



The Police Chief

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JANUARY 2013

Training the 21st Century Police Officer

Inside:

***New! Product Feature: Mobile
Command Centers of Today***

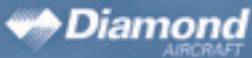
***Models for Public Safety
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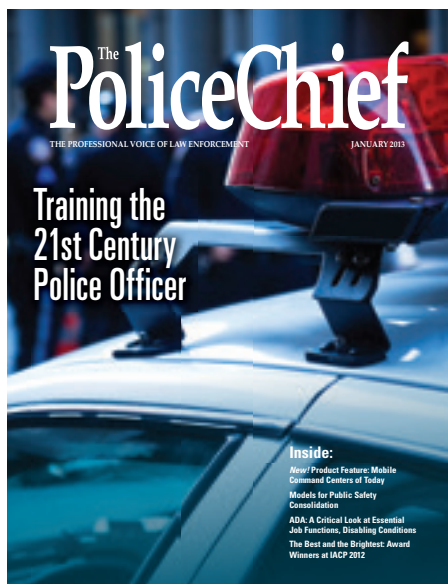
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TGD Communications, Alexandria, Virginia /
Graphic Design and Production

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The January issue of *Police Chief* magazine focuses on 21st century policing and associated challenges, in addition to recognizing recipients of the 2012 IACP Awards given in San Diego, California.

Police Chief magazine enters the new year with a new monthly feature: a product-driven article in each month throughout 2013. We start in January with a look at mobile command centers, which can be vital equipment during man-made or natural disasters. They enable quick response and uninterrupted communications, and also have an important role in effective community outreach. For more, see page 22.

The Police Chief

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Your Pivotal Role in IACP Membership Growth

The IACP is, without question, the world's preeminent association of law enforcement executives. Our membership resides in each of the 50 states and in more than 100 countries around the world. The strength of our association is derived from the breadth, the depth, and the experience of our membership.

The founders of the IACP created this organization because they realized that having law enforcement executives 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. The success of our organization over the last 120 years is a testament to their vision and wisdom.

Of course, in order to fully realize this vision, law enforcement executives from around the United States and the world must become members of the IACP, immerse themselves in the various policy initiatives under way, and join the conversation with their fellow law enforcement leaders as to the future of our profession.

Simply put, the success of the IACP depends on the strength and the diversity of our membership. For this reason, I am committed to increasing the membership of the IACP.

Over the coming year, IACP will be launching a comprehensive campaign to promote the value of our organization and to identify and connect with those individuals who are eligible for membership in the IACP. One of our initial steps in 2013 will be the President's Membership Drive (see information on page 56).

However, you also have a key role to play in assisting the IACP to meeting our vision of "Serving the Leaders of Today, Developing the Leaders of Tomorrow" by encouraging our current and future leaders with their careers by sponsoring these individuals for membership in the IACP. Whether you sponsor a chief from a neighboring jurisdiction, an up-and-coming leader in your agency, or a civilian supporting our profession, you can assure them that IACP membership offers myriad opportunities for professional growth and learning.

When thinking about reaching out to prospective members, remember membership in the IACP is *not* limited to just police chiefs. Law enforcement professionals in command-level positions qualify for **active membership**, too, while others working in and associated with law enforcement qualify for **associate membership**.

So whether it is the new chief in your neighboring jurisdiction, a member of your support staff, or a private sector partner, the IACP is open to all who have an interest in law enforcement.

To assist you in your outreach to potential new members, here are some quick highlights about IACP offerings. I invite you to take these highlights with you when you communicate with others about the value of the IACP.

What is the IACP?

The IACP is the world's largest association of law enforcement executives. It is a comprehensive professional organization that serves the leaders of today and develops the leaders of tomorrow.

What does the IACP do?

For almost 120 years, we have been launching internationally acclaimed programs, speaking out on behalf of law enforcement, conducting groundbreaking research, and providing exemplary programs and services to our members around the world.

How does the IACP do this?

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 service to its members throughout the world.

What does the IACP plan to do in the future?

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

Why IACP?

The IACP membership encompasses a diverse and exceptionally professional group from all aspects of the law enforcement profession. IACP members are able to participate in committees and sections of topical interest and readily share successes and challenges with law enforcement leaders from around the world. In addition, members are provided opportunities to participate in summits, project advisory boards, research endeavors, and more. These opportunities provide forums to strengthen professional development, increase leadership capacity, and enhance our collective relevancy on important policy issues.

All of our efforts, training, research, sample policies, smart policing strategies, best practices, and advocacy must be directed at making our worldwide members successful. When you think about it, what other organization can give you the potential value of the IACP for \$120 a year in dues?

We present an outstanding annual conference with quality training and networking unsurpassed in our profession. Our committees, sections, and divisions continue to do exceptional work and consistently produce research that is contemporary, valuable, realistic, and extremely useful for any police leader.

I want to thank you for your continuing membership in and support of the IACP. I truly believe that our association derives its strength from the size and the diversity of our membership. With your support, the IACP provides a unified voice for the law enforcement community on both a national and an international level. By providing a platform for the exchange of ideas and best practices between and among law enforcement leaders around the world, the IACP is fulfilling its mission of "Serving the Leaders of Today, Developing the Leaders of Tomorrow." ♦



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



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March 8
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March 18–29
- **CDR Data Analyst**
March 25–29
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- **Crash Investigation 2**
April 1–12
- **Vehicle Dynamics**
April 15–19
- **Crime Scene Technology 1**
April 15–19
- **Crime Scene Technology 2**
April 22–26
- **Traffic Crash Reconstruction 1**
April 22–May 3
- **Crime Scene Technology 3**
April 29–May 3
- **Traffic Crash Reconstruction 2**
May 6–10
- **Bloodstain Evidence Workshop 1**
May 6–10
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May 13–17
- **Heavy Vehicle Crash Reconstruction**
May 13–May 17
- **Pedestrian Vehicle Crash Reconstruction**
May 20–22
- **Advanced Human Factors Reconstruction**
May 20–24
- **Traffic Crash Reconstruction Refresher**
May 29–31
- **Forensic Art Techniques**
June 3–7
- **Traffic RADAR/LIDAR Instructor Training**
June 10–14
- **Shooting Reconstruction 1**
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- **Shooting Reconstruction 2**
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IACP-Endorsed Child Protection Act of 2012 Passes in Congress, Seeks Signature from President

*By Meredith Ward, Manager,
Legislative and Media Affairs*

In a bipartisan effort, Congress recently passed the Child Protection Act of 2012. Supported strongly by the IACP, this legislation will significantly enhance the capability of state, local, and federal law enforcement to pursue individuals who commit child pornography and exploitation crimes. The IACP is proud to support an initiative that will go into effect after President Obama signs it into law.

Known as S. 3456 and H.R. 6063, the bill increases the criminal sentence range from 10 years to 20 years for the charge of possession of child pornography. As Internet and technology capabilities change, combating the availability and the spread of child pornography has become more difficult for every law enforcement agency. The increased sentencing provision of the bill rightfully elevates the penalty of the crime with the severity of the crime—which, hopefully, will deter people from committing this crime.

Further, the Child Protection Act prevents and prosecutes the harassment or intimidation of child witnesses without requiring serious threats or harm. In the spotlight of an investigation, additional harassment and intimidation are methods used by abusers to coerce or scare witnesses. Prosecuting these actions will, in effect, prevent major distress as well as ensure that the judicial process is not thwarted by its perpetrators.

This noteworthy legislation also will grant the U.S. Department of Justice administrative subpoena powers to aid states in finding sex offenders. Under this new authority, sex offenders venturing outside of their registered jurisdictions can be pursued and investigated. U.S. Marshals will be given the ability to apprehend fugitive sex offenders. To assist law enforcement, the bill reauthorizes funds for the Internet Crimes Against Children Task Forces that train executives and officials on how to manage cases of child sexual abuse.

Senate Judiciary Committee Approves Electronic Communications Privacy Act Reform

The Senate Judiciary Committee recently approved H.R. 6529, an update to the Electronic Communications Privacy Act originally passed in 1986. The bill would require government and law enforcement agencies to obtain probable-cause warrants for cloud-based information and emails. Meant to address privacy concerns, this bill ultimately raises apprehension for the law enforcement community and could change the landscape of future investigations.

In a letter to Senate leadership, law enforcement groups expressed that “the crime scene of the 21st century is filled with electronic records and other digital evidence . . . electronic communications records often hold the key to solving the case.” In many cases, electronic communications are essential elements that assist law enforcement in pursuing perpetrators or proving innocence. The proposed legislation provides challenges to law enforcement as it raises issues of provider responsiveness, voluntary disclosure, and issues surrounding notification.

Currently, law enforcement agencies can acquire private emails without warrants as long as the needed content has been stored by a third-party server for more than 180 days. Agencies need only an administrative subpoena to pursue critical electronic information during an investigation. Rapid and reliable access to these electronic files is fundamental to the job performance of police officers. However, there are no requirements or legislation in place that compels communication providers to respond to law enforcement requests in a timely manner. Inconsistent assistance from providers often results in lengthy investigations that hinder the judicial process.

Even in situations of emergency needs, the current provision impedes agencies in their investigations by placing decision-making power in the hands of providers. Presently, only private providers can declare which cases are deemed “emergencies”—rather than law enforcement

officials presiding in a case. The emergency declarations are on a voluntary basis under Section 2702. This hampers online child exploitation investigations as providers are not required to disclose information. This clause has created serious obstacles as official requests have been severely delayed or denied.

The IACP also believes that notification provisions in general are important concerns. Newly proposed notice provisions could cause unnecessary risks and wait for agencies on a large number of cases. Additionally, the proposed conditions of preservation should be reexamined so that notifications of suspect individuals do not jeopardize those investigations.

IACP understands there are concerns relating to digital privacy threats. As the digital realm continues to expand, government surveillance powers must balance privacy concerns and public safety. The IACP hopes to discuss this legislation but will continue to pursue options that do not limit the scope of investigations and impede the judicial process. ♦

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Essential Job Functions, Disabling Conditions and the Americans with Disabilities Act

By Karen J. Kruger, Esq., Funk and Bolton, P.A., Baltimore, Maryland; Vice Chair, IACP Legal Officers' Section; and Counsel, Maryland Chiefs of Police Association

Title I of the Americans with Disabilities Act prohibits employment discrimination on the basis of disability.¹ Under the law and the regulations developed by the U.S. Department of Justice, Title I prohibits employers from requiring medical examinations or making disability-related inquiries of employees unless such examinations or inquiries are job-related and consistent with business necessity.²

This means that when an employee may be unable to work because of a medical condition or an injury, the employer is entitled only to the medical information necessary to determine whether the employee can perform the essential functions of his or her job with or without reasonable accommodations and without posing a direct safety threat. Accordingly, in most situations, an employer or an employer's medical advisor cannot require the employee to disclose his or her entire medical history because those records are likely to contain information that is not related to whether the employee can perform the essential functions of the job.³ In addition, any medical information that the employer obtains must be treated as confidential, including that related to a workers' compensation or occupational injury claim, and can be disclosed only under limited circumstances.⁴

Medical examinations and medical inquiries that are not job related and consistent with business necessity or unrelated to the employee's fitness to perform the essential functions are therefore prohibited. Moreover, if the examinations are improperly timed, such as during the time an employee is still undergoing treatment or far beyond the time of an injury or medical event, unless there is an indication that the employee

cannot perform the essential functions, such inquiries are unlawful.⁵

Establishing Job Relatedness and Business Necessity

How does a law enforcement agency ensure that its fitness-for-duty examinations or independent medical evaluations are in fact job related and consistent with business necessity? One important starting point is to develop comprehensive, accurate, and up-to-date job descriptions that designate the essential functions of the job of police officer.

A successful job description starts with a job task analysis—that is, a study of what specific functions are inherent in the performance of the job, delineating tasks that are essential as opposed to incidental to the job. Once these tasks are fully identified, consideration must be given to when the task is learned by the employee, what level of competent performance is expected, in which different settings the task may be performed, and what the consequences are of inadequate performance of the task.

Key to identifying the essentialness of a given task is whether the position exists for the purpose of performing the function. The job of police officer exists to enforce the law, which requires competent performance of a multitude of tasks. Often, police officer tasks must be performed by a single employee, and a degree of expertise is required to accomplish the task. An important inquiry is how often a task is performed, while also examining the task's criticality. In police work, some significant tasks are rarely performed but are essential in their criticality—for example, firing a weapon.

Few would disagree that making arrests is an essential function of a police officer, yet that two-word phrase offers little to describe how, when, and under what circumstances arrests are made. It offers little detail about the physical acts and the mental processes that underlie successfully and safely making an arrest. Perhaps a better description of that task would be "takes

suspects into custody using reasonable physical force if necessary and by applying handcuffs and transporting them to another location, even in the face of suspect resistance and only upon a determination that there is probable cause to believe that the suspect committed a crime." This more detailed description at least begins to describe the physical demands and mental acuity needed to properly make an arrest, even if it is a bit wordy.

A Methodology

How can an agency identify these essential functions? The people who perform the job of police officers are in the best positions to explain what the job entails. An agency can present to a representative sampling of officers a "raw task list" generated by other experienced officers. This list should include not only the activities of the job but also the equipment used, the conditions under which officers must work, and the physical and mental aspects of the job. Officers should be asked to rate each task on its criticality, its frequency, and when it is learned. The idea is to identify those tasks that are fundamental, basic, necessary, or vital to the job. Elimination of any such task would be inconsistent with business necessity or the reason why the job exists.

Once the data are collected, follow-up interviews may be necessary to further identify observable job behaviors that were missing from the initial raw task list. The resulting core job description should name the essential functions that all sworn officers are expected to perform and be fit to perform. The core job description becomes the template against which medical evaluations should be considered.⁶ In other words, any medical inquiry with respect to fitness for duty must be made with reference to the actual job duties of the employee who is being examined. This means, of course, that the examining medical practitioner must be aware of what the essential job functions are and be prepared to explain how the employee's state of health impacts specifics of those functions.

Fitness-for-Duty Examinations

An employer may request or require a medical fitness examination only when

- an employee's conduct creates a reasonable belief that a threat to the health or safety of the employee or others or to agency property exists, or
- there is objective evidence that the employee cannot perform the essential job functions.

These grounds may be established by a supervisor's observations or reliable reports of others of a police officer's possible lack of fitness for duty. Employees may also self-report difficulties that include physical maladies and mental or emotional problems.

Agency medical providers must be informed as to why the examination is being requested and instructed to limit their inquiries to only the medical data that are relevant to the basis of the examination and the actual job duties. Ideally, agencies should provide medical practitioners with medical guidelines that highlight how certain common or uncommon medical problems may negatively impact an employee's fitness for law enforcement duty. To be valid, such guidelines must be developed in consultation with competent occupational physicians and psychologists.

An agency may require an employee to cooperate with the medical advisor. The purpose of the evaluation is to determine whether the employee can perform the essential functions in a safe manner and if there is a need for restrictions. If the employee's condition is deemed to constitute a disability, an evaluation may be made to determine whether the employee can perform the job of police officer with or without reasonable accommodations. The medical advisor is permitted to employ any tests or diagnostic studies that are medically warranted and, in some cases, is permitted to review relevant medical history. In all cases, medical information collected should be kept confidential. Generally, the practitioner should report only that the employee is fit for duty, the employee is fit for work with limitations, or the employee is not fit. However, the physician's notes must reflect the specific basis for the opinion and its relation to the actual job duties and the notes maintained by the physician in case of future disputes.

A law enforcement agency and the public are best served by relying on the agency's medical provider rather than on the employee's own physician. Physicians are advocates for their patients and thus might not provide the most objective evaluation, knowing that a patient does or does not wish to return to work. Even more significantly, outside physicians have not been trained in the specifics of law enforcement work and may not be aware of what it means to "make an arrest" or "conduct a vehicle stop." They are, therefore, not able to evaluate the employee in relation to his or her actual job functions as they are performed in the real world.

Agencies should review their job descriptions for thoroughness, accuracy, and currency and should seek competent legal advice before instituting any new policies or programs. All communities benefit when law enforcement agencies handle employee personnel matters in a nondiscriminatory manner that reflects the best and fairest judgment of its leaders. Compliance with the spirit and the letter of the Americans with Disabilities Act is a step in the right direction. ♦

Notes:

¹42 U.S.C. §§ 12111 *et seq.*

²42 U.S.C. § 12112(d)(4); 29 C.F.R. § 1630.14(c)

³U.S. Equal Employment Opportunity Commission, *ADA Enforcement Guidance: Preemployment Disability-Related Questions and Medical Examinations*, October 10, 1995, <http://www.eeoc.gov/policy/docs/preemp.html> (accessed November 19, 2012).

⁴See 42 U.S.C. §§ 12112(d)(3)(B), 12112(d)(4)(C); 29 C.F.R. §§ 1630.14(b)(1), 1630.14(c)(1), 1630.14(d)(1).

⁵See 42 U.S.C. § 12112(d)(4).

⁶The core job description also is useful for screening candidates, developing promotional tests, establishing state certification standards, and developing training objectives.

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info@nuernbergmesse-north-america.com

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RESEARCH IN BRIEF

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.

Recent Findings on Police Foot Pursuits

By Robert J. Kaminski, Associate Professor, University of South Carolina; and Geoffrey P. Alpert, Professor, University of South Carolina

Although a substantial amount of research literature exists regarding police motor vehicle pursuits, there has been a relative lack of empirical research on police foot pursuits. However, with exploratory and descriptive studies of foot pursuits in the Richland County, South Carolina, Sheriff's Department (RCSD) and the Los Angeles County, California, Sheriff's Department (LASD), this situation has begun to change.¹ More recently, researchers used more sophisticated quantitative methods to analyze correlates of suspect and deputy injuries sustained during 267 LASD foot pursuits.² The study is important because the dynamics of foot pursuits may be different than other types of arrest situations—and so too may be the factors associated with injury.

This Research in Brief highlights the study's findings and provides suggestions for policy and practice. First some basic descriptive findings are presented, followed by multiple regression results.

Findings

The majority (82 percent) of foot pursuits involved chases on foot *without* the use of a police vehicle. The number of deputies involved in pursuits ranged from one to nine, though nearly half (48 percent) involved only two deputies. The number of suspects ranged from one to three, but the vast majority involved a lone suspect (95 percent). On average, suspects were younger than deputies (26.7 years old and 35.7 years old, respectively). Suspects were believed to be impaired by drugs, alcohol, or mental illness in 41 percent of pursuits; a majority involved suspects with a criminal history (72 percent); and in 25 percent of cases, suspects were charged with a violent felony. Regarding force, suspects assaulted deputies in 42 percent of the pursuits; and in 72 percent, deputies used soft-hand tactics such as grabbing, joint locks, and so forth, followed by hard-hand tactics such as punching and kicking (38 percent), impact weapons (25 percent), pepper spray (18 percent), conducted energy devices (CEDs) (25 percent), and canines

(9.4 percent). One or more deputies sustained injuries in 17 percent of the foot pursuits, while one or more suspects sustained injuries in 60 percent of the foot pursuits (most involved a lone suspect being injured). Deputy injuries were relatively minor in 11 percent of the pursuits (bruises, sprains, punctures, or soft tissue damage) and were more serious in 6 percent (fractures, lacerations, or human bites). Suspects sustained minor injuries in 38 percent and more severe injuries in 20 percent of the foot pursuits.

The multiple regression findings indicate that, not unexpectedly, deputies were substantially more likely to sustain injuries when suspects assaulted them and when deputies used hard-hand tactics (except for canines and CEDs, all other types of force were unrelated to deputy and suspect injury). There also was evidence that deputies were more likely to sustain injuries when suspects were impaired, though the effect was not quite statistically significant. Suspects were substantially more likely to sustain injuries—and to sustain more severe injuries—when deputies used canines and when they used hard-hand tactics, though hard-hand tactics were unrelated to injury severity. Impaired suspects also were less likely to sustain injuries, but impairment was unrelated to injury severity. Unexpectedly, suspects were substantially more likely to sustain injuries—and possibly more severe injuries—when deputies deployed CEDs, perhaps because they were "tased" while in forward motion. (Note that routine dart punctures were not counted as injuries.)

Police foot pursuits have come under increased scrutiny in recent years, and law enforcement officials, special councils, and other observers have begun to argue that foot pursuits, like vehicular pursuits, present a heightened risk of harm to officers, suspects, and bystanders. For this reason, law enforcement leaders have called for the use of safer tactics (such as containment) and the implementation of more restrictive policies to limit the circumstances under which officers may pursue on foot fleeing suspects. Although our analysis found no fatalities among the admittedly small sample of foot pursuits in the LASD, the rates of injury among officers and suspects were significant. Whether or not foot pursuits present substantially greater risks to officers and civilians than do other resistive or forceful encounters requires further research, but it is reasonable for administrators to consider

adopting the IACP's model foot pursuit policy in whole or in part, perhaps with modifications to suit local needs and conditions. Given that relatively little is known about the dynamics of foot pursuits and their outcomes, agencies should begin collecting detailed data on foot pursuits to track and analyze these events and outcomes. This would allow the development of evidence-based policies that would help administrators determine whether or not they should develop foot-pursuit policies and how restrictive they should be. It also would allow supervisors to know if their officers or deputies are engaging in unsafe practices on the streets. ♦

Notes:

¹Robert J. Kaminski, *A Descriptive Analysis of Foot Pursuits in the Los Angeles County Sheriff's Department* (University of South Carolina, 2010). <http://artsandsciences.sc.edu/crju/research/lacsd.footpursuits.pdf> (accessed December 3, 2012); Robert J. Kaminski, *An Exploratory Study of Police Foot Pursuits in the Richland County Sheriff's Department* (University of South Carolina, 2006), <http://artsandsciences.sc.edu/crju/downloads/RCSDfootpursuit.pdf> (accessed December 3, 2012); and Robert J. Kaminski, "Police Foot Pursuits and Officer Safety," *Law Enforcement Executive Forum* 7, no. 3 (March 2007): 59–72.

²Robert J. Kaminski, Jeff Rojek, Hayden P. Smith, and Geoffrey P. Alpert, "Correlates of Foot Pursuit Injuries in the Los Angeles County Sheriff's Department," *Police Quarterly* 15, no.2 (June 2012):177-196.

Actionable Areas

1. Law enforcement agencies should collect and analyze data on foot pursuits and related outcomes.
2. Law enforcement agencies should review the IACP model foot pursuit policy and other sources and develop a written foot pursuit policy and adopt safer foot-pursuit tactics.
 - a. IACP Model Policy: http://www.tacp.org/getdoc/0b850b0f-7570-4a25-a460-c37996807d8b/Foot_Pursuit_Policy (accessed December 3, 2012).
 - b. "Escape from the Killing Zone," http://www.tacp.org/getdoc/0b850b0f-7570-4a25-a460-c37996807d8b/Foot_Pursuit_Policy (accessed July 27, 2012).
 - c. "Establishing a Foot Pursuit Policy: Running into Danger," <http://www.fbi.gov/stats-services/publications/law-enforcement-bulletin/2000-pdfs/may00leb.pdf> (accessed December 3, 2012).

Interested in submitting a research summary for Research in Brief?
Email researchinbrief@theiacp.org.



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Colonels Wear Vests, Too

*By Robert M. Coupe, Colonel
(Retired), Delaware State Police*

Upon my graduation from the Delaware State Police (DSP) Academy in 1985, my family presented me with a very special gift. My mother, my brothers, and my sisters all had chipped in to buy me a ballistic vest. In return, they made me promise I would always wear that vest when I was working.

At that time, the DSP did not issue ballistic vests to troopers, and there was no policy that mandated vest wear. I kept that promise and wore that vest every workday until a few years later when the DSP began to issue ballistic vests to troopers. Then, I switched to the DSP-issued vest.

Over the subsequent years, the DSP developed a policy mandating that the ballistic vest be worn by troopers while in uniform and while performing in a patrol function. This policy allowed troopers to exercise some discretion when in uniform, such as when performing some administrative functions, but not while on patrol.

Since being appointed to the superintendent of the DSP in July 2009, I have continued to wear my vest whenever I am in uniform, which on occasion has prompted some comments from active troopers, retirees, and the general public. Active troopers usually make favorable comments. They like seeing their colonel “patrol ready” and enjoy seeing me as “uncomfortable” as they are on a hot summer day in the vest.

However, some comments from retirees and the public were more probing and usually start with, “Why do you wear your vest if you are just an administrator?” My response is usually the same and starts with: “I was promoted to colonel, but I never stopped being a trooper.” I then go on to explain that my daily commute to headquarters is an hour-long ride, and I regularly travel up and down the state to meetings and events throughout the week. When I am in the car, I monitor the police radio and regularly stop to check on troopers on vehicle stops. Those simple acts do not make me special, but they do make me a trooper.

I would feel foolish if I did not wear my vest and, if on one of those simple acts as a trooper, I were to be shot in an area that my vest would have protected. Imagine the start to that story: “Colonel Coupe wore his ballistic vest everyday as a patrol trooper, but stopped when he became a colonel.”

Now, a little more than three years into my tenure as superintendent, it is common to see the DSP executive staff arrive at events in uniform and all wear their ballistic vests. What a powerful message this sends to our troopers in the field about the importance of officer safety. I have had troopers tell me they like seeing the adminis-



Colonel Coupe (front left) conducts a troop inspection. All individuals in the photo, including Coupe, are wearing their vests.

trative staff holding themselves to the same standard as the troopers in the field.

And there is nothing like making an officer safety speech at a troop meeting and tapping the shock plate on the front of my vest to remind them to always wear theirs.

Being a police officer is a dangerous job, and while some promotions can take you out of harm's way for a significant part of your day, at the end of the day, you are still a law enforcement officer—and with that comes the responsibility to do your best to ensure your safety as well as the safety of others. ♦

IACP Center for Officer Safety and Wellness

If you are interested in submitting a column for the Officer Safety Corner, please visit <http://www.theiacp.org/OfficerSafety> for more information.

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Law Enforcement and Behavioral Health, Working Together

Police officers enter the lives of those they serve in critical moments. When a crime or other emergency occurs, police officers are often the first responders in moments that will shape the futures of all those involved. These situations can be dangerous, highly stressful, and even traumatic for officers and the public. Beyond protecting physical safety, police leaders should be aware of the impact these encounters have on the mental health of individuals in their communities and the law enforcement officers serving those communities. Police departments can work with providers and communities to build systems that improve response to people with mental and substance use disorders while providing supports for the police and reducing the potential for further crime and trauma.

The Substance Abuse and Mental Health Services Administration (SAMHSA) has made criminal justice issues the focus of one of eight strategic initiatives guiding the agency's work through 2014. In 2007, SAMHSA collaborated with the IACP to hold a youth dialogue, sponsored by the U.S. Capitol Police Department. In 2009, SAMHSA partnered again with the IACP on the national policy summit report, *Building Safer Communities, Improving Police Response to Persons with Mental Illness*. The summit discussed how individuals with behavioral health problems are more likely to be crime victims than other members of the public and may come into contact with law enforcement as a result of disturbances related to their illnesses. People with mental health and substance use disorders are overrepresented in correctional settings. Traditional law enforcement responses to these individuals can be counterproductive for the public, law enforcement, and corrections. Traditional responses often also fail to improve management of behavioral health problems, resulting in repeated incidents and arrests, further taxing already strained systems. Fortunately, strategies and programs from diversion to reentry exist that promote public safety and improve outcomes for people with mental and substance use disorders. SAMHSA wants to work more closely with the IACP to influence positive change and system reform to protect both the safety of officers and the people they encounter with behavioral health concerns.

The IACP has been a consistent leader on these issues. Since the IACP made police response to persons with mental illness the focus of its national policy summit, we at SAMHSA are continuing our dialogue and working together on developing a youth dialogue to further explore possible diversion and other responses to youth to address the issue of disproportionate minority contact that results in too many

minority youths becoming involved with the juvenile and criminal justice systems. Public health and public safety need to work together toward solutions that respond effectively and compassionately to children, youth, and adults with substance abuse and behavioral health challenges. We can positively impact the violence and trauma our children and youth encounter.

SAMHSA is encouraging police departments and behavioral health providers to work together to divert individuals with mental health, substance abuse conditions, or both before formal arrest is necessary. To do so, police need to feel comfortable calling on community providers when available to respond quickly to assist persons in need before police may need to arrest an individual. Likewise, community providers need to feel assured that police will help their workers be safe during crisis intervention on the street, in homes, or in businesses.

Research tells us that the majority of behavioral health issues in adults begin in childhood or adolescence. The IACP policy summit report also noted the importance of addressing the unique developmental needs of children and youth with behavioral health problems. It is equally important for police responding to incidents involving children or youth with behavioral health problems to attempt to de-escalate situations and connect these young people with resources to help them manage their illnesses. Children and youth in families and neighborhoods impacted by crime are more likely to witness and be affected by crime and trauma, even in law enforcement responses. Exposures to traumatic incidents and family disruption have been linked to future health problems, including substance abuse and

mental illness. This means that first responders have the added responsibility to try to minimize the potential negative impact that may result when they must intervene.

It also is important and in the best interest of police to help youth with behavioral health needs and substance abuse as early as possible. The IACP's several youth-focused policing initiatives speak to the association's commitment to this concern. The best path to long-term abstinence from substances is community-based treatment and support services for youth. As a result, connecting youth who have substance use problems with community-based treatments and supports as early as possible serves police departments' broader missions to prevent crime and improve public safety. The alternative—juvenile justice or adult correctional placement—too often leads to the expensive and destructive cycle of repeat offense and recidivism.

None of this, of course, is simple. The impact of continued violence and trauma on law enforcement officers is being addressed at the IACP through the Center for Officer Safety and Wellness. SAMHSA acknowledges this valuable step to impact the far too high rate of police suicide. We encourage continued focus on change in police culture to reduce the misunderstanding and prejudice for officers seeking help or behavioral health services. Police departments should consider sharing resources for those in crisis—for example, SAMHSA's National Suicide Prevention Lifeline, available at 1-800-273-TALK.

Though their first job is public safety, police are a critical component of our nation's behavioral health system. Law enforcement has an important role to play to connect individuals with services and supports that will reduce problematic behavior and promote public safety. Likewise, community providers are a key part of a police officer's resources in responding to behavioral health and public safety issues. These providers must be available to collaborate with police departments and individual police officers, not only in their work with the public but also in addressing the needs of police officers and their families.

By working to implement effective models of system coordination, diversion, and reentry, police can help individuals with mental and substance use disorders address their illnesses and promote healthier communities. At the same time, communities have a responsibility to police officers to recognize their important and difficult jobs and to provide them with support on the job and in their personal lives.

SAMHSA looks forward to further collaboration with the IACP to advance our shared goals of public health and public safety. ♦



**Pamela Hyde, JD,
Administrator,
Substance Abuse and
Mental Health Services
Administration**

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Where do the good ideas come from?

In this column, we offer our readers the opportunity to learn about—and benefit from—some of the cutting-edge technologies being implemented by law enforcement colleagues around the world.



Barix IP Audience Surveillance Solutions Reduce Donation Thefts at Goodwill Industries Stores

Barix AG is helping Goodwill Industries reduce theft and vandalism at its stores by adding voice to its existing video surveillance systems. The security team reports a 99 percent donation retention since installing Barix two-way Internet protocol (IP) audio and monitoring solutions at three locations, with plans to roll out the technology across all 15 regional stores.

The nonprofit stores regularly accept donations at all locations. The company has long used a closed-circuit television network to monitor and record visitors as they drop off donations at store exteriors—and to capture evidence of criminal activity. Goodwill recently began looking at ways to communicate directly with visitors, when necessary.

"We have always done live video monitoring for after-hours donations at our stores but have experienced a lot of theft over the past year," said Chris Ryter, loss prevention and safety manager for Goodwill Industries of East Texas. "I had this idea that the thefts would stop or subside if we could communicate with subjects, let them know they are being recorded, and warn them to leave the property before we call the police. And we have had a significant reduction in theft and vandalism since adding Barix."

Ryter was looking for an IP-based audio solution that could complement his closed-circuit television system and operate independently with low overhead costs. The solution also had to offer centralized monitoring, simple installation, and a quick learning curve with overall ease of use. He opted for Barix Annunicom 200

two-way IP audio devices for public address, and Barix ICGraph software for centralized remote device control and location monitoring.

Ryter confirms that he has been "green-lighted" to expand the solution to more stores and potentially to administration and warehouse buildings as needed. He also is looking into how to utilize the return channel of the system for audio recording in compliance with federal laws.

For information, visit <http://www.barix.com>.

PureForge Introduces Atomic-Forged Brake Rotor for Law Enforcement Vehicles

PureForge announces a wear-resistant automobile brake rotor, with an insurance-backed warranty, engineered to outlast the service life of fleet vehicles. The first of PureForge's automobile brake rotor line fits Ford Crown Victoria police cruisers. Additional makes and models—including for the Dodge Charger, the Ford Interceptor, the Chevrolet Caprice, and the Chevrolet Tahoe—are planned for release early this year.

As with PureForge brake rotors for law enforcement motorcycle fleets, the atomic-forged automotive brake rotors are designed to deliver high performance and safety while braking under extreme conditions, mitigating brake fade, and reducing toxic brake dust pollution.

PureForge selected law enforcement as its first marketplace. Operators of these fleets have embraced PureForge brakes, and the demand for brakes for the Crown Victoria has been continuously accelerating since PureForge announced the product's availability. Preorders from existing law enforcement fleet customers fulfilled PureForge's early production output scheduled for the new automotive brakes.

"The Escondido, California, Police Department has outfitted its entire motorcycle fleet with PureForge brakes, and [we are] evaluating the Crown Victoria brake rotors," said Joe Goulart, Escondido Police Department fleet maintenance supervisor. "The safety of our officers is our paramount concern, and we are confident PureForge offers uncompromising safety and performance at 20 percent savings to our department."

For information, visit <http://www.pureforge.com>.

Nebraska Embraces Modern Communications with Statewide Interoperable Trunking Network

Nebraska, situated in the middle of the United States, is a state of vast, often rugged territory ranging from sand hills in the west to farmland and highly populated urban areas on the eastern edge. It is a state subject to extreme weather conditions year-round. When all of this is combined with aging radio system infrastructure and equipment, it raises more than a handful of issues.

Unpredictable radio coverage not only placed employees at risk in the field, but also constituted a threat to public safety and hindered the ability of the Nebraska State Patrol and Nebraska Public Power District to carry out their essential services.

"It's hard to cover a state with 77,000 square miles, and the previous systems didn't do that great of a job with it," said Mike Jeffres, public safety systems manager in the state's Office of the Chief Information Officer.

Nebraska officials first identified the need for an upgrade in communications in the late 1990s, but a variety of factors prevented action. Then, in 2004, the state organized a multiagency task force and launched a formal initiative to implement a statewide wireless radio network for first responders, referred to as the Statewide Radio System (SRS).

"The state of Nebraska had taken a strong stance on collaboration and aggregation of services we provide to citizens," said Brenda Decker, Nebraska's chief information officer. "Whether it was web services or connection to departments in other areas of the state, we had to look at a network that would be supportive of all."

The vetting process led to the selection of a Motorola VHF ASTRO 25 statewide trunking system.

With the new system in place, Nebraska is realizing compatibility, clarity, and cost savings.

"By moving to the Motorola-based digital radio system, first off, we're making leaps-and-bounds advances in technology," said State Patrol Lieutenant Colonel Thomas Schwarten. ♦

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Mobile Command Centers of Today

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 command centers.

Unusually hot weather, a drought in Southern California, and the Santa Anna winds contributed to a series of forest fires that burned over 500,000 acres of land. The Witch Creek Fire started in the early afternoon on October 21; the Guejito Fire started early in the pre-dawn hours of October 22. The two fires merged during the early daylight hours of October 22, 2007. Before the end, seven separate fires had burned, 365 homes were destroyed, and every citizen in the city of San Diego was impacted in some way. During the San Diego Wildfires of 2007, mobile command centers were used to enable communications and continued public safety operations for the affected

areas from Santa Barbara county to the U.S.-Mexico border. Not one life was lost within the city of San Diego.

Mobile command centers can be vital equipment during man-made or natural disasters. They enable quick response and uninterrupted communications. Not only are mobile command centers useful during critical incidents, they can be an extremely effective community outreach tool. Mobile command centers also can be customized to fit a particular agency's needs.

Natural Disasters

In the worst disaster to hit the New York City transit system, mobile command centers have played a key role in mitigating the calamity. At the time of this writing, the death toll from Hurricane Sandy stands at 113. During Hurricane Sandy, New Jersey public safety officials used a mobile command center in Hazlet, New Jersey, that was provided by Verizon. That command center also has a radio network that links directly to FEMA. New

York City also used its mobile command centers to patrol and assess the damage in the aftermath of Sandy. During Sandy clean-up efforts, two deputies from the Butler County, Ohio, Sheriff's Office drove its mobile command center to the state of New York to assist public safety officials there.

Man-made Disasters

The horrific events of 9/11 resulted in the deaths of nearly 3,000 people, disrupted communications—when they were most desperately needed, and underscored the need for mobile command centers that can enable communication between agencies. New York City's emergency responders had trouble communicating because they were using different communications equipment without interoperability. That tragic day saw the birth of a new security mandate. The ability to communicate between agencies and entire regions became a necessity. As a result of the 9/11 Commission, the U.S. Coast Guard developed a mobile command



center capability, which consists of two enhanced mobile incident command posts positioned on each coast, providing robust, *interoperable* communications anywhere in the world.

Community Outreach Efforts

The Thousand Oaks, California, Police Department recently sent its mobile command center to a 2012 Halloween party as a community outreach effort. Chief Randy Pentis attended the Miller Family YMCA Halloween Carnival—an opportunity for the department to continue building proactive partnerships within the community. Chief Pentis was there to listen to community members and to work with them to identify, prioritize, and solve problems, including crime and quality-of-life issues. The mobile command center, the Thousand Oaks Police Bike Unit members, McGruff the Crime Dog, and the Ventura County Sheriff's Office K9 Unit made appearances at this community event.

Mobile command centers allow law enforcement professionals to perform their essential work remotely in the field. Here are a few outstanding suppliers who provide and support this indispensable product.

Frontline Communications manufactures law enforcement vehicles for command and control, satellite uplink and downlink, and mobile field operation applications. The company has been designing, manufacturing, and servicing customer communications vehicles for 27 years and has expertise in communications system design and integration. Frontline understands the importance of integrating complex audio, video, surveillance, and communications equipment—not only to meet an agency's specific requirements—but also to enable law enforcement personnel to accomplish their missions. The vehicles include heavy-duty custom aluminum bodies built to last more than 25 years and highly customized vehicle coach work and optional equipment.

From SUV-based rapid response vehicles to 53-foot tractor-drawn trailers, Frontline builds the vehicles that help law enforcement coordinate multiple teams and respond with confidence. The three most common standard law enforcement vehicle platforms are mobile command and communications, Special Weapons and Tactics vehicles, and hostage negotiations vehicles. Although standard designs are available for each of these applications, each truck is designed to meet specific customer requirements. Typical technologies include satellite connectivity for voice, video, and data; radio interoperability; microwave communications and video; dispatch; audio and video routing and switching; and wireless communications.

For information, visit <http://www.frontlinecomm.com>.

LDV Inc. has been building mobile command centers and serving the emergency response industry for more than 35 years. With 10 engineers on staff, LDV intends to

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Tuition for the institute, which begins with a Sunday evening seminar and concludes midday Friday, including both day classes and evening seminars, is \$695.00.

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For more information or to register online for these classes, click [here](#).

If you have any questions, please contact Robby Jacobsen at jacobsen@theiacp.org or (800) THE-IACP, ext. 316.



The Growing Need for Independent Research and Analysis to Aid Chiefs in Evaluating Public Safety Consolidation Models

By Leischen Stelter, American Military University

This month, Rockford, Michigan, will celebrate its one-year anniversary of officially consolidating its police and fire departments. This small city of 5,775 residents currently has its entire department cross-trained as public safety officers in fire, police, and medical services.

The decision to consolidate departments in Rockford was not a hasty one, but it certainly was prompted by financial

hardship. Police Chief David Jones recognized more than seven years ago the impending need to consolidate departments, and he began researching and evaluating public safety models.¹ When the economy tanked in 2008 and funds for public safety started drying up, Jones considered this budgetary calamity the right opportunity to push for a consolidated, cross-trained staff.

While there has historically been reluctance to cut public safety funding in the United States, many communities have found and continue to find themselves in a similar situation as Rockford. In 2009, local governments spent more than \$80 billion on police services and more than \$40 billion on fire services.² Personnel costs are the greatest expense in the public safety budget, reaching upwards of 80 percent of a police or fire budget.³

In an effort to reduce department costs, Chief Jones began analyzing Rockford's public safety services, and what he found probably will not surprise many public safety professionals. Based on internal research, Jones estimated that about 85 percent of the city's call volume for fire services were actually medical calls and as little as 5 percent were actually fire related.⁴

This finding is not unique to Rockford. In the past 25 years, the number of fires in the United States fell by 38 percent, while the number of firefighters increased by 42 percent and the number of fire departments increased by 7 percent. In addition, emergency medical services responses increased by 166 percent.⁵

Chief Jones also found a significant amount of staffing duplication. For example, on a medical call, both fire and police would respond in addition to medical personnel. It was costly not only to have so many staff respond to an incident (often unnecessarily) but also to have large equipment present at a scene (again, often unnecessarily).⁶ There were other areas of duplication, too, including administration, facilities, communications, and equipment.⁷

While Chief Jones took it upon himself to evaluate and research Rockford's public safety operations, not much research and data are available about consolidation models and best practices to help police chiefs decide the best path toward consolidation.

Decision Making Based on Data, Not Anecdotes

In recognition of this lack of information, the Michigan State University (MSU) School of Criminal Justice partnered with the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS) to focus on public safety consolidation. Professor Jeremy Wilson, PhD, is the director of the program on Police Consolidation and Shared Services at MSU. His team's research focuses on evaluating the organization of public safety departments, the short- and long-term costs and benefits of consolidation, consolidation's effect on community policing, and how employees respond when the nature of their jobs change.⁸

The common thread for most consolidated departments is that they are being

forced to jump into this because of budgetary cuts. "In light of the recession, communities were thrust into situations where they didn't have enough information to guide them," said Wilson.⁹ Budget cuts resulted in unprecedented reactions in the law enforcement community including layoffs, furloughs, disbanding, and consolidation, he said.

It is important that police chiefs make informed decisions based on research and analysis. "Often, policing decisions and strategies are based on gut reactions and what people think works instead of what is shown to work," said Wilson.¹⁰ The research being done by the university is focused on gathering and analyzing data and information to support effective decision making by law enforcement agencies.

As of May 2012, there were 130 agencies in the United States with at least nominal consolidation of public safety services. The 130 agencies are spread across at least 25 states, but Michigan, with at least 54, has more such agencies than any other state. The consolidation model is most prevalent among small- and medium-size agencies, and it is used in both rural and urban communities.¹¹

This research effort between MSU and the COPS Office will include a comprehensive assessment of consolidated public safety services, including a literature review, focus-group research, a national survey of consolidated public safety departments, and further in-depth case studies of both consolidated and deconsolidated public safety departments.¹²

The Basics of Consolidation

Wilson outlined four typical models of consolidation:

1. Full consolidation: The full integration of police and fire services, where public safety officers are cross-trained in both police and fire services with a consolidated management and command.

2. Partial consolidation: A partial integration of police and fire services, where cross-trained public safety officers work alongside separate police and fire personnel, and consolidation is limited to select positions within the organization's hierarchy.

3. Functional consolidation: Where police and fire services are not integrated but consolidation occurs within middle or upper management.

4. Nominal consolidation: Where police and fire services are not integrated, there are no cross-trained public safety officers, but in which separate police and fire services may share facilities or training and dispatch resources and a public safety director may oversee separate police and fire services.¹³

Among the perceived benefits of consolidation are potential increases in efficiency,

promotion of community policing, and enhancement of community safety. Consolidation can also enhance homeland security preparedness by improving communication among all public safety personnel, unifying command structures, planning for all inclusive emergency responses, and comprehensive training.¹⁴

Chief Jones has found that one of the major advantages of a public safety model is that police officers are able to respond immediately to a call, rather than waiting for a designated response team. This has

resulted in lower response times in terms of the first person to a scene. "Once I experienced that from a chief's point of view, I thought, 'Why hadn't I thought about this a long time ago?' It's a lot more efficient, and we're able to mobilize our resources and respond in moments," he said.¹⁵

Consolidation Isn't One-Size-Fits-All

Because consolidation is not the same for every community, more research is needed. "The fact of the matter is that delivering public safety services is so contextual,"

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MSU's Wilson said.¹⁶ Oftentimes, agencies are searching for a silver bullet, but there are so many configurations for consolidation models that law enforcement leadership must take the time to find a solution specific to their communities. "What works great in one community, might not work in others," Wilson said. "A key lesson is that none of these are one-size-fits-all, and it's critical to understand the local circumstances."¹⁷

Finding Unique Solutions

Chief Jones recognized that consolidation had to meet the needs and expectations of his community. One of the unique elements of the Rockford public safety model is that it incorporates the city's public works department as trained firefighters. The city has police officers cross-trained as police and fire, firefighters cross-trained as police, and public works employees cross-trained as firefighters. The city now has 20 full-time firefighters trained and available to respond, which is more than it had before its consolidation efforts.

In Rockford, the total department is 32 full-time employees, all of which are trained as firefighters, 13 of which are police officers and 19 of which are public works employees. Every employee has medical training as well. "We're only in our first year of transition, but it's working as planned and we're efficiently responding to calls for service," said Jones.¹⁸

Realities of Consolidation

Many times, communities and law enforcement leaders resort to consolidation efforts because they think it will result in immediate cost savings. However, this is rarely the case.¹⁹ Rather, cost savings, if they occur, occur over time. As a matter of fact, consolidation can actually be cost prohibitive for communities. For example, municipalities need to pay for training, backfilling positions of individuals while they're in training, new uniforms, new contracts, and sometimes even new vehicles.

In some cases, cross-training officers actually increases costs, particularly when public safety officers are required to carry both police and fire gear. Departments considering consolidation must realize that cross-training each officer in both areas of police and fire is more than simply providing unilateral training. There are significant costs to providing basic and continuing refresher training for personnel.²⁰

Potential Pitfalls of Consolidation

Many people remain skeptical about the benefits of consolidation, especially in light of the *deconsolidation* of many departments. Some of the most common reasons cited for deconsolidation include poor operational policies; inadequate preparation;

poor personnel relationships; strong political pressures; and, most importantly, weak administration.²¹ For example, the Fresno-Yosemite International Airport Public Safety Department in Fresno, California, deconsolidated in 2005 after more than 20 years of operating as a consolidated department. One of the reasons this department deconsolidated was because local officials determined that the public safety department could not provide all the necessary services for the community.²²

There is also concern about whether or not a department has adequate resources to support the desired level of service and if it can recruit talented personnel who can be both efficient and effective in this environment.²³ Some question whether or not personnel are receiving the high standards of training needed to meet the needs of public safety. In addition, many question whether officers in public safety departments are gaining the skills they need for their individual career development.

Legal issues also are paramount when it comes to consolidation. For example, a legal case in Washington state involving the Mercer Island Public Safety Department found that the city was unable to define a public safety officer within its state safety retirement system. Public safety officers were neither police officers nor firefighters.²⁴ Many departments also face legal and political pressure from organized police and fire unions.²⁵ Unions often are concerned with job cuts that may result from consolidation and therefore are not willing to cooperate with some of the legal changes that need to occur for consolidation.

Size Doesn't Matter

It is common for law enforcement leadership to cite the size of their department as an impediment to consolidation. However, there is growing evidence that the size of a department doesn't indicate success or failure.

In the United States, there are 18,000 state and local law enforcement agencies with 765,000 personnel.²⁶ These U.S. police agencies vary greatly in size, with nearly half of them employing fewer than 10 full-time officers, while two-thirds of officers work for agencies with at least 100 officers.²⁷

"I think if anybody looked at Rockford, they would say we provide more service more efficiently with reduced staff, and we've experienced considerable cost savings," said Chief Jones. "We've seen the benefits and it works well for agencies of our size."²⁸

Selling Consolidation

The path to consolidation is never easy for a community. It is imperative that local

leaders are on board and supportive of the effort. In addition, all stakeholders must be involved in consolidation efforts, including elected officials, administrators, employees, and citizens.

Chief Jones said there was minimal resistance about changing to a public safety model after he explained the financial situation. It became apparent that these changes were a matter of sustainability and survivability. "By doing this, we were able to assure not only our residents but also our employees that their jobs were safe. We had to lay off a couple of people, but compared to other agencies, our losses were minimal," he said.²⁹

Cultural Challenges

It is extremely challenging for leadership to think through the implementation side of consolidation efforts, said MSU's Wilson. These are not changes that can be made overnight, and it takes an incredible amount of planning and support to make the transition.

There are many cultural sensitivities involved with consolidation. Those embracing a public safety model must take care to "honor" both police and firefighting professions.³⁰ For example, public safety directors from policing backgrounds must make a concerted effort not to favor police services and need to increase their understanding of the firefighting profession so they can make informed decisions regarding its services and vice versa.

Success in combining fire and police departments is largely dependent on attitude and personalities. Cross-training will be more difficult at municipalities with departments at odds with each other. Those with good working relationships at the onset are much more likely to be successful at consolidation. Therefore, strong leadership plays an important role in consolidation efforts.

The Importance of Balanced Leadership

Christopher Elg is currently the chief of police for the city of West Monroe, Louisiana. Prior to this position, he was the director of public safety in Van Buren Township in Michigan. Chief Elg said that one of the most important aspects for success in leading a public safety department is his diverse background: He spent 14 years as a volunteer firefighter and assistant chief before becoming a police chief.³¹ He also had more than 30 years' experience as an EMT. This background allowed him to be able to talk the language of these different fields. "I was personally interested in police and fire services, so being the director of public safety was the best of both worlds," he said.³²

Changes in Recruiting and Officer Skills

The prevalence of consolidation will fundamentally change the job functions of public safety employees. Since many communities are triple-cross-training their employees in police, fire, and paramedic duties, the skill set is much more demanding for the individual.

Wilson from MSU recently wrote the police recruitment guide for COPS Office. One of the things he argued was that there's now a dynamic police staffing challenge for departments.³³ Police chiefs must find qualified officers who are more analytical in nature and can communicate effectively to diverse audiences. As law enforcement organizations changed, the need to staff effectively has changed, too.

Public safety leaders must staff their agencies with individuals who can meet the evolving challenges of policing. Single employees are taking on a larger role and must be able to arrive on a scene and provide comprehensive service. While some communities are concerned about diminished quality of service, there is growing evidence that this model can work effectively and can actually enhance the quality of service.

The Role of Education

It has become more evident that education is playing an increasingly significant role in efforts to achieve these multiple skill sets. Chief Elg is also a professor at American Military University (AMU), where he teaches courses in criminal justice and homeland security. He has seen considerable growth in the number of students branching out in terms of the degree programs they are pursuing.

For example, many students interested in law enforcement careers are pursuing degrees in emergency management or homeland security rather than in criminal justice. While their end goal is still law enforcement, many students recognize the need to have a broader knowledge base to give them more career opportunities. Students are still looking to start their careers in traditional municipal law enforcement positions but realize that if they want to move to federal law enforcement or positions within the U.S. Department of Homeland Security, it is important to couple their police experience with a strong educational background in homeland security, emergency management, or even intelligence studies.

Elg said this crossover in disciplines is becoming more evident inside the online classroom as well. "At AMU, there are many classes that have students from the military, police, and fire services," he said. It is beneficial for students to gain the perspective of other students who have careers in a variety

of fields. "This gives them a greater opportunity to learn from each other about their jobs," he said.³⁴

The Benefits of Continuing Research

With a growing number of communities considering consolidation, more research must be done to aid police chiefs. While there has been some effort by associations and consulting firms to help communities think through consolidation feasibility, there remains a gap in scientific inquiry, said Wilson.³⁵

MSU recently received additional funding awards to launch a formal program into studying police consolidation and shared services. Using this funding, MSU now has 10 distinct projects researching different forms of consolidation efforts. The current research on public safety consolidation aims to

- create a national census and administer a survey of public safety agencies,
- conduct in-depth case studies of agencies and communities that have consolidated public safety as well as those that have deconsolidated, and
- survey residents to assess their perceptions and assessments of public safety consolidation.

Police chiefs will have access to this body of work in the form of journal articles, training webinars, briefings, and the development of a web-based portal of resources, among many things, said Wilson.³⁶

The most important element is that communities and police chiefs have access to information and data about the realities of consolidation. "It struck us that communities were being put in positions to not just talk about different ways of delivering services, but to implement them; however, there was little objective analysis to guide their decision making," said Wilson.³⁷ Hopefully, future research will provide the independent analysis that police leaders need to make decisions about how to best provide cost-effective, efficient public safety services in their communities. ♦

Notes:

¹Chief of Police David Jones, Rockford, Michigan, interview, October 23, 2012.

²U.S. Census Bureau, State and Local Government Finance, <http://www.census.gov/govs/estimate> (accessed November 15, 2012).

³Jeremy M. Wilson et al., "Public Safety Consolidation: What Is It? How Does It Work?" *Be on the Lookout*, August 2012, http://cops.usdoj.gov/Publications/e061220468_BOLO2_508.pdf (accessed November 15, 2012).

⁴Jones, interview.

⁵Jeremy M. Wilson and Clifford Grammich, "Police Consolidation, Regionalization, and Shared Services: Options, Considerations, and Lessons from Research and Practice," *Be on the Lookout*, February 2012, <http://cops.usdoj>

http://cops.usdoj.gov/Publications/e1211_bolo.pdf (accessed November 15, 2012).

⁶Jones, interview.

⁷Wilson and Grammich, "Police Consolidation, Regionalization, and Shared Services."

⁸Ibid.

⁹Jeremy Wilson, Michigan State University, interview, October 23, 2012.

¹⁰Ibid.

¹¹Wilson et al., "Public Safety Consolidation."

¹²Wilson and Grammich, "Police Consolidation, Regionalization, and Shared Services."

¹³Wilson et al., "Public Safety Consolidation."

¹⁴Wilson and Grammich, "Police Consolidation, Regionalization, and Shared Services."

¹⁵Jones, interview.

¹⁶Wilson, interview.

¹⁷Ibid.

¹⁸Jones, interview.

¹⁹Wilson and Grammich, "Police Consolidation, Regionalization, and Shared Services."

²⁰Robert Bryant Bates, "Perceptions of Line and Staff Consolidated Public Safety Departments' Officers of the Adequacy of Training and Resources" (PhD dissertation, Alliant International University, 2008).

²¹Ibid.

²²Ibid.

²³Ibid.

²⁴Ibid.

²⁵Mark Rosen, "Police and Fire Consolidation: Never Say 'Never,'" *Journal of California Law Enforcement*, 44, no. 2 (2010): 17-24.

²⁶Wilson and Grammich, "Police Consolidation, Regionalization, and Shared Services."

²⁷Ibid.

²⁸Jones, interview.

²⁹Ibid.

³⁰Wilson and Grammich, "Police Consolidation, Regionalization, and Shared Services."

³¹Christopher Elg, professor at American Military University, interview, October 23, 2012.

³²Ibid.

³³Jeremy M. Wilson et al., *Police Recruitment and Retention for the New Millennium: The State of Knowledge* (Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services, 2010), http://cops.usdoj.gov/Publications/101027321_Police-RecruitmentRetention.pdf (accessed November 15, 2012).

³⁴Christopher Elg, interview.

³⁵Wilson, interview.

³⁶Ibid.

³⁷Ibid.



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Training for Change

By Colin Comer, Adjunct Lecturer,
Columbia College, Columbia, Missouri

The purpose of training, especially as practiced in law enforcement, is to produce a desired change. Merely hoping for change produces dismal results; either it does not happen or the results are not desired. Problems include desired changes that are unclear, merely suggested, or superficial.

Many law enforcement professionals have been to classes after which they wondered what the point was or if the point is practically applicable. Equally problematic is that bits and pieces may be recalled and applied, but out of sequence or context; they are ineffective and the training is written off. Probably the worst case is that training is commonly tolerated only for the purpose of license or certification renewal, so agencies may waste money on training that is never utilized. If law enforcement does not train for effective change, then it is pointless. Changes range from the broadest scope at the academy level to fine tuning for high levels of expertise. The challenge is getting the training to stick, and that challenge frequently goes unaddressed.

A personally discouraging example involved meth lab response training. Two state grants allowed our training agency, the Law Enforcement Training Institute—University of Missouri, to conduct 15 two-day, basic-level meth lab response schools in Missouri over a two-year period. Classes were well attended and highly rated. A year later, an original mini-research project for a graduate-level course was used to follow up on the results of these classes. In surveying officers around the state at three levels of meth lab training, the findings were that the higher the level of training respondents had received, the fewer required precautions were taken when entering meth labs. In other words, training appeared to have produced an *inverse* response. Those with no training or the lowest level reported taking the most precautions, while those with the highest level usually reported taking no precautions at all, even though meth lab training is highly focused on changing beliefs and practices.

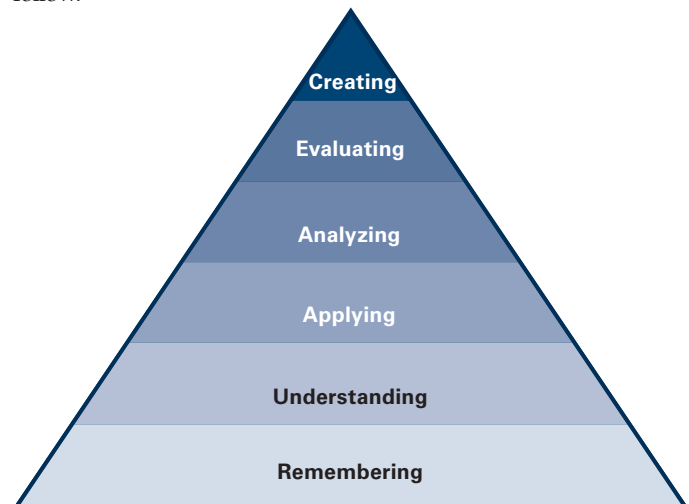
So what causes officers to fail to utilize good information and even strong warnings? There are a number of answers, but one—the focus here—is flawed training. Any academy instructor can relate that it is relatively easy to communicate the concepts in the classroom. Before too long the students can recite, recall, explain to some degree, and intelligently question the academic material. Then, they go to practical exercises and perform as if they had never heard of the concept, adding another step in the training process. The hardest part of training is getting it out of the head and putting it into practice.

The problem is not one of training but potentially one of testing to the necessary level to produce the desired change. Testing likely strikes fear into the hearts of most, but if agencies do not test in training, they will be tested in circumstances where failure may prove disastrous. Law enforcement trainers may make assumptions about achieving the necessary training level when they could easily improve accuracy and evaluations with the use of a simple tool.

Training

Bloom's Taxonomy is not commonly discussed among law enforcement trainers, but it is common to other professional educators and test writers. Information from reliable sources is readily available on the Internet, and, once an instructor digests the information, the adjustments needed for training and testing should become apparent. It is a fairly simple tool and concept, but it can be very revealing.

An Internet search will reveal not only Bloom's Taxonomy but also the *revised* Bloom's Taxonomy. The revision was made to put the levels of education into more active terms, which fits well with law enforcement training. The revised levels of Bloom's Taxonomy follow.¹



A quick look at the model indicates that instructors—and maybe administrators—need to determine at what level their training should be presented. Testing will be discussed later, as it naturally follows education. An important note at the outset is that the levels are shown as a pyramid, with one step building to the next because that is the way we learn. Skipping a level will normally produce failure at the next higher level. This means we must perform assessments of the target group, where this group should start, and where this group should finish.

Academy-level recruits realistically need to start at the **remembering** level. Some chiefs might recall those academy days and the overwhelming amount of material presented to them. At first, they probably tried to memorize things in exact terms, knowing little about what was meant. As the education continued, they began to **understand**. When they reached practical exercises, they were being asked to perform at the **applying** level, which is the



major hurdle. At this point, students must put thoughts into effective action. This is a major step and where trainers might make a dangerous assumption.

Bloom's Taxonomy can be the key to gearing classroom and hands-on instruction so that students are prepared to move to the next step. But, when it comes to the **applying** level, it is wise to expect that practice will be needed before proficiency will occur. This is the time for patience and individual assistance.

The first three levels of Bloom's Taxonomy are self-explanatory. Few will graduate from the academy having gone beyond those. In fact, experience tells us they have not mastered the **applying** level because the first thing administrators do is put recruits into field training, where they receive hands-on instruction. Chiefs might recall those training days, when **applying** became their new normal and they then began **analyzing**. Some things fit well, but other things needed adjusting to fit their abilities. Maybe they received advanced education, or maybe they pioneered something, but, before they came up with something new, they had to do some **evaluating**.

When they were **evaluating**, these current chiefs likely took a critical look at what they had been taught, how well it worked for them, where flaws occurred, what needed to be changed, and to what degree change was needed. They may have thrown something out altogether—a quick example of which is the use of the uncuffed wall search.

Once **evaluating** is finished, these individuals have a road map for the highest level in Bloom's Taxonomy, which is **creating**. Having built on all of the lower levels, qualified individuals develop new perspectives, philosophies, techniques, and tactics. In other words, they evolve and grow. Some argue that **evaluating** is the highest level, but it is safe to assume that even if one agrees that **evaluating** is properly placed in the revised Bloom's Taxonomy, it is wise to **evaluate again** after **creating**.

The point of the foregoing is that training needs to address students at their present level and be focused on moving them to the next level. This is the key to lesson construction and ensuring trainers do not skip a level. The bottom three levels are elementary. The top three levels will require a higher level of expertise, which will likely have to come from experience. Train elementary level learners at the top three levels, and failure will follow application. Train those with expertise at the lower levels, and students may leave.

Testing

Trainers can gauge lessons to the level of the students, but unless trainers test students, the former still must make assumptions. If trainers do not test properly, they assume we (they) have hit the mark, but Bloom's is once again the key. Test writing is an important and involved topic that cannot be fully addressed here, but Bloom's Taxonomy can guide test writers to make sure that tests are constructed to evaluate student performance at the intended level of the training. For example, if trainers test the **applying** level, they will know if they trained well at the **applying** level.

There are specific words and phrases used to evaluate at the various levels in writing tests. Asking a student to recite fits at the **remembering** level. It does not indicate **understanding**. Asking a student to make a comparison requires **analyzing** and possibly **evaluating**—both of which are higher level skills. It becomes apparent that without the appropriate level of testing, trainers can only hope that they have achieved the level of training desired. They will not know if students can apply learned information for effective change until they try it in the real world.

Students generally hate tests, but those who succeed in a tested course tend to give high evaluations. More importantly, effective testing provides a more objective evaluation than do those written by students. If an effective test is constructed for the intended level of training, the test results may provide all of the evaluation that is needed. Poor results could be the result of several problems, but successful results tend to indicate that the training was well done.

Testing raises the specter of records and liability, but tests are not to be feared. Testing can be informal and intended to give instructors and students feedback. In most places there is no rule that all tests have to be recorded or in what method they should be recorded. Trainers may evaluate with a point scale, but the final recorded score may often be pass or fail. Trainers should decide if a particular test is designed to provide a formal record and then record *all* grades accordingly.

Failing scores can be overcome through another great benefit of testing. Bloom's Tax-

onomy lays the foundation for a properly constructed training and also helps identify who needs extra training. If it is important for students to achieve a given level of training, it is a bad idea to give them unearned passing grades. The practice also provides a complete and accurate training record showing departmental responsibility and student progress.

Some training success is accomplished through instinct, trial and error, and luck, but Bloom's Taxonomy provides an organized road map that will reduce—and possibly eliminate—training failures. Training becomes more effective, efficient, and economical. The better it is the first time, the less it will need to be repeated, and few agencies have the funds for extra expenditures of any kind today. Agencies also may find that training becomes something that its employees seek and value instead of something they suffer through and tolerate. ♦

Note:

Richard C. Overbaugh and Lynn Schultz, "Bloom's Taxonomy," Old Dominion University, http://www.odu.edu/educ/roverbau/Bloom/blooms_taxonomy.htm (accessed November 19, 2012).

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AUSTRALIA

Queensland

Brisbane—Atkinson, Robert, Commissioner, Queensland Police Service, GPO Box 1440, 4001, 61 33644389, Fax: 61 33644560, Email: adkins.g@bigpond.com, Web: www.police.qld.gov.au

—Stewart, Ian D, Commissioner, Queensland Police Service, Commissioner's Office, GPO Box 1440, 4001, 61 33644389, Fax: 61 33644650, Email: stewart.iand@police.qld.gov.au, Web: www.police.qld.gov.au

BAHAMAS

Nassau—Bethell, Leon E, Assistant Commissioner of Police, Royal Bahamas Police Force, PO Box N10285, 242 3266907, Email: leonbethell309@gmail.com

—Burrows, Derek, Assistant Superintendent, Royal Bahamas Police Force, East St, 242 4772013, Email: dburrows360@yahoo.com

—Ferguson, Dellareece, Assistant Superintendent, Royal Bahamas Police Force, East St, 242 3028078, Fax: 242 3226258, Email: dellareece.ferguson@gmail.com

—Ferguson, Jamuel, Inspector, Royal Bahamas Police Force, East St, 242 3973807, Fax: 242 3228805, Email: fergusonjam@hotmail.com

—Robinson, Damien J, Inspector, Royal Bahamas Police Force, East St, 242 3223333, Email: drobinson@royalbahamaspolice.org

BRAZIL

Recife—Braganca, Afonso, 1st Tenente R/2 De Infantaria, Exercito Brasileiro, Rua 48 347 No 302, Encruzilhada, 55 8196198268, Email: afonsobraganca.adv@gmail.com

Sao Paulo—Nery, Jose O, Justice, Supreme Court of Sao Paulo State, Rua Conselheiro Furtado 705, Liberdade, 01511000, 55 11971589835, Email: judgegenery@me.com

—Nobre, Akhenaton A, Delegado De Policia, Policia Civil Do Estado De Sao Paulo, Rua Brigadeiro Tobias 527, 01032-902, 55 1133113144, Email: akhena88@hotmail.com, Web: www.policiaivil.sp.gov.br

CANADA

British Columbia

Victoria—Lenz, Gary, Sergeant at Arms, Legislative Assembly of British Columbia, 501 Belleville Parliament Bldgs, Rm 218, V8V 1X4, (250) 356-6966, Fax: (250) 356-8308, Email: gary.lenz@leg.bc.ca, Web: www.leg.bc.ca

Ontario

St Catharines—McGuire, Jeffrey L, Chief of Police, Niagara Regional Police Service, 68 Church St, L2R 3C6, (905) 688-4111, extension 5002, Fax: (905) 685-7962, Email: 4694@nrps.on.ca, Web: www.nrps.com

Saskatchewan

Regina—Vincet, C Fiona, Fitness-Lifestyle Advisor, RCMP, 6101 Wadney Ave, S4K 3J7, (306) 780-3173, Fax: (306) 780-7766, Email: fiona.vincet@rcmp-grc.gc.ca, Web: www.rcmp-grc.ca

JAMAICA

Kingston—Brown, Leonardo, Superintendent of Police, Jamaica Constabulary Force, 16 Lower Elletson Rd, 876 9285154, Email: divincie@jahoo.com

—Francis, Calbert, Senior Superintendent of Police, Jamaica Constabulary Force, 103 Old Hope Rd, 876 9274421, Fax: 876 9277615, Email: calbertfrancis@cf.gov.jm

JORDAN

Amman—Harasis, Hussein A, Brigadier General, Jordan Armed Forces, Armed Forces HQS, Email: harasis_h@yahoo.com

KENYA

Nairobi—Agordzo, Benjamin K, Training Coordinator, African Union Mission in Somalia, PO Box 20182-00200, Gigiri Ln, 254 776785, Email: bencooper67@yahoo.com

—Kirukiye, Isidore, Police Operations Coordinator, African Union Mission in Somalia, PO Box 20182-00200, Gigiri Ln, 254 631293, Email: kirukiye1@gmail.com

—Makono, Charles, Police Commissioner, African Union Mission in Somalia, PO Box 20182-00200, Gigiri Ln, 254 466967, Email: makonoc@gmail.com

—Oyo-Nyeko, Benson, Deputy Commissioner of Police, African Union Mission in Somalia, PO Box 20182-00200, Gigiri Ln, 254 7216710, Email: benyekoyo@gmail.com

LIBERIA

Monrovia—Reeves, Sadatu, Assistant Commandant for Administration, National Police Training Academy, Academy HQS, 231 770800316, Email: lnpreeves@yahoo.com

MEXICO

Puebla—Loya, Gilberto, Director, Seguridad Publica Municipal, San Felipe 2600 Rancho Colorado, 72000, 52 3035800, Email: gilberto.loya@puebla.gob.mx

NIGERIA

Abeokuta—Nicholas, Omoware O, Assistant Superintendent of Police, Nigeria Police Force, Ogun State Criminal Investigation Dept, 234 8081776818, Email: omowarenicholas@gmail.com

—Stephen, Ademoyeje A, Assistant Superintendent of Police, Nigeria Police Force, State CID Ogun State, 234 7031181750, Email: lohoyibi@yahoo.com

Abuja—Adekunle, Sulaimon I, Assistant Superintendent of Police, Nigeria Police Force, B Dept Transport Section 5th Fl, HQS Area 11, 234 8066030087, Email: adekay_1990@yahoo.com

—Ahmad-Imam, Usman, Superintendent of Police, Nigeria Police Force, Economic & Financial Crimes Commission, 234 8023627264, Email: uaimam@yahoo.com

—Azare, Mohammed B, Superintendent of Police, Nigeria Police Force, Economic & Financial Crimes Commission Head Office, Wuse II FCT, 234 8033173342, Email: mohammedbaba9@gmail.com

—Bantam, Maryam, Assistant Superintendent of Police, Nigeria Police Force, FIB Force HQS, Email: mbantam1@yahoo.com

—Dan Mallam, Mohammed, Deputy Commissioner of Police, Nigeria Police Force, Force HQS, Email: dmallam@yahoo.com

—Enwelik, Rex A, Deputy Superintendent of Police, Nigeria Police Force, FIB Force HQS, Email: rexylgloria@yahoo.com

—Ezeobi, Ogechii E, Chief Security Officer, Zenith Bank PLC, Enugu House Branch, 81 Ralph Shodanide Central Business District, Email: ogechi77@yahoo.com

—Iyida, Appolonia, Police Officer, Nigeria Police Force, Force HQS FCT, 234 8023391252

—Jaiyeola, Lateef, Deputy Superintendent of Police, Nigeria Police Force, IGP Secretariat, Force HQS, 234 8034974189, Email: olatijay2@yahoo.com

—Kalu, Chikezie, Superintendent of Police, Nigeria Police Force, FIB Force HQS, Email: chikeziekalu@yahoo.com

—Michael, Togun, Assistant Superintendent of Police, Nigeria Police Force, G Dept Force HQS, Louis Edet House, Email: togunmichael@yahoo.co.uk

—Ngbeken, Churs D, Deputy Superintendent of Police, Nigeria Police Force, FIB Force HQS, Email: chuksngbeken@yahoo.com

—Nurat, Okunade R, Chief Superintendent of Police, Nigeria Police Force, Force HQS, 234 803322361

—Olajuyibe, Bukola K, Assistant Superintendent of Police, Nigeria Police Force, FIB Force HQS, Email: pealenareal@yahoo.com

—Ubani, Solomon J, Deputy Superintendent of Police, Nigeria Police Force, Force CID Area 10, 234 8126654224, Email: soluban3464@yahoo.com

—Umar, Yusuf, Deputy Superintendent of Police, Nigeria Police Force, Peacekeeping Office, Force HQS Area 11, Email: yusufumar72@yahoo.com

—Uruakpa, Edwin C, Assistant Superintendent of Police, Nigeria Police Force, FIB Force HQS, Email: chybike7@yahoo.com

—Wambai, Nura I, Assistant Superintendent of Police, Nigeria Police Force, FIB Force HQS, Email: niwambai@yahoo.com

Adele—Nnaji, Joseph, Corporal, Nigeria Police Force, Federal Special Anti-Robbery Force, Force CID Annex Adeniji, 234 8033733335, Email: nnajijoe@gmail.com

Adeniji—Adekanmbi, Ruth, Assistant Superintendent of Police, Nigeria Police Force, Adeniji Police Station, 234 8034142145

Agege Ogba Lagos—Razak, Abdul, Sergeant, Nigeria Police Force, Area G Police Command, 234 8037192060, Email: zakmedng@yahoo.com

Ajah—Ighalo, Augusta A, Assistant Superintendent of Police, Nigeria Police Force, Ajah Police Station, Email: ighaloaugusta@yahoo.com

Alagbon—Amadi, Tina N, Assistant Superintendent of Police, Nigeria Police Force, Force CID Annex, 234 8034940487, Email: chi4god93@yahoo.com

Asaba—Ademola, Adebayo A, Superintendent of Police, Nigeria Police Force, Special Anti-Robbery Squad, Delta State Command, 234 34347695, Email: ayoadabayo2000@yahoo.com

—Nwede, John O, Deputy Superintendent of Police, Nigeria Police Force, Delta State Police HQS, 234 7522120, Email: ogonwannem@yahoo.com

Benin City—Nneka, Ebiede E, Assistant Superintendent of Police, Nigeria Police Force, PSO II to the Governor, Edo State Govt, Email: nedith@yahoo.com

—Osayande, Onaghise S, Deputy Superintendent of Police, Nigeria Police Force, New Etete Police Station, Off Sapele Rd, 234 8126369523, Email: vivionaghise@yahoo.com

Bori Ogomi—Nwibani, Eric S, Inspector PCRC, Nigeria Police Force, PO Box 453, 234 7034473193, Email: sambakor2006@yahoo.com

Calabar—Anoye, Nancy, Assistant Superintendent of Police, Nigeria Police Force, Zone 6 HQS, Email: nancy.anoye@yahoo.com

Enugu—Sylvester, Agashi C, Assistant Superintendent of Police, Nigeria Police Force, 42/46 Adelabu St, Uwani, 234 8036679190, Email: agashichukwuemeka@yahoo.com

Festac Town—Chijioke, Ogbuefi G, Head of Security, Henex Luxury Nigeria Ltd, House 9 Hotels & Suites, 12 Rd By 112 Junction First Ave, 234 7032662377, Email: ogbuefichijioke@yahoo.com

Ibadan—Moses, Adepoju, Chief Security Officer, Renounce Security, PO Box 35486, Agodi, 234 1696485, Email: mosesadepoju991@yahoo.com

—Muktair, Raji B, Director, Piehnon Security Watch Ltd, No 56 Adeyi Ave Off Awolowo Rd, Old Bodija Estate, 234 7031316675, Email: bamideleraji@gmail.com

—Osuolale, Fatmilola, Security Consultant, Marot Security, PO Box 35486, Agodi, Email: fatmilolaosunlale@yahoo.com

—Temitope, Olaniyi, Security Consultant, Excel Security, PO Box 35486, Agodi, Email: olaniyitemitope901@yahoo.com

—Titilayo, Oladeji L, Deputy Director Education Unit, Oyo State Ministry of Education, State Secretariat Agodi, 234 8036691378, Email: titiloladeji@yahoo.com

Ikeja—Adeniran, John A, Assistant Superintendent of Police, Nigeria Police Force, Anti-Terrorism Squad, PO Box 14116, 234 23569500, Email: johnadeniran99@yahoo.com

—Adetokunbo, Ogunjobi A, Inspector, Nigeria Police Force, Police Pentron Office, 234 8033021415, Email: ogunjobi_azeze@yahoo.com

—Eya, Romanus I, Assistant Superintendent of Customs, Nigeria Customs Service, Federal Operation Unit Zone A, 234 8066515759, Email: romeoiban@yahoo.com

—Oluyinka, Egbeyemi S, Deputy Superintendent of Police, Nigeria Police Force, 20 PMF Base Oduduwa GRA, 234 2996699, Email: tooruggedlion@yahoo.com

—Ugorji, Catherine, Deputy Superintendent of Police, Nigeria Police Force, State HQS, 234 8036051468

Ikoyi—Ayoola, Ojo, Assistant Superintendent of Police, Nigeria Police Force, No 2 PMF Mopol 2 Keffi St, 234 8035797303, Email: cadetaspojo@yahoo.com

—Clement, Okachukwu, Chief Security Officer, Clement Okach Peters International Co, PO Box 55561, Email: clementenwerner@yahoo.com

—Ekeanyanwu, Comfort C, Superintendent of Police, Nigeria Police Force, Special Fraud Unit, Milverton Rd, Email: pricedayo@hotmail.com

—Ismala, Wusu B, Criminologist PCRC, Nigeria Police Force, Special Fraud Unit, Milverton Rd, 234 8033076421, Email: tunjiwusu@yahoo.com

—Okpalugo, Adaaora F, Law Student, Igbinedion Univ, 26 Awolowo Rd, 234 8168598966, Email: adaoraokpalugo@yahoo.com

—Okpalugo, Godfrey, Economics Student, Igbinedion Univ, 26 Awolowo Rd, 234 8037377260, Email: goddy@yahoo.com

—Ubangha, Mary B, Superintendent of Police, Nigeria Police Force, Special Fraud Unit, Milverton Rd, Email: mbubangha@yahoo.com

Jalingo—Robinson, Odumu W, Deputy Superintendent of Police, Nigeria Police Force, Adamawa State Command, Email: dawils76@gmail.com

Kaduna—Garba, Shehu, Superintendent of Police, Nigeria Police Force, Kaduna Command, 234 703507740, Email: shgarba@yahoo.com

Kano—Adevala, Arogundade S, Accountant, JMG Ltd, 3 Bompai Rd, Opposite Central Hotel, Email: talk2arogundadew@yahoo.com

—Danladi, Marcus, Deputy Commissioner of Police, Nigeria Police Force, Zone 1, 234 8036579389, Email: marcusdanladi@yahoo.com

—Evelyn, Ezeanyim N, Assistant Superintendent of Customs, Nigeria Customs Service, Customs House HQS, Club Rd Bompai, Email: lseamabee@yahoo.com

—Haruna, Babakura, Deputy Superintendent of Police, Nigeria Police Force, Kano State Police Command, Bompai Rd, 234 37361034, Email: babakharuna73@gmail.com

—Umar, Sanusi A, Comptroller of Customs, Nigeria Customs Service, Kano/Jigawa Area Command, Customs House Club Rd, 234 8033074623, Email: sanusiua@gmail.com

Lagos—*Achinulo, Jessica N, Operation Manager, Magnum International Security Ltd, No 8 Oluwaseun St Off Kudaki St, Agodo-Egbe, 234 8051173006, Email: nellydona2011@yahoo.com

—*Adewale, Oyewole W, Sergeant, Nigeria Police Force, Federal Special Anti-Robbery Squad, Adeniji Adele, 234 8033304058, Email: quagabiaka@yahoo.com

—*Adewuyi, Abiola, Assistant Comptroller of Customs, Nigeria Customs Service, PTML Area Command, 234 8061502807, Email: bioladewuyidiekola060805@yahoo.uk.com

—*Adewuyi, Rita, Chief Superintendent of Customs, Nigeria Customs Service, Intelligence Unit, Tin-Can Island Port, 234 8033260704, Email: rita.adewuyi@yahoo.com

—Amachree, Selem V, Assistant Commissioner of Police, Nigeria Police Force, Port Authority Police Command, Marina
—Benedict, Olomo O, Superintendent of Police, Nigeria Police Force, Force HQS, 234 8081773213, Email: tallprettycool@yahoo.com.uk

—*Egbuna, Juliet, Member PCRC, Nigeria Police Force, IRS Airline MM2 Airport, 234 33836653, Email: julietbaby220@yahoo.com

—Ekpe, Margaret J, Chief Superintendent of Police, Nigeria Police Force, 4 Obafemi Awolowo, 234 8067356402, Email: megekpe@yahoo.com
—*Ewenla, Adedipe D, Chief of Security Services, Adedas Security Services, 587 Abeokuta Exp Rd, Abule Egba, 234 8033811317, Email: princeadedipe@adedascompany.com

—Hassan, Fiddausi F, Chief Superintendent of Police, Nigeria Police Force, Force HQS, Email: jummal1990@yahoo.com

—*Idegwu, Harmony B, Security Services, Nigeria Police Force, National Inland Waterways Office, PMB 12559, 234 8123823767
—Kolo, Amina D, Assistant Superintendent of Police, Nigeria Police Force, B Ops Dept Lagos State Command, 234 8033921960

—Mohammed, Abdulahi I, Superintendent of Police, Nigeria Police Force, Federal SARS Force CID Annex, Adeniji Adele Rd, Email: abdulahi.mohammed.3348@facebook.com

—Nufawa, Sani, Chief Superintendent of Police, Nigeria Police Force, DPO Man Center, Email: saniadamunufawa@yahoo.com
—Odalo, Austin O, Deputy Superintendent of Police, Nigeria Police Force, FIB Force HQ, 234 8081774915, Email: osobaseodalo@yahoo.com

—*Ofenboh, Godwin E, Police Officer, Nigeria Police Force, FIB Force HQS Annex, Kam Salem House Moloney St, 234 4086659, Email: ofenboh2003@yahoo.co.uk
—*Okefor, Nnenna O, Assistant Superintendent of Immigration, Nigeria Immigration Services, Immigration HQS, 234 8037240789, Email: nneblack@yahoo.com

—Owai, Ekpeni C, Superintendent of Police, Nigeria Police Force, Lagos State Police Command
—Sunday, Ojo, Assistant Superintendent of Police, Nigeria Police Force, B Ops Dept, Lagos State Command, 234 8033921960, Email: tade48@yahoo.com

Lokoja—Isiakpona, Chinwuba, Assistant Commissioner of Police, Nigeria Police Force, National Inland Waterways Office, Police Area Command
—Oladayo, Olaniran I, Assistant Superintendent of Police, Nigeria Police Force, Mopol 37, 234 33463758, Email: olaniran70@gmail.com

Minna—Nsirim, Diseye D, Commissioner of Police, Nigeria Police Force, State Police HQS, 234 7028134357, Email: desirensirim@yahoo.com
Mushin—*Sobodu, Adeyinka, Member Police Community Relations Committee, Nigeria Police Force, Area D Police HQS, 234 8056339462, Email: yinkasobodu@yahoo.com

Ojo—Munkaila, Yusuf, Superintendent of Police, Nigeria Police Force, Ojo Police Station, 234 8034117440, Email: yusmunkaila@yahoo.com
Osogbo—Adejoh, Isah, Superintendent of Police, Nigeria Police Force, Special Protection Unit Base 11, 234 8074884488, Email: adejoh_isah@yahoo.com

—Bimbola, Aka-Shittu O, Assistant Superintendent of Police, Nigeria Police Force, PO Box 598, 234 8035404472, Email: bimbo_oguns@yahoo.com
—Eruogu, Collins, Deputy Superintendent of Police, Nigeria Police Force, Special Protection Unit Base 11, 234 8035909911, Email: eruogucollins@yahoo.com

Owerri—*Chidinma, Iwuh, Assistant Chief Inspector, Nigeria Security & Civil Defense Corp, State HQS Imo, 234 8033382753

Owode-Yewa—*Adegbite, Rasheed, Police Community Relations Committee/Chairman, Ar-Rachid Ventures Ltd, Opposite Owode Secondary School, Oko-Baba, 234 8034033039, Email: ar_rachidventures2008@yahoo.com

—*Mumeen, Adegbite A, Chief Superintendent of Customs, Nigerian Customs, Opposite Owode Secondary School, Oko-Baba, 234 8023377206
—*Olushina, Dada M, Member PCRC, Ar-Rachid Ventures Ltd, Opposite Owode Secondary School, Oko-Baba, 234 8024104370

Port Harcourt—Abosede, Salami M, Assistant Superintendent of Police, Nigeria Police Force, Force HQS, 234 812674610, Email: salamisi@mail@yahoo.com

—Akporure, Sanomi A, Assistant Commissioner of Police, Nigeria Police Force, State Police HQS, Email: sanfure2003@yahoo.com

—*Chinagorom, Anthony, Major PCRC, Nigeria Police Force, PO Box 453, Bori Ogini, Email: anthonychinagorom@yahoo.com

—*Daere, Samuel H, Lieutenant Colonel PCRC, Nigeria Police Force, PO Box 1205, Mile One Diobu, 234 8033107802, Email: hahcy2001@yahoo.com
—Mfou, Elizabeth Edet, Chief Superintendent of Police, Nigeria Police Force, Force HQS Moscow Rd, 234 7034366444, Email: mfonui2219@yahoo.com

—*Nwamaka, Nnadi C, Education Officer, Nigeria Police Force, Police Children School 11, 234 8036680943, Email: ifeamaka@yahoo.com

—*Sekibo, Rowland C, Sergeant PCRC, Nigeria Police Force, PMB 8772, 234 37812103, Email: rowlandsekibo@yahoo.com

—*Ugbonma, Ibe C, Deputy Superintendent of Immigration, Nigeria Immigration Service, PMB 5112, 234 8035481179, Email: christieibe@yahoo.com

Surelere—*Ezeanyim, Henry O, Barrister-Human Rights Committee, Nigeria Bar Assn, No 24 Ogunfunmi St, Off Akobi Cres, 234 8033158770, Email: obainohenryking@yahoo.com

Umuahia—Ahukanna, Anthony, Assistant Superintendent of Police, Nigeria Police Force, Zone 9 Police HQS, 234 8033403368, Email: ohamadike20@yahoo.com

Uyo—Buba, Sanusi, Assistant Commissioner of Police, Nigeria Police Force, State HQS Akwa Ibom, 234 8062887320, Email: sanusi.buba@yahoo.com

—Ikchekukwu, Chidozie A, Superintendent of Police, Nigeria Police Force, State HQS Akwa Ibom, 234 8137211070, Email: chidozie79@gmail.com

Victoria Island—Juliet, Kingsman O, Deputy Superintendent of Police, Nigeria Police Force, Beach Police Station, 234 8034514412, Email: aokingsman@yahoo.com

NORWAY

Stavanger—Eriksen, Egil, Police Superintendent/Section Chief, Rogaland Police District, PO Box 240, 4001, 47 51899000, Email: egil.eriksen@politiet.no, Web: www.politi.no/rogaland

—Vaaland, Goril, Deputy Chief of Police, Rogaland Police District, PO Box 240, 4001, 47 51899000, Fax: 47 51899100, Email: goril.vaaland@politiet.no, Web: www.politi.no/rogaland

—Vik, Hans, Chief of Police, Rogaland Police District, Lagaardsv 6, N-4006, 47 51899000, Email: hans.vik@politiet.no, Web: www.politi.no/rogaland

PAKISTAN

Karachi—Gorchani, Akhtar H, Inspector General of Police/Karachi Chief, Sindh Police, CCPO Karachi Central Police Office, 99 Chundrigar Rd, (703) 664-2712, Email: leeann.holts@engilitycorp.com

PARAGUAY

Asuncion—Pastore, Aldo Ramon, Comandante, Policia Nacional Paraguay, Chile y Paraguay Independiente, 595 21445858, Email: policianacional@gmail.com

PHILIPPINES

Dasmariñas—*Dausan, Alrien F, Dean College of Criminal Justice Education, De La Salle Univ-Dasmariñas, DBB-B Cavite, 63 464164531, Email: adrianenelly23@yahoo.com, Web: www.dlsud.edu.ph

—*Legaspi, Olivia M, Vice Chancellor Academics & Research, De La Salle Univ-Dasmariñas, DBB-B Cavite, 63 464164531, Email: omlegaspi@dlsud.edu.ph, Web: www.dlsud.edu.ph

Manila—Binuya, Jacinto, Colonel, Armed Forces of the Philippines, Blk 9 Lot 17 Acacia St, Emerson Subd Saog Marilao Bulacan, 3020, Email: jack.binuya@yahoo.com.ph

SOLOMON ISLANDS

Honiara—Lansley, John, Commissioner, Royal Solomon Island Police, Tandai Hwy, 549, 677 28289, Fax: 677 20616, Email: jmlansley@solomon.com.sb

TAIWAN

Taipei—Liu, Wen-Hsiang, Executive Officer, National Police Agency, 7 Jhongsiao E Rd Sec 1, 10058, 886 223215360, Email: r316@npa.gov.tw, Web: www.npa.gov.tw

—Tsai, Chun-Chang, Deputy Director General, National Police Agency, 7 Jhongsiao E Rd Sec 1, 10058, 886 223215360, Email: chunchang@npa.gov.tw, Web: www.npa.gov.tw

Taoyuan Co—Chuang, Te-Seng, Vice President, Central Police Univ, 56 Shu-Zen Rd, Kwei-Shan, 886 33281825, Email: johnson@mail.cpu.edu.tw

—Ko, Chang-Liang, Deputy Director, Aviation Police Agency NPA, No 27 Hangcin N Rd, Dayauan Twp, 33758, 886 33834728, Email: kol-7056@dns.apb.gov.tw, Web: www.apb.gov.tw

TRINIDAD AND TOBAGO

Port of Spain—*Ramesar, Anand, Sergeant, Trinidad & Tobago Police Service, 1st Fl Multipurpose Unit, Piccadilly St, 868 6259308, Fax: 868 6271072, Email: anandramesar@gmail.com

UNITED STATES

Alabama

Dothan—Benny, Will, Lieutenant, Dothan Police Dept, 210 N St Andrews St, 36303, (334) 615-3644, Fax: (334) 615-3639, Email: webenny@dothan.org

Jasper—Rowe, Connie C, Chief of Police, Jasper Police Dept, 1610 Alabama Ave, 35501, (205) 221-8109, Email: chiefrowe@jasperpd.us

Montgomery—*Davis, Joe B, Director, AL Fusion Center, PO Box 304116, 36130-4116, (334) 517-2666, Fax: (334) 517-2746, Email: joe.davis@afc.alacop.gov, Web: www.fusion.alabama.gov

Northport—Card, Kerry B, Interim Chief of Police, Northport Police Dept, 3721 26th Ave, 35473, (205) 333-3013, Fax: (205) 333-3014, Email: kcard@cityofnorthport.org, Web: www.northport.org

Alaska

Ketchikan—White, Joseph, Lieutenant, Ketchikan Police Dept, 361 Main St, 99901, (907) 225-6631, Fax: (907) 247-6631, Email: josephw@city.ketchikan.ak.us, Web: www.city.ketchikan.ak.us

Arizona

Douglas—Fullen, Kraig, Interim Chief of Police, Douglas Police Dept, 425 E 10th St, 85607, (520) 417-7504, Fax: (520) 417-7168, Email: kraig.fullen@douglasaz.gov

Mesa—Butler, Dan, Operations Lieutenant, Mesa Police Dept, 130 N Robson, 85201, (480) 369-3162, Email: daniel.butler@mesaz.gov

Phoenix—Sloup, Frank, Deputy Sheriff, Maricopa Co Sheriff's Office, 100 W Washington St Ste 190, 85003, (602) 876-2970, Fax: (602) 278-1657, Email: f_sloup@mcso.maricopa.gov, Web: www.mcso.org

Scottsdale—*McClendon, Woody, Sales Manager, FlightSafety International, 6430 E Carolina Dr, 85254, (682) 521-2124, Email: woody.mcclendon@flightsafety.com

Sells—Lewis, Malcom, Director of Public Safety, Tohono O'Odham Nation Police Dept, PO Box 189, 85634, (520) 383-6429, Fax: (520) 383-6427, Email: malcolm.lewis@tonation-nsn.gov

Armed Forces Americas

AP0—*Baquero, Maritza E, Director, CTI Nacional, Unit 5115 Box 84, 34038, (321) 452-3127, Email: mitzy20102009@hotmail.com

—*Canino, Manuel G, Special Agent, Naval Criminal Investigative Service, Unit 5115 Box 84, 34038, Email: caninomg@state.gov

—*Gonzalez, Fernando C, Jefe Division Investigator, CTI Nacional, Unit 5115 Box 84, 34038, Email: oscar.7351@gmail.com

—*Hernandez, Wilton, Investigator/Criminalist, CTI Nacional, Unit 5115 Box 84, 34038, Email: wilton_hernandez@hotmail.com

—Rios Ortiz, Bernardo, Major, Policia Nacional De Colombia, Unit 5115 Box 84, 34038, Email: bernardo.rios@correo.policia.gov.co

California

Anaheim—Davis, Steven, Lieutenant, Anaheim Police Dept, 425 S Harbor Blvd, 92805, Email: sdavis@anaheim.net

Canoga Park—Jones, Warren S, Lieutenant, Los Angeles Police Dept, 21501 Schoenborn St, 91304, (818) 756-2880, Fax: (818) 756-2800, Email: 23558@lapd.lacity.org

Clovis—Campos, Alex, Lieutenant, Clovis Police Dept, 1233 Fifth St, 93612, (559) 324-2408, Fax: (559) 324-2899, Email: leeanwn@cityofclovis.com

—Casida, Michael, Lieutenant, Clovis Police Dept, 1233 Fifth St, 93612, (559) 324-2472, Email: mikcc@cityofclovis.com

—Palm, John, Lieutenant, Clovis Police Dept, 1233 Fifth St, 93612, (559) 324-2431, Email: johnp@cityofclovis.com

El Monte—*Buckhannon, Michael S, Sergeant, El Monte Police Dept, 11333 Valley Blvd, 91731, Email: mbuckhannon@elmontepd.org

—Buehler, Dan, Captain, El Monte Police Dept, 11333 Valley Blvd, 91731, (626) 580-2165, Fax: (626) 454-3220, Email: dbuehler@empd.org

—Schuster, Steve, Chief of Police, El Monte Police Dept, 11333 Valley Blvd, 91731, (626) 580-2131, Fax: (626) 454-3220, Email: sschuster@empd.org

Glendora—*Miranda, Nancy, Corporal, Glendora Police Dept, 150 S Glendora Ave, 91741, (626) 914-8250, Fax: (626) 963-2154, Email: nmiranda@glendorapd.org

Long Beach—Beckman, Michael, Commander, Long Beach Police Dept, 400 W Broadway, 90802, (562) 570-5882, Email: michael.beckman@longbeach.gov

—*Parisse, Jeff W, Technical Director, RadFlight, 5684 Spinnaker Bay Dr, 90803, (310) 748-5893, Email: jparisse@me.com, VWeb: www.radflight.com

—Rivard, Michael J, CEO, RadFlight Inc, 5684 Spinnaker Bay Dr, 90803, (562) 597-7676, Email: mikerivard@radflight.com, Web: www.radflight.com

Los Angeles—*Barrese, Katherine, Lintrac, Supercrease Inc, 8033 W Sunset Blvd Ste 1071, 90046, (310) 560-5767, Email: kbarrese@supercrease.com, Web: www.supercrease.com

—*Hiebert, Lindsay, Senior Manager Solutions Marketing, Cisco Systems, 11111 Santa Monica Ste 4000, 90025, (408) 902-3563, Email: lhiebert@cisco.com

—Pratt, Brian, Captain, Los Angeles Police Dept, 100 W Main St, 90012, (661) 810-4868, Email: tman1775@yahoo.com

Monterey Park—Betkey, David R, Chief, Los Angeles Co Sheriff's Dept, 4700 Ramona Blvd, 91754, (562) 345-4301, Email: drbetkey@lasd.org, Web: www.lasd.org

—Hession, Thomas J, Chief Inspector, US Marshals Service, 1938 Saturn St, 91755, (323) 727-8556, Fax: (323) 727-8986, Email: thomas.hession@usdoj.gov

Oakland—Malech, Paul, Lieutenant, Oakland Housing Authority Police Dept, 1180 25th Ave, 94601, (510) 535-3154, Fax: (510) 535-3107, Email: pmalech@oakha.org, Web: www.ohapd.org

—Tull, Steven, Captain, Oakland Police Dept, 455 Seventh St, 94607, (510) 921-8435, Email: stull@oaklandnet.com

Pittsburg—Addington, Brian, Captain, Pittsburg Police Dept, 65 Civic Ave, 94565, (925) 252-4888, Email: baddington@ci.pittsburg.ca.us, Web: www.ci.pittsburg.ca.us

—Perry, Michael, Lieutenant, Pittsburg Police Dept, 65 Civic Ave, 94565, (925) 252-4811, Fax: (925) 252-4807, Email: maperry@ci.pittsburg.ca.us, Web: www.ci.pittsburg.ca.us

Pleasant Hill—*Lucia, Rocky, Attorney, Rains Lucia Stern PC, 2300 Contra Costa Blvd Ste 500, 94523, (925) 609-1699, Fax: (925) 609-1690, Email: rlucia@rslawyers.com, Web: www.rslawyers.com

Riverside—*Gamez, Ana M, Associate Professor of Psychology, CA Baptist Univ, 8432 Magnolia Ave, 92504, (562) 715-1246, Email: agamez@calbaptist.edu

Sacramento—Hannum, J P, Lieutenant, CA Hwy Patrol, 601 N Seventh St, 95811, (916) 843-3330, Fax: (916) 843-3338, Email: jphannum@chp.ca.gov, Web: www.chp.ca.gov

—*Lott, Timothy M, Director High-Tech Crime Training Services, SEARCH Group Inc, 7311 Greenhaven Dr Ste 270, 95819, (916) 392-2550, Fax: (916) 550-9524, Email: tim@search.org

San Bernardino—*Ronan, Angela, Clinical Psychologist, The Counseling Team International, 1881 Business Center Dr, 92408, (760) 310-2424, Email: ajoy@aol.com, Web: www.thecounselingteam.com

San Diego—*Bashiri, Aydin, Police Officer Instructor, US Dept of the Navy, 140 Sylvester Rd Bldg 123, 92106, (619) 553-4201, Email: aydin.bashiri@navy.mil

—*Hobson, Richard V, Police Instructor, US Dept of the Navy, 140 Sylvester Rd, PT Loma Bldg 123, 92106, Email: richard.v.hobson@navy.mil

Santa Barbara—*Seybold, Andrew M, Communications Advisor, Andrew Seybold Inc, 315 Meigs Rd A-267, 93109, (805) 898-2460, Fax: (805) 898-2466, Email: asebold@andrewseybold.com, Web: www.andrewseybold.com

Vallejo—Whitney, John, Lieutenant, Vallejo Police Dept, 111 Amador St, 94590, Email: 554@ci.vallejo.ca.us

Colorado

Boulder—*Benhammou, Daniel, President/CEO, Acyclica Inc, 4845 Pearl East Cir, Ste 101, 80301, (303) 859-4216, Email: djb@acyclica.com, Web: www.acyclica.com

Colorado Springs—McPike, Brian, Lieutenant/Director of Public Safety Services, Univ of CO-Colorado Springs Police, 1420 Austin Bluffs Pkwy, 80918, (719) 255-3058, Fax: (719) 255-3394, Email: bmcpike@uccs.edu, Web: www.uccs.edu/~pu

Denver—Steck, Jennifer, Captain, Denver Police Dept, 1331 Cherokee St, 80204, (720) 913-6995, FAX: (720) 913-7029, Email: jennifer.steck@denvergov.org

Golden—Packard, Matt, Major, CO State Patrol, 15055 S Golden Rd, 80401, (303) 273-1634, Email: matthew.packard@state.co.us

Connecticut

Mashantucket—Dittman, William D, Chief of Police, Mashantucket Pequot Tribal Police Dept, 101 Pequot Tr PO Box 3196, 06338, (860) 396-6652, Fax: (860) 396-6735, Email: wvdittman@mpn-nsn.gov

Delaware

New Castle—O'Sullivan, Laura, Lieutenant, New Castle Co Police Dept, 3601 N DuPont Hwy, 19720, (302) 395-8172, Email: lo'sullivan@ncdc.org

District of Columbia

Washington—Byrne, Patrick G, Senior Representative, Europol European Police Agency, 2175 K St NW 8th Fl, 20037, (202) 415-7618, Email: patrick.byrne@europol.europa.eu, Web: www.europol.europa.eu

—Hagerty, Paul C, Senior Special Agent, ATF/Justice, 99 New York Ave NE, 20226, (619) 520-8177, Email: paul.hagerty@atf.gov, Web: www.atf.gov

—*Herman, Michael F, Adjunct Faculty Member Criminal Justice, African Center For Strategic Studies, National Defense Univ, 300 Fifth Ave Bldg 21, 20319-5066, (219) 741-9179, Fax: (219) 942-3250, Email: mfrank942@aol.com

—*Narula, Vijay, CEO, OST Inc, 2001 M St NW, 20036, (202) 466-8099, Email: vnarula@ostglobal.com, Web: www.ostglobal.com

—Niemczak, Stephen, Special Agent in Charge, US Dept of Health & Human Services OIG OI, 330 Independence Ave SW, Rm 5409, 20201, (202) 205-5200, Fax: (202) 401-0502, Email: stephen.niemczak@oig.hhs.gov, Web: www.oig.hhs.gov

—Richter, John T, Major, Defense Intelligence Agency Police Force, 200 MacDill Blvd, 20340, (202) 231-2059, Fax: (202) 231-2126, Email: john.richter@dodids.mil

Florida

Boca Raton—Demott, James, Captain, Boca Raton Police Services Dept, 100 NW Second Ave, 33432, (561) 338-1276, Fax: (561) 367-7098, Email: jdemott@myboca.us

—*Reuter, Erica, Information & Analysis Manager, Boca Raton Police Services Dept, 100 NW Second Ave, 33432, (561) 338-1271, Fax: (561) 431-8006, Email: ereuter@myboca.us

Cocoa Beach—Ayres, Arthur L, Chief of Police, Cocoa Beach Police Dept, PO Box 322430, 32932-2430, (321) 868-3269, Fax: (321) 868-3205, Email: aayres@cityofcocoa.beach.com

Fort Lauderdale—Reilly, Richard J, Lieutenant Colonel, Broward Co Sheriff's Office, 2601 W Broward Blvd, 33312, (954) 831-8931, Fax: (954) 321-4439, Email: rick_reilly@sheriff.org

Jacksonville—Goodwin, Edward J, Federal Security Director, Transportation Security Administration, 14201 Pecan Park Rd, 32218, Email: edward.goodwin@dhs.gov

Kissimmee—Massie, Lee, Chief of Police, Kissimmee Police Dept, 101 N Church St, 34741, (407) 847-2821, Fax: (407) 847-0460, Email: lmassie@kissimmee.org

Miami—Gentry, Richard, Commander, Miami Police Dept, 400 NW Second Ave, 33125, (305) 401-1533, Email: trainingissurvival@gmail.com

Miami Beach—De La Espriella, David, Captain, Miami Beach Police Dept, 1100 Washington Ave, 33139, (305) 673-7900, Email: daviddealespriella@miamibeachfl.gov, Web: www.miamibeachfl.gov

Orlando—*Klatt, Kelly S, Director of Security, Loews Hotels, 6800 Lakewood Plaza Dr, 32819, (407) 503-9120, Fax: (407) 503-9153, Email: kklatt@loewshotels.com, Web: www.loewshotels.com

—*Vaughn, Linda, Regional Coordinator, Mayors Against Illegal Guns, 404 S Orange Ave, 32802, (407) 202-3037, Email: lvaughn01@comcast.net

Pinecrest—Ceballos, Samuel, Chief of Police, Pinecrest Police Dept, 12645 S Dixie Hwy, 33156, (305) 234-2109, Fax: (305) 234-2132, Email: ceballos@pinecrest-fl.gov, Web: www.pinecrest-fl.gov

Punta Gorda—*Brinkley, Ken, Senior Vice President, Select Engineering Service LLC, 3370 Trinidad Ct, 33950, (631) 561-3161, Email: kbrink9@aol.com

South Miami—*Weissberg, Michael W, Sergeant, South Miami Police Dept, 6130 SW 72 St, 33143, (305) 796-6110, Email: mweissberg@southmiamifl.gov

Tallahassee—Connors, Thomas, Asst Chief-Bureau of Law Enforcement, FL Div of Alcoholic Beverages & Tobacco, 1940 N Monroe St, 32399, (850) 172-1120, Fax: (850) 488-3530, Email: thomas.connors@dbpr.state.fl.us

Treasure Island—Casey, Timothy J, Chief of Police, Treasure Island Police Dept, 180-108th Ave, 33706, Email: tcasey@mytreasureisland.org

West Melbourne—Swartzfager, Daniel W, Deputy Chief of Police, West Melbourne Police Dept, 2290 Minton Rd, 32904, (321) 723-9673, Fax: (321) 952-2857, Email: dswartzfager@westmelbourne.org

Georgia

Athens—*Gale, Courtney, Management Analyst, Athens-Clarke Co Police Dept, 3035 Lexington Rd, 30605, (706) 613-3888, extension 347, Email: courtney.gale@athensclarkecounty.com

Atlanta—*Sepulveda, Miguel, Vice President of Communication, Atlanta Police Foundation, 127 Peachtree St NE Ste 200, 30303, (404) 588-0180, Email: msepulveda@atlantapolicefoundation.org, Web: www.atlantapolicefoundation.org

Augusta—*Overby, Kevin S, Director of Law Enforcement Services, ESI Acquisitions Inc, 823 Broad St, 30901, (360) 624-8309, Email: koverby@esi911.com

Lawrenceville—*Blute, Michael J, Corporal, Gwinnett Co Police Dept, 770 Hi-Hope Rd, 30045, (678) 357-8567, Email: michael.blute@gwinnettcounty.com, Web: www.gwinnettcounty.com

—*Sweeney, Patrick, Professor, GA Gwinnett College, 1000 University Center Ln, 30043, (678) 407-5108, Email: pjsweeney@ggc.edu, Web: www.ggc.edu

Illinois

Batavia—Autenrieth, Glenn E, Deputy Chief of Police, Batavia Police Dept, 100 N Island Ave, 60510, (630) 454-2500, Fax: (630) 454-2525, Email: gautenri@cityofbatavia.net

Chicago—Snyders, Michael, National Coordinator, National HIDTA Assistance Center, 69 W Washington, 60602, (217) 255-0683, Fax: (217) 524-4252, Email: mrsnyders@nhac.org

—*Vaneek, Marc, Detective, Chicago Police Dept, 3340 W Fillmore St 5th Fl Unit 393, 60612, (312) 519-1118, Email: marc.vaneek@chicagopolice.org

—*Zayas, Andres, Sergeant Performance Mgmt Section HR, Chicago Police Dept, 3510 S Michigan Ave, 60653, (312) 745-5318, Fax: (312) 745-6817, Email: andres.zayas@chicagopolice.org, Web: www.chicagopolice.org

Lake Forest—Held, James, Chief of Police, Lake Forest Police Dept, 255 W Deerpath, 60045, (847) 810-3802, Fax: (847) 615-4382, Email: heldj@cityoflakeforest.com, Web: www.cityoflakeforest.com

—Walldorf, Karl M, Deputy Chief of Police, Lake Forest Police Dept, 255 W Deerpath, 60045, (847) 810-3803, Fax: (847) 615-4382, Email: walldorf@cityoflakeforest.com, Web: www.cityoflakeforest.com

Moline—Cisna, Shawn, Chief of Police, Black Hawk College Police Dept, 6600 34th Ave, 61265, (309) 796-5915, Email: cisnas@bhc.edu

Pontiac—Davis, Daniel G, Major, Pontiac Police Dept, 413 N Mill St, 61764, (815) 844-5148, extension 214, Email: dan.davis@pontiac.org, Web: www.pontiac.org

Springfield—Boris, Ronald T, Chief of Police, Benedictine Univ-Springfield Police Dept, 1500 N Fifth St, 62702, (217) 525-1420, Fax: (217) 527-8015, Email: rboris@ben.edu

Urbana—Morgan, Sylvia, Assistant Chief of Police, Urbana Police Dept, 400 S Vine St, 61801, (217) 384-2322, Fax: (217) 384-2372, Email: morgansk@urbanainllinois.us, Web: www.urbanainllinois.us

Woodstock—*Prestipino, Gregory A, N-DEX Outreach Liaison, N-DEX Program, 1670 Wicker St, 60098, (815) 861-2740, Email: gforce12712@gmail.com

Indiana

South Bend—*Church, Joshua, Patrol Officer, Roseland Police Dept, 200 Independence Dr, 46637, (574) 272-6485, Email: joshchurch@hotmail.com

Iowa

Cedar Rapids—*Shepherd, Mike, Principal Account Manager, Rockwell Collins, 855 35th St NE, 52498, (303) 482-1942, Fax: (720) 221-8513, Email: gmshephe@rockwellcollins.com

Kentucky

Lexington—*Dodson, Herbert C, Worldwide Business & Strategy Development, IBM Smarter Cities, 745 W New Circle Rd, Bldg 200/202, 40511-1846, (502) 370-7601, Email: hcdodson@us.ibm.com

Vine Grove—Mattingly, Kenneth L, Chief of Police, Vine Grove Police Dept, 300 W Main St, 40175, (270) 268-6151, Fax: (270) 877-2544, Email: vgpdcchief@gmail.com

Louisiana

Port Allen—*Arabie, Joseph C, Administrator, West Baton Rouge Parish Sheriff's Dept, PO Box 129, 70767, (225) 387-3272, Fax: (225) 387-3274, Email: Web: www.wbrsheriff.org

—Cazes, Michael B, Sheriff, West Baton Rouge Parish Sheriff's Dept, PO Box 129, 70767, (225) 343-9234, Fax: (225) 344-1004, Email: cazesmike@yahoo.com, Web: www.wbrsheriff.org

Maryland

Bowie—*Nwankpa, Gesla M, Deputy Director Special Programs, Diversified Protective Services Group Inc, 8400 Triple Crown Rd, 20715, (804) 482-1173, Email: nwan23@gmail.com

La Plata—Stoddard, Jason M, Commander Special Operations Section, Charles Co Sheriff's Office, 6915 Crain Hwy, PO Box 189, 20646, Email: stoddardj@ccso.us, Web: www.ccso.us

Seat Pleasant—Cotillo, Christopher, Chief of Police, Seat Pleasant Police Dept, 6264 Central Ave, 20743, (301) 499-8700, Fax: (301) 499-8702, Email: cc3522@yahoo.com

Silver Spring—*Hughes, Michael A, Director of Government Solutions, Skyline Technology Solutions, 8 Delford Ave, 20904, (202) 431-2738, Email: mhughes@skylinenet.net, Web: www.skylinenet.net

Towson—Burris, Joseph E, Colonel, Baltimore Co Police Dept, 700 E Joppa Rd, 21286, (410) 887-2220, Fax: (410) 296-4204, Email: jburris@baltimorecountymd.gov

Massachusetts

Framingham—Hanafin, James M, Lieutenant Colonel/Deputy Superintendent, MA State Police, 470 Worcester Rd, 01702, (508) 820-2612, Fax: (508) 727-6874, Email: james.m.hanafin@state.ma.us

Hyannis—Tamash, Craig A, Deputy Chief of Police, Barnstable Police Dept, PO Box B 1200 Phinneys Ln, 02601-1401, (508) 778-3801, Fax: (508) 790-6317, Email: tamashc@barnstablepolice.com, Web: www.barnstablepolice.com

Wrentham—Labonte, George C, Lieutenant, Wrentham Police Dept, 89 South St, 02093, (508) 384-2121, extension 1073, Fax: (508) 384-6902, Email: labonte@police.wrentham.ma.us

Michigan

Allen Park—Wilkewitz, James, Chief of Police, Allen Park Police Dept, 16850 Southfield Rd, 48101, (313) 386-7800, Email: jwilkewitz@allenparkpolice.org, Web: www.cityofallenpark.org

Ann Arbor—Overton, Melissa J, Deputy Chief of Police, Univ of Mi-Ann Arbor Police Dept, 1239 Kipek, 48130, (734) 763-3434, Fax: (734) 763-2939, Email: mbolyard@umich.edu, Web: www.police.umich.edu

Detroit—Hall, U Renee, Lieutenant, Detroit Police Dept, 20 Atwater, 48226, (313) 237-2818, Email: hallu609@detroitmi.gov, Web: www.detroitmi.gov

Holland—Dykstra, Jack, Captain, Holland Dept of Public Safety, 89 W Eighth St, 49423, (616) 355-1100, Fax: (616) 355-1123, Email: j.dykstra@cityofholland.com

Livonia—Engstrom, Mark, Lieutenant, Schoolcraft College Security Police, 18600 Haggerty Rd, 48152, (734) 462-4424, Fax: (734) 462-4556, Email: mengstro@schoolcraft.edu, Web: www.schoolcraft.edu

—Kaufman, Steve, Chief of Police, Schoolcraft College Security Police, 18600 Haggerty Rd, 48152, (734) 462-4424, Fax: (734) 462-4556, Email: skaufman@schoolcraft.edu, Web: www.schoolcraft.edu

Marlette—*Bush, Charles, N-DEX Outreach Liaison, N-DEX Program, 6562 W Marlette, 48453, (517) 960-7307, Email: charliebush4@gmail.com

Menominee—Botbyl, Brett J, Chief of Police, Menominee Police Dept, 2509 10th St, 49858, (906) 863-5568, Fax: (906) 863-9393, Email: bbotbyl@cityofmenominee.net

Troy—Redmond, Robert J, Captain, Troy Police Dept, 500 W Big Beaver Rd, 48084, (248) 619-7662, Fax: (248) 619-7620, Email: redmondjr@troy.mi.gov

Westland—Jedrusek, Jeff, Chief of Police, Westland Police Dept, 36701 Ford, 48185, (734) 722-9600, extension 3230, Email: jjedrusek@wlpd.net

—Swope, Robert S, Deputy Chief of Police, Westland Police Dept, 36701 Ford, 48185, (734) 722-9600, extension 3235, Email: rswope@wlpd.net

Minnesota

Eagan—*Schroepfer, Desiree, Public Information Officer, Eagan Police Dept, 3830 Pilot Knob Rd, 55122, Email: dschroepfer@cityofeagan.com

Maplewood—Kvam, David, Deputy Chief of Police, Maplewood Police Dept, 1830 Co Rd B East, 55109, (651) 249-2603, Fax: (651) 249-2699, Email: dave.kvam@ci.maplewood.mn.us

Saint Cloud—Anderson, William B, Chief of Police, St Cloud Police Dept, 101 11th Ave N, 56303, (320) 345-4201, Fax: (320) 650-3839, Email: william.anderson@ci.stcloud.mn.us

Mississippi

Tupelo—Clayton, Jackie M, Major, Tupelo Police Dept, 220 N Front St, 38804, (662) 841-6402, Fax: (662) 690-6337, Email: jackie.clayton@tupeloms.gov

Missouri

O'Fallon—Todd, David L, Captain, St Charles Co Sheriff's Dept, 101 Sheriff Dierker Ct, 63366, Email: dtodd@scsco.org

Springfield—Manlove, Kirk D, Major, Springfield Police Dept, 321 E Chestnut Expwy, 65802, (417) 864-1754, Fax: (417) 864-1714, Email: kmanlove@springfieldmo.gov

Nebraska

Kearney—Miller, Neil A, Sheriff, Buffalo Co Sheriff's Office, 2025 A Ave, PO Box 2228, 68847, (308) 236-8555, extension 5290, Fax: (308) 236-1290, Email: sheriff@buffalocounty.ne.gov, Web: www.buffalocounty.ne.gov

Nevada

Duckwater—Blackeye Bryan, Janey, Chief of Police, Duckwater Tribal Police Dept, PO Box 14005, 209 Newe St, 89314, (775) 863-0339, Fax: (775) 863-0330, Email: dvtribal_policechief@mwpower.ne

New Hampshire

Brookline—Quigley, William H, Chief of Police, Brookline Police Dept, 1 Main St PO Box 341, 03033, (603) 673-3755, Fax: (603) 673-7575, Email: wquigley@brookline.nh.us, Web: www.brooklinepolice.webs.com
Farmington—Willey, Kevin, Chief of Police, Farmington Police Dept, 531 Main St, 03835, (603) 755-2731, Fax: (603) 755-9712, Email: kwilley@farmingtonpd.com, Web: www.farmingtonpd.com

New Jersey

Bedminster—Grennier, Michael F, Director of Forensic & Security Services, The Intelligence Group, 1545 US Hwy 206 Ste 202, 07080, (908) 901-0112, extension 469, Fax: (908) 901-0115, Email: mgronnier@intell-group.com, Web: www.intell-group.com
Lumberton—DiLoreto, Tony, Chief of Police, Lumberton Twp Police Dept, 35 Municipal Dr, 08048, (609) 267-6177, Fax: (609) 267-8284, Email: adiloreto@lumbertontpw.com, Web: www.lumbertonpolice.com
Plainsboro—Armour, Guy, Chief of Police, Plainsboro Twp Police Dept, 641 Plainsboro Rd, 08536, (609) 799-2333, Fax: (609) 275-5987, Email: garmour@plainsboropolice.com, Web: www.plainsboropolice.com

New York

Albany—Dailey, Michael W, Attending Physician, Albany Medical Center, Dept of Emergency Medicine MC-139, 43 New Scotland, 12208, Email: daileym@mail.amc.edu
Chester—Doellinger, Daniel J, Chief of Police, Chester Police Dept, 1786 Kings Hwy, 10918, (845) 469-7000, extension 306, Fax: (845) 469-7983, Email: ddoellinger@thetownofchester.org, Web: www.thetownofchester.org
Ithaca—Klinko, Barbara B, 911 Emergency Application Administrator, Cornell Univ Police, 117 Statler Dr, G-2 Barton Hall, 14853, (607) 255-8566, Email: bjkb@cornell.edu
Middletown—Graziano, Francis, Lieutenant, Middletown Police Dept, 2 James St, 10940, (845) 343-3151, Fax: (845) 346-4041, Email: graz1036@yahoo.com
New York—Chandrani, Mic, SVP-Global Security, American Express, 200 Vesey St, MC: NY 01-02-01A, 10285, (212) 640-3027, Fax: (212) 640-4616, Email: mic.c.chandrani@aexp.com
—O'Brien, George D, NE Regional Director-Field Investigations & Response, ASPCA, 520 Eighth Ave 7th Fl, 10018, (646) 327-9838, Email: george.obrien@aspc.org
Spencer—Lazaric, Damir, Chief of Police, Candor/Spencer Police Dept, 79 E Tioga St, 14883, (607) 589-6733, Email: dlazar1@twcnryr.com

North Carolina

Charlotte—Crowley, Michael J, Chief, Mecklenburg Co ABC Law Enforcement, 3333 N Tryon St, 28206, (704) 731-5864, Email: mcrowley@meckabc.com, Web: www.meckabc.com

Ohio

Cleveland—Bottone, Rochelle M, Sergeant, Cleveland Division of Police, 1300 Ontario St, 44111, (216) 623-5000, Email: robush1995@sbcglobal.net
Eaton—Depew, Chad W, Chief of Police, Eaton Police Division, 328 N Maple St, 45320, (937) 456-5531, Fax: (937) 456-3036, Email: cdepew@eatonpolice.org, Web: www.eatonpolice.org
Ravenna—Adkins, Timothy L, Chief of Police, Ravenna Police Dept, 220 S Park Way, 44266, (330) 296-6486, Fax: (330) 296-5074, Email: tim.adkins@ci.ravenna.oh.us, Web: www.ci.ravenna.oh.us
Wilmington—Weyand, Duane, Chief of Police, Wilmington Police Dept, 69 N South St, 45177, (937) 382-6528, Fax: (937) 382-0652, Email: dweyand@wilmingtonps.org, Web: www.ci.wilmington.oh.us

Oklahoma

Braggs—Johnson, Ted W, Chief of Police, Braggs Police Dept, PO Box 149, 74423, (918) 487-5952, Fax: (918) 487-5024, Email: tjohnson-braggsd@hotmail.com
Lawton—Smith, James T, Chief of Police, Lawton Police Dept, 10 SW Fourth St, 73501, (580) 581-3200, Fax: (580) 581-3202, Email: jsmith@cityoflawton.ok.us, Web: www.lawtonpd.com
Mustang—Craig, Dennis M, Captain Operations, Mustang Police Dept, 650 E SH 152, 73064, (405) 376-7733, Fax: (405) 376-0707, Email: dcraig@cityofmustang.org
Newcastle—Albertson, James, Assistant Chief of Police, Univ of OK Health Sciences Center Police, 2020 NE Fourth St, 73065, (405) 271-3334, Email: james-s-albertson@ouhsc.edu
Oklahoma City—Pratt-Prater, Tamara, Deputy Director, Memorial Institute for the Prevention of Terrorism, 621 N Robinson Ave Ste 400, 73102, (405) 278-6307, Email: pratt@mpt.org, Web: www.mpt.org
—Welch, Edward L, Chief of Police, Univ of OK Health Sciences Center Police, 934 NE Eighth St, 73104, (405) 271-3286, Fax: (405) 271-4123, Email: edward-welch@ouhsc.edu, Web: www.ouhsc.edu/police

Oregon

Toledo—Ruark, Robert, Sergeant, Toledo Police Dept, 250 W Hwy 20, 97391, (541) 336-5555, Fax: (541) 336-2123, Email: 301@cityoftoledo.org, Web: www.cityoftoledo.org

Pennsylvania

Breinsville—Colon, Edgardo A, Chief of Police, Upper Macungie Twp Police Dept, 37 Grim Rd, 18031, (484) 661-5911, Fax: (610) 841-4922, Email: ecolon@uppermac.org
Gibsonia—Martin, Ellen, Forensic Services Representative, Gateway Analytical, 5136 William Flynn Hwy, Ste 200, 15044, (724) 443-1900, Email: martine@gatewayanalytical.com, Web: www.gatewayanalytical.com
Scranton—Elliott, David R, Director of Campus Safety, Marywood Univ, 2300 Adams Ave, 18509, (570) 340-6075, Email: delliottd@marywood.edu, Web: www.marywood.edu
Tobyhanna—Haynes, Ashley, Chief Police & Security, Tobyhanna Army Depot, 11 Hap Arnold Blvd Bldg 20, 18466, (610) 615-8926, Fax: (570) 615-8904, Email: ashley.d.haynes@us.army.mil

Rhode Island

Charlestown—Allen, Jeffrey S, Chief of Police, Charlestown Police Dept, 4901 Old Post Rd, 02813, (401) 364-1229, Fax: (401) 213-6930, Email: chief@charlestownpolice.org

South Carolina

North Charleston—Clark, John, Chief Deputy, Charleston Co Sheriff's Office, 3505 Pinehaven Dr, 29405, (843) 554-2444, Email: jxclark@charlestoncounty.org, Web: www.charlestoncounty.org

Texas

Arlington—Butler, Randy, Senior Lecturer, Univ of TX-Arlington, 601 S Nedderman, Box 19595 University Hall 362, 76019, (817) 272-0318, Fax: (817) 272-5673, Email: rbutler@uta.edu
—Del Carmen, Alex, Chair & Professor, Univ of TX-Arlington, 601 S Nedderman, Box 19595 University Hall 362, 76019, (817) 272-0318, Fax: (817) 272-5673, Email: adelmarmen@uta.edu
Austin—Randolph, Wayne, US Public Sector Operations Manager, Mobile Demand, 12340 Alameda Trace Cir, Ste 1805, 78727, (512) 705-5105, Email: wrandolph@mobiledemand.com, Web: www.ruugedtabletpc.com
Colorado City—Owens, Roy, Chief of Police, Colorado City Police Dept, 201 W Third St, 79512, (325) 728-5294, Fax: (325) 728-8492, Email: chief@cityofcoloradocity.org, Web: www.coloradocitytexas.org
Coppell—Cook, James E, Captain, Coppell Police Dept, 130 Town Center Blvd, 75019, (972) 304-3596, Fax: (972) 304-3535, Email: jcook@coppelltx.gov, Web: www.coppelltx.gov
Dallas—Robinson Williams, CaSandra, Chief of Police, TX Health Presbyterian Hospital, 8200 Walnut Hill Pl, 75231, (214) 345-8859, Fax: (214) 345-8687, Email: casandrawilliams@texashealth.org
Flower Mound—Inselmann, William H, Assistant Special Agent in Charge Ret, DEA/Justice, 4101 Shelby Ct, 75022, (469) 288-3288, Email: winselmann@verizon.net
Houston—Lim, Arthur, Lieutenant, Harris Co Sheriff's Office, 1301 Franklin St, 77002, (713) 829-7400, Email: artlim@att.net
—Lykos, Patricia R, District Attorney, Harris Co District Attorney's Office, 1201 Franklin St 600, 77002, (713) 755-5810, Email: prl@flash.net
—McDaniel, Frank M, Director, Houston HIDTA, 15311 Vantage Pkwy W Ste 286, 77032, (281) 203-2283, mail: fmcdaniel@houstonhidta.net
—O'Brien, Michael J, Major, Harris Co Sheriff's Office, 1200 Baker St, 77002, (713) 755-6458, Fax: (713) 755-6228, Email: michaeljob@aol.com
—Penn, Everette B, Criminology Professor, Univ of Houston-Clear Lake, 2700 Bay Area Blvd 416, 77058, (281) 283-3383, Email: pennnev@uhcl.edu, Web: www.tapsacademy.org
Irving—Marwell, David, Special Agent in Charge, US Dept of Homeland Security ICE HSI, 125 E John Carpenter Fwy, Ste 800, 75062, (972) 444-7300, Fax: (972) 444-7311, Email: david.marwell@dhs.gov, Web: www.ice.gov

League City—Spaulding, Kieran T, Sergeant/Staff Instructor Bureau of Training & Professional Development, Harris Co Sheriff's Office, 500 W Walker, 77573, (713) 252-5471, Email: kerry.spaulding@dhs.gov
Nassau Bay—Cashiola, Joe M, Chief of Police, Nassau Bay Police Dept, PO Box 58448, 77258, (281) 333-2212, Fax: (281) 335-1555, Email: joey.cashiola@nassaubay.com
Plano—Elibary, Mohamed N, Founder, Lone Star Intelligence LLC, 2509 Loftsmoor Ln, 75025, (214) 403-2652, Email: melibary@texasintel.com
Portland—Giles, Gary K, Chief of Police, Portland Police Dept, 1902 Billy G Webb Dr, 97374, (361) 777-4444, Fax: (361) 777-4445, Email: gary.giles@portlandpd.com, Web: www.portlandtx.com
River Oaks—Carter, Avin, Chief of Police, River Oaks Police Dept, 4900 River Oaks Blvd, 76114, (817) 626-1991, extension 302, Fax: (817) 626-0833, Email: acarter@riveroakspd.com, Web: www.riveroakspd.com
—Spieldenner, Christopher, Deputy Chief of Police, River Oaks Police Dept, 4900 River Oaks Blvd, 76114, (817) 626-1991, extension 307, Fax: (817) 626-0833, Email: cspieldenner@riveroakspd.com, Web: www.riveroakspd.com
Stephenville—Calder, Travis W, Captain, Stephenville Police Dept, 356 N Belknap, 76401, (254) 918-1275, Fax: (254) 918-1290, Email: tcalders@ci.stephenville.tx.us
—King, Jason M, Captain, Stephenville Police Dept, 356 N Belknap, 76401, (254) 918-1265, Fax: (254) 918-1290, Email: jking@ci.stephenville.tx.us

Virginia

Alexandria—Bachner, Carrie L, Chief Executive Officer, Mission Concepts Inc, 902 Prince St, 22314, Email: carrie_bachner@missionconcepts.com, Web: www.missionconcepts.com

—Berkon, Daniel, President, Culmen International, 99 Canal Center Plaza Ste 410, 22314, (703) 224-7000, Fax: (703) 224-7006, Email: dan.berkon@culmen.com, Web: www.culmen.com
—Gonzalez, Angel, Deputy Assistant Director, US Marshals Service, 2604 Jefferson Davis Hwy, 22301-1025, (202) 307-9599, Fax: (202) 307-9299, Email: angel.gonzalez@usdoj.gov
—Rodriguez King, Denise, Research Analyst, CNA, 4825 Mark Center Dr, 22311, Email: rodriguezd@cna.org
Arlington—Bryk, Jason K, Lieutenant-Internal Affairs Section, Arlington Co Police Dept, 1425 N Courthouse Rd, 22201, (571) 289-3834, Email: jbryk@arlingtonva.us
—Carter, Wallace M, Federal Police Officer, National Institutes of Health Division of Police, PO Box 42046, 22204, Email: carterw@mail.nih.gov
—Parise, Eileen, Vice President, Rapiscan Systems, 1901 S Bell St, Ste 325, 22202, (703) 812-0322, extension 4634, Fax: (703) 812-0335, Email: eparise@rapiscansystems.com, Web: www.rapiscansystems.com
—Puskas, Thomas A, Asst Supervisory Air Marshal in Charge, Federal Air Marshal Service, 601 S 12th St, 20598-6110, (571) 243-5229, Email: thomas.a.puskas@ole.tsa.dhs.gov
Chantilly—Gallagher, John E, Executive Vice President, AT-RISK International, 14100 Parke Long Ct, Ste P, 20151, Email: jgallagher@atriskpi.com, Web: www.atriskpi.com
Fairfax—Gee, Jerry W, Chief Warrant Officer Ret, USACIDC, 4018 Topsham Sq, 22033, (703) 819-5495, Email: jwchonggee@aol.com
Herndon—Byrd, Neal, Account Manager, IBM, 2300 Dulles Station W Blvd, 20171, (770) 335-1094, Email: neal.byrdd@us.ibm.com, Web: www.ibm.com
Vienna—Barshow, Fiona, Vice President, Novetta Solutions, 1945 Old Gallows Rd Ste 300, 22182, (571) 278-9857, Email: fbarshow@novetta.com, Web: www.novetta.com
Williamsburg—Lawson, Ken, Lieutenant, Williamsburg Police Dept, 425 Armistead Ave, 23185, Email: klawson@williamsburgva.gov

Washington

Cheney—Sowers, Lou, Psychologist, Dr Lou Sowers, 12615 S Goss Rd, 99004, (509) 688-7530, Email: drsowers@q.com

West Virginia

Parkersburg—Martin, Joseph E, Chief of Police, Parkersburg Police Dept, PO Box 1167, 26102, (304) 424-8444, Email: jemartin@netassoc.net

Wisconsin

Madison—Brunner, Clark, Lieutenant, Univ of WI-Madison Police Dept, 1429 Monroe St, 53711, (608) 263-1828, Email: cgbrunner@wisc.edu, Web: www.uwpd.wisc.edu
Port Washington—Hingiss, Kevin, Chief of Police, Port Washington Police Dept, 365 N Wisconsin St, 53074, (262) 284-4071, Fax: (262) 377-9648, Email: khingiss@pwmpd.org

ZAMBIA

Lusaka—Mubita, Munembo, Superintendent, Zambia Police Service, Box 50103, 10101, 260 211253543, Email: munembom@gmail.com, Web: www.zambiapolice.com

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 W. Collins, Chief of Police (ret.), Monterey Park, California; San Dimas, California (life member)

Peter J. Gray, Chief of Police (ret.), Bay Village, Ohio; CEO/President, Gray Security Inc., Cleveland, Ohio (life member)

Arthur G. LeBlanc, Chief of Harbor Police (ret.), San Diego, California; Palm Desert, California (life member)

Scott Leining, Lieutenant, Noblesville, Indiana

Nolan McLeod, Chief of Police, Auburndale, Florida

Donald W. Sheeler, Chief of Police (ret.), Manor Township, Lancaster, Pennsylvania (life member)

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.



Portable surveillance camera

Integrated Microwave Technologies introduces a portable, turnkey surveillance solution featuring the DTx drop-down tactical camera transmitter and the MobilCMDR receiver. The DTx is a self-contained, rapid-deployment, drop-camera transmitter system incorporating the company's transmitter with a rechargeable battery, camera, infrared LED, and a microphone in a compact, rugged chassis. The camera head can be removed and positioned separately using the four-foot camera cable, enabling more discreet concealment of the camera. The low-light camera is designed to enable surveillance at any range, in all lighting conditions.

For information, visit <http://www.imt-government.com>.

Outerwear

W.L. Gore and Associates Inc. announces a new line of products engineered specifically for today's patrol officer. The first two products in the Gore advanced products for law enforcement line—the Gore-Tex lightweight patrol shell and the Windstopper patrol soft shell—allow officers to put the jacket on and leave it on for the entire shift. In addition to protecting the officers from inclement weather, these breathable shells keep officers comfortable when moving in and out of patrol cars. The modern fit and style are designed to improve range of motion.

For information, visit <http://www.GoreProtectiveFabrics.com/PatrolOfficers>.



Advanced warning and directional lighting

Federal Signal introduces the CN SignalMaster for advanced warning and directional lighting for law enforcement vehicles. CN SignalMaster is built with Solaris LED reflector design for optimal light output to the front and the rear of the vehicle. CN SignalMaster can quickly be changed from a warning light to a directional light with Federal Signal's SpectraLux multicolor LED technology.

For information, visit <http://www.fedsig.com>.

Forensic analysis tool

GE Healthcare Life Sciences announces the launch of the DNAscan Rapid DNA Analysis System, designed to be a fast, rugged, easy-to-use DNA analysis instrument for forensic applications. The system has been developed to enable law enforcement agencies to process DNA samples in the police booking station or forensic laboratory and generate results in 84 minutes, thereby helping to accelerate the criminal investigation process. The system couples the all-in-one DNAscan Bio-ChipSet Cassette, a disposable lab-on-a-chip that is preloaded with all required reagents with the DNAscan Rapid DNA Analysis instrument.

For information, visit <https://promo.gelifesciences.com>.



Theft deterrent

The security tower by Stamm Manufacturing is designed to curb parking lot theft. The model's booth has tinted glass, air conditioning, and heat, with additional outlets inside for other powered items including radios, cellphones, cameras, and lights. The unit comes equipped with two unity-brand spotlights, just as in police cruisers. The tower provides up to 21-foot visibility to allow a reasonable view over cars and some building roofs. When activity is detected, the officer can alert ground personnel. Further, just having the tower visible can be a deterrent to criminal activity.

For information, visit <http://www.stamm-mfg.com>.

Archive, search, and reference tool

Sorenson Forensics announces the launch of its new Local Entry Accessible DNA (LEAD) Database, a secure, cloud-based service designed for local law enforcement agencies to simplify archiving, searching, and referencing DNA profiles from crime scene samples. The LEAD Database is designed to give law enforcement agents at the local level the control they need to archive DNA profiles collected within their jurisdictions to be easily searched and referenced by an authorized user. By centralizing collected profiles, users can access the database to compare DNA profiles against current crime scene evidence.

For information, visit <http://www.sorensonforensics.com>.



Campus-wide security

Dolphin Precision Investment Castings's campus-wide security system covers everything from access control to perimeter detection to protect their interests, with MobileCamViewer software from mobiDEOS fulfilling all mobile surveillance and remote monitoring needs. Fixed cameras are positioned indoors and outdoors, focused on employee turnstiles, lobbies, loading docks, parking lots, and general building perimeters. This allows views of everything that is happening throughout the most heavily trafficked campus areas, including breezeways between buildings. MobileCamViewer offers secure, carrier-grade cellphone-based video surveillance and remote monitoring solutions.

For information, visit <http://www.mobilecamviewer.com>.

Data collection tool

Bosch's Diagnostics Business Unit designs, manufacturers, and sells the Crash Data Retrieval (CDR) tool—a commercially available tool that complies with National Highway Traffic Safety Administration (NHTSA) specifications. The CDR tool comprises hardware and software that work together to image the event data recorder (EDR) information stored in the safety system modules already installed in late-model vehicles. The EDR information also may contain vital crash data if the vehicle has been involved in an accident. Some

of the parameters reported are vehicle speed, brake status, injury severity, and seat-belt status.

For information, visit <http://www.boschusa.com>.



Flashlight

The Kel-Tec CL-43 is a bright flashlight designed to be used in conjunction with a firearm. The light operates via a rearward-click button located at the flashlight's midpoint, with constant and momentary-on capabilities. The exterior features a patented nonslip pattern common on Kel-Tec firearms. Features include superior ergonomics because of the forward-facing push button switch, the small size that allows the device to be enclosed in one hand and operated in parallel with a handgun, and the extreme light power—420 lumens and an optimum beam angle. ♦

For information, visit <http://www.keltecweapons.com>.



The Indonesian National Police Standardized Emergency Management System: Conception to Implementation

By Nono Supriyono, Inspector General (Retired), Indonesian National Police; and Cosmas Lembang, Brigadier General, Indonesian National Police Staff, National Resilience Institute

Preface

The Indonesian National Police (INP) is the component within the national government of Indonesia tasked by statute for the primary role of maintaining security and order in society, enforcing laws, and providing services in order to maintain domestic security. The Standardized Emergency Management System (SEMS), adopted by the INP, is the legal umbrella under which the INP manages the response to a wide range of extraordinary police events such as tsunamis, earthquakes, flooding, volcano eruptions, and other disasters. It is an all-inclusive management philosophy that encompasses the emergency response phase as well as the predisaster and postdisaster phases. It is a whole-of-government

approach practiced by the Indonesian government and also includes other domestic, international, nongovernmental organizations and foreign government assistance.

Background and Geography

The Republic of Indonesia is vast and located in an area where geographical, geological, hydrological, and demographic conditions create great vulnerability to a wide variety of disasters. Geographically speaking, the country is located at the meeting point of the Eurasian, Indo-Australian, and Pacific tectonic plates. The majority of the archipelago is affected by the Eurasian and Indo-Australian plates, which creates a subduction zone at their meeting point as one plate slides under the other. This subduction

zone results in megathrust faults that are prone to causing violent, large-magnitude earthquakes and tsunamis.

Indonesia is an archipelago of more than 17,000 islands. Much of the population lives in coastal areas. Rising seas believed to be caused by global warming have caused a marked increase in coastal flooding. Extreme weather changes, also suspected to be caused by global warming, have resulted in abnormal climate trends causing higher than average rainfall and flooding in some areas, as well as drought in other areas.

Volcanism has a major geological impact across the archipelago. There are approximately 150 active volcanoes within Indonesia that can erupt at any given time, resulting in massive earthquakes, lava flows, pyroclastic blasts, volcanic ash fallout, and fires. Three of the ten largest eruptions in recorded history have occurred in Indonesia.

Development of a SEMS

The need for a SEMS was highlighted during the December 2004 tsunami disaster in Aceh, located in the northern most province on the island of Sumatra. This single event caused widespread devastation to the entire South Asian and Southeast Asian regions of the world, with its impact continuing to be felt to this day. The effect on Indonesia shook society with its subsequent economic, social, cultural, and security issues; huge material losses; and the prolonged psychological impact that negatively affected hundreds of thousands of victims. This single event resulted in 264,000 victims either dead, injured, or missing.

The Indonesian government disaster response apparatus, which involved all disaster response disciplines as well as the disaster management agency (called BAKORNAS) in place at the time, was unable to adequately manage the disaster, which inhibited the government's ability to respond quickly, effectively, or efficiently to meet the people's needs. Furthermore, all of the responding stakeholders suffered from confusion and disorganization resulting from disconnected communication networks, paralyzed or destroyed infrastructure, and inadequate management structures in place at the time.

The INP, after debriefing and conducting a self-analysis of its response to the tsunami, realized that its day-to-day organization was not designed for or flexible enough to manage large disasters, requiring a coordinated comprehensive government approach. In 2006, the U.S. ambassador to Indonesia, Cameron Hume, offered the expertise of the U.S. Department of Justice, International Criminal Investigative Training Assistance Program (ICITAP) to the Chief of the INP, General of Police Doctorandus (Drs.) Sutanto, to assist the INP in developing an incident response management system

modeled after the U.S. Incident Command System (ICS). The ICS is used in numerous other countries around the world, in addition to the United States.

The ICS, a component of the SEMS, is an all-incident management system diverse enough to be used for planned events such as demonstrations, elections, and small emergencies, but also is appropriate for managing megadisasters such as the tsunami in Aceh. Drs. Sutanto agreed to the offer of assistance and requested that the U.S. government work with the INP to develop a SEMS that could be used by the INP anywhere within the archipelago to effectively respond to various types of emergencies in their communities.

The INP developed the SEMS training program between 2006 and 2007 with technical support from the U.S. Department of Justice, using funding from the U.S. Department of State, Bureau of International Narcotics and Law Enforcement. The INP's Security Maintenance Agency, which included all of the uniformed services, was tasked with

1. the development of a SEMS master instructors' curriculum,
2. an organization-wide training program, and
3. the creation of a comprehensive organizational policy.

Lesson plans were developed that consisted of 14 learning modules as well as in-class simulation exercises. Due to workload requirements, the training was limited to five working days but encompassed approximately 52 hours of work and study. INP leaders also agreed to excuse students from routine tasks and not allow them to be summoned out of the training by their superiors.

SEMS at a Glance

The SEMS adopted by the INP serves as an emergency management tool and legal mandate governing police response to a wide range of extraordinary events, including the myriad natural disasters common to the Indonesian archipelago.

During discussions and planning sessions with various Indonesian government partners, such as the department of public works, the health department, the fire department, local government and community protection, the media, and other volunteers a wide range of differing emergency response policies were revealed. This made coordination and cooperation exceptionally difficult to manage. Polling of cross sections of the Indonesian government on inhibiting factors to an effective emergency response by government personnel within Indonesia revealed consistent and overwhelming opinions defined by six primary shortfalls:

1. Lack of cooperation or poor coordination
2. Lack of training or skill-sets
3. Poor management of resources,
4. Interdisciplinary egocentric attitudes
5. Lack of or inadequate planning
6. Lack of accountability

Through across-the-board adoption of SEMS incorporated policies, procedures, and training, the INP was able to dramatically improve government delivery of humanitarian aid to victims, almost entirely eliminating the previously identified obstacles to a comprehensive government approach—the ultimate goal of the INP.

The ICS concept has been used extensively in the United States since 1968 and has undergone numerous improvements over time through the review and the application of lessons learned. Other developed countries throughout the world have similarly embraced ICS to manage and deal with a wide range of crises as well. An ICS is an integral part of SEMS, is used during the response phase, and is the management system used when responding to emergencies at the field level, where the incident is actually being managed and resolved. During recent meetings involving countries belonging to the Association of South-east Asian Nations, the SEMS model used by the INP has been adopted as the mechanism utilized when mutual aid is provided to member countries.

SEMS Implementation in the INP Environment

The socialization of SEMS occurs by the ICITAP at INP headquarters and the head-of-region level through a four-hour executive overview. The SEMS trainings, with the assistance of ICITAP, produced more than 1,600 SEMS master instructors. SEMS training was implemented geographically in three phases:

Phase 1: Poldas (provincial area police) in the western regions (10 Poldas in 2008)

Phase 2: Poldas in the eastern regions (11 Poldas between 2009 and 2010)

Phase 3: Poldas in the central region (6 Poldas, between 2011 and 2013)

To disseminate master instructors, the INP adopted a two-pronged approach. First, master instructors were established in each region so that field personnel received SEMS training. Secondly, the INP instituted SEMS at all INP training institutions so that new personnel would be exposed to the concepts before they went into the field. Curriculum and master instructors were incorporated at the INP educational institutions to teach students from every educational facility. The INP Specialization Education and Development Section of the SEMS curriculum consisted of eight components that were taught at every school, reaching a diverse audience ranging from entry-level personnel to senior management. All of the SEMS courses are taught in a format so that the students eventually become the trainers for all of the SEMS courses taught at the various institutes.

During the trainings in the Poldas (provincial area police districts), other stakeholders such as the department of public works, the health department, the fire department, local government and community protection, the media, and other volunteers were included in the process. The INP realized that unlike in the past, each respective discipline could no longer continue to work in a vacuum. Integrated training and cooperation were major components of ICS.

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The INP immediately enhanced its disaster management regulations. Utilizing ICITAP technical assistance, the INP pushed the implementation of SEMS into legislation. This process took two years' worth of INP committee meetings as well as buy-in from the Indonesian government. The INP, with the publication of this regulation, now is required to use SEMS in managing disasters. The regulation states that the SEMS model can be used for managing natural disasters or planned events such as securing sporting events, music concerts, VIP visits, conferences, and any social- or political-related demonstrations.

This regulation complements the chief of the Indonesia National Disaster Mitigation Agency's regulation establishing the ICS concept as the national response management system. The police policy regulation provides even greater guidance and specifics regarding the management of field-level response activities. The final police regulation governing SEMS was signed into law by the Ministry of Law and Human Rights on December 22, 2009, nearly five years to the day after the devastating tsunami in Aceh.

Challenges

Keeping in mind that SEMS is a new paradigm for the INP, there are still numer-

ous challenges in implementing the process. Naturally, there is always the tendency to gravitate toward what is familiar when confronted with adversity, and there is often a propensity to mix old police practices with new ones when implementing SEMS.

Personnel rotations within the INP's regions and its subdivisions and educational institutions do not fully take into account the need for continuity and dedicated role of the SEMS master instructor. Therefore, the Polda (provincial area police) are always seeking SEMS Master Instructors. INP educational institutions still lack the confidence to independently conduct SEMS trainings for their students, causing them to continually ask for guidance from the ICITAP. The majority of the INP's educational institutions have developed SEMS curricula, but those graduates from schools lacking the SEMS specific training have left training gaps with some of their future field personnel. At the same time, socialization of the new regulation relating to the implementation of the SEMS model has not been fully executed by INP headquarters and the Poldas; therefore, not all INP supervisory personnel have a full understanding of the policy.

Efforts Made by the INP

The challenges previously mentioned are not insurmountable. The INP is a massive

organization making information transfer burdensome, but its personnel still need to comply with the Kapolri Regulation, no. 17 year 2009, and national laws. The INP is making headway in its efforts to overcome the obstacles in order to uniformly implement SEMS to all its members.

The INP is in the process of forming a team of lead master instructors with the specific task to develop other SEMS master instructors at the national police schools. The group also is striving to be active participants in the SEMS curriculum development meetings at all INP educational levels. The INP has installed SEMS trainings within the educational curriculum for students and instructors in the majority of all educational levels ranging from the National Police School to the INP's Advanced Staff and Command College.

Before the educational institutions provide SEMS training to students there are refresher courses for the instructors that are provided by ICITAP. The intent for long-term sustainability is for the lead master instructors to eventually take this role over from ICITAP.

Conclusion

The INP already has started the institutional process of socializing and implementing SEMS. This originally began with the socialization phases in the regions, training sessions to produce SEMS master instructors, the incorporation of the SEMS curriculum into the INP's educational institutions, and the development of new organization-wide policies. Field personnel already have used SEMS for responding to natural disasters, transportation accidents, planned events, and elections. SEMS has even been used for providing security at international sporting events such as the Southeast Asian Games.

Through the use of the SEMS model, the previously identified shortcomings reflected in the lack of cooperation, coordination, and accountability have significantly improved. While the National Disaster Mitigation Agency has been formed to manage overall disaster response in the country, it has yet to assume full functionality. In the void, the INP is the best trained in the principles of ICS and has filled the gap by working with and training other disciplines to improve the delivery of services and aid to the victims of disaster.

Ongoing efforts are being made to overcome the internal and external challenges facing the INP regarding the implementation of SEMS throughout Indonesia. Implementing the SEMS/ICS systems throughout the country will allow the INP to be standardized in their response and invoke public confidence in their ability to respond to various disasters and therefore protect life, property, society, and the environment from public disorders and disasters. ♦

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E-Learning in the Equivalency Academy

By Debbie Mealy, PhD, Deputy Director, Washington State Criminal Justice Training Commission; and Steve Lettic, PhD candidate, Assistant Director, Washington State Criminal Justice Training Commission

Online or elearning has been around for years. However, law enforcement training has sometimes been challenged to use it to its maximum effectiveness.

The state of Washington has found a solution. In 2010, the Washington State Criminal Justice Training Commission (WSCJTC) was tasked with finding a better way to deliver its equivalency academy. This academy was designed to orient officers from other states to Washington state law and state criminal procedures. The challenge was to take the old, static lecture and PowerPoint-driven format, focus the content, and use real-world problems to drive home the learning. At the same time, the WSCJTC wanted to increase the critical thinking skills and increase learning retention.

The result was a type of hybrid learning model that used several sound educational techniques that could improve several skill areas. The first aim was the instruction of Washington state law and its identified differences from other states. However, the learning did not stop at new laws and legal codes. Students discovered the law's application through ill-structured problems, collaboration with other officers in the class, and debate as to the origin and intent from accessing prosecutors in their home jurisdictions. Another benefit is the ability for the students to be in their home agencies and be in field training at the same time the course is being delivered. This has resulted in training not only of the student but of the agency in a squad refresher-type of setting.

Instructors in the online equivalency course first created a positive training environment that kept four important principles in mind.

- The first is encouragement and feedback that is timely, specific, and thoughtful.
- The second is the selection and catering to different learning styles through as many mediums as possible. In the classroom, this might be through the use of visual presentations, audio snapshots that highlight calls for service, or case studies. In the online environment, the learning styles are addressed in discussion boards, reading assignments, ill-structured problems, and creation of test questions to drive the learner towards a higher level of learning.

- The third is considering the applicability to the participant's current jobs or positions and designed problems that had to be solved using material found online or in their home agencies.
- The fourth principal used to create the optimal training environment is providing precourse work and instructions before the course begins. This was accomplished by sending out precourse reading assignments and instructions that the participant needed to come ready to discuss them on the first day of the course. The first day of the course is at the WSCJTC campus and conducted face-to-face in order to give all participants a chance to "see" each other and the instructor. In addition, the first day of instruction is used to assess the participant's ability to navigate the learning platform and help the participant locate needed tools online by asking the instructors directly. This support decreased the frustration with technology and increased the focus to the learning content.

When the training environment is encouraging, with constructive feedback from the instructor, the trainee has a better chance at developing confidence in newly learned abilities.¹ Researchers have found that trainees' confidence in their abilities relates to the number of training tasks performed on the job, as well as the difficulty of the tasks.² Implementing multiple learning methods also may improve training transfer. Using the "trial and error" method encourages the trainee to make mistakes and to think about the causes of the mistakes and learn from them, which is one of the foundational principles of the problem-based learning (PBL) method.³

Problem-based learning is facilitated through questions and dialogue and makes use of real problems or dilemmas. Collaboration takes place through discussion boards and interaction with the instructor online. Learning opportunities are created by using the collective experience of all the participants when facilitating the solution. Training programs based on active learning and participation are useful when implementing organizational safety programs and establishing organizational culture.⁴ The individual and collective experiences of the group are posited to result in much greater knowledge acquisition during the process of problem solving. Nina Keith found evidence that error-based training led to higher levels of retention, as well as the ability to

adapt to a variety of situations.⁵ Likewise, it is vital that training tasks apply to the job because the higher the perceived practical relevance, the higher the motivation to transfer the training to the job.⁶ Lastly, providing training materials before training begins is a technique to establish relevance and to involve the trainee in the learning process before instruction begins, which improves the effectiveness of the training session. This also allows for deliberate, prepared learning.⁷ It has been shown that the development of expertise is reached by using this technique of preparing for one's own development and participation in the learning experience.⁸

With these training philosophies in mind, the online curriculum was created to foster encouragement and feedback from instructors, participants, and agency training officers, which is imperative to the success of the participant officer. The agency training officer monitors the training as it relates to the job agency culture and answers additional questions.

Keeping in mind the trial-and-error methods referenced above, the online discussion boards provide the students the opportunity to ask and answer questions with anonymity, preventing them from being afraid to ask "dumb" or "elementary" questions. This anonymity allowed participants to receive numerous responses from their classmates—who may have also been provided with information they had not known or would not have otherwise considered.⁹ It also allowed them to speak their mind regardless of their ranks or titles, because, thanks to the anonymity, each post was simply coming from a classmate and not someone that may have been a superior. Everyone was seen as peers.¹⁰

Problem-Based Learning Exercises

The PBL exercises (PBLEs) also proved to be very helpful for officers who were transferring from departments outside the state of Washington. The officers felt that the scenarios presented in the

PBLEs required them to know Washington state laws in order to completely answer the questions asked in order to receive full credit. Several officers stated that the in-depth requirements for the PBLEs forced them to learn Washington state laws much faster than if they were required to simply study and repeat them, because they were asked to explain why they would take a certain course of action and where in the Washington State Constitution it says that they are allowed to use such action. The involvement of the course instructors also was seen as a high point during the academy, as many of the respondents stated that they thoroughly enjoyed and appreciated how involved the instructors were. They were quick to respond to discussion posts and emails and were readily willing to offer any support that the officers might have needed.

Relapse Prevention Training

Relapse prevention training is typically used as a way to help drug addicts make positive decisions once they are out of rehab.¹¹ When it is applied to organizational training, this type of training provides trainees with skills to assess situations where they may be tempted to resort to old habits instead of implementing the skills learned in training. Relapse prevention training provides an alternative support system for the trainee to act in accordance with the behavior outlined in training.¹² It is most effective when supervisor support is low, because it does not directly involve the supervisor.¹³ An example of this is "the buddy system." Trainees are able to work together to reinforce desired behavior without overwhelming input from conflicting sources. The conflicting sources are mitigated using the anonymity of the online environment and the ability of the agency trainee to have access to the course materials at the same time the participant trainee. This is strengthened by the agency participant (typically the training officer) having as much access to the online instructor to answer questions as well. In one such interaction, the agency training officer thought the material was good enough to use



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and discuss with the participant trainee's squad, creating a second level of learning and helping integration of that officer into the agency culture that much faster.

A supportive work environment is one that gives the trainee the opportunity to use new skills and has a culture that inspires and promotes people to move the organization in the direction of continuous learning and change. If the trainee given neither the chance nor the resources to apply the skills learned in training, the trainee will be less likely to retain those skills over time.¹⁴ Training is also more effective when the work environment encourages personal development.¹⁵

It is important that the supervisor be involved in all aspects of the training process, including the trainee's goal setting as well as aiding in the development of the curriculum. Partnership among trainee, instructor, and supervisor allows for an opportunity to work together to identify barriers that may prevent the trainee from retaining those skills.¹⁶ The higher the perceived supervisor support to utilize skills gained in training, the higher the transfer.¹⁷

The intent of developing an eight-week online training program was to encourage interaction between the training officer and the lateral officer participant. The objective is to encourage learning in the classroom

that is shared in the field with real-life experiences and interaction, thus sustaining the full training loop. The most successful participants are those whose departments allow time to complete work on duty and also encourage full exchange of ideas between the novice participant, the classroom interaction, and the expert practitioner (the training officer).

While the PBLEs were seen as being very helpful in introducing new officers to the different laws in the state of Washington, they also were viewed as being, at times, overly demanding. While no officers argued the importance of the PBLEs, some did feel that they asked them to provide a lot of what they felt was unnecessary information in regards to the scenarios. Some officers felt that if they were able to simply focus on the required steps and precautions needed to handle the situation rather than being forced to also include the historical precedents that allowed them the ability to use such courses of action, their needs would have been better suited. When first arriving at the academy, the officers were told that the PBLEs would require six to eight hours of effort to complete, but in reality, the administrators were informed that it took twelve to fifteen hours per week to complete the required assignment. Many of the respondents expressed that this time commitment would not have been an issue if they had simply been informed of the actual time it would take per assignment in the beginning. The extra time spent on the PBLEs placed the officers under a lot of stress to both complete the assignment as well as fulfill their duties to their departments and their families. It was reported that the extra time it took to complete the weekly assignments resulted in some of the officers being given time on the clock to work on them, placing unexpected strain on their departments, which had to operate with one fewer officer.

While seen as highly innovative and an effective blend of technology and learning methodologies for the law enforcement training world, the online PBL format is still a work in progress. Currently, the WSCJTC is exploring refining its online training process and strengthening many other programs using sound research-based techniques. For more information on these or other training programs at the WSCJTC, contact Deputy Director Debbie Mealy at dmealy@cjtc.state.wa.us or Assistant Director Steve Lettic at slettic@cjtc.state.wa.us. ♦

Notes:

¹J. Kevin Ford et al., "Factors Affecting the Opportunity to Perform Trained Tasks on the Job," *Personnel Psychology* 45, no. 3 (September 1992): 511-527.

²Ibid.

³Nina Keith et al., "Active/Exploratory Training Promotes Transfer Even in Learners with Low Motivation and Cognitive Ability,"

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¹⁴Raymond A. Noe et al., "Relapse Training: Does It Influence Trainees' Post Training Behavior and Cognitive Strategies?" *Journal of Business and Psychology* 4, no. 3 (1990): 317–328.

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¹⁶Mary L. Broad and John W. Newstrom, *Transfer of Training: Action-Packed Strategies to Ensure High Payoff from Training Investments* (Reading, Mass.: Addison-Wesley, 1992).

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Jeff Tanner, New Westminster Police Department; Mark Langham, Vancouver Police Department; Ron Miller, chief, Topeka, Kansas, Police Department; Chris Cecil, detective, Transit Police; and Dave Kane, detective, Royal Canadian Mounted Police.

Current or Past Collaboration in Forensic Science

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Left to right: IACP First Vice President Yousry Zakhary, Woodway, Texas, Police Department; Scott Sullivan, vice board chairman, LEVA; Stephanie Stoiloff, senior police bureau commander, Forensic Services Bureau, Miami-Dade, Florida, Police Department; and Ron Miller, chief, Topeka, Kansas, Police Department

Current or Past Contribution to Forensic Science by an Agency/Individual

Jason Moran, Detective, Cook County, Illinois, Sheriff's Police Department



Left to right: IACP First Vice President Yousry Zakhary, Woodway, Texas, Police Department; Brian White, commander, Cook County Sheriff's Police Department; Jason Moran, detective, Cook County Sheriff's Police Department; Stephanie Stoiloff, senior police bureau commander, Forensic Services Bureau, Miami-Dade, Florida, Police Department; and Ron Miller, chief, Topeka, Kansas, Police Department

Innovation in Forensic Technology

Boston, Massachusetts,
Police Department



Left to right: IACP First Vice President Yousry Zakhary, Woodway, Texas, Police Department; Captain Detective Thomas Dowd, commander, Forensic Group, Boston Police Department; Stephanie Stoiloff, senior police bureau commander, Forensic Services Bureau, Miami-Dade, Florida, Police Department; Robert Walsh, president, Forensic Technology; Stacy Stern, North American sales director, Forensic Technology; Pete Gagliardi, senior vice president, Forensic Technology; and Ron Miller, chief, Topeka, Kansas, Police Department

Significant Investigative Value in a Major Crime

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Left to right: IACP First Vice President Yousry Zakhary, Woodway, Texas, Police Department; Lina C. Sarmiento, police director, PNP Police and Community Relations; Police Senior Superintendent Liza Madeja Sabong, acting director, Crime Laboratory Group; Robert Walsh, president, Forensic Technology; Stephanie Stoiloff, senior police bureau commander, Forensic Services Bureau, Miami-Dade, Florida, Police Department; and Ron Miller, chief, Topeka, Kansas, Police Department

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From left to right: Ken Bernard, captain, Sacramento Police Department; Laurie Robinson, cochair, IACP Research Advisory Committee; Renee J. Mitchell, sergeant, Sacramento Police Department; and Rick Braziel, chief, Sacramento Police Department

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Thomas Guterbock, PhD, University
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Police Department



From left to right: Thomas Guterbock, PhD, director of the Center for Survey Research, University of Virginia; Thomas Pulaski, director of Financial and

Technical Services, Prince William County Police Department; Shana Hrubes, first sergeant, Prince William County Police Department; Steve Hudson, assistant chief of police, Prince William County Police Department; Steve Thompson, captain, Prince William County Police Department

For information, visit <http://www.theiacp.org/About/Awards/IACPExcellenceinLawEnforcementResearchAward/tabid/276/Default.aspx>.

IACP/LogIn Excellence in Victim Services Award

Small Agency Winner

Monroe County, Georgia, Sheriff's Office
(C.A.R.E. Cottage)



From left to right: William Kellibrew, president, William Kellibrew Foundation; David Porter, chief, Dewitt, Iowa, Police Department; John Cary Bittick, sheriff, Monroe County Sheriff's Office; K.B. Ayer, lieutenant, Monroe County Sheriff's Office; and IACP Vice President at Large Patrick Foley, chief, Douglas, Massachusetts

Medium Agency Winner

Waco, Texas, Police Department
(Victim Services Unit)



From left to right: William Kellibrew, president, William Kellibrew Foundation; Tami Parsons, volunteer coordinator, Victim Services, Waco Police Department; Melissa Beseda, director, Victim Services Unit, Waco Police Department; Brent Stroman, chief, Waco Police Department; Dave Porter, chief, Dewitt, Iowa, Police Department; and IACP Vice President at Large Patrick Foley, chief, Douglas, Massachusetts, Police Department

Large Agency Winner

Arlington, Texas, Police Department



From left to right: William Kellibrew, president, William Kellibrew Foundation; David Porter, chief, DeWitt, Iowa, Police Department; Will Johnson, interim chief, Arlington Police Department; Derrellynn Perryman, coordinator, Victim Services Unit, Arlington Police Department; Theron Bowman, PhD, deputy city manager, Arlington; and IACP Vice President at Large Patrick Foley, chief, Douglas, Massachusetts, Police Department

For information, visit <http://www.theiacp.org/About/Awards/IACPLGInExcellenceinVictimServicesAward/tabid/278/Default.aspx>.

2012 Looking Beyond the License Plate Program

William E. Dempster, Officer, Metropolitan Police Department, Washington, D.C.



From left to right: Joline M. Bogdan, 3M Traffic Safety Systems Division; William E. Dempster, officer, Metropolitan Police Department; and Joseph A. Farrow, commissioner, California Highway Patrol and chair, IACP Highway Safety Committee

For information, visit <http://www.theiacp.org/About/Awards/LookingBeyondtheLicensePlateAwardProgram/tabid/343/Default.aspx>.

J. Stannard Baker Award for Highway Safety

State Category

Mark D. Wright, Traffic Sergeant, Ontario Provincial Police Department



From left to right: Roy E. Lucke, associate director, Northwestern University's Center for Public Safety; David L. Strickland, administrator, National Highway Traffic Safety Administration; Mark D Wright, traffic sergeant, Ontario Provincial Police; and Joseph A. Farrow, commissioner, California Highway Patrol and chair, IACP Highway Safety Committee

Municipal Category

Howard B. Hall, Chief of Police, Roanoke County, Virginia, Police Department



From left to right: Roy E. Lucke, associate director, Center for Public Safety, Northwestern University; David L. Strickland, administrator, National Highway Traffic Safety Administration; Howard B. Hall, chief, Roanoke County Police Department; and Joseph A. Farrow, commissioner, California Highway Patrol and chair, IACP Highway Safety Committee

Other Category

M. Anthony Padilla, Lieutenant/Colonel (Retired), Colorado State Patrol, Arvada, Colorado



From left to right: Roy E. Lucke, associate director, Center for Public Safety, Northwestern University;

David L. Strickland, administrator, National Highway Traffic Safety Administration; M. Anthony Padilla, lieutenant/colonel (retired), Colorado State Patrol; and Joseph A. Farrow, commissioner, California Highway Patrol and chair, IACP Highway Safety Committee

For information, visit <http://www.theiacp.org/Portals/0/pdfs/JStannard2012.pdf>.

Vehicle Theft Award of Merit

Individual Recognition

Christopher T. McDonold, Deputy Director, Maryland Vehicle Theft Prevention Council, Westminster, Maryland



From left to right: Catherine McCormick Bishop, outreach manager, OnStar; Christopher T. McDonold, deputy director, Maryland Vehicle Theft Prevention Council; and Troy L. Abney, chief, Nevada Highway patrol, and chair, IACP Vehicle Theft Committee

Multiagency Task Force Recognition

Regional Auto Theft Task Force, San Diego, California



From left to right: Patrick W. Clancy, vice president, Law Enforcement, LoJack; Jim Abele, chief, California Highway Patrol; Andy Sechrist, assistant chief, California Highway Patrol; Scott Parker, captain, California Highway Patrol; and Troy L. Abney, chief, Nevada Highway patrol, and chair, IACP Vehicle Theft Committee

Agency with 251–1,000 Officers Recognition

Saint Paul, Minnesota, Police Department



From left to right: Greg Lary, 3M; Kenneth Reed, executive commander, Saint Paul Police Department; Kathleen Wuorinen, assistant chief, Saint Paul Police Department; and Troy L. Abney, chief, Nevada Highway patrol, and chair, IACP Vehicle Theft Committee

For information, visit <http://www.theiacp.org/Portals/0/pdfs/2012vehtheft.pdf>

2012 Excellence in Police Aviation Award

Individual Achievement

Jim Di Giovanna, president, Airborne Law Enforcement Accreditation Commission and captain (retired), Los Angeles, California, Sheriff's Department



From left to right: Carl Crenshaw, Bell Helicopter; Jim Di Giovanna, president, Airborne Law Enforcement Accreditation Commission, and captain (retired), Los Angeles, California, Sheriff's Department; and Don Roby, captain, Baltimore County, Maryland Police Department and chair, IACP Aviation Committee

Small Aviation Unit (Three Aircraft or Fewer)

Calgary, Alberta, Canada, Police Service, Air Support Unit



From left to right: Carl Crenshaw, Bell Helicopter; Michelle Cave, sergeant, Calgary Police Service, Air Support Unit; and Don Roby, captain, Baltimore County, Maryland Police Department and chair, IACP Aviation Committee

Large Aviation Unit (Four or More Aircraft)

Georgia Department of Public Safety, Aviation Division



From left to right: Carl Crenshaw, Bell Helicopter; James "Tony" Hightower, corporal, Georgia Department of Public Safety, Aviation Division; and Don Roby, captain, Baltimore County, Maryland Police Department and chair, IACP Aviation Committee

For information, visit <http://www.theiacp.org/About/Awards/ExcellenceinPoliceAviation/tabid/274/Default.aspx>.

IACP/Thomson Reuters Award for Excellence in Criminal Investigations

Winner: Vancouver Integrated Riot Investigation Team



From left to right: Andy Russell, vice president, Fraud Prevention and Investigations, Thomson Reuters; Jevon Vaessen, investigator, Port Moody, British

Columbia, Canada, Police Department; Jeff Tanner, New Westminster, British Columbia, Canada, Police Department; Les Yeo, inspector, Vancouver Police Department; Jim Chu, chief, Vancouver Police Department; Dale Weidman, sergeant, Vancouver Police Department; Dave Kane, detective, Royal Canadian Mounted Police; Mark Langham, investigator, Vancouver Police Department; Chris Cecil, detective, Vancouver Transit Police; Tom Callaghan, assistant sergeant, Vancouver Police Department; and IACP President Walter A. McNeil, chief, Quincy, Florida, Police Department

First Runner Up: Texas Border Security Operations Center



From left to right: Andy Russell, vice president, fraud Prevention and Investigations, Thomson Reuters; Sammie Anderson, assistant chief patrol agency, San Diego Sector, U.S. Border Patrol; Aaron Grigsby, captain, Texas Rangers; Joel Aud, analyst, Texas Department of Public Safety; David Barker, deputy director, Texas Military Forces; Thomas Hamilton, colonel, Texas Department of Public Safety; Karin Guest, analyst, Texas Military Forces; Troy Weldon, master sergeant, Texas Military Forces; Frank Hooton, ensign, Texas Military Forces; and IACP President Walter A. McNeil, chief, Quincy Police Department

Second Runner Up: Minnesota Financial Crimes Task Force



From left to right: John Kirkwood, deputy chief, Ramsey County, Minnesota, Sheriff's Office; Andy Russell, vice president, Fraud Prevention and Investigations, Thomson Reuters; Patrick Henry, commander, Minnesota Financial Crimes Task Force; Lou Stephens, special agent in charge, U.S. Secret Service; Wade Setter, superintendent, Minnesota Bureau of Criminal Apprehension; and IACP President Walter A. McNeil, chief, Quincy Police Department

For information, visit <http://www.theiacp.org/About/Awards/IACPExcellenceinCriminalInvestigationsAward/tabid/279/Default.aspx>.

2012 IACP/CISCO Community Policing Awards

Agency Serving a Population Fewer than 20,000

Columbia Heights, Minnesota, Police Department (Agency Head: Chief Scott Nadeau)

Agency Serving a Population of 50,001–100,000

Duluth, Minnesota, Police Department (Agency Head: Chief Gordon Ramsay)

Agency Serving a Population of 100,001–250,000

Clearwater, Florida, Police Department (Agency Head: Chief Anthony Holloway)

Agency Serving a Population of More than 250,000

San Diego, California, Police Department (Agency Head: Chief William Lansdowne)

Special Recognition: Homeland Security

Godavarikhani, Andhra Pradesh State Police, India (Agency Head: Rathnapuram Prakash)

Special Recognition: Community Governance

PhillyRising Collaborative, Philadelphia, Pennsylvania (Agency Head: Police Commissioner Charles Ramsey and Mayor Michael A. Nutter)



From left to right: Scott Nadeau, chief, Columbia Heights Police Department; Lenny Austin, captain, Columbia Heights Police Department; Terry Nightingale, officer, Columbia Heights Police Department; Mike Tusken, deputy Chief, Duluth Police Department; Leigh Wright, lieutenant, Duluth Police Department; John Beyer, former deputy chief, Duluth Police Department; IACP President Walter A. McNeil; Anthony Holloway, chief, Clearwater Police Department; Nathaniel Ramsey, central manager, United Way Suncoast; Teresa A. Clark, sergeant, San

Diego Police Department; Mark R. Johnes, captain, San Diego Police Department; Doru I. Hansel, officer, San Diego Police Department; Jeremy C. Sielken, officer, San Diego Police Department

For information, visit <http://www.iacpcommunitypolicing.org>.

IACP/DynCorp International Civilian Law Enforcement–Military Cooperation Award

Colorado Springs, Colorado, Police Department

Fort Carson, Colorado, Police Department



Back row, left to right: Don Ryder, DynCorp International; Tony Barthuly, director, Training and Standards Bureau, Wisconsin Department of Justice; Mark Ridley, deputy director, Naval Criminal Investigative Service; Bart Johnson, executive director, International Association of Chiefs of Police. Front row, left to right: Jake Jacob, deputy director, Directorate of Emergency Services, Fort Carson Police Department; Christopher Bolt, major, Fort Carson Police Department; Joshua Levin, crime analyst, Colorado Springs Police Department; and Peter Carey, chief, Colorado Springs Police Department

For information, visit <http://www.theiacp.org/About/Awards/IACPDynCorpIntlCivilianLawEnforcement/tabid/602/Default.aspx>.

IACP/Booz Allen Hamilton Outstanding Achievement in the Prevention of Terrorism Award

Prevention of Terrorism Award

Raleigh, North Carolina, Federal Bureau of Investigation/Joint Terrorism Task Force; Raleigh Police Department; Durham, North Carolina, Police Department; Defense Criminal Investigative Service; and the U.S. Attorney's Office, Eastern District of North Carolina

Leadership in Community Outreach Award

Los Angeles, California, Police Department and the Los Angeles County Sheriff's Department



Bob Sogegian, vice president, Booz Allen Hamilton, speaks at the IACP Committee on Terrorism reception in San Diego, California, September 30, 2012.

For information, visit <http://www.theiacp.org/About/Governance/Committees/TerrorismCommittee/tabid/430/Default.aspx>.

Chief Dave Cameron Award for Excellence in Environmental Crimes Enforcement and Education

Winner: Houston, Texas, Police Department

Honorable Mention: Three Rivers Park District, Minnesota Department of Public Safety



From left to right: Dwight Henninger, chief, Vail, Colorado, Police Department and cochair, IACP Environmental Crimes Committee; Stephen R. Dicker Sr., senior police officer, Houston Police Department; IACP president Walter A. McNeil, chief, Quincy Police Department; Frank Elizondo, officer, Houston Police Department; and Martha Montalvo, executive assistant chief, Houston Police Department

For information, visit <http://theiacp.org/About/Awards/ChiefDaveCameronAward/tabid/281/Default.aspx>. ♦

LEIM Section Plans 37th Annual Training Conference & Technology Exposition

By David J. Roberts, Senior Program Manager, IACP Technology Center

Planning is well under way for the 2013 IACP Law Enforcement Information Management (LEIM) Training Conference and Technology Exposition, which will be held May 21–23 in Scottsdale, Arizona. The LEIM conference is designed to share leading practices and lessons learned in the innovative application of technology to improve officer and public safety, enhance efficiency and effectiveness of operations, and build enterprise-wide information sharing capabilities.

In addition to plenary sessions and concurrent workshop presentations, the LEIM conference includes a Technology Exposition Hall, which features industry-leading technology solution providers.

The LEIM Section provides law enforcement executives, information technology managers, and technology specialists with a forum in which to share information, best practices, and lessons learned regarding state-of-the-art law enforcement information management; communications and interoperability; technology standards; and information sharing, analysis, and fusion. Every year since 1977, chiefs, sheriffs, commanders, information technology directors, project managers, crime analysts, line officers, and subject matter experts have gathered at the annual LEIM conference to share their knowledge and practical experience in planning, implementing, and managing new and emerging technology in law enforcement.

Conference Program

The 2013 LEIM Conference program is being finalized and will be available at <http://www.theiacp.org/leim2013>. The program is rich and substantive, featuring plenary sessions and 36 workshops organized across four primary tracks:

1. Executive Track
2. Operational Track
3. Technical Track
4. Communications Track

Conference workshops cover a broad array of new and emerging technologies, policies, and practices including facial recognition, social media, information sharing initiatives, next generation communications, cyber security, predictive policing, digital evidence, and many others.

The 2013 LEIM Conference & Technology Exposition will feature pre-conference workshops beginning Tuesday morning, May 21. Opening ceremonies and plenary sessions will begin at 1:00 p.m. and run until 5:00 p.m., at which time the Technology Exhibit Hall will open, and LEIM will host a welcome reception. Workshops will run all day Wednesday and until 3:00 p.m. on Thursday, May 23. The LEIM Section will host a business meeting on Thursday at 3:30 p.m.

Please note: Breakfast and lunch will be provided on Wednesday and Thursday of the conference, and morning and afternoon breaks will be provided in the Technology Exhibit Hall.

Conference Registration

Online registration for the 2013 LEIM Training Conference and Exposition is now open. Please visit <http://www.theiacp.org> and select the Technology tab, or use your smartphone to read the quick response (QR) code in this column. If you are not already a member of the IACP, join today and enjoy the discounted member registration rates.

ICAP Member Registration

- Regular registration fee applies January 1–March 31: \$360
- Late registration fee applies April 1–May 15: \$435
- Onsite registration fee applies May 16–May 23: \$485

Nonmember Registration

- Regular registration fee applies January 1–March 31: \$510
- Late registration fee applies April 1–May 15: \$585
- On-Site registration fee applies May 16–May 23: \$635

New This Year. A single day pass will be available this year for \$200. Exhibit Hall Only registration is available at \$75 for sworn or civilian law enforcement personnel. A family member registration also is available for spouses and other family members for \$135.

Hotel Reservations

The 2013 LEIM Conference will be held at the Fairmont Scottsdale Princess Hotel. IACP and LEIM have negotiated the federal per diem rate (\$128/night+tax) for the entire room block at this exceptional facility. Hotel reservations are now open. Make hotel reservations now to ensure your space in this extraordinary hotel. ♦

Conference Takeaways

Law enforcement practitioners attending the LEIM Conference have consistently identified the following five key takeaways from the conference:

1. Networking opportunities with other agencies and practitioners
2. Networking opportunities with industry-leading solution providers
3. Substantive workshops with practical, relevant content
4. Excellent speakers and exceptional facilities
5. New insights and knowledge to address operational issues at home



**Join us in Scottsdale in 2013
and see for yourself!**

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It takes great people to make up a police force – and great volunteers to support that police force. Whether it's a dedicated neighborhood watch leader, a friendly auxiliary member to help answer phones, or neighborhood residents to create a pin map, volunteers make the business of law enforcement just a little easier. That's why IACP and Wilmington University, New Castle, DE, support an award for Outstanding Achievement in Law Enforcement Volunteer Programs, also known as the Volunteers in Police Services (VIPS) Award.

The VIPS Award will recognize those agencies that have shown leadership in creating and sustaining programs that successfully integrate volunteers into overall organizational operations and administration of law enforcement work.

Take this opportunity to show your volunteers the difference they make to your organization and community – apply for the VIPS Award today.

To apply, visit the IACP Web site at www.theiacp.org/awards/volunteerprogram or call Carolyn Cockroft at cockroftc@theiacp.org or 1.800.THE.IACP. Applications must be postmarked no later than May 15, 2013.



Serve the Leaders of Today and Develop the Leaders of Tomorrow!

Sponsor New Members during the 2013 President's Membership Drive

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 September 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
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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.

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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.**

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.

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Arresting Rising Traffic Fatalities

By Richard J. Ashton, Chief of Police (Retired), Frederick, Maryland; and Grant/Technical Management Manager, IACP

As 2013 dawns, the immediate highway safety challenge for law enforcement is developing effective strategies to reduce the alarming increase in traffic fatalities. After recording declines in U.S. traffic deaths for the first six months of five consecutive calendar years (2007–2011), fatalities were projected to increase by 9 percent between January and June 2012¹ in the largest such increase during the first half of a year since the National Highway Traffic Safety Administration (NHTSA) first began collecting data in 1975.² Vehicle miles traveled (VMT) in the first six months of last year rose 15.6 billion miles or about 1.1 percent over the same period in 2011.³

Significantly, these early estimates translate into the loss of 1,340 more lives than those 14,950 persons predicted to die during the first half of 2011. Based on the projected 16,290 traffic deaths in the first six months of 2012, an average of 89 lives were lost each day. Even though 2012 was a leap year, February 29 most likely accounted for only a small number of the additional 1,340 fatalities.⁴

The early estimates projected a 13.5 percent increase in fatalities during the first quarter of 2012, followed by a 5.3 percent increase during its second quarter.⁵ These predictions also tended to reflect the experience of jurisdictions that IACP Highway Safety Committee members represent. Consider the following examples:

- Missouri reported a 31 percent increase in traffic deaths in the first quarter of 2012, 30 percent of which involved impaired driving,⁶ a 22 percent increase between January 1, 2012, and June 6, 2012,⁷ and a 10 percent increase for the first nine months of 2012.⁸ The increase was attributable to the mild winter, to motorcyclists,⁹ and to 63 percent of those fatalities not wearing seat belts.¹⁰
- Arizona experienced an 11 percent increase in traffic fatalities during the first quarter of 2012, which was ascribed to impaired driving and to commercial vehicle violations.¹¹ Sixty-three percent of its traffic deaths were not wearing seat belts.¹²
- Georgia recorded a 15 percent increase in highway deaths in the first five months of 2012, with motorcyclists contributing to the increase.¹³
- Cincinnati, Ohio, reported 12 fatalities in the first five months of 2012, with motorcyclists being overrepresented.¹⁴

Despite the severe fiscal issues and the increased responsibilities with which many law

enforcement agencies continue to deal, there still are viable approaches by which agencies can positively impact the rising fatality rate in the United States, which—if the preliminary figures hold—was 1.12 fatalities per 100 million VMT during the first half of 2012, compared to 1.04 deaths per 100 million VMT for the same periods of 2010 and 2011.¹⁵

NHTSA defines “weekend” as being from 6:00 p.m. Friday to 5:59 a.m. Monday, and “nighttime” from 6:00 p.m. to 5:59 a.m.¹⁶ If law enforcement agencies enhance their enforcement efforts on weekend nights by harnessing the tremendous amount of information that their officers generate to pinpoint and then target specific incidents when and where they intersect, they are capable of reducing highway fatalities in the four crucial areas that are most often contributing factors in most traffic deaths.

- **Speeding.** Speeding was a contributing factor in more than 30 percent of traffic deaths each year in the decade 2001–2010; in 2010, 86 percent of speeding-related fatalities occurred on roads that were not interstate highways.¹⁷ In 2009, between 12 midnight and 3:00 a.m., 72 percent of speeding drivers involved in fatal crashes had blood alcohol concentrations (BACs) of .08 grams per deciliter (g/dL) or greater.¹⁸ Thirty-five percent of all motorcycle riders involved in fatal crashes in 2010 were speeding, a far larger percentage than drivers of passenger cars, light trucks, or large trucks.¹⁹
- **Impaired Driving.** In 2010, 58 percent of the 11,432 drivers who had been drinking and were involved in fatal crashes had BACs of .15 g/dL or greater.²⁰ Further, the rate of alcohol impairment among drivers involved in fatal crashes was four times higher at night than during the day (37 percent versus 9 percent), and 31 percent of all drivers involved in fatal crashes on weekends were alcohol impaired.²¹
- **Occupant Restraints.** Sixty-two percent of the passenger vehicle occupants killed between 6:00 p.m. to 5:59 a.m. in 2009 were unrestrained.²² In 2010, of the 5,189 passenger vehicle drivers killed with BACs of .08 g/dL or higher and where restraint use was known, 70 percent were unrestrained.²³
- **Motorcyclists.** Motorcyclists’ deaths increased each year—except one—between 2001 and 2010.²⁴ In 2010, they accounted for 14 percent of total traffic fatalities yet for only 3 percent of all registered vehicles in the United States and for only .6 percent of all VMT.²⁵ Fifty-six percent of those motorcyclists killed in 2010 were 40 years or older; motorcyclists’ fatalities in this age group increased 100 percent between 2001 and 2010.²⁶

There is no practical reason for agencies to expend precious time reinventing the proverbial wheel. There already are successful programs that can be adopted or modified to address agencies’ specific problems, and the officers creating or implementing these strategies more often than not are able and willing to share their experiences. Several program descriptions follow.

Speeding

- The Georgia Governor’s Office of Highway Safety developed Summer HEAT (Highway Enforcement of Aggressive Traffic), a comprehensive enforcement approach that tackled impaired driving, speeding, and aggressive driving and that reduced highway fatalities 14 percent in 2004 over the same period in 2003.²⁷
- The Cincinnati, Ohio, Police Department determined the primary causes of crashes (speeding and aggressive driving, alcohol- and drug-impaired driving, and seat belt violations) at those times and in those locations identified via data analysis. It implemented thereafter a comprehensive series of measures—including altering the road surface on two streets—that yielded in 2009 a 47 percent reduction from 2005’s fatal crashes, the fewest traffic deaths that city had experienced in 15 years.²⁸

Impaired Driving

- NHTSA has suggested employing sobriety checkpoints between 6:00 p.m. and 9:00 p.m. to leverage their deterrent value, coupled with saturation or roving patrols between 9:00 p.m. and 3:00 a.m. when approximately half of all alcohol-impaired fatalities occur.²⁹ This consistent combination of preventive sobriety checkpoints and high-visibility enforcement efforts at those times and locations when they will achieve the greatest success could continue to reduce these deaths.
- Multiagency low-staffing sobriety checkpoints are one vehicle that can economically demonstrate agencies’ commitment to reducing impaired driving deaths and are force multipliers promoting cooperation and camaraderie among participating deputies and officers.³⁰ They easily can be designed to take place within the confines of established shifts, thereby eliminating overtime expenses.
- Similarly, the Fairfax County, Virginia, Police Department institutionalized checkpoints in 2003, essentially using one on-duty officer from each of its eight districts to staff weekly four-hour checkpoints or directed patrols coordinated by its Traffic Safety Division



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Promotes exchange of information and develops standards for increasing the efficiency and capabilities of each law enforcement agency that provides service to our critical assets. Open to individuals who are now, or have been, engaged in or responsible for providing police services at a national or state/providence State House.

Defense Chiefs of Police Section

Promotes exchange of ideas and specific information and procedures for law enforcement organizations providing police and security services within military services and defense agencies. Open to individuals who are now or have been engaged in or responsible for providing law enforcement services within an IACP member nation's military services or defense establishment.

Drug Recognition Expert Section

Provides a unique opportunity for those professionals already associated with drug recognition to share common management, training, administrative and practicing concerns.

Indian Country Law Enforcement Section

Promotes the professional status of those engaged in providing police services to Indian Country.

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Facilitates the exchange of ideas, procedures, and specific information for the professional leadership and management of education and training within police agencies, as well as enhancing the quality of law enforcement and policing at the international level through education and training.

Law Enforcement Information Management Section

Facilitates the exchange of information among those individuals responsible for computers, records, communications or other support-service-related functions.

Legal Officers Section

Assists in the establishment of professional standards, assistance and cooperation among attorneys who provide legal advice or representation to law enforcement administrators.

Mid-Size Agencies Section

Dedicated to providing a voice within the IACP for chiefs of jurisdictions with a population between 50,000 and 500,000, as well as a forum for these leaders to share the unique challenges and opportunities in policing that emerge from departments of this size. The section is further committed to embracing and leveraging the special capacity and flexibility of these agencies to innovate and drive progressive change within our profession with the goal of better policing our communities.

Police Foundations Section

Promotes networking and the exchange of ideas and best practices among police executives and police foundation professionals.

Police Physicians Section

Facilitates the exchange of information among police medical practitioners, promotes effective police medical practices, and acts as a resource of professional expertise to the association.

Police Psychological Services Section

Develops professional standards, facilitates the exchange of information among police psychological service providers, and acts as a resource of professional expertise to the association.

Public Information Officers Section

Promotes the exchange of information and training among officers who are responsible for planning and implementing effective public information programs.

Public Transit Police Section

Promotes meaningful relationships between police executives and cooperative efforts in the implementation of effective police matters and the achievement of an accepted professional status of the police service. Included in this section are gaming enforcement, public transportation, housing authority, airport police, seaport police and natural resources.

Railroad Police Section

Explores ways to improve the services of those responsible for ensuring the safety and security of people and goods traveling by rail.

Retired Chiefs of Police Section

Open to IACP members who at the time of their retirement were active members as prescribed in Article II, Section 2 of the IACP Constitution. For the purpose of this section, retirement shall be defined as the voluntary and honorable separation from a position in active and regular police duties because of age, physical disability, or retirement on pension from the agency of employment.

Smaller Department Section

Serves as the collective voice of law enforcement agencies with fewer than 50 officers or serves populations under 50,000. The Section addresses the unique needs of these agencies, provides a forum for the exchange of information, and advocates on behalf of these agencies with policy makers. Section Members are also granted affiliate membership in the IACP's Division of State Associations of Chiefs of Police.

State and Provincial Police Academy Directors Section

Membership is open to individuals currently serving as directors of state and provincial law enforcement training facilities. The section meets annually to exchange information and disseminate proven ideas, plans, and methodologies among members and other organizations interested in enhancing law enforcement training.

State and Provincial Police Planning Officers Section

Open to sworn and civilian members of planning and research units of state and provincial law enforcement agencies, this section meets in the summer of each year to share information concerning trends and practices in law enforcement. The section maintains a database of current projects in progress, as well as a compendium of information on the status of state and provincial law enforcement agencies.

State and Provincial Police Alumni Section

Open to any member or previous member of the IACP who is, or was, affiliated with an agency belonging to the State and Provincial Police Division and who was of command (lieutenant or above) rank at the time of retirement.

University/College Police Section

Provides coordinated assistance in implementing effective university policing practices and achieving an accepted professional status.

at locations recommended by the districts and warranted by ongoing reviews of impaired driving crashes and arrests, and remains a viable model for reducing crashes and increasing arrests without incurring overtime costs.³¹

Occupant Restraints

- The Washington State Patrol pioneered a nighttime seat belt enforcement program that evolved into a national model.³²
- The Georgia Governor's Office of Highway Safety and the Georgia Department of Public Safety are emphasizing nighttime seatbelt enforcement.³³ Recently, 151 seat belt citations were issued during a two-and-a-half-hour period, and arrests were made for other violations discovered. Georgia's seat belt use rate now stands at 93 percent.³⁴

Motorcyclists

The New York State Police, in conjunction with allied agencies, initiated checkpoints focusing on motorcycle safety inspections, as well as on other educational efforts.³⁵

Law enforcement officers and the agencies they represent must remain ever cognizant that numbers simply are means to gauge performance, but that each number represents flesh and blood: spouses, parents, siblings, children, neighbors, and coworkers. Despite ongoing funding and staffing issues, lives are too precious for law enforcement to ignore this issue. Identify your jurisdiction's specific problems, select and implement strategies to address them, and reduce crashes and the deaths and serious injuries they produce. Those whom you strive to serve professionally each day of every year genuinely will appreciate all of your lifesaving efforts. ♦

Notes:

¹ "Early Estimate of Motor Vehicle Traffic Fatalities for the First Half (January–June) of 2012," *Traffic Safety Facts—Crash Stats*, September 2012, DOT HS 811 680, 1, <http://www-nrd.nhtsa.dot.gov/Pubs/811680.pdf> (accessed November 20, 2012).

²Ibid., 2.

³Ibid., 1.

⁴Ibid.

⁵Ibid., 2.

⁶IACP Highway Safety Committee, "Agenda Screening Meeting Minutes, March 31–April 1, 2012," 3, <http://www.theiacp.org/Portals/0/pdfs/HSCMinutes033112.pdf> (accessed November 20, 2012).

⁷IACP Highway Safety Committee, "Midyear Meeting Minutes, June 6–9, 2012," 4, <http://www.theiacp.org/Portals/0/pdfs/HSCMidyearMeetingMinutes060612.pdf> (accessed November 20, 2012).

⁸IACP Highway Safety Committee, "Annual Meeting Minutes, September 30, 2012," 3, <http://www.theiacp.org/Portals/0/pdfs/HSCAnnualMeetingMinutes093012.pdf> (accessed November 20, 2012).

⁹"Midyear Meeting Minutes, June 6–9, 2012," 4.

¹⁰"Annual Meeting Minutes, September 30, 2012," 3.

¹¹"Agenda Screening Meeting Minutes, March 31–April 1, 2012," 5.

¹²"Annual Meeting Minutes, September 30, 2012," 6.

¹³"Midyear Meeting Minutes, June 6–9, 2012," 3.

¹⁴Ibid.

¹⁵"Early Estimate of Motor Vehicle Traffic Fatalities for the First Half (January–June) of 2012."

¹⁶"Alcohol-Impaired Driving," *Traffic Safety Facts: 2010 Data*, April 2012, DOT HS 811 606, 3, <http://www-nrd.nhtsa.dot.gov/Pubs/811606.pdf> (accessed November 20, 2012).

¹⁷"Overview," *Traffic Safety Facts: 2010 Data*, June 2012, DOT HS 811 630, 6-7, <http://www-nrd.nhtsa.dot.gov/Pubs/811630.pdf> (accessed November 20, 2012).

¹⁸"Speeding," *Traffic Safety Facts: 2009 Data*, May 2012, DOT HS 811 397, 3, <http://www-nrd.nhtsa.dot.gov/Pubs/811397.pdf> (accessed November 20, 2012).

¹⁹"Motorcycles," *Traffic Safety Facts: 2010 Data*, July 2012, DOT HS 811 639, 2, <http://www-nrd.nhtsa.dot.gov/Pubs/811639.pdf> (accessed November 20, 2012).

²⁰"Alcohol-Impaired Driving," 5.

²¹Ibid., 3.

²²"Highlights of 2009 Motor Vehicle Crashes," *Traffic Safety Facts: Research Note*, August 2010, DOT HS 811 363, 3, <http://www-nrd.nhtsa.dot.gov/Pubs/811363.pdf> (accessed November 20, 2012).

²³"Alcohol-Impaired Driving," 4.

²⁴"Motorcycles," 1.

²⁵Ibid., 2.

²⁶Ibid., 3.

²⁷For additional information, see Bob Dallas and Ricky H. Rich, "'100 Days of Summer Heat' in Georgia: Taming Georgia's High-Speed Driving Culture," *The Police Chief* 72 (July 2005): 59–60, http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=643&issue_id=72005 (accessed November 20, 2012).

²⁸For additional information, see Daniel W. Gerard, Nicholas Corsaro, Robin S. Engel, and John E. Eck, "Cincinnati CARS: A Crash Analysis Reduction Strategy," *The Police Chief* 79 (July 2012): 24–31, http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=2710&issue_id=72012 (accessed November 20, 2012).

²⁹IACP Highway Safety Committee, "Midyear Meeting Minutes, June 4–7, 2008," 3–4, <http://www.theiacp.org/LinkClick.aspx?fileticket=8%2bYT5rFhF3w%3d&tabid=411> (accessed November 20, 2012).

³⁰NHTSA, *Low-Staffing Sobriety Checkpoints*, April 2006, DOT HS 810 590, http://www.nhtsa.dot.gov/people/injury/enforce/LowStaffing_Checkpoints (accessed November 20, 2011).

³¹Captain Susan H. Culin, email message to the author, November 15, 2012.

³²For additional information, see Brian A. Ursino, "Nighttime Seat Belt Enforcement in Washington State," *The Police Chief* 75 (July 2008): 40–43, http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1538&issue_id=72008 (accessed November 20, 2012).

³³"Annual Meeting Minutes, September 30, 2012," 5.

³⁴"Midyear Meeting Minutes, June 6–9, 2012," 3.

³⁵For additional information, see David A. Salmon, "Reducing Motorcycle Fatalities through Checkpoints and Education: The New York State Experience," *The Police Chief* 75 (July 2008): 28–31, http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1536&issue_id=72008 (accessed November 20, 2012).



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.

Agent Leopoldo Cavazos Jr.
U.S. Border Patrol
Date of Death: July 6, 2012
Length of Service: 6 years

Police Officer Colvin Georges
Virgin Islands Department
Date of Death: September 29, 2012
Length of Service: 2 years

Agent Nicholas J. Ivie
U.S. Border Patrol
Date of Death: October 2, 2012
Length of Service: 4 years

Police Officer Joseph Olivier
Nassau County, New York,
Police Department
Date of Death: October 18, 2012
Length of Service: 19 years

Police Officer Arthur Lopez
Nassau County, New York,
Police Department
Date of Death: October 23, 2012
Length of Service: 8 years

Police Officer Richard J. Halford
Atlanta, Georgia, Police Department
Date of Death: November 3, 2012
Length of Service: 26 years

Police Officer Shawn A. Smiley
Atlanta, Georgia, Police Department
Date of Death: November 3, 2012
Length of Service: 2 years

Agent Iván G. Román-Matos
Police of Puerto Rico
Date of Death: November 7, 2012
Length of Service: 1 year, 4 months

Police Agent James Davies
Lakewood, Colorado, Police Department
Date of Death: November 9, 2012
Length of Service: 6 years, 6 months

Police Officer Elgin L. Daniel
Henry County, Georgia, Police Department
Date of Death: November 12, 2012
Length of Service: 28 years

Deputy Sheriff Anthony Rakes
Marion County, Kentucky, Sheriff's Department
Date of Death: November 14, 2012
Length of Service: 6 years

Deputy Sheriff Scott Ward
Baldwin County, Alabama,
Sheriff's Department
Date of Death: November 23, 2012
Length of Service: 15 years



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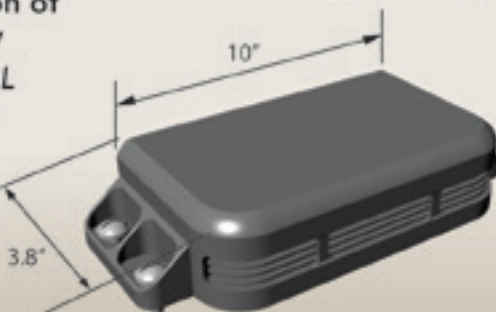


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