RANDY MEANS & ASSOCIATES, LLC
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The IMPACT Project



The Power of Positive Personal Contacts: Their Ripple Effect

Problem

There are no consistently applied performance standards for the most important skill domain in law enforcement. Human relations and interpersonal communications skills are the most important skills a law-enforcement officer could possibly have, but there is wide disagreement on what exactly those skills look like in field applications. Consequently, training, supervision and discipline are inconsistent, at best. Horror stories abound, as do claimed successes. Widely varying theories and applications receive anecdotal and experiential credit and blame, but there has been little concerted or systematic application of subject matter expertise to this important matter. Officer performance runs the gamut from sound to poor with little useful organizational feedback or intervention.

Solution

Using true subject matter expertise to: 1) Identify performance criteria and standards for officer-citizen communication, 2) Develop correlated evaluative tools, and 3) Create an associated training program. This project recognizes the criticality of human relations and interpersonal communication skills and the need to assure the presence of those skills in new and incumbent law enforcement officers. To that end, the IMPACT Project has identified appropriate performance criteria and created "real life" evaluation scenarios for assuring these skills in officer-citizen contacts. It has also created correlated training and remediation tools, including computer/video-based training for use as necessary and/or desirable. *Analogous to video-based firearms simulation training, this project allows for accurate assessment and training of interpersonal communication competencies.*

Credibility

To develop all project criteria, the project has utilized a faculty of Subject Matter Experts (SMEs) whose qualifications include both extensive law enforcement experience and highly relevant, advanced academic credentials. *The SMEs average more than 30 years of full-time experience as extremely successful police officers*. They include two veteran licensed Ph.D. psychologists, as well as experts with master's degrees in communication studies and/or doctorate degrees in human behavior. All teach law enforcement communication skills nationally and/or internationally. Most teach in upper division college and university settings. Also, the Project Executive Director has a relevant doctorate degree, 47 years' experience in evaluating the proper use of police authority and has taught this subject matter to law enforcement audiences nationally for decades. This may be the strongest team ever assembled, at least by a private company, for the purpose of identifying performance criteria in police officer-citizen communication.

Benefits

Improvement in officer performance in this skill domain will strengthen community relations, increase investigative effectiveness, reduce complaints and lawsuits, minimize use of force, enhance officer and public safety, improve working relationships, and reduce work-related stress.

Training & Assessment System

Ask … an officer where they train or drill to improve weapons proficiency, emergency driving skill, or defensive tactics and they will name a space with safeguards designed to safely learn, practice, and demonstrate necessary skills. Ask the same officer where they practice officer-citizen communication skills and they will likely say, "at work" or "in the field." Our 40+ years of training and consulting with hundreds of agencies and a half-million law enforcement officers has taught us the field is a dangerous place to practice this most important skill.

We Searched … for years to find a well-designed training and assessment system we could recommend to our client agencies and discovered it did not exist. So, we brought the best people in the country together to create a safe space for valid communication skills training, practice and assessment. They have created a media-based training system that:

1) Explains the principles of tactical communication excellence, including conflict management, de-escalation and non-escalation techniques;
2) Demonstrates the application of these principles in everyday officer encounters with victims, witnesses and suspects; and
3) Provides officers with a valid assessment of their communication proficiency.

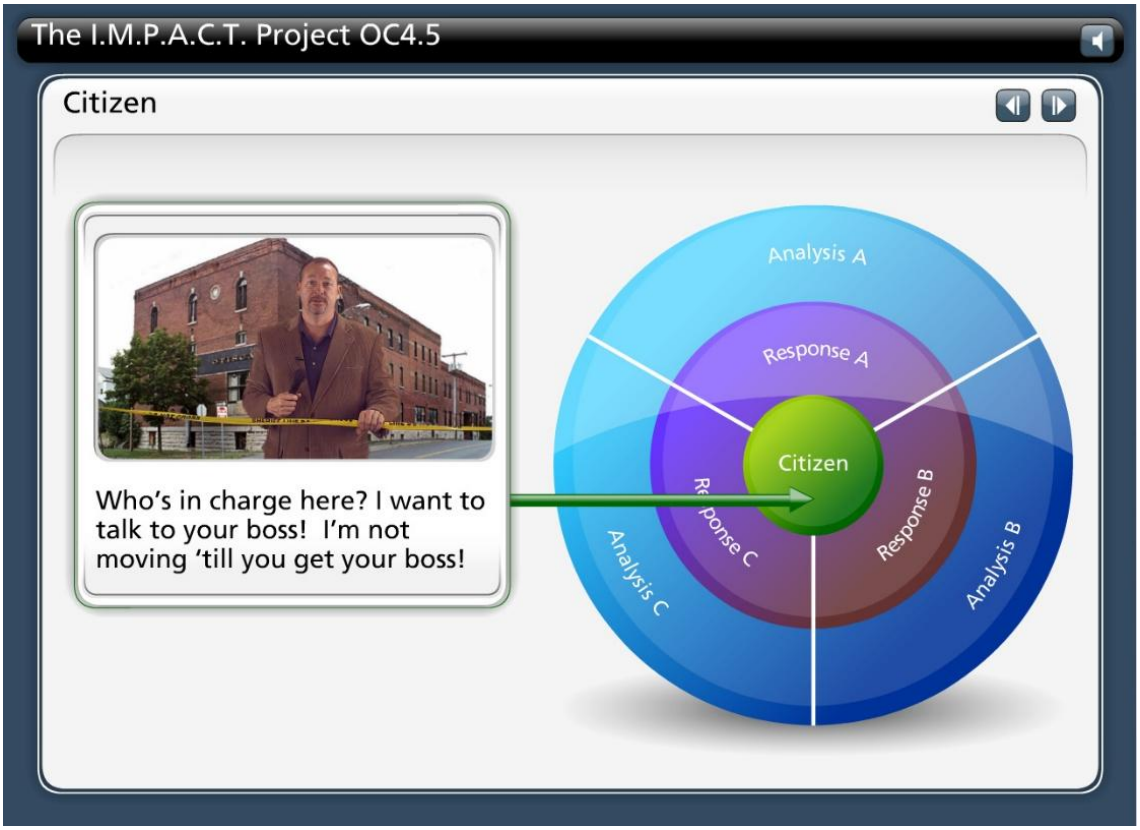
Role-Play & Assessment Videos … It is difficult to get officers to role-play effectively with one another for the purpose of improving interpersonal communication skills, so we developed video role-play scenes to provide officers and agencies a safe and effective training space to practice using the IMPACT communication principles. There are 30 video scenarios, divided into five groups ('six-packs') each of which would require an hour or less of role-playing involvement by an individual officer. In each scenario the citizen speaks five or six times so there are more than 150 communicative junctures (total) requiring officer responses. We also developed a revolutionary *IMPACT Assessment Instrument* to measure individual officer performance and provide prescriptive coaching in areas that need improvement. This provides officers with useable feedback to improve their people skills – and furnishes the organization with needed feedback and input for recognition or remediation as indicated. **Cost: $1,500**



Our Video Scenes Include …

1. Alleged Racial Discrimination
2. Angry Parent at a Ballgame
3. Armed Robbery Victim
4. Attempted Arrest Warrant Service
5. Child Custody Dispute
6. Citizen Complaint
7. Civil Matter Dispute
8. Confused Senior Citizen
9. Contact with Gang Members
10. Distraught Family Member
11. Domestic Disturbance
12. Drunk at a Public Event
13. Evacuation
14. Hesitant Witness
15. Homeless/Emotionally Disturbed Person
16. Irate Crowd
17. Irate Motorist
18. Irate Parent
19. Landlord-Tenant Dispute
20. Loud Music/Party
21. Media at Fire Scene
22. Missing Child
23. Natural Death
24. Rape Victim
25. Refusal to Leave Premises
26. Suicidal Subject
27. Suicide Investigation
28. Suspected Drunk Driver
29. Suspicious Person
30. Traffic Collision

Our Self-Guided Digital Tutorial Device



The above colorful bull's-eye user dashboard makes navigating through the computer-based trainer simple and reduces any program learning curve or frustration. There is a total of 30 video scenarios in the program. In every scenario the citizen speaks five or six times. After each citizen response there are three different prerecorded officer responses. The responses are categorized as "A" for Awful, "B" for Better (but not good), and "C" for Correct (good). Each scenario contains 15 or 18 recorded officer responses and 15 or 18 matching segments of expert analysis evaluating the positive and negative verbal and non-verbal behavior used. The self-guided tutorial program can be used whenever an officer has a computer or MDT available and the opportunity to work on tactical communication excellence. So, it is a training tool and can help with remediation of performance problems if needed. **Cost: $1,500.**

If purchased together, the cost of the two products above is reduced to $2,500.

With this package, you get both of the above products and allow the highest and best use of the IMPACT Training and Assessment System.

Note: If you would like to receive assessor/coaches live training on how to best utilize these products, which we recommend but do not require, that live training would cost $3,500 for a one-day onsite session, and $2500 for a second (consecutive) day onsite. A live, interactive webinar version of the same training can be purchased for $2,000 per day. One day is adequate but a two-day program allows a deeper dive and more training exercises. Your choice.

OTHER IMPACT PROJECT PRODUCTS. SERVICES & TRAINING

LIVE TRAINING: 1-2 day In-Person Training or Live Interactive Webinar on communication skills. Pricing is the same as above. Two days allows more depth and breadth of coverage and more use of video scenarios – or identify two groups. Do one day for officers, one day for leadership.

VIDEO TRAINING: "Why Be Nice" – The Power of Positive Personal Contacts. A 33- minute video by Randy Means encapsulating the benefits of consistent public contact professionalism. This is the best-selling video in our organizational history. Cost: $100 for unlimited use by purchasing agency only.

Note: A series of 10 to 12, 10-15 minute videos based on our 2026 e-book on Public Contact Professionalism (see below) will be available by summer 2027. Cost: $595

E-BOOK: Public Contact Professionalism for Law Enforcement Officers and Their Leaders – Human Relations, Interpersonal Communication, De-Escalation and Non-Escalation of Conflict Cost: $49.95 (discount for bulk orders)

MODEL POLICY: Human Relations and Interpersonal Communication – based on the principles and initiatives put forward in our E-Book above. Cost: $500

ASSESSMENT & TESTING: In addition to the assessment tools described above, we've created a written test assuring understanding of critical communicative principles. Cost: $1,000 (that cost includes our grading of tests and related report back to you).

IMPACT PROJECT DIRECTORS



Attorney Randy Means
Executive Director



Dr. Waheba Zeidan
Director



Chief (Ret.) Robert Trebes
Associate Director

Our Academic Faculty

Advanced and Highly Relevant Academic Credentials
Vast Law Enforcement Experience

Paul Whitesell, Ph.D., was Superintendent of the Indiana State Police and is a practicing psychotherapist specializing in police issues and police personnel. He has been a full-time police officer since 1974 with Indiana State Police, the Fort Wayne (IN) Police Department and several other municipal agencies. He holds Diplomat status in three areas within the American College of Forensic Examiners. He travels extensively presenting on issues of human behavior, police procedure and interpersonal communication and has been an adjunct faculty member at Indiana University. He teaches officer safety and survival nationally and has both academic and applied expertise in police combat communication and psychology. A Marine close-combat instructor and Vietnam combat veteran, he is a court certified expert in defensive tactics and has been inducted into two martial arts halls of fame.

Brian Fitch, Ph.D., who died in 2019 at the age of 59, retired several years earlier as a Watch Commander for the Los Angeles County Sheriff's Department. He worked a variety of assignments in field operations, the detective division, training and as a supervisor in both patrol and confinement. A lieutenant and communication skills trainer for the Sheriff's Department, Dr. Fitch held a state university faculty position in psychology for ten years and developed and instituted a variety of acclaimed communication courses throughout the country. He was featured on an *A&E* television special on interrogation techniques and has taught interview and interrogation courses nationally and internationally, including for foreign governments. A conflict management expert, his master's degree is from the University of California system; his Doctorate Degree from the Fielding Graduate Institute.

Dennis Conroy, Ph.D., is a licensed Psychologist and retired after over 30+ years service as a police officer and supervisor with the Saint Paul (MN) Police Department. During that time his diverse assignments included Patrol Officer, Juvenile Officer, Patrol Supervisor, Vice/Narcotics Investigator, Director of the Professional Development Institute, Director of the Field Training Program, Communications Center Supervisor and Director of the Employee Assistance Program. During his more than 30 years of clinical experience in psychology, he has taught regularly in upper division collegiate settings, blending psychology and law enforcement in such courses as Human Behavior in Law Enforcement and The Psychology of Victims. His High-Risk Communications seminars are taught nationally. He is the author of the book *Officers at Risk* and is also a Marine Corps Vietnam combat veteran.

Sandra Terhune-Bickler, Ph.D., has degrees from UCLA, California State University-Northridge, and the Fielding Graduate Institute and is a retired 25-year officer with the Santa Monica Police Department in the west L.A. area. She spent years in Patrol and in the Motorcycle Unit and was then assigned to Personnel and Training. She was a Crisis Negotiator for 11 years and coordinated the department's Peer Support Program. She is a California P.O.S.T. Master Instructor and designed the 24-hour course on *Crisis Negotiations Skills for First Responders* used by California P.O.S.T. Dr. Terhune-Bickler has taught a variety of acclaimed crisis negotiations and tactical communication courses for law enforcement groups throughout California (including the LAPD) and nationally. Her noteworthy article on negotiations was published in the *FBI Law Enforcement Journal*.



TO LEARN MORE ABOUT OUR PRODUCTS, SERVICES & TRAINING
VISIT OUR WEBSITE WWW.RANDYMEANS.COM OR CALL 302-757-5002
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