NATIONAL SURVEY ON OFFICER SAFETY TRAINING

Findings and Implications

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Introduction

The Bureau of Justice Assistance (BJA) created the Preventing Violence Against Law Enforcement and Ensuring Officer Resilience and Survivability (VALOR) Initiative to improve officer safety training resources and opportunities available to the law enforcement community in the United States. The goal of the Initiative is to increase officer safety and resilience and strengthen officer wellness. Since the creation of the Initiative, more than 123,000 law enforcement personnel have received some form of VALOR-related training. A critical piece of the VALOR Initiative is to understand the future officer safety training needs of the law enforcement community to continue efforts to provide effective behavior-changing training and resources. To support this effort, a national survey of law enforcement agencies was conducted to examine these needs. Four general questions were examined to obtain some understanding of the landscape of law enforcement training:

- What are the relative impacts of different officer safety threats facing officers?

- What types of officer safety and related training are agencies providing officers?

- What types of officer safety and related training do agencies view as a critical need in the near future?

- What do agencies currently view as constraints to providing officer safety and related training to their officers?

Additionally, a specific question assessing the extent to which agencies are aware of the VALOR Initiative was included to provide an internal understanding of the Initiative's reach, but these results are not included in this research report.

In late 2017, a survey based on these questions was developed and administered to a stratified random sample of 1,514 state and local law enforcement agencies, which represents approximately 10% of the law enforcement agencies in the United States. A total of 652 agencies completed and returned the survey, representing a 43% response rate, a particularly good response for a mail-out survey with no incentive provided.[1] The survey asked that the chief executive (e.g. chief or sheriff) complete the survey, or a designee that can speak to their perspective on the issues in the survey.[2] The responding agencies are diverse in size (small to large agencies), region in the United States, and type (municipal, county, and state police). Appendix A provides a description of the survey administration and response rates, along with sample characteristics.

There are several callout boxes throughout the report. The callout boxes serve to provide law enforcement personnel with implications and recommendations for officer safety-related training.

The presentation of survey results is divided into four sections: officer safety threats, current training and future training needs, training formats, and knowledge of officer safety training opportunities offered through the VALOR Initiative. The responses for the full sample of executives are presented across these sections, along with the selective presentation responses broken down by agency characteristics (agency size, agency region, agency type) where unique patterns emerge across these categories. A conclusion section provides discussion and implications for the VALOR Initiative as well as the field. Appendix A describes the survey methodology, Appendix B contains the full reporting of responses by agency characteristics for each survey question, Appendix C presents the four survey regions within the United States, and Appendix D provides the full survey instrument.

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[1] Fox, R. J., Crask, M. R., & Kim, J. (1988). Mail survey response rate: A meta-analysis of selected techniques for inducing response. *Public Opinion Quarterly*, 52(4), 467-491.

[2] Given the respondent to the survey was the chief executive or a designee that can speak on their behalf, the term "executive" is used in this report to refer to the survey respondents.

Section I: Risks to Officer Safety

Perceived Risk of Officers Being Seriously Injured or Killed

First, the executives were asked to provide insight on the officer safety environment in the communities they serve. The purpose of these questions was to identify critical officer safety risks and the alignment of those risks with training needs. Executives were asked to rate the perceived risk (1=low, 2=moderate, 3=high) of their officers being killed or seriously injured in the following events: being assaulted (excluding gunshot wounds or an edged weapon), being shot, being assaulted with an edged weapon, being in a motor vehicle collision, being struck on the roadway while outside their vehicles, or being exposed to illicit or precursor chemicals. Figure 1 provides the overall results of the responses, depicted as mean scores. Officers being killed or seriously injured in a motor vehicle collision garnered the highest perceived risk with a mean score of 2.42 on the aforementioned scale of low (1) to high (3) risk. Being struck on the roadway while outside the vehicle and exposure to illicit drugs or precursor chemicals had the second highest level of perceived risk to officers, both with mean scores of 2.24. Alternatively, officers being killed or seriously injured from being shot or assaulted with an edged weapon had the lowest perceived risk, both with mean scores of 1.88. It is imperative to keep in mind, however, to not conflate perceived risks with actual risk.

Figure 1 *Perceived risk of officers being seriously injured or killed*
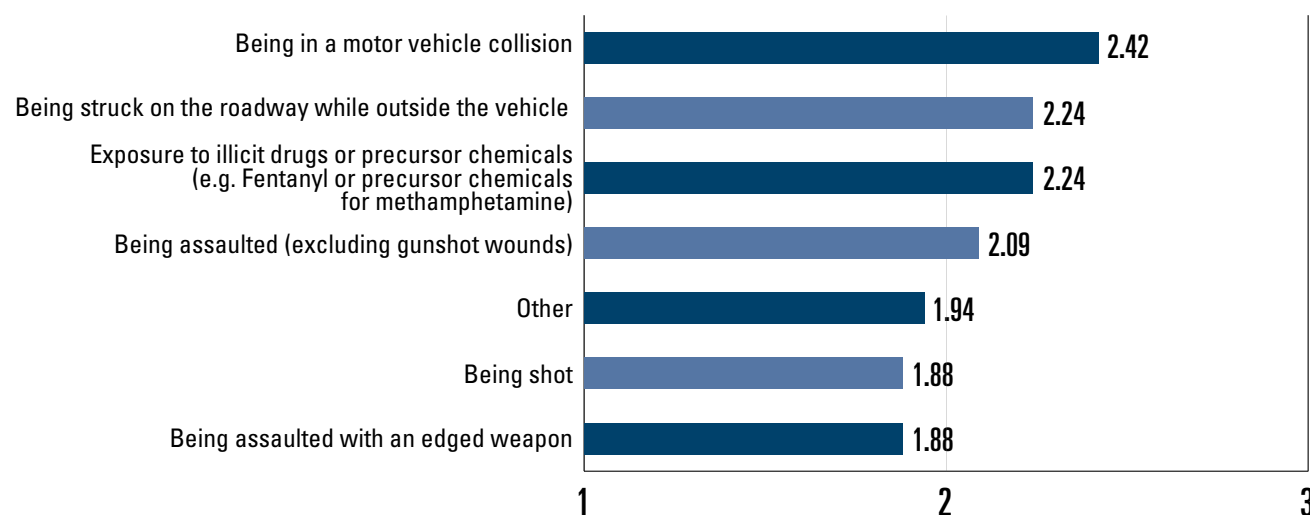
Tables 1 and 2 provide the distribution of mean scores for potential risk perception by agency size and agency type respectively. The pattern of motor vehicle collisions being assigned the highest potential risk, followed by being struck by a vehicle, holds within the different size and agency categories, with a few small differences. However, agency size is related to perceived potential risk to officers. Executive perception that officers will be seriously injured or killed increases with agency size for each type of risk, albeit not in a perfect linear trend. The differences across these risks for agency size are statistically significant for all items assessed,[3] with the exception of being struck on the roadway.[4] Essentially, the difference in the mean scores across agency sizes are not due to chance.

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[3] Statistical significance is used to accept or reject the null hypothesis, which hypothesizes that there is no relationship between measured variables.

[4] Significance testing performed are analysis of variance (ANOVA) and Pearson's chi-square, as appropriate.

Regarding agency type, small consistent differences exist between municipal and county agencies, where higher perceived likelihood of harm to officers is reported by the executives from county agencies. However, more notable differences were observed in the mean risk ratings from state agencies, with these executives collectively reporting much higher perceived likelihood that their officers will be seriously injured or killed for each of the potential safety risks (except the exposure item). The differences in agency type seen here are also statistically significant, except the exposure item.

> Understanding risk is important to consider in relation to both executive and officer wellness particularly the implications of stress that this perception places on executive and officer mental health. It also provides opportunities for agencies to consider the ways they internally address and message the realities of various types of risk in each agency.

A possible explanation for this could be that reported risks are influenced by the size of the agency, where law enforcement personnel in larger agencies are exposed to more risks because of different work environments, higher call volumes and contacts that result in increased opportunities for assault or injury.

Table 1 *Perceived risk of officers being seriously injured or killed, by agency size*

	NUMBER OF OFFICERS				
	1-24	25-49	50-99	100-499	500 +
Being assaulted (excluding gunshot wounds and edged weapons)*	1.95	2.07	2.08	2.20	2.36
Being shot*	1.75	1.85	1.87	1.94	2.18
Being assaulted with an edged weapon*	1.76	1.87	1.85	1.99	2.12
Being in a motor vehicle collision*	2.25	2.47	2.41	2.46	2.66
Being struck on the roadway while outside the vehicle	2.28	2.28	2.20	2.15	2.43
Exposure to illicit drugs or precursor chemicals (e.g. Fentanyl or precursor chemicals for methamphetamine)*	2.06	2.32	2.25	2.32	2.36

* indicates statistical significance at the p<.05 level

Table 2 *Perceived risk of officers being seriously injured or killed, by agency type*

	AGENCY TYPE		
	Municpal	**County**	**State**
Being assaulted (excluding gunshot wounds and edged weapons)*	2.04	2.14	2.43
Being shot*	1.80	1.93	2.32
Being assaulted with an edged weapon*	1.83	1.93	2.21
Being in a motor vehicle collision*	2.35	2.46	2.82
Being struck on the roadway while outside the vehicle	2.19	2.25	2.79
Exposure to illicit drugs or precursor chemicals (e.g. Fentanyl or precursor chemicals for methamphetamine)*	2.21	2.29	2.25

* indicates statistical significance at the p<.05 level

Officers Killed or Seriously Injured in the Past Three Years

Next, law enforcement executives were asked if any officers in their agencies had been killed or seriously injured in the past three years from any of the above events, with the inclusion of gunshot by friendly fire (i.e. from other officers) and other causes as additional risk categories. The purpose of this question was not only to assess the experiences of the agencies being surveyed, but also provide the opportunity to contrast these experiences against perceived risks. Figure 2 provides overall responses in relation to the different events that harmed officers. Almost 52% of executives reported no officers had been killed or seriously injured in their agency within the past three years. Nearly 27% of executives reported that one or more officers had been killed or seriously injured from an assault that did not involve a gunshot or edged weapon, and 25% reported an officer had been seriously injured or killed from a motor vehicle collision. Gunshot wounds from friendly fire and edged weapon assaults had the lowest reported frequencies. It is important to note that these results are based solely on the information provided by the surveyed executives and are not representative of the FBI Uniform Crime Report (UCR) statistics or FBI Law Enforcement Officers Killed and Assaulted (LEOKA) data.

There is a conflict between responses on the perceived risk of harm from assaults that do not involve gunshots or edged weapons and reported officer fatalities or serious injuries from these events. Nearly 27% of the executives reported that one or more officers in their agency had been killed or seriously injured from this type of event, but it ranked fourth in perceived risk, with a mean score of 2.09. This discrepancy may be informed by the number of individual officers injured or the severity of injuries within this category, which is not captured in the survey. It is important to note that these responses only capture if one or more officers in a given agency have been seriously injured or killed by the identified risk, and do not represent the distribution of individual officers that were harmed or killed in relation to these risk categories. Moreover, these responses do not capture the distinction between officers killed or seriously injured, or how the responding executive defined serious injury.

Figure 2 *Percent of law enforcement executives reporting a serious injury or fatality to one or more officer in their agency in the past three years*
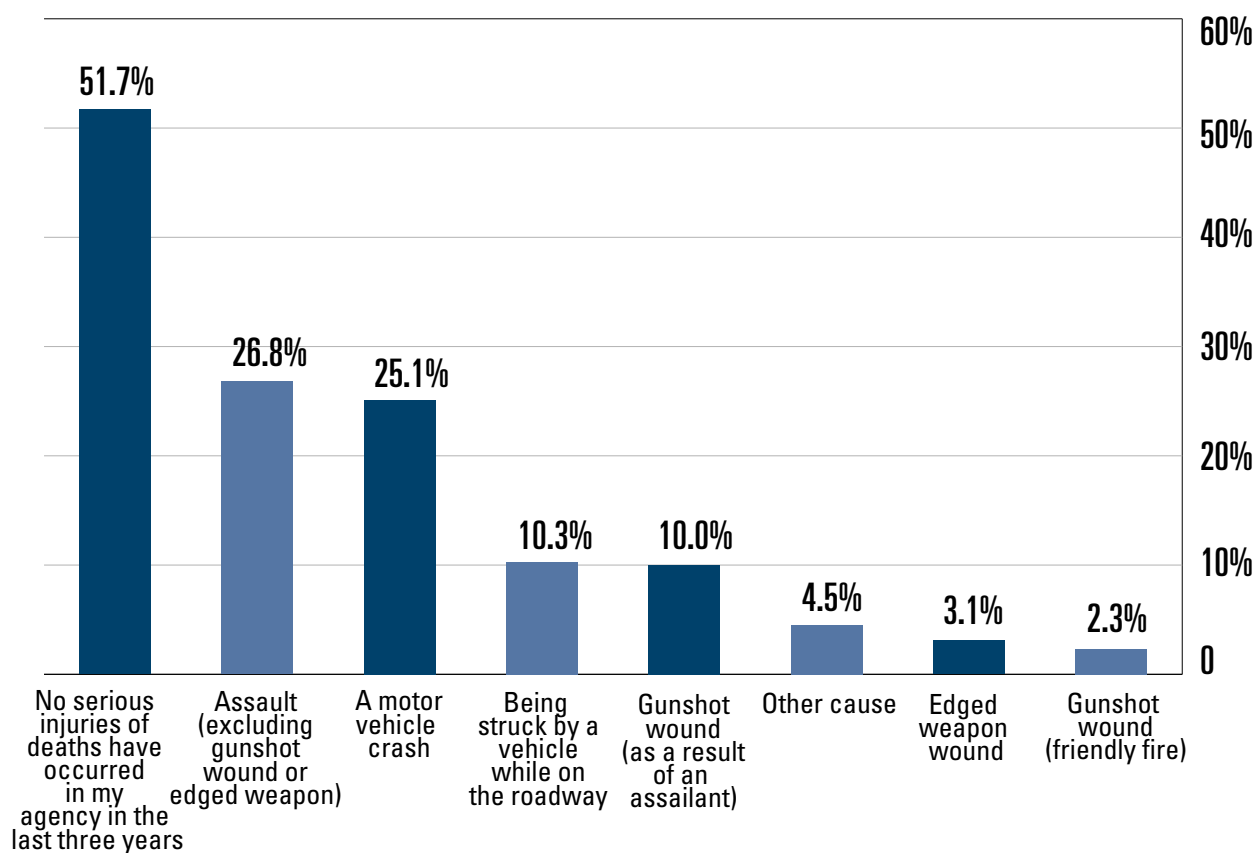
Table 3 presents the percentage of executives reporting a serious injury to an officer or officer fatality in the past three years by agency size, all of which were found to be significantly different from one another with the exception of the "other cause" category. Executives from larger agencies were more likely to report that officers were killed or experienced a serious injury compared to executives from smaller agencies. According to the FBI, between 2009 and 2018, a total of 510 law enforcement officers were feloniously killed in the line of duty. Of the 510 officers that were killed, 275 were officers from cities and metropolitan counties with populations over 50,000 people.[5] This suggests that officers from larger agencies may be assaulted at higher levels because of their exposure to and participation in higher numbers of enforcement-related encounters.

Only 2% of executives from agencies with 500 or more sworn personnel had no officer fatalities or serious injuries in the past three years, compared to 73% of executives from agencies with 1-24 sworn personnel. A large majority (82%) of the agencies

> Results confirm the significance and reality that law enforcement officers, regardless of agency size, operate a motor vehicle and conduct traffic-related activity every day; it is one of the most common tasks performed. Therefore, risk exposure is rated as high, and actual injuries associated with motor vehicle operation and traffic enforcement should be a high level of concern for executives.

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5   United States Department of Justice. Federal Bureau of Investigation. (n.d.). *2018 Law Enforcement Officers Killed & Assaulted.* Retrieved on September 30, 2019, from https://ucr.fbi.gov/leoka/2018/tables/table-2.xls

Table 3 shows variation in LE Executives' reporting of serious injury or fatality to officers in their agency in the past 3 years. Officers in agencies of various sizes and locations may face different risks, call volumes and challenges depending on the uniqueness of the communities they serve. This information has implications regarding the focus of messaging and training for officer safety and wellness in agencies of various sizes. Implementing a culture of safety in an organization will need some level of tailoring to address the unique real and perceived challenges of the department and the community.[6]

with 500 or more sworn personnel reported one or more officers in their agency had been seriously injured or killed from a motor vehicle crash, compared to 38% of agencies with 100 to 400 sworn personnel or 8% for agencies with less than 25 officers.

Similarly, having one or more officers seriously injured or killed by a shooting in the past three years was reported by 59% of executives from agencies with 500 or more sworn personnel, compared to 15% for agencies with 100 to 499 sworn personnel or 1% for agencies with less than 25 officers. These risks are likely due, in part, to different work environments officers face across these agencies. Officers face different risks, call volumes, and challenges depending on the uniqueness of the

Table 3 *Percent of law enforcement executives reporting a serious injury or fatality to one or more officers in their agency in the past three years, by agency size*

	NUMBER OF OFFICERS				
	1-24	25-49	50-99	100-499	500 +
A motor vehicle crash (officer/deputy in the vehicle at the time of collision)*	8%	18%	20%	38%	82%
Being struck by a vehicle while on the roadway or shoulder (outside the vehicle)*	1%	7%	6%	14%	59%
Gunshot wound (as a result of an assailant)*	1%	4%	5%	15%	59%
Gunshot wound (friendly fire)*	1%	2%	2%	3%	9%
Edged weapon wound*	0%	2%	2%	5%	18%
Assault (excluding gunshot wound or edged weapon)*	13%	25%	20%	38%	68%
Other cause	2%	2%	7%	6%	5%
No serious injuries or deaths have occurred in my agency in the last three years*	73%	57%	56%	35%	2%

* indicates statistical significance at the p<.05 level

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6   DeBoard, M. (2015). Applying systems thinking to law enforcement safety: Recommendation for a comprehensive safety management framework. *Naval Postgraduate School*. Retrieved from https://www.hsaj.org/articles/9271

communities they serve. For example, officers serving urban and densely populated areas are more likely to encounter an array of individuals over the course of their shift, while officers working in sprawling and sparsely populated areas may spend much of their shift driving from one area to another. Additionally, large agencies may be more likely to report a serious injury of an officer or officer fatality simply due to having more officers that are exposed to these risks.

Table 4 presents the executive reporting on these serious injury and fatality outcomes by agency type. Again, statistically significant differences exist for all items assessed across agency types, apart from "gunshot wound from friendly fire," and an "edged weapon wound." The executives from the state law enforcement agencies were much more likely to report one or more of their officers were seriously injured or killed across these various categories (with the aforementioned exceptions). In fact, all of the state executives reported that at least one of their officers had been seriously injured or killed from one of these potential risks in the past three years, compared to 55% of municipal executives and 53% of county executives reporting they had no officer seriously injured or killed in the past three years. This may partially be due to the agency size influence observed in Table 3, given that the state agencies ranged in size from 167 to 4,800 sworn personnel with a mean size of 1,109 across the agencies. Additionally, it is also important to recognize that state police and highway patrol officers engage in considerably more traffic enforcement and traffic safety activity relative to their municipal and county peers, suggesting that their exposure to motor vehicle events may be higher than others. Moreover, these officers often have large geographical areas of responsibility and are often engaging in potential confrontations by themselves without nearby back up, which may increase the impact of negative outcomes in assault-related incidents.

Table 4 *Percent of law enforcement executives reporting a serious injury or fatality to one or more officers in their agency in the past three years, by agency type*

	AGENCY TYPE		
	Municpal	**County**	**State**
A motor vehicle crash (officer/deputy in the vehicle at the time of collision)*	24%	20%	86%
Being struck by a vehicle while on the roadway or shoulder (outside the vehicle)*	7%	7%	64%
Gunshot wound (as a result of an assailant)*	7%	12%	39%
Gunshot wound (friendly fire)*	2%	3%	0%
Edged weapon wound*	3%	3%	4%
Assault (excluding gunshot wound or edged weapon)*	24%	28%	46%
Other cause	3%	6%	11%
No serious injuries or deaths have occurred in my agency in the last three years*	55%	53%	0%

* indicates statistical significance at the p<.05 level

Safety Risks Compared to Neighboring Jurisdictions

Lastly, law enforcement executives' perception of current safety risks to their officers relative to neighboring jurisdictions and the change in risks to officers within their own agency over the past three years was assessed. This question provides information on how agency executives perceive their risks as relative concepts – something that can vary across neighboring jurisdictions as well as something that can be improved or worsened over time. Figure 3 presents the mean scores of the responses for all executives. The mean score for this risk assessment relative to neighboring jurisdictions was 3.06 on a scale of 1 (much lower) to 5 (much higher), indicating the executives view the risk to their officers as relatively the same as that facing officers in neighboring jurisdictions. Looking at the specific responses, 68% of the executives reported it was about the same as neighboring jurisdictions, 15% reported it was higher, and 3% much higher. Conversely, the executives were more likely to report the risks to officer safety have increased in their jurisdiction over the past three years, with a mean score 3.43. Again, looking at the specific responses, the majority of executives still reported risk was about the same as three years ago (52%), with 38% reporting it was higher, and 5% reporting it was much higher. The responses were largely similar across agency region and type, but the likelihood of reporting that officer risk was higher than neighboring jurisdictions and higher than three years prior increased with agency size.

Figure 3 *Perceived risks to officers relative to neighboring agencies and change in risks over time*
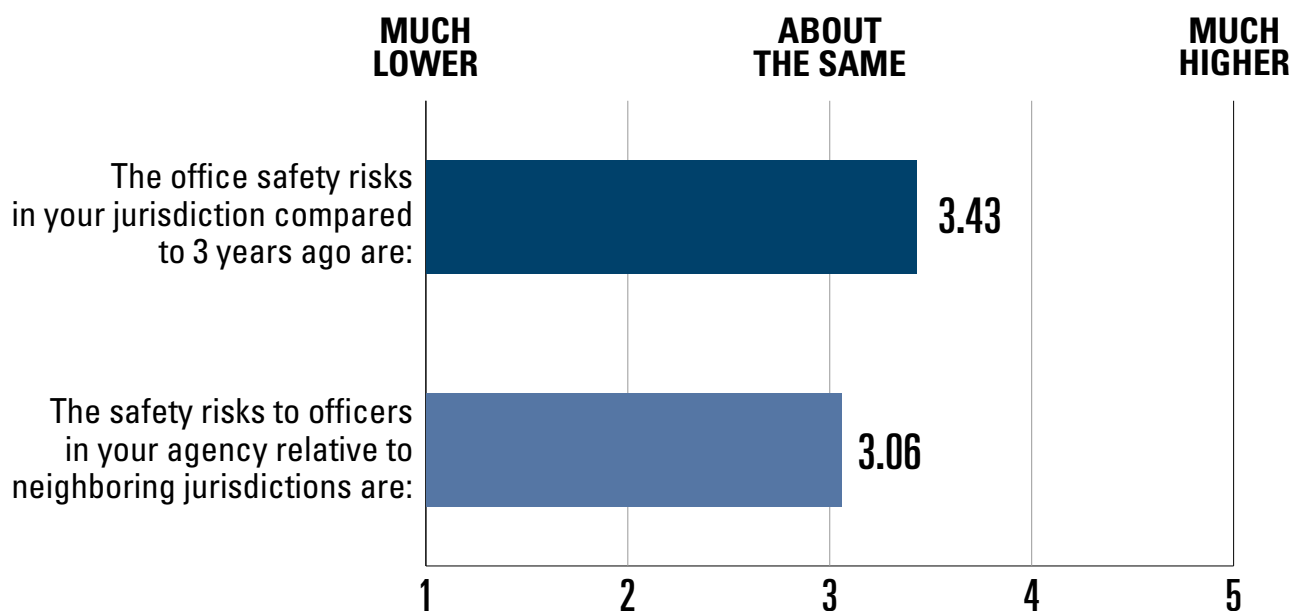
Section II: Officer Safety Training

Basic Academy Training

Regarding training, the executives were first asked to identify if their officers receive a selection of officer safety and related forms of training during their basic academy. The purpose of this question, as well as the question pertaining to in-service training provided, was to determine the extent to which agencies are providing officer safety and wellness training. The training areas asked about reflect areas covered in existing VALOR programs to assess the relevance, effectiveness, and applicability of the Initiative's current trainings, with a few additional areas added based on conversations with law enforcement officials. Figure 4 provides the overall results of the executives' responses.

Figure 4 *Percent of agencies reporting their officers receive training on listed topics in the academy*

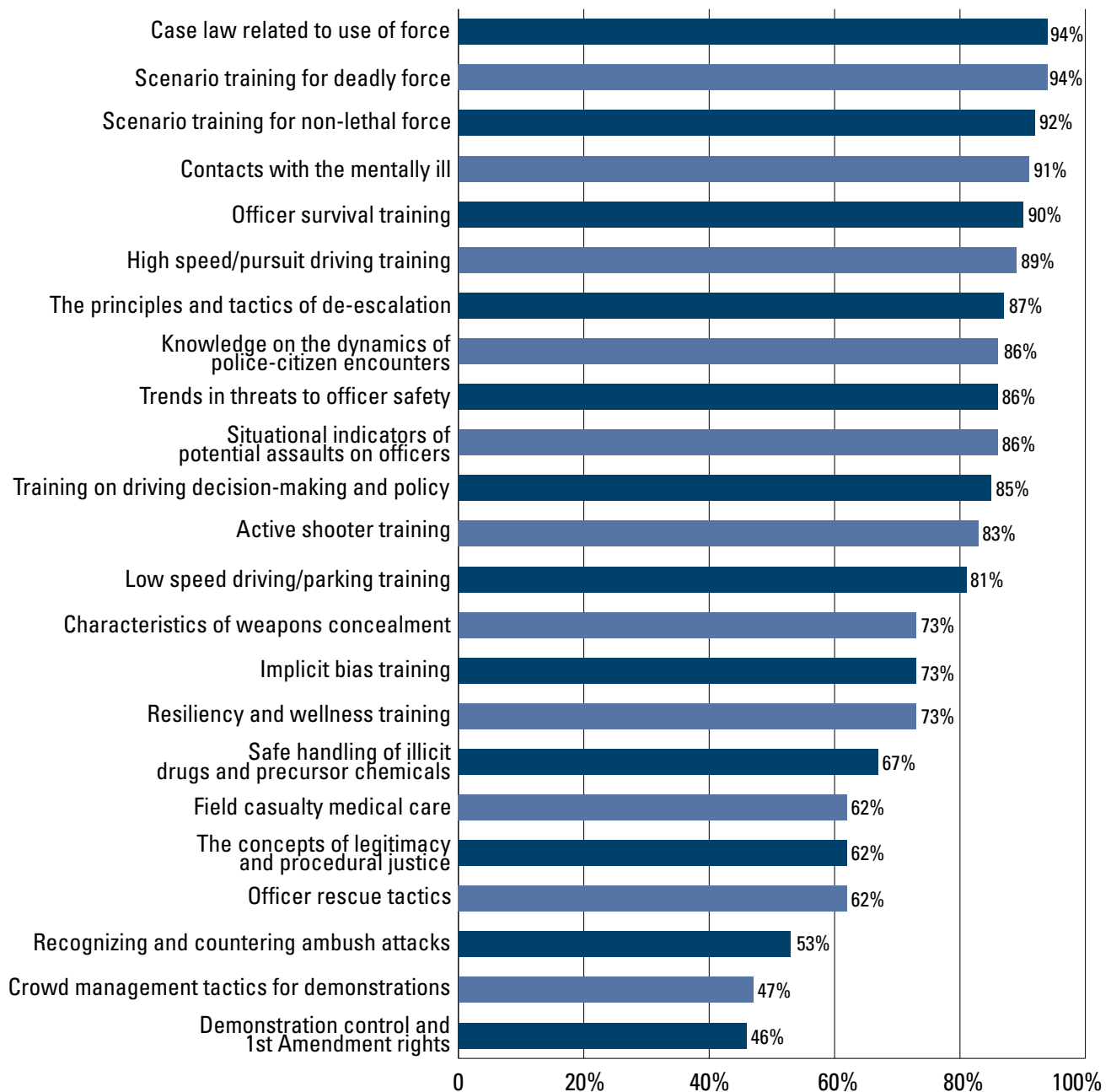| Topic	Percent
Case law related to use of force	94%
Scenario training for deadly force	94%
Scenario training for non-lethal force	92%
Contacts with the mentally ill	91%
Officer survival training	90%
High speed/pursuit driving training	89%
The principles and tactics of de-escalation	87%
Knowledge on the dynamics of police-citizen encounters	86%
Trends in threats to officer safety	86%
Situational indicators of potential assaults on officers	86%
Training on driving decision-making and policy	85%
Active shooter training	83%
Low speed driving/parking training	81%
Characteristics of weapons concealment	73%
Implicit bias training	73%
Resiliency and wellness training	73%
Safe handling of illicit drugs and precursor chemicals	67%
Field casualty medical care	62%
The concepts of legitimacy and procedural justice	62%
Officer rescue tactics	62%
Recognizing and countering ambush attacks	53%
Crowd management tactics for demonstrations	47%
Demonstration control and 1st Amendment rights	46%

Figure 4 findings show that in many cases, responding agencies do not operate their own academy, but rather send officers to regional or state academies. As a result, executives may not have detailed knowledge on each training component their officers receive at the academy. Reflecting acknowledgement, 32% of executives did not know if the academy their officers attend provides training on recognizing and countering ambush attacks. This "do not know" pattern was also observed in the other low response training areas. It is important for agencies to have representatives serving on academy advisory boards to provide input or receive updates when training curriculums change or do not address topics important to their community. Law enforcement executives can utilize information gained from serving on academy advisory boards to design and implement complimentary or supplemental training for officers upon completion of the academy.

A large majority of executives reported their officers receive training in the academy on officer survival, threats to officers, lethal and non-lethal scenario training, contacts with the mentally ill, active shooter response, and driving. A notably lower percentage of executives reported their officers receive training in the academy on field casualty care, officer rescue tactics, and how to recognize and counter ambush attacks. An even smaller percentage of executives reported providing training related to crowd control tactics and balancing 1st Amendment rights and demonstration control, with executives from larger agencies more likely to report providing these types of trainings. This last consideration is logical given the surveyed agencies range considerably in size and likely vary on the extent they face crowd control issues regularly, if ever. It is important to note these responses only identify whether the agencies provided a given training and do not provide insight on the amount or quality of training provided.

In-Service Training

The executives were next asked to report whether their officers had received in-service (post-academy) training in these same areas over the past three years. Given that we assume agencies manage their own in-service training or have knowledge of specific in-service training their officers attend outside their department, we only provided a yes/no response option on whether their officers receive certain training through in-service. Figure 5 provides the executive responses to whether they provide in-service training to their officers for each of the listed types of training. The most common types of in-service training provided, where over 90% of agencies provided the training, were active shooter training, case law related to use of force, and contacts with the mentally ill. More than 80% of agencies provided scenario training for deadly force and non-lethal force, principles and tactics of de-escalation, trends in threats to officer safety, and officer survival. Conversely, less than 60% of agencies provided in-service training on the concepts of legitimacy and procedural justice, recognizing and countering ambush attacks, low speed driving/parking, balancing demonstration control and 1st Amendment rights, and crowd management tactics for demonstrations.[7]

Law enforcement executives must balance training opportunities with budgetary and staffing realities when setting priorities. They realize that officers must be trained to be prepared for any incident, even if a situation is unlikely to occur. Although a relatively low number of agencies reported that officers had been seriously injured or killed in the last three years, constant training must be conducted, as response skills are perishable if not consistently practiced.

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[7] Caution should be used in drawing conclusions from the responses on training provided. The survey simply asked for a yes/no response on whether officers are provided the given training, and does not speak to how much training the officers receive, how often they receive it, and whether executives feel it is sufficient, nor does it speak to how they view the quality of the training.

When examining how the training provided reflects the safety risks being experienced by agencies, we see some incongruence. Much of the training provided by the responding agencies focus on preventing attacks and assaults on officers. However, only 10% of agencies indicated that one of their officers had been seriously injured or killed by a gunshot in the past three years. Alternatively, a quarter of respondents indicated experiencing a serious injury or death in the past three years due to a motor vehicle collision, while the number of agencies providing various driving training is much lower than assault and force-based trainings. The low number of officers being shot could indicate that some of the trainings provided- through VALOR or otherwise - are successful in preventing these types of injuries and deaths, however it is also clear that more agencies should work to ensure that the training their officers are provided align with the risks they are facing.

Figure 5 *Percent of agencies providing listed in-service training*

Training	Percent
Active shooter training	95%
Case law related to use of force	93%
Contacts with the mentally ill	91%
Scenario training for deadly force	89%
The principles and tactics of de-escalation	87%
Scenario training for non-lethal force	86%
Trends in threats to officer safety	86%
Officer survival training	85%
Situational indicators of potential assaults on officers	80%
Knowledge on the dynamics of police-citizen encounters	79%
Safe handling of illicit drugs and precursor chemicals	78%
Field casualty medical care	77%
Training on driving decision-making and policy	77%
Implicit bias training	74%
Officer rescue tactics	72%
High speed/pursuit driving training	68%
Resiliency and wellness training	67%
Characteristics of weapons concealment	67%
Low speed driving/parking training	59%
The concepts of legitimacy and procedural justice	58%
Recognizing and countering ambush attacks	55%
Balancing demonstration control and 1st Amendment rights	52%
Crowd management tactics for demonstrations	49%

Additional analysis found limited variation in the reported levels of in-service training by agency region. Conversely, many significant differences were observed between agencies by size, as reflected in Table 5. The likelihood of an agency providing in-service training on a particular topic increased with agency size, where agencies with 100-499 sworn personnel were more likely to provide a given type of training than agencies that have 1-24, 25-59, or 50-99 sworn personnel. However, the largest agencies (500 or more sworn personnel) were less likely to report they provide a given in-service training than agencies with 100-499, except for a few types of training.

It is important to note that training agendas are influenced by several important organizational and operational considerations. Adapting staffing to cover calls for service, overtime budgets, shift variations, POST requirements and training budgets are all issues that must be addressed when determining and implementing training priorities. As an example, larger agencies may have difficulty providing additional training to their entire sworn staff, as state-mandated training must be prioritized. Scheduling officers for additional training affects overtime budgets and shift coverage, particularly for agencies with high call volumes. The implications here are that issues of scheduling and manpower for larger agencies should be a consideration when determining resources to make available to larger departments to improve officer safety and wellness.

Table 5 *Percent of agencies providing listed in-service training, by agency size*

	NUMBER OF OFFICERS				
	1-24	**25-49**	**50-99**	**100-499**	**500 +**
Trends in threats to officer safety	81%	83%	88%	91%	81%
Officer survival training*	74%	82%	89%	92%	88%
Knowledge on the dynamics of police-citizen encounters*	69%	79%	80%	88%	84%
Situational indicators of potential assaults on officers*	69%	78%	86%	88%	77%
Characteristics of weapons concealment*	60%	64%	66%	79%	64%
Implicit bias training	60%	69%	80%	83%	79%
Resiliency and wellness training*	51%	60%	73%	81%	77%
The principles and tactics of de-escalation*	78%	85%	92%	91%	84%
Scenario training for non-lethal force*	81%	82%	91%	91%	81%
Scenario training for deadly force*	83%	87%	92%	95%	86%

* indicates statistical significance at the p<.05 level

	NUMBER OF OFFICERS				
	1-24	**25-49**	**50-99**	**100-499**	**500 +**
Case law related to use of force*	84%	90%	97%	99%	93%
Contacts with the mentally ill*	85%	89%	93%	96%	91%
The concepts of legitimacy and procedural justice*	50%	48%	60%	71%	57%
Safe handling of illicit drugs and precursor chemicals*	73%	76%	78%	87%	72%
Recognizing and countering ambush attacks*	43%	43%	56%	72%	67%
Field casualty medical care*	65%	70%	85%	87%	84%
Officer rescue tactics*	57%	64%	79%	87%	74%
Active shooter training*	91%	95%	99%	96%	91%
Crowd management tactics for demonstrations*	25%	45%	53%	63%	79%
Balancing demonstration control and 1st Amendment rights*	39%	48%	51%	63%	67%
High speed/pursuit driving training*	60%	65%	69%	73%	81%
Low speed driving/parking training*	50%	52%	60%	70%	72%
Training on driving decision-making and policy*	65%	74%	79%	84%	88%

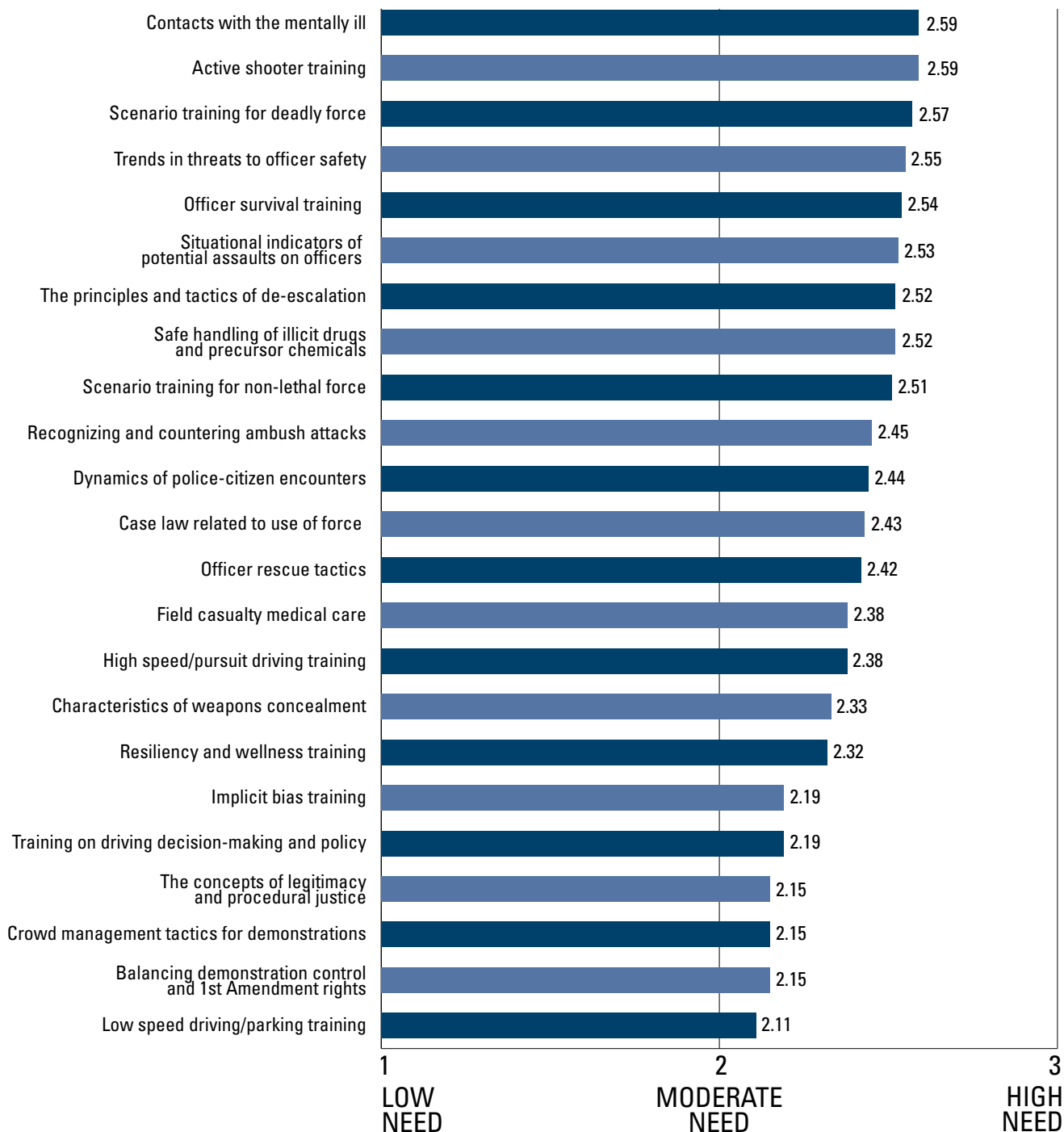** indicates statistical significance at the p<.05 level*

Perceived Need for Future Training

Next, executives were asked to assess their future need for training. The operating assumption is that if they are providing a given type of training but report there is a high need for more of that training, then the training is likely not sufficient, or they believe officers require refresher training to maintain their preparedness. The executives were asked to assess their need for conducting training on the same topics in the next three years, with responses of (1) low need, (2) moderate need, and (3) high need. While individual executives did provide low-need responses for different training types, when examined collectively, none of the training types had a mean score under 2 – the equivalent of moderate need, indicating that the executives regard most training to be important. However, an examination of the mean scores for each type of training presented in Figure 6 reveals three groupings of mean scores: greater than 2.5, between 2.45 and 2.30, and below 2.2. The training areas with mean scores higher than 2.5 largely focus on force interactions with citizens and threats (e.g. active shooter training, scenario training related to deadly and non-lethal force, and de-escalation). Two additional training areas with similar scores

are contacts with the mentally ill and safe handling of illicit drugs and precursor chemicals. The types of training within the lowest mean scores (below 2.2) were on social interaction issues that are not directly related to force or threats to officers (e.g. implicit bias training, concepts of legitimacy and procedural justice, crowd management and demonstration control) and driving.

Collectively, the types of training that agencies are most likely to provide largely focus on force interactions with citizens and threats (e.g. active shooter training, scenario training related to deadly and non-lethal force, and de-escalation), and these trainings are also reported as the highest level of future training need.

Figure 6 *Perceived need for training in different officer safety areas over the next three years*

Training Area	Mean Score
Contacts with the mentally ill	2.59
Active shooter training	2.59
Scenario training for deadly force	2.57
Trends in threats to officer safety	2.55
Officer survival training	2.54
Situational indicators of potential assaults on officers	2.53
The principles and tactics of de-escalation	2.52
Safe handling of illicit drugs and precursor chemicals	2.52
Scenario training for non-lethal force	2.51
Recognizing and countering ambush attacks	2.45
Dynamics of police-citizen encounters	2.44
Case law related to use of force	2.43
Officer rescue tactics	2.42
Field casualty medical care	2.38
High speed/pursuit driving training	2.38
Characteristics of weapons concealment	2.33
Resiliency and wellness training	2.32
Implicit bias training	2.19
Training on driving decision-making and policy	2.19
The concepts of legitimacy and procedural justice	2.15
Crowd management tactics for demonstrations	2.15
Balancing demonstration control and 1st Amendment rights	2.15
Low speed driving/parking training	2.11

1 — LOW NEED   2 — MODERATE NEED   3 — HIGH NEED

One additional observation from the above review of officer safety risks reveals what appears to be a conflict between the perceived risk of harm to officers, the training provided to them, and the perceived need for future training. Officers being shot had the lowest perceived risk to officers and ranks fifth relative to other risks experienced according to the executives. However, many agencies not only provide in-service training geared toward improving officer safety in assault-based areas, but also rate it the highest for future need. **Conversely, motor vehicle collisions were reported as having the greatest risk of killing or seriously harming officers, yet it did not have the highest levels of related in-service training provided by agencies or the highest levels of perceived need for future training.**

> The conflict found between perceived risk of harms to officers, the training provided to them, and the perceived need for future training could be due to the belief and possible reality that the low number of officers being shot may indicate that some of the assault-based trainings provided may be successful in preparing officers for violent encounters. It could also underscore the high potential for catastrophic damage by an active shooter or large-scale assault not only to the officer, but to the community—even if it only happens one time.

Table 6 shows perceived future training need by agency size.
Results indicate that perceived need for training increases with agency size with a few exceptions. Agencies in the South provided the highest ratings for future training need in each of the categories with a few exceptions, and several of these differences were statistically significant (see Appendix B). State agencies also reported high future needs relative to their municipal and county counterparts. Providing an assessment of why this may be is beyond the scope of this survey, but these results offer an opportunity to conduct further research dedicated to understanding why higher training needs were reported in the South and by State agencies.

Table 6 *Perceived need for training in different officer safety areas over the next three years, by agency size*

	NUMBER OF OFFICERS				
	1-24	25-49	50-99	100-499	500 +
Trends in threats to officer safety*	2.43	2.59	2.57	2.58	2.67
Officer survival training*	2.39	2.55	2.57	2.63	2.65
Dynamics of police-citizen encounters*	2.29	2.39	2.50	2.49	2.70
Situational indicators of potential assaults on officers	2.48	2.55	2.52	2.56	2.58
Characteristics of weapons concealment	2.25	2.39	2.30	2.40	2.29
Implicit bias training	2.12	2.21	2.21	2.21	2.28
Resiliency and wellness training*	2.18	2.27	2.37	2.39	2.51

* indicates statistical significance at the p<.05 level

	NUMBER OF OFFICERS				
	1-24	25-49	50-99	100-499	500 +
The principles and tactics of de-escalation*	2.39	2.50	2.63	2.52	2.70
Scenario training for non-lethal force*	2.34	2.48	2.59	2.58	2.67
Scenario training for deadly force*	2.43	2.57	2.66	2.57	2.70
Case law related to use of force*	2.31	2.43	2.53	2.45	2.53
Contacts with the mentally ill*	2.48	2.60	2.69	2.57	2.65
The concepts of legitimacy and procedural justice	2.05	2.10	2.15	2.25	2.26
Safe handling of illicit drugs and precursor chemicals	2.46	2.60	2.50	2.54	2.47
Recognizing and countering ambush attacks	2.35	2.42	2.47	2.50	2.63
Field casualty medical care	2.27	2.35	2.42	2.46	2.44
Officer rescue tactics*	2.32	2.36	2.42	2.53	2.49
Active shooter training*	2.47	2.64	2.64	2.57	2.72
Crowd management tactics for demonstrations*	1.88	2.07	2.21	2.36	2.47
Balancing demonstration control and 1st Amendment rights*	1.98	2.07	2.19	2.31	2.33
High speed/pursuit driving training*	2.18	2.42	2.44	2.47	2.40
Low speed driving/parking training	2.01	2.05	2.17	2.2	2.19
Training on driving decision-making and policy	2.07	2.18	2.26	2.25	2.23

* indicates statistical significance at the $p<.05$ level

Perceived Level of Challenge in Providing Department-Wide Training

While executives identified the need for some types of training, such as active shooter training or other scenario-based training, additional training can be hindered by resource and time constraints. Anticipating this potential issue, executives were asked to identify the level of challenge posed by different potential inhibitors to providing department-wide officer safety training. Figure 7 provides the mean scores in relation to the potential inhibitors to training, where executives rated

whether the given inhibitor was a (1) low challenge, (2) moderate challenge, or (3) high challenge to providing training to their officers. Overall, the limited ability to pull officers from their daily duties due to workload demands (i.e. shift coverage) was identified as the most significant challenge. Almost half of executives identified this issue as a major challenge, and 33% identified it as a moderate challenge. Only 18% reported this to be a low challenge.

An alternative to pulling officers off the street for training is to pay officers overtime to participate in training before or after shifts or on a day off. However, having limited resources to pay for such overtime was identified by the executives as the second biggest challenge. In contrast, officer resistance to training, identifying quality training programs, and having facilities or equipment were, on average, not viewed as significant challenges to training.

> An overriding concern for law enforcement executives is shift scheduling for day-to-day operations. The reality is that law enforcement agencies nationwide struggle with recruiting and retaining officers. Compounded by budgetary shortfalls and increased demand for service delivery, shift and workload scheduling understandably may take priority over the ability to send officers to specialized training.

Figure 7 *Level of perceived challenge to different logistical issues in conducting department-wide officer safety training*
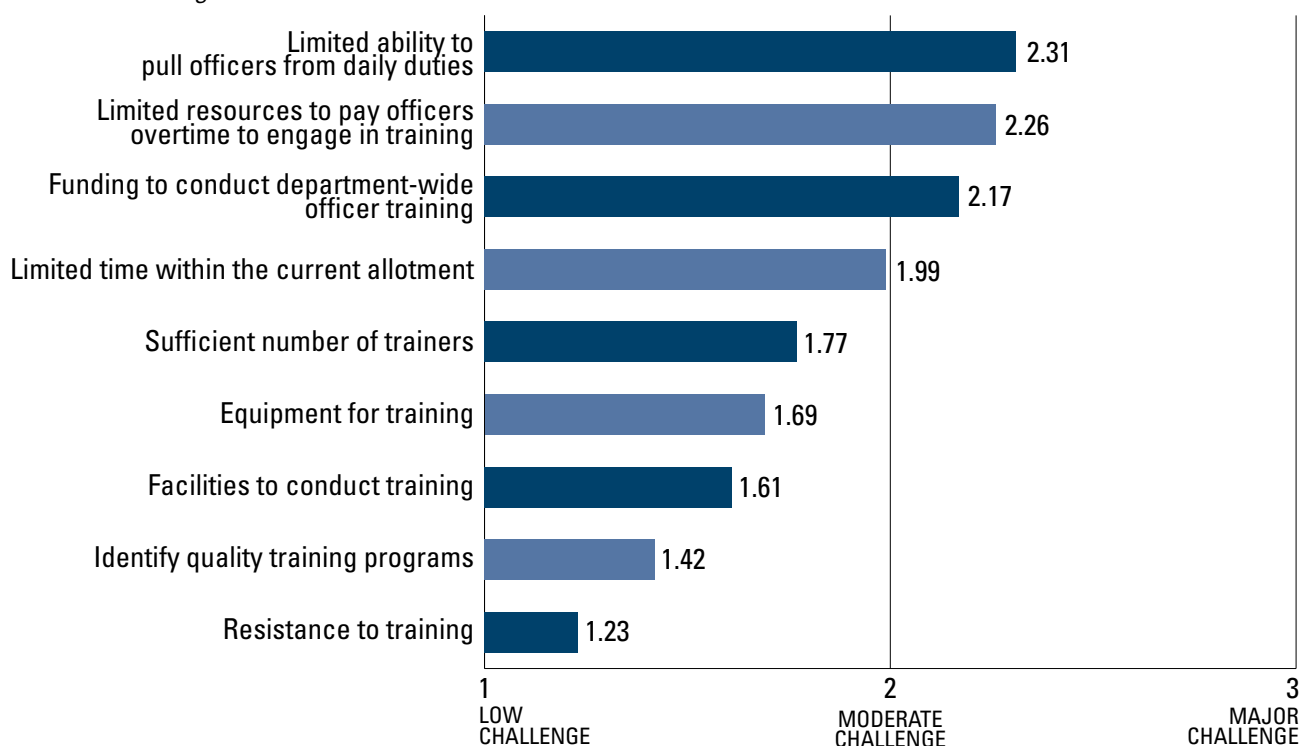
The order of these challenges was similar across region and agency type, but some differences were observed across agency size. Table 7 provides the distribution of mean scores on identified logistical challenges to conducting officer safety training by agency size. Similar to large agencies, small agencies reported challenges with pulling officers away from their daily duties or having overtime funding to pay for officers to engage in training during non-routine duty hours. However, the smallest agencies (1-24 sworn personnel) were also more likely to report not having facilities, equipment, enough trainers, and not enough funding for department-wide training as moderate or major challenges, and these differences are statistically significant, as noted in the table.

Small agencies may be able to mitigate not having facilities, equipment, enough trainers, and not enough funding for department-wide training by:

- Utilizing online training formats that can be delivered while officers work their shifts;
- Partnering with neighboring jurisdictions to share training costs;
- Relying on mutual aid agreements for shift coverage while officers attend training;
- Attend jurisdictional training with mutual aid agencies;
- Having officers attend train the trainer courses to become certified instructors and share training with other agencies/jurisdictions; and
- Identifying other creative ways to address training inhibitors. [8]

Table 7 *Level of perceived challenge to different logistical issues in conducting department-wide officer safety training, by agency size*

	NUMBER OF OFFICERS				
	1-24	25-49	50-99	100-499	500 +
Do not have facilities to conduct training*	1.95	1.59	1.44	1.50	1.51
Do not have equipment for training*	2.18	1.77	1.48	1.43	1.37
Do not have a sufficient number of trainers*	2.19	1.75	1.6	1.54	1.67
Do not have enough funding to conduct department-wide officer training*	2.47	2.19	2.05	2.02	1.95
Resistance to training from officers/deputies	1.20	1.26	1.19	1.29	1.16
Difficult to identify quality training programs*	1.47	1.57	1.43	1.35	1.07
There is limited time for officer safety training within the current allotment of time for in-service training given other required training.	2.02	2.08	1.91	1.95	1.98
Given workload demands (i.e. shift coverage), there is limited ability to pull officers away from daily duties to engage in training.	2.40	2.41	2.25	2.21	2.26
There are limited resources to pay officers overtime to engage in training.	2.38	2.30	2.18	2.22	2.10

* indicates statistical significance at the p<.05 level

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[8]   IACP. (2015). Smaller agency training and technical assistance project: 2015 focus group report. Retrieved from https://www.theiacp.org/sites/default/files/all/s/SmallerAgencyFocusGroupReport.pdf

Section III: Training Formats

Preferred Training Formats

Executives were also questioned about preferred formats for providing officer safety training. Figure 8 presents the mean scores of the executive responses to five training formats, where the executive could respond with a score ranging from 1 (low preference) to 5 (high preference). The highest preference was for scenario-based training, followed by virtual reality. Sixty-seven percent of executives responded with a high preference score of 5 for scenario-based training, and 45% provided a similar score for a virtual reality training format. In contrast, the executives showed a relatively low preference for online and classroom lecture formats for officer safety training. It should be noted that no definition was provided for "online training," thus interpretation of these findings should be done carefully. The pattern of response from the executives was similar across agency size, region, and type.

> Figure 8 shows that officers prefer scenario-based or virtual reality training for delivery of their officer safety training. Executives must balance popular training delivery methods that are popular with officers with costs, feasibility, and the ability to deliver specific training formats within workload and budgetary constraints. A more in-depth discussion of this can be found in the final section of this report.

Figure 8 *Level of preference for different officer safety training formats*
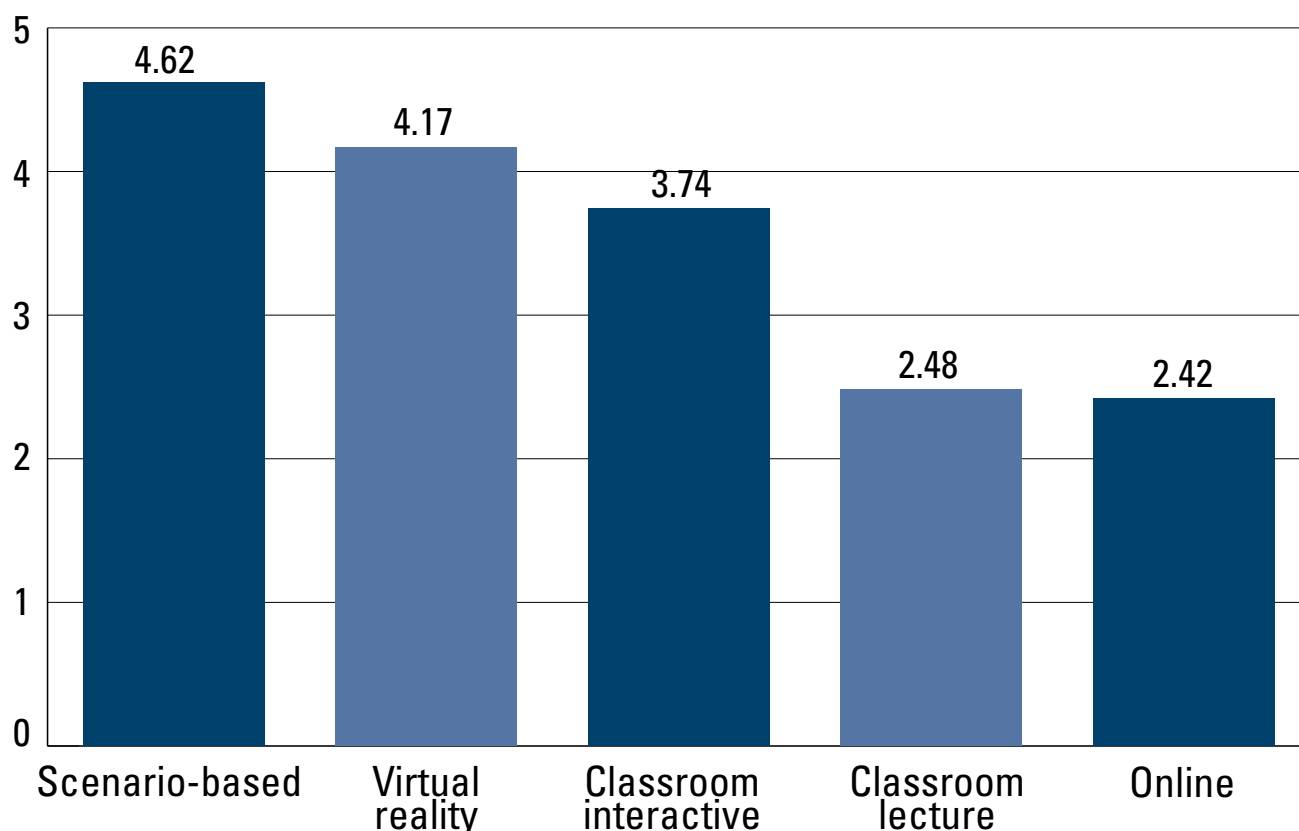
Electronic Learning Delivery Formats

The executives were also asked if they used different types of electronic learning delivery formats to provide officer training. The delivery formats included desktops or laptops at a police facility, mobile digital terminals in vehicles, and mobile apps. The purpose of the question was to explore how agencies are delivering electronic training, which provides insight on the potential for using certain delivery formats to provide any form of officer safety messaging or training. Figure 9 shows the percentage of executives who reported they used the listed type of electronic delivery platform to provide training.

Most executives (91%) reported their agency provides training through the use of desktops and laptops at department facilities, and a little more than a majority (59%) provide training through mobile digital terminals. Only 28% of executives reported they use mobile apps to provide training. It is important to note that the executives were asked if they provide any type of training through the electronic delivery formats, as opposed to asking specifically about officer safety training provided through them. The patterns across agency characteristics were similar, except for the use of mobile apps. Only 7% of state law enforcement agencies with 500 or more sworn personnel reported they used mobile apps to provide training.

Figure 9 *Percent of agencies reporting they use listed technology to deliver officer training*
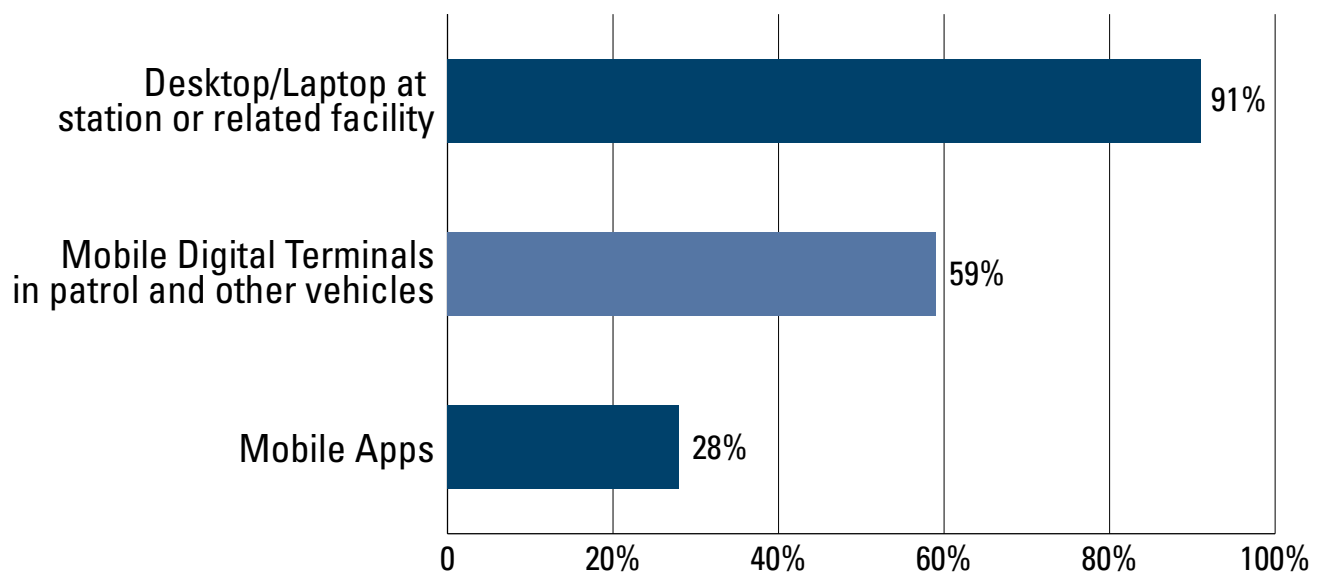
Section IV: Discussion of Findings and Implications

This national survey yielded interesting findings and implications for the law enforcement field, particularly executives, as well as for the VALOR Program and Initiative. This is especially true when responses are compared across agency characteristics or when question responses are considered in relation to one another. The following discussion narrows the focus to those key findings and their implications.

Training Need

Key Finding: The likelihood that agencies provide various safety training increases with agency size, with the exception of the largest agencies captured in the survey. For the largest agencies, the percent providing a given in-service training is similar to the smallest responding agencies.

An assumption would be that the amount of in-service training officers receive correlates with the size of their agency, with officers in the largest agencies receiving the most training and those within the smallest receiving the least. This finding implies that large agencies chiefly have their training needs covered, including officer safety-related training, and programs like VALOR are most needed among small agencies.

However, the survey results did not provide such a clean pattern. The agencies most likely to report they provided in-service training across the areas listed had 100-499 sworn officers. For the largest agencies (500 or more sworn personnel), the amount of training received in various officer safety topics was similar to agencies with less than 50 sworn personnel.

Key Finding: The need for different types of training was similar for all agencies, regardless of size. Executives from the smallest agencies, however, were the least likely to report future training needs.

The perceived future need for training was relatively similar among agencies that ranged in size from 25 to more than 500 sworn personnel. Executives from agencies with less than 25 officers reported the lowest perceived future need for the different types of officer safety training, but they were also the least likely to perceive or report their officers being harmed or killed from various risks. This does not suggest that executives from these smaller agencies reported no need for officer safety training; they just do not view it as pressing a need. These results create the opportunity to conduct further, more specific research to ascertain why there is differentiation in responses in relation to agency size and the need to provide specific officer safety training.

Many agency executives indicated being unsure about the training provided to their officers in the academy. While understandable, particularly when agencies do not host their own individual academies, this is an important caveat in understanding law enforcement training needs. Executives should invest time in understanding what their officers are being taught in order to gauge if additional training is needed. They should also attempt to understand the type of training their officers may be lacking in by serving on academy advisory boards or committees, or insisting on regular updates when training curriculums are modified or updated.

Training Areas

> **Key Finding: Training on contacts with the mentally ill had the highest mean score of perceived future training need (in conjunction with active shooter training).**

This finding may suggest that current mental illness contact training is not attaining desired results or agencies lack access to this type of specialized training. Additionally, law enforcement agencies may recognize the growing importance of training officers to identify and effectively respond to those exhibiting mental health crisis symptoms. It may benefit executives to reflect upon and examine the nature of this current training, with a focus on areas for improvement as police interactions with this population have evolved over the past decade. As part of the BJA VALOR Initiative, Policy Research Associates (PRA) has helped refine a developed crisis intervention training (CIT) model program to be made available to law enforcement agencies. This will make available a customizable CIT model to law enforcement agencies to improve law enforcement's response and interaction with individuals with mental illness, thereby increasing officer and community safety.[9]

> **Key Finding: Despite the identification of motor vehicle collisions as the greatest officer safety risk, executives were less likely to report providing in-service driving-related training or view future need for this training when compared to training related to force interactions with citizens and threats.**

The last issue that deserves attention in relation to training is the confounding topic of motor vehicle collisions. The high perceived threat to officer safety from these events and the percentage of executives who reported their officers had been killed or seriously injured from collisions would suggest this should be a high priority area for agencies. However, the executives did not place the same future training priority on this area as they did assault-based threats.

For any law enforcement agency, a finite amount of funding is set aside for officer training, a portion of which is for state-mandated training. Even free training comes with costs in staffing, transportation, and lost productivity. Each executive sets training priorities based on funding, scheduling, and training needs with the understanding that tactical skill sets are perishable and must train and prepare for any incident, even if it never occurs. Traffic-related officer injuries and deaths are prominent, and departments must train officers in safe driving (another perishable skill set) and officer safety on the road.

Executives can consider alternative methods of training to reinforce agency goals. An example is a traffic safety component can be developed and implemented without having to pull officers from their duties and reinforcement through various departmental delivery systems. While not a substitute for hands-on training, reinforcement of safety practices is an effective method of information retention that agencies may utilize in periods in which specific training cannot be delivered.

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[9] PRA. (2019). BJA Valor initiative- Law enforcement and community: Crisis intervention training model program. Retrieved from https://www.prainc.com/?projects=law-enforcement-community-crisis-intervention-training-model-program

Training Delivery

> **Key Finding: The biggest challenge to providing officer training in an agency is the availability to pull officers off the streets and away from routine duties to participate in training.**

As noted above, 49% of executives identified this as a major challenge and another 33% as a moderate challenge.

> **Key Finding: Scenario based training, followed by virtual reality, was overwhelmingly identified as the most desired format for officer safety training. Online training was identified as the least desirable.**

Executives must balance training delivery methods that are popular amongst officers with costs, feasibility, and the ability to deliver specific training formats within workload and budgetary constraints. Most officers prefer scenario-based and hands-on training. These types of trainings are more expensive, time consuming, and remove officers from their regularly assigned duties.

Currently online training is the least preferred method of training, but as younger generations of officers enter the profession this may change. Younger generations, particularly Millennials, are far more likely to own multiple electronic devices and take advantage of a wider range of functions.[10] Furthermore, online training allows officers to access training from any location and reduce the amount of time away from regularly assigned duties. Executives should keep in mind that online training is constantly undergoing expansion and progression, and an increasing number of highly interactive training options are available to provide to officers.

If the goal is to increase the amount of officer safety training in the law enforcement community, these considerations suggest there is a need for engaging officer safety training approaches that will mitigate the significant challenge of not being able to pull officers out of the field for extended periods of time.

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10   Zickuhr, K. (2011). Generations and their gadgets. *Pew Internet and American Life Project*. Retrieved from https://www.pewinternet.org/wp-content/uploads/sites/9/media/Files/Reports/2011/PIP_Generations_and_Gadgets.pdf

Section V: Conclusion

The goal of the VALOR Initiative is to increase officer safety and resilience and strengthen officer wellness. This survey provides data that helps us to better understand future officer safety and wellness training needs. Although the survey did uncover several key findings that will inform the law enforcement community, additional research is needed, as is additional translation of scientific research into practical application for the field.

It should be noted that many of the training areas identified as having the highest need are already incorporated in the VALOR Initiative, with many more training and technical assistance programs being developed. The Initiative is continuously evolving to address the issues, concerns, and trends facing law enforcement officers, and integrates current research and practices to address all aspects of officer safety, wellness, and performance.

In the academic field, not enough effort has been given to identifying the effective means for communicating research and data to practitioners (i.e., research translation). We hope that this survey begins to bridge that gap. The potential value of the VALOR Initiative to the law enforcement community is enormous and communication between the research community and practitioners on this important effort is paramount to its success.

Appendix A: Survey Methodology

The goal of the survey was to create insight from a national perspective on perceived and experienced threats to officer safety, training experiences and perceived future need, desired training formats, and gauge law enforcement's knowledge of VALOR as a way to internally assess the Initiative's success in addressing the needs of the field. The national sample of state, county and, municipal agencies was created by using a stratified random sampling approach. The three stratums of agency type, geographic region, and agency size were intended to provide diversity in the agencies surveyed. The sample was drawn from the National Directory of Law Enforcement Administrators (NDLEA), which provides a complete list of law enforcement agencies in the United States. The NDLEA contains indicators of agency type, geographic region, and agency size to allow for classification in stratums, along with agency contact information. The NDLEA contains 15,201 municipal, county, and primary state law enforcement agencies. Before drawing the sample from the NDLEA, all state law enforcement agencies were removed from the process of the stratified random sample selection given their low overall representation in the NDLEA. However, the survey was administered to all state law enforcement agencies, representing an oversampling of state law enforcement agencies.[11]

The remaining county and municipal agencies were classified by the following criteria. Agency type was represented by city/county police and county sheriff. Region was classified by the four regional designations defined by the United States Census Bureau: Northeast, Midwest, South, and West (see Appendix C for the classification of states within the four regions). The agency size variable was missing for 3.7% (n=559) of cases in NDLEA. The survey included a question on agency size, which allowed for complete classification of agency size for analysis absent no response. However, to address this missing data in the NDLEA, agency size was divided into six categories: missing number of officers, 1-24 officers, 25-49 officers, 50-99 officers, 100-499 officers, and 500 or more officers. The categories for these three stratums created 48 mutually exclusive categories into which the agencies in the NDLEA were classified.

Table A1 contains the distribution of agencies across the 48 categories. The purpose of classifying agencies in these 48 categories was to examine whether officer safety-related training efforts and needs vary by agency type, region, and size. To accomplish this analysis, the desired sample size for the survey was 1,500 agencies, which allowed for a sufficient number of respondents even if the response rate dipped below 50%. A disproportionate stratified sampling strategy was used to capture sufficient representation in the stratum created groups, which involved randomly selecting an equal number of agencies from each of the 48 groups. Table A1 provides the number of agencies represented in each group, from which 41 agencies were randomly selected from each group, resulting in a total sample of 1,514.

Given the small portion of agencies with the missing population data, the selection process sought a smaller portion of agencies per agency type/region stratum in this category. The desired number was 20 agencies per stratum as opposed to 41 per stratum for agencies that had officer size data. However, in several agency type/region stratums for agencies with missing agency size data, there were not 20 agencies. Given agency type was selected within each region, the goal was to obtain 40 agencies at a minimum within each region. For example, there were only 4 county sheriff/police departments in the East region of agencies with no agency size data. As a result, all 4 agencies were selected, and 36 municipal police departments were selected to have 40 agencies total in the East region. However, in the case of West region agencies

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11   There are not enough primary state law enforcement agencies to divide in stratums to provide a meaningful comparison between agencies within the stratified group. However, surveying all agencies still provides the ability to examine the responses of state agencies, and between regions.

where there was no agency size data, there were only 33 municipal and county agencies total. As a result, all agencies were selected, resulting in only 33 agencies for that region. A similar strategy was employed in East region county agencies that range in size from 50-99 officers. The selection goal for this stratum was 41 agencies, but there were only 30 possible agencies. As a result, all 30 agencies were selected, and an additional 11 agencies were selected for East region municipal departments that have between 50-99 officers.

The surveys were administered with hard copy and electronic response options through a modified Dillman method, which centers on increasing response rates through multiple contacts.[12] The survey delivery occurred in four waves. Wave one involved mailing a hard copy of the survey to the sample of agencies, along with a pre-paid response envelope to return the survey. Included in this mailing was a cover letter that provided the purpose of the survey and a brief description of the survey. The cover letter also offered an electronic survey response option by a secure website through Qualtrics, providing the link to the website and a password. Wave two was a hard copy reminder letter sent ten days after the wave one mailing. The letter respectfully asked the agency to complete the survey if they had not already done so, and it provided a reminder of the website link and password. Wave three was a replication of wave one that was sent two weeks after the reminder letter, which was sent to all non-responding agencies as of the date of mailing. Wave four mimicked waves one and three and was sent to non-responding agencies four weeks after wave three.

Table A1 *National Survey on Officer Safety and Training – Stratified Sample*

AGENCY SIZE	REGION	AGENCY TYPE	POPU- LATION COUNT	SAMPLE COUNT	WITHIN STRATUM % OF POP- ULATION	% OF TOTAL SAMPLE WITHIN STRATUM
MISSING NUMBER OF OFFICERS	East	Municipal Police Dept	86	36	0.57	2.38
		County Sheriff/Police Dept	4	4	0.03	0.26
		State Police/Highway Patrol	9	9	0.06	0.59
	South	Municipal Police Dept	220	32	1.45	2.11
		County Sheriff/Police Dept	8	8	0.05	0.53
		State Police/Highway Patrol	16	16	0.11	1.06
	Midwest	Municipal Police Department	201	34	1.32	2.25
		County Sheriff/Police Dept	6	6	0.04	0.40
		State Police/Highway Patrol	13	13	0.09	0.86
	West	Municipal Police Dept	31	31	0.20	2.05
		County Sheriff/Police Dept	2	2	0.02	0.20
		State Police/Highway Patrol	11	11	0.07	0.73

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[12]   Dillman, D. A. (1991). The design and administration of mail surveys. *Annual Review of Sociology*, *17*(1), 225–249; Hoddinott, S. N., & Bass, M. J. (1986). The Dillman total design survey method. *Canadian Family Physician*, *32*, 2366.

AGENCY SIZE	REGION	AGENCY TYPE	POPU-LATION COUNT	SAMPLE COUNT	WITHIN STRATUM % OF POP-ULATION	% OF TOTAL SAMPLE WITHIN STRATUM
1-24 OFFICERS	East	Municipal Police Department	1790	41	11.78	2.71
		County Sheriff/Police Dept	75	41	0.49	2.71
	South	Municipal Police Dept	2811	41	18.49	2.71
		County Sheriff/Police Dept	717	41	4.72	2.71
	Midwest	Municipal Police Dept	3124	41	20.55	2.71
		County Sheriff/Police Dept	730	41	4.80	2.71
	West	Municipal Police Dept	736	41	4.84	2.71
		County Sheriff/Police Dept	212	41	1.39	2.71
25-49 OFFICERS	East	Municipal Police Department	439	41	2.89	2.71
		County Sheriff/Police Dept	45	41	0.30	2.71
	South	Municipal Police Department	450	41	2.96	2.71
		County Sheriff/Police Dept	274	41	1.80	2.71
	Midwest	Municipal Police Department	506	41	3.33	2.71
		County Sheriff/Police Dept	155	41	1.02	2.71
	West	Municipal Police Department	187	41	1.23	2.71
		County Sheriff/Police Dept	79	41	0.52	2.71
50-99 OFFICERS	East	Municipal Police Department	207	52	1.36	3.43
		County Sheriff/Police Dept	30	30	0.20	1.98
	South	Municipal Police Dept	263	41	1.73	2.71
		County Sheriff/Police Dept	166	41	1.09	2.71
	Midwest	Municipal Police Department	206	41	1.36	2.71
		County Sheriff/Police Dept	86	41	0.57	2.71
	West	Municipal Police Department	155	41	1.02	2.71
		County Sheriff/Police Dept	51	41	0.34	2.71
100 OR MORE OFFICERS	East	Municipal Police Department	136	41	0.89	2.71
		County Sheriff/Police Department	51	41	0.34	2.71
	South	Municipal Police Department	243	41	1.60	2.71
		County Sheriff/Police Department	249	41	1.64	2.71

AGENCY SIZE	REGION	AGENCY TYPE	POPU-LATION COUNT	SAMPLE COUNT	WITHIN STRATUM % OF POP-ULATION	% OF TOTAL SAMPLE WITHIN STRATUM
100 OR MORE OFFICERS	**Midwest**	Municipal Police Department	121	41	0.80	2.71
		County Sheriff/Police Dept	79	41	0.52	2.71
	West	Municipal Police Department	145	41	0.95	2.71
		County Sheriff/Police Dept	74	41	0.49	2.71

After the four waves of survey administration, a total 652 agencies returned the survey, representing a 43% response rate. The 44 agencies that responded with 500 or more sworn personnel represent the smallest agency size group, representing just under 7% of agencies. The other responding agencies were divided relatively evenly across the four size categories, and the agencies were relatively evenly divided across the four regions, with Midwest respondents being slightly higher than the other three regions. State agencies were the smallest agency type group, which was expected given they were a small portion of the surveyed agencies to start. At 55%, municipal agencies were the largest group.

Table A2 *Sample Characteristic of Responding Agencies*

	NUMBER OF AGENCIES	PERCENT OF AGENCIES
NUMBER OF SWORN OFFICERS		
1-24	158	24.3%
25-49	137	21.1%
50-99	155	23.8%
100-499	156	24.0%
500+	44	6.8%
AGENCY REGION		
Northeast	153	23.5%
Midwest	176	27.1%
South	157	24.2%
West	164	25.2%
AGENCY TYPE		
State	28	4.3%
Municipal	361	55.5%
County	261	40.2%

Appendix B: Survey Results by Agency Characteristics[13]

Perceived potential risk of officers being seriously injured or killed (1=Low Potential, 3= High Potential).

	NUMBER OF OFFICERS				
	1-24	25-49	50-99	100-499	500 +
Being assaulted (excluding gunshot wounds)*	1.95	2.07	2.08	2.20	2.36
Being shot*	1.75	1.85	1.87	1.94	2.18
Being assaulted with an edged weapon*	1.76	1.87	1.85	1.99	2.12
Being in a motor vehicle collision*	2.25	2.47	2.41	2.46	2.66
Being struck on the roadway while outside the vehicle	2.28	2.28	2.20	2.15	2.43
Exposure to illicit drugs or precursor chemicals (e.g. Fentanyl or precursor chemicals for methamphetamine)*	2.06	2.32	2.25	2.32	2.36

	AGENCY REGION			
	NORTHEAST	MIDWEST	SOUTH	WEST
Being assaulted (excluding gunshot wounds)*	2.12	2.04	2.14	2.09
Being shot*	1.79	1.90	2.01	1.80
Being assaulted with an edged weapon*	1.86	1.87	1.95	1.86
Being in a motor vehicle collision*	2.38	2.45	2.46	2.37
Being struck on the roadway while outside the vehicle	2.21	2.36	2.27	2.11
Exposure to illicit drugs or precursor chemicals (e.g. Fentanyl or precursor chemicals for methamphetamine)*	2.33	2.29	2.23	2.13

13   * indicates statistical significance at the $p < .05$ level

	AGENCY TYPE		
	MUNICIPAL	COUNTY	STATE
Being assaulted (excluding gunshot wounds)*	2.04	2.14	2.43
Being shot*	1.80	1.93	2.32
Being assaulted with an edged weapon*	1.83	1.93	2.21
Being in a motor vehicle collision*	2.35	2.46	2.82
Being struck on the roadway while outside the vehicle	2.19	2.25	2.79
Exposure to illicit drugs or precursor chemicals (e.g. Fentanyl or precursor chemicals for methamphetamine)*	2.21	2.29	2.25

Percent of law enforcement executives reporting a serious injury to an officer or officer fatality in their agency in the past three years as a result of different risk events.

	NUMBER OF OFFICERS				
	1-24	25-49	50-99	100-499	500 +
A motor vehicle crash (officer/deputy in the vehicle at the time of collision)*	8%	18%	20%	38%	82%
Being struck by a vehicle while on the roadway or shoulder (outside the vehicle)*	1%	7%	6%	14%	59%
Gunshot wound (as a result of an assailant)*	1%	4%	5%	15%	59%
Gunshot wound (friendly fire)*	1%	2%	2%	3%	9%
Edged weapon wound*	0%	2%	2%	5%	18%
Assault (excluding gunshot wound or edged weapon)*	13%	25%	20%	38%	68%
Other cause	2%	2%	7%	6%	5%
No serious injuries or deaths have occurred in my agency in the last three years*	73%	57%	56%	35%	2%

	AGENCY REGION			
	NORTHEAST	**MIDWEST**	**SOUTH**	**WEST**
A motor vehicle crash (officer/deputy in the vehicle at the time of collision)*	21%	23%	34%	23%
Being struck by a vehicle while on the roadway or shoulder (outside the vehicle)	10%	9%	12%	11%
Gunshot wound (as a result of an assailant)*	3%	9%	13%	15%
Gunshot wound (friendly fire)	1%	1%	3%	4%
Edged weapon wound	3%	2%	3%	4%
Assault (excluding gunshot wound or edged weapon)	20%	26%	29%	32%
Other cause*	9%	4%	1%	4%
No serious injuries or deaths have occurred in my agency in the last three years	60%	51%	50%	46%

	AGENCY TYPE		
	MUNICIPAL	**COUNTY**	**STATE**
A motor vehicle crash (officer/deputy in the vehicle at the time of collision)*	24%	20%	86%
Being struck by a vehicle while on the roadway or shoulder (outside the vehicle)*	7%	7%	64%
Gunshot wound (as a result of an assailant)*	7%	12%	39%
Gunshot wound (friendly fire)	2%	3%	0%
Edged weapon wound	3%	3%	4%
Assault (excluding gunshot wound or edged weapon)*	24%	28%	46%
Other cause*	3%	6%	11%
No serious injuries or deaths have occurred in my agency in the last three years*	55%	53%	0%

Perceived safety risks to officers in own agency relative to neighboring jurisdictions and change in perceived safety risks to officers in own jurisdiction (1=Much Lower, 5=Much Higher).

	NUMBER OF OFFICERS				
	1-24	25-49	50-99	100-499	500 +
The safety risks to officers in your agency relative to neighboring jurisdictions are:*	2.88	3.01	3.04	3.23	3.37
The officer safety risks in your jurisdiction compared to 3 years ago is:	3.34	3.36	3.44	3.51	3.60

	AGENCY REGION			
	NORTHEAST	MIDWEST	SOUTH	WEST
The safety risks to officers in your agency relative to neighboring jurisdictions are:	3.08	3.09	3.03	3.05
The officer safety risks in your jurisdiction compared to 3 years ago is:	3.39	3.47	3.39	3.44

	AGENCY TYPE		
	MUNICIPAL	COUNTY	STATE
The safety risks to officers in your agency relative to neighboring jurisdictions are:	3.06	3.05	3.11
The officer safety risks in your jurisdiction compared to 3 years ago:	3.38	3.49	3.41

Percent of agencies providing listed training in the <u>Academy</u>.

	NUMBER OF OFFICERS				
	1-24	25-49	50-99	100-499	500 +
Trends in threats to officer safety*	81%	79%	87%	90%	98%
Officer survival training *	86%	88%	90%	92%	100%
Knowledge on the dynamics of police-citizen encounters*	83%	81%	85%	90%	98%
Situational indicators of potential assaults on officers*	87%	75%	86%	87%	100%

	NUMBER OF OFFICERS				
	1-24	25-49	50-99	100-499	500 +
Characteristics of weapons concealment*	69%	60%	74%	76%	98%
Implicit bias training	67%	61%	76%	79%	88%
Resiliency and wellness training*	66%	63%	73%	83%	93%
The principles and tactics of de-escalation*	86%	81%	89%	88%	100%
Scenario training for non-lethal force*	90%	88%	95%	95%	100%
Scenario training for deadly force*	93%	89%	95%	96%	100%
Case law related to use of force*	90%	95%	96%	94%	100%
Contacts with the mentally ill*	84%	89%	93%	92%	100%
The concepts of legitimacy and procedural justice	62%	57%	55%	65%	88%
Safe handling of illicit drugs and precursor chemicals	63%	61%	64%	74%	86%
Recognizing and countering ambush attacks*	47%	41%	54%	60%	76%
Field casualty medical care*	57%	48%	67%	66%	95%
Officer rescue tactics*	50%	48%	68%	72%	88%
Active shooter training	84%	75%	85%	82%	95%
Crowd management tactics for demonstrations*	38%	43%	46%	49%	91%
Balancing demonstration control and 1st Amendment rights*	39%	39%	45%	53%	71%
High speed/pursuit driving training*	86%	82%	94%	90%	95%
Low speed driving/parking training*	78%	71%	88%	82%	93%
Training on driving decision-making and policy*	78%	78%	92%	86%	93%

	AGENCY REGION			
	NORTHEAST	MIDWEST	SOUTH	WEST
Trends in threats to officer safety	89%	80%	86%	88%
Officer survival training	91%	87%	88%	94%
Knowledge on the dynamics of police-citizen encounters	86%	81%	84%	93%
Situational indicators of potential assaults on officers	90%	81%	86%	88%
Characteristics of weapons concealment	73%	68%	69%	80%
Implicit bias training	80%	68%	69%	76%
Resiliency and wellness training	76%	68%	72%	77%
The principles and tactics of de-escalation	92%	84%	84%	89%
Scenario training for non-lethal force	92%	89%	91%	98%
Scenario training for deadly force	93%	92%	92%	98%
Case law related to use of force	95%	91%	95%	96%
Contacts with the mentally ill	96%	85%	87%	94%
The concepts of legitimacy and procedural justice	68%	59%	60%	61%
Safe handling of illicit drugs and precursor chemicals	73%	58%	68%	69%
Recognizing and countering ambush attacks*	50%	50%	48%	61%
Field casualty medical care*	75%	59%	57%	60%
Officer rescue tactics	68%	57%	59%	64%
Active shooter training	88%	79%	83%	80%
Crowd management tactics for demonstrations	52%	50%	43%	45%
Balancing demonstration control and 1st Amendment rights	51%	45%	48%	40%
High speed/pursuit driving training*	88%	87%	82%	98%
Low speed driving/parking training*	76%	76%	80%	92%
Training on driving decision-making and policy*	81%	81%	81%	94%

	AGENCY TYPE		
	MUNICIPAL	COUNTY	STATE
Trends in threats to officer safety	86%	83%	96%
Officer survival training	89%	90%	100%
Knowledge on the dynamics of police-citizen encounters	89%	80%	96%
Situational indicators of potential assaults on officers	87%	83%	100%
Characteristics of weapons concealment	74%	68%	100%
Implicit bias training	75%	70%	86%
Resiliency and wellness training	71%	73%	96%
The principles and tactics of de-escalation	87%	86%	96%
Scenario training for non-lethal force	92%	93%	100%
Scenario training for deadly force	93%	93%	100%
Case law related to use of force	95%	93%	100%
Contacts with the mentally ill	93%	86%	96%
The concepts of legitimacy and procedural justice	63%	57%	89%
Safe handling of illicit drugs and precursor chemicals	64%	68%	96%
Recognizing and countering ambush attacks*	52%	49%	89%
Field casualty medical care*	63%	57%	100%
Officer rescue tactics	62%	58%	93%
Active shooter training	83%	80%	100%
Crowd management tactics for demonstrations*	48%	43%	89%
Balancing demonstration control and 1st Amendment rights	46%	42%	75%
High speed/pursuit driving training	90%	85%	100%
Low speed driving/parking training	82%	77%	100%
Training on driving decision-making and policy	85%	83%	100%

Percent of agencies providing listed <u>in-service</u> training.

	NUMBER OF OFFICERS				
	1-24	25-49	50-99	100-499	500 +
Trends in threats to officer safety	81%	83%	88%	91%	81%
Officer survival training*	74%	82%	89%	92%	88%
Knowledge on the dynamics of police-citizen encounters*	69%	79%	80%	88%	84%
Situational indicators of potential assaults on officers*	69%	78%	86%	88%	77%
Characteristics of weapons concealment*	60%	64%	66%	79%	64%
Implicit bias training*	60%	69%	80%	83%	79%
Resiliency and wellness training*	51%	60%	73%	81%	77%
The principles and tactics of de-escalation*	78%	85%	92%	91%	84%
Scenario training for non-lethal force*	81%	82%	91%	91%	81%
Scenario training for deadly force*	83%	87%	92%	95%	86%
Case law related to use of force*	84%	90%	97%	99%	93%
Contacts with the mentally ill*	85%	89%	93%	96%	91%
The concepts of legitimacy and procedural justice*	50%	48%	60%	71%	57%
Safe handling of illicit drugs and precursor chemicals*	73%	76%	78%	87%	72%
Recognizing and countering ambush attacks*	43%	43%	56%	72%	67%
Field casualty medical care*	65%	70%	85%	87%	84%
Officer rescue tactics*	57%	64%	79%	87%	74%
Active shooter training*	91%	95%	99%	96%	91%
Crowd management tactics for demonstrations*	25%	45%	53%	63%	79%
Balancing demonstration control and 1st Amendment rights*	39%	48%	51%	63%	67%
High speed/pursuit driving training*	60%	65%	69%	73%	81%
Low speed driving/parking training*	50%	52%	60%	70%	72%
Training on driving decision-making and policy*	65%	74%	79%	84%	88%

	AGENCY REGION			
	NORTHEAST	MIDWEST	SOUTH	WEST
Trends in threats to officer safety	82%	86%	85%	90%
Officer survival training	83%	84%	85%	86%
Knowledge on the dynamics of police-citizen encounters	76%	75%	79%	85%
Situational indicators of potential assaults on officers*	76%	76%	80%	88%
Characteristics of weapons concealment	68%	67%	64%	70%
Implicit bias training	73%	75%	74%	73%
Resiliency and wellness training*	58%	71%	70%	70%
The principles and tactics of de-escalation	82%	88%	85%	91%
Scenario training for non-lethal force*	77%	93%	82%	92%
Scenario training for deadly force*	82%	93%	88%	93%
Case law related to use of force	92%	92%	93%	94%
Contacts with the mentally ill	93%	90%	87%	92%
The concepts of legitimacy and procedural justice	53%	57%	59%	61%
Safe handling of illicit drugs and precursor chemicals	75%	82%	74%	81%
Recognizing and countering ambush attacks*	44%	60%	52%	62%
Field casualty medical care	69%	80%	75%	81%
Officer rescue tactics*	61%	74%	69%	80%
Active shooter training	90%	94%	95%	97%
Crowd management tactics for demonstrations	42%	50%	51%	52%
Balancing demonstration control and 1st Amendment rights	47%	47%	52%	60%
High speed/pursuit driving training*	48%	76%	65%	80%
Low speed driving/parking training*	34%	65%	58%	77%
Training on driving decision-making and policy*	59%	81%	80%	85%

	AGENCY TYPE		
	MUNICIPAL	COUNTY	STATE
Trends in threats to officer safety	87%	85%	82%
Officer survival training	85%	84%	82%
Knowledge on the dynamics of police-citizen encounters*	83%	74%	79%
Situational indicators of potential assaults on officers	80%	81%	71%
Characteristics of weapons concealment	69%	66%	61%
Implicit bias training*	79%	67%	68%
Resiliency and wellness training	69%	64%	82%
The principles and tactics of de-escalation	89%	85%	79%
Scenario training for non-lethal force*	87%	87%	68%
Scenario training for deadly force*	89%	90%	74%
Case law related to use of force	94%	92%	86%
Contacts with the mentally ill*	92%	90%	79%
The concepts of legitimacy and procedural justice*	65%	48%	54%
Safe handling of illicit drugs and precursor chemicals	76%	81%	82%
Recognizing and countering ambush attacks	51%	59%	68%
Field casualty medical care	78%	75%	82%
Officer rescue tactics	72%	72%	68%
Active shooter training	95%	96%	86%
Crowd management tactics for demonstrations*	51%	43%	71%
Balancing demonstration control and 1st Amendment rights*	57%	43%	57%
High speed/pursuit driving training	67%	67%	82%
Low speed driving/parking training	59%	58%	71%
Training on driving decision-making and policy	76%	77%	89%

Perceived need for training in different officer safety areas over the next three years (1=Low Need, 3=High Need).

	NUMBER OF OFFICERS				
	1-24	25-49	50-99	100-499	500 +
Trends in threats to officer safety*	2.43	2.59	2.57	2.58	2.67
Officer survival training*	2.39	2.55	2.57	2.63	2.65
Dynamics of police-citizen encounters*	2.29	2.39	2.50	2.49	2.70
Situational indicators of potential assaults on officers	2.48	2.55	2.52	2.56	2.58
Characteristics of weapons concealment	2.25	2.39	2.30	2.4	2.29
Implicit bias training	2.12	2.21	2.21	2.21	2.28
Resiliency and wellness training*	2.18	2.27	2.37	2.39	2.51
The principles and tactics of de-escalation*	2.39	2.50	2.63	2.52	2.70
Scenario training for non-lethal force*	2.34	2.48	2.59	2.58	2.67
Scenario training for deadly force*	2.43	2.57	2.66	2.57	2.7
Case law related to use of force*	2.31	2.43	2.53	2.45	2.53
Contacts with the mentally ill*	2.48	2.6	2.69	2.57	2.65
The concepts of legitimacy and procedural justice	2.05	2.10	2.15	2.25	2.26
Safe handling of illicit drugs and precursor chemicals	2.46	2.60	2.50	2.54	2.47
Recognizing and countering ambush attacks	2.35	2.42	2.47	2.50	2.63
Field casualty medical care	2.27	2.35	2.42	2.46	2.44
Officer rescue tactics*	2.32	2.36	2.42	2.53	2.49
Active shooter training*	2.47	2.64	2.64	2.57	2.72
Crowd management tactics for demonstrations*	1.88	2.07	2.21	2.36	2.47
Balancing demonstration control and 1st Amendment rights*	1.98	2.07	2.19	2.31	2.33
High speed/pursuit driving training*	2.18	2.42	2.44	2.47	2.40
Low speed driving/parking training	2.01	2.05	2.17	2.2	2.19
Training on driving decision-making and policy	2.07	2.18	2.26	2.25	2.23

	AGENCY REGION			
	NORTHEAST	MIDWEST	SOUTH	WEST
Trends in threats to officer safety	2.56	2.56	2.59	2.49
Officer survival training	2.50	2.53	2.63	2.50
Dynamics of police-citizen encounters	2.42	2.44	2.49	2.40
Situational indicators of potential assaults on officers	2.51	2.47	2.62	2.53
Characteristics of weapons concealment	2.34	2.36	2.41	2.21
Implicit bias training	2.25	2.17	2.26	2.09
Resiliency and wellness training	2.23	2.32	2.35	2.38
The principles and tactics of de-escalation	2.48	2.59	2.49	2.51
Scenario training for non-lethal force	2.45	2.53	2.55	2.51
Scenario training for deadly force	2.51	2.60	2.64	2.51
Case law related to use of force	2.33	2.49	2.49	2.42
Contacts with the mentally ill	2.56	2.63	2.56	2.61
The concepts of legitimacy and procedural justice	2.13	2.14	2.21	2.10
Safe handling of illicit drugs and precursor chemicals	2.55	2.51	2.59	2.42
Recognizing and countering ambush attacks*	2.42	2.42	2.58	2.38
Field casualty medical care	2.39	2.35	2.44	2.35
Officer rescue tactics	2.39	2.38	2.52	2.39
Active shooter training	2.55	2.61	2.61	2.59
Crowd management tactics for demonstrations*	2.18	2.05	2.30	2.09
Balancing demonstration control and 1st Amendment rights	2.15	2.09	2.25	2.13
High speed/pursuit driving training*	2.27	2.38	2.50	2.35
Low speed driving/parking training	2.03	2.11	2.18	2.13
Training on driving decision-making and policy	2.06	2.25	2.25	2.20

	AGENCY TYPE		
	MUNICIPAL	COUNTY	STATE
Trends in threats to officer safety	2.55	2.53	2.79
Officer survival training	2.51	2.56	2.71
Dynamics of police-citizen encounters*	2.46	2.38	2.68
Situational indicators of potential assaults on officers	2.52	2.53	2.64
Characteristics of weapons concealment	2.32	2.33	2.46
Implicit bias training	2.20	2.16	2.36
Resiliency and wellness training*	2.35	2.25	2.57
The principles and tactics of de-escalation*	2.54	2.47	2.75
Scenario training for non-lethal force	2.50	2.51	2.68
Scenario training for deadly force	2.56	2.56	2.75
Case law related to use of force	2.44	2.41	2.61
Contacts with the mentally ill	2.59	2.59	2.64
The concepts of legitimacy and procedural justice	2.15	2.11	2.32
Safe handling of illicit drugs and precursor chemicals	2.49	2.55	2.61
Recognizing and countering ambush attacks*	2.40	2.48	2.68
Field casualty medical care	2.34	2.41	2.61
Officer rescue tactics*	2.35	2.48	2.64
Active shooter training	2.56	2.60	2.79
Crowd management tactics for demonstrations*	2.17	2.09	2.54
Balancing demonstration control and 1st Amendment rights	2.15	2.13	2.36
High speed/pursuit driving training*	2.34	2.40	2.64
Low speed driving/parking training	2.13	2.07	2.32
Training on driving decision-making and policy	2.18	2.19	2.39

Level of perceived challenge to different logistical issues in conducting department-wide officer safety training (1=Low Challenge, 3=Challenge).

	NUMBER OF OFFICERS				
	1-24	**25-49**	**50-99**	**100-499**	**500 +**
Do not have facilities to conduct training*	1.95	1.59	1.44	1.50	1.51
Do not have equipment for training*	2.18	1.77	1.48	1.43	1.37
Do not have sufficient number of trainers*	2.19	1.75	1.6	1.54	1.67
Do not have enough funding to conduct department-wide officer training*	2.47	2.19	2.05	2.02	1.95
Resistance to training from officers/ deputies	1.20	1.26	1.19	1.29	1.16
Difficult to identify quality training programs*	1.47	1.57	1.43	1.35	1.07
There is limited time for officer safety training within the current allotment of time for in-service training given other required training	2.02	2.08	1.91	1.95	1.98
Given workload demands (i.e. shift coverage), there is limited ability to pull officers away from daily duties to engage in training	2.4	2.41	2.25	2.21	2.26
There are limited resources to pay officers overtime to engage in training	2.38	2.30	2.18	2.22	2.10

	AGENCY REGION			
	NORTHEAST	**MIDWEST**	**SOUTH**	**WEST**
Do not have facilities to conduct training*	1.60	1.56	1.55	1.75
Do not have equipment for training	1.78	1.64	1.66	1.68
Do not have a sufficient number of trainers	1.70	1.78	1.70	1.87
Do not have enough funding to conduct department-wide officer training*	2.32	2.14	2.04	2.18
Resistance to training from officers/ deputies	1.23	1.29	1.24	1.16
Difficult to identify quality training programs*	1.41	1.56	1.41	1.31

	AGENCY REGION			
	NORTHEAST	MIDWEST	SOUTH	WEST
There is limited time for officer safety training within the current allotment of time for in-service training given other required training*	2.07	2.01	1.82	2.05
Given workload demands (i.e. shift coverage), there is limited ability to pull officers away from daily duties to engage in training	2.35	2.30	2.21	2.38
There are limited resources to pay officers overtime to engage in training*	2.45	2.23	2.18	2.18

	AGENCY TYPE		
	MUNICIPAL	COUNTY	STATE
Do not have facilities to conduct training	1.66	1.55	1.61
Do not have equipment for training	1.70	1.71	1.43
Do not have a sufficient number of trainers	1.74	1.82	1.57
Do not have enough funding to conduct department-wide officer training	2.12	2.23	2.14
Resistance to training from officers/ deputies	1.21	1.26	1.21
Difficult to identify quality training programs	1.43	1.45	1.18
There is limited time for officer safety training within the current allotment of time for in-service training given other required training	1.99	1.99	1.96
Given workload demands (i.e. shift coverage), there is limited ability to pull officers away from daily duties to engage in training*	2.23	2.42	2.32
There are limited resources to pay officers overtime to engage in training	2.22	2.33	2.14

Level of preference for different officer safety training formats (1 = Low Preference, 5 = High Preference)

	NUMBER OF OFFICERS				
	1-24	25-49	50-99	100-499	500 +
Classroom lecture*	2.67	2.52	2.48	2.28	2.33
Classroom interactive (i.e. blend of lecture, videos, and discussion)	3.74	3.71	3.74	3.72	3.93
Scenario-based training*	4.50	4.60	4.59	4.77	4.67
Virtual reality (i.e. simulators or related technologies)	4.23	4.23	4.13	4.15	3.98
Online*	2.74	2.53	2.29	2.21	2.23

	AGENCY REGION			
	NORTHEAST	MIDWEST	SOUTH	WEST
Classroom lecture*	2.59	2.50	2.59	2.23
Classroom interactive (i.e. blend of lecture, videos, and discussion)	3.79	3.78	3.82	3.58
Scenario-based training	4.64	4.51	4.67	4.66
Virtual reality (i.e. simulators or related technologies)	4.17	4.13	4.27	4.12
Online*	2.59	2.61	2.31	2.19

	AGENCY TYPE		
	MUNICIPAL	COUNTY	STATE
Classroom lecture	2.48	2.49	2.29
Classroom interactive (i.e. blend of lecture, videos, and discussion)	3.81	3.68	3.50
Scenario-based training	4.63	4.60	4.68
Virtual reality (i.e. simulators or related technologies)	4.14	4.23	4.00
Online	2.40	2.48	2.29

Percent of agencies reporting they listed technology to deliver officer training.

	NUMBER OF OFFICERS				
	1-24	25-49	50-99	100-499	500 +
Desktop/Laptop at station or related facility	90%	93%	87%	94%	93%
Mobile Digital Terminals in patrol and other vehicles*	42%	56%	63%	73%	65%
Mobile Apps*	30%	31%	31%	25%	7%

	AGENCY REGION			
	NORTHEAST	MIDWEST	SOUTH	WEST
Desktop/Laptop at station or related facility	90%	94%	89%	92%
Mobile Digital Terminals in patrol and other vehicles	53%	58%	66%	59%
Mobile Apps	23%	28%	26%	33%

	AGENCY TYPE		
	MUNICIPAL	COUNTY	STATE
Desktop/Laptop at station or related facility	90%	92%	96%
Mobile Digital Terminals in patrol and other vehicles	56%	61%	71%
Mobile Apps*	30%	27%	7%

Percent of respondents reporting they have heard of the VALOR Initiative.

	NUMBER OF OFFICERS				
VALOR general knowledge	1-24	25-49	50-99	100-499	500 +
Yes	23%	40%	31%	43%	58%
No	77%	60%	69%	57%	42%

VALOR general knowledge	AGENCY REGION			
	NORTHEAST	**MIDWEST**	**SOUTH**	**WEST**
Yes	36%	37%	39%	32%
No	64%	64%	61%	68%

VALOR general knowledge	AGENCY TYPE		
	MUNICIPAL	**COUNTY**	**STATE**
Yes	35%	34%	61%
No	65%	66%	39%

Percent of respondents reporting they have heard of the listed VALOR Initiative Program.

	NUMBER OF OFFICERS				
	1-24	**25-49**	**50-99**	**100-499**	**500 +**
VALOR Essentials Course for officers*	12%	21%	17%	24%	35%
VALOR Executive Session	8%	15%	15%	16%	23%
ALERRT	38%	42%	52%	48%	54%

	AGENCY REGION			
	NORTHEAST	**MIDWEST**	**SOUTH**	**WEST**
VALOR Essentials Course for officers	22%	19%	21%	16%
VALOR Executive Session	15%	16%	12%	13%
ALERRT*	43%	41%	60%	38%

	AGENCY TYPE		
	MUNICIPAL	**COUNTY**	**STATE**
VALOR Essentials Course for officers*	20%	16%	43%
VALOR Executive Session*	15%	11%	32%
ALERRT	46%	43%	57%

Appendix C: Survey Regions

Four Regions of the U.S. Census Bureau Regions[14]
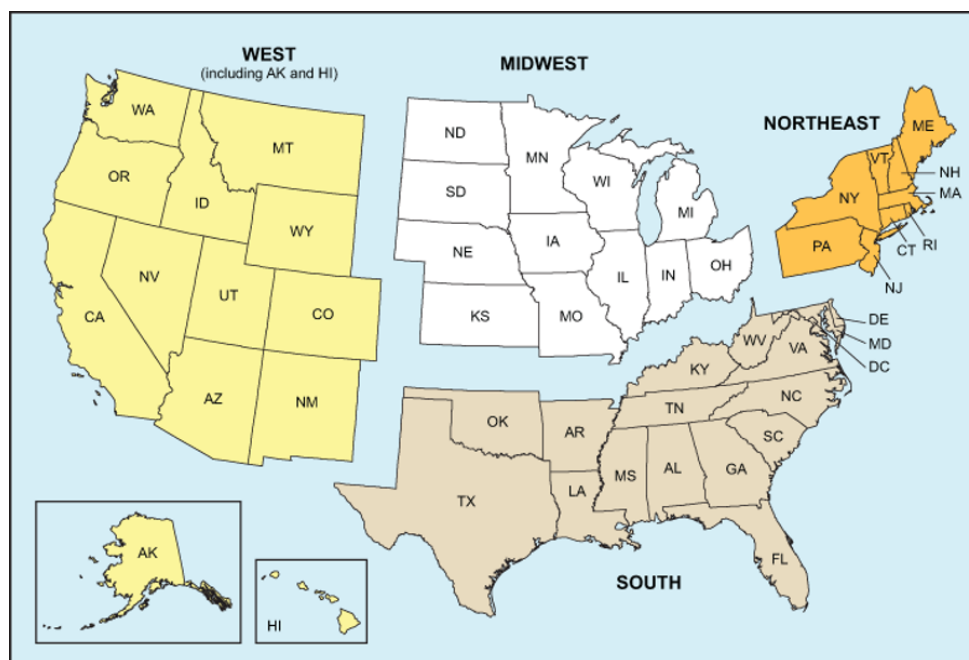
REGION 1 – NORTHEAST	REGION 2 – MIDWEST	REGION 3 – SOUTH	REGION 4 – WEST
Connecticut	Iowa	Alabama	Alaska
Massachusetts	Illinois	Arkansas	Arizona
Maine	Indiana	Delaware	California
New Hampshire	Kansas	Florida	Colorado
New Jersey	Michigan	Georgia	Hawaii
New York	Minnesota	Kentucky	Idaho
Pennsylvania	Missouri	Louisiana	Montana
Rhode Island	North Dakota	Maryland	New Mexico
Vermont	Nebraska	Mississippi	Nevada
	Ohio	North Carolina	Oregon
	South Dakota	Oklahoma	Utah
	Wisconsin	South Carolina	Washington
		Tennessee	Wyoming
		Texas	
		Virginia	
		West Virginia	
		Washington, DC	

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14   Map of U.S. from Department of Health and Human Services.

Appendix D: National Survey on Officer Safety Training

<table>
<tr>
<td>RETURN TO:</td>
<td>JULIE GRIECO
POLICE FOUNDATION
1201 CONNECTICUT AVE., NW
SUITE 200
WASHINGTON, DC 20036
PHONE: 202-833-1460
EMAIL: JGRIECO@
POLICEFOUNDATION.ORG</td>
<td>NATIONAL SURVEY ON OFFICER SAFETY TRAINING

POLICE FOUNDATION</td>
</tr>
</table>

Thank you for participating in the National Survey on Officer Safety Training. The survey is being conducted by the Police Foundation with funding from the U.S. Department of Justice, Bureau of Justice Assistance. The purpose of the survey is to understand your perspective on risks faced by officers in your jurisdiction, your officer safety training efforts and needs, challenges to conducting this training, and familiarity with different training programs nationally. The underlying goal is to get a national assessment of officer safety training needs and challenges. We appreciate your honest and candid responses. All information provided will be kept confidential. No individual or department will be linked to the responses provided.

Instructions

- Please mail back the completed survey within two weeks of receiving it, returning it in the enclosed pre-paid response envelope.

- We respectfully request the survey be completed by the chief or sheriff, or a designee that can speak to their perspective on the issues listed in the survey.

- Alternatively, you can complete the survey on the following secure site, XXXXXXXXXXXXXXXXXX Password: XXXXXXXXXXXXXXXXXX

- The survey is 5 pages and is composed of a matrix response check box format to allow for quick completion.

- If you have any questions regarding the survey, please call or e-mail Dr. Julie Grieco at the Police Foundation at (202) 833-1460, or email at jgrieco@policefoundation.org.

Respondent Information:

Agency Name: _____

City: _____ State: _____ Zip Code: _____

Current number of full-time sworn officers/deputies: _____ Size of population served: _____

Title/Rank: _____ Unit/Section: _____

SECTION A: Officer Safety Risks

> **This section seeks your assessment of the current officer safety environment in your community**

1. How would you rate the potential risk of officers in **your department** being killed or seriously injured by the following events:

	LOW POTENTIAL	MODERATE POTENTIAL	HIGH POTENTIAL
Being assaulted (excluding gunshot wounds or an edged weapon)	☐	☐	☐
Being shot	☐	☐	☐
Being assaulted with an edged weapon	☐	☐	☐
Being in a motor vehicle collision	☐	☐	☐
Being struck on the roadway while outside the vehicle	☐	☐	☐
Exposure to illicit drugs or precursor chemicals (e.g. Fentanyl or precursor chemicals for methamphetamine)	☐	☐	☐
Other _____	☐	☐	☐

2. In the past **3 years**, has there been a <u>serious injury or death</u> in your department due to any of the following? (Check all that apply.)

☐   **A motor vehicle crash (officer/deputy in the vehicle at the time of collision)**

☐   **Being struck by a vehicle while on the roadway or shoulder (outside the vehicle)**

☐   **Gunshot wound (as a result of an assailant)**

☐   **Gunshot wound (friendly fire)**

☐   **Edged weapon wound**

☐   **Assault (excluding gunshot wound or edged weapon)**

☐   **Other cause (describe)_____**

☐   **No serious injuries or deaths have occurred in my agency in the last three years**

3. Please indicate the extent to which the current safety risks for officers in your department compares to those in other local agencies, as well as to your agency 3 years ago as follows:

	MUCH LOWER	LOWER	ABOUT THE SAME	HIGHER	MUCH HIGHER
Being assaulted (excluding gunshot wounds or an edged weapon)	☐	☐	☐	☐	☐
Being shot	☐	☐	☐	☐	☐

SECTION B: Current Officer Safety Training and Future Training Needs

This section examines the types of officer safety training your officers have received, your assessment of officer safety training needs, and challenges to conducting training.

4. Please identify the different types of training that new officers in your agency currently receive in the **academy** or your existing officers have received in the **past 3 years through in-service**.

	ACADEMY Officers in your agency receive training in academy			PRIOR 3 YEARS OF IN-SERVICE Officers in your agency have received in-service training in the past 3 years	
	YES	NO	DO NOT KNOW	YES	NO
Trends in threats to officer safety	☐	☐	☐	☐	☐
Officer survival training	☐	☐	☐	☐	☐
Knowledge on the dynamics of police-citizen encounters	☐	☐	☐	☐	☐
Situational indicators of potential assaults on officers	☐	☐	☐	☐	☐
Characteristics of weapons concealment	☐	☐	☐	☐	☐
Implicit bias training	☐	☐	☐	☐	☐
Resiliency and wellness training	☐	☐	☐	☐	☐

	ACADEMY Officers in your agency receive training in academy			PRIOR 3 YEARS OF IN-SERVICE Officers in your agency have received in-service training in the past 3 years	
	YES	NO	DO NOT KNOW	YES	NO
The principles and tactics of de-escalation	☐	☐	☐	☐	☐
Scenario training for non-lethal force	☐	☐	☐	☐	☐
Scenario training for deadly force	☐	☐	☐	☐	☐
Case law related to use of force	☐	☐	☐	☐	☐
Contacts with the mentally ill	☐	☐	☐	☐	☐
The concepts of legitimacy and procedural justice	☐	☐	☐	☐	☐
Safe handling of illicit drugs and precursor chemicals	☐	☐	☐	☐	☐
Recognizing and countering ambush attacks	☐	☐	☐	☐	☐
Field casualty medical care	☐	☐	☐	☐	☐
Officer rescue tactics	☐	☐	☐	☐	☐
Active shooter training	☐	☐	☐	☐	☐
Crowd management tactics for demonstrations	☐	☐	☐	☐	☐
Balancing demonstration control and 1st Amendment rights	☐	☐	☐	☐	☐
High speed/pursuit driving training	☐	☐	☐	☐	☐
Low speed/routine driving and parking training	☐	☐	☐	☐	☐
Training on driving decision-making and policy (i.e. seatbelt use, speed)	☐	☐	☐	☐	☐

5. In looking forward to the next 3 years, how would you rate the need in your agency for the following officer safety training issues?

	LOW NEED	MODERATE NEED	HIGH NEED
Trends in threats to officer safety	☐	☐	☐
Officer survival training	☐	☐	☐
Knowledge on dynamics of police-citizen encounters	☐	☐	☐
Situational indicators of potential assaults on officers	☐	☐	☐
Characteristics of weapons concealment	☐	☐	☐
Implicit bias training	☐	☐	☐
Resiliency and wellness training	☐	☐	☐
The principles and tactics of de-escalation	☐	☐	☐
Scenario training for non-lethal force	☐	☐	☐
Scenario training for deadly force	☐	☐	☐
Case law related to use of force	☐	☐	☐
Contacts with the mentally ill	☐	☐	☐
The concepts of legitimacy and procedural justice	☐	☐	☐
Safe handling of illicit drugs and precursor chemicals	☐	☐	☐
Recognizing and countering ambush attacks	☐	☐	☐
Field casualty medical care	☐	☐	☐
Officer rescue tactics	☐	☐	☐
Active shooter training	☐	☐	☐
Crowd management tactics for demonstrations	☐	☐	☐
Balancing demonstration control and 1st Amendment rights	☐	☐	☐
High speed/pursuit driving training	☐	☐	☐
Low speed driving/parking training	☐	☐	☐
Training on driving decision-making and policy (i.e. seatbelt use, speed)	☐	☐	☐

6. Are there any types of officer safety training not identified above that you believe is a high need for your agency in the next 3 years? _____
_____
_____

7. How would you rate the following **logistical challenges** to conducting department-wide officer safety training in your agency? For simplicity, consider in relation to classroom and interactive/scenario based use of force and related training, as opposed to driving related training.

	LOW CHALLENGE	MODERATE CHALLENGE	HIGH CHALLENGE
Do not have facilities to conduct training	☐	☐	☐
Do not have equipment for training	☐	☐	☐
Do not have a sufficient number of trainers	☐	☐	☐
Do not have enough funding to conduct department-wide officer training	☐	☐	☐
Resistance to training from officers/deputies	☐	☐	☐
Difficult to identify quality training programs	☐	☐	☐
There is limited time for officer safety training within the current allotment of time for in-service training given other required training.	☐	☐	☐
Given workload demands (i.e. shift coverage), there is limited ability to pull officers away from daily duties to engage in training.	☐	☐	☐
There are limited resources to pay officers overtime to engage in training.	☐	☐	☐
Other _____	☐	☐	☐
Other _____	☐	☐	☐
Other _____	☐	☐	☐

8. What is your level of preference for different officer safety training formats?

	LOW PREFERENCE			HIGH PREFERENCE	
	(1)	(2)	(3)	(4)	(5)
Classroom lecture	☐	☐	☐	☐	☐
Classroom interactive (i.e. blend of lecture, videos, and discussion)	☐	☐	☐	☐	☐
Scenario-based training	☐	☐	☐	☐	☐
Virtual reality (i.e. simulators or related technologies)	☐	☐	☐	☐	☐
Online	☐	☐	☐	☐	☐

9. Does your department use any of the following electronic learning delivery formats to provide any type of officer training?

	YES	NO
Desktop/Laptop at station or related facility	☐	☐
Mobile Digital Terminals in patrol and other vehicles	☐	☐
Mobile Apps	☐	☐

SECTION C: Knowledge of External Officer Safety Training Programs

This section examines your familiarity with existing officer safety training programs.

10. Prior to this survey, had you heard of the VALOR Officer Safety Initiative created by the Bureau of Justice Assistance?

YES ☐   NO ☐

11. Prior to this survey, had your heard of the following specific programs under the VALOR Officer Safety Initiative?

	YES	NO
VALOR Essentials Course for officers – 20-hour classroom based course for field personnel that includes issues such as identifying potential threats in interactions, indicators of weapons concealment, and principles of de-escalation.	☐	☐
VALOR Executive Session – 6-8 hour classroom based session for law enforcement executives on officer safety issues, policies and creating organizational change to improve safety.	☐	☐
ALERRT – (Advanced Law Enforcement Rapid Response Training) Provides different courses geared toward active shooter training.	☐	☐

SECTION D: Comments

Are there any other critical issues on officer safety and related training, along with the challenges to conducting training, that were not covered in the survey above?

_____

Thank you for taking the time to complete this survey.