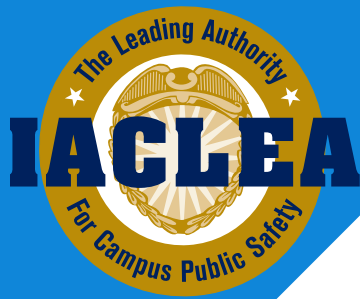


# Shaping the Future of Policing & Public Safety



## Summit on Policy and Accountability

*Convened on  
October 22, 2020*

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please visit IACLEA's Online Education Center.

[education.iaclea.org](https://education.iaclea.org)

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## Panelists



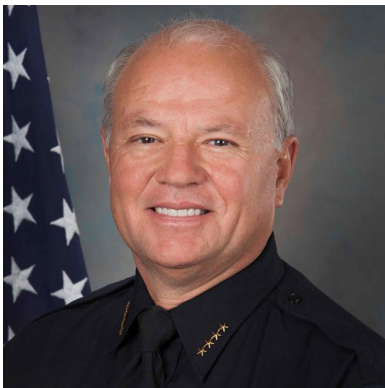
Chief Chris Magnus,  
*Tucson Police Department*



Chief Ceaser Moore,  
*University of Houston*



Chief Tyrone Parham, *University of Massachusetts - Amherst*



Chief Brian Seastone,  
*University of Arizona*



Chief Angela Webb,  
*Southwest Tennessee Community College*



Chief Chris Wuchenich,  
*University of South Carolina*

## Introduction

IACLEA is pleased to present a Summit Series—IACLEA: *Shaping the Future of Policing and Public Safety*—featuring experts from across the spectrum of police and public safety personnel to address issues currently in the international dialogue. The summits are designed to assist you in overcoming the unfolding challenges, changing the narrative around police and public safety, and demonstrating the leadership that campus police and public safety possess. From September 2020 through February 2021, IACLEA will convene police and public safety leaders to discuss community trust and legitimacy, policy and accountability, training and education, officer safety and wellness, and the ever-changing role of police and public safety.

All summit presentations are recorded and can be viewed in IACLEA's Online Education Center, <https://education.iaclea.org/Future-of-Policing-Public-Safety>

***"The reality of our profession is that we take an oath, and we have a code of ethics. It is important that we not overly rely on the policy manual to guide our operations, but that we rely on values. The value of human life is something that we should all hold sacred,"*** said Chief Wuchenich.

## Key Takeaways

**Accountability starts with *who you hire*. It is imperative to hire personnel who understand and are committed to the agency's philosophy and mission.**

See Issue Brief from Summit #1, Trust and Legitimacy, in which participants stated the same view.

[https://www.iaclea.org/assets/uploads/pdfs/IACLEA\\_Summit\\_Sept20\\_Trust\\_Legitimacy\\_12.10.2020\\_FINAL.pdf](https://www.iaclea.org/assets/uploads/pdfs/IACLEA_Summit_Sept20_Trust_Legitimacy_12.10.2020_FINAL.pdf)

*"It is critical to hire the right person/s. It is probably the biggest decision that chiefs make. All the policy, excessive force issues, and accountability matters sometimes come back to the person whom we shouldn't have hired,"* said Chief Parham.

*"We must let people know what we do and what we stand for. If you [applicants] want to chase robbers and go to red lights and sirens all the time and race police cars, this is not the place for you. New personnel have to know agency culture and your expectations,"* said Chief Seastone.

*"Law enforcement officers should be about customer service and knowing who the customer is: our citizens,"* said Director Webb.

*"The entire community, as well as your police department, has a role in holding officers accountable. Accountability involves everyone on the police department and university campus, and other leaders on the campus. They have to feel comfortable coming to the chief about things they see your officers involved in,"* said Chief Moore.

*"We strive to guide our agency with a set of values. Because at 2 am, can an officer recite the policy or the manuals from field training? I need to count on an officer relying on the core values that they hold to guide their reactions,"* said Chief Wuchenich.

**Culture permeates every aspect of every employee's outlook and of every operation. Leaders must create a culture centered on community service, transparency, and continuous improvement in which each agency member can "check" any other agency member without consequence.**

*"Culture eats policy for lunch,"* said Chief Magnus. *"Culture is a perishable skill; it must be constantly addressed."*

*It is time to override the prevailing police culture of past decades that "what happens in our house, stays in our house,"* said Director Webb.

*RE: reducing excessive force. "It has to be unacceptable. Staff needs to know that. Force is part of what we do, but it needs to be reasonable when we do it," said Chief Moore.*

*"If you set organizational culture to the side and don't address it... it gets worse—it doesn't just stay static. Your culture is slipping if you are not focusing on it," said Chief Magnus.*

**"Duty to intervene" applies to routine interactions, as well as serious incidents, and includes action in response to small gestures and language.**

*"The duty to intervene doesn't just apply to high-profile incidents [such as George Floyd's death]. It applies to the micro-aggressions and language. [Officers can] call someone out, respectfully, when they say or do something wrong. Having a culture where that is OK, that we check each other—including the chief—is useful. We all should have a culture where we can intervene, regardless of rank," said Chief Parham.*

*"Partnering officers can no longer hold onto what goes on in our house, stays in our house," said Director Webb.*

**Agency training—and field training, in particular—are important venues in which to reinforce agency culture and duty-to-intervene tactics. Panelists also favor Accreditation as a way to demonstrate to the community your professionalism.**

*"It shows you're on your toes," said Chief Seastone.*

Accreditation is a way to demonstrate the agency is professional, transparent, and "on its toes." Educators understand and value Accreditation and what it signifies.

**Educating the public on police responses is important. Listening to the public is probably more important.**

*"We need to help people understand that we are here to help them," said Chief Seastone. "We are there to protect their rights to be there and protect their safety [during protests/demos]."*

Each panelist indicated that some form of community oversight board exists to work with their agency.

*"At the end of the day, no force looks good," Chief Parham said.*

Body-worn camera video can show a fuller picture of an incident: that officers gave verbal orders before physical actions or force, etc. It may be helpful to share video footage, as part of explaining what transpired, if possible.

## In the current environment, the risk to officers' safety is increasing.

*"Officers are being assaulted, and they are not responding out of fear of backlash on social media," said Chief Moore.*

*"As we recognize individuals in our community as being human, I want the community to recognize that our officers are also human; and they experience the same emotions and feelings. They experience very similar stressors, trying to manage work-life balance and empathy-sympathy balance. I would hope the public would not let politics push the decisions we make about our officers, but the facts and the law," said Director Webb.*

## Discussion

### **Accountability starts with WHO YOU hire. It is imperative to hire personnel who understand and are committed to the agency's philosophy and mission.**

See Issue Brief from Summit #1, Trust and Legitimacy, [https://www.iaclea.org/assets/uploads/pdfs/IACLEA\\_Summit\\_Sept20\\_Trust\\_Legitimacy\\_12.10.2020\\_FINAL.pdf](https://www.iaclea.org/assets/uploads/pdfs/IACLEA_Summit_Sept20_Trust_Legitimacy_12.10.2020_FINAL.pdf)

Campus law enforcement agencies frequently heavily adhere to true community-oriented policing strategies and adopt the "guardian" mentality of policing. Agency applicants should understand the agency's mission focus.

Panelists agreed that hiring is critical—probably the most significant decision a chief will make. A poor hiring decision can undercut a department's effective policy and strong accountability measures and reflect poorly on the entire agency. While accountability starts with the field training officer, a chief sometimes must make the hard decision to terminate new officers once it is clear they will not work out. While this can be hard, given difficulties in recruiting and investments in training, acting can reduce serious problems in the future.

The importance of hiring was also addressed by panelists in Summit #1: Trust and Legitimacy. See Issue Brief: [https://www.iaclea.org/assets/uploads/pdfs/IACLEA\\_Summit\\_Sept20\\_Trust\\_Legitimacy\\_12.10.2020\\_FINAL.pdf](https://www.iaclea.org/assets/uploads/pdfs/IACLEA_Summit_Sept20_Trust_Legitimacy_12.10.2020_FINAL.pdf).

*The chief's consistency in enforcing policies is important. "Whatever you stand for, whatever your rules are, whatever your practices are, you have to be consistent for all your employees," said Chief Moore.*

Officers at all levels play an important role in creating the culture of accountability: field trainers, supervisors, and officers, themselves. It is valuable to address perceptions, even when they do not reflect reality—or they may become reality. A chief will benefit from countering incorrect perceptions.

*Laws are implemented to maintain order and establish justice in society. Police agencies will review laws and design policies, in response. The resulting policies are a system of principles developed, created, and implemented around the mission statement of the organization, said Director Webb.*

When it is necessary in response to a serious/deadly incident, discipline should be fast, so the officer understands why it is used and citizens do not get angrier or assume there will be no accountability.



**Culture permeates every aspect of every employee's outlook and of every operation. Leaders must create a culture of community service, transparency, and continuous improvement in which each agency member can "check" any other agency member without consequence.**

*Despite the importance of clear, current policies, "the policy should be a minimum standard, not the highest standard that an agency has for its personnel and its operations. We strive to guide our agency with a set of values. Because at 2 am, can an officer recite the policy or the manuals from field training? I need to count on an officer relying on the core values that they hold to guide their reactions. And oftentimes, it is those reactions that are the most critical decisions that we make in our careers. It is important that we not overly rely on the policy manual to guide our operations, but that we rely on values. The value of human life is something that we should all hold sacred. The reality of our profession is that we take an oath, and we have a code of ethics. There are a lot of things that guide us beyond just policy. Polices are there to help ensure that as we are able, we evaluate potential circumstances, we anticipate as best we can, and we develop the guidance that we then use as the basis for training. It is not just the policy: it is the values we have, the training we provide, the field training programs that develop those officers beyond basic training; those should all be intertwined within the same context as policy and procedures,"* said Chief Wuchenich.

First-line supervisors and sergeants play an important role in establishing culture. Agency leaders should seek out the "influencers" within the agencies. Additionally, the informal influencers—those who may not have senior rank, but who are respected within the agency—need to be involved in setting the tone and establishing what is acceptable behavior. Panelists agreed using influencers can be highly effective.

*Training of field officers, supervision, and discipline related to issues of excessive force are central factors to ensure compliance with policies. "The chief needs to stand for something. If you accept excessive use of force, then you create a culture where people think it is OK. It must be unacceptable, and staff needs to know that. Force is part of what we do, but it needs to be reasonable when we do it,"* said Chief Moore.

*"If you set organizational culture to the side and don't address it... it gets worse—it doesn't just stay static. Your culture is slipping if you are not focusing on it,"* said Chief Magnus.

**"Duty to intervene" applies to routine interactions, as well as serious incidents, and includes action in response to small gestures and language.**

Agencies can benefit from using "influencers" within the department—model officers who may not have achieved senior rank but who are respected by others—to display good behavior and guide other officers. These influencers can be cultivated through praise and other forms of recognition within the department.

Chief Magnus observed that SWAT teams have a culture in which it is understood that team members examine what occurred and critique each other—even when it is really tough.

***Their approach is: “It’s just a given that we have to be safe and we have to criticize each other. And we will do it professionally, and that is how we learn. How do you cultivate that through the rest of the organization?”***

### **Agency training—and field training, in particular—are important venues in which to reinforce agency culture and duty-to-intervene tactics.**

It likely will take time and use of a range of tactics to incorporate routine and positive after-action review and feedback. Agency leaders may have to practice giving critical feedback to peers. Reviewing incidents on body-worn camera footage allows for good debriefing and learning. Some personnel may not feel comfortable critiquing themselves or colleagues; in that case, starting with footage from other agencies is a good approach. The goal of the review is to answer the question: what could have been done differently?

Chief Seastone (University of Arizona is triple accredited) sought Accreditation because campus law enforcement may not have been viewed as on par with municipal agencies. Earning Accreditation demonstrated the agency’s professionalism and that its policies are in line with state-of-the-art standards and verified by external review.

***Accreditation is “invaluable, especially in a campus community. It puts you up there and proves you are as professional as the College of Medicine, for example. It demonstrates that you go through constant review. It keeps you on your toes,”*** said Chief Seastone.

Chief Wuchenich added that Accreditation can demonstrate to incoming university leaders that chiefs are open to evaluation. It is an important aspect of credibility during changes in leadership.

Sentinel Event Review is valuable, albeit complex. It may be particularly useful on controversial issues or topics about which community members are agitated. The Tucson Police Department (TPD) is one of the first in the country to use this process in the law enforcement context. Chief Magnus shared TPD’s first Sentinel Event Review Board report, which was issued in September 2020 and examined the in-custody deaths of two individuals.

<https://www.tucsonaz.gov/police/critical-incident-review/sentinel-event-review-board-serb>

### **Educating the public on police responses is important. Listening to the public is probably more important.**

It may not be possible to explain the high-profile incidents to community members who are upset by an event. An explanation of facts and laws is unlikely to satisfy community members in the wake of a death or other serious incident.

***Chiefs should “come in with empathy, compassion, show it’s a team effort and that you are part of the community. Explain that the incident is affecting me, too,”*** said Chief Parham.

Each panelist indicated that some form of community oversight board exists to work with their agency.

***“The idea is to make us better,”*** said Chief Seastone.



He believes the board lets the department showcase the many good things the agency does and WHY it does them, across all operations. After each high-profile, negative incident all cops are painted negatively with the same giant brush and that is not accurate. "It is on us to show [that behavior] is not us," he said.

The Police Executive Research Forum Daily Critical Issues Report addressed the topic of oversight on October 22, 2020. Executive Director Chuck Wexler interviewed two international policing experts who have experience creating accountability systems in one of the most difficult policing environments in modern history: creation of the Police Service of Northern Ireland in 2001 to replace the Royal Ulster Constabulary, as part of the Good Friday Agreement reforms. Read the interview: <https://perf.memberclicks.net/criticalissuesoct22>

While reviewing models can be helpful in determining how to establish a citizen review board, each accountability board must be set up to work well in the local environment. Participants agreed that student government leaders may seem obvious selections, but given their involvement in political activities, they may not be fully representative of the student body's viewpoints. Seek a range of stakeholders' views, the panelists recommend.

***"At the end of the day, no force looks good," Chief Parham said. "Even the smallest element of resistance that we must overcome does not look good."***

A few suggestions for explaining incidents to the public (from Chief Parham):

- Put the public through virtual reality training, if possible, so they learn that seconds matter.
- Explain that deadly force is our least-desired option. Most officers—in their entire career—will never use their weapon.
- Listen/seek to understand. Sometimes people just want to vent.
- Provide facts—when people are ready to listen.
  - The high-profile incidents are rarely on college campuses; there is a lot less force being used on college campuses.
  - There is more emphasis on verbal commands now than years ago. Body-worn camera video can show a fuller picture of the incident (e.g., that officers gave orders before violence). Share video footage, as part of explaining what transpired, if possible.

**In the current environment, the risk to officers' safety is increasing.**

***"Social media has completely changed our jobs," said Chief Moore. "Now officers are putting themselves at risk, for not using force when they would be justified or should. They are being hit, punched, assaulted, and injured, because they fear a backlash from a video going viral on social media." Their concern reinforces the importance of having a strong relationship with the community and community leaders, so that if a serious incident occurs, you can engage in dialogue with community members, not just receive outraged responses.***

*"With the human instinct of hesitation in the face of imminent danger combined with the environment of social media, the questioning of law enforcement, the pressures that we are under professionally and personally, I am concerned that these factors will result in more officer hesitation in the face of imminent danger and that they will face lethal force and danger. That could be a consequence,"* said Chief Wuchenich.

*"As we recognize individuals in our community as being human, I want the community to recognize that our officers are also human; and they experience the same emotions and feelings. They experience very similar stressors, trying to manage work-life balance and empathy-sympathy balance. I would hope the public would not let politics push the decisions we make about our officers, but the facts and the law,"* said Director Webb.

## **FACTOID. Panelists shared these staffing levels for their agencies.**

### ***Ratios of patrol officer to patrol supervisor per shift.***

- 3 – 1 Chief Moore (University of Houston)
- 4 – 1 Chief Parham (University of Massachusetts – Amherst)
- 5 – 1 Chief Seastone (University of Arizona)  
6 people on squad. One Sergeant, one Corporal, four patrol officers.
- 5 – 1 Chief Wuchenich (University of South Carolina)  
6 people on squad. One Sergeant, one Corporal, four patrol officers.
- 10 – 1 Director Webb, (Southwest Tennessee Community College)  
One shift for evening; one shift for daytime.

## **RESOURCES**

IACLEA Issue Brief from discussion #1 in Summit Series examining Shaping the Future of Policing and Public Safety, on the topic of Trust and Legitimacy.

[https://www.iaclea.org/assets/uploads/pdfs/IACLEA\\_Summit\\_Sept20\\_Trust\\_Legitimacy\\_12.10.2020\\_FINAL.pdf](https://www.iaclea.org/assets/uploads/pdfs/IACLEA_Summit_Sept20_Trust_Legitimacy_12.10.2020_FINAL.pdf)

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<https://www.tucsonaz.gov/police/critical-incident-review/sentinel-event-review-board-serb> 📄

## Biography



### **Chief Chris Magnus, Police Chief for the City of Tucson, Arizona**

Chief Chris Magnus started his public safety career as a dispatcher with the City of Lansing, Michigan. He was also a paramedic in the mid-Michigan area for close to a decade. During that time, he made the transition to police officer. One of first policing jobs was with the Livingston County (Michigan) Sheriff's Department as a deputy sheriff. He then became a police officer with the Lansing Police Department where he spent the next 15 years of his law enforcement career.

In 1999, Chief Magnus became the police chief in Fargo, North Dakota, where he played a key role in implementing the first two-state regional dispatch system in the nation, a forensic children's interview center, and a refugee liaison program for the area's many new immigrants and refugees. In 2006, Chris Magnus was selected as police chief for Richmond, California—a highly diverse, urban community of 115,000 residents in the San Francisco Bay Area. He served as chief for 10 years. In Richmond he strengthened ties between the police and the community and worked with others to dramatically reduce what had been historically high levels of crime. Chief Magnus also implemented numerous reforms within the police department.

Chris Magnus was appointed to be the police chief for the City of Tucson, Arizona in January of 2016. In this position, he reorganized the agency to better meet community needs, implemented a deflection program for persons with small amounts of illegal drugs, developed a sentinel event review process for major incidents, and led a nationally recognized program for dealing with people in mental health crisis.

In 2015, Magnus testified before the President's Task Force on 21st Century Policing on best practice models of community policing. The chief also serves as an expert witness for the U.S. Department of Justice, working closely with both the Civil Rights Division and the COPS Office on policing issues in various cities around the country.

Chief Magnus has a Master's degree in Labor Relations and a Bachelor's degree in Criminal Justice from Michigan State University. He attended the "Senior Executives in State & Local Government" program at the Harvard Kennedy School.



### **Ceaser Moore, JR**

On February 20, 2012, the University of Houston named Ceaser Moore Jr. as the new chief of police of the UH Department. Moore brought to UH more than 30 years of experience in law enforcement, including specialized experience in law enforcement, private security, teaching at the college level, and police management.

Moore joined the Houston Police Department in 1984 and held the ranks of police officer, sergeant, lieutenant, and captain. Moore has extensive experience in the areas of patrol, internal affairs, field training, firearms, traffic and accident control, burglary and theft, metal crimes and investigations, evidence storage and handling, cadet training, uniform purchasing and distribution, and financial crimes.

Moore received a Bachelor's of Science in Criminal Justice from the University of Houston- Downtown, and a Master's of Science in Criminal Justice Management from Sam Houston State University. Along with his academic achievements, he is a graduate of the Federal Bureau of Investigation (FBI) National Academy – 191st Session. Additionally, Moore returned to the FBI Academy as an instructor focusing on Hate Crimes. Moore has completed the prestigious Senior Management Institute for Police hosted by PERF. He has also completed two Harvard's Programs: Advanced Negotiations and Strategic Leadership.

## Biography



### **Chief Tyrone A. Parham, Assistant Vice Chancellor/Chief of Police at the University of Massachusetts Amherst**

Tyrone A. Parham was named to the position of the Assistant Vice Chancellor/Chief of Police at the University of Massachusetts Amherst in January 2016. He oversees 62 sworn officers on a large and complex residential college campus consisting of over 30,000 students. Between 2011 - 2016, Parham served as Chief of Police at the Pennsylvania State University in University Park, where he led a 51 member sworn department on a large college campus with over 47,000 students. Parham joined the Penn State University Police Department in 1989 as a student security officer. In 1993 he was hired as a patrol officer and rose through the ranks, holding the positions of detective, lieutenant, assistant chief, and deputy chief before his appointment as chief. Parham holds a Bachelor's Degree in Crime, Law, & Justice and a Master's Degree in Workforce Education & Development, both from the Pennsylvania State University. He is a graduate of the FBI National Academy Class # 244 and PERF's Senior Management Institute for Police Class #68.

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### **Chief Brian Seastone, Chief of Police at the University of Arizona**

Chief Brian Seastone began his law enforcement career with the Boulder (Colorado) Police Department in 1972 as a high school police "cadet." In 1974, while in his senior year of high school, the Boulder County Sheriff hired him to manage the evidence/property room. After graduating from Boulder High School, Seastone received extensive training in crime scene investigation and became the Boulder County Sheriff Department's major crime scene processor. In 1978, Seastone received his law enforcement commission and continued to work in the Detective Bureau until his move to Tucson in 1980.

Seastone joined UAPD in October 1980 and attended the Tucson Police Department Training Academy, where he graduated as the honor cadet. During his career at UAPD, he has served in all divisions and capacities within the department. Additionally, Seastone held the position of the department's Accreditation Manager from 1990-2000, managed the department's first three accreditation processes, and served as UAPD's Public Information Officer for many years.

Chief Seastone was named the UA's first Manager of Emergency Preparedness in 2005, a position he still holds in addition to being the Chief of Police.

Chief Seastone was sworn in as the University's Police Chief on March 1, 2014. Chief Seastone is a graduate of the 213th session of the Federal Bureau of Investigation National Academy. He has a Master of Education degree in Education and a Bachelor of Arts degree in Management. Chief Seastone is the recipient of several awards and recognitions from UAPD, the University of Arizona, and other state and national organizations.

## Biography



### **L. Angela Webb, Director of Police Services at Southwest TN Community College**

L. Angela Webb (L. A.) was born in Memphis, Tennessee, but grew up in Los Angeles, California. L. Angela Webb is a 1985 graduate of Morningside High School in Inglewood, CA. Immediately after graduation, she moved to Memphis. L. Angela Webb's professional career began in 1986 when the Memphis Police Department employed her as a Police Service Technician. After completing her training, she became a sworn police officer in 1989.

While employed with the Memphis Police Department, she earned her Bachelor of Arts degree in Applied Psychology from Christian Brothers University, graduating with the honor of Magna Cum Laude (2001). She continued her education at the University of Arkansas, Fayetteville. She graduated with honors and received her Masters of Science degree in Operations Management with a certification in Human Resource Administration (2004). During her tenure with the Memphis Police Department, L. Angela Webb received numerous awards and recognitions, including the Individual Administrative Award of Excellence from the mayor of the City of Memphis for her work on streamlining the police employment process.

L. Angela Webb worked diligently to increase her knowledge and experience with the Memphis Police Department, so she worked in uniform patrol, where she was specially trained as a Crisis Intervention Officer and Field Training Officer. Throughout her career, she also worked in the Community Oriented Police department, the Organized Crime Unit, the Special Traffic Investigation Bureau, the Felony Response Unit, the Robbery Bureau, the Homicide Bureau, and at the Memphis Police Training Academy as the Employment Coordinator and Training Instructor. L. Angela Webb retired from the Memphis Police Department in 2015, after providing almost twenty-nine years of service to the citizens of Memphis. She retired at the rank of Major in her last assignment as the evening shift commander of the North Main Station.

L. Angela Webb is currently employed at Southwest TN Community College, where she serves as the first female Director of Police Services/Public Safety. She is responsible for campus safety and security for the two main campuses and the three satellite centers. She manages a small police force of forty-three sworn law enforcement officers, three dispatchers, and five campus safety technicians. L. Angela Webb received the Vice President's Award for Excellence in 2018 and 2019. In 2019, L. Angela Webb led her department and college to earn the national award for Safety Planning and Leadership from the American Association of Community Colleges.

L. Angela Webb is very engaged in her community and has spent countless hours volunteering her time by serving as a mentor in varying capacities. She volunteered her time to the Young Ladies of Chastity, where she mentored teenage girls between the ages of twelve and seventeen. She mentored to our heroes in the We Are Not Alone Police Women's Cancer Support Group. She currently serves as a Southwest Mentors Advancing Retention, Teamwork, and Success mentor (SMARTS), which provides a supportive relationship between students and staff at Southwest TN Community College. She served as a member of the Juvenile Court's Foster Care Review Board and as a committee member of the Juvenile Detention Assessment Initiative.

L. Angela Webb is a 2013 graduate of the City of Memphis' Emerging Leaders Program and is a 2017 graduate of the Leadership Memphis Fast Track program. In her spare time, if ever she has any, she enjoys traveling and high energy, adrenaline-filled activities.

L. Angela Webb is also a very dynamic member of the Memphis Alumnae Chapter of Delta Sigma Theta Sorority, Inc. The chapter has 600 active members. She is held in high esteem, considered an exemplary, motivational leader, was awarded the 2017 Delta of The Year award and the 2017 Regional Alumnae Member of the Year award, for her hard work and dedication. During the 2018-2020 biennium, L. Angela Webb



served as the chapter's Second Vice President in charge of membership services and retention. In June of 2020, L. Angela Webb was elected to serve as the chapter's First Vice President managing the chapter's Program, Planning, and Development.

In 2018, L. Angela Webb established Webb Solutions Training and Consulting business. A highly dedicated and motivated training company with experience in training small and large groups across multiple diverse industries. She provides customized, cost-efficient, quality training designed to accelerate individual and organizational productivity. Through innovative designing, developing, and delivering successful training programs, she will inspire, inform, and empower the members of your organization to reach their full potential. Webb Solutions has the efficacy to promote your group through our proven track record of success. We are adept at organizing and facilitating management, leadership, team building, and law enforcement programs, training sessions, and activities.

L. Angela Webb (L. A.) lives by the tenets that sharing knowledge is powerful and therefore, she encourages, facilitates, and extends learning as an experience.



**Chief Christopher L. (Chris) Wuchenich, AVP for Law Enforcement and Safety/Chief of Police at the University of South Carolina**

Chris serves as the Associate Vice President for Law Enforcement and Safety for the University of South Carolina. His responsibilities include providing senior executive leadership and oversight of all law enforcement, emergency management, physical security, threat assessment and management, laboratory safety, environmental safety, fire safety, industrial hygiene, hazardous waste, occupational safety, and enterprise risk management and insurance services functions at the University's flagship campus in Columbia.

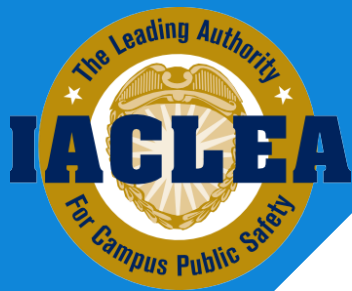
As Chief of the University of South Carolina – Columbia Police Department, Chris leads a team of 108 law enforcement employees, including 78 sworn law enforcement officers with statewide arrest authority to protect an ethnically and socially diverse community composed of over 40,000 students, faculty, and staff.

Over more than 20 years, Chris has served through the ranks of the University's police department beginning as a graduate student intern, before successive appointments including but not limited to: patrol officer, investigator, physical security, CALEA accreditation manager, and associate director. In 2010 Chris was selected as the Chief of Police. As Chief Chris has been instrumental in leading his Division and the University through several critical incidents and emergencies. Under Chris' leadership the Division has expanded its services operations and staffing by over fifty percent.

Chris holds both a Bachelor's Degree and a Master's Degree from the University of South Carolina. He is a board certified Public Manager, and Certified Protection Professional. Chris is also an alumnus of the F.B.I National Academy (213), the Police Executive Research Forum Senior Management Institute for Police (52), the South Carolina Narcotics Commander School, the FBI Carolina Command College, and the Harvard Kennedy School of Government's Crisis Leadership in Higher Education, Senior Executives in State and Local Government, and Strategic Management of Regulatory and Enforcement Agencies.



# Shaping the Future of Policing & Public Safety



This 2020-21 Summit Series is aimed at assisting policing professionals in overcoming the challenges of our time, changing the narrative around police and public safety, and demonstrating the leadership that we know you possess.

September 24: Trust & Legitimacy

October 22: Policy & Accountability

November 19: Re-Imagining Training & Education

December 17: Officer Safety & Wellness

February 18: Ever-Changing Role of Police & Public Safety

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