporate improved procedures identified by critiquing known actual events or by reviewing new practices demonstrated to reduce crime or increase public or officer safety. In addition to the mandated policies, agencies maintain written policies in many other areas of policing, including active threats to public safety, law enforcement role and authority, required and prohibited conduct, firearms, and missing persons.

## Overview of Training

In addition to a 720-hour basic training regimen, all law enforcement officers in Maine must complete 40 hours of continuing education or in-service training every two years. This training typically includes 8-10 hours per year in topics mandated by the Board of Trustees, and elective topics at the discretion of an agency's chief law enforcement officer. In recent years, in addition to training in new statutory and case law, mandated topics have included training in implicit bias, civil rights and bias-based profiling, eyewitness identification, critical thinking in law enforcement, situational use of force, handling critical incidents, substance use disorders, policing the teen brain, responding to mental health crisis situations, sexual assaults, and human trafficking. Many agencies offer much more continuing education than that mandated by the Board of Trustees.



## LAW ENFORCEMENT IN MAINE continued from page 4

Officers who fail to complete mandated training are subject to losing their certification to work as a law enforcement officer.

### Certification of Law Enforcement Officers and Revocation for Misconduct

Maine law empowers the Board of Trustees of the Maine Criminal Justice Academy to establish training and certification standards for all state, county, and municipal law enforcement officers. No person may act as a law enforcement officer in Maine without a certificate of eligibility (or license) issued by the Board of Trustees. (Federal law enforcement officers are exempt from the state requirements.) Current law also provides authority for the Board to sanction an officer found to have committed misconduct through a variety of measures ranging from a written warning to the revocation of the officer's certificate. Prior to 1992, a law enforcement officer only faced revocation for a felony conviction. However, for the past 28 years, the Board has exercised broader powers against an officer's certificate for a range of misconduct including the failure to complete required training, conviction for a crime, engaging in criminal conduct (regardless of whether there is a conviction), or violating the standards established by the Board for the legislatively-mandated policies.

### Chokeholds, Strangleholds, Carotid Holds

Chokeholds, strangleholds, carotid holds, and any other form of neck restraint constitute deadly force in that their use creates a substantial risk of causing death or serious body injury. Accordingly, such methods are not an acceptable or approved means of arrest, restraint, or control. There is no sanctioned training for officers in the use of neck restraints, and law enforcement policies prohibit the use of such methods, unless circumstances justify the use of deadly force.

### De-escalation

De-escalation is communicating verbally or non-verbally during a potential force encounter to stabilize the situation and reduce the immediacy of a threat so that more time, options, and resources may be called upon to resolve the situation without the use of force or with a diminution in the force necessary. De-escalation may include the use of such techniques as command presence, advisements, warnings, verbal persuasion, and tactical repositioning. Training in de-escalation equips officers with tactics and strategies to effectively communicate with a person in crisis to minimize the likelihood of a physical confrontation and to resolve interactions peacefully. In addition to a variety of classes and scenario-based training, de-escalation is a key component in the Mental Health First Aid training (MHFA) that has been part of the basic training for cadets at the Maine Criminal Justice Academy since 2015. De-escalation is also the principal component of the more comprehensive Crisis Intervention Team (CIT) training, provided to officers by the Maine chapter of the National Alliance on Mental Illness (NAMI Maine). State law requires training for at least 20% of officers in each Maine law enforcement agency in MHFA or CIT. Most

agencies far exceed this requirement. Within the standards promulgated by the Board of Trustees of the Maine Criminal Justice Academy for the Use of Force policy is a requirement for de-escalation when an officer can do so without exposing the officer or a third party to unnecessary risk. Maine's model of "situational use of force" includes de-escalation, and officers typically use all reasonable efforts to verbally de-escalate a situation before using physical force.

### Use-of-force Continuum

About 15 years ago, Maine adopted a "situational use of force" model. Use-of-force continuums, "stair-stepping" methodologies, are outdated; they do not accurately reflect the dynamic nature of potentially violent situations in which there is a constant and continuing assessment of the entire range of officer, subject, and force options throughout the course of the interaction. As defined in Maine law enforcement policy, "situational use of force" is a dynamic process by which an officer assesses, plans, and responds to situations that threaten public and officer safety and requires the use of force and control. The process includes an assessment of the situation and circumstances immediately confronting the officer, including but not limited to the severity of the crime or suspected offense, the level and imminence of any threat to the officer(s) or public, the level of resistance, the risk or apparent attempt to flee or escape, the suspect's behavior and individual actions (cooperative, passive or active resistance, assaultive, or life-threatening), and the officer's perceptions and tactical considerations. Based on this assessment, the officer selects from the available officer response options while continuing to evaluate the evolving situation, adapting a plan and actions that are appropriate and effective in bringing the situation under control. This model, and others like them, are much more flexible than use-of-force continuums because they teach officers how to think in a structured, organized way about what they are facing and the best approach to handling a situation.

### Warning Before Shooting

While only recently an issue of whether constitutional law requires a warning in situations of self-defense, present training and practice in Maine in fact requires a warning, if feasible, before shooting at a suspect. The mandated standards of the Maine Criminal Justice Academy and the model use of force policy of the Maine Chiefs of Police Association reflect this requirement.

### Duty to Intervene

While the "duty to intervene" in any situation of officers acting outside the law or policy has always been a staple of training at the Maine Criminal Justice Academy, the obligation to intervene is now one of the required provisions of any use-of-force policy for law enforcement agencies in Maine. Specifically, an officer who believes another officer is using excessive force has an affirmative duty to not only intervene to protect the safety and the rights of an individual, but an affirmative duty to report the behavior to superiors.



# DIRIGO SAFETY, LLC

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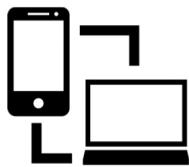
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## The impact of police reform on law enforcement grants

### What “reform” will look like in the coming months is unknown, but funding will be needed to address recommendations

Aug 18, 2020

Before COVID-19 and current nationwide calls for police reform, President Trump's FY 2021 budget proposal totaled \$31.7 billion for the Department of Justice to support federal law enforcement and criminal justice priorities of the state, local, and tribal law enforcement agencies.

The Department of Justice's proposed areas of investment included:

- +\$942.2 million to strengthen federal law enforcement's ability to counter violent crime and support communities to prevent violent crime.
- +\$638.8 million in resources to counter incidents of mass violence and support state and local agencies in their efforts to prevent violent crime.
- +\$379.6 million to fight the opioid crisis, with additional resources devoted to combatting transnational criminal organizations known for supplying illicit substances to the United States.
- +\$409.5 million to continue the implementation of the First Step Act of 2018 (FSA). These investments support numerous programs dedicated to reducing recidivism among federal offenders.
- +\$143.1 million in immigration-related program enhancements to stem the tide of illegal immigration, address increased caseload and enforce our nation's immigration laws.
- +\$122.8 million in program enhancements to address critical national security and cyber threats.
- \$4.3 billion in discretionary and mandatory funding for federal grants to state, local and tribal law enforcement and victims of crime to ensure greater safety for law enforcement personnel and the people they serve, and critical programs aimed at protecting the life and safety of state and local law enforcement personnel, including the Public Safety Partnership Program and the Project Safe Neighborhood Program.

President Donald Trump speaks during an event on police reform, in the Rose Garden of the White House, Tuesday, June 16, 2020, in Washington. (AP Photo/Evan Vucci)

For more information, view the FY 2021 Budget and Performance Summary.

As noted above, \$4.3 billion was being requested to assist state and local law enforcement and their criminal justice partners. Budget negotiations continue with the added dynamics of a rapidly changing prioritization of funding needs to protect communities throughout the United States.

#### CORONAVIRUS RELIEF

The CARES (Coronavirus Aid, Relief, and Economic Security)

Act provided \$150 billion for a coronavirus relief fund to make payments to states and tribal governments and direct payments to some large units of local government within 30 days of the enacted date. This bill was signed into law on March 27, 2020.

Within the CARES Act, \$850 million was slated for the Department of Justice who would utilize the Byrne Justice Assistance Grant's formula to determine the allocation amount to state and local recipients. The funds would be restricted to items directly related to expenses associated with addressing the COVID-19 pandemic. Items covered would include personal protective equipment, hand sanitizer and or overtime incurred as departments changed business practices to police in a socially distant world.

#### CALLS FOR POLICE REFORM

Priorities changed in the aftermath of George Floyd's death, as protests erupted throughout the country leading to a unified call for police reform. What “reform” will look like in the coming months is unknown, but funding will be needed to address the recommendations set forth while local governments struggle to meet pre-existing budget shortfalls to pay for salary, benefits and general operating expenses.

President Trump's Executive Order on Safe Policing for Safe Communities was issued on June 16, 2020.

Section 2(b) states that the Attorney General shall allocate Department of Justice discretionary grant funding only to those state and local law enforcement agencies that have sought or are in the process of seeking appropriate credentials from a reputable independent credentialing body certified by the Attorney General.

Section 3 discusses information sharing and states that the Attorney General shall create a database to coordinate the sharing of information between and among federal, state, local tribal, and territorial law enforcement agencies concerning instances of excessive use of force related to law enforcement matters, accounting for applicable privacy and due process rights. Further in Section 3 is a statement to the effect that discretionary funds will only be made to departments that comply with the information-sharing standards outlined in this area.

Section 4 addresses mental health, homelessness and addiction. In consultation with the Secretary of Health and Human Services, resources would be considered to identify and develop opportunities to train law enforcement officers concerning encounters with individuals suffering from impaired mental health, homelessness, and addiction, and to increase the capacity of social workers working directly with law enforcement agencies.

These are just of few of the items outlined in the full document linked here.

**POLICE REFORM continued, page 8**



## POLICE REFORM continued from page 7

### HOW DO WE PAY FOR POLICE REFORM?

Several grant programs already exist to address reform issues. It will become a matter or what level of funding will be approved for these line items. Departments should become familiar with the following programs to prepare for future funding opportunities:

#### Edward Byrne Memorial Justice Assistance Grant (JAG) Program

The Edward Byrne Memorial Justice Assistance Grant (JAG) Program is the primary provider of federal criminal justice funding to states and units of local government. Funds may be used to provide additional personnel, equipment, supplies, contractual support, training, technical assistance and information systems for criminal justice. Additional resources are available [here](#).

#### Justice and Mental Health Collaboration Program

The Justice and Mental Health Collaboration Program (JM-HCP) supports cross-system collaboration to improve public safety responses and outcomes for individuals with mental illnesses (MI) or co-occurring mental illness and substance abuse (CMISA) who come into contact with the justice system.

JMHCP offers grants to help entities prepare comprehensive plans to implement collaboration programs that target qualified offenders and promote public safety and public health. Specifically, per the authorizing statute, grants awarded under this program shall be used to create or expand:

- Programs that support cooperative efforts by public safety officials and service providers (at any point in the system) to connect individuals with MI or CMISA with treatment and social services.
- Mental health courts or other court-based programs.
- Programs that offer specialized training for public safety officials and mental health providers to respond appropriately to individuals with MI or CMISA.
- Programs that support intergovernmental cooperation between state and local governments to address enhanced support to individuals with MI or CMISA.

Support for youth may be available under the Juvenile Justice and Mental Health Collaboration Program (JJMHP). This was a new program for the Office of Juvenile Justice and Delinquency (OJJD) in FY 2020. Departments were eligible to apply for up to \$750,000 for this program. Additional funds were made available under the Department of Health to address gaps in funding disparities.

### INFORMATION-SHARING RESOURCES

The State, Local, Tribal and Territorial Information Sharing Technical Assistance Program is offered in collaboration with the Department of Homeland Security. The Bureau of Justice Assistance (BJA) funds this training and technical assistance program to support the standardization and promulgation of information-sharing practices, and the identification and sharing of state, local, tribal and territorial promising practices and

lessons learned.

The Bureau of Justice Statistics (BJS) - Funding website provides grant resource information and includes current solicitation, applications and forms, and a list of funding programs.

On August 3, 2020, the Department of Justice released an urgent message regarding compliance with Title 5, United States Code Section 9101 – the federal law that requires the sharing of criminal history record information with federal government agencies for background investigation purposes. The following federal programs were recommended in the notice:

- **National Criminal History Improvement Grant Program (NCHIP):** The NCHIP application must be submitted by the agency designated by the governor to administer the NCHIP or a federally recognized Indian tribe. Please reach out to your State Administering Agency (SAA) for additional information.
- The FEMA grant program is another source of financial assistance to help agencies automate their Criminal History Record Information (CHRI) to share with the federal government. Non-disaster grants management system resources can be found [here](#).

Please note that the U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), has developed special conditions for federal grants involving information technology. Before grant funds are distributed, award recipients must first provide a brief description of their projects to the State Information Technology Point of Contact. More information can be found in the Grantee Information Section.

### ALTERNATIVES TO GOVERNMENT GRANT FUNDERS

FY2020 has brought with it an opportunity for departments to partner with corporate and community foundations. Throughout the country, funders are embracing the concept of Social Responsibility. This is not limited to faith-based and community organizations; many have stepped up to support the first responder community, especially in the area of training. Departments are encouraged to discuss their needs with representatives from their area Economic Development agencies and Community Foundations to develop a unified plan for safety.

In short, economic recovery efforts will not work if communities are not safe.

In addition to GrantFinder, many online resources offer users the option to sign up for email notifications so that you don't miss any important deadlines. Take the time to specify the type of information you wish to receive and the frequency of the notices so that you aren't bombarded with emails.

You may want to also check out previous articles like 9 Keys for Police to Secure Private-Sector Funding and Private Funding for Public Safety for more non-government resources. The private sector provides some funding resources for law enforcement, but careful research and planning is required to locate and access this funding stream.



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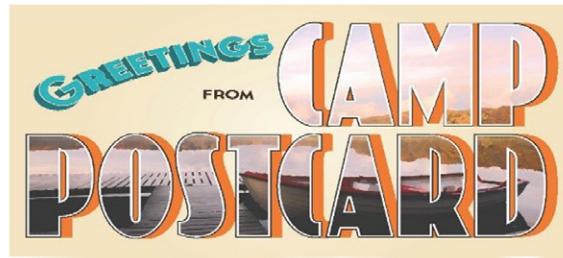
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## Auxiliary News

*By Rhoda MacMaster*

*There is no report at this time.*



**J**  
JEAN COUSINS DESIGN  
graphic design  
illustration  
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Cape Elizabeth, Maine  
[jeancousins@mac.com](mailto:jeancousins@mac.com)  
207-387.3272  
  
[jeancousinsdesign.com](http://jeancousinsdesign.com)



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## STATE OF MAINE DEPARTMENT OF PUBLIC SAFETY **MAINE CRIMINAL JUSTICE ACADEMY**

**Prepared by; Richard R. Desjardins, Director**  
**September 1, 2020**

The Maine Criminal Justice Academy (MCJA) continues to adjust and persevere in these unprecedented times of a global pandemic and social unrest as a result of the murder of George Floyd at the hands of police in Minneapolis. Like many operations in our State, we had to face these challenges with little warning and quickly adjust to our new world.

In a few short months, with a staff of ten (10) full time employees, a 17-member volunteer Board of Trustees and a group of dedicated instructor volunteers, we have reimaged and modified our training delivery methods, modified and improved important standards for law enforcement requirements and sent a strong message to all, that Maine law enforcement stands against brutality and racism.

To complicate the impact on the Academy's operation even further, in February of 2020, MCJA Director, John B. Rogers retired after more than 17 years of leading the Academy as its Director and the distinction of being the longest serving Executive Director of the Board of Trustees.

In March of 2020, the Academy was operating a variety of on and off-site corrections and law enforcement training programs. Among the trainings was the residential, 18-week Basic Law Enforcement Training Program (BLETP) housed at the Academy in Vassalboro. Most of our training methodology is centered around in-person, hands-on, scenario-based approach to training. The BLETP training is steeped in this approach and several of the graduation elements require measurements of performance i.e. Emergency Vehicle Operator Course (EVOC), firearms, defensive tactics etc. These performance standards are requirements for graduation to become a certified law enforcement officer in Maine.

In the early days of the pandemic's impact on our training, we tracked progress with colleagues across the country through peer relationships and national associations and suspended the current residential class and opted to pursue alternative training methods until we could return to in-person training.

### **38th Basic Law Enforcement Training Program. (BLETP)**

1. In-person class is suspended on March 16, 2020, having completed 11 weeks of in-person training, and they will remain excused from attending regular in-person classes here at the Academy until the remaining graduation standards can be safely achieved.
2. As a result of the emergency Board meeting and subsequent Board actions of March 19, 2020, all cadets in the 38th BLETP that need waivers for the Law Enforcement Pre-service (LEPS) class can complete/pass their certification exam and they will be authorized to work and perform functions as a provisional full-time law enforcement officer.
3. The cadets that received extensions due to the statutory requirement for completion of the BLETP within one year have that information reflected in our records and the agencies have been notified. Due to the Governor's Executive actions, the Board can now extend training extensions beyond the statutory restriction of one (1), 180-day extension to complete the BLETP.
4. Several agencies have made contact to get more information on local training for their cadets and what they can use as credits for the BLETP. Agencies have been authorized to conduct MCJA approved firearms training and certification as an equivalent to the MCJA program if they adhere to the training standards prescribed by the Academy.
5. We discussed remote training options with a variety of resource potentials, including the University of Maine as well as looking at other technology like Zoom, Skype, MS. Teams, and other platforms for the potential delivery of the remaining classes. Roughly 60 hours of classroom remained and was completed by mid-May, utilizing the M.S Teams platform. We were able to complete all the remaining classes and adapt the technology to deliver these classes remotely in small group settings following CDC/state guidelines.



## STATE OF MAINE DEPARTMENT OF PUBLIC SAFETY **MAINE CRIMINAL JUSTICE ACADEMY**

6. A remote testing platform was implemented after several Q&A exercises. The remaining tests and exams were conducted using this platform and saved countless hours of travel and staff time that would have been necessary had the tests been proctored at widely scattered locations around the state.

7. The remaining hands-on graduation standards for the Emergency Vehicle Operator Course and Mechanics of Arrest Restraint and Control remain. These high liability elements of the training are proving difficult to accomplish with current restrictions, but we continue to look at options.

### **39th Basic Law Enforcement Training Program (BLETP)**

1. The planned start date of May 26, 2020 was not possible given the current conditions and the list of potential students continues to grow. Currently we have more than 170 slots requested for the class.

2. The start date for the next class remains "to be determined".

3. As time increases, the students currently on the wait list that are employed as law enforcement officers will need additional time extensions as they approach their 1-year anniversary. If the Governor's executive order is rescinded, for any reason, the Board will return to the one (1), 180-day extension option. We wouldn't recommend any changes to the executive order.

### **Law Enforcement Pre-Service Training Program (LEPS)**

1. This three (3) phased program is typically the feeder program for our full-time law enforcement class. This program is widely used for individuals who have an interest in part-time law-enforcement or transitioning into full time law enforcement.

2. The second phase, was the major obstacle to resolve, given it is an 80-hour class that is in-person with some hands-on elements. Staff made modifications to the hands-on portions and applied the CDC/state guidance to continue to conduct the training both at the Acad-

emy and in off-site approved locations.

3. Even with the limited class size and increased demands, we have continued to offer the training and have graduated nearly 80 new officers since mid-March.

### **In-Service training**

Classes continue to be offered as in-person or virtually. Firearms instructor development class, Methods of Instruction, Supervision through Leadership, etc. The Academy's training catalog is posted on our site and lists the dates of future classes. If anyone has specific questions, please reach out to the Academy with questions.

### **Board of Trustees**

As a result of the recent social justice movement and the focus on police training and certification we have looked at a variety of our training, certification requirements and mandatory standards in Maine. I am proud to report Maine is far ahead of other states. Maine is unique in many ways, but with the ability of our Board to certify, de-certify and set training and policy standards, we are the envy of other states. I base this on the results of a recent International Association of Directors of Law Enforcement Training and Standards (IADLEST) national survey. In fact, most states that responded have very limited authority to set any mandatory in-service training and I found no states that were able to set minimum agency policy standards. Some of the unique aspects of our Board are listed below.

1. The Academy enters all revocations and decertification actions by the Board into the National Decertification Index (NDI).
2. The Complaint Review Committee is a sub-set of the Board of Trustees and was created to hear and investigate complaints against law enforcement and corrections officers.
3. The Board of Trustees consists of a diverse group, is well balanced and represented by a variety of constituencies, including Maine residents with no affiliation to law enforcement.



## STATE OF MAINE DEPARTMENT OF PUBLIC SAFETY **MAINE CRIMINAL JUSTICE ACADEMY**

During the June 19, 2020 Board meeting, additional standards and definitions were added to minimum mandatory policies for Use of Force and Hate or Bias Crimes i.e. prohibiting choke holds, better defining the prohibition of racial profiling etc. These additions to the mandatory minimum standards, require all Maine law enforcement agencies to train and adhere to the following new standards.

1. Statement that when feasible, a warning must be given prior to the application of deadly force.
2. Statement that the use of chokeholds, strangleholds, or techniques that physically compromise the airway or blood flow to the head of a suspect are prohibited unless the use of deadly force is justified, and that the use of these techniques are subject to the deadly force reporting requirement to the Investigation Division of the Maine Attorney General's Office.
3. Statement that discharging a firearm at a moving vehicle is prohibited unless deadly force is authorized.
4. Statement regarding the use of de-escalation when feasible, and that excessive force may never be used.
5. Statement that an officer who witnesses another officer using what he/she reasonably believes to be an unreasonable and/or unnecessary use of force, that is a substantial deviation from known standards of law enforcement training, has a duty to intervene to protect the safety and the rights of the subject involved. Any officer who witnesses use of force that they believe to be unreasonable, unnecessary or a substantial deviation from known standards of law enforcement training, shall report their observations to their supervisor as soon as practicable, and to include later documentation in writing.

6. Statement of the requirement of an officer to monitor an individual in the officer's custody for evidence of injury or medical distress.
7. Statement of the requirement of an officer to request Emergency Medical Services (EMS) response any time an individual in custody:
  - a) requests medical aid following a use of force,
  - b) requests medical aid for an injury,
  - c) displays signs or symptoms of medical distress, including but not limited to those associated with drug or alcohol overdose, excited delirium, or positional asphyxia and to immediately render appropriate medical aid;
  - d) does not appear to properly recover following the use of less lethal force and, or
  - e) displays signs or symptoms of serious bodily injury.

8. A policy statement that prohibits the stops, detentions, searches, or asset seizures and forfeiture efforts based on race, ethnicity, gender, sexual orientation, religion, economic status, age, or cultural group by members of this agency; and which states individuals shall only be stopped or detained when legal authority exist to do so; and that members of this agency must base their enforcement actions solely on an individual's conduct and behavior or specific suspect information.

On June 19th, the Board of Trustees also approved a work load analysis and strategic planning process that will provide for the first comprehensive review of the academy's training model and curriculum in 16 years. The importance of this initiative for Maine law enforcement cannot be overstated.

### **APPROVED FEE INCREASES, EFFECTIVE 1/1/2020**

1. General tuition fees on most courses from \$2/hour to \$3/hour, last raised on 1/1/2011
2. PFT tests from \$35 to \$50, last raised on 7/1/2012
3. Waivers (BLETP, LEPS, BCTP & K-9's) & LEPS Phase I & II from \$250 to \$350, last raised on 7/1/2012
4. BLETP tuition for law enforcement agencies from \$2,500 to \$3,000, last raised on 7/1/2012



## BOARD OF TRUSTEES MAINE CRIMINAL JUSTICE ACADEMY

IN-SERVICE TRAINING REQUIREMENTS FOR 2020-2021 TRAINING CYCLE

*Every law enforcement officer in the State must meet the following training requirements in order to maintain certification. The Board of Trustees is required by law to revoke the certificate of any officer who fails to meet the training requirements.*

## 2021 CALENDAR YEAR

2-hour blocks of training in the following topic areas:

MCJA Firearms Qualifications.

New Case Law and Law Updates.

Investigation of Electronic Evidence.

4-hour hands-on training block 1 in the MARC Manual.



Please refer to the Maine Criminal Justice Academy's web site for details  
<https://www.maine.gov/dps/mcja/training/mandatory/law.htm>



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## MAINE CHIEFS OF POLICE ASSOCIATION

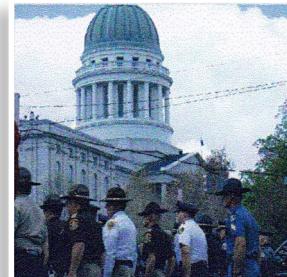
### DEPARTMENTAL EVALUATION PROGRAM



#### EXECUTIVE DIRECTOR EDWARD TOLAN

207-838-6583 or [mcopa@maine.rr.com](mailto:mcopa@maine.rr.com)  
P.O. Box 2431, South Portland, ME 04116-2431

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#### NEED AN INDEPENDENT ASSESSMENT OF YOUR DEPARTMENT'S OPERATIONS?

The Maine Chiefs of Police Association (MCOPA) has provided professional development opportunities and guidance to the Maine's law enforcement community for the last 60 years. Occasionally, communities feel the need to undertake a comprehensive review of their police department's operations to establish an agenda for future enhancements. Over the years, most of these communities have turned to MCOPA to provide them with these professional assessments.

#### WHO CONDUCTS THE EVALUATION?

In most instances the MCOPA assembles a team of three highly respected Maine police chiefs to conduct the assessment. This peer review panel is fully versed in the requirements for effective police agency management in Maine and therefore in the best position to not only understand the policing environment but also make real-world recommendations for improvements that will positively impact the public safety of the community involved.

#### WHAT AREAS ARE EXAMINED?

A comprehensive evaluation will involve a review of the following:

- Administration
- Budget
- Community Relations
- Crime Analysis
- Record Keeping
- Facilities
- Investigations
- Equipment
- Personnel (Hiring, Promotions, Staffing, Morale, Labor Relations)
- Internal Investigations
- Policies and Procedures
- Training
- Communications

#### IS IT EXPENSIVE?

The MCOPA understands that Maine communities are often fiscally challenged and therefore provides its services at reasonable and affordable prices. The MCOPA is willing to work with the community to narrow the focus of the assessment in those instances where budget or other considerations suggest that a full evaluation is not warranted.



# MAINE CHIEFS OF POLICE ASSOCIATION TESTING PROGRAM

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## THE NATIONAL POLICE OFFICER SELECTION TEST (POST)

The POST measures reading comprehension, arithmetic, grammar, and incident report writing skills. The test is widely used across the United States by city, county, state and federal agencies. Available in two formats; allowing an agency to score or return the tests to Stanard & Associates, Inc. for processing.

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## How officers can be more resilient during a crisis

### Bouncing back from adversity is a skill that you can strengthen with practice and persistence

Aug 11, 2020

It's especially challenging to work in law enforcement right now. There's the invisible threat of COVID-19 exposure as a front-line worker, the workplace hazards of being on duty, and then the feverish cries for reform following the killing of George Floyd, an unarmed Black man killed by the police.

Building resiliency is like any skill – with persistence and patience, you can find ways to cope better even during the most unpredictable and trying times.

(image/Getty/frankpeters)

These challenges combined raise an important question: Who's looking out for our officers on the front lines, tasked with policing during these tough times?

Licensed mental health counselor and former police officer David Thomas, Ph.D., LMHC, worked as a police officer for 20 years before making the switch to counseling services and said he doesn't recall a more challenging time for law enforcement. He's met with so many officers who've shared how the continuous barrage of toxic online discourse

has taken a toll on their sense of self and well-being.

"The anxiety is palpable," said Thomas, who also works as an associate professor in the Department of Professional Studies at Florida Gulf Coast University. "Now you see whole cities, whole communities, Black folks, white folks, everybody marching against the police, and it's taken on a new message – our officers feel like they're under siege."

But police have every right to remain hopeful, according to therapists like Thomas. That's because building resiliency is like any skill – with persistence and patience, you find ways to cope better even during the most unpredictable, uncontrollable, trying times.

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### ESTABLISH A HEALTHY MENTAL BASELINE WITH R.E.S.T.

"Doomscrolling," or the act of continuously scrolling through news that makes you feel sad, anxious or even angry, is one way officers are sabotaging their sense of well-being.

In fact, the first piece of advice Thomas shares with his clients who are officers involved in controversies at their police agency is to completely unplug from social media and the urge to follow up on public perception of the event.

Our propensity to dive deeper and deeper into negativity can be challenged by the R.E.S.T. framework Thomas recommends, which stands for:

**Reflection:** Find quiet time after you get home and review your day. Reflect on your calls for service, especially if one or several were stressful. Honesty is key as you think through the sources of the stressors and your feelings.

**Evaluate:** During your reflection, if you determine that there was a call for service that caused you undue stress,

**RESILIENT** continued, page 20



## RESILIENT continued from page 19

evaluate your performance, then attempt to find the source of the stressor.

**Symptoms:** What are you feeling because of your evaluation? Thomas says male law enforcement officers often struggle with the word "feelings." His advice is to keep in mind that bottling up feelings can be self-destructive.

**Triage:** Triage should be done as needed. The goal is to not become overwhelmed and to resolve those feelings as soon as you can. Talking to someone you trust can help open you up to new perspectives and find solace in knowing that someone can understand how you're feeling.

## INVEST IN MENTAL HEALTH TRAINING AND TOOLS FOR OFFICERS

Before he became the city manager of High Springs, Florida, Joel DeCoursey Jr. worked as a police chief for nearby Alachua, where he met a lot of younger Black residents who were vocal about their lack of faith in law enforcement. Some were even hostile, but throughout his 33-year tenure in policing, DeCoursey has always strived to turn tense interactions into memorable teachable moments of connection.

"It's about coming across a young person who feels intimidated, who feels like they're being targeted unnecessarily, and bringing them onto a bright path through a positive interaction," said DeCoursey.

He says there are plenty of opportunities for law enforcement to meaningfully respond to their community's calls for change and plenty of examples of positive policing in our communities that highlight the need for collaborative steps that don't undermine the work of good cops. For instance, DeCoursey supports training officers to emphasize preventing escalations and learning how to better identify and respond to calls involving citizens with mental illness.

"We need there to be stronger partnerships with mental health resources to better serve people whose underlying issue is untreated mental illness," said DeCoursey.

Law enforcement officials have become "the de facto facilitators of treatment for individuals with serious mental illness and those in the midst of a psychiatric crisis," according to a 2019 survey of police departments, despite many not having planned or trained to be in that role.

Those partnerships can't be built overnight, but rather require adequate funding for community-based mental health services and review of police-based crisis response models. Police alone cannot solve today's challenges and require collaboration and support from cities more than ever, says DeCoursey.

## YOU'RE MORE RESILIENT THAN YOU THINK

Research has shown that even those who have suffered profoundly can find meaning and optimism in their lives. This outlook and aptitude for compartmentalization is what sets officers apart from those who don't roll the dice every day in terms of encountering trauma.

What we know about building resilience is still a bit murky – we don't know exactly how we can become better at making stressful events less toxic. But we do know what we can control: how we invest in our relationships and how we respond to adversity.

"I'm fortunate enough to be supported so thoroughly by my community – I hear how much they respect and appreciate us, and I just know that's sadly not the experience of officers in a lot of places right now," said DeCoursey.

He hopes that changes soon.

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## LAW ENFORCEMENT IN MAINE continued from page 5

### Shooting at Moving Vehicles

Present law in Maine reflects the belief that shooting in the direction of a person or shooting at a moving vehicle creates a substantial risk of causing death or serious bodily injury. Thus, doing so constitutes an unlawful application of deadly force, unless the circumstances justify deadly force.

### Comprehensive Reporting of Use of Force

Maine is one of few states that voluntarily participates in the National Use of Force Data Collection Program launched by the FBI on January 1, 2019. Maine reports all uses of deadly force by law enforcement to the national database, which tracks 28 elements of information for every deadly force incident. A recent review of the database disclosed that only 40% of police departments nationwide participate in the program. In addition to participating in this national data collection program, Maine requires an officer to submit a standardized use-of-force report to the officer's agency anytime the officer uses physical force. While there is no statewide central repository for individual agency use of force reports, every law enforcement agency in the state annually submits information to the Board of Trustees of the Maine Criminal Justice Academy reflecting the total number of complaints of excessive use of force, the disposition of the complaints, and a description of any corrective, remedial, disciplinary, or legal action.

### Pattern and Practice Investigations

Currently, "pattern and practice investigations" are primarily in the domain of the Civil Rights Division of the U.S. Department of Justice. Such investigations assess whether there are systemic deficiencies that contribute to police misconduct or enable it to exist in such areas of excessive force, biased policing, or other unconstitutional practices. While USDOJ has conducted about 17,000 such investigations since the congressional grant of authority, the incidence of such investigations under the current Administration has been negligible. Recently, several state attorneys general, including Maine's, called on congressional leadership to expand sections of the Violent Crime Control and Law Enforcement Act of 1994 to give state attorneys general clear statutory authority to investigate and resolve patterns or practices of unconstitutional policing by police agencies in their respective states.

### Independent Investigations of Use-of-force

Prior to 1995, the Maine Office of the Attorney General conducted an independent investigation of any use of force by law enforcement that resulted in the death of an individual. This was in keeping with a 1967 legislative mandate that granted exclusive jurisdiction to the Attorney General for any investigation or prosecution of a homicide in Maine. Since 1995, because of an additional legislative mandate, the Office of the Attorney General has conducted independent criminal investigations of all uses of deadly force by law enforcement regardless of the outcome. The detectives who conduct these investi-

gations are independent of any other law enforcement agency. The purpose of the criminal investigation is to determine legal justification under Maine law. Thus, the investigation does not include an analysis of whether any personnel action is warranted, whether the use of deadly force could have been averted, or whether there may be civil liability. The Maine Legislature in late 2019 created an independent Deadly Force Review Panel whose charge is to examine deaths or serious injuries resulting from the use of deadly force by a law enforcement officer. These reviews will occur after the Attorney General's completion of the criminal investigation. The purpose of the review by the Deadly Force Review Panel is to identify whether there was compliance with accepted and best practices and whether the practices require adjustment or improvement. The panel is responsible for recommending methods of improving standards, including changes in statutes, rules, training, policies, and procedures that demonstrate increased public and officer safety.

### Establishment of a National Police Misconduct Registry

The Maine Criminal Justice Academy currently participates in the National Decertification Index (NDI) by providing the names of officers (both law enforcement and corrections) whose certificates of eligibility have been revoked for misconduct. The Academy also queries the system to check the status of individuals who apply to work in law enforcement in Maine. While not all states participate in this system, it does serve as a national registry of licensing actions against officers who engage in misconduct. The NDI system is accessed through the International Associations of Directors of Law Enforcement Standards and Training (IADEST).

### Training on Bias-based Profiling

Bias-based profiling is targeting an individual based on a trait common to a group for enforcement action to include, but not limited to race, ethnicity, gender, sexual orientation, gender identity, religion, socioeconomic status, age, national origin, or ancestry. Basic training for law enforcement officers at the Maine Criminal Justice Academy includes a variety of topics related to bias-based profiling. These include sessions in civil rights, cultural diversity, and implicit human bias within the 18-week training curricula. In 2016, the Academy's Board of Trustees required all 3,500 law enforcement officers (both full-time and part-time) in Maine to receive in-service training on implicit bias. Implicit bias training reflects that Maine law enforcement officers live and work in multicultural communities and must be able to effectively interact with a variety of people. Officers are taught to become aware of cultural differences in their communities to support positive communication and effective policing, and to examine their own personal biases and prejudices to avoid discriminatory behaviors. Law enforcement ethics, professionalism, and laws bind officers to carrying out their duties in a fair and impartial manner. Recently, the Attorney General, recognizing that the lack of data on such a



## LAW ENFORCEMENT IN MAINE continued from page 22

critical issue is unacceptable, adopted a procedure for addressing bias-based complaints that formalizes an informal protocol that has been in place since 1993. Specifically, the protocol provides that members of the public may file complaints of bias-based profiling with the Office of the Attorney General. In addition, consistent with a recent amendment to the policy standards of the Academy's Board of Trustees, law enforcement agencies must report any complaint of bias-based profiling to the Office of the Attorney General. The ability to maintain a central statewide repository of bias-based profiling complaints is an important first step in understanding the scope of the issue in Maine.

### No-knock Warrants in Drug Cases

"No Knock" warrants are court orders directing law enforcement to search a specific location for specific evidence of a crime or for people subject to arrest. These court orders are issued only upon a sworn affidavit that is previously reviewed by a prosecutor, and a precise description of special circumstances that justify an unannounced entry by law enforcement. Such circumstances are primarily limited to facts supporting the likelihood of evidence destruction, imminent escape, or, most importantly, the imminence of suspects using force to repel entry by law enforcement. While "no knock" warrants were commonly issued in drug investigations in the 1980's and 1990's, Maine law enforcement has steadily moved away from seeking such warrants. For example, specially trained warrant service teams in Maine rarely undertake the service of "no knock" warrants for drug or other crimes, absent a substantiated threat to the safety of third parties, such as hostage situations, active shooters, or armed suspects.

### Body Worn Cameras

There is currently no legislative or other mandate in Maine that law enforcement agencies equip their officers with body worn cameras. Nevertheless, many agencies use body worn cameras either in lieu of or in addition to cruiser-mounted cameras. A recent legislative proposal to mandate the use of body

worn cameras was tabled in the wake of many unanswered questions in favor of a task force to study the many issues associated with the use of body worn cameras, not the least of which involve significant privacy issues of persons who interact with law enforcement, including victims of crimes. More work is needed to appropriately assess these and other issues, including retention of and public access to video footage. Cost is also a significant factor, especially for the many communities in Maine that maintain small law enforcement agencies. The task force continues its deliberations, which includes a recent study commissioned by the Attorney General and undertaken by the Muskie Institute at the University of Southern Maine.

### Maine Law Enforcement Accreditation Program (MLEAP)

Over the last four years, the Maine Chiefs of Police Association developed a state accreditation program for Maine law enforcement agencies. The Maine Law Enforcement Accreditation Program (MLEAP) features 162 standards to ensure that an agency has addressed the most critical of law enforcement issues in both policy and operations. Participating agencies undergo self-assessment, as well as evaluation by trained assessors and must show compliance with each of these "best business practices for professional law enforcement" to achieve accreditation status. This status demonstrates the agency's commitment to accountability, consistency, and transparency. MLEAP standards cover all aspects of law enforcement operations, such as use of force, protection of citizen rights, pursuits, property and evidence management, and patrol and investigative operations. Accredited agencies meet or exceed these standards, which reduces risk, enhances the agency's credibility, and demonstrates that Maine law enforcement agencies are deeply committed to professional excellence. Some Maine agencies have also worked to achieve national accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA), a proven management system of written directives, sound training, clearly defined lines of authority, and routine reports and analysis that support decision-making and resource allocation.

### In Summation

Maine law enforcement stands as a national model for professional and progressive policing in many areas. The law enforcement community is engaged in a continuous cycle of analysis and change with a goal to always seek to improve our delivery of services. This commitment to growth and progress requires a self-critical eye and an open mind. We look forward to continued engagement with our communities and with citizens who rightfully expect the best from their protectors.

June 22, 2020

CHIEF JACK PECK, President  
Maine Chiefs of Police Association  
[jpeck@farmingtonpd.org](mailto:jpeck@farmingtonpd.org)

SHERIFF TROY MORTON, President  
Maine Sheriffs Association  
[tmorton@penobscot-sheriff.net](mailto:tmorton@penobscot-sheriff.net)

MICHAEL SAUSCHUCK, Commissioner  
Maine Department of Public Safety  
[michael.sauschuck@maine.gov](mailto:michael.sauschuck@maine.gov)

