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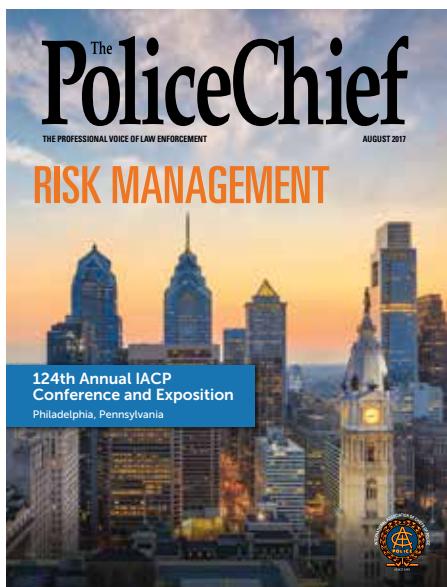
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Law enforcement includes a variety of risks, ranging from clearly apparent risks such as the dangers that officers face in the field, to less obvious risks such as financial and organizational liability and stability. Law enforcement leaders and administrators have a responsibility to their agencies, their officers, and their communities to manage risk, including preventing unnecessary risks and mitigating the effects of unavoidable risks. Risk management concerns, techniques, and tools, such as those presented in this issue, can help leaders better serve their organizations and people through skillful risk management.

The Police Chief

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ARTICLES

24 Some Thoughts on Real Risk Management

By Gordon Graham

28 Risk Management: Raising the Performance Level and Lowering the Liability Threat

By G. Patrick Gallagher and Mary C. Kealoha

36 How Risk Affects Your Ability to Lead

By Lauretta Hill

40 Risk Management Through Fatigue Management

By Kevin W. Dowling

44 Renewing Cooperative Security Planning

By Joseph Kunkle

48 Unequipped, Underfunded, Understaffed: Investing in Your Officers to Manage Risk

By Tammy Pippen and Kenise Sumler

COLUMNS

6 President's Message: Use of Force Issues: Warning Shots and Shots Discharged at Moving Vehicles

By Donald W. De Lucca

10 Legislative Alert: DOJ Establishes Partnership to Combat Violent Crime

By Sarah Horn and Emily Kuhn

12 Officer Safety Corner: Bulletproof Spirit: Emotional Health and Wellness

By Dan Willis

16 Research in Brief: Measuring Police Proactivity

By Cynthia Lum, Christopher S. Koper, William Johnson, Megan Stoltz, Xiaoyun Wu, and James Carr

18 Chief's Counsel: *Hill v. Miracle*: Adapting the Graham Standard to Non-Criminal Interventions

By Ken Wallentine

20 From the Executive Associate Director: HSI's Commitment to Collaboratively Combating Transnational Crime and Enhancing Public Safety

By Peter T. Edge

52 Product Feature: Beyond Body-Worn Cameras: Video and Image Tools to Help Close Cases

By Scott Harris

88 Technology Talk: Six Keys to Opening Your Digital Evidence Room

By Bob Stanberry

90 Traffic Safety Initiatives: One Town's Approach to Combating Distracted Driving: Oro Valley Goes Hands-Free

By Chris Olson

94 IACP Working for You: Trauma-Informed Policing: Responding to Children Exposed to Violence

By Kelly Burke and Hilary Hahn

DEPARTMENTS

8 The Dispatch

76 New Members

87 Line of Duty Deaths

96 Index to Advertisers

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Use of Force Issues: Warning Shots and Shots Discharged at Moving Vehicles

As noted in the March 2017 issue of *Police Chief*, the IACP, in conjunction with the Fraternal Order of Police, assembled leading law enforcement leadership and labor organizations to examine the issue of use of force by law enforcement. The extensive work of the participating organizations began in April 2016 and resulted in a *National Consensus Policy on Use of Force* that was released in January 2017.

This *Consensus Policy* considers and reflects the broad views and experience of law enforcement professionals from line officers to executives. The developed and adopted *Consensus Policy* reflects the best thinking of the 11 diverse participating organizations and is not intended to become a national standard. Rather, the document is solely intended to serve as a template for law enforcement agencies, both in the United States and around the world, as they work to enhance their existing policies. It is also essential to remember that the topic of use of force is much broader and more complex than only the actions that constitute police use of force, which seem to be the focal point for the media reports. There are several other important and interconnected elements, including use of force against police, which can influence how officers respond to situations; data collection; and research- and evidence-based methodologies.

The upcoming discussion paper will provide a more in-depth review of the issues outlined in the *Consensus Policy* such as defining deadly force, legal considerations that govern the use of force, use-of-force models, de-escalation, use of less-lethal force, and deadly force restrictions.

However, since its release, there have been two areas of the *Consensus Policy* that have been frequently discussed and debated among IACP members and within the law enforcement profession: warning shots and shots fired at a moving vehicle. The upcoming discussion paper provides a detailed review of the rationale behind the inclusion of these topics. A brief summary of this review follows.

Warning Shots. The inclusion of an allowance for warning shots in the *Consensus Policy* should not negate the establishment of a more restrictive policy on the topic by individual agencies.

Defined as "discharge of a firearm for the purpose of compelling compliance from an individual, but not intended to cause physical injury," warning shots are inherently dangerous. The *Consensus Policy* outlines very strict guidelines for the use of warning shots, while still providing latitude for officers to use this

technique as a viable alternative to direct deadly force in extreme and exigent circumstances. The *Consensus Policy* makes clear that warning shots must have a defined target and can be considered only when deadly force is justified and when the officer reasonably believes that the warning shot will reduce the possibility that deadly force will have to be used.

Finally, the warning shot must not "pose a substantial risk of injury or death to the officer or others." Essentially, the intent of the *Consensus Policy* is to provide officers with an alternative to deadly force in the very limited situations where these conditions are met. However, they are not meant to be a requirement prior to the use of deadly force.

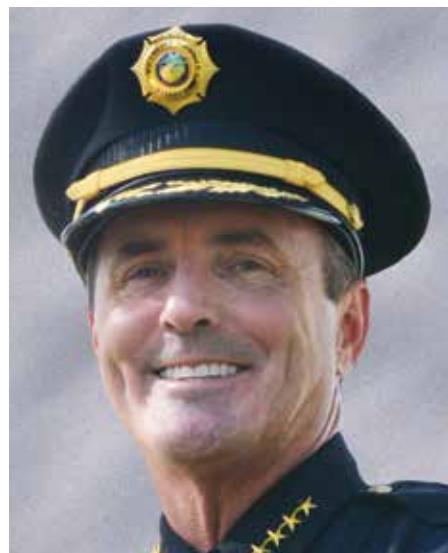
Shots Discharged at Moving Vehicles. The *Consensus Policy* makes clear that the discharge of a firearm at a moving vehicle is deadly force. As a result, such action is permitted only under extreme circumstances, and, because it generally involves increased potential risk, it carries a higher burden of justification for use.

It must be understood that the use of firearms under such conditions may present an unacceptable risk to innocent bystanders. Should the driver be wounded or killed by shots fired, the vehicle will almost certainly proceed out of control and could become a serious threat to officers and others in the area.

Officers should consider this use of deadly force only when "a person in the vehicle is immediately threatening the officer or another person with deadly force by means other than the vehicle," or when the vehicle is intentionally being used as a deadly weapon and "all other reasonable means of defense have been exhausted (or are not present or practical)." Examples of circumstances in which officers are justified in shooting at a moving vehicle include when an occupant of the vehicle is shooting at the officer or others in the vicinity or, as in what has become an increasingly frequent event, the vehicle itself is being used as a deliberate means to kill others, such as a truck being driven through a crowd of innocent bystanders.

Even under these circumstances, officers should discharge their firearms at moving vehicles only when doing so will not create unreasonable risk to the safety of officers or others in the vicinity, when reasonable alternatives have been exhausted, and when failure to take such action would likely result in death or serious bodily injury. However, in cases where officers believe that the driver is intentionally attempting to run him or her down, consideration should be given to moving out of the path of the vehicle, if practical, as a possible alternative to using deadly force. The *Consensus Policy* recognizes that there are times when getting out of the way of the vehicle is not possible and the use of a firearm by the officer is warranted.

It is my hope that this summary will provide greater context regarding the inclusion of these topics in the *Consensus Policy*. While, obviously, it is impossible to craft a policy to address every potential use-of-force encounter, I believe it is also critical to ensure that our policies don't place our officers in a situation where they need to violate a policy in order to protect themselves or others. The *Consensus Policy* addressed the questions of warning shots and shooting at moving vehicles in order to provide officers with some guidance and context on how to act in these situations while still allowing them to exercise their best judgement. However, I realize that not every department may agree with this approach, which is why it is essential to remember that the *Consensus Policy* is intended to be a tool for law enforcement agencies who can *adopt, amend, or adapt* the policy to meet their needs and reflect the specific needs of their agencies. ♦



**Donald W. De Lucca, Chief of Police,
Doral, Florida, Police Department**



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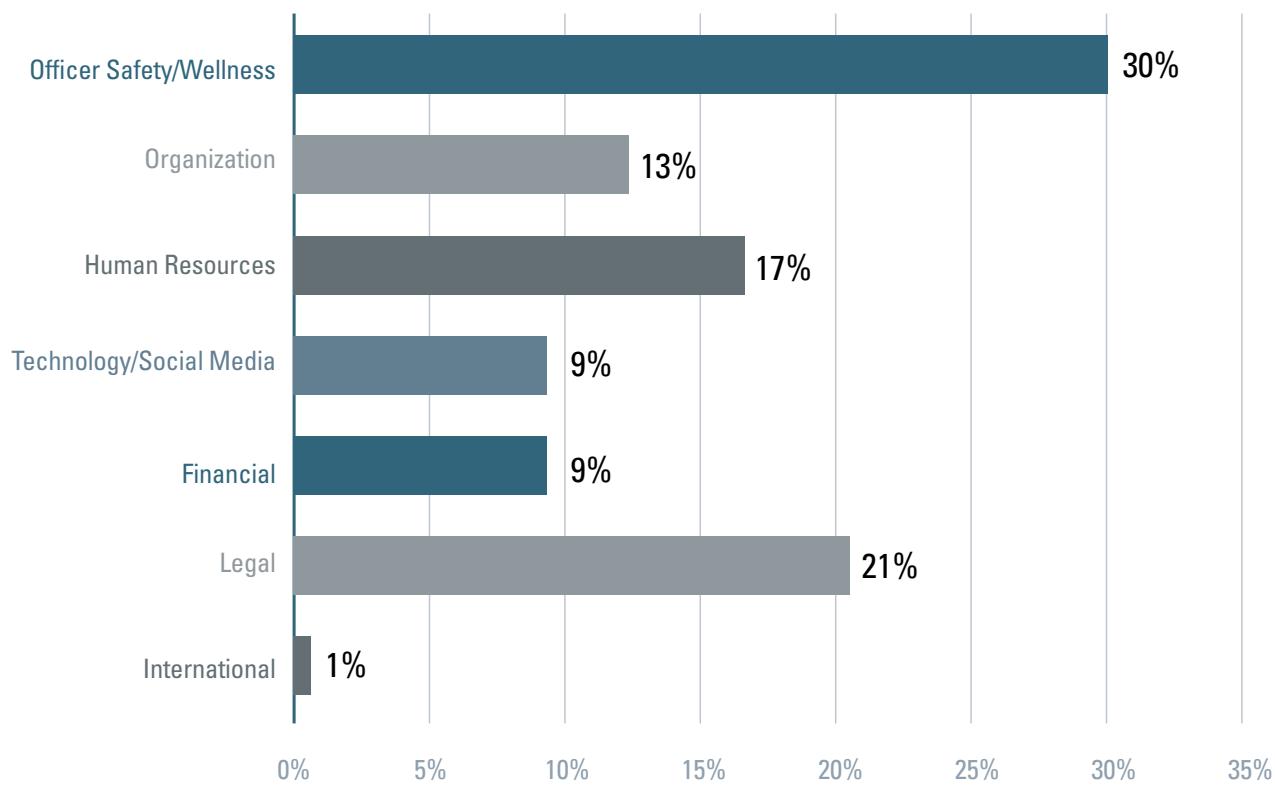
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Police Chief knows that many of the best ideas and insights come from IACP members who serve their communities every day. The Dispatch is an opportunity for members and other readers to share their wisdom, thoughts, and input on policing and the magazine.

MEMBERS SPEAK OUT

In June, *Police Chief* asked our readers in areas of liability they deal with on a consistent basis. Here is what you told us:

Areas of Liability Your Agency Deals with on a Consistent Basis



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YOUR TURN



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DOJ Establishes Partnership to Combat Violent Crime

By Sarah Horn, Assistant Director, Outreach, and Emily Kuhn, Project Coordinator, Office of the Executive Director, IACP

National Public Safety Partnership to Combat Violent Crime

In mid-June, the U.S. Department of Justice (DOJ) announced the National Public Safety Partnership (PSP) to Combat Violent Crime. The PSP was developed in response to the Presidential Executive Order on a Task Force on Crime Reduction and Public Safety, which directed the development of a task force that will reduce violent crime and provide U.S. communities with safety and security, as well as "developing policies that comprehensively address illegal immigration, drug trafficking, and violent crime."¹

The PSP builds on the Violence Reduction Network (VRN) concept and allows DOJ to consult and coordinate with cities to provide "training and technical assistance and an array of [other] resources... to enhance local violence reduction strategies." The framework developed from this program allows the DOJ to assist law enforcement "in the investigation, prosecution, and deterrence of violent crime."²

The program has two engagement-level approaches—diagnostic and operational. This method allows DOJ to consider the needs of each jurisdiction and select the appropriate engagement level.

This model enables DOJ to provide American cities of different sizes and diverse needs with data-driven, evidence-based strategies tailored to the unique local needs of participating cities to address serious violent crime challenges.³

The core components of this partnership are as follows:⁴

Operations Approach

- Three-year Commitment
- Strategic Site Liaison Assigned
- Annual Customized Training Summit
- Expedited Delivery of Assistance in Seven Core Areas
 1. Federal Partnerships
 2. Crime Analysis
 3. Technology
 4. Gun Violence
 5. Criminal Justice Collaboration
 6. Community Engagement
 7. Investigations
- Peer Learning and Exposure to a Community of Practice

Diagnostic Approach

- Eighteen-month Commitment
- Stakeholder Relationship Building
- Governance Structure and Leadership Analysis
- Capacity Building
- Data Collection and Analysis
- Proposed Training and Technical Assistance Plan Development, Implementation, and Evaluation
- Community Engagement in Violence Reduction Strategies

The following 12 sites have been selected to receive "significant assistance":

1. Baton Rouge, Louisiana (Diagnostic Site)
2. Birmingham, Alabama (Operations Site)
3. Buffalo, New York (Diagnostic Site)
4. Cincinnati, Ohio (Diagnostic Site)
5. Houston, Texas (Diagnostic Site)
6. Indianapolis, Indiana (Operations Site)
7. Jackson, Tennessee (Diagnostic Site)
8. Kansas City, Missouri (Diagnostic Site)
9. Lansing, Michigan (Diagnostic Site)
10. Memphis, Tennessee (Operations Site)
11. Springfield, Illinois (Diagnostic Site)
12. Toledo, Ohio (Operations Site)⁵

DEA Issues Updated Fentanyl Guidance

Vincent Talucci, IACP executive director and chief executive officer, attended a press conference at the Drug Enforcement Administration (DEA) where Acting Administrator Chuck Rosenberg released an updated roll call video for law enforcement that talks about the dangers of fentanyl. The video provides officers with guidance about the importance of handling this dangerous drug with the proper safety equipment and ensuring that the drug is taken directly to the lab. Acting Administrator Rosenberg said "Fentanyl is deadly. [Exposure] to an amount equivalent to a few grains of sand can kill you. You can be in grave danger even if you unintentionally come in contact with fentanyl."⁶ View a copy of this training video at www.justice.gov/opa/video/roll-call-video-warns-about-dangers-fentanyl-exposure.

Get Involved in IACP's Policy Development

Each year, individual IACP members, committees, sections, and divisions are given the opportunity to submit resolutions for the membership's consideration. The resolutions process is the cornerstone of IACP's policy development. Through this process, the association membership addresses critical issues facing law enforcement. The resolutions bind the official actions of the IACP staff and activities and serve as guiding



Vincent Talucci, IACP Executive Director and CEO (fifth from left), along with representatives of other public safety organizations and associations, attended a DEA press conference about a new fentanyl safety training resource.

statements in accomplishing the work of the association.

The deadline to submit all 2017 resolutions for consideration is **August 22, 2017**. To view previously passed resolutions, please visit the resolutions page on the IACP website at www.theIACP.org/Resolutions. If you wish to submit a resolution or if you have any questions, please contact resolutions@theIACP.org. ♦

Notes:

¹Executive Order 13776, 82 Fed. Reg. 10699 (February 9, 2017), <https://www.gpo.gov/fdsys/pkg/FR-2017-02-14/pdf/2017-03118.pdf>. The White House, "Presidential Executive Order on Crime Reduction and Public Safety," press release February 9, 2017, <https://www.whitehouse.gov/the-press-office/2017/02/09/presidential-executive-order-task-force-crime-reduction-and-public>, accessed, June 17, 2017.)

²National Public Safety Partnership, "About," <https://www.nationalpublicsafetypartnership.org/#about>.

³Ibid.

⁴Ibid.

⁵Ibid.

⁶U.S. Drug Enforcement Administration (DEA), "DEA Warns Local Law Enforcement and First Responders about the Dangers of Fentanyl Exposure: Roll Call Video Advises Law Enforcement to Exercise Extreme Caution," press release, June 06, 2017, <https://www.dea.gov/divisions/hq/2017/hq060617.shtml>.

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2017 Fall Schedule

SEPTEMBER

- September 11-22, 2017 - **Homicide Investigation** - Evansville, IN
- September 18-22, 2017 - **Sex Crimes Investigations** - Champaign, IL
- September 25-29, 2017 - **Strategic Management for 21st Century Policing** - Floral Park, NY
- September 25-28, 2017 - **Crime Prevention Through Environmental Design** - Louisville, KY

OCTOBER

- October 9, 2017 - February 16, 2018 - **80th Command Officer's Development Course** (Clermont, FL)
- October 9-13 - **Intelligence Led Policing - Turning Theory Into Practice for Decision Makers** - Louisville, KY
- October 9-20, 2017 - **Homicide Investigation** - St. Peters, MO
- October 23-27, 2017 - **Internal Affairs: Policy, Practice & Legal Considerations** - Louisville, KY
- October 23-27, 2017 - **Intelligence Led Policing - Turning Theory Into Practice for Decision Makers** - Lakeland, FL
- October 30 - November 3, 2017 - **Chief Executive Leadership** - Louisville, KY

NOVEMBER

- November 6-10, 2017 - **Police Training Officer (PTO) Basic Course** - Forest Park, GA
- November 13-17, 2017 - **Performance Management: From Budgeting to Operations** - Louisville, KY
- November 13-17, 2017 - **Chief Executive Leadership** - Marshall, TX

DECEMBER

- December 4-8, 2017 - **Internal Affairs: Policy, Practice & Legal Considerations** - Forest Park, GA
- December 4-15, 2017 - **Homicide Investigation** - Fort Myers, FL

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Bulletproof Spirit: Emotional Health and Wellness

By Dan Willis, Captain (Ret.), La Mesa, California, Police Department

Emotional health and wellness is one of the most critical issues facing law enforcement, yet it is one of the least addressed. The stress and trauma faced by officers have adverse effects on their emotional and mental health. For example, suicide continues to be one of the top causes of death for law enforcement officers, and nearly one in five officers suffers from post-traumatic stress disorder (PTSD).¹ Communities are less safe if the officers serving them are suffering from the many potential adverse effects of the profession.

Without effective emotional health and wellness training, officers are extremely vulnerable to becoming victimized by a life of service, trauma, and acute stress. Emotional well-being practices are ways to enhance resiliency and effectively process stress and trauma while maintaining health, wellness, and a motivation to serve. A proactive emotional health and wellness program is essential to protect and improve the welfare of those who serve.

La Mesa Police Department Proactive Wellness Program

Over the past several years, the La Mesa, California, Police Department (LMPD) has instituted numerous proactive emotional health and wellness initiatives. The agency's wellness program has not only raised awareness, but has also provided resources, training, and outlets for its officers to enhance their mental health, overall wellness, and effectiveness.

The following are emotional health and wellness initiatives incorporated by LMPD:

Peer Support Team—A trusted, active peer support team is essential to maintain a healthy organization. It is invaluable to have peers who not only distinctively understand the nature of police work and trauma, but also care about the well-being of their colleagues who offer themselves to assist in many ways that are helpful. The La Mesa Peer Support team comprises

Emotional well-being practices are ways to enhance resiliency and effectively process stress and trauma while maintaining health, wellness, and a motivation to serve.

selected leaders who are officers, dispatchers, chaplains, and the police psychologist, who serves as a consultant. It was developed initially through a steering committee appointed by the chief. The team's purpose is to provide assistance and support for employees having a difficult time, as well as to provide ongoing wellness resources and training to promote ways to increase resiliency and coping abilities and to manage stress and trauma.

Voluntary Physical Fitness Program—Each quarter, officers or dispatchers may voluntarily take a physical fitness test, and they can earn from two to ten hours of paid time off per quarter, depending upon how physically fit they are. The quarterly assessment involves seven measurements: sit-ups, push-ups, 1.5-mile run or walk, resting heart rate, resting blood pressure, flexibility, and body composition (percentage of fat, bone, water, and muscle).

Annual Emotional Well-Being and Wellness Check Up—Employees are encouraged once per year to meet with the police psychologist or any trauma therapist as a matter of mental and emotional health maintenance.

Wellness Library—Books and resources on emotional wellness and health have been compiled. Officers instinctively know what the job can do to their health and quality of life, and, when resources are made available, officers will often use them.

Quarterly Wellness Newsletter—The police department publishes a quarterly wellness newsletter written and produced by members of the LMPD Peer Support team, with articles on fitness, wellness, and emotional health.

PTSD Informational Pamphlets for Home—LMPD created pamphlets on PTSD, its symptoms and warning signs, how PTSD affects the entire family, officer stress, and specific ways for family members to assist and support the officer or dispatcher. The more information families and friends receive, the more effective they become in assisting and supporting their law enforcement family members.

Critical Incident Stress Management (CISM) Debriefings for Family Members—LMPD's trauma therapist and Peer Support team conduct a CISM debriefing with the family members of officers involved in a critical incident. This debriefing provides the opportunity to learn how trauma affects their officers and provides useful information and training on how best to support them.

Family Training Days—Once yearly, LMPD holds a family training day, where family members come to the department and are provided with resources and training on PTSD, officer stress, the employee assistance program, and effective ways to support their law enforcement family members.





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- ◆ Discounts for law enforcement association/union members



Opportunities to Connect and Make a Difference within the Community—LMPD instituted positive, proactive efforts to engage officers with the community, thereby providing them with positive interactions that enhance their motivation, sense of purpose, and overall wellness.

Each summer, officers coordinate a Youth Leadership Camp where 20–25 high school students come to the department for eight hours a day for a week to learn about leadership, ethics, community service, and ways to have a meaningful life. Each day, the officers and youth perform an act of community service, such as removing graffiti, delivering food to homeless people, or cleaning up yards of older community members. They also do a physical challenge each day, such as hiking, mountain climbing, or kayaking.

Emotional Health in the FTO Program and Yearly Evaluations—The FTO program was amended to now require new officers to be aware of the resources available to them for emotional wellness, as well as offering suggestions for them to develop their own emotional health and wellness program throughout their entire career.

Yearly evaluations were changed to include supervisor discussions with the officer on wellness, emotional health, and the things officers can do to enhance their well-being. The supervisor also provides emotional well-being resources during the evaluation process, such as contact information for peer support team members, the chaplain, and the police psychologist.

Chaplain Program—The chaplain has become involved in all aspects of the agency and is an integral part of the LMPD Peer Support team. The chaplain goes on frequent ride-alongs, visits officers and dispatchers, goes on call-outs to deal with homeless families and children, and ministers to the agency by offering herself to assist in all ways that are needed.

Final Thoughts

LMPD's wellness program has created a culture in which wellness and emotional health are taken seriously, and resources to improve them are

embraced by the officers. Careers have been saved, and lives have been changed. In the words of one officer, who was involved in a fatal shooting and suffered from PTSD, about the wellness program and Peer Support team: "They saved my career, my marriage, and probably even my life."² ♦♦♦

Dan Willis served with the La Mesa Police Department near San Diego for nearly 30 years. Willis was the coordinator of his agency's wellness program and initiated several wellness initiatives and training to promote emotional health. He now travels the United States providing emotional wellness and wellness training to police agencies. For more information on these trainings and his book, *Bulletproof Spirit: The First Responders Essential Resource for Protecting and Healing Mind and Heart*, visit www.firstresponderwellness.com.

Notes:

¹John M. Violanti, *Police Suicide: Epidemic in Blue* (Springfield, IL: Charles C. Thomas, 2007).

²Tim Purdy (officer, La Mesa Police Department), interview, wellness training video.



IACP's Center for Officer Safety and Wellness focuses on all aspects of an officer's safety, health, and wellness, both on and off the job.

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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.

Measuring Police Proactivity

By Cynthia Lum, Professor and Director; Christopher S. Koper, Professor and Principal Fellow; William Johnson, Megan Stoltz, and Xiaoyun Wu, Graduate Research Assistants, Center for Evidence-Based Crime Policy, George Mason University, Fairfax, Virginia; and James Carr, Captain, Prince William County, Virginia, Police Department

This study was conducted as part of the Proactive Policing Lab, a project led by Professors Lum and Koper, at the Center for Evidence-Based Crime Policy at George Mason University. The lab is funded by the Laura and John Arnold Foundation.

One of the most significant reforms in modern policing has been the push for law enforcement to be more proactive in reducing crime or building trust and confidence with their communities. While there have been controversies surrounding certain types of proactivity such as stop, question, and frisk and zero tolerance policing, research continues to find that other proactive approaches can be effective in not only preventing crime and disorder, but also improving citizen satisfaction with the police.¹

Nonetheless, little is actually known about the realities of proactive policing in the United States. Law enforcement has become much better at recording crime and calls for service with modern information systems. However, many of these systems are not built to measure officers' activity when they are not answering calls for service. In other words, how, when, and to what extent officers engage in proactive activities is often not captured. Nor have law enforcement agencies systematically incorporated measures of proactivity into officer performance, rewards, assessments, or promotions. This information is important, especially as law enforcement agencies move toward more proactive engagement with community members to prevent crime.

The Proactive Policing Lab: Measuring Proactivity in Prince William County, Virginia

At the Center for Evidence-Based Crime Policy at George Mason University, Professors Lum and Koper have established the Proactive Policing Lab—funded by the Laura and John Arnold Foundation—to dive deeply into basic questions about police proactivity. This article shares some preliminary findings from the Proactivity Lab based on fieldwork conducted with the Prince William County, Virginia, Police Department (PWCPD), an agency serving a rapidly growing suburban population of 450,000, located just outside of Washington, DC. The authors spent more than 120 hours in the field with 55 officers and also analyzed computer-aided dispatch (CAD) data to examine how PWCPD officers define and practice proactive policing.

The preliminary findings were illuminating and provide important lessons for other agencies. When describing what proactivity meant to them, officers most often cited traffic enforcement (79 percent), patrolling high-crime places (55 percent), looking for suspicious activity (50 percent), or

looking for illicit drugs (43 percent). Other mentioned activities included providing visibility (29 percent), performing foot patrols (26 percent), and carrying out checks of parks or schools (20–24 percent). Only about half of the officers (48 percent) said their supervisors expected them to be proactive, while over a third mentioned an implicit understanding within their squad culture that proactivity is simply what good officers do. Over a third also said that expectations for being proactive depended upon particular supervisors or shifts. Finally, many officers said that while they were not formally recognized for being proactive, they did feel rewarded "informally" (44 percent) or "intrinsically" (24 percent).

Were officer perceptions matched by the observations and data analysis? In the observations, which were conducted primarily during daytime hours with officers in a central and more populous area of the county, 164 instances in which officers acted proactively were recorded. In total, these activities accounted for 18.5 percent of the officers' observed time. The observations suggest that officers' time for proactive work might be more limited than commonly thought, particularly in suburban jurisdictions where officers' travel time to and from calls and events is substantial or where the population is increasing. Hence, using resources in the most optimal and targeted ways can be especially important in places like Prince William County.

The observations revealed that the two most common proactive activities officers engaged in were patrolling areas that they considered high-crime places (37 percent) and traffic enforcement (33 percent). Activities specifically focused on engaging with the community occurred in just 2 percent of the proactive activities observed. Officers were most often prompted to carry out proactivity by something they immediately saw or noticed (35 percent) or by their previous experiences, particularly in a place of interest (34 percent). None of the proactive activities observed were prompted by any formal intelligence or crime analysis, nor by specific information provided by a supervisor. Choices about when, where, and how to be proactive seemed largely ad hoc and discretionary. This is likely a common situation in many law enforcement agencies, even those with crime analysis units.²

Also important, 60 percent of officers' proactive work was not officially recorded. This was especially true for place-based patrols, which were also found to be shorter (about 4–5 minutes on average) than the 10–15 minutes that is considered optimal for visits to hot spots.³ This finding that a great deal of proactivity is not being tracked or recorded is significant—and again, a finding that is suspected to be common among agencies. Yet, if law enforcement agencies want to increase proactivity, manage it in the most optimal ways, and measure its benefits and costs, tracking it is essential.

An analysis of CAD data mostly supported the researchers' observations. Of the CAD events identified as proactive activities, most (74 percent) were focused on traffic enforcement. Place-based patrol was often not recorded. A geographic analysis of proactive activities recorded in the CAD system against calls for service and traffic crashes suggests that officers generally focus their efforts in high-crime and traffic problem areas, but further analysis is needed to determine how accurately the activities target the most serious micro-hot spots. The use of analysis could sharpen this deployment. PWCPD will be making new predictive analytic and crime mapping tools available to officers, crime analysts, and to the public

at large in the near future to facilitate officer proactivity. However, providing officers with that information and motivating them to use it strategically can be challenging if officers value high levels of discretion.

Action Items

In many agencies like PWCPD, officers are trying to be proactive and are personally motivated to do so. This a positive development in U.S. policing as proactivity is important to an agency's ability to control crime and maintain trust and confidence with community members, when applied properly. Helping officers to expand their proactivity tool kit and better focus their efforts in ways that are lawful can not only help to reduce calls for service, but might also help to improve officer safety and strengthen relationships with community members—all of which might also improve officers' job satisfaction. At the same time, major obstacles can exist to law enforcement's interest in becoming more proactive. Given these findings, the following action items are suggested:

- Provide officers with training, mentoring, and guidance in expanding their proactivity toolkit, including how to conduct basic crime assessments of their area, to engage in problem-solving, and to optimize their deployment approach. Free ideas officers can use are available in the Evidence-Based Policing Matrix, the *Evidence-Based Policing Playbook*, the POP Center guides, or the *Case of Places Guide*.⁴
- Build systems or codes to more formally record proactive activities through the CAD. Use this information to optimize the types and quantities of officers' proactive efforts.
- Establish managerial and promotional systems that link officer activity in between calls for service with rewards and promotions to advance police proactivity.
- Use crime analysis to guide officers in focusing their proactive efforts on the places, people, times, and situations that pose the greatest risks for crime and other problems. ♦

Notes:

¹Cynthia Lum and Christopher S. Koper, Part II Evidence-Based Approaches to Policing, chaps. 4–7, in *Evidence-Based Policing: Translating Research into Practice* (Oxford, UK: Oxford University Press, 2017).

²Christopher S. Koper et al., *Realizing the Potential of Technology in Policing: A Multisite Study of the Social, Organizational, and Behavioral Aspects of Implementing Police Technologies*, Final report to the National Institute of Justice (2015), <http://cebcn.org/wp-content/evidence-based-policing/ImpactTechnologyFinalReport>; Cynthia Lum, Christopher S. Koper, and James Willis, "Understanding the Limits of Technology's Impact on Police Effectiveness," *Police Quarterly* 20, no. 2 (June 2017): 135–163.

³This principle is known as the "Koper Curve Principle" for hot spots deployment. See Christopher S. Koper, "Just Enough Police Presence: Reducing Crime and Disorderly Behavior by Optimizing Patrol Time in Crime Hot Spots," *Justice Quarterly* 12 (1995): 649–672.

⁴Center for Evidence-Based Crime Policy, "Evidence-Based Policing Matrix," George Mason University (GMU), <http://cebcn.org/evidence-based-policing/the-matrix>; Center for Evidence-Based Crime Policy, *The Evidence-Based Policing Playbook*, GMU, <http://cebcn.org/wp-content/evidence-based-policing/PLAYBOOK.pdf>; Center for Problem-Oriented Policing, "POP Guides," <http://www.popcenter.org/guides>; Center for Evidence-Based Crime Policy, *Case of Places Guide*, GMU, <http://cebcn.org/wp-content/evidence-based-policing/matrix-demonstration-project/Case-Places-Guide.pdf>. More ideas can be found in Lum and Koper, *Evidence-Based Policing: Translating Research into Practice*.

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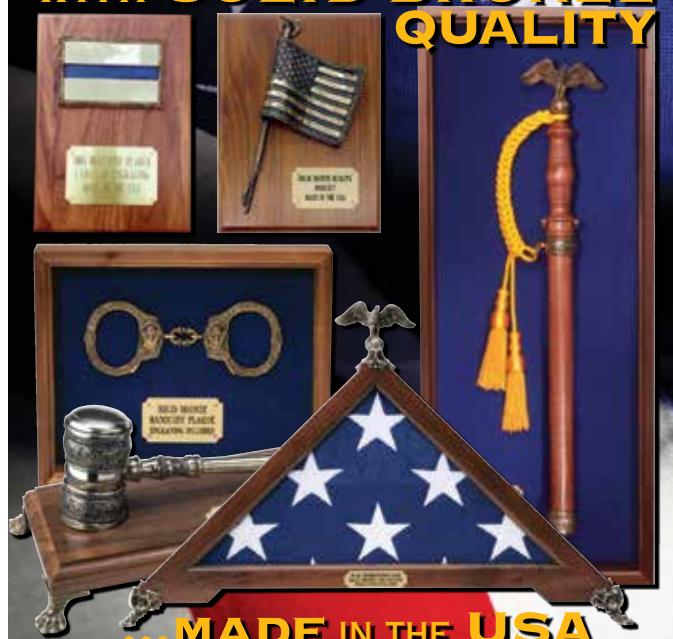


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Hill v. Miracle: Adapting the Graham Standard to Non-Criminal Interventions

*By Ken Wallentine, Special Agent, Utah Attorney General,
Senior Legal Advisor, Lexipol*

Just over two years ago, in 2015, the U.S. Supreme Court's decision in *J City & County of San Francisco, California v. Sheehan* portended a potential shift in the court's view on police use of force.¹ Many police legal advisors read the decision as a signal of the court's increasing awareness of the tension between traditional doctrines governing police use of force and the circumstances where law enforcement officers are asked to confront persons who are emotionally disturbed, have a mental illness, or present some threat, but who are not directly involved in a crime. *Hill v. Miracle* is the latest evidence of the courts' evolving attitude on this issue.² Two cases, in particular, laid the foundation for the 6th Circuit's decision in *Hill*.

Two Foundational Cases

San Francisco v. Sheehan stemmed from an incident in a group home for people with mental illness, where Teresa Sheehan was a resident. When a social worker entered Sheehan's room, Sheehan shouted, "Get out of here! You don't have a warrant! I have a knife, and I'll kill you if I have to."³ The social worker retreated. After completing an application for emergency mental health commitment, the social worker called police to help transport Sheehan to a psychiatric facility.

Two San Francisco Police Department officers responded. The social worker briefed the officers on Sheehan's mental health, her recent violent threats, and the need to move her to a more secure facility. Using a key provided by the social worker, the officers entered Sheehan's room. Sheehan grabbed a knife and told the officers, "I am going to kill you. I don't need help. Get out." The officers retreated, but soon re-entered the room and deployed pepper spray. When Sheehan didn't drop her knife, the officers shot her.⁴

Sheehan survived and sued the officers, claiming the Americans with Disabilities Act (ADA) imposed a duty on the officers to accommodate her mental illness as they dealt with her. Though the U.S. Supreme Court ruled against Sheehan, questioning during the oral argument showed a clear willingness by part of the court to further explore the impact of the ADA on police calls for service in future litigation.⁵ U.S. Justice Sonya Sotomayor pointedly asked whether the ADA is intended to give persons with mental illness a "chance" when encountering police on their worst days. Justice Sotomayor reeled off statistics suggesting that approximately 350 persons with mental illness are fatally shot by police each year. She asked counsel whether officers have a duty to attempt non-force options prior to using force when dealing with persons with mental illness.⁶

Following the *Sheehan* decision by a scant year, in 2016, the 4th Circuit Court of Appeals brought the use of force on a person with mental illness onto center stage in *Armstrong v. Village of Pinehurst*.⁷ Ronald Armstrong's sister called the police to help her return Armstrong to a hospital emergency department so he could be held for an involuntary mental health commitment. Armstrong died after noncompliance with officers' orders and several applications of an electronic control device. The *Armstrong* decision prompted many law enforcement agencies to carefully evaluate their policies and training for dealing with persons with mental illness. Some saw the court's decision as narrowing the lawful use of electronic control devices.⁸

The *Armstrong* court applied *Graham v. Connor* to hold that the officers "used unconstitutionally excessive force when seizing Armstrong."⁹

Graham prescribes the analysis of three factors to determine the objective reasonableness of force applied by an officer:

- the severity of the crime
- whether the suspect poses an immediate threat to the safety of the officers or others
- whether the suspect is actively resisting arrest or attempting to escape¹⁰

Despite its finding, the *Armstrong* court acknowledged the imperfect fit of *Graham* in cases such as Armstrong's in which the plaintiff wasn't suspected of committing a crime.

Hill v. Miracle

In April 2017, the 6th Circuit Court of Appeals considered the case of an out-of-control man in the throes of a diabetic event. Rather than bend and twist the *Graham* standard to an entirely non-criminal event, the court fashioned a new test that is certain to garner further discussion and likely to be adopted by other courts.

Paramedics and a sheriff's deputy responded to a woman's report that her boyfriend was disoriented and in medical distress. Corey Hill's blood sugar level was at 38, which was low enough to lead to a seizure and death if not promptly treated. He became combative when paramedics attempted to treat him. Paramedics were able to restrain Hill enough to insert a catheter to intravenously administer dextrose, but he continued to fight them.

The deputy arrived in time to see Hill rip out the catheter, causing blood to spray. Hill kicked, swung, and swore as the paramedics tried to restrain him and save his life. The deputy had seen several other diabetic emergencies during his career, and he believed he knew what he was dealing with. The deputy applied an electronic control device in a single drive-stun on Hill's thigh, distracting Hill long enough for paramedics to secure the catheter and administer dextrose. One of the paramedics stated that Hill "became an angel" and was "very apologetic" after the dextrose kicked in, and paramedics took him to the hospital.¹¹

Hill sued the deputy for the single drive-stun application. The trial court ruled that the deputy violated Hill's clearly established Fourth Amendment rights and denied qualified immunity. The trial court came to its conclusion by applying *Graham v. Connor* factors, finding against the deputy on each of the three factors.¹²

The 6th Circuit reversed the decision and ordered the trial judge to dismiss the lawsuit. The court held that the officer acted in an objectively reasonable manner with the minimum force necessary to bring Hill under control and that the officer helped save Hill's life.

Recognizing the intractability of the *Graham* standard for non-criminal events where some force is warranted, the court held:

[A]pplying the Graham factors to the situation that [the deputy] faced is equivalent to a baseball player entering the batter's box with two strikes already against him. In other words, because Hill had not committed a crime and was not resisting arrest, two of the three Graham factors automatically weighed against [the deputy].¹³

The court said it was time to fashion a new test for situations where officers use force to help resolve a medical emergency:

Where a situation does not fit within the Graham test because the person in question has not committed a crime, is not resisting arrest, and is not directly threatening the officer, the court should ask:

- (1) Was the person experiencing a medical emergency that rendered him incapable of making a rational decision under circumstances that posed an immediate threat of serious harm to himself or others?
- (2) Was some degree of force reasonably necessary to ameliorate the immediate threat?
- (3) Was the force used more than reasonably necessary under the circumstances (i.e., was it excessive)?¹⁴

The Court of Appeals stated that the officer should benefit from qualified immunity if the first two questions are answered affirmatively and the third question is answered negatively.

Applying the new test made it an easy conclusion to extend qualified immunity to the officer. Hill's combative behavior presented an immediate threat to the paramedics and to Hill himself. Though the trial court observed that the danger to Hill could have been resolved by leaving him alone, the Court of Appeals cited Hill's likely death without medical intervention as an appropriate reason to use some force. Finally, the appellate court held that the deputy's decision not to wrestle Hill into compliance (Hill was, after all, flailing a catheterized arm), and to instead use a distracting application of the electronic control device was objectively reasonable.¹⁵

In the short time following *San Francisco v. Sheehan*, civil rights defense attorneys report

seeing more use-of-force cases alleging that the use of police force on a person with a mental illness in a crisis situation merits some form of heightened scrutiny. *Hill v. Miracle* presents a workable analysis for considering and defending claims where force is used to control a person who might not be committing a crime or, at least, not a serious crime. Nonetheless, as law enforcement officers increasingly are asked to intervene in tense, uncertain, and rapidly evolving circumstances involving persons who are emotionally disturbed or persons with mental illness, consider the words of the concurring judge in *Armstrong v. Village of Pinehurst*: "Law enforcement will learn soon enough that sins of omission are generally not actionable."¹⁶ ♦

Ken Wallentine is a special agent who directs the Utah Attorney General Training Center, overseeing use-of-force training and force investigations. He is also the senior legal advisor for Lexipol. Wallentine served as chief of law enforcement for the Utah Attorney General, serving over three decades in public safety before a brief retirement.

Notes:

- ¹*City & County of San Francisco, California v. Sheehan*, 575 US ___, 135 S. Ct. 1765 (2015).

²*Hill v. Miracle*, 853 F.3d 306 (6th Cir. 2017).

³*Sheehan*, 135 S. Ct. at 1769–70.

⁴*Id.* at 1770–71.

⁵The court held that the question related to the applicability of the ADA duty to accommodate was improvidently granted. The court pointedly observed that the City of San Francisco failed to brief the issue, changing legal horses midstream. The majority held that the officers did not violate the Fourth Amendment by entering Sheehan's room and by using force when she brandished the knife at them. The court also held that the officers were entitled to qualified immunity for the second entry into the room. *Sheehan*, 135 S. Ct. at 1775.

⁶*Id.* at 1765.

⁷*Armstrong v. Village of Pinehurst*, 810 F.3d 892 (4th Cir. 2016), cert. denied, 137 S. Ct. 61 (Mem.) (2016).

⁸See Ken Wallentine, "Armstrong v. Village of Pinehurst: Training and Policy Implications for Police," Chief's Counsel, *Police Chief* 83, no. 6 (June 2016): 16–17.

⁹*Armstrong*, 810 F.3d at 892.

¹⁰*Graham v. Connor*, 490 U.S. 386, 109 S. Ct. 1865, 104 L.Ed.2d 443 (1989).

¹¹*Hill*, 853 F.3d at 310–311.

¹²*Hill v. Miracle*, 2016 WL 3136066 at *5 (E.D. Mich. 2016).

¹³*Hill*, 853 F.3d at 313.

¹⁴*Id.* at 314.

¹⁵*Id.* at 316.

¹⁶*Armstrong*, 810 F.3d at 913 (Wilkinson, concurring in part).



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HSI's Commitment to Collaboratively Combating Transnational Crime and Enhancing Public Safety

Collaboration and coordination among law enforcement agencies at all levels has always been a necessary cornerstone to effective and efficient policing. Historically, the necessity for various agencies to work together has been essential in the investigation, apprehension, and prosecution of criminals whose illicit activities moved from one jurisdiction to another. In recent years, a combination of rapid technological advances and other factors affecting the trade, travel, and financial industries has led to an era of increased globalization of criminal activities. Present-day criminal threats are significantly more transnational in nature and inherently more challenging to address. Confronting the growing threat of transnational crime requires proportionally greater collaboration between law enforcement at the local, state, federal, and international levels. This is the case more than ever before in the history of policing. Fortunately, the men and women of U.S. Immigration and Customs Enforcement (ICE) Homeland Security Investigations (HSI) are empowered with the unique authorities often needed to effectively combat transnational criminal activity and transnational criminal organizations (TCOs). More important, every HSI special agent understands and appreciates the value of working collaboratively with our law enforcement partners at all levels to address the challenges TCOs pose to communities around the world.

As the executive associate director (EAD) of HSI, I have the distinct honor of leading an organization specifically created and organized to address the distinctive border security and transnational threats that law enforcement faces today. As both the EAD of HSI and the current chairman of the IACP's Transnational Crime Committee, I am proud to ensure that the abilities and resources of HSI and its personnel are routinely made available to assist any agency faced with the challenges posed by TCOs to all communities. HSI serves as the principle investigative arm of the U.S. Department of Homeland Security and is the second-largest criminal investigative agency in the U.S. federal government, with more than 6,000 special agents and 9,000 personnel. Our primary mission at HSI is to investigate, disrupt, and dismantle terrorist, transnational, and other criminal organizations that threaten or seek to exploit the customs and immigration laws of the United States. This is vitally important to our

border security mission. Our special agents have been entrusted with the responsibility of enforcing more than 400 federal statutes, representing a diverse portfolio of statutes broader than any other U.S. federal law enforcement agency. This broad authority to enforce immigration and customs laws enables HSI to directly confront a wide array of illicit TCO criminal activity. At HSI, we know that the most effective way to disrupt, dismantle, and defeat sophisticated criminal organizations is by working closely with our law enforcement partners from all jurisdictions, both within and outside the United States. As members of the IACP are aware, no single law enforcement agency can address the increasingly complex web of transnational crime alone. It affects every agency's jurisdiction and every country in the world.

HSI's unique combination of law enforcement authorities enables us to target the people, finances, and materials that support the illicit activities which threaten public safety, national security, and border security. HSI's investigative responsibility spans the globe, utilizing a robust international presence that includes 63 offices in 47 countries. This reach enables us to leverage long-standing relationships with

agencies worldwide, as well as our U.S.-based state and local partners. It's important to pursue investigations wherever the evidence gathered may take us.

HSI's long-standing commitment and significant experience in combating international drug trafficking organizations (DTOs) has evolved to address today's threats. DTOs now seek to use our ports of entry to flood the United States with potentially fatal opioids like heroin and fentanyl, along with cocaine, methamphetamine, and other narcotics. This trafficking is done not only through traditional distribution methods, but also increasingly through cyberspace via the dark web. In response, HSI has devoted significant time, personnel, and other resources to address the growing threat of transnational crime committed within the dark web. In addition to the distribution of narcotics, HSI is aggressively combating the proliferation of other transnational criminal activities taking place within cyberspace. Our expertise in the realm of combating transnational cybercrime and cyber-enabled crime continues to yield significant successes, particularly in cases conducted jointly with our local, state, and international partners whose communities are unduly impacted by firearms trafficking, fraudulent identifications, financial fraud, counterfeit material, and other illicit material or criminal schemes proliferating via the dark web.

Additionally, our broad and unique authority has ideally positioned HSI to combat transnational criminal street gangs such as MS-13. HSI's capability and proven success in disrupting and dismantling these violent organizations are unparalleled in U.S. federal law enforcement. Since 2005, under the umbrella of our Operation Community Shield initiative, the comprehensive gang enforcement strategy has been responsible for more than 40,000 arrests, the seizure of 8,000 firearms, and seizures of illicit proceeds and narcotics totaling nearly \$100 million dollars. Our investigative strategy has resulted in the arrest of hundreds of gang leaders across the United States, crippling entire criminal organizations and enterprises. HSI's ability to utilize a variety of federal statutes related to federal criminal, immigration, and money laundering violations, coupled with our broad jurisdiction related to narcotics trafficking, human trafficking, human smuggling, and intellectual property violations that often serve as the lifeblood of transnational



Peter T. Edge, Executive Associate Director, Homeland Security Investigations

Confronting the growing threat of transnational crime requires proportionally greater collaboration between law enforcement at the local, state, federal, and international levels.

criminal street gangs, has enabled us to confront and help stem the tide of violence in many cities across the United States and has enabled the pursuit of gang leaders in Central America and other international locations. HSI conducts a variety of investigations and enforcement operations, ranging from surgical operations designed to identify, apprehend, and place foreign national gang members and associates unlawfully present in the United States into removal proceedings, to complex criminal investigations resulting in indictments for drug trafficking, illegal possession of firearms, human trafficking, financial crimes, and racketeering violations.

While HSI works to address violent transnational crime, we also remain firmly committed to working with our partners in continuing to protect children from those who seek to sexually exploit them. As a recognized world leader in online child exploitation investigations, HSI rescued or identified more than 820 child victims

in fiscal year 2016 alone, and we continue to invest in the technology necessary to stay ahead of those who mistakenly believe the Internet provides them anonymity to abuse children. Through our participation in Internet Crimes Against Children (ICAC) Task Forces and other multiagency initiatives, HSI, together with our law enforcement partners, will continue to relentlessly pursue child predators in the United States and abroad.

HSI's commitment to the task force model also extends to other programmatic priorities. This includes, but is not limited to, narcotics investigations via our participation in High Intensity Drug Trafficking Area (HIDTA) task forces and a multitude of other regional multiagency narcotics task forces, Joint Terrorism Task Forces, human trafficking task forces, financial crime task forces, and a variety of gang task forces. Additionally, HSI has developed and currently leads 44 Border Enforcement Security Task Forces

(BEST) throughout the United States. The BEST comprise approximately 1,000 law enforcement officers, representing more than 100 federal, state, local, tribal, and international law enforcement agencies in 20 U.S. states and Puerto Rico, and are specifically designed to leverage the full range of authorities of participating members to identify, investigate, disrupt, and dismantle TCOs.

The HSI role in BEST and the other task forces we have established, lead, or participate in is a direct manifestation of our commitment to the team-oriented approach required to address transnational crime. As criminal threats continue to evolve and become more transnational in scope, it is imperative that law enforcement at all levels rapidly adapts and ensures that each agency's distinct abilities are leveraged to the fullest extent possible. As the EAD of HSI, together with the HSI leadership team, I remain committed to making sure the unique resources and capabilities of HSI are available to our local, state, federal, and international law enforcement partners. ♦



Look for the upcoming September 2017 issue of *Police Chief* to read more about transnational crime and global security challenges. It will be available online on September 1 and will hit mailboxes later that month.

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OH, IT'S THE SAFETY STUFF!

NO, NO—IT'S THE INSURANCE STUFF!

YOU ARE WRONG, MY FRIEND, IT'S THE SUBROGATION STUFF!

I HATE TO DISAGREE, BUT IT'S THE INDEMNIFICATION STUFF.

ACTUALLY, SIR, IT'S THE CODE ENFORCEMENT STUFF.

YOU ARE ALL WRONG—IT IS THE _____ STUFF.

Some Thoughts on REAL RISK MANAGEMENT

How did law enforcement take the broad discipline known as "risk management" and try to put it into a box, limiting it to "the safety" stuff or the "code enforcement" stuff? Risk management is bigger than the ergonomics issue. It is bigger than the insurance issues. It is bigger than the subrogation and indemnification issues. It is bigger than all these issues added together!

Risk in Law Enforcement

To a law enforcement executive, sometimes risk can seem like something that happens only to other law enforcement organizations. After all, one might be a smart, hard-working chief who hires good people. The agency might seem to be immune to the kinds of issues that make headlines.

However, risk is ubiquitous. Everything in law enforcement operations involves a level of risk. If an agency is hiring people—there is a level of risk involved. They are firing people—there is a level of risk involved.

An officer is backing up a patrol car—there is a level of risk involved. An individual is unloading a shotgun at the end of his or her shift—there is a level of risk involved. An officer is putting blood-stained clothing on a rack in the evidence room to dry—there is a level of risk involved. An agency employee is performing an internal affairs investigation on a "dirty" cop—there is a level of risk involved. A detective is dealing with a confidential informant—there is a level of risk involved. An investigator is prepping an affidavit for a search warrant—there is a level of risk involved. In other words, *everything* in law enforcement operations involves a level of risk.

At the same time, if law enforcement leaders accept that risk is ubiquitous, it's easy for them to fall prey to another myth: Leaders can't stop bad things from happening; risk is out of their control.

That point is where an understanding of real risk management is valuable.

By Gordon Graham, Co-Founder, Lexipol

Risk Management in Law Enforcement

"Real" risk management is the process of identifying risks and potential risks and then developing and implementing control measures—policies and procedures—to address those risks. When policies and procedures are properly designed, kept up to date, and fully implemented, law enforcement leaders can better protect themselves, their personnel, their communities, and their organizations.

Successful private sector organizations recognized the need to practice active risk management decades ago. How is it that Southwest Airlines has such a phenomenal safety record? How is it that UPS has such a great safety record in truck operations?

How is it that Intel has such a fantastic safety record on its fabrication plant construction projects? These companies have all made a commitment to "real" risk management.

The modifier *real* is essential to this point. Many public sector organizations, including police departments, say they have a risk management program in place, when, in reality, the "risk manager" is addressing injury claims (post-occurrence) or handling human resources issues (post-occurrence).

That is not risk management. Real risk management is the process of addressing problems lying in wait *prior* to a tragedy or incident.

Unfortunately, most law enforcement agencies do not practice real risk management. One indicator of this weakness is where risk management typically falls on agencies' organizational charts. It's rare for risk management to even make it onto the organizational chart, but if it is there, it is often on the lower levels, with little influence or power. Often, risk management is not a stand-alone function, but rather a function shared by human resources. Agency leaders need to ask themselves if their risk manager really is a risk manager or if risk management is another assigned duty for someone with little or no background or education in the field of managing risk.

Once law enforcement leaders accept that risk is everywhere in law enforcement and that risk management must be integrated into the organizational hierarchy, they can move on to the next phase of real risk management: devising a plan to tackle the risks specific to their agency. This involves a three-step process:

1. Recognize the real risks facing the agency.
2. Prioritize the risks in terms of severity and frequency.
3. Mobilize the needed resources (personnel, time, budget, tools) to build systems that mitigate the risks.

Of these steps, recognition is not just the first; it's also the most important—it's clearly

impossible to manage risks that are unknown or unidentified.

10 Families of Risk

Considering all the tasks law enforcement personnel perform and the components involved in getting those tasks done right, it's easy to see that law enforcement agencies face thousands of risks. Rather than becoming overwhelmed and concluding that there is no way to manage all these risks, police executives can use an organizational system that enhances the ability to recognize and prioritize risks.

Specifically, risks can be sorted into 10 "families" of risk.

External Risks

External risks involve forces over which law enforcement leaders have little or no control, such as weather or natural disasters. Agencies in communities that have large bodies of water, interstate highways, train tracks, prisons, underground pipelines, or airports all face the challenge of managing these external risks.

One of the most challenging external risks is the risk of a terrorist attack in a community. Although it may be easier, simply hoping that a terrorist incident will not happen is not the best approach. Law enforcement leaders should be actively involved in the various programs at the federal and state level so that they understand the terrorist risks specific to their communities, and they need to work with those federal and state agencies to support efforts to prevent and respond to terrorist attacks.

As noted above, external risks are difficult to manage because agency leaders don't have much, if any, control over them, but that doesn't mean law enforcement leaders cannot prepare to manage those risks. Leaders must develop plans to address how the agency will respond if something goes wrong. For example, a lake community department might not be able to prevent a flood after an unusually rainy spring, but it can establish a response

plan in case one happens. Police executives may need to seek the advice of the fire department, the public works department, respective state and federal agencies, private-sector security, and others, as relevant to the risks most likely in their community.

Legal and Regulatory Risks

Is the agency in full compliance with the laws and regulations that control its existence? Are its policies and practices in full compliance with the Americans with Disabilities Act (ADA), the Family and Medical Leave Act (FMLA), the Fair Labor Standards Act (FLSA), and the myriad other federal laws that apply to law enforcement agencies in the United States or the applicable laws in other countries? Does it act in full compliance with any public records acts or laws in the agency's state or country?

Managing legal and regulatory risks involves working closely with competent city attorneys to ensure full compliance. Law enforcement leaders should also make it a habit to analyze tragedies or negative incidents that affect other agencies to learn from those situations.

Strategic Risks

Police executives must look to the future and identify potential risks that might impact their agencies and their communities. What will the city be like in 40 years? What will police work be like in 40 years?

Strategic risks often stem from forces outside the law enforcement agency. What impact will fully autonomous cars have on policing? Will they impact traffic collisions? Felony arrests? Officer safety? What impact will drones have on law enforcement operations? Will they be used as offensive weapons against citizens or officers? Will they be of benefit to agency operations?

Changing demographics can also pose strategic risks. An aging population can lead to more abuse of the elderly or financial scams on senior citizens, requiring a shift in policing strategy and resources.

Figure 1: The 10 Families of Risk in Public Safety

EXTERNAL RISKS	LEGAL AND REGULATORY RISKS	STRATEGIC RISKS	ORGANIZATIONAL RISKS	OPERATIONAL RISKS
INFORMATION RISKS	HUMAN RESOURCES RISKS	TECHNOLOGY RISKS	FINANCIAL AND ADMINISTRATIVE RISKS	POLITICAL RISKS

A general rule exists that people who try to predict the future will end up looking like fools, but the key is remembering the big difference between predictions and projections. Law enforcement leaders must be aware of trends that might impact the profession and the community. The work being done in this area by organizations such as the Society of Police Futurists International can be an important resource in projecting the impact of societal trends on law enforcement.¹

Organizational Risks

Catastrophes in law enforcement operations can take the form of tragedies such as officer deaths and injuries or debacles that cause embarrassment to individuals or the organization, internal investigations, and criminal filings against police personnel. For each of these disasters, thousands of proximate causes can exist. Real risk managers never stop when they identify a proximate cause. Instead, they go back in time and look for the "problems lying in wait"—the root causes—that started the ball rolling toward the incident.

These root causes can be grouped into five categories:

- People
- Policies
- Training
- Supervision
- Discipline

Law enforcement agencies that stay out of trouble spend the time and resources to hire good people, give them good policies, make sure their employees are fully and adequately trained on those policies, ensure supervisors enforce the policies, and discipline personnel who do not follow the policies.

Each of these five categories can be further dissected into multiple components:

- *People*: What is the leadership doing to get and keep good people? What steps are being taken to ensure that recruitment, background investigations, probation periods, and the performance evaluation process are being taken seriously? A lack of solid processes in place for each of these areas is a problem lying in wait.
- *Policies*: Are the agency's policies constitutionally sound? Are the policies reviewed on a regular basis to make sure they are up to date with changes in state and federal law?
- *Training*: "Failure to adequately train" is an allegation often contained in lawsuits and in news stories after law enforcement tragedies. Are agency employees fully and adequately trained regarding the policies involving use of force, vehicle operations, Fourth Amendment issues, job-based harassment, and other

Law enforcement agencies that stay out of trouble spend the time and resources to hire good people, give them good policies, make sure their employees are fully and adequately trained on those policies, ensure supervisors enforce the policies, and discipline personnel who do not follow the policies.

critical issues that too often lead to problems? Downstream in civil court, criminal court, or the court of public opinion, the chief will be asked this question by an aggressive plaintiff lawyer: "When was the last time the involved officer was trained and tested on this policy?" If the answer is "at point of hire at the academy," that will not bode well. Every day must be a training day, and the training must focus on the events that are overrepresented in police-involved tragedies. Law enforcement leaders need to ensure that the training unit and supervisory cadre understand their roles in this process.

- *Supervision*: How are the women and men who serve (or want to serve) as supervisors encouraged, tested, trained, developed, and mentored? Too often, the post-incident analyses of incidents are linked to supervisors not behaving like supervisors—or to a supervisor who *tried* to behave like a supervisor but was not supported by her or his bosses. Frankly, too many incidents in law enforcement (e.g., harassment, pursuits gone bad, failure to properly manage a confidential informant, falsified police reports) are caused by supervisors not behaving like supervisors.
- *Discipline*: Without enforcement, rules are just words on a piece of paper. When members of the organization choose not to follow the policies, the situation must be addressed. Discipline is not a function of consequence but rather a function of policy. How things end up is not the primary concern—the violation of the rules is the issue that supervisors need to address through appropriate discipline.

Operational Risks

Operational risks are those risks involved in a specific task, incident, or event. Are agency personnel provided with or trained in a decision-making process? In too many organizations, law enforcement leaders

teach personnel how to do things, but fail to teach them how to think. To be fair, most of what police officers do they do correctly. Good people and experience create a powerful combination. But what happens when personnel get involved in a low-frequency event—something they have not been involved in before? Officers need to know how to think through a situation and make sound decisions.

Information Risks

Humans make decisions based on information. How can a leader know that the information he or she is using to make decisions is, in fact, accurate and has not been "vetted" by someone seeking to sway the leader's decisions? What is the agency's leadership doing, if anything, to address the bias issue that everyone has, even if many people deny that bias?

Human Resources Risks

To get to the level of law enforcement executive requires much intelligence and hard work—but police executives must know their limitations as well. How many law enforcement leaders really understand the "pregnancy discrimination act" or the ADA or the FMLA?

The key to managing human resources (HR) risks lies in understanding that this is an area where one should rely on the professionals. If HR were to show up to a barricaded suspect situation and start to give officers advice on how to handle that situation, would the chief accept it?

It is no different when law enforcement officers (including chiefs) think they understand the idiosyncrasies of HR. By turning to HR professionals up front, law enforcement leaders can transfer these risks to someone who does the task at a higher frequency and understands the topic's complexities. Supervisors, managers, and executives should not make employment law decisions without first contacting competent HR professionals.

Technology Risks

There are new stories daily about cyber-crime, malware, theft of information, or misuse of confidential information. Does the

agency have adequate control measures in place to address all the technology risks it faces?

Who is assigned as the dedicated chief technology officer (CTO)? If the answer is that the agency does not have one, that is a problem lying in wait. Modern law enforcement is tech-heavy, and agencies need a dedicated CTO. In too many law enforcement organizations, this responsibility defaults to the most tech-savvy person in the room. Just because a person knows more about technology than anyone else in the department does not make him or her a qualified CTO. Make sure that the organization has an actual, qualified CTO who has the necessary technological skills to build and maintain control measures that protect the agency's various technologies.

Financial and Reputational Risks

Anything involving money is filled with risk. Executive officers must be acutely aware of the risks involved in asset seizure and forfeiture, budgeting, overtime issues, petty cash, holding funds for people in custody, and money collected for a charity event—frankly, anything dealing with money. Simple control measures such as requiring two signatures on a check or conducting regular credit card audits can prevent many of these problems from occurring.

With respect to reputational risks, law enforcement leaders must be aware of the risks involved with social media. Does the agency have a presence on the leading social media sites? Is someone overseeing these sites to monitor what is being said about agency personnel or the organization? Are there policies in place to prevent personnel from posting inappropriate items (pictures taken while on duty, comments regarding arrestees or people they encounter while on duty) on publicly accessible websites? U.S. First Amendment law is complex, especially for government agencies, and leaves a lot of room for interpretation. It's essential to use policies vetted by legal and public safety professionals to ensure personnel receive the correct guidance.

Political Risks

Politics and politicians inherently carry risk. Police executives must resist the temptation to align themselves with one or two members of the city council, board of supervisors, or other local governing body. These groups should be dealt with as groups, and personal relationships should be set aside in favor of full transparency. Law enforcement agencies should also develop sufficient control measures (policies) to guide agency personnel in their dealings with elected officials. This is a very difficult area to address, but competent counsel can provide guidance that will prove invaluable.

Mobilization and Prioritization

So now the risks are identified and sorted—what's next? Returning to the three-step risk management process, law enforcement leaders must prioritize the risks and then mobilize resources to address them.

Each law enforcement agency is unique; the agency's leadership must determine the correct priority to assign to the identified risks. Nonetheless, there are some things every leader should consider:

- External risks (risk family one) are the most difficult risks law enforcement agencies face.
- Human resources risks (risk family seven) are the most expensive risks law enforcement agencies face.
- Technology risks (risk family eight) are the fastest-growing risks law enforcement agencies face.

Mobilization involves taking action and putting the systems in place to mitigate risks. In law enforcement, one of the best systems for managing risk is policy. If policies are well-written, fully implemented, and kept up to date, they can help ensure consistent actions across the agency. Training and supervision are two other areas where law enforcement agencies need effective systems. Note how the root causes discussed in risk family four—organizational risks—often mirror the systems needed to reduce risk.

Guiding Principles

Regardless of what family of risk law enforcement leaders are dealing with, three basic rules apply.

Rule 1 is paraphrased from Dr. Archand Zeller, a great thinker from the 1940s, with emphasis on the last line:

The Human does not change. During the period of recorded history, there is little evidence to indicate that man has changed in any major respect. Because the man does not change, the kinds of errors he commits remain constant. **The errors that he will make can be predicted from the errors he has made.**

What does this mean? To understand future problems, one needs only to look to the past. In all facets of society, people are repeatedly making the same mistakes. Refineries continue to explode, mines collapse, and ships sink. The exact details of each incident are different, but the root causes are the same.

It's no different for law enforcement: cops and other law enforcement personnel have figured out no new ways to get into trouble. Yes, there are variations, but, in essence, they are the same things over and over again.

Rule 2 comes from Chaytor Mason, a risk management guru in the 1970s. Again, to paraphrase:

The smartest person in the world is the woman or man who finds the fifteenth way to hold two pieces of paper together.

While, as Zeller pointed out, there are no new ways to screw things up, there are always new ways to fine-tune and revisit existing systems to prevent bad things from happening. Continuous improvement must be integral to law enforcement operations.

The way things have "always" been done—status quo—no longer works. The public and the agency's personnel deserve better than minimum standards. Anything law enforcement leaders can quantify or measure—should be scrutinized to identify opportunities for improvement.

Rule 3 is a summation of this article:

Predictable is preventable. Identifiable risks are manageable risks. Acknowledging that risks are ubiquitous, working to identify and prioritize them, and then initiating sufficient control measures to address them is a leadership imperative for all police chiefs. ♦

Gordon Graham is a 33-year veteran of law enforcement and is the co-founder of Lexipol, where he serves on the current board of directors. A practicing attorney, Graham focuses on managing risk in public safety operations and has presented a common-sense approach to risk management to hundreds of thousands of public safety professionals around the world. He holds a master's degree in safety and systems management from the University of Southern California and a juris doctorate from Western State University.

Note:

¹ The Society of Police Futurists International, "Futures Research," <http://www.policefuturists.org/futures-research-2>.



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RISK MANAGEMENT: Raising the Performance Level and Lowering the Liability Threat

By G. Patrick Gallagher, President, Gallagher-Westfall Group, and Mary C. Kealoha, Vice President, Gallagher-Westfall Group

process employed to determine the cause of the event, the level of threat involved, the civil rights of those involved in the incident, the federal and state laws that apply, and the outcome the officer hopes to achieve related to the level of the offense in question. While not an exhaustive list, these elements are considerations that influence how the officer interacts with members of the public when responding to a call for service.

The fulcrum upon which the outcome of any incident, from a seemingly minor and ordinary call for a noise complaint to a major critical incident call like a robbery or officer needs assistance, is the quality and the level of appropriateness of the response to the incident. The quality of performance is the critical factor that can be managed proactively within each law enforcement agency. Utilizing a comprehensive performance management process that addresses the needs and talents of each officer is the key to developing and maintaining a very high level of quality performance at every level of the organization.

Will mistakes happen? Of course they will. The risks are unique in every situation an officer responds to, and the decision of how to respond must sometimes be made in seconds. Even so, if the officer has been trained and supervised properly, the odds are that the officer will make more effective and efficient decisions in the situation.

Nonetheless, it must be realized that the essence of every claim, every complaint, or every lawsuit is a charge, accurate or not, that the officer's performance was not up to professional standards. Lack of high-level performance is the basis for nearly every lawsuit

For decades, the law enforcement profession has responded to external pressures (lawsuits, negative press, Department of Justice investigations, consent decrees, citizen review boards, public demonstrations, and riots) arising from interactions between the public and law enforcement officers. Policing is fraught with risks that are inherent in every call for service. Any incident has the potential to lead to the need for a search, a use of force, an arrest, or a pursuit. The risks of these incidents and the resulting actions cannot be eliminated, but they can be managed by the type and the quality of the response provided by the involved officer and by proactive steps taken by executives and managers.

The magnitude of a risk might be lessened by the skills the officer employs, such as the tone of voice and the words used to inquire into the incident and to give commands, the decision-making

Making A Difference In The Fight Against Serious Crime

By Joe Loughlin, 3SI Security Systems Law Enforcement Division
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The city of Lowell, Mass., was plagued with armed robberies at local convenience stores. The dangerous and unpredictable offenders frequently used guns, but also used knives or cutting instruments to threaten store employees into complying. Citizens were scared and store staff was on edge. Crime was affecting sales, and both business owners and police were frustrated. The Lowell Police Department conducted stakeouts to address the ongoing criminal activity but, unfortunately, the robberies continued. They were so brazen, in fact, that one incident occurred while the police surveillance van was parked just outside. The usual methods of investigation weren't working and police decided to try something innovative.

Chief Superintendent Taylor, known as a forward thinker, investigated using GPS tracking and electronic stakeouts. 3SI Security's law enforcement division conducted a well-received presentation to Lowell PD (LPD) command staff. The nationwide success of Electronic Stake Out® (ESO®) with GPS trackers to address serious crime is well documented with hundreds of PDs making felony arrests.

Officer Craig Withycombe was listening carefully to the presentation on ESO and followed up directly with 3SI and his Chief to spearhead an ESO program. CS Taylor gave the go ahead and the Lowell PD obtained ESO Cash Trackers to deploy in the cash drawer at Tedeschi's Market, a local convenience store.

Officer Withycombe linked the 911 Center to the tracker and waited. On a Thursday evening in March 2017 at around 8 pm, the tracker alerted to the LPD Communication Center. Text alerts were also sent about the robbery in progress to multiple officers, allowing them to view the event in the palm of their hands. Unbeknownst to the offender, officers and the Communication Center knew precisely where the robber was fleeing. Comm. kept patrol officers updated with critical information on the location speed and direction of travel. The suspect was easily captured by police. He was a repeat offender and caught with the goods in hand as he fled from a violent felony.

Capturing a criminal in real time is a rare event and thrilling for the officers on patrol. The Electronic Stake Out Devices,

developed by 3SI, are a proven solution in addressing the rise in complex crime and the rapid changes in the nature of crime.

This case illustrates a real time modern, practical and legal use of GPS, smart phones, and smart cops. Police officers took advantage of newly engineered tools that are truly force multipliers and vessels of change to enhance public safety.

The robber was easily captured by police. He was a repeat offender and caught with goods in hand as he fled a violent felony.

This scenario was played out five times recently in the city of Lowell and resulted in five criminals arrested for armed robbery within a short period of time. Numerous other cases were cleared and several repeat offenders were placed back into the criminal justice system. These successes have had a direct impact on the safety of the surrounding neighborhood, citizens, and staff at local markets as well as the police.

I became actively involved in one case and observed the live track along with Officer Withycombe who directed officers to the suspect's location. Officers had enough

probable cause for the stop of the individual and to start the investigation but hadn't yet located the ESO Device. Craig had the ingenious idea of having all officers turn their radios off, then he chirped the device. When the Device sounded in the suspect's sock, police were able to make yet another solid felony arrest and recover the stolen money. Even with some technical difficulty in the Communications Center during this case, LPD was able to bring this case once again to a successful conclusion.

As a former police officer, it felt great to be actively involved and observe a track that led to the arrest of a dangerous felon. By working cooperatively under challenging circumstances, this PD has had many successful outcomes in the fight against serious crime. Kudos to Superintendent Taylor for thinking outside the box, to Officer Withycombe for spearheading the local program, and the patrol officers and the Comm Center for their support.

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brought against law enforcement. Given the totality of the circumstances in any given incident, did the officer perform properly in accordance with the laws and the standard of care expected by the courts, agency, and the public at large?

Once this problem is understood, there are critically necessary processes that each law enforcement executive should implement to ensure that every officer, from patrol through the entire chain of command, is prepared and supported to provide the very highest level of performance related to his or her duties and responsibilities. The net result of this commitment will be appreciably greater protection from the risk of liability.

To focus on continuously improving performance levels, administrative and operational processes must be implemented to effect success in managing risk. Most agencies have some form of these processes in place, but they often exist and operate without consideration of how they impact the primary organizational outcome of high-level performance from every member of the department. To achieve this level of performance, there must first be high-level performance demonstrated by the executive and the administration. When the goal is high-level performance, it becomes clear that individual or mini-processes support and must interlock with the overall process to attain this goal.

The Necessity of Process

What is process? Put most simply, it is a series of actions toward a specific end. Life is full of processes, and the most successful enterprises are replete with interlocking processes toward a specific goal. In

law enforcement, there are administrative processes such as policy development and implementation, personnel selection, training, discipline, and evaluation, to name a few. Operational processes are related to the tasks that officers must perform and are described in the policy manual. In their totality, all of these processes are focused on producing high-performing officers who know how to do their jobs. So why does liability continue to be a major issue in the policing profession? Is there a lack of quality in any of these processes? Are they not focused with a laser-like precision on a unified goal? Do every one of these processes contribute to directly to the most critical process for high-level performance and the management of all risks?

Does an overarching process for risk management in policing exist? If so, it is markedly difficult to describe. Truly, some components are in place. Certain aspects of the field's overall management have been improved, but, at best, they are not tied directly into other components; they are not part of a total process.

Law enforcement can assign the blame for the extent of the liability problem on the courts, on legislators, on the public, on the media, and on plaintiffs' attorneys, but what about adding policing itself to that list? Law enforcement has made mistakes—one has only to view many of the dashcam, bodycam, and bystander videos to see where mistakes have been made when even the most objective observer would say officers have stepped over the line. While it is only one of the many groups on the list assigned a certain responsibility, policing is the only faction over which control can be exerted, where influence and

change can be effected. The solution to a certain extent, the diminution of many of the burdensome lawsuits through appropriate risk management, lies in law enforcement's hands.

Inputs and Outputs

Law enforcement has to see that policies, training, supervision, and discipline are merely **inputs** whereby top-level executives and managers try to better manage the provision of service to the public. But to the public, the only **output** that is essential is performance. What draws the plaintiffs' attorneys' attention—questionable performance allegedly falling short of professional standards—is the raw material, the *sine qua non* that they concentrate on. Therefore, to manage liability and risk, all efforts must focus on that same point: performance and doing everything to raise the level of performance and to meet professional standards.

A Starting Point: The Six Layers of Liability Protection

To implement an effective and comprehensive risk management process, the executive can start with the Six Layers of Liability Protection, six focal areas that call for a concentration at improving these points of emphasis which collectively will provide protection for the department and, by extension, the officer.¹

1. Policy: The first layer is clear, concise, constitutional policy based on the principle of foreseeability in anticipation of tasks assigned to an officer and providing the professional standard and measures of accountability. Policy precedes performance; it does not follow it. Policy that is subsequent and in reaction to a series of events encountered by officers is more likely to be deficient and is issued in the face of a possible growing pattern of conduct contrary to the substance of the policy.

2. Training: The second layer is training in the knowledge and operational skills that officers need in their position, with significant emphasis on proficiency in decision-making.

3. Supervision: The third is qualitative and supportive supervision. Truly motivated supervisors are conscious of their multiple roles as liability gatekeepers, quality control inspectors, policy exemplars, trainers, performance planners, and counselors.

4. Discipline and Commendations: The fourth layer is two-fold: discipline and commendations are necessary elements for accountability and the highlighting of excellent performance.

5. Review and Revision: The fifth is the gathering of all performance data to find out how officers are performing and to discover the instances where performance can be improved. Review and constant analysis of performance data will indicate any necessary revisions to policies, certain aspects of training, styles and methods of supervision, and performance plans for individual officers.

6. Legal Knowledge and Active Legal Counsel: The sixth layer includes legal knowledge and active legal counsel. Officers have to be conversant with the law and how to apply it correctly by minimally knowing with certainty what pertinent laws allow them to do and what is now ruled out. There is no excuse for not knowing the law. The legal preparation of officers must be comprehensive, and officers must be taught, in basic and in-service training, the law in a manner and format that exemplifies understanding of its application. Finally, the profession has to have more police attorneys to provide direction as to different courses of action before the fact.

To establish these six layers of protection, leaders should estimate the rating their departments would receive for each of the six layers, on a scale of 1 (low) to 10 (high). Then they can take one step, implement one idea that would raise that score by a small degree. Repeat as necessary until the agency has continuous, interlocking processes in policy, training, supervision, discipline, review and revision, and legal support that produce the high-level performance sought.

A Focus for Risk Management Efforts

The first and primary effort of every law enforcement agency must be to identify the 12 high-risk/critical tasks (HR/CTs) that are the most challenging for the officers, that have the most corrosive effects on the department if performed poorly, and that have the highest likelihood for liability and judgments of catastrophic proportions. The idea

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is to highlight those tasks that are most problematic and generate the most lawsuits. The idea is to highlight those tasks that are most problematic and generate the most lawsuits.

Most tasks on the list are consistently apparent; a few might be customized for each agency. The general list would be composed of the following 12 areas:

- use of force
- search and seizure
- arrest
- emergency operations of vehicles and pursuits
- care, custody, and transportation of prisoners
- domestic violence
- officer off-duty conduct and limits of authority
- internal and external sexual misconduct of officers
- selection, hiring (full- and part-time), and failure to terminate employees
- the complaint process and internal affairs
- special operations, high-risk warrants, and undercover assignments
- interactions with persons with mental illness, who are emotionally disturbed, and who have diminished capacity

Why 12? It allows for a concentration on one of the HR/CTs each month. The chief could produce a short four- to five-minute video emphasizing the major points in the policy to be shown at roll calls during the month. Supervisors could have officers review the video if their performance was not up to the articulated standards. This method is also an excellent defense for *Canton v. Harris* complaints, for it proves that the chief was frequently bringing the major policy tenets before the officers and supervisors. By having the chief personally appear on videos speaking to the task and the manner in which it should be performed, the likelihood of the plaintiffs reaching the level for deliberate indifference in *Canton* is markedly reduced.²

Supervisors and officers must be totally conversant with these "need to know" policies. They should be trained in these policies and should be able to prove they know the totality of the policies, even to the point of testing. No officer or supervisor should be allowed on the street unless they can prove this knowledge.

Supervisors at the first and, yes, second levels must give special attention to every HR/CT incident and the subsequent report, making certain nothing is missing, raising questions with the officers if necessary, giving the closest scrutiny to the documentation

of the incident, and possibly investigating further if anything is out of line. The goal is to achieve the best performance possible—the perfect performance according to the highest standards in the profession—thereby reducing the liability of the agency. If a complaint or suit is launched, then such high performance makes certain the chance of a successful defense is maximized.

The Opposition's Game Plan

An examination of the opposition's strategy is beneficial. The impending complaint or argument can be launched on five fronts. Litigants and attorney's primary concentration (the first front) is the scrutiny of what the officer did: the who, what, where, when, why, how—the total circumstances of the incident itself. That is why it is critical to train officers to perform their tasks at the highest level and to emphasize supervisory oversight in reviewing all reports. This practice can assist the department in determining its risk of a suit and, subsequently, how it can diminish that risk.

The circumstances of the incident can be unique, different, and uncontrollable by the department, but the agency can control the other four fronts of the opposition's strategy: policy, training, supervision, and discipline.

With proper attention to and enforcement of the standards, an agency can reduce its liability losses. It's still the responsibility of the department to concentrate on the actions of the officers to guarantee that they conform to the proper norms. That responsibility is exercised by assiduous attention to supervisory oversight at every level, constant review of all performance data, and early corrections of below-standard performance.

The Dynamics of Policy

For all the efforts dedicated to the writing and improvement of policies, one wonders if law enforcement executives feel they are getting commensurate results. Is performance markedly better? Maybe they are running against a maxim attributed to U.S. General George Patton: "Issuing an order is 10%. The remaining 90% consists in the proper and rigorous execution of the order." The policies, if they are to assume the importance that chiefs place in them, must be seen as part of a performance continuum to support the proper actions.

Good performance doesn't just happen; policies don't guide officers' tasks merely because they are written out. The policies must be supported and reinforced along the way by what precedes and follows performance, for there are proactive, active, and reactive phases to performance. When these three phases are acknowledged and functioning at their maximum, the highest levels of performance are attainable.

The three phases must be concentrated on one outcome: the raising of the level of





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The magnitude of a risk might be lessened by the skills the officer employs, such as the tone of voice and the words used to inquire into the incident and to give commands, the decision-making process employed to determine the cause of the event, the level of threat involved, the civil rights of those involved in the incident, the federal and state laws that apply, and the outcome the officer hopes to achieve related to the level of the offense in question.

performance. But it starts with policies. Chiefs should ask themselves if they have ensured that all officers up to the command staff themselves know the policies (at the minimum, those related to the HR/CTs). If the answer is that they do not, then what level of certainty does that chief have in knowing officers will follow the policies? Not knowing the policies, officers will follow the example of other officers rather than the policies. Therefore, the formal policy as written is diluted into an operational policy leading to the development of a possible pattern and practice that is not aligned with the formal, written policy.

In the performance continuum, the directions of policy are **proactively** delivered through comprehensive basic and in-service training to prepare the officers for operational challenges that must be performed according to the standards. **Actively** supportive supervisors are essential, and they act as exemplars by providing performance planning, including setting clear performance goals for each officer; monitoring performance at regular intervals; and intervening with retraining, coaching, and remediation when necessary. The **reactive** phase is concentrated on evaluations of performance, inspections, reviews, discipline, and commendations. The

performance continuum incorporates the three phases to form one complete process. Without total concentration on all three phases, the outlook for real results is not favorable.

The active response to performance has to become an integral part of professional oversight—not to blame, but to critique so officers can learn to improve. A supervisor should ask “Could the response to this incident have been performed any better?” This may elicit a resounding “no,” but in a supportive environment, an officer may answer candidly “Yes, I could have done it better. Here’s what I should have done,” or the supervisor can suggest another approach. Success comes down to the supervisory style. If officers’ only engagement with their supervisors occurs when they are finding fault with performance or administering disciplinary actions, then the officers will not be open to having a discussion on performance improvement. But if the leadership style has the officers complimented frequently enough for good performance and if the supervisor looks for opportunities in reviewing reports to see what the officers are doing right, then the question is seen by officers as a sincere interest in their performance. The supervisor is seen as having the officers’ professional development as a priority.

Leadership at the Supervisory Level

What is the most critical element in any discussion of risk management and the reduction of liability? There is no factor more important to the avoidance of liability and the upgrading of an agency’s professional performance and attainment of standards than the quality of supervision. It can be said unequivocally that, in the absence of quality supervisory leadership at the first and second levels, no agency can achieve a true reduction in risk and lawsuits.

While sometimes first-line supervisory performance is generally bemoaned, the role of the second line, the lieutenant’s performance, has to be examined. If there is any perceived shortcoming on the part of first-line supervisors—if they are not performing up to standards—the lieutenants’ role has to be questioned, for they are the supervisors of the first line. All sergeants generally report to lieutenants—just as the sergeant is held responsible for the performance of the officers, lieutenants have to be held accountable for the sergeants’ performance.

Finding the Root Cause

Statistician and process improvement expert Edwards Deming taught that data gathering and analysis are necessary to improve performance.³ Collectively, the law enforcement profession does not focus on performance data analyses in a manner to really affect performance outcomes. Think of all the statistics and data on police activity and how little of it is mined for the profession’s benefit. However, CompStat is starting to make inroads in this regard by linking management decisions to statistical analysis.

Another of Deming’s principles is commonly overlooked in the profession. Action might be taken to eliminate a person problem, but behind it or causing it, is a process problem. When an officer is terminated or major problems occur, taking action usually means merely disciplining those concerned without seriously examining the processes that might have caused the problem. Prime examples of process problems are poor or inadequate supervision, deficient

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or unclear policy, and incomplete training. Process problems create people problems. Too often, law enforcement executives will think they have eliminated a problem officer by termination or resignation. While they have remedied an immediate problem, they need to ask themselves if there are faulty processes connected to the officer's behavior and termination. If the process is unidentified and unexamined, it endures, creating a climate conducive to the formation of similar problems in the future.

Learning from Litigation

Learning points are present in all litigation, even suits filed against other agencies. An integral component in risk management is looking at lawsuits as learning opportunities. Lawsuits must be analyzed so agencies can learn. Waiting two to three years until the conclusion of the suit and then changing a policy or practice may further inculcate deficient practices. Defense attorneys should be queried during the course of litigation for their suggestions on changing practices, for they are conversant with apparent weaknesses in the agency's defense. Regardless of the lawsuit's outcome, there is valuable information that can be gleaned at the end to make sure that the agency is made more secure.

Lawsuits require the scrutiny of all factors that make up the complaint. These lawsuits can send a message when examined objectively; they should implicate changes in an organization. On occasions when a lawsuit generates some changes—that is, a policy is tweaked or some additional training prescribed—agencies might not make those changes systemic. There is little continuity or connection to the full range of the change continuum, little agency-wide support, and concentration on making sure, that for this one task, every factor affecting its performance is improved. When a policy is changed, does leadership make sure that officers are trained in knowing how to apply the policy? Are supervisors taught exactly how to enforce it? Are

reports on that task scrutinized and evaluated? Are data on performance of this task gathered and analyzed? Does the agency examine lawsuits decided in its favor for messages or warnings? Is the agency smarter in the aftermath of any lawsuit? It should be.

Conclusion

In this article, the concentration has been on processes and concepts which, when implemented, can transform departments, making them as liability-proof as possible through a more comprehensive attitude toward risk management. Bringing attention and effort to developing organizational processes that support excellent performance will remove the raw material from the plaintiffs' attorneys. Increasing the adherence to the profession's standards through higher levels of performance can only decrease the impact of liability. Everything that enhances performance is to be encouraged; everything discouraging high-level performance is to be eliminated. ♦

Notes:

¹"The Six Layered Liability Protection System" was first presented in *Police Chief* along with a companion piece, "Police Administration and Risk Management: A Marriage of Necessity" in June 1990. The author expanded this concept in the book *Risk Management behind the Blue Curtain* in 1992. His latest book, *Successful Police Risk Management: A Guide for Police Executives, Risk Managers, Local Officials, and Defense Attorneys* (Lulu.com) came out in 2015.

²*Canton v. Harris*, 489 U.S. 378 (1989).

³"The Deming PDCA Cycle of Continuous Quality Improvement," International Accreditation Council for Business Education, <http://iacbe.org/qa-cqi.asp>.



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How RISK Affects Your Ability to Lead

By Lauretta Hill, Chief of Police, Public Safety and Security, Dallas County Community College, Texas

Reducing Risk with 21st Century Policing

Executives must embrace the six pillars of 21st century policing in an effort to reduce organizational risk. The six pillars are guidelines to reshape and proactively address gaps within law enforcement organizations.

1. Building Trust & Legitimacy
2. Policy & Oversight
3. Technology & Social Media
4. Community Policing & Crime Reduction
5. Training & Education
6. Officer Wellness & Safety³

A reoccurring theme incorporated throughout the six pillars of 21st century policing is procedural justice, to include transparency and effective communications. Distributive justice comprises procedural justice. Distributive justice is based on outcomes; procedural justice is based on processes. Distributive justice focuses on outputs and end results and is often associated with zero tolerance policies, crime suppression teams, and immediate disposition on minor law violations. These tactics increase liability exposure for agencies. While serving a purpose in policing, procedural justice should be part of a broader strategy that involves partnering with the community. In contrast, procedural justice is concerned with the treatment of individuals during the process and how to leverage those relationships to resolve prevailing community issues. It is transparent and invites internal and external stakeholders to be an integral part of policy creation, decision-making, and resource allocation. It creates an environment of accountability.

Executives who value and inculcate the principles of procedural justice in their organizations promote positive organizational change, increase supervisory accountability, improve employee morale, and increase legitimacy with the community. Legitimacy builds trust and confidence between communities and police. With legitimacy, the

community accepts the police agency's authority and decision-making processes. Legitimacy highlights the reciprocal relationship between the community and law enforcement and contributes to community trust.

Another component of procedural justice is transparency. In today's police climate, the community demands more accountability and transparency from law enforcement organizations. It is not enough to be transparent when a crisis or significant event occurs. Now, the question will be asked, "What were the policy and procedures in place (before the incident) that gave the officer the authority to act?" Transparency should be part of standard practice prior to a crisis in order to build trust in the community. This transparency includes what data are collected and how they are collected. It is equally important to show how that information is shared with community stakeholders. Law enforcement executives can no longer say "no comment" when questioned about serious allegations of police misconduct. If they wish to maintain legitimacy, they must be transparent in defining the internal investigation process and committed to providing timely updates to the community. If law enforcement executives offer no narrative, a vacuum is created that gives others the opportunity to define the event, including those who may have incorrect or incomplete information. Furthermore, transparency includes communicating about the outcomes of investigations, policy development, hiring standards, and training. Agency executives who are not willing to invite the community into their processes risk having a contentious relationship with the community and increased liability.

How the department message is communicated is another procedural justice component that reverberates when discussing the successful implementation of 21st century policing recommendations. Both internal and external communications are crucial elements of an agency's legitimacy within the community. An effective, carefully planned

For the past couple of decades, law enforcement executives in the United States have seen an increase in the monitoring of their operations by local civil rights organizations and the U.S. Department of Justice (DOJ). In the last 10 years, the DOJ has opened 25 investigations into alleged civil rights violations by law enforcement officers or agencies. Currently, the DOJ is enforcing 20 agreements with law enforcement agencies, including 15 consent decrees and one post-judgment order.¹ With this increased scrutiny, law enforcement executives face the dilemma of increased outside scrutiny for their policies and procedures and internal calls from police unions and associations to stand by accused officers. Striking this balance while setting organizational priorities can lead to decreased scrutiny and reduced liability exposure.

This volatile environment demands that law enforcement executives examine the high-risk areas within their organizations before they are exposed by external groups. When external groups such as the DOJ are asked to initiate investigations, the law enforcement agencies in question endure both financial expenses and more intangible costs such as damage to community-police relationships. The cost of monitoring and fulfilling agreed-upon reforms of a consent decree is part of the active discussion occurring around the United States among law enforcement executives. Cities estimate the cost of monitoring alone at approximately \$1 million per year, not including expenses associated with hiring, new equipment, and training.² The cost of a fractured relationship with the community is more difficult to measure, but the societal costs could linger for decades.

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communication strategy for high-profile events places law enforcement executives in a better position to address all facets of the issue. However, a lack of preparation for responses to high-profile events can make the executive appear defensive and ill-prepared. The first statement by a police executive can decrease or increase community tension and criticism.⁵ Thus, by incorporating the six pillars of 21st century policing, police executives reduce organizational risk and build stronger communities through procedural justice practices and strong communication.

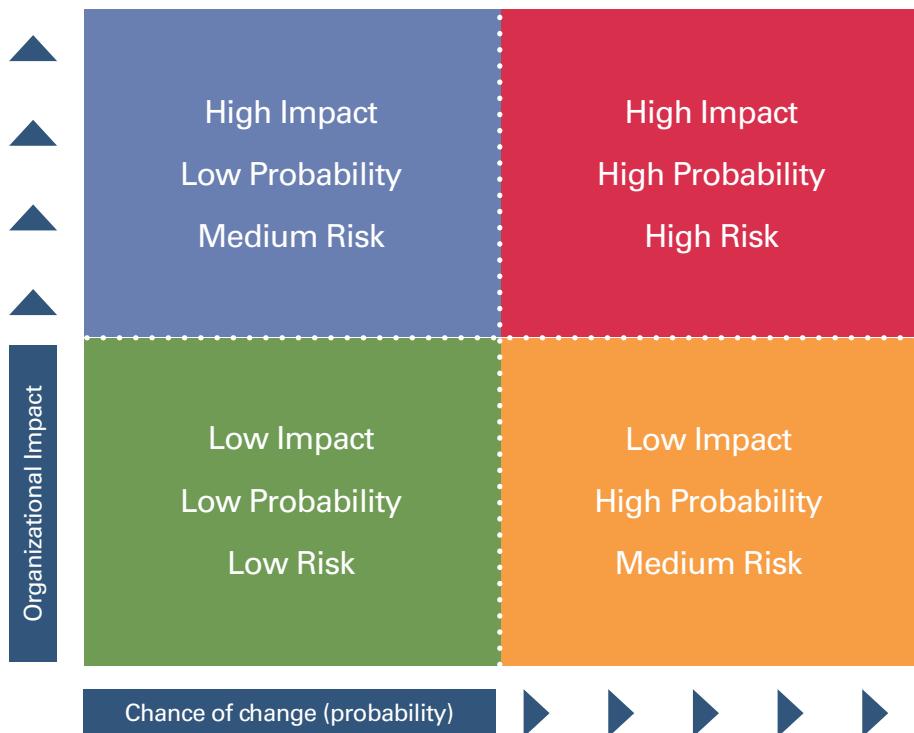
Determining Organizational Risk

Assessing risk within an organization is vital in protecting the agency and community. Leaders need to be proactive in establishing an internal audit or developing an inspection function to assist in protecting the organization. An effective assessment or audit function will produce tangible recommendations to assist in crafting a strategic road map to shape organizational risk management. According to the International Law Enforcement Auditors Association (ILEAA), public safety administrators need to have auditors or inspecting personnel conduct extensive operational assessments to determine risk management issues, and these assessments must be conducted using set standards and practices in order to protect against liability.⁶

It is critical that law enforcement executives understand the need to assess organizational risk. The National League of Cities, in its State of the Cities annual report (See www.nlc.org/SOTC), indicates that city mayors are spending a significant amount of time during their state-of-the-city addresses discussing public safety issues. The only items getting more attention than public safety from city leaders are economic development and infrastructure.⁷ Accordingly, insurance companies' risk pools are focused on determining the overall risk, threats, and opportunities for their high-risk clients such as law enforcement agencies. As the costs rise for insuring law enforcement agencies due to increased claims and settlements, public safety organizations and the city governments that manage them might find it difficult to acquire sufficient coverage. The use of standardized assessments by audit professionals can lower an agency's risk rating in the eyes of an insurance company, thus possibly mitigating the situation to a certain extent.

Enterprise risk management (ERM) is a process used to identify and measure risk within the organization. It assists organizations with identifying their levels of risk (low, medium, high) by utilizing a risk management model. Furthermore, it positions executives to make informed decisions, demand greater accountability, and achieve management objectives. Creating an effective risk

Figure 1: Risk Matrix



management system requires understanding the qualitative distinctions among the types of risks that organizations face.⁸ Law enforcement executives can use risk management models to identify preventable external risks to the organization—there are multiple risk models available that will help identify and prioritize levels of risk. The specific model chosen is not as significant as the results produced that empower the police executive to reduce the organization's overall liability exposure.

How to Minimize Organizational Risk

Lessons Learned

Lessons learned from law enforcement executives in U.S. cities such as Baltimore, Maryland; Oakland, California; Detroit, Michigan; New Orleans, Louisiana; Ferguson, Missouri; and Cleveland, Ohio, can assist the broader law enforcement community in understanding the implications of consent decrees. The DOJ has a nearly 20-year track record of investigating local police organizations, and each case has produced publicly available information, including consent decrees, investigative findings letters, and other documents that spell out the required reforms. No police department should currently be in a position where it can be sued by the DOJ because the past cases provide a veritable road map for the steps an agency can take to resolve potential issues and avoid federal intervention.⁹

Professional Risk Assessments

A procedural justice, risk management, and operational assessment audit is worth the investment of time and money it might require. The results will far outweigh the initial assessment cost. Often an outside audit or consultant firm can highlight liability areas that law enforcement executives had identified in the past, yet had been unable to garner validation from government leadership. External recommendations from audit professionals can also assist with the crucial conversations with government leadership (city, county, or state) about the need for organizational change. Documenting the links of training, recruitment, and oversight to liability exposure is an effective tool for objectively presenting opportunities for improvement to government leaders. Law enforcement executives can also leverage the recommendations and findings to assist with budget planning and the development of strategic objectives.

Agency Accreditation

The Local Government Insurance Trust (LGIT) insures 100 law enforcement agencies in the state of Maryland (municipal, county, and sheriff agencies).¹⁰ A key conversation between LGIT and its members centers around the need for an excess layer of police liability coverage outside of the pool coverage. The issue is not necessarily the increase in frequency of claims, but the severity and the dollar amount of payouts.

Maryland, along with other risk pools, cites the lack of updated policies and consistency of policies as key factors in claims that result in such high settlements. To encourage pool members to focus on policy development and consistency, LGIT recognizes agencies that are accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and provide a credit on their police liability policies. CALEA's accreditation programs are intended

to improve the delivery of public safety services, primarily by maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence.¹¹

Accreditation is voluntary, but there are obvious rewards for implementing a set of professional standards. Law enforcement executives can minimize exposure to liability by meeting state or national accreditation standards for the agency.

Executive Development

In addition to agency accreditation, executive development can assist in reducing organizational risk. Having the right team in place to understand the gravity of risk management can assist the agency head in implementing reforms. A talent assessment of the team's capabilities is a crucial element in implementing significant organizational change. An effective team should be based on the members' contributions, abilities to develop strategic alliances, and organizational need. Often the obstacles facing law enforcement executives can arise directly or indirectly from the team assembled around them. A team that does not understand the importance of self-examination or understand the need to be proactive and institute 21st century policing principles can lead to unnecessary liability exposure for the agency.

Partnerships

Another approach to reduce liability is to partner with local civil rights organizations and invite them to be part of training committees, policy creation, and use-of-force review boards as related to recommendations based on outcomes of investigations. Actively inviting DOJ into the organization based on a critical incident or pattern or trend observed can also assist police executives in starting the conversation with the government leaders. The goal for these proactive measures is to lay the foundation for restructuring police departments to answer calls for change in the current environment and to progressively seek opportunities that further protect the organization from increased liability.

Conclusion

As the headlines continue to suggest increased risk to local, county, and state police departments, governmental leaders are taking notice and demanding action. Police executives who are proactive in implementing the 21st century policing pillars and who recognize the current landscape can minimize their police liability exposure through numerous strategies, including those discussed herein. ♦

Notes:

¹"Police Reform and Accountability Accomplishments," Justice.gov, <https://www.justice.gov/opa/file/922461/download>.

²Police Executive Research Forum (PERF), *Civil Rights Investigations of Local Police Lessons Learned*, Critical Issues Series (Washington, DC: July 2013).

³President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing* (Washington, DC: Office of Community Oriented Policing Services, 2015), https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf.

⁴Arlington, Texas Police Department, Procedural Justice, supervisory training, 2014.

⁵Darrell W. Stephens, Julia Hill, and Sheldon Greenberg, "The Chief/Sheriff(CEO) Role in Effective Communications," in *Strategic Communication Practices: A Toolkit for Police Executives* (Major Cities Chiefs and the COPs Office, September 2011), High Profile Incident (side bar), 59.

⁶International Law Enforcement Auditors Association (ILEEA), Risk Management: Accountability and Transparency in Law Enforcement (conference, Austin, TX, October 7–8, 2013).

⁷Ron Cox, Dawn Crawford, and Brooks Rainwater, "Trends in Local Government: Consideration for Risk Pools 2016" (roundtable, 2016 NLC-RISC Trustees Conference—National League of Cities, San Antonio, TX, May 5, 2016).

⁸Robert S. Kaplan and Anette Mikes, "Managing Risks: A New Framework" *Harvard Business Review*, June 2012, <https://hbr.org/2012/06/managing-risks-a-new-framework>.

⁹PERF, *Civil Rights Investigations of Local Police*, 5, citing Professor Emeritus Sam Walker (University of Nebraska).

¹⁰Larry Bohlen (director of Field Services, Local Government Insurance Trust (LGIT), Hanover, MD), telephone interview, April 12, 2017.

¹¹The Commission on Accreditation for Law Enforcement Agencies, "Accreditation," <http://www.calea.org/content/accreditation>.

IACP has a number of model policies available to members that can help law enforcement leaders establish practices to reduce risk in their organizations. Visit the members-only section of www.theIACP.org to access these and other resources.

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Risk Management Through Fatigue Management

By Kevin W. Dowling, EdD,
Deputy Chief, Training Manager,
Federal Reserve Police

Think back on the last time you rested. Did you get at least seven hours of uninterrupted sleep, and, if so, did you get the same amount of rest the last nine times you slept? If the answer to either of these questions is "no," then it is likely you are suffering from some amount of fatigue—and you are not alone. Fatigue is ever present in the law enforcement profession, so much so that many officers' bodies have become accustomed to operating in a constant state of fatigue, which leads to increased risk. Understanding why law enforcement officers are likely suffering from fatigue, the impact of fatigue on officers' performance, and what agency leaders can do to mitigate the risks associated with sleep loss, is key to managing the risks associated with fatigue.

Adequate sleep is defined as between seven and eight hours of restful, restorative sleep each night.¹ However, studies show that officers are not getting this much rest. In 2009, Dr. Bryan Villa, a former police officer and leading researcher in police officer performance and sleep deprivation, reported that "[m]ore than half of police officers fail to get adequate rest... More than 90 percent report being routinely fatigued, and 85 percent report driving while drowsy."² In 2015, the U.S. Centers for Disease Control and Prevention labeled sleep deprivation as "an important public health concern."³ According to research conducted by the National Sleep Foundation in 2005, 71 percent of the individuals polled responded that they got less than eight hours of sleep on weeknights, and 40 percent obtained less than seven.⁴ Furthermore a 2000 study found that people who remained awake for 17–18.5 hours experienced levels of physical and cognitive impairment matching those found in the same individuals when their blood alcohol levels (BAC) were .05. The closer these test subjects came to being awake for 19 hours straight, the more

their impairment levels were equivalent to a BAC level of .10, which is .02 above the legal definition for being "drunk" across all 50 U.S. states.⁵

Why Officers Are Fatigued

The negative impact of fatigue is exacerbated by the common need for law enforcement officers to work additional hours of overtime in order to fill vacant positions, even if it is only an average of 90 additional minutes per week.⁶ A lack of sleep can also be occurring disproportionately across an agency, leading to greater levels of sleepiness in some officers. One report found that "80 percent of overtime [was] worked by 20 percent of employees," indicating an even more acute impact on some employees.⁷ Officers are also likely to work second jobs to make financial ends meet. Further, humans are naturally diurnal; that is, the natural "biological clock" in people is set for them to rest during the evening and be awake and active during the day. Thus, those who work evening and midnight shifts are in conflict with their natural circadian rhythms, causing misalignment. "This can cause sleep difficulties... that can lead to continuous partial sleep deprivation and chronic sleep loss."⁸ As with other professions that provide essential services during all hours of the day (and night), officers also might be unknowingly changing their sleep schedules and sabotaging their bodies' ability to adjust their internal clocks, even if they work set evening or midnight hours. This self-sabotage happens when officers or other shift workers change their sleep schedules from day to night on their days off during the weeks they are working evening or night shifts. This change is often made because officers want to spend time with their families and meet other social obligations during the day. Nonetheless, this change in sleep patterns resets shift

workers' "biological clocks" from night to day every week, further increasing their levels of fatigue.⁹

The Impact of Fatigue on Police Performance

The police profession is one of the most stressful and psychologically difficult jobs to work. An officer's safety is constantly at risk, and he or she must shoulder the burden of experiencing society's worst ills. Crimes against children, homicides, mass shootings, and the impacts of poverty and violence are just a few examples of on-the-job experiences that can affect an officer's ability to sleep soundly at the end of a shift. Being tired further reduces the ability of an officer to positively and effectively engage in those social interactions that are essential to good police work and psychological resiliency. A reduction in an officer's ability to express sympathy, process information, and read verbal and nonverbal cues might lead to a lack of empathy—or the misreading of a suspect's violent intentions.¹⁰

Law enforcement officers are sometimes required to make split-second decisions, with limited information, where they do not have the luxury of pre-planning and thoughtful consideration of the situation and the people they are facing. In circumstances like these, officers resort to their training, experience, muscle memory, and internalized response strategies, sometimes referred to as "gut instinct." In many law enforcement situations, cognitive reasoning, short- and long-term memory, the effective processing of external stimuli, visual acuity, and the use of complex and fine motor skills are essential. Since "specific neurocognitive domains including executive attention, working memory, and divergent higher cognitive functions are particularly vulnerable to sleep loss," adequate rest for an officer can become a matter of life or death.¹¹ In 2014, groundbreaking



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research concerning the effects of insufficient sleep on police-centric tasks involving stress was performed involving officers' abilities to make sound, objectively reasonable decisions during deadly force encounters. The researcher, David Blake, studied 53 officers across a one-week period and tracked their ability to make correct, rapid assessments of the threat level posed by an image of a subject who appeared as armed, unarmed, or ambiguous, which required a judgment call. He found that officers' choices became increasingly flawed in use-of-force (shoot versus don't shoot) scenarios as their levels of fatigue increased. This fatigue also impacted the officers at the end of a single day's shift, as more mistakes were made at the end of the day (post-shift) than were seen at the beginning of the day (pre-shift).

Specifically, poor sleep quality, greater TTA [total time awake], more days worked, and working night or swing shifts all decreased the accuracy of officers' decision making, especially when officers were presented with no-shoot and ambiguous scenarios.¹²

In addition to the decreases in officers' decision-making accuracy, sleep deprivation and fatigue increased the time it took officers to respond to threats.

Managing the Risk of Fatigue

In 2012, the American College of Occupational and Environmental Medicine's (ACOEM) Presidential Task Force on Fatigue Risk Management published comprehensive guidelines for establishing a fatigue risk management system in the workplace.¹³ The report presented foundational components that constitute a fatigue response strategy. These components included policy, fatigue data collection, sleep deprivation reporting mechanisms for employees, incident investigation when fatigue was suspected as a causal factor in an error or accident, training programs, and the management of sleep disorders, all in an effort to reduce the risk to an organization.¹⁴ The Boeing Company developed a Fatigue Risk Management System for its aviation maintenance technicians, many of whom engaged in shift work and focused intensely for many hours while performing work-related maintenance and safety checks. Recommended interventions included management's commitment to proactively addressing the issue, awareness campaigns involving anti-fatigue posters displayed at the workplace, training, and the use of specific techniques to reduce the negative impact of fatigue while at work, which included "exercising/stretching at frequent intervals, [and] talking to coworkers."¹⁵

Measuring Fatigue

Initially, responsibility for fatigue management in the workplace should be assigned to a member of the agency, either as a primary or collateral duty. This may be assigned to a sworn law enforcement officer or to a member of the health or human resources department. One of the first steps in fatigue management is measuring if, and to what degree, fatigue is present in an agency's officers. One simple tool to use to do this is the Epworth Sleepiness Scale. Developed in 1991, this survey has proven to be a valid and reliable measure of levels of sleepiness in individuals and serves as a useful first step in screening for possible sleep disorders. It is a simple, self-administered survey in which respondents are asked to rate their chance of dozing during a variety of different activities.¹⁶ This instrument could be distributed and completed during training on this topic, and a follow-up reference to a physician or sleep specialist could be recommended if necessary. As a means to quantify levels of sleepiness and to detect potential sleep disorders, the agency might choose to sponsor other types of sleep assessments to be completed by officers during their annual physicals. These could include either a formal or informal assessment of the person's sleep habits. Further, at least once during an officer's career, he or she should receive a formal, documented screening for the presence of a sleep disorder. Many medically valid and reliable instruments exist to accomplish this task, and this check should occur during the officer's regularly scheduled health screening or fit-for-duty evaluation. This is especially important since, in a

survey of almost 5,000 officers in the United States and Canada, 40 percent of the law enforcement officers who responded suffered from some type of sleep disorder.¹⁷

Fatigue Awareness Campaign and Training

To draw attention to this issue, the National Sleep Foundation annually declares one week in March or April as "Sleep Awareness Week." This date could be the kickoff time for an agency's internal campaign addressing the subject. Agencies can choose to offer training, provide information on their internal websites, or even hang posters that address the negative impact of workplace fatigue.¹⁸ Resources for this event can be found at the Sleep Foundation's website. The American Academy of Sleep Medicine also produces brochures on the topics of sleep and health, insomnia, drowsy driving, sleep hygiene, and sleep evaluations that can be purchased by an agency and provided to employees.¹⁹

Law enforcement agencies might also choose to increase levels of awareness in this topic by sponsoring training in fatigue prevention that introduces participants to the topics of sleep physiology, sleep loss, and human performance; the impact of fatigue on police officers; common sleep disorders; driving while drowsy and micro-sleeps; and how to achieve adequate, restful sleep through the practice of sleep hygiene. Training should also enable the employees, managers, and upper management personnel to recognize the presence of fatigue in one another. An example of this awareness training is the Federal Aviation Administration's Fatigue Countermeasures Training Program, which can be taken by anyone online.²⁰ The FAA program, while geared toward those in the aviation industry, is universal enough in its content to appeal to the law enforcement administrator. An agency might choose to deliver this training as part of its in-service program, thereby reaching 100 percent of its officer population. Alternatively, the course might be offered as advanced training to the department and could be opened to civilian employees as part of a law enforcement unit outreach event. Course instructors should be certified in adult education and specialize in training. Ideally, the class should be presented or co-presented by a licensed physician or a sleep specialist who is certified by the American Board of Sleep Medicine; a list of these individuals can be found at http://absm.org/recognition_list.aspx. Additionally, agencies should consider those root causes that contribute to fatigue and present training programs to counter them. These may include training in nutrition, exercise, and stress reduction.²¹ Since officers typically work overtime to earn extra money and, as a result, might be living an overtime-dependent lifestyle, classes that support fiscal stability can also be offered.

Fatigue Mitigation Policy and Practices

An agency should place a priority on establishing an environment in which the topic of fatigue is openly discussed, adequately assessed, and properly diagnosed. Agencies that wish to reduce the negative impact of sleep deprivation on the organization and its members should consider promulgating a policy that addresses fatigue. However, before issuing any policy, agencies should receive the input of line-level officers, supervisors, senior managers, and schedulers, as well as the approval of the appropriate legal, medical, and human resources representatives and their local unions (where appropriate). Two major contributors to sleep loss—schedules and overtime—should be collaboratively addressed, not just by management, but by all agency members, and the commute to and from work should be the focus of aggressive drowsy-driving reduction efforts.

All locations in which employees might experience sleepiness should be assessed to determine if there are environmental controls that may be applied to reduce levels of fatigue. These include such countermeasures as increased lighting, control of a room's ambient temperature, availability of caffeinated drinks, and so forth. Additionally, when an error, injury, or incident occurs in which fatigue

is suspected as a contributing factor, this should be noted in the investigation, and appropriate follow-up procedures should be put into place to reduce the likelihood of a reoccurrence.

Implementation Plan

A phased approach to a fatigue management response initiative can be used to enable departments with limited time or resources to implement particular aspects of the program. An incremental roll out of the project would also enable legal, human resource, medical, and command staff members to provide additional input as different levels of the initiative, requiring increasing levels of organizational commitment and involvement, are enacted. This progressive policy and practice implementation also stands to increase organizational buy-in because it does not require the simultaneous commitment of an agency to all components of a fatigue risk mitigation program. For example, a multiphase implementation could include the following steps:

- Level 1 – An agency delivers fatigue prevention training to its staff.
- Level 2 – An agency delivers training in the topic and implements a fatigue management policy.
- Level 3 – An agency delivers training, implements a fatigue management policy, and institutes the fatigue management practices detailed in this article.

Conclusion

The law enforcement profession requires much of its members. Society looks to its officers to provide protection and preserve the peace by enforcing laws, investigating criminal activities, and serving the general needs of the public. In the performance of their duties, officers are called upon to exercise sound judgment, exhibit a calm demeanor, act as effective problem solvers, provide excellent customer service, use reasonable force when necessary, and deal with the gravest of society's ills—all while remaining vigilant across a variety of shifts and under highly stressful environmental conditions. These demanding duties can be successfully met only by personnel who receive adequate, restorative sleep, and who are supported by agencies that know how to manage the risks associated with fatigue. ♦

The views expressed in this article are solely the responsibility of the author and should not be interpreted as reflecting the views of the Board of Governors of the Federal Reserve System.

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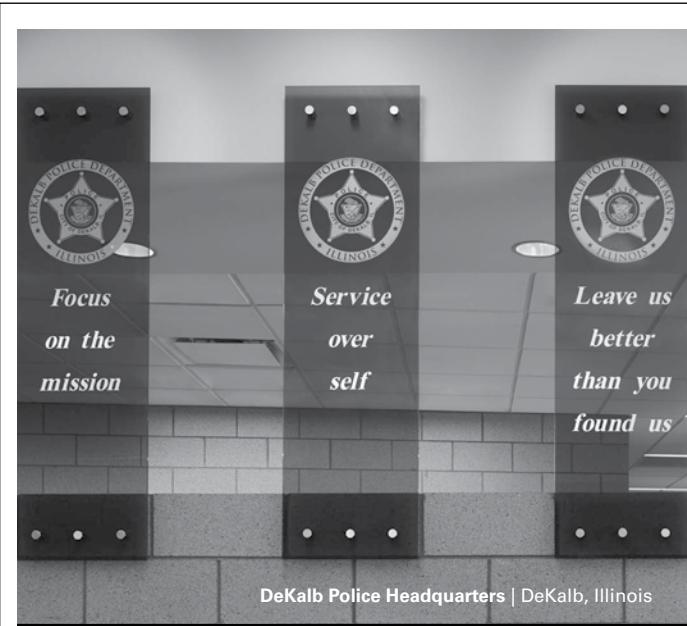
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Security Planning



Fiscal uncertainty, budget cuts, and a "do more with less" approach are among the many challenges in today's security environment. Renewing an agency's commitment to cooperative security strategic planning is more crucial than ever—it cuts redundancy and unnecessary complexity and generates balance and enhanced capability in security operations. The fluid nature of today's ideologically motivated violence will not fade despite budget cuts, and detection and response responsibilities entrusted to the security community will not diminish as a result of reduced resources. Stewards of homeland security, such as federal, state, and local government; public and private sectors; and academia, share a responsibility to break down barriers among one another with the intent to share expertise and align capabilities to deter terrorism and terrorism-related crime; collaboratively innovate as threats evolve; and operate in concert to build local, comprehensive, and flexible security programs that strengthen and integrate homeland security strategies into daily practices.

A fruitful starting point to cooperative security is recognizing why certain threats and challenges cannot be resolved solely through law enforcement's efforts. Terrorism is a prime and urgent example. Terrorists' using social media as a communications strategy and recruiting tool for homegrown, self-radicalizing individuals poses an unprecedented threat to communities worldwide. Recent examples at home and abroad have illustrated that lone-actor terrorists living within our communities have successfully operated under the radar of law enforcement. Successors will very likely be

By Joseph Kunkle, Assistant Federal Security Director, Transportation Security Administration

inspired to do the same. This deliberate strategy requires a constant focus by law enforcement on the upward trajectory of unpredictable violent extremism and the financial reality of sustaining extensive security measures over long periods of time. This changed environment calls for cooperative strategic planning with the aim of advancing budget-oriented security plans that are unifying, adaptive, risk-based, and have built-in surge capacity to respond to multiple threat streams and simultaneous major incidents. The latter is of high importance—slashing security budgets to the point of an operational "trickle" and expecting a "deluge" of responses to a major incident or multiple attacks is not viable at any level of government or in the private sector.

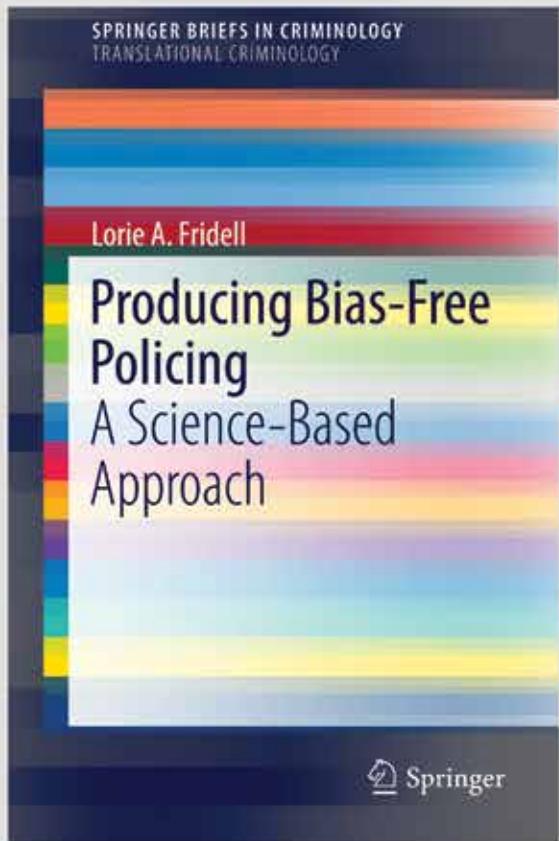
The overarching goals of cooperative strategic planning among security stakeholders are multifaceted: form or steadily strengthen partnerships to jointly assess the changing nature of terrorism; integrate capabilities and advance capacity to thwart attacks; expand security's footprint beyond one's physical security ring; promote a common operating approach; foster resiliency and increase collaboration to quickly adapt and respond to changing threats; and close gaps in independent security architecture between public and private sectors and across regional and local communities.

Cooperative security requires collective action, a unified approach that capitalizes on stakeholders' resources and expertise to align security methodologies and establish measurable outcomes to shifting environments and tactical conditions. This includes expanding security effectiveness by examining and broadening risk factors (threat, vulnerability, and consequence); sharing intelligence and identifying means of delivering actionable information in a timely manner; and communicating realistic performance expectations of security measures and security technologies across sector lines. Additionally, security partners should embrace a collective responsibility to develop scalable security measures against developing operational threats and breaking global events. Local or international incidents can have far-reaching impacts and influence the direction of violent extremism, accelerate attack timelines, and possibly trigger plots that undermine existing security measures and detection capabilities.



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The groundwork for collaborative planning is arduous and requires an investment of time and commitment of resources from all partners. Combining expertise across sector lines is vital to discovering best practices in existing security operations and uncharted opportunities in building linked security plans. Integrated strategies grounded in common sense will produce a framework with varied approaches of how best to deter, detect, train, and respond to the complexity of terrorist threats and handle the consequences should adversaries find vulnerabilities in security measures. Moreover, benchmarking among partners may uncover critical cost-saving or cost-avoidance concepts in security operations. This is crucial because efficiency alone will not generate the amount of savings most organizations require.

The risks emanating from today's threats make forward-thinking approaches, flexibility, and quick reaction all key components to cooperative strategizing. These strategic plans are living plans that require continuous analysis of emerging trends by all partners to prepare for and respond appropriately to novel threats in real time. The traditional long-term planning approach is less beneficial when resources disappear with the swipe of a pen, unexpected factors constantly

The risks emanating from today's threats make forward-thinking approaches, flexibility, and quick reaction all key components to cooperative strategizing.

emerge, and self-reliant threat actors appear overnight from broadcasted call-to-action messages on encrypted messaging apps. Security plans hold little value when they are written simply to satisfy a requirement and then filed away. These security plans need to be dynamic and realistic in scope, reflect knowledge obtained from attacks, and serve as a road map for how multi-organizational security groups will train together, respond to, and optimize existing security programs while maintaining openness in an ever-changing threat environment. Otherwise, plans end up becoming static and contribute to widening the gap between where security is and where it needs to be to ensure the safety and welfare of citizens.

Employing security measures and making technology investments based solely on unique threat characteristics of past incidents unconsciously places security in

a reactive mode. Allowing acts of terrorism to determine which security policies and measures are implemented next and which detection technologies receive funding is ineffective. An integrated holistic security approach does not merely respond to acute and persistent threats once they have occurred; it looks forward to potential threats with varying characteristics and takes appropriate action to mitigate the threats. Playing security "catch-up" to attack methods and refined terrorist tactics is never an advantageous position or an effective option against a multi-dimensional threat. The same amount of effort and resources put into analyzing past terrorist incidents should be invested in identifying terrorists' current and potential attack techniques, technical capabilities, and connectivity to global terror networks in order to strengthen and harmonize security efforts.



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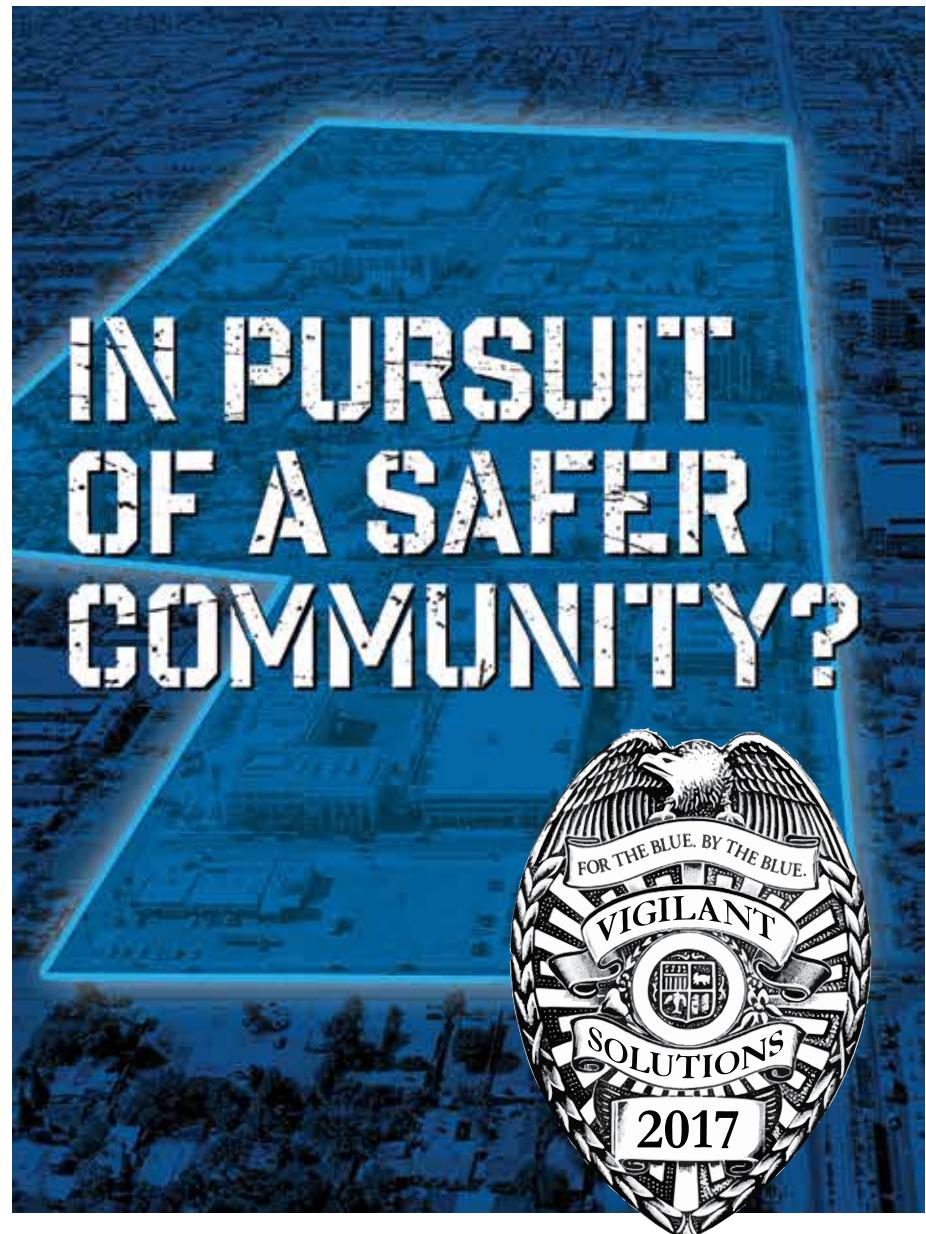
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Harmonizing cooperative security programs against conflicting interests of key partners and diverse business environments is challenging. To support the development of security capabilities, strengthen strategic communications, and define and synchronize critical roles between partners across areas of responsibility, it is important to create seamless partnerships and transition independent security plans into interdependent security frameworks that facilitate initiatives with the purpose of advancing across-the-board readiness against a broad threat spectrum. This level of outreach and collaboration can draw together a significant body of learning and resources to better protect traditional and soft targets from attack, reduce risks of uncertainty from unknown threats and threat actors, increase awareness of stakeholder's asset protection and recovery priorities, and address the longstanding challenge of security costs in a responsible manner.

A snapshot of recent attacks serves as a grim reminder that stewards of global security cannot protect against every conceivable point on the threat spectrum or foresee when an inspired individual will cross over from extremist principles to terror operations. The nature of this unknown and unpredictable threat underscores the need for partnership-focused approaches with flexible strategic plans that go beyond traditional security measures and reflect expanding readiness capability and investments in security operations at all levels. Security is not free. No organization can fully fund the multiple layers of security needed to protect its community from an evolving enemy from afar and within. Security is a shared responsibility among networks of partners on the front and back lines. This partnership begins with an engagement strategy that cultivates and sustains relationships with security stakeholders at all levels, promotes a greater understanding of the threat and security interdependencies, and develops pathways for collaboration on collective security concepts—followed by strong and smart actions that break organizational boundaries, build linkage, and drive results. ♦

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Investing in Your Officers to Manage Risk

By Tammy Pippen, MPA, Accreditation & Grant Manager, and Kenise Sumler, MA, Police Training Coordinator, Fayetteville, North Carolina, Police Department

Law enforcement agencies are faced with tough decisions every day to ensure their communities are protected. An agency's ability to fulfill this responsibility comes down to three vital components: education and training, finances, and staffing. Each of these three elements can, if managed appropriately, reduce risk for an agency.

In law enforcement, the stigma associated with risk management is likely tied to the most common liability claims, such as vehicle crashes, use of excessive force, false arrest, inappropriate off-duty conduct, property and evidence management, and unlawful search and seizure. These are re-occurring liabilities that most agencies will encounter. Given the complexity of risk management issues, why don't agencies invest more in these common areas? In today's atmosphere, agencies are (rightfully) willing to invest in rebuilding community trust, but some agencies fail to recognize the importance of simultaneously investing in their officers, only to have to scramble to do so after an incident reveals a hidden weakness or gap. What if the liabilities associated with risk management can be minimized with simple investments in agency personnel? What if these investments resulted in reduced complaints and fewer safety issues?

The Unequipped

One of the most obvious ways to invest in officers is to ensure they are fully equipped, which includes both physical tools and intangible equipment, such as education and training. The concept of improving policing with education is not new; in the United

States, the idea originated with August Vollmer, who served as the first chief of police in Berkeley, California, 1909–1931. Vollmer was the first U.S. police chief to open the door to community policing by placing officers on bicycles. In addition, he created a police record system, utilized radio communications, and started the world's first police school—and he required his officers to obtain a higher education.¹ According to *Time* magazine, this legacy survived his tenure for quite some time: "Vollmer's emphasis on an educated policeman has been carried forward and expanded under each of the three men who have succeeded him."²

As each decade passes, officers with college degrees become more common in the ranks, with some law enforcement agencies requiring a degree. For example, some agencies like the Gaston County, North Carolina, Police Department seek only candidates who hold a bachelor's degree from an accredited college or university.³ Although many agencies cannot afford to raise the pay grade for entry-level officers, some agencies are finding that an educational pay incentive is necessary to attract candidates who have a post-secondary education. The Fayetteville Police Department in North Carolina offers candidates with an associate's degree an additional \$1,250 a year, which goes up to \$2,500 a year for a bachelor's degree. Is recruiting officers with higher education worth the investment of time and money? A study conducted by Dr. William Terrill from Michigan State University suggests that college-educated officers are less likely to use force in encounters with civilians—this correlation could be attributed to the officers' communication or

problem-solving skills, two skill sets often honed in post-secondary courses.⁴

As mentioned, though, education is not the only equipment officers need to fulfill their duties in serving the community. In addition to traditional police equipment, such as radios, firearms, and uniforms, officers increasingly are being equipped with technology, such as mobile devices, GPS, and body-worn cameras (BWCs).

In 2014, BWCs became the topic of conversation within many communities, particularly in the United States, following a number of highly publicized officer-involved shootings. However, BWCs entered the market before 2014—the Fayetteville Police Department started testing BWCs as early as 2012. The agency had 5–10 functioning BWCs at the time, and like many advancements, it took growing concerns from the public and elected officials to accelerate the blueprint for the agency to move forward, and a \$530,000 grant made things progress quickly. Solving the age-old challenge of knowing exactly what happened during use-of-force incidents or other police-public interactions that open the door to lawsuits and other liabilities has long been a concern for police leaders. After the Ferguson, Missouri, turmoil, requiring officers to wear BWCs seemed like the answer to every concern voiced by citizens.

Many leaders within the law enforcement domain seem to be elated by the possibility that BWCs could reduce the number of lawsuits, reduce the incidence of use of force, and even reduce citizen complaints. Since the initial deployment of BWCs, the Fayetteville Police Department saw a 50 percent reduction in citizen complaints. The Bureau of Justice Assistance provided only 179 agencies with grant funds to deploy the field-altering equipment, and the bureau has spent more than \$20 million buying BWCs for local and state police departments.⁵ Many say that the costs overshadows the reduced liability benefit the body worn cameras have to offer. For an agency of about 350 sworn officers, the cost per officer to have a

BWC is about \$3,030, which doesn't include the additional cost for personnel to manage the video footage. Body cameras represent a significant investment. *The Huffington Post's* Nick Wing noted in an article that over a period of four years, a law enforcement agency spends \$1.4 million in lawsuits for police misconduct.⁶ Is it worth the risk? Is it worth the investment?

The Underfunded

Basic law enforcement training, commonly known as BLET, is a program that is designed to teach the foundational principles of policing. As community needs develop and change, law enforcement must be equipped to meet those needs as well. Shrinking budgets are impacting law enforcement agencies across the United States. Budgetary cuts are forcing agency heads to find ways to eliminate spending. Unfortunately, this can result in cuts to law enforcement training and programs. Reducing the training budget might save funds during the fiscal year, but the long-term costs and risks can be much greater. Some local community colleges and neighboring agencies provide free training opportunities to law enforcement, but, in some instances, the training provided is offered at only a basic level, leaving out a large number of personnel who need advanced and specialized training to maintain their certifications and remain current on policing trends within their field.

The bottom line is that agencies have to assess their training needs and come up with creative solutions to meet those needs. The first step is to identify large line items in their training budget and make modifications to reduce expenses. Agency heads should also consider, which conferences would be most beneficial to their agency for that fiscal year. To further reduce costs, agencies might think about alternating yearly which conferences to attend.

Another alternative is to participate in train-the-trainer programs for specialized content areas, such as racial intelligence and



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fair and impartial policing. Paying for three or four employees to attend train-the-trainer programs saves money—because trained employees bring the training content back to their agencies and are able to train other members of their agency. Once certified, participants will be able to teach sworn and non-sworn personnel the components of the course.⁷

Technology is another way agencies can reduce training expenses. Since 2012, the Pennsylvania Virtual Training Network (PVTN) has provided officers access to mandatory training and elective trainings.⁸ The Pennsylvania Chiefs of Police Association (PCPA) upgraded its PVTN to a different system, which will allow officers to complete in-service training, elective trainings, view training records, and additional administrative duties that relate to training. Several learning management systems (LMS) have been utilized across the United States to manage training courses and records and to identify specific training needs for government and private sector employers. The PCPA chose its system because the system was able to minimize training costs by reducing overtime paid to travel to training sites, lodging costs, and per diem expenses.⁹

The better training police have, the lower the risk that officers and their agencies will be exposed to civil or criminal liability. In 2014, the U.S. Department of Justice (DOJ) conducted the Fair and Impartial Policing training for St. Louis County, Missouri, law enforcement. The training session was led by Dr. Lorie Fridell, a national expert on racially biased policing. The DOJ saw this as an effort to build trust and strengthen the relationship among law enforcement officers and the communities they serve. A year later, former Chief Harold Medlock (retired) brought the same curriculum to the Fayetteville Police Department. The training was a significant investment in each employee (sworn and non-sworn). Medlock required all employees to take the training. As a large portion of civilian employees are in close contact with citizens each day, the chief saw the value of having all members of the agency trained. The following year, the Fayetteville Police Department saw a 50 percent decrease in citizen complaints.

The case of *Ohio v. Harris* (1989) the U.S. Supreme Court stated that law enforcement agencies who failed to provide training to officers place their departments at risk of being held liable for any damages.¹⁰ Not only is training a requirement, but training records management also is essential. By providing officers with training, agencies ensure their officers have the needed skills to de-escalate dangerous situations and the ability to avoid unnecessary violent confrontations, decreasing the risk of liability.

The Understaffed

In the 1980s and 1990s, a career in law enforcement grew to its highest popularity, and agencies' budgets increased. Today, agencies are facing a recruitment and retention issue. Many people are hesitant to join the ranks of law enforcement because of the officer-involved shootings that have happened throughout the United States, forcing agencies to rebuild and rebrand the law enforcement profession. Police staffing models in the United States are generally determined by one of these common methods: crime trends, a per-capita approach, the minimum-manning levels authorized or budgeted levels, and a workload-based model.

The magnitude and style of any law enforcement agency and the type of jurisdiction that it serves are a reflection of the character and demands of that community. The challenge agencies face is to determine the correct allocation and deployment of officers to meet the needs of the communities they serve. Once the personnel are allocated, the next step can further focus on how officers are deployed.

The partnership among sworn officers, non-sworn employees, and volunteers can make an agency more efficient.¹¹ A study by the International Association of Chiefs of Police (IACP) found that 85 percent of organizations were forced to reduce their spending in 2011 and 98 percent said their budgets would at least be somewhat of a problem in the coming years.¹² The study results show

that staff cutbacks of between 12,000 and 15,000 sworn officers occurred in one year due to financial constraints, which also critically impacted training and travel.¹³ According to the Budget Control Act of 2011, discretionary public safety spending will nominally increase through 2021, but these increases are expected to fall short of inflation and previous rates of increase, meaning law enforcement agencies will continue to have less, while asked to do more.¹⁴

Conclusion

A forward-thinking agency should have a crime fighting strategy that incorporates transparent policies, reality-based training, frequent workload analyses, procedures that promote higher education, and resources that employ innovative technologies and practices. Risk management practices should consider the long-term benefits of making minor budgetary and program adjustments. Some may doubt their agency's ability to implement some of the suggested strategies—but can an agency afford not to try? ♦

Notes:

¹Frances Dinkelspiel, "Remembering August Vollmer, the Berkeley Police Chief Who Created Modern Policing," Berkeleyside, January 5, 2017, <http://www.berkeleyside.com/2010/01/27/remembering-august-vollmer-the-berkeley-police-chief-who-created-modern-policing>.

²"Education: Parents & Pedagogs," *Time* 15, no. 19 (May 12, 1930); Andrew Hawkes, "The History and Importance of Police Training," *PoliceLink*, June 14, 2011, <http://www.policelink.monster.com/training/articles/143993-the-history-and-importance-of-police-training>.

³Gaston County, "Police Officer Requirements," <http://www.gaston.gov.com/departments/police/recruitment/police-officer-requirements>.

⁴Melinda Burns, "Cops and College: Do Police Need Book Smarts?" *Pacific Standard*, September 2, 2010, <http://www.psmag.com/cops-and-college-do-police-need-book-smarts-fc42b02c38cf#.4ar68exzx>.

⁵U.S. Department of Justice, "Department of Justice Awards Over \$20 Million to Law Enforcement Body-Worn Camera Programs," press release, September 26, 2016, <https://www.justice.gov/opa/pr/department-justice-awards-over-20-million-law-enforcement-body-worn-camera-programs>.

⁶Nick Wing, "We Pay a Shocking Amount for Police Misconduct, and Cops Want Us Just to Accept It. We Shouldn't," *The Huffington Post*, May 29, 2015, http://www.huffingtonpost.com/2015/05/29/police-misconduct-settlements_n_7423386.html.

⁷JPL Learning Solutions, "JPL Works with PA Police Chiefs of Police to Upgrade PAVTN.Net," press release, February 24, 2015, <https://www.jpllearning.com/news/jpl-partners-pa-chiefs-police-upgrade-pavtn-net>.

⁸Ibid.

⁹Ibid.

¹⁰*Ohio v. Harris*, 489 U.S. 378 (1989), <https://supreme.justia.com/cases/federal/us/489/378/case.html>.

¹¹International Association of Chiefs of Police (IACP), "VIPS—Volunteers in Police Service," <http://www.theiacp.org/VIPS>.

¹²IACP, *Policing in the 21st Century Preliminary Survey Results*, April 2011, 4, http://www.theiacp.org/Portals/0/pdfs/Policing_in_the_21st_Century-SURVEY_RESULTS.pdf. The 98 percent is derived from the following categories: somewhat of a problem (20.83%), a problem (35.42%), a serious problem (33.33%), and a severe problem (8.33%).

¹³Envisage Technologies, "Civilianization May Improve Police Effectiveness in Face of Budget Crisis," news release, March 29, 2016, <https://www.envisagenow.com/civilianization-may-improve-police-effectiveness-in-face-of-budget-crisis>.

¹⁴Budget Control Act of 2011, Pub. L. No. 112–25, 112th Cong. (2011).

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In Conjunction with the IACP's 124th Annual Conference and Exposition



Join us on Saturday, October 21, in Philadelphia, Pennsylvania, as we celebrate the IACP Foundation's vision, **that traumatically injured law enforcement officers will never feel abandoned**, and honor the finalists for the 2017 IACP/Target Police Officer of the Year Award, which recognizes outstanding achievement in professional policing across the globe.

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PRODUCT FEATURE:

BEYOND BODY-WORN CAMERAS: VIDEO AND IMAGE TOOLS TO HELP CLOSE CASES

By Scott Harris, Freelance Writer

The proliferation of video over the past few decades has been one of the most significant technological advancements for law enforcement. Video now derives from all kinds of different devices, which provides a wealth of opportunities—and challenges—for officers and detectives.

Recording video or capturing a still image is just the first link in a longer chain, though. For example, video footage also needs to be analyzed, clarified, managed, organized, and properly prepared to serve as valid evidence—all while maintaining security and chain of command. Luckily, thanks to some powerful hardware and software programs, today's officers and investigators can perform a range of sophisticated functions without needing a computer science degree.

"Some of the biggest issues have always been things like documentation and reproducibility in a forensic environment," said Larry Compton, digital media expert for Ocean Systems, based in Burtonsville, Maryland. "During the transition from analog to DVR up to today, the challenge is collecting the best evidence and then processing it. There are a lot of challenges and hurdles in that. Some of these [solutions] allow you to work and document everything along the way. And any technician or analyst can use it. It's very easy to understand."¹

Solving Problems

For the past 30 years, Ocean Systems has been providing multimedia expertise to the public safety sector. Their inaugural product was a customizable suite of video analysis tools known as dTective.

The dTective suite is still around, but now it's joined by a range of other products. These include ClearID, a Photoshop plug-in that facilitates video and image clarification for everything from digital video to fingerprints. "It filters for analyzing evidence and clarifying evidence to provide that bigger picture for the court," Compton explained.²

One of the most important traits in this field is versatility. Ocean's hardware kit, Omnivore, can capture video on the spot



Video Acquisition Field Kits

Overcome DVR Obstacles in Just Minutes



The Omnivore Field Kit can capture video from almost any source on the spot. Image courtesy of Ocean Systems.

from almost any source. That capability can save valuable time in an active investigation.

"It can be hard to get original bank video. You need special permission from corporate headquarters and that can take a while," Compton observed. "With our field kit, you take it to the scene and it can work with any output, be it an analog or an HDMI or what have you. If they can play it, our kit can capture it uncompressed and quickly get it out on the streets without degradation. It's access to actionable evidence. It helps tremendously to be able to process and get this information."³

The same principle holds true in license plate and facial recognition software, where capturing images is just the beginning.

"It is not simply snapping a picture of a license plate," said Roger Rodriguez, of Livermore, California-based Vigilant Solutions. "It gives the investigator the ability to go back in time and see where it may have been. It's a forensic investigation analysis tool, more than just image analytics."⁴

Vigilant's License Plate Recognition solution gathers not only license plate images, but also data, like time and GPS coordinates. The data are stored in the company's secure database and can potentially be used to solve crimes around the United States. "You take images and roll them into our system," Rodriguez said. "We have a huge database, and you can compare against millions and millions of other plates."⁵

The versatility to clarify an image in different ways is also part of what makes Vigilant's Facial Recognition software so effective. If a facial image is not sufficiently clear, it might not be possible to compare it against entries in databases.

"There are tools to correct and enhance images," Rodriguez said. "You can adjust posture. If the subject is not looking directly at the camera, you can turn the pose. You can color correct for lighting that may make a [database] algorithm not recognize [the facial features]. If there's something blocking a face, you can stamp it out. If it doesn't

work the first time, you can undo it and go back and do it again.”⁶

One video-analysis challenge gaining additional public attention is redaction. With body-worn cameras and other devices producing a massive influx of video files, redaction has become a critical barrier in preserving both public privacy and public trust.

Redacting faces, license plates, and other items on a frame-to-frame basis is a fairly mind-numbing proposition. Video redaction software products do exist, but they are not always tailored to law enforcement.

Enter Motorola Solutions and its Digital Evidence Management Solution. It's a full suite of devices and services, but one of the capabilities officials tout is its powerful redaction tool, which can work up to 25 percent faster than other software products.

“The user can identify an image, and the redaction service will find and replace all of them throughout,” explained Rohan Galloway-Dawkins, product director of intelligence-led public safety solutions for the Chicago-based corporation. “It’s also not just ‘tell me when you see a gun.’ It’s ‘tell me when you see a specific kind of gun.’”⁷

With the Digital Evidence Management Solution offering customers the ability to create images and video, and store and manipulate the files and associated data within one solution, Galloway-Dawkins said it's a safer and more efficient way to handle video for its ultimate use. “What sets us apart a little bit is the integrated nature of the analytics solution,” Galloway-Dawkins said. “It’s all in our evidence management solution. Users don’t have to move outside the chain of custody or that one single environment. We can track what happens there and who did what. There’s no ambiguity there.”⁸

Transparency and security in all phases of the process, particularly in a video and image context, can be more important issues than ever, and they are elements many vendors are paying close attention to.

“We promote transparency, best practices, and accountability,” Rodriguez said. “We don’t want anyone to just run a plate or a face. We show who is using the system and why and when. These are lead generators, and they require follow-up and oversight from detectives.”⁹

Ease of Use

As Galloway-Dawkins puts it, “the most powerful algorithm we’ve ever come up with means nothing if no one understands how to use it.”¹⁰ This succinctly explains why most vendors place a premium on user-friendliness, even in a field as technically complex as video analysis.

“The beauty of these tools is you don’t need to be tech savvy,” Rodriguez said. “There are easy interfaces. If you can draw a circle and work Google maps, you can do License Plate Recognition. If you can do any basic

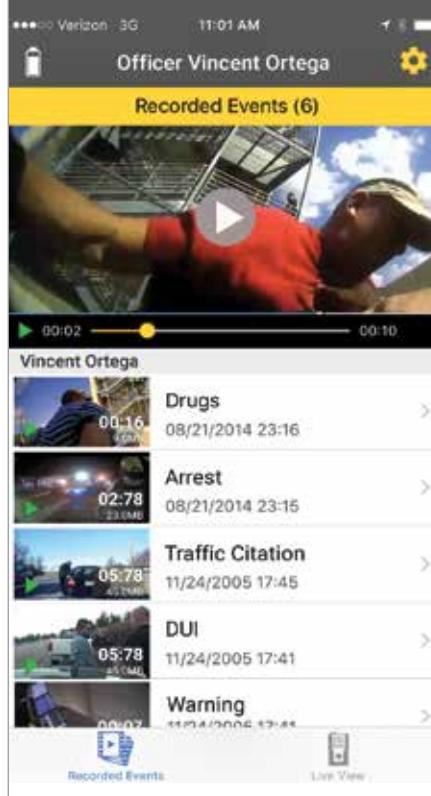


Image courtesy of WatchGuard Video

photo editing on your smartphone, you can do pre-processing on Facial Recognition.”¹¹

Jaime Carlin, principal for strategic communications at WatchGuard Video in Allen, Texas, said her company spends \$1 million each month on research and development. That goes not only toward technological muscle, but also toward making sure that almost anyone can use the company’s products, which include body-worn cameras, in-car cameras, and various video software solutions.

“It’s a simple and easy interface for officers, but there’s a really robust tool behind it,” she said. “It’s an integrated and synchronized in-car system...The in-car and the body cameras are working together.”¹²

Even a “simple” button-operated camera can be difficult to manipulate under life-and-death conditions. WatchGuard recognizes that risk, and allows equipment to capture video even when the camera is not on. “We don’t want officers to worry about pushing a button when his or her life or a member of the public’s life is in danger,” Carlin said. “They can go back after and capture it.”¹³

The company’s SmartConnect software also makes life easier for investigators in the field by allowing them to immediately see and analyze video. “SmartConnect would be on a smart device and allows officers to review video and classify it on their phone so they don’t have to wait,” Carlin said. “It saves them time.”¹⁴

Time-saving, easy to use, and reliable are all important qualities in video and image

management solutions. As this type of evidence continues to flow into law enforcement agencies from more device types and in higher volumes than ever before, it’s essential that agencies are able to access and select storage, processing, and security solutions that serve their current and emerging needs.♦

Notes:

¹Larry Compton (digital media sales, Ocean Systems), telephone interview, June 20, 2017.

²Ibid.

³Ibid.

⁴Roger Rodriguez (Vigilant Solutions), telephone interview, June 19, 2017.

⁵Ibid.

⁶Ibid.

⁷Rohan Galloway-Dawkins (product director, Motorola Solutions), telephone interview, June 21, 2017.

⁸Ibid.

⁹Rodriguez, telephone interview, June 19, 2017.

¹⁰Galloway-Dawkins, telephone interview, June 21, 2017.

¹¹Rodriguez, telephone interview, June 19, 2017

¹²Jaime Carlin (principal, strategic communications, WatchGuard Video), telephone interview, June 20, 2017.

¹³Ibid.

¹⁴Ibid.

PRODUCT FEATURE:

VIDEO AND IMAGE TOOL PROVIDERS

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Advance Registration Form

Register online at theIACPconference.org



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Use this form to save on registration fees until September 6, 2017.
Beginning September 7, 2017 only online registrations will be accepted.

CHECK ONE:

- I am an IACP Member; Membership Number _____
 I am a Non-Member
 I am applying now for Membership (Use Box "B" below to Join)
 I am the spouse or family member of _____ Their Member# _____

Full Name _____

First Name for Badge _____

Title/Rank _____

Agency/Organization _____

Agency Address _____

City _____ State _____

ZIP/Postal Code _____ Country _____

Phone # _____ Fax # _____

Email Address _____

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

Name _____

Children (5 and Under) Name(s) and Age(s) _____

Children (6–18) Name(s) and Age(s) _____

Source Code: PC1

A. CHECK APPROPRIATE REGISTRATION TYPE

- | | | | |
|--|-------|--|------|
| <input type="checkbox"/> IACP Member* | \$350 | <input type="checkbox"/> Children 6–18* | \$45 |
| <input type="checkbox"/> First Time IACP Member* | \$295 | <input type="checkbox"/> Children 5 and under* | FREE |
| <input type="checkbox"/> Non-member* | \$525 | <input type="checkbox"/> Expo Pass for Public Safety Personnel.. | FREE |
| <input type="checkbox"/> Family Member*† | \$125 | | |

1-DAY PASS AND 2-DAY PASS REGISTRATION WILL OPEN ONLINE SEPTEMBER 7, 2017.

B. IACP DUES

YES! I would like to join the IACP and take advantage of the First Time Member Registration Rate of \$295 (see the IACP website for membership benefits and criteria), plus the dues amount below:

- | | |
|--|-------|
| <input type="checkbox"/> Active Member | \$150 |
| <input type="checkbox"/> Associate Member – General | \$150 |
| <input type="checkbox"/> Associate Member – Leader of Tomorrow Sworn Officer | \$75 |
| <input type="checkbox"/> Associate Member – Academic | \$150 |
| <input type="checkbox"/> Associate Member – Service Provider | \$250 |

C. FOUNDATION GALA AND ANNUAL BANQUET TICKETS (Optional)

YES! I would like to purchase tickets for the **2017 IACP Foundation Gala** to be held on Saturday, October 21, 2017.

Tickets \$250 each; # of tickets: _____

No refunds. Pre-Conference ticket sales end October 18, 2017.

YES! I would like to purchase tickets for the **Annual Banquet** to be held on Tuesday, October 24, 2017.

Tickets \$100 each; # of tickets: _____

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PAYMENT

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

TOTAL AMOUNT TO BE CHARGED (Add A, B and C): \$ _____

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Please charge my credit card: Visa MasterCard American Express Discover

Acct. # _____ Exp. Date _____

Cardholder's Name _____

Billing Address _____

Signature _____

PLEASE COMPLETE THE FOLLOWING QUESTIONS.

The information is being requested to enhance your experience at conference and will be used by the IACP and exhibitors to better understand your interests.

1. How many sworn officers are in your agency?

- | | |
|-----------------------------------|---|
| A. <input type="checkbox"/> 1–5 | F. <input type="checkbox"/> 100–249 |
| B. <input type="checkbox"/> 6–15 | G. <input type="checkbox"/> 250–499 |
| C. <input type="checkbox"/> 16–25 | H. <input type="checkbox"/> 500–999 |
| D. <input type="checkbox"/> 26–49 | I. <input type="checkbox"/> 1,000 and above |
| E. <input type="checkbox"/> 50–99 | J. <input type="checkbox"/> N/A |

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

- | | |
|---|---|
| A. <input type="checkbox"/> Under 2,500 | E. <input type="checkbox"/> 100,000–249,999 |
| B. <input type="checkbox"/> 2,500–9,999 | F. <input type="checkbox"/> 250,000–499,999 |
| C. <input type="checkbox"/> 10,000–49,999 | G. <input type="checkbox"/> 500,000 and above |
| D. <input type="checkbox"/> 50,000–99,999 | H. <input type="checkbox"/> N/A |

3. What best describes your function/assignment?

- | | |
|--|--|
| A. <input type="checkbox"/> Administration | H. <input type="checkbox"/> Purchasing |
| B. <input type="checkbox"/> Field Operations | I. <input type="checkbox"/> Medical/Psychological |
| C. <input type="checkbox"/> Information Technology | J. <input type="checkbox"/> Legal |
| D. <input type="checkbox"/> Patrol/Investigations/ | K. <input type="checkbox"/> Retired |
| Tactical | L. <input type="checkbox"/> Other (please specify) |
| E. <input type="checkbox"/> Communications | M. <input type="checkbox"/> N/A |
| F. <input type="checkbox"/> Training | |
| G. <input type="checkbox"/> Fleet Management | |

4. What best describes your purchasing authority?

- | | |
|--|--|
| A. <input type="checkbox"/> Approve purchases | D. <input type="checkbox"/> Make suggestions to others |
| B. <input type="checkbox"/> Evaluate and recommend purchases | E. <input type="checkbox"/> End user only |
| C. <input type="checkbox"/> Develop specifications for purchases | F. <input type="checkbox"/> N/A |

5. Which best describes your agency/organization?

- | | |
|--|---|
| A. <input type="checkbox"/> Local | H. <input type="checkbox"/> Medical/Psychological |
| B. <input type="checkbox"/> State | I. <input type="checkbox"/> Non-profit |
| C. <input type="checkbox"/> County/Regional/ Special District | J. <input type="checkbox"/> Consultant |
| D. <input type="checkbox"/> Tribal | K. <input type="checkbox"/> Security |
| E. <input type="checkbox"/> College/University | L. <input type="checkbox"/> Legal |
| F. <input type="checkbox"/> Transportation | M. <input type="checkbox"/> Training |
| G. <input type="checkbox"/> Federal Government Agency/Military | N. <input type="checkbox"/> Company |
| | O. <input type="checkbox"/> Other |
| | P. <input type="checkbox"/> N/A |

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

- | | |
|---|---|
| A. <input type="checkbox"/> Aircraft | K. <input type="checkbox"/> Personal/Tactical Equipment |
| B. <input type="checkbox"/> Armor/Protective Equipment | L. <input type="checkbox"/> Professional/ Consulting Services |
| C. <input type="checkbox"/> Awards/Badges/ Challenge Coins | M. <input type="checkbox"/> Publication/Trade Journal |
| D. <input type="checkbox"/> Communications Equipment | N. <input type="checkbox"/> Restraints |
| E. <input type="checkbox"/> Education/Training | O. <input type="checkbox"/> Software |
| F. <input type="checkbox"/> Investigation/ Surveillance/Detection | P. <input type="checkbox"/> Testing Equipment |
| G. <input type="checkbox"/> Less-Lethal Weapons | Q. <input type="checkbox"/> Uniforms |
| H. <input type="checkbox"/> Lighting | R. <input type="checkbox"/> Unmanned Vehicles/ Robotics |
| I. <input type="checkbox"/> Mobile Technology | S. <input type="checkbox"/> Vehicle Accessories |
| J. <input type="checkbox"/> Government Agency | T. <input type="checkbox"/> Vehicles/Motorcycle/ATV |
| | U. <input type="checkbox"/> Weapons/Firearms |
| | V. <input type="checkbox"/> N/A |

7. How did you hear about IACP 2017?

- | | |
|--|--|
| A. <input type="checkbox"/> Have attended in the past | E. <input type="checkbox"/> Police Chief Magazine |
| B. <input type="checkbox"/> Received brochure | F. <input type="checkbox"/> Other (please specify) |
| C. <input type="checkbox"/> Received an email | |
| D. <input type="checkbox"/> A colleague told me about the conference | |

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

* Full conference registration fee includes access to all general sessions, workshops, receptions, Expo Hall, and Chiefs Night.

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

Philadelphia Hotel Information

Book early for best rates and selection at theiacpconference.org.

- Questions?** Contact OnPeak, the official IACP 2017 housing partner, at iacphotels@onpeak.com or 1.866.524.7456.
- For public transportation information visit theiacpconference.org.

*Rate is available for a limited time.

Rates as of 3/28/17. Rates are subject to change.

KEY	
●	Walk to Convention Center
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S	Suburban Train Station
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DOWNTOWN

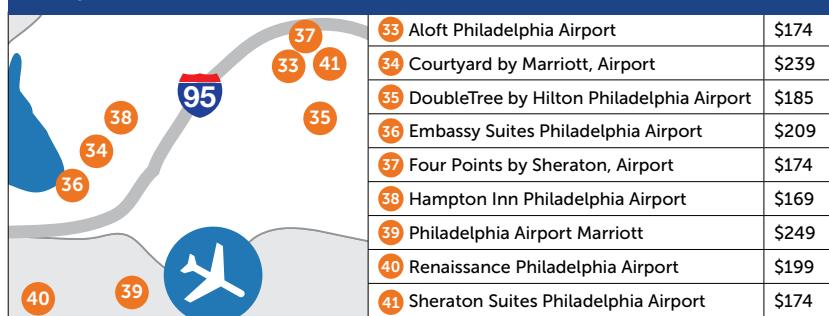


3	Aloft Philadelphia Downtown	\$239
4	Best Western PLUS, Philadelphia Convention Center Hotel	\$259
5	Courtyard by Marriott, Downtown	\$267
6	Doubletree by Hilton Hotel, Center City	\$233
7	Embassy Suites Philadelphia Center City	\$248
8	Four Points by Sheraton, Center City	\$259
9	Hampton Inn Philadelphia Center City, Convention Center	\$199
10	Hilton Garden Inn, Center City	\$221
11	Hilton Philadelphia at Penn's Landing	\$233
12	Holiday Inn Express Midtown	\$219

13	Holiday Inn Express Philadelphia, Penn's Landing	\$179
14	Home2 Suites by Hilton Philadelphia, Convention Center	\$229
15	Hyatt at The Bellevue	\$279
16	Kimpton Hotel Monaco Philadelphia	\$289
17	Kimpton Hotel Palomar Philadelphia	\$289
18	Le Méridien Philadelphia	\$275
19	Loews Philadelphia Hotel	\$244
20	Philadelphia Marriott Downtown	\$267
21	Residence Inn by Marriott Center City	\$267
22	Ritz-Carlton Philadelphia	\$282

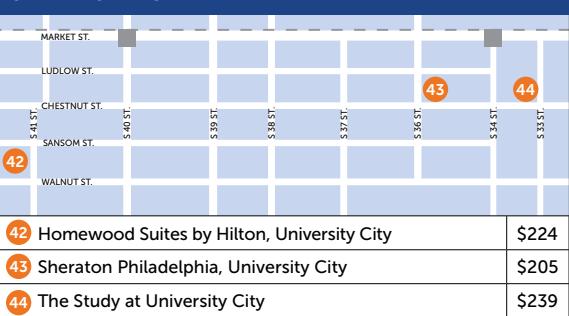
23	Sheraton Philadelphia Downtown	\$254
24	Sheraton Philadelphia Society Hill	\$214
25	Sofitel Philadelphia Hotel	\$277
26	Sonesta Philadelphia Rittenhouse Square <i>Reduced rate available until July 31</i>	\$222*/\$237
27	The Franklin Hotel at Independence Park	\$256
28	The Logan	\$293
29	The Warwick Hotel, Rittenhouse Square	\$259
30	The Westin Philadelphia	\$275
31	The Windsor Suites	\$229
32	Wyndham Philadelphia Historic District	\$224

AIRPORT



33	Aloft Philadelphia Airport	\$174
34	Courtyard by Marriott, Airport	\$239
35	DoubleTree by Hilton Philadelphia Airport	\$185
36	Embassy Suites Philadelphia Airport	\$209
37	Four Points by Sheraton, Airport	\$174
38	Hampton Inn Philadelphia Airport	\$169
39	Philadelphia Airport Marriott	\$249
40	Renaissance Philadelphia Airport	\$199
41	Sheraton Suites Philadelphia Airport	\$174

UNIVERSITY CITY



IACP Annual Conference and Exposition:

SOLUTIONS FOR A SAFER SOCIETY

2017 INSIDERS' GUIDE



October 21–24

Pennsylvania Convention Center
Philadelphia, Pennsylvania
theIACPconference.org

The 124th IACP Annual Conference and Exposition will take place from Saturday, October 21, 2017, through Tuesday, October 24, 2017, at the Pennsylvania Convention Center, 1101 Arch Street, Philadelphia, Pennsylvania, USA.



The 2017 IACP Annual Conference and Exposition (IACP 2017) gives attendees access to more than 200 educational sessions, more than 600 exhibitors, and hundreds of networking opportunities, all in a span of four days. IACP 2017 will allow you to focus on specific skills and experiences you can immediately bring back to your agency. You will also learn global best practices, make new contacts with law enforcement leaders, and gain valuable insights and solutions for a safer society.

With so much to do, it is helpful to register early and plan ahead. IACP has created tools and resources to help you get organized and get the most out of the conference. Download the mobile app to start planning your conference experience (see instructions on page 59). In addition, this year, IACP developed an online justification kit, containing customizable resources—including a goals sheet that can help you get organized and select your daily activities. With so many options at the conference, the goals sheet will help ensure you get just what you need to take back to your agency.

Conference Registration

Register on or before September 6, 2017, to get the best deal and save money. Registration rates for all categories of attendees can be found in Table 1. The full conference rate includes access to all general assemblies, workshops, receptions, the Exposition Hall, and Chiefs Night.

TABLE 1: IACP 2017 Registration Rates

CATEGORY	ADVANCE REGISTRATION RATE (on or before 9/6/2017)	REGISTRATION RATE ONLINE & ON-SITE REGISTRATION (on and after 9/7/2017)
IACP Member	\$350	\$425
First-Time IACP Member*	\$295	\$370
Non-member	\$525	\$650
Family Member†	\$125	\$125
Children 6–18	\$45	\$45
Children 5 and Under	FREE	FREE
Exposition Hall Pass‡	FREE	FREE
1-Day Pass§	—	\$85
2-Day Pass	—	\$160

Notes:

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

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

‡Public Safety includes offices of police, sheriffs, EMS, fire service, hazmat and park rangers from federal, state, city, county, campus, and tribal agencies, and the armed forces. To qualify for this three-day exhibit hall-only pass, the recipient must work for the government or a public safety agency and will be required to show their credentials upon arrival. The IACP reserves the right to refuse ineligible registrations.

§1-Day and 2-Day Pass registration will begin online on September 10, 2017. Each person may register for only ONE 1-Day Pass or 2-Day Pass.

Justification Toolkit

To help you organize your conference planning and, if needed, to assist you in justifying your attendance at IACP 2017 to supervisors or other decision makers, IACP has developed a toolkit you can personalize to meet your needs. The online toolkit includes

- » an editable letter you can use to help justify your attendance at the conference
- » a goals worksheet
- » an expense calculator
- » the schedule at a glance
- » a printable registration form

You can access the toolkit by visiting www.theIACPconference.org and selecting Justification Toolkit from the Event Overview dropdown menu.

IACP 2017 INSIDERS' GUIDE

Conference Registration.....	57
Education	57
Networking.....	60
Exposition Hall.....	61
Getting To and Around Philadelphia	62

Education

More than 200 workshops on a wide range of current topics will take place Saturday, October 21, through Tuesday, October 24, starting daily at 8:00 a.m. Workshops will range from 60 to 90 minutes, along with 20-minute Quick Hit sessions. The workshops will span 12 specialized tracks: Leadership, Foundation, Host Department, International Managers of Police Academies and College Trainers (IMPACT), Legal Officers Section, Police Physicians Section, Police Psychological Services Section, Public Information Officer Section, Quick Hits, Smaller Agency, Technology and Information Sharing, and Companion. See the following information for more about each track and a selection of the workshops they will include.

Leadership Track: A wide variety of topics are presented within this track with a focus on current issues facing law enforcement executives. Select workshops will place an emphasis on leaders of tomorrow, providing information that will help individuals with long-term career aspirations in law enforcement build a solid foundation.

IACP 2017 Education Sessions

The 200+ workshops available at IACP 2017 cover a myriad of different topics. This list is merely a sampling of the education sessions that you can choose from—visit www.theIACPconference.org/program/2017-education-program or download the IACP Events mobile app to see a full list.

- » A Day in October: How a Small Agency Overcame the Odds
- » Advancing 21st Century Policing in Smaller, Rural, and Tribal Communities
- » Autonomous Vehicles: Law Enforcement Issues and Preparedness
- » Brains, Bias, and Decision-Making
- » Building a Support System as a Foundation of Resilience for Law Enforcement Families
- » Countering Violent Extremism: Review of Available Resources and Funding
- » Creating a "Bleed-Safe" Community
- » Crime Victims Have Rights: What You Need to Know About Working with Crime Victims
- » Crowd Control: Ensuring Protection of First Amendment Rights
- » Dark Net 101: Combating Online Criminal Activity in an Increasingly Anonymized Environment
- » Developing an Effective Response to Police Mental Health and Substance Abuse Challenges
- » Do Work-Family Conflict and Resiliency Mediate Police Stress and Burnout? A Study of State Police
- » Ethical Issues Facing Police Officers, Their Agencies, and Their Lawyers
- » Family Violence: Don't Kick the Kid...Or the Dog
- » Fire as a Weapon during Violent Attacks
- » Got Comms? Identifying, Locating, and Mitigating Jamming
- » Hit Pay Dirt: Building an Innovative Fundraising Strategy That Attracts Private Sector Funds
- » Homeless Concerns: Community Policing between Homeless and Business Communities in Center City
- » How to Guarantee a Lackluster Social Media Presence and Fail at Resonating with Your Community
- » How to Tell a Human Interest Story as a Public Information Officer
- » Innovative Approaches in Youth Engagement: The Philadelphia Youth Film Project
- » Keeping the Super Heroes Super
- » Leveraging Partnerships: How Mid-Sized Agencies Are Using Data to Combat Community Violence
- » Marijuana Madness: What Every Chief Should Know
- » Mental Illness Response: Legal, Policy, and Training Issues
- » Now Trending: Top Topics for Police Foundations
- » Officer Health and Wellness Education for Families
- » Patrol Officer Tactical Casualty Care: A Programmatic Approach
- » Preparedness and Response: Use of Tactical Medical Teams and Medical Countermeasures
- » Public Trust After a Police Use of Deadly Force Incident
- » Simulation Technology: The Future of Police Training
- » Stewardship of a Black Chief: Balancing Expectations
- » The Impact of Body-Worn Cameras on Agency Risk Management
- » The Israeli Experience in Dealing with Mass Casualty Violence
- » The RENEW Program: A Collaborative Approach to Diverting Violent Extremism
- » The Rights and Limitations of the Public and Media to Film Peace Officers
- » The Use of Open Source and Social Media to Identify Actionable Intelligence in Investigations
- » The Way of the Jedi: Developing Balance between the Warrior and Guardian Mindset
- » Tools to Increase Diversity and Validity in Hiring Police Officers
- » Using the Lens of History to Facilitate Critical Conversations between Law Enforcement and Communities
- » We Administered Narcan, Now What? Reducing Future Overdoses and Improving Public Safety
- » Wolves in Sheep's Clothing: Tools for Ascertaining Fraudulent Police Disability Claims

Foundation Track: Police foundations can be a powerful tool to enhance community-police relations. Educational offerings in this track provide information and tips from starting a foundation to maintaining long-term success.

Host Department Track: The Philadelphia Police Department highlights programs and achievements that have worked within its jurisdiction that can be transferable to other agencies, regardless of size or population served.

International Managers of Police Academies and College Trainers (IMPACT) Track: The workshops in this track facilitate the exchange of ideas and procedures for the effective coordination of education and training within law enforcement agencies worldwide.

Legal Officers Section Track: Law enforcement executives and legal advisors will be updated on current legal practices, trends, and issues within the law enforcement field.

Police Physicians Section Track: These educational sessions will promote the exchange of information among police medical practitioners, highlight effective police medical practices, and provide professional expertise. Physicians attending sessions within this track are eligible for continuing education credit hours.

Police Psychological Services Section Track: Psychology-related issues such as assessment, counseling, and operational assistance are covered in workshops within

this track. The sessions will be pertinent to both mental health and law enforcement professionals. Psychologists attending sessions within this track are eligible for continuing education credit hours.

Public Information Officer Section

Track: The workshops in this track will focus on the role and ability of public information officers to plan and implement effective public information programs, including public relations, social media, and community-police communications.

Quick Hits: These 20-minute sessions are modeled after TED Talks and are meant to provide quick, concise information on relevant topics within the law enforcement industry.

Smaller Agency Track: The educational sessions in this track will focus on practical solutions to specific challenges facing executives of small law enforcement agencies. Workshops will highlight innovations and best practices and suggest resources.

Technology and Information Sharing

Track: Technology is constantly evolving. These workshops will highlight topics such as new innovations; planning, implementing, and managing technology; and the effectiveness and efficiency of operations.

Companion Track: Families of law enforcement personnel provide important support systems. Workshops in this track will cover topics such as stress management, officer safety and wellness, and more. While the target audience is companions of law enforcement officers, key takeaways are offered that can benefit all agency personnel.

NEW! **Workshops will be searchable online and in the conference mobile app not only by track, but also by topic and audience perspective. These new search capabilities will help you better personalize your educational experience by identifying programming you want to learn more about.**

General Sessions

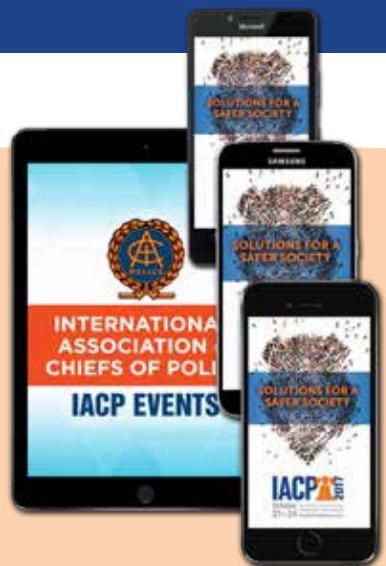
Opening Ceremony

SATURDAY, OCTOBER 21,
3:30 P.M.–5:00 P.M.

Be inspired and motivated for four days of leadership, education, and networking! The Opening Ceremony on Saturday will kick off with a welcome from the police commissioner of the Philadelphia Police Department. Then, our headline speaker will offer insights on how to be an effective leader, inspire others, and transform culture.

Mobile App

This year, IACP will provide a smaller program guide on site that offers only a general overview of the conference events. To ensure you know what is happening throughout IACP 2017, including who is speaking when and where, download the IACP 2017 mobile app today. Start selecting the sessions you want to attend and mapping out a path in the Exposition Hall. With so much to choose from, don't wait until the last minute to make the most of your time at IACP 2017!



The mobile app continues to offer the quality and informative features you have come to expect, including the following capabilities:

- » Stay organized with up-to-the-minute Exhibitor, Speaker, and Event information.
- » Sync the app across all your devices with Multi-Device Sync.
- » See what sessions are happening at that moment and for the next 30 minutes with the "What's Happening Now" feature.
- » Receive important real-time communications from IACP.
- » Build a personalized schedule and bookmark exhibitors using "My Schedule."
- » Take notes and download event handouts and presentations.
- » Rate the sessions you attend and comment on them.
- » Locate sessions and exhibitors on the venue maps.
- » Find attendees and connect with your colleagues using "Friends" and the "Attendees" icon.
- » Stay in the know and join the conversation using the "Social Media" icon.

App Download Instructions

As IACP expands its member benefits, we have conference apps for both our Annual Conference and the Technology Conference. To keep them in one convenient area, we now have an IACP Events app.

Once you have downloaded and opened the app, choose IACP 2017 Annual Conference and tap Download.

SCAN: Use your device's QR code scanner to quickly find the IACP Events app.

SEARCH: The App Store or Google Play for "IACP Events"

FOR ALL OTHER DEVICE TYPES: (including BlackBerry, Windows, and other web browser-enabled devices): point your mobile browser to www.core-apps.com/dl/iacp to be directed to the proper download version for your device.



Building Your Schedule

To add an event to your personal schedule, open the event and select the Star icon to the left of the screen. IACP staff will use the workshop selection activity to finalize room assignments, doing our best to ensure attendees can get in a workshop room and assign popular workshops to larger rooms.

General Assembly

**MONDAY, OCTOBER 23,
10:00 A.M.–11:30 A.M.**

Monday's General Assembly will feature the association's annual business meeting, as well as the candidates for 2018 office. Learn more about members running for office on pages 64–67. Monday is also Uniform Day, which celebrates the association's diversity and internationalism through a spectacular array of uniforms from around the globe. Participants are asked to wear their department's uniform (cap or hat is optional). Wearing firearms and other weapons is discouraged for security reasons.

Critical Issues Forum

**TUESDAY, OCTOBER 24,
10:00 A.M.–11:30 A.M.**

Tuesday's Critical Issues Forum will help close out the conference with a look at how the policing profession continues to evolve as law enforcement professionals face new challenges. Incidents over the past couple of years have led to increased anti-police sentiment. In our Critical Issues Forum, we will take a closer look at the effects of this sentiment and a panel of law enforcement executives will examine the factors contributing to the trend of de-policing and what it means for law enforcement professionals and the communities they serve.

Global Perspectives Series

Four insightful sessions are designed to highlight current events and challenges that law enforcement agencies and leaders face.

The Forum: Share Your Challenges and Insights

Over the past year, IACP has hosted a number of meetings to listen and gain a better understanding of the distinct challenges law enforcement executives are facing within the communities they serve and their agencies. In an effort to better serve you, we are now bringing this opportunity to the IACP Annual Conference and Exposition attendees. Please join IACP President Donald De Lucca, Deputy Executive Director Terrence Cunningham, and Executive Director/Chief Executive Officer Vincent Talucci to share your thoughts and insights on the law enforcement profession and help IACP develop the necessary products and services that will better serve you, your community, and your agency.

Pulse Night Club Mass Shooting, Orlando, Florida

On June 12, 2016, the Pulse Night Club gained international attention as it became the scene of the deadliest mass shooting by a single gunman in U.S. history and the deadliest terrorist attack on U.S. soil since the events of September 11, 2001. Forty-nine people were killed, and fifty-three were injured. Chief John Mina of the Orlando Police Department will provide an in-depth look at his agency's response and the aftermath of this tragic event. This overview will provide information on the lessons learned, the takeaways from this incident, and the sheer magnitude of the event's effects on the community.

Turning the Microphone: How the Conversation with the Media Has Changed

Have you had a media interview that didn't go as planned? Or do you watch the evening news and feel like the media has it all wrong? In this Global Perspective Series session, we are turning the mic toward the media. Hear from leading reporters and anchors as they answer questions about how they work, why they do what they do, and what law enforcement leaders can expect in a modern media interaction. Find out ways you can work with the media to more effectively share your message and communicate with those you serve.

How to Find, Hire, and Keep the Finest

This session will examine the various innovative approaches to recruitment, selection, and retention in the private sector and analyze how those could be adapted to the field of law enforcement. In addition, the law enforcement panelists will discuss the best practices that have been utilized successfully in their own agencies. The panel will then discuss any potential hurdles to implementing these innovative approaches in small, large, and international law enforcement organizations. Included in the presentation will be time for questions for our panelists from the audience.

Networking

IACP 2017 comprises more than 150 events where attendees from across the globe can exchange ideas and foster professional relationships.

Please note that events with an asterisk are not included with conference registration and require additional registration or the purchase of tickets.

Motorcycle Ride*

SATURDAY, OCTOBER 21, 8:30 A.M.

The Philadelphia Police Department will host a motorcycle ride through the scenic back roads of Bucks County, Pennsylvania. Riders will enjoy winding their way through several historic covered bridges and a route marked by miles of foliage at the peak of their fall colors. For more information and to register for this event, visit the Special Events page at www.theIACPconference.org/program/special-events.

11th Annual IACP Foundation Gala*

**SATURDAY, OCTOBER 21,
6:30 P.M.–10:00 P.M., PHILADELPHIA
MARRIOTT DOWNTOWN**

Come out Saturday evening, October 21, as IACP and IACP Foundation supporters announce the 2017 IACP/Target Police Officer of the Year Award Finalists and honor officers critically injured in the line of duty. The 11th Annual IACP Foundation Gala is an outstanding opportunity to network with leaders, honor law enforcement's finest, and enhance your conference experience. For more information, visit www.theIACP.org/Foundation/Gala.

5K Supporting the Special Olympics*

**SUNDAY, OCTOBER 22, 8:00 A.M.,
MEMORIAL HALL**

The Philadelphia Police Department is hosting a 5K run to support the Special Olympics. Kick off your morning with a spirited run starting and ending in front of Memorial Hall. The route will take you through Fairmount Park, the Horticultural Center, and the Shofuso Japanese House. Transportation will be provided between the Pennsylvania Convention Center and the race. Visit www.theIACPconference.org/program/special-events for additional details and to register.

Highway Patrol Motorcycle Drill Team Performance

**SUNDAY, OCTOBER 22,
5:30 P.M.–6:30 P.M., MARKET STREET
IN FRONT OF THE PHILADELPHIA
MARRIOTT DOWNTOWN**

After the Exposition Hall closes on Sunday, walk to the Philadelphia Marriott Downtown on Market Street to see a fantastic performance by the Philadelphia Police Department's Highway Patrol Motorcycle Drill Team. See the amazing stunts, drills, and formations they perform with precision. No registration or ticket purchase required.

IACP's Chiefs Night

MONDAY, OCTOBER 23,
7:00 P.M.–10:00 P.M., READING
TERMINAL MARKET, GRAND HALL,
PENNSYLVANIA CONVENTION CENTER,
FILBERT STREET, FIELD HOUSE

Join your friends and colleagues at the Philly-Octoberfest Chiefs Night reception! This multi-venue family friendly festival is a great way to relax and enjoy time with other conference attendees. Graze your way through more than 35 food merchant stands at Historic Reading Terminal Market, learn about local brews or shoot some hoops at Field House, kick up your heels on Filbert Street, and enjoy some friendly competition with interactive games and contests in the Grand Hall of the Pennsylvania Convention Center. Wander through these connected spaces and enjoy the great variety of food, drinks, and activities! (*All attendees, including family members, must be registered and wearing their conference credentials to enter this event.*)

Annual Banquet*

TUESDAY, OCTOBER 24,
6:00 P.M.–11:00 P.M., TERRACE
BALLROOM, PENNSYLVANIA
CONVENTION CENTER

Be sure to attend the IACP Annual Banquet, which features the formal swearing-in of the IACP president and board of officers. For the first time, IACP will also present the IACP Leadership Awards during this special evening of recognition. This is a black-tie optional event (business suits are appropriate). Guests will enjoy entertainment including music and dancing at the conclusion of the program. Seats are sold on a first-come, first-served basis and are limited. Visit www.theIACPconference.org for more information.

Exposition Hall

The Exposition Hall (Expo Hall) at IACP 2017 is once again filled with more than 600 exhibits from leading technology and service providers to assist law enforcement in finding solutions for a safer society. Visit the Expo Hall Sunday through Tuesday to discover new products and services and make new contacts. The Expo Hall officially opens on Sunday, October 22, at 10:00 a.m., after the ribbon-cutting ceremony at 9:45 a.m.

Expo Hall Areas

While in the Expo Hall, visit one of the IACP areas to enhance your experience.

- » Catch a football game or the latest news in our Entertainment Zone (#4101), sponsored by the Zellman Group.

- » Ease your aching muscles with a foot or neck massage or enjoy a fresh-from-the-oven cookie in our Relaxation Zone (#1859).
- » Check email using complimentary Wi-Fi in our Connection Zone (#801).
- » Learn about new technology solutions in our Solutions Presentation Theatre (#825).

You will also find the IACP 2018 booth staffed by the hosts, the Orlando, Florida, Police Department (#1437). Stop by to reserve your conference registration and hotel room for next year.

NEW! **Experience the Hub**
While in the Expo Hall, stop by the Hub (#2525) where IACP will be showcasing many of its member benefits such as:

- » Professional Development—Land that next job or promotion with some coaching, resume reviews, mock interviews, and media training.

- » Quick Hits—Find additional Quick Hit sessions on the Expo Hall floor on Monday and Tuesday.
- » Networking—Meet up with friends and colleagues to trade insights and ideas.
- » Photo Ops—Capture conference memories with fun IACP props.

Expo Hall Hours

The IACP Expo Hall is open for a total of 18 hours over three days with more than six hours of dedicated time to meet with exhibitors, including lunchtime each day.

- » Sunday, October 22
10:00 a.m.–5:00 p.m.
- » Monday, October 23
10:00 a.m.–5:00 p.m.
- » Tuesday, October 24
10:00 a.m.–2:00 p.m.

Free Expo Hall Pass

Sworn officers, first responders, and civilian employees of public safety and government agencies and the armed forces





IACP 2017 takes place in Philadelphia, Pennsylvania, known as the City of Brotherly Love.

Philadelphia is a vibrant, diverse city that offers a great mix of historical sites, art, and an active gastronomic scene. The newly opened Museum of the American Revolution is a state-of-the-art immersive experience through an important time in U.S. history. Walk day and night through the vibrant Philadelphia streetscape and immerse yourself in America's Old and New World. The picturesque and friendly streets are lined with parks, rivers, shops, public art, restaurants, and museums.

Most of this year's conference events will take place in and around the Pennsylvania Convention Center at 1101 Arch Street, in the heart of Center City. The convention center is a short walk from Independence Hall, Rittenhouse Square, and Chinatown. Along the western entrance of the convention center is Museum Mile and attached to the facility is the culinary melting pot, Reading Terminal Market. Plan to spend extra time exploring these sites before or after the conference.

can register for complimentary access to the Expo Hall. Public safety agencies include offices of police, sheriffs, EMS, fire service, hazmat, and park rangers from federal, state, city, county, campus, and tribal agencies, and the armed forces. To qualify for this three-day Expo Hall-only pass, recipients must work for the government or a public safety agency and will be required to show their credentials upon

arrival. See more at www.theIACPconference.org/event-overview/registration-category-and-fees/#free.

Getting To and Around Philly

Philadelphia, Pennsylvania, the City of Brotherly Love, is the site of the 2017 IACP Annual Conference and Exposition.



Please Join Us IACP Annual Banquet

FEATURING THE FORMAL SWEARING-IN OF THE PRESIDENT AND BOARD OF OFFICERS

Tuesday, October 24 from 6:00 p.m. to 11:00 p.m.

Terrace Ballroom, Pennsylvania Convention Center

For the first time, IACP will present the IACP Leadership Awards during this special evening of recognition.

Guests will enjoy music and dancing at the conclusion of the program.

Seats are sold on a first-come, first-served basis and are limited.

IACP
October 21–24
Philadelphia, Pennsylvania

Individual tickets can be purchased at theIACPconference.org.

Black-tie optional.

Travel to Philadelphia

By Air

The Philadelphia International Airport (PHL) is served by 25 airlines with more than 1,200 daily nonstop arrivals and departures to and from 120 cities worldwide. The airport is located seven miles from Center City and is easy to access via mass transit or taxi.

IACP has arranged a discount for travelers booking flights to Philadelphia on United Airlines for travel October 14–30, 2017. Take advantage of this discount by visiting the United Airlines website and entering discount code ZY5A951900. Visit www.theIACPconference.org and under Event Overview, select Philadelphia Travel Information for a direct link to United's discounted travel page.

By Train

Travel to and from Philadelphia by train is easy and convenient with the 30th Street Amtrak station conveniently located downtown and just over one mile from the convention center. Amtrak offers a group discount for groups of 20 or more individuals traveling together on the same train. Learn more at www.Amtrak.com.

Getting Around Philadelphia

Center City is very accessible via SEPTA, Philadelphia's mass transit system. There is a stop at both the PHL airport and 30th Street Station serving the downtown area. The Jefferson Station is at the convention center and the Suburban Station is within a short walking distance to a third of the hotels within our room block.

Taxis are readily available throughout the city. There is a taxi stand at the convention center. A flat rate from the airport to the convention center is \$28.50.

If you are driving to the city, there are many parking lots near the convention center. IACP has secured a \$5.00 coupon at the Convention Center Parking Facility located at 1324 Arch Street, directly across the street from the convention center. The garage also offers an Early Bird discount of \$15.00, Monday through Friday, for vehicles in by 9:00 a.m. and out by 6:00 p.m. You can download the coupon from the Philadelphia Travel Information page on www.theIACPconference.org.

IACP has arranged for shuttle transportation to and from the official conference hotels to the convention center. A hotel map can be found on the conference website for reference (see Philadelphia Travel Information under Event Overview); it indicates which hotels are within walking



Top: Philadelphia's 30th Street Station is an impressive introduction to the city for train travelers and is conveniently located about one mile from the convention center. (Photo by PHLCVB.) *Bottom:* The Philadelphia International Airport has flights to and from 120 cities worldwide. It is an easy trip from the airport to Center City via mass transit or taxi. (Photo by Richard McMullin for PHLCVB.)

distance and which have shuttle transportation. Shuttles will run approximately every 20–30 minutes from 7:00 a.m. to 6:00 p.m., from the Friday before the conference through Tuesday of the conference.

Reserve Your Hotel

If you have not already done so, book your hotel room before the room block at the official IACP conference hotels are sold out. IACP has secured rooms at 44 hotels this year to accommodate

attendees. Eleven of the hotels are within walking distance of the convention center. OnPeak is the official housing company for IACP 2017 and can assist you with all your housing needs. Book your hotel via www.theIACPconference.org to receive discounted rates and avoid extra change or cancellation fees.

We look forward to seeing you in Philadelphia this October. For more information about the conference please visit www.theIACPconference.org.

CANDIDATES FOR 2017 IACP OFFICE



Frederick Harran

Director

Bensalem Township, Pennsylvania, Police Department

Candidate for IACP Fourth Vice President

I wanted to first thank you for taking a minute to read the statements by me and the other candidates for IACP Fourth Vice President.

My name is Fred Harran, and I am the director for the Bensalem Township Police Department in Bucks County, Pennsylvania. On October 23, 2017, I will be asking for your vote as the Fourth Vice President for the International Association of Chiefs of Police.

I've been with the Bensalem Township Police Department for 30 years and have served as the director for the last 11 years. I have a bachelor of science in political science from Arcadia University and a master's degree in criminal justice administration from St. Joseph's University, and I am a graduate of the Northwestern School of Police Staff and Command, Class 353.

As director, I am the head law enforcement officer for Bensalem's 101 sworn officers in a department that borders Philadelphia in Bucks County, Pennsylvania. The community we serve has more than 60,000 residents; however, there is an estimated daytime population of 250,000. I currently serve on many law enforcement community board organizations, including the executive board for the Pennsylvania Chiefs of Police Association, president of the Bucks County Chiefs of Police, chairman of the Bucks County Emergency Response Team board, the executive board of the Delaware Valley Crime Commission, IACP Forensic Science Committee, Bucks County Domestic Violence Coalition, and Bureau of Justice Assistance Sexual Assault Committee. I was selected to represent Pennsylvania in the State Association of Chiefs of Police (SACOP), as well.

I've authored many articles on property crime and local DNA databases that have been featured in national magazines,

including IACP's *Police Chief*. Over the years, I have received more than 30 awards and citations from both law enforcement organizations and the community, including the Law Enforcement Educator of the Year and Police Officer of the Year. In 2015, I was honored with the IACP August Vollmer Excellence in Forensic Science Award.

I am asking for your vote because I know that you and I together can have a significant impact on law enforcement worldwide. IACP is the most important law enforcement organization, not only representing law enforcement's interests, but also helping to fulfill the pledge that we all took many years ago when we were sworn in as law enforcement officers.

When I put my mind to a task or project, I complete it with great results. I believe that now, more than ever, we should utilize forensic science, specifically DNA testing, to solve crime and prevent tomorrow's victims. Technology continues to change and poses many challenges for law enforcement. We must stay ahead and informed in this area and use every resource to our advantage.

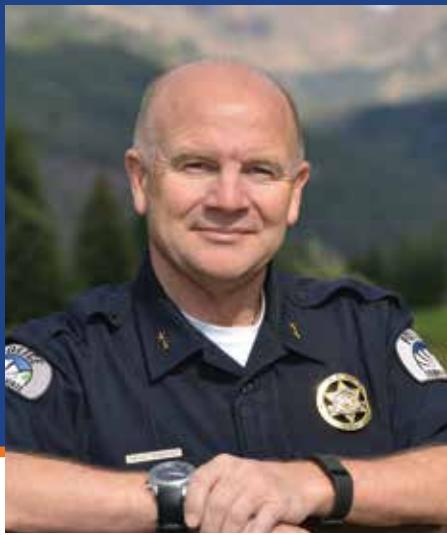
The issue of drugs in our society continues to be an ever-growing problem without an end in sight. In Bucks County, we have instituted many new "outside-the-box" initiatives to combat this epidemic. Drug and alcohol use in law enforcement and police suicides continue to be pressing issues for our profession, and they need to be addressed immediately to save the careers and lives of our officers and their families.

Of course, another important issue is the perception of law enforcement and community-police relations. A large majority of the community has great respect for our profession, which often goes unnoticed and unrecognized. I vow to promote law

enforcement and to continue to reinforce and foster a positive relationship with our communities. We have made significant strides in the last 20 years, and I refuse to let recent negativity dismantle all that we have achieved because a few incidents have not been properly reported. Law enforcement personnel in the Philadelphia region have partnered with many community groups in order for all of us to have a better understanding of our cultures and ethics. This group, a Race for Peace, has made amazing headway in the area of community-police relations. This can certainly be a model for IACP.

As your Fourth Vice President, I vow to continue to move IACP forward. I guarantee that I will work for law enforcement around the world to help reduce crime, promote positive attitudes toward our profession, save officer lives, and combat the problems of drugs and alcohol. The key to working together, solving problems, and continuing to improve our profession is **team** work. The team I'm referring to is all of **you**, not just the IACP executive board, but **you**—all 30,000 of our members. That's an amazing team! Therefore, I respectfully request your support on October 23, 2017, at the IACP convention in Philadelphia, Pennsylvania. If you have any questions, please do not hesitate to contact me at 215-768-4256 (cell) or 215-633-3710 (office) or via email at fharran@bensalempa.gov.

Vote Harran for Fourth Vice President of the IACP! ♦



Dwight Henninger

Chief of Police

Vail, Colorado, Police Department

Candidate for IACP Fourth Vice President

Experience, Leadership, Dedication

My name is Dwight Henninger. I am the chief of police in Vail, Colorado, and candidate for IACP Fourth Vice President. I respectfully ask for your support and your vote for Fourth Vice President in the 2017 election in Philadelphia.

I currently serve as the Vice President-Treasurer over IACP finances, a position I have held for five years. My commitment to IACP's mission is evidenced by more than 19 years of service to members, including roles on the Executive Committee, Finance Review Committee, Homeland Security Committee, and as chairman of the Environmental Crimes Committee.

I began my law enforcement career at the Garden Grove and Irvine, California, Police Departments. As a young peace officer in Garden Grove, California, two fellow officers and I were shot while arresting a Hessian motorcycle gang member. One officer was killed, and the other officer and I were wounded. I spent a week in the hospital recovering. As I lay in that hospital bed, I had time to reflect on my commitment to law enforcement and my community. Like many of you have been, I was faced with my own mortality. I questioned my choices. Ultimately, I decided that policing was my path, my future, and my duty. Gunshot wounds didn't end my career—they inspired me to become better. They invigorated my commitment to service and officer safety.

Today, many of our officers are facing a similar reality. Often, they are targets because of the uniform they wear. We need to challenge this new reality, and embrace our communities—that is why I'm running for Fourth Vice President. If elected, community engagement, officer safety, character, and trust building will be my top priorities.

I am a graduate of the FBI National Academy, session #196; PERF's Senior Management Institute for Police; and the California POST Command College. I have earned a BS from Long Beach State, and two master's degrees: one from University of California, Irvine in business and public administration and one from San Diego State University in leadership. I am the former director of the Colorado Regional Community Policing Institute and the Colorado Police Corps in Golden, Colorado.

Throughout my career, in each city and town police department I've served, I have worked to ensure we were the best service organization possible. I've held myself and others accountable, always determined to do the right thing. Like you, I have sought to instill professional values in my fellow officers. I strive to make sure they have the tools, training, and policies necessary to return home safely to their families.

My five years as the Vice President-Treasurer on the IACP board have exposed me to the challenges facing a volunteer organization like ours with 30,000 members. My education and service committee work has given me the background and the essential knowledge to serve the membership as the president.

As we face what is arguably a most difficult time for our profession, the role of the IACP is more important than ever. The issues of the community trust, bias, and the use of force by and against officers compels the IACP to speak on these issues. It is imperative that we continue to openly engage in discussions using a progressive voice built on the fundamentals of modern policing.

My voice is one of 30,000 in IACP's membership. As your Fourth Vice President, I will make sure your voice is part of the conversation that pushes for a worldwide agenda that focuses on inclusion,

trust-building, and increased police legitimacy. It is a voice, I pledge, that will actively serve you and ensure your ideas and different perspectives are heard.

I am honored to have the endorsement of the following organizations:

- National Association of Women Law Enforcement Executives
- Colorado Association of Chiefs of Police
- California Police Chiefs Association
- Illinois Association of Chiefs of Police
- Massachusetts Chiefs of Police Association
- Missouri Police Chiefs Association
- South Dakota Chiefs' Association
- Texas Police Chiefs Association
- Utah Chiefs of Police Association
- National FBINAA Executive Board and Rocky Mountain Chapter
- Center for Homeland Defense and Security Association

Please visit my website at <http://dwight4iacp.com> and you can follow me on twitter @dwight4iacp. Please call me at 970-479-2218 anytime you would like to talk, or email me at dhenninger@vailgov.com.

Thank you for your service to policing. I ask again for your vote in Philadelphia. ♦

CANDIDATES FOR 2017 IACP OFFICE



Christopher Wagner

Chief of Police

Denville, New Jersey, Police Department

Candidate for IACP Fourth Vice President

I am Christopher Wagner, and I am asking for your support as a candidate for Fourth Vice President because I want to work for you! I will listen, I will be your voice, and I am committed to the notion that the president of IACP should unapologetically represent **every** member of the association on the policing issues that are important to you! I pledge to be your representative and champion your concerns, and I intend to seek the input and feedback of our membership of professionals who possess vast institutional knowledge; together, we can solve the problems of our era. I promise to listen, to represent your interests, and to not censure your thoughts and views. The IACP must take its direction from the collective. I intend to seek guidance from a greater communal knowledge and experience base. The candidate you choose should have the ability to react to any emerging law enforcement issue, and I can do that!

Throughout my career, I have served in many leadership roles in varying organizations. I currently serve on the IACP Professional Standards, Image and Ethics Committee. I have served as the New Jersey SACOP representative since 2014, currently as the vice-chair of the North Atlantic Region representing Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, and Washington, DC. I was the president of the New Jersey State Association of Chiefs of Police in 2015–2016, and I also chaired that association's Traffic Safety Committee and served on the Law Enforcement Challenge Committee and Legislative Committee. In 2015, I asked to form—and currently chair—the Police-Community Relations Task Force.

I graduated from West Point's Command and Leadership Program. I possess

the New Jersey Accredited Chief Executive Advanced Certification; I graduated from FBI LEADS; and I attended joint training between the New Jersey SACOP and the Ontario Provincial Police in Canada. I've studied military leadership principles on the battlefields of Gettysburg, Pennsylvania; Manassas, Virginia; and Normandy, France. I hold a bachelor's degree in public administration and will soon earn my master's degree from Fairleigh Dickinson University.

I've been employed as a police officer in Denville Township, New Jersey, for three decades and have served as the chief for the past 10 years. Denville is located in northwest New Jersey, approximately 30 miles west of New York City, and is a suburban community of 15,000 residents.

I've seen my fair share of significant events during my tenure as chief. These experiences include leading our department through deadly officer-involved shootings, including one that I was involved in, and Hurricanes Irene and Sandy (two of the worst natural disasters to hit New Jersey in my lifetime). I held a leadership role during Super Bowl XLVIII, in February 2014, at MetLife Stadium in New Jersey. As director of the Morris County Regional Emergency Response System (MCREDS), I was responsible for the leadership of the 39 police agencies (approximately 1,500 sworn officers) within my county during several of these events.

These challenging experiences were not extraordinary compared to the work performed by other law enforcement executives and police officers on a regular basis; however, they provided me with the clear understanding that dangerous and difficult work can and will occur in any jurisdiction, regardless of geographical location or number of officers.

Combined with my attention to contemporary issues in law enforcement, these challenges have also shaped my campaign for the IACP. I understand that whether you lead an agency of five officers, or five thousand, we all share the same concerns; "How do I keep our officers safe and alive?" "Am I actively engaged with my community?" "Am I prepared for an active shooter?" "How can I better recruit and keep officers?" Add to those daily concerns the current issues of homegrown violent extremist terrorism, criminal justice reform, legalization of marijuana, and the violent and sometimes unprovoked attacks against our officers (like we witnessed in Dallas, Baton Rouge, and New York City), and we all realize the need to collaborate to combat these important and dangerous issues. As your elected representative to IACP, I will always approach these issues with your best interests in mind.

My professional career has been a success because of tremendous support from my family. This year, my wife Lisa and I celebrated 25 years of marriage! Together, we have two beautiful daughters, Alyssa and Krysten, and I have my first grandson, Gavin Michael, who is one of the greatest gifts of my life.

Thank you for taking the time to learn a little bit about me. It is truly my desire to serve you and act as your voice and representative as Fourth Vice President of the IACP. I humbly ask for your support and your vote in October. I am looking forward to meeting and speaking with many of you in Philadelphia. Be safe! ♦



Ken Walker

Chief of Police

City of West University Place, Texas

Candidate for IACP Vice President-Treasurer

My name is Ken Walker, and I am excited to announce my candidacy for Vice President-Treasurer for the International Association of Chiefs of Police (IACP). I am the chief of police for the City of West University Place, Texas. I have served as chief of police in Lubbock and McKinney, Texas, and have been in law enforcement for over 43 years. I have been privileged to serve as chief for more than 33 years. My experience includes managing departments of 38 to more than 400 employees in rural and urban areas of Texas.

I am a Life Member of IACP and currently serve on the IACP Board of Directors and the Financial Review Committee (FRC). I also served on the board and FRC in 2000–2001. I've been a member of the IACP Police Investigative Operations Committee from 1990 to the present.

During my career, I've held the following positions in law enforcement associations:

- President, Texas Police Chiefs Association, 2000/2001
- President, North Texas Police Chiefs Association, 1993
- President, South Plains Police Chiefs Association, 1997
- President, Houston Area Police Chiefs Association, 2007

The FRC reviewed the IACP proposed budget most recently in June 2017. I was pleased to see that the IACP continues to be financially sound and forward focused. It is my intent as Vice President-Treasurer to continue to ensure that the IACP remains fiscally responsible in future budget years.

As I said in San Diego last year when I announced my candidacy, I hope I can earn your support for Vice President-Treasurer. ♦

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*-Chief Stephen Stepp
Palm Beach Gardens Police Department, FL*



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Exhibitorupdate

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.



Rugged in-vehicle terminal

RuggON Corporation offers a rugged in-vehicle terminal, the VX-601, which provides superb visibility from a large, bright, sunlight-readable touchscreen display; great durability; seamless connectivity and communications; and smart power management. It is suitable for challenging environments and diverse applications. It has a powerful Intel Core i5-6300U 2.4 GHz CPU, with up to 8GB of memory, an 80mm M.2 SSD for storage, and internal mini-PCIe slots for expansion. The ultra-bright 1,200 nits display dims automatically in low light to save power and prevent eyestrain. In direct sunlight, a special anti-reflection layer is available to help keep the screen readable. Dedicated user-programmable function keys around the touchscreen provide instant access to important operations, including brightness and volume. It supports Windows 10 IoT and offers a diverse range of accessories and peripherals.

For more information, visit RuggON's booth at IACP 2017, #3960, or go online to www.ruggon.com.

ALPR software upgrade

To help agencies operate more efficiently, 3M announces the second upgrade to its Plate Alert Analytical ALPR Software. Plate Alert Analytical ALPR Software version 1.2 is an advanced and comprehensive back-office software that features new capabilities for officers and uses proactive alerts and data fusion analytics to provide instant and useful information for law enforcement. New features and improvements of version 1.2 include upgraded data sharing; upgraded and improved investigative tools, which can be configured to include data from vehicle identification databases or systems; and enhanced data security.

For more information, visit 3M's booth at IACP 2017, #4160, or go online to www.3m.com/PlateAlert.

Wireless firearm-drawn sensor for body-worn cameras

Axon announces its Signal Side-arm, the first wireless sensor to alert Axon body cameras when a firearm is removed from an officer's holster. The Signal Sidearm attaches to an officer's existing firearm holster without interfering with normal operation, and the device is wireless, which means there are no cables and wires to get in the way of officers when they are on duty. Once a firearm is drawn, the sensor alerts all Axon cameras within a 30-foot range to begin recording. The signal communicates with the full line of Axon cameras, including Axon Body 2, Axon Flex 2, and Axon Fleet in-car cameras.

For more information, visit Axon's booth at IACP 2017, #2825, or go online to www.axon.io/products/signal.

Plastic replicas for training

Dummies Unlimited Inc., a leading manufacturer in scenario-based training, introduces its newest product: Search Props. Search Props allow officers to safely train with accurate plastic replicas. They are durable injection-molded replications of contraband and weapons. These safety-orange replicas enable training without the risk of injury. Each single pack of Search Props comes with 16 props, including replicas of a compact pistol, a compact revolver, an open blade pocket knife, a closed pocket knife, a marijuana pipe, and a meth pipe. They also come with a carrying bag.

For more information, visit Dummies Unlimited's booth at IACP 2017, #3601, or go online to www.dummiesunlimited.com.

Digital forensics training program

Cellebrite, a leader in digital forensic solutions, introduces the Cellebrite Academy. It has locations around the world and offers comprehensive on-site, live, and on-demand educational formats. The new curriculum is immediately available to prospective students worldwide and offers comprehensive role-based learning paths, including both core and elective classes for entry-level, advanced, and expert-level professionals in law enforcement, military, intelligence, and the private sector. The academy focuses on best practices and immersive hands-on training; has a customizable curriculum, with skilled practitioners to help build and deploy agency-specific programs; and offers multiple course formats to accommodate different learning styles, schedules, and budget requirements.

For more information, visit Cellebrite's booth at IACP 2017, #1759, or go online to <http://academy.cellebrite.com>.

See, test, and compare the latest advances in law enforcement equipment and technology at IACP 2017. With more than 600 exhibitors, the IACP 2017 Exposition Hall showcases the leading law enforcement innovations. www.thelACPconference.org

Body-worn camera

Safariland VIEVU, a brand of the Safariland Group, announces its LE5 LITE body-worn camera (BWC), a price-sensitive integrated BWC and cloud-based digital evidence management solution. It was built on the Microsoft Azure Government Cloud and benefits from the same security features and much of the storage capacity that large agencies require, while meeting the demands of smaller agencies' budgets. It is user-friendly, weighs only 2.7 ounces, and is tough enough to withstand the everyday rigors of patrol. The camera is designed to operate in most weather conditions, including temperatures ranging from minus 4 degrees Fahrenheit to 122 degrees Fahrenheit.

For more information, visit The Safariland Group's booth at IACP 2017, #1515, or go online to www.vieu.com.

Dictation and documentation software

Nuance Communications, Inc. unveiled the latest version of Dragon Law Enforcement—its professional productivity solution designed specifically for law enforcement professionals. It brings highly customized dictation and documentation capabilities to law enforcement professionals—at the station and on patrol. Its advanced speech recognition and robust voice command capabilities enable law enforcement professionals to create detailed, accurate documentation of incidents in real-time by voice; to speed data entry into records management systems; and to keep their eyes on their surroundings, minimizing the use of the mobile data terminal keyboard while in patrol cars. Its license plate lookup mode also enables officers to automatically switch from dictation to common lookup tasks using the NATO phonetic alphabet.

For more information, visit Nuance Communications' booth at IACP 2017, #1661, or go online to www.nuance.com.



Security drawers

Tuffy Security Products offers Tactical Gear Security Drawers for in-car, locked storage of firearms and ammunition. A tab-lock construction and pick-resistant 10-tumbler double-bitted lock are built into the security drawers to help them withstand rigorous repeated use while also deterring theft. They are constructed of 16-gauge steel with 1/4" thick steel latch components, tough structural top cross supports, and precision ground stainless steel sealed roller bearings that evenly distribute weight for smooth, reliable operation. With easy-to-use steel mounting kits that attach to the floor of most vehicles, the drawers are held securely in place and can be removed by loosening the heavy-duty mounting hardware.

For more information, visit Tuffy's booth at IACP 2017, #3765, or go online to www.pro.tuffyproducts.com.



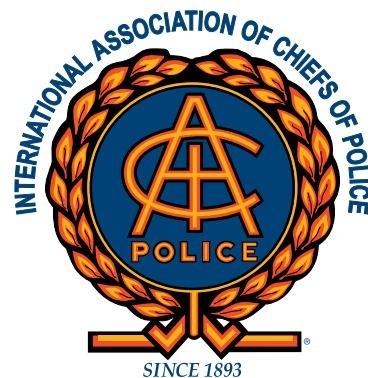
NEW MEMBERS

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

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

Contact information for all members can be found online in the members-only IACP Membership Directory.

*Associate Members
All other listings are active members.



BAHAMAS

Nassau

*Mott, Kirkwood, Constable, Royal Bahamas Police Force

CANADA

Alberta

St Albert

*Hagen, Vernon, Police Officer, RCMP

British Columbia

Victoria

Duthie, Dean, Staff Sergeant, Saanich Police Dept
Harris, Darryl, Staff Sergeant, Saanich Police Dept

Nova Scotia

Halifax

McNeil, Robin, Deputy Chief of Police, Halifax Regional Police

Ontario

Orillia

Plate, Michael, Provincial Field Coordinator, Ontario Provincial Police

Ottawa

*Gaudreau, Frederic, Librarian, Canadian Police College Library RCMP

*Inman, Lisa Marie, Chief of Staff, RCMP

*Kells, Kevin, Student, Univ of Ottawa

*Marcoux, Rennie, Chief Strategic Policy & Planning Officer, RCMP

Toronto

Fritz, Deborah, Staff Sergeant, Univ of Toronto Campus Police

ENGLAND

Canterbury

*Holewell, Paul, Director, AAP Solutions

Fareham

Fulton, James R, Superintendent/Head of ACRO, ACRO Criminal Records Office

London

*Lockyer, Paul, Public Safety Global Operations Lead, Accenture

GAMBIA

Banjul

Manjang, Jerreh, Assistant Superintendent of Police, Gambia Police Force

IRELAND

Dublin

*Nugent, Joseph, Chief Administrative Officer, An Garda Siochana

*O'Dwyer, Conor A, Business Transformation Senior Manager, Accenture

MONGOLIA

Ulaanbaatar

Chadraaval, Batbold, Chief Police Officer, National Police Agency of Mongolia

NEW ZEALAND

Hellington

Brown, Nicholas P, Inspector, New Zealand Police

NIGERIA

Abeokuta

Adewunmi, Babaunde Adeyinka, Higher Road Traffic Superintendent, Traffic Compliance & Enforcement Corp

Abuja

Kazeem, Daramola, Deputy Superintendent of Police, Nigeria Police Force

Kokumo, Johnson B, Commissioner of Police, Nigeria Police Force

Uche, Ifeanyi Henry, Assistant Commissioner of Police, Nigeria Police Force

Ado Ekiti

*Adewumi, Ajewole, Security Manager, Ekiti State Univ Security Dept

Agege

*Ayewande, Alaba, Police Officer, Nigeria Police Force

Apapa

*Chukwuyem, Onwuka David, Sergeant, Nigeria Police Force

Ewekoro

*Ojagbesan, Jelili Mayowa, Sergeant, Nigeria Police Force

Ibadan

*Benedeth, Egwuakwe, Police Advisor, Nigeria Police Force

Friday, Uwoh Noble, Deputy Superintendent of Police, Nigeria Police Force

*Onyejuruhi, Wosu Promise, Police Advisor, Nigeria Police Force

Ijegun

*Joseph, Eboh Chukwubikem, Police Officer, Nigeria Police Force

Ikeja

*Nwanevu, Emeka, National Coordinator/Chief Executive Officer, IPSSED Network

*Oluwole, Olubunmi Grace, Officer, Nigeria Police Force

Meiran

*Olabanji, Gegeleso, Sergeant, Nigeria Police Force

Obalende

Kazeem, Olatunji Adebawale, Deputy Superintendent of Police, Nigeria Police Force

Ojo Alaba

*Chinedu, Nwogu Jude, Security Equipment Consultant, JD Chinex Global Concept Ltd

Osun

*Kazeem, Beauty Olamide, Student, Ladoke Akintola Univ of Technology

*Uwague, Kehinde Samuel, Sergeant, Nigeria Police Force

Uyo

Igbudu, Julian W, Assistant Superintendent of Police, Nigeria Police Force

Victoria Island

*Agwam, Zainab Omahchile, Lecturer, Ministry of Defense Nigerian Army

NORTHERN IRELAND

Belfast

Hanna, Michael E, Detective Chief Inspector, Police Service of Northern Ireland

PAKISTAN

Gujrat

*Asghar, Jahangir, Police Officer, Punjab Police

Islamabad

*Sarwar, Muhammad Ahsan, Chief Executive Officer, Whopper Private Ltd

SAIN

Barcelona

*Pina Martinez, Montserrat, President, European Network of Policewomen

UNITED STATES

Alabama

Brighton

Hubbart, Ray, Chief of Police, Brighton Police Dept

Camden Knight, Lucas, Chief of Police, Camden Police Dept	Superior Neuss, David, Chief of Police, Superior Police Dept	Calexico Gomez, Reggie, Chief of Police, Calexico Police Dept
Centre Blankenship, Kirk, Chief of Police, Centre Police Dept	Tucson Johnson, Jack, Major, Arizona Dept of Public Safety	Canoga Park Vernon, Paul, Captain, Los Angeles Police Dept
Columbiana Vick, Lamar, Chief of Police, Columbiana Police Dept	Arkansas	Castro Valley Phelps, David C, Lieutenant, East Bay Regional Park District
Cordova Smith, Nick, Chief of Police, Cordova Police Dept	Arkadelphia Collier, Aaron, Chief of Police, Caddo Valley Police Dept	Ceres Crane, Patrick, Lieutenant, Ceres Police Dept
Dauphin Island Claw, Kym, Chief of Police, Dauphin Island Police Dept	Bauxite Barlow, Jamie, Chief of Police, Bauxite Police Dept	Crescent City Minsal, Ivan, Chief of Police, Crescent City Police Dept
Dora Hall, Jared, Chief of Police, Dora Police Dept	Dewitt Tucker, Jim, Chief of Police, Dewitt Police Dept	Hayward Koller, Mark D, Chief of Police, Hayward Police Dept
Eutaw Coleman, Derick, Chief of Police, Eutaw Police Dept	Eudora El Amin, William, Chief of Police, Eudora Police Dept	Long Beach *Greet, John, System Security Administrator, Long Beach Transit
Fairfield Dyer, Nicholas, Chief of Police, Fairfield Police Dept	Eureka Springs Achord, Thomas, Chief of Police, Eureka Springs Police Dept	Macias, Joseph , Special Agent in Charge, US Dept of Homeland Security ICE
Linden Alston, Robert, Chief of Police, Linden Police Dept	Gentry Smith, Keith, Chief of Police, Gentry Police Dept	Los Angeles *Alms, Eric, President, Meridian Rapid Defense Group
Montgomery *Sanders, Jessica K, Assistant Attorney General, Alabama Law Enforcement Agency	Gosnell Watkins, Darrell, Chief of Police, Gosnell Police Dept	Kato, Dennis H, Deputy Chief of Police, Los Angeles Police Dept
Morris Nazarchyk, Mike, Chief of Police, Morris Police Dept	Greenbrier Earnhart, Gene, Chief of Police, Greenbrier Police Dept	Parra, Eric G, Chief, Los Angeles Co Sheriff's Dept
Mount Vernon Davis, Gary, Chief of Police, Mount Vernon Police Dept	Kensett Pollard, John, Chief of Police, Kensett Police Dept	Tom, Jonathan, Captain, Los Angeles Police Dept
Orange Beach Howard, Robert, Lieutenant, Orange Beach Police Dept	Little Flock Martinez, Jesse, Chief of Police, Little Flock Police Dept	Manteca Estarzua, Jodie, Chief of Police, Manteca Police Dept
Ragland Brown, James, Chief of Police, Ragland Police Dept	Little Rock Bennett, Jeremy S, DRE Program Manager, Criminal Justice Institute Univ of Arkansas	Mount Shasta Cross, Parish D, Chief of Police, Mount Shasta Police Dept
Red Bay Jackson, Janna, Chief of Police, Red Bay Police Dept	Little Rock AFB Bartholomew, Donald, Commander, USAF 19th Security Forces Squadron	Oakland *Nielsen, Ken, Sergeant, Oakland Housing Authority Police Dept
Samson Hill, Jimmy, Chief of Police, Samson Police Dept	Marked Tree Matlock, Michael, Chief of Police, Marked Tree Police Dept	Richmond Sherwood, Stephen, Assistant Inspector in Charge, US Postal Inspection Service
Thorsby Barnett, Rodney, Chief of Police, Thorsby Police Dept	Ozark Bramlett, Devin, Chief of Police, Ozark Police Dept	Rio Dell Hill, Graham, Chief of Police, Rio Dell Police Dept
Trinity McLemore, Chris, Chief of Police, Trinity Police Dept	Paris O'Brien, John, Chief of Police, Paris Police Dept	Sacramento *Magny, Obed, Police Officer, Sacramento Police Dept
Troy *Pettey, Candace, Student, Troy Univ	Piggott Poole, Don, Chief of Police, Piggott Police Dept	*Swisher, Stanley, Homicide Detective, Sacramento Co Sheriff's Office
Weaver Bush, Wayne, Chief of Police, Weaver Police Dept	Pottsville Dowling, Robert, Chief of Police, Pottsville Police Dept	San Bernardino Williams, Paul, Captain, San Bernardino Police Dept
Alaska	Rector Leach, Glenn, Chief of Police, Rector Police Dept	San Diego *Kries, Ken, Police Officer II, San Diego Police Dept
Anchorage *Conkling, Jeremy, Sergeant, Anchorage Police Dept	Russellville Dougan, Tammy, Captain, Arkansas Tech Univ	Martinez, Kelly, Commander, San Diego Co Sheriff's Office
*Payne, Troy, Associate Professor, Univ of Alaska Anchorage	Waldo Ellis, Reginald D, Chief of Police, Waldo Police Dept	San Francisco *Souza, Lissette, Police Officer/District Attorney Inspector, San Francisco District Attorney's Office
Juneau Sell, Kris, Lieutenant, Juneau Police Dept	Walnut Ridge Kirksey, Chris, Chief of Police, Walnut Ridge Police Dept	San Jose Dwyer, Jason, Captain, San Jose Police Dept
Arizona	Ward Benton, Steve, Chief of Police, Ward Police Dept	San Mateo Mefford, Todd, Lieutenant, San Mateo Police Dept
Flagstaff Roberts, Lance, Lieutenant, Flagstaff Police Dept	West Helena Smith, James P, Chief of Police, Helena West Helena Police Dept	Sand City Ferrante, Brian, Chief of Police, Sand City Police Dept
Hayden Villar, Tamatha A, Chief of Police, Hayden Police Dept	California	Santa Monica *Kerr, Harriet, Director of Prevention & Education, Rape Treatment Center
Mesa *Caughen, John, Police Aviation Administrator, Mesa Police Dept	Alturas Collins, Sid, Chief of Police, Alturas Police Dept	Seal Beach Bowles, Steve, Commander, Seal Beach Police Dept
Miami Preston, Spencer, Chief of Police, Miami Police Dept	Arcadia Flores, Colleen, Lieutenant, Arcadia Police Dept	Sutter Creek Glaister, Weston, Chief of Police, Sutter Creek Police Dept
Oro Valley *Buchanan Leiner, Sarah, Police Officer, Oro Valley Police Dept	Bell Islas, Carlos, Chief of Police, Bell Police Dept	Upland Mathews, Cliff, Captain, Upland Police Dept
*Horetzki, Mathew, Police Officer, Oro Valley Police Dept	Belvedere Seyler, Patricia, Chief of Police, Belvedere Police Dept	Wheatland Wightman, Allyn, Chief of Police, Wheatland Police Dept
*Mattocks, Kevin, Police Officer, Oro Valley Police Dept		Woodland Kaff, Derrek, Captain, Woodland Police Dept
*Morris, Marshall, Police Officer, Oro Valley Police Dept		
Peoria *Davies, Jay, Deputy Director, Peoria Police Dept		

Colorado

Colorado Springs

*Kirby, Jacqueline, Public Information Officer, El Paso Co Sheriff's Office

Greenwood Village

Cagen, Steve W, Special Agent in Charge, US Dept of Homeland Security ICE HSI

Vail

*Liffick, Justin, Sergeant, Vail Police Dept

Connecticut

Middlebury

Dabbo, Frances, Chief of Police, Middlebury Police Dept

New Haven

Duff, Anthony, Captain, New Haven Police Dept
Helliger, Patricia, Captain, New Haven Police Dept
Johnson, Herbert V, Lieutenant, New Haven Police Dept
Sharp, Herbert, Lieutenant, New Haven Police Dept

Putnam

Konicki, Leonel, Deputy Chief of Police, Putnam Police Dept

Wethersfield

*Cargill, Daniel, Director of Law Enforcement Services, Connecticut Coalition Against Domestic Violence

Delaware

Dover

*Chesser, Kimberly, Deputy Director, Delaware Office of Hwy Safety

District of Columbia

Washington

Bonus, Catrina, Inspector, US Secret Service Uniformed Division
Bosak, Dennis C, Assistant Director Law Enforcement, US Dept of the Interior
Gaddis, Kevin P, Deputy Chief of Police, Washington Metropolitan Area Transit Police
*Gupta, Vanita, President & CEO, The Leadership Conference On Civil & Human Rights
Hirose, Tomoaki, Police Attaché, Embassy of Japan
Hiroyoshi, Koji, Security Section Chief, Embassy of Japan
*Irvine, Mahri, Adjunct Professorial Lecturer, American Univ Kelley, Patrick W, Assistant Director, FBI
Mastando, Paul, Division Chief Law Enforcement Policy, US Dept of Interior/BLM
Verna, William A, Lieutenant, Metropolitan Police Dept

Florida

Apalachicola

Varnes, Bobby, Chief of Police, Apalachicola Police Dept

Blountstown

Mallory, Mark, Chief of Police, Blountstown Police Dept

Bonifay

Wells, Chris N, Chief of Police, Bonifay Police Dept

Bradenton Beach

Speciale, Sam J, Chief of Police, Bradenton Beach Police Dept

Carrabelle

Hunnings, Gary, Chief of Police, Carrabelle Police Dept

Chattahoochee

Pullen, Vann, Chief of Police, Chattahoochee Police Dept

Crescent City

Damiano, Angelo, Chief of Police, Crescent City Police Dept

El Portal

Morales, Eugene, Chief of Police, El Portal Police Dept

Fellsmere

Touchberry, Keith, Chief of Police, Fellsmere Police Dept

Fort Lauderdale

*Caldwell, Christopher, Detective/Deputy Sheriff, Broward Co Sheriff's Office

Cirminello, Jeff, Lieutenant, Broward Co Sheriff's Office

Diefenbacher, James, Captain, Broward Co Sheriff's Office

*Doucet, Anthony, Student, Kaplan Univ

*Goodrich, Russ, Government Sales, Cisco Jasper IoT

Mascotte

Pederson, Eric, Chief of Police, Mascotte Police Dept

Melbourne Beach

Duncan, Dan, Chief of Police, Melbourne Beach Police Dept

Orlando

*Gilmartin, Courtney, Public Information Officer, Univ of Central Florida Police Dept

Palm City

*Crow, Clifford, Partner, Keepmyid

Pembroke Pines

*Obrentz, Craig, Police Service Aide, Pembroke Pines Police Dept

Port Saint Joe

Herring, Matt, Chief of Police, Port Saint Joe Police Dept

Tavares

*Mysinger, Christie, Lieutenant/Deputy Sheriff, Lake Co Sheriff's Office

Titusville

Fernez, Stephen, Lieutenant, Brevard Co Sheriff's Office

Winter Garden

*Mason, Michael, Sergeant, Winter Garden Police Dept

Georgia

Abbeville

Bass, William, Chief of Police, Abbeville Police Dept

Alpharetta

Dier, Charles, Captain, Alpharetta Police Dept

Atlanta

Clark, Curtis, Major, Fulton Co Sheriff's Dept
Graham, Leighton, Colonel/Chief of Administration, Fulton Co Sheriff's Dept

Baldwin

Nichols, Chad, Chief of Police, Baldwin Police Dept

Bowdon

Brock, Mark, Chief of Police, Bowdon Police Dept

Broxton

Garcia, Isaac, Chief of Police, Broxton Police Dept

Brunswick

*Catron, John, Information Technology Manager, Glynn Co Board of Commissioners

Buchanan

Henderson, Chad, Chief of Police, Buchanan Police Dept

Clarkston

*Maddox, Melody, Chief of Police, Georgia Piedmont Technical College

Claxton

Oglesbee, Edward L, Chief of Police, Claxton Police Dept

Colquitt

Worsley, Scott, Chief of Police, Colquitt Police Dept

Duwoody

*Polk, Niki, Principal Consultant, CPS HR Consulting

East Dublin

Luecke, William, Chief of Police, East Dublin Police Dept

Ellijay

Lacey, Edward D, Chief of Police, Ellijay Police Dept

Lookout Mountain

Gann, Todd, Chief of Police, Lookout Mountain Police Dept

Palmetto

Mundy, Randy, Chief of Police, Palmetto Police Dept

Richland

Wells, Robbie, Chief of Police, Richland Police Dept

Rome

Burnett, Debbie, Assistant Chief of Police, Rome Police Dept

Sandy Springs

Mullin, John, Captain, Sandy Springs Police Dept

Senoia

Edens, Jason, Chief of Police, Senoia Police Dept

Springfield

Wynn, Paul, Chief of Police, Springfield Police Dept

Trion

Kellett, Jason, Chief of Police, Trion Police Dept

Watkinsville

O'Dillon, Lee, Chief of Police, Watkinsville Police Dept

Whitesburg

Thompson, Addie, Chief of Police, Whitesburg Police Dept

Wrens

McCord, Garry, Chief of Police, Wrens Police Dept

Hawaii

Wailuku

Kiyota, Sterling, Assistant Chief of Police, Maui Police Dept

Idaho

Hailey

Gunter, Jeff, Chief of Police, Hailey Police Dept

Preston

Geddes, Ken, Chief of Police, Preston Police Dept

Rigby

Tower, Sam, Chief of Police, Rigby Police Dept

Salmon

Felker, K V, Chief of Police, Salmon Police Dept

Shelley

Mohler, Rod, Chief of Police, Shelley Police Dept

Soda Springs

Bunderson, Jon D, Chief of Police, Soda Springs Police Dept

Weiser

Smith, Carl, Chief of Police, Weiser Police Dept

Illinois

Abingdon

Jones, Kenneth J, Chief of Police, Abingdon Police Dept

Algonquin

Sutrick, Jeffery A, Deputy Chief of Police, Algonquin Police Dept

Alorton

Crenshaw, Gerald, Chief of Police, Alorton Police Dept

Altamont

Heiens, Alan, Chief of Police, Altamont Police Dept

Anna

Hunter, Michael, Chief of Police, Anna Police Dept

Annawan

Elliott, Doug R, Chief of Police, Annawan Police Dept

Athens

Becker, Tim, Chief of Police, Athens Police Dept

Auburn

Centko, Edward Bruce, Chief of Police, Auburn Police Dept

Belvidere

Wallace, Matthew R, Sergeant, Belvidere Police Dept

Benld

Zirkelbach, James, Chief of Police, Benld Police Dept

Berwyn

Cimaglia, Michael D, Chief of Police, Berwyn Police Dept

O'Halloran

O'Halloran, Thomas J, Division Commander, Berwyn Police Dept

Brookport

Turska, Dustin, Chief of Police, Brookport Police Dept

Bunker Hill

Welch, Jacob, Chief of Police, Bunker Hill Police Dept

Bushnell	Norris, Brandon, Chief of Police, Mount Sterling Police Dept	Indiana
Fosdyck, Joe, Chief of Police, Bushnell Police Dept		Argos
Carmi	Bowman, Corey, Chief of Police, Argos Police Dept	
Carter, Jason, Chief of Police, Carmi Police Dept		Austin
Carrollton	Gudgel, Robert, Chief of Police, Austin Police Dept	
Gross, Terry, Chief of Police, Carrollton Police Dept		Batesville
Carthage	Holt, Stan, Chief of Police, Batesville Police Dept	
Waddell, Gary, Chief of Police, Carthage Police Dept		Berne
Centralia	Taylor, Timothy, Chief of Police, Berne Police Dept	
Prather, Steve, Chief of Police, Wamac Police Dept		Bicknell
Chicago	Stewart, Terry, Chief of Police, Bicknell Police Dept	
*Monoscalco, Sam, Compliance Manager, New World Van Lines		Bloomington
Christopher	Qualters, Joe, Deputy Chief of Police, Bloomington Police Dept	
Southerd, Bill, Chief of Police, Christopher Police Dept		Brownstown
Divernon	Hanner, Tom, Chief of Police, Brownstown Police Dept	
Harris, Barclay, Chief of Police, Divernon Police Dept		Chandler
Dupo	Irvin, Robert L, Chief of Police, Chandler Police Dept	
Keys, Douglas, Chief of Police, Dupo Police Dept		Chesterfield
East Carondelet	Ingles, William J, Chief of Police, Chesterfield Police Dept	
Dennis, Michael, Chief of Police, East Carondelet Police Dept		Clinton
Eldorado	MacLaren, Billy, Chief of Police, Clinton Police Dept	
Deuel, Shannon, Chief of Police, Eldorado Police Dept		Corydon
Fairbury	Kitterman, Matthew, Chief of Police, Corydon Police Dept	
Travis, Mark, Chief of Police, Fairbury Police Dept		Crothersville
Fairfield	Turner, Brent S, Chief of Police, Crothersville Police Dept	
Colclasure, Keith A, Chief of Police, Fairfield Police Dept		Delphi
Farmington	Mullins, Steve, Chief of Police, Delphi Police Dept	
Powell, Carl, Chief of Police, Farmington Police Dept		Demotte
Gibson City	Jarrette, Thomas, Chief of Police, Demotte Police Dept	
Hyatt, Eric R, Chief of Police, Gibson City Police Dept		Dunkirk
Gillespie	Mumbower, Dane A, Chief of Police, Dunkirk Police Dept	
DePoppe, Jared, Chief of Police, Gillespie Police Dept		Evansville
Glencoe	Smith, Philip, Officer, Evansville Police Dept	
Whalen, Gregory, Lieutenant, Glencoe Dept of Public Safety		Hagerstown
Greenville	Folkner, Keith A, Chief of Police, Hagerstown Police Dept	
Lorton, Lou L, Chief of Police, Greenville Police Dept		Hope
Hamel	Tallent, Matthew, Chief of Police, Hope Police Dept	
Connell, Tim, Chief of Police, Hamel Police Dept		Knox
Hillsboro	Smith, Harold L, Chief of Police, Knox Police Dept	
Leetham, Randy, Chief of Police, Hillsboro Police Dept		Mitchell
Hinsdale	Blair, Steven, Chief of Police, Mitchell Police Dept	
Lillie, Thomas, Deputy Chief of Police, Hinsdale Police Dept		Oakland City
Johnston City	Hensley, Alec, Chief of Police, Oakland City Police Dept	
Stark, William J, Chief of Police, Johnston City Police Dept		Osceola
Knoxville	Brown, Phillip, Chief of Police, Osceola Police Dept	
Poyner, Ron, Chief of Police, Knoxville Police Dept		Pendleton
Lacon	Farrer, Marc C, Chief of Police, Pendleton Police Dept	
Palm, Troi M, Chief of Police, Lacon Police Dept		Petersburg
Lanark	Baumgart, Charles, Chief of Police, Petersburg Police Dept	
Magill, Matt, Chief of Police, Lanark Police Dept		Rising Sun
Lewistown	Hewitt, David, Chief of Police, Rising Sun Police Dept	
Werland, John, Chief of Police, Lewistown Police Dept		Roseland
Marquette Heights	Catanzarite, Aaron, Chief of Police, Roseland Police Dept	
Elliott, Bradd C, Chief of Police, Marquette Heights Police Dept		Sheridan
Mason City	Shock, Robert, Chief of Police, Sheridan Police Dept	
Fischer, Jack, Chief of Police, Mason City Police Dept		Spencer
Millstadt	Fouch, Richard L, Chief of Police, Spencer Police Dept	
Wilkerson, Edward T, Chief of Police, Millstadt Police Dept		Sullivan
Mound City	Morin, Jesse L, Chief of Police, Sullivan Police Dept	
Page, Jimmy H, Chief of Police, Mound City Police Dept		West Lafayette
Mount Morris	Choate, Arthur, Lieutenant, West Lafayette Police Dept	
White, Jason, Chief of Police, Mount Morris Police Dept		Eager, Jon, Lieutenant, West Lafayette Police Dept
Mount Pulaski	Lord, David, Lieutenant, West Lafayette Police Dept	
Freer, Lynn E, Chief of Police, Mount Pulaski Police Dept		Van Vactor, David, Captain, West Lafayette Police Dept

Whiteland Shipp, Rick, Chief of Police, Whiteland Police Dept	Sioux Center Adkins, Paul E, Chief of Police, Sioux Center Police Dept	Flemingsburg Sargent, Randy, Chief of Police, Flemingsburg Police Dept
Winamac Buchanan, Michael, Chief of Police, Winamac Police Dept	Storm Lake Eickholt, Ray, Lieutenant, Storm Lake Police Dept	Hartford Embry, LeRoy, Chief of Police, Hartford Police Dept
Winona Lake Schmitt, Paul, Chief of Police, Winona Lake Police Dept	Story City Haffner, Brian L, Chief of Police, Story City Police Dept	Hickman Grogan, Tony, Chief of Police, Hickman Police Dept
Iowa	Tipton Kepford, Lisa, Chief of Police, Tipton Police Dept	Independence Lonaker, John, Assistant Chief of Police, Independence Police Dept
Albia Andrews, Jay A, Chief of Police, Albia Police Dept	Wapello Crump, Wayne, Chief of Police, Wapello Police Dept	Irvine Smith, Brad, Chief of Police, Irvine Police Dept
Algona Pals, Kendall, Chief of Police, Algona Police Dept	Waukon Young, Phil A, Chief of Police, Waukon Police Dept	Louisa Fugitt, Greg, Chief of Police, Louisa Police Dept
Bellevue Schwager, Lynn, Chief of Police, Bellevue Police Dept	Kansas	Louisville Gooden, Anthony S, Postal Inspector/Team Lead, US Postal Inspection Service
Bloomfield Armstrong, Shawn, Chief of Police, Bloomfield Police Dept	Anthony Hodson, Kenny, Chief of Police, Anthony Police Dept	Manchester Fultz, Chris, Chief of Police, Manchester Police Dept
Boone Wiebold, John, Chief of Police, Boone Police Dept	Baxter Springs Kliewer, Mike, Chief of Police, Baxter Springs Police Dept	Marion O'Neal, Ray, Chief of Police, Marion Police Dept
Carter Lake Kannedy, Shawn, Chief of Police, Carter Lake Police Dept	Burlingame Baker, Matthew, Chief of Police, Burlingame Police Dept	Monticello Miniard, Ralph, Chief of Police, Monticello Police Dept
Cherokee James, Nate, Chief of Police, Cherokee Police Dept	Cherryvale Lambert, Perry, Chief of Police, Cherryvale Police Dept	Morganfield Toman, Chris, Chief of Police, Morganfield Police Dept
Colfax Summy, Andy, Chief of Police, Colfax Police Dept	Ellis Yates, Taft, Chief of Police, Ellis Police Dept	Providence McDowell, Brent, Chief of Police, Providence Police Dept
Des Moines *Merz, Holly, Investigator, Iowa Office of the Attorney General	Freドonia Sele, Richard L, Chief of Police, Fredonia Police Dept	Stanford Middleton, Zack, Chief of Police, Stanford Police Dept
Dyersville Schroeder, Brent C, Chief of Police, Dyersville Police Dept	Garnett Pekarek, Kevin G, Chief of Police, Garnett Police Dept	Tompkinsville Coffelt, Brian, Chief of Police, Tompkinsville Police Dept
Emmetsburg Hanson, Eric A, Chief of Police, Emmetsburg Police Dept	Girard McDonald, Jeff, Chief of Police, Girard Police Dept	Vanceburg Billman, Joseph W, Chief of Police, Vanceburg Police Dept
Fayette *Zurita, Daniel, Student, Upper Iowa Univ	Harper Murphy, Douglas S, Chief of Police, Harper Police Dept	West Liberty Hensley, Kelse, Chief of Police, West Liberty Police Dept
Garner Dodge, Tim, Chief of Police, Garner Police Dept	Herington Almes, Russ, Chief of Police, Herington Police Dept	Whitesburg Fields, Tyrone, Chief of Police, Whitesburg Police Dept
Grundy Center Frost, Doug, Chief of Police, Grundy Center Police Dept	Kingman Lux, David, Chief of Police, Kingman Police Dept	Louisiana
Hawarden DeBruin, Michael, Chief of Police, Hawarden Police Dept	Lyons Detmer, Chris, Chief of Police, Lyons Police Dept	Baker Dunn, Carl K, Chief of Police, Baker Police Dept
Huxley Pote, Mark A, Chief of Police, Huxley Police Dept	Minneapolis Gent, Frank, Chief of Police, Minneapolis Police Dept	Baton Rouge *Daniels, Myron K, Sergeant, Baton Rouge Police Dept
Iowa City Bullock, Mark, Captain, Univ of Iowa Police Dept	Newton Powell, Scott A, Lieutenant/Commander of Investigations, Newton Police Dept	*Jefferson, James, Trooper First Class, Louisiana State Police
Jefferson Clouse, Mark A, Chief of Police, Jefferson Police Dept	Oakley Shellito, Dustin, Chief of Police, Oakley Police Dept	Kersh, Congalona K, Corporal, Baton Rouge Police Dept
Madrid Tasler, Rick T, Chief of Police, Madrid Police Dept	Sterling Kendrick, Mary, Chief of Police, Sterling Police Dept	*Malveaux, Johnathan R, Corporal, East Baton Rouge Parish Sheriff's Office
Missouri Valley Murray, Edward W, Chief of Police, Missouri Valley Police Dept	Wellsville Blair, John, Chief of Police, Wellsville Police Dept	Delcambre Broussard, James, Chief of Police, Delcambre Police Dept
Mitchellville Spoerry, Derrick, Chief of Police, Mitchellville Police Dept	Kentucky	Erath LaPointe, Anna B, Chief of Police, Erath Police Dept
Monticello Smith, Britt, Chief of Police, Monticello Police Dept	Albany Guffey, Ernest R, Chief of Police, Albany Police Dept	Grand Isle Dubois, Euris, Chief of Police, Grand Isle Police Dept
Nevada Backous, Gary L, Lieutenant, Story Co Sheriff's Office	Carlisle Layne, Timothy D, Chief of Police, Carlisle Police Dept	Homer Mills, Russell, Chief of Police, Homer Police Dept
New Hampton Anderson, Michael, Chief of Police, New Hampton Police Dept	Carrollton Willhoite, Michael, Chief of Police, Carrollton Police Dept	Plaquemine *Miller, Jonathan, Director, Louisiana Public Safety Co
Onawa Fouts, Jim, Chief of Police, Onawa Police Dept	Columbia Cross, Jason, Chief of Police, Columbia Police Dept	Port Vincent Allen, Matthew, Chief of Police, Port Vincent Police Dept
Osage Wright, Brian, Chief of Police, Osage Police Dept	Cumberland Williamson, Jerry, Chief of Police, Cumberland Police Dept	Simmesport Greenhouse, Newman, Chief of Police, Simmesport Police Dept
Shenandoah Grebert, Kris, Chief of Police, Shenandoah Police Dept	Falmouth Spaulding, Greg, Chief of Police, Falmouth Police Dept	Sunset Padilla, Luis, Chief of Police, Sunset Police Dept
	Flatwoods Gillum, Scott, Chief of Police, Flatwoods Police Dept	Vivian Nelson, Ryan, Chief of Police, Vivian Police Dept

Maine	
Augusta	Morin, Alfred G, Chief Deputy, Kennebec Co Sheriff's Office
Baileyville	Fitzsimmons, Bob, Chief of Police, Baileyville Police Dept
Brownville	Clukey, Nicholas A, Chief of Police, Brownville Police Dept
Cumberland	Young, David, Lieutenant, Cumberland Police Dept
Hallowell	Nason, Eric, Chief of Police, Hallowell Police Dept
Lincoln	Summers, Daniel, Chief of Police, Lincoln Police Dept
Norway	Federico, Robert, Chief of Police, Norway Police Dept
Orono	Merrill, Daniel B, Captain, Orono Police Dept
Perry	Bassett, Pos, Chief of Police, Pleasant Point Police Dept
Pittsfield	Emery, Steven, Chief of Police, Pittsfield Police Dept
South Paris	Mowett, Hartley H, Jr., Chief of Police, Paris Police Dept
Maryland	
Annapolis	*Brewer, Christopher, CEO, Bluestone Enterprises LLC
Baltimore	*Quill, Paul J, Director of Intelligence, Maryland Transportation Authority Police
Bowie	Rose, Joseph, Lieutenant, Bowie Police Dept
Crofton	Fox, Earl, Chief of Police, Crofton Police Dept
District Heights	Gibson, Elliott W, Chief of Police, District Heights Police Dept
Gaithersburg	
*Helton, Daniel M, Sergeant, Montgomery Co Police Dept	
*Hester, Ana A, Police Officer III, Montgomery Co Police Dept	
*Tompkins, Monique, Sergeant, Montgomery Co Police Dept	
La Plata	
*Maron, Richard, Security Specialist, USACE RAO Program	
Millersville	Adams, Jeff, Captain, Anne Arundel Co Police Dept
Morningside	Damron, Amos, Chief of Police, Morningside Police Dept
North East	Hamilton, Darrell, Chief of Police, North East Police
Snow Hill	Davis, Tom, Chief of Police, Snow Hill Police Dept
Massachusetts	
Becket	McDonough, Kristopher, Chief of Police, Becket Police Dept
Boston	McGinn, James C, Colonel, Massachusetts Environmental Police
Cheshire	Garner, Tim, Chief of Police, Cheshire Police Dept
Chester	Ilnicky, Daniel, Chief of Police, Chester Police Dept
Dighton	MacDonald, Robert L, Chief of Police, Dighton Police Dept
Edgartown	Neville, James D, Special Sheriff/Superintendent, Dukes Co Sheriff's Office
Ogden, Robert W, Sheriff, Dukes Co Sheriff's Office	
Great Barrington	
*Carlotto, Adam, Sergeant, Great Barrington Police Dept	
Huntington	Garriety, Robert, Chief of Police, Huntington Police Dept
Leverett	Billings, Gary, Chief of Police, Leverett Police Dept
Methuen	
Aiello, Joseph F, Police School Service Unit Supervisor, Methuen Police Dept	
Gallant, Gregory J, Captain, Methuen Police Dept	
Valiere, Ronald P, Lieutenant, Methuen Police Dept	
Orange	Lundgren, Craig, Chief of Police, Orange Police Dept
South Grafton	*O'Laughlin, David, Director of Training, Municipal Police Institute
Wales	Hastings, Jeffrey, Chief of Police, Wales Police Dept
Whately	Sevigne, James, Chief of Police, Whately Police Dept
Michigan	
Bridgman	Unruh, Daniel J, Chief of Police, Bridgman Police Dept
Brownstown	Matthews, Robert M, Chief of Police, Brownstown Police Dept
Buchanan	Marx, William, Chief of Police, Buchanan Police Dept
Charlevoix	Doan, Gerard, Chief of Police, Charlevoix Police Dept
Constantine	Honeysett, Mark, Chief of Police, Constantine Police Dept
Corunna	Chiros, Nick, Chief of Police, Corunna Police Dept
Dewitt	Ferguson, Bruce, Chief of Police, Dewitt Police Dept
Eaton Rapids	Weeks, Larry, Chief of Police, Eaton Rapids Police Dept
Fowlerville	Tyler, John J, Chief of Police, Fowlerville Police Dept
Houghton	Donnelly, John, Chief of Police, Houghton Police Dept
Iron River	Frizzo, Laura, Chief of Police, Iron River Police Dept
Lansing	*Carlisle, Jeremy, Sergeant, Michigan State Police
Lowell	Bukala, Steven J, Chief of Police, Lowell Police Dept
Montrose	Ellis, Darrell, Chief of Police, Montrose Twp Police Dept
Morenci	Creswell, Michael, Chief of Police, Morenci Police Dept
Otsego	Konkle, Gordon, Chief of Police, Otsego Police Dept
Perry	Bawks, Kyle, Chief of Police, Perry Police Dept
Pleasant Ridge	Nowak, Kevin G, Chief of Police, Pleasant Ridge Police Dept
Rogers City	Quaine, Matthew D, Chief of Police, Rogers City Police Dept
Saint Charles	Dobis, Barry, Chief of Police, Saint Charles Police Dept
Taylor	Powell, Denise, First Lieutenant, Michigan State Police
Three Oaks	
Buller, Dennis, Chief of Police, Three Oaks Police Dept	
Vassar	Guile, Ben, Chief of Police, Vassar Police Dept
Vicksburg	West, Eric W, Chief of Police, Vicksburg Police Dept
Minnesota	
Aitkin	Catlin, Tim, Chief of Police, Aitkin Police Dept
Annandale	Herr, Jeff, Chief of Police, Annandale Police Dept
Appleton	Moe, Doug, Chief of Police, Appleton Police Dept
Benson	Hodge, Ian, Chief of Police, Benson Police Dept
Breezy Point	Merschman, Kevin, Chief of Police, Breezy Point Police Dept
Champlin	Schmidt, Ty, Chief of Police, Champlin Police Dept
Chatfield	Fox, Shane, Chief of Police, Chatfield Police Dept
Crosby	Coughlin, Kim K, Chief of Police, Crosby Police Dept
Crosslake	Hartman, Robert, Chief of Police, Crosslake Police Dept
Ely	Lahtonen, John E, Chief of Police, Ely Police Dept
Hopkins	Husevold, Erik, Captain, Hopkins Police Dept
Kreiling, Craig, Captain, Hopkins Police Dept	
Hoyt Lakes	Soular, Tim, Chief of Police, East Range Police Dept
Lake City	Kubista, Cory, Chief of Police, Lake City Police Dept
Le Sueur	Kelly, Bruce L, Chief of Police, Le Sueur Police Dept
Long Prairie	Langer, Kevin, Chief of Police, Long Prairie Police Dept
Minneapolis	Granger, Dechristopher, Commander, Minneapolis Police Dept
New Prague	Gareis, Jim, Chief of Police, New Prague Police Dept
New Richland	Martens, Anthony, Chief of Police, New Richland Police Dept
Paynesville	Wegner, Paul, Chief of Police, Paynesville Police Dept
Perham	Hoaby, Jason, Chief of Police, Perham Police Dept
Plainview	Schneider, Tim, Chief of Police, Plainview Police Dept
Sauk Centre	Friedrichs, Bryon, Chief of Police, Sauk Centre Police Dept
Wabasha	Stark, Joe, Chief of Police, Wabasha Police Dept
Wadena	Plautz, Naomi J, Chief of Police, Wadena Police Dept
Waterville	Manning, John, Chief of Police, Waterville Police Dept
Wells	Brenegan, Tim, Chief of Police, Wells Police Dept
Windom	Peterson, Scott, Chief of Police, Windom Police Dept

Mississippi

Bay St Louis

Freeman, Daren T, Chief of Police, Bay St Louis Police Dept

Belzoni

Foxworth, Mickey, Chief of Police, Belzoni Police Dept

Eupora

Hunter, Gregg, Chief of Police, Eupora Police Dept

Fayette

Houston, David, Chief of Police, Fayette Police Dept

Lexington

Kirklin, Robert, Chief of Police, Lexington Police Dept

Liberty

Bellipanni, Brad, Chief of Police, Liberty Police Dept

Morton

Crapps, Nicky, Chief of Police, Morton Police Dept

Okolona

Moore, Willie, Chief of Police, Okolona Police Dept

Quitman

Kramer, Joe, Chief of Police, Quitman Police Dept

Raymond

Crotwell, Jason, Chief of Police, Raymond Police Dept

Rosedale

Johnson, Elijah, Chief of Police, Rosedale Police Dept

Shaw

Collins, Tony, Chief of Police, Shaw Police Dept

Tylertown

Bright, Brandon, Chief of Police, Tylertown Police Dept

Water Valley

King, M W, Chief of Police, Water Valley Police Dept

Missouri

Bonne Terre

Cook, Timothy, Chief of Police, Terre Du Lac Police Dept

Campbell

Burke, Tony, Chief of Police, Campbell Police Dept

Centralia

Dudgeon, Larry, Chief of Police, Centralia Police Dept

Chaffee

O'Chambers, James, Chief of Police, Chaffee Police Dept

Cuba

Crow, Paul, Chief of Police, Cuba Police Dept

Desloge

Bullock, James A, Chief of Police, Desloge Police Dept

East Prairie

Lafferty, Danny, Chief of Police, East Prairie Police Dept

Elsberry

Jeffries, Brian, Chief of Police, Elsberry Police Dept

Fayette

Oswald, Jeff, Chief of Police, Fayette Police Dept

Ferrelview

Clayton, Daniel, Chief of Police, Ferrelview Police Dept

Hermann

Walker, Marlon, Chief of Police, Hermann Police Dept

Hillsboro

Sides, Andrew, Captain, Jefferson Co Sheriff's Office

Houston

Ceprina, Tim, Chief of Police, Houston Police Dept

Ironton

Matthews, Johnny, Chief of Police, Ironton Police Dept

Joplin

Kitch, Tommy, Chief of Police, Duquesne Police Dept

Lake Waukomis

Hachman, Donnie, Chief of Police, Lake Waukomis Police Dept

Lamar

Rives, Rusty C, Chief of Police, Lamar Police Dept

Leadington

McKinney, Dustin, Chief of Police, Leadington Police Dept

Leadwood

Dickey, William, Chief of Police, Leadwood Police Dept

Lexington

Lamphier, Mark, Chief of Police, Lexington Police Dept

Miner

Griggs, Chris, Chief of Police, Miner Police Dept

Monroe City

Albright, John, Chief of Police, Monroe City Police Dept

Montgomery City

Turner, David, Chief of Police, Montgomery City Police Dept

New Madrid

Higgerson, Joey, Chief of Police, New Madrid Police Dept

Odessa

Liese, Leland, Chief of Police, Odessa Police Dept

Platte Woods

Benne, Michael J, Chief of Police, Platte Woods Police Dept

Poplar Bluff

*Colvin, Warren, Detective, Poplar Bluff Police Dept

Saint Louis

*Chiodini, Christopher, Vice President, Chiodini Architects

Sainte Genevieve

Bennett, Eric, Chief of Police, Ste Genevieve Police Dept

St Joseph

Eaton, Richard, Captain, St Joseph Police Dept

Steele

Stanfield, Billy Joe, Chief of Police, Steele Police Dept

Tarkio

Gibbons, Tyson, Chief of Police, Tarkio Police Dept

Truesdale

Huston, Andrew, Chief of Police, Truesdale Police Dept

Versailles

Hartman, Chad, Chief of Police, Versailles Police Dept

Wellsville

Daniels, Rich, Chief of Police, Wellsville Police Dept

Montana

Bozeman

Klumb, Cory, Captain, Bozeman Police Dept

Conrad

Dent, Gary R, Chief of Police, Conrad Police Dept

Cut Bank

Schultz, Michael, Chief of Police, Cut Bank Police Dept

Dillon

Guiberson, Don, Chief of Police, Dillon Police Dept

Helena

Bailey, Cory, Lieutenant, Helena Police Dept

Libby

Watson, Terry, Chief of Police, Libby Police Dept

Sidney

Difonzo, Frank, Chief of Police, Sidney Police Dept

Wolf Point

Harada, Jeff, Chief of Police, Wolf Point Police Dept

Nebraska

Broken Bow

Scott, Steven S, Chief of Police, Broken Bow Police Dept

Central City

Hogue, Mark A, Chief of Police, Central City Police Dept

Cozad

Adams, Randy, Chief of Police, Cozad Police Dept

Gothenburg

Olson, R L, Chief of Police, Gothenburg Police Dept

Michigan

Alpena

Wright, Michael, Chief of Police, Alpena Police Dept

Baraga

Wright, Michael, Chief of Police, Baraga Police Dept

Bay City

Wright, Michael, Chief of Police, Bay City Police Dept

Benton Harbor

Wright, Michael, Chief of Police, Benton Harbor Police Dept

Bethel

Wright, Michael, Chief of Police, Bethel Police Dept

Big Rapids

Wright, Michael, Chief of Police, Big Rapids Police Dept

Bracebridge

Wright, Michael, Chief of Police, Bracebridge Police Dept

Bronson

Wright, Michael, Chief of Police, Bronson Police Dept

Cass City

Wright, Michael, Chief of Police, Cass City Police Dept

Custer

Wright, Michael, Chief of Police, Custer Police Dept

Delta

Wright, Michael, Chief of Police, Delta Police Dept

Dimond Lake

Wright, Michael, Chief of Police, Dimond Lake Police Dept

Elk Rapids

Wright, Michael, Chief of Police, Elk Rapids Police Dept

Frankenmuth

Wright, Michael, Chief of Police, Frankenmuth Police Dept

Fredericktown

Wright, Michael, Chief of Police, Fredericktown Police Dept

Frith

Wright, Michael, Chief of Police, Frith Police Dept

Gaylord

Wright, Michael, Chief of Police, Gaylord Police Dept

Grand Bend

Wright, Michael, Chief of Police, Grand Bend Police Dept

Gratiot

Wright, Michael, Chief of Police, Gratiot Police Dept

Hart

Wright, Michael, Chief of Police, Hart Police Dept

Huron

Wright, Michael, Chief of Police, Huron Police Dept

Iron River

Wright, Michael, Chief of Police, Iron River Police Dept

Ironwood

Wright, Michael, Chief of Police, Ironwood Police Dept

Kalkaska

Wright, Michael, Chief of Police, Kalkaska Police Dept

Kingsley

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Wright, Michael, Chief of Police, Kingsley Police Dept

Kingsley

Morris Plains	Elmira	Sharpsburg
Koroski, Michael M, Lieutenant, Morris Plains Police Dept	Kane, Joseph J, Chief of Police, Elmira Police Dept	Hunt, John, Chief of Police, Sharpsburg Police Dept
Rolph, Michael E, Lieutenant, Morris Plains Police Dept		
Newton	Elmira Heights	Sparta
Kithcart, Brian, Sergeant, Andover Twp Police Dept	Churches, Rick, Chief of Police, Elmira Heights Village Police Dept	Lane, Robert, Chief of Police, Sparta Police Dept
Mosner, Roderick, Lieutenant, Andover Twp Police Dept		
Osborn, Robert, Lieutenant, Newton Police Dept		
Zappa, Mark, Lieutenant, Newton Police Dept		
North Plainfield	Larchmont	Sugar Mountain
Clyne, Gerard, Captain, North Plainfield Police Dept	Olsen, Kenneth, Lieutenant, Larchmont Police Dept	Henson, David, Chief of Police, Sugar Mountain Police Dept
Northfield	Mount Vernon	Tabor City
Newman, Paul S, Chief of Police, Northfield Police Dept	Ziadie, Richton, Chief of Police, Mount Vernon Police Dept	Dowless, Donald, Chief of Police, Tabor City Police Dept
Oakland	New Rochelle	Topsail Beach
*Dettle, Krista, Psychologist, Institute For Forensic Psychology	Hayes, Edward, Lieutenant, New Rochelle Police Dept	Gervase, Samuel, Chief of Police, Topsail Beach Police Dept
Ocean City	New York	Troy
Prettyman, John J, Captain, Ocean City Police Dept	*Yamaguchi, Nozomi, Project Manager, Tokyo Metropolitan Police Dept	Allen, Kenneth, Chief of Police, Troy Police Dept
Palmyra	Orangeburg	Tryon
Campbell, Meghan C, Lieutenant, Palmyra Police Dept	*Vergine, Andrew, Police Officer, Orangetown Town Police Dept	Arrowood, Jeff, Chief of Police, Tryon Police Dept
Paterson	Oyster Bay	Vass
Reyes, Richard, Captain, Paterson Police Dept	*Arnold, Alexander, Sergeant, Centre Island Police Dept	Blakeley, Timothy D, Chief of Police, Vass Police Dept
Vernon	Painted Post	Wilmington
Kimkowski, Keith C, Lieutenant, Vernon Twp Police Dept	Mullen, Dennis, Chief of Police, Painted Post Village Police Dept	Varrone, James, Assistant Chief of Police, Wilmington Police Dept
Young, Daniel B, Captain, Vernon Twp Police Dept		
Wayne	Palmyra	North Dakota
McNiff, John, Captain, Wayne Twp Police Dept	Yates, Sherman A, Chief of Police, Palmyra Village Police Dept	Carrington
Wittig, Christian, Detective Lieutenant, Wayne Twp Police Dept		Munkeby, Randy, Chief of Police, Carrington Police Dept
New Mexico	Troy	Surrey
	*Barker, Steven M, Sergeant, Troy Police Dept	Howe, Kevin, Chief of Police, Surrey Police Dept
Albuquerque	Utica	Ohio
Sullivan, John, Commander, Albuquerque Police Dept	Dougherty, Sean, Lieutenant, Utica Police Dept	Barnesville
Clayton	Fernald, Stanley, Lieutenant, Utica Police Dept	Norris, David L, Chief of Police, Barnesville Police Dept
Julian, Scott R, Chief of Police, Clayton Police Dept	Wayland	Beach City
Farmington	Chapman, Marc L, Chief of Police, Wayland Village Police Dept	Gipe, Curt, Chief of Police, Beach City Police Dept
Crum, Baric, Administrative Captain, Farmington Police Dept	Westfield	Bellefontaine
Dowdy, Kyle, Lieutenant, Farmington Police Dept	Genthner, Robert, Chief of Police, Westfield Village Police Dept	Standley, Brandon K, Bellefontaine Police Dept
Lordsburg	Whitesboro	Bloomville
Delagarza, Arthur, Chief of Police, Lordsburg Police Dept	Hiffa, Dominick A, Chief of Police, Whitesboro Village Police Dept	Minzer, Howard, Chief of Police, Bloomville Police Dept
Rio Rancho	North Carolina	Brewster
*Frank, Christine, DRE State Coordinator, New Mexico DRE State Coordinator		Creter, Keith, Chief of Police, Brewster Police Dept
Vigil, Ron, Captain, Rio Rancho Police Dept	Beulaville	Columbus Grove
New York	Rogers, James G, Chief of Police, Beulaville Police Dept	Gilgenbach, Nick, Chief of Police, Columbus Grove Police Dept
Albany	Burlington	Covington
*Chu, Richard T, Police Officer, Albany Police Dept	Currie, Bret, Captain, Burlington Police Dept	Harmon, Lee, Chief of Police, Covington Police Dept
Avon	Chadbourn	Cridersville
Benedict, Gary, Chief of Police, Avon Village Police Dept	Trivette, Darrell, Chief of Police, Chadbourn Police Dept	Drake, John D, Chief of Police, Cridersville Police Dept
Belmont	Dallas	Delphos
Finnemore, Chris, Chief of Police, Belmont Village Police Dept	Scott, Allen, Chief of Police, Dallas Police Dept	Slate, Mark, Chief of Police, Delphos Police Dept
Bronx	Denton	Dennison
*Scarlett, Michael, Highway Patrolman/Police Officer, New York City Police Dept Hwy Patrol 1	Hicks, Mark, Chief of Police, Denton Police Dept	Beeman, Todd, Chief of Police, Dennison Police Dept
Carthage	Greensboro	Elida
Huber, Reggie, Chief of Police, Carthage Village Police Dept	Macintosh, Michael, Chief of Police, Piedmont Triad International Airport Police	Metzger, Dale A, Chief of Police, Elida Police Dept
Cazenovia	Holden Beach	Elmore
Hayes, Michael A, Chief of Police, Cazenovia Village Police Dept	Layne, Wallace, Chief of Police, Holden Beach Police Dept	Hayes, George, Chief of Police, Elmore Police Dept
Clifton Springs	Marshville	Fairview Park
Upchurch, Scott R, Chief of Police, Clifton Springs Village Police Dept	Tarlton, Matthew, Chief of Police, Marshville Police Dept	Betori, John M, Chief of Rangers, Cleveland Metroparks Ranger Dept
Cortlandt Manor	Matthews	Gibsonburg
Moriarty, Robert C, Postal Inspector, US Postal Inspection Service	Tyrrell, Stason T, Captain, Matthews Police Dept	Whitaker, Paul, Chief of Police, Gibsonburg Police Dept
Cuba	Murphy	Kirtland
Burch, Dustin, Chief of Police, Cuba Town Police Dept	Jacobs, Justin J, Chief of Police, Murphy Police Dept	Nosse, Lance, Chief of Police, Kirtland Police Dept
Delhi	Old Fort	Loudonville
Mills, Michael T, Chief of Police, Delhi Village Police Dept	Lytle, Melvin, Chief of Police, Old Fort Police Dept	Taylor, Kevin, Chief of Police, Loudonville Police Dept
Riverbend	Seven Devils	Manchester
	Matthews, Ryland, Chief of Police, River Bend Police Dept	Bowling, Jeff R, Chief of Police, Manchester Police Dept
Seven Devils	Davis, Chuck, Chief of Police, Seven Devils Police Dept	Mariemont
		Hines, Richard, Chief of Police, Mariemont Police Dept
New Lexington		New Lexington
		Ervin, Scott, Chief of Police, New Lexington Police Dept

North Baltimore Baer, Allan, Chief of Police, North Baltimore Police Dept	Pawhuska Laird, Scott, Chief of Police, Pawhuska Police Dept	Sharon Hill Price, Regina, Chief of Police, Darby Twp Police Dept
North Royalton Bilinovich, Ken, Chief of Police, North Royalton Police Dept	Pawnee Clymer, Wesley, Chief of Police, Pawnee Police Dept	West Chester *Johnson Harrison, Dian, Student, West Chester Univ
Oak Harbor Weirich, Steve, Chief of Police, Oak Harbor Police Dept	Sayre Harrold, Ronnie, Chief of Police, Sayre Police Dept	York Damon, Timothy, Chief of Police, York Area Regional Police Dept
Powhatan Point Coblentz, Benjie L, Chief of Police, Powhatan Point Police Dept	Shawnee Hendrickson, James M, Lieutenant, Citizen Potawatomi Nation Police Dept	Rhode Island
Richwood Asher, Monte R, Chief of Police, Richwood Police Dept	Spiro Draper, Michael, Chief of Police, Spiro Police Dept	Chepachet DelPrete, Joseph, Chief of Police, Gloucester Police Dept
Saint Clairsville Henry, Jeff, Chief of Police, St Clairsville Police Dept	Stigler Dickson, Richard, Chief of Police, Stigler Police Dept	South Carolina
Shreve Kiner, Ronald, Chief of Police, Shreve Police Dept	Tishomingo Smith, Shannon, Chief of Police, Tishomingo Police Dept	Andrews Garrett, Melvyn L, Chief of Police, Andrews Police Dept
Spencerville Cook, Darin, Chief of Police, Spencerville Police Dept	Tonkawa Whitham, John, Chief of Police, Tonkawa Police Dept	Blackville Holston, John D, Chief of Police, Blackville Police Dept
Terrace Park Hayhow, Gerald E, Chief of Police, Terrace Park Police Dept	Waurika Whittington, Gary, Chief of Police, Waurika Police Dept	Blythewood Stankus, Shawn A, Major, South Carolina Dept of Public Safety
Union Blackwell, Mike, Chief of Police, Union Police Dept	Wilburton Bias, Robert, Chief of Police, Wilburton Police Dept	Central Justice, Khristy, Chief of Police, Central Police Dept
Union City Ater, Mark, Chief of Police, Union City Police Dept	Wynnewood Moore, Ken, Chief of Police, Wynnewood Police Dept	Chesnee Swofford, Danny, Chief of Police, Chesnee Police Dept
Williamsburg Gregory, Michael, Chief of Police, Williamsburg Police Dept	Yale Kelly, Phillip, Chief of Police, Yale Police Dept	Chesterfield Hewett, Eric, Chief of Police, Chesterfield Police Dept
Yellow Springs Hale, Dave, Chief of Police, Yellow Springs Police Dept	Oregon	Edgefield Carter, Ronald, Chief of Police, Edgefield Police Dept
Oklahoma	Aumsville Schmitz, Richard, Chief of Police, Aumsville Police Dept	Estill Collins, Mark, Chief of Police, Estill Police Dept
Antlers Morgan, Dwayne, Chief of Police, Antlers Police Dept	Beaverton Puentz, Rick, Director of Public Safety, Beaverton School District Police	Folly Beach Burke, Franklin, Deputy Chief of Police, Folly Beach Public Safety
Bristow Williams, Wayne, Chief of Police, Bristow Police Dept	Enterprise Fish, Joel, Chief of Police, Enterprise Police Dept	Greenville *Gaffney, Sean, Public Safety Business Development, Synnex Milby, John, Acting Chief of Police, Furman Univ Police Dept
Chandler Mattheyer, Matt, Chief of Police, Chandler Police Dept	Happy Valley Anderson, Scott A, Chief of Police, Happy Valley Police Dept	Hampton McAlhaney, Perry Z, Chief of Police, Hampton Police Dept
Cleveland Stout, Clinton, Chief of Police, Cleveland Police Dept	North Bend *Craig, Murray, CTO/Pilot, Firestorm UAV Inc	Holly Hill Detter, Joshua H, Chief of Police, Holly Hill Police Dept
Coalgate Pebworth, Kenny, Chief of Police, Coalgate Police Dept	Portland *Anderson, Bradshaw, Post Graduate Student, Concordia Univ Portland	Inman Tucker, Keith, Chief of Police, Inman Police Dept
Dibble Murrell, Bryan, Chief of Police, Dibble Police Dept	Scappoose Miller, Norman, Chief of Police, Scappoose Police Dept	Pelion Garner, Chris, Chief of Police, Pelion Police Dept
Edmond *Langley, Chad, Captain, Edmond Police Dept	Tillamook Wright, Terry, Chief of Police, Tillamook Police Dept	Saint George Camp, Brett, Chief of Police, Saint George Police Dept
Edmond *Minter, Damon, Captain, Edmond Police Dept	Vernonia Conner, Michael, Chief of Police, Vernonia Police Dept	South Congaree Shumpert, Joshua D, Chief of Police, South Congaree Police Dept
Hartshorne Brillo, Josh, Chief of Police, Hartshorne Police Dept	Pennsylvania	Spartanburg *Koupaxa, Tia, Police Administration & Budget Coordinator, Spartanburg Police Dept
Heavener Armstrong, Ty, Chief of Police, Heavener Police Dept	Hershey Ferree, Terry D, Lieutenant, Derry Twp Police Dept	Williston Pruitt, Rodney, Chief of Police, Williston Police Dept
Hobart Sharrington, Clay, Chief of Police, Hobart Police Dept	Johnstown Johnson, Robert, Chief of Police, Johnstown Police Dept	South Dakota
Hominy Martin, Michael D, Chief of Police, Hominy Police Dept	Kennett Square Holdsworth, William, Chief of Police, Kennett Square Police Dept	Canton Miller, David H, Chief of Police, Canton Police Dept
Lindsay Mills, Steven, Chief of Police, Lindsay Police Dept	Lemoyne Friel, John W, Lieutenant, West Shore Regional Police Dept	Chamberlain Hutmacher, Joseph, Chief of Police, Chamberlain Police Dept
Mangum Paxton, Christopher S, Chief of Police, Mangum Police Dept	Philadelphia Banford, Frank, Captain, Philadelphia Police Dept	Clark Wellnitz, Jeremy, Chief of Police, Clark Police Dept
Marietta Scott, Dustin, Chief of Police, Marietta Police Dept	 *Coskey, Joseph, Sergeant, Amtrak	Lead Wainman, John J, Chief of Police, Lead Police Dept
Minco Hau, Brian, Chief of Police, Minco Police Dept	Philadelphia *Griffin, Patricia, Assistant Professor/Director of Graduate Criminal Justice, Holy Family Univ	Milbank VanVooren, Boyd, Chief of Police, Milbank Police Dept
Nowata McElhaney, Mike, Chief of Police, Nowata Police Dept	Renovo Jeffries, Michael, Corporal, Renovo Borough Police Dept	Mobridge Madison, Shawn, Chief of Police, Mobridge Police Dept
Oklahoma City Peterson, Kathryn, Special Agent in Charge, FBI		

Sisseton	Bruce, Debra, Chief of Police, Sisseton Police Dept
Webster	Kiefer, Tim, Chief of Police, Webster Police Dept
Tennessee	
Atoka	Poole, Jessie, Chief of Police, Atoka Police Dept
Bruceton	Stewart, Ronnie, Chief of Police, Bruceton Police Dept
Caryville	Keeton, Brian, Chief of Police, Caryville Police Dept
Centerville	Irwin, Shanon, Chief of Police, Centerville Police Dept
Charlotte	Bledsoe, Jeff, Sheriff, Dickson Co Sheriff's Office
Cowan	Edwards, Allen, Chief of Police, Cowan Police Dept
Dyer	Lindsey, Bradley P, Chief of Police, Dyer Police Dept
Franklin	Anderson, Michael, Lieutenant, Franklin Police Dept *Medaris, Michael, Consultant, Analysis Led Solutions
Gordonsville	Harris, Wayne, Chief of Police, Gordonsville Police Dept
Graysville	Tanksley, Julie, Chief of Police, Graysville Police Dept
Jasper	Mason, Billy, Chief of Police, Jasper Police Dept
Jellico	Anderson, Chris, Chief of Police, Jellico Police Dept
Kimball	Jordan, Tommy, Chief of Police, Kimball Police Dept
Martin	*Dunn, Stephanie, Director of Operations, Virtual Academy
Mountain City	Church, Denver, Chief of Police, Mountain City Police Dept
Nashville	Robinson, Gregory, Assistant VP/Chief of Police, Tennessee State Univ
New Johnsonville	Ellison, Wayne, Chief of Police, New Johnsonville Police Dept
Ridgely	Lee, Kenneth L, Chief of Police, Ridgely Police Dept
Scotts Hill	Alexander, David, Chief of Police, Scotts Hill Police Dept
South Fulton	Crocker, Andy, Chief of Police, South Fulton Police Dept
Tracy City	Wilder, Charlie, Chief of Police, Tracy City Police Dept
Watertown	Laney, Bill, Chief of Police, Watertown Police Dept
Texas	
Anson	Moore, David, Chief of Police, Anson Police Dept
Aubrey	Payne, Tommy, Chief of Police, Aubrey Police Dept
Austin	Odom, Randall, Captain Administrative Operations, Texas Dept of Insurance Fraud Unit
Ballinger	McNulty, Mark, Chief of Police, Ballinger Police Dept
Bangs	Camarillo, Jorge L, Chief of Police, Bangs Police Dept
Beaumont	West, Larry, Trooper, Texas Dept of Public Safety
Beverly Hills	Bruce, Debra, Chief of Police, Beverly Hills Police Dept
Bishop	Gonzalez, Margarito R, Chief of Police, Bishop Police Dept
Blue Mound	Hinkle, Barry, Chief of Police, Blue Mound Police Dept
Brady	Thomas, Steve, Chief of Police, Brady Police Dept
Brazoria	Longbotham, Neal B, Chief of Police, Brazoria Police Dept
Brookside Village	Atkins, Sonny, Chief of Police, Brookside Village Police Dept
Brownsville	*Gawthrop, William, Intelligence Analyst, FBI San Antonio Division
Buda	Cantu, Leonard, Chief of Police, Mustang Ridge Police Dept
China Spring	*Carlile, William, Special Ranger, Texas Dept of Public Safety
Colorado City	Aguilar, Luis, Chief of Police, Colorado City Police Dept
Columbus	Lattimore, William, Chief of Police, Columbus Police Dept
Comanche	Bradshaw, Bruce E, Chief of Police, Comanche Police Dept
Corrigan	Gibson, Darrell, Chief of Police, Corrigan Police Dept
Crystal City	Lopez, Jesse, Chief of Police, Crystal City Police Dept
Daingerfield	Climer, Tracey, Chief of Police, Daingerfield Police Dept
Devine	Benavides, Kandy, Chief of Police, Devine Police Dept
Dublin	Jennings, Michael, Chief of Police, Dublin Police Dept
Edna	Wooldridge, Clinton, Chief of Police, Edna Police Dept
El Paso	Talamantes, Humberto, Commander, El Paso Police Dept
Floydada	Gooch, Darrell, Chief of Police, Floydada Police Dept
Fritch	Leggett, Monte L, Chief of Police, Fritch Police Dept
Garland	Vornberg, Scott, Assistant Chief of Police, Garland Police Dept
Georgetown	Janik, Amy, Administrative Lieutenant, Georgetown Police Dept
Gilmer	Davis, Betty, Chief of Police, East Mountain Police Dept
Grand Saline	Collins, Justin R, Chief of Police, Grand Saline Police Dept
Granite Shoals	Boshears, Gary, Chief of Police, Granite Shoals Police Dept
Groesbeck	Henson, Chris, Chief of Police, Groesbeck Police Dept
Hico	Ashmore, Ronnie, Chief of Police, Hico Police Dept
Itasca	Brewer, Winson E, Chief of Police, Itasca Police Dept
Jacksboro	McDaniel, Terry, Chief of Police, Jacksboro Police Dept
Jefferson	Amburn, Gary, Chief of Police, Jefferson Police Dept
Junction	Supak, Rudy, Chief of Police, Junction Police Dept
Kenedy	Dubose, Duane, Chief of Police, Kenedy Police Dept
Kountze	Slaughter, Brent, Chief of Police, Kountze Police Dept
Linden	McWaters, Alton, Chief of Police, Linden Police Dept
Lubbock	*Whitley, Kasie, Public Information Assistant, Lubbock Police Dept
Mabank	Bradshaw, Keith, Chief of Police, Mabank Police Dept
Mansfield	*Sanders, James, Regional LEL, US Dept of Transportation NHTSA Region 6
Marion	Crane, Donald R, Chief of Police, Marion Police Dept
McKinney	*Humm, Patrick, Strategy & Technology Advisor, North Texas Fusion Center
New Braunfels	*Gonzales, Sabrina, Administrative Secretary, New Braunfels Police Dept
Nocona	Holcomb, Kent, Chief of Police, Nocona Police Dept
North Richland Hills	*Morgan, Christopher, Mental Health Peace Officer, North Richland Hills Police Dept
Refugio	Lopez, Andy, Chief of Police, Refugio Police Dept
Richwood	Corb, Brian, Chief of Police, Richwood Police Dept
Rockdale	Harris, Thomas, Chief of Police, Rockdale Police Dept
Round Rock	McKinney, Andy, Commander, Round Rock Police Dept
San Augustine	Fountain, Jesse, Chief of Police, San Augustine Police Dept
San Diego	Nava, Richard, Chief of Police, San Diego Police Dept
Schertz	Skrobarek, Michael, Constable, Guadalupe Co Constable's Office Precinct 3
Selma	Zuniga, Javier, Lieutenant, Selma Police Dept
Seymour	Griffin, Mike, Chief of Police, Seymour Police Dept
Slaton	Barnes, Trevor, Chief of Police, Slaton Police Dept
Somerset	Burchett, Jason M, Chief of Police, Somerset Police Dept
Sonora	Dudley, William, Chief of Police, Sonora Police Dept
Stamford	Huston, Darwin, Chief of Police, Stamford Police Dept
Sunrise Beach	Brock, Laurie, Chief of Police, Sunrise Beach Police Dept
Surfside Beach	Phillips, Gary, Chief of Police, Surfside Beach Police Dept
Sweeny	Barnard, John E, Chief of Police, Sweeny Police Dept
Tiki Island	Sustaita, Adren, Chief of Police, Tiki Island Police Dept
Tool	Feist, Rickey, Chief of Police, Tool Police Dept
West Tawakoni	Kilpatrick, Brandon, Chief of Police, West Tawakoni Police Dept

Whitney Bentley, Chris, Chief of Police, Whitney Police Dept	Elkton Hammer, Aaron, Chief of Police, Elkton Police Dept	West Virginia
Winnsboro Chester, Andy, Chief of Police, Winnsboro Police Dept	Fairfax Hott, Russell, Field Office Director, US Dept of Homeland Security ICE	Berkeley Springs Johnson, Timothy, Chief of Police, Berkeley Springs Police Dept
Woodville Yosko, Scott, Chief of Police, Woodville Police Dept	Schaible, Lance E, Captain, Fairfax Co Police Dept	Buckhannon Gregory, Matthew L, Chief of Police, Buckhannon Police Dept
Wortham Butler, Kelly, Chief of Police, Wortham Police Dept	*Voss, Emilie K, Deputy Director, Fairfax Co Police Dept	Cameron Younger, Michael J, Chief of Police, Cameron Police Dept
Zavalla Wade, Stefani, Chief of Police, Zavalla Police Dept	Fort Belvoir *Jenkins, Ricky, Special Agent/Criminal Investigator, US Army Criminal Investigation Division	Fayetteville Kinzer, D L, Chief of Police, Fayetteville Police Dept
Utah	Gate City Fink, Scott, Chief of Police, Gate City Police Dept	Glen Dale Vogler, Edward C, Chief of Police, Glen Dale Police Dept
Blanding Torgerson, Jason F, Chief of Police, Blanding Police Dept	Grundy Fletcher, Aaron, Chief of Police, Grundy Police Dept	Grafton Beltner, Robert W, Chief of Police, Grafton Police Dept
Kanab Cram, Tom, Chief of Police, Kanab Police Dept	Lawrenceville Gibson, Everette, Chief of Police, Lawrenceville Police Dept	Harpers Ferry Farner, Jeremy, Supervisory Border Patrol Agent/Section Chief, US Border Patrol/DHS
Mount Pleasant Wilberg, Jim R, Chief of Police, Mount Pleasant Police Dept	Norfolk *Law, Brandi, Deputy City Attorney, City of Hampton	Lewisburg Stover, Tim, Chief of Police, Lewisburg Police Dept
Naples Watkins, Mark J, Chief of Police, Naples Police Dept	Onancock Williams, Eric, Chief of Police, Onancock Police Dept	Madison Burgess, Chet, Chief of Police, Madison Police Dept
Perry Arbon, Ryan, Chief of Police, Perry Police Dept	Orange *Smith, C Douglas, Vice President, Center for the Constitution at Montpelier	Milton Parsons, Joe A, Chief of Police, Milton Police Dept
Pleasant View Hadley, Ryon, Chief of Police, Pleasant View Police Dept	Radford *Rowley, Allison, Student, Radford Univ	Montgomery Workman, Paris, Chief of Police, Montgomery Police Dept
Richfield Evans, John, Chief of Police, Richfield Police Dept	Richmond *Parker, GiTonya, Grants Administrator, Richmond Police Dept	New Martinsville Cecil, Tim, Chief of Police, New Martinsville Police Dept
Roy Perry, Aaron, Deputy Chief of Police, Roy Police Dept	Roanoke Viar, Matt, Commander, Roanoke Co Police Dept	Ripley Fridley, R L, Chief of Police, Ripley Police Dept
Salt Lake City Morse, April, Lieutenant, Unified Police Dept of Greater Salt Lake Porter, James, Lieutenant, Salt Lake City Airport Police	Shenandoah Davis, Paul, Chief of Police, Shenandoah Police Dept	Wellsburg Kins, Stanley, Chief of Police, Wellsburg Police Dept
Springville Foster, Warren, Lieutenant, Springville Police Dept *Waters, Cory, Detective, Springville Police Dept	Timberville Dodd, John, Chief of Police, Timberville Police Dept	Westover Fike, Kenneth, Chief of Police, Westover Police Dept
Vermont	Weber City Delano, Mike, Chief of Police, Weber City Police Dept	White Sulphur Springs Pauley, John, Chief of Police, White Sulphur Springs Police Dept
Brandon Pulsifer, Rodney, Lieutenant, Brandon Police Dept	Woodstock Baker, Christopher, Captain, Woodstock Police Dept	Williamson Blair, Barry, Chief of Police, Williamson Police Dept
Burlington Burke, Shawn P, Deputy Chief of Operations, Burlington Police Dept Chapman, Peter J, Sergeant, Univ of Vermont Police Services Favreau, Jeffrey M, Sergeant, Univ of Vermont Police Services	Washington	Williamstown Graham, Shawn, Chief of Police, Williamstown Police Dept
Virginia	Brier Catlett, Mike, Chief of Police, Brier Police Dept	Wisconsin
Arlington *Barry, Kevin, Vice President Security & Stabilization, Tetra Tech *Goosey, Robert, Director Law Enforcement & Training, Tetra Tech Jones, Sophia, Assistant Administrator, Transportation Security Administration	Colfax McNannay, Rick, Chief of Police, Colfax Police Dept	Amery Marson, Thomas, Chief of Police, Amery Police Dept
Chantilly Lay, Dean, Commander, Fairfax Co Police Dept	Montesano Vance, Brett, Chief of Police, Montesano Police Dept	Arcadia Anderson, Diana M, Chief of Police, Arcadia Police Dept
Chase City Jordan, J A, Chief of Police, Chase City Police Dept	Olympia Wilbur, Roger, Captain, Washington State Patrol	Bloomer Zwiefelhofer, Jared, Chief of Police, Bloomer Police Dept
Chincoteague Island Mills, James R, Chief of Police, Chincoteague Police Dept	Omak Koplin, Jeff, Chief of Police, Omak Police Dept	Cuba City Terpstra, Terry, Chief of Police, Cuba City Police Dept
Colonial Beach Plotts, Danny, Chief of Police, Colonial Beach Police Dept	Oroville Hill, Todd, Chief of Police, Oroville Police Dept	Edgerton Klubertanz, Tom, Chief of Police, Edgerton Police Dept
Crewe Dixon, Scott, Chief of Police, Crewe Police Dept	Pasco Cook, Brent, Captain, Pasco Police Dept	Ellsworth Ladwig, Eric, Chief of Police, Ellsworth Police Dept
Danville Merricks, Thomas, Captain, Danville Police Dept	Raymond Spoor, Chuck, Chief of Police, Raymond Police Dept	Galesville Evenson, Paul B, Chief of Police, Galesville Police Dept
Dayton Hanlon, Daniel, Chief of Police, Dayton Police Dept	Redmond *Fein, Annmarie, Sergeant, Redmond Police Dept	Hurley Collassaco, Chris, Chief of Police, Hurley Police Dept
	Ruston Celis, Victor, Chief of Police, Ruston Police Dept	Johnson Creek Bleeker, Gary, Chief of Police, Johnson Creek Police Dept
	Tumwater Weiks, Jon, Chief of Police, Tumwater Police Dept	Ladysmith Lobermeier, Allen S, Chief of Police, Ladysmith Police Dept
	Woodland Kelly, James M, Chief of Police, Woodland Police Dept	Madison *Akselrud, Michael, Director Training & Standards Bureau, Wisconsin Dept of Justice
	Zillah Quantrell, Timothy, Chief of Police, Zillah Police Dept	Mauston Zilisch, Michael, Chief of Police, Mauston Police Dept
		Mayville MacNeill, Christopher, Chief of Police, Mayville Police Dept

Mondovi

Smith, Scott, Chief of Police, Mondovi Police Dept

Mosinee

Muellung, Ken, Chief of Police, Mosinee Police Dept

Peshtigo

FitzGerald, Joseph, Chief of Police, Peshtigo Police Dept

Plymouth

Ringel, Christopher J, Deputy Chief of Police, Plymouth Police Dept

Port Edwards

Iverson, Jennifer, Chief of Police, Port Edwards Police Dept

Randolph

Klavekoske, Michael J, Chief of Police, Randolph Police Dept

Viroqua

Jefson, Daron, Chief of Police, Viroqua Police Dept

Waterloo

Sorenson, Denis, Chief of Police, Waterloo Police Dept

Wyoming**Kemmerer**

Buck, Stacy, Chief of Police, Kemmerer Police Dept

Lovell

Beal, Jason, Chief of Police, Lovell Police Dept

Worland

Elliott, Gabe, Chief of Police, Worland Police Dept

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

Michael Bailey, Deputy Commissioner, State University of New York, Albany, New York

Stanley Droskoski, Chief of Police (ret.), Town of Southold, New York; Peconic, New York

Raymond E. Grant Jr., Chief of Police (ret.), Greenwich, Connecticut; Old Greenwich, Connecticut (life member)

Philip L. Meek, Colonel/Director (ret.), South Carolina Highway Patrol, Columbia, South Carolina (life member)

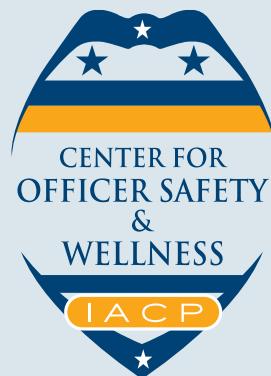
Don J. Omodt, Sheriff (ret.), Hennepin County, Minneapolis, Minnesota (life member)

Edward A. Pape, Captain, Los Angeles, California

Robert B. Rogerson, Director (ret.), University of New Brunswick, Fredericton, New Brunswick, Canada

Daniel A. Welch, Director (ret.), Barnstable Police Academy; Chief of Police (ret.), Kingston, Massachusetts; Marshfield, Massachusetts (life member)

Edward A. Zunino, Chief of Police (ret.), Kennett Square, Pennsylvania; West Grove, Pennsylvania



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.

Corrections Officer Shana Tedder

Texas Department of Criminal Justice
Date of Death: June 9, 2017
Length of Service: 12 years

Trooper Ryan Matthew Albin

Illinois State Police
Date of Death: June 28, 2017
Length of Service: 11 years

Correctional Officer Curtis Billue

Georgia Department of Corrections
Date of Death: June 13, 2017
Length of Service: 10 years

Police Officer Miguel I. Moreno

San Antonio Police Department, Texas
Date of Death: June 30, 2017
Length of Service: 9 years

Correctional Officer Christopher Monica

Georgia Department of Corrections
Date of Death: June 13, 2017
Length of Service: 8 years

Police Officer Robert J. Johnson

Northville Police Department, New York
Date of Death: July 4, 2017
Length of Service: 33 years

Lieutenant Patrick Weatherford

Newport Police Department, Arkansas
Date of Death: June 13, 2017
Length of Service: 15 years

Police Officer Miosotis Familia

New York City Police Department
Date of Death: July 5, 2017
Length of Service: 12 years

Master Sergeant William Trampas Bishop

Florida Highway Patrol
Date of Death: June 17, 2017
Length of Service: 30 years

Six Keys to Opening Your Digital Evidence Room

*By Bob Stanberry, VP360 Solutions, Chief of Police (Ret.),
Hudsonville, Michigan, Police Department*

In the past, a physical piece of evidence was located in a brick-and-mortar evidence room. Officers would procure a written evidence ticket and take it to an evidence officer to retrieve what they needed. Today, in the digital age, where and how evidence is collected, stored, and retrieved is different.

Up to this point the change had been gradual, but today many see a growth spurt in agencies that know what they need—new and better digital evidence management systems that will grow with them over time—but they are unsure about which systems to invest in, and when.

The following public safety agency technology statistics can be examined to understand what an agency needs for a digital evidence room:

- According to a 2011 dissertation by University of Central Florida student Hamdi Yesilyurt, about one-third of police agencies addressed digital evidence but did not have dedicated personnel, and less than one-quarter had a specialized unit with full-time personnel to address digital evidence. About 1 in 20 local police agencies did nothing to address digital evidence in any circumstance.¹
- After the 2013 Boston Marathon bombing, a call for evidence brought in more than 13,500 photos and videos, which crashed the FBI servers set up to receive them. It shouldn't be surprising that so many citizens were willing to help. According to Nielsen survey data, 95 percent of U.S. residents polled said they'd be willing to share pictures, videos, tips, or other evidence if they witnessed a crime or serious incident, if they were given an easy means to do so.²
- A 2014 survey of social media use in law enforcement showed that four out of five police officers used social media for investigative purposes.³
- In 2015, Oakland, California's 600 officers with body-worn cameras (BWCs) generated 7 TB of data per month.⁴ This is the equivalent of more than 1,400 feature film downloads per month.

From these facts, alone, it's clear that agencies today are serving in a quickly evolving digital realm. How does an agency respond?

1. Convene a Committee

As early in the process as possible, create a committee to address digital evidence management for the agency. Be sure it includes both front-line and command staff and has members from both operations and road patrol. It is critical that agencies develop their plans with input from the officers who will use the technology every day. Make sure that there is leadership buy-in, and keep stakeholders informed of the progress along the way.

2. Develop the Agency's Technology Strategic Plan

The committee should begin by building a strategic plan for technology that takes the agency through the next two to five years.

The strategic technology plan should include a vision that examines whether the existing evidence management process is working. If it's not, how should it be changed? Is the agency ready for preparation and storage of digital evidence, especially video? The agency's vision should state what must be accomplished over an identified time frame to get the agency from point A to point B.

Next, the plan should clearly outline the steps that must be executed during each year of the plan to realize the outcome. The plan should allocate ample time for research and evaluation of technology solutions.

The next key component is measurement. Work with the planning committee to identify which priorities and deliverables define success, how to measure them, and to whom the ownership for each outcome is assigned.

3. Evaluate Options

During the first phase of planning, take time to understand the agency's technology options. While this undertaking can seem overwhelming, communicating with other agencies can help. Find out what worked for them and what didn't, and explore funding options.

Take a critical look at proof of concept with any vendor the agency considers. Thoroughly understand what the vendor offers, and make an apples-to-apples comparison among all the solutions that are being considered. Get to the ultimate cost of ownership and ensure understanding of all the nuances. For example, digital storage costs must be evaluated carefully. If an agency is using BWCs, compare the costs for storing data in the cloud versus on-premise, and data ownership roles should be clear.

Ask about the integrity and security of the network an agency is considering. Make sure it's impenetrable. Some agencies actually have paid hackers to get their files back.⁵ How would this scenario compromise the integrity of the agency's evidence? The reliability, integrity, and credibility of the network are absolutely critical. After all, the evidence has to stand up under the scrutiny of defense attorneys.

Be sure to ask about and understand the proprietary nature of the digital evidence management system being evaluated. Look for a solution that has open standards. Ask about compatibility across the system and limit silos. The requisite is actionable data, with storage that connects seamlessly and securely for integrity and retrieval.

Focus decision-making in the following four key areas:

- **Cost effectiveness:** Make sure all of the costs are understood—both at the beginning and over time. Will the technology be used frequently enough to justify the investment and its purpose?
- **Training:** How much training is required for all members of the agency to begin using the technology properly?
- **Service, maintenance, and ownership:** Where are the data stored—and in what format? How does this impact overall cost? Are there ownership limitations or agreements that restrict the agency's ability to move the data? Are the data ready to retrieve and transferable to another provider? What is the total cost associated with operating maintenance and maintenance-service agreements?
- **Operational:** Is the technology designed to make officers' jobs safer, easier, and more effective?

4. Integrate Body-Worn Cameras

BWCs have become much more common in the last five years. News stories across the United States have pushed agencies to speed up adoption of BWCs due to the limitations of in-car video. When an individual moves out of the field of the in-car video, the result is not a full representation of what happened. Full transparency is important both for the agency and for community relations. In either instance, the benefits of BWCs are clear.

BWCs can provide a record that shows whether an issue was created by an officer or escalated by another individual. In many cases, situations will de-escalate when individuals realize they are being recorded. Complaints made about an officer can be resolved more quickly when internal

affairs personnel can review BWC video. The camera's accurate record of facts can allow cases to be closed more quickly.

When considering integrating BWCs, agencies should compare the style and quality of the camera, as well as how easily it works with the evidence management software. Make sure the software is easy to use and has good analytics and tagging capabilities to make the data actionable.

5. Adopt Strong Policies and Procedures

Look at the agency's digital evidence policies the same way the agency developed its evidence room policies and procedures. Establish similar chain of evidence guidelines and procedures for sharing digital evidence across jurisdictions. Make sure the policies protect how secure information is shared, how it's stored, in what format, and for how long.

The policies should also address what the agency puts into the digital evidence management system, how it's inputted, what the agency will be looking for, and how the digital evidence comes back to be shared.

How will the agency classify this vast amount of data for easy retrieval? Create policies for providing keyword descriptions, metatags, and terms, as well as a filing system that makes sense for the agency—by date, geography, or themes.

6. Provide Leadership

With any new technology, some individuals in the agency will be apprehensive. That's to be expected. Officers are already used to new technology. They likely moved away from pen and paper reports some time ago. Look at the agency's culture and roll out new technology with good communication to increase officer buy-in.

Focus on how new technology will enable members of the agency to do their jobs faster, easier, and with more transparency and collaboration. Ultimately the agency is there to serve its community, and new technology enhances that mission. Every agency should have technology that is at least equal to or greater than that of the people they serve.

An agency's technology mission and how it serves the community belongs in the agency's budget and strategic plan. And in today's agency, that includes digital evidence management. ♦

Bob Stanberry is a founding member of the professional advisory council of VP360 Solutions, a company offering comprehensive digital evidence management solutions from camera to courtroom. He has more than 16 years in law enforcement and is the retired chief of police of the Hudsonville (Michigan) Police Department. Chief Stanberry can be contacted at bstanberry@vp630solutions.com.

Notes:

¹Hamdi Yesilyurt, "The Response of American Police Agencies to Digital Evidence" (doctoral dissertation, University of Central Florida, 2011), <http://stars.library.ucf.edu/cgi/viewcontent.cgi?article=2731&context=etd>.

²Linda Haelson, "95 Percent of Citizens Want to Submit Digital Evidence. But Most Police Departments Don't Make It Easy," *Powering Public Safety*, blog, September 19, 2016, <http://www.nice.com/protecting/blog/95-percent-of-citizens-want-to-submit-digital-evidence-But-most-police-departments-dont-make-it-easy-604>.

³LexisNexis Risk Solutions, *Law Enforcement Personnel Use of Social Media in Investigations: Summary of Findings* (2012), <https://www.lexisnexis.com/risk/downloads/whitepaper/Infographic-Social-Media-Use-in-Law-Enforcement.pdf>; LexisNexis Risk Solutions, "Law Enforcement's Usage of Social Media for Investigations Infographic," www.lexisnexis.com/investigations.

⁴Tod Newcombe, "Body Worn Camera Data Storage: The Gorilla in the Room," *Government Technology*, [govtech.com](http://www.govtech.com/dc/articles/Body-Worn-Camera-Data-Storage-The-Gorilla-in-the-Room.html), September 9, 2015, <http://www.govtech.com/dc/articles/Body-Worn-Camera-Data-Storage-The-Gorilla-in-the-Room.html>.

⁵Chris Francescani, "Ransomware Hackers Blackmail U.S. Police Departments," NBC News, April 26, 2016, <http://www.nbcnews.com/news/us-news/ransomware-hackers-blackmail-u-s-police-departments-n561746>.

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One Town's Approach to Combating Distracted Driving: Oro Valley Goes Hands-Free

By Chris Olson, Lieutenant, Patrol
Bureau Commander, Oro Valley,
Arizona, Police Department

In Arizona, a law enforcement officer rarely goes a single day without seeing someone driving on a highway or roadway with a mobile phone or other electronic device in their hand that is causing the motorist to have some form of cognitive, visual, or physical distraction. Unfortunately, there is nothing most of the approximately 14,000 police officers across the state can do about it since Arizona remains one of the last states without any kind of "hands-free" or "no texting" law.¹ While it might be thought by some that officers should simply pull drivers over for committing the subsequent roadway infraction bound to result from their distraction, if that infraction involves running a red light or swerving into a bicycle lane occupied by cyclists, the end result could be tragic. The National Traffic Highway Safety Administration (NHTSA) reported that distracted driving crashes claimed the lives of 3,477 people in 2015 in the United States, with another 391,000 being injured.² A July 2016 survey in *Police Chief* discovered that 48 percent of respondents believed distracted driving was the top traffic safety concern within their communities. This was by far the top concern. Speeding was the second traffic safety risk at 18 percent.³

Due to the severity and increasing frequency of traffic incidents caused by distracted drivers, one town in Arizona decided it would no longer wait for the state legislators to pass a law before trying to end distracted driving in the community. The Town of Oro Valley is located in southern Arizona, just northwest of Tucson. The 36-square-mile town is home to approximately 44,000 residents and served by a police force of 100 commissioned personnel. Beginning in 2016, Oro Valley took a sensible approach to getting its lawmakers, the police department, businesses, and community collaboratively committed to ending distracted driving.

Starting the Discussion

In the spring of 2016, a resident brought his concerns about distracted driving to the Oro Valley Police Department (OVPD) and town council.

This meeting came shortly after the daughter of a police volunteer was hit and seriously injured by a distracted driver. Sadly, months later, the young woman died as a result of her injuries from the crash. The meeting started a serious discussion about distracted driving and whether Oro Valley should wait for the state to pass a law regarding the issue. Oro Valley, like many communities, realized that distracted driving is a significant public safety issue that needs attention sooner, not later. It was decided that it was time to have a "community conversation" about the issue. Oro Valley worked closely with its police department to host an event titled A Community Conversation on Distracted Driving. Through a great partnership with a premier local resort, Oro Valley had a wonderful venue for the discussion, and OVPD officials, town council members, and other staff members advertised the event via radio, television, print, social media, and other avenues like the town's chamber of commerce. Furthermore, Oro Valley officials aligned with the local high school youth leadership, local fire departments, the Sprint corporation, and the Arizona chapter of LOOK! Save A Life to ensure that contemporary and knowledgeable people were in the room to help facilitate the discussion.⁴ The event involved

current facts and information on distracted driving and included numerous community members' tragic stories of losing loved ones in distracted driving crashes. These accounts made for a very emotional evening and convinced town lawmakers and residents that something should be done to curb this serious safety risk.

Hands-Free or No Texting?

The town council directed OVPD and the prosecutor's office to look at various distracted driving laws throughout the United States and to draft an ordinance to help prevent it. The question of whether the law should dictate hands-free versus no texting was an element of debate. The Governors Highway Safety Association (GHSA) recommends a hand-held cellphone ban for drivers because texting bans are difficult to enforce, since stopped drivers may claim they were dialing, changing the Pandora radio station, or scrolling through photographs instead of texting.⁵ This idea was supported by the lack of enforcement activity of the two largest police agencies around Oro Valley. The Tucson Police Department and Pima County Sheriff's Department both had texting bans, and both agencies reported low enforcement numbers.



Community Conversation Invitation

For example, Tucson police officers wrote only 16 citations during its first year of enforcement. For the second largest city in Arizona, this figure seemed disproportionate.⁶ The Pima County Sheriff's Department also struggled with enforcement of its texting ban, writing only 24 citations and 17 warnings during the first year of their ordinance.⁷ Oro Valley officials agreed that, in order to effectively prevent crashes caused by distracted driving and to begin changing the behaviors of motorists, OVPD officers would need a law that could be easily enforced.

The final hands-free ordinance was passed with full council support. The ordinance makes it illegal to use a hand-held "mobile telephone or portable electronic device" (e.g., cellphones, GPS, MP3 players, and gaming devices) while operating a motor vehicle on a public road. The fine for the first infraction is \$50, with a doubling effect for each subsequent violation (\$200 max). If the driver violated the ordinance and caused a crash, the fine is \$250. The ordinance does allow hand-held phone usage for emergencies and conversations with medical professionals.⁸

Education First

Educating the community about the new ordinance was key. This was where the "heavy lifting" occurred. The process involved a nine-month warning period, educational events, advertising, and a social media campaign. The hashtag #HandsFreeOV was created and spread by council members, police personnel, and Oro Valley staff. One nonconventional way of reaching the community that was incorporated was public service announcements in movie theaters. Before the start of every movie at Oro Valley's Century 12 theaters, the audience was greeted by the Oro Valley police chief along with the message, "Be hands-free in OV." In addition, OVPD and Oro Valley officials worked with the Oro Valley Chamber of Commerce and held an educational event at Oro Valley's largest employer, Roche Tissue Diagnostic. Many questions about the new law—what devices were included, if the ordinance included emergencies, and whether drivers could touch their cellphones at all—were answered by police officials. Interestingly, everyone who spoke with officers thought the law was reasonable and necessary.

OVPD also conducted community outreach by helping residents connect their devices to in-car systems. Individuals without in-car Bluetooth systems were provided information about affordable aftermarket Bluetooth technologies. Internally, OVPD strived to be good ambassadors of the new law (despite public safety exemptions). The department provided Bluetooth devices to those commissioned personnel who did not have existing integrated Bluetooth technologies in their patrol vehicles.

OVPD officers were instructed to aggressively look for drivers violating the new ordinance and to educate them about the new law. A variable message board was placed on one of the busiest routes, reminding drivers about the ordinance. Thousands of detailed and nicely



Community Conversation on Distracted Driving

WHAT CONSTITUTES A HAND-HELD ELECTRONIC MOBILE DEVICE?

According to the ordinance, "handheld mobile telephone" and "portable electronic device" means a wireless communication device that is designed to engage in calls, receive and transmit text, image messages and data and requires being held in one hand."

HANDHELD MOBILE DEVICES



Examples include: mobile phones, mp3 players, GPS units and gaming devices.



WHAT IF I DON'T KNOW HOW TO USE HANDS-FREE TECHNOLOGY?

The Oro Valley Police Department would be happy to assist drivers needing information on hands-free technology. Please call the Community Resource Unit at 520-229-5080.

WHAT HAPPENS IF I AM PULLED OVER?

In the event that you are pulled over for operating a hand-held electronic device, act in the same manner you would for any traffic stop. You will NOT be asked to hand the device over to the officer.

WHAT IS THE PENALTY FOR VIOLATING THIS ORDINANCE?

A person who violates Article 10-14 of this ordinance and is not involved in a motor vehicle collision is subject to a civil penalty of \$50 for the first violation, \$100 for the second, and \$200 for the third. A person who violates the ordinance and is involved in a collision is subject to a civil penalty of a minimum amount of \$250.

#HandsFreeOV
www.orovalleyaz.gov




Distracted Driving Brochure

designed educational brochures were made and handed out at the end of every distracted driving traffic stop. Officers reported to supervisors weekly about the number of stops they made and the motorists' reactions to being stopped. Officers reported that the drivers were not upset about the ordinance and just about all of the drivers who had been stopped felt the new rule

was a good idea. Moreover, with each passing week, officers said it was getting more difficult to find drivers with cellphones in their hands. OVPD received media requests for local news interviews and radio interviews, all of which helped spread information about the new ordinance. OVPD's message remained consistent, "Be hands-free in OV."

In This Together

After the ordinance had been in place for three months, OVPD released a 90-day update. The media release informed the public that the police department had issued 766 warnings to drivers violating the hands-free ordinance in its first 90 days and that OVPD would continue its educational campaign for at least six additional months.⁹ OVPD also made it a priority to thank the residents of Oro Valley for supporting the new law and for helping to make Oro Valley a safer place. That message was vital because OVPD wanted the community to understand how much the police department appreciated the shared partnership. Even though Oro Valley officials vetted the community's desire to enact the new law, nobody was really sure how community members would feel once OVPD began making hundreds of traffic stops. Would residents truly understand? Did Oro Valley officials do a good enough job explaining why distracted driving was such a public safety concern? To date, the community has expressed understanding and appreciation. Drivers stopped for violations apologized to officers instead of arguing with them, and many more drivers were encouraged to use the Bluetooth technology already available in their vehicles. Many of the motorists stopped by officers understood that driving distracted was like playing with fire—never a good idea.

In the end, Oro Valley's approach to combating distracted driving was similar to other community policing programs OVPD had created, and, just like with the other programs, the true credit for its success is due to the community. ♦

Learn More

To learn more about Oro Valley's hands-free ordinance and OVPD's strategies please contact Lt. Chris Olson at colson@orovalleyaz.gov or 520-229-4902.

Lieutenant Chris Olson is the patrol bureau commander for the Oro Valley Police Department. He received his MEd in human relations from Northern Arizona University and is a graduate of the 244th Session of the FBI National Academy.

Notes:

¹As of publication, 14 U.S. States, Puerto Rico, Guam, and the U.S. Virgin Islands prohibit all use of hand-held cellphones while driving, and 47 U.S. states, Washington, DC, Puerto Rico, Guam, and the U.S. Virgin Islands ban text messaging by drivers. A number of states without full bans, including Arizona, have

restrictions specifically for novice drivers or school bus drivers. Governors Highway Safety Association (GHSA), "Distracted Driving," State Laws, <http://www.ghsa.org/state-laws/issues/Distracted-Driving>.

²National Highway Traffic Safety Administration, "Distracted Driving," <https://www.safercar.gov/risky-driving/distracted-driving>.

³Although the survey did not have a statistically significant sample size, the results do suggest that distracted driving is a major traffic safety concern for law enforcement. The Dispatch, *Police Chief* 83, no. 7 (July 2016): 8.

⁴Look! Save a Life, "Home," <http://www.looksavealife.org>.

⁵GHSA, "Distracted Driving," Issues, <http://www.ghsa.org/issues/distracted-driving>.

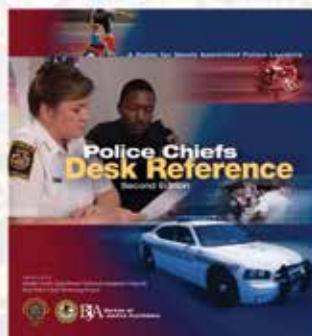
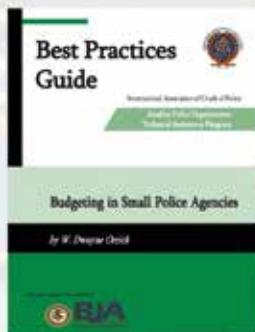
⁶N4T Investigators: Ticketing Texters," News4 Tucson, October 7, 2015, <http://www.kvoa.com/story/30211456/n4t-investigators-ticketing-texters>.

⁷Interagency communications, May 24, 2016.

⁸Town Oro Valley, Arizona, Ordinance No. (O)16-15, Article 10-14 Distracted Driving (2016). Learn more about the ordinance at <https://www.orovalleyaz.gov/police/distracted-driving-ordinance>.

⁹Town of Oro Valley, "Town of Oro Valley's Hands-Free' Ordinance 90-Day Update," press release, April 18, 2017, <https://www.orovalleyaz.gov/town/news-town-orovalley-hands-free-ordinance-90-day-update>.

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Trauma-Informed Policing: Responding to Children Exposed to Violence

By Kelly Burke, Program Manager, IACP, and Hilary Hahn, EdM, MPH, Yale Child Study Center

Millions of children and adolescents in the United States are exposed to violence as victims or witnesses in their homes, schools, and communities every year. Findings from the second National Survey of Children's Exposure to Violence (NatSCEV II), conducted in 2011, revealed that more than half of the children in the United States have been exposed to or have witnessed violence, crime, and abuse, including domestic violence, dating violence, sexual assault and stalking, school violence, community violence, or property victimization. Research also shows that the exposure to violence in childhood has significant immediate and longer-term emotional and physical consequences for those exposed.¹ When children are not identified and supported in recovery following their exposure to violence, they are at greater risk for the following:

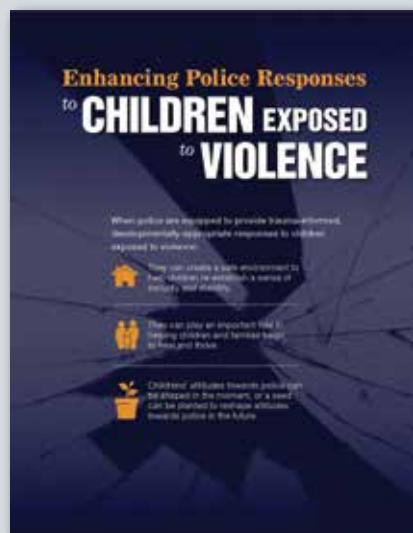
- School failure
- Mental health disorders such as anxiety, depression, post-traumatic stress disorder (PTSD), and personality disorders
- Substance abuse disorders
- Involvement with the juvenile and criminal justice systems
- Repeated victimization and perpetration of sexual and physical violence, as well as domestic violence
- Perpetration of community violence
- Chronic physical illness
- Early death²

While the consequences of childhood exposure to violence are substantial, there are opportunities to intervene and make a difference in the lives of vulnerable children. Law enforcement officers play a major role in the lives of vulnerable children and can be a key protective factor, along with family, schools, and the community, all of which can be critical

in changing the trajectory toward the negative outcomes often associated with childhood trauma and violence.

Because of their role in responding to calls for service as well as their ongoing presence in the communities they serve, officers are uniquely positioned to recognize children who might be at risk following exposure to violence. They also are well placed to utilize trauma-informed practices—both immediately on scene and beyond the emergency calls for service—to initiate children's recovery. However, until recently, professional development and tools designed to enhance law enforcement's ability to identify and respond to children exposed to violence (CEV) using trauma-informed policing strategies were not widely available. Recognizing the need and the opportunity to fill this critical gap, the International Association of Chiefs of Police (IACP) and the Child Study Center at the Yale School of Medicine, in partnership with the Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office of Justice Programs, U.S. Department of Justice, joined forces to develop the Enhancing Police Responses to Children Exposed to Violence: A Toolkit for Law Enforcement (the Toolkit).

The core content of the Toolkit is based on principles, practices, and approaches developed at the Childhood Violent Trauma Center at the Yale Child Study Center (Yale) over 25 years and through the implementation of the Child Development-Community Policing (CD-CP) program in New Haven, Connecticut, and Charlotte, North Carolina. Building on the knowledge and expertise gained through the CD-CP program, the Toolkit is designed to meet the distinctive needs of today's law enforcement officers, who might or might not have the opportunity to work in close collaboration with trauma-informed mental health and child welfare professionals.



POLICE OFFICER'S ROLE IN THE LIVES OF CHILDREN EXPOSED TO VIOLENCE

Equipping police officers to provide trauma-informed, developmentally appropriate responses to children exposed to violence can have the following effects:

- » Officers can create a safe environment to help children reestablish a sense of security and stability.
- » Officers can play an important role in helping children and families begin to heal and thrive.
- » Children's attitudes toward the police can be shaped in the moment or a seed can be planted to reshape attitudes toward police in the future.
- » A foundation of trust between the police, youth, families, and the community can be developed.
- » Community-police relations are enhanced, and improvements in officer safety can be expected.
- » Officers feel more effective and satisfied in their work.

STEPS FOR POLICE LEADERS

Enhance an agency's response to children and families exposed to violence by

- » training all frontline officers on how to recognize traumatic stress symptoms and how to effectively interact with and support children and families in regaining stability amid chaos
- » implementing the tools and resources within Enhancing Police Responses to Children Exposed to Violence: A Toolkit for Law Enforcement, available at www.theiacp.org/children-exposed-to-violence
- » knowing the community resources that support children and families exposed to violence
- » partnering with local mental health professionals specializing in childhood trauma
- » engaging the community by raising awareness of the issue of children exposed to violence and the efforts the agency and community partners are taking to help children and families overcome the effects of childhood trauma (Changing Minds public awareness resources available at <https://changingmindsnow.org>)

The Toolkit contains field-tested and research-informed resources developed specifically to enable law enforcement leaders and frontline officers to improve responses to children who have been exposed to violence. The tools are organized into three types.

Overview

- A Law Enforcement Executive's Brief on Children Exposed to Violence
- The Officer's Role in Responding to Traumatized Children

Assessment Tool

- Organizational Self-Assessment Tool and Action Planning Tool

Operational Protocols

- On-Scene Acute Protocol for Children Exposed to Violence
- Protocol for Responding to the Needs of Children at Scenes of Domestic Violence
- Principles and Practices of Death Notification to Children

Operational Tools

- Reactions That Police May Observe from Children and Youth
- What Traumatic Stress Reactions May Look Like On Scene
- Effective Police Responses to Traumatic Stress in Children of Different Ages
- Commonly Asked Questions from Children and Example Police Responses
- Common Issues with Caregivers and Police Responses
- What to Do When Your Child Is Exposed to Violence (brochure)
- Teaching the Tactical Breathing Technique to Children and Parents

For more information on how law enforcement professionals can most effectively respond to the needs of children exposed to violence, visit the project webpage at www.theiacp.org/children-exposed-to-violence. ♦

Notes:

¹David Finkelhor et al., *Children's Exposure to Violence, Crime, and Abuse: An Update*, National Survey of Children's Exposure to Violence (Washington, DC: U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention, 2015).

²Vincent J. Felitti et al., "Relationship of Childhood Abuse and Household Dysfunction to Many of the Leading Causes of Death in Adults: The Adverse Childhood Experiences (ACE) Study," *American Journal of Preventative Medicine* 14, no. 4 (1998), 245–258.

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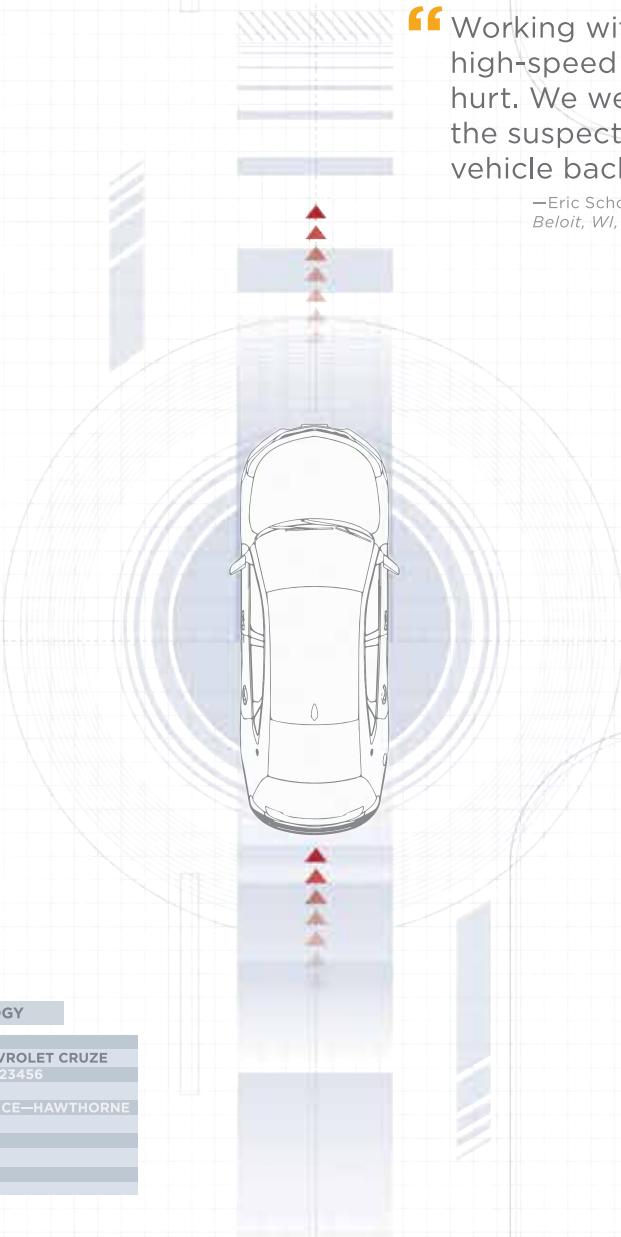
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