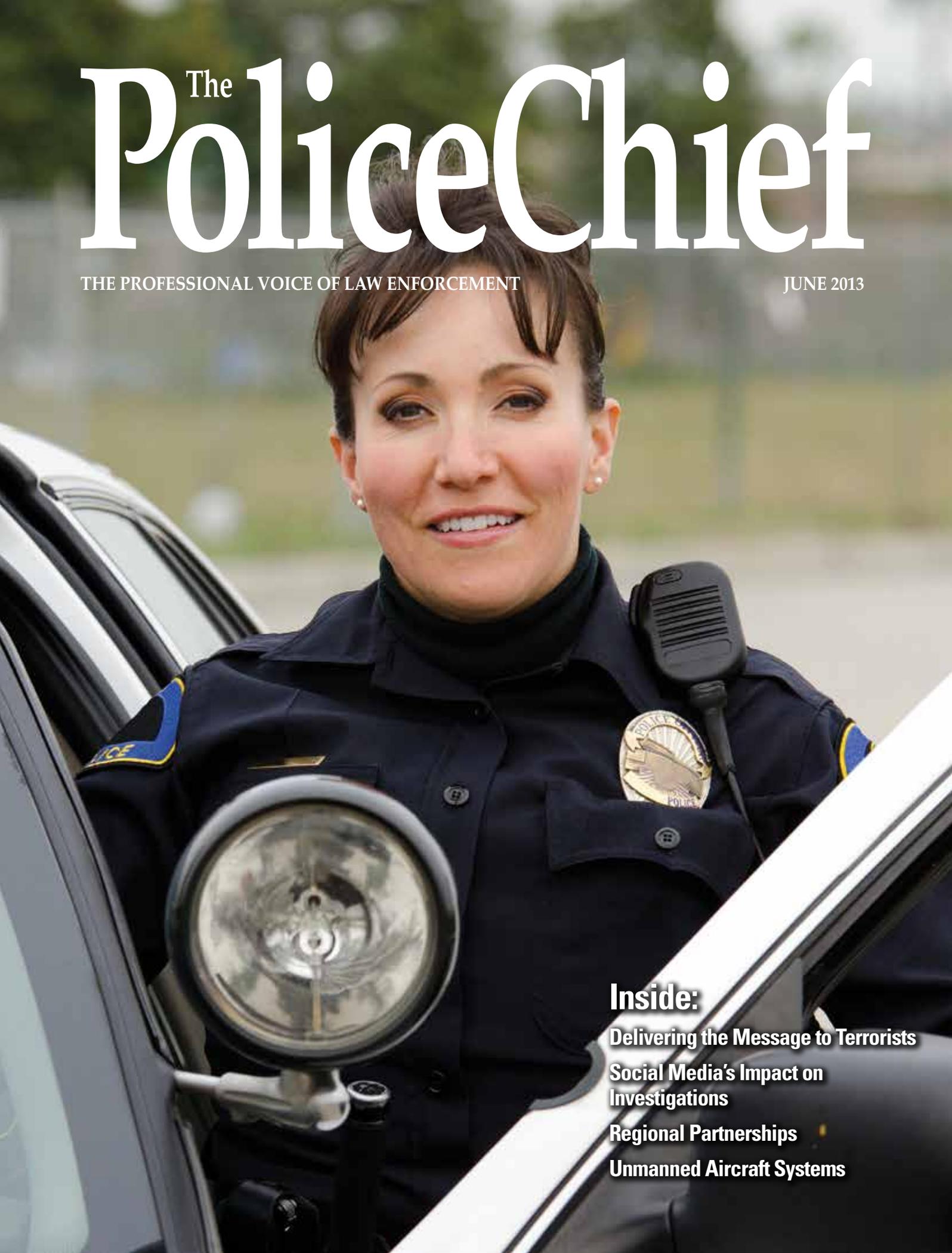


# The Police Chief

THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

JUNE 2013



## **Inside:**

**Delivering the Message to Terrorists**

**Social Media's Impact on  
Investigations**

**Regional Partnerships**

**Unmanned Aircraft Systems**

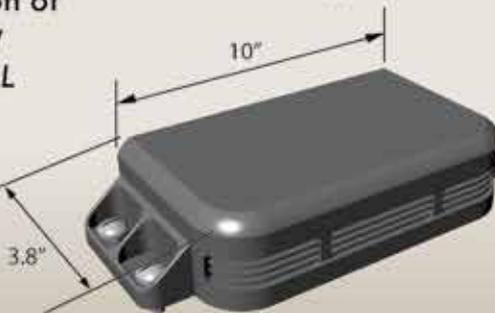


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Social media and other technologies are integral to policing in today's world. While terrorists and other criminals have embraced technology to support their activities, law enforcement agencies are using technology to prevent and solve crimes. The IACP Technology Center and the IACP Center for Social Media are leading efforts to help law enforcement personnel develop policy guidance. This issue of the *Police Chief* magazine addresses the application of social media and other technologies by law enforcement agencies.

# The Police Chief

JUNE 2013  
VOLUME LXXX, NUMBER 6

The official publication of the International Association of Chiefs of Police, Inc.

## ARTICLES

- 18 Terrorism and the Technology Gap**  
By Bryan Ware
- 20 Talking Points: Delivering the Message to Terrorists—The Boston Way**  
By Stephen E. Flynn
- 24 Fighting Terrorism: International Models for Law Enforcement**  
By Nadav Morag
- 28 Developing Policy on Using Social Media for Intelligence and Investigations**  
By Vernon M. Keenan, Dawn Diedrich, and Bradley Martin
- 32 Violent Domestic Extremism and the Role of Social Media within Law Enforcement**  
By Rob Finch and Kory Flowers
- 42 A Practical Application: Facial Recognition Technology**  
By Owen McShane and Anne Dowling
- 56 Product Feature: Mobile Computers**  
By Scott Harris
- 60 Unmanned Aircraft Systems: All the Boxes Checked, but Challenges Remain**  
By Brett Davis and Don Roby
- 64 Combating Financial Fraud and ID Theft through Regional Partnerships**  
By Karen Lissy and Tim Gately

## COLUMNS

- 6 President's Message: IACP: Get Connected—Get Involved**  
By Craig T. Steckler
- 8 Legislative Alert: Congress Considers EPCA Changes**  
By Gene Voegtlin
- 12 Research in Brief: What Do We Get out of Homicide Reviews?**  
By Mallory O'Brien
- 14 Officer Safety Corner: Keeping Yourself and Your Family Safe Off-Duty**  
By Arthur Kurkowski
- 16 Chief's Counsel: Caring for an Adult Child under the Family and Medical Leave Act**  
By John M. Collins

## DEPARTMENTS

- 46 New Members**
- 53 Product Update**
- 70 Index to Advertisers**
- 72 Highway Safety Initiatives**
- 74 Awards Notice**

Jim McMahon / *Deputy Executive Director/Chief of Staff*  
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## IACP: Get Connected—Get Involved

Over the last 120 years, the IACP has served as a leader in the law enforcement profession, striving each day to provide law enforcement executives around the world with the skills, knowledge, and tools they need to lead their agencies effectively.

The IACP's record of accomplishment in these efforts is a testament to the wisdom of our founders, who realized that having police chiefs working together, sharing information, and learning from the experience of other police executives was fundamental to their ability to protect their communities from crime and violence.

Recognizing that the timely sharing of information is critical to our success in meeting our vision of "Serving the Leaders of Today, Developing the Leaders of Tomorrow," the IACP has launched a number of outreach efforts that are designed to keep our membership updated, connected, and more involved with the day-to-day activities of the IACP.

**IACP News** is a biweekly electronic newsletter emailed to all IACP members. IACP News contains the latest information on upcoming IACP events, emerging issues of importance to the law enforcement community, information on IACP awards programs, the latest law enforcement job opportunities, and more.

**The IACP Blog** ([www.theiacpblog.org](http://www.theiacpblog.org)) is updated several times per week and contains detailed information on various events and meetings and announcements from the IACP. The blog also hosts messages and firsthand accounts of recent events from IACP leadership and members. For example, recent posts have addressed the investigation of the Boston Marathon Bombing; the explosion in West, Texas; and the continuing hunt for Joanne Chesimard.

**IACP Twitter feed** (@TheIACP) is updated daily (usually several times per day). The Twitter feed provides the latest information on issues of importance to the law enforcement community. It is also the quickest way to keep up to speed with new announcements from the IACP such as the release of new reports, upcoming meetings, registration deadlines, and so forth. In addition, the IACP has hosted several "Twitter chats" with members of the IACP leadership and other key leaders in the law enforcement community. These events allow Twitter users the opportunity to interact directly with the participants and to address critical issues confronting the law enforcement community.

**The IACP Facebook page** ([www.facebook.com/TheIACP](http://www.facebook.com/TheIACP)) showcases meetings and events in which staff and members are participants. This allows you to see firsthand the work of the association on your behalf. Additionally, the IACP's Facebook page allows for interactive conversations on programs of the IACP like the Center for Social Media and the Center for Officer Safety and Wellness. For example, every Wednesday a post is made highlighting wellness and the law enforcement community. Wellness Wednesday provides food for thought on a variety of topics such as returning combat veterans, smoking cessation, weight management, and more.

Clearly, through these various outlets, and also through the *Police Chief* magazine, the IACP is demonstrating its commitment to keeping members connected and informed about the efforts that the IACP makes on behalf of its membership on a daily basis.

However, if we are to be truly successful in our efforts, we need your involvement. That is why I urge you to get more involved with the IACP and to encourage your peers to do the same.

There are a variety of opportunities for membership involvement. For example, IACP's committees are composed of dedi-

cated IACP members from throughout the world, and they address the most crucial issues facing the law enforcement community today, ranging from arson and explosives to communications and technology. Over the years, the experts who are members of IACP's committees have produced a vast number of publications and projects for the benefit of the law enforcement profession.

The IACP relies on our committees for a tremendous amount of work. They serve as our subject matter experts on a number of issues that are critical to both the association and the law enforcement profession as a whole. Because of this responsibility, it is not surprising that the IACP has 39 standing committees, several committee coordinating panels, and various ad hoc committees. Roughly 1,200 IACP members serve on our committees and are involved in a wide variety of projects, initiatives, and award programs on behalf of the association. Although committee membership is limited, most committees are always looking for new members who are eager to join in their efforts to advance the law enforcement profession. A list of committees can be found on the IACP website at [www.theiacp.org](http://www.theiacp.org) under the membership tab.

In addition to IACP committees, IACP sections offer another avenue for membership participation. Unlike IACP committees, which are usually focused on a specific topic and have a limited membership, IACP sections have a much broader focus and are designed to allow all members with an interest in a certain aspect of law enforcement to participate. There are currently 20 IACP membership sections ranging from the Smaller Department Section to the IACP Legal Officers Section. The full listing of sections can also be found on the IACP website at [www.theiacp.org](http://www.theiacp.org) under the membership tab.

Remember, as a member, you are the key to our success. Your active participation and support of the IACP provide a unified voice for the law enforcement community on a national and international level. Your active membership allows IACP to serve as a platform for the exchange of ideas and best practices among law enforcement leaders around the world.

If you are interested in finding out about more ways that you can be involved in the IACP, please send an email to [information@theiacp.org](mailto:information@theiacp.org). ♦



**Craig T. Steckler, Chief of Police (Retired), Fremont, California, Police Department**



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## Congress Considers EPCA Changes

By Gene Voegtlin, Director,  
SACOP, IACP

Committees in both the House and Senate have begun consideration of legislation to update the current laws governing law enforcement's ability to access electronic communications. The Electronic Privacy in Communications Act (EPCA), enacted in 1986, was designed to extend existing legal restrictions covering electronic surveillance on telephones to include transmissions of electronic data by computer. However, over the past 25 years, the rapid changes in technology have given rise to a number of issues that are not directly addressed by the EPCA statute.

In late April, the Senate Judiciary Committee approved legislation (S. 607) that would amend the current law in several key ways. For example, the legislation would require search warrants for all electronic communications stored with a third-party provider. This is a change from current law which requires a search warrant only for unopened emails sent in the past six months. Mail older than 180 days requires only a subpoena. In addition, S. 607 would require the government to notify an individual that their emails have been accessed within 10 business days of obtaining the search warrant. Under the bill, law enforcement can ask the court to delay notification for 180 days if necessary to preserve the case or to protect safety.

S. 607 is currently cleared for consideration by the full Senate. However, no action has been scheduled at this time.

Law enforcement access to email is only one of the areas addressed as part of the EPCA debate. For example, questions concerning law enforcement access to geolocation information that is stored on cellphones and other electronic devices now play a key role in many law enforcement investigations.

Recently, the House Judiciary Committee held a hearing on the importance of geolocation technology in law enforcement investigations. IACP Police Investigative Operations Committee Chair, Pete Modafferi, testified on behalf of the IACP. In his remarks before the committee, Chair Modafferi stressed the great potential that lies in law enforcement's utilization of the innovations in geolocation information. "Utilizing this information in the early stages of an investigation often provides fundamental building blocks on which cases may rest."

A key focal point of the debate over geolocation technology is the question of what process and evidentiary standard must law enforcement meet in order to obtain geolocation data. Current law is unclear on this point, which has led to a variety of requirements and processes throughout the United States.

Some privacy advocates have called for new legislation that would require law enforcement agencies to establish probable cause and obtain a search warrant before they can access geolocation data. The IACP opposes these proposals.

As Chair Modafferi said in his statement before the House Judiciary Committee, "Geolocation evidence is essential to obtain in the early stages of investigations when probable cause has not been established. Requiring probable cause to get basic, limited information about a person's historical location would make it significantly more difficult to solve crimes and seek justice for victims."

Modafferi continued "We do not have the luxury of setting the pace at a crime scene or in conducting an investigation. If we are constrained by a process that slows our progress in pursuing justice by extending the timeline of an investigation, the digital evidence at a crime scene may well go unexplored, evidence not be seized and analyzed, and our investigation will not meet our needs or the expectations of victims or civilized society as a whole."

The House is expected to continue its consideration of EPCA reform over the coming months.

### 2013 IACP Resolutions Deadline Approaches

The submission deadline for resolutions to be considered at the 2013 IACP Annual Conference is August 20, 2013.

The resolutions process is the cornerstone of IACP's policy development. Through this process the association membership addresses critical issues facing law enforcement. The resolution binds the official actions of the IACP staff and activities and serves as the guiding statement in accomplishing the work of the association.

Individual members, committees, sections, or divisions submitting resolutions for membership consideration must do so in writing to the IACP Executive Director for processing and forwarding to the Resolutions Committee no less than 60 days prior to the annual conference.

Once submitted the resolution will be reviewed by the IACP Resolutions Committee who will identify any areas of question or concern. During this review process, the Resolutions Committee may also request that other IACP Committee/Section or relevant subject matter experts review and comment upon the proposed resolution. Once the review process is complete, the Resolutions Committee will present the resolutions to the membership for ratification during a business meeting at the IACP Annual Conference.

If you are interested in submitting a resolution or have any questions, please contact information@theiacp.org. ❖

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**Registration for this course cannot be accomplished online.** To register or for more information, please contact IACP Project Coordinator, Kathleen Martinez, at 703-836-6767 ext. 261 or [martinez@theiacp.org](mailto:martinez@theiacp.org).

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## Missouri

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*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
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Week 2: September 2-6, 2013  
Week 3: September 30-October 4, 2013

## New Mexico

Albuquerque Police Department  
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Week 1: August 19-23, 2013  
Week 2: September 16-20, 2013  
Week 3: October 7-11, 2013

Eddy County Sheriff's Office  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
Week 1: September 23-27, 2013  
Week 2: October 21-25, 2013  
Week 3: November 18-22, 2013

## Virginia

Norfolk Police Department  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
Week 1: September 14-20, 2013  
Week 2: October 14-18, 2013  
Week 3: November 4-8, 2013

## Washington

Spokane Police Department  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
Week 1: September 16-20, 2013  
Week 2: October 14-18, 2013  
Week 3: November 11-15, 2013

The IACP Research Advisory Committee is proud to offer the monthly "Research in Brief" column. This column features evidence-based research summaries that highlight actionable recommendations for *Police Chief* magazine readers to consider within their own agencies. The goal of the column is to feature research that is innovative, credible, and relevant to a diverse law enforcement audience.

## What Do We Get out of Homicide Reviews?

By Mallory O'Brien, PhD, Clinical Assistant Professor, Marquette University, Milwaukee, Wisconsin

A recently released study evaluated comprehensive crime incident review processes focusing on homicides. In February 2005, the National Institute of Justice (NIJ) funded the Harvard School of Public Health to evaluate the Milwaukee Homicide Review Commission (MHRC).<sup>1</sup>

The MHRC was formally established in January 2005; the goal was to support innovative homicide prevention and intervention strategies through strategic problem analysis. For eight years, over 100 entities have participated in MHRC's homicide reviews, an information sharing and strategic problem-solving process that starts with a structured and comprehensive review of a homicide or shooting case, with input from multiple stakeholders (police, prosecutors, corrections, community service providers, and so forth). The reviews can identify additional leads as well as gaps in the system (for example, "what could have been done differently to prevent this incident") and possible solutions in the form of action items or recommendations. Some recommendations are "quick fixes" and others can take years (particularly legislative recommendations). Some involve one partner and others require the commitment of several partners. Each review seeks to develop a detailed description of each homicide, individual- and community-level risk factors, and systems-level prevention recommendations.

Initially set up as a pilot project, the reviews included homicides only from select police districts. Currently, the reviews cover the entire city and include a Criminal Justice Review (monthly meeting with criminal justice professionals), Community Service Provider Review (bimonthly review of closed cases with community service) and a Domestic Violence (DV) Review, (bimonthly review) Additionally, weekly nonfatal shooting reviews and bimonthly near fatal DV reviews occur. Finally, a semiannual Community Member Review, a review with residents and community leaders, occurs.

The MHRC was designed and implemented by practitioners and academics based on their joint recognition that ongoing data collection, analysis, and performance measures are key elements in dealing with urban homicide problems. Homicide problems evolve over time and cities must be positioned to identify and understand new trends,

implement appropriate strategies, and adjust strategies as necessary. Dynamic and adaptable processes, rather than tactics and specific programs, are needed to manage and control urban violence. The MHRC provides a neutral forum for the ongoing analyses of homicide problems.

### Evaluation: Does It Work?

The evaluation, which used a randomized matched pair design, covered January 2005 through December 2007. Overall, the homicide review process revealed that homicides in the city's intervention districts were largely clustered in very specific places among active offenders who were well known to the criminal justice system. Homicides were often the outcome of an ongoing dispute between individuals or groups (usually gangs) and involved disrespect, status, and retribution as motives.

The principal "product" of the MHRC has been a comprehensive set of *actionable* recommendations developed by the review teams and ratified by the Working and Executive Committees of the MHRC, implementation of which was continually monitored by the MHRC. In general, the MHRC recommendations better positioned criminal justice, social services, and community-based organizations to address high-risk places and high-risk people central to recurring homicide problems. These recommendations have led to significant changes in the policies and procedures of the criminal justice agencies and are credited by participants for improving both criminal justice and community provider capabilities to prevent violence. A key to this increased ability has been improved communication, information sharing, and cooperation both within and among criminal justice agencies, community service providers, and community members.

Using a time series of monthly counts of homicides in the control and treatment districts (January 1999 – December 2006), the impact evaluation revealed that the implementation of the MHRC interventions was associated with a statistically significant (52 percent) decrease in the monthly count of homicides in the treatment districts. The control districts experienced a non-significant (9.2 percent) decrease in homicides, controlling for the other covariates. While these analyses cannot be used to specify the exact effect of the MHRC interventions, they do make a solid case that the MHRC interventions were associated with a noteworthy decrease in homicides. As such, the evaluation concluded that the

homicide review process adds considerable value to understanding the nature of urban homicide problems, crafting appropriate interventions to address underlying risks associated with homicides, implementing innovative strategies to address these risks, and assessing the impacts of these strategies.

### Training and Technical Assistance Opportunities

The review model is being replicated in other jurisdictions. In 2010, the Department of Justice, Office of Community Oriented Policing Services awarded MHRC funding through a cooperative agreement to train other urban jurisdictions in the homicide review process as a community oriented policing method to reduce violent crimes, specifically homicides and shootings. As a result of the project, over 90 jurisdictions to date have been trained on the homicide review method. Several jurisdictions are starting their own reviews; including Baton Rouge, Birmingham, Chicago, Indianapolis, New Orleans, and Saginaw.

The homicide review model blends public health and criminal justice approaches into one comprehensive process that spans the gamut from prevention, intervention, and suppression. The MHRC model is unique; it reduces silos, increases collaboration among nontraditional partners, enhances interagency accountability, and greatly expands an agency's ability to target finite resources. Jurisdictions that do not have high homicide or violent crime rates recognize these benefits and are adopting the review method to combat other crimes such as sexual assaults and robberies. Some departments might not have developed a specific review process to the extent that that Milwaukee has, yet they are modifying existing partnerships to reflect key elements of the homicide review process, focusing particularly on systematic case reviews, enhanced partnerships, and improvements in communications and information sharing. ♦

### Action Areas

1. Visit <http://city.milwaukee.gov/hrc> for more information on the MHRC, including training and technical assistance opportunities.
2. Consider replicating a homicide review commission in your jurisdiction to better problem solve around high-crime issues.

### Note:

<sup>1</sup>Deborah Azrael, Anthony A. Braga, and Mallory O'Brien *Developing the Capacity to Understand and Prevent Homicide: An Evaluation of the Milwaukee Homicide Review Commission* (January 2013), <https://www.ncjrs.gov/pdffiles1/nij/grants/240814.pdf> (accessed May 8, 2013).

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## Keeping Yourself and Your Family Safe Off-Duty

*By Arthur Kurkowski, Senior Lead Officer, Los Angeles Port Police Department, San Pedro, California*

Law enforcement professionals take on-duty safety very seriously. However, less discussion occurs or training is given on the topic of safety while off duty and at home, specifically when family members are involved. This article will review some of the basic safety concerns while off duty, as well as provide some tips on keeping loved ones safe.

### Don't Get Ready...Be Ready

Off-duty encounters and shootings can occur anytime, anywhere. They have taken place at homes, stores, banks, sporting events, bars, and restaurants. An off-duty officer may become caught in a mall shooting while having dinner with a spouse or in an armed robbery while buying a snack with the kids at a local convenience store. It is important to remember that any situation, no matter how minor at the onset, can easily escalate into a deadly encounter for which the officer might not be prepared. Things can quickly turn for the worse if the officer's family is present. If becoming directly involved is absolutely necessary, such as in the case of a violent crime unfolding in the officer's presence, the decision-making process should include the questions of being properly equipped for the job and preserving the immediate safety of the family. Off-duty officers have no partner or backup, have no radio, and are not wearing body armor. They may be carrying just a 5-shot revolver with a limited amount of ammunition. It's important not to lose sight of the differences in equipment we carry on duty and off duty as these factors can have life-altering consequences.

### Have a Plan

An off-duty officer taking enforcement action while dressed in civilian attire and holding a firearm may be easily mistaken for an armed suspect by the responding patrol units. Training should include actually drawing the off-duty weapon, presentation of the badge or ID, and a clear verbal announcement to alert the public. To prepare for an event where family members are present, it is beneficial not only to discuss but also to rehearse the specific actions the officer would like his or her family to carry out. Practical application in any training goes a long way. As the event unfolds, kids and spouses need to immediately move away from the officer without any discussion, as they may be caught in the line of fire or be taken hostage. This can be accomplished with a pre-determined code word or other

signal. They can assist by placing the call for help, making sure to relay the fact that an off-duty officer is at the scene, and giving a detailed description. It may be a good idea to input several of the local police stations' phone numbers into everyone's cellphones since 9-1-1 does not always pick up immediately. Loved ones can also be made aware of some basic tactical concepts such as cover versus concealment, cross-fire, lateral movement, and so on. Since fear and panic may become a limiting factor, practicing with the family ahead of time will instill confidence and may help the officer focus on the task at hand.

### Protect Your Identity

Family members and even friends need to know not to divulge the officer's identity in public. Seemingly innocent comments like "Daddy, you're a cop, do something" or "You need to quiet down because my friend over here is a cop" can have dire consequences for the off-duty officer. This issue should be made clear before the officer is caught off guard in a bad situation.

### My Home Is My Castle...

Law enforcement officers' home addresses are no longer confidential information. Many free public websites exist where a search by last name or phone number provides a listing of a person's current and prior addresses. This is unfortunate and should be considered as a family and home security issue as any arrestee can now go to the web and find out where you live. Historically, some officers have been victims of burglaries and even ambushes at their homes. Installing a security alarm, motion sensor lights, or owning a dog can increase the family's safety. Having properly secured weapons in various parts of the home may also be an option, keeping child safety concerns in mind. Loved ones can help by developing good habits of keeping the doors and windows secured and understanding the meaning of situational awareness. They should know quick escape routes and procedures, especially in homes with a second floor (where a rope ladder may come in handy).

Pride in our profession, agency, or unit can sometimes work against us as well. Officers need to keep in mind that when they wear or display their law enforcement T-shirts, jackets, stickers, or license plate covers in public, they are jeopardizing not only their own safety but also the safety of their family. Leaving an unmarked or K-9 vehicle in the driveway of your home does not help either. In some cases, criminals have targeted officers' homes or vehicles because they knew that a burglary would likely yield some firearms or other gear.

## Social Media

Another topic that potentially works against the officer, family, and home security is the widespread use of social networking websites—Facebook, MySpace, Twitter, and so forth. Officers may need to discuss with their families, especially with their kids, what and how much personal information is to be shared on these sites. Questions to ask are what the kids post about their parent's job, whom are they befriending, what are their privacy settings, if work-related photos of officers in uniform are being posted or any other sensitive information such as when the family is leaving on a vacation.

## Conclusion

Taking the time to discuss the various topics related to off-duty safety for the officer and their loved ones is definitely worthwhile. Chiefs and supervisors can help facilitate roll call training on this topic. Also, check with law enforcement trainers in your area for the availability of an off-duty survival course. ❖

If you are interested in writing for Officer Safety Corner, please visit <http://www.theiacp.org/OSC> or email [officersafety@theiacp.org](mailto:officersafety@theiacp.org) for more information.



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# Caring for an Adult Child under the Family and Medical Leave Act

By John M. (Jack) Collins, General Counsel, Massachusetts Chiefs of Police Association, Grafton, Massachusetts

In January 2013, the U.S. Department of Labor (DOL) issued an Administrator's Interpretation (AI) to clarify the factors an employer must consider when an employee requests leave to care for an adult child. There is very little new information, and the main target of the interpretation may be DOL field staff to ensure they are all on the same page. This AI provides a good opportunity for chiefs to brush up on their Family and Medical Leave Act (FMLA) procedures and paperwork requirements.

Under the FMLA, so long as an employee meets the normal criteria, such as having worked at least 1,250 hours in the last year and so forth, that person is entitled to leave to care for a child with a serious health condition. Under the DOL regulations, a **child** is defined as a son or daughter who is (1) under the age of 18; or (2) age 18 or older and "incapable of self-care because of a mental or physical disability" at the time that FMLA leave is to commence. Before an employee can take FMLA leave to care for his or her adult son or daughter, two factors must be present: the child must

- be incapable of self-care; and
- have a disability as defined by the Americans with Disabilities Act (ADA).

The main thrust of the AI seems to be an effort to clarify the following issues:

- the age of the child at the onset of the disability;
- the impact of the ADA Amendments Act of 2008 (ADAAA) on the interpretation of *disability* under the FMLA; and
- the availability of FMLA leave for parents to care for an adult child who becomes disabled during military service.

A child younger than 18 years of age is a "son or daughter" under the FMLA without regard to whether or not the child has a disability. An

eligible employee requesting FMLA leave to care for a son or daughter younger than 18 years of age must show only a need to care for the child due to a serious health condition. However, in order to meet the FMLA's definition of a "son or daughter," an adult child (that is one who is 18 years of age or older) must have a mental or physical disability and be incapable of self-care because of that disability.

## Age of the Disabled Child

Whether the child has always been disabled or has suffered a recent injury that renders him or her disabled is not an impediment. Under the AI, the FMLA covers an adult child who suffers from a disability that originated prior to age 18 as well as one that did not commence until adulthood.

## Impact of the ADAAA

The U.S. Equal Employment Opportunity Commission's position, as well as statutory language, has consistently been that the definition of disability under the ADA should "be construed in favor of broad coverage"<sup>1</sup> and "should not demand extensive analysis"<sup>2</sup> and that the agency would follow this same principle in interpreting the FMLA as well. This will enable more parents to take FMLA leave to care for their adult children with disabilities.

The FMLA regulations define "incapable of self-care because of mental or physical disability" as when an adult son or daughter "requires active assistance or supervision to provide daily self-care in three or more of the 'activities of daily living' (ADLs) or 'instrumental activities of daily living' (IADLs)."<sup>3</sup> A parent will be entitled to take FMLA leave to care for a son or daughter 18 years of age or older, if the adult son or daughter

- has a disability as defined by the ADA;
- is incapable of self-care due to that disability;
- has a serious health condition; and
- is in need of care due to the serious health condition.

It is only when all four requirements are met that an eligible employee is entitled to FMLA-protected leave to care for his or her adult son or daughter.

## Disability

Traditionally, the DOL, in its FMLA regulations, has adopted the ADA's definition of disability for the purposes of defining a son or daughter age 18 or older under the FMLA. Not surprisingly, the DOL endorsed the changes to the definition of *disability* under the ADAAA and warned that these changes clearly will impact an employee's ability to take FMLA leave to care for an adult child.

The EEOC's implementing regulations for the ADAAA provide additional guidance on the scope of coverage by observing that some impairments will virtually always qualify as disabilities because, by their very nature, they substantially limit at least one major life activity.<sup>4</sup> Impairments that "should easily be concluded" to be substantially limiting include deafness, blindness, intellectual disability, missing limbs or mobility impairments requiring the use of a wheelchair, autism, cancer, cerebral palsy, diabetes, epilepsy, multiple sclerosis, Human Immunodeficiency Virus (HIV) infection, muscular dystrophy, major depressive disorder, bipolar disorder, post-traumatic stress disorder, obsessive compulsive disorder, and schizophrenia.<sup>5</sup>

## Incapable of Self-Care

The FMLA requires that the adult child must be "incapable of self-care" because of his or her disability in order to meet the definition of a son or daughter.<sup>6</sup> "Activities of daily living include adaptive activities such as caring appropriately for one's grooming and hygiene, bathing, dressing, and eating. Instrumental activities of daily living include cooking, cleaning, shopping, taking public transportation, paying bills, maintaining a residence, using telephones and directories, using a post office, etc."<sup>7</sup> (emphasis in the original) The list of ADLs and IADLs in the regulations is

not exhaustive, and additional activities such as assistance with medication management, should also be considered in determining whether an adult son or daughter is incapable of self-care because of a disability. The determination of whether an adult son or daughter is incapable of self-care due to a disability under the FMLA is a fact-specific determination that must be made based on the individual's condition at the time of the requested leave. Such a determination must focus on whether the individual currently needs active assistance or supervision in performing three or more ADLs or IADLs. The determination must be based on all relevant factors that might impact the ability of the individual to perform ADLs or IADLs without active assistance or supervision, including, for example, the current effect of any episodic impairment.

### Serious Health Condition

In order for a parent to take FMLA-protected leave to care for his or her adult child, the son or daughter also must be determined to have a "serious health condition," as defined by the FMLA.<sup>8</sup> Under the FMLA, a serious health condition is an illness, injury, impairment, or physical or mental condition that involves inpatient care or continuing treatment by a health care provider.<sup>9</sup> For practical purposes, many impairments will satisfy both the ADA's expanded definition of "disability" and the definition of "serious health condition," even though the statutory tests are different.

### Needed to Care

Finally, in order for a parent to take FMLA leave to care for an adult son or daughter, the parent must be "needed to care" for that son or daughter due to the serious health condition.<sup>10</sup> The parent may be needed to care for his or her adult son or daughter if, for example, because of the serious health condition the adult child is "unable to care for his or her own basic medical, hygienic, or nutritional needs or safety, or is unable to transport himself or herself to the doctor."<sup>11</sup> The term "needed to care" also includes providing psychological comfort and reassurance that would be beneficial to a son or daughter with a serious health condition who is receiving inpatient or home care.<sup>12</sup>

### Impact on Military Leave

The FMLA was amended several years ago to provide enhanced coverage for servicemembers and their families. Under the amendments, up to a 26-week period is available. However, under the AI, if the servicemember's injury or illness lasts beyond the 12-month period covered by the military caregiver leave entitlement, caregivers for adult children who have been wounded or sustained an injury or illness in military service may be allowed to take more leave than the 26 workweeks provided for under the FMLA. Essentially, the family member (so long as he or she still qualifies for FMLA leave) is entitled to take additional FMLA leave in subsequent FMLA leave years due to the child's serious health con-

dition, so long as the adult child is unable to care for him or herself due to a disability.

### Recommendations

While the FMLA calls on employers to make a designation of FMLA leave in the first few days of an employee's absence where it appears the individual will be out three or more days, this is not always an easy call. In some cases, it may not even be possible. Especially when an officer is slow in providing details, chiefs may not have enough information to make the FMLA determination because he or she does not have any confirmation that the adult child actually is disabled. Too often, officers are slow in returning forms that describe the nature of their own or a family member's medical condition. Chiefs should periodically remind all department members that there is a strict requirement that a medical certification be supplied whenever an employee is placed on FLMA leave.

With many military personnel returning home, it will not be surprising to find officers or other department employees asking for some extended FMLA leave to care for wounded veterans. In general, most chiefs are likely to welcome the opportunity to accommodate. However, the same procedure should be followed whenever an employee asks for FMLA leave to care for a disabled adult child. An officer's 20-year old daughter who has been struck by a car and will spend the next few months in traction before

making what the doctors say will be a full recovery still qualifies under the FMLA as a disabled adult child.

Consultation with municipal labor counsel is appropriate whenever a police officer or other department staff members asks for FMLA leave to care for an adult child with an alleged disability. By following a consistent policy of working with counsel and thoroughly evaluating all information, charges of discriminatory enforcement will be avoided. ♦

### Notes:

- <sup>1</sup> 42 U.S.C. § 12102(4).
- <sup>2</sup> 29 C.F.R. § 1630.1(c)(4).
- <sup>3</sup> 29 C.F.R. § 825.122(c)(1).
- <sup>4</sup> See 29 C.F.R. §§ 1630.2(j)(3)(i)-(iii).
- <sup>5</sup> *Id.*
- <sup>6</sup> 29 U.S.C. § 2611(12).
- <sup>7</sup> 29 C.F.R. § 825.122(c)(1).
- <sup>8</sup> See 29 C.F.R. §§ 825.100(a), 825.112(a)(3).
- <sup>9</sup> 29 C.F.R. § 825.113(a).
- <sup>10</sup> 29 C.F.R. §§ 825.112(a)(3), 825.124.
- <sup>11</sup> 29 C.F.R. § 825.124(a).
- <sup>12</sup> *Id.*

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# Terrorism and the Technology Gap

By Bryan Ware, Chief Technology Officer,  
Haystax Technology, McLean, Virginia

**T**he Boston Marathon bombing, subsequent manhunt, and current investigation are unprecedented—due not only to the nature of the attack but because of how much information has been available to law enforcement, the public, and the suspects. Data came in at a staggering velocity within seconds of the twin explosions, yielding constant changes and misreporting, as well as the timely apprehension of the suspects.

For all its successes, “big data” can also expose many limitations in existing technologies, demonstrating the need for new capabilities and providing new collaborative opportunities for law enforcement and technology developers. Some of the technologies discussed already exist in some form but are not yet ideally suited to the needs of this kind of event.

## Avid for Intelligence

The Boston investigation demonstrates the ability to request and receive video and photos from witnesses to the blast and from private security cameras in the vicinity.<sup>1</sup> When receiving a large volume of these data, there needs to be an image and video management system that is able to stitch together the various images in both space and time, something akin to the Avid video editing and production suite used in the entertainment industry.<sup>2</sup>

Each image from a smartphone carries telemetry data that can be used to orient it in space and time. Add hundreds or even thousands of those images together, taken from different vantage points and different times, and an amazingly detailed mosaic of the environment comes in focus. Being able to play it back to particular time stamps is an enormous challenge and opportunity. Similar ideas can be seen in movies, but these have not yet made the trip from the big screen to the real world. As cities install more CCTV units, there will be increasing amounts of imagery and video available for investigations—and the technology to harness it needs to be available to law enforcement.

**Complex Event Processing (CEP):** It is difficult to imagine the barrage of information flying at the Boston law enforcement team on April 15, 2013: citizen tips, social media posts, 9-1-1 calls, and forensic evidence to name a few. Often in investigations, the primary information management system is email, and it would not take long in a rapidly evolving event for officers to be drowned in message traffic and for them to miss critical pieces of information. CEP is an idea typically found in machine automation, but automating alerts based on key events could ensure that the right message gets to the right people automatically.<sup>3</sup> That might mean any small event in a key location (or a certain type of activity anywhere) generates an alert. In order for CEP to be effective for a rapidly evolving situation, it requires a configuration interface and integration into data streams and messaging systems. The CEP has to be consumer-friendly almost out of the box.

**Link Analysis:** Rapidly unfolding situations need first responders and law enforcement administrators to organize the information and tie it together in a way that allows a story to develop and a case to be built. As authorities try to figure out who the suspects are, little pieces of information come in continuously, answering critical questions like: How many suspects are there? Where do they live? Where do they work? How are they tied together? This link analysis is certainly the promise of software vendors like Palantir, IBM/i2, Visual Analytics, Centrifuge, and others. However, unless the department has developed the capability to use these tools rapidly, this level of sophistication may be missing at a critical time. The products, business models, and capabilities destined for use in crises must evolve in order to make the kind of headway needed during a fast-moving event.

**Geographic Information Systems (GIS):** Every law enforcement and homeland security agency has GIS tools. However, today’s GIS systems are built on old software architectures to support geographers. Now, they need to be rebuilt for the velocity of social media data, for easy and rapid data entry, for simple analysis, and for quick information sharing and reporting. The needs of law enforcement are to see the locations of events, suspect homes, and the crime scenes and then correlate that data with reporting from social media. There are tools in geo-enabled consumer apps such as Foursquare, Google Maps, Yelp, and Find My iPhone; however, these apps were not built for large-scale investigations. What are needed are the professional tools with greater capability.

**Crowd Analytics:** From the DARPA Challenge to the recent Intelligence Advanced Research Projects Activity developing a crowd forecasting program has been a pretty hot topic for research.<sup>4</sup> Release of suspect photos to the community (crowd) can help identify suspects. The crowd presents a massive computational reasoning capability with the entire Internet at its disposal. In the Boston bombings, it was reported that the crowd was able to find the suspects’ Russian-language social network VKontakte (VK), Twitter, and other social media accounts faster than the government. Leveraging the crowd for search, translation, information dissemination, and such bears much promise and much peril. More will be written about the ill-fated Reddit community attempt to analyze crime scene imagery,<sup>5</sup> but make no mistake—a well-organized crowd can be a powerful tool.

## Social Identity

Identity resolution and identity management capabilities are used every day by law enforcement and intelligence agencies. But these capabilities struggle with low-quality data sources. It's one thing to find an identity match with a name, date of birth, and social security number; it's something else entirely when the name has multiple spellings and there's no other useful information. It's particularly hard to find that person's social media identity—perhaps the first place you'll see their extreme views or other information that may provide additional leads or explanations of motives. And, in many cases, fraudulent websites are created as quickly as the event unfolds, further confusing the search for suspect identities. High-quality but rapid social identity solutions are needed to understand a person's identity when their official government identity is either unknown or insufficient. And these tools must not only be timely in order to have any value to law enforcement, they must also be accurate.

**Social TTL:** The concept of tagging, tracking, and locating (TTL) is well known in the intelligence and special operations communities. While all of the technology capabilities to identify the user and track the location of his mobile phone exist, the capability is not readily available to law enforcement in a timely manner.

**Phone Neutralization and Intercept:** A common technique for detonating explosive devices is by mobile calls or messages. Along with the Social TTL idea, there is a need to neutralize, intercept, or exploit the mobile phones of suspects. This need is essential with several assailants or a protracted standoff. While products exist that would allow law enforcement to disable a phone from communicating on the network, track it precisely, and even send it direct messages, they are not widely used.

## Digital Canvassing

Considering today's high volume of Tweets, Facebook updates, Yelp check-ins, Instagram posts, and YouTube uploads, a methodology for identifying potential witnesses or suspects is to play back all of those time-stamped posts to determine who was in the vicinity and when. Similar to deploying police officers to canvass a neighborhood, a digital canvass allows investigators to review what was in the public social space that might yield clues and successfully close investigations. ♦

### Notes:

<sup>1</sup>"FBI Assists Boston Police Department Regarding Explosions along Marathon Route and Elsewhere," press release, April 15, 2013, <http://www.fbi.gov/boston/press-releases/2013/fbi-assists-boston-police-department-regarding-the-explosions-along-the-marathon-route-and-remains-on-scene> (accessed May 9, 2013).

<sup>2</sup>"Media Composer Family," Avid, <http://www.avid.com/US/products/family/Media-Composer> (accessed May 9, 2013).

<sup>3</sup>Wikipedia, s.v. "Complex Event Processing," [http://en.wikipedia.org/wiki/Complex\\_event\\_processing](http://en.wikipedia.org/wiki/Complex_event_processing) (accessed May 9, 2013).

<sup>4</sup>"Aggregative Contingent Estimation (ACE)," Intelligence Advanced Research Projects Activity, <http://www.iarpa.gov/Programs/ia/ACE/ace.html> (accessed May 9, 2013); "Creating and Preventing Strategic Surprise," Defense Advanced Research Projects Agency (DARPA), <http://www.darpa.mil> (accessed May 9, 2013).

<sup>5</sup>Blog.redd.it, "Reflections on the Recent Boston Crisis," blog entry by Erik, April 22, 2013, <http://blog.redd.it.com/2013/04/reflections-on-recent-boston-crisis.html> (accessed May 9, 2013); Jess Bidgood, "Body of Missing Student at Brown Is Discovered," *The New York Times*, April 25, 2013, [http://www.nytimes.com/2013/04/26/us/sunil-tripathi-student-at-brown-is-found-dead.html?\\_r=0](http://www.nytimes.com/2013/04/26/us/sunil-tripathi-student-at-brown-is-found-dead.html?_r=0) (accessed May 9, 2013).

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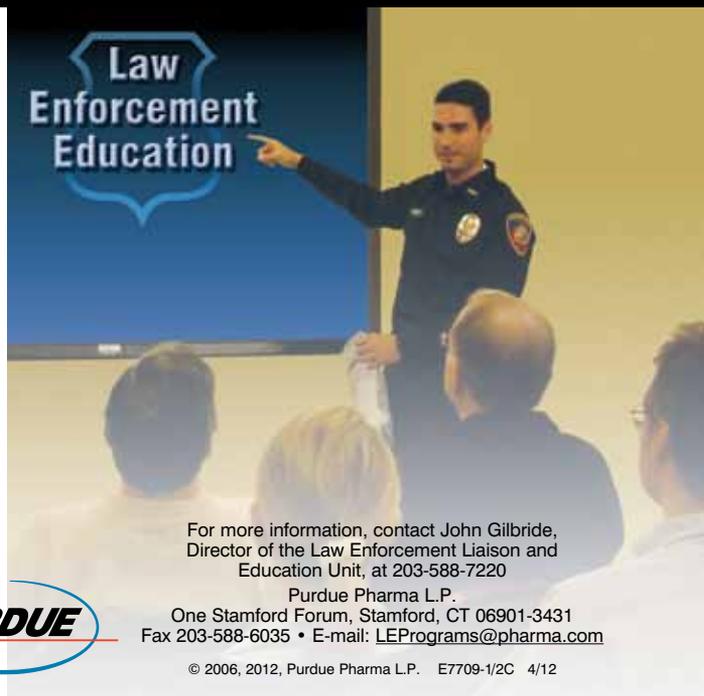
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Law enforcement leaders are often called upon to speak about local terrorist threats. Presented here are talking points about the 2013 Boston Marathon attack.

## If You See Something, Say Something

The nationwide If You See Something, Say Something public awareness campaign is a simple and effective program to raise public awareness of indicators of terrorism and terrorism-related crime and to emphasize the importance of reporting suspicious activity to the proper local law enforcement authorities.

This campaign underscores the concept that homeland security begins with hometown security. An alert public plays a critical role in keeping the United States safe. Strengthening hometown security involves creating partnerships across state and local governments as well as the private sector.

The If You See Something, Say Something campaign includes public service announcements that have been distributed to television and radio stations across the United States. The campaign continues to expand, and local departments can participate by contacting the U.S. Department of Homeland Security.

For more information, visit <http://www.dhs.gov/if-you-see-something-say-something-campaign>.



## Talking Points

### Delivering the Message to Terrorists—The Boston Way

*By Stephen E. Flynn, Co-Director, George J. Kostas Research Institute for Homeland Security, Northeastern University, Boston, Massachusetts*

**T**he twin bombings at the Boston Marathon and the manhunt for the Tsarnaev brothers captivated the nation in the last weeks of April 2013. Nearly a dozen years after 9/11, a great U.S. city was once again under attack. Typical of U.S. citizens, the response by Bostonians was to care for the wounded, support efforts by law enforcement to identify and apprehend the culprits, and take back their lives.

Societal resilience can help deter future terror attacks. Embracing it is not an act of defeatism and resignation. Instead, it is a commitment to ensuring that communities and critical infrastructures are not soft and tempting targets for those who might consider pursuing terrorism as a means of warfare. If an attack ends up being a

fizzle instead of a big bang, would-be terrorists have to reconsider the value of undertaking such attacks on U.S. soil. Terrorism as a weapon becomes far less potent and attractive when it fails to achieve its disruptive goals.

There are four lessons learned from the Boston attacks.

**Not all acts of violence can be prevented:** It is important to recognize that since every act of violence cannot be prevented, it is a good idea to be well prepared for when bad things do happen. Investments in drills and exercises at the local level pay off in saving lives. In the critical seconds and minutes after a disaster strikes, it is family members, neighbors, perfect strangers, and local public safety personnel that will often spell the

difference between life and death. So channeling resources to enhance local capabilities makes sense.

**The community is an indispensable asset:** In the aftermath of an attack, it is vitally important to nimbly put together a clear picture that can distinguish real from perceived risk. This means that intelligence is as important immediately following an event as it is before. If risk feels unbounded as it did on 9/11, the impulse by security and elected officials is to shut things down until the threat can be sorted out. But grounding aviation, closing borders, and locking down cities have real costs and consequences including providing the motivation for future attacks. Getting answers quickly is key to tempering a kill-switch response.

The United States is the melting pot of the world where many cultures, religions, and races come together in harmony. A terrorist attack against one is an attack against all. In the United States, the citizens, business community, and government join forces to hunt down terrorists, as so notably demonstrated April 2013 in Boston.



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As it has been demonstrated, the community will react and support officials in their decisions.

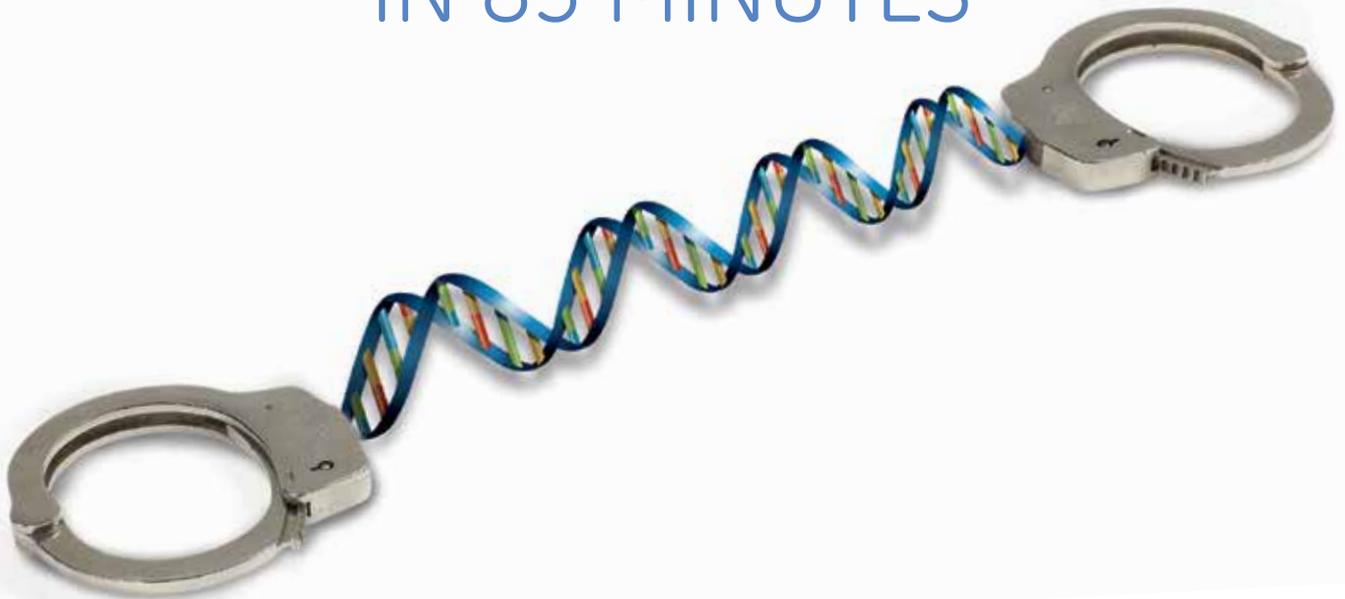
To this end, whether it is in supporting forensic activity or conducting a manhunt, the local community is an indispensable asset. Dzhokhar Tsarnaev and his brother were identified thanks in part to the ubiquity of social media. Dzhokhar was apprehended because of an observation by a homeowner who saw the plastic cover on the boat in his driveway flapping in the wind and went to investigate.

**Quickly restore normalcy:** Being prepared to respond to terrorist attacks is crucial, so too are having plans and conducting exercises for nimbly recovering from these events. This includes rapidly restoring public services and planning in advance a communication strategy for informing and engaging the public when the threat is still ongoing. It is actually easier to shutdown an area than it is to turn it back on. Unlike closing and opening highways for a blizzard that has a clear beginning and an end, managing a terrorism incident can be more open-ended. When Dzhokhar Tsarnaev was still at large, elected officials faced the difficult decision of whether or not to continue the shelter-in-place request. Ultimately the request was lifted as it became clear that the consequences arising from shutting down a metropolitan area of one million people had to be balanced against the ongoing risk. To their credit, the people of Boston showed their grit by being willing to immediately return to the streets and gather in groups as soon as they were once again allowed to do so.

**Highlight resiliency:** Resilience needs to be documented and celebrated. The impulse of the mass media is to focus on the harm of an attack, who caused it, and why it was not prevented. As Boston demonstrated, there are equally compelling stories in how people respond to and bounce back after these events. Fear becomes disabling when people feel powerless in the face of danger. Much of the terror can be taken out of terrorism by bolstering capabilities, individually and collectively, for managing the many hazards posed by the 21st century.

Patriots Day commemorates the battle at Lexington and Concord—the opening skirmish in the American War of Independence. The poet Ralph Waldo Emerson, described the first shot fired in the battle by the patriots as the “shot heard ‘round the world.” When this holiday comes around again in 2014, there will be an additional concept to reflect on and celebrate: American resilience in the face of terrorism. ❖

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# Fighting Terrorism: International Models for Law Enforcement

By Nadav Morag, PhD, University Dean of Security Studies,  
Colorado Technical University

For most U.S. citizens, terrorism became an issue of focus in the wake of the Al Qaeda attacks on September 11, 2001. However, for many countries around the world, terrorism has been an issue that they have been grappling with for many decades. Among the world's democracies, there is a surprising degree of diversity in approaches—legal, organizational and operational—toward combating this threat. While the United States has developed its own approach, looking at other models may glean some best practices and approaches that can be used to further enhance U.S. law enforcement homeland security and counterterrorism (CT) efforts.

Overall approaches to counterterrorism and a few examples of the manner in which other democracies deal with terrorism in the context of legislation and pre-charge detention—and the role of law enforcement and other agencies in CT—follow.

## Overall Approaches to Counterterrorism

Approaches to counterterrorism fall along a continuum. On one end is a war-fighting approach to dealing with terrorism. This approach views terrorism essentially as a military threat that applies a maximum use of force to incapacitate the enemy, thus neutralizing the threat. This

approach warrants or justifies destroying terrorist bases, killing terrorists, and using unrestricted intelligence-gathering methods, subject to the Laws of War and, more specifically, the Principle of Proportionality, which holds that the use of violence must be proportional to the threat. On the other end of the continuum is the law enforcement approach to CT. Here, the objective is to incapacitate terrorists via the legal system with minimal force. The tools at this end of the continuum involve criminal investigation (with the provision of legal protection and rights for subjects and restrictions on the intelligence-gathering process that safeguard subjects' civil liberties) and due process. While the primary goal of the war-fighting approach involves defeating the enemy, the primary goal of the law enforcement approach is enforcing the law and maintaining social order (though this may require the complete dismantlement of terrorist networks through criminal investigation and prosecution of their membership).<sup>1</sup>

Most democracies employ a law enforcement approach to CT domestically, and a handful, the United States included, adopt the war-fighting perspective with respect to CT operations outside their borders—particularly in failed states or other ungoverned or under-governed regions of the world. Although the United States and other democracies do not employ a war-fighting approach within their respective borders, drilling down into the law enforcement approach unearths a surprising degree of diversity in terms of legal and investigative approaches to dealing with terrorism.

## Legal Approaches to CT

In a 2007 report to the British Parliament, then-U.K. independent reviewer of

terrorism legislation, Lord Carlile, identified four different legal models practiced by democratic countries for coping with terrorism.<sup>2</sup> The first model argues that terrorism offenses are adequately addressed through existing criminal law and that using existing statutes is the best way of guaranteeing civil liberties. A terrorist who carried out an attack that resulted in deaths could be charged with murder, tried, and punished accordingly.

The second model argues that terrorism is a particularly heinous crime that deserves its own definition. This model argues that existing criminal statutes can still be used in prosecuting terrorism crimes, but having a definition of terrorism allows the addition of clauses making terrorism offenses aggravated versions of existing criminal offenses and thus eligible for enhanced terms of punishment.

The third model argues that terrorism constitutes a threat significant enough to warrant not only a legal definition, but also its own category of offenses. That, in order to guarantee civil liberties, terrorism offenses should be narrowly defined and focus only on "core" terrorism activities (such as the immediate planning and execution of terrorist attacks).

Finally, the fourth model argues for a more generalized definition of terrorism and includes a significantly larger number of activities within the umbrella of what is defined as terrorism. This approach allows law enforcement to be more proactive in terms of investigating and prosecuting a range of support activities for terrorism such as recruitment and indoctrination. However, it also potentially restricts civil liberties by outlawing activities that could be defined as the exercise of free speech and free association.

## Pre-Charge Detention Powers

Democratic countries differ quite significantly in terms of the powers they have to detain suspects prior to their being charged with a criminal offense. Pre-charge detention can be a useful counterterrorism tool because it prevents terrorist suspects from planning and executing attacks. At the same time, it is highly restrictive to civil liberties, depriving a person of freedom without due process. In Israel, legislation allows the minister of defense to detain a person for up to six months (though the detention order can be renewed for an additional period) provided the detainee is brought before a senior judge within 48 hours of his or her detention. The judge has the authority to release the detainee, approve the detention order, or alter the terms of the detention order.<sup>3</sup>

In the United Kingdom, the Terrorism Act of 2006 allows authorities to hold individuals suspected of terrorism activities for up to 28 days before charging them, provided detention is authorized by a judge strictly to preserve evidence, question the suspect, or decide whether to charge or deport the individual. Moreover, after a period of 14 days, continued detention requires the approval of a high court judge.<sup>4</sup> The British approach differs from the Israeli approach. It is more of a legal process designed to help further investigations whereas in Israel, in addition to allowing a legal case to be built while the detainee is being held, it is also a preventive measure to make it impossible for the detainee to continue to function in support of terrorist activities.

Australia's approach is based largely on state statutes since much of its criminal law is legislated at the state level. In some Australian states, terrorism suspects can be detained for up to 14 days, but that detention can be carried out only to prevent an imminent terrorist attack and not to further investigations. Consequently, detainees cannot be questioned during the 14 days. If law enforcement agencies want to question an individual with respect to alleged terrorist activities, they can hold him or her only for up to 48 hours prior to arraignment, which is the same procedure for investigating ordinary criminal offenses.<sup>5</sup>

In France, an individual can be put in pre-charge detention initially for up to six days, in cases of serious threats, including terrorism. After that, a custody judge can extend the period of detention for an additional week and then the case is handed over to an examining magistrate. In France, specialized judges run investigations and that judge has the authority to extend the detention period until the detainee is formally charged (thereby providing law enforcement agencies with the time to build the case).<sup>6</sup> As these varied approaches show, there is wide variance in terms of pre-charge detention practices across democracies.

## The Role of Law Enforcement and Other Agencies in Counterterrorism

Democracies around the world employ a different mix of agencies to deal with terrorism. Some nations are more law enforcement centric, whereas others are more intelligence or security agency centric. In the United Kingdom, counterterrorism investigations are carried out by the British Security Service (commonly known as MI5). MI5 is an intelligence and security agency and has no law enforcement powers. Since MI5 is small, consisting of only a few thousand personnel, it relies on local police forces to provide most of its intelligence leads and most

of the "boots on the ground." The United Kingdom does not have a national police force but rather local police departments. Each local police department has a Special Branch (SB). SB personnel are vetted and trained by MI5 and effectively act as MI5's eyes and ears on the ground, developing leads and assisting in intelligence-gathering. MI5's business is intelligence, not building criminal cases. The police are also involved in building cases through a national investigative agency, the Counterterrorism Command (SO15), which is part of the country's largest police agency, the London Metropolitan Police (also known as Scotland Yard).<sup>7</sup>

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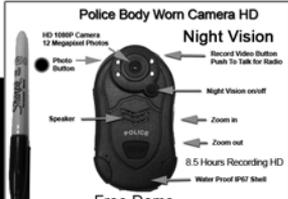
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In Canada, policing activities, including CT operations, are carried out by a national police force, the Royal Canadian Mounted Police (RCMP). The RCMP acts both as a national police force enforcing federal law and as a force contracted to do policing for all but two of Canada's provinces and territories. The RCMP also provides local law enforcement services to most of the country's municipalities. In jurisdictions with provincial police forces or municipal police forces, the RCMP works with those agencies. In all cases, the RCMP also works with the Canadian Security and Intelligence Service (CSIS), which is roughly modeled on Britain's MI5.

The Australians also have a similar equivalent to MI5 known as the Australian Security and Intelligence Organization (ASIO). In Australia, policing is primarily a state-level activity, though the Australians also have a specialized national police force known as the Australian Federal Police (AFP), and, consequently, state police forces and the AFP will work with ASIO on CT investigations.

In France and other countries that follow the French judicial model, law enforcement is carried out both by a national police force (Police Nationale) and a military police force (Gendarmerie Nationale). These forces police the civilian population and come under the authority of the Ministry of the Interior, not the Ministry of Defense.

In Europe, the Ministry of the Interior (or Home Office in the United Kingdom) is almost always the cabinet department that oversees law enforcement and the fact that the Gendarmes come under its purview means that they are really more of a law enforcement force wearing military uniforms than a military policing force. The French also have several intelligence agencies that engage in CT activities. The most prominent of these is the Central Domestic Intelligence Directorate (DCRI), which is similar in some ways to the FBI in that it both gathers intelligence and conducts investigations to build criminal cases.<sup>8</sup>

### Conclusions

These examples provide a sense of the richness and diversity of the approaches to dealing with terrorism in various democratic countries. U.S. law enforcement agencies can benefit from looking at the statutes, strategies, institutions, and practices employed by international partners in order to determine which elements would be beneficial and are translatable to the United States and specific jurisdictions. Each country's laws and practices are a product of its history, legal system, institutions, and popular mentality—and the challenges that it faces. No country's approach can simply be transplanted from one country to another, but international lessons

learned and approaches can and should be studied by U.S. law enforcement agencies to improve their policies and procedures, positioning them to better protect the United States from the threat of terrorism. ♦

### Notes:

<sup>1</sup>Nadav Morag, *Comparative Homeland Security: Global Lessons* (New York: Wiley and Sons, 2011), 63-65.

<sup>2</sup>Lord Carlile, *The Definition of Terrorism: A Report by Lord Carlile of Berriew Q.C., Independent Reviewer of Terrorism Legislation* (London: Stationery Office, 2007), 19, <http://www.official-documents.gov.uk/document/cm70/7052/7052.pdf> (accessed May 8, 2013).

<sup>3</sup>Israel, Emergency Powers (Detention) Law, Section 4(a), 1979.

<sup>4</sup>United Kingdom, Terrorism Act, 2006, Part 1, Section 8.

<sup>5</sup>Australia, Anti-Terrorism Act (No. 2), Section 105.42, 2005.

<sup>6</sup>France, *Code of Criminal Procedure*, Article 145-2, 2004.

<sup>7</sup>London Metropolitan Police, "What Is SO15?," [http://www.metpolicecareers.co.uk/ctc/what\\_is\\_so15.html](http://www.metpolicecareers.co.uk/ctc/what_is_so15.html) (accessed May 8, 2013).

<sup>8</sup>Council of Europe, Committee of Experts on Terrorism (CODEXTER), "France," Profiles on Counter-Terrorist Capacity (Strasbourg, Council of Europe, 2012), 5, [http://www.coe.int/t/dlapil/codexter/Country%20Profiles/CODEXTER%20Profiles%20\\_2012\\_%20France%20EN.pdf](http://www.coe.int/t/dlapil/codexter/Country%20Profiles/CODEXTER%20Profiles%20_2012_%20France%20EN.pdf) (accessed May 8, 2013).

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Located in the Piedmont region of central North Carolina, Davidson County is home to North America's oldest mountain range, the Uwharrie Mountains, in the county's western and southwestern sections. Davidson County 9-1-1 is a consolidated center serving the county's 149,000 citizens. The county has been a user of SunGard Public Sector's Public Safety Solution since 1998 and in March 2011 made the transition to SunGard's ONESolution Computer-Aided Dispatch (CAD).

"It was the additional features that led us to want to move forward," says Terry Bailey, director of Davidson County 9-1-1. "The ONESolution CAD integrates very well with Windows 7. We had just upgraded to Windows 7 and had seen the ONESolution CAD demo, so we were really looking forward to some of the mapping enhancements that come along with ONESolution."

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ONESolution will also provide support to Davidson County as they attempt to support regional public safety agencies across jurisdictions. "The Google mapping will allow us to follow a chase as it leaves our county into surrounding counties," explains Mr. Bailey. "Before ONESolution, we were at the mercy of the audio back and forth, but now we can follow with the Google maps as it goes into another jurisdiction."

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# Developing Policy on Using Social Media for Intelligence and Investigations

By Vernon M. Keenan, Director; Dawn Diedrich, Director of Privacy Compliance; and Bradley Martin, Accreditation Manager, Georgia Bureau of Investigation

Law enforcement agencies need to be able to respond to criminals who are using technology for their criminal enterprises. Today, law enforcement agencies have numerous modern high-technology tools including license plate readers, digital voice recorders, mobile data terminals, electronic control weapons with high-quality digital cameras, and rapid identification devices. While some agencies have successfully used these tools, many have been caught off guard by criminals' growing use of social media.

When social media first appeared, few in law enforcement predicted that using it would increase communication between law enforcement and citizens. Even fewer predicted using social media as a crime-fighting tool. Now, law enforcement social media pages feature tools to collect complaints, tips, and compliments, as well as allowing the public to subscribe to feeds.

Despite many law enforcement agencies' having social media sites, many agencies lack social media policies, general orders, or directives that govern when and under what circumstances employees may post law enforcement-related information such as pictures or patches or identify themselves as law enforcement officers.<sup>1</sup> This lack of policy guidance can cause problems and interfere with investigations, making some information inadmissible in court.

Agencies should develop policy guidance on using social media for conducting criminal investigations and gathering intelligence. Law enforcement agencies can use social media as a crime-fighting tool by capturing public data as well as by developing undercover online profiles to befriend suspects.<sup>2</sup>

Written policies will ensure that agency executives know what their employees are doing and why they are doing it, as well as protect citizens' privacy and civil rights and liberties.

## The Georgia Bureau of Investigation's Social Media Policy

In response to the growing use of social media in criminal investigations and for intelligence purposes, the Georgia Bureau of Investigation (GBI) published a policy in October 2012.<sup>3</sup>

Fortunately for law enforcement executives and policy coordinators, the Global Justice Information Sharing Initiative, through the work of the Global Justice Information Sharing Initiative (Global) Intelligence Working Group (GIWG) and the Criminal Intelligence Coordinating Council had outlined the elements of a comprehensive policy regarding using social media in intelligence and investigations in February 2013.<sup>4</sup> Law enforcement agencies of all sizes and jurisdictions can use the document.

Using information from the CICC Privacy Committee meetings and the agency policy from the survey, the GBI Office of Privacy and Compliance began crafting its social media policy, holding meetings with employees and supervisors who use social media for investigations, staff and supervisors from the GBI intelligence unit, the fusion center, the child exploitation and computer crimes unit, legal counsel, agency policy coordinator, and command staff. Informational interviews revealed how agency employees were currently using social media tools in criminal investigations and intelligence gathering.

## Law Enforcement Purpose

While social media has become more important, it is only one tool. Law enforcement uses many tools and methods, all of which must be lawful and have a valid purpose. While all uses of social media for law enforcement purposes must be lawful, a policy should detail when it is authorized and used. Not every intelligence or investigative operation will require agencies to access social media sites.

For an effective social media policy, the agency must be able to describe why and how it plans to capture social media information. The social media policy must address

- why the law enforcement agency is using social media to investigate criminal activity and gather intelligence, and
- how this purpose is consistent with the agency's mandate and authority

The news media may well report on the agency's social media policy,<sup>5</sup> and it is best to demonstrate that the policy not only complies with the jurisdiction's law, but also is consistent with the agency's mission.

## Levels of Use

Law enforcement officers operate in various roles including an overt uniformed presence, a plainclothes status, and undercover. Officers and analysts may also operate in different levels when viewing and gathering social media information.

The first level, apparent/overt status, is when employees are not concealing their identities and are viewing open source information.<sup>6</sup> For example, a background investigator may view an applicant's open Facebook page, LinkedIn profile, or Twitter page to find out any relevant information. In instances where user profiles and pages have no privacy settings and are open to any viewer, supervisory oversight will likely be minimal.

In the second level, discreet status, the agency law enforcement identity is not overt because the information-gathering efforts would be hampered if the law enforcement identity was discovered. For example, an intelligence analyst who is working a child exploitation case may want to view a blog or Facebook page. Individuals might possess tools to monitor and track Internet protocol (IP) addresses; therefore, the analyst would need to use a tool to avoid having a law

enforcement IP address. The agency policy should ensure supervisory approval and oversight for such actions.

The final level, covert, is when the law enforcement officer's efforts require concealing the undercover police officer's identity. For example, an officer might have an undercover profile or an alias to interact with a subject who buys and sells images of child pornography. Since this level could include significant interactions between law enforcement and suspects, agency policy should identify who may use a covert identity and indicate the level of supervisory authority needed for approval for this level of use. Additionally, the officer should use local, state, and federal deconfliction efforts in order to reduce duplicated effort or interference between law enforcement agencies investigating the same allegation.

### Confidence in Source Reliability and Content Validity

Informant-provided information must be reliable and valid. Intelligence and information gathered from social media is no exception. For example, in narcotics investigations, law enforcement will verify ownership and occupation information from utility companies and government real estate records.

In the case of social media, law enforcement will verify registration information on IP addresses from Internet service providers. Social media users know scammers and spammers set up fake accounts and profiles. According to a regulatory filing provided by Facebook, there are 83 million fake Facebook accounts.<sup>7</sup>

This presents a problem—how can investigators verify and authenticate social media user information, postings, and profiles?

Law enforcement must develop good procedures to verify and authenticate information. Law enforcement agencies use many methods and tools when conducting investigations and social media investigations are no different. Law enforcement may obtain

- suspect confessions;
- witness statements;
- IP address authentication information; and
- computer use/security information showing how a suspect had control over an account, profile, or postings.

Law enforcement may also work with more suspects or corroborating witnesses to "friend," "follow," or access suspect information.

While it may be challenging to ensure social media findings are reliable and valid, law enforcement can certainly verify information using the same methods they use for normal intelligence gathering and criminal investigations.

### Social Media Monitoring Tools

Social media monitoring tools such as Twitterfall, Netbase, Trackur, CrowdControlHQ, or Socialpointer that can capture data and monitor social media sites are useful to law enforcement. These sites can be automated to collect the data, enabling law enforcement agencies to make predictions and follow trends. Social media monitoring can also detect and track emergencies and disasters, and follow community events. These tools might save investigators and analysts thousands of hours of work; however, social media monitoring tools can also be abused.

When developing policies on using social media monitoring tools, agencies should identify a timeline, purpose, and parameters for using them. In most instances, these tools offer the ability to search for keywords and thus enable law enforcement to aggregate large amounts of data and refine them into smaller items of interest.

For example, during a large-scale sporting event, law enforcement agencies can monitor the day before, during, and several hours after the event to check for disturbances at or near the event location. Social media monitoring tools also enable real-time tracking, so fans can report disorderly

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conduct or other criminal acts. Without these tools, analysts would need numerous hours to aggregate what could be thousands of social media pages and feeds.

While there is a lot of information available online—for example, some half billion tweets a day<sup>8</sup>—law enforcement should not engage in ongoing data mining operations with no law enforcement purpose. Agency's policies should restrict using social media monitoring tools for only approved law enforcement purposes and determine what, if any, information the agency needs to retain after the event is over.

The GBI policy requires a written request to use a social media monitoring tool. The request must identify the purpose, time frame, the type of tool, a list of the websites the monitoring tool will access, and whether information will be maintained and for how long. The GBI Privacy Office and Deputy Director for Investigations must approve this request before investigators and analysts can use the tool. If the tool will be used for more than 90 days, the work unit supervisor must submit a summary after 90 days that describes what law enforcement actions occurred based upon the use of the monitoring tool.

## Documentation, Storage, and Retention Requirements

State, local, and federal laws may govern law enforcement agency records. Record retention policies should incorporate the relevant law and, in the absence of legal requirements, determine records' retention periods.

Agency policy should cover the documentation, storage, and retention of social media information gathered for criminal investigations or background employment investigations. Information gathered from social media sites should be printed and electronically archived. Internet information—including social media—may change instantaneously: what you can see today may not be available tomorrow.

To gather information from social media for intelligence purposes, 28 C.F.R. Part 23 establishes federal law.

- When the information rises to the criminal intelligence level, agencies should retain that information in accordance with 28 C.F.R. Part 23 and the agency policy.
- For information gathered that does not indicate a nexus to a criminal offense, agencies should retain it for the minimum amount of time and then purge it from agency files, records, and databases.

Regardless of whether agency data are destroyed after 30 days or retained forever, the public will question agency policy.<sup>9</sup> Policy makers must consider the need to retain social media information and determine retention based on how the information is needed and used.

## Off-Duty Conduct and Reporting Violations

Agency policies vary regarding social media use. Some agencies prohibit employees from identifying where they work, while others prohibit posting images of badges, patches, or agency property such as vehicles.

With the great expansion of mobile devices and smartphone applications, most employees use social media in a personal capacity.

Employees may come into contact with criminals or possible criminal conduct when using either personal or department-sanctioned social media. Agency policy must identify who should receive information about possible criminal conduct detected or observed by an officer while off-duty and should direct employees to document (for example, taking a screenshot) or print the information.

Because criminals may be able to detect and obtain IP addresses or global positioning system (GPS) information, the policy should discourage using personal devices or social media for sustained official agency activities.

## Privacy and Precautions

Law enforcement must avoid any appearance of collecting intelligence or information solely on an individual or organization due to religious, political, or social views. Collecting data exclusively for those reasons destroys community trust and confidence in law enforcement. Just as agencies will not tolerate bias-based profiling, agencies must not use social media to collect information without understanding and following basic civil rights protections.

Many agencies already have policies to protect civil rights and civil liberties. Agencies should include references to agency privacy protections when drafting social media policies to collect intelligence and investigate crimes.

## Verification and Review Procedures

An important component of any policy is the ability to verify adherence, so agencies should develop an annual report, review, or audit to determine an agency's policy adherence. The policy should also include periodic reports, inspections, and monitoring by agency supervisors. Verification and review procedures seek to ensure adherence to the law and policy.

## Conclusion

Many tools and resources are available so law enforcement agencies can develop social media policies. Developing a social media policy for criminal investigations and intelligence gathering is not the end. Given the explosive growth of and changes in social media, policies cannot remain static; they must be updated.

The use of social media in criminal investigations and intelligence gathering relies upon many of the practices law enforcement officers are already performing. Officers and analysts already use basic independent verification and content validity to conduct investigations. Creating a policy that governs these activities is simply responsible practice and will ensure that all employees keep to the agency's mission and purpose when utilizing social media. ♦

## Notes:

<sup>1</sup>Training, best practices, and a model policy on the use of social media may found at the IACP Center for Social Media, <http://www.iacp-socialmedia.org> (accessed March 1, 2013).

<sup>2</sup>Heather Kelly, "Police Embrace Social Media as Crime-Fighting Tool," *CNN.COM*, August 30, 2012, <http://www.cnn.com/2012/08/30/tech/social-media/fighting-crime-social-media> (accessed March 1, 2013).

<sup>3</sup>A copy of the GBI social media policy entitled "Guidelines for the Use of Social Media by the Investigative Division" is attached as Appendix B to the Global Justice Information Sharing Initiative, *Developing a Policy on the Use of Social Media in Intelligence and Investigative Activities: Guidance and Recommendations* (February 2013), 29–35, <http://www.it.ojp.gov/docdownloader.aspx?ddid=1826> (accessed March 10, 2013).

<sup>4</sup>Global Justice Information Sharing Initiative, *Developing a Policy on the Use of Social Media in Intelligence and Investigative Activities*.

<sup>5</sup>See Rocco Parascandola, "New York Police Department Issues First Rules for Use of Social Media during Investigations," *Daily News America*, September 11, 2012, <http://www.nydailynews.com/new-york/new-york-police-dept-issues-rules-social-media-investigations-article-1.1157122> (accessed March 19, 2013).

<sup>6</sup>Public Domain or open source information is defined as "Any Internet resource that is open and available to anyone" in GBI Investigative Division Directive 8-6-5, "Guidelines for the Use of Social Media by the Investigative Division" in *Global Justice Information Sharing Initiative, Developing a Policy on the Use of Social Media in Intelligence and Investigative Activities*, 28.

<sup>7</sup>Heather Kelly, "83 Million Facebook Accounts Are Fakes and Dupes," *CNN.COM*, August 2, 2012, <http://www.cnn.com/2012/08/02/tech/social-media/facebook-fake-accounts> (accessed March 11, 2013).

<sup>8</sup>Daniel Terdiman, "Report: Twitter Hits Half a Billion Tweets a Day," *CNET.COM*, October 26, 2012, [http://news.cnet.com/8301-1023\\_3-57541566-93/report-twitter-hits-half-a-billion-tweets-a-day/](http://news.cnet.com/8301-1023_3-57541566-93/report-twitter-hits-half-a-billion-tweets-a-day/) (accessed March 11, 2013).

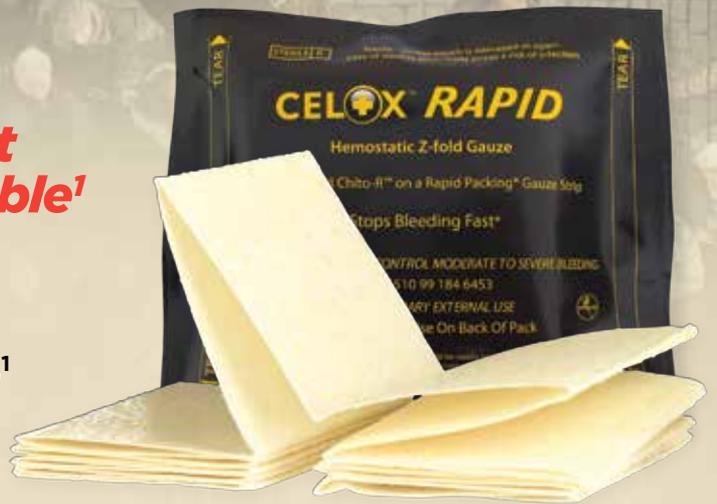
<sup>9</sup>International Association of Chiefs of Police, *Privacy Impact Assessment Report for the Utilization of License Plate Readers* (September 2009), 38, <http://www.theiacp.org/LinkClick.aspx?fileticket=N%2BE2wvY%2F1QU%3D&tabid=87> (accessed March 20, 2013).

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# Violent Domestic Extremism and the Role of Social Media within Law Enforcement

By Rob Finch, Detective, Criminal Intelligence Squad, Greensboro Police Department, Greensboro, North Carolina; and Kory Flowers, Detective, Criminal Intelligence Squad, Greensboro Police Department, Greensboro, North Carolina

In today's world, it is nearly impossible to avoid the constant presence of social media and society's obsession with it. It is all around us. Smartphones, computers, and tablets provide an individual or group with 24-hour, non-stop access to a vast Internet complete with a host of social forums that allow for constant and continuous information sharing. Individuals no longer focus on face-to-face relationships; instead, they rely on their social media footprint to meet and socialize with peer groups. For example, to be indoctrinated into a criminally subversive anti-government extremist group or belief, it has become as simple as logging into a chat room, forum, or social media website. Social media usage by subversive extremist groups is no longer the exception to the rule, it is the standard. As a result, today more than ever, law enforcement needs to be aware of its impact and use by violent domestic extremists. What was once thought of as a mostly rural U.S. underground movement has now expanded into ideological recruitment in every community.

## What Is an Extremist?

Before law enforcement can attempt to fully understand the root of the problem they face, a few basic key points must be defined. An **extremist** is someone who takes a fanatical stance on a particular issue. These issues are usually political or religious in nature and tend to be *hot-button* issues within society as a whole. It is important to remember that extremist beliefs are not illegal and that they are constitutionally protected. The concern for law enforcement is when those beliefs cross over into the criminal realm and become planned or executed violent actions.

Extremist beliefs are often deeply rooted in an individual or group's particular stance on an issue. Often, the individual or group will discount any viewpoint that does not support his or her own and will further gravitate toward the extreme edge of that particular belief. Rational conversation or debate is usually ineffective and common ground is rarely decided upon. For example, a group may wholeheartedly believe that the government in existence today is an illegitimate and

illegal corporation without jurisdiction or authority over its citizens. While these beliefs are completely legal and protected by the First Amendment—and the large majority of adherents to this belief may be satisfied with passionate discussion of the topic, a small minority might decide that discussion is not enough and choose to use violence to effect change based on those beliefs.

The reality is these beliefs tend to be contagious and the extremist message can be quickly and easily transmitted to a larger, and often eager, audience via social media. To combat this potential problem, law enforcement needs to be in a position to identify the social media outlets used by extremists and regularly monitor them for specific examples of planned violent criminal activity.

## The Power of Social Media

Social media can no longer be viewed by law enforcement as a nuisance or as generation specific. YouTube, Twitter, Facebook, and MySpace are some of the most popular and often used social media websites on the planet. Online radio stations, forums, and blog sites created by extremists or extremist groups pop up daily with hundreds, and sometimes thousands, of followers. It is undeniable that the Internet has made the world a much smaller place as instantaneous interaction with people thousands of miles apart is now only a click away.

While the pros and cons of the creation and proliferation of social media will continue to be debated within law enforcement circles for years to come, one fact must not be overlooked. Social media was created to connect people through words, pictures, and ideas. It encourages a two-way information flow with the goal of reaching as many people as possible, as quickly as possible. Members of society no longer just consume information, they create it. They feed off each other and build a growing support base for a particular movement or event. The genie is out of the bottle, and it is time for law enforcement to catch up.

The pace at which a criminally subversive movement can now grow is immeasurable. A simple search of the term

"Anti-Government Extremist" will return thousands of web pages dedicated to the anti-government movement. These web pages are often created by people associated with large, regional, or national groups and also by extremists with no specific group affiliation. Individuals who frequent these websites are often looking for an outlet. They are looking for a peer group to sympathize; vent; and, in some isolated cases, plot with. While most of these individuals will never join an organized group or attend a meeting of any sort, they are able to grow their knowledge base and further indoctrinate themselves through the assistance of social media.

This self-radicalization through social media has allowed violent extremist groups and individuals to maintain anonymity and limit or completely eliminate the possibility of a law enforcement encounter. As a result, extremists are free to discuss grandiose ideas of violence and conceive complex and well-organized plans that can be carried out by an individual or group. This is the point where law enforcement must have a social media presence to even begin to entertain the idea of identifying a violent plot before it is carried out.

## Use of Social Media

Social media enables violent extremist groups and individuals to reach a larger audience and spread their messages or ideological beliefs. A current social media trend of concern for law enforcement is self-radicalization. It is no longer necessary to leave the house to meet with individuals or groups that share similar ideological beliefs. The need for a charismatic leader or "guru" to physically recruit and cultivate a follower or sell a particular stance or belief is no longer needed. Extremist ideas and rhetoric can be quickly disseminated and accessed on the Internet by anyone with access to a smartphone or tablet. Instead of going to a meeting at a local restaurant or club, violent extremists can "meet" in social chat rooms complete with a live video feed. Online radio stations can be streamed continuously. Blog sites can be created and viewed by a technology novice and used to express a particular extremist belief or support for a specific group or movement.

Smaller social networking websites can be set up and used by specific extremist groups to allow for like-minded individuals to locate each other and develop peer groups in a similar fashion to other mainstream social networking websites. Examples like these provide extremist groups with a number of potential supporters and members. Since there is no centralized location in which to meet, these supporters and members can be located anywhere in the country. The necessity to travel is no longer needed. Access to the Internet is the only requirement.

Examples of domestic extremists and mass murderers utilizing the Internet and social networking sites in advertising and predicting their evil acts are many. Law enforcement must be competent and adroit not only in mastering the changing online threats and detecting and disrupting future crimes, but also in identifying the social media outlets used by extremists.

Prior to the 1999 mass murder by Dylan Klebold and Eric Harris at Columbine High School in Littleton, Colorado, Klebold built and maintained a fledgling website in what were then the early days of the Internet. On the site, Klebold posted manufacturing instructions for explosives, as well as a seminal version of a "hit list," which named individuals and fellow classmates he wished to harm. The duo also produced a series of fictional fantasy videos in which they stalked and executed classmates they were hired to kill. These videos are still available to this day on video-sharing sites such as YouTube.<sup>1</sup>

In the fall of 2008, Daniel Cowart and Paul Schlesselman, two upstart racist skinheads, met on a white supremacist social networking site maintained by the National Socialist Movement, called New Saxon. The two quickly realized their shared hatred for then-Senator and possible presidential candidate Barack Obama and began to formulate an assassination plot. Cowart and Schlesselman both moved to Bells, Tennessee, where they continued to use social media to refine their murderous plan before it was leaked by an acquaintance and disrupted by the United States Secret Service.<sup>2</sup>

Andrew Joseph Stack, a self-proclaimed sovereign citizen and tax protestor, flew his Piper Dakota airplane into the Internal Revenue Service (IRS) building in Austin, Texas on February 18, 2010, in a last-ditch assault against a government he felt was illegitimate. In the kamikaze-style assault, an IRS employee was killed and numerous others were wounded. Prior to his final act, Stack composed a lengthy document, or manifesto, detailing his ire for the federal government and his plan to retaliate against them at all costs, which he posted online.<sup>3</sup>

In September 2010, Justin Moose, an anti-abortion extremist, was arrested by the FBI in North Carolina after he attempted to provide explosives to an undercover federal agent that he believed would be used to bomb an abortion clinic. The lengthy investigation was initiated after law enforcement received information regarding Moose's Facebook page which contained recipes for manufacturing explosives, and esoteric conspiratorial rants about the justified murder of abortion doctors.<sup>4</sup>

Norwegian national Anders Breivik meticulously planned and executed a mass-murder in Oslo in July 2011, after years of what he interpreted as the constant decay of European culture. Breivik created a 1,500-

plus word fictional tale in which he detailed his hatred for the modern political climate in Norway, and his fantasized homicidal intentions. Only hours before Breivik carried out his murders, he mass-emailed and posted the document online.<sup>5</sup>

Tom Metzger, the infamous former Ku Klux Klan leader and founder of the white supremacist group White Aryan Resistance, moderates and maintains a website called [www.resist.com](http://www.resist.com). On the site, designed to equip potential domestic terrorists with the know-how they may need, Metzger publishes the "Lone Wolf Tip of the Week."

Examples such as these of pre-incident predictors of mass violence are varied and, unfortunately, very common. However, one constant is glaring. The new "norm" among extremists is to discuss, plan, and gloat about planned acts of violence on a social media forum. It is critical that law enforcement identify the operational "leakage" by these perpetrators, however minimal or veiled, and use fresh tactics and new ideas to effectively ascertain and combat the problem.

### Online and Undercover

Law enforcement is an inherently adaptive and ever-evolving occupation. As the criminal climate and subversive elements change, so must their tactics. Whether as a 1950s deputy in the Deep South, exploring new tactics of rural surveillance against illegal moonshine operations, or as a 1990s undercover officer in central Los Angeles, looking the part of a drug buyer to make cases on dealers, law enforcement must continue to be vigilant and agile as the threats to society change. Within the vast crevasses of the Internet, law enforcement—particularly investigators tasked with criminal intelligence missions—must prove themselves competent, deft, and vigilant in navigating the ever-changing social media landscape for new and evolving threats.

Social networking sites such as Facebook, Twitter, and YouTube are often the first, and sometimes only, outlet that passive-aggressive domestic extremists or mass-murderers utilize to vent and project their rage. Following a tip from a vigilant educator or work supervisor, officers can then begin to monitor the social networking presence of a possible suspect as part of a comprehensive threat assessment process. Detectives may often discover that the banal, daily posts of a possible suspect become hastily replaced by violent, ire-driven rants. As the intelligence in each case will be unique and often spread out over several different social media platforms, every indicator of violence must be thoroughly investigated to either confirm or invalidate a suspicion.

Proactive law enforcement agencies should have dedicated investigators who maintain undercover accounts within the

major social networking sites and utilize daily work regimens that tour various blogs, micro-blog sites, and forums that could directly impact their agencies and jurisdictions. As the Internet is a vast web of social media interaction, this process can be time consuming and, oftentimes, daunting. While it may be impossible and imprudent to monitor every aspect of the Internet, best practices should be used by law enforcement to create a proactive social media presence.

While major social networking sites are by far the most common online medium to share thoughts with a large populace quickly, law enforcement must not neglect other prevalent, but lesser known, Internet outlets. Large platform blogs and micro-blogging sites such as WordPress, Tumblr, Livejournal, and Blogspot should be staple bookmarks on every investigator's computer. Video-sharing sites such as YouTube, Vimeo, Metacafe, and Break should be regularly perused for anti-government or extremist postings. Even online classifieds such as Craigslist and Backpage must be understood, monitored, and utilized by law enforcement as a possible facilitator of extremist activity.

### Conclusion

In closing, law enforcement leaders must realize that they are operating in a world that not only utilizes, but requires a social

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media presence. Criminally subversive groups and extremist individuals are no longer solely meeting at a centralized location at a specific time to indoctrinate new adherents or discuss and plan acts of violence. Social media has provided a fast and effective way for extremists to disseminate their messages to a larger group of like-minded individuals.

While extremist rhetoric is nothing new in law enforcement circles, it is operationally imperative that law enforcement leaders embrace the existence of social media platforms and understand how they are used by extremists as a vehicle to deliver their subversive messages. Law enforcement has a duty and responsibility to monitor these social media sites in hope of identifying planned criminal acts or indicators of future violent behavior. ♦

### Notes:

<sup>1</sup>See "Eric Harris and Dylan Klebold," YouTube, <http://www.youtube.com/channel/HC9jNmRTfHZEA> (accessed April 17, 2013).

<sup>2</sup>U.S. Department of Justice, "Tennessee Man Sentenced for Conspiring to Commit Murders of African-Americans: Plot Included Then-Presidential Candidate Barack Obama," press release, October 22, 2010, <http://www.justice.gov/opa/pr/2010/October/10-crt-1194.html> (accessed April 17, 2013).

<sup>3</sup>Kelley Shannon and Jay Root, "Andrew Joseph Stack's Suicide Attack: Austin Plane Attack Victims Saved by Iraq War Vet," *The Huffington Post*, May 25, 2011, [http://www.huffingtonpost.com/2010/02/19/andrew-joseph-stacks-suic\\_n\\_469811.html](http://www.huffingtonpost.com/2010/02/19/andrew-joseph-stacks-suic_n_469811.html) (accessed April 17, 2013).

<sup>4</sup>Federal Bureau of Investigation, "Concord Man Arrested for Providing Bomb-Making Advice: Complaint Alleges Women's Health Clinic Was Target," press release, September 9, 2010, <http://www.fbi.gov/charlotte/press-releases/2010/ce090910.htm> (accessed April 17, 2013).

<sup>5</sup>Helen Pidd, "Anders Behring Breivik Spent Years Training and Plotting for Massacre," *The Guardian*, August 24, 2012, <http://www.guardian.co.uk/world/2012/aug/24/anders-behring-breivik-profile-oslo> (accessed April 17, 2013).

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#The First Time IACP Member discounted rate must be taken at the time of the initial registration. Refunds cannot be given for incorrect registration submissions.

+Family refers to a spouse or family member, not a business associate or fellow law enforcement colleague. ONLY the family member's name, city, and state will appear on their badge. Family members do not receive certificates for workshops.

^1-Day and 2-Day Pass Registration will begin online on September 5, 2013. Each person may register for only ONE 1-Day Pass or 2-Day Pass.

Only IACP members can take advantage of the member registration rates. All IACP memberships are individual and non-transferable for conference registrations member rates.

## FIRST TIME MEMBER ATTENDEES

IACP members attending the Annual Conference & Expo for the first time can take advantage of a special discounted rate. IACP members attending for the first time pay \$220 in advance and \$275 on-site.

THIS IS A  
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## MEMBERSHIP

**SAVE over 24% off the non-member rate – join the IACP & register at the first timer rate**

Join the IACP now and save \$110! Non-members may submit their IACP Member dues (\$120) along with the first time IACP member registration fee (\$220) by completing the membership portion of the registration form. All new members must be sponsored by a current "Active" member. Memberships will not be processed without complete sponsor information, including the sponsor's membership number.

Law enforcement professionals at every level qualify for membership in the IACP. Those in sworn command-level positions qualify for active membership; others are eligible for associate membership. See the IACP website for details.

### Refund Policy Statement

All cancellations must be made in writing and mailed, faxed (703-836-4543), or e-mailed (conf2013@theIACP.org) to the IACP headquarters. No telephone cancellations will be accepted. It will take a minimum of six weeks to receive a refund. A \$50 penalty will be assessed on all cancellations postmarked or fax/email dated on or before September 25, 2013. A \$75 penalty will be assessed on cancellations postmarked or fax/e-mail dated between September 26 – October 16, 2013. No refunds will be issued on or after October 17, 2013. No refunds will be given for no-shows. Registration may be transferred to another person in your organization by written request to IACP prior to September 25, 2013. After this date all changes must be made at the conference. Additional charges may apply.

# ADVANCE REGISTRATION FORM

October 19-23 | Pennsylvania Convention Center



Register online at [www.theIACPconference.org](http://www.theIACPconference.org)

Use this form to save on registration fees until September 4, 2013. Beginning September 5, 2013, only online registrations will be accepted. Discounted Advance Registration Deadline: Must be postmarked by September 4, 2013.

### Check One:

I am an IACP Member; Membership Number \_\_\_\_\_  I am applying now for Membership

I am a Non-member; I am the guest of \_\_\_\_\_ Their Member# \_\_\_\_\_

I am the spouse or family member of \_\_\_\_\_ Their Member# \_\_\_\_\_

Full Name \_\_\_\_\_

First Name for Badge \_\_\_\_\_

Title \_\_\_\_\_

Agency/Organization \_\_\_\_\_

Mailing Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

Zip/Postal Code \_\_\_\_\_ Country \_\_\_\_\_

Phone # \_\_\_\_\_ Fax # \_\_\_\_\_

Email Address \_\_\_\_\_

**FAMILY – complete a duplicate registration form if using different payment method.†**

Name \_\_\_\_\_

Children (Under 18) Name(s) \_\_\_\_\_

YES! I would like to receive emails from IACP exhibitors regarding their conference activities and products.

### CHECK APPROPRIATE REGISTRATION TYPE:

- IACP Member\*..... \$275
- First Timer Member\* (IACP Members ONLY)..... \$220
- Non-member\*..... \$450
- Family Member\*+..... \$100
- Children Under 18\*..... FREE
- Exhibit Hall Pass for Law Enforcement Personnel..... FREE

Day Pass & 2-Day Pass Registration Will Open On-line, September 5.

### JOIN THE IACP:

YES! I would like to Join the IACP and take advantage of the First Timer Member Registration Rate

Member Dues..... \$120  
First Timer Member Registration..... \$220  
Total..... \$340

Date appointed to your current position: \_\_\_\_\_

Active member sponsor: Sponsor Name/Member Number: \_\_\_\_\_

### (OPTIONAL) PURCHASE TICKETS FOR THE ANNUAL BANQUET:

Held on Tuesday, October 22, 2013. Tickets are \$85.00 each. # of Tickets \_\_\_\_\_. No refunds after September 11, 2013. Pre-Conference ticket sales end October 11, 2013 and will continue on-site starting October 18, 2013.

YES! Go Paperless! I do not need a printed program; I will use the IACP 2013 Mobile App.

### Please complete the following questions:

The information is being requested to enhance the IACP's planning and marketing efforts. It will not be provided to any external individual or organizations except in summary form.

#### 1. How many sworn officers in your agency?

- A. 1-5
- B. 6-15
- C. 16-25
- D. 26-49
- E. 50-99
- F. 100-249
- G. 250-499
- H. 500-999
- I. 1,000 & above

- C. Information Technology
- D. Patrol/Investigations/Tactical
- E. Communications
- F. Training
- G. Fleet Management
- H. Purchasing
- I. Medical/Psychological
- J. Legal
- K. Retired
- L. Other (specify) \_\_\_\_\_

- E. College/University
- F. Transportation
- G. Federal
- H. Other
- I. Not Applicable

- P. Vehicles/Motorcycle/ATV
- Q. Vehicle Accessories
- R. Weapons/Firearms
- S. Uniforms
- T. Unmanned Vehicles/Robotics
- U. Not Applicable

#### 2. What is the approximate population size of your city/jurisdiction?

- A. Under 2,500
- B. 2,500-9,999
- C. 10,000-49,999
- D. 50,000-99,999
- E. 100,000-249,999
- F. 250,000-499,999
- G. 500,000 & above

#### 4. What best describes your purchasing authority?

- A. Approve purchases
- B. Evaluate & recommend purchases
- C. Develop specifications for purchases
- D. Make suggestions to others
- E. End user only

#### 5. Which best describes your Agency?

- A. Local
- B. State
- C. County/Special District
- D. Tribal

#### 6. In the next 12-24 months, which of these products or services does your organization plan to purchase/lease? (Check ALL that apply):

- A. Aircraft
- B. Armor/Protective Equipment
- C. Awards/Badges/Challenge Coins
- D. Communications Equipment
- E. Education/Training
- F. Investigation/Surveillance/Detection
- G. Less-Lethal Weapons
- H. Lighting
- I. Mobile Technology
- J. Personal/Tactical Equipment
- K. Professional Consulting Services
- L. Publication/Trade Journal
- M. Restraints
- N. Technology
- O. Testing Equipment

#### 7. Which best describes your organization's budget cycle?

- A. January 1-December 31
- B. July 1-June 30
- C. October 1-September 30
- D. Not Applicable

#### 8. From the time you decide to purchase a product or service, typically how much time do you require for research, proposals, and internal processes before a purchase is made?

- A. 0-3 months
- B. 3-6 months
- C. 6-12 months
- D. 1-2 years
- E. Over 2 years
- F. Not Applicable

### PAYMENT: (No Registrations will be processed unless accompanied by payment in full.)

TOTAL AMOUNT TO BE CHARGED \$ \_\_\_\_\_

Purchase Order # \_\_\_\_\_

Check. Make checks payable to IACP (U.S. dollars, drawn on U.S. banks only) and mail full payment (no cash) with completed form to: IACP Conference Registration, P.O. Box 62564, Baltimore, MD 21264-2564 USA

Please charge my credit card:  Visa  MasterCard  American Express  Discover

Acct. \_\_\_\_\_ Exp. Date \_\_\_\_\_

Cardholder's Name \_\_\_\_\_ Billing Address \_\_\_\_\_

Signature \_\_\_\_\_

Fax completed form with credit card authorization to 703-836-4543. Do NOT mail and fax form—charges may be duplicated. Mail purchase order along with form and addressed return envelope to:

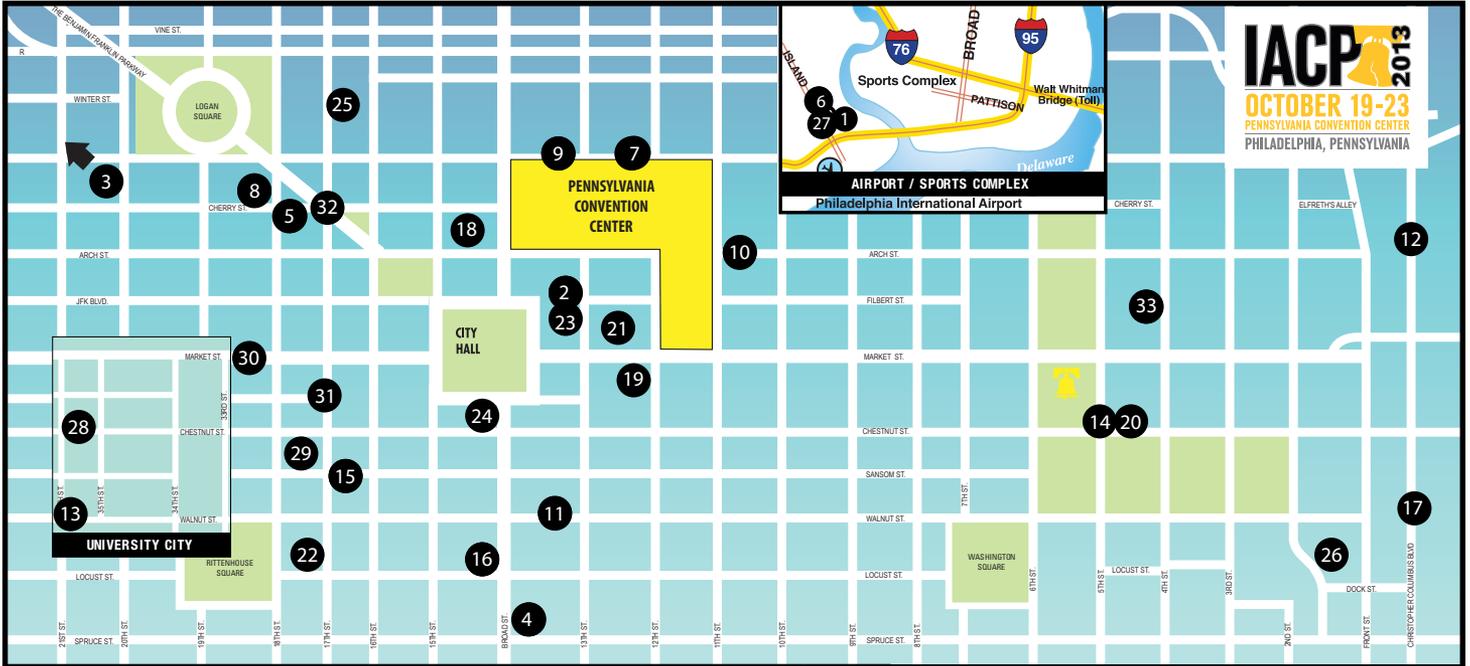
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515 N. Washington St.  
Alexandria, VA 22314-2357 USA

\* Full conference registration fee includes access to all general assemblies, workshops, receptions, Exhibit Hall and Host Chief's Night.

+ Family refers to a spouse or family member, not a business associate or fellow law enforcement colleague. ONLY the family member's name, city, and state will appear on their badge. Family members do not receive certificates for workshops.

# HOTEL INFORMATION

October 19-23 | Pennsylvania Convention Center



HOTEL	Rates Starting At	Distance to Convention Center	Shuttle Provided
1 Aloft Philadelphia Airport	\$143 •	7 miles	
2 Courtyard by Marriott Philadelphia Downtown	\$239	1 block	
3 Crowne Plaza Philadelphia West	\$143 •	6.6 miles	
4 Doubletree Hotel Philadelphia	\$189*	.7 miles	
5 Embassy Suites Philadelphia Center City	\$229	.6 miles	
6 Four Points by Sheraton Philadelphia Airport	\$143 •	7 miles	
7 Four Points Philadelphia City Center	\$179**	1 block	
8 Four Seasons Hotel Philadelphia	\$239***	.8 miles	
9 Hampton Inn Philadelphia Convention Center	\$184	1 block	
10 Hilton Garden Inn Philadelphia Center City	\$204	1 block	
11 Holiday Inn Express Midtown	\$189	6 blocks	
12 Holiday Inn Express Penn's Landing	\$143 •	1.5 miles	
13 Homewood Suites University City	\$179**	2 miles	
14 Hotel Monaco Philadelphia	\$249	1 mile	
15 Hotel Palomar Philadelphia	\$249	.8 miles	
16 Hyatt at the Bellevue	\$239	.7 miles	
17 Hyatt Regency Philadelphia Penn's Landing	\$209	1.5 miles	
18 Le Meridien Philadelphia	\$245***	1 block	
19 Loews Philadelphia Hotel	\$199*	1 block	
20 Omni at Independence Park	\$209**	1 mile	
21 Philadelphia Marriott Downtown	\$249	1 block	
22 Radisson Plaza-Warwick Hotel	\$179**	.8 miles	
23 Residence Inn Philadelphia City Center	\$246	1 block	
24 Ritz-Carlton Philadelphia	\$252	4 blocks	
25 Sheraton Philadelphia Downtown	\$199***	4 blocks	
26 Sheraton Society Hill	\$189	1.3 miles	
27 Sheraton Suites Airport	\$143 •	7 miles	
28 Sheraton University City	\$199	2.5 miles	
29 Sofitel Philadelphia	\$235**	.8 miles	
30 Sonesta Hotel Philadelphia	\$169**	.7 miles	
31 Westin Philadelphia	\$245***	.7 miles	
32 Windsor Suites	\$199	.5 miles	
33 Wyndham Philadelphia Historic District	\$169**	1 mile	

**TRAVEL DISCOUNTS**

**Amtrak discount:**  
20% of coach ticket (Train station is 15-minutes by cab to the convention center)

**United discount:** 2-10% of ticket

**Dollar discount:**  
5% of rental car

Visit [www.theIACPconference.org](http://www.theIACPconference.org) for details.

**Free Parking & Transportation**  
Commuting? Free parking is available at the Mann Center. Transportation will be provided to/from the parking lot to the convention center. The parking and shuttle are available Sunday - Tuesday, 6:00 AM - 6:00 PM

• Prevailing government per diem. Rates will be confirmed 10/1/13.  
\* Five night minimum rate, please see website for details.  
\*\* Four night minimum rate, please see website for details.  
\*\*\* Early bird rate, please see website for expiration and details.

# HOUSING FORM

October 19-23 | Pennsylvania Convention Center



 Book your hotel online at [www.theIACPconference.org](http://www.theIACPconference.org) and receive your hotel confirmation.

## Please submit form to:

Travel Planners Inc./IACP  
381 Park Avenue South, 3rd Floor  
New York, NY 10016 USA  
Phone: 877-IACP -123 (877-422-7123) or 212-532-1660  
Fax: 212-779-6128

## Hotel Choice:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Arrival Date: \_\_\_\_\_ Departure Date: \_\_\_\_\_

## Room Type:

- Single (1 person/1 bed)
- Double (2 people/1 bed)
- Twin (2 people/2 beds)
- Triple (3 people/2 beds)
- Quad (4 people/2 beds)

## Suite Request:

- Parlor and one bedroom
- Parlor and two bedrooms

Note: All suite requirements will be subject to approval by the IACP.

## Special Requirements:

- If you have any disabilities that require special facilities in your sleeping room, please check here. Someone will contact you to discuss further.

## Name(s) of Occupant(s):

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

## Mail Confirmation to:

Name \_\_\_\_\_  
Agency/Organization \_\_\_\_\_  
Mailing Address \_\_\_\_\_  
City \_\_\_\_\_  
State \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_  
Country \_\_\_\_\_  
Phone \_\_\_\_\_ Fax \_\_\_\_\_  
Email \_\_\_\_\_

## Frequent Guest Program:

Hotel \_\_\_\_\_  
Account Number \_\_\_\_\_

## RESERVATION DEADLINE:

September 27, 2013

Every effort will be made to accommodate your request, subject to hotel availability and rate. Rooms are assigned in the order in which registrations are received. If your five hotel choices are not available, you will be contacted.

Once you receive a confirmation from Travel Planners, you will have five business days to go online and guarantee your reservation with a credit card. Any unguaranteed reservation is subject to cancellation. For a check deposit for one night's room and tax, please make your check payable to Travel Planner's Inc. All checks must be received by the deadline of August 30, 2013.

Confirmation will be emailed, faxed, or mailed the next business day after receipt of your request. If you do not hear from Travel Planners Inc. within five business days, please call Travel Planners Inc. and we will send your confirmation.

Changes and cancellations should be made through Travel Planners Inc. at least three weeks before arrival. Changes may be subject to hotel availability. If changes or cancellations are made less than three weeks before arrival, please refer to your confirmation for specifics on your hotel's change and cancellation policy.

Many hotels are now imposing fees for early departure. This policy is at the discretion of the individual hotel, and the amount of the fee varies by hotel. To avoid an early departure charge, be sure to verify your actual date of departure at the time of check-in. Please submit form to:

**Travel Planners Inc./IACP**  
381 Park Avenue South, 3rd Floor  
New York, NY 10016 USA  
Phone: 877-IACP -123 (877-422-7123) or 212-532-1660  
Fax: 212-779-6128

## PAYMENT:

(No Registrations will be processed unless accompanied by payment in full.)

- Check enclosed for one night's deposit. (Check should be made payable to Travel Planners Inc., payable in U.S. funds.) Mail deposit payment with completed form to:

Travel Planners Inc./IACP  
381 Park Avenue, South, 3rd Floor  
New York, NY 10016 USA

- Credit Card reservations can be made online at [www.theIACPconference.org](http://www.theIACPconference.org) or by calling 877-IACP -123.

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To the 120th IACP

*Annual Banquet*

Tuesday, October 22, 2013  
Terrace Ballroom, Pennsylvania Convention Center  
6:00 PM-7:00 PM Reception  
7:00 PM-10:00 PM Dinner and Program  
Black Tie Optional

Join us in welcoming the IACP's new President with an evening of live music, dinner, and dancing with your friends and colleagues.

Whatever your plans are for IACP 2013, make sure they include the Annual Banquet.

***Seats are limited, so visit [www.theIACPconference.org](http://www.theIACPconference.org) today to purchase tickets.***



**IACP**  **2013**

**OCTOBER 19-23**

PENNSYLVANIA CONVENTION CENTER

PHILADELPHIA, PENNSYLVANIA



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Contact Karissa Jacobs

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[www.theIACPconference.org](http://www.theIACPconference.org)



# IACP 2013

**OCTOBER 19-23**  
**EXHIBITS: OCTOBER 20-22**  
**PENNSYLVANIA CONVENTION CENTER**  
**PHILADELPHIA, PENNSYLVANIA**



# A Practical Application Facial Recognition Technology

By Owen McShane, Director, Division of Field Investigation, New York State Department of Motor Vehicles; and Anne Dowling, Deputy Director, Institute for Traffic Safety Management and Research, State University of New York, University at Albany, New York

The key to a state having a secure driver license and identification card issuance system is a comprehensive approach that focuses on prevention and deterrence against fraud. From the initial application process to the final document issuance, it is important that the system focuses on ensuring that the applicants are “who they say they are.” Over the past 10 years, the New York State Department of Motor Vehicles (NYS DMV) has implemented a variety of new programs and initiatives to help ensure this process, such as electronically verifying the social security numbers for all license applications and installing new verification machines that help verify breeder documents that are used to establish a customer’s identity.

## Cutting-edge Technology

During the past three years the NYSDMV process has taken an important leap forward with the implementation of cutting-edge facial recognition technology. The new facial recognition program is intended to advance the NYSDMV’s important goal of “one driver, one license” to deter identity fraud and improve highway safety.

Under a \$2.5 million grant from the U.S. Department of Homeland Security, NYSDMV’s Division of Field Investigation (DFI) initiated an effort in 2010 to incorporate facial recognition technology into its business practices for the primary purpose of preventing and deterring the issuance of multiple licenses to a single individual. This important undertaking involves searching New York’s driver license file of approximately 21 million records (all with facial images) for duplicate records and for drivers with multiple licenses or identities. To accomplish this, NYSDMV is using facial recognition technology in a dual manner: (1) to compare existing images on the driver license file for possible matches, and (2) to compare a new image from a prospective license applicant to the existing file of facial images before issuing a license document. This ensures that no more than one document is issued to an applicant. These two uses of facial recognition technology are important to NYSDMV in stopping identity theft and driver license fraud.

## Origin of Multiple License Records

The problem of multiple records on the NYSDMV driver license file for a single individual has many origins. Some mul-

multiple records are the result of simple data entry mistakes by the reporting agencies involved (for example, law enforcement agencies and courts) and by the NYSDMV data entry staff itself. Some are the result of transactions involving name changes stemming from marriage and divorce. However, investigations have revealed that many multiple records on the DMV database are the result of a deliberate effort to circumvent various laws and possible sanctions or penalties for violation of those laws, including New York’s Vehicle and Traffic Law, tax law, social service laws, and penal laws.

With a goal of having one record for each driver (that is eliminating the creation of multiple licenses per individual), NYSDMV has identified three distinct groups who attempt to establish a second identity or maintain multiple identities:

**Group 1:** Individuals engaged in identity theft or other criminal acts.

**Group 2:** Individuals wanted under their true identity who establish a second name as an alias. This group poses a high risk for law enforcement encounters because officers may believe they are dealing with a first time traffic offender when they are actually dealing with a wanted felon.

**Group 3:** Individuals who have multiple traffic violations (for example, traffic infractions, DWIs, insurance suspensions) who establish an alias in order to (1) continue to appear to drive legally while suspended under their true identities, or (2) avoid suspensions by dividing tickets and infractions among multiple records.

Each of these three groups represents a serious problem, albeit from different perspectives. The first two groups involve individuals who pose a serious risk to the general public’s safety, which requires action by the state’s law enforcement community. In comparison, the third group poses a serious risk to those using New York’s roadways, which requires the attention of the state’s traffic safety community. Since research has consistently shown that driver behavior is a key contributing factor in the large majority of

traffic crashes, the issue of a single person having multiple licenses or records has serious traffic safety implications.

Since NYSDMV is concerned with both the public safety and traffic safety issues related to multiple licenses, in January 2010, the Institute for Traffic Safety Management and Research, a not-for-profit research center affiliated with the University at Albany, was asked to assist the DFI in examining and analyzing the records of persons across the state who have or are trying to obtain more than one driver license or non-driver identification (ID) card.

## Using Facial Recognition Technology

A two-pronged approach is being used in the statewide roll out of the facial recognition program. One approach takes all of the photos that are captured daily by NYSDMV’s offices across the state and conducts a one-to-one comparison against older photos of the subject, followed by a one-to-many search against all the other photos in the NYSDMV’s database. Approximately 7,000 customer photos are taken daily and compared to the more than 21 million driver and non-driver ID photos in the database. The second approach, also conducted on a daily basis, takes a percentage of the “legacy” photos and conducts a one-to-many search of the other photos. Due to the size of the legacy file, this second approach took three years to complete.

When the investigation of the identified “matched records” is complete, the records are merged, as warranted. The merged record is then reviewed to determine whether the individual’s license should be suspended or revoked based on the combined number of tickets, points, open suspensions, crashes, and so forth that are on the merged record.

The results of the matching process for the first two years of the program, February 3, 2010, to February 2, 2013, from both a public safety perspective and a traffic safety perspective, are summarized below.



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## School of Police Staff and Command

### BLENDDED AND ONLINE COMING SOON

The School of Police Staff and Command has been redesigned and the course curriculum updated to better incorporate adult- and problem-based learning models.

In order to provide more flexibility for departments, the revised SPSC is offered on-ground throughout the U.S., but will also soon be available in blended and online learning formats. To learn more, visit [nucps.northwestern.edu/spsc1](http://nucps.northwestern.edu/spsc1).

- **Hobart, Indiana**  
July 15–November 15, 2013
- **Nashville, Tennessee**  
July 22–September 27, 2013
- **Peoria, Illinois**  
July 29–November 15, 2013
- **Gilbert, Arizona**  
September 9–November 15, 2013
- **Madison, Wisconsin**  
September 9–November 22, 2013
- **Adams County, Colorado**  
September 16, 2013–January 17, 2014
- **North Aurora, Illinois**  
September 16, 2013–January 17, 2014
- **Livonia, Michigan**  
September 23, 2013–June 27, 2014
- **Missouri City, Texas**  
September 23–December 6, 2013
- **Evanston, Illinois**  
September 30–December 14, 2013
- **Decatur, Illinois**  
November 4, 2013–March 14, 2014
- **New Braunfels, Texas**  
January 13–March 21, 2014

## Summer–Fall 2013 On-campus Course Schedule

Register now for all on-campus and select online courses and **save 20 percent** on second and subsequent registrations from the same agency for the same course.

### ON-CAMPUS COURSES EVANSTON, ILLINOIS

- **Executive Management Program**  
August 5–23
- **Supervision of Police Personnel**  
August 26–October 20 ONLINE  
September 16–27
- **Crash Investigation 1**  
September 9–20
- **Crash Investigation 2**  
September 23–October 4
- **Vehicle Dynamics**  
October 7–11
- **CDR Technician Level 1**  
October 10
- **CDR Technician Level 2**  
October 11
- **Traffic Crash Reconstruction 1**  
October 14–25
- **Crime Scene Technology 1**  
October 21–25
- **Traffic Crash Reconstruction 2**  
October 28–November 1
- **Crime Scene Technology 2**  
October 28–November 1
- **CDR Data Analyst**  
November 4–8
- **Digital Forensic Photography**  
November 4–8

### SENIOR MANAGEMENT LEADERSHIP PROGRAM SESSIONS WEBCAST OR ON CAMPUS

September 11, 2013	February 12, 2014
October 9, 2013	March 12, 2014
November 13, 2013	April 9, 2014
December 11, 2013	May 14, 2014
January 8, 2014	June 11, 2014

CONNECT WITH NUCPS



## Public Safety Implications

The primary objectives of implementing the use of facial recognition technology are to identify individuals

- engaged in identity theft or other criminal acts, and
- individuals wanted under their true identity who establish a second name as an alias.

These issues are significant, especially identity theft, as it is a serious crime that affects 11 million people nationally in any given year, which suggests that 1 in 20 U.S. citizens are at risk of becoming a victim.

Over the three-year period, more than 21 million photos were compared using the facial recognition technology. Overall, this resulted in over 13,500 cases being generated for subjects that had two or more records with NYSDMV. The system also identified 7,710 potential matches, which were determined to be twins or multiple births.

While investigations of the more than 13,000 possible fraud cases are ongoing, key findings of the first three years of operation include the following:

- More than 2,500 felony arrests were made, including
  - ◊ A subject holding four New York licenses under separate names, who was also naturalized as a U.S. citizen under the same names and was issued four different valid Social Security numbers. The subject was found to be on the no-fly list under the name he used when he initially settled in the United States.
  - ◊ Over 250 Commercial Driver License (CDL) drivers were found to have two or more licenses. Many of these drivers had open suspensions, DWI charges, and convictions for other offenses that would have prevented them from obtaining a CDL license under their "true" names.
  - ◊ A subject who had multiple active warrants under his true name since 1993 for bank robbery who was arrested after the photo from his new identity matched his old license record, which was still suspended for unpaid moving violations.
- In addition, administrative action was initiated on more than 7,000 individuals who were identified as having multiple records where the license transactions were too old for criminal prosecution. Generally, the subject's license would be revoked for a one-year period and all records for the subject would be merged. In this way, subjects would be held accountable for all tickets or accidents they had accumulated under the different identities they had used.

## Traffic Safety Implications

Although the use of facial recognition technology is gaining popularity among the state's driver licensing agencies to prevent and deter driver license fraud, the use of such technology to identify traffic safety-related problems is limited. The primary issues related to individuals with multiple license records is the extent to which they are obtaining multiple licenses to hide the fact that they have multiple traffic violations or multiple crashes on their driving records. Obtaining and using multiple license records in this manner enables a driver to avoid the appropriate sanctions and penalties associated with such events. As a result, problem drivers remain on the state's roadways, putting other highway users at risk.

To study the traffic safety implications of multiple records, 6,111 cases of "matched records" with possible fraud problems, from the first two years of the program, were reviewed and analyzed to identify how individuals are using their multiple records and determine whether their use has traffic safety implications. Key findings from the review to date show the following:

- 21 percent (1 in 5 subjects) did not have a valid license.
- 3 percent had been involved in a crash, compared to 42 percent of all New York state (NYS) licensed drivers.
- 9 percent had been convicted of impaired driving, compared to 2 percent of all NYS licensed drivers.

- 29 percent had been convicted of a cellphone violation compared to 9 percent of all NYS licensed drivers.
- 56 percent had been convicted of a seat belt violation compared to 21 percent of all NYS Licensed Drivers.
- 35 percent had accumulated six or more points on their license record within an 18-month period at some point in time after November 18, 2004, compared to 11 percent of all NYS licensed drivers.

## The Future

The NYSDMV is very excited about its successful use of facial recognition technology to uncover identity fraud and keep its highways safer. The total success of this program relies on the ongoing cooperation among the state's traffic safety organizations, law enforcement personnel, and prosecutors.

The results of the facial recognition program are being shared with other federal and state agencies in an effort to combat fraud, especially among agencies that provide benefits. It is expected that the results of NYSDMV's facial recognition program will help these agencies uncover related fraud specific to their missions, such as the double collection of medical benefits, fraudulent tax refund applications, and improper disability claims. In the first three years of the program, the NYSDMV DFI identified subjects collecting benefits under multiple identities, as well as subjects working full time under one identity while collecting full disability under a second identity.

The knowledge gained to date from the program, together with the size of the New York driver's license file (approximately 21.5 million records with facial images), provides an unprecedented opportunity to explore the feasibility of using facial recognition technology to identify and address both public safety and traffic safety-related issues. ❖



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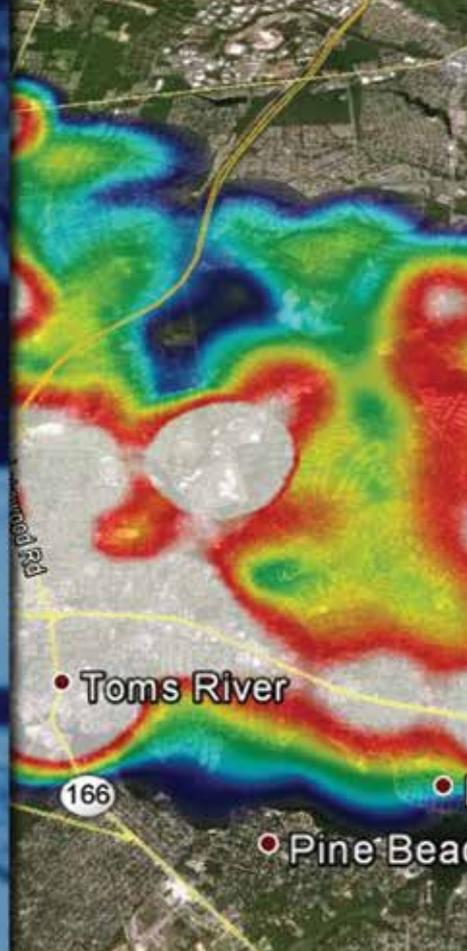
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This posting of new member applications is published pursuant to the provisions of the IACP Constitution & Rules, Article II, Section 2(c). If any active member in good standing objects to any application, written notice of the objection must be submitted to the executive director within 60 days of publication. The application in question shall then be submitted to the Executive Committee and shall require the affirmative vote of two-thirds of the members of that committee for admission of the applicant.

The full membership listing can be found in the members-only area of the IACP website ([www.theiacp.org](http://www.theiacp.org)).

## \*Associate Members

All other listings are active members.

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Assist the IACP succeed in our vision of *Serving the Leaders of Today, and Developing the Leaders of Tomorrow* by encouraging law enforcement's current and future leaders with their careers by sponsoring them for membership in the IACP. Whether you sponsor a Chief from a neighboring jurisdiction, an up and comer in your agency or a civilian supporting our profession, IACP membership offers many opportunities for professional growth and learning.

The IACP "Serves the Leaders of Today" through advocacy, training, research, and professional services; The IACP addresses the most pressing issues facing leaders today. From new technologies to emerging threats and trends, the IACP provides comprehensive and responsive services to its members throughout the world.

The IACP is also focused on "developing the law enforcement leaders of tomorrow." The IACP Center of Police Leadership, its Police Chief Mentoring program, and numerous other training and educational opportunities are designed to prepare tomorrow's leaders for the challenges they will face.

**Remember—law enforcement professionals at every level qualify for membership in the IACP.** Those in command-level positions qualify for active membership; others working in and associated with law enforcement are eligible for associate membership. See the application for details.

Every member who sponsors at least one new member will receive an Official IACP Gift.

In addition, more rewards are available for sponsoring more than one member.

Sponsor 3 new members: Free registration to the 120th Annual IACP Conference being held October 19 – 23, in Philadelphia, Pennsylvania, USA. (A \$275 Value!)

Sponsor 5 new members: IACP Model Policy CD ROM—One full volume of your choice complete with 20 policies and research papers. (A \$150 Value!)

In order to qualify for prizes and incentives the specially coded 2013 President's Membership Drive application **MUST** be used.

2013 President's Membership Drive Rules and Information:

1. The new members you sponsor must use the 2013 President's Membership Drive application to qualify for prizes. Photocopies are acceptable.
2. Applications must be received at IACP Headquarters by the close of business July 31, 2013.
3. Renewing members do not qualify for this drive.
4. Prizes are non-transferable.
5. Winners of a free IACP Model Policy CD ROM will be able to make their choice at the conclusion of the drive.
6. The 120th Annual IACP Conference will be held in Philadelphia, Pennsylvania, USA October 19-23, 2013.
7. Members will be sent/notified of all prizes & incentives following the conclusion of the drive.
8. The first 200 members to sponsor a new member in the drive will receive the Official IACP gift. The item sent will be at the discretion of the IACP.



"The International Association of Chiefs of Police (IACP) is truly a remarkable organization. For the past 119 years, the IACP has blazed a trail for professional law enforcement leaders around the globe. It has aided thousands of law enforcement executives throughout their careers and has helped to define the policing profession as well as shape it into what it is today. Help the IACP further the careers of thousands more and make our profession stronger by sponsoring new members during the 2013 President's Membership Drive."

**President Craig T. Steckler**



# IACP President's Membership Drive Application

International Association of Chiefs of Police  
P.O. Box 62564  
Baltimore, MD 21264-2564, USA  
Phone: 1-800-THE IACP; 703-836-6767; Fax: 703-836-4543

DO NOT USE	Amount _____
	Acct. # _____
	CK # _____
	MS # _____

I am applying for the following category of membership:  Active  Associate

Name: \_\_\_\_\_ (Please Print)

Title/Rank: \_\_\_\_\_

Agency/Business Affiliation: \_\_\_\_\_

Business Address: \_\_\_\_\_

City, State, Zip, Country: \_\_\_\_\_

Residence Address: \_\_\_\_\_

City, State, Zip, Country: \_\_\_\_\_

Business Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

Web Site: \_\_\_\_\_

Signature: \_\_\_\_\_ Date of Birth: (MM/DD/Year) \_\_\_\_/\_\_\_\_/\_\_\_\_

Send mail to my  Business  Residence Address | I am a sworn officer.  Yes  No

Number of sworn officers in your agency (if applicable)  a. 1 - 5  b. 6 - 15  c. 16 - 25

d. 26 - 49  e. 50 - 99  f. 100 - 249  g. 250 - 499  h. 500 - 999  i. 1000+

Approximate pop. served (if applicable)  a. under 2,500  b. 2,500 - 9,999  c. 10,000 - 49,999

d. 50,000 - 99,999  e. 100,000 - 249,999  f. 250,000 - 499,999  g. 500,000 +

Education (Highest Degree): \_\_\_\_\_

Date elected or appointed to present position: \_\_\_\_\_

Law enforcement experience (with approx. dates): \_\_\_\_\_

Have you previously been a member of IACP?  Yes  No

**EACH APPLICANT MUST BE SPONSORED BY AN ACTIVE MEMBER OF IACP IN HIS/HER RESPECTIVE STATE/PROVINCE/COUNTRY.**

Sponsor Name: \_\_\_\_\_ Membership number: \_\_\_\_\_

**Membership Dues – \$120 (U.S. dollars only – includes subscription to Police Chief magazine valued at \$30.)**

I have enclosed:  Purchase order  Personal check/money order  Agency check

Charge to:  MasterCard  VISA  American Express  Discover

Cardholder's Name: \_\_\_\_\_

Card #: \_\_\_\_\_ Exp. Date: \_\_\_\_/\_\_\_\_

Cardholder's Billing Address: \_\_\_\_\_

Signature: \_\_\_\_\_

All memberships expire December 31 of each calendar year.  
Applications received after October 1 will be credited to the following year.

**For further information on membership benefits and eligibility,  
visit the IACP website [www.theiacp.org](http://www.theiacp.org).**

## Membership Requirements

### Active Membership

Commissioners, superintendents, sheriffs, chiefs and directors of national, state, provincial, county, municipal police departments.

Assistant chiefs of police, deputy chiefs of police, executive heads and division, district or bureau commanding officers. Generally the rank of lieutenant and above is classed as active membership.

Police chiefs of private colleges and universities who are qualified as law enforcement officers within their respective states/provinces.

Officers who command a division, district or bureau within the department. Command must be specified on the application.

Chief executive officers of railroad police systems and railway express company police systems.

### Associate Membership

Police officers employed by police agencies below the rank of lieutenant.

Superintendents and other executive officers of prisons.

Chief executives, departmental officers and technical assistants of city, county, state, provincial and national agencies with administrative or technical responsibility for police-related activities.

Prosecuting attorneys, their deputies and deputy sheriffs.

Professors and technical staffs of colleges and universities engaged in teaching or research in criminal law, police administration and other phases of criminal justice.

Staffs of crime institutes, research bureaus, coordinating councils, law enforcement associations.

Chief executive officers of industrial or commercial security police agencies and private police or detective agencies.

Employees of companies providing services to law enforcement agencies.

*Associate members enjoy the same privileges as active members except those of holding office and voting.*

Morristown—Mottola, James, Special Agent in Charge, US Secret Service, 290 Headquarters Plaza 9th Fl, 07960, (973) 971-3100  
Newark—Kelokates, Maria L, Inspector in Charge, US Postal Inspection Service, PO Box 509, 07101-0509, Email: mkelokates@uspis.gov

## New Mexico

Deming—Gigante, Brandon M, Chief of Police, Deming Police Dept, 700 E Pine St, 88030, (575) 546-3011, Fax: (575) 546-0503, Email: bgigante@cityofdeming.org, Web: www.cityofdeming.org

## New York

Bronx—Laperuta, Domenick A, Director of Public Safety, Lehman College Dept of Public Safety/CUNY, 250 W Bedford Park Blvd, West Apex 109, 10468, (718) 960-8593, Fax: (718) 960-1141, Email: domenicklaperuta@lehman.cuny.edu

Hawthorne—Geraci, Charles A, Sergeant, Westchester Co Police Dept, 1 Saw Mill River Pkwy, Executive Op, 10532, (914) 906-8267, Fax: (914) 864-7637, Email: cag7@westchestergov.com

New York City—Gonzalez, Robert, Lieutenant, New York City Police Dept, 235 E 20th St Rm 627, 10003, (917) 686-5725, Email: robg427@msn.com

—Magnetto, Peter F, Supervisory Special Agent, FBI, 26 Federal Plaza, 10278, (212) 384-1000, Email: peter.magnetto@ic.fbi.gov  
Ogdensburg—Gillespie, Mark, Special Agent in Charge, US Secret Service, US Embassy (USSS), PO Box 5000, 13669, (613) 688-5461

Sparkill—Nawoichyk, James C, Director Campus Safety, St Thomas Aquinas College, 125 Route 340, 10976, (845) 398-4043, Fax: (845) 359-2625, Email: jnawoich@stac.edu, Web: www.stac.edu

## North Carolina

Burgaw—Sutton, Laverne Montrina, Chief of Police, Burgaw Police Dept, 109 N Walker St, 28425, (910) 259-4924, Fax: (910) 259-5919, Email: police.chief@townofburgaw.com

Charlotte—Levins, Eddie, Deputy Chief of Police, Charlotte-Mecklenburg Police Dept, 601 E Trade St, 28202, Email: plevins@cmpd.org

—Pellicone, Dominick, Captain, Charlotte-Mecklenburg Police Dept, 601 E Trade St, 28202, (704) 432-2010, Email: dpellicone@cmpd.org

Cherryville—Hawkins, Chad E, Chief of Police, Cherryville Police Dept, 704 E Church St, 28021, (704) 435-1717, Fax: (704) 435-1716, Email: chawkins@cityofcherryville.com

Greenville—Sugg, Jason L, Deputy Chief of Police, East Carolina Univ Police, 609 E 10th St, 27858, (252) 328-5469, Fax: (252) 328-1974, Email: suggj@ecu.edu, Web: www.ecu.edu/police

Henderson—Ball, Christopher, Lieutenant, Henderson Police Dept, 200 Breckenridge St, 27536, (252) 438-4141, Fax: (252) 438-7311, Email: cball@hendersonncpd.org, Web: www.hendersonncpolice.com

Laurinburg—Monroe, Kimothly, Chief of Police, Laurinburg Police Dept, 303 W Church St, 28352, (910) 276-3211, Email: kmonroe@laurinburg.org, Web: www.laurinburgpolice.org

Nashville—Bashore, Thomas A, Chief of Police, Nashville Police Dept, 499 S Barnes St, 27856, (252) 459-4545, Email: thomas.bashore@townofnashvillenc.gov, Web: www.townofnashville.com

Research Triangle Park—Pope, Mark, Research Analyst, RTI International, 3040 Cornwallis Rd, 27713, (919) 485-5701, Email: mpope@rti.org

## Ohio

Canton—Maier, George T, Sheriff, Stark Co Sheriff's Office, 4500 Atlantic Blvd, 44704, (330) 430-3887, Fax: (330) 430-3844, Email: maier@starksheriff.org, Web: www.sheriff.co.stark.oh.us

Medina—Arbogast, David L, Chief of Police, Medina Twp Police Dept, 3801 Huffman Rd, 44256, (330) 721-1395, Fax: (330) 725-7717, Email: darbogast@mpd.net

—Grice, Terry, Chief of Police, Montville Twp Police Dept, 6665 Wadsworth Rd, 44256, (330) 725-8314, Fax: (330) 725-0171, Email: tgrice@montvilletwp.org, Web: www.montvilletwp.org/police

## Pennsylvania

Harrisburg—Grimes, Douglas E, Major/Executive Director, PA State Police, 8002 Bretz Dr, 17112, (717) 346-7749, Fax: (717) 346-7782, Email: dogrimes@pa.gov

Philadelphia—Lewis, James, Security Awareness Strategist, Amtrak, 2955 Market St, Box 33, 19104, (215) 349-4919, Fax: (215) 349-4755, Email: lewisjp@amtrak.com

## Rhode Island

Central Falls—Mendonca, James J, Colonel/Chief of Police, Central Falls Police Dept, 160 Illinois St, 02863, (401) 616-2550, Fax:

(401) 727-7417, Email: jmendonca@centralfallspolice.com, Web: www.centralfallspolice.com

## South Carolina

Blythewood—Burgess, Michael A, Captain, SC Hwy Patrol, 10311 Wilson Blvd, 29016, Email: maburgess@scdps.gov  
Okatie—Garbade, Donald H, Chief of Police, Univ of SC-Beaufort Police Dept, 1 University Blvd, 29909, (843) 208-8910, Email: hgarbade@usc.edu, Web: www.usc.edu

Orangeburg—Conner, Edward A, Captain, Orangeburg Dept of Public Safety, 1320 Middleton St, 29115, (803) 533-5906, Fax: (803) 533-5926, Email: ed.conner@orangeburgdps.org, Web: www.orangeburgdps.org

Rock Hill—Biggers, David, Captain Technical Services Division, Rock Hill Police Dept, 120 E Black St, 29730, (803) 329-7033, Fax: (803) 325-2697, Email: david.biggers@cityofrockhillsc.gov, Web: www.cityofrockhill.com

—Bollinger, Mark A, Executive Officer, Rock Hill Police Dept, 120 E Black St, 29730, (803) 326-3860, Fax: (803) 329-8740, Email: mark.bollinger@cityofrockhillsc.gov, Web: www.cityofrockhill.com

Springdale—Cornett, Kevin, Chief of Police, Springdale Police Dept, 2915 Platt Springs Rd, 29170, (803) 796-3160, Fax: (803) 796-0235, Email: kcornett@springdalesc.com, Web: www.springdalesc.com

## Tennessee

Jackson—Wyatt, Melinda, Lieutenant, Jackson Police Dept, 234 Institute St, 38301, (731) 425-8428, Fax: (731) 425-8242, Email: mwyatt@cityofjackson.net

Nashville—Griswold, David, Director of Public Safety, Metropolitan Nashville Airport Authority Dept of Public Safety, One Terminal Dr, 37214-4114, (615) 275-2340, Fax: (615) 210-2673, Email: david\_griswold@nashintl.com, Web: www.flyna

Smyrna—Rowland, Bryan D, Booking Officer, Smyrna Police Dept, 400 Enon Springs Rd E, 37167, (615) 459-6644 Ext. 2325, Fax: (615) 355-5733, Email: rowland371@smyrnapolice.ne

## Texas

Brenham—Miller, Charles, Chief of Police, Blinn College Police Dept, 902 College Ave, 77833, (979) 830 4755, Fax: (979) 830 4655, E mail: charles.miller@blinn.edu, Web: www.blinn.edu

Brookshire—Jackson, Brandal, Chief of Police, Brookshire Police Dept, 5100 Hwy 90, 77423, (281) 375-5000, Fax: (281) 375-5025, Email: chiefjackson@hotmail.com

Crowley—Venman, John, Lieutenant, Crowley Police Dept, 617 W FM 1187 Business, 76036, (817) 297-2276 Ext. 6203, Fax: (817) 297-1296, Email: jwenman@ci.crowley.tx.us

Galena Park—Rader, Jonathan M, Chief of Police, Galena Park Police Dept, 2207 Clinton Dr, 77547, (713) 675-3471, Fax: (713) 678-3123, Email: chief.rader@cityofgalenapark-tx.gov

Huntsville—Bracewell, Ian D, Assistant Program Coordinator, Law Enforcement Management Institute of TX, Sam Houston State Univ, 1600 Bobby Marks Dr, 77340, (936) 294-4995, Fax: (936) 294-3926, Email: ian.bracewell@shsu.edu

Kerrville—Engstrom, Harold P, Lieutenant, Kerrville Police Dept, 429 Sidney Baker St, 78028, (830) 258-1307, Email: phil.engstrom@kerrvilletx.gov

—Krebs, Mary, Lieutenant, Kerrville Police Dept, 429 Sidney Baker St, 78028, (830) 258-1303, Fax: (830) 792-2742, Email: mary.krebs@kerrvilletx.gov

—Thomason, Curtis J, Lieutenant, Kerrville Police Dept, 429 Sidney Baker St, 78028, (830) 258-1306, Fax: (930) 792-2711, Email: curtis.thomason@kerrvilletx.gov

Mansfield—Minter, Greg, Lieutenant, Mansfield ISD Police Dept, 1522 N Walnut Creek Dr, 76063, (817) 299-6008, Fax: (817) 473-5724, Email: gregminter@msidmail.org

## Utah

Brian Head—Benson, Dan, Marshal/Public Safety Director, Brian Head Dept of Public Safety, PO Box 190068, 56 N Hwy 143, 84719-0068, (435) 677-9924, Fax: (435) 677-9955, Email: dbenson@bhpd.utah.gov, Web: www.brianheadtown.utah.gov

Ogden—Harvey, John, Deputy Director, Ogden Police Dept, 2186 Lincoln Ave, 84401, Email: johnharvey@ogdencity.com

## Virginia

Arlington—Alt, Richard, Branch Chief, US Dept of Homeland Security, 4820 Fairfax Dr, 22202, (703) 435-3128, Email: richalt@verizon.net

Colonial Beach—Seay, William R, Chief of Police, Colonial Beach Police Dept, 907 McKinney Blvd, 22443, (804) 224-0141, Fax: (804) 224-8216, Email: wseay@colonialbeachva.net

Dulles—Deangelis, John, Executive Advisor, US Dept of Justice ICITAP, 7130 Sarajevo Pl, 20189, (609) 867-7104, Email: john.deangelis@icitapled.us

Richmond—Sykes, Mark J, Major/Assistant Chief of Police, VA Division of Capitol Police, 1100 Bank St PO Box 1138, 23218, (804) 343-5155, Fax: (804) 371-8698, Email: msykes@dcp.virginia.gov, Web: www.dcp.virginia.gov

Vienna—Weatherhead, Milton N, Business/Channel Development Manager, Netapp Inc, 1921 Gallows Rd Ste 600, 22182, Email: milton.weatherhead@netapp.com

Winchester—Sanzenbacher, Kevin, Chief of Police, Winchester Police, 231 E Piccadilly St, 22601, (540) 545-4701, Fax: (540) 542-1314, Email: wpdchief@ci.winchesterva.us, Web: www.winchesterpolic.org

Woodstock—Reiley, Eric L, Chief of Police/Colonel, Woodstock Police Dept, 134 N Muhlenberg St, 22664, (540) 459-2141, Fax: (540) 459-3463, Email: eric.reiley@townofwoodstockva.gov, Web: www.townofwoodstockva.gov

## Washington

Lake Forest Park—Sutton, Stephen, Chief of Police, Lake Forest Park Police Dept, 17425 Ballinger Way NE, 98155, (206) 957-2850, Email: ssutton@cityofflp.com

Seattle—Urquhart, John, Sheriff, King Co Sheriff's Office, 516 Third Ave Rm W-150, 98104, (206) 296-4155, Email: sheriff@kingcounty.gov

Stanwood—Hawkins, Rick, Chief of Police, Stanwood Police Dept, 8727 271st St NW, 98292, (425) 388-5290, Fax: (360) 629-2886, Email: stanwood.police@co.snohomish.wa.us

## West Virginia

White Hall—Guerrieri, Geno A, Chief of Police, White Hall Police Dept, 3 Timrod Dr, 26554, (304) 367-0171, Fax: (304) 816-3152, Email: whitehall160@gmail.com

## Wisconsin

Milwaukee—Grams, Kenneth R, Lieutenant, Milwaukee Police Dept, 749 W State St, 53233, (414) 935-7411, Fax: (414) 935-7122, Email: kgrams@milwaukee.gov

Oconto—Ault, Daniel F, Chief of Police, Oconto Police Dept, 1210 Main St, 54153, (920) 834-7700, Fax: (920) 834-7710, Email: dfault@mac.com, Web: www.cityofoconto.com

Sturtevant—O'Neill, Timothy S, Captain, Sturtevant Police Dept, 2801 89th St, 53177, (262) 886-7230, Fax: (262) 886-7211, Email: oneillt@sturtevant-wi.gov

Whitefish Bay—Young, Michael D, Chief of Police, Whitefish Bay Police Dept, 5300 N Marlborough Dr, 53217, (414) 755-6540, Fax: (414) 962-3497, Email: myoung@wfbvillage.org, Web: www.wfbvillage.org

**The IACP notes the passing of the following association members with deepest regret and extends its sympathy to the families and coworkers left to carry on without them.**

Robert R. Hole, Deputy District Attorney, Contra Costa County District Attorney's Office, Orinda, California

Erik R. Ramstead, Chief of Police, Everson, Washington



# ATTENTION IACP MEMBERS! NEW BENEFITS

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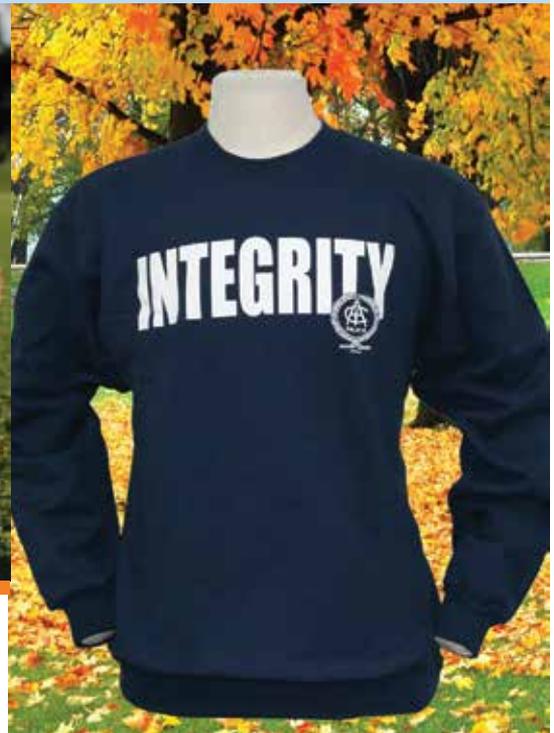


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[abrown@robertsonmarketing.com](mailto:abrown@robertsonmarketing.com)



ROBERTSONMARKETING



# Product update

The **Police Chief** keeps you on the cutting edge of law enforcement technology with monthly product announcements. For **free**, in-depth information, visit us online at <http://www.policechiefmagazine.org>. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.



## Laboratory fume hood

The UniFlow CE is a full-duty fume hood in a compact size, which is designed to offer 50 percent energy savings over conventional hoods. The CE's low-flow constant volume by-pass design maintains consistent face velocity. CE fume hoods are offered in 30-, 36-, 48-, and 72-inch widths and can be equipped with a wide selection of accessories to meet specific process needs. CE's are constructed totally of composite resin for superior chemical resistance and can be supplied with or without an exhaust blower in standard or explosion proof models.

For more information, visit [www.HEMCOcorp.com](http://www.HEMCOcorp.com).

## New mobile app

Morse Watchmans' new mobile app offers users an efficient way to manage control of keys while on the go. It enables authorized users to see a wide range of live information and to interact remotely with the KeyWatcher Touch key control and asset management system. Featured highlights of the app include notifications and events automatically sent to authorized personnel; real-time transactions and information for keys in use, overdue keys, alarms,

and system status; administrative capabilities such as the ability to remotely disable a user and cancel an alarm. Key control is integral to the operation of a safe and secure facility.

For more information, visit [www.morsewatchmans.com](http://www.morsewatchmans.com).

## Boots

Rocky Brands offers Max Force Durability boots. The Max Force collection is designed to be comfortable and durable. The uppers are constructed of foam cushioning. The boots feature the Rocky Airport Cushioning System, which provides a shock-absorbing TPU heel and vented airports. They are also Rocky Waterproof and include an oil and slip-resistant Max Force outsole, for maximum traction and ankle stability while in pursuit. The eight-inch style includes a side zipper option for easy on/off with a snap button closure tab for anti-snagging. A composite protective toe option is available. The collection also offers six-inch and eight-inch lace up, as well as an eight-inch side-zip option.

For more information, visit [www.rockyboots.com](http://www.rockyboots.com).



## Handheld metal detector

Torfino Enterprises Inc. offers the Metal-TEC, which is designed to enhance searches and requires only one hand for operation. A silent vibration alerts the officer to weapons, razor blades, handcuff keys, and even small pieces of metal foil (which may contain drugs) inches away, giving the officer a tactical advantage because it will not alarm the subject being searched (or others around them) that a weapon

has been detected. It pinpoints the location of a hidden metal object and determines the shape and size of the object. A heavy-duty nylon holster and car mounting kit allow the unit to be carried on the duty belt or mounted in a patrol vehicle for easy access when needed. It has a simple push on/off switch concealed under the rubber grip, and its durable, high-impact ABS case is water-resistant.

For more information, visit [www.torfino.com/mtec.asp](http://www.torfino.com/mtec.asp).

## Cooler

Pelican Products Inc. introduces the 95QT Elite Cooler. All Elite Coolers are built tough to exacting military standards and are engineered with rugged polymer exterior walls that feature an industry-leading two-inch polyurethane foam core, allowing them to preserve ice for up to 10 days. Additional advanced features include secure press and pull latches, a freezer-grade O-ring seal, and dual handles for easy transport and tie-off.

For more information, visit [www.PelicanProGear.com](http://www.PelicanProGear.com).

## Durable, Compact Tactical Flashlight

A bright tactical light can uncover unforeseen dangers, disorient a threat, and can even serve as a defensive weapon if or when the situation mandates it. The Nightstick TAC-500 Series from Bayco Products Inc. offers compact size (6.25 inches in length); brightness (a high-efficiency deep parabolic reflector and 200 lumens); ease of use (a multi-function tail cap switch, users can access a variety of settings with the push of a single button; includes momentary or constant-on, three user-selectable brightness settings, and disorienting strobe); and rugged design. The TAC-500 series comes in a variety of colors including black polymer (TAC-500B), tan polymer (TAC-500T), yellow polymer (TAC-500Y), and black metal (TAC-550B) and includes a rechargeable battery with a CR-123 battery carrier for backup power.

For more information, visit [www.baycoproducts.com](http://www.baycoproducts.com).

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### Smartphone app

Circle of 6 is a smartphone app against sexual assault. With only two taps, Circle of 6 connects users threatened with possible sexual assault and abuse to a network of trusted friends using GPS technology, texting, anti-violence resources, and a commitment to support each other. The app is currently being used in 26 countries with over 55,000 downloads worldwide, and the Circle of 6 team is planning to continue its rapid growth both on and off college campuses, with advanced plans for expansion in Mexico and other opportunities being explored.

For more information, visit [circleof6app.com](http://circleof6app.com).



### Turbine engine

The IAC AR, Russia's FAA equivalent, issued its type certificate for the

R66 Turbine. With 22 R66 helicopters built and awaiting export to Russia, the long-awaited news was a cause for celebration. The Russian certification process, which began in November 2010, concluded in early March 2013 shortly after the FAA's approval of the ELOS (Equivalent Level of Safety) for the R66 hydraulic control system. Certification in Russia is an important milestone for the R66. To date, Robinson has received a total of 47 R66 orders from Russia—22 R66s are awaiting export, 18 are currently in production and scheduled for delivery later this year, and 7 R66 demonstrators were delivered to Russia prior to certification.

For more information, visit [www.robinsonheli.com](http://www.robinsonheli.com).

### Refurbishing police vehicle service

Wild Rose Motors Police Interceptors refurbishes the Ford Crown Victoria and has partnered with a leasing program specially designed for municipalities with a \$1.00 buyout lease. Also the engines and transmissions are supplied by Ford Motors of America with a three-year unlimited mileage warranty. Wild Rose Motors can also upgrade the Crown Victoria P71 rear and front suspension and breaking system to a higher standard than when the cars were new.

A refurbished vehicle costs less than replacing and equipping a new vehicle. This enables cities and police departments to substantially save on vehicles and allows them to keep more officers on the street.

For more information, visit [www.policeinterceptors.info](http://www.policeinterceptors.info).

### Online training

Crime scene investigators, agencies, and those interested in forensic skills across the United States can now purchase Introduction to Crime Scene Investigation, a 16-hour online course developed by the National Forensic Science Technology Center (NFSTC). The convenient and highly rated course provides a consistent training base to get new investigators up and running quickly. Intro to Crime Scene Investigation includes nine modules covering crime scene management, evidence collection and handling, and documentation. In addition, students also take a four-module Introduction to Photography course—one of the most important tools in the investigator's skill set. ♦

For more information, visit <http://www.nfstc.org/service/forensics-training/online-course-intro-to-csi>.

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## Product Feature:

# Mobile Computers

By Scott Harris, Freelance Writer

Note: *Police Chief* magazine, from time-to-time, offers feature-length articles on products and services that are useful to law enforcement administrators. This article features mobile computers.

More these days than simply a screen on the squad car dashboard. In an era of downsizing, mobile computing tools help law enforcement and public safety officers, their managers, and their agencies make better, more efficient use of their most important resource: their officers.

More advanced and portable devices and more sophisticated technologies on both the front and back ends are transforming mobile computers into a digital extension of the police station or substation. Put another way, from parking tickets to arrest warrants, mobile computers these days, like the officers who use them, are multitaskers.

"We've come a long way from 'one-size-fits-all' computers that force officers to settle for devices that don't meet all their needs," said Scott French, vice president of public sector sales for Panasonic System Communications.<sup>1</sup> "Police departments are realizing that they don't have to make compromises. They can have computers with the same degree of ruggedness and security they depend on, and just as flexible and user-friendly as the technology they use at home."

Not long ago, you would need a lot more than a smartphone to handle the computing bulk needed to run something as complex as fingerprinting equipment and databases. MorphoTrak Incorporated makes the technology available in a single handheld device. The MorphoIDent device and MorphoTrak's Integrated Biometric Identification System (IBIS)—a piece of hardware that can be added to existing devices to give them fingerprint capture capabilities—are both biometric

centers literally housed in the palm of one's hand. The devices are able to scan fingerprints in the field and transmit them back to MorphoTrak's Automated Fingerprint Identification System (AFIS) for analysis. Results are then returned in as little as five seconds (depending on the speed of the connection being used).

"It's more than just a single modality. It's fingerprint identification, but it can also be facial identification and iris identification," said Robert Horton, MorphoTrak's director of marketing and communications.<sup>2</sup> "It usually uses two index fingers, then transmits wirelessly to the AFIS system on the back end. Search in the database, and results come back with mug shots, warrants, and other information."

MorphoIDent also allows officers to determine whether individuals are wanted in other states or jurisdictions. The system is connected directly to the FBI's Repository for Individuals of Special Concern (RISC), a national database containing approximately 2 million records of wanted persons, sex offender registry subjects, and known or suspected terrorists.

Recently, according to Horton, the Missouri State Highway Patrol began using MorphoIDent, and, almost immediately, the system began paying dividends. A highway patrol trooper pulled over a car he suspected had been stolen, and within 30 seconds of transmitting the driver's fingerprints to RISC, the trooper learned the driver was wanted in Georgia.

This capability can also help officers establish order in the midst of a chaotic scene, such as a criminal incident involving multiple suspects or victims.

"In the case of something like a gang shooting, you can line them up one by one," Horton said. "Right there on the spot, you can capture their fingerprints and find out whether a person has a warrant or does not, is on parole, or what have you."

As most law enforcement leaders know, when it comes to working more efficiently and effectively, the real difference is made not in the occasional major incident, but in the day-to-day business of public safety.

"If you pull someone over, you have to have reasonable justification for making that stop," Horton said. "They could ask the person for the ID. If they say they don't have it, the officer has to decide if the person is a threat and needs to be taken to a substation to be identified. This helps them decide on the spot."

According to Horton, a study conducted with the police department in Miami-Dade County, Florida, found that by avoiding transporting people to substations as a result of this field identification ability, the agency saved the equivalent of one officer's annual salary.

In terms of day-to-day operations, few areas have the potential to make as great a difference to law enforcement on a daily basis as parking tickets and similar minor traffic enforcement. Complus Data Innovations Incorporated offers mobile computing solutions that can dramatically increase parking revenue—a significant funding stream for many public safety and law enforcement agencies.

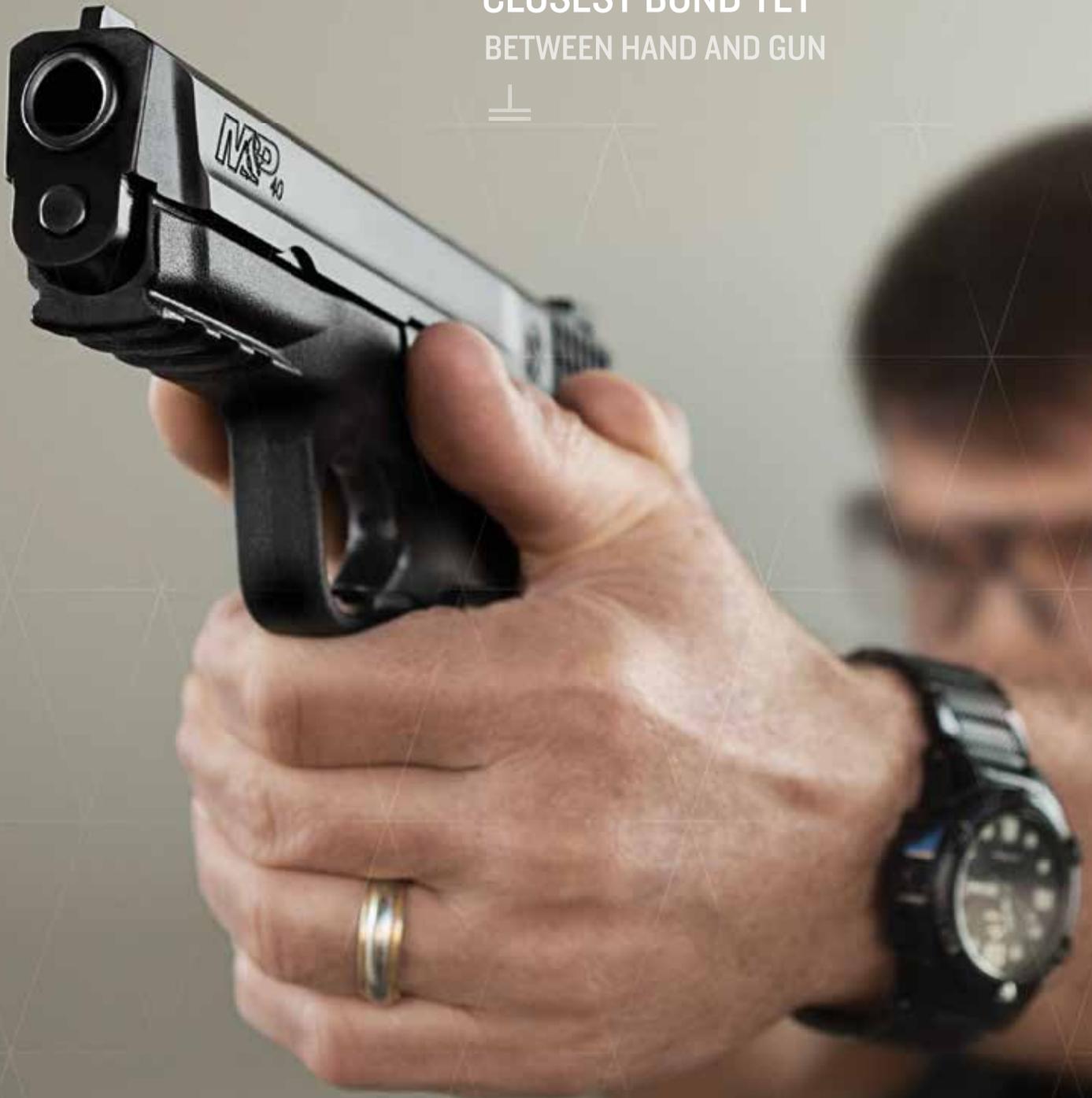
"There are fewer erroneously issued tickets, more violations issued, more efficiency. Sometimes handwritten tickets are thrown out because of poor handwriting or destroyed because of inclement weather," said David Holler, director of business development for Complus Data Innovations.<sup>3</sup>

Advanced Public Safety Incorporated provides electronic ticketing applications for mobile devices and computers installed in patrol vehicles. The company also offers voice response and input applications that help make every computing task easier and faster for law enforcement professionals.

According to Holler, the Complus parking enforcement technology can scan barcodes, take pictures, and communicate



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in real time with properly equipped parking meters. Holler said the technology can raise the average rate of collection on parking tickets from the national average of about 70 percent to about 91 percent.

But even as mobile computing technology grows more advanced, it also must be durable if it is to be truly practical in a public safety context. Making sure devices work in the worst of times and conditions as well as the best is critical to making a difference.

"Outside of the military, law enforcement is one of the largest markets for rugged mobile computers," said Panasonic's French. "It's a tough job that demands technology that can handle a variety of environments. Increasingly, law enforcement professionals are looking for improved usability, flexibility, and connectivity, without making compromises on durability, security, and return on investment."

Acura Embedded Systems manufactures high-performance computers and monitors tailor made and tested to withstand the rigors of day-to-day life in law enforcement or fire prevention.

Other hardware components also must be up to the challenge of performing

under suboptimal conditions. In Motion Technology Incorporated makes routers specially designed to use in vehicles. L-3 Mobile Vision offers a new V-One All-in-One Mobile Data Computer that is designed with state-of-the-art materials that resist impact while also making it easier to work with, in part by making a touch screen that responds to touch when the officer is wearing gloves. L-3 also provides video equipment tough enough to be mounted on a motorcycle.

French noted that Panasonic has recently introduced a Toughpad line of tablets, to complement its existing line of Toughbook laptops, convertibles, and handheld devices. According to French, the products are not only tough, but speedy, equipped to handle the ever-expanding stream of data.

"Connectivity is a big factor, and its importance will continue to grow," French said. "As 4G LTE mobile broadband spreads across the country, and more agencies move to 'the cloud' for databases, file storage, and applications, it becomes increasingly vital for officers in the field to have dependable, high-speed connections. Officers also are increasingly relying on mobile video

while in the field, and high-speed wireless is vital for transferring and storing these files. 4G LTE connectivity is available on all of our mobile computers for law enforcement."

Other companies offering new mobile computing solutions tailored for the special needs of law enforcement and public safety include Colorado-based Brother Mobile Solutions, Texas-based Coban Technologies, and Illinois-based Motorola.

Combining technological advances with the durability needs of law enforcement can be a tall order for computing manufacturers. But plenty of solutions appear to exist that are enabling police officers to take advantage of emerging capabilities and do their jobs—ensuring public safety—more effectively. ♦

#### Notes:

<sup>1</sup>Scott French, email interview with the author, March 31, 2013.

<sup>2</sup>Robert Horton, phone interview with the author, March 19, 2013.

<sup>3</sup>David Holler, phone interview with the author, March 18, 2013.

## Product Feature:

# Source Listing for

For contact information, view this article in the June 2013 issue online at <http://www.policechiefmagazine.org>.

Acura Embedded Systems Inc.

Advanced Public Safety Inc.

Alsea Geospatial Inc.

Bass Computers Inc.

Brazos Technology

Brother Mobile Solutions Inc.

Coban Technologies Inc.

Complus Data Innovations Inc. (CDI)

Data911

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Fluidmesh Networks

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General Dynamics C4 Systems

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In Motion Technology Inc.

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L-3 Communications Mobile-Vision Inc.

Lind Electronics Inc.

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# Preparing the Public Safety Community for UAS Operations



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In the U.S., police officers across the country are embracing UAS technologies, but there are still a number of challenges that must be overcome before these tools can be widely used. This workshop will feature public safety officials discussing the ins and outs of UAS operations as well as important issues such as public acceptance, airspace access and funding availability.

Credentialed law enforcement personnel will have free access to this session. Reserve your spot by contacting Elton Sinoimeri at [sinoimeri@auvsi.org](mailto:sinoimeri@auvsi.org) before Friday, 9 August.

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DragonFlyer X6



## Unmanned Aircraft Systems:

# All the Boxes Checked, but Challenges Remain



By Brett Davis, Vice President of Communications and Publications, Association for Unmanned Vehicle Systems International, Arlington, Virginia; and Don Roby, Captain, Baltimore County, Maryland, Police Department, and Chair, IACP Aviation Committee

*Photo courtesy of the Mesa County Sheriff's Office.*

*Above: Draganflyer in flight.*

A recent article in *Police Chief* magazine outlined factors to consider when purchasing technology. Is it cost effective? Is it training intensive? Will it require service and maintenance? What is the operational need—does it make the jobs of officers safer, easier, or more effective?<sup>1</sup>

These are the questions to ask when a police department considers whether or not to procure a new technology. And with public resources at stake, it is critical to carefully weigh the benefits of the technology and how it will enhance the department's ability to protect the communities it serve.

It is no wonder why more and more law enforcement agencies across the United States are interested in unmanned aircraft systems (UAS). UAS have the potential to help law enforcement agencies save time, save money, and most importantly, save

lives. They are ideal for dangerous or difficult situations like executing high-risk warrants; responding to barricaded subjects; gaining situational awareness in difficult terrain; or responding to the damage caused by emergencies such as natural disasters, downed power lines, or hazardous material incidents.

UAS check all the boxes of the technology check list. First, they are cost effective. Many systems cost about the same amount as a squad car with standard law enforcement equipment. Their operational costs can provide police departments with remarkable savings. Ben Miller is the unmanned aircraft program manager with the Mesa County Sheriff's Office, one of the few law enforcement agencies in the country with a certificate of authorization (COA) from the Federal

Aviation Administration (FAA) to fly unmanned systems. During a recent hearing before the U.S. Senate Judiciary Committee, Miller told senators about the cost effectiveness of UAS.

"I estimate unmanned aircraft can complete 30 percent of the missions of manned aviation for 2 percent of the cost," said Miller. "The Mesa County Sheriff's Office projects the direct cost of unmanned flight at just \$25 an hour as compared to the cost of manned aviation that can range from \$250 to thousands of dollars per hour."<sup>2</sup>

The costs associated with UAS for training, as well as maintenance, are not prohibitive. The systems, which are often small and weigh less than five pounds, are much more affordable and easier to use than the unmanned aircraft designed for use by the military.



Photo courtesy of the Mesa County Sheriff's Office.

Deputy Amanda Hill prepares to launch the department's Draganflyer X6 UAS.

Most importantly, UAS help check the last box—they help make an officer's job safer, easier, and more effective. Whether it is a barricaded subject or a hostage situation, providing an aerial view of a search area or assessing damage from a natural disaster, UAS provide critical situational awareness without putting a human in harm's way.

However, expanding the use of UAS among public safety agencies is a challenge. The use of UAS domestically by law enforcement remains in its infancy because of the arduous FAA authorization process. Despite growing interest within the law enforcement community regarding the use of UAS, only a small handful of departments have obtained a COA to permit them to fly a UAS in civilian airspace.

"The process was rigorous; it was long," said Miller at the Senate Judiciary Committee hearing. "It took us approximately eight months to get the certificate that allows us to fly."<sup>3</sup>

Fortunately, last year Congress passed and the president signed into law the FAA Modernization and Reform Act, which streamlines this process and directs the FAA to plan for the expanded use of unmanned aircraft by 2015.

Not only will the new law make the COA application process easier, it will help advance the technology itself, making it more effective for use by law enforcement and others. The law directed the FAA to establish six test sites around the country for the development of UAS. As of the end of March, 50 applicants from 37 states had applied to receive a test site, eyeing the economic benefit a test site would bring to a local economy. Once the sites are established, manufacturers and end users including law enforcement will be able to test the technology for a

## introducing the Law Enforcement e-desk

Law Enforcement E-Desk was developed by an Illinois detective to improve the flow of visiting citizens at a police station by supplementing desk officers.

### Its capabilities include:

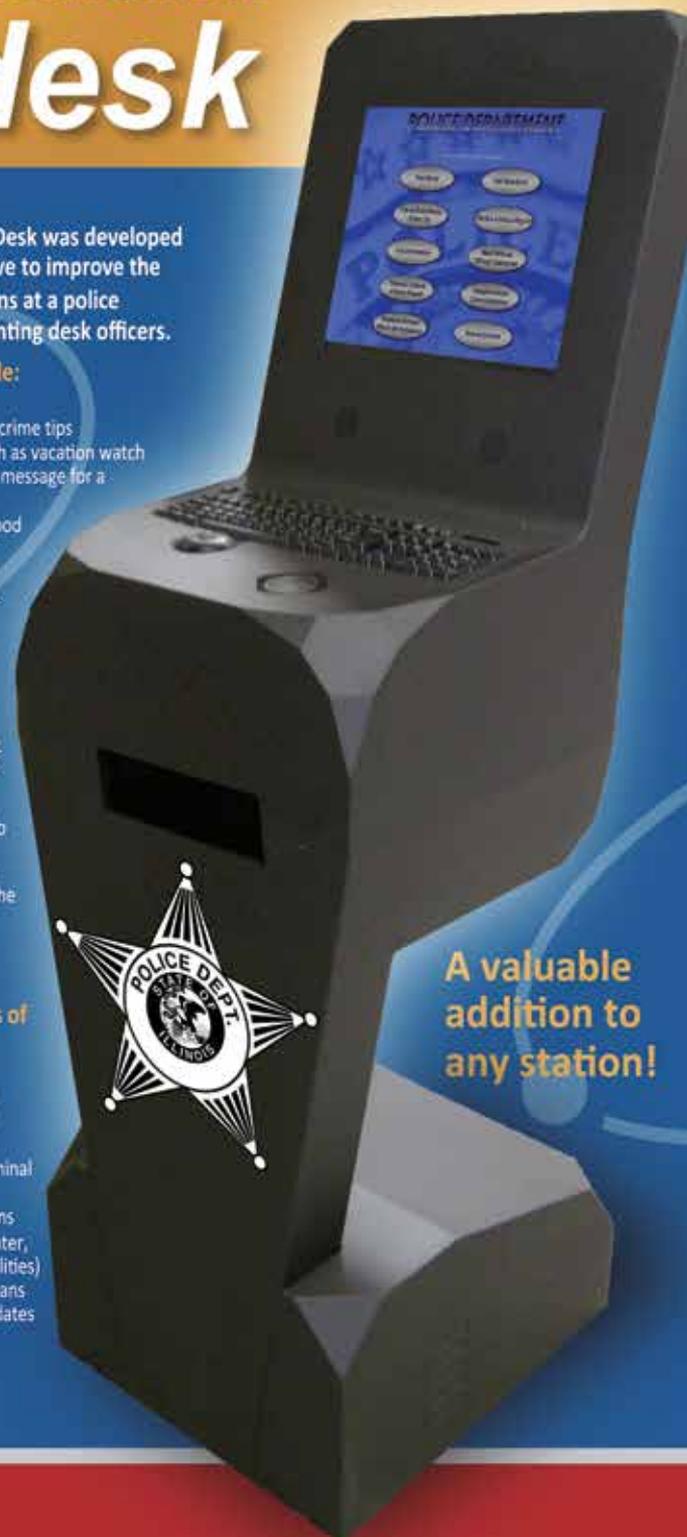
- Paying fines
- Submitting anonymous crime tips
- Requesting services such as vacation watch
- Conducting or leaving a message for a detective/officer
- Researching neighborhood crime statistics
- City information
- Getting directions if lost

As a result, desk officers can focus on the more detrimental cases; and, citizens with general inquiries can get in and out of the station without creating a back log at the desk.

E-Desk can also be used to provide services 24/7 at stations that close in the evenings, giving citizens the ability to receive non-emergency services around the clock.

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Photo courtesy of Scott Hlady and the Airborne Law Enforcement Association.

Constable Marc Sharpe of the Ontario Provincial Police operating a Droganflyer X-6 UAS.

variety of applications, honing it to help assist search and rescue, crime scene documentation, disaster response, or other specific public safety missions.

While the COA process is being streamlined, another issue looms large over the use of UAS—privacy. The ink of the president's signature on the FAA bill had barely dried when privacy groups and civil liberties advocates voiced concerns about how the technology would be used. While acknowledging the value of UAS for search and rescue missions or helping battle wild fires, these groups specifically want limits on law enforcement's use of UAS. Last year, several bills were introduced in the U.S. Congress that would have severely restricted the use of UAS by law enforcement, limiting their ability to effectively use the technology to keep communities safe.

In a recent column in the Washington, D.C., publication *The Hill*, Tim Adelman, a legal expert on the use of UAS by law enforcement, called many of these bills "ill-conceived."

"The dozen or so bills introduced in recent months addressing unmanned aircraft and the issue of privacy not only demonstrate a misunderstanding of current law, but could have unintended consequences that hamper law enforcement officers' abil-

ity to safely and efficiently do their jobs," wrote Adelman.<sup>4</sup>

Privacy concerns are legitimate. However, while there is plenty of case law built upon the foundation laid out by the Fourth Amendment to the U.S. Constitution protecting U.S. citizens from unreasonable searches, the use of UAS by law enforcement is a new development and a reasonable conversation about their use is entirely appropriate.

Last year, the Association for Unmanned Vehicle Systems International (AUVSI) published a "Code of Conduct" emphasizing safety, respect, and professionalism in the use of UAS technology by those who design, manufacture, and operate the technology. The code explicitly states that we will respect the privacy of individuals.<sup>5</sup>

"Safeguarding people's privacy is important to my industry, as well," said AUVSI President and CEO Michael Toscano during testimony before the Senate Judiciary Committee. "AUVSI believes all stakeholders can work together to advance this technology in a thoughtful way that recognizes the benefits and fuels job creation, while protecting Americans' safety, as well as their rights."<sup>6</sup>

In August 2012, the International Association of Chiefs of Police (IACP) took an important step when it released a set

of guidelines for the use of UAS by law enforcement. The guidelines cover a range of issues including community engagement, system requirements, operational procedures, and image retention. They encourage community engagement and transparency with regard to how and when UAS will be used, as well as protections put in place to uphold citizens' rights.

"Despite their proven effectiveness, concerns about privacy threaten to overshadow the benefits this technology promises to bring to public safety," the IACP stated. "From enhanced officer safety by exposing unseen dangers, to finding those most vulnerable who may have wandered away from their caregivers, the potential benefits are irrefutable. However, privacy concerns are an issue that must be dealt with effectively if a law enforcement agency expects the public to support the use of UAS by their police."<sup>7</sup>

Soon after the IACP released the guidelines, they were endorsed by AUVSI and adopted by several law enforcement agencies. The Airborne Law Enforcement Association (ALEA), the FBI Law Enforcement Executive Development Association (FBI-LEEDA), and the FBI National Academy Associates (FBINAA) endorsed the guidelines that same month.

The guidelines were well received, even by those voicing concerns about law enforcement's use of UAS. For example, an analyst with the American Civil Liberties Union called them "quite strong" and wrote that "the IACP is to be applauded for addressing the issue."<sup>8</sup>

The guidelines provide a comprehensive road map for any law enforcement agency looking to deploy UAS technology while safeguarding people's rights. After all, many law enforcement agencies considering using UAS want to do so in instances when individual privacy is not at issue.

However, despite the publication of the guidelines, it quickly became clear that challenges remained. Residents in several communities across the country including Seattle, Washington, and Alameda County, California, have raised concerns with the use of UAS by law enforcement, however unfounded.

These concerns have led to legislation being introduced in state legislatures that would deny public safety agencies a potentially life-saving tool. The Arlington, Texas, Police Department successfully petitioned the FAA for approval to use unmanned aircraft for missions including search and rescue, surveys of flooded areas and other natural disasters, clearing traffic crashes more quickly, and analysis of hazardous material spills. However, legislation introduced in Texas could hinder the department's ability to use the technology.

"While we understand and support the intent of this proposed bill, and other simi-

lar bills, we strongly believe that the passage of this bill would significantly impede law enforcement's ability to protect and serve our community," wrote Arlington Police Chief Will Johnson in a letter to a state legislator who introduced restrictive legislation.<sup>9</sup>

It is clear that the perception of unmanned aircraft is still largely shaped by how the public sees it being used in counterterrorism missions abroad, even though their domestic use would be quite different. This is why communication about how unmanned aircraft will actually be used domestically from those who will use it is critical. By adopting and publicizing guidelines for the use of UAS, law enforcement agencies give the public a clear picture of how, when, and why law enforcement is using UAS. Allaying the public concern is a critical step in putting the technology to use keeping officers safe as they do their jobs.

When the public sees the reality of public safety's use of UAS, rather than the sensationalism, it is supportive. According to a national poll conducted last year by Monmouth University, 80 percent of Americans support the use of unmanned aircraft to help in search and rescue missions, while about two-thirds of Americans support their use in tracking down runaway criminals and protecting U.S. borders. Another poll conducted by the Associated Press found that more people support allowing police forces to use UAS to assist in their work than oppose. That same poll found that more people are concerned that social networking sites like Facebook will cause them to lose privacy than police departments using UAS.

In the not too distant future, UAS technology will be a fixture in missions to find a lost child, respond to a devastating earthquake, or defuse a dangerous situation. But in order to get there, lawmakers, the public, and other stakeholders must understand why public safety agencies' use of UAS will benefit not only the agencies, but the communities they serve as well. This will require an open and consistent dialogue between law enforcement agencies and their communities about the benefits afforded by UAS, and the measures—as outlined in the IACP guidelines—by which citizens' rights will remain protected. ♦

**Notes:**

<sup>1</sup>Paul D. Schultz, "The Future Is Here: Technology in Police Departments," *The Police Chief* 75 (June 2008): 20–25, [http://www.policechiefmagazine.org/magazine/index.cfm?article\\_id=1527&fuseaction=display&iss ue\\_id=62008](http://www.policechiefmagazine.org/magazine/index.cfm?article_id=1527&fuseaction=display&iss ue_id=62008) (accessed May 1, 2013).

<sup>2</sup>Ben Miller, "The Future of Drones in America: Law Enforcement and Privacy Concerns," written testimony before the U.S. Senate Judiciary Committee Hearing, March 20, 2013, <http://www.judiciary.senate.gov/pdf/3-20-13MillerTestimony.pdf> (accessed April 22, 2013).

<sup>3</sup>Ibid.

<sup>4</sup>Tim Adelman, "Flurry of 'Drone' Bills Shows Congress Has Much to Learn," *The Hill*, September 20, 2012, <http://thehill.com/blogs/congress-blog/foreign-policy/250597-%20flurry-of-drone-bills-shows-congress-has-much-to-learn> (accessed April 22, 2013).

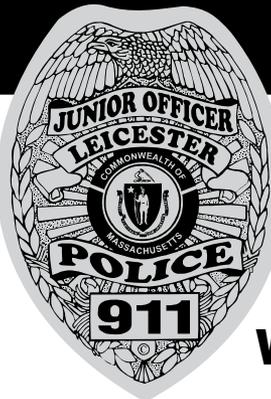
<sup>5</sup>Association for Unmanned Vehicle Systems International, "Unmanned Aircraft System Industry 'Code of Conduct,'" <http://www.auvsi.org/conduct> (accessed April 22, 2013).

<sup>6</sup>Michael Toscano, "The Future of Drones in America: Law Enforcement and Privacy Considerations," opening statement before the U.S. Senate Judiciary Committee Hearing, March 20, 2013, <http://www.judiciary.senate.gov/pdf/3-20-13ToscanoTestimony.pdf> (accessed April 22, 2013).

<sup>7</sup>IACP Aviation Committee, *Recommended Guidelines for the Use of Unmanned Aircraft* (August 2012), [http://www.theiacp.org/portals/0/pdfs/IACP\\_UAGuidelines.pdf](http://www.theiacp.org/portals/0/pdfs/IACP_UAGuidelines.pdf) (accessed April 22, 2013).

<sup>8</sup>*Free Future: Protecting Civil Liberties in the Digital Age*, "Police Chiefs Issue Recommendations on Drones; A Look at How They Measure Up," blog entry by Jay Stanley, August 17, 2012, <http://www.aclu.org/blog/technology-and-liberty/police-chiefs-issue-recommendations-drones-look-how-they-measure> (accessed April 22, 2013).

<sup>9</sup>William Johnson, "Opposition to HB 912 Texas Privacy Act," letter to Representative Lance Gooden, March 25, 2013.



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# Combating Financial Fraud and ID Theft through Regional Partnerships

**F**inancial fraud and identity theft (FIT) crimes have grown exponentially over the past decade. It has evolved from being narrow and limited, often affecting vulnerable or reckless victims and businesses, to being ubiquitous, affecting all of us. In 2010, FIT affected 1.3 million U.S. citizens with associated losses totaling more than \$1.7 billion.<sup>1</sup> Victims experience a variety of negative effects: monetary loss, stress, inconvenience, frustration, possible impact on credit for individual victims, and tarnished brand reputation and decreased revenue for financial institutions and retailers. While some of these crimes continue to be low-tech (for example, stolen checks or credit cards from mailboxes, car prowls, residential burglaries, place of employment), some are becoming increasingly technologically sophisticated (for example, card skimming, network hacking, the sale and purchase of an individual's personal information accessed through various means), and more frequently involve organized groups with schemes that are constantly shifting to stay one step ahead of detection.

The rise in FIT crimes can be attributed to the ease of committing the crime and the low risks of being caught or injured while committing it, in addition to the struggling economy. As a result of these increases, FIT cases require more resources. From the perspective of the consumer, it translates into additional costs at financial institutions and merchants, regardless of whether or not they have been directly victimized.

The purpose of this article is three-fold. First, it seeks to describe the problem of FIT as it has developed in western Washington. Second, it will detail the formation of a unique, regional public-private partnership (task force) that was launched in western Washington to combat growing concern among law enforcement, financial institutions, and prosecutors about FIT crimes. Finally, it will summarize lessons that Task Force partners have learned from their work in combatting FIT crimes.

## **Fraud and Identity Theft in Western Washington**

According to the Consumer Sentinel, Washington state ranks seventh in the nation

for fraud-related complaints, and seventeenth for ID theft complaints.<sup>2</sup> While the western Washington region (Seattle-Tacoma metropolitan area encompassing King and Pierce counties) is divided into a fair number of jurisdictions to which local law enforcement is bound,<sup>3</sup> criminals are not restricted by these arbitrary divisions. Rather, fraudsters will exploit these boundaries by perpetrating crimes in multiple jurisdictions, thereby making their group's members and associations more difficult to identify and thereafter to prosecute. Limited resources translate into local police detectives being restricted to investigate primarily those crimes that occur within their agencies' territorial boundaries. Finding a detective who is willing to work large-loss, multi-jurisdictional cases (though whose loss is not large enough to warrant federal attention) is challenging.

Criminals also know about monetary thresholds adopted by various law enforcement and financial institutions. In the Seattle-Tacoma metropolitan area, many mid- to large-sized financial institutions do not investigate fraud losses below certain levels, generally ranging from \$1,000 to \$5,000. Combined losses fewer than \$100,000 generally will not be prosecuted at the federal level in western Washington. Criminals know about these thresholds and use them to their advantage.

As previously mentioned, the crime of FIT is infrequently a primary crime; it is more frequently related to an initial offense (such as, mail theft, purse theft, car prowls, burglary, and so forth), from which personal or financial information is obtained to commit FIT. It is therefore vital that investigators be cognizant of the crossover effect between these types of property crimes, and that investigators who track FIT crimes communicate with those individuals following these associated property crimes to efficiently identify repeat offenders and their patterns.

Recent cuts in the budgets of law enforcement, corrections agencies, and prosecutors' offices have further complicated the FIT issue through reduced investigations and prosecutions. A lack of coordination between local jurisdictions can prevent prosecutors from knowing about and presenting multiple counts. Prison overcrowding further compli-

By Karen Lissy, MPH, Research Analyst, Crime, Violence, & Justice Unit, RTI International, Research Triangle Park, North Carolina; (former) Crime Analyst, Police Department, City of Redmond, Washington; and (former) Crime Analyst, Greater Puget Sound Financial Fraud and Identity Theft Task Force; and Tim Gately, Commander, Police Department, City of Redmond, Washington; and Board Member of the Greater Puget Sound Financial Fraud and Identity Theft Task Force

cates the issue, allowing for the early release of nonviolent offenders, a group that includes FIT recidivists.

Traditionally, fraud losses suffered by financial institutions are reported to local police departments. The victim financial institution will also file the requisite Bank Secrecy Act (BSA) forms—for example, Suspicious Activity Reports (SARs or SAR-Fs) or Currency Transaction Reports (CTRs) pursuant to federal guidelines in the applicable situations. However, sometimes this suspected criminal activity or loss information is filed with BSA, but it is not reported to local law enforcement. If the loss is low (that is below the institution's threshold) and BSA requirements do not apply, the financial institution may elect to do nothing; in other words, any loss is absorbed internally. In the cases when a police report is filed, police departments dispatch a patrol officer who collects pertinent information and files a routine report that might or might not be seen by detectives, depending on the loss amount and the ability to identify a crime. If the report is forwarded to the Investigations Division, screening to determine solvability can result in additional delays. Overall, the process of reporting to local police departments is fraught with problems: it can discourage financial institutions from reporting fraud

- if the system is cumbersome,
- if their cases infrequently receive further investigation and attention by law enforcement,
- if their case involves multiple jurisdictions so it is not obvious where to file, or

- if financial institutions believe that filing requisite BSA forms is adequate reporting.<sup>4</sup>

As much as multi-jurisdictional cases are challenging for law enforcement, they can be even more frustrating for financial institutions: Where does one go if small losses are occurring all over, and how can it get law enforcement's attention?

### Task Force Formation and Activities

To fight the rise in FIT crimes, in 2006, regional financial institution investigators, in conjunction with local law enforcement jurisdictions and state prosecutors, lobbied the Washington state legislature to form a statewide task force. Funded by a state tax on banks' Uniform Commercial Code (UCC) filings, the task force aggressively targets, arrests, and prosecutes financial crimes and ID theft through improved communication and coordination (that is improved partnerships). The state tax provided the funding base for two task forces: one in Seattle-Tacoma metro area (western Washington, also known as the Puget Sound region) and a second one in Spokane (eastern Washington).

In western Washington, representatives from six of the largest regional financial institutions, along with members of local law enforcement, state prosecutors from each county, and a representative from the State Attorney General's Office, formed the board membership for the Greater Puget Sound Financial Fraud and Identity Theft Task Force (GPS FFIT TF).<sup>5</sup> Investigators from different—in fact, competing—financial institutions partnered with law enforcement to identify and build financial fraud investigations and to prosecute cases against prolific FIT offenders. One agency represented on the board was selected as the fiduciary agent, while the entire board determines funding allocations for employees, equipment, and special projects. Currently comprising 15 members, the board is under the auspices of the Washington State Department of Commerce, to which it submits regular progress reports.<sup>6</sup>

With the resources given to it, the GPS FFIT TF hired a full-time detective, a part-time analyst, and a part-time state prosecutor. The detective primarily investigates cases in Pierce County, whereas the analyst mainly collects, tracks, and disseminates information about prolific FIT suspects and offenders; serves as a liaison between the task force's entities, and helps to combine cases for state prosecution. The prosecutor focuses on multi-jurisdictional cases and aggressively prosecutes the FIT top offenders. The goal was that this 3-prong approach (detective-analyst-prosecutor) would help to keep multi-jurisdictional suspects with low monetary losses from being ignored by identifying similar cases across financial institutions, investigating them, and combining them for prosecution.

Once individuals were identified to fill the three prongs of the approach (detective-analyst-prosecutor), the GPS FFIT TF lobbied local police chief organizations in King and Pierce counties for support. Thereafter, its strategy was to facilitate annual regional trainings and seminars that bring together law enforcement officers, prosecutors, and financial institution fraud investigators. These popular trainings provide opportunities to share knowledge and skills, as well as facilitate multi-jurisdictional networking through the sharing of information about offenders.

An important component of this partnership is improved information and intelligence sharing between these law enforcement and private entities. Since the primary responsibility for public-private sharing rested on the shoulders of the agency that hosted the analyst, the agency initially consulted with its city attorney to gain clear interpretation of applicable federal, state, and local laws governing data-sharing as they relate to law enforcement investigations, including those associated with storing criminal intelligence data (such as, 28 CFR Part 23).<sup>7</sup> This foundation of understanding of allowable sharing has been of paramount importance, and the attorney is consulted annually to ensure that the analyst, his or her supervisor, and the police department are clear on any updates to or new interpretations of applicable rules and regulations.

*Redmond, Washington, Police Department serves a city of 55,000 and is located approximately 20 miles east of Seattle.*

Based at the Redmond, Washington, Police Department, the GPS FFIT TF analyst is housed with other regional analysts who focus on complementary crimes, especially regional auto theft. The Redmond Police Department was one of the first local police jurisdictions to endorse the FIT initiative as it had previously recognized the value of regional collaboration while combating auto theft crimes. Indeed, its involvement in a regional auto theft partnership in early to mid-2000s led to significant reductions in auto theft.<sup>8</sup>

The part-time state prosecutor also serves a vital role. Prior to the formation of the GPS FFIT TF, detectives would file charges against suspects via the standard method: prepare the case and send it to the Filing Unit. The case would then be routed any number of directions, including to different prosecutors and different judges. With the formation of the GPS FFIT TF, the cases are now sent to one unit and handled by someone who is familiar with the type of case (and often familiar with the offender). Furthermore, state prosecutors in different counties communicate with one another prior to filing charges on a multi-jurisdictional offender to determine how to maximize the judicial effect. This streamlined process allows the criminal justice system to operate as it was intended: holistically. Instead of separating the work functions of law enforcement, financial institutions, prosecutors, and the courts, the systems are working in concert to produce convictions for multiple crimes even those committed in multiple jurisdictions. These bundled multiple offense cases are expected to result in lengthier prison sentences for offenders.

Another function of the GPS FFIT TF is to improve communication by offering opportunities for sharing, networking, and training among all levels of law enforcement and regional financial institution fraud investigators. In support of this goal, the GPS FFIT TF has sponsored and co-sponsored free or low-cost didactic trainings and networking events. Task force members have worked to identify gaps in knowledge for both law enforcement and financial institution fraud investigators and filled those gaps through sharing and cross-training. Past events have included an all-day financial investigations training sponsored by the U.S. Department of Treasury's Financial Crimes Enforcement Network (FinCEN), training by local investigators to share information about emerging trends in FIT, and a course on improved open source intelligence (especially Internet) searches. Along the same lines, it has also compiled and disseminated key information on various topics, such as a summary chart of regional facial recognition and biometric identification resources that law enforcement can tap into to assist in identifying suspects.

### Lessons Learned

Throughout the past six years that GPS FFIT TF has developed and evolved, it has generated a number of lessons that may assist other jurisdictions choosing to implement a similar program.

1. Buy-in from upper management at financial institutions, within local law enforcement, and at prosecutor's offices is paramount. Their support is necessary to make this effective and successful.
2. Listen to the financial institutions, particularly those with fraud investigators who have a local or regional focus. Large, regional cases begin here with minor losses or mere suspicious activity. Seasoned financial institution fraud investigators often have acute instincts as to what events are concerning or troubling.



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3. Public-private partnerships involving two-way information and intelligence sharing are challenging. Due to laws restricting certain information and data systems to law enforcement, involve appropriate attorneys early in the process to identify potential pitfalls and provide support and guidance based on rules and regulations for the expected types of activities or sharing that will be performed. Provide training and access to attorneys for those in the position of sharing and his or her supervisors. Be aware that each jurisdiction may differ in its interpretation.
4. Detectives who are willing to take on complex, multi-jurisdictional cases are greatly needed. Recruit detectives and their supervisors early (related to buy-in from local law enforcement leaders) if funds are not available to support a detective separately.
5. Recognize that neither small nor mid-sized (<500 commissioned officers) local police departments are likely to have direct access to search BSA data, such as SARs and Currency Transaction Reports. Make sure there are adequate directives or memoranda of understanding in place to ensure access to these reports in a timely fashion, as they can greatly assist a department's ability to identify and combine cases that might not have been reported to local police (that is local police detectives are otherwise unaware of their existence).
6. Not all linking case information fits nicely into a database. Connecting cases frequently might involve similar names, dates of birth, social security numbers, business names, addresses, phone numbers, cars and license plates, and so forth, but FIT cases are also frequently combined based on similar surveillance photographs. Catalog unknown suspect photographs for ease of recall and summarize and disseminate local and regional resources for facial recognition and biometric identification to law enforcement.
7. Providing opportunities for cross-training and networking has been a popular means to improve communication and foster understanding among all levels of law enforcement, financial institution fraud investigators, and prosecutors. It is possible to hold free or low-cost, high-impact events by simply tapping existing local resources and obtaining community donations and support.
8. With the proliferation of merchants providing check-cashing services,

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issuing stored value cards (gift cards), and serving as money service businesses, consider including retailers in a FIT partnership.

9. Consider creating a steady, self-replenishing funding stream. Currently, funding for the GPS FFIT TF is scheduled to sunset in 2015. If funding were to come from a more stable, recurring source (such as a surcharge or tax on driver's licenses), the task force would have more solid footing.
10. Identify the goals and objectives of any efforts from the beginning (ideally, before any changes are implemented)

and use them to develop process and outcome measures for a rigorous evaluation. With limited budgets, continued funding will be more likely for initiatives that can measure and then demonstrate continued success.

While most experts anticipate that FIT crimes will continue to grow more complex, sophisticated, and organized, creative partnerships such as those formed by this Task Force become all the more worthwhile as a regional community investment. The GPS FFIT TF has tapped the best resources of both worlds (private and public sectors), and combined them together to combat financial

crimes across the region. By assigning specific personnel to target financial crime cases, law enforcement, prosecutors, and financial institution fraud investigators are using all the data available to target criminals and disrupt their nefarious activities. ♦

**Notes:**

<sup>1</sup>Federal Trade Commission, *Consumer Sentinel Network Data Book for January–December 2010* (Washington, D.C.: Federal Trade Commission, March 2011), <http://www.ftc.gov/sentinel/reports/sentinel-annual-reports/sentinel-cy2010.pdf> (accessed January 5, 2012). This figure is considered an underestimate of true loss, as 14 percent of the 1.3 million reporting these crimes failed to record the amount paid (or lost).

<sup>2</sup>Federal Trade Commission, *Consumer Sentinel Network Data Book for January–December 2010*.

<sup>3</sup>For example, King county comprises 39 law enforcement jurisdictions. King county encompasses 1.9 million residents including the city of Seattle, Washington. It is the most populous county in the state and the 14th most populous in the United States. U.S. Census Bureau, "State and County Quickfacts," <http://quickfacts.census.gov/qfd/states/53/53033.html> (accessed May 1, 2012).

<sup>4</sup>While federal law enforcement has direct access to search BSA data (such as SARs), most mid-sized or small local police departments do not have direct access. Depending on access within the state, local police departments may have a cumbersome process or experience significant delays in obtaining requested information if the case has no direct nexus to a federal agency.

<sup>5</sup>GPS FFIT TF currently comprises representatives from Bank of America, BECU, JPMorgan Chase, KeyBank, US Bank, and Wells Fargo Bank; Auburn Police Department, Federal Way Police Department, Pierce County Sheriff's Department, Redmond Police Department, Seattle Police Department, Tacoma Police Department, King and Pierce County Prosecuting Attorney's Offices, and the Washington State Attorney General's Office.

<sup>6</sup>An example of a progress report—*Financial Fraud and Identity Theft Investigation and Prosecution Program: Report on Progress, Task Forces, and Recommendations* RCW 43.330.300 (Olympia, Wash.: Washington State Department of Commerce, December 2009)—may be found online at [http://www.leg.wa.gov/documents/legislature/ReportsToTheLegislature/Financial%20Fraud%20and%20ID%20Theft%20Report%202009\\_214aa74e-0d27-4e63-9166-1258d06ab535.pdf](http://www.leg.wa.gov/documents/legislature/ReportsToTheLegislature/Financial%20Fraud%20and%20ID%20Theft%20Report%202009_214aa74e-0d27-4e63-9166-1258d06ab535.pdf) (accessed April 23, 2013).

<sup>7</sup>28 CFR Part 23 ([http://www.it.ojp.gov/documents/28cfr\\_part\\_23.pdf](http://www.it.ojp.gov/documents/28cfr_part_23.pdf)) relates to the storage of law enforcement sensitive intelligence data. For more information, please visit [http://www.iir.com/28CFR\\_Program/~/](http://www.iir.com/28CFR_Program/~/) Home/28CFR\_Program/28CFR\_FAQ/ (both accessed April 19, 2013).

<sup>8</sup>Doug Shepard, "ATTACKING Auto Theft in Washington State: The Redmond Initiative," *The Police Chief* 76 (April 2009): 124–129, [http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display\\_arch&article\\_id=1777&issue\\_id=42009](http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1777&issue_id=42009) (accessed January 12, 2012).

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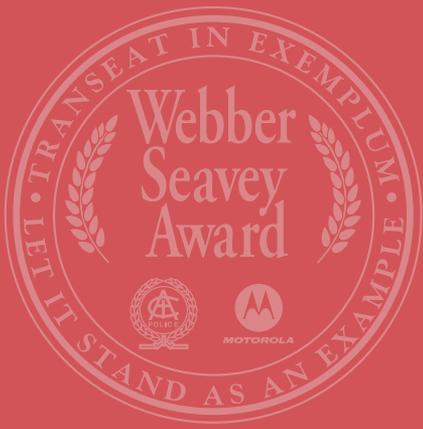
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<b>Architects Design Group, Inc.</b> 407.647.1706 www.adgusa.org ..... 34	<b>IACP Conference: Registration</b> 800.THE.IACP www.theiacpconference.org ..... 36-37	<b>Priority Dispatch Corporation</b> 800.363.9127 www.prioritydispatch.net ..... 22
<b>Association for Unmanned Vehicle Systems International</b> www.auvsishow.org ..... 59	<b>IACP Conference: Sponsorship</b> 800.THE.IACP www.theiacpconference.org ..... 41	<b>Purdue Pharma, L.P.</b> 203.588.7281 www.purduepharma.com ..... 19
<b>BioStat</b> 407.252.6758 www.biostatllc.com ..... 31	<b>IACP Drug Recognition Expert Conference</b> 800.THE.IACP ext. 206 www.DCEP.org ..... 26	<b>Redflex Traffic Systems, Inc.</b> 866.703.8097 www.redflex.com ..... 67
<b>Bright Planet</b> 605.331.6012 www.brightplanet.com ..... 34	<b>IACP Member Benefits Announcement</b> 800.THE.IACP www.theiacp.org ..... 51	<b>Reeves Company, Inc.</b> 800.452.1161 www.reevesnamepins.com ..... 5
<b>Brinkley Sargent Architects</b> 972.960.9970 www.brinkleysargent.com ..... 25	<b>IACP Membership</b> 800.THE.IACP www.theiacp.org ..... 48-49	<b>RoboteX, Inc.</b> 650.838.9191 www.robotex.com ..... 55
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## Reduce Suspended Drivers and Increase Officers' Proactive Time

By Brian A. Ursino, Director of Law Enforcement, American Association of Motor Vehicle Administrators, Arlington, Virginia

Research estimates that as many as 75 percent of suspended and revoked drivers continue to drive.<sup>1</sup> What if I told you we could reduce the number of suspended drivers on our roads by approximately 40 percent and increase proactive patrol time for state, county, tribal, and local police officers who engage in traffic law enforcement? Does this sound too good to be true? It can be done.

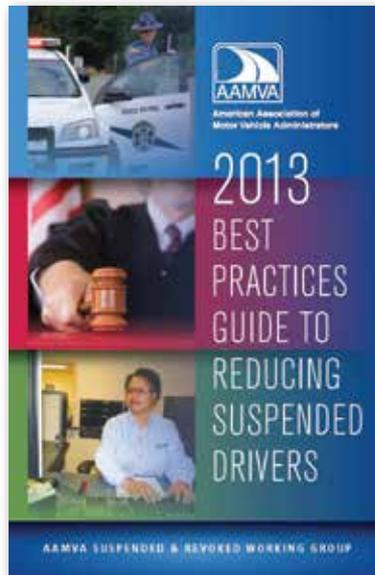
The American Association of Motor Vehicle Administrators (AAMVA) is a nonprofit organization developing model programs in motor vehicle administration, law enforcement, and highway safety. AAMVA represents state and provincial officials in the United States and Canada who administer and enforce motor vehicle laws.

AAMVA has 10 discipline areas that fall under the auspices of three standing committees: driver, enforcement, and vehicle. The Driver and Vehicle standing committees each has one member representing the IACP's State and Provincial Police Directorate (S&P), while the Enforcement standing committee has nine S&P members. Each standing committee is charged with addressing contemporary issues within its area of oversight through issue-specific working groups.

The most recently released deliverable of AAMVA's Enforcement standing committee was published in February 2013 by the Suspended and Revoked Driver Working Group and titled *2013 Best Practices Guide to Reducing Suspended Drivers* (hereinafter *Best Practices Guide*).

The *Best Practices Guide* includes research that paints the following picture:

- Approximately four out of every ten suspended drivers had their driving privileges suspended for reasons having nothing to do with driving.



- Drivers suspended for driving reasons are three times more likely to be involved in a crash than drivers suspended for non-driving reasons.

Because driving suspensions for social non-conformance (non-driving) reasons have grown so significantly—those non-driving reasons number as many as 74 across the states—the recommendation presented in the *Best Practices Guide* is for states to repeal current laws requiring (or allowing) suspension of driving privileges for non-driving reasons and make license suspension the tool it was originally intended to be—to address poor driving behavior.

If states were to adopt this policy position and repeal the targeted laws, we would realize an approximate 40 percent decrease in suspended drivers. What could that mean to law enforcement? One example is extrapolated from data provided by the Washington State Patrol (WSP). In 2011, WSP troopers issued 22,519 citations for driving while suspended or revoked. Applying the national average of 39 percent of all suspensions being for non-driving reasons, 8,782 of those arrested drivers were suspended for non-highway safety-related reasons. In addi-

tion to roadside citations, many of those cases involved vehicle impoundments, jail bookings, and court appearances for case adjudication—averaging nine total hours spent per case. This represents nearly 80,000 hours that troopers spent dealing with drivers suspended for non-highway safety-related reasons. Eliminating suspensions for social non-conformance issues would allow resources to be better focused on highway safety efforts. This article does not address the additional potential cost and time savings to the courts and to departments of motor vehicles, but those are addressed in the *Best Practices Guide*.

It will take the combined efforts of motor vehicle and law enforcement administrators working in partnership to successfully pass legislation repealing laws requiring or allowing suspensions for non-driving reasons, and there may be resistance. Even if it is not plausible to repeal every targeted law, repealing even some would result in time and cost savings. AAMVA provides some tools to assist in the endeavor:

- The *Best Practices Guide* includes a template that provides the framework for writing jurisdiction-specific legislation.
- AAMVA has produced a short video that features subject matter experts from around the United States to help convince lawmakers, legislative staff, and other stakeholders of the need to adopt this policy position. The video can be viewed at <http://www.youtube.com/watch?v=qUSKhQUW2do>.

For more information about AAMVA and the *Best Practices Guide*, visit <http://www.aamva.org> or contact Brian A. Ursino, director of law enforcement, at [bursino@aamva.org](mailto:bursino@aamva.org). ♦

### Note:

<sup>1</sup>Timothy R. Neuman et al., *National Cooperative Highway Research Program Report 500, Volume 2: A Guide for Addressing Collisions Involving Unlicensed Drivers and Drivers with Suspended or Revoked Licenses* (Washington D.C.: Transportation Research Board, 2003), I-1, [http://onlinepubs.trb.org/Onlinepubs/nchrp/nchrp\\_rpt\\_500v2.pdf](http://onlinepubs.trb.org/Onlinepubs/nchrp/nchrp_rpt_500v2.pdf) (accessed April 12, 2013).



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Description of the impact of the research findings on agency activities, the community, and/or the profession of law enforcement

## 2013 IACP EXCELLENCE IN LAW ENFORCEMENT RESEARCH AWARD

The IACP and Sprint are pleased to announce the 2013 Excellence in Law Enforcement Research Award to recognize law enforcement agencies that demonstrate excellence in initiating, collaborating on, and employing research to improve police operations and public safety. The goal of this award program is to promote the value of effective research, especially research achieved through partnerships among law enforcement agencies and researchers.

All law enforcement agencies worldwide (private corporations or individuals excluded) can compete for the award by submitting a description of their research and its impact on the agency, community, and the profession of law enforcement. Judges will take agency size and capacity into consideration when selecting finalists. Three awards are given annually- gold, silver and bronze. Two representatives from each winning agency will be provided complimentary conference registration, transportation and lodging at IACP's Annual Conference, where an event to recognize the winning agencies will be held.

To enter, law enforcement agencies must submit a nomination packet, which must be postmarked no later than **June 29, 2013**, to the IACP.

To learn more about this award, please visit [www.theiacp.org](http://www.theiacp.org); go to *About*, then *Awards* where you can find details on criteria, instructions for applying, and the application form. Contact us at [racaward@theiacp.org](mailto:racaward@theiacp.org).



*Serving the Leaders of Today, Developing the Leaders of Tomorrow*

# AWARDS NOTICE

## IACP/Target Police Officer of the Year Award

The IACP is proud to partner with Target to recognize exemplary performance in professional policing from domestic and international law enforcement agencies. The Police Officer of the Year award recognizes outstanding and heroic achievement among police officers across the globe and highlights the sacrifices made daily by law enforcement's finest. Four finalists will be selected, one of which will be named the Police Officer of the Year.

Recipients will be recognized at the IACP Annual Conference and be guests of honor at the IACP Foundation's Annual Fundraising Gala where one Police Officer of the Year will be named from the group of four finalists. Following the Gala, on Monday morning, the Police Officer of the Year will be honored at the IACP's First General Assembly.

All sworn, full-time police officers below the rank of chief are eligible. Nominations may be made for exceptional achievement in any police endeavor, including but not limited to, extraordinary valor, crime prevention, investigative work, community relations, traffic safety, drug control and prevention, juvenile programs, and training efforts. Applications are accepted from across the globe and all nominations will be considered equally by an independent team of judges. The time frame for eligibility for events is between July 31, 2012 and June 28, 2013.

Applications are now being accepted. The deadline is Friday, June 28, 2013. Please visit, <http://www.theiacp.org/portals/0/pdfs/2013POYApplication.pdf> for the application.

For more information, contact IACP Foundation Director Petey Casstevens at [casstevens@theiacp.org](mailto:casstevens@theiacp.org).

## 2013 IACP & Cisco Systems Community Policing Awards: Deadline Extended

For the 15th year, IACP and Cisco are proud to celebrate and pay tribute to departments worldwide practicing the community policing philosophy. These departments bring change, address crime and terrorism, and make their communities safe places to live, work, and play.

The deadline to apply for the award has been extended. All agencies are encouraged to apply *now* for the opportunity to be recognized for the ways they have made public safety a priority through the use of collaboration, crime prevention, and partnership formation. Winners will be honored at the 2013 IACP Annual Conference in Philadelphia, Pennsylvania.

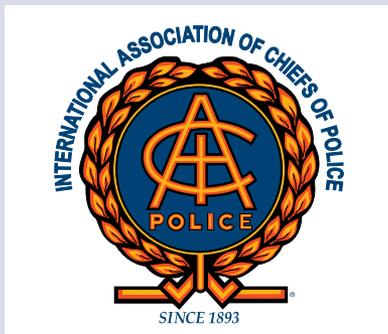
The winning agency from each category receives one complimentary annual conference registration; transportation for one to and from

the conference; one hotel room for five nights while at the conference; and two tickets to the awards banquet.

To enter, visit [www.iacpcommunitypolicing.org](http://www.iacpcommunitypolicing.org). The application deadline is midnight EDT on June 22, 2013. If you experience any issues, please email [tparrish@ndp-agency.com](mailto:tparrish@ndp-agency.com). ♦

## IACP AWARDS

Award	Deadline
<b>IACP/Motorola Webber Seavey Award for Quality in Law Enforcement</b>	<b>June 28, 2013</b>
<b>IACP/Cisco Systems Community Policing Award</b>	<b>June 22, 2013</b>
<b>IACP/Sprint Excellence in Law Enforcement Research Award</b>	<b>June 29, 2012</b>
<b>IACP/Target Police Officer of the Year (includes International applicants)</b>	<b>June 28, 2013</b>
<b>IACP/Booz Allen Hamilton - Terrorism Award</b>	<b>August 1, 2013</b>
<b>Indian Country Law Enforcement Officer of the Year</b>	<b>August 15, 2013</b>



## Line of Duty Deaths

*"They will be remembered—not for the way they died, but for how they lived."*

The IACP wishes to acknowledge the following officers, who made the ultimate sacrifice for their communities and the people they served. We extend our prayers and deepest sympathies to their families, friends and colleagues.

Sheriff Eugene Crum  
Mingo County, West Virginia, Sheriff's Office  
Date of Death: April 3, 2013  
Length of Service: 12 years

Detective Eric Smith  
Jackson, Mississippi, Police Department  
Date of Death: April 4, 2013  
Length of Service: 18 years

Deputy Sheriff Hans Fifer  
Faulkner County, Arkansas, Sheriff's Office  
Date of Death: April 8, 2013  
Length of Service: 5 years

Chief Anthony Q. Barfield, Sr.  
Barwick, Georgia, Police Department  
Date of Death: April 9, 2013  
Length of Service: 20 years

Officer Donald Bishop  
Town of Brookfield, Wisconsin, Police Department  
Date of Death: April 12, 2013  
Length of Service: 2 years

Assistant Warden Peggy Sylvester  
Opelousas, Louisiana, Police Department  
Date of Death: April 14, 2013  
Length of Service: 14 years

Officer Sean Collier  
Massachusetts Institute of Technology Police Department  
Date of Death: April 18, 2013  
Length of Service: 1 year, 3 months

Deputy Sheriff Chad Christian Key  
Grayson County, Texas, Sheriff's Office  
Date of Death: April 20, 2013  
Length of Service: 3 years, 5 months

Deputy Sheriff Douglas Leon Hanna  
Washita County, Oklahoma, Sheriff's Office  
Date of Death: April 21, 2013

Master Deputy Sheriff Joseph "Shane" Robbins  
Polk County, Florida, Sheriff's Office  
Date of Death: April 26, 2013  
Length of Service: 15 years

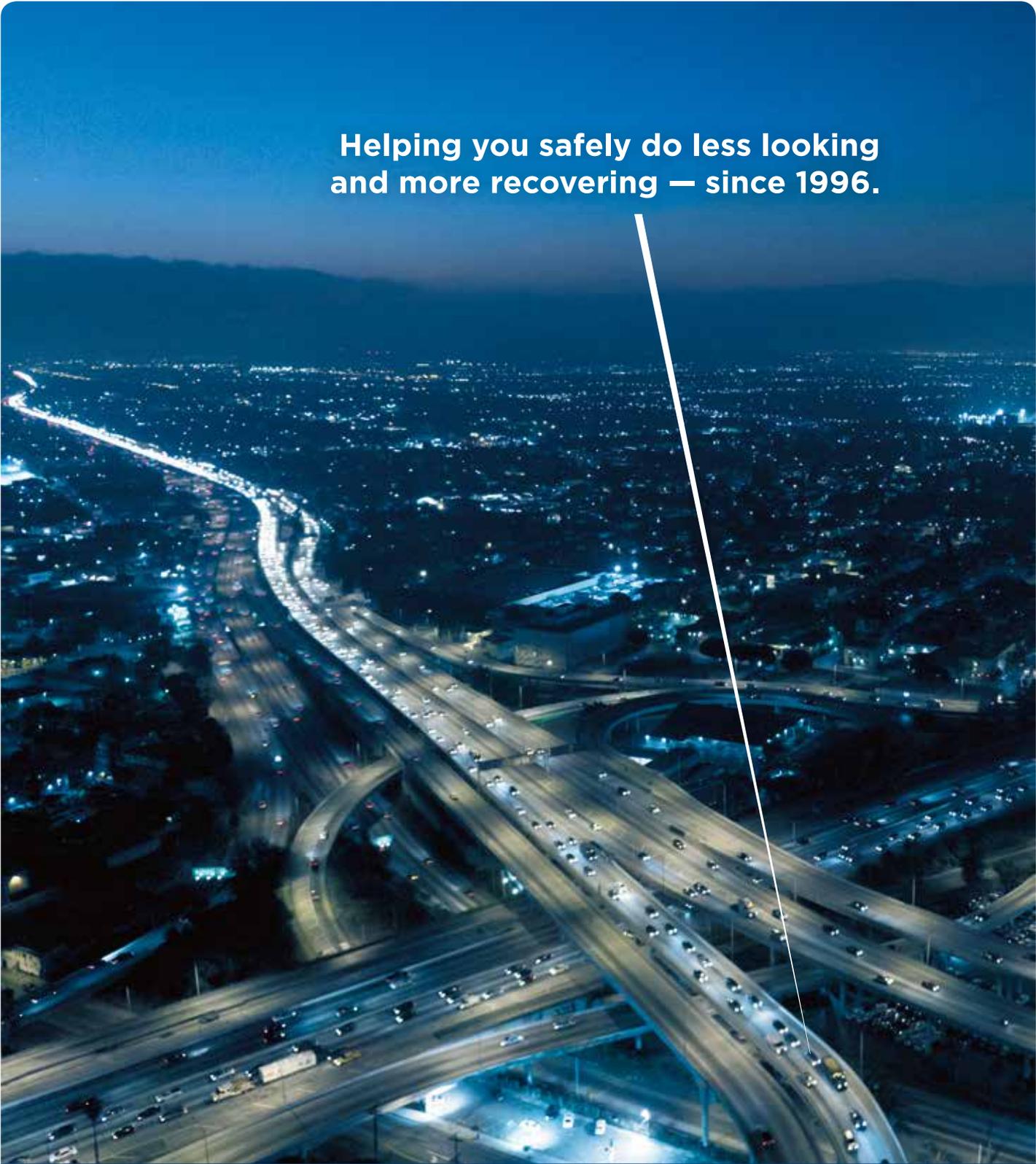
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ENABLING INTELLIGENCE.

An aerial night photograph of a city, showing a complex multi-level highway interchange with many cars. The city lights are visible in the background under a dark blue sky. A white line starts from the text below and points towards the highway.

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